

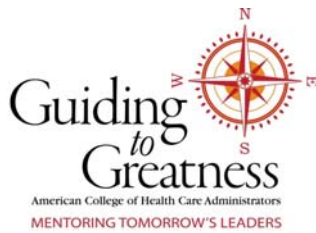
Opportunities to Advance Mentoring Across the Country

Presented by
Jim Farley, Chair of the ACHCA National Mentoring subcommittee – Welcome and Moderator
Doug Olson, Professor at UW-Eau Claire and former Director of the ACHCA mentoring program – Focus on brief program overview
Micheal Barry – Focus on state rollout
Cecilia Sepp, CAE, President and CEO – Focus on mentoring resources
Jim Farley – Vision for the Future & Closing Remarks



Welcome

- Introductions
- ACHCA structure and role
- Session approach
- Disclosures



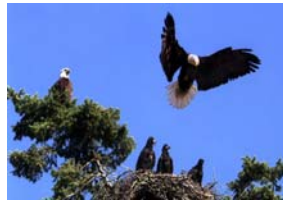
Session Objectives

- Recognize features from the panel and other participants regarding what it takes to have a successful mentoring program.
- Gain an understanding of other initiatives in place that may be possible partnership opportunities for the program.
- Engage in conversation with panelists and each other about how to advance the program across the country.
- Participants will learn how to find the right approach and available resources to support both their own organization's and ACHCA's success with a mentoring program



The Need

- Talent Supply
- The life buoy for emerging leaders
- When you lose them you lose them
- Employment cliff
 - Succession planning

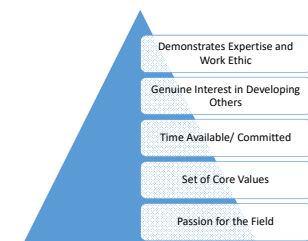


ACHCA mentoring program overview

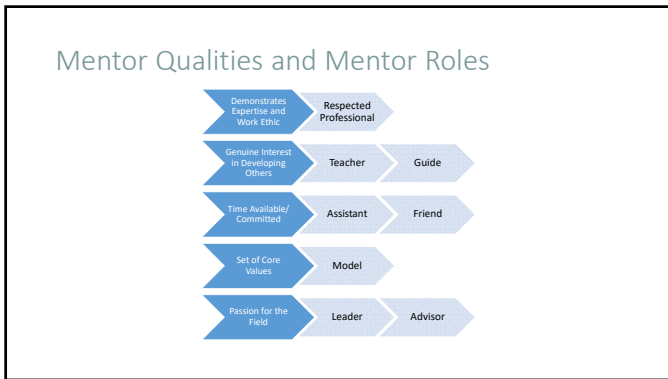
- History
- Critical need in the profession
- The basics
- Current plans
 - National and state/district



Top 5 Mentor Qualities



*These qualities were determined by a combination of research and feedback from ACHCA Fellows.



Developing effective mentor-protégé relationships

- “Profile” are filled out to assist with the matching efforts
- Commitment of time and have a strong knowledge of the field
- Complete eLearning course
- Educational sessions to solidify their relationships
- National/state-district relationships

- *Mentoring relationships...*
 - Require focus and preparation
 - Need realness, not “roleness”
 - Should be laced with curiosity
 - Are partnerships, not one-way wisdom
 - Use the language of learning to enhance insight
 - Seize teachable moments and foster self-directed learning
 - Include effective networking to other resources

• Adapted from Chip Bell’s Rules for Living

Stages of Mentoring: SAGE Model*

- Surrendering**
 - Pull power and authority out of the relationship
- Accepting**
 - Embrace the protégé (rather than judge him/her)
- Gifting**
 - Bestow something of value while expecting nothing in return
- Extending**
 - Push the relationship beyond its expected boundaries (in order to create independent learner)

*Managers as Mentors (8th ed) 2013 Chip Bell and Marshall Goldsmith

Perceived obstacles

Obstacles

- Approaches
 - Recruitment
 - Distance
 - Lack of understanding
 - Not a job search resource
 - Mentoring in tricky situations
 - Resources
-
- National/district-state concepts



A successful mentoring program

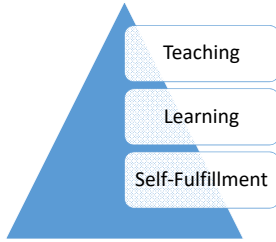
- Key features
 - Mentors
 - Protégés
 - Good matches
 - Location
 - Comfort Level
 - Similar Expectations
 - Education
 - Evaluation
-
- National/district-state structure



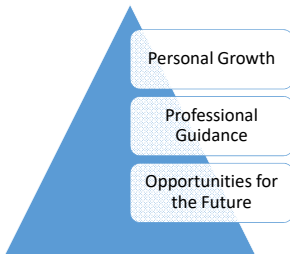
Requirements & Opportunities for Individuals

- | | |
|--|---|
| <ul style="list-style-type: none"> • Mentor <ul style="list-style-type: none"> • ACHCA Fellow • Commit to a minimum of 1 hour or two 30-minute mentoring sessions each month • Attend designated mentoring sessions at convocation • Identify the base of Fellows and discuss ways to encourage more individuals | <ul style="list-style-type: none"> • Protégé <ul style="list-style-type: none"> • ACHCA member • In the early stages of being an administrator • Not using the program as a job search aid • Will attend designated mentoring sessions at convocation • Brainstorm approaches for the recruitment of protégés – getting the word out |
|--|---|

What are some of the benefits for the mentor?



What are some of the benefits for the protégé?



Resources for Individuals

- Mentoring Covenant and Guide
 - Effective approaches
- ACHCA supports a mentoring distance community and technology resources
 - ACHCA Connect
- Educational
 - State of the art eLearning course
 - Sessions for mentor and protégé
- Gathering sessions at conferences



Opportunities for Chapters

- ACHCA Signature program
- Recruitment
 - New Members
 - New Fellows
- Education
- Partnerships
- Representative on mentoring subcommittee



Resources for Chapters

- The background and qualifications for all mentor and protégés will remain the same, and be treated the same with the state level programs.
- Three pilots, New Jersey, Ohio (District 3) and District 4 are launched this year based on their initial inquiry, level of interest, number of fellows, potential protégés, identification of a peer trainer(s), geography and the availability of some matching funds.
- A train the trainer model is being used to have an educational faculty resources available in every one of the initial sites, along with future prospective states. We are offering a comprehensive educational session for interested candidates.
- Solicit feedback from attendees and potential participants



How the ACHCA mentoring program can fit with existing programs and organizations across the country.

- Program participants could enroll and start the program at either the state/district or national level.
- We would schedule multiple entry points either at a state or national conference that has a scheduled mentor/protégé training session.
- Learning opportunities:
 - Any state program participant must attend at least one national conference within two years.
 - All matched pairs will need to go through matching process educational seminars at either the national or state/district level
- Great resource following AIT and early career resource



The right approach based on our evaluation process

- "A few things we have learned from our evaluation process
 - Completing education increases likelihood of success
 - High degree of comfort level and trust in ACHCA mentoring relationships
 - Geographic proximity does make a difference
 - Overall administrative performance reported to increase by 5-10%
- Ongoing evaluation and improvement of the program is a cornerstone of our effort."
- National/district-state synergy



Discussion about effective mentor – protégé relationships/culture

1. Establish a clear link to a organizational goals and possible outcome measurement
2. Fits well with culture change process which is well publicized
3. Must have ownership/senior management support
4. Establishes a link to possible long-term talent within the organization.
5. The protégé must be in the drivers seat
6. **Establishment of trust is essential to success**
7. A clear framework must be established between the partners
8. While life matters will be discussed, the conversation must always return to the focus of professional development in long-term care.



- David Wolf

New approaches

- Multiple entry points
- Continued emphasis on states
- New equivalent for Mentor
 - Still moving toward becoming a Fellow
- Great fit with AIT/Preceptor initiative – next step
- Development of resource for organizations
- Evaluation and research



Personal and professional involvement

- This is your ACHCA effort
 - Critical need
 - Signature program
 - Lots of opportunities
- How can you get involved?
 - Become a fellow
 - Recruit a protégé
 - Go through the training
 - Help your state and district
 - Other



Future needs and Vision

- Needs
 - Awareness
 - Publicity
 - Focus
 - Quality
 - Integration
 - Resources
- Vision – recognition as the *signature* mentoring program in the country for emerging leaders



Closing remarks

- We are on a journey
- This contribution to the profession is our responsibility
- Appreciate the work of many
- Questions
- For more information on participating in the ACHCA Mentoring Initiative, visit achca.org and review the Professional Development tab, or contact Cecilia Sepp, CAE, President & CEO, csepp@achca.org