NHS Lothian Mentorship Framework

This framework has been produced to provide clarity and consistency in Mentorship across NHS Lothian. This is underpinned by the NMC Pre-registration Nursing Standards (2010), NMC Standards to Support Learning and Assessment in Practice (2008) and NES Quality Standards for Practice Placement (2008).

Mentorship in NHS Lothian is actively co-ordinated and supported by the Practice Education Facilitators. This framework is aimed at supporting Managers, Mentors, Sign Off Mentors, Clinical Practitioners and prospective mentors to make the correct decisions around Mentorship.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Role and responsibilities in mentorship</td>
<td>3</td>
</tr>
<tr>
<td>2  Alignment of Mentorship to Personal Development and Review Processes &amp; KSF within NHS Lothian</td>
<td>6</td>
</tr>
<tr>
<td>3  Triennial review and NMC Mentor Domains</td>
<td>9</td>
</tr>
<tr>
<td>4  Empower and the mentor database</td>
<td>11</td>
</tr>
<tr>
<td>5  Appendices – Flowcharts</td>
<td>12</td>
</tr>
<tr>
<td>Appendix 1 – How to become a mentor / be entered onto the database</td>
<td>12</td>
</tr>
<tr>
<td>Appendix 2 – Annual Mentor Updates</td>
<td>13</td>
</tr>
<tr>
<td>Appendix 3 – Triennial Review</td>
<td>14</td>
</tr>
<tr>
<td>Appendix 4 – How to Become a Sign Off Mentor</td>
<td>15</td>
</tr>
<tr>
<td>Appendix 5 – Empower e-People/ e-Manager – How to add an update</td>
<td>16</td>
</tr>
<tr>
<td>6  References</td>
<td>17</td>
</tr>
<tr>
<td>7  Resources</td>
<td>17</td>
</tr>
</tbody>
</table>
1.0 Roles and responsibilities in mentorship

The following information provides an overview of the roles and responsibilities in the mentorship process for differing staff groups

1.1 Students
- To work a variety of shift patterns across the 24 hr/7 day a week time period to gain maximum experience
- To work directly or indirectly with their mentor at least 40% of the time
- Consider what alternative fields of practice competencies can be met in placement
- Make assessment documents readily available to mentor
- Commitment to learn and participate in patient care as appropriate
- Provide mentor with previous placement history and what is currently covering in HEI via Ongoing Achievement Record (OAR) with 48 hours of commencing placement

1.2 Existing mentors
- Responsible for ensuring they develop and evidence mentor skills (Appendix 1 – page 12)
- Responsible for Continuing Professional Development (CPD), maintaining mentorship skills and evidencing this through annual updates (Appendix 2 – page 13)
- Responsible for ensuring updated on mentor database (via e-people or local arrangements)
- To work a minimum of 40% time with your student
- To maintain evidence for your triennial review (Appendix 3 – page 14)
- Responsible for the student’s overall assessment in discussion with other team members

1.3 New mentors
- Completion of the Mentorship Preparation Programme to become a novice mentor in accordance with NMC standards

See mentor centre for further details
http://staff.napier.ac.uk/faculties/thlss/mentorcentre/Pages/MentorCentre.aspx

1.4 Registered staff but not yet a mentor (Not on database as an active mentor)
- Can sign individual components in competency workbook
- Can work alongside qualified mentor to support students

1.5 Sign off Mentor
- New sign off mentors need preparation in accordance with NMC standards (Appendix 4 – page 15)
- Existing Sign off Mentors should keep up to date annually (see 1.2)
- Consolidate skills where possible and ensure protected time of 1 hour per week
• Awareness of Mentorship Preparation Programme portfolio

See flow chart page 17 or mentor centre for further details
http://staff.napier.ac.uk/faculties/fhlss/mentorcentre/Pages/Sign-offMentorInformation.aspx

1.6 Lead Mentors/Link Nurses
• Work in collaboration with Charge Nurses and local PEF’s
• To agree and undertake role and responsibilities in respect of being a lead mentor
• Attend lead mentor development sessions and cascade knowledge and information to update mentors locally as appropriate

1.7 Charge Nurse
• Monitor mentor database on Empower and proactively manage annual updating
• Ensure database targets are maintained (75% annual updates and 90% triennial reviews)
• Input data into database where e-people is unavailable
• Co-ordinate Mentorship Preparation Programme nominations with local PEF depending on local demand
• After successful completion of Mentorship Preparation Programme assess competency to move from novice mentor to active mentor
• Ensure student allocation to up-to-date mentors
• Ensure mentor development is discussed in relation to NMC mentor standards by reviewer at annual PDPR
• Ensure triennial review is completed in accordance with PDPR evidence
• Identify lead mentor/link nurse where appropriate
• Participate in educational audit in partnership with Higher Education Institute (HEI) and PEF’s

1.8 Clinical Nurse Manager
• Oversee directorate mentor database and ensure targets are achieved
• Ensure equity and quality of mentorship across directorate

1.9 Practice Education Facilitators
• Proactively manage and provide a range of educational resources to support the NMC standards (in collaboration with service needs (e.g. mentor updates, lead mentor forums and clinical area liaison)
http://standards.nmc-uk.org/PreRegNursing/statutory/background/Pages/Introduction.aspx
• Support mentors in practice with sound knowledge of educational resources and NMC requirements
• Support mentors in practice with any assessment issues (e.g. under achieving students, validity and reliability of judgements)
• Support charge nurses by proactively overseeing the database and providing reports to ensure timely completion of Triennial reviews
• Enhance communication by acting as a liaison between HEI’s and service
• Participate in practice placement audits with Charge Nurse and Link Lecturers
• Support Charge Nurses to ensure novice mentors become fully competent
• Work with practice placements to optimise student capacity
• Regular engagement with NHS Education for Scotland to support National priorities
• In partnership with HEI & service, ensure compliance with NES quality standards for practice placement


1.10 Link Lecturer
• Encourage staff to allocate students to the full range of available shift patterns to gain maximum experience
• Lead practice placement audits with Charge Nurses and PEFs
• Support student issues in practice that cannot be addressed by service
• Work collaboratively with PEF and practice placements on any issues that may need addressed
• Have regular contact with practice placement areas and be visible and accessible to staff in these areas

1.11 Link co-ordinator
• A link co-ordinator from HEI will be in place for the main sites to ensure contact/support from HEI is accessible if link lecturer not available
2.0 Alignment of Mentorship to Personal Development and Review Processes & KSF within NHS Lothian

2.1 All Registered Nurses and Midwives require to demonstrate their on-going professional development, and supporting the development of others. In the UK, all mentors require to adhere to the NMC Standards to Support Learning and Assessment in Practice (2008).

2.2 All Active Mentors must evidence their mentorship development and practice to remain on the mentor database in NHS Lothian, and this can be carried out in alignment with the existing Personal Development and Review process.

2.3 The responsibility for the maintenance of the electronic mentor database lies within clinical areas – the Senior Charge Nurse / Clinical Lead, Team Lead or other nominated manager.

2.4 It is practical for the evidence collated for mentorship to be used towards annual development review.

2.5 NHS Lothian use the Knowledge and Skills Framework (KSF) for development review, and the majority of mentors practice at Agenda for Change levels of Band 5 and Band 6.

2.6 In 2010 the NMC published mentor domain outcomes which link directly to KSF. (Figure 1) [http://www.nes.scot.nhs.uk/media/245155/nmc_mentor_domains_mar_2010.pdf](http://www.nes.scot.nhs.uk/media/245155/nmc_mentor_domains_mar_2010.pdf)

Figure 1 - NMC Mentor Domains & KSF Framework
2.7 It is important that the development and practice of mentorship is included in the PDPR process as it can be aligned to many of the KSF requirements for development review.

2.8 Figure 2 (page 8) identifies the applied roles of a mentor and illustrates the related units in KSF.
Figure 2 – Mentorship & KSF

Mentorship and the Knowledge & Skills Framework (KSF)

- Communication
  - Role Modelling
  - Documentation
  - Constructive feedback
  - Team working
  - Teaching

- Equality and Diversity
  - Maximise individual potential & make reasonable adjustments
  - Diverse range of students

- Quality
  - Student Assessment
  - Evidence based Practice
  - Guidelines and policies
  - Safe, effective care

- Service Improvement
  - Maintain clinical learning environment
  - Develop student resources
  - Identify areas for improvement

- Personal & People Development
  - Facilitation of learning
  - Self development
  - Identify learning needs
  - Reflection

- Health, Safety and Security
  - Assess fitness to practice
  - Maintenance of mentor database
  - Placement Audit
  - Safe practice

Poster designed by H. Lyle, M. McLeod and L. Foy, CEDT, Oct 2012, NHS Lothian
3.0 Triennial review and NMC Mentor Domains

3.1 For successful completion of triennial review, mentors are asked to identify how their mentor practice meets the eight NMC Mentor domains outlined in the NMC Standards to Support Learning and Assessment in Practice. These domains are:

- Establishing Effective Working Relationships
- Facilitation of Learning
- Leadership
- Context of Practice
- Evaluation of learning
- Evidence based practice
- Create and environment for learning
- Assessment and accountability

3.2 Figure 3 (page 10) was developed to assist mentors and managers to identify suitable learning resources for individual mentors to evidence meeting the NMC domains and linkage to KSF.
### Figure 3: Links with KSF, NMC mentor outcomes & resources

#### Relationship between KSF, NMC Mentor Outcomes and Resources Available

<table>
<thead>
<tr>
<th>KSF Unit</th>
<th>NMC Mentor Outcomes</th>
<th>Mentor Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Communication</td>
<td>Establishing Effective Working Relationships 1 2 6</td>
<td>Underachieving Student 12456</td>
</tr>
<tr>
<td>2. Personal &amp; People Development</td>
<td>Facilitation of Learning 1 2 6</td>
<td>Assessment in Practice 123456</td>
</tr>
<tr>
<td>3. Health, Safety &amp; Security</td>
<td>Leadership 1 2 6</td>
<td>ENU Programme Update 245</td>
</tr>
<tr>
<td>4. Service Improvement</td>
<td>Context of Practice 1 4 5</td>
<td>NMC Standards in Practice 1245</td>
</tr>
<tr>
<td>5. Quality</td>
<td>Evaluation of Learning 2 5</td>
<td>Sign Off Mentor Update 1249</td>
</tr>
<tr>
<td>6. Equality &amp; Diversity</td>
<td>Evidence Based Practice 5</td>
<td>Upskill Full Day 12456</td>
</tr>
<tr>
<td></td>
<td>Create an Environment for Learning 1 2 3 4 6</td>
<td>Team Mentorship 12456</td>
</tr>
<tr>
<td></td>
<td>Assessment &amp; Accountability 1 2 5 6</td>
<td>Create Learning Environment 123</td>
</tr>
</tbody>
</table>

Other resources available:
- Lead Mentor Forum 1245
- Self Directed Update 2
- NMC Quiz 24
- Mandatory Mentor Update 1249
- Learn-pro module 2415

Courses booked via Edinburgh Napier University
- Mentorship Preparation Programme 123466
- SOM Preparation Programme 123466

Sessions booked through PWA
- Underachieving Student 12456
- Assessment in Practice 123456
- ENU Programme Update 245
- NMC Standards in Practice 1245
- Sign Off Mentor Update 1249
- Upskill Full Day 12456
- Team Mentorship 12456
- Create Learning Environment 123

Poster Designed by Heather Lyle, Margo McLeod and Lynn Foy, CEDT, NHS Lothian, Oct 2012
4.0 Empower and the mentor database

4.1 Empower is part of Lothian’s HR system and is accessed through the NHS Lothian Intranet site. It holds electronic records of staff training which includes mentorship.

4.2 Each individual mentor has their own record detailing information about their mentor status, past updates and when their next annual update and triennial review are due.

4.3 Empower can be accessed and updated by managers and team leads through e manager or by individual mentors via e people.

4.4 Appendix 5 (page 16) details the process of updating Empower
5.0 Appendices

Appendix 1 – Flowchart
How to become a mentor / be entered onto the database

One-year post registration consolidation

Mentor Preparation course at Edinburgh Napier University (ENU)

Submit Portfolio of Evidence

Fail

Resubmit

Pass

Fail

Non-Mentor Consider wider role in supporting the learning environment

Lead for Mentorship informs PEF for service area

PEF puts Mentor on database as NOVICE mentor

Continue as novice mentor until assessed as proficient by SCN

Mentors who are on the Database as inactive

Evidence of working as a mentor in their previous post
Manager to discuss learning needs with mentor and consider full day update

On database as full ACTIVE mentor

Commence annual updating, collecting evidence for triennial review and consider becoming a Sign Off Mentor (Midwives see NB point)

Existing Mentors moving to NHS Lothian from another employer

N.B Midwives: Novice status will be maintained on the mentor database until the midwife has completed the sign off course component. The midwives role is as a mentor & sign off mentor and as such the midwife mentor should progress from the mentor preparation course to the sign off course prior to becoming an active mentor.
Appendix 2 – Flowchart
Annual Mentor Updates

- **Upskills sessions bookable on Empower – Mandatory Update Programme**
  - Session to be booked/agreed by line manager
  - Mentor attends session
  - Database is updated by course administrator
  - Mentor to ensure database is updated either by self/manager

- **Mentor meetings Link Lecturer visits Ad-hoc PEF updates Lead mentor forum**
  - Complete face to face component of annual update E.g. Discussion with colleagues, S/CN, PEF. Lead mentor forum

- **Self-Directed Mentor Update (SDMU) Learn Pro**
  - PEF to oversee database and raise any concerns with manager

**Mentor up to date on database**

**Consider future updates to ensure Mentor has covered the 8 NMC Domains. Continue collecting evidence until Triennial Review.**
Appendix 3 – Flowchart
Triennial Review

Mentor and Manager assess triennial review criteria. This process is ideally linked with PDPR

Criteria met

Update Database confirming date triennial review was undertaken

Criteria not met

Not updating annually

Not mentoring 2 students in a 3 year period

Inactivate on database.

Mentor the next 2 Students on placement

If area unlikely to take students Inactivate and investigate other options

Attend Mentor update session

Amend mentor database to Active Mentor

Set date for next Triennial review and update annually
Appendix 4 – Flowchart
How to Become a Sign Off Mentor

In some cases STEP 3 can be undertaken 3 times to become a SOM. Please discuss further with your PEF.

STEP 1
E-learning module

Sign Off Mentor course at Edinburgh Napier University (Apply through mentor centre)

STEP 2
1/2 day at ENU Scenario based Sign off assessment

Pass

Fail

STEP 3
Trainee SOM assesses a Sign Off student with support of a SOM.

Pass

Fail

HEI to inform practice area of successful completion
Lead for Mentorship informs PEF for service area

PEF put Mentor on Database as Sign Off Mentor

N.B: Midwives- sign off status is not optional – the midwives role is mentor & sign off mentor and as such should progress from the mentor preparation course to then complete the sign off component to become an active mentor.
Appendix 5 – Flowchart
Empower e-People/ e-Manager – How to add an update

Login into Empower e-People via NHS Lothian Intranet site under ‘Applications’

Select employee

Click on personal information/development

Click on mentorship

Click on add update evidence

Type in details of update

Enter date of evidence

Select update type

Select yes or no in face to face update field

Click request to update details

Click continue

Details of the update will now appear in the Mentorship Record of Annual Updating box
6.0 References

Nursing and Midwifery Council (2008) Standards to Support Learning and assessment in practice
(Accessed 140313)

Edinburgh Napier University, Placements and Practice Education Centre. Available from:
http://staff.napier.ac.uk/faculties/fhlss/mentorcentre/Pages/MentorCentre.aspx
(Accessed 250213)

Edinburgh Napier University, Sign-off mentor information. Available from:
http://staff.napier.ac.uk/faculties/fhlss/mentorcentre/Pages/Sign-offMentorInformation.aspx
(Accessed 250213)

Nursing and Midwifery Council. Standards for pre-registration nursing education. Available from:
http://standards.nmc-uk.org/PreRegNursing/statutory/background/Pages/Introduction.aspx
(Accessed 250213)

NHS Education for Scotland (2008). Quality Standards for Practice Placements. Available from:
(Accessed 250213)

NHS Education for Scotland (2010). Nursing and Midwifery Council mentor domains and outcomes and the NHS Knowledge and Skills Framework. Available from:
(Accessed 250213)

7.0 Resources

NHS Lothian Intranet (2013) - > NHSLothian > Corporate > A-Z > Education and Employee Development > Clinical Education and Development > Mentorship and PEF > Mentor Resources

Edinburgh Napier University Mentor Centre
http://staff.napier.ac.uk/faculties/fhlss/mentorcentre/Pages/MentorCentre.aspx