Guiding Framework for Implementing a Mentorship Programme

Whether you are exploring the idea of starting mentorship programme or in the process of establishing a programme, taking the time to think through all aspects of the programme will enable you to build a solid foundation for mentorship. Implementing a formal mentorship programme is dynamic and planned process that requires leadership and commitment by management and staff. This guiding framework reflects the best evidence for implementing a programme, and learning derived from implementing a formal mentorship programme for nurses and midwives in an acute hospital setting.

Guiding Framework
<table>
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<tr>
<th>Framework stages</th>
<th>Actions</th>
<th>Status /Comment</th>
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<tbody>
<tr>
<td><strong>What is the rationale/vision for a mentorship programme?</strong>&lt;br&gt;How will mentorship contribute to the strategic vision for the organisation, service?</td>
<td>Document a short statement to capture the intent. Identify 1 or 2 key objectives for the programme e.g.  - Leadership development  - Staff support/resilience  - Staff retention  - Succession planning</td>
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<td><strong>KPI’s for the mentorship programme</strong>&lt;br&gt;KPI’s support measurement and evaluation. Being able to demonstrate how the program has made a difference can be critical to program sustainability</td>
<td>Agree one or two KPI’s, aligned to the primary objectives</td>
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<td><strong>Ownership</strong>&lt;br&gt;A critical factor for success is identifying who has overall responsibility for implementation and measurement.</td>
<td>Identify person/s with overall responsible for the programme</td>
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<td><strong>Governance</strong>&lt;br&gt;Refers to the processes, procedures used by Commissioner, Oversight Group (O/S) Lead/s charged with responsibility for implementation</td>
<td>Establish an Oversight Group with leadership skills and decision-making power to guide and champion the programme.</td>
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<td><strong>Organisational Readiness</strong>&lt;br&gt;The aim is to identify the level of readiness for implementing mentorship</td>
<td>Copy of the NLIC Organisational Readiness Checklist is available from <a href="mailto:nmleadership@hse.ie">nmleadership@hse.ie</a></td>
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<td><strong>Lead Person/s for Mentorship</strong>&lt;br&gt;Leads supports the Commissioner to implement and roll-out the programme in their hospital, Directorate, primary care team or service</td>
<td>Identify staff who have an interest in mentorship or experience in mentoring and have the leadership skills and authority to make decisions</td>
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<td><strong>Target Audience for Mentoring (mentees)</strong>&lt;br&gt;Starting with a small-scale targeted population enables the O/S Group to test out implementation processes, identify risks, and to build the capacity to support mentoring.</td>
<td>Identify target population for mentoring e.g.  - All staff  - Staff nurses/staff midwives  - Clinical nurse/midwife managers  - Directorate Team, primary care team</td>
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<td><strong>What is the level of interest in mentoring in the target population, organisation or service</strong></td>
<td>Ascertain level interest via  - Online survey(email/Survey monkey)  - Focus Groups or other meetings</td>
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<td>What is the level of knowledge about mentorship in the target population, organisation or service?</td>
<td>The level of knowledge can be determined when surveying level of interest</td>
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| Supports and barriers | Identify key supports e.g.  
- Level of interest or need  
- Organisational support  
- Staff with mentorship experiences and training  
- Staff with project management skills  
- Lead/s for Mentorship  
- CNME/NMPDU and other partners  
Barriers: e.g.  
- Lack of clarity on what mentorship involves  
- Low level of interest among target population  
- Poor organisational support  
- Timing and competing interests (other programmes or initiatives)  
- Lack of trained mentors |
| Implementation Plan | In collaboration with O/S Group, the Lead/s develops an Implementation Plan to include:  
- Target population/s  
- KPI’s  
- Metrics  
- Timeframes  
- Role / responsibilities  
- Data collections  
- Strategies  
- Analysis  
- Communication strategy |
| Mentor’s database | Issues to consider  
- Who is responsible for establishing and managing the database?  
- How can a mentee access?  
- How can mentor register on the database?  
- Consent and FOI issues |
| Promote/Communicate | Promotion activities to consider:  
- Leads & O/S Group to develop a communication strategy  
- Look to staff familiar with mentoring for support  
- Use short stand-alone mentorship awareness |
| A database records contact details of trained mentors. While mentees are encouraged to self-select having a register of trained mentors is particularly helpful for new entrant and those new to mentoring. | A plan serves as a road map and enables the O/S Group and Leads to breakdown key actions into manageable activities. It also enables the Group / Leads to monitor activity |
| A plan serves as a road map and enables the O/S Group and Leads to breakdown key actions into manageable activities. It also enables the Group / Leads to monitor activity | Building a solid mentoring culture among key stakeholders and staff requires on-going communication and promotion |
### Mentorship Preparation programme:
A mentor-mentee preparation programme is the first step in clearly defining the type of mentorship available in the organisation. It also enables mentors, mentees and the organisation to gain a clear understanding of mentorship, and their roles and responsibilities.

**Items for consideration**
- Programme facilitator/s
- Programme content
- Venue
- Programme evaluation
- Guidance for Mentors and Mentee and other documentation ([nmleadership@hse.ie](mailto:nmleadership@hse.ie))
- Mentee and mentor post training support
- Funding

### KPI’s for Mentorship preparation Programme
KPI’s enable the O/S Group to determine if the programme supporting uptake of mentoring (mentors and mentees)

**Identify 3-4 KPI’s e.g.**
- Number of training programmes to be delivered within an agreed timeframe
- Following the programme the number mentors providing mentoring or registered on Mentors Database
- Uptake of mentoring following the programme

### Metrics – for Evaluation
Metrics enable O/S to determine success and impact of mentorship on the individual (Mentor or Mentee) and on the organisation

**Agree key metrics for evaluation e.g.**
- Impact on leadership development on mentors and mentee
- Impact on retention rates
- Impact on job satisfaction
- Knowledge transfer
- Resilience building

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*Mentoring: A Guide for Mentors and Mentees (NLIC 2017 v2) and NLIC Organisational Readiness Checklist is available from [nmleadership@hse.ie](mailto:nmleadership@hse.ie) or Tel:+353(0)483301*