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Developing an Evidence-Based Mentorship Program for New Graduate Nurse Practitioners

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- The University of Vermont
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Introduction -- Problem

- High turnover in the novice nurse practitioner population
- NPs experience high stress in their first position
- Lack of mentorship for novice NPs exacerbates stress & turnover
- High turnover results in negative institutional financial performance and the potential for worsened health outcomes.

Available Knowledge

- The annual nurse practitioner turnover rate versus physicians (AMGA, 2011)
- Novice nurse practitioner turnover is higher than in experienced NPs (Poghosyan, Norful & Marsolf, 2017; Sullivan-Bentz et al., 2010)
- Internal data reflects national trends
- Novice nurse practitioners who receive mentoring are less likely to leave their employment (Twine, 2018)

Theoretical Framework and Rationale

- Dreyfus model of skill acquisition (Dreyfus & Dreyfus, 1980) and Benner's Novice to Expert (Benner, 1984)
- Middle range nursing theory- Health Transitions Model (Meleis et al., 2000)
- Mentoring is potentially an effective intervention to reduce nurse practitioner turnover
- Mentoring is potentially a cost-effective intervention
- Mentoring has the potential to positively impact patient outcomes

Purpose & Aims

- Assess need for structured mentorship program for new graduate nurse practitioners (NP) as an aspect of a quality improvement project to reduce novice NP turnover.
 - Based on the best evidence, develop a formal needs assessment for a mentorship program for new graduate NPs
 - Address the financial impact to the institution and return on investment of establishing a formal mentoring program
 - Present the findings to nursing leadership
 - Pilot project to begin Fall 2019

Context

- Academic health system consisting of a 400 bed medical center, four affiliate community hospitals, outpatient network, and National Cancer Institute Designated Cancer Center.
- Currently roughly 310 advanced practice nurses across the health system.
- 77 advanced practice openings at the time of investigation.
- 66% of advanced practice nurses receive no formal orientation and/or mentoring.

(The Value Institute at Dartmouth Hitchcock, 2018)

Intervention(s)

- Met with internal stakeholders regarding nurse practitioner turnover
- Appraised literature regarding novice nurse practitioner turnover
- Reviewed institutional data regarding turnover
- Financial projections made based on established formula
- Created formal needs assessment document for presentation to nursing leadership
- Beginning design process for pilot project

Study of the Intervention

- Needs assessment analysis
- Plan for prospective data collection during pilot project
 - Critical Care Advanced Practice Residency starting Fall 2019

Measures

- Needs assessment tool developed
 - Needs assessment based on best available evidence
 - Financial projections developed with established formula adapted from nurse mentorship program.

Ethical Considerations

- Exempted from University of Vermont Institutional Review Board process
- Objectivity in data collection needs assessment development

Results

- Institutional experience mirrors national data regarding turnover of new graduate nurse practitioners
- Facilitators and barriers to mentorship identified
- The financial estimates for such a program are modest when compared to replacement costs
- Nursing leadership receptive to needs assessment

Financial Projections

Cost	Units	Hours	Rate	Total
Mentor hours	5	20	\$50	\$5000
Protégé hours	5	25	\$41	\$5125
Professional development costs	8	4	\$50	\$1600
Direct costs				\$11,725
Admin cost 10%				\$1,172
Total				\$12,897

Interpretation

- Leadership openness to consider financial benefits
- Proceeding with a pilot project has the potential to further investigate the practical and theoretical aspects of mentoring

Limitations

- Better data on direct and indirect replacement costs could better quantify the return on investment (ROI)
- Data regarding the impact on mentoring and the five-year turnover rate could not be identified
- Late approval for pilot project limits the time for program design

Conclusions

- Needs assessment provided valuable data to nursing leadership in planning mentorship component for proposed NP residency program
- More study needed to fully understand the value of the mentoring process
- A pilot project will provide understanding to implement a mentorship residency program on a system wide basis

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