Mentoring Oncology Clinical Nurses to Become Nurse Leaders

Background

- Succession planning (RNs nearing retirement age)
- ONS Chapters & Communities acknowledge the need
- Nurse Retention/Engagement at organization level
- Sharing our success as nurse leaders
- Embrace and value mentoring
- Share the gift of mentoring with each other
- Transform how we learn, teach, work, lead, inspire and care for each other as nurses

General Overview

Mentor

- Guides and nurtures the growth of others through various stages of their development
- Treasured “gift of learning”
- Mentoring programs can be very valuable to healthcare professionals
- When appropriate, challenges mentee’s ideas/important decisions and strategies

General Overview

Mentor

- Expert-to-novice model
- Takes a special interest in and actively supports development
- Relationship can develop into an expansive resource of growth, empowerment, and opportunity
- Provides various aspects of role modeling, precepting, and coaching, but goes above and beyond these
- “A professional friend”
- Freely given gift of interest, time, and involvement

(Vance, 2011)
General Overview
Coach/Advisor
- Coaching-The catalyst for embracing new learning and change
- Creates a positive environment for dialogue, appreciative inquiry and empowerment
- Coaching style creates the positive expectation toward shared goals based on competence and completeness.
  Gives guidance and advice.
- Shares ideas and provides feedback
- A trainer or tutor who prepares someone for specific skills or examination.
- In coaching, the teaching is highly focused and usually occurs between an expert and a novice.

Role Model/Preceptor
Role Model
- Someone who is imitated and followed.

Preceptor
- A specialist or expert who guides the practical training and experience.

Protégé/Mentee
Protégé
- A person who is guided and supported by an older and more experienced or influential person.
  (Oxford dictionary)
- One who is protected or trained or whose career is furthered by a person of experience, prominence, or influence.
  (Merriam-Webster)

Mentee
- A person who is advised, trained, or counseled by a mentor.
  (Oxford dictionary)
Mentoring

- Developmental, affirming, & empowering relationship that contributes to personal empowerment, achievement, and professional excellence

(Vance, 2011)

Elements of Effective Practice for Mentoring

- Recruitment
- Screening
- Training
- Matching
- Monitoring and Support
- Closure

National Mentoring Resource Center (2016)

Functioning Example: Hospital

- Identified Needs
- Identify populations/Staff type
- Staff Engagement/Ownership
- Pre Survey
- Forming a committee
- Education & Training
- Pilot
- Roll out
- Celebrations/Certificate
- Lessons learn
Association Program
Oncology Nursing Society/Lilly Oncology Grant Project for chapters
• Identified Needs
• Identify chapters for participation
• Conference
• Engagement/Ownership
• Pre Survey
• Forming a committee with the chapter
• Education & Training
• Pilot
• Roll out
• Celebrations/Certificate
• Lessons learn & Next Steps

Collaboration & Partnership
• Nursing Education
• Human Resource
• Talent Development
• Staff/Shared Governance
• Stakeholders: CNO, Nurse Leaders/Mgrs etc
• Unit or Service Practice Council

Organizations Examples
• American Organization of Nurse Executives (Leader 2 Leader Program (web base))
• American Nurses Association (web base)
• National Mentoring Organizations (In person/web base)
• Institutions/organizations (In person)
• The Health Alliance of MidAmerica (Nurse Mentoring Toolkit)
Clinical RNs Coaching/Mentoring Program

- Connects clinical nurses from across the units for assimilation, friendship, support, skill development through mentoring and personal relationships
- Designed specifically to connect new & transferring RNs with experienced RNs
- Mentorship gives experienced nurses an opportunity to help develop the next generation of clinical nurses and gives the mentees guidance and resources for relationship building as they develop into their role
- Mentees/Protégés can feel confident and engaged in their development on their units and organization

Shared Needs

Aim at enhancing:

- Employee engagement, recruitment & retention
- Having a friend at work
- Shared leadership
- Team building
- Healthy work environment

What Worked-Organization Example

- Staff identified
- Staff own the process
- Common themes staff identified program will impact:
  - Nursing turnover rates
  - Assimilating new staff to unit/organization i.e.: opening of new units
  - New graduates professional transition into the RN role
What Worked—Organization Example

- Common themes staff identified (Continued)
  
  d) Relationship building
  
  e) Healthy work environment
  
  f) Trust in workplace setting
  
  g) Confidence in clinical practice
  
  h) Perceptions of professional role in the hospital setting
  
  i) Shared leadership through guidance and support

Evaluation: Process for the pilot

- **Phase 1**
  - Pre survey and post survey sent to participants initially and again at the 6 month mark

- **Phase 2**: Reevaluated originally defined metrics for outcomes. Looked at selected metrics at 12-18 month mark:
  - Retention
  - Turnover

Evaluation: Process for the pilot

- **Phase 2**: Engagement as evidenced by participation in unit based activities (Shared governance, mentorship program & precepting)

- **NDNQI RN Satisfaction survey**
  - Look at RN to RN interactions with the 2015 survey as a baseline
What Worked-Chapters Example

- Individualized Process
- Chapter Leads/Facilitators
- Members involvement
- Training & Education
- Grant to help with roll out
- Examples of the checklist- To Do’s for the chapters

Measures of Success

- Survey
- Measures/metrics
- Indicators
- Goals and objectives of the program
- Ownership
- Buy-in
- Celebration

Sustaining the Program

- Ongoing training/education
- Trying something new
- Let the members lead the initiative or staff
- Buy-in
- Stakeholders
- What support looks like
Coaching/Mentorship Program
Start & Maintain

• Organizations: Identify needs with employees help
• Identify what is beneficial and how to attain it
• Maintaining it involve ownership and constant celebration and succession planning & participation

A. How?
B. What would it take?
C. Who should own it?
D. How do you know it is successful?

Mentoring Design & Implementation Tasks

• Explicitly defining the purpose of the mentoring program to include identification of the benefits to the participants and to the organization
• Action plan that ensures visible support for mentoring from top administrators
• Formally naming or “branding” the mentoring program or process and deciding on the names of the participants (e.g., mentees, protégés)
• Identifying current and future potential mentee pools
• Defining roles and responsibilities of mentoring program participants (Zachary, 2000)

Mentoring Design & Implementation Tasks

• Developing processes for mentees with mentors in alignment with the program
• Develop/Designing a mentor education and training component
• Must have a reward, recognition, and celebration of mentoring success aspects of the program
• Must have an administrative oversight component that includes developing mentoring program policies and procedures and identifying financial resources needed to sustain a viable program
• Track the program to determine progress and as a mechanism for continuous process improvement
Mentoring Design & Implementation Tasks

- Determining potential roadblocks and obstacles to a pilot or to full-scale implementation and creating contingency plans to overcome identified obstacles
- Developing procedures and protocols for developing, recruiting, selecting, and maintaining current and prospective mentors
- Developing an organizational communication plan to deliver key messages about the initiative

Mentoring Design & Implementation Tasks

- The program must
  - have a roll-out plan, including determining the feasibility of a pilot
  - Have a plan to deal with “casualties,” for mentors and mentees who did not complete the program to determine their reasons = changes can be incorporated into the next mentoring cycle as needed

Successful Mentoring Culture

- Accountability
- Alignment
- Demand
- Infrastructure
- Common mentoring vocabulary
- Multiple venues
- Reward systems
- Role modeling
- Safety net
- Training and education (Zachary, 2000)
Toolkit and Handbook

- Share resources for program developments
- Toolkits to help (No need to re-invent the wheel)
- Developing a handbook and Examples
- Examples:
  - Handbook
  - Tools
  - Celebration
  - Roll out binders
Bibliography


