



The *Oslerian*

A MESSAGE FROM THE PRESIDENT

— ON MENTORING —

19th – 21st Centuries

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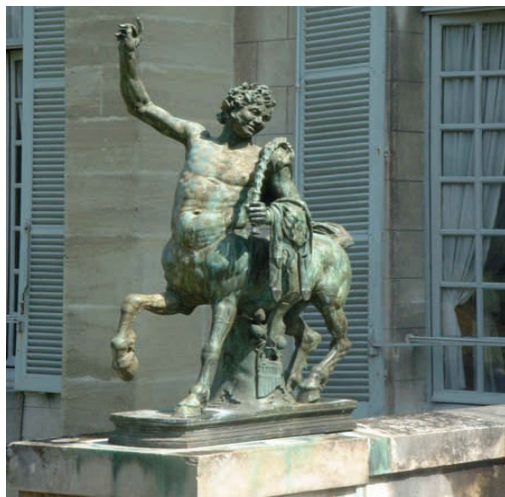
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*Greetings,
Fellow
Oslerians!*

President John Noble, shown
here at an Oslerian meal at
the 2009 Cleveland meeting

Mentoring is one of the oldest and most rewarding roles in human history. It was celebrated in Greek Mythology by Chiron, the wise Centaur, who taught the Greek heroes leadership and trained them for battle. Legend has it that Achilles, Peleus and Aesculapius were all taught by Chiron, who after sustaining a mortal wound in a fight with Hercules, was placed by Zeus into the night-time sky, to be remembered as Sagittarius the mentor and archer [1].



SAGITTARIUS

Through the following years, mentors taught the next generations. What knowledge there was of disease and the healing of wounds was shared by leading physicians including Hippocrates (460-377 BC), Galen (129-200 AD), Rhazes (854-925 AD) and Ibn Sina (980-1037 AD) each of whom mentored their young protégés. It was not until the early 19th century that the scientific foundations of health and disease were discovered. At that time a small number of physicians recognized that in order to treat a disease it was necessary to understand its pathophysiology.

William Osler was a master teacher who built a model of mentoring that was perpetuated by his many students and fellows. One of Osler's favorite places for mentoring took place at "The Open Arms", N.13 Norham Gardens, where the Oslers lived at Oxford University. Sir William invited his students often to discuss their experiences on the wards. The day's cases and patients were discussed by all, with beer and chips and a wonderful camaraderie. This tradition, based on hospitality and good comradeship was very popular and was subsequently perpetuated by his students on many medical campuses in Europe, Canada and the U.S.A.

WILLIAM OSLER AS A MENTOR MODEL *

Bedside Teaching — in contrast to classroom or lecture hall. (Consider his "epitaph")

Latch Keying — giving some the run of the place, especially his library [2]

The Master Word — that he exemplified so well in his personal and professional life

Aequanimitas — as an approach to life, and to one's friends and acquaintances

The *Bedside Library* habit as a way to end the day, and

Become *Widely Cultured* — to foster relationships with patients and others

"Day-tight Compartments" — as an approach to life and doing one's daily tasks

(continued on page 2)

President's Message (continued)

WILLIAM OSLER AS A MENTOR MODEL (Continued)

Continuing friendships – over years & a lifetime, as Osler's with Ned Milburn [3]

Encouragement of peers and students, by comments, cards and letters

Magnanimity – via letters of introduction for colleagues and students to others

Honoring his mentors (cf Hippocrates' Oath) such as Johnson, Bovell, & Howard

"Write it up" – counsel to his residents and students to record their observations

Hospitality — The *Open Arms* at Oxford: W. Penfield's Convalescence in 1916 [4]

The art of mentoring has been extensively researched and developed in the past 20 years, as a component of both the growth and development of the individual and the development of healthcare teams. David Seegal published "Never a Dull day for the Complete Physician"[5] and W. Brad Johnson and Charles F. Ridley published a concise and very engaging book on the art and science of mentoring entitled "The Elements of Mentoring" [6].

Mentoring has also been given a major role in the building of the Safer Health Care System outlined by the Institute of Medicine in its publications "To Err Is Human-1999" and in "Crossing the Quality Chasm" 2004 [7]. The Rules proposed by the Institute of Medicine relate directly to the needs and care of patients in a framework that is patient centered rather than being either physician or institution centered. By changing the ways that patients and their families and others interact with the health care system, major improvements in the quality of care can be and have been achieved. Ten changes have been proposed by the Institute of Medicine.

Simple Rules for the 21st-Century Health Care System (4).

Current Approach

- 1 Care is based primarily on visits
- 2 Professional autonomy drives variability
- 3 Professionals control care
- 4 Information is a record
- 5 Decision making is based on training and experience
- 6 Do no harm is an *individual* responsibility
- 7 Secrecy is necessary
- 8 The system reacts to needs
- 9 Cost reduction is sought.
- 10 Preference is given to professional roles over the system

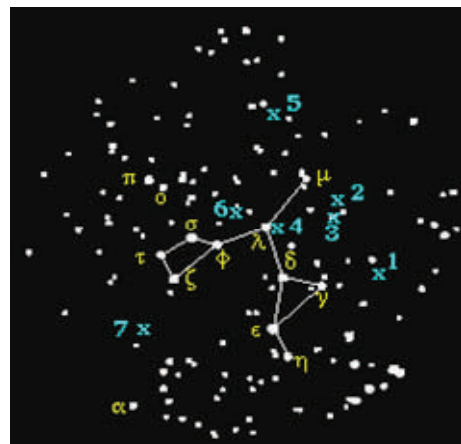
New Rules

- 1 Care from ongoing healing relationships
- 2 Care is customized by patients' needs
- 3 The patient is the source of control
- 4 Knowledge is shared and information flows freely
- 5 Decision making is evidence based
- 6 Safety is a *system* property
- 7 Transparency is necessary
- 8 Needs are anticipated
- 9 Waste is continuously decreased
- 10 Clinician cooperation is a priority

These "Simple Rules for the 21st Century" recommended by the Institute of Medicine have shifted the setting where the mentoring of students takes place and have expanded the opportunity to include all members of Health Care Teams in matters relating to teamwork, communication and safe practices. The new rules are creating a vastly improved setting for the mentoring of students and the teams of doctors, nurses, and other health professionals in health care systems which are centered on the needs of patients rather than on the needs of physicians or institutions.

Whether the setting is in a clinic, a hospital, or an operating room, in home care or shelters, the opportunity for mentoring has the potential to be tremendously rewarding for both mentees, their mentors and patients.

Sadly, the many competing priorities of daily life in 2009, and Medical School and Hospital Service responsibilities make it difficult to sustain mentoring, and related activities. Perhaps it is time for us, in our Oslerian roles, to consider designing a 21st century equivalent for the 13 Norham Gardens Oslerian Tradition, based on our interest in values that persist from Osler's time, and the pressing ethical and medical issues of our time.



In Conclusion:

This fall, while taking a walk in the evening under a starlit sky, look up for a minute or two at Sagittarius and reflect on Gaugin's trilogy: "Who are you, Where have you come from, and Where are you going?" Include in the Where are you going "piece" the mentoring you would like to do in the years ahead while it is your turn to carry on the traditions which William Osler and the teachers who were your mentors have given to you. How can we create a 21st century equivalent which attaches the best of the past with the most promising discoveries of the future?

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* Special thanks to Joe Vander Veer for sharing the Mentor Model of William Osler !

Oslerian Progress Notes — (Members in the News)

In June 2009 **MICHAEL BLISS** received an honorary Doctor of Laws degree from the University of Toronto (from which he retired in 2006 with the rank of University Professor). He is the author of superb biographies of William Osler and Harvey Cushing, and is to receive an honorary Doctor of Science degree from the Medical College of Wisconsin in May 2010.



Michael is also busy giving talks about Osler. On Sept. 23 he gave the inaugural William Osler Distinguished Lecture at Carleton University in Ottawa, under the title "William Osler: Disease, Medicine and the Human Condition". It's a new series, funded by an anonymous donor, aimed at combating problems of prejudice and ignorance surrounding health care. On Nov. 6 he'll be giving an address, "Osler: Founding Father of American Clinical Medicine," at the 200th meeting of the Interurban Clinical Club in Baltimore.



Incumbent AOS Secretary, **PAUL S. MUELLER** was named the new chair of the Division of General Internal Medicine at the Mayo Clinic, Rochester, on

July 23, 2009. Paul has been on the Mayo staff since 1995. Holding the current rank of Associate Professor, he is the Associate Director of the Mayo Program in Professionalism and Bioethics and the former chair of the Ethics Subcommittee of the Mayo Clinical Practice Committee.



(Left) In a June 10 ceremony at the 8th Annual Osler Oratorian at UTMB, in Galveston, the 2009 Life Time

Achievement Award is presented by Oslerian **JOAN RICHARDSON** to Dr. Armond Goldman, a retired Pediatric immunologist, recognized internationally for his discoveries concerning the immune system in human milk. The award is a statue of Sir William Osler seated and dressed in academic robes.

CALLING ALL OSLERIANS!

The 40th Annual Meeting of the AOS will be held on April 26-29, 2010, across the street from the Mayo Clinic at the Kahler Grand Hotel (www.thekahlerhotel.com) in Rochester, MN. Consulting the Rochester Convention and Visitors Bureau (www.rochestercvb.org) can help with your planning. Skyway and subway systems make it easy to navigate in downtown Rochester.

A Tuesday evening reception at the Rochester Art Center will feature more than 250 prints and engravings that span five centuries, using a variety of engraving, etching, and lithography techniques to depict a broad range of medical themes. The banquet on Wednesday will be in the Landow Atrium in Mayo's Gonda Building.

Attendees will have a guided tour of the carillon bells, and also may take a variety of self-guided tours: the Historical Suite featuring the last offices of Drs. Will and Charlie Mayo; the History of Medicine Library; the Heritage Hall museum; the Mayo art collection; a local cemetery, and others.

From the AOS Secretary, Paul S. Mueller: Remember to submit your annual dues! *Dues should be sent to AOS Treasurer, Denny Bastron.* Stay tuned for the updated AOS web site; Oslerians Bill Sodeman and Rob Stone are contributing to this upgrade. Also, the AOS is now on Facebook! Just search for "American Osler Society" and become a "friend"! Finally, please forward your address changes (especially e-mail address changes) to me (mueller.pauls@mayo.edu) so that we can keep our database up-to-date!

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Aequanimitas

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Society members are encouraged to send news items of interest, including their personal activities and accomplishments, accompanied by photographs or other illustrations. Your ideas for The Oslerian are of course most welcome! Direct all correspondence by e-mail to the Editor at: joebv2@aol.com

We're on the Web!

√ us out at:

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“HEADS UP” for 2010 Annual Meeting in Rochester, MN 25-28 April, 2010

A NEW SLANT ON THE READINGS SESSION FOR 2010

On Monday, April 26 2010, from 3 to 5 pm the **READINGS** session – devoted to poetry – will convene as the first scheduled event at the 2010 Annual meeting in Rochester, MN. Sir William himself was fond of poetry and we too should care about poetry because we care for patients. For we try to understand, deeply, the nature of their ills and the burdens they shoulder. The clinical encounter, truth be told, usually has more in common with poetry, with metaphor, than with biochemistry or molecular genetics. Frank Neelon (neelon02@duke.edu) will moderate the session.

The ground rules for the session are that each attendee should bring a poem to share. If you want to distribute paper copies, bring 25 with you, but this is optional. The poems can be original or those of other authors; there are no restrictions on content, only that you be moved by the poem. Be prepared to say a few words about why you have chosen *this* particular poem, why it resonates with you, why you want others to hear it from your lips. Poetry, being compressed speech, being constructed of meta-

phor and allusion, being dependent on sound and rhythm and figure of speech, is the paradigm of creative speech. Each reading should be less than three minutes long, and per our discussion last time, be recited from **memory**. For further information, contact Frank (pictured at right) at Duke.



A NEW OFFERING COMING AT MAYO

On Monday, April 26, 2010 from 7:30-8:30 pm at the AOS Meeting in Rochester, Dr. David Cooper will moderate a “Creative Writing, Work-in-Progress” session. AOS members and spouses are invited to hear members read passages of their own work, encompassing fiction (e.g., short story, novel) or non-fiction (e.g., biography, opinion piece, history). Please bring works not previously published or presented at the AOS (eschewing poetry or pieces that are medical, scientific, or academic in nature).



Readings will be limited to five minutes, followed by five minutes of constructive comments from the group. Members who would like to read passages of their work please contact David Cooper (pictured at left.) before the date of the meeting.

cooperdk@upmc.edu

AOS Members — Please forward to the editor information to share with one another for the MEMBERS IN THE NEWS column. - JBV