

## Executive Director (ED) Mentorship Program: Overview

AFHTO is pleased to announce the launch of the ED Mentorship Program...and we're looking for volunteers to become Mentors! The Executive Director is a key staff leadership position and paramount to the success of the organization. Having strong leaders in these roles helps to ensure that operations are run effectively and efficiently, and is crucial for FHTs/NPLCs to realize their full potential in the delivery of high quality, comprehensive, cost effective care.

AFHTO's Executive Director Advisory Council (EDAC) identified a need for a program that would provide assistance to new Executive Directors and those who would benefit from mentorship. AFHTO's ED Mentorship Program is designed to fill this need using volunteer mentors as a way to build upon the strong leadership we have within the field.

### WHAT IS AFHTO'S ED MENTORSHIP PROGRAM?

Mentoring is about supporting people to develop more effectively. It is a relationship based on trust, designed to build confidence and to help a mentee take increasing initiative. Mentoring occurs when two individuals decide to work together to achieve specific objectives for skills, growth and development. One individual has the skill, knowledge and experience that the other individual aims to acquire.

New EDs and those who would benefit from mentoring can learn from others who already have the experience and who are willing to provide the skills, knowledge and wisdom they have learned.

Ideally AFHTO is looking for volunteer mentors for the ED Mentorship Program from each LHIN or geographical region, different working/funding models (i.e. Academic, Aboriginal, Rural, Urban, Francophone, BSM, FHN, FHO, RNPGA, APP/AFP, BSM, NPLC), and different governance structures (community-led, provider-led and mixed). Mentors with this type of experience will be able to provide other ED's in similar models with their knowledge and wisdom.

### BENEFITS OF AFHTO'S EXECUTIVE DIRECTOR (ED) MENTORING PROGRAM

#### *Benefits to Mentors*

- Being part of a solution to build capacity for leadership in primary care
- Pleasure of giving back and passing on skills, knowledge and wisdom
- Satisfaction of enhancing a mentee's understanding of the FHT/NPLC workplace
- Heightened profile within their workplace
- Coaching practice and leadership skills
- Heightened self-awareness

#### *Benefits to Mentees*

- Access to wisdom and expertise in a confidential safe relationship
- Opportunities for self-assessment
- Greater understanding of current business practices
- Introduction to business networks and related supports

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## QUALITIES AND EXPERIENCE OF AN IDEAL MENTOR:

- Influential professional or manager with at least three years' experience as an Executive Director in a Healthcare environment or equivalent experience. Ideally from a FHT/NPLC practice who is in good standing.
- Proven leadership capabilities and personal effectiveness skills, willing to share wisdom.
- Respected in their field and organization and one who understands the current workplace issues and realities.
- Skilled at listening and provides supportive guidance and constructive feedback.
- Awareness of and ability to establish internal and external networks (*ie Hospital, LHIN, Physician, CCAC, Community Partners*).
- Experience should also include:
  - Strong FHT/NPLC Governance knowledge and working with a Board
  - Complete business cycle experience: including reporting cycles, working with indicators, budget accountability, and familiar with the challenges of a Unionized environment
  - Comfortable with measurement and reporting activities including: Quality Improvement Plans (QIPs), Patient Surveys, Data to Decisions (D2D) submissions and awareness of Quality Improvement Decision Support Specialist (QIDSS) activities.
  - Proficiency with at least one or more of the models of practice: FHN, FHO, RNPGA, APP/AFP, BSM, NPLC, Francophone, Rural, Urban, Academic, Aboriginal.
- Prepared to make a commitment of at least one year to nurturing and supporting the mentee development. (*Frequency of contact will be determined by the mentor-mentee*).
- Confidential and treats all dealings and discussions in confidence.

## ED Roles & Responsibilities

FHT and NPLC Executive Directors play a key role as leaders, facilitators and links within their teams and across their communities, with their peers, staff, physicians, boards, patients and other leaders.

The role of the Executive Director is broad. S/he is responsible for managing all of the organization's day-to-day operations which may include direct responsibility for overseeing the planning, implementation and evaluation of the organization's programs and ensuring effective program delivery. In addition to day-to-day operations, the Executive Director works with the Board of Directors, and contributes to the effectiveness of the Board in such areas as strategic planning and organizational oversight. Above all, the ED is accountable for ensuring the Board meets its fiduciary responsibilities and protects the Board from potential of any risk.

EDs, together with clinical leaders, help shape the direction on key policy questions and on-the-ground implementation, in a way that makes sense for their patients, communities and funders, as well as for the people who are delivering this care. EDs not only focus locally, but collectively they contribute to advancing FHT/NPLC teams at a system level (for example prioritizing performance measures for the sector).

EDs play a critical role in the overall function and effectiveness of FHTs/NPLCs, we hope the development of the ED Mentorship Program will continue to build upon the strong leadership we have within the field.

**CONTACT:** For more information on becoming a mentor or to learn more about the program please contact: *Bryn Hamilton, Provincial Lead – Governance and Leadership* [bryn.hamilton@afhto.ca](mailto:bryn.hamilton@afhto.ca) or [click here](#) to apply.