**ROLE: Mentoring and Advising**

**Name:** Steven D. Pletcher, MD  
**Department:** Otolaryngology

1. **Name your mentoring and/or advising role(s) or activity(ies):**

   1) Career mentoring for Otolaryngology residents and medical students applying in Otolaryngology
   2) Director of the Otolaryngology mentorship program.

2. **Your role(s):** Describe your role(s) and specifically what you contribute.

   For our residents my role in direct mentoring is to provide guidance throughout their residency, summative feedback from our faculty, and counseling regarding career path. I also run our residency mentorship program which pairs incoming residents with a faculty member.

   My role in mentoring medical students interested in Otolaryngology is to assist them in strengthening their applications, identify target residency programs, review their rotation schedules and application materials, and advocate for them with letters of recommendation and through connections within our specialty. This past year, I instituted a program matching visiting students rotating in our department with faculty members.

3. **Mentees and amount of contact:** Describe types, levels and numbers of mentees; amount of contact you have with them.

   My primary mentees are our department’s 18 residents. I have extensive contact with all of our residents, meeting with each of them individually at least 2-3 times per year. I also spend several hours per week providing informal mentorship to our residents. This past year I mentored six students, meeting with each of them individually for approximately 5 hours throughout the year.

4. **Builds on best practice/evidence:** Describe your preparation including the use of best practice and evidence where available, your professional development, and/or congruence with national, curriculum, and/or program goals.

   I am a member of the Society of University Otolaryngologists and the Organization of Otolaryngology Program Directors. I attend these meetings annually, where strategies and tools for mentorship are discussed. I have close relationships with several current Otolaryngology Program Directors, and we frequently discuss issues related to mentoring challenging residents. I remain close with my own mentors from residency (two of whom are UCSF AME members) and seek their guidance in challenging scenarios.

5. **Goals and learning objectives:** List goals and learning objectives of program and/or individual mentees. If these are extensive, provide just a few illustrative examples.

   **Residents:**
   1) Ensure every resident has an open line of communication with their program director at all times
   2) Identify career aspirations and ensure that progress in training will allow achievement of their goals
   3) Ensure that every resident has a faculty mentor other than the program director

   **Medical Students:**
   1) Ensure that students have an accurate understanding of the field of Otolaryngology
   2) Understand the strengths and weaknesses of their residency application
   3) Develop and implement strategies to highlight their strengths and address their weaknesses
   4) Understand their competitiveness in the year’s pool of Otolaryngology applicants

6. **Methods:** Describe the methods used for instruction, how these align with objectives, and rationale for choices.

   Mentoring methods involve individual meetings with residents and students. During designated resident meetings I provide summative feedback from our faculty. In meetings with medical students, we review CVs and personal essays and discuss target Otolaryngology programs. In order to ensure that our residents receive adequate mentoring and are provided with a mentor other than the program director, all residents are assigned a faculty member upon arrival to our program.

7. **Results and impact:** Describe evidence of mentee ratings for mentoring, learning outcomes, career trajectories, impact on educational programs, and/or mentoring awards.

   My evaluations from residents in areas related to mentorship are higher than our departmental average. For feedback, my rating of 3.87 (1-4 scale) over 48 evaluations is significantly better than the departmental average of 3.66 over 217 evaluations (p=0.0279). My ratings for “develops and maintains a
good rapport with residents” (4 vs. 3.89), “availability” (4 vs. 3.87), “stimulates housestaff to higher professional goals” (4 vs. 3.91) “provides a role model” (4 vs. 3.88), and “research mentorship” (4.79 vs. 4.52 – 5 point scale) all exceed the average ratings in our department.

One of our primary goals has been to increase our resident participation in post-residency training. In the past two years, all six of our graduating residents have been accepted to and/or are participating in fellowship training. Our current group of graduates have obtained prestigious fellowships at Johns Hopkins, Harvard, and MD Anderson Cancer Center. In the three years prior to these two cohorts of residents, we had 3 of nine graduates pursue fellowship training.

I mentored six medical students this past year as they considered applying for Otolaryngology residency. One decided to take a year off for research and I continue to mentor him as he approaches his 4th year. The remaining 5 students all matched at top-tier programs. Nationally, 25% of US seniors failed to match in the 2015 Otolaryngology match.

I published the following papers with medical student and resident mentees since 2010:

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8. Dissemination: Describe how your efforts have been recognized by others externally through peer review, dissemination, use by others, or mentoring awards nationally.

9. Reflective critique: Describe your reflections, what went well and plans for improvement.

The mentoring relationships I have developed over the past several years have provided some of the most meaningful successes of my career. I am very proud of the fellowship record of our recent graduates. In the future, I would like to formalize the mentor relationships of UCSF students applying in Otolaryngology and implement a mentor-specific evaluation system to evaluate and improve our mentorship program.