MENTORSHIP MATTERS: Understanding the Impact of Mentorship on Advanced Practice Providers

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Background/Significance

- **Advanced Practice Providers (APPs)**
  - Nurse Practitioners & Physician Assistants projected 40% growth in next 7 years
  - As newer healthcare roles, organizations struggle with role optimization & team integration
  - Report lack of quality on-boarding
  - Experience role conflict with varying state/organizational expectations & regulations
  - Turnover rates TWICE that of physicians
  - Higher healthcare costs, up to $1.3 million to replace one provider
  - Negatively impacts patient care, satisfaction, outcomes

- **The Quadruple Aim** of healthcare
  - Improvement of population health outcomes while lowering costs, and increasing both patient AND provider satisfaction
  - Mentorship time-honored professional growth tool
  - Underutilized in healthcare, especially with APPs

- **Limited research** suggests improved patient outcomes, organizational commitment, and provider satisfaction

**Literature Review**

- Healthcare Challenges
  - Mentorship is a vague construct, applied to many relationships
  - 60 mentorship studies vs. >1,600 studies from other disciplines
  - Limited research suggests improved patient outcomes, organizational commitment, and provider satisfaction
  - Other Disciplines (Corrections, Education, Management)
  - Multiple quality studies show mentorship works!
  - Faster on-boarding, professional growth of mentor AND mentee, as well increased job performance
  - Parallels to healthcare stresses, regulations & confidentiality-

**Project Questions**

- What do experienced APPs perceive as barriers to serving as a mentor?
- What attributes create a quality, effective mentoring relationship?
- Does mentorship improve the organizational commitment of APPs?

**Evidence-Based Project Design**

- **ASU IRB designated exempt 9/24/18**
- Online, secure, anonymous survey
  - Demographics questionnaire
  - Meyer & Allen Three Component Model of Employee Commitment
  - 7-point Likert survey measuring commitment in 3 domains to predict turnover
  - Scandura & Regin Mentoring Function Quality (MFQ9)
  - 7-point Likert survey revealing desired qualities in the domains of role modeling, career development, & psychosocial support
  - Ragins & Cotton Perceived Barriers Scale
  - Barrier scale validated by factor analysis with varimax rotation
  - Domains of access, initiating relationship, mentor willingness, approval of others, and misinterpretation of approach
  - Ranking of mentorship characteristics
    - Based on Scandura & Ragin MFQ9
    - 5 characteristics in each of the 3 domains
  - Potential barriers specific to healthcare
    - Customized 7-point Likert scale rating of barriers noted in healthcare mentorship literature, productivity requirements, organizational expectations, & teaching inexperience
  - Free text boxes for comments on mentorship barriers and experiences

- Results analyzed with descriptive statistics for correlations & frequencies.

**Conclusion**

- Mentorship has the potential to help organizations meet the Quadruple Aim
- APPs value mentoring relationships
- Time & access to mentors are the biggest barriers
- APPs are interested in learning how to improve mentoring skills & having access to mentors
- Longitudinal research using higher levels of evidence & correlation with patient outcomes is needed

- **Efficient, integrated APPs**
- **Reduced turnover**
- **Faster onboarding**
- **Support for new APP**
- **Recognition for experienced APP**

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