

Case Study Example 1 – Bridging Generations to Reduce Turnover

A regional healthcare organization had been struggling to retain millennial and Gen Z nurses, with first-year turnover at 28%. Exit interviews revealed a recurring theme:

“I don’t feel supported or connected to the team. It feels like you have to learn everything the hard way.”

At the same time, four senior nurses were planning to retire within 18 months. These nurses carried decades of tacit knowledge—unwritten tips for managing patient flow, navigating crises, and communicating with physicians—that newer nurses weren’t picking up quickly enough.

Leaders saw a double risk:

- 1. Losing critical expertise as veterans retired.
- 2. Continued high turnover among early-career employees who felt isolated and unsupported.

The organization decided to launch a 6-month Reciprocal Mentorship Program pairing experienced Legacy Partners with early-career Growth Partners. The goal wasn’t just to capture knowledge—it was to build trust and connection across generations.

SMART Goals for Launch

- 1. **Knowledge Transfer Goal:**
By the end of the 6-month program, at least 12 critical nursing workflows will be documented and reviewed by Growth Partners using the Knowledge Transfer Template.
- 2. **Engagement & Retention Goal:**
Within 6 months of program completion, 75% of participating Growth Partners will report increased confidence and belonging, and 90% will remain with the organization.

Key KPIs to Track

Category	Sample KPI	When to Measure
Knowledge Transfer	# of workflows documented and validated	Program midpoint and end
Growth Partner Confidence	% reporting higher confidence in key workflows	Program end & 3-mo follow-up
Retention	% Growth Partners retained vs. prior year baseline	6 months post-program
Meeting Consistency	Avg # of 1:1 meetings per pair	Monthly check-ins
Engagement	Avg survey score for “sense of belonging”	Program end & 3-mo follow-up

How to Collect the Data

- **Knowledge Capture Review:** Program Lead collects completed templates; tracks # of documented workflows.
- **Surveys & Pulse Checks:** Short surveys at kickoff, midpoint, program end, and 3-month follow-up.
- **HR Metrics:** Track participant retention and compare against non-participants from similar roles.
- **Meeting Logs:** Simple spreadsheet or online form for pairs to confirm meeting frequency and topics.