

Mentoring and coaching

RCPsych Webinar

07.04.2022

Dr Jan Birtle
Specialist Advisor RCPsych
janbirtle@nhs.net

College

- Psychiatrists' Support Service
- Specialist Advisor Coaching and Mentoring
- Divisional Leads Mentoring
- Network of Mentors
- Training mentorship
- Focus on New Consultants

- Expanding focus:
 - Mentoring across career
 - SAS doctors
 - International Medical Graduates and Fellows
- TTT to reach :
 - All groups of doctors
 - Trainees
 - Medical Students

RCPsych Website

Coaching and Mentorship

- Mentoring and coaching plays a vital role in:
 - Developing and supporting doctors
 - Nurturing medical leaders
 - Helping a doctor achieve their full potential
- As a psychiatrist, it can help you at any stage of your career.
- In dealing with the ever changing NHS, mentoring is one of the tools used to build personal resilience
- [Experiences of Mentoring \(rcpsych.ac.uk\)](http://rcpsych.ac.uk)

GMC Guidance:

- 57. You should be willing to take on a mentoring role for more junior doctors and other healthcare professionals.
- 58. If you have agreed to act as a mentor, you must make sure that you are competent to take on the role ... including undertaking appropriate training and keeping your skills up to date. You must be clear about the aims and purpose ...the scope ... and your availability to provide advice and support when needed

- **Mentoring:**

- ‘Guiding another individual in the development and re-examination of their own ideas, learning and personal and professional development’

(SCOPME, 1998)

- Helping someone become better at helping themselves

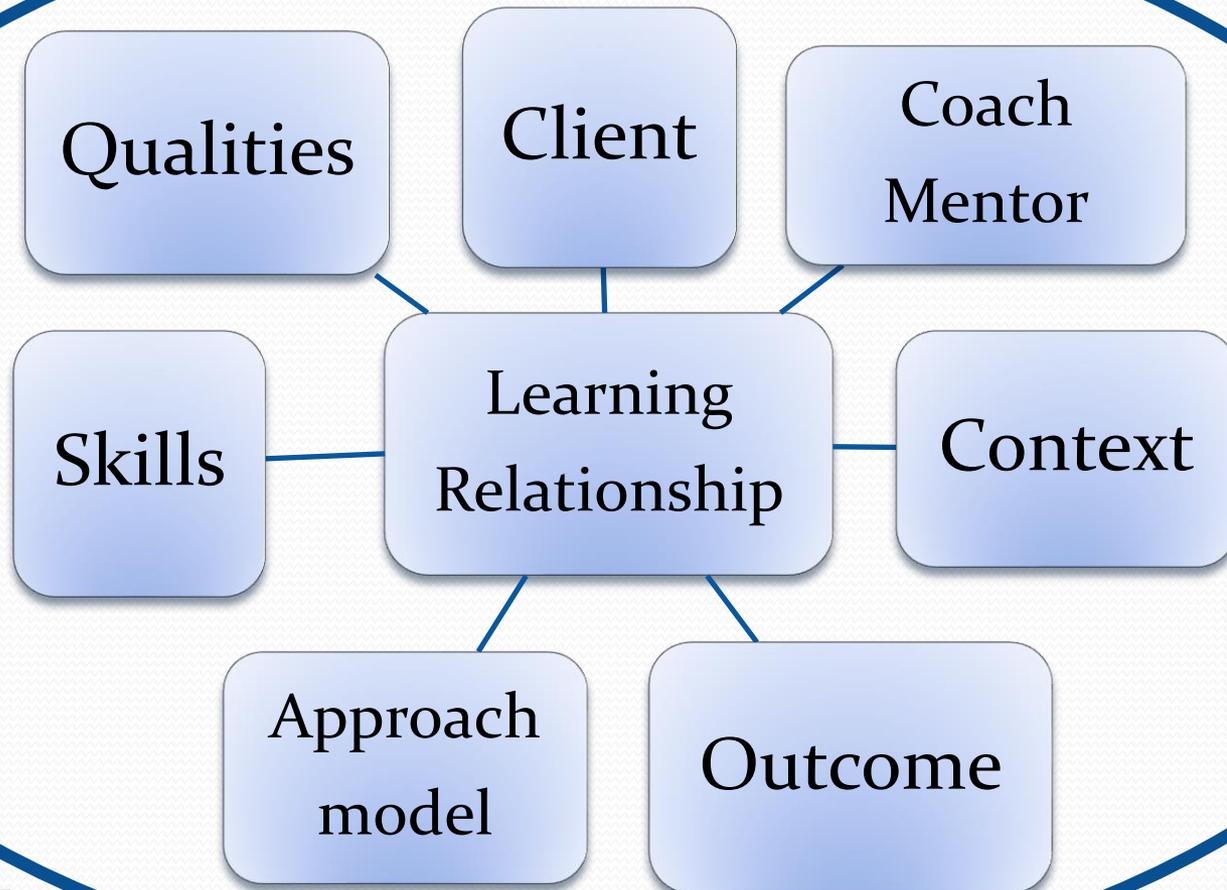
Egan’s View

- **Coaching:**

- Both 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.’

Mary Connor and Julia Pokora

Principles of effective Mentoring



**Ethical
Framework**

Key principles of coaching/mentoring

- The client is resourceful
- The coach's role is to spring loose the client's resourcefulness
- Coaching addresses the whole person
- The client sets the agenda
- The coach and the client are equals
- Coaching is about change and action

Jenny Rodgers

Differences between Coaching and Mentoring

Mentoring

- Ongoing relationship – can last long-time
- More informal
- Mentor usually more experienced. Often in same organisation/field
- Mentoring revolves more around developing mentee professionally

Coaching

- Generally short
- Generally structured. Scheduled
- Coach often not have direct experience of client's role
- Coaching revolves more around specific development areas/issues

After, Connor and Pokora 2006

RCPsych Network approach

- **Training is key to:**
- Establish a shared understanding and approach to coaching and mentoring
- Shared training resources
- Training to leads – supported by College
- CPD groups – ongoing learning
- Quality
- Confidentiality
- Health – signposting, MH services, PSS, BMA
- Professional and ethical issues



Priorities for 2021-2

1. Raising awareness of the importance of coaching and mentoring in medical management so that coaches/mentors and coaches/mentees have time for coaching and mentoring factored into their job plans
 1. Raise profile – video accounts of benefits
 2. Evidence base – links with Faculty Medical Coaches
 3. Covid and well-being webinars
2. Promoting the College coaching and mentoring schemes to specific under-represented cohorts such as
 1. IMG and BAME doctors – links with Diaspora Groups Committee – Ass Black Psychiatrists UK, co-ordination resources
 2. SAS doctors
 3. Trainees
3. Raising the profile of the coaching and mentoring programme/importance of mentoring with internal and external stakeholders
 1. NHS Professionals – potential coaching development to support gateway programme - e.g. link thru RCPsych/Trusts to find placement for doctors seeking GMC reg to enter UK
 2. DSN – Doctors Support Network – coaching programme

THE
SEVEN
AGES
OF
MAN



SLEEPY



HAPPY



DOPEY



BASHFUL



DOC



SNEEZY



GRUMPY

STUPID

Coaching and Stage of Career

- Coaching contributes at stages of medical career
- Transition points
 - Promotion – New Consultant/Management role
 - Preparation – Consultant application/Retirement
 - Organisational/Service change
 - Redeployment
- Mid career stasis – burnout
- Whistle blowing
- Trauma: serious incident
 - investigation/suicide/homicide/assault

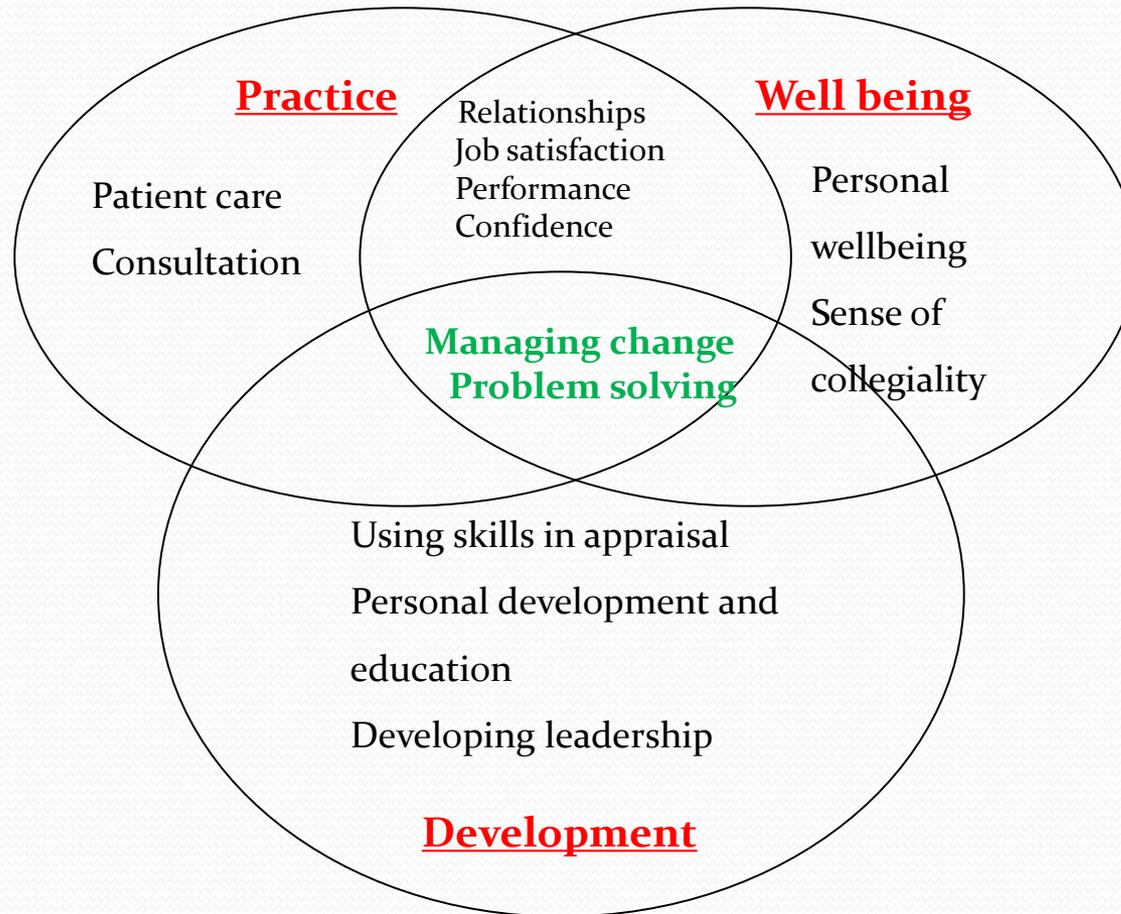
Using support effectively

- Reaching Out - Making connections
- Reaching In - Know your own strengths
- Use resources to develop yourself
 - Peers
 - Educators and Trainers
 - Knowledge
 - School of Psychiatry
 - Reflective Practice
 - Work-Life balance
- College
 - Faculties and Divisions
 - Psychiatrists' Support Service
 - Free confidential support services for members
 - Mentoring and Coaching
 - Become a mentor

How does C&M benefit doctors?

- Relationship – trust, facilitative, confidential
- Mentee brings/develops agenda – focus, agency
- Opportunity to reflect with another
 - What is going well, not so well, good to great
 - Why do I keep falling down the same pit?
 - Conscious and Unconscious
- Career direction – self, role, max contribution
- Leadership
- Output: Plan going forward
- Put thought into action

Personal – professional overlap



Steven A, Oxley J, Fleming W. (2008) *Mentoring for doctors: perceived benefits for the personal and professional*. Journal of Royal Society of Medicine 101,552-557.

How to find a mentor

- A personal approach through a recommended mentor or known senior colleague often works well.
- Most mental health trusts have in-house mentoring schemes for consultants, or know how to access mentors. Contact your clinical or medical director.
- If you are a trainee or involved in training, contact your Deanery to find out about their mentoring schemes.
- The Faculty of Medical Leadership and Management [runs a mentoring scheme](#).
- Some College Divisions are developing mentoring schemes, with lists of volunteer mentors. This might help if you can't find a mentor within your own organisation, or would prefer not to. Please contact us at mentoring@rcpsych.ac.uk if you would like the details of your Division mentoring lead.

Systems Theory, Biodiversity and the Community of Psychiatrists: Coaching to spring loose resources - beyond foreseeable horizons



*‘The whole is greater
that the sum of its
parts’
Von Bertalanffy*

*‘It is that range of
biodiversity that we
must care for – the
whole thing – rather
than just one or two
stars’
Sir David
Attenborough*

Resources and further information

- Find the mentoring and coaching page on the RCPsych website under supporting you [Supporting our members | Royal College of Psychiatrists \(rcpsych.ac.uk\)](#)
- [Experiences of Mentoring \(rcpsych.ac.uk\)](#)
- This includes useful documents such as;
- Guidance on setting up a mentoring scheme
- Model mentoring agreement
- GMC ethical guidance