

# Northwell Mentor-Mentee Program

## Entry to Practice & Leadership Program



**Cherry Lyn Fuentes, MS-C, RN-BC**  
Education Specialist  
Phelps Hospital Northwell Health

*A mentor is  
someone who  
allows you to  
see the hope  
inside of you*  
-Oprah



<https://www.youtube.com/watch?v=DwKBxabn4QY>

# Northwell Health Mentor-Mentee Program Overview

## Aim

Develop, implement, and refine a mentor-mentee program to support the transition and retention of **two groups**:

- All new graduate nurses within 1-2 years of hire
- All nurses newly hired to leadership roles

## Definition

Mentoring is a **reciprocal partnership** between two people with mutual goals and shared accountability based on a commitment to the mentoring relationship, mutual trust, and respect.

## Significance

Structured mentoring programs have been shown to support effective **professional transitions**, growth and **socialization**, increase mentee and mentor **engagement**, and reduce **turnover**.

**Over the last 4 years, first-year RN Turnover across Northwell Health increased from 14% to 21%, and averages two times the overall RN rate.**

New nurse leaders benefit from participation in a mentoring program as they work on developing leadership competencies.

# WHY a mentor- mentee program

Feedback from frontline team members through employee engagement and NDNQI RN Satisfaction surveys as well as local shared governance councils have indicated a desire for a structured mentoring program at Northwell.



# All RNs are called to mentor.....

ANA Scope & Standards of Practice (2015): “Leaders must mentor colleagues to advance nursing practice and research, the profession, and health care. Teach others to succeed by mentoring.”

ANA Code of Ethics (2015): “The nurse owes the same duties to self as to others, including...personal and professional growth.”

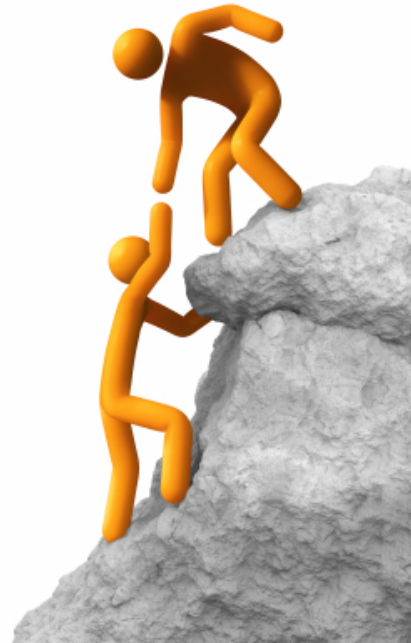
IOM: Future of Nursing (2011): “Prepare & enable nurses to lead change to advance health. Nursing associations and organizations should provide mentor programs for all members.”

Vance (2011): “Every nurse needs mentoring for leadership development and professional success & satisfaction.”

# What is mentoring?

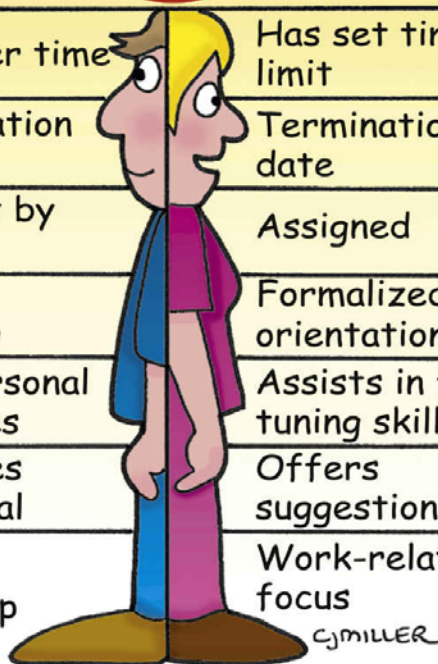
It differs from the role of a preceptor, which is a short-term, intense commitment aimed at assisting the novice nurses in developing the knowledge and skills needed to adjust to or perform their new role.

Mentoring also supports the novice leader in adjusting to their role beyond their preceptorship. The support from the mentoring relationship has been shown to enhance the retention of nurses in both roles.



# Mentor VS Preceptor

MENTOR VS PRECEPTOR	
Occurs over time	Has set time limit
No termination date	Termination date
Sought out by mentee	Assigned
Teaches networking	Formalized orientation
Shares personal experiences	Assists in fine tuning skills
Experiences are personal	Offers suggestions
Mentoring relationship may be personal, academic, or work-related.	Work-related focus



Nursekey.com

# Nursing Mentor Program: 2 Tracks

Entry-to-Practice



Entry-to-Leadership



# Entry-to-Practice Program: *Goal & Core Components*

Support the transition and retention of graduate nurses within 1-2 years of hire

Socialization  
to Practice

Professional  
Growth

Career  
Progression

Support for  
EBP

Modeling a  
“Just  
Culture”

**Mentees:** Interested new graduate RNs (up to 25 per cohort), with program initiation after orientation

**Mentors:** Experienced peers (at least 2 yrs), NM recommendation and as per the discretion of the Program Site Coordinator

**Program Duration:** One year

**Cohort Frequency:** 2 Cohorts per year

# Leadership Program: *Goal & Core Components*

Support the ongoing professional growth of newly-appointed nurse managers, ANMs, and nurse educators

Leadership  
Role  
Assimilation

Succession  
Planning

Professional  
Growth

Career  
Progression

Promotion of  
Professional  
Involvement

**Mentees:** All new NMs, ANMs, Nurse Educators, Clinical Coordinators

**Mentors:** Experienced leaders (at least 2 yrs), mid to high performance potential categorization via 9-box assessment

**Program Duration:** One year

**Cohort Frequency:** 2 cohorts per year

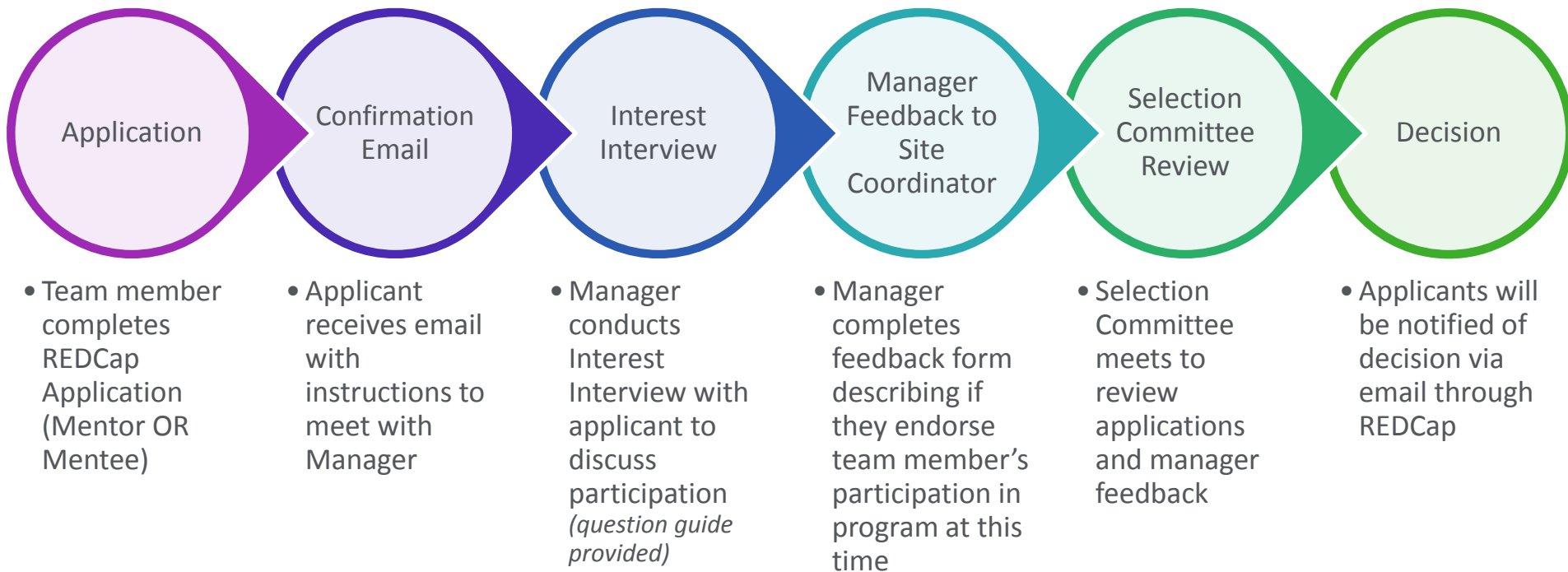
# Mentor- Mentee Relationship

The mentor and mentee will agree on shared responsibilities. Mentors will focus on working with their mentees to grow and develop in selected focus areas such as interpersonal skills, management skills, and organizational skills.

From these focus areas, mentees will collaboratively identify goals they will achieve from the mentor relationship and will accept responsibility for their learning and development.



# Program Participant Selection Process



# Application and Resources Available via Intranet

The image displays a screenshot of the Northwell Health myIntranet interface. The top navigation bar includes links for IT service desk, password management, social media, and a welcome message for Kathleen Attonito. A search bar and a 'Find A Colleague' form are also present. The main navigation menu lists Home, MyHR, Education & Research, Hospitals & Facilities, and Departments. The left sidebar shows the Nursing Practice section, with a red box highlighting the 'Mentoring Toolkit' link. The main content area shows the 'Nursing Practice' header and a list of resources. A red box highlights the 'Mentoring Toolkit' link in the sidebar and the corresponding content area, which includes an overview of the Northwell Health Nursing Mentor Program.

IT service desk | Change my ID/password

Welcome Kathleen Attonito

Find A Colleague

First name

Last name

Search

Advanced search

I Need To...

Search this site...

Northwell Health®

myIntranet

Home MyHR Education & Research Hospitals & Facilities Departments

Nursing

Nursing Education

Nursing Research

Nursing Practice

Nursing Practice

Welcome

Collaborative Care Model

Collaborative Care Councils

TeamSTEPS

Clinical Toolkits

Nursing Councils and Task Forces

Clinical Ladder

Clinical Information Systems

Nursing Services Recognitions

Magnet Program Directors Council

Mentoring Toolkit

Clinical Competencies

Advanced Practice Nursing

Contact Us

Nursing Practice

Welcome

Welcome to the Nursing Practice section

Within you will find information on:

- The Collaborative Care Model and Communication Site
- TeamSTEPS & Magnet Environment
- The Clinical Ladder
- Individual hospital/sites nursing services
- New equipment such as beds & IV
- Practice Improvement Initiatives such as
- Links to standardized clinical policies
- Special projects and upcoming events

IT service desk | Change my ID/password

Welcome LeeAnn DeCastris

Find A Colleague

First name

Last name

Search

Advanced search

I Need To...

Search this site...

Northwell Health®

myIntranet

Home MyHR Education & Research Hospitals & Facilities Departments

Mentoring Toolkit

Overview

Mentor

Mentee

Site Coordinator

Mentor/Mentee Council (Access Required)

Overview

Northwell Health Nursing Mentor Program

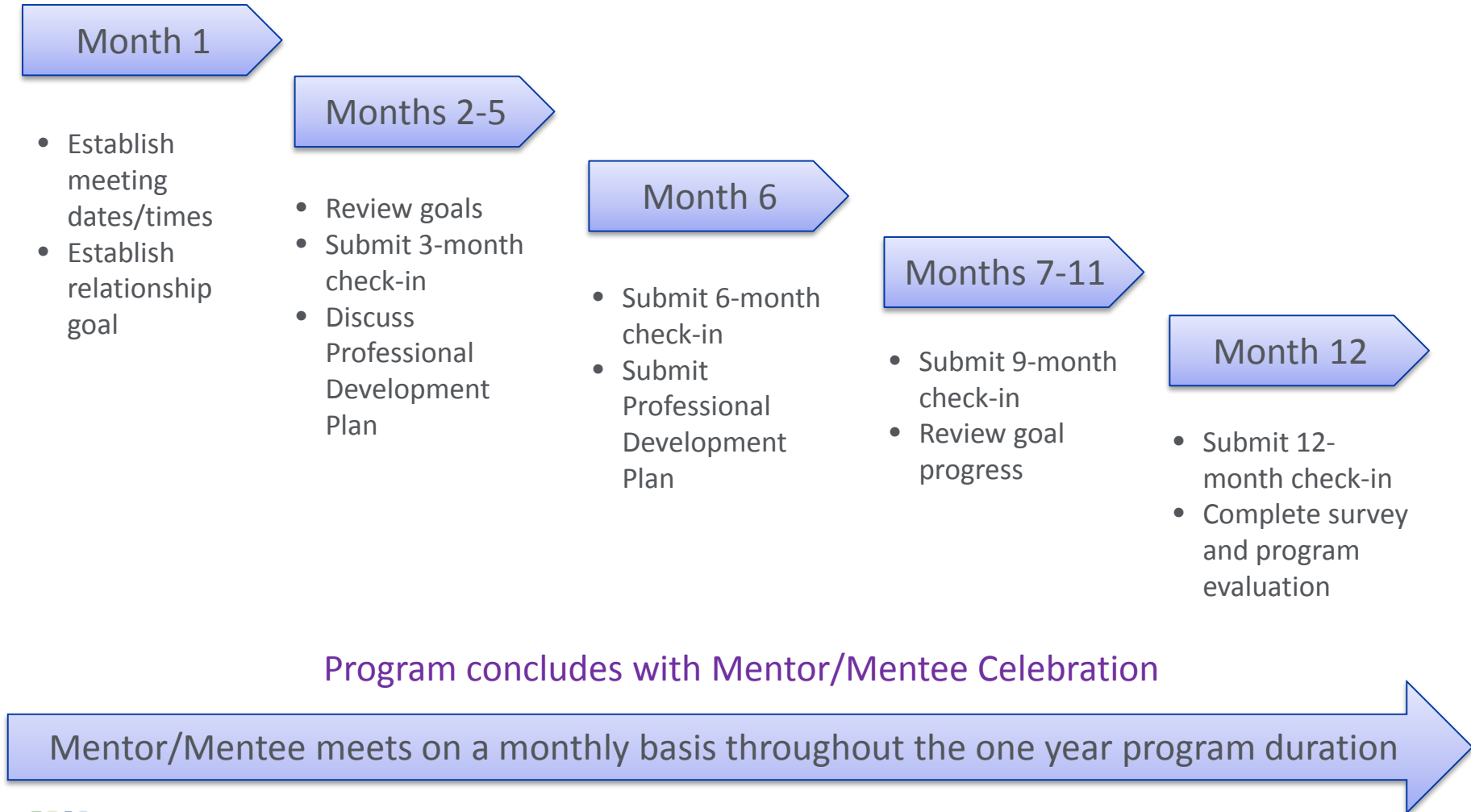
The aim of the Northwell Health Nursing Mentor Program is to support the transition and retention of two groups of nurses, which include new graduate nurse within 1-2 years of hire and nurses newly hired to leadership roles. Structured mentoring programs have been shown to support effective professional transitions, growth and socialization, increase mentee and mentor engagement, and reduce turnover. Feedback from frontline team members through employee engagement and NDNQI RN Satisfaction surveys as well as local shared governance councils have indicated a desire for a structured mentoring program at Northwell.

Mentoring is a reciprocal partnership between two people with mutual goals and shared accountability based on a commitment to the mentoring relationship, mutual trust, and respect. It differs from the role of a preceptor, which is a short-term, intense commitment aimed at assisting the novice nurses in developing the knowledge and skills needed to adjust to or perform their new role. Mentoring also supports the novice leader in adjusting to their role beyond their preceptorship. The support from the mentoring relationship has been shown to enhance the retention of nurses in both roles.

The mentor and mentee will agree on shared responsibilities. Mentors will focus on working

# Northwell Health Mentor-Mentee Program

## *Notable Program Benchmarks*



# I want to participate! What do I do next?

- Speak with your Site Coordinator
- Additional information will be available on the Institute for Nursing section of the Intranet under 'Mentoring Toolkit'
- The application link will be sent to eligible nurses via Northwell email

## Mentor Check-in: 3 Month

Mentee:

Mentor:

Please be as honest as possible in your responses, your open feedback is valuable.

*Please check the appropriate box for each question and provide an explanation in the comment column*

Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Comments
1. We have continued to meet as per our established schedule and have future meeting dates set					Provide any barriers to adhering to schedule:  Next meeting date:
2. The agenda for our meetings have been preset					Provide feedback:
3. My mentee is meeting my objectives and expectations					
4. My mentee and I have a respectful and supportive relationship					

Please expand on your progression toward the goal(s) identified at your 1-Month check-in. Have you encountered any barriers to meeting the goal(s)? Is any additional guidance required?

## Mentor Check-in: 6 Month

Mentee:

Mentor:

Please be as honest as possible in your responses, your open feedback is valuable.

Please check the appropriate box for each question and provide an explanation in the comment column

Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Comments
1. We have continued to meet as per our established schedule and have future meeting dates set					Provide any barriers to adhering to schedule:  Next meeting date:
2. The agenda for our meetings is being set increasingly by my mentee					Provide feedback:
3. My mentee and I have a respectful and supportive relationship					
4. My mentee and I have meaningful conversations					
5. We continue to progress toward established/new goals					Please provide any new goals identified:
6. My mentee is becoming increasingly self-directed					

☐ 6-Month

☐ 9-Month

## MENTEE PROFESSIONAL DEVELOPMENT PLAN

The mentee professional development plan provides you the opportunity to work with your mentor to decide on specific skills/leadership attributes you would like to develop or improve. The columns below will aid in guiding your steps towards success. This plan will first be submitted as part of your 6 Month Check-in and then updated for your 9 Month Check-in.

Instructions: Meet with your mentor to discuss the skills/leadership attributes you would like to develop or improve during your mentor-mentee relationship. Complete the plan together either in writing or type the plan and update as you progress with development of each skill.

<b>Start Date</b>  <b>Goal Achieved</b> <b>Date</b>	<b>Identify the specific skill/attribute you would like to develop</b> (e.g. communication skills with team members, professional attire, life-long learning)	<b>Action:</b> <b>Identify how you will improve your skills</b> (e.g. communication skills – practice with your mentor)	<b>Achieved Skill:</b> <b>Describe examples of how you achieved the skill</b>

☐ 12-Month

## MENTEE ONGOING PROFESSIONAL DEVELOPMENT PLAN

This ongoing professional development map builds on the plan you developed in collaboration with your mentor over the last year and provides a roadmap for your continued professional growth. This should be completed in collaboration with your mentor at the conclusion of your formal mentoring relationship.

Instructions: Meet with your mentor to discuss the skills/attributes you have worked to develop and what your next steps should be for the continued growth and/or application of those professional traits and abilities.

Professional Goal	Action: Next Steps for application or further development	Leadership Skill/Attribute this connects to	Target Date

# Evaluation Tools



**Entry to Practice Outcome Measures:** First-year RN turnover, engagement (stratified by years experience), Casey-Fink tool, Program Evaluation tool

**Leadership Track Outcome Measures:** Turnover, engagement, % leader positions filled internally, days to fill, LPI tool, Program Evaluation tool

## **SUCCESS OUTCOMES:**

- ✓ Creates personal and professional satisfaction
- ✓ Enhances self-esteem and self-confidence
- ✓ Develops talent, potential, and leadership
- ✓ Establishes culture of development,  
opportunity and legacy building
- ✓ Promotes excellence and empowerment in  
professional practice
- ✓ Increases recruitment and retention—a business imperative
- ✓ Provides antidote to career burnout and workplace incivility

# Graduation Celebration at the 1 year completion!





# References

Advisory Board Company (2017). First-year nurse retention toolkit.

Association of Medical Surgical Nurses (2012). AMSN mentoring program mentor guide.

Baldwin, C., DeCampi, P., Kirby, K. (2010). Beyond the classroom to coaching: preparing new nurse managers. *Critical Care Nurse Quarterly*, 33(2), 132-137.

Benner, P. (1984). From novice to expert: Excellence and power in clinical nursing practice. Menlo Park, CA: Addison-Wesley Publishing Company

Davidson, M. J., Fielden, S. J., Sutherland, V. J. (2009). Innovations in coaching and mentoring: implications for nurse leadership development, *Health Services Management Research*, (22), 92-99.

Grindel, C. & Haggerstrom, G. (2009). Nurses Nurturing Nurses: Outcomes and Lessons learned. *Med/Surg Nursing*, 18(3), 183-187.

Kram, K. E. & Isabella, L.A. (1985) Mentoring alternative: The role of peer relationships in career development. *Academy of Management Journal*, 28(1), 110-132.

USPTO Leadership Development Program (2010). How to Build a Mentoring Program.

# Thank You!!!

