



Implementation of a Mentoring Team Program at the Region of Durham ~ Hillsdale Estates

Introduction

- At Hillsdale Estates, a 300 bed LTCH, Registered Staff are offered a two day general orientation session and ten days of unit orientation. The experience and knowledge gained during this time varies greatly depending on day to day operational demands.
- Having identified this inconsistent approach led to an interest in exploring the concept of creating an interprofessional and multi-disciplinary Mentoring Team for all newly hired RN and RPN staff.
- A comprehensive and consistent commitment to ongoing learning and training will help create a supportive environment in which all new Registered Staff can become valued team members delivering excellent resident-centred care.
- A decision was made to create the Mentoring Team based on identified needs and strategic priorities.
- Providing 1:1 Peer-to-Peer mentoring for new RN and RPN staff will increase their knowledge, capacity and understanding of their scope of practice and roles of the other departments, thus greatly improving the recruitment and retention of staff.
- The formal Mentoring Team Program is designed to support and navigate the newly hired Registered Staff throughout their probationary period.
- The Program serves to enhance the quality of the nurses work environment and the quality of nursing practice which significantly impacts the quality care they provide to our Residents.
- Hillsdale Estates is fully committed to shaping quality professional practice environments for our nursing staff so that they provide safe, competent and ethical care to our Residents.
- The essential elements of this Mentorship Program includes: orientation, socialization, collaboration, validation, evaluation, performance expectations, transformation, operational and strategic thinking.

"If you have knowledge, let others light their candles at it" ~ Margaret Fuller

Actions

- Researched the benefits of Mentoring & Mentoring Programs
- Identified the OANHSS Mentor Team Program Resource Guide as a good tool and took the key steps to adapt this program to align with the needs of our LTCH
- Presented the idea to the Home Management Team
- Sent out call for nominations
- Advertised Mentoring Program ~ Flyers & Posters distributed throughout the Home
- Invitation sent to Nominees to contact MNP regarding their nomination
- Booked meetings with Region of Durham Training & Development team
- Conducted interviews with Nominees
- Booked four 1½ hour Focus Group sessions for Registered staff in February 2010
- Summarization and analysis of Focus Group sessions
- Researched education opportunities for Mentors
- Formal letters sent to Nominees advising if successfully accepted into the Mentoring Team Program
- Education date is set for September 2010 in collaboration with Training and Development
- Mentoring Lapel Pins and bookmarks ordered
- Resource Binder initiated – Utilized educational materials from OANHSS, RNAO, Training & Development, Universities
- Liaised with OANHSS

Results

- Mentoring Team formed by dedicated and committed staff whose values are in direct alignment with the Mission, Vision and Values of the Home
- "Ah Ha moments" ~ Passion for LTC
- Educational session for Mentoring Team scheduled
- Resource Binder initiated for Mentors and Mentees
- Redevelopment of the Orientation process for Registered staff based on feedback from Focus Group sessions
- Validation for Registered Staff who attended focus groups ~ "Voice was heard"
- RNAO Healthy Work Environment Best Practice Guidelines initiated
- New relationships formed with key stakeholders



Photo Source: OANHSS Mentor Team Program Resource Guide

Challenges

- Developing a quality Mentoring program requires an investment of self, time and planning
- It takes time to build knowledge, support, trust, capacity, and a culture where professional collaboration is the daily norm (Portner, 2005)
- Without question, participating in this collaborative partnership requires a certain amount of flexibility. It also requires surrendering a degree of control of traditional power so that increased shared leadership can be created (Fullan, 2004; Grument, 1989)
- Mentor and Mentee compatibility ~ Building a framework of trust within the relationship
- Establishment of meeting dates and coordination of schedules with Mentoring Team
- Buy-in from staff
- Empowerment of members of the Mentoring Team

Lessons Learned

- Identify and create a culture and philosophy of mentorship & support
- Invest in mentor training & development as well as the mentees
- Don't reinvent the wheel ~ Utilized OANHSS & RNAO
- Empower staff
- "Keep your Eye on the Vision"
- Celebrate your Successes
- "Think Big ~ Start Small"



"Be the change you want to see in the world" ~ Gandhi

New Evidence/Best Practices

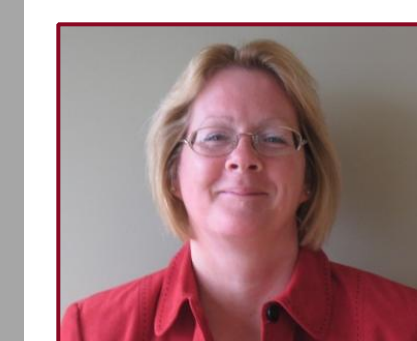
- Based on the roll-out of the Mentoring program at Hillsdale Estates, we have now raised the bar of excellence within our LTCH.
- The RNAO Healthy Work Environment Best Practice Guidelines for "Collaborative Practice among Nursing Teams", as well as "Developing and Sustaining Nursing Leadership" are in direct alignment with the Mentoring Team Program.
- Mentorship is the single most influential way to successfully develop newly hired Registered Staff. The Home can reap the benefits of this investment and improve the recruitment and retention of Registered Staff by creating long-term & positive working relationships, and by empowering of role models within our Home.
- The act of mentoring gives nurses an opportunity to create a legacy. By sharing information and insights with members of their own profession, experienced nurses can enable others to maximize their potential, thereby improving (Resident) care and ultimately strengthening the profession of nursing. (Henk, 2005)
- When such a system of support is in place, it acts as an effective delivery system and professional bridgework that enables participants to work and grow more effectively. (Wheller and Fanning, 1989)

"The greatest good you can do for another is not just to share your riches but to reveal to him his own" ~ Benjamin Disraeli

Next Steps

- Roll-out of Mentoring Program ~ Sept 2010
- Plan for sustainability through extension to other departments within the Home
- Divisional sharing with sister Homes and the Region of Durham
- Seek education and create opportunities for further growth and development for members of the Mentoring Team
- Maintain strong linkages with the RNAO
- Explore and build upon newly developed partnership with OANHSS

Contact Information



Pamela Rowe, R.N. ~ Manager of Nursing Practice
Regional Municipality of Durham ~ Hillsdale Estates
(905) 579-1777 Ext 235
Pamela.Rowe@durham.ca

