Mentorship of junior doctors:

Are we setting them up for failure?

Dr Brenda Kubheka
What is mentorship?
Bridging the gap
Beyond qualifications

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
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 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”.

Talent is not enough
Healthcare is a team sport

Enablers of teamwork

• 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 competence
<table>
<thead>
<tr>
<th>Competence</th>
<th>Rating (mean average)</th>
<th>Competence domain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical knowledge</td>
<td>4.63</td>
<td>Knowledge</td>
</tr>
<tr>
<td>Patient safety</td>
<td>4.57</td>
<td>Knowledge</td>
</tr>
<tr>
<td>Clinical skills</td>
<td>4.57</td>
<td>Skills</td>
</tr>
<tr>
<td>Written communication</td>
<td>4.51</td>
<td>Skills</td>
</tr>
<tr>
<td>Informed consent</td>
<td>4.50</td>
<td>Skills</td>
</tr>
<tr>
<td>Accountability</td>
<td>4.48</td>
<td>Attitude</td>
</tr>
<tr>
<td>Practice evidence-based medicine</td>
<td>4.42</td>
<td>Skills</td>
</tr>
<tr>
<td>HPCSA ethical guidelines</td>
<td>4.41</td>
<td>Knowledge</td>
</tr>
<tr>
<td>History taking</td>
<td>4.39</td>
<td>Skills</td>
</tr>
<tr>
<td>Professionalism</td>
<td>4.38</td>
<td>Knowledge</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Skills</td>
<td>Attitude</td>
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</tr>
<tr>
<td>1. Medical knowledge</td>
<td>1. Communication</td>
<td>1. Patient-centeredness</td>
</tr>
<tr>
<td>2. HPCSA Professional code of</td>
<td>2. Clinical competence</td>
<td>2. Respect for others</td>
</tr>
<tr>
<td>5. Patient safety</td>
<td>5. Teamwork</td>
<td>5. Holistic approach to patient care</td>
</tr>
</tbody>
</table>
## Competencies with the lowest proficiency scores

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Skills</th>
<th>Attitude</th>
<th>Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. SA Legal framework</td>
<td>1. Documentation</td>
<td>1. Respect for co-workers</td>
<td>1. Professional humility</td>
</tr>
<tr>
<td>2. Health worker’s rights</td>
<td>2. Problem solving</td>
<td>2. Compassion</td>
<td>2. Treating patients as partners in their care</td>
</tr>
<tr>
<td></td>
<td>understood by patients</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
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?
Mentorship: an enabler for wellness of doctors

Physical
Emotional
Spiritual
Intellectual
Social
Emotional
Financial

Holistic Wellness
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 Medicor 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

You will not believe what just happened to me

Just as I got to TUT and I went to the bathroom my plant's zip tore while trying to zip it up. It one of those hard one and now my pants are wide open and I don't have a safety pin or anything like that

OMG

Trying to call you

Call me now I didn't hear your phone

Please call again

I need to go home honestly
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 – relatibility may be a hinderance
Failing young doctors

= 

Failing the profession and health system
Happy woman’s day!!

Thank you!