Advocacy and Influence TL6

- Choose 3 of the following (one example MUST be from ambulatory care setting, if applicable):
  a. Provide one example, with supporting evidence, of the mentoring plan or program for clinical nurse(s).
  b. Provide one example, with supporting evidence, of mentoring plan or program for nurse managers.
  c. Provide one example, with supporting evidence, of the mentoring plan or program for AVPs/nurse directors (exclusive of nurse managers).
  d. Provide one example, with supporting evidence, of the mentoring plan or program for advanced practice registered nurses (APRNs).
  e. Provide one example, with supporting evidence, of the mentoring plan or program for the CNO.

Example c: Mentoring Plan for a Nursing Director

Nursing Director Role
Pamela Baden, MSN, MBA, RN, CEN, EMT, Director of Mobile Critical Care and Emergency Communication Services, assumed this role on November 27, 2017. WakeMed’s Organizational Development Department sponsored a luncheon on January 5, 2018 to give all new senior nurse leaders an opportunity to meet and ask questions of Cindy Boily, MSN, BSN, RN, NEA-BC, Senior Vice President and Chief Nursing Officer, and for Boily to learn about their goals, aspirations and vision related to WakeMed Health & Hospitals. The need for further organizational development was discussed in this meeting, and it was determined that Baden would be included in the Nursing Operations and Nursing Executive meetings.

Mentoring Plan
During these nursing leadership meetings and other work with Jill Whade, BSN, RN, CPN, Magnet Coordinator, Baden recognized the need for support and to develop a formal mentoring relationship with Boily. Baden and Boily discussed holding quarterly meetings as a plan for Baden’s professional development in a meeting on May 29, 2018. (Evidence TL6c-1, Meeting Notes, May 29, 2018) Boily emphasized to Baden that it was a priority for her to complete the Leadership Development Program courses offered by WakeMed’s Organizational Development Department to understand the organization’s structure and processes. Baden completed these courses over the next few months. (Evidence TL6c-2, Leadership Course Requirements and Training Transcript) Their next formal meeting was scheduled for August 13, 2018 but was rescheduled for October 22, 2018 due to a Joint Commission survey.

Baden and Boily discussed and created their formal mentoring plan at the October 22, 2018 meeting. (Evidence TL6c-3, Meeting Notes, October 22, 2018) This plan included setting targeted meeting times and beginning a list of items to continue the leadership development process, including completing all leadership courses, completing readings and seminars suggested by Boily, sharing wins, seeking out other directors to shadow,
completing the American Organization of Nurse Executives (AONE) self-assessment competencies and reaching out for networking opportunities in the community. Their next meeting was scheduled for December 10, 2018.

Mentoring Activities
The December 10, 2018 meeting centered on the understanding of a systems approach and how it can affect leadership and patient outcomes. Boily and Baden discussed some of Baden’s recent interactions with her staff that demonstrated an understanding of the systems approach. The meeting ended with Baden’s commitment to share with Boily pertinent information that might not be seen in current communications in the organization. A follow-up meeting between Boily and Baden was scheduled at the Garner base of mobile operations for January 30, 2019.

Boily and Baden exchanged emails as part of the information sharing process. Two examples of this communication involve interaction between the mentor and mentee, and interaction with the staff of Mobile and Emergency Communications. The first example is Baden communicating the transport volumes to staff members and leadership. Boily then shares positive feedback with everyone who is helping to make the connection between the work, including how it promotes WakeMed’s strategic goals. The second example illustrates Boily’s involvement and request for clarifying information. (Evidence TL6c-4, Email Communication, November 1, 2018) (Evidence TL6c-5, Email, December Stats and YTD Totals)

The January 30, 2019 meeting was highly productive, as Boily was able to interact with multiple disciplines of the transport staff (RNs, paramedics and EMTs) in small groups to see how Baden had incorporated discussions and reading material from previous meetings into the staff’s understanding and operations. Further discussions related to Baden’s completion of the AONE self-assessment and competencies. Boily determined that other nursing directors would benefit from this assessment and that it would be shared in a future executive meeting. Baden also shared that she had joined the Regional Transportation Alliance as a volunteer representing WakeMed.

Boily and Baden have scheduled quarterly meetings through the rest of 2019 to continue the process of Baden’s leadership development.