

JBC Facilitated Mentorship Program

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Background

Mentorship has consistently been raised as an activity undertaken within and across the JBC. With no specific mechanism by which to recognise mentorship, it has grown organically, often characterised by supportive partnerships related to 'activity' where activity is considered a broad term inclusive of but not limited to policy support, structure and function support, activity support or leadership and governance support.

Early impetus for mentorship arose during the Committee of Directors meeting in Durban South Africa, where a motion was formalised by the CoD recognising a collaboration wide commitment to supporting groups in emerging economies. This was a natural progression for a global collaboration that was beginning to feel established and seeking to promote EBHC globally.

Principals

Mentorship has a focus on facilitation and mutual engagement. Facilitation is iterative; outcome orientated and includes sharing of resources that respond to specific needs within the mentorship agreement. Mentorship agreements will be characterised by mutual engagement, it is not a knowledge pipeline, but a collaborative exercise.

Goals

The goals of mentorship include:

- Strengthening the JBC
- Growth of local capacity
- Building sustainability
- Enhanced collaboration within the JBC
- Enhanced reputation and influence outside the JBC among EBHC stakeholders

Program Framework

The JBI Mentorship program continues to emphasise a collegial approach with a focus on mutually agreed outcomes rather than an emphasis on structure and process. We envision that this will enable greater flexibility in how Centres undertake and report on mentorship.



Figure 1: JBI Mentorship Program Framework

Step 1: Strategic Planning

As a learning organisation, JBI recognises that mentorship can be an important and effective strategy for building skills and capacity across the JBC, and that experienced JBI Centres of Excellence are in a prime position to support other JBC entities. It is an opportunity for us to collectively build support systems, create learning and development opportunities for new entities, to improve efficiency, productivity and the passing on of corporate knowledge and leadership. This new program seeks to recognise those Centres providing additional support to other groups and entities. The objective is to develop a mentorship program that promotes collegiality, collaboration and networking, and that has measurable outputs in line with the new JBC framework without imposing a rigid set of structural requirements on a relationship that should be outcomes focused. The initial planning for mentorship therefore included engagement with the collaboration via identified individuals with active mentorship roles, semi structured interviews, and analysis to identify the scope and characteristics of mentorship relationships across different facets of collaboration, including pre-affiliation through to sharing of technical skill or resources associated with synthesis, transfer or implementation science. We also distinguish here between the natural communication and sharing of knowledge typical in a collaboration and the intentional mentorship of groups or individuals in order to grow capacity, enhance sustainability and achieve targeted outcomes.

Step 2: JBC Engagement

A series of interviews were conducted with Core staff of three Centres (now Centres of Excellence). Interviews were attended by 2 members of the Collaboration Support Unit (CSU) who asked a series of standardised opening questions (Appendix II) leading to conversations about mentorship. Centres chosen were established and experienced in JBI core activities. Each interview was given 60 minutes, recorded and notes were taken independently, then compared at the end of each interview.

JBC Peer Feedback

In our discussions with members of the JBC, the following common themes emerged:

- Mentorship can be extremely effective, but is resource and time intensive;
- Mentorship needs to be tailored to explicit, time sensitive goals that all parties understand and agree to, especially where there are interdependencies with other institutional programs/measures or academic requirements;
- Establishing the right alignment of expertise and areas of mutual interest between mentor and mentee is crucial;
- Mentorship needs to differ between clinicians and academics; and
- Understanding mentee needs and their technical capacity is key.

JBC Key Recommendations

- In reviewing what constitutes a successful mentorship program, JBC stakeholders identified that fruitful mentorship should have clear purposes, goals, and strategies; involve regular meetings and interactions; and evaluate their effectiveness at regular intervals.
- Successful mentorship relationships should establish a framework of expectations about the relationship and its milestones. Specifically, the participants should agree on objectives, which involve some degree of reciprocity (so both parties receive some benefit from the relationship), a defined time commitment, and a long-term plan for achieving the objectives.
- Successful mentorship programs require the support of institutional resources. Adequate administrative support for a mentorship program – at both JBI and the mentorship institution – is critical to its success. Furthermore, including participation in the mentorship program in either explicit or implicit faculty/core staff expectations will communicate strong support for the program. Faculty release time for mentorship activities and formal mentor training programs at other institutions have also shown success in developing a robust and profitable mentorship program.

Step 3: Program Design and Planning

Mentorship will be strategically based upon at least one core activity, and may include support for elective activities. Mentorship may commence before any formal agreements are signed.

Scope

Mentorship within the JBC may be between:

Centres of Excellence, or

Centres of Excellence and Affiliated Groups,

Centres of Excellence and non-JBI entities where there is either:

An agreed JBI training program in place, or

An agreed JBI training program has been previously completed, or

The mentee group are preparing to join the Collaboration as an Affiliated Group

Before commencing the application

- Agree internally within the Centre of Excellence that mentorship is an activity that the Centre will support for a minimum of twelve months, and a maximum of three years. Given consideration in this discussion to the resource and HR requirements implied.
- Have a discussion with the individuals who would potentially receive mentorship, and ensure their organisation also offers in principal agreement to mentorship, and is aware of the implications in terms of processes, outputs and recognition.
- Organise a follow up teleconference/call between both parties to define the terms of the relationship, the purpose and the program of activity, working through the registration sheet to ensure all items have been discussed, clarified and agreed.

Registration

Core Staff of the CoE who have undertaken CSRTP or EBCFP training with JBI, and have completed at least one full project (published) in their capacity as a core staff member will be eligible to participate as mentors in mentorship programs and projects.

The mentorship Centre must complete the attached registration form, sign and send a copy to the mentee/organisation, who reviews, confirms and co-signs. Signing of the paperwork should occur in this preferred sequence.

The registration form is attached in the following pages. It should be printed separately for signing and returned to the Collaboration Support Unit.

NOTE: a copy of the paperwork must be submitted to the CSU via email before the end of January for the year 2017.

NOTE: from 2018 onwards, mentorship registration will be required prior to the end of December the previous year.

Step 4: Program Implementation

All Centres of Excellence are invited to register for recognition of mentorship activity. The registration form includes space to register core, elective and any 'additional' items. The intention is to encourage innovation and flexibility in how mentorship is practiced.

Mentorship is therefore based upon a plan of action developed collaboratively by a Centre of Excellence, and a mentee group.

The JBI Collaboration Support Unit will facilitate engagement through formal and informal communications with both parties. This will align with timelines for activity or outcomes, but is not a 'checking' process, as JBI's commitment to mentorship is to foster a strong collaboration through clear communication. A tailored communication plan will be established for each Centre following the receipt of the registration document.

Step 5: Program Evaluation – to be completed

The evaluation of each mentorship agreement will progress with a formative approach, enabling feedback mechanisms to guide and shape the expectations over course of the agreement. Detailed Program Evaluation activities will be forthcoming in early 2017.

Registration

**** Note** Please use the separate form 'Registration for the JBI Mentorship Program' available on the JBC Intranet

1. Recognition of mentorship is always at the level of Centre of Excellence.
2. **Mentorship is undertaken by individuals who must be Core Staff** of Centres of Excellence.
3. Before completing this form, both the mentor and the mentee should have discussed and agreed:
 - The overall aims of mentorship
 - specific persons involved
 - A work plan and set milestones or goals for the next 12 months
 - A description of the minimum frequency and method of communication agreed by the parties involved
 - A description of the resources/support and/or facilities offered
 - Clarified expectations in relation to how the mentorship relationship will progress
 - Deliverables or outcomes or expected progress for the year ahead

NOTE: do not use 'hard breaks' on this form when completing the boxes, always use 'shift/enter' to start a new paragraph within a text box.

1. Aim (max 50 words):

2. Time frame: (time is a minimum of one year and a maximum of 3 years)

3. The CoE has agreed to resource the activity: (delete Y/N as necessary) Y/N

4. Mentee group lead has agreed to the arrangement: (delete Y/N as necessary) Y/N

5. Named Core staff lead mentor:

6. Describe the expectations involved in the mentorship relationship (max 250 words):

7. List the Core Activity focus, or describe why a core activity is not the primary focus (max 250 words):
--

8. List the Elective Activities to be undertaken, or describe why elective activity is not included (max 250 words):
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9. Copy of work plans attached for items 7 and 8 above: (delete Y/N as necessary) – if 'No', explain why, and indicate when the work plans will be provided):
10. Describe the communication plan, include frequency and method of communication (max 250 words):
11. List or describe the resources/support/facilities offered by the CoE (address each point separately) (**max 750 words**):
 Resources:
 <type here>
 Support:
 <type here>
 Facilities:
 <type here>
12. List the anticipated deliverables/outcomes for the year ahead (max 250 words):
13. Confirm all parties have reviewed the registration form: (delete Y/N as necessary)
 Y/N
14. We the undersigned agree to recognise the mentorship relationship in relation to group outputs, this specifically includes:
 (list agreed number of publications, conference presentations or other forms of acknowledgement):

Mentorship Agreement

Details (insert additional rows as necessary):

JBI Contact	Ms Bianca Pilla: Joanna Briggs Institute, Level 3, 55 King William Road, +6183133637 bianca.pilla@adelaide.edu.au
Mentor Contact	Name: Address: Telephone: Email:
Mentee Contact	Name: Address: Telephone: Email:

Signed for and on behalf of <insert name of
CoE>
Name:
Title:
Date:

Signed for and on behalf of <insert name of
Mentee
Group>
Name:
Title:
Date:

This form should be fully completed and signed by all parties **before** being returned to the Collaboration Support Unit.

Work plan template

1. **Significance/Contribution to the Collaboration (max 500 words).**

2. **Activity Plan and timeline for first 12 months (minimum requirement) or may extend to first 3 years by copying the table for each additional year.**

(add additional rows as necessary)

Year 1		
Activity	Estimated Timeframe (Months)	Start Date (Day/Month format)

Annual Review of Progress

Mentorship will require an annual review of progress. The Annual review will include a teleconference between the stakeholder groups (the Centre of Excellence, the mentee and JBI staff). A joint meeting between the Centre of Excellence and the group receiving mentorship to discuss and complete a report will precede the annual review meeting. The completed paperwork will be provided to JBI CSU at least 2 weeks prior to the booked teleconference, and form the basis of an annual review discussion chaired by JBI Collaboration Support Unit staff.

1. Please describe briefly the extent of work completed over the last 12 months of mentorship activity (including support offered and milestones achieved).
2. Have you met/corresponded on the work plan at the frequency established at the start of the year
3. Have the aims been met (in which case is the program still required)
4. Have the aims been progressed
5. Have the persons involved changed this year, or has the involvement expanded to include additional persons in either group?
6. Have the agreed resources support and/or facilities been provided? If not what was not provided, why did it not occur and what is the impact on progress of the mentee group's progress?
7. What challenges/problems have occurred this year that might negatively impact the success of mentorship?
8. What are the strengths that have best contributed to the program?
9. Are there problems/barriers that present a risk to the mentorship relationship or the intended outcomes?
10. Do the parties agree to continue the program, or has it achieved its aims?
11. If continuing, what is the proposed activity for the following 12 months?

Appendix I: The Framework

Step 1	Step 2	Step 3	Step 4	Step 5
Strategic Planning	JBC Engagement	Program Design & Planning	Program Implementation	Review & Evaluation
<ul style="list-style-type: none"> • Demonstrated need for program • Strategic plan/road map • Evidence of viability/sustainability • Identify goals and milestones for program • Identify evaluation measures 	<ul style="list-style-type: none"> • Information gathering: existing networks, lessons learned, barriers, benchmarks, baselines. 	<ul style="list-style-type: none"> • Model • Program documentation • Establishing a review and feedback process for the draft program 	<ul style="list-style-type: none"> • Recruitment of mentors and mentees • Building relationships and networks • Implement mentorship program agreement • Supporting and supervising participants • Acknowledging contributions • Managing closure of the relationships 	<ul style="list-style-type: none"> • Capture program data • Examine impact • Program evaluation, individual, group, collaboration • Identify program improvements and recommendations

Appendix II: The questions guiding the process of mentorship development

How do we define scholarly mentorship?
<p>What should a JBC mentorship program look like?</p> <ul style="list-style-type: none"> • What are the aims for the program? • What do we hope to achieve?
<p>Is mentorship consonant with our organisational structures and values?</p> <ul style="list-style-type: none"> • Is mentorship already happening? • Have successful relationships been established?
Who will be involved – mentors/ mentees? Who will ‘run’ the initiative?
What problems do we anticipate?
<p>Who will the mentors be?</p> <ul style="list-style-type: none"> • Do we need to produce a Mentor Profile? • What is the criterion to become a mentor? • How will we select them?
<p>Who is to be mentored?</p> <ul style="list-style-type: none"> • Why? (conduct of needs assessment to establish a baseline evaluation of the areas where mentorship is required) • What is the aim for the group of mentees and for individuals? • What is the criterion to become a mentee? • How will they be selected?
<p>How will mentors and mentees be matched and paired?</p> <ul style="list-style-type: none"> • Develop an application process for centres to apply to become mentorship centres? • Develop application process for centres to apply to become mentored?
<p>What resources are required and available?</p> <ul style="list-style-type: none"> • Through JBI? • Through mentors?
<p>What briefing and training will be required by:</p> <ul style="list-style-type: none"> • mentors? • mentees? • other stakeholders?
<p>How will mentorship take place?</p> <ul style="list-style-type: none"> • face-to-face? • e-mentorship? • across geographical distances? • in a cost-effective and flexible manner?

<p>How will mentors be:</p> <ul style="list-style-type: none"> • supported? • rewarded?
<p>When and how will the mentorship programme be monitored and evaluated? And by whom?</p>
<p>What is the right mentorship model?</p> <ul style="list-style-type: none"> • Facilitated peer-mentorship model
<p>How do we develop measurable outputs in line with new JBC framework? What do we measure?</p> <ul style="list-style-type: none"> • Scholarly productivity as an outcome? • Networking? • Skill development? • Professional advancement?
<p>How do we measure output?</p> <ul style="list-style-type: none"> • (Summing the number of articles published, the number of grants submitted, the number of grants awarded, and the number of academic presentations given and contrast findings from the year before intervention and the year of intervention. Measure the outcome across two distinct time-periods: the year directly preceding the year the facilitated mentorship group was established (January – December 2015) and the first year of the facilitated mentorship group (January – December 2016)? • Conduct a survey of study participants' scholarly productivity? • Quarterly and annual reporting of progress against expectations? • Where do we capture and track data?

Appendix III: JBI Stakeholder engagement questions

1. Who are the named people predominantly participating in the mentorship for both groups?
2. Has the mentee group completed JBI training?
3. Has the mentee group booked/planned to undertake JBI training?
4. Support is being offered for JBI SR or Imp Report?
5. Support is being offered for elective activities?

General assessment of the mentorship group:

6. Have both groups established agreed resources, facilities, methods and frequencies of communication and extent of support?
7. Have the agreed resources, facilities, methods of and frequencies of communication and extent of support been offered and accepted?
8. Is there active uptake of the agreed resources and facilities?
9. Are you satisfied with the frequency and usefulness of mentorship engagements (describe frequency and types of engagement)?
10. Have both groups met formally as scheduled in the registration agreement to discuss and review Group status and the goals of mentorship?
11. On average have you had meetings at last once per month?
12. If no, on average have you otherwise been in contact at least once per month via email, phone or Skype?
13. Are there any perceived risks to timely progress?