

Setting Up Mentoring Schemes

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ESU Mentoring Programme

My intention

Share our experience of setting up mentoring schemes for doctors –

- Our approach & framework
- Reflections – what we have learnt
- Some challenges and questions

Current programmes

- GP Non –principals in North West London
- GPs and nurses in Haringey TPCT
- Programmes for new consultants in 6 London Trusts

- Supported over 100 matched pairs

Developmental mentoring

- Personal support
- In a context of professional development & continuing education
- At a time of transition
- Developmental conversations – both parties gain
- Confidential

Our approach: typical programme

- Launch event
- Preparation for mentors; briefing for mentees
- Facilitated matching process
- 4-6 x 1 ½ hour mentoring sessions over 12-18 months
- Mentors supported via learning sets
- Mentee feedback; mentor reflections
- Review

Setting up schemes: a framework

- Phase 1 – Building the foundations
- Phase 2 – Designing the structure & managing the process
- Phase 3 – Review and develop

1. Building the foundations (3-6 months)

- Understanding and clarifying the need for mentoring
 - Involving stakeholders
 - Clarifying resources
- *Who is driving this?*
 - *Who is it for & for what purpose?*
 - *Do they recognise they have a need?*
 - *Who will help & hinder its success ? Are they involved?*
 - *What exactly is being funded? How will time costs be addressed?*

2. Introducing & managing the process (12-18 months)

- Recruitment
 - Preparation of mentors & mentees
 - Matching
 - Support and problem solving
 - Monitoring
 - Administration
- *How can we engage the 'right' people?*
 - *What is sufficient preparation to mentor skilfully & ethically ?*
 - *Can we offer a real choice? What makes a good match?*
 - *How will we know when problems arise?*
 - *How will we keep up the momentum?*

3. Review & develop (1-2 months)

- Feedback from individual mentees
- Feedback and reflections with mentors
- Learning back to stakeholders
- Handover
- *What outcomes?*
- *How are mentors developing?*
- *What difference has the programme made?*
- *How does it need to be developed?*
- *Who will take it on?*

Key learning

- Phase 1 is critical & can be difficult!
- It needs to be owned by potential mentees
- The framework needs to be flexible
- It takes 18-24 months to get a scheme established
- Can't assume we understand the same thing by 'mentoring'
- The medical model gets in the way!
- Needs active administration

Some questions

- How to ‘normalise’ access to mentoring – challenge the belief that using support & a reflective space does not equal weak and failing?
- Is the mentoring model the most appropriate one -
- might new consultants engage more with coaching rather than with mentoring?
- Where does mentoring need to sit within the organisational framework to make it most accessible and relevant to service and individual needs?