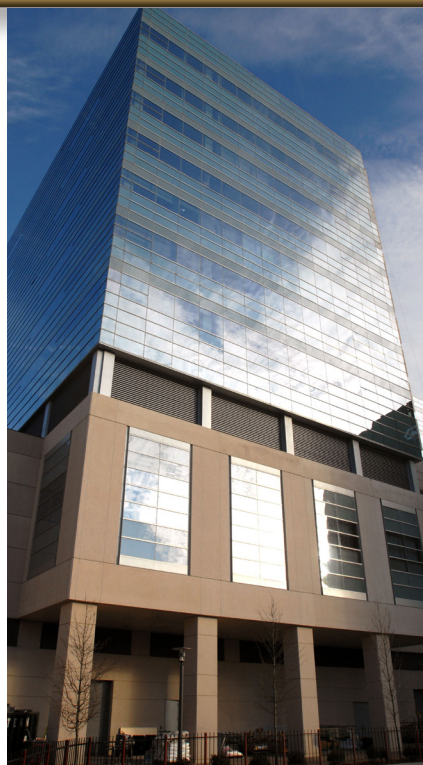


Vanderbilt General Surgery Residency

Mentorship Program

The Vanderbilt General Surgery Residency Mentorship Program is designed to pair surgical faculty and general surgery residents in meaningful partnerships during their time at Vanderbilt and beyond.



Vanderbilt General Surgery Residency Mentorship Program Guide

Mission Statement:

The mission of the Vanderbilt General Surgery Residency Mentorship Program is to provide a framework for faculty and residents as they enter into intentional mentoring pairs that promote mutual respect, trust, and enduring partnerships at VUMC and beyond.

I. Executive Summary

The Vanderbilt General Surgery Residency Program has created a formal Mentorship Program to foster the professional and personal growth of our residents. Mentorship practices are highly variable and can be overwhelming to navigate for both mentor and mentee. This program was designed as a framework to establish and maintain productive, collaborative, and empowering mentoring partnerships at VUMC and beyond.

This program is divided into four phases: **1)** Developing Partnerships, **2)** Setting Expectations, **3)** Implementation, and **4)** Monitoring and Evaluation. Phase one involves the creation of equitable mentor-mentee pairs based on faculty interest and resident preference. Phase two focuses on educating mentors and mentees on the program, setting expectations, and providing toolkits for mentorship practices. Phase three includes implementation with compulsory quarterly meetings guided by standardized topics of discussion. Phase four promotes accountability through mandatory reporting of mentor-mentee meetings and regular program review.

As your training, practice, and academic interests progress, you may find mentors and mentees organically. We encourage you to apply the principles of this program to develop these relationships outside of this formal context!

II: Developing Partnerships

The first phase of this program is to formally connect faculty and residents in mentor-mentee relationships. These formal connections are mandatory for PGY-1, PGY-2, and PGY-3 clinical residents and optional for PGY-4 and PGY-5 clinical residents as well as residents in research. This process of pairing will consider the preferences of prospective resident mentees (based on faculty's clinical specialty as well as their research and academic pursuits) and faculty availability to participate. The process for these assignments is as follows:

- Faculty mentors selected based on availability and interest in participation
- Residents review mentor bios and submit their preferences for pairing via REDCap survey
- Mentor-Mentee teams created by VUMC General Surgery Residency Mentorship Program leadership

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III: Setting Expectations

This program aims to provide all participants with a framework to establish and maintain productive mentoring relationships at VUMC and beyond. Simply reading this manual won't suffice; Both mentors and mentees are responsible for the success of the mentoring relationship. To accomplish this, both mentor and mentee must be dedicated to the following values:

- **Integrity** – Mentors, speak honestly about your experiences that might guide your mentee. Mentees, build goals based on your true experience inside and out of the hospital – your mentor is much more effective at helping you reach your goals when your starting point is rooted in reality.
- **Respect** – Respect one another's time, experience, background, and space. This program will not tolerate inappropriate behavior including frequent last-minute meeting cancellations, disparaging language, or abuse of any kind by either mentor or mentee.
- **Confidentiality** – Do not disclose details of your conversations to outside parties without explicit permission.
- **Open communication and active listening** – Venting is inevitable, but careful listening can reveal an underlying problem. Embrace the power of silence.
- **Accountability** – Agree on a method of communication outside of individual meetings and stick to it. Mentees, keep your mentor accountable for meetings and mentors, keep your mentees goals in check.

In addition to these shared values, mentors and mentees must also be mindful of responsibilities individualized to each role. These responsibilities are supported by the accompanying toolkit which includes helpful resources for key principles of effective mentorship.

Mentor Responsibilities:

- Optimize accessibility to your mentee
- Share responsibility of initiating contact with your mentee
- Set high expectations
- Recognize and acknowledge their uncertainty
- Promote collegiality and relinquish role as superior
- Provide encouragement and support
- Be a good listener
- Give advice only when asked
- Provide constructive feedback
- Freely share knowledge and insight into common challenges based on your own experience
- Help develop and refine your mentees goals
- Provide guidance to resources
- Help build your mentees professional network
- Encourage independence
- Don't complain about your own problems

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Mentor Toolkit:

Please use the following resources to inform your practice as a mentor. Several of these tools are located in the “Mentorship Toolkit Resources” document stored in VUMC Box. <https://vumc.box.com/s/jp-052dhfhrb4fbfy8h01tg6vt6q5beom>

- **Mentorship Meeting Template** (VUMC Box)
- **General Mentorship Guidance**
 - o 6 Things Every Mentor Should Do: <https://hbr.org/2017/03/6-things-every-mentor-should-do#:~:text=%206%20Things%20Every%20Mentor%20Should%20Do%20,excessive%20amount%20of%20time.%20Establishing%20firm...%20More%20>
- **Growth Mindset**
 - o Check your mindset (Toolkit Resource A)
 - o Modern Mentor Ep 476 (8 min podcast): “7 Growth Mindset Tips to Boost Your Performance” <https://www.quickanddirtytips.com/productivity/learning/growth-mindset-vs-fixed-mindset>
 - o Toolkit to understand and apply growth mindset principles: <https://www.mindsetkit.org/growth-mindset-mentors>
 - o Contextualize Growth and Development (Toolkit Resource B)
- **Consider Your Framework** (Toolkit Resource C)
 - o Remedial vs Developmental
 - o Directive vs Facilitative
- **Goal Setting**
 - o SMART Goals (Toolkit Resource D)
 - o “GROW” Model for Organizing Mentorship around Goals (Toolkit Resource E)
 - o “Try Something New for 30 Days” (3:20 Ted Talk): https://www.ted.com/talks/matt_cutts_try_something_new_for_30_days
- **Active Listening**
 - o How to listen (Toolkit Resource F)
 - o Reflective Listening Model (Toolkit Resource G)
 - o “Listen Up! Not Listening Is Holding Your Career Back” (30 min podcast): <https://www.quickanddirtytips.com/business-career/not-listening-holding-career-back>
- **Asking Good Questions**
 - o Features of Quality Questions (Toolkit Resource H)
 - o Useful Coaching Questions (Toolkit Resource I)
- **Feedback**
 - o Flawed Feedback (Toolkit Resource J)
 - o Questions to ask yourself before giving feedback (Toolkit Resource K)
 - o Cannon, M. D., & Witherspoon, R. (2005). Actional feedback: Unlocking the power of learning and performance improvement. Academy of Management Executive, 19(2), 120-134 (VUMC Box)
- **Equity in Mentorship**
 - o Evidence of Racial, Gender Biases Found in Faculty Mentoring (4:30 podcast): <https://www.npr.org/2014/04/22/305814367/evidence-of-racial-gender-biases-found-in-faculty-mentoring>
 - o Three Ways to be a Better Ally in the Workplace (9 min Ted Talk): https://www.ted.com/talks/melinda_epler_3_ways_to_be_a_better_ally_in_the_workplace
 - o VUMC Diversity and Inclusion, Training and Development Opportunities: <https://www.vumc.org/diversity-and-inclusion/52000>

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Mentee Responsibilities:

- Share responsibility of initiating contact with your mentor
- Be willing to seek and accept guidance
- Assume responsibility for your professional growth
- Take initiative and actively participate
- Tell your mentor you appreciate them
- Take risks and be open to new ideas
- Promptly notify your mentor of problems or concerns
- Understand that your mentor will not have all the answers but ask them who might
- Your mentor will not do work for you
- Do not rely on your mentor as your only source of information
- Respect your mentor's time

Mentee Toolkit:

Please use the following resources to guide your experience as a mentee. Several of these tools are located in the "Mentorship Toolkit Resources" document stored in VUMC Box. <https://vumc.box.com/s/jp052dhfhrb4fbfy8h01tg6vt6q5beom>

▪ Quick Takes

- o Ideal Mentor Scale: (Toolkit Resource L)
- o Modern Mentor Podcast: <https://www.quickanddirtytips.com/modern-mentor>
 - Ep. 604 - "You need a Career Development Plan" (9 min): <https://www.quickanddirtytips.com/business-career/career-development-plan>
 - Ep 476: "7 Growth Mindset Tips to Boost Your Performance" (8 min podcast): <https://www.quickanddirtytips.com/productivity/learning/growth-mindset-vs-fixed-mindset>
 - Ep 473: "How to Measure Progress and Achieve Goals" (7 min): <https://www.quickanddirtytips.com/productivity/project-management/how-to-measure-progress-achieve-goals>
- o "How to Find a Mentor and Make It Work" (NPR article): <https://www.npr.org/2019/10/25/773158390/how-to-find-a-mentor-and-make-it-work>
- o Mentee Missteps: <https://jamanetwork.com/journals/jama/fullarticle/2600471>

▪ Growth Mindset

- o Modern Mentor Ep 476 (8 min podcast): "7 Growth Mindset Tips to Boost Your Performance": <https://www.quickanddirtytips.com/productivity/learning/growth-mindset-vs-fixed-mindset>

▪ Goal Setting

- o "Try Something New for 30 Days" (3:20 Ted Talk): https://www.ted.com/talks/matt_cutts_try_something_new_for_30_days

IV. Implementation

Once teams are created, mentors and mentees will meet individually and sign a partnership agreement that confirms their commitment to the program and one another.

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▪ Expectations

- o Quarterly face-to-face meetings
- o The mentorship program leadership will oversee and facilitate any necessary reassignments on an individual basis

▪ Suggested Structured Sessions:

These are suggested, but not required topics to guide mentor-mentee meetings.

▪ Personal Wellbeing

- o Points to Address
 - Burnout and moral injury
 - Healthcare maintenance (PCP, dentist, vision)
 - Professional and personal relationships
 - Hobbie
- o Resources
 - VUMC General Surgery Resident Wellbeing: <https://www.vumc.org/gsr/52084>
 - Resilience Rapid Response Team (R3T): Sunil Geevarghese ([s.geevarghese](mailto:s.geevarghese@vumc.org)) Wali Johnson (wali.r.johnson@vumc.org)

▪ Optimizing Time Management

- o Points to Address
 - Review current time management strategies
 - Discuss barriers to time management
 - Share personal tips on effective time management strategies
- o Resources
 - Trial the "To-Do" list method to organize and prioritize daily tasks and long term goals. Some helpful applications include ToDoist (<https://todoist.com>) and Trello (<https://trello.com/en-US>)
 - Be deliberate with scheduling productive time and break time. Consider using the Pomodoro technique: <https://francescocirillo.com/pages/pomodoro-technique>

▪ Optimizing Study Habits

- o Points to Address
 - Review current study habits
 - Discuss barriers to effective study habits (i.e. time, resources)
 - Identify studying goal and develop a corresponding action plan, if applicable
 - Share personal tips on effective study strategies
- o Resources
 - SCORE: <https://www.surgicalcore.org/>
 - Eskin Biomedical Library: <https://www.library.vanderbilt.edu/biomedical/>
 - VUMC Box, Surgical Educational Enlightenment folder: <https://vumc.account.box.com/login>

▪ Effective Communication

- o Points to Address
 - Review current communication techniques
 - Discuss previous challenges with effective communication
 - Share personal tips on effective communication

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o Resources

- Steps of Closed Loop Communication: <https://www.thedailymba.com/2019/07/31/6-steps-to-closing-the-loop/>
- "How Miscommunication Happens and How to Avoid It:" https://www.ted.com/talks/katherine_hampsten_how_miscommunication_happens_and_how_to_avoid_it
- "How Can I Say This" Podcast Episode 014: "Barbara McAfee, Using your Full Voice": <https://howcanisaythis.com/barbara-mcafee-using-full-voice/>

▪ Conflict Resolution

o Points to Address

- Discuss previous experiences with conflict
- Review current strategies to navigate conflict
- Discuss barriers to conflict resolution
- Share tips on effective conflict resolution based in personal experience

o Resources

- Four types of conflict and how to manage them (20 min podcast): <https://hbr.org/podcast/2015/11/4-types-of-conflict-and-how-to-manage-them.html>
- "Steps to Having Difficult but Necessary Conversations:" <https://ideas.ted.com/3-steps-to-having-difficult-but-necessary-conversations/>

▪ Becoming a Leader

o Points to Address

- Discuss previous leadership positions, in and outside of medicine
- Review current leadership style and strategies
- Identify leadership goal and develop a corresponding action plan, if applicable
- Share personal experience of leadership roles and strategies of effective leaders

o Resources

- Residents as Teachers and Leaders Course: <https://www.facs.org/education/division-of-education/courses/residents-as-teachers>
- Four Key Leadership Roles: <https://blog.nols.edu/blog/blog-new/2015/06/04/four-key-leadership-roles>

▪ Managing a Team

o Points to Address

- Discuss previous experience managing a team, in and outside of medicine
- Review current strategies for leading a team
- Share tips on effective team management based on your personal experience

o Resources

- 10 Golden Rules of Effective Management: <https://www.entrepreneur.com/article/254547>
- Confessions of a Recovering Micromanager (12 min Ted Talk): https://www.ted.com/talks/chieh_huang_confessions_of_a_recovering_micromanager
- Three Ways to be a Better Ally in the Workplace (9 min Ted Talk): https://www.ted.com/talks/melinda_epler_3_ways_to_be_a_better_ally_in_the_workplace

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V. Monitoring and Evaluation

Regular REDCap surveys will be utilized to promote accountability and facilitate regular program review.

- Mentors and mentees will complete quarterly REDCap surveys to track individual meetings
- Mentors and mentees can request reassignment at any time
- Mentors and mentees should report any questions or concerns about the program or participants to the mentorship program directors