Piloting a faculty mentoring program at Massachusetts General Hospital (MGH)

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OBJECTIVE

To conduct a pilot mentoring program at the departmental and institutional levels to establish an enriching mentoring program for MGH faculty by strengthening faculty development and satisfaction, establishing relationships, fostering camaraderie, encouraging advocacy and creating new opportunities.

METHODS

Matching was done at the department level.

MATCHING CRITERIA

- Career Advice
- Research
- Setting short- and long-term goals
- Promotions
- Developing a CV
- Developing a promotion package
- Teaching
- Creating a teaching portfolio
- Curriculum Development and Evaluation
- Annual or Faculty Teaching and Evaluation
- Work/Life Balance
- Time Management

Provided systematic training, which included three formal sessions for faculty participants. The sessions were held over a ten-month period with participant outreach in between. In addition, each mentoring pair was encouraged to meet every 4-6 weeks during the pilot program.

PROGRAM TIMELINE

The initial session was used to set expectations and to complete a Mentoring Action Plan.

ACTION PLAN

- Objectives:
  - Improving Clinical Skills
  - Clinical Activities
  - Research Design and Funding

At closing session, pairs were asked to contemplate development network or constellation of support:

BUILDING A CONSTELLATION OF SUPPORT

Pairs were also asked think about how to close out the relationship using the following options:

“GOOD”BYE CLOSING CONVERSATION OPTIONS: ReDeFiNe

- Regular/Routine Mentoring Meetings
- Disseminated/Distributed Mentoring Meetings
- Focused Mentoring Meetings
- No Mentoring Meetings

Interviews were conducted to obtain program and relationship feedback. Listed below are the top five items that worked well in the mentoring relationships:

RESULTS

Since the conclusion of the formal program, participants have communicated that they:

- Will continue to meet after program: 70%
- Will not continue to meet after program: 7%
- Have not reported: 13%

CONCLUSIONS AND FUTURE DIRECTIONS

Due to program results, several potential options could be offered to deliver this program hospital wide.

POTENTIAL OPTIONS FOR MENTORING PROGRAM

<table>
<thead>
<tr>
<th>Options</th>
<th>Departments/ Divisions</th>
<th>Cross- Departmental</th>
<th>Other (e.g., Women, ORL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Same program: 3 sessions</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Revised program: 5 sessions</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Revised program: 5 sessions w. ACC</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Other: (e.g., 46 sessions)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

- In response to participant feedback, sessions could be more frequent, shorter in duration and provide additional dedicated mentor-mentee meeting time. Initial kick-off session would remain two hours.
- In addition to the sessions, there will be outreach to participants between each session, including distributing materials at key points in the program, soliciting feedback, and providing relationship coaching and other support as requested.
- For continuous improvement, the Center for Faculty Development will work with departments to customize the mentoring program for specific needs.

BARRIERS AND OPPORTUNITIES

- Time was the most cited challenge
- The match itself was also considered a challenge:
  - opposite gender
  - same department
  - across departments/fields
  - reporting structure

- Improved Clinical Skills
- Clinical Activities
- Research Design and Funding
- Promotion Criteria
- Department Initiative
- Developing a CV
- Developing a Teaching Portfolio
- Developing an Agenda/Preparation
- Developing a Time Management
- Developing an Action Plan
- Guiding the dyad to rank 5 areas in which their expertise is strongest.
- Advice/Training
- Local Reputation
- Global Reputation
- Annual Career Conf Mtg
- Promoting a role in leadership
- Positive behavioral change
- Advising on grant writing as a specific skill
- Learning strategies in support of a specific skill
- Work/Life Balance
- External Management
- Time Management
- Networking
- Other

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