



10 ans déjà
Le mentorat au CQMF

Dominique Deschênes, MD, CCFP, FCFP
Sophie Galarneau, MD, CCFP, FCFP
Éveline Hudon, MD, CCFP, FCFP
Sophie Juignier, BA, AGD
Marie-Claude Moore, MD, CCFP, MSc

How Mentoring Can Change Your Life?

November 10, 2023
FMF



programme de
mentorat



Collège québécois
des médecins de famille

Disclosure of conflicts of interest by presenter Dominique Deschênes



- Chair of the Mentoring Program Committee at the Collège québécois des médecins de famille (CQMF)
 - Presentation produced with logistical (but not financial) support from the CQMF
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Disclosure of conflicts of interest by presenter Éveline Hudon



- Member of the Mentoring Program Committee at the Collège québécois des médecins de famille (CQMF)
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Disclosure of conflicts of interest by presenter Sophie Juignier



- Coordinator of the Mentoring Program Committee at the Collège québécois des médecins de famille (CQMF)
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Disclosure of conflicts of interest by presenter Marie-Claude Moore



- Member of the Mentoring Program Committee at the Collège québécois des médecins de famille (CQMF)
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Learning objectives



1. Identify the basics of family medicine mentorship based on the Quebec experience
2. Recognize how this unique type of support meets personal and professional needs
3. Implement the keys to a successful mentoring relationship

Agenda



Social context
and challenges
of medical
practice



Core principles
of mentoring



Example: The
CQMF mentoring
program



Mentoring
experiences



Conclusion

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**Social context
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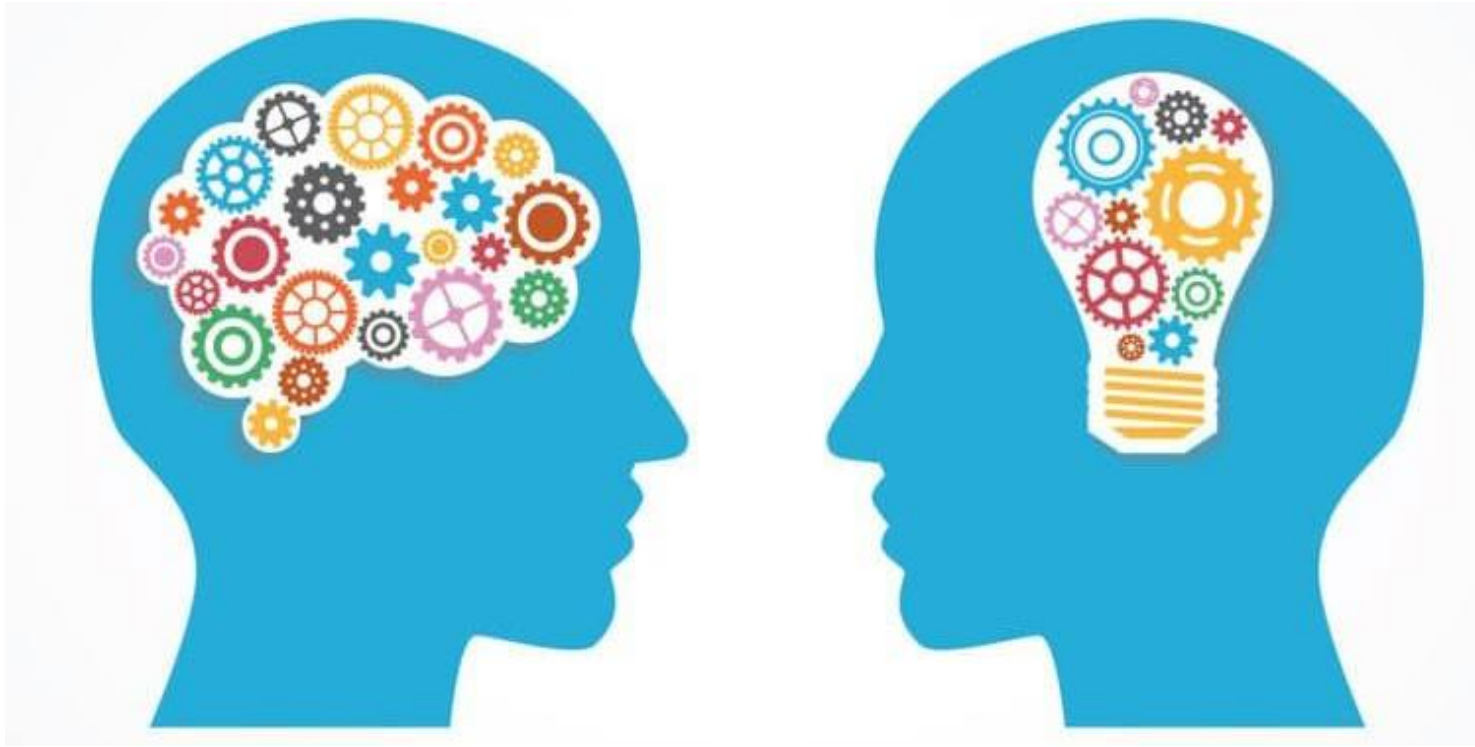
Example: The
CQMF mentoring
program



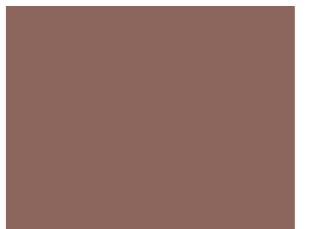
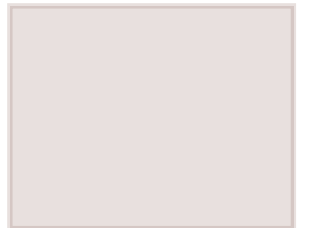
Mentoring
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Why talk
about
mentoring?



Challenges associated with medical practice



CHALLENGES FACING NEW PHYSICIANS¹

- Time management: 40%
- Setting up a practice: 24%

CHALLENGES SPECIFIC TO THE FIRST YEAR OF PRACTICE¹

- Setting up a practice: 35%
- Stress management: 32%
- Billing and accounting: 21%
- Time management: 18%

CHALLENGES SPECIFIC TO YOUNG FEMALE PHYSICIANS



- Prejudice
- Wage inequality
- Lack of women in management positions
- Lack of comprehensive leave policies (family and medical)
- Work-life balance
- Imposter syndrome

¹ Source : COMITÉ DE LA RELÈVE, 2019. *Sondage sur les besoins des médecins dans leurs cinq premières années de pratique*, Collège québécois des médecins de famille.

A culture of mentoring



“Mentoring is an art.”¹

“In a changing world, in a society focused on productivity and competition, people need to reject the prevailing emphasis on performance and profitability in order to create a nurturing and supportive environment.”¹

- ✓ Promotion of humanist values
- ✓ Focus on self-actualization
- ✓ Creation of a “mentoring community”
- ✓ Guidance and support for new physicians
- ✓ And much, much more...

¹Source : HOUDE, Renée, 2008. *Le mentorat aujourd'hui: des racines et des ailes!*, Revue Lumen Vitae, pages 129-146.

Some statistics on mentoring



- 84% of Fortune 500 companies offer at least one mentoring program and
- 100% of Fortune 50 companies [\[Source\]](#) offer one
- 97% of mentoring program participants describe their mentor as “valuable” [\[Source\]](#)
- 89% of mentees will become mentors [\[Source\]](#)
- 30% increase in mentoring initiatives since the pandemic [\[Source\]](#)
- 89% of people with mentors believe their colleagues value their work, compared to 75% of people without mentors [\[Source\]](#)
- 87% of mentors and mentees report having gained self-confidence [\[Source\]](#)
- #1 on the list of the most popular LinkedIn learning and development program areas for 2023 [\[Source\]](#)

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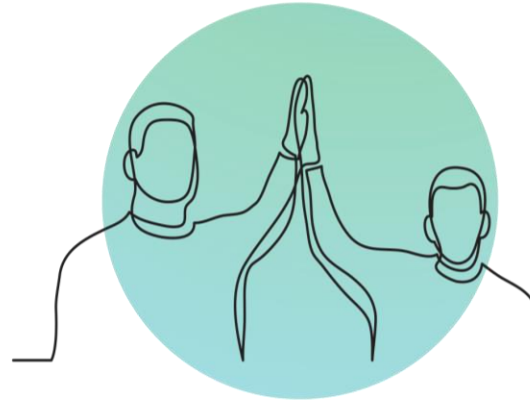
Definition and core principles



An approach to growth and **learning**...



A relationship where an **experienced individual** shares their wisdom and expertise...



...based on a **voluntary, cost-free** and **confidential interpersonal relationship**.



... to foster the growth of another individual who is seeking to **develop skills** as well as **define their professional and personal goals**.





Why mentoring?

Mentee experiences



Different types of mentoring



PROFESSIONAL SUPPORT

MENTORING

DIFFERENT TYPES OF MENTORING

FORMAL MENTORING

INFORMAL MENTORING

Informal relationships that spontaneously developed based on shared professional interests/networking

For example:

CQMF's certified
mentoring program

Zone CQMF
online mentoring program

Continuing professional development



Learning by doing (on-the-job)

- > Motivating experiences
- > Problem solving



Learning from others (through interaction)

- > Coaching
- > **Mentoring**
- > Feedback

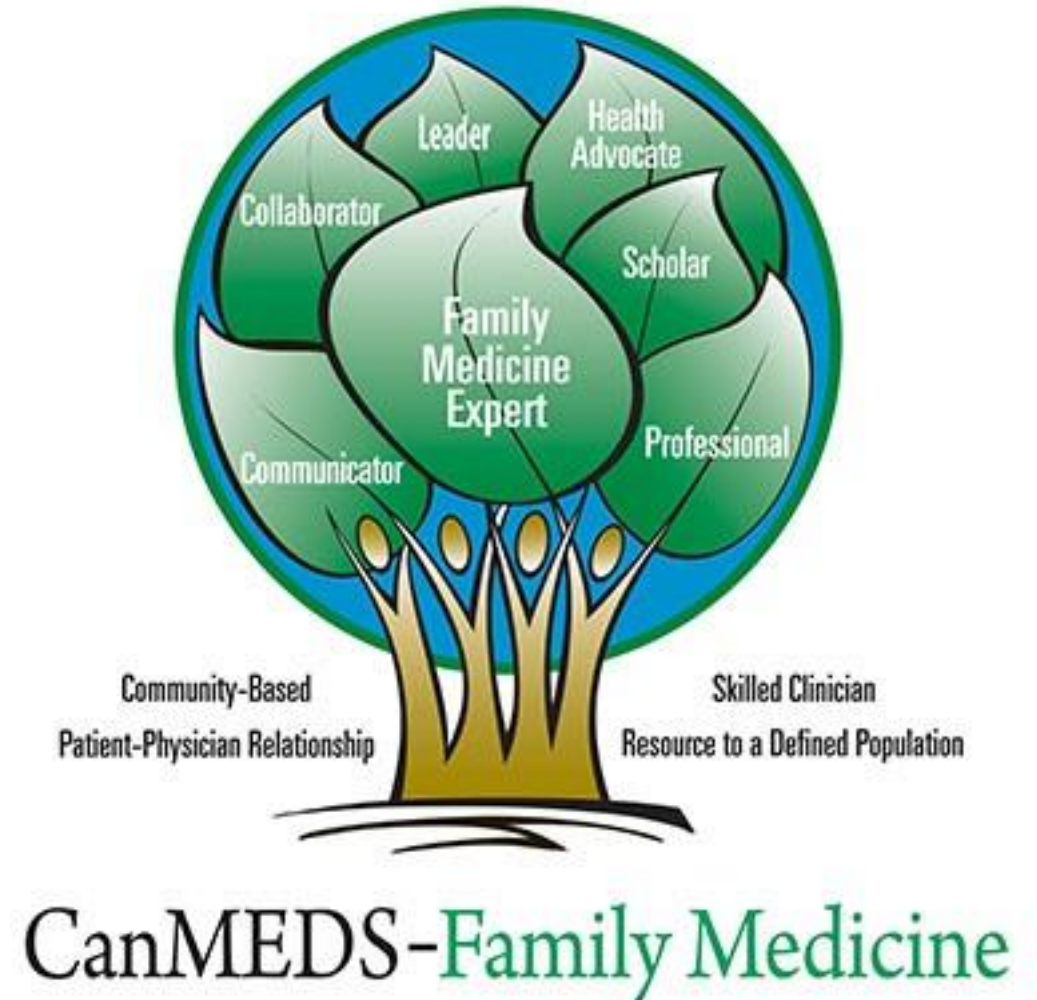


Learning through training

- > Courses
- > Events
- > Programs

Skills-based approach

Mentoring involves a **holistic approach to growth**, one that seeks to develop a person's professional, personal, social and emotional skills.



©2017 The College of Family Physicians of Canada

Image adapted from the CanMEDS Physician Competency Diagram with permission from the Royal College of Physicians and Surgeons of Canada.

Distinct forms of support



	Coaching	Tutoring	Mentoring
Type of knowledge	Know-how	Know-how	Life management
Status in the relationship	Coach, sometimes a supervisor	Teacher, apprentice	Role model, no hierarchy
Knowledge sharing	Often one-way	Often one-way	Always two-way
Goals	Specific and explicit Performance-focused Transfer of knowledge and skills	Specific and explicit Task-focused support Acquisition of knowledge, skills, behaviours	Somewhat specific and explicit (at the outset) Defined by the mentee Professional and personal development Growth Self-actualization
Motivating factor	Goal-oriented skills development	Ability to carry out a task independently	Building a mentoring relationship that fosters personal and professional growth
Responsibilities	Performance requirement: Need to reach objectives. Example: Coaching a sports team or a new employee	Support from A to B, at which point the task can be performed independently. Example: Mastering a medical procedure	Guiding, advising, reassuring according to the mentee's needs Example: Supporting a mentee while they critically reflect on their career decisions, work- life balance, etc.

The mentee's roles and responsibilities



The mentoring process revolves around the mentee's needs

Choosing a mentor



Setting needs-based goals



Seeking out challenges



Setting up and preparing for meetings



Being open to feedback and change



Gaining self-awareness (behaviour, expectations, contradictions)



Keeping the mentor up-to-date on progress between meetings



The 12 duties of a mentor

**Making the mentee
feel welcome**



**Guiding the mentee
through their world,
their network**



**Sharing practical
know-how**



Coaching



**Serving as a role
model**



**Exploring new
challenges**



**Advising, offering
suggestions**



**Providing
feedback**



**Fostering personal
development**



**Providing moral
support as
appropriate**



**Providing
reassurance when
needed**



**Being responsive
to the mentee's
needs**

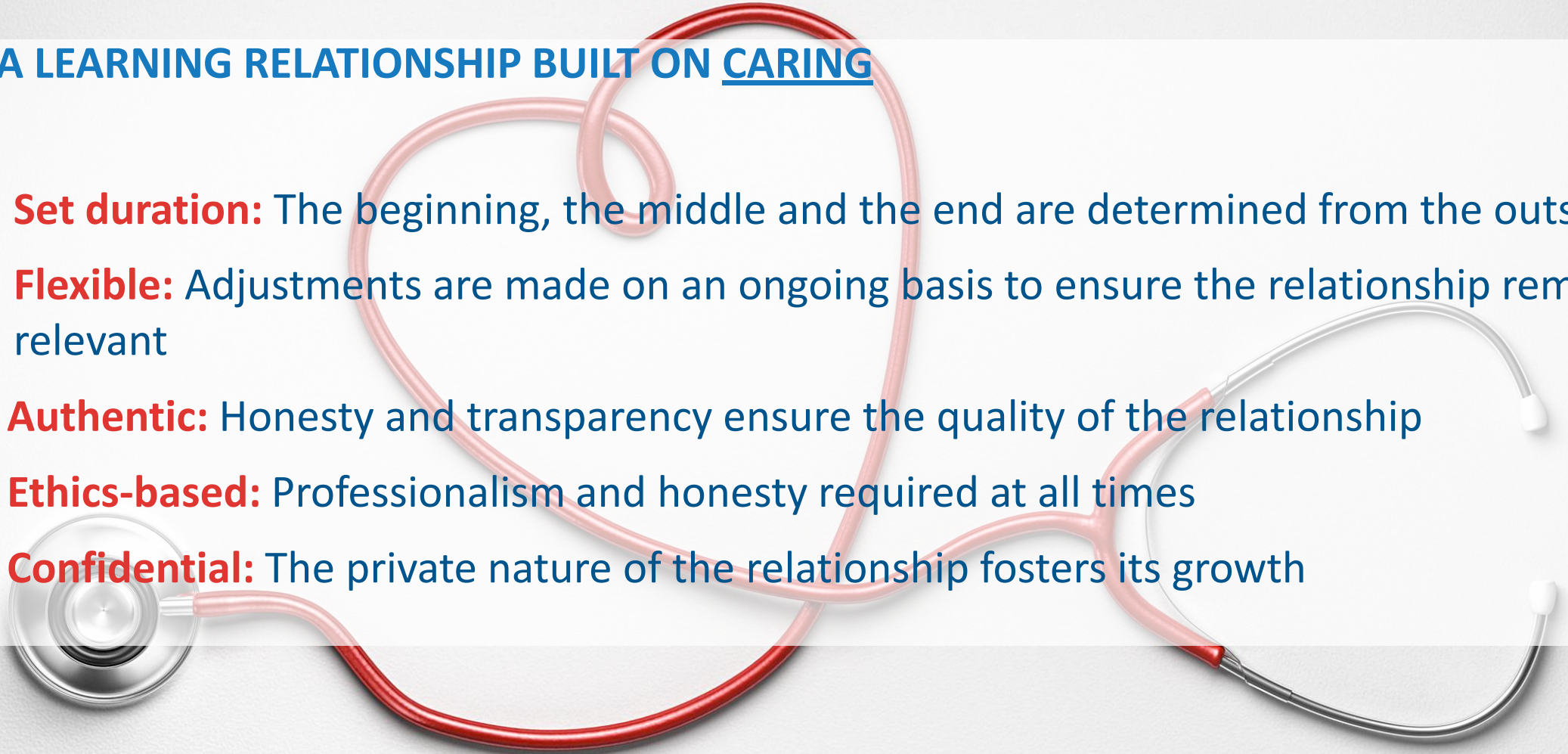


Characteristics of the mentoring relationship

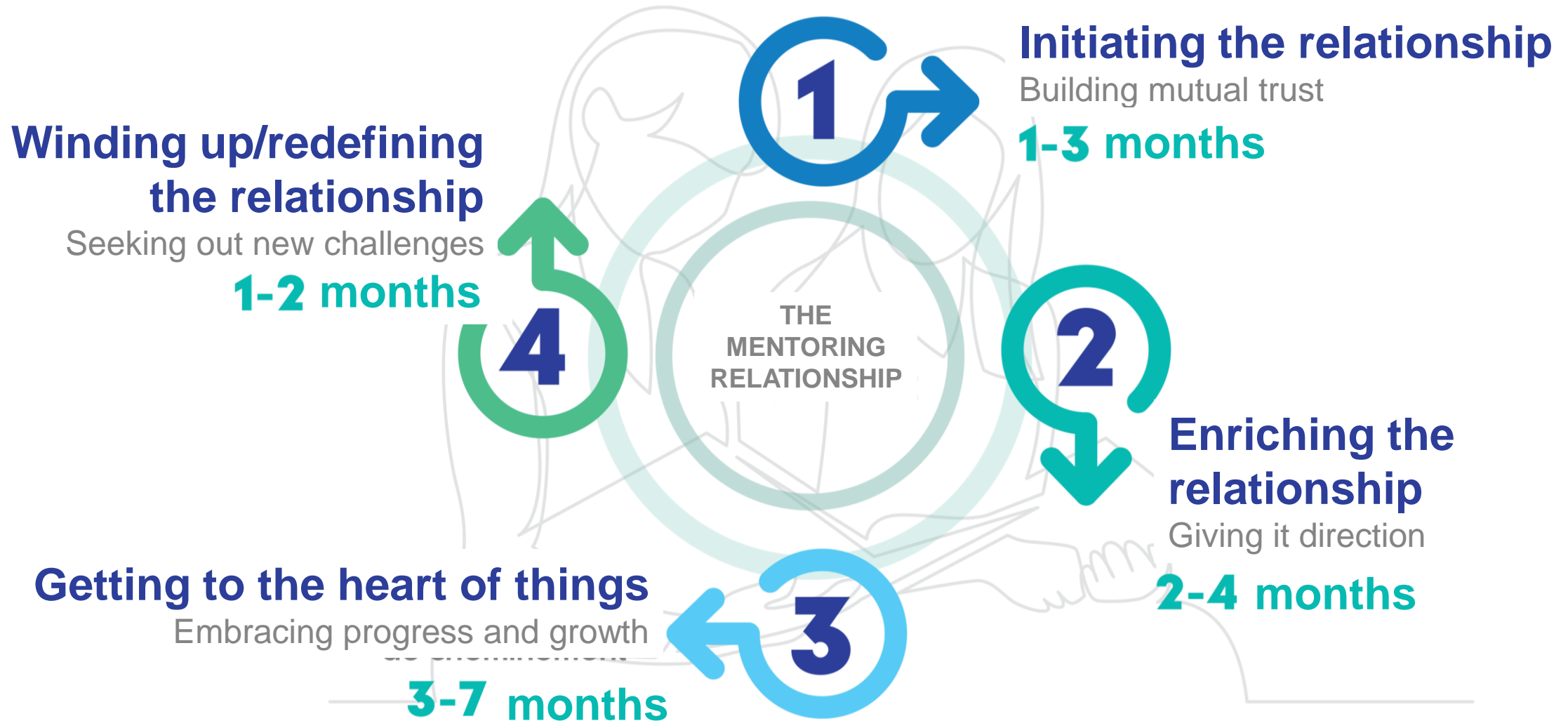


A LEARNING RELATIONSHIP BUILT ON CARING

- **Set duration:** The beginning, the middle and the end are determined from the outset
- **Flexible:** Adjustments are made on an ongoing basis to ensure the relationship remains relevant
- **Authentic:** Honesty and transparency ensure the quality of the relationship
- **Ethics-based:** Professionalism and honesty required at all times
- **Confidential:** The private nature of the relationship fosters its growth



Phases of the mentoring relationship



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Looking back on
the pilot project



CANADIAN FAMILY PHYSICIAN • LE MÉDECIN DE FAMILLE CANADIEN

The official journal of the College of Family Physicians of Canada

Research Article | Description de Programme

Le nouveau programme formel de mentorat du Collège québécois des médecins de famille

Luc Côté, Dominique Deschênes, Éveline Hudon,
Sophie Galarneau and Geneviève Bolduc

Canadian Family Physician November 2019, 65 (11) e475-e480;

The CQMF program's mission



“Fostering the personal and professional success of the next generation of Quebec family physicians”

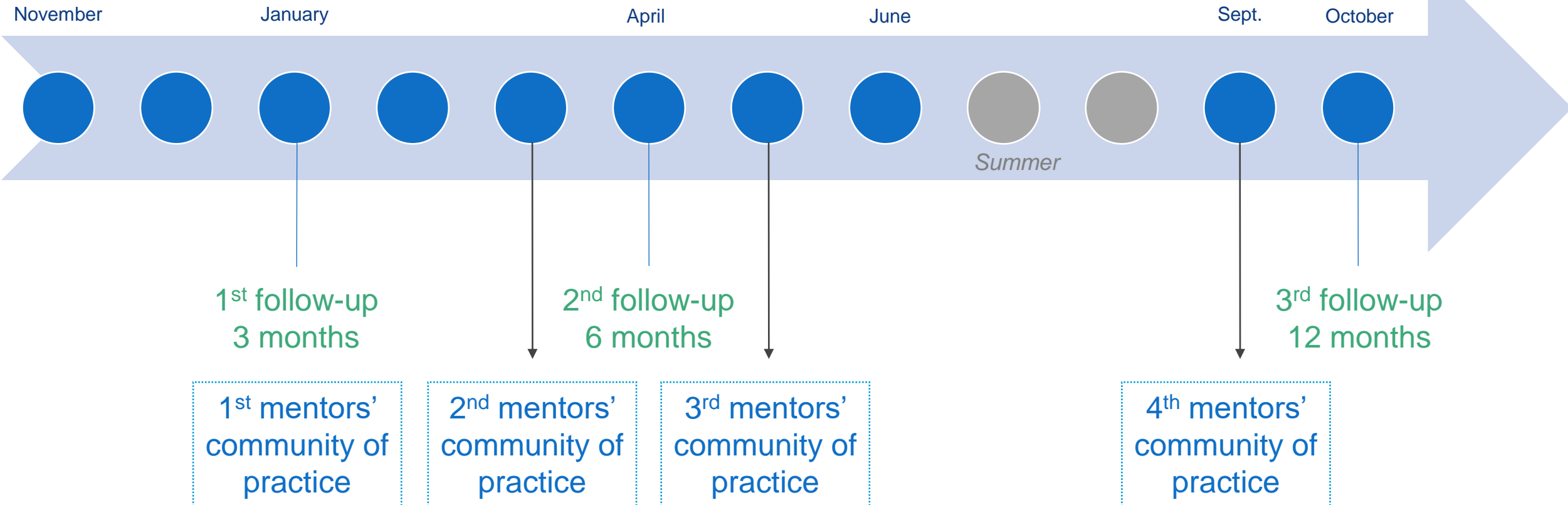
- No longer exclusively for new physicians
- Now open to any physician going through an important transition in their personal or professional life
- Exponential growth in the number of mentor-mentee pairs from one cohort to the next
- Tangible benefits for mentees and mentors alike
- Emergence of a genuine “mentoring community”

Program overview



Launch of new cohort

Cohort assessment



Examples of topics discussed one-on-one



- Personal values/Raison d'être
- Juggling schedules, paperwork, lab tests...
- Managing difficult patients
- Work-life balance
- Changing practice settings
- New role, new responsibilities (management, teaching, etc.)
- Workplace conflicts
- Uncertainty regarding professional identity/career choice/professional future
- Managing stress and anxiety
- Imposter syndrome

The program's impact... 10 years on



102 mentored physicians

4 former mentees have become mentors

100% satisfaction among mentees

"[The mentoring program] helped me see the value of regular introspection and setting specific goals. It also gave me the opportunity to learn from someone with more experience and gain a new perspective on various issues."

- A mentee

"I'm better for the experience. I feel like I made a difference." - A mentor

Mentoring is a two-way street



Tangible benefits



FOR MENTEES

- Putting experiences in perspective
- Reduced anxiety
- Breaking down isolation
- Better self-awareness
- Skills acquisition
- Better work-life balance

FOR THE MENTOR

- Sense of satisfaction
- Needs fulfillment
- Valuable time for reflection
- Validation and recognition
- Skill development
- A unique connection
- A new source of CPD

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The mentee experiences



"Encouragement when I was just starting out. Validation and reassurance when I was going through those difficult experiences that every new physician must face."

"Talking about your problems makes them seem less overwhelming. Just preparing for a discussion helps you uncover solutions!"

"Improved self-confidence, learning to put my missteps in perspective."





Mentoring's direct impact on well-being

"I've learned to put my needs first, which lets me strike a healthy work-life balance."

"I'm not the only one facing problems like these. Recognizing that fact and saying it out loud helps a lot."

"My mentor played a vital role by making me see that it was OK to take things at my own pace. Practising medicine has become more pleasant and less stressful."

"I figured out the kind of practice that suited me best and let go of the things I enjoyed less."

Mentoring: Every experience is unique!



Dr. Marie-Claude Moore
(mentee)

Dr. Dominique Deschênes
(mentor)



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A formal mentoring program optimizes personal and professional development



Mentoring is an effective solution for physicians looking for ways to thrive in a health system under strain



The success of the CQMF mentoring program is proof that formal mentoring is a relevant and potentially life-changing form of continuing education



Mentors provide valuable guidance to individuals seeking greater well-being in both their personal and professional lives, especially in times of transition



Mentoring genuinely enhances well-being over the long term

Acknowledgements



“Mentoring cannot exist without generosity and giving,
without the jolt of well-being that comes from mutual trust.”

Renée Houde, 2010. *Des mentors pour la relève*, Presse de l'Université du Québec, p. 237.

We hope that one day you get to experience this “jolt of well-being”!

Thank you!



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