




How to... support others in developing a career in clinical education research

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Abstract

The Incubator for Clinical Education Research (ClinEdR) is a UK-wide network, established with support from the National Institute for Health Research, to lead initiatives to build capacity in the field. A key barrier identified by this group is that many experienced educators, clinicians, and researchers, who may be committed to supporting others, have little guidance on how best to do this. In this “How to ...” paper, we draw on relevant literature and our individual and collective experiences as members of the National Institute for Health Research ClinEdR incubator to offer suggestions on how educators can support others to develop successful careers involving ClinEdR. This article offers guidance and inspiration for all professionals whose role involves research and scholarship and who encounter aspiring or developing clinical education researchers in the course of their work. It will also be of interest to researchers who are starting out and progressing in the field.

1 | INTRODUCTION

Clinical Education Research (ClinEdR) is increasingly recognised and valued across the health professions. Research aimed at improving health care professionals' education and training benefits practitioners and improves clinical practice.¹ An example of this is the impact of changes to medical training on improving care for patients with multimorbidity.² Understandably then, many professionals interested in creating change within health care are turning to ClinEdR.³

This article draws on the perspectives of a group of multidisciplinary professionals with interests in ClinEdR to suggest ways educators, clinicians, and researchers can support those developing careers in this field. Why is guidance specific to ClinEdR necessary? The answer is that, while establishing any research career is difficult, ClinEdR is a

contested space that is particularly challenging for early-stage researchers to navigate. Despite growing recognition of its contribution to patient care and health care professional development, the role and value of ClinEdR is disputed.⁴ Methodologies and theories used are wide-ranging, often unfamiliar to those without social science or educational backgrounds, and tensions exist between them, for example, with quantitative research often valued over qualitative research.⁴ Further, researchers can face stigma based on their professional backgrounds (particularly “nonclinical” or “nonpractising” individuals).⁵ Such issues mean that starting out in ClinEdR is not just about learning new skills but involves becoming a member of a new community of practice and developing an identity as a clinical education researcher. The consequence is that career progression often relies on serendipity,⁶ and this, we argue, makes individualised support all-important.

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This guidance was inspired by discussion amongst members of the National Institute for Health Research (NIHR) Incubator for ClinEdR, a UK-wide network, established with support from the NIHR, which is leading initiatives to build capacity in the field. A key barrier identified by this group is that many experienced educators, clinicians, and researchers, who may be committed to supporting others, have little guidance on how best to do this within ClinEdR. The purpose of this paper, therefore, is to help build capacity by focussing on the needs of those able to support or supervise developing researchers. We anticipate this will include midcareer educational researchers but also a diverse range of others (e.g., educators and experienced clinicians). The five sections that follow take account of the ClinEdR landscape, and its opportunities and challenges, to reflect on what “good support” might look like. This article complements “How to... begin a career in ClinEdR,” which provides guidance for aspiring researchers themselves. Together, these articles will help optimise both individual career development strategies and research environments as we seek to lead change in health professions education and training.

2 | HOW TO... EMBRACE PROFESSIONAL BACKGROUNDS

Good, supportive relationships are central to effective career development. They begin with establishing an understanding of a supervisee's professional (and personal) background. This is particularly true in ClinEdR, where researchers hail from a wide range of professions, both clinical and educational, and often bring significant experience that informs research activity. To effectively harness these perspectives and provide guidance that meets a researcher's specific needs, an understanding of the distinct characteristics of different professional contexts is required.

Profession-specific norms, values, conditions, and cultures can enable or obstruct careers involving ClinEdR. The research activity of nursing, midwifery, and allied health care professionals (allied health care professionals are a diverse group of clinicians, e.g., occupational therapists and operating department practitioners), for example, can be limited by contractual challenges around “buying out” of clinical time to do research. Cultural barriers relating to the perceived value of research being tied to patient outcomes⁷ may limit practice-based ClinEdR opportunities. A vicious circle can thereby ensue, where nursing, midwifery, and allied health care professionals are not as exposed to educational research as they are to clinical research and, therefore, do not see its value. By contrast, medical and dental professionals may be able to access formal opportunities as part of postgraduate training or as structured early career placements, for example, UK Specialised Foundation Programme positions.⁸

As an advisor, you must be aware of professional context so that you can create opportunities that work for your supervisee. This might mean practical steps such as offering flexible working arrangements or finding funding opportunities to buy out clinical time. It might mean orienting research towards areas of inquiry that are more directly linked to patient care and allow you to make a strong case for need and potential impact. Further, we should all consider ways in

TABLE 1 Practical tips for faculty regarding supporting developing clinical education researchers within the diverse professional landscape of the field.

Practical points: Supporting developing researchers within a diverse professional landscape

1. Knowing profession-specific career structures, expectations, and limitations will help you assist others to identify and navigate career paths within that profession.
2. Having a good understanding of the resources, services, and opportunities provided by your institution (e.g., your university or research centre) and the ways in which you can access and interact with them can help you to better connect developing researchers with these.
3. Having an awareness of profession-specific cultures, including vocabulary, can help you promote the importance of ClinEdR to these groups. Further, while ClinEdR may share common themes and methodologies across professions, the contexts and cultures of different professions may influence research design, data collection, and interpretation.
4. Supporting researchers to develop a specific area of expertise within clinical education, with an appropriate skillset for that area of expertise, can help developing researchers to articulate their impact and the value of their research.
5. Finding ways to provide practical support for your supervisee, including accommodating flexible working arrangements, ring-fencing time for research, and supporting them to identify areas of research that will lead to patient benefit so that they are more likely to secure funding.
6. Raising awareness of what ClinEdR involves by connecting with relevant clinical groups may promote interest. For example, seeking their views on project design and research findings and publishing in a range of formats that encourage accessibility and reach, such as newsletters and practitioner-focussed journals.

Abbreviation: ClinEdR, Clinical Education Research.

which we can raise the profile of ClinEdR within clinical settings, for example, through collaborating with profession-specific associations and relevant clinicians in research activities, and carefully planning a strategy for supervisees to disseminate their work (Table 1).

3 | HOW TO... PROVIDE EFFECTIVE MENTORSHIP AND COACHING

Once you have developed an understanding of your supervisee's formative background, the next step is to consider how you can provide them with individualised support. Literature on different approaches and styles abound. In reality, we suspect that good support involves multiple approaches that run in parallel. Nevertheless, focussing on principles of mentoring and coaching provides a helpful starting point, as getting to know a developing researcher using these approaches fosters appreciation of their goals, strengths, and areas for development.⁹

Mentoring involves advising mentees on career development, while coaching guides participants to identify their own goals and skills without offering advice.⁹ Both are beneficial: Mentoring offers experiential tips, while coaching enables reflection on practice and

TABLE 2 Description of the TGROW communication model and example questions to facilitate coachee or mentee self-inquiry.

Domain of TGROW model	Topic	Goal	Reality	Options	Way forward
Description of domain	What the coachee would like to focus on, discussed at the start of each meeting	What the coachee wants to achieve or their reasons for their topic focus	Description of the coachee's current situation in relation to their selected topic	Exploring and evaluating options for moving forwards, coachee-generated suggestions	Deciding on a way forward and agreeing specific time-bound actions
Example questions coaches may utilise	<ul style="list-style-type: none"> • What would you like to talk about today? • What do you want to achieve by the end of this meeting? 	<ul style="list-style-type: none"> • What are you looking to achieve [within this topic]? • What's the bigger picture of what you are trying to achieve? • Why do you want to focus on [this topic] today? • What does success look like for you within [this topic]? • If I could wave a magic wand so that you woke up tomorrow and had achieved your goal, what does that look like? • What is the most important thing to you in doing this work? 	<ul style="list-style-type: none"> • Can you tell me about how things are going at the moment in relation to [this topic]? • What is your biggest challenge? What is the impact of that right now? • How far off is the achievement of your goal? • Challenge assumptions—how do you know that? What would happen if you did do that? What could be the worst thing that might happen? What could be the best thing that could happen? • Have you faced any similar challenges in the past? Can you tell me more—how did you respond to these challenges? What could you apply here? 	<ul style="list-style-type: none"> • What have you already tried? What worked well, and what worked less well? • How could you do things differently? • What support or resources could you access? • How will you decide between your options? • How does [this option] help you reach your goal? 	<ul style="list-style-type: none"> • What is the first thing you need to do? • What strategies are you going to put in place to pursue this way forward? • When are you going to take the first steps? • How will you know when you have achieved your goal? • How can I support you with this plan?

Note: Adapted from Downey¹² and ASME.¹¹

identity development (or who mentees wish to become).¹⁰ There can be additional benefit in helping researchers find an independent mentor in addition to the support you are providing. Independent mentors can offer a fresh perspective, connect researchers with a broader network of contacts and resources, and act as an external sounding board.

Principles of effective mentoring and coaching include establishing goals and expectations, building trust and rapport, fostering self-inquiry, and providing guidance on topics of importance to the mentee. Mentoring is often provided informally, but considering a structured approach can be beneficial for your mentee, and in helping you reflect on your own style. You could consider undertaking mentoring/coaching training, which may be available within your institution or via professional associations. Training is likely to include advice on the structure of meetings and use of communication

models, such as TGROW^{11,12} (Topic, Goal, Reality, Options, Way forward; Table 2).

4 | HOW TO... SUPPORT COMMUNITY OF PRACTICE DEVELOPMENT

Developing a career in ClinEdR, beyond the supervisor-supervisee relationship, relies on becoming part of a community of practice. You can promote this by connecting the developing researcher with professional networks.¹³ A local network or group gives researchers a “home,” with access to peer support and additional training opportunities. National networks (e.g., through clinical education societies) can link the researcher to conferences, events, special interest groups, and mentorship schemes. Methodological diversity

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