The Power of Partnerships: Benefits of Mentoring to retain New Graduate Nurses in a Level 1 Trauma ICU

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Objectives:

1. Innovative strategies to train and retain new graduate nurse in the ICU.
2. Improving outcomes for new graduate nurses through mentorship in an ICU.
3. The role of the nurse leader in creating a mentoring culture to retain new graduate nurses.
Shaping the Future

- With our current shortage of new nurses, many healthcare facilities and organizations are now reviewing why new graduates are not likely to stay in a new position.
- As a result, health care leaders are seeking creative new measures to recruit and retain new nurses, including the use of mentoring and partnership with clinical mentors.
Shaping the Future

- The nursing profession was in the midst of its longest and most severe shortage however, our current shortage has been different from those in past years.
- Nurses are retiring and many are changing jobs due to areas for demands, increase wages and bonuses.
- While fewer people have been seeking nursing careers, the demand for nurses has never been greater (with a projected need for more nurses by 2020). The aging of the baby boomers has created a population growth of elderly or soon-to-be-elderly patients, and advances in healthcare (particularly in our critical care specialty) have led to increasingly complex care.
Shaping the Future

- There are many challenges for the critical care team in terms of assimilating these nurses into practice.
- Literature review expressed the need for nursing schools to increase technical skills taught to nursing students.
- Include responding to changes, dealing with overwhelming experiences, time management and patient care management.
Shaping the Future

- In an ever-changing health care environment, one thing that remains unchanged is the demand for nurses, and the need is more critical now than ever before.
- Clinical practices are under added pressure to operate in a lean, efficient manner due to shrinking reimbursements, increased regulatory oversight, and increased consumerism.
- This pressure demands that education programs produce nurses who are work-ready from the moment they flip their tassels.
Shaping the Future

• Some of the biggest challenges is just getting up to the speed of an ICU nurse, making split second decisions and realizing that everything they do for the patients is critical and no time can be wasted.

• Another barrier is overwhelming performance anxiety and ambiguity.

• Changing their thought process from school to real nursing practice is overwhelming.
Shaping the Future

- New graduates face a host of challenges that impact successful transition to practice. Healthcare organization need to understand how changes in the healthcare landscape impact new graduate nurses who are transitioning to the practice environment.

- Nursing Leaders across the country have implemented creative strategies to address the challenges employers face in successfully transitioning new nurses from academia to real-world practice.
The Need for Nurse Mentors

- The influx of new nurses has created demands on finding ways to introduce new graduates into the critical care arena.
- Our current clinical nurse experts are required to step up into a mentor role for this next generation of nurses.
The Power of Context ...Future Nurse Initiatives

- The Nursing workforce capacity to meet demands was examined
- Structural/program inadequacies were addressed
- Innovative solutions for retention to deal with the times of nursing shortage examined
- Cost for turnover & nursing shortage varies and can be especially problematic for an organization
Leadership Nurse Initiatives

- The nursing shortage has forced administration to make the choice between hiring new graduate nurses in the ICU rather than closing critical care beds thus applying Benner’s theory from Novice to Expert was the basis for developing the partnership concept of mentoring to retain new nurses.
Creating a successful graduate orientation program to include: competency clinical orientation with a preceptor and classroom instruction.

This is a year long initiative to bridge the gap from student to becoming an RN to a competent practitioner.

Maintaining consistency in the new graduate’s learning.
The Nurse Residency Program (NRP) a two phase program was developed.

- **Phase one**, occurs over 6 months with general hospital orientation, nursing orientation, and clinical unit orientation in conjunction with the completion of the critical care curriculum and clinical competencies.

- The progression and objectives of this phases focuses on professional development from novice to competent level.

- **Phase one is completed in the first 6 months.**
The Power of Partnerships: Pathways to Success for New RN’s

- **Phase two** (continuing education and mentoring).
- **During Phase two**, RN’s are taken off orientation and function independently on the clinical unit with ongoing education sessions and an identified clinical unit mentor.
The Power of Partnerships: Pathways to Success for New RN’s

- A partnership / mentoring process is provided to each new RN and the program is tailored to meet each individual’s specific training needs with a focus on the clinical and classroom settings.
- THE NRP / Nurse Residency Program is a planned program for nurses’ transition into practice.
This person likely was a mentor to you!
Exercise

- Who helped you to have an Aha! Experience that give insight into yourself or a circumstance...

- Who said something or gave you a quote that continues to influence your thinking or behavior?

- Who helped you to uncover a part of yourself that had lain dormant and unrecognized?
Why Mentoring?

- The role of each and every nurse is crucial to the success of the group in providing safe, quality care to their patients.
- Mentoring is an excellent opportunity for organizations to demonstrate their commitment to change and reap positive effects through increased nursing job satisfaction, decrease nurse turnover and positive organizational loyalty.
The Value of Mentoring

- Mentoring provides
  - Retention by means of a personal relationship
  - Staff development and career guidance
  - Job satisfaction, decreased horizontal violence and a healthy workplace environment
  - The opportunity for a seasoned nurse to pass the torch in career development
  - It is a partnership experience to help one socialize into the real work arena
The Value of Mentoring

- The literature shows that the mentor relationships are important to the nursing profession as they foster mutual education, development of clinical skill and expertise and fosters professional growth.
- 35% of non-mentored employees will look for another job within 12 months and mentoring increases retention by 20-30%.
- Everyone needs a mentor.
Pathways to Success for our New Nurses

- Supportive preceptorship and clinical skills acquisition
- Acceptance into the social network
- Orientation sets the stage, and mentoring should foster inclusion into the social network
- The more people you know...more inclusion into the work community and the greater probability of retention
- Support for stress in the workplace
Mentoring the Nurse in Transition

Mentoring a colleague in transition provides:

- Professional and personal challenges
- Chance to develop leadership and teaching skills
- Shared expertise (working with students)
- Opportunities for reflective practice
- Opportunities to update practice with new technology, knowledge and skills
- Creativity in thought
- Adaptation theory applied in the changing face of nursing and navigating the twists and turns of a career
Desired Outcomes of Mentoring

- Recruitment of quality candidates
- Retention of talent
- Increase in professional competency
- Reduction in turnover and orientation costs
- Nurses working collaboratively
- Job satisfaction produces patient satisfaction and quality care
Key Mentoring Responsibilities Identified - Feedback

- Communication
  - Establish expectations
  - Frequency of meetings
  - Listening skills
  - Prompt feedback
  - Manage disagreements and conflict
  - Foster trust
Key Mentoring Responsibilities Identified Feedback

- Clinical Integration into practice
  - Identify gaps in knowledge and skills
  - Identify training opportunities
  - Identify resources
  - Help formulate aims
  - Help design and develop plan to accomplish aims
  - Monitor progress
  - Step aside to allow independence
Benefits & Outcomes

- The purpose of this study was to explain workplace readiness.
- New RN graduates were able to shift their paradigms from student to critical care nurse.
- This transition helped to reduce the attrition rate. Clinical training and socialization improved on workplace readiness.
- The new ICU role is embraced.
- Improved clinical competence.
- Bridged the gap from school to real nursing.
Progression of Formal Relationship

1. building the relationship
2. negotiating agreements
3. developing the mentee
4. ending the relationship
What Does an Expert Nurse Look Like in the Clinical Setting?

- Instead of seeing patient care as bits of unrelated information and a series of tasks, the expert is able to integrate various aspects of patient care into a meaningful whole.

- An expert nurse caring for the same patient would complete the same tasks but not be caught up in the technical details. The expert integrates knowledge of pathophysiology and symptoms to guide patient care.

- The expert has gone beyond the tasks and can now respond to the whole picture. A potential catastrophe ("failure to rescue" in the lingo of patient safety) is averted.
The Power of Partnership and Mentoring – and how having a Mentor can make you healthier......

- At this point, you might be wondering: What does partnership and mentoring have to do with health? A lot......
- Mentors help us thrive and flourish, they help us grow our confidence in ourselves and they inspire us. When mentors give you these gifts then you give those gifts to someone else and continue to create that journey of giving because it can make all the difference.
Bibliography

