

Northwell Mentor-Mentee Program

Entry to Practice & Leadership Program

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*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.”

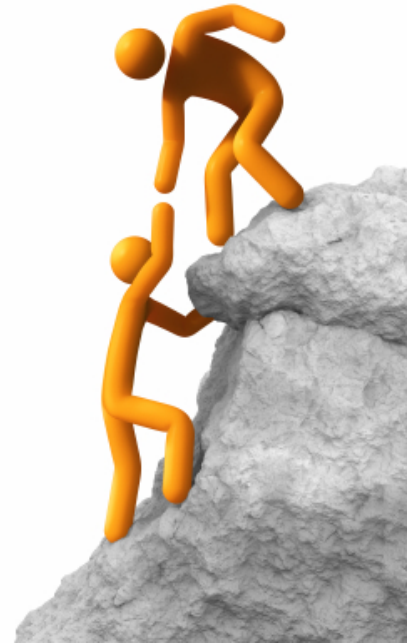
IOM: Future of Nursing (2011): “Prepare & enable nurses to lead change to advance health. Nursing associations and organizations should provide mentor programs for all members.”

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

What is mentoring?

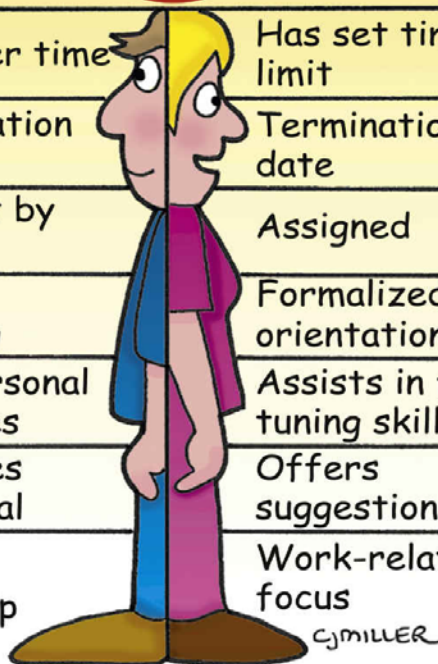
It differs from the role of a preceptor, which is a short-term, intense commitment aimed at assisting the novice nurses in developing the knowledge and skills needed to adjust to or perform their new role.

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

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

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.



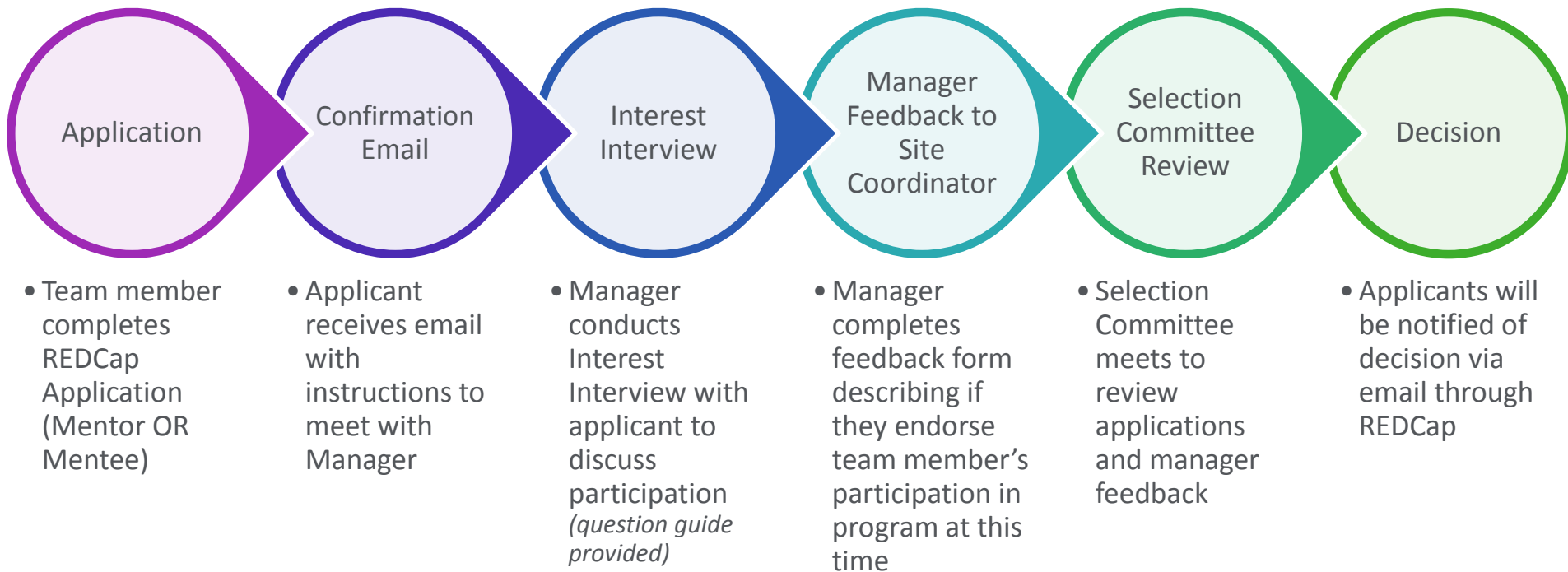
Program Launch Timeline

Phase Two Facilities

Phelps, PBMC, PV/SY, GC, SIUH, LIJMC, LHH, LIJFH, ZHH, Orzac

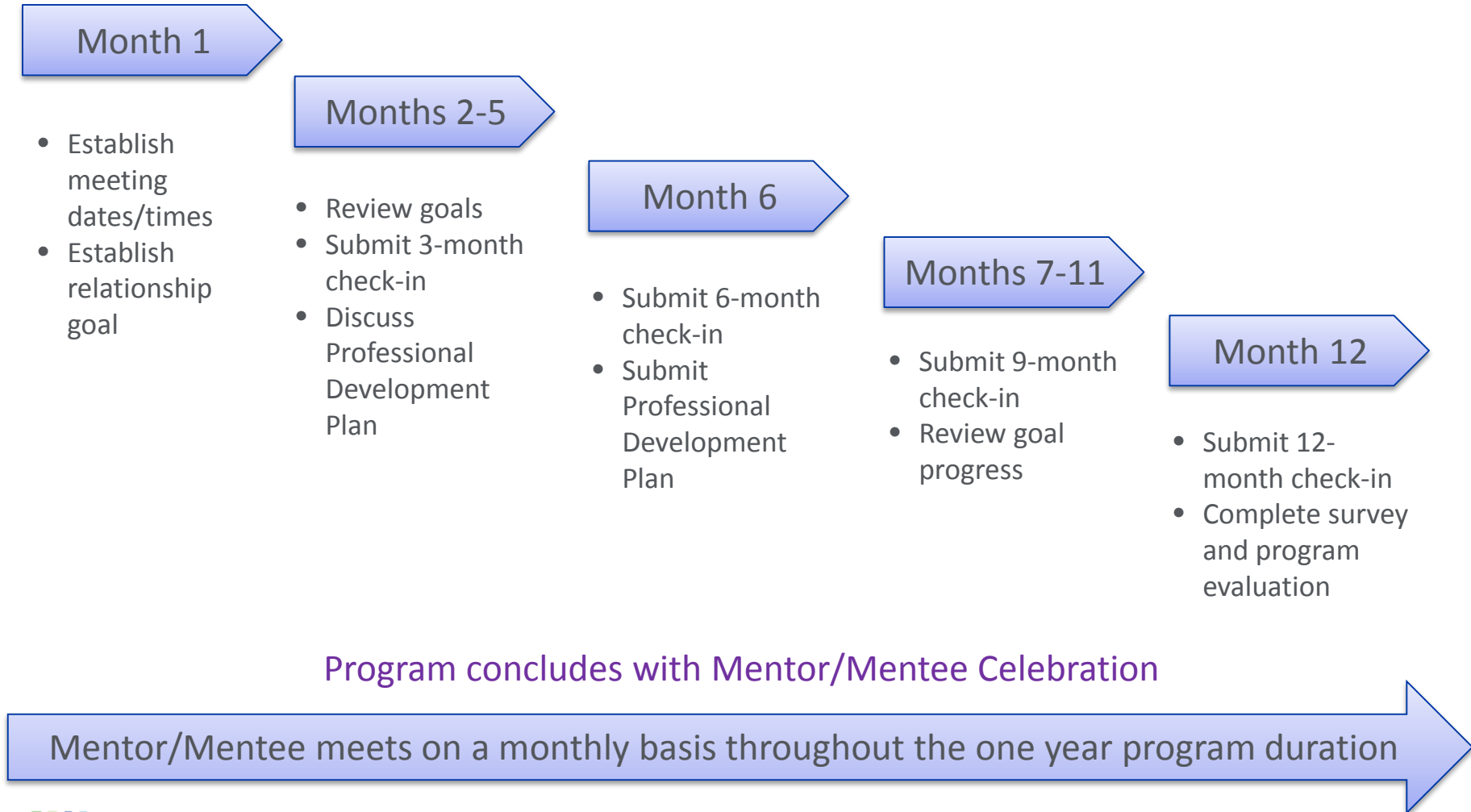


Program Participant Selection Process



Northwell Health Mentor-Mentee Program

Notable Program Benchmarks



Graduation Celebration at the 1 year completion!



I want to participate! What do I do next?

- **Speak with your Site Coordinators**
 - Cherry Lyn Fuentes, MS-C,RN-BC, Education Specialist
Organizational Development
 - Nancy Fox, MS,NEA,,NPD,RN-BC, Director Organizational
Development
- **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**

Application and Resources Available via Intranet

The image displays two screenshots of the Northwell Health myIntranet. The top screenshot shows the main dashboard for Kathleen Attonito, with a navigation bar and a sidebar. The bottom screenshot, highlighted with an orange border, shows a detailed view of the Mentoring Toolkit for LeeAnn DeCastro.

Top Screenshot (Main Dashboard):

- Header: IT service desk | Change my ID/password | Welcome Kathleen Attonito
- Navigation: Home, MyHR, Education & Research, Hospitals & Facilities, Departments
- Sidebar (Nursing Practice):
 - Nursing Education
 - Nursing Research
 - Nursing Practice
 - 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
- Main Content: Nursing Practice section with a welcome message and a list of resources.

Bottom Screenshot (Mentoring Toolkit Detail):

- Header: IT service desk | Change my ID/password | Welcome LeeAnn DeCastro
- Navigation: Home, MyHR, Education & Research, Hospitals & Facilities, Departments
- Sidebar (Mentoring Toolkit):
 - Overview
 - Mentor
 - Mentee
 - Site Coordinator
 - Mentor/Mentee Council (Access Required)
- Main Content: Overview of the Northwell Health Nursing Mentor Program.
 - 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

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.

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

☐ 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



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Thank You!!!

