



SAMA  
CONFERENCE  
2019



8 - 10 AUGUST 2019  
DURBAN

Leadership & Quality  
in Healthcare  
Let's close the gap

# Mentorship of junior doctors:

Are we setting them up for failure?

Dr Brenda Kubheka



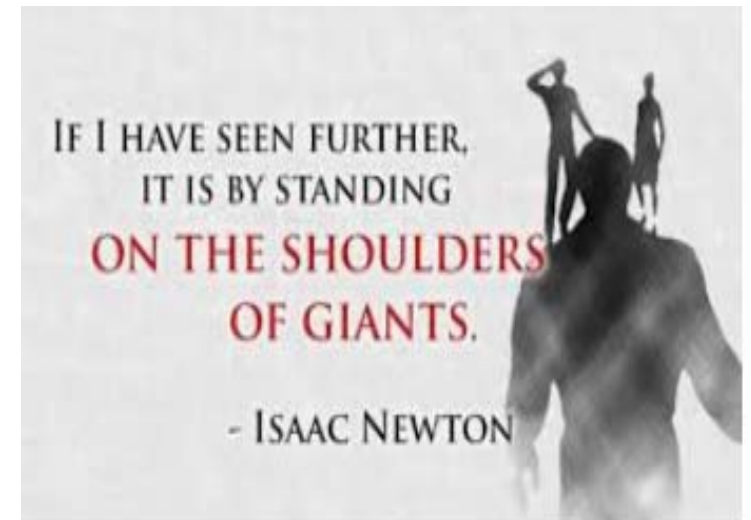
# What is mentorship?

Bridging the gap

Beyond qualifications

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A transfer of knowledge and skills expected to take place through an apprenticeship-like arrangement between the senior clinician and his or her trainee.



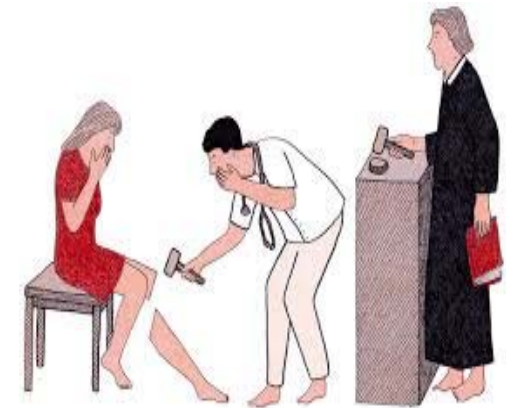


# The reality

## Exhilaration



## Disappointment



Images: [imageillustration.net](http://imageillustration.net)



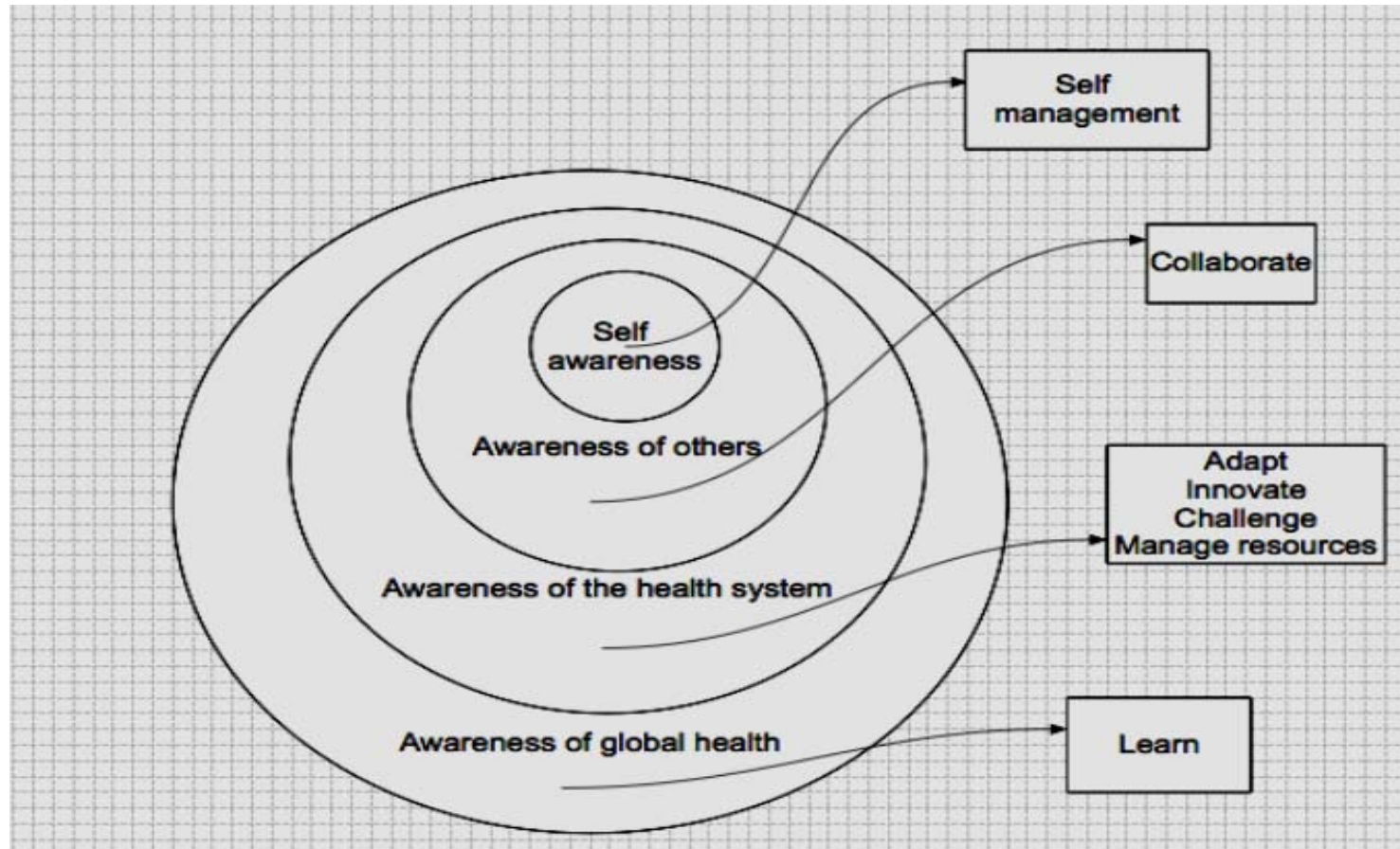
# The gap between education and the workplace

- Mismatch between academic qualifications and workplace requirements
- Focus on clinical skills and knowledge transfer
- Less focus on soft skills influencing the application of knowledge and how things get done
- Promotion of individual excellence



# Core competencies

From the inside-out



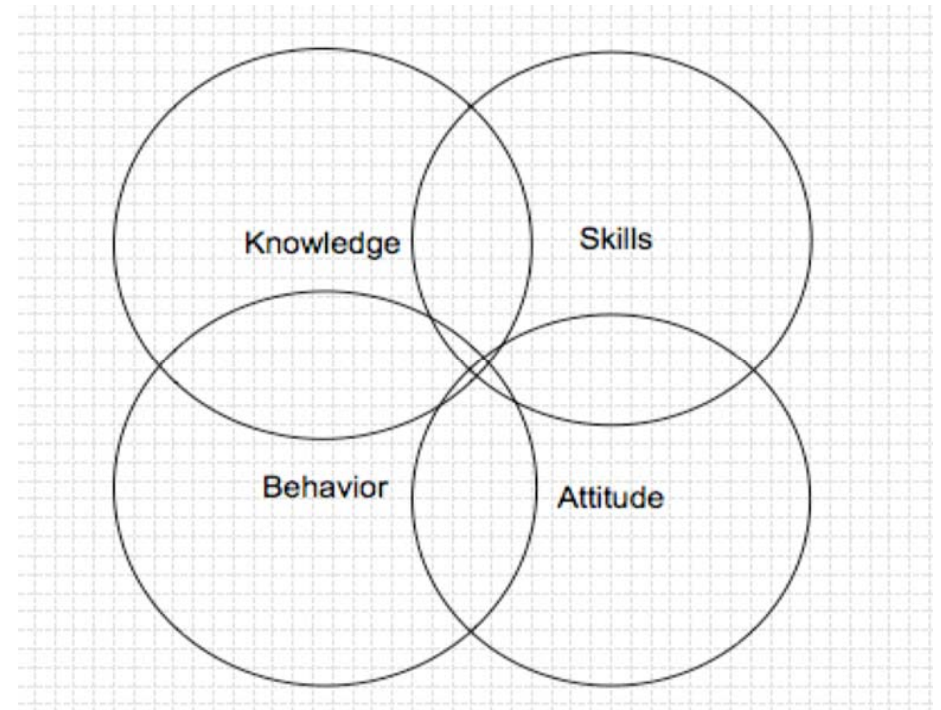
Kubheka, 2014





# The practice of medicine

The practice of medicine is a combination of science and art. (Saunders, 2000)





# Selfcare and endurance

- Change the narrative
- Moral duty towards oneself
- Normalize shouting for help
- Critical conversations with peers
- Avoid and manage burnout
- Be aware of moral burden
- Model the right behaviour





# The caring profession

'Health workers involved in medical errors get hurt too.

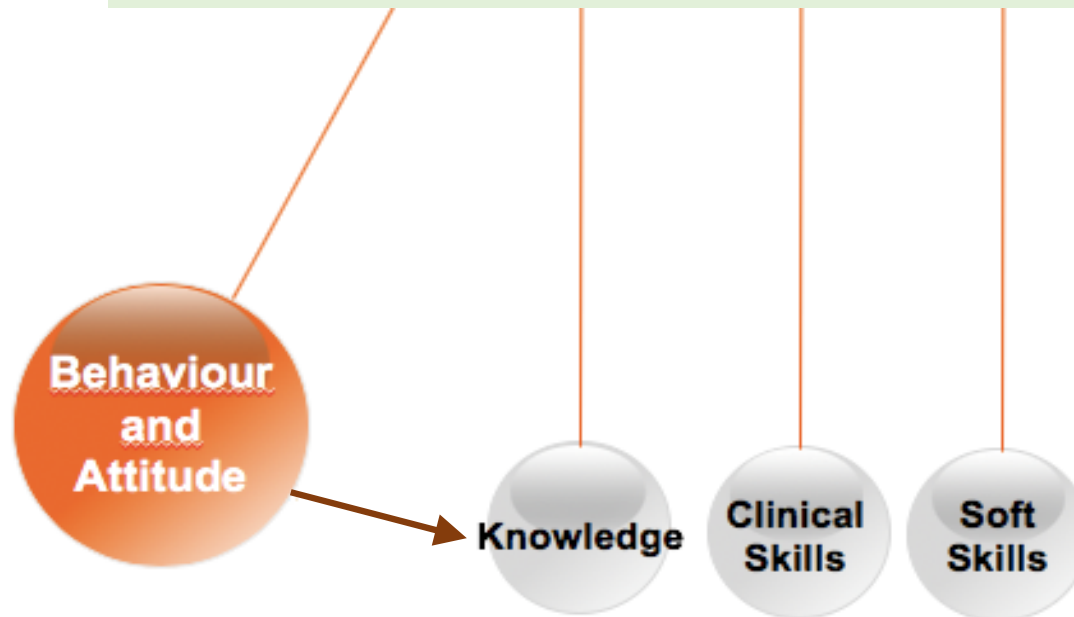
If we are healers, then we have a job of healing them too.

**This is not an elective issue but an ethical issue".**

Seys, W u, van Gwele *etal* (2016)



# Talent is not enough

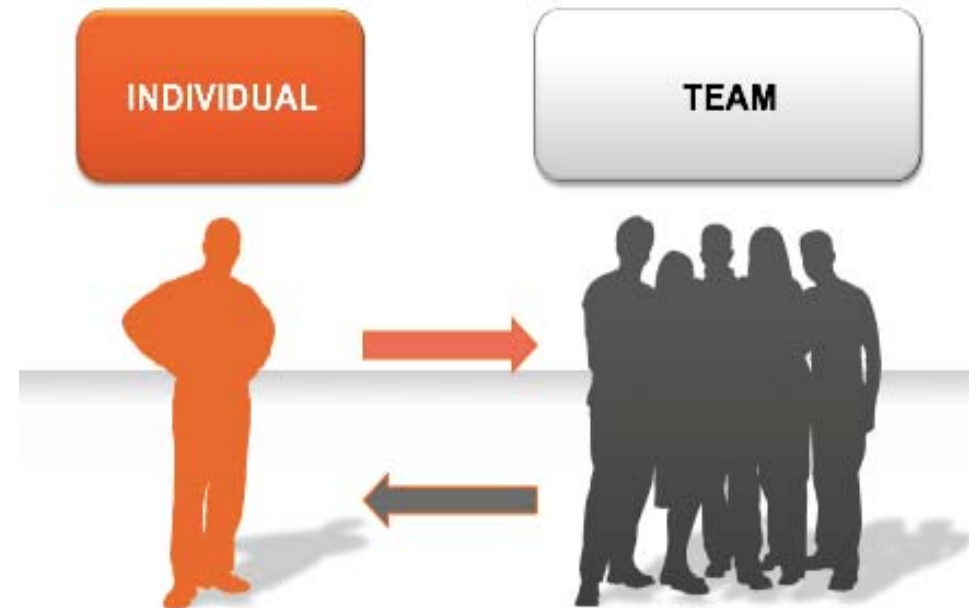




# Healthcare is a team sport

## Enablers of team work

- Team spirit
- Problem solving
- Communication
- Empathy
- Trustworthiness
- Respect for others
- Self-confidence
- Humility





# Beyond clinical competence

Competence is a combination of knowledge, skills and attitudes which, applied to a particular situation lead to a given outcome. (Arora, Ashrafian, Davis, Athanasiou, Darzi, & Sevdalis, 2010)

- They should be:
  - ✓ Measurable
  - ✓ Mapped to clinical indicators
  - ✓ Linked to performance



# Bridging the gap through mentorship : 4 domains of





# Top 10 competencies for risk management

Competence	Rating (mean average)	Competence domain
Medical knowledge	4,63	Knowledge
Patient safety	4,57	Knowledge
Clinical skills	4,57	Skills
Written communication	4,51	Skills
Informed consent	4,50	Skills
Accountability	4,48	Attitude
Practice evidence-based medicine	4,42	Skills
HPCSA ethical guidelines	4,41	Knowledge
History taking	4,39	Skills
Professionalism	4,38	Knowledge



# Top 5 risk management competencies per domain

Knowledge	Skills	Attitude	Behaviour
<ol style="list-style-type: none"> <li>1. Medical knowledge</li> <li>2. HPCSA Professional code of conduct</li> <li>3. SA Legal framework</li> <li>4. Patient's rights</li> <li>5. Patient safety</li> </ol>	<ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Clinical competence</li> <li>3. Cross-cultural competence</li> <li>4. Emotional intelligence</li> <li>5. Team work</li> </ol>	<ol style="list-style-type: none"> <li>1. Patient-centeredness</li> <li>2. Respect for others</li> <li>3. Fallibility</li> <li>4. Ubuntu</li> <li>5. Holistic approach to patient care</li> </ol>	<ol style="list-style-type: none"> <li>1. Understanding the role played by other co-workers</li> <li>2. Active listening to patients</li> <li>3. Professional humility</li> <li>4. Integrity</li> <li>5. Treating patients as partners in their care</li> </ol>





# Competencies with the lowest proficiency scores

Knowledge	Skills	Attitude	Behaviour
1. SA Legal framework	1. Documentation	1. Respect for co-workers	1. Professional humility
2. Health worker's rights	2. Problem solving	2. Compassion	2. Treating patients as partners in their care
3. Health system weaknesses	3. Using language understood by patients	3. Adaptability	3. Respect for other HPs



# Comments from the respondents

- Doctors are only taught medical/clinical skills at university and not the human interaction /behaviour.
- Doctors need to improve their attitudes towards patients and nurses
- They should be taught how to manage infection control between patients. They should respect rights of black patients as they do with the white patients
- Some doctors complain of overcrowding and fatigue and do not do full examination of the patients.



The practice of medicine is combination of science and art (Saunders, 2000)

- Clinical (technical skills)
  - Diagnosis
  - Investigations
  - Interventions
- Soft skills:
  - Team work
  - Communication
  - Service improvement
  - Continuous learning
  - Advocacy
  - Professionalism
  - Patient education

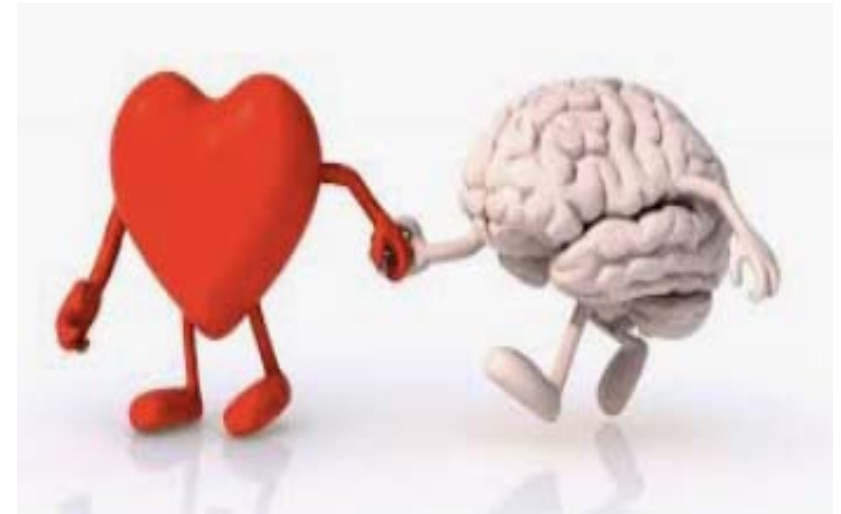


Image: [www.consciouslivingtv.com](http://www.consciouslivingtv.com)



# The cornerstone of mentorship in healthcare

Doctors are  
psychosocial beings

- Career development
- Build emotional endurance

Patients are bio-  
psychosocial beings

- NO to practice of medicine by body parts

**Bridging the gap between caring for self and others**

# Why should you care?

53 minutes ago - [Profile Icon]

Some of the referrals I get from the same sister 😬😬

PATIENT'S NAME:

MEDICAL DATA






BP  
Client c/o left side below abdominal area since yesterday client verbalise that when pain started failed to tolerate  
2/7  
Med hx  
C/A looks stable  
D/E Client had pain at the Tosa region left side and touch no way of fully exam because client standing no bed but client failed to get to bed work  
Hyd good  
? Appendicitis  
Ref to M.D for further Mx & Rx  
Stamps

PATIENT'S NAME:

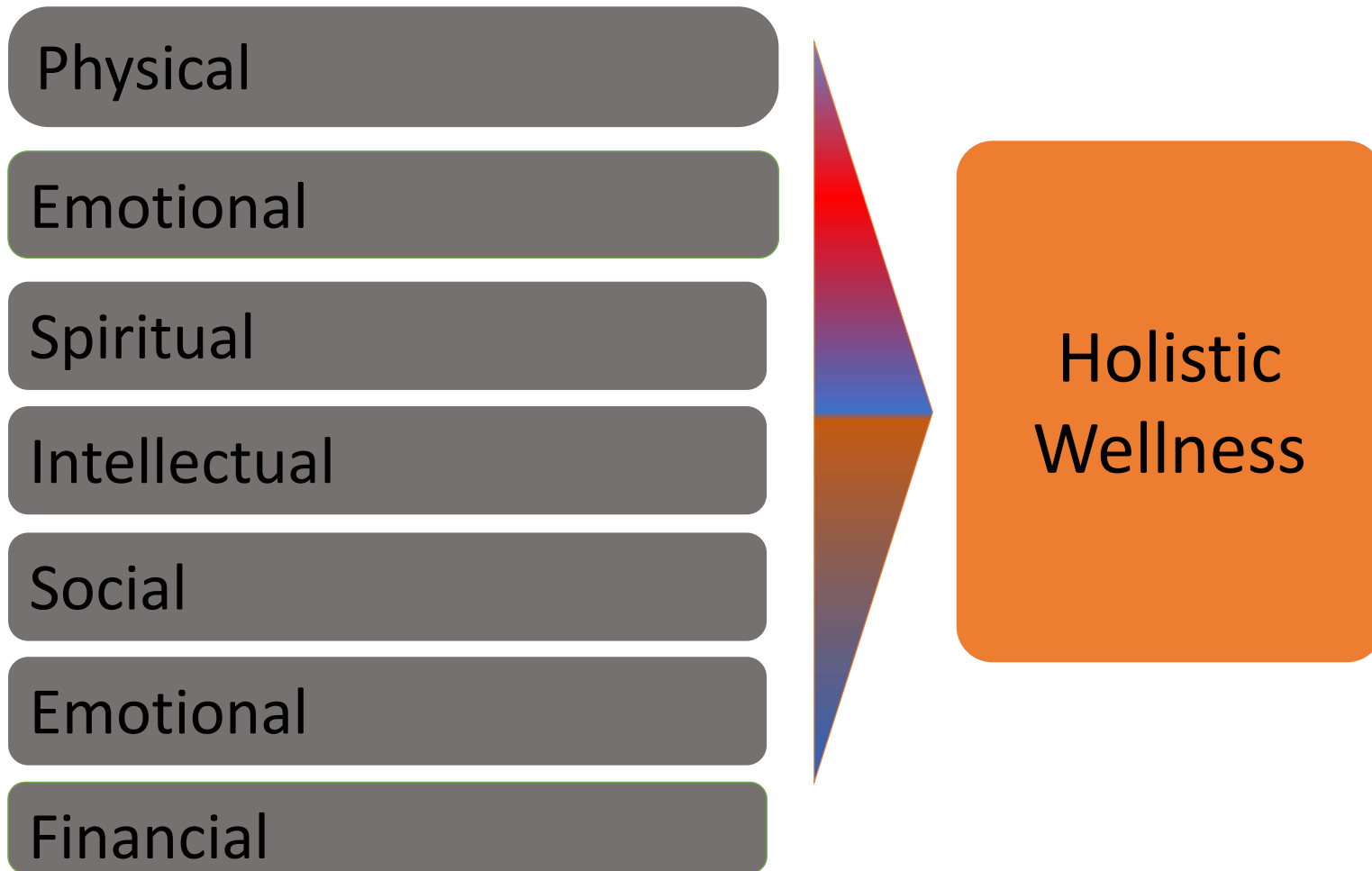
MEDICAL DATA

14 BP (108/46) P 97  
Client c/o stomach full of air in the morning stomach small when day goes to big no pain of the stomach  
Lower limb swollen 2/2  
Med hx (low sup.)  
C/A looks stable  
D/E ENT Allergic  
Client stomach for now is big but when is big is not & lower limb swollen  
Hyd good  
? Kidney/Liver problem  
Ref to M.D for further Mx & Rx  
Urine disc

4 Likes 22 Comments

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# Mentorship: an enabler for wellness of doctors







# Why should you care?

Today's junior doctor



Tomorrow's senior doctor



Performance feedback and accountability matters

Images: shutterstock.com



# Duty towards junior doctors, the profession and society

## Patient accuses **Leratong** hospital staff of mistreatment and neglect

Citizen - 07 Dec 2018

Up until that point, they had only had encountered **rude** nurses who ... to Medicr Krugersdorp where, they said, the **doctor** told them that his ...

## Lion rips off toddler's scalp at Heilbron lion park

News24 - 14 May 2019

A 4-year-old girl is in a critical condition after being **attacked** by a lioness at Weltevrede Lion Farm in Heilbron on Sunday, Netwerk24 reported.

## Man sought for threatening to assault a doctor in a paediatric ward

BY ZOE MAHOPO - 02 August 2018 - 16:48

## WATCH: 'Unknown chemical' shuts down Durban school, 100 students ...

News24 - 15 Jul 2019

Jamieson said a chemical in the **air** at the Vukuzakhe High School grounds was the source of the problem. "It is believed that boys were kicking ...



## State of mentorship

- 
- Formal mentorship program
  - Formal mentorship relationship
  - Natural selection



# The lighter side of mentorship

## A mutually beneficial relationship





# Call for action

- Mentorship is everyone's responsibility
- We ought to set them up for success
- Keeping in mind that:
  - They will look after you, your loved ones and rest of the society
  - Not tools but human beings
  - Enablers of NHI implementation
  - Social capital issues - reliability maybe a hinderance



Failing young doctors

=

Failing the profession and health system





Happy woman's day!!

Thank you!