



Mentoring Learners

Clinical

Research

Education

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Service

No Financial Disclosures

Target Audience

- Faculty

- Residents and Fellows

- Clinicians Early In Practice

Goals

- Define #

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ORIGINAL SCIENTIFIC REPORT

Mentorship in Surgical Training: Current Status and A Needs Assessment for Future Mentoring Programs in Surgery

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Abstract

Aims Mentorship has been used extensively in the business world to enhance performance and maximise potential. Despite this, there is currently a paucity of literature describing mentoring for surgical trainees. This study examined the current extent of mentoring and investigated future needs to support this.

Methods An electronic 47-item self-administered questionnaire survey was distributed via national and regional

Outline

- What is mentorship
- Why mentorship
- Tools and talents of a mentor
- Mosaic model of mentorship
- Selecting the right mentor
- Special problems in finding a mentor
- Case studies

Historical Basis

In Homer's *Odyssey*, the character Mentor guided development of Odysseus' son, Telemachus while Odysseus was away fighting Trojan war. Mentor was said to be earthly incarnate of Pallas Athena, goddess of Wisdom.

What is Mentorship?

- “Mentorship is a tool to help surgical Trainees develop the skills they need to succeed in various **aspects of life-both personal and profession.**” Patel VM, Warren O, Ahmed K
- “A mentor helps you to perceive your own weaknesses and confront them with courage. The bond between the mentor and protégé enables us to **stay true to your chosen path until the very end.**” Daisaku Ikeda, Buddhist leader and writer

Qualities of Mentor

- Competence, Confidence and Commitment Moller et al
- “A genuine mentor is truly politically color blind.”
Murray F. Brennan, MD, FACS
- Generally, a step (or two) ahead of where the mentee aspires to be Sanfey et al
- Qualities of successful relationship: Flexibility, honesty, active listening, reciprocity, mutual respect, personal connection, and shared values
Sanfey et al

Qualities of Mentor

- Empathetic traits more important than being a role model *Healy, et al*
- More than a teacher, coach, councilor or preceptor imparting knowledge *Zhang et al*
- Two-way relationship that evolves over time *Paice et al*
- Taking the role of guardian and promoter of a young physician *Pellagrini et al*

Why Mentorship

- 19 studies spanning 3 decades
18% attrition rate, nonsignificant trend
down in last decade, great variation
- Most Attrition in first two years (1st year
48%, 30% 2nd year)
Female > Male, 25% vs 15% $p < .008$
- Most common cause was uncontrollable
lifestyle, second was change of specialty



How effective is our mentorship

- Surgical interns picked senior faculty for career planning but junior faculty for to discuss work-life integration,
- 15% said effectiveness was assessed
- 1 in 10 interns discussed work life balance
- 30% would not admit failed mentorship
- 40% were not given option for new mentor

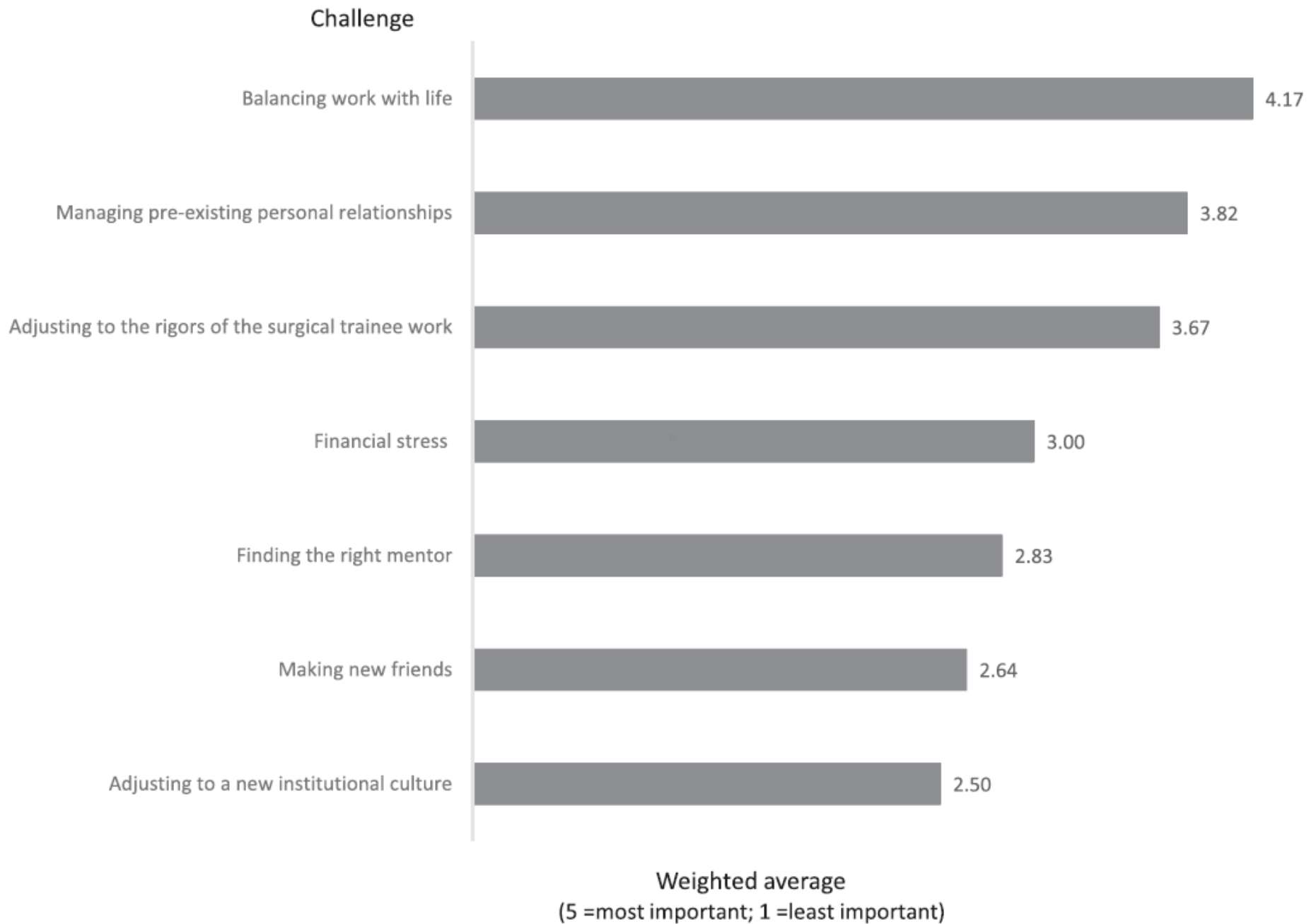


FIGURE 1. Challenges during the surgical internship year.

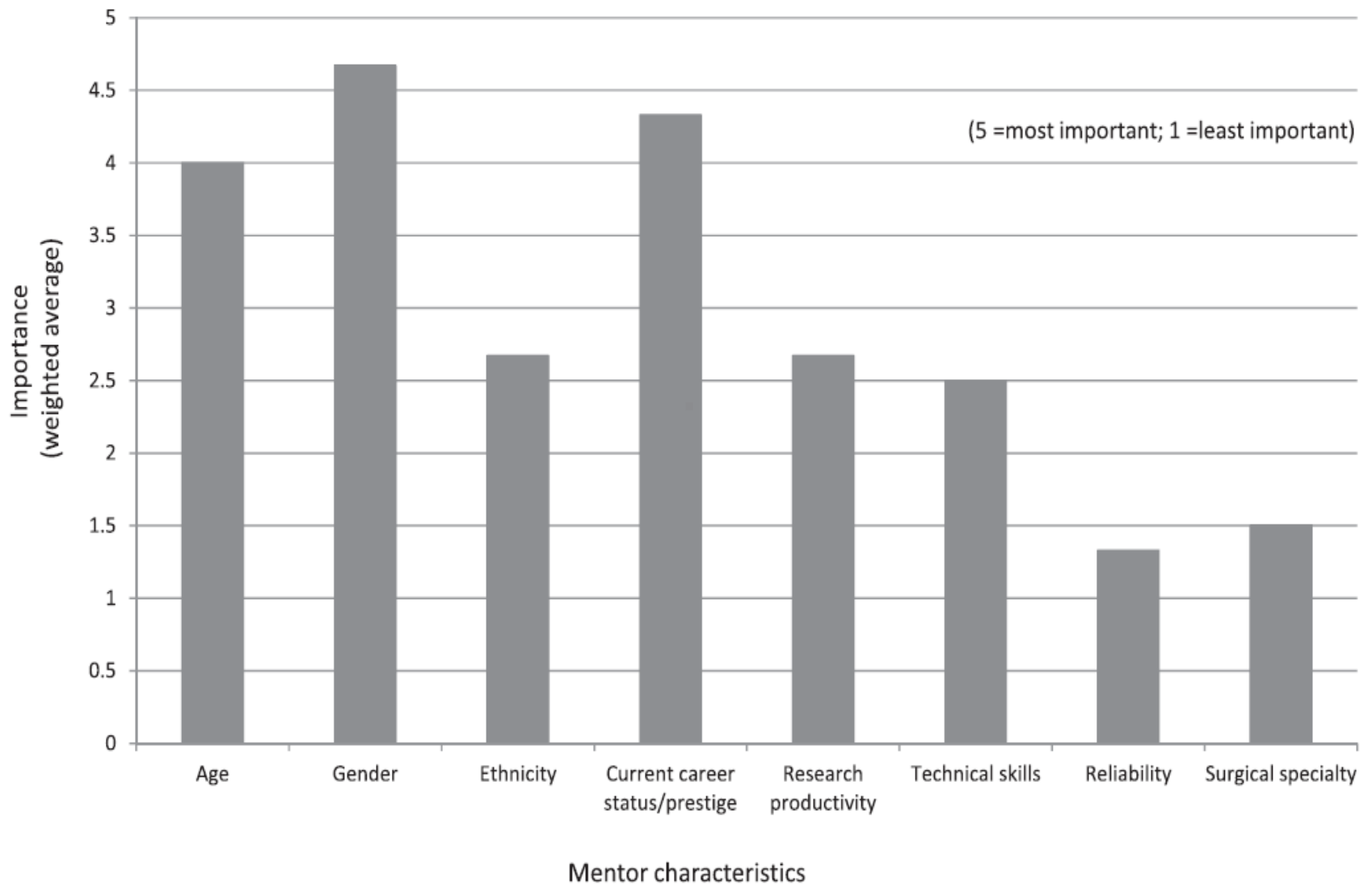


FIGURE 2. Factors for mentor selection by surgical interns.

Tools of a Mentor

- Experience
- Humility
- Honesty
- Positivity



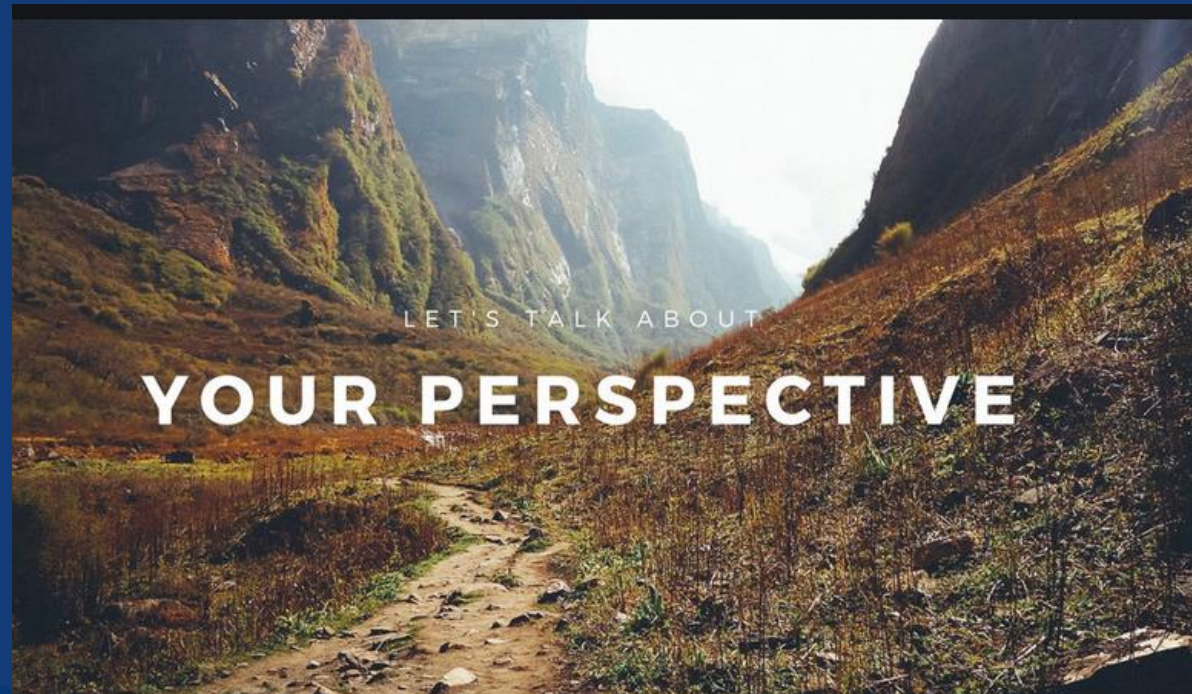
Serving as a Mentor

- Commitment
- Relationship
- Selflessness
- Discretion
- Adaptability
- Openness



It's all about perspective

- We all live in the moment
- Emphasizing the positive
- Navigating the negative



Mosaic Model

- Different horses for different courses
- Realistic acknowledgement of our limitations as mentor
- Occurs naturally



Different Roles

- Assist with objective difficulties
- Career advice
- Life advice
- Providing perspective
- Being a sounding board



How to Choose a Mentor

- Common interest or goal
- Personal Fit
- Trial Run, seek advice
- Different Mentors for different tasks
- Role of informal Mentor
- Mentor at a distance

Carilion Clinic Surgery Residency Model

- Prior model: Assignment upon matriculation
- Present Model: Initial assignment to PD and APD with intern choosing permanent mentor early spring of internship
 - Limiting two mentees to each mentor
 - Available Mentors include all core faculty
 - Mentors can be changed with PD approval



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Role of Mentorship in Medical School and Early in Residency

- Identifying who will be successful in what area
- Facilitating transition from medical student to resident
- Support during a phase of transition and early recognition of struggles

Role of Mentorship Later in Surgery Residency

- Fellowship tracts
- Long term career goals
- Personal issues
 - Significant other needs, marriage, children, illness in family
- Support
 - Resiliency and addressing depression and burnout

Early in Practice

- Negotiating job demands
- Long term career goals
- Personal issues
 - Significant other needs, marriage, children, illness in family
- Support
 - Resiliency and addressing depression and burnout

Challenges in Mentoring

- Mentors for Women Surgeons
 - By sheer numbers, need for women mentors outstrips demand
 - Literature is mixed as to effect of male mentors with female mentees
- Diversity representation in faculty
- Mentors for International Medical Graduates
 - Cultural barriers and Language barriers

Responsibility of Mentee

- Prepared for meetings
- Have goals or issues to discuss
- Respect Mentor's time
- Recognize when the relationship is not working
- Seek appropriate Mentor for issue
- Follow through
- Be able to refine your goals

Take homes for mentors

- Try to get the mentee to see the bigger picture
- Try to see their goals and values, you need to remain value neutral
- Be positive but be honest

Case Study One

- Intense, driven resident, Occasionally steps on toes, but work ethic and ability are clear
- Intern year
- Mid-level
- Senior Years

Case Study Two

- Quieter but still driven, more self-doubt, married with children.
- Intern year
- Mid-level
- Senior Years

Case Study Three

- Not your typical personality for surgeon, relatively immature, very willing to work, married.
- Intern year
- Mid-level
- Senior Years

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Top 5 qualities of mentor

- Serves as a professional role model
- Stays involved, time and effort
- Is compassionate, kind and supportive
- Acts as critic, evaluator, assessor
- Is a leader in the field and challenges the mentee

Entezami et al

- 19 studies spanning 3 decades
- 18% attrition rate, nonsignificant trend down in last decade, great variation
- Most Attrition in first two years (1st year 48%, 30% 2nd year)
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Diversity and Mentorship

- “ There is a difference between diversity and inclusiveness. Diversity is about counting the numbers. Inclusiveness is about making the number count” *Boris Groysberg, Professor, Harvard School of Business*

