



TL6 – Advocacy and Influence

Choose three of the following (**one example must be from ambulatory care setting, if applicable**):

TL6b: Provide one example, with supporting evidence, of a mentoring plan or program for nurse managers.

Introduction

At KFSHRC-J, nurse managers, known as Head Nurses (HN), are supported through mentorship and professional growth opportunities.

Structures and Processes to Support Nurse Manager Mentorship

Mentorship is a voluntary, reciprocal, and collaborative learning relationship between two individuals with mutual goals and shared accountabilities. The more experienced person known as the mentor assists in the learning and development of the less experienced individual known as the mentee. KFSHRC-J has an established structure to support nurse manager mentorship as outlined in the Professional Development Plan (2021, p.21), which describes mentorship as an effective method to enhance leadership development and includes a Mentorship Process Flowchart with a step-by-step guide to support mentorship, as seen in Figure TL6.1.

Head Nurse Preceptorship and Mentorship Policy

In October 2021, based on evidence-based management tools piloted in various nursing units, the Nursing Management Sub-Council formalized the *Head Nurse Preceptorship and Mentorship* policy. This policy provides the requirements for preceptorship, followed by a standardized and robust framework for HN mentorship for continued development in their role. The Nurse Manager (NM) Mentorship Program includes tools such as the Mentor Selection Criteria, the NM Competency Self-Assessment Tool, the NM Mentorship Plan and Progress Summary, and the Mentor/Mentee Evaluation forms. **Evidence**

TL6b.1 Head Nurse Preceptorship and Mentorship Policy

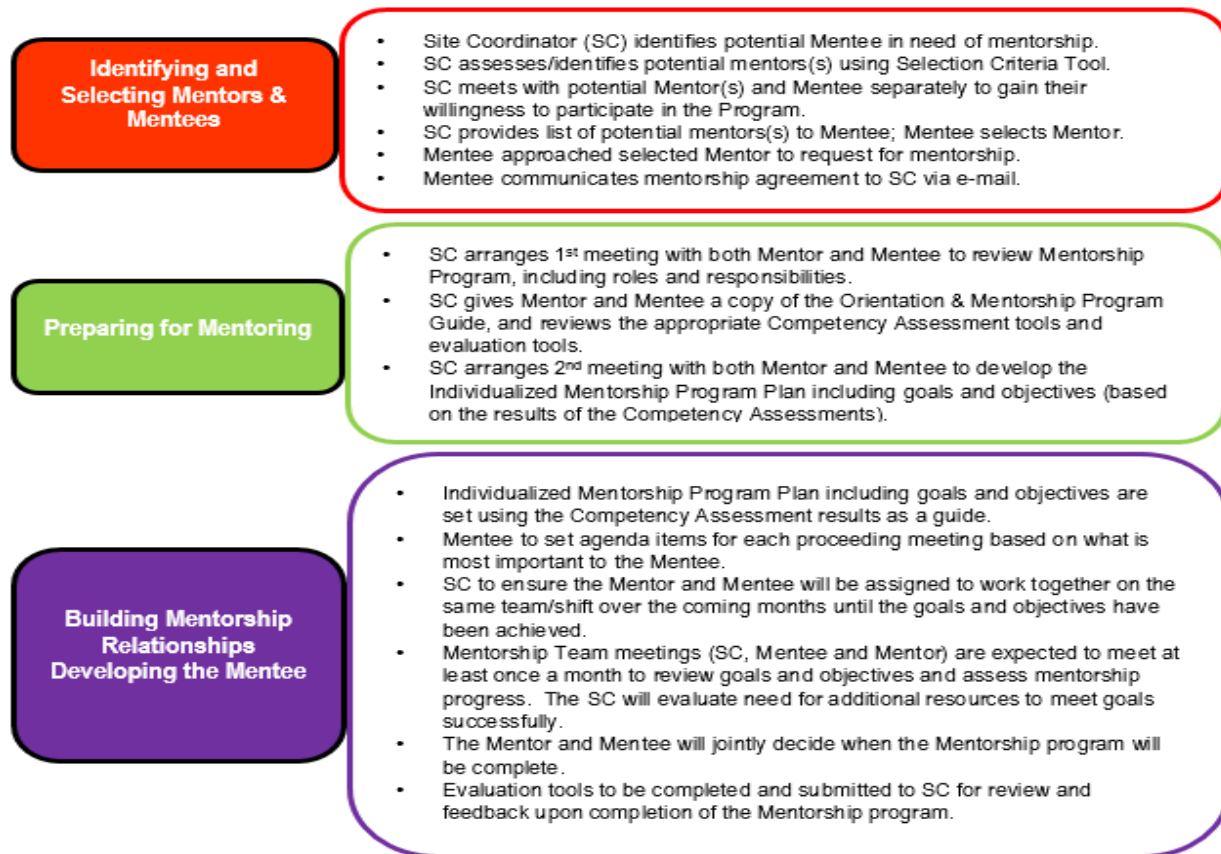


Figure TL6.1: Mentorship Process Flowchart, KFSHRC-J

TL6b Example: Mentorship of Amani Alsayed, BSN RN, Head Nurse, 5 South Medical Unit

In July 2021, a newly appointed HN of the 5S-Medical, approached Tareq Mahmoud, BSN RN, Nursing Supervisor, Acting HN, 5S-Medical, to discuss the option to continue her leadership development through mentorship. Amani requested Tareq to be her mentor since she had previously established a strong working relationship with him as her direct manager, in his capacity as the Acting HN Medical Unit, in the previous year. Due to staffing and operational requirements, Tariq continued to work on 5S-Medical in a supportive role and mentor until the end of 2021. Amani requested mentorship to develop her leadership and management skills in her current position as a newly promoted HN.

Mentor/ Mentee Relationship Begins

Tareq accepted to be Amani's mentor. Tariq and Amani used the *Head Nurse Preceptorship and Mentorship* program tools that were currently under trial by the Nursing Management Sub-Council. They met on August 01, 2021, to sign a Mentorship

Agreement and review all NM mentorship resources to ensure Amani understood the mentorship process and began their mentorship journey. It was made clear that the NM Mentorship Program was entirely voluntary, and the mentor or mentee would be free to withdraw at any time. The agreement also stipulated that the mentor would provide advice, support, and guidance through open, honest, and confidential discussions. If appropriate, the mentor would facilitate referral and access for the mentee. It was also agreed that the mentor would provide written progress updates to the mentee with similar feedback from the mentee to ensure the goals and objectives of the program are on track. This agreement defined the frequency of scheduled meetings, which was agreed to be between 30-60 minutes on a weekly (minimum) basis until December 30, 2021. **Evidence TL6b.2 Amani Alsayed HN Promotion Announcement July 06, 2021; Nurse Manager Mentee/Mentor Agreement**

Tareq requested Amani complete an NM Competency Self-Assessment by August 07, 2021. The self-assessment captured the skills and behaviors envisioned for a successful NM. This inventory allowed the NM to perform a self-assessment that would be used to support their mentorship plan in setting development goals and objectives. The inventory is based on a three-domain model developed in 2006 by the Association of Nurse Executives (AONE) and the American Association of Critical Care Nurses (AACN), forming the Nurse Manager Leadership Partnership (NMLP) framework as seen in Figure TL6b.2 below. Accessible at: <http://www.aone.org/resources/nurse-leader-competencies.shtml> **Evidence TL6b.3 Nurse Manager Competency Self-Assessment**



Figure TL6b.2: Mentorship Framework, KFSH&RC-J

Over five months, Amani and Tareq blocked a minimum of one hour in their calendars to complete mentorship progress reports, as seen in Table TL6b.1 below. Additional meetings were scheduled to follow up on mentorship goals and objectives, assess progress, and identify areas for further development as identified by the mentee. **Evidence TL6b.4 Nurse Manager Mentorship Plan and Progress Summary**

Table TL6b.1: Mentorship Meetings Schedule for Amani (Mentee) with Tareq (Mentor)

Mentorship Progress Report Meetings	Time
August 15, 2021	12:00 – 13:00
August 29, 2021	13:00 – 14:30
September 09, 2021	12:00 – 13:30
Tareq on Annual Leave in October and November 2021	
December 12, 2021	13:00 – 15:00
December 20, 2021	12:00 – 13:30

During her mentorship, Amani also attended professional development as suggested and supported by Tareq. Below, Table TL6b.2 outlines a list of courses attended by Amani.

Table TL6b.2: List of Courses Attended by Amani

Date	Activity Name
October 23, 2021	Future Health Leaders Virtual Forum
November 09, 2021	Infection Control Health Facilities
November 29, 2021	Recent Trends in Management of Hospital and Health Centers

On December 30, 2021, Amani and Tareq held their last mentor progress meeting to complete their mentorship program’s final summary report and evaluation forms. All mentorship goals set by Amani were achieved, and the evaluation forms indicated that the five-month mentorship relationship had been successful. An experienced nurse leader successfully mentored Amani through the established mentorship program available for NMs. **Evidence TL6b.5 Mentorship Evaluation Forms**