

## **Mentorship Program**

Department of Otolaryngology Head and Neck Surgery, JHSOM

### **Goal:**

To have in place a formal mentorship program that most effectively maximizes the potential of residents, fellows, and faculty. It is acknowledged that the best relationships are mutually beneficial.

### **Participants:**

*Mentees:* All residents, new and junior to mid-level clinical and research faculty.

*Mentors:* Mid- and senior level faculty, 4<sup>th</sup> and 5<sup>th</sup> year residents for junior residents.

### **Synopsis of departmental expectations:**

The goal of a departmental initiative in mentorship is to facilitate short, mid, and long-term goals in research, teaching, clinical practice, administrative skills and leadership. There is potential for new and junior faculty to benefit from early mentorship to orient them to the unique aspects of the institution and to increase awareness of the institutional resources with which they may avail themselves. It is understood that mentor-mentee relationships are dynamic. Therefore, as careers progress and academic interests mature, there may be a need for additional or alternative mentors. We also recognize that mismatches between the mentor and the mentee may occur. A facet of this program is to provide conflict resolution when needed (see supporting materials).

### *Expectations of Mentor and Mentee:*

- Trust is an integral component of a successful mentor- mentee relationship
- Reciprocal benefit is the goal of a mentor and mentee relationship
- Confidentiality ensures an open dialogue and engagement by both participants

### *Expectations of Mentor:*

- Provide unbiased advice on finding the mentee's optimal balance of the institutional missions
- Give constructive feedback on mentee's performance
- Provide professional and academic guidance to the best of their capacity
- Identify any gaps in which additional mentorship may be beneficial and facilitate introduction to individuals who may be appropriate to provide additional guidance and support
- Be available and accessible to the mentee

### *Expectations of Mentee:*

- Be transparent in their expectations and goals
- Be committed to prepare for each meeting, reflect upon each meeting and engagement to the relationship
- Be proactive about finding mentors, keeping the relationship active and scheduling

- Communicate with the mentorship committee chair and ask for feedback, if there are any concerns about the relationship.

### **Description of the Departmental Mentoring Program:**

The Departmental Mentorship Committee will provide oversight and feedback to the Mentorship Program. All residents, junior and midlevel faculty will have one or several mentors, depending on their needs or expressed interest(s).

In addition, the Mentorship Committee will provide support for the existing **resident mentoring program**. The resident mentoring program is designed to help each resident develop a team of mentors and consists of:

- 1) A Faculty mentor assigned on entering the program based on resident's interests. This mentor may change as the resident's interests develop.
- 2) A Faculty advisor to develop and refine an Individualized Learning Plan.
- 3) An Associate Program Director, who meets with the resident at least annually.
- 4) A senior resident mentor assigned during the intern year.

There may be some overlap with the above 3 mentors, though the goal is to have at least 2 different faculty, and hopefully more, as part of a mentorship team.

### **Program enrollment:**

This will be done online with a '[Mentorship Program Enrollment](#)' form. Mentees will be asked to reach out to mentors and both mentor and mentee will enter a formal Mentoring Agreement. Implementation of the attached 'Mentoring Agreement Form' is expected. Mentees will list their mentors in the enrollment form.

### **Frequency of meetings:**

New faculty and 1<sup>st</sup> year residents are strongly encouraged to meet with a mentor at least every month for 6 months, and at least every 3 months for the remainder of the 1<sup>st</sup> year. If the mentee has multiple mentors, these meetings can rotate between mentors. Other residents and faculty are strongly encouraged to meet a mentor at least every 6 months. Mentees should set up meetings with their mentors more often if needed.

### **Oversight and assurance that the mentor/mentee relationship works:**

Mentees will be sent an online form '[Assessment of Mentor/Mentee Relationship](#)' every 3-6 months. Here, mentees will list the dates of occurred meetings and briefly comment on goals, and on what has been achieved by the meetings. Mentees will be given the opportunity via the online form to change mentors, to ask for advice and to ask for a meeting with a member of the mentorship committee. If a mentor change is requested, a committee member will reach out to assure that the mentee has a supportive mentorship team.

### **The role of the mentorship committee:**

The mentorship committee will assure that all participants in the program have active and well working mentor/mentee relationships through monitoring the mentee's response of the online form 'Assessment of Mentor/Mentee Relationship' and by

responding to requests of the mentee for discussion. Committee members will be available to help with finding mentors, conflict resolution between mentor and mentee and with making changes in mentorship.

**Education regarding mentor/mentee relationships:**

The mentoring committee will organize regular presentations to educate faculty and residents on how to have effective mentor/mentee relationships.