

THE EFFECTIVENESS AND USE OF MENTORS IN NURSING LEADERSHIP IN HEALTHCARE SETTINGS

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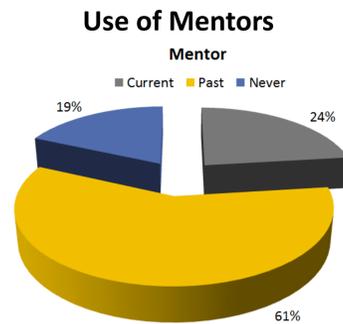


Study Purpose and Aims

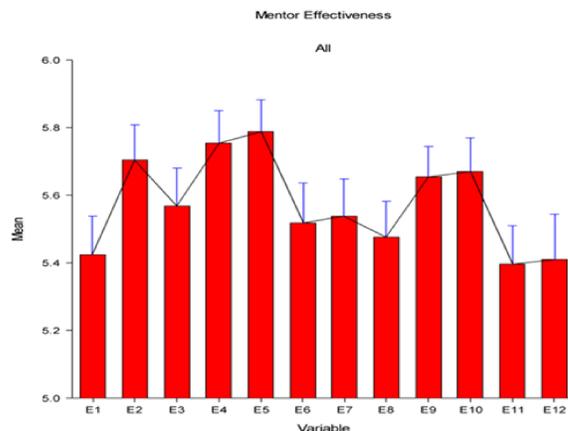
Examine the use and perceptions of formal and informal mentors in the leadership development of nursing leaders

- Determine the perceived value and experience as a mentor and protégé by nursing leaders including nurse executive role
- Compare the descriptions of mentorship experiences between nursing directors and nurse executives
- Identify barriers to mentoring
- Identify awareness of formal mentoring programs (AONE, WONE, VHA)

Results

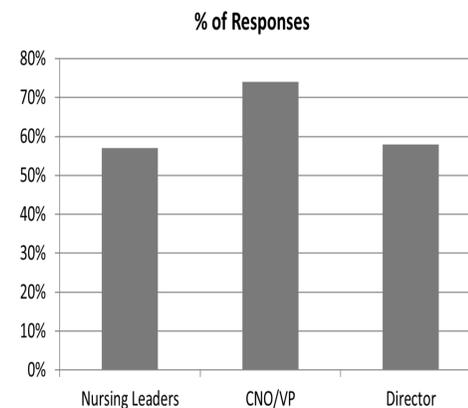


Mentor is a direct supervisor - 41%
 Mentor is a nursing leader - 82%
 Mentor is outside current organization - 41%
 Mentor is a male - 17%
 Mentor relationship is informal-65%



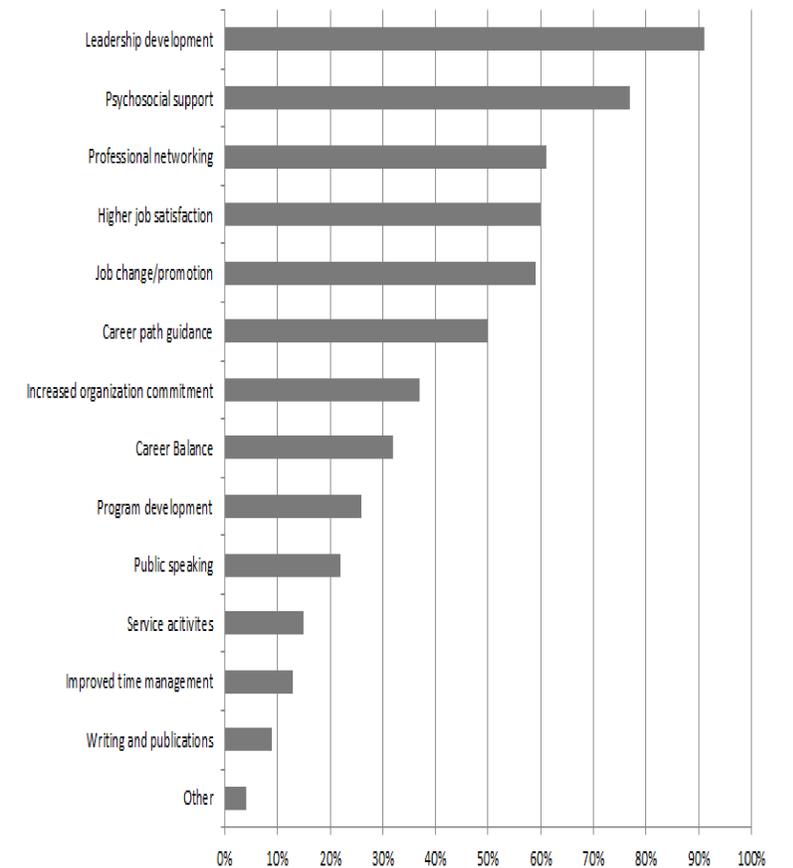
Legend Figure 3
 E1 Access
 E2 Professional Integrity
 E3 Content Expert
 E4 Approachable
 E5 Supportive
 E6 Constructive critique
 E7 Motivated
 E8 Direction
 E9 Acknowledged contribution
 E10 Acknowledged committee
 E11 Resources
 E12 Challenging assignments

One or more of mentees identified in succession plan



Mentor Variable	CNO	Director
Proactive in seeking mentor	54.6%	51.9%
Male mentor	29.6%	7.7%
Use of mentor-outside organization	57.7%	30.8%
Informal mentors	59.3%	70.4%
Nurse leader as mentor	62.9%	92.3%
Direct supervisor mentor	33.3%	40.0%

Outcomes from most influential leadership mentor



Study Design

A cross sectional, survey research method emailed to the Wisconsin Organization of Nurse Executives and Wisconsin Center for Nursing leader resource list

Tool Design-Nurse Leader Mentoring Effectiveness Survey- 30 item survey designed by researcher with input from colleagues. Tool includes the modified mentorship profile questionnaire and mentorship effectiveness scale from the John Hopkins School of Nursing¹

Mentoring framework used in study²

Results analyzed with descriptive statistics and thematic analysis for qualitative questions

Conclusions and Implications for Practice

Mentoring is an effective strategy to increase leadership development
 In this study the perceived effectiveness of mentoring was high
 Nursing Leaders use of informal mentoring was more than formal
 Only 24% of nursing leaders had a current mentor
 Limited use of multiple mentors and mentors originating outside the field of nursing
 Encourage the development of mentoring plans
 Encourage use of multiple internal and external mentors at different career stages
 Organizations and nursing leaders should support and role model a culture of mentoring

Study Demographics

Response -34% 109/325
 CNOs/VPs - 34%
 Directors - 29%
 Managers - 14%
 Average age - 52.8 years
 Hospital and Healthcare setting - 78%

References

1. Berk, R., Berg, J., Mortimer, R., Walton-Moss, B., & Yeo, T. (2005). Measuring the effectiveness of faculty mentoring relationships. *Academic Medicine*, 80(10), 66-71.
2. Gagliardi, A., Webster, F., Perrier, L., Bell, M., & Straus, S. (2014). Exploring mentorship as a strategy to build capacity for knowledge translation research and practice: A scoping systematic review. *Implementation Science*, 9, 122. doi:10.1186/s13012-014-0122-1

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