

# THE IMPORTANCE OF MENTORSHIP

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# Dr. Straus



## Mentorship in Academic Medicine

Sharon E. Straus and David L. Sackett



WILEY Blackwell

BMJ|Books



Medicine  
UNIVERSITY OF TORONTO

# Disclosures

- No relationships with commercial entities
- Conflicts of interest:
  - I am both a mentor and a mentee, and have benefited from both roles
  - I am a Faculty supervisor for the Near-Peer Mentorship program for core Internal Medicine residents



# Learning Outcomes

- At the end of this talk, the audience should be able to:
  - Identify the characteristics of a positive mentor-mentee relationship
  - Appreciate the benefits of mentorship for both the mentor and the mentee
  - Understand the mentorship resources available to new faculty at U of T



# What is a Mentor?

- Different from a role model or a coach
- An experienced, highly regarded, empathetic person
- Guides the mentee in the development and re-examination of their own ideas, learning and personal /professional development
- Listens and talks in confidence to the mentee

Straus SE, Sackett DL. Mentorship in Academic Medicine. BMJ Books. 2013.  
Standing Committee on Postgraduate Medical and Dental Education. Supporting  
Doctors and Dentists at Work: An Enquiry into Mentoring. 1998.



# A Good Mentor is:

- Experienced
- Objective
- Generous
- Invested in your success, but not dependent on your career or your choices
- Discreet/confidential
- Committed

\*Page's opinion.



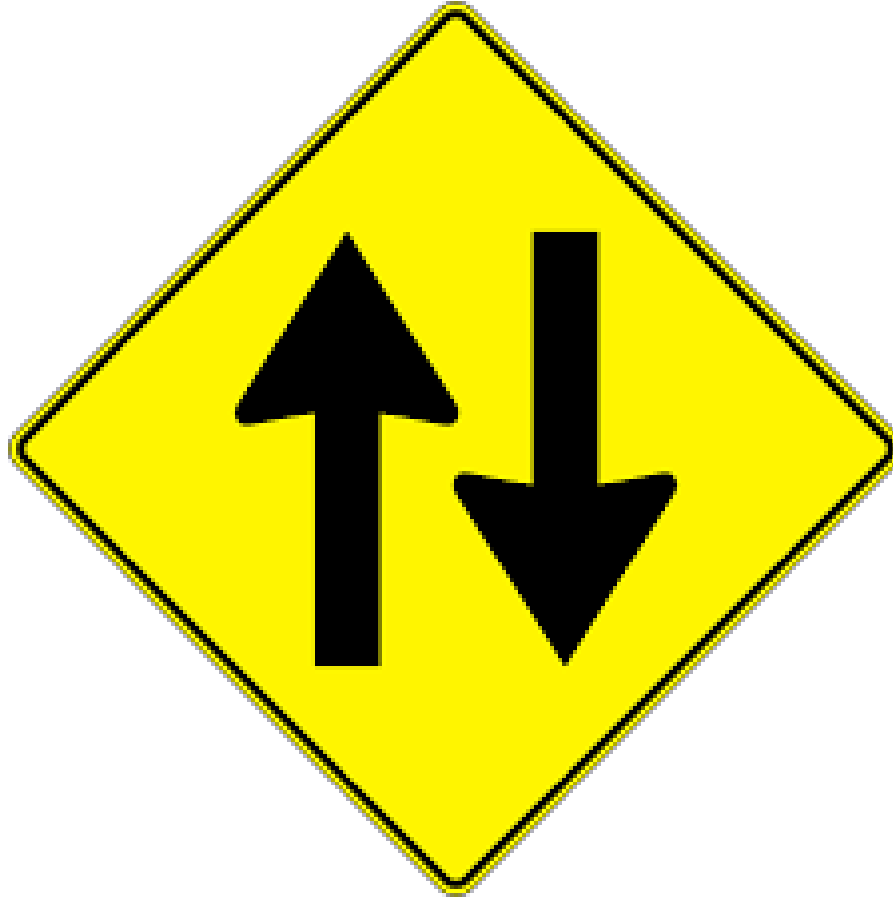
# A Good Mentor does not:

- Convince or prescribe
- Want your career to look like theirs
- React personally if you do not follow their advice
- Use the mentoring relationship for their own benefit
- Offer support that is conditional, intermittent, or unreliable

\*Page's opinion.



# Mentorship is a two-way street





# What makes a good mentee?

- Open to feedback
- Respectful of mentor's time
- Respectful of mentor's advice
- Proactive
  - “You can't just go in and be an undifferentiated blob about what you want” [not my quote!]
  - Prepare a list of topics for discussion

Straus SE et al. Acad Med. 2013 Jan; 88(1): 82–89.



# Why is the DoM so invested in Mentorship?

- It helps junior faculty succeed:
  - Perceived better research preparation and skills
  - Increased commitment to an academic career
- Its absence may hinder success
  - 98% identified lack of mentorship as the #1 or #2 factor limiting academic progress

Palepu A et al. Acad Med. 1998 Mar;73(3):318-23.  
Steele MM et al. Med Teach. 2013 May;35(5):e1130-8.  
Jackson VA et al. Acad Med. 2003 Mar;78(3):328-34.



# Why is the DoM so invested in Mentorship?

- There are benefits to the mentors as well:
  - Sharing of experiences
  - Reduction in stress
  - Satisfaction from the mentee's progress and development
  - Acquisition of new knowledge and skills through mentor-mentee discussion

Summarized in: Taherian K, Shekarchian M. (2008) Medical Teacher, 30:4, e95-e99.



# Mentorship Resources at U of T

- Mentorship, Equity, and Diversity Committee
  - <http://www.deptmedicine.utoronto.ca/vice-chair-mentorship-equity-diversity>



# Mentorship Resources

FACULTY DIRECTORY

RECRUITMENT >

ACADEMIC APPOINTMENTS >

NEW FACULTY

CONTINUING FACULTY APPOINTMENT  
REVIEW (CFAR) >

JUNIOR PROMOTION

SENIOR PROMOTION >

MENTORSHIP, EQUITY & DIVERSITY ▾

Vice-Chair, Mentorship, Equity & Diversity

Mentorship, Equity & Diversity Committee

Mentorship in the Department of Medicine

Mentorship Facilitators

Faculty Survey

Mentorship, Equity & Diversity Resources

## Mentorship, Equity & Diversity Resources

### Mentorship Resources

[Mentoring Checklist](#)

[Mentorship Roles and Responsibilities](#)

[Academic Planning Document](#)

[Individual Development Plan](#)

[Mentorship in Academic Medicine](#) [↗](#) by Sharon Straus and David Sackett

### Links:

[Department of Medicine Gender Equity Guidelines for Search Committees](#)

[Truth and Reconciliation at U of T](#) [↗](#)

[The State of Women in Academic Medicine: AAMC](#) [↗](#)

[Athena Swan Charter \[UK\]](#) [↗](#)

[Women in Science and Engineering Leadership Institute, University of Wisconsin-Madison](#) [↗](#)

[Implicit Association Test \(Harvard\)](#) [↗](#)

[E-learning seminar, "What you don't know: the science of unconscious bias and what to do about it in the search and recruitment process"](#) [↗](#) (AAMC)

[Gender Equity Standards for WONCA Scientific Meetings](#) [↗](#)



# Mentorship Resources at U of T

- Divisional Mentorship Facilitators
  - Senior, impartial, trusted
  - Assist in recommending and maintaining mentor-mentee relationships
  - Act as point-of-contact for challenges within the mentor-mentee dyad
  - Work with the PIC, DDD (university + hospital) and mentee to ensure effective mentoring relationships



# Mentorship Facilitators

Division	Mentorship Facilitator	Email
Cardiology	Louise Harris	<a href="mailto:louise.harris@uhn.on.ca">louise.harris@uhn.on.ca</a>
Cardiology	Eric Cohen	<a href="mailto:Eric.Cohen@sunnybrook.ca">Eric.Cohen@sunnybrook.ca</a>
Emergency Medicine	Joel Yaphe	<a href="mailto:joel.yaphe@utoronto.ca">joel.yaphe@utoronto.ca</a>
Endocrinology and Metabolism	Gillian Booth	<a href="mailto:boothg@smh.ca">boothg@smh.ca</a>
Geriatrics	Paula Rochon	<a href="mailto:paula.rochon@wchospital.ca">paula.rochon@wchospital.ca</a>
General Internal Medicine	Ed Etchells	<a href="mailto:Edward.Etchells@sunnybrook.ca">Edward.Etchells@sunnybrook.ca</a>
Hematology	Ian Quirt	<a href="mailto:ianquirt@rogers.com">ianquirt@rogers.com</a>
Infectious Diseases	Michael Gardam	<a href="mailto:Dr.Michael.Gardam@uhn.ca">Dr. Michael.Gardam@uhn.ca</a>
Nephrology	Martin Schreiber	<a href="mailto:schreiberm@smh.ca">schreiberm@smh.ca</a>
Neurology	Anthony Strafella	<a href="mailto:astrafel@uhnres.utoronto.ca">astrafel@uhnres.utoronto.ca</a>
Physical Medicine and Rehabilitation	Nora Cullen	<a href="mailto:Nora.Cullen@westpark.org">Nora.Cullen@westpark.org</a>
Respirology	Liz Tullis	<a href="mailto:tullise@smh.ca">tullise@smh.ca</a>



# Next Steps...

- Think about your personal goals for the mentor-mentee relationship
- Speak to those who can help you find a good mentor who will meet your needs
- Look to the DoM for support if and when you need it

