Build and Sustain a Hospital-wide Nursing Mentorship Program

*Using the Healthy Work Environment Standards*

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• Nation’s First
• Magnet® designated
• Lantern and Beacon Awards
• Baby-Friendly designated
• Accredited Nurse Residency Program
Learning Outcomes

By the end of the presentation the participant will:

- Describe benefits of a formal nursing mentorship program
- Identify two ways the Healthy Work Environment Standards can shape the development of a nursing mentorship program

Abbreviations

AACN = American Association of Critical-Care Nurses
HWE = Healthy Work Environment
Background

Achieving a healthy work environment is critical (AACN, 2005; Kutney-Lee, Wu, Sloane & Aiken, 2013).

Prioritizing the health of our work environment is critical

- Retention
- Engagement
- Satisfaction
- Financial Viability
- Patient Safety

Mentorship programs

- Nurse Retention
- Job Satisfaction
- Magnet Requirement
Introduction

Strengthening a HWE catalyzes a culture of collaboration

AACN HWE Standards
* Program framework
* Multiplies benefits to organization

Sustainable formal hospital-wide nursing mentorship program
AACN’s HWE Standards

1. Skilled Communication
2. True Collaboration
3. Effective Decision-making
4. Appropriate Staffing
5. Meaningful Recognition
6. Authentic Leadership
Standard 1: Skilled Communication

- Communication techniques fostered within relationship
  - Crucial to partnership success (Chen & Lou, 2014)
  - Transferrable to clinical setting
  - Confidential
  - Mentor educates Mentee on communication
    - Closed-loop, verbal/non-verbal, two-way feedback

- Quarterly Progress Forms
  - Regular documentation formalizes mentoring
  - In-person enhances verbal/non-verbal communication skills

- Monthly checkpoints

- Confidential exit evaluations

Text
Email
Phone call
Face to face
FaceTime
Skype
Standard 2: True Collaboration

- Voluntary participation
- Match mentee needs with mentor strengths
- Nurses from ALL levels
  - Collaboration without hierarchical limits
- Relationship duration
  - Long-term, intentional relationship (Jakubik, Eliades, & Weese, 2016)
  - Lasting influence on individuals & organizational culture
- Two enrollments annually
  - Long-term sustainability
  - Preserves accessibility
Standard 3: Effective Decision-making

- **Mentee exposure to new venues**
  - Clinical decision-making, hospital policy & advanced clinical practice
  - Increases scope of influence and engagement
    - Shared governance, specialty certification, or leadership role

- **S.M.A.R.T. Goal**
  - Specific, Measurable, Achievable, Realistic, Time-bound
  - Vision for relationship and professional development of mentee

(Makubic, Eliades, Weese, & Huth, 2016)
Standard 4: Appropriate Staffing

- Elevate nurse competency to meet evolving patient needs
  - Shadow experiences
  - Higher education
  - Clinical ladder advancement
  - Specialty certification

- Mentee goal achievement
  - Organization retains enhanced talent
  - Mentee develops professionally
  - Patient benefits from nursing excellence

- Pragmatic staffing processes uphold patient safety (Aiken, et al, 2011)
  - Clinical nurses
  - Salaried employees
Standard 5: Meaningful Recognition

Stakeholders

- Mentors receive supervisor endorsement
- Mentor profiles displayed on website
- Formal celebration of goals met

Professional Excellence Council (Shared Governance)
Nurse Executive Board (Nurse Managers)
Patient Executive Council (CNO & Clinical Directors)
Standard 6: Authentic Leadership

- Mentees
- Mentors
- Nurse Leaders
- Mentorship Program
- Healthy Work Environment
Measurable Outcomes

Nurse Retention
95.2%

Goal
Achievement
90%

Patient Safety

Nurse Satisfaction

4.77%
Nurse Turnover
Immeasurable Outcomes

- Relationships
- Inspiration
- Confidence
- Collaborative Support
- Networking
Summary

- Skilled Communication
- True Collaboration
- Effective Decision-Making
- Authentic Leadership
- Meaningful Recognition
- Appropriate Staffing
- HWE
- Nursing Mentorship Program

HWE and Nursing Mentorship Program are interconnected with the other elements.
Conclusion

- **Nursing mentorship**
  - Strengthens the health of a work environment
  - Delivers measurable and immeasurable outcomes

- **Building a formal, sustainable program based on the AACN’s six standards of a HWE**
  - Improves patient outcomes
  - Benefits the participants and organization
References


Questions

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