The Role of Coaching and Mentoring in Supporting Trainees

Prof Elisabeth Paice
What I will talk about

- Why the NHS needs coaching and mentoring
- How we set up a deanery mentoring service for doctors in London
- My personal journey as a coach and mentor
Developing the Collaborative Clinician

- Clinicians who feel empowered and engaged
- Who can work effectively in teams, both as leader and as follower
- Champions of change
- Positive, forward-looking and resilient
- Valuing diversity, committed to equity
- Recognising their responsibility to teach and to learn
Organisational responsibility: doctors and other professionals

Dr Fiona Moss, London, 2010
How would you rate your current performance as a doctor compared with your peers at the same level?

- Well below average
- Below average
- Average
- Above average
- Well above average

% respondents

N=9294
Self-rating by age and sex

% respondents above average

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>21-25</td>
<td>50%</td>
<td>60%</td>
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<tr>
<td>26-30</td>
<td>55%</td>
<td>65%</td>
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<tr>
<td>31-35</td>
<td>70%</td>
<td>80%</td>
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<tr>
<td>36</td>
<td>85%</td>
<td>95%</td>
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above average
How can Coaching and Mentoring help?

“Coaching and mentoring are learning relationships which help people to take charge of their own development, to release their potential and to achieve results which they value.”

Connor and Pokara 2007
Reports recommending coaching and mentoring for doctors

- SCOPME 2004
- Temple 2010
- Deech 2010
- Boorman 2010
Main advantages for those being mentored were:

- Improved performance and productivity
- Career opportunity and advancement
- Improved knowledge and skills
- Greater confidence and wellbeing.
London Deanery Coaching and Mentoring Service

- Launched in 2008
- 1000 doctors and dentists have applied to be mentored
- 300 trained mentors – remunerated for their time
- Free to trainees, SASGs, new GPs or consultants, emerging leaders
THE FIRST FIVE HUNDRED


Dr Rebecca Viney
Prof Elisabeth Paice

www.mentoring.londondeanery.ac.uk
Purpose and Mission

Purpose: To put London’s NHS doctors and dentists interested in receiving mentoring in touch with trained and experienced mentors who are supported in their roles

Mission: Realising potential, enhancing careers for doctors and dentists in London
Train a cohort of volunteer mentors from a range of backgrounds
Match mentors to eligible mentees on basis of geography, stated preferences
Offer ‘pen portraits’ of 3 matched mentors to choose from
Provide suite of forms for recording contract, sessions, closure
Communicate with mentees
Offer supervision and development for mentors
Core conditions for successful Coaching and Mentoring

- Voluntary
- Trained, assessed and supported mentors
- Clear ground rules
- Informed clients
- Matching scheme with choice
- Confidentiality
- Objectivity/externality
- Time
Coaching and Mentoring Skills

- Encouraging the mentee to set the agenda
- Goal setting
- Active listening
- Developing rapport
- Challenging
- Focusing and prioritising
- Commitment testing
- Action planning
Training and Support

- Website with overview of service
- Written information for applicants
- 3 day intensive hands-on training of mentors
- Assessment
- Skills boosters
- Supervision
- Support for certificate and diploma
- Telephone and e-mail support
‘It is amazing how many of the mentors are coming back and telling me that the training has revolutionised the way they themselves work with their patients!’

Matt Driver, Management Futures
850 applications received in three years
Applicants more likely to be female (543, 64%)
Nearly half ‘non-white’ (407, 48%)
399 (47%) trainees
525 (62%) no experience of mentoring
Top five issues discussed

- Career progression
- Planning learning or development
- Work/life balance
- Decision-making
- Current work problems
What we have learned

- Coaching and mentoring are for everyone, not just ‘docs in difficulty’
- All about getting the best out of people
- Mentors really do need to be trained and supported
- Mentors benefit as well as mentees
- Patients benefit
What I learned

- Advice doesn’t work
- My job is to ask questions, not give answers
- The better I get, the less I say
- It is the client’s agenda
- It is about where they want to go, not how they got here
- The focus should be on their strengths not their weaknesses
- Trust the client, trust the process
Evaluation by clients has been very positive

“Mentoring has given me peace of mind since I now have a plan to tackle areas where I have less confidence in my abilities.”

“Mentoring has helped me address issues in my personal life that have impacted my medical career and my personal well-being.”

“This has been a very useful and creative reflective space. It has allowed me to reflect on what is happening in our practice, what could and should change, and how to facilitate this.”