Emergency Department Mentorship Program

Christina Garbus, BSN, RN, CEN, TCRN and Shannon Gough BSN, RN, CEN

Clinical Problem

RN turnover is alarmingly high with Emergency Nursing one of the highest of all specialties.

High stress & acuity, burnout, compassion fatigue, staffing rates, and nurses feeling underappreciated with a lack of support.

High turnover = cost burden to the department and hospital system and dissatisfying to staff.

Emergency Departments (EDs) must prioritize interventions to combat this epidemic, with a focus on staff support to promote our force of emergency nurses.

Background

Yearly national turnover for bedside RNs is 14.6% [3] In 2016 it was 19.1% in ED, highest of all nursing specialties [3]. From 2013-2016 EDs nation-wide turned over 40.2% of their staff [3]. Short-staffed units increase patient-loads and unsatisfied patients & nurses = burnout and more turnover.

Average cost to replace one trained RN = $82,000 and 1/2 nurses leave a unit within the 1st year of hire [1]. #1 reason nurses choose to stay is related to positive, supportive work environment [1].

Mentorship is one way to focus efforts. Mentorship accelerates a nurse’s competence, provides confidence, and increases satisfaction [2]. Effective mentorship increases retention by a minimum of 30% and fosters facility loyalty [4].

Study in CA of 450 new hires, those in a mentor program reported increased professional confidence, decreased attentiveness, and hospital averaged net savings of $1.8-5.8 million [2]. Another study [2] showed mentor relationships enjoyed a 75% satisfaction score increase and 23% turnover decrease. 3rd study: 13% decrease in new graduate turnover in the first year [2].

Average cost to replace one trained RN = $82,000 and 1/2 nurses leave a unit within the 1st year of hire [1]. #1 reason nurses choose to stay is related to positive, supportive work environment [1].

Clinical Question

Would the implementation of a mentorship program in the ED, per subjective report, increase nurse satisfaction, belongingness, and ease adjustment of new hires, ultimately influencing first year retention?

Mentorship in the ED offers stability and security in an intense environment and is efficient and practical way to monitor staff satisfaction and assist them in finding ways to thrive in demanding environments. Mentorship has helped the Swedish ED foster increased feelings of belonging, work satisfaction, engagement, and ultimately retain our nurses. What is most exciting, majority of them offer mentorship to new hires and provide new hires with the same positive effects that they experienced.

Discussion

Month One

Take some time to get to know the new employee in their comfort level. Some questions to help get the conversation going:

- What is your name?
- Who are your 4 direct patients?
- Any concerns or kudos?
- How are you feeling?
- What do you think about your mentor?
- What are your Strengths?
- What are your Concerns?
- What is your personal and professional development goal?
- How can we support them more as a department?
- Are there policies you don’t understand?
- What do you like to do on your days off?
- What has been the hardest part about the transition?
- What do you enjoy about the ED?
- Where do they come from?
- Why ER? Why Swedish?
- Would the implementation of a mentorship program in the ED, per subjective report, increase nurse satisfaction, belongingness, and ease adjustment of new hires, ultimately influencing first year retention?

Guidelines were provided to help initiate conversation plus specific questions to report back. Otherwise, this relationship was confidential.

Goal of 3 meetings was to get to know the mentor, see the environment for any struggles, and by third meeting encourage involvement in department. Meetings outside of work were encouraged to include unit-based events to help the new hire build social comfort with coworkers.

Emergency Department Mentorship Program

August 2016 - June 2018 23 completed relationships

100% like mentorship program

0.067% turnover rate of all mentored employees.
0% 1st year turnover of mentored employees.
22 of 23 mentees affirmed that their mentorship was beneficial.

References


