


You! Being Involved in Research: Mentoring Ideas to Implement.

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Published In/Presented At

Alley, L. (2010, October 4). *You! Being Involved in Research: Mentoring Ideas to Implement*. Presentation Presented at: Lehigh Valley Health Network, Allentown, PA.

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You! Being Involved in Research: Mentoring Ideas to Implement

A Presentation for Research Day

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Health Research Scientist, Community
Health & Health Studies

YOU
Being Involved in
Research

Mentoring Ideas to Implement

Linda Alley Ph.D., R.N.

**Main thesis of my talk:
A healthcare professional at any
stage of his/her career can:**

- Benefit from using knowledge about mentoring
- Successfully be a mentee or a mentor
- Function as both a mentor and a mentee, even at the same time, in different areas of knowledge/experience

Objectives for today's talk ...

To discuss:

- Ways in which mentors can “tune-up” their mentoring style to better assist mentees
- Ways in which mentees can be proactive in maximizing benefits of personal and professional relationships with mentors
- Reciprocal m-m behaviors that contribute to an effective mentoring relationship
- Beginning strategies for new researchers to learn to use, to develop skills as research study team members and leaders

Notable mentors & mentees

Discovered from variety of sources, including people in...

- History
- Politics
- Athletics
- Entertainment World
 - Actors
 - Fantasy figures

Notable Mentors and Mentees



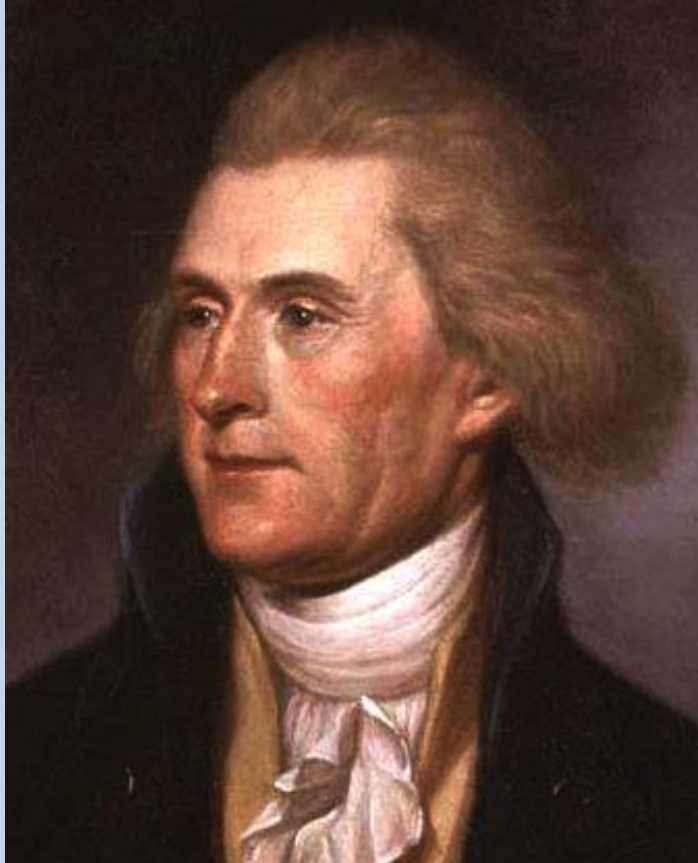
Socrates
Greek Philosopher

MENTOR TO



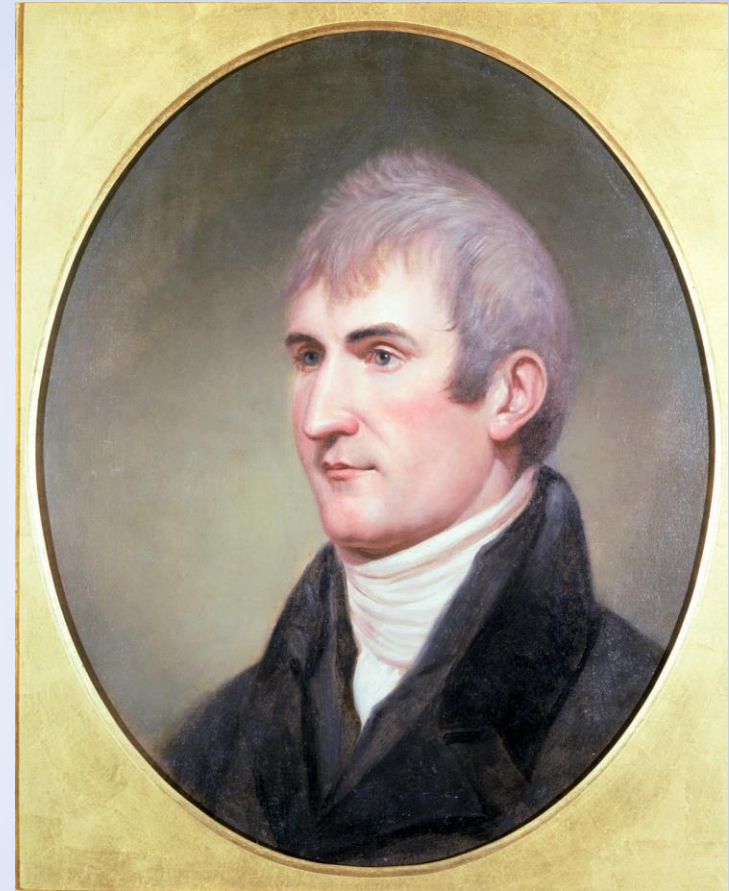
Plato
Greek Philosopher

Notable Mentors and Mentees



Thomas Jefferson
3rd US President

MENTOR TO



Meriwether Lewis
Explorer

Notable Mentors and Mentees



Elizabeth Cady Stanton
Leader of US
Suffrage Movement

MENTOR TO

Susan B. Anthony
Women's Rights Activist

Notable Mentors and Mentees



Michelle (Robinson) Obama
Lawyer

MENTOR TO

President Barack Obama

Notable Mentors and Mentees



Obi-Wan Kenobi
Star Wars

MENTOR TO



Luke Skywalker
Star Wars

Coaches & Mentors: Differences Between Them

By Matt M. Starcevich, PhD, CEO Center for Coaching and Mentoring, Inc.

	<u>Mentor</u>	<u>Coach</u>
<u>Focus</u>	Individual	Performance
<u>Role</u>	Facilitator with no agenda	Specific agenda
<u>Relationship</u>	Self selecting	Comes with job
<u>Source influence</u>	Perceived value	Position
<u>Personal returns</u>	Affirmation/learning	Teamwk/perform
<u>Arena</u>	Life	Task related

“Coaching and mentoring are not the same thing” (Starcevich, 2009); examples of differences-- in focus, role, and relationship:

- Mentor focuses on the person; mentoring is biased in your favor.
- Coaching is job-focused & performance oriented; coaching is impartial, focused on improvement in behavior.
- Mentoring is a power-free, two-way mutually beneficial relationship; mentors are facilitators and teachers, allowing mentees to discover their own directions.
- Coach has set agenda to reinforce or change skills and behaviors; coach has objective/goals for each discussion.
- Self-selection is the rule in informal mentoring relationships.
- Coaching comes with job, a job expectation ... in some orgs, a defined competency for managers and leaders.

Thoughts from lit - what mentoring is:

- Through this developmental partnership, the mentee sets goals, with assistance of mentor, for key purpose of development of mentee; enhancing skills, gaining new knowledge, and implementing new behaviors = intended targets (Cummings, from Crosby, 2010)
- A mutual relationship with intentional agenda designed to convey specific content along with life wisdom from one individual to another; doesn't happen by accident, nor do its benefits come quickly (Addington & Graves)
- Used in all kinds of orgs; leadership training program that goes beyond training class to teach/model desired skills/knowledge, and behavior
- Helps people “move up ladder,” in business, in academia, etc.
- Success/failure closely tied to how well m and m are matched.
- There must be sense of win-win for both mentor and mentee.
- There are advantages for both in the relationship (Crosby, 2010)

Refs addressing value of mentoring

Examples in various disciplines:

- Forging of a good writer--a long process in which a mentor can play invaluable role (Looi, 2009)
- Systematic review: id'ed studies evaluating effect of mentoring on career choices/academic advancement among med students and physicians; mentoring perceived as important part of academic med, but evidence to support this perception-not strong; studies are required using more rigorous methods, addressing context. issues, using cross-discipline approaches (Sambunjak et al., 2006).
- Guidance of mentor has been shown to increase academic outcome measures (for MD clinician-educators) such as peer reviewed pubs and grant support for Jr academic faculty (Farrell et al., 2004)
- Good mentoring enhanced research productivity among both Jr and Sr occupational therapy faculty (Paul et al., 2006)

Early work by D. Clutterbuck et al. revealed common practices among effective mentors; researchers observed that good mentors:

- reinforced rapport at each meeting;
- held back from giving their own experience until: a) the mentee had fully explored issues and b) the mentor had a chance to “peer” well under the surface of presented issues;
- summarized during discussions, yet ensured that mentee summarized at end of talks;
- challenged and encouraged as the need arose;

Early work by D. Clutterbuck et al. (continued) ... Effective mentors:

- Made use of very good, penetrating questions; gave considered advice when called for;
- Made use of silence whenever a question struck home, ensuring that the mentee had sufficient reflective space in which to consider the implications of an insight;

Early work by D. Clutterbuck et al. (continued) ...

The final (and my favorite)
common practice observed
among effective mentors:

??????

****Further observations and more recent studies have shown that proactive behaviors by mentees are equally critical to a successful mentor/mentee relationship.**

A few thoughts for mentees to consider:

- 1) Building a team of mentors is a good investment in oneself and one's career.
- 2) As a mentee, one needs to be in the driver's seat of his/her mentoring relationships (not the passenger seat).
- 3) Practically, what do #1 and #2 mean??

**“Remember that you--the mentee--own the mentoring relationship. You need to bring your energy, passion, vision, and enthusiasm for the complex and challenging tasks we encounter in scientific research, especially the groundbreaking, novel approaches encountered in accelerating the translation from discovery to improved clinical practice”
(Lakoski, 2010).**

***Top 10 Tips To Benefit Mentees (The tips “sound” easy; however are challenging to do well)**

- 10): Know your goals.
- 9): Choose the best mentor(s) to meet your goals.
- 8): Begin mentoring relationships by discussing mutual goals and expectations.
- 7): Practice the highest standards of professionalism.

*Lakoski, 2010

***Top 10 Tips To Benefit Mentees (cont'd)**

- 6) Learn to accept and give feedback.
- 5) Recognize that your path is your responsibility.
- 4) Practice good communication.
- 3) Consider a periodic mentor check-up.
- 2) Avoid burning bridges if/when it's time to move on.
- 1) Enjoy the ride of a mentoring relationship with a trusted colleague.

****While we may select mentors based on particular competencies, reciprocity of behaviors between mentor and mentee enhances likelihood of success in the m-m relationship (Clutterback, 2004)**

Key **reciprocal* behaviors identified thus far (Clutterbuck & Lane, 2004; Engstrom, 1997-98), used by *both* effective mentors/mentees:

- 1) Articulating
- 2) Listening
- 3) Respect
- 4) Analytical skills
- 5) Goal clarity
- 6) Challenging
- 7) Self-awareness

*Seemingly 'simple' behaviors that aren't simple at all...rather, they require thorough understanding, thoughtful practice, and refinement over time. (Refer to handout!)

More ***reciprocal behaviors used by *both* effective mentors/mentees:**

- 8) Commitment to learning
- 9) Reflection/preparation
- 10) Using process management techniques
- 11) Conducting regular mentor relationship reviews

***Seemingly 'simple' behaviors that aren't simple at all...rather, they require thorough understanding, thoughtful practice, and refinement over time. (Refer to handout!)**

(Clutterbuck & Lane, 2004; Engstrom, 1997-98)

Summarizing: Mentoring literature reveals three action ingredients important to successful mentoring relationships ...

- Thoughtful preparation/skills of mentor
- Thoughtful, proactive prep of mentee
- Reciprocity of useful behaviors, practiced by both mentors and mentees

A brief example ...
Tying together concepts of
“mentoring” and “getting
involved in research”:

- To illustrate how one can connect a clinical interest to a research goal and thereby begin building a research program, using valuable mentor input

My VA Oncology Work

- **Initially, largely direct clinical care- and co-op studies-focused work**
- **Mid-career: helped to develop a new health services research program & conducted clinical pain studies; continued doing clinical pain consults, talks, staff development, etc.**
- **My mentors ...**

Some of my mentors

Jeff Etchason, MD, Atl VAMC and LVHN



**Julian Jacobs, MD
Chief, Hem-Onc
Atlanta VA Medical
Center
Worked together for
16yrs**

**Robbie Foster, RN
My first head nurse**

Developed particular interest and skill in improving cancer-related pain

- Pain--a significant problem for many cancer pts
- Moderate-severe cancer-related pain is experienced by 30-40% of all pts with active disease and by 60-90% of pts with advanced disease.
- We've had effective treatments in form of opioids (morphine-prototype) for almost 30yrs!!!! About 85% of such pain could be relieved by oral opioids and/or transdermal patches.
- Poor pain management: identified as a national disgrace and human rights issue

Clarifying research interests at VA ... over time...

- Continued direct clinical practice and managing clinical programs for four more years post- PhD
- Major interest/involvement in improving cancer pain management stemmed from long time practice at VA as
 - oncology clinical nurse specialist
 - pain management consultant
- Rewarding to work with cancer pts in pain; substantial successes possible using basic good pain management principles. However,

Clarifying research interests ...

- In contrast to my enjoyment practicing in these areas, I had long been troubled by:
 - a) the well described clinical & “organizational” realities that work against good pain management
 - b) voluminous literature that repeatedly confirms the problems with achieving good symptom management, particularly related to pain.

Engaged in a planned process, to make linkages between my past work and each of the pilot studies I had previously designed/implemented, with the long term goal being to:

- **organize compelling prelim data to support an R01 application... & later, to support other grant applications.**
- **Useful idea for new researchers who can:**
 - **form linkages among their past wk experiences**
 - **enlist help of mentors to organize strengths & help direct focus of 1st studies; BIG advantage**

Five initial pain studies formed basis of developing program of research

- **Project 1**: focused on a healthcare organization's pain management policy & nurses' pain management practices
- **Project 2**: measured patients' satisfaction with pain management, using two different response formats
- **Project 3**: explored relationships between pain and sleep variables--pt self reports
- **Project 4**: quantified relationship between pain intensity and nighttime sleep duration & examined net effect of opioids on sleep
- **Project 5**: described activity and rest patterns of med oncology patients taking opioids, gathering both objective actigraphic activity/rest data and subjective self-report survey data

My CDC Work

- Recruited to CDC's Cancer Division, Ca Surveillance Branch
- Patterns of Care (PoC) research work
 - **Lead investigator for PoC 1**
 - **Complex, multi-state, 4+ year project**
 - Study already in progress
 - Had encountered some bumps
 - Needed stronger/clearer CDC leadership
 - **Provided clinical & research expertise**
 - **Had much to learn regarding the public health endeavors of CDC, ways of doing business there, etc.**
- Great opportunities for pursuing additional cancer-related interests

Some of CDC's multidisciplinary staff involved in CDC's PoC study



My Current LVHN Work

- Conducting a study to establish the status of pain management for LVH home care cancer patients
- Developing project to examine feasibility of using pain/QOL tools with outpt Spanish speakers
- Developing concept of mentored research workshop to assist new researchers in:
 - **creating/conducting sound, simple studies**
 - **learning about various study team roles and skills required to be effective researcher (e.g., interviewer, study coordinator, statistician, database developer, PI)**
- Preparing for eventual submissions--external funding
 - Satisfaction project
 - Considering grant to obtain seed funding for projects led by new LVHN investigators

Some of the LVHN Pain Study Team Members



**Michelle Flores, Study
Interviewer**

**Ann Casterlin, Vickie
Cunningham, Karen Kramer &
the LVH Home Care Nurses**



Michele Flores, BSN, RN, on recent mission trip to Africa

In closing...we've talked about:

- Ways in which mentors can “tune-up” their mentoring styles to better assist mentees
- Ways in which mentees can be proactive in maximizing benefits of having personal and professional relationships with mentors
- Reciprocal m-m behaviors that contribute to an effective mentoring relationship
- Strategies for new researchers to use in: a) finding effective mentors, and b) developing skills as research study team members and leaders

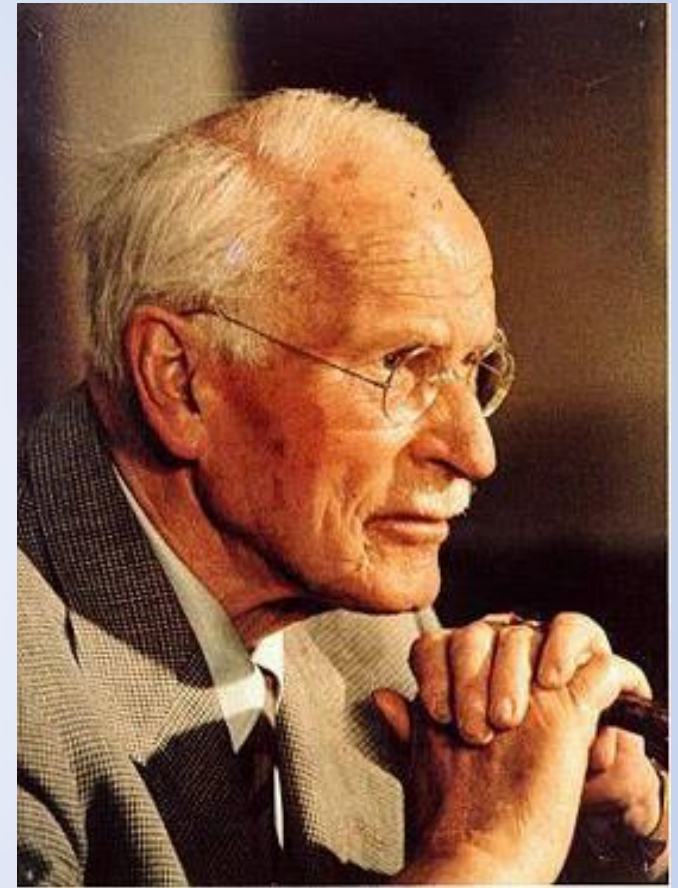
Additional notable mentors and mentees:

Notable Mentors and Mentees



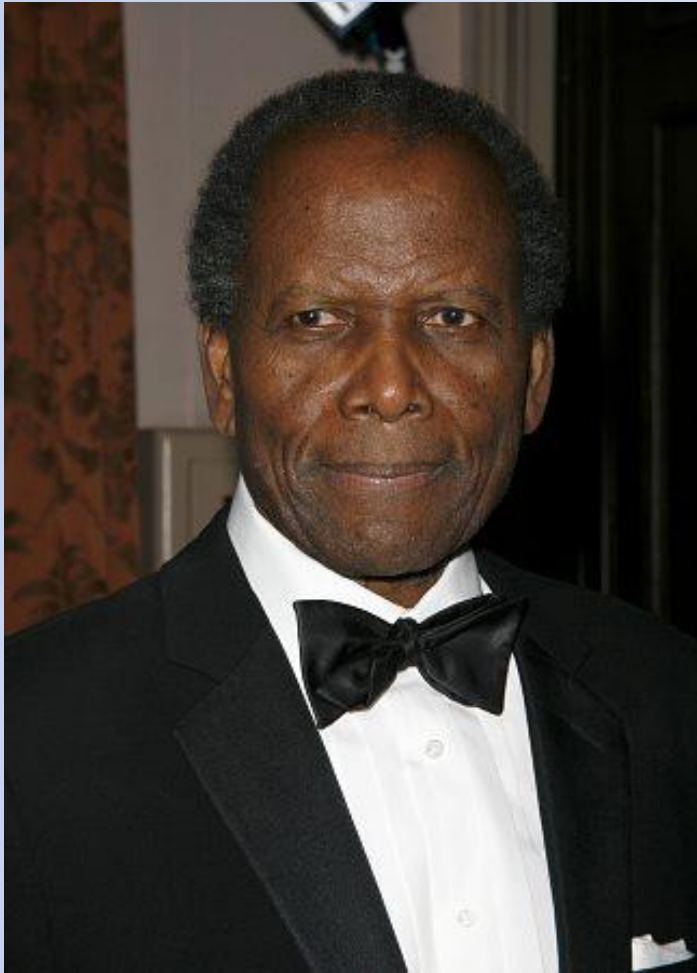
Sigmund Freud
Founder Psychoanalytic Psychology

MENTOR TO



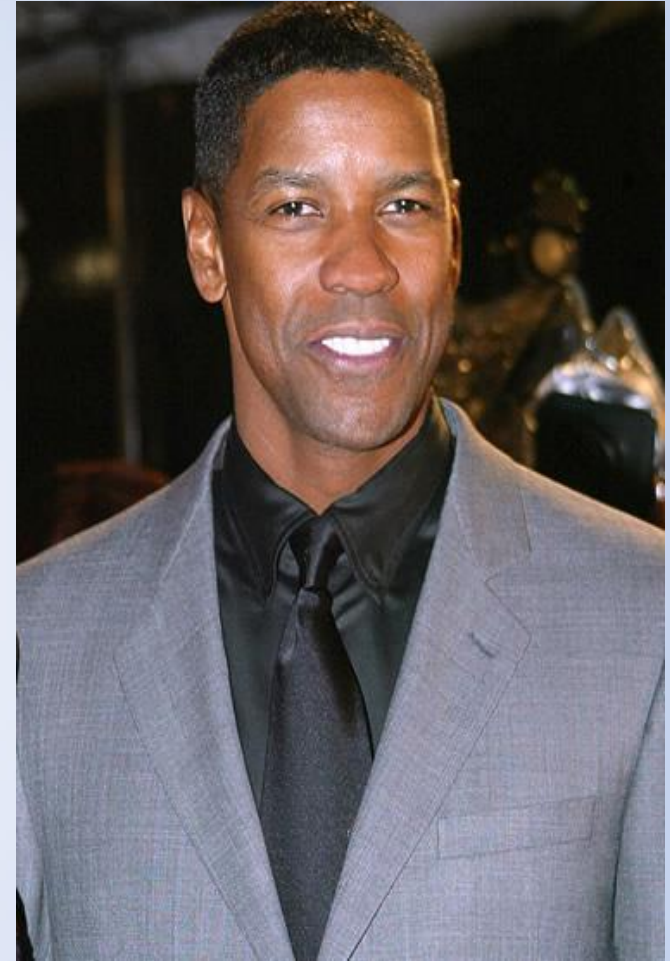
Carl Gustav Jung
Founder Analytic Psychology

Notable Mentors and Mentees



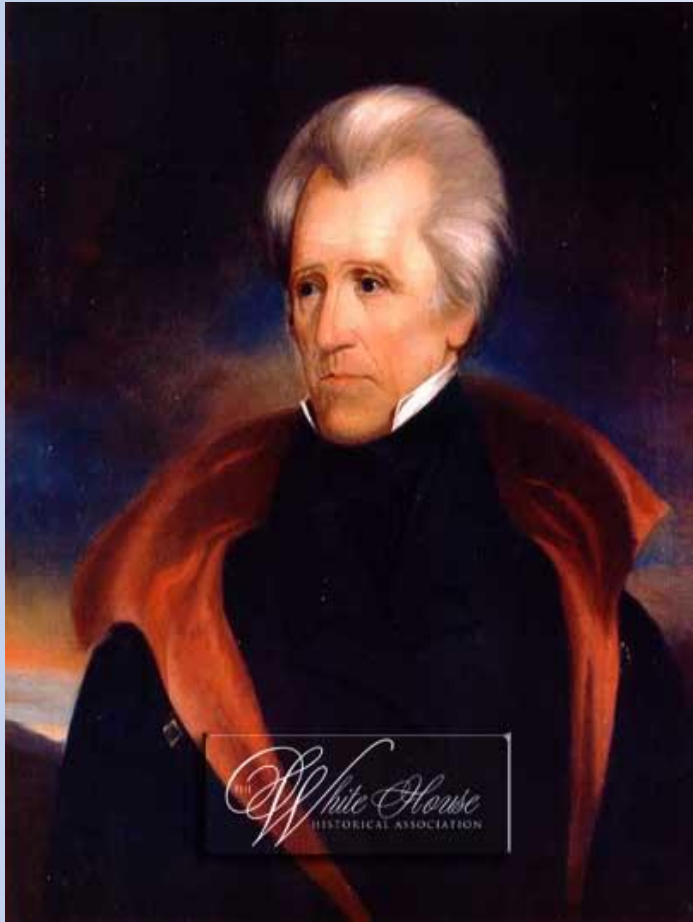
Sidney Poitier
American Actor

MENTOR TO



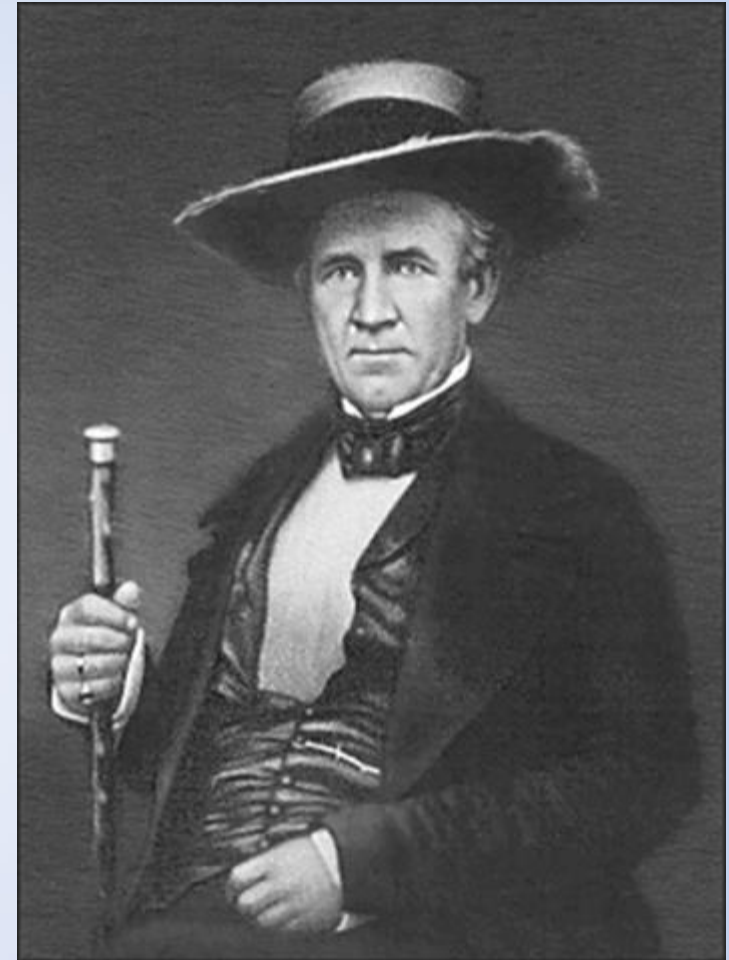
Denzel Washington
American Actor

Notable Mentors and Mentees



Andrew Jackson
7th US President

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Sam Houston
Founder of Texas

Notable Mentors and Mentees

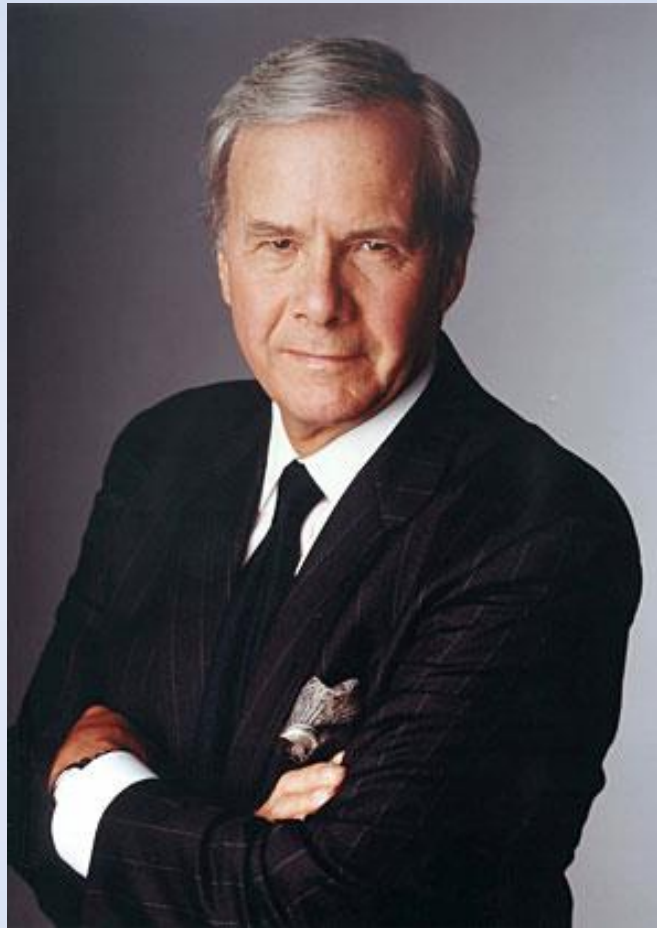


Mrs. Duncan
4th Grade Teacher

MENTOR TO

Oprah Winfrey
Television Host

Notable Mentors and Mentees



Frances Morrow
Elementary School Teacher

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Tom Brokaw
Television Journalist

Notable Mentors and Mentees



Anne Sullivan
Teacher

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Helen Keller
Author, Political Activist,
Lecturer

Notable Mentors and Mentees

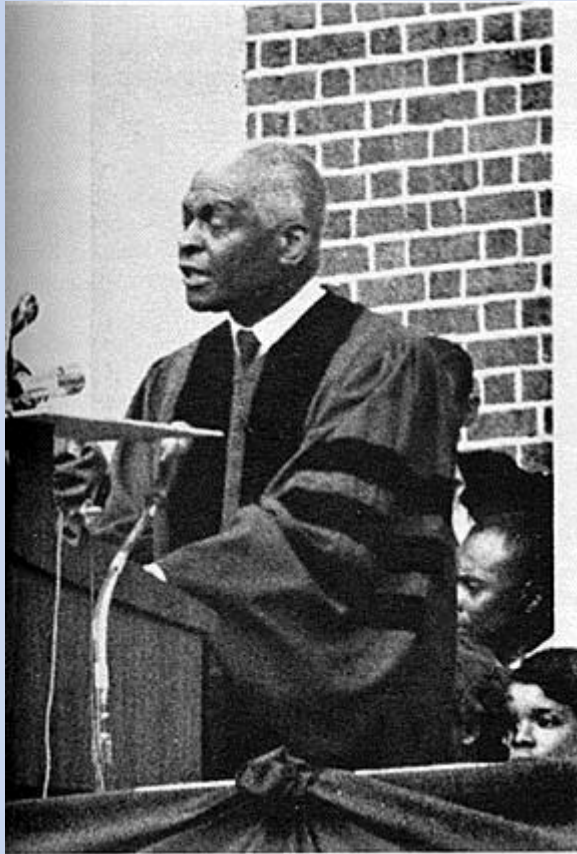


Alice L. White
Headmistress

MENTOR TO

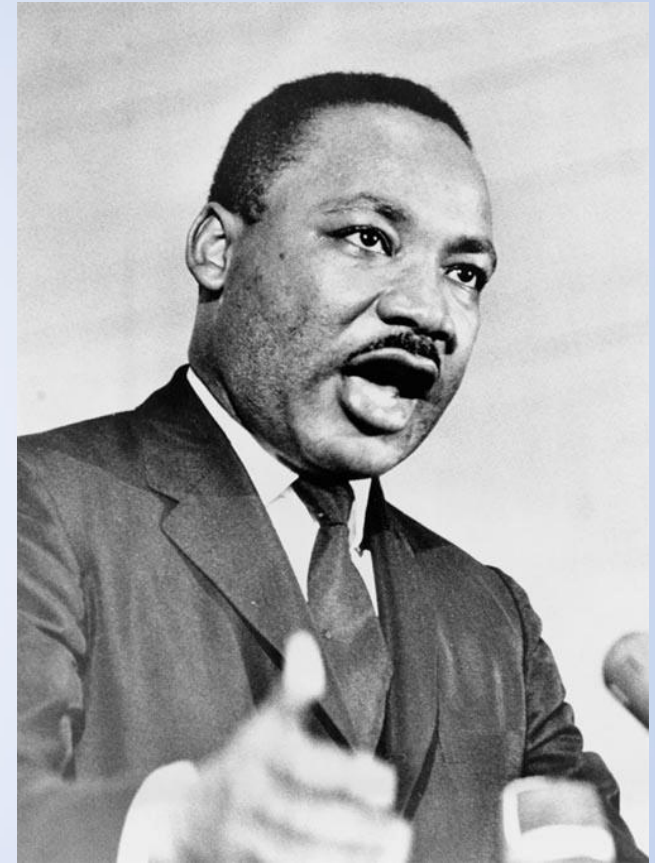
Rosa Parks
African American Civil
Rights Activist

Notable Mentors and Mentees



Dr. Benjamin E. Mays
Educator, Scholar, Social Activist

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Dr. Martin Luther King Jr.
African American Civil Rights Activist



Questions?

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