

Identification of Problem

High-acuity perioperative environments face ongoing risks related to nurse turnover, emotional fatigue, and limited succession planning, threatening team stability and patient safety. Informal and inconsistently applied mentorship models frequently fail to meet the professional and emotional needs of diverse perioperative teams, particularly during new Ambulatory Surgery Center (ASC) launches.

Project Overview

A multilayered mentorship framework was embedded into the foundational culture of a newly opened ASC as a proactive strategy to support onboarding, retention, and leadership development. The ASC nursing leadership team initiated the framework with frontline staff to integrate mentorship into operational workflows.

Preparation and Implementation

- Mentor recruitment and preparation
- Training in emotional intelligence, psychological safety, coaching, and DEI
- Integration into onboarding and orientation
- Recognition strategies

Implementation Status

Activated following the ASC opening in September 2025, the framework is in early implementation, with mentorship pathways embedded into onboarding and operational workflows. Evaluation is planned at 12- and 24-month intervals.

Framework Overview

Multilayered Mentorship Framework

Tier 1

Executive & Strategic Mentorship

Director → Patient Care Directors
Executive sponsorship and leadership alignment

Tier 2

Operational Leadership Mentorship

PCDs → CNMs, Educators, Unit Council Chairs
Operational leadership development

Tier 3

Governance-Based Mentorship

CNMs → Committee Chairs
Leadership through shared governance

Tier 4

Peer & Team Mentorship

Committee Chairs → Committee Members
Psychological safety and team development

Framework Foundations

Benner's Novice-to-Expert Model
Edmondson's Psychological Safety Theory



Multilayered Mentorship

Assessment

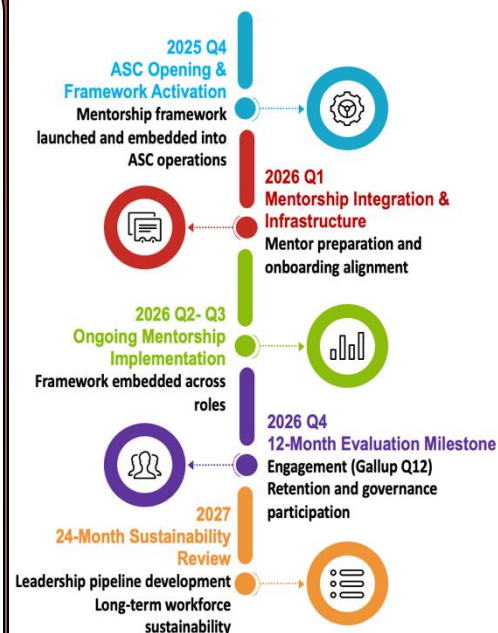
Success will be evaluated through:

Domain	Measure	Timing
Engagement	Gallup Q12	12 & 24 months
Retention	Post-launch retention rates	12 & 24 months
Professional Development	Committee Participation & Leadership Milestones	Ongoing
Qualitative Feedback	Focus Groups & Structured Check-ins	Ongoing

Outcomes (Anticipated)

- Improved new hire retention and satisfaction
- Increased engagement in shared governance and leadership pathways
- Enhanced psychological safety and sense of belonging
- Sustainable internal leadership pipelines

Project Timeline



Implications for Perioperative Nursing

This framework offers a sustainable, scalable approach to perioperative nurse development in ASC settings. By aligning mentorship with onboarding and governance, it strengthens professional identity, promotes equitable access to mentorship, and supports leadership readiness—advancing AORN's priorities in workforce sustainability and succession planning.

References



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