Developing Faculty Skills in Mentoring: Design of a Comprehensive Program to Improve Retention of Staff Physicians

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Speaker Introductions

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Agenda

• Objectives
• Background
• Challenges and Successes
• Cleveland Clinic Program Structure
• Rewards
• Outcomes
Workshop Objectives

- Recognize why formal physician mentoring programs are in demand in healthcare.
- Discuss common challenges encountered in the Mentee-Mentor relationship and identify critical factors for a successful mentorship program.
- Describe the structure of the Cleveland Clinic (CC) Staff (Faculty) Mentorship program – Coach, Mentee and Mentor
- Describe the early outcomes of the CC Staff Mentorship program and participant reward features.
Informal Mentorship is as old as time
- CC started with 4 providers; now has over 2500 Staff

Staff (Faculty) Survey Feedback
- Top cited suggestion for improvement: *desire for a structured mentorship program*

Steering Committee formed to research and pilot a formalized Staff Mentorship Program (SMP)
- Reviewed literature
- Interviews with outside and prior internal programs
Why formal physician mentoring is important and in demand

- **AMGA 2007 Physician Retention Survey**
  - 95% believed mentoring increases retention
  - 56% assign mentors to newly recruited
  - Less assignments the larger the group
  - Physician owned groups more likely to assign mentors
  - Only 25% include training for mentors
  - 83% likely to continue
  - 79% reporting plans to expand
Why formal physician mentoring programs are important and in demand in healthcare?

• For the Organization

• For the Mentee

• For the Coach/Mentor
2009 AMGA Turnover Rate By Length of Employment*

CC Staff Mentorship Program: Participation By Gender and Length of Employment

Source: AMGA Physician Retention Survey, 2009. *n=43, a 15% response rate; Physicians employed by the respondents n= 13,705
For the Organization

- Reduces Turnover = Savings

<table>
<thead>
<tr>
<th>2008 Total CCMI Staff</th>
<th>Termination s/Departure s</th>
<th>Costs (1.5x annual salary)</th>
<th>Patient Revenue Lost (NetRev)</th>
</tr>
</thead>
<tbody>
<tr>
<td>210 Physicians</td>
<td>16 Terminations</td>
<td>$240,000</td>
<td>$260,000</td>
</tr>
<tr>
<td><strong>Total Lost $</strong></td>
<td></td>
<td><strong>$3,840,000</strong></td>
<td><strong>$4,160,000</strong></td>
</tr>
</tbody>
</table>

Source: OPSA 2008 Termination Report
Why formal physician mentoring programs are important and in demand in healthcare?

- **For the Organization**
  - Reduces Turnover
  - Recruitment & development tool
  - Staff (Faculty) Satisfier
  - Enhances engagement

- **For the Mentee**
  - Structured Career Development (goals self defined)
  - Expands network exponentially

- **For the Coach/Mentor**
  - Rewarding, challenges one’s self
  - Opportunity to leave a legacy
    
    ‘What we have done for ourselves dies with us; what we have done for others and the world is immortal.’
    
    - Albert Pike
CHALLENGES

**Administrative**

- Financial support
- Lack of time
- Lack of support from leadership

**Programmatic**

- Solicitation of Participants/Marketing
- Unclear expectations
- Unprepared participants
- Mandatory—there against one’s will
- Poor matching
- Lack of declared matches
## CHALLENGES

### FACTORS

- **Administrative**
  - Financial support
  - Lack of time
  - Lack of support from leadership

- **Programmatic**
  - Solicitation of Participants/Marketing
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## SUCCESS

- Buy-in from top
- Protected time for participants
- Recognition
- Multi-disciplinary team of champions
- Defined timeline, Structured goal setting
- Required training class, three roles: mentee, coach, mentor
- Voluntary participation
- Voluntary matching
- Speed matching event
Structure

- By physicians, for physicians
- 3 tier approach
  - Coach
  - Mentor
  - Mentee
- 8 Domains
Structure

- Research
- Clinical and Technical Skills
- Leadership Development
- Education
- Informatics
- Clinic Culture
- National Advancement
- Staff Wellness

Coach

Mentor-Mentee Relationship
Structure

- Mentor
- Education
- Research
- Clinic
- Culture
Teach
Match
Meet
Repeat
Cleveland Clinic Professional
Staff Mentorship
Program Overview

- Orientation Course
- Matching Process
- First Meeting
- Second Meeting
- Ongoing Meetings as Needed
- Toolkit
  - Referral to Mentor
- Assessment/Feedback

Staff registers through COMET
Cleveland Clinic Staff Mentorship Program
Preferred Participation Rewards

- APR Recognition (46.9%)
- No Compensation Needed (9.5%)
- Approved meeting time (21.0%)
- Complementary meal (4.9%)
- CME credit (7.6%)
- Credit towards MBA (3.8%)
- Other (please comment) (14.3%)
- Pediatric Institute N=160, n=49
- Medicine Institute N=220, n=120

* Other = most requested a combination of the other listed options
Rewards Implemented

“Leadership is not about personality; it’s about behavior. “
Kouzes & Posner (2007)

<table>
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<tr>
<th>Annual Performance Review</th>
<th>Continuing Medical Education</th>
<th>Masters in Business Administration</th>
<th>Business Meeting Time</th>
<th>Networking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician participation is recorded in the Staff’s Annual Performance Review</td>
<td>CME credits are awarded for course participation</td>
<td>Coursework transfers to two area universities toward an MBA degree</td>
<td>Approved as “business meeting” time by most Institute leaders</td>
<td>An intangible benefit that has become important and valuable</td>
</tr>
</tbody>
</table>
80.9% of Course Attendees Registered
Cleveland Clinic Staff Mentorship Program
Participation by Title

- Staff: 62%
- Associate Staff: 30%
- Dept. Chair: 5%
- Institute Chair: 1%
- Non-staff: 2%

126 CCA Course Attendees; 102 Total “Registered” Participants (% based upon Registered Participant Staff Level)
Source- CC Intranet (SIS Database) for Staff Status information
Cleveland Clinic Staff Mentorship Program
Distribution of Course Participants

- Declined to Participate: 6
- Waiting for Response: 15
- Thinking About It: 3
- Registered: 102

- Coach: 36
- Mentor: 35
- Mentee: 63
- Matched Mentees: 29
- Unmatched Mentee: 34

1 Mentor and 1 Mentee have left CCF since this program began in 5-2009.