

Section of Social Work Mentorship Program

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Background

Mentorship is a purposeful, conscious, and voluntary relationship. The American Case Management Association defines mentoring as, "a developmental, caring and helping relationship where one person invests time, know-how, and effort in enhancing another person's growth, knowledge and skills, and responds to critical needs in the life of that person in ways that prepare the individual for greater productivity or achievement in the future." (1)

- In 2015 the Section of Social Work identified a need for re-development of a mentorship program based on the needs of a growing and diverse department. The intent of the mentorship program was to engage social workers new to the institution and to the profession of social work. The goals were to increase retention and satisfaction by providing an opportunity to connect to others in the Section.
- A task force was developed to create an internal social work specific mentorship program.
- The shared vision for the mentorship program was to create and perpetuate an open culture where staff could seek guidance in assessing their own professional needs, provide opportunities to discuss job related challenges, deepen their identification with the social work profession, and adapt to the large and varied culture of the organization.
- It was hypothesized that through a close and purposeful connection between the mentor and mentee both would grow in their appreciation of this experience and this would enhance their overall job satisfaction.

A review of the literature showed a variety of mentorship models, but few medical social work specific models. (2) Mentor programs were found throughout organizations that included business, academic, and health care fields to include nursing and physicians with disease-specific models. The literature shows mentorship programs can be helpful to an organization in retaining committed employees, helping them succeed in their careers, and ultimately helping the organization succeed. (3)

Objectives

- Provide professional and collegial support for new social work staff.
- Identify and reinforce professional talents, knowledge, and
- Develop skills to respond to the diverse needs of the organization.
- Encourage leadership and high levels of professional quality in staff.
- Increase staff satisfaction.
- Support social work retention.
- Increase identification with the social work profession.



- Identified Mentorship Need
- Developed Mentorship Taskforce
- Staff Interest Survey

- **New Staff Recruited**
- Program Mentor Role Defined (not supervision)
- Frequency of Contact (6 meetings)

Recruited Volunteers (Mentors/Mentees)

- Match Mentees According to Preferences
- Post Program Survey and Participant Feedback

Mentorship Program

- Review of the Literature
- Specific Research Mentorship Program Models Reviewed

PHASE II: STAFF ENGAGEMENT

- Enlist Strong Support from Social Work Leadership

PHASE III: PROGRAM IMPLEMENTATION

PHASE I: DEVELOPMENT

- Developed Program Structure

- Length of Commitment (12 weeks)

Role of Liasion - Support

- Motivational Mentorship Presentation (Institution Expert)
- Mentor/Mentees Profiles Completed.

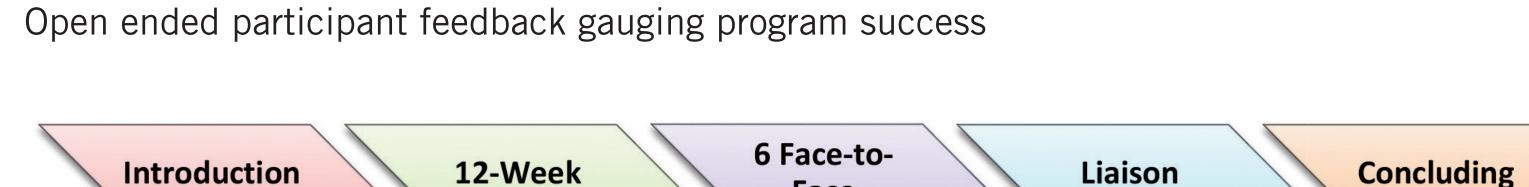
Introduction Luncheon with Mentor/Mentees

- Mentorship Informational Packet Provided
- Participants Completed Pre-Program Survey
- Committee Liasion Support
- Concluding Ceremony

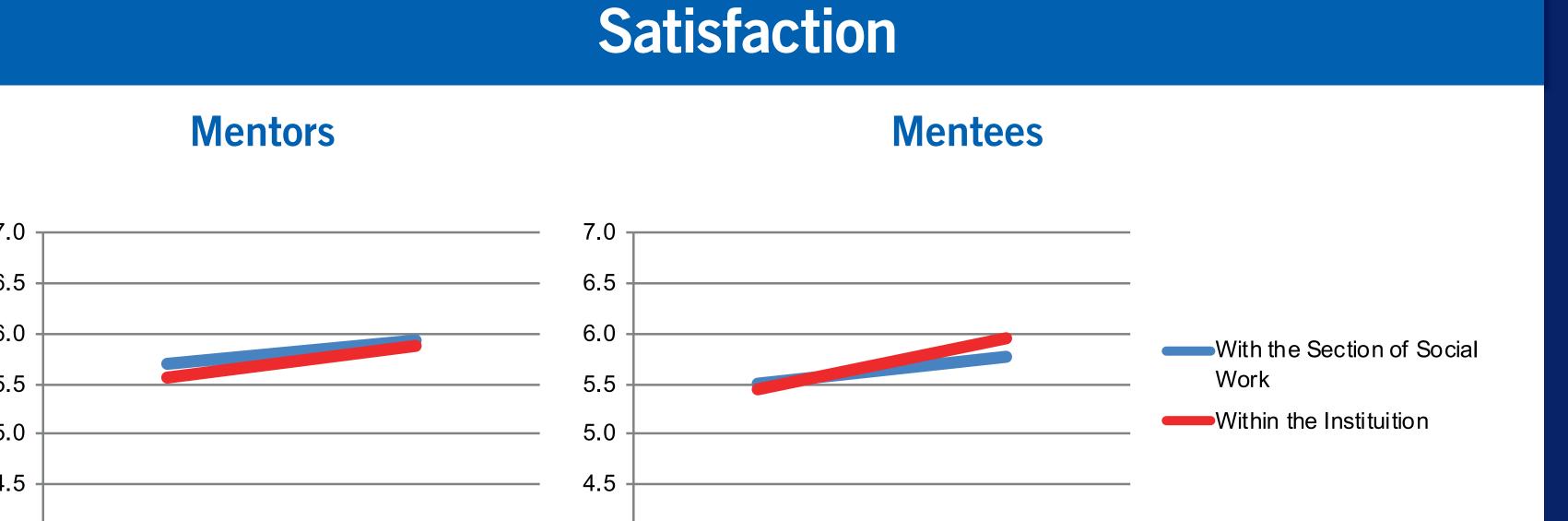
Methods Straw poll (solicited overall interest)

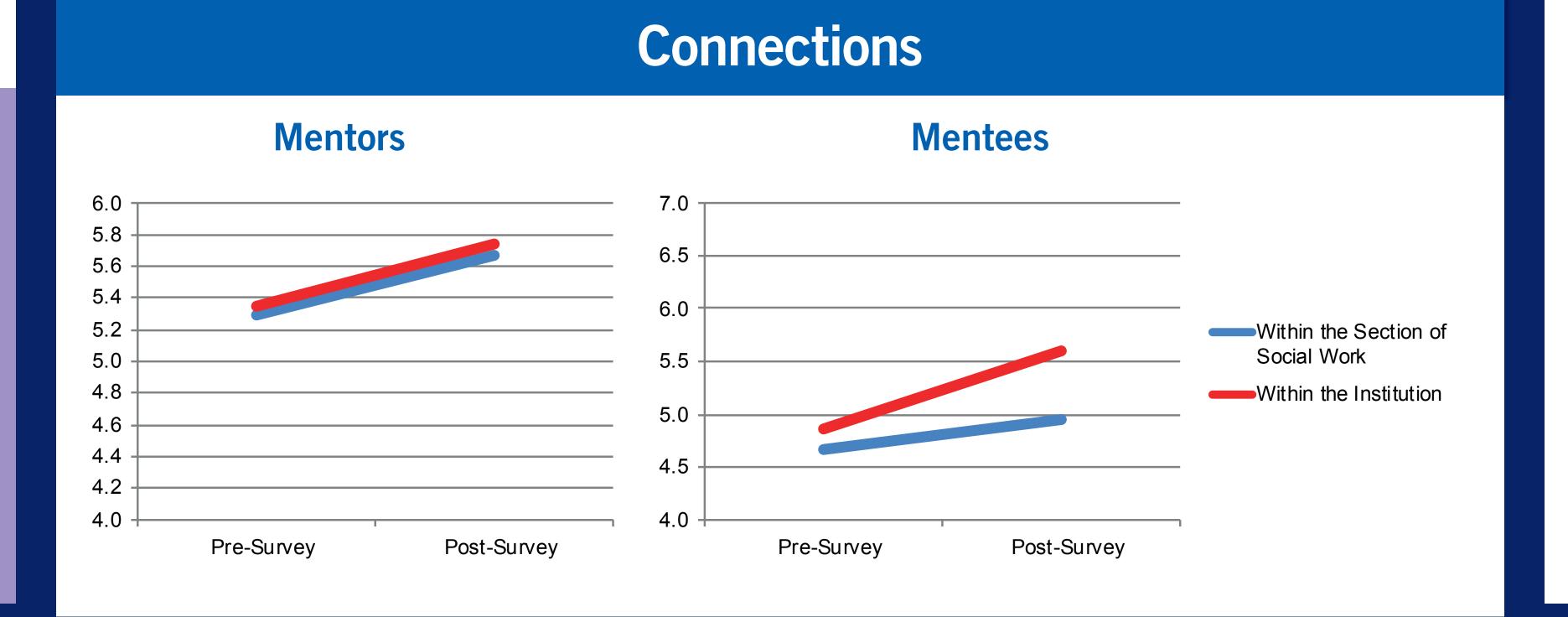
Interest survey (enlisted commitment to program)

Pre and post satisfaction evaluation (Likert scale format)

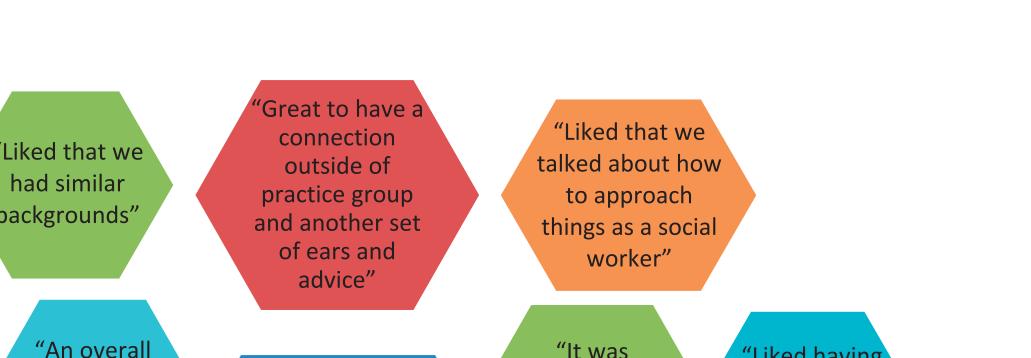






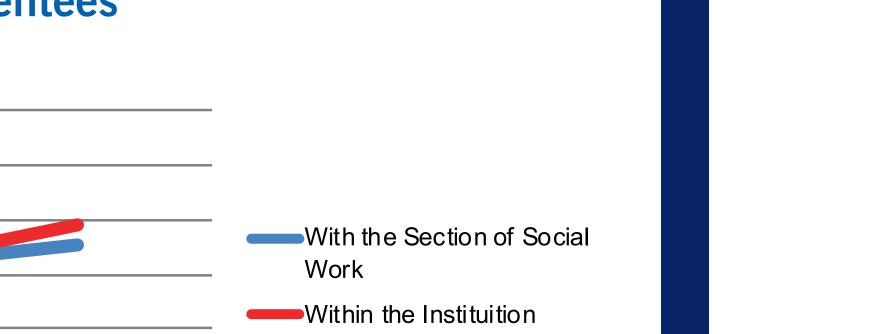


Participant Feedback











Results

- Number of Participants (April 2016-February 2019)
- 33 mentors
- 33 mentees

7 committee members

73 total participants

Limitations

- Length of time of program (extend from 12 to 16 weeks)
- Time constraints due to busy schedules between participants
- Proximal challenges between participants (different campuses)
- Did not develop a plan to measure attrition and retention rates
- Did not complete statistical analysis of data
- Ongoing recruitment of mentors

Conclusions

- Participation in the program contributed to a sense of overall job satisfaction for the mentors and mentees
- Contributed to a culture of openness and learning
- Provided support in a relaxed setting that enhanced identification and discussion of professional strengths
- Promoted solidarity and identification with the social work profession
- Encouraged ongoing collaboration between social workers by expanding their connections outside their specific work groups
- Improved and empowered social workers to build connections within a growing department
- Provided opportunities for career and personal growth
- Reduced a sense of isolation in the department
- Personal satisfaction associated with sharing expertise with another
- Renewed energy for their job on a day-to-day basis

Future Directions

- Expand the program beyond new staff to develop another tier for specialized mentorship in the department (connect staff with peers who have niche expertise).
- Integrate the program to include social workers throughout the organization.
- Implement statistical analysis of data collected on the pre and post surveys to measure statistical significant change.
- Analyze staff retention and attrition rates.
- Query participants continued connectedness post

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