

### ABSTRACT

The first six months in a new position can be difficult. The six-month mentorship program can facilitate a successful transition for new hires into their new career. This program is an evidence-based practice that has many benefits for the participants, contributing to career development for newly hired nurses and can positively influence current staff and new hires supporting their emotional and professional careers. Various health care organizations utilize the nurse mentor program in their organization as it gives strength and empowerment to the nursing profession. This Master of Science in Nursing project aims to promote personal and professional nursing development and job satisfaction and retention. The benefits of this program will be the intent to stay in the nursing profession and career satisfaction.

### PICO QUESTION

In the medical surgical unit, how do staff retention techniques such as a mentor program implemented by nursing leadership compared to no intervention affect the retention of new hires?

### LITERATURE REVIEW

Nurse mentorship in the clinical setting improves job satisfaction, increased quality patient care through Evidence-Based Practice (EBP), and decreased nurse turnover.

- A high percentage of newly hired nurses leave their place of employment within the first year.
- Turnover has high financial implications for any healthcare facility, negatively affecting nurses' morale.
- The national turnover rate for registered nurses increased from 34.8% in 2020 to 40.45% <sup>(1)</sup>.
- New nurses mentored in a positive, supportive environment have increased job satisfaction to stay and provide care for the population <sup>(2)</sup>.
- The study also showed that nurses with mentors had a 25% higher retention rate than those who did not participate in a mentoring program <sup>(1)</sup>.
- New nurses mentored in a positive, supportive environment have increased job satisfaction to stay and provide care for the population <sup>(3)</sup>.
- The mentor will guide the mentee through current evidence-based practices, making it a mutually beneficial alliance <sup>(4)</sup>.
- Patient centered care is providing care open to the patient's needs, ensuring that values that are important to the patient which guides all clinical competency and positive associations with EBP competency and mentorship <sup>(5)</sup>.

# Nurse Mentor Program to Improve Nurse Retention

MARY FRANCISCO BSN, RN, MSN Student

## PROJECT METHODOLOGY

The demands of health care are constantly changing, and it is essential to develop a plan to decrease turnover and retention of newly hired nurses. The health care organization will need to use the resources and talents to develop and foster employee engagement and retention and continue to give quality care. Nurse mentoring is an Evidence-Based Practice that healthcare organizations can adopt.

## Plan and Development

The pilot program will be at the Sharp Chula Vista Medical/Surgical Department. Buy-in for the mentorship program is essential for it to be successfully implemented. Support is needed from the Director of Nursing, unit Manager and unit's caregivers. The outline of the six-month program is as follows:

- Program review and request for approval from leaders.
- Recruiting of the mentors as well training, pairings of mentor/mentee.
- Start of the program will be in June.
- Surveys will be sent at intervals.
- At the three-month mark there will be a lunch and learn activity for participants.
- Conclusion of the six-month program will be in November.
- Program outcomes will be presented in March to the Director of Nursing and unit Manager with poster presentation.

## Evaluation

Feedback will be requested throughout the program from participants. Survey Monkey will be used for ease of use, anonymity, confidentiality, and cost. The final survey results presented to the Director of Nursing and the Unit Manager.

- Survey given to participants at thirty- days, ninety days, and the six-month mark.
- Final post program survey three months after the program has ended.
- Surveys will gauge the participants' views and experiences.
- Evaluate and strengthen the current program and refinement for future cohorts.



Figure 1



## THEORETICAL FRAMEWORK

Advancing Research and Clinical Practice Through Close Collaboration (ARCC) model is the model that was used for this project. This model has five steps. The ARCC Model provides the health care organization with a systematic process to support developing EBP mentors to achieve improved patient nurse, and healthcare organization outcomes <sup>(6)</sup>.

Strengths :

- EBP trained mentors, administrator support, and EBP is practiced in the health care setting.
- Implementing the ARCC Model in healthcare systems can enhance clinicians' beliefs and implementation of evidence-based care, improve patient outcomes, and move towards the culture of EBP <sup>(7)</sup>.
- The mentor program and the outcomes give information that can be adapted by others who are creating and sustaining effective EBP cultures <sup>(8)</sup>.
- Development of nurses as EBP mentors will improve the quality of care in the healthcare setting, leading to increased job satisfaction, decreased turnover rate, and cost savings to the healthcare system <sup>(9)</sup>.

## CONCLUSIONS

Mentoring in healthcare can aid in recruitment retention and boost morale in the unit. Experienced nurses impart their years of nursing skills to the new hire allowing for a safe place to ask questions, learn new skills, and continue to be a support during this time and in the future. There are strengths and limitations to nurse mentorship. Mentorship brings about personal and professional growth to those that participate. Although mentorship has a positive impact on nurses, there are also limitations. Barriers include expectations between the mentor and mentee that are not aligned and a lack of experienced mentors <sup>(10)</sup>. There may also be a lack of dedicated time between the mentor and mentee. These concerns can be addressed individually with those involved, with the goal of resolution. The success of this mentor program are mentors who invest in new hires' success, which overall improves learning, healthcare delivery, and the nursing profession.

## REFERENCES

1. Brown, D. (2021, July 6). McKnights Long-Term Care News. <https://www.mcknights.com/news/nurse-turnover-rises-less-than-expected-while-wages-jumped-significantly-at-carecs-in-2021-survey/>
2. Horne, D. K. (2017). Mentoring. *Plastic Surgical Nursing*, 37(1), 7-22. <https://doi.org/10.1097/psn.0000000000000169>
3. Howard, E. D. (2020). Fostering excellence in professional practice with mentorship. *Journal of Perinatal & Neonatal Nursing*, 34(2), 104-105. <https://doi.org/10.1097/jpn.0000000000000477>
4. Hookmann, A., Lalani, N., Sultan, A., Zubairi, A., Hussain, A., Hasan, B. S., & Rasheed, M. A. (2021). Development of an on-job mentorship programme to improve nursing experience for enhanced patient experience of compassionate care. *BMC Nursing*, 20(1). <https://doi.org/10.1186/s12912-021-00682-4>
5. Gorsuch, C. F., Gallagher Ford, L., Koshy Thomas, B., Melnyk, B., & Connor, L. (2020). Impact of a formal educational skill-building program based on the arcc model to enhance evidence-based practice competency in nurse teams. *Worldviews on Evidence-Based Nursing*, 17(4), 258-268. <https://doi.org/10.1111/wvn.12463>
6. Melnyk, B., Fineout-Overholt, E., Giggelman, M., & Choy, K. (2016). A test of the arcc© model improves implementation of evidence-based practice, healthcare culture, and patient outcomes. *Worldviews on Evidence-Based Nursing*, 14(1), 5-9. <https://doi.org/10.1111/wvn.12188>
7. Buck, J. (2021). EBP Mentors in Action in a Real-World Clinical Setting to Improve Care and Outcomes. In *sigma.nursingrepository.org* (pp. 2-3). [https://sigma.nursingrepository.org/bitstream/handle/10755/335392/Nash\\_M\\_SM\\_09\\_3\\_.pdf?sequence=1&isAllowed=y](https://sigma.nursingrepository.org/bitstream/handle/10755/335392/Nash_M_SM_09_3_.pdf?sequence=1&isAllowed=y)
8. Gorsuch, C. F., Gallagher Ford, L., Koshy Thomas, B., Melnyk, B., & Connor, L. (2020). Impact of a formal educational skill-building program based on the arcc model to enhance evidence-based practice competency in nurse teams. *Worldviews on Evidence-Based Nursing*, 17(4), 258-268. <https://doi.org/10.1111/wvn.12463>
9. Buck, J. (2021). EBP Mentors in Action in a Real-World Clinical Setting to Improve Care and Outcomes. In *sigma.nursingrepository.org* (pp. 2-3). [https://sigma.nursingrepository.org/bitstream/handle/10755/335392/Nash\\_MSM093.pdf?sequence=1&isAllowed=y](https://sigma.nursingrepository.org/bitstream/handle/10755/335392/Nash_MSM093.pdf?sequence=1&isAllowed=y)
10. eary, J. C., Schainker, E. G., & Leyenaar, J. K. (2016). The Unwritten Rules of Mentorship: Facilitators of and Barriers to Effective Mentorship in Pediatric Hospital Medicine. *Hospital Pediatrics*, 6(4), 219-225. <https://doi.org/10.1542/hpeds.2015-0108>

Figures

1. Aspen University [Photograph]. (2020). How to be a nurse mentor. <https://www.aspen.edu/>