DEVELOPING LEADERSHIP TALENT: A STATEWIDE NURSE LEADER MENTORSHIP PROGRAM

Bettyann Kempin, DNP, RN, MS-HCM, NP-C, NEA-BC
Assistant Vice President, Medical Surgical Services
The Valley Hospital

Mildred Kowalski, PhD, RN, NE-BC
Nurse Researcher
Morristown Medical Center
OBJECTIVE:

- Explore the evolution of a statewide mentoring program for established and aspiring leaders.
DEFINITIONS OF A MENTOR

- A loyal friend and advisor.
- A trusted counselor.
- A teacher.
- One who makes ready or prepares.
MENTORING

- Six critical attributes to the mentoring process:
  - A teaching and learning process
  - A reciprocal role
  - A career development relationship
  - A knowledge or competence differential between participants
  - A duration of several years
  - A resonating phenomenon
MENTORING


- Findings: Individuals experiencing extensive mentoring relationships reported receiving more:
  - Promotions,
  - Higher incomes, and
  - More satisfied with pay/ benefits than individuals experiencing less extensive mentoring relationships.
MENTORING

- Nationwide study of 959 full-time nursing faculty.
  - 40% of the sample had a current work mentor.
  - Variables showed significant relationships to: Job satisfaction (p<0.01), Job stress (p<0.01), Psychological empowerment (p<0.01).
MENTORING

- In alignment with the American Organization of Nurse Executives (AONE) and the Institute of Medicine (IOM), ONL NJ embarked on a multi-year journey to create a structured mentorship program for the development of current and aspiring nurse leaders.
MENTORING

- Matched by request of mentee to the role he/she desired to be mentored by:

<table>
<thead>
<tr>
<th>Mentee</th>
<th>Mentor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>CNO</td>
</tr>
<tr>
<td>Nurse Manager</td>
<td>Director</td>
</tr>
<tr>
<td>Nurse Educator</td>
<td>Seasoned Educator</td>
</tr>
<tr>
<td>New Researcher</td>
<td>Seasoned Researcher</td>
</tr>
<tr>
<td>New Bed Manager</td>
<td>Seasoned Bed Manager</td>
</tr>
</tbody>
</table>

- Also paired by specialty and geographic location.
To have written materials in the form of a toolkit to help guide the mentoring process and support the developing relationship from beginning to end.
LITERATURE SEARCH

- The University of California, San Francisco, Mentoring Toolkit
- The Ontario Nurses Association, Mentoring Toolkit
- The Academy of Medical Surgical Nurses, Mentoring Program
ESSENTIAL TOPICS

- Self assessment
- Program implementation
- Program development
- Program evaluation
- Relationship building techniques
- Problem solving strategies
DEVELOPMENT OF TOOLKIT

Toolkit phases:

- Orientation phase
- Working phase
- Separation Phase
<table>
<thead>
<tr>
<th>Table of Contents</th>
<th>Tab</th>
</tr>
</thead>
<tbody>
<tr>
<td>ONE/NJ Mentorship Program Overview</td>
<td>Tab 1</td>
</tr>
<tr>
<td>Mentor-Mentee Roles and Responsibilities</td>
<td>Tab 2</td>
</tr>
<tr>
<td>What Mentoring Is/Is Not</td>
<td>Tab 3</td>
</tr>
<tr>
<td>Phases of the Mentorship Relationship</td>
<td>Tab 4</td>
</tr>
<tr>
<td>Mentoring Partnership Agreement</td>
<td>Tab 5</td>
</tr>
<tr>
<td>Preparing for Your First Meeting</td>
<td>Tab 6</td>
</tr>
<tr>
<td>First Meeting Checklist</td>
<td>Tab 7</td>
</tr>
<tr>
<td>Separation and Redefinition of Mentoring Relationship</td>
<td>Tab 8</td>
</tr>
<tr>
<td>Mentor Evaluation</td>
<td>Tab 9</td>
</tr>
<tr>
<td>Mentee Evaluation</td>
<td>Tab 10</td>
</tr>
<tr>
<td>Program Evaluation</td>
<td>Tab 11</td>
</tr>
<tr>
<td>Supplemental Information</td>
<td></td>
</tr>
<tr>
<td>Tips for Successful Mentoring</td>
<td>Supplement 1</td>
</tr>
<tr>
<td>Problem Solving Decision Making</td>
<td>Supplement 2</td>
</tr>
<tr>
<td>Evaluating Your Mentee’s Goals</td>
<td>Supplement 3</td>
</tr>
<tr>
<td>Mentorship Partnership Goals</td>
<td>Supplement 4</td>
</tr>
<tr>
<td>Mentorship Meeting Agenda</td>
<td>Supplement 5</td>
</tr>
<tr>
<td>Mentoring Meeting Journal</td>
<td>Supplement 6</td>
</tr>
<tr>
<td>Additional Resources</td>
<td></td>
</tr>
<tr>
<td>References</td>
<td></td>
</tr>
</tbody>
</table>
Reviewed by the Mentorship Committee and the board of ONL NJ as it embraced the mission, vision and core strategic initiatives and goals of the organization.

The Mentorship Committee collaborated with the ONL NJ Education Committee to develop a program that would provide nursing leaders, mentors, and mentees an opportunity to network and be oriented to this new resource.
Collaboration with the ONL NJ Education Committee.

Development of a 2-day educational program:
- “Mentor-Mentee Relationships for Successful Professional Growth for Nurse Leaders and Aspiring Nurse Leaders”
WORKSHOP STRUCTURE

- Guest Speaker/Facilitator:
  Karren Kowalski PhD, RN, NEA-BC, FAAN
- Evening Session
- Full Day Session
Coaching model for nurses consists of 3 components:

- The Foundation
- Learning Process
- Taking Action Phase

Additional Content:

- Discovery Process
- Coaching versus Mentoring
- Joy of being a mentor or mentee
- Small group exercises

(Kowalski & Casper, 2007)
Mentor-mentee roles and responsibilities
Mentorship phases
Partnership agreement
Relationship assessments
Supplemental resources
Checklists
An interesting phenomenon occurred when experienced nurse leaders who were enrolled as mentors shared the realization that professional development is a lifelong process and they would equally benefit from continued mentorship as a mentee while also serving as a mentor.
PROGRAM COMPLETION

- Identification of Potential Matches
- Formal Pairing
- Notification of Mentees and Mentors
- Role of the Mentorship Committee
Our Future Looks Bright!

Developing Leadership Talent
A Statewide Nurse Leader Mentorship Program

ONE NJ Receives National Award
ONL Statewide Mentorship Program:
A Qualitative Study

Mildred Ortu Kowalski, PhD, RN, NE-BC
Teri Wurmsner, PhD, MPH, RN, NEA-BC
ACKNOWLEDGEMENTS

- Maria Brennan, DNP
- Diane McClure, CPNP
- Liaison Committee
- To the steering committee who continue to be fully engaged in the ONL mentorship program
- To the mentees and mentors who participated in the focus groups
MENTORSHIP COMMITTEE: REVIEW AND ACTIONS

▪ Subcommittees were formed
  ▪ Education Day subcommittee
    ▪ Karren Kowalski consulted and presented at 1st two educational conferences
    ▪ Mentor/mentees given opportunity to meet and provided with choice
    ▪ Committee met to carefully match dyads taking into consideration preferences, distance and stated needs/expertise
MENTORSHIP COMMITTEE: REVIEW AND ACTIONS

- Toolkit subcommittee
  - Developed and published a comprehensive toolkit which was provided to each participant

- Mentorship committee members created and served in Liaison Role to “check in” with dyads on regular basis
Qualitative Study: Cohorts 3 and 4

- Study commissioned in 2016 after 3rd and 4th cohorts ended
- IRB approval received from St. Joseph Medical Center
PURPOSE

- Describe the participant’s perception including strengths and weaknesses of the Mentoring Program (MP) of the Organization of Nurse Leaders of New Jersey (ONL NJ).

- By understanding the participants’ experience we can identify areas of improvement, thus strengthening the program.
Using purposive sampling, the co-investigators conducted focus group interviews with two groups of participants of the ONL NJ mentoring program (mentees and mentors).
METHODS

- 14/31 mentees, 13/31 mentors
- Three who served as both mentees and mentors participated in interviews
- Focus group interviews were recorded and transcribed by professional transcriptionists.
METHODS

- Transcripts were reviewed several times by each researcher
- Themes were independently identified
- The researchers met, consulted and finalized the themes
### Sample Demographics

<table>
<thead>
<tr>
<th>Category</th>
<th>Mentees (n=14)</th>
<th>Mentors (n=13)</th>
<th>Total (N=27)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female Gender</td>
<td>13 (93%)</td>
<td>13 (100%)</td>
<td>26 (97%)</td>
</tr>
<tr>
<td>Age range</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-30</td>
<td>1 (7%)</td>
<td>0 (0%)</td>
<td>1 (4%)</td>
</tr>
<tr>
<td>31-40</td>
<td>4 (29%)</td>
<td>0 (0%)</td>
<td>4 (15%)</td>
</tr>
<tr>
<td>41-50</td>
<td>3 (21%)</td>
<td>2 (15%)</td>
<td>5 (19%)</td>
</tr>
<tr>
<td>51-60</td>
<td>5 (36%)</td>
<td>8 (62%)</td>
<td>13 (48%)</td>
</tr>
<tr>
<td>&gt;60</td>
<td>1 (7%)</td>
<td>3 (23%)</td>
<td>4 (15%)</td>
</tr>
<tr>
<td>MSN or &gt;</td>
<td>13 (93%)</td>
<td>10 (77%)</td>
<td>23 (85%)</td>
</tr>
<tr>
<td>Certification</td>
<td>12 (86%)</td>
<td>13 (100%)</td>
<td>25 (96%)</td>
</tr>
</tbody>
</table>
## Sample Demographics

<table>
<thead>
<tr>
<th></th>
<th>Mentees (n=14)</th>
<th>Mentors (n=13)</th>
<th>Total (N=27)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Care</td>
<td>12</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Outpatient/acute</td>
<td>1</td>
<td>0</td>
<td>1 (4%)</td>
</tr>
<tr>
<td>Other setting</td>
<td>1</td>
<td>1</td>
<td>2 (7%)</td>
</tr>
<tr>
<td>Range (Mean) Years</td>
<td>5-32 (20)</td>
<td>30-50 (33)</td>
<td>30-50 (26)</td>
</tr>
<tr>
<td>Nursing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Range (Mean) Yrs</td>
<td>0-10 (3)</td>
<td>0-45 (24)</td>
<td>0-45 (19%)</td>
</tr>
<tr>
<td>Current Position</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Analysis: Mentor Themes
MENTOR THEMES

- Giving Back
  - Mentorship as an obligation of a successful leader
  - Give back to the profession
  - “Giving away your gifts”
  - Share through story telling

“Something bigger than yourself”
MENTOR THEMES

- Rewarding and Energizing
  - Feels really good to help others
  - Invigorating

“Got much more than I gave”

“Lights up my office when she shows up”
PRELIMINARY MENTOR THEMES

- Concrete Guidance:
  - Provide tangible and long term information
  - Navigating the system and organizational culture
  - Conflict resolution
  - Provide correct questions to ask
  - Suggest how to phrase things
  - Opportunities to role play
  - Budget, finance

“...how to run a meeting, really nitty gritty stuff...”
MENTOR THEMES

- Not always a good fit
  - Personal and professional relationships: impact each other
  - Selecting the right position and or organization
  - Mentor/mentee
  - Explore other options

“I just really struggled with that personal piece”
MENTOR THEMES

- Goal Setting
  - Culture shock of a new organization
  - Setting long term career goals
  - Work Life Balance: always a struggle
  - Moving through different leadership levels
  - What’s next?

“very directed...she was struggling most was with work-life balance”
MENTOR THEMES

- Sources of Conflict
  - Some felt unprepared to deal with personal issues that arose
  - “Feel like a psychiatrist”
  - Mentoring inside/outside the organization
  - Out of my comfort zone
  - Distance can be a problem

“to have somebody totally outside of her world to speak to ..was helpful”
MENTOR THEMES

- Nourishing for the Mentee
  - Excitement in mentee
  - Seeing their potential
  - Develop self awareness
  - Need for positive reinforcement
  - Validation

“Was that a style that worked for you?”
Analysis: Mentee Themes
MENTEE THEMES

- Mentorship program as a lifeline for the Mentee:
  - Feeling unprepared or conflict in role
  - Vulnerable as a new leader
  - Self Doubt
  - Lacking confidence

“instilled in me...confidence that what I am doing is right and that I have something important to offer”
Preliminary Mentee Themes

- Moving from reluctance to reliance
  - Respecting time of mentor while taking full advantage of the opportunity
  - Careful not to “bother” mentor (text, email, phone)
  - Sharing experiences and struggles
  - Mentor provided tools that the mentee can use throughout career
- “Professional MOM”
  “the ability to bounce ideas off someone who really had that objective opinion”
MENTEE THEMES

- Instilled Courage
  - Mentor provided safe environment
  - Non-judgmental
  - “Hands down, made me feel comfortable”
  - Challenged to do more and more

“Courage is instilled in us because we have someone that we can talk to and enter our feelings with that is non-judgmental and it’s safe.”
MENTEE THEMES

- Gaining Confidence
  - Rising to higher level
  - Learning and growing
  - Sharing experiences and struggles in role
  - Challenged to do more, look ahead

“Confidence to act, to speak, to share, to go outside my comfort zone”
MENTOR/MENTEE JOINT THEME

Connected for Life

- “I know I can call her with any questions that I have”
- “We will never stop...we are still close”

“It’s not something that just ends, it continues and is so wonderful”
MENTOR/MENTEE RECOMMENDATIONS FOR THE ONL MENTORSHIP PROGRAM

- Excellent job in pairing
- Develop different tracks for mentees/mentors for special needs
- Redirect when others may possess needed expertise
- Drive it down to the bedside nurse
- Distance creates a challenge for some
- Larger role for liaison
Next Steps

- Meet with the steering committee to provide the summary
- Clarify as needed
- Opportunities for dissemination
- Continued engagement...
MENTEE QUOTES

“Learning about myself, finding my voice and that my opinions matter”

“Made such an impact in our lives.”
"Grateful for the role of the mentor in our careers. Inspire us and plant that seed in us that is nurtured and grows through our adversity and our successes."
Questions?

Mildred Ortu Kowalski, PhD, RN, NE-BC
Nurse Researcher
Morristown Medical Center
973 971 4239
mildred.kowalski@atlantichealth.org

Bettyann Kempin, DNP, RN, MS-HCM, NP-C, NEA-BC
Assistant Vice President, Medical Surgical Services
The Valley Hospital
bkempin@valleyhealth.com