The Use of Mentoring to Enhance Leadership Development of Charge Nurses

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Leadership expertise over time
Function of competence, confidence, and courage
Strengthen and influenced by an effective mentor
Problem

- Need for effective frontline leaders
- Charge nurses directly effect
  - Nurse and physician satisfaction
  - Patient satisfaction
  - Patient safety and outcomes
  - Fiscal status of healthcare organization
Significance

The Institute of Medicine (2010), *The Future of Nursing: Leading Change, Advancing Health* recommends:

- Leadership at point of care
- Leadership-related competencies within nursing programs
- Leadership development and mentoring available at all levels

(IOM.edu, October, 2010)
Literature says…

Structured charge nurse curriculum offers opportunities to gain competencies:

- Dealing with challenges of providing safe, efficient, high quality care
- Promoting teamwork
- Leading within a work unit (Eggenberger, 2012)
Literature says…

- Mentors strengthen leadership development (Feeg, 2008; Fielden, Davidson, & Sutherland, 2009)
- Mentor guides another to success (Roberts, 2000; Anderson, 2003; Young & White, 2001)
Initial steps

- Collaborative effort
  - Nurse administrators
  - Clinical educators
  - Nurse leaders
  - Leadership development manager
Initial steps

- Identification of curriculum
- Identification of inclusion criteria for participants
- Identification of nurse leader mentors
- Submission of demographic information & exemplar by staff nurses
Leadership development program

- Pre-assessment using Strengthsfinder and Kouzes and Posner’s Leadership Practice Inventory (LPI)
- Monthly classes over six months
- Monthly/bi-monthly mentoring meetings
Leadership development program

- Mentors complete StrengthsFinder assessment
- Staff nurses use results for matching
- Post-program simulation
- Post-program LPI assessment
Progress to date

- Enrolled 20 staff nurses initially
- 1 staff nurse withdrew after few weeks
- 1 charge nurse promoted to nurse manager
- 5 of 19 completed required courses
Progress to date

- 2 to 3 charge nurses likely not to complete required curriculum
- Mentoring less than optimal
- Current cohort to complete program December 2014
Lessons learned

- Cohort difficult due to individual schedule
- Staff nurses already enculturated into unit environment
- Lack of commitment to mentoring
Conclusion

 Desired outcomes from implementation of charge nurse cohort and mentoring:

• Improved quality of leadership development for charge nurses
• Enhanced competencies in communication skills, conflict resolution, collaboration, & change
Questions


References


