# AOSpine Mentorship Scheme-Education

## 1. Purpose of this document

This document outline's the AOSpine's Mentorship Scheme-Education

This document is based on research into mentorship schemes throughout the globe from various professions as well as personal experience and guidance of the Mentorship Task Force:

- Mike Grevitt
- Emre Acaroglu
- Bryan Ashman
- Nestor Fiore
- Juan Emmerich

## 2. Definition of the AOSpine Mentorship Scheme-Education

"Mentoring is a supportive learning relationship between a caring individual who shares knowledge, experience and wisdom with another individual who is ready and willing to benefit from this exchange, to enrich their professional journey".

Suzanne Faure

## 3. Aim and Objectives of the AOSpine Mentorship Scheme-Education

The overall aim of the scheme is to provide additional experience, knowledge and guidance for trained orthopedic and neurosurgeons interested in spinal surgery.

The AOSpine Mentorship Scheme-Education is structured to enable applicants to develop their ability in various clinical and nonclinical competencies based on the AOSpine Curriculum:

    I.    Knowledge of spinal disorders
    II.    Evidence-based decision making
    III.    Technical expertise in spinal interventions
    IV.    Communication and teamwork
    V.    Practice management and health economics
    VI.    Learning, teaching and research
    VII.    Professional practice

## 4. Administration

The AOSpine Mentorship Scheme-Education is an educational initiative of AOSpine International. Mentees are expected to enthusiastically immerse themselves in all aspects of the program offered by the Mentor.

- All Mentors and Mentees are required to sign a Mentorship Agreement Form.
- The Mentee will be expected to sign a legal agreement regarding the three month face to face fellowship element of the Mentorship Scheme.

## 5. Duration

The individual's scheme will last approximately 2 years and consist of the following:

- Individual introductory virtual meetings
- Face to face meeting of all Mentors and Mentee's

- One year's virtual mentoring
- Three month face to face fellowship
- One year's virtual mentoring

The nature of the scheme is such that it is expected that Mentees and their Mentors will remain in contact after the Mentorship Scheme has ended, however, no further formal support will be provided.

After one year the Mentorship Task Force will evaluate the effectiveness of the scheme and will terminate the initiative if deemed unsuccessful.

Should any pairs of mentors and mentees believe after one year that the relationship has come to a natural end with the mentee having received the knowledge and experience he/she requires, then the mentor/mentee relationship may be ended.

6. Support

AOSpine will cover the costs of travel and accommodation for the first face to face meeting for both Mentees and Mentors

AOSpine will cover the costs for the educational training provided to the Mentors

During the virtual experience no financial remuneration will be provided to either Mentor or Mentee

During the three month fellowship a stipend for each Mentee will be provided to cover basic accommodation and meals.

All travel expenses are the responsibility of the Mentee

No financial remuneration will be provided to Mentors for this long term initiative at any stage

7. Mentee Criteria

Applicants must currently be a paying AOSpine Member and have been for a minimum of two years. (The date that the applicant must have been a member for the two years is the date of the application opening. These two years do not have to be consecutive (ie. They can have had a short break in their paying membership during this time))

Applicants must have completed at least two AOSpine face to face educational events. (Online events do not count (for example webinars))

Applicants must provide a letter of support and good standing from their Department Chair indicating the applicants wish to become a spinal surgeon and with specific details of being allowed to attend the face to face element of the scheme.

Applicants must show a demonstrable commitment to spine, (1)

Applicants must show evidence of academic ambition, (2)

Notes:

1. Completed ortho / neuro residency, two letters indicating applicants wish to become a spinal surgeon (one from Department Chair (as detailed above) and one from a senior AOSpine paying member (who has also been faculty at an AOSpine event))

2. Published papers / abstracts / societal presentations (attendance at GSC although not mandatory will be favoured above local or regional conferences)

8. Mentor Criteria

Mentors must be a senior AOSpine faculty member

Mentors must have been more than 10 years in spinal surgery practice

Mentors must have attended at least one of AOSpine's faculty training programs

Mentors must make a commitment to two years as mentor

9. Timeline of the selection process

- Open Call for applications: 4 weeks
- Deadline for online needs assessment to have been completed: 1 week
- All CV's scored: 4 weeks
- All statements reviewed and interviews completed: 4 weeks
- Pairing process completed: 4 weeks
- All phone calls between potential pairs completed and selections final: 2 weeks

The timeline may alter. Potential candidates will be kept up-to-date on any changes to the schedule.

10. Online Application and needs assessment

Applications must be submitted via the AOSpine online application system during the published dates. No other form of application will be accepted.

Applications must be submitted by the closing date. No extensions will be granted.

The online application includes the following components:

- Personal profile - Applicants will be required to provide personal profile information.
- CV - Applicants will have the opportunity to outline their achievements via their CV.
- Academic ambition - Applicants must provide proof of published papers/abstracts/societal presentations.
- Commitment to spine - Applicants must provide two letters from colleagues they have worked with directly.
- Mentor preferences - Applicants must indicate which Mentor they would prefer, in order of preference
- Applicant's statement - Applicants will be required to provide a detailed motivation letter outlining their expectations of the scheme and their specific requirements, (e.g. research opportunities, specific pathology expertise)

Applicants will receive an email confirmation when they have successfully submitted their application.

Following the online application all applicants will be required to complete an online needs assessment survey stipulating their current and desired level of knowledge in specific pathology based competencies.

Failure to complete an online needs assessment within the deadline will result in the individual's application being removed from the scheme

11. Principles of Selection

The aim of the selection process is to select suitable Mentees who will most benefit from the scheme.

The selection process will be as clearly defined as possible for both Mentee's and Mentors.

The selection process will be reviewed following the first intake of Mentees to ensure the most suitable candidates continue to be enrolled in the scheme

The number of applicants selected in any year will depend on the number of Mentors available and their suitability to fulfil the needs of the applicants

12. CV

The CV will be scored out of fifteen (15) points.

The components scored are:
1. AOSpine courses and events(Maximum 5 points)
2. Research Presentation (Maximum 5 points)
3. Research Publications (Maximum 5 points)

| Requirement | Notes | Maximum points |
|---|---|---|
| AOSpine Courses | | |
| Attended at least two AOSpine courses or GSC/WFSR | One point per course | 5 points |
| Research Presentation | | |
| Presentations on a spine related topic personally delivered by Applicant at local, national, regional or international spinal meetings | Must have been personally delivered by Applicant. One point per presentation for local/national meetings. Two points per presentation for regional/international meetings. Poster presentations will not be eligible for points. Presentations at Industry meetings will not be eligible for points. Applicants cannot claim points for both presentation and publication of the same body of research. | 5 points |
| Research Publications | | |
| Article on a spine related topic in a peer-reviewed journal, with a minimum impact factor of one (1) or above, where the Applicant is the first or latter author | Must be published, or accepted for publication, at the date of application to the mentorship scheme – **one** point per publication Articles accepted for publication pending revisions will not be accepted. Literature reviews are eligible for points. Abstracts, case reports, case series, letters to the editor and book chapters will not be eligible for points. Applicants cannot claim points for both presentation and publication of the same body of research. | 5 points |

Examples of what is considered 'Local', 'National', 'Regional' and 'International'

Europe:
Local/National: German Spine Society (DWG)
Regional/International: Eurospine

North America:
Local/National: Educational event at local hospital (audience is from the local city)
Regional/International: NASS

Asia Pacific:
Local/National: Annual Spine Society of Australia
Regional/International: SRS

Middle East:
Local/National: Egyptian Spine Association (ESA) Annual Meeting

Regional/International: IMAST

Africa:
Local/National: South African Spine Society
Regional/International: Global Spine Congress

Latin America:
Local/National: Sociedade Brasileira de Coluna (Brazilean Society of Spine)
Regional/International: World Federation of Neurosurgery.

Applicants must score a minimum of 4 to go through to the next stage.


13. Needs Assessment

During the online application process applicants will select *four* out of the seven competencies they wish to cover during the Mentorship Scheme, (as defined in the 'Objectives of the Mentorship Scheme').

- I. Knowledge of spinal disorders
- II. Technical expertise in spinal interventions
- III. Evidence-based decision making
- IV. Communication and teamwork
- V. Practice management and health economics
- VI. Learning, teaching and research
- VII. Professional practice

Applicants will complete an online needs assessment on these *four* selected competencies

The Mentorship Task Force will review the needs assessments of all applicants and only those with realistic motivation gaps will go through to the next stage of selection.


14. Applicants Statement and Interview

Each applicant must provide a detailed statement outlining their expectations of the scheme based on the *four* competencies they have selected. For each competency they should cover the below points.

- Previous experience
- Future aspirations
- Potential barriers they may face and how they will overcome them
- How the AOSpine Mentorship Scheme will help them

The interview will focus on the four competencies the applicant has selected and the content of their statement

Set questions will be used by interviewees to ensure consistency throughout the process and to limit interviewee bias

The applicant will be rated on;

1. Learning plan
2. Assessment method
3. Forward planning
4. Ability to overcome difficulties

The interview will be scored out of a maximum of 64 points

Applicants must score a minimum of 32 to go through to the next stage.

If an applicant scores 0 for any two of the questions during the interview process they will be removed from the selection process

15. Top Scorers

The list of potential candidates is reduced to a maximum of 10 (based on their scores so far)

16. Pairing process

During the online application all potential mentees will have ranked the mentors in order of preference

1. List of potential mentees ranked in order of scores

2. The highest scoring applicant will be paired with their highest ranked Mentor

3. The preferred potential Mentor will then be allowed to either accept of decline the potential mentee

4. If the pairing is deemed to be suitable (by both parties) the Mentor will then be removed from the list of available Mentors

5. If the pairing is deemed unsuitable (by either party) the potential mentee will be paired with his/her second choice of Mentor

6. Again the potential Mentor will then be allowed to either accept of decline the potential mentee

7. If the relationship is deemed to be suitable (by both parties) the Mentor will then be removed from the list of available Mentors

8. If the relationship is deemed unsuitable (by either party) the potential mentee will be paired with his/her third choice of Mentor

9. Again the potential Mentor will then be allowed to either accept of decline the potential mentee

10. If the relationship is deemed to be suitable (by both parties) the potential Mentor will then be removed from the list of approved Mentors

11. If the relationship is deemed unsuitable (by either party) the potential mentee will be removed from the scheme

12. The process will continue with each potential mentee in order of scores

If a potential Mentee is rejected by all three of their top ranked Mentors they will be removed from the scheme.

17. Final interview

The purpose of the interview is to assess the suitability of applicants for a Mentoring relationship

No formal structure is provided however topics to be discussed are:

- Mentees expectations of the scheme
- Specific knowledge gaps to be addressed
- Frequency of virtual meetings
- Format of virtual meetings

Interviews will be held solely between the Mentor and applicant.

A summary of the interview should be recorded.

Both Mentor and Mentee must agree after this interview that they are willing to join the Mentorship Scheme as a pair

<u>18. Application Outcome</u>

The Mentorship Task Force will conduct a final review of all pairings of Mentor and Mentees.

Offers of positions on the Mentorship Scheme will be based on needs assessment and mentee preferences, however the final decision on the pairing of Mentors and Mentees will be in the hands of the Mentor.

Applicants who have not been successful at any stage of the selection process will be notified via email of the decision.

Successful applicants will be notified via email.

Where a successful applicant declines the offered Mentor, they will not be considered further in the selection process.

Acceptance of the offer to the Mentorship Program will be conditional on the following:

- Applicants agree to continue in the scheme for the time period required
- Applicants agree to complete evaluation and assessment questionnaires throughout the scheme
- Applicants agree to comply with the guidelines regarding the virtual element of the scheme
- Applicants agree to attend the face to face elements of scheme
- Applicants agree to complete a final report at the end of the scheme

<u>19. During the initial face to face meeting</u>

Prior to the face to face meeting pairs should review and discuss their 'Needs Assessment' gap scores and their personal expectations of the experience.

The Mentors will be provided with training to prepare them for the scheme.

The Mentors and Mentees will then meet in a formal setting to discuss the scheme.

An informal discussion amongst each pair is encouraged and all Mentorship Agreements should be finalized at this stage.

<u>20. During the virtual element of the Mentorship Scheme</u>

Mentees and Mentors are expected to remain in contact throughout the virtual elements of the scheme.

As the scheme is driven by individuals needs it is not possible to prescribe the number of meetings which are required to ensure an effective mentoring relationship, however:

- Mentees should meet with their mentors virtually every month
- Once every three month's all mentors and mentees enrolled in the scheme will meet virtually in regional groups with one 'pair' leading the meeting.

It is the Mentee's responsibility to make initial contact with their mentor.

Virtual meetings should be:

- Based on needs
- Motivates to learn
- Relevant
- Interactive
- Provides feedback
- Promotes reflection

- Leads to verifiable outcomes

Failure to comply with the guidelines regarding the virtual element will result in a Mentee or Mentor being asked to withdraw from the Mentorship Scheme.

21. During the three month face to face fellowship

The Mentee is expected to follow the daily routine of the center and should be available for emergencies at night and on weekends. Active participation as a scrubbed assistant may be possible. However for legal reasons the mentee will not be permitted to perform surgery.

This time should also be used to discuss the various topics covered so far in the scheme and make a plan for the following year's virtual element.

22. Evaluations

It is mandatory for each Mentor and Mentee to complete all the required evaluations:

- All Mentees will be expected to complete a needs assessment survey every 6 months during the experience.
- All Mentors will also be expected to complete a needs assessment survey every 6 months regarding their Mentee.

Should any Mentee fail to complete the online assessment within the given time frame they will be asked to withdraw from the Mentorship Scheme.

At the end of the Mentor/Mentee relationship each Mentor and Mentee is required to complete a final report on their experience to help shape the future of the scheme