THE EFFECTIVE MANAGEMENT OF PERSISTENT OR SERIOUS ISSUES OF MENTOR PERFORMANCE (NURSING & MIDWIFERY and OPERATING DEPARTMENT PRACTITIONER ONLY)

Overarching principles

1. The public need to be safeguarded from inadequately supervised students and inadequately educated nurses (NMC 2008, 2010).
2. Mentors undertaking the assessment of students’ clinical competences must appreciate that this activity carries a responsibility equal to that which the registered healthcare professional has to their patients (Jarvis and Gibson 1997).
3. Students are entitled to be treated with respect and to have their educational needs meet.
4. Students and service users are entitled to a safe, caring environment.
5. Individual mentors are responsible for their own acts and omissions.
6. Trusts are responsible for monitoring the quality of mentorship in their placements in collaboration with Higher Education Institutions through annual audits (CODP 2009).

Mentor performance may be persistently poor in a variety of ways, for a variety of reasons and with a range of severity. The issue should be informally rated in severity with three main stages

1. Informal support from link lecturer and other mentors
2. Inform line manager of mentor need for support and guidance
3. Formal investigation through placement provider disciplinary procedures

Severity should be determined by a combination of the impact and the likelihood of reoccurrence. If the issue is of less severity then an informal education oriented approach can be taken. If the issue is persistent or serious in severity then the following flow chart should be followed.

This chart should be used as the end/severe stage of the process of mentor support and education.

Examples

<table>
<thead>
<tr>
<th>Informal / local action (by various means) may be instigated by mentor debrief</th>
<th>Involve line manager- if issue is affecting the learning environment.</th>
<th>Failing mentor flow chart (attached below).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentor is not working 40% with student.</td>
<td>Mentor persistently not working with student.</td>
<td>Manager’s action ineffective.</td>
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<tr>
<td>Mentor failing to meet student for induction half way or final meeting</td>
<td>Mentor persistently failing to meet student for induction half way or final meeting.</td>
<td>Mentor refusing to meet student.</td>
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<tr>
<td>Mentor failing to provide appropriate feedback.</td>
<td>Mentor persistently failing to provide feedback.</td>
<td>Manager’s action ineffective.</td>
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<td>Mentor failing to complete assessments in a timely manner.</td>
<td>Mentor persistently failing to complete assessment &amp;/or documentation.</td>
<td>Student progression likely to be affected.</td>
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<tr>
<td>Mentor not facilitating adequate learning opportunities for students stage</td>
<td>Mentor persistently not facilitating good practice/adequate learning for students’ stage despite help.</td>
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<tr>
<td>Mentor failing to make appropriate judgments (failing to fail).</td>
<td>Mentor failing to make appropriate judgments (failing to fail), despite support from link lecturer.</td>
<td>Persistent poor judgment</td>
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<td></td>
<td>Potential harm to student or service user through poor practice/bullying.</td>
<td>Persistent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Actual harm to student or service users</td>
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</tbody>
</table>

**See Flowchart 1 (Overleaf)**

**References**


PEG Revised February 2016
Persistent or serious issues related to performance as a mentor as identified by:

- Mentor’s Line Manager
- Link Lecturer
- Academic Advisor
- Colleague, Peer, Service User or Other

Is the student able to discuss with their Mentor?

- Yes
  - Inform Link Lecturer, Placement Manager, and CPF / LEL
  - Consider mentor status using NMC / CODP criteria. Update CPF / LEL who shall update mentor register and inform Link Lecturer

- No
  - Follow placement provider performance and conduct capability policies and procedures and to include seeking information from Link Lecturer and CPF / LEL
  - Refer to guidance on discontinuation of placement. ([http://www.hls.brookes.ac.uk/peu/guidance-notes-for-discontinuation-of-placements-for-pre-qualifying-students](http://www.hls.brookes.ac.uk/peu/guidance-notes-for-discontinuation-of-placements-for-pre-qualifying-students))

Resolved?

- No
  - Refer to Mentor’s Line Manager and / or Link Lecturer

- Yes
  - Identify lessons learnt