

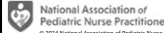
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45th National Conference on Pediatric Health Care

Mentoring Matters: Building Nurse Practitioners for the Future

Rachel Swerdlin, DNP, APRN, CPNP-PC



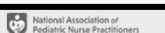
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Experts in pediatrics, Advocates for children.

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Speaker Disclosure

- No conflicts of interest

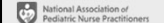


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Learning Objectives

- Describe the characteristics and attributes of mentorship and compare the different types of mentorship.
- Summarize the current research related to nursing practitioners and mentoring.
- Explain the benefits of mentoring in nurse practitioners.
- Discuss strategies for training mentors.
- Recognize lessons learned from a formal mentorship program for new graduate nurse practitioners at an academic children's hospital.



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Mentor * men· tor * /'men,tôr,'men,tər/

- Origin:
 - Ancient Greece literature
 - *The Odyssey*
 - Telemachus, son of Odysseus, left under the supervision of Mentor, an old and trusted friend
- A trusted counselor or guide
- A positive, guiding influence in another person's life


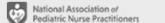


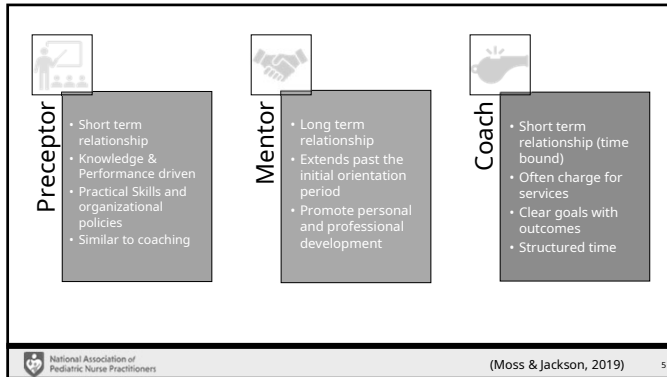
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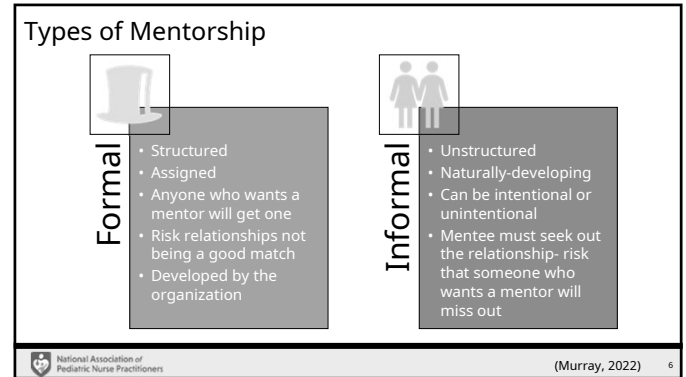
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(Merriam-Webster, n.d.)

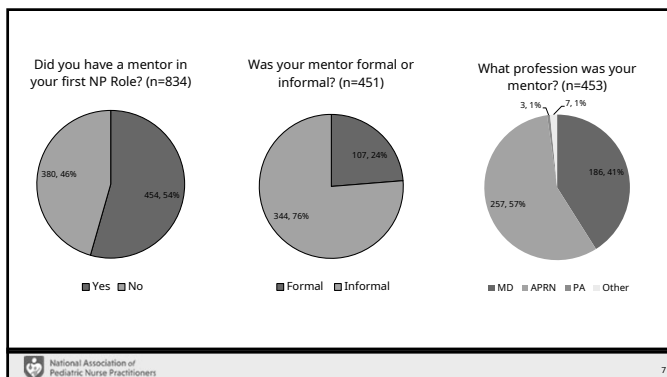
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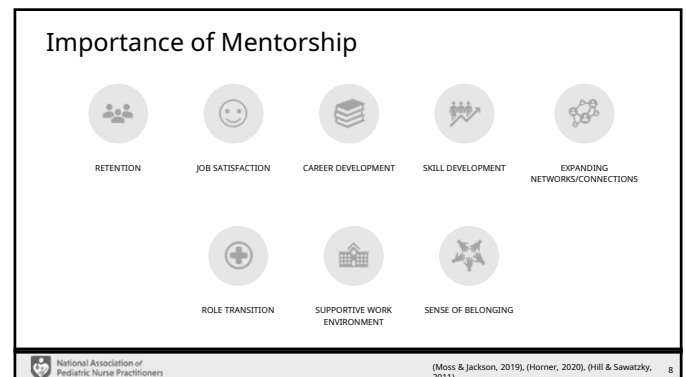
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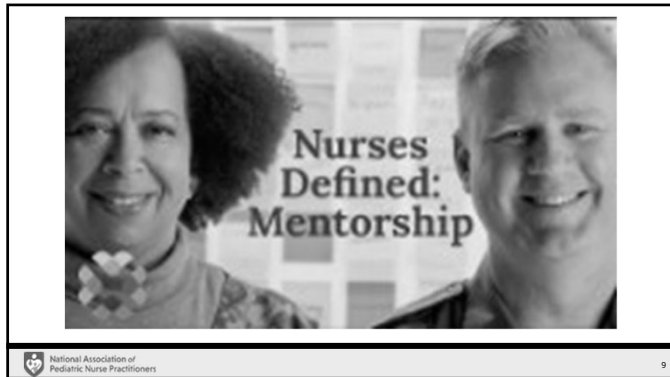
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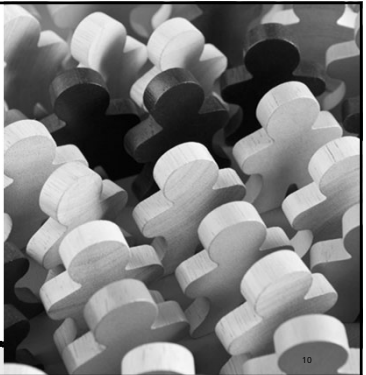
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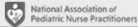


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Mentoring Across Differences

- Identity Differences
 - Sex
 - Culture
 - Race
 - Ethnicity
 - Age
 - Sexual Orientation
 - Other?

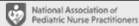



(Osman & Gottlieb, 2018)
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Identity Assumptions and Biases

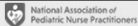
- Implicit (Unconscious) and Explicit Biases
 - Influence mentoring relationships
 - Affect decision making
 - Alter opportunities
- **Acknowledging real and assumed differences can be helpful to start a conversation**


(Osman & Gottlieb, 2018)
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Mentoring Across Differences

- **Explore**, rather than make assumptions, about your mentee's identity(ies)
- **Expand** your experience and knowledge about difference
- **Work** with your mentees to expand their skills in navigating challenging relationships and situations
- **Advocate** for your mentee, create opportunities, open doors
- **Embrace** rather than avoid the discussion of difference; you and your mentees will benefit


(Osman & Gottlieb, 2018)
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Mentoring Across Differences

- Mentor's role
 - Create a safe space that invites trust and openness
 - Initiate discussion about differences early and often - before a crisis
 - Acknowledge one's own identities and experiences with difference
- Strategies for discussing difference
 - Contextualize the discussion, citing history and research
 - "Research shows that bias impacts the mentee and the organization"
 - Broaden the discussion: acknowledge impact of difference
 - Interpersonal relationships
 - Team dynamics
 - Organizational culture and capacity

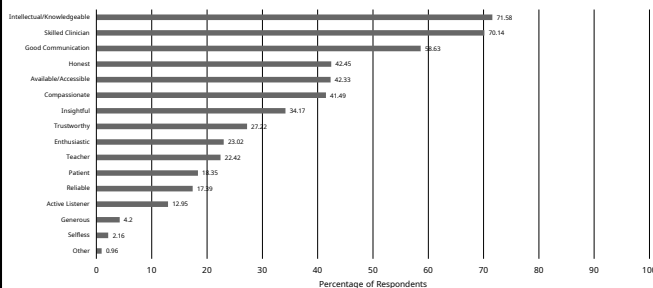
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Characteristics/Attributes of Mentors

- Good Listener
- Flexible
- Value Diversity of Perspectives
- Knowledgeable
- Nonjudgmental
- Able to give constructive feedback
- Honest
- Willing/able to devote time to others
- Eager to learn
- Empathic
- Approachable
- Active listener
- Enthusiasm
- Understanding
- Reliable
- Accessible
- Altruistic
- Patient

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Five most important characteristics of a mentor among Pediatric Nurse Practitioners Survey respondents (N=834)



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Characteristics/Attributes of Mentees

- Honest
- Ready to work at the relationship
- Proactive and take initiative
- Good listener
- Forward-thinking
- Realistic
- Follow up
- Ask curious questions
- Be open minded
- Communicate early
- Be Prepared
- Ask for feedback
- Express Gratitude

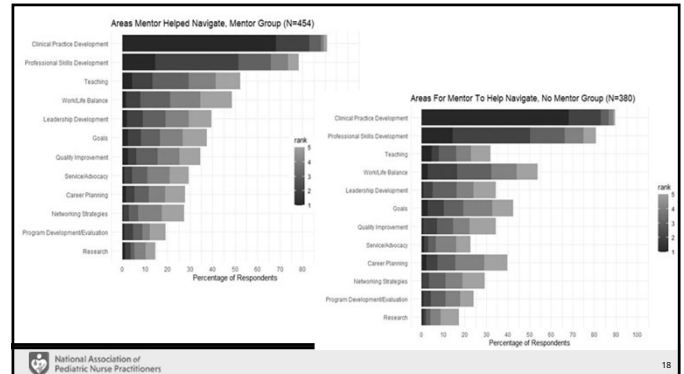
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Mentor Education/Training

- Mentoring roles and expectations
 - Phases of mentorship
 - Behaviors of mentoring
 - Goals/SMART Goals
- Program logistics
- Communication skills & Constructive feedback training
- Team building
- Virtual vs In person vs Hybrid format
- Self-guided education
- Evaluation of education



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Authentic Listening & Asking Provocative Questions

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Authentic Listening

Three Levels of listening:

- ❖ Me
- ❖ Other
- ❖ All sensing



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Partner Activity: Authentic Listening

1. Speaker shares a highly memorable experience. The listener sits on their hands and remains silent while concentrating on your story.

3 minutes

2. The listener recaps what they heard.

2 minutes

3. Switch roles and repeat.



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"If you listen deeply for feelings, and another person feels you listening and **feeling with them**, they will let down their guard and open their minds and hearts to you."

-Mark Goulston, MD

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Asking Provocative Questions

- Ask questions that support the mentee's analysis, discovery, and exploration
- Questions that provoke the mentee to express and tap their "inner resources"



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Provocative Questions

- Develop awareness
- Sharpen focus
- Stimulate a response
- Help person find own answers
- Encourage ownership



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What Will Your Impact Be?

"It takes courage to ask a question rather than offer up advice, provide an answer, or unleash a solution. Giving another person the opportunity to find their own way, make their own mistakes, and create their own wisdom is both brave and vulnerable."

- Brene Brown,
Researcher & Author Dare to Lead



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Children's Healthcare of Atlanta Mentorship Program

For new graduate nurse practitioners and physician assistants

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Mentorship Committee

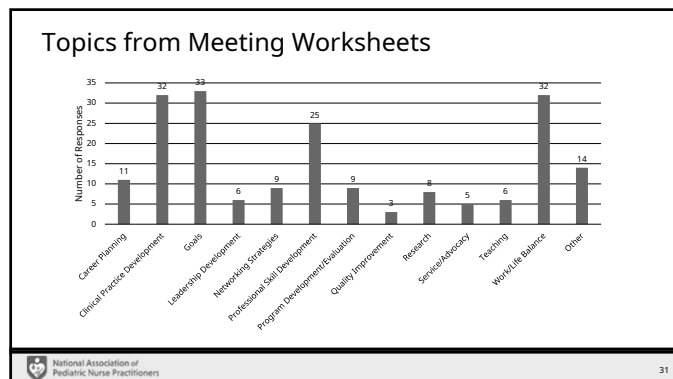
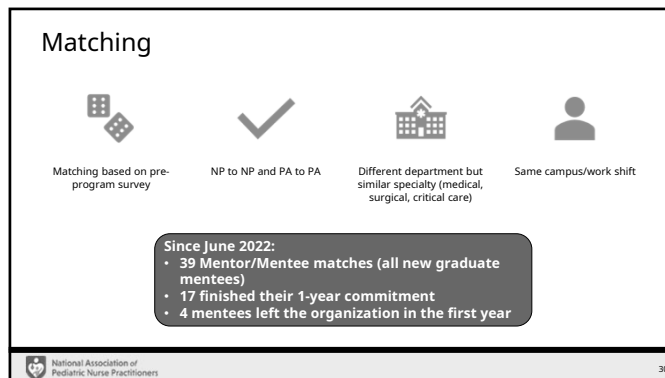
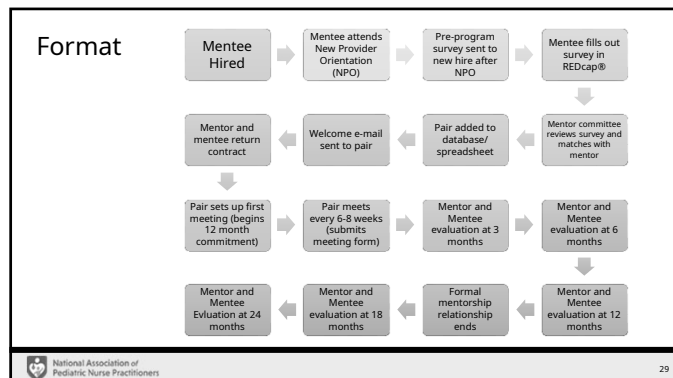
- 8 members
- Representation: medical and surgical specialties, inpatient and outpatient, all hospital campuses and ambulatory center, wide range of length of committee
- Meets monthly to every other month
- Responsible for program implementation, mentor recruitment/training, matching pairs, maintaining database and intranet page, creation of resources, and ongoing evaluation

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Recruitment/Training

- Recruitment via word of mouth, e-mail blasts and flyers
- 45 Mentors Recruited in 2022 and 2023
- Mentor Training:
 - Live Training (1-1.5 hours)
 - Expectations of the program
 - Active listening exercise
 - Panel of newer APPs and mentor/mentee pairs
 - Self Guided Learning (1-1.5 hours)
 - LinkedIn Learning: Being a Good Mentor, Active Listening: The Secret to Effective Communication, and The Cure for Imposter Syndrome
 - YouTube/TED talks: Imposter Syndrome, powering of mentoring, active listening

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- ## Lessons Learned
- Imperative to the mentorship process:
 - Educating mentors on how to effectively mentor the mentee
 - Providing tools and resources to equip the mentor
 - Leadership support to ensure time for participants
 - Biggest barrier for mentor/mentee pairs is finding time to meet.
 - Work-life balance and clinical practice development are hot topics during mentoring meetings.
 - Mentorship may be beneficial for new graduate pediatric NPs regarding role transition and acclimation to organization.
 - Future iterations of our mentorship program will include:
 - Provide resources for mentees on importance of engagement with mentor
 - System of follow up to improve survey response
 - Standardize evaluation of mentor/mentee matches to ensure optimal matches
 - Ongoing recruitment of mentors
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Questions?

Rachel.Swerdlin@choa.org

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