

June 13, 2011

To: Board of Directors

From: Kerry Hoggard and Anthea Daniels, Chair

Re: Mentoring Committee

The Mentoring Committee has provided excellent guidance and helpful oversight to staff over the last twelve months. We would like to thank and recognize the hard work of each of the members of the Committee for their volunteer labor over the past year:

Beta Site Test/Editors Work Group

Tasks included discussing and establishing mentoring beta site for matching; reviewing software from vendors and reviewing MentorScout application. Work Group will create and test profiles once launched. Will review and edit text on the site as needed.

Davis Turner (In-House Counsel Practice Group Vice Chair), Leader
Vanguard Health Systems Inc., Nashville, TN

Meredith D. Lindaman (Young Professional)
Atkinson Haskins Nellis Brittingham Gladd & Carwile, Jenks, OK

Rachel Nosowsky (Teaching Hospitals & Academic Medical Centers Practice Group Vice Chair)
University of California, Oakland, CA

Promotions Work Group

Tasks included finalizing guidelines and criteria for the program. Will help to develop promotional materials and correspondence for the launch and help to attract members to the Program so they sign up as mentors, then grow the number of mentees participating in the Program.

Joanne Lax (Diversity Council), Leader
Dykema Gossett PLLC, Bloomfield Hills, MI

Maria Gonzales-Knavel (Diversity Council)
Foley & Lardner LLP, Milwaukee, WI

Mark Kopson (Payors Plans & Managed Care Practice Group Vice Chair)
Plunkett & Cooney PC, Bloomfield Hills, MI

Christine White (Antitrust Vice Chair)
Federal Trade Commission, New York, NY

Survey Work Group

Tasks included developing survey for those who had participated in the pilot programs to determine how to make the Association-wide program effective and successful. Will provide input on questionnaires sent to participants.

Hal McCard (Hospitals and Health Systems Practice Group Vice Chair), Leader
Community Health Systems, Franklin, TN

Meredith D. Lindaman
Atkinson Haskins Nellis Brittingham Gladd & Carwile, Jenks, OK

Elissa Moore
McGuire Woods LLP, Charlotte, NC

Webpage Content Work Group

Tasks included reviewing existing content developed by the pilots and finalizing content for the primary webpage related to the Mentoring Program. Will continue to provide content for the site.

Dot Powell-Woodson (Diversity Council), Leader
Wiley Rein LLP, Washington, DC

Terri-Lynne Smiles (Diversity Council)
Collis Smiles & Collis LLC, Columbus, OH

Charlene McGinty
McKenna Long & Aldridge LLP, Atlanta, GA

AHLA MENTORING PROGRAM

Guidelines and Expectations

Purpose:

The AHLA Mentoring Program assists attorneys at different stages of their careers to network and build professional relationships; promotes leadership and professional development; identifies career planning opportunities; and provides guidance on developing competencies in specific fields of practice within healthcare law.

Participant Eligibility:

Mentors and mentees must be current AHLA members in good standing.

1. Each mentee must be: a student, new to the practice of healthcare law or to a specific subspecialty, or embarking upon a new practice setting in healthcare law (e.g. transitioning to or from an in-house position, government position, private practice, or academia).

2. A mentor generally must have at least five years' experience in the field in any practice setting. Young professional AHLA members with less than five years of experience may mentor students but not other mentees.

Pairing of Mentors and Mentees:

AHLA's web based pairing software will enable each prospective Mentee to identify potential Mentors by selecting among various predefined attributes. These attributes may include practice setting, specialization, age, geographical location, gender, race, ethnicity, sexual orientation, disability, or other characteristics. The software will seek to pair each Mentee with a Mentor who satisfies as many of the selected criteria as possible; however, AHLA cannot guarantee an exact match (or even any match) depending upon the makeup of the Mentor candidate pool. Both the Mentor and the Mentee must agree to a pairing before it becomes final.

Length of Mentor/Mentee Relationship:

Mentor/mentee pairings will last one year from the time of sign up. The Mentor and Mentee may mutually agree to extend the formal pairing for a successive year.

Guiding Principles of Mentor/Mentee Program:

1. The Mentor's role is to assist the Mentee to develop into a successful, satisfied and well connected healthcare attorney through introduction to and utilization of AHLA's resources and opportunities.
2. The AHLA Mentoring Program is intended solely to complement or supplement similar activities available within the Mentee's practice setting. It is not intended to usurp or interfere with mentoring programs already available to the Mentee. The Mentor should therefore avoid offering advice on matters that are likely to be addressed in the Mentee's practice setting, e.g., document management, recording time, content of engagement letters, format of legal documents, etc.
3. The Mentor is not intended to serve as a tutor on substantive law issues, but as a conduit to existing AHLA and other resources on substantive law issues of interest to the Mentee.
4. The Mentor and Mentee should not discuss particular legal cases that either of them are handling, in order to avoid problems with conflicts of interest and confidentiality.
5. The Mentor and Mentee will maintain the confidentiality of their discussions unless both agree otherwise.

Mentor/Mentee Responsibilities:

1. Mentors and Mentees should interact with each other at least quarterly on a scheduled basis and be available for ad hoc interactions as needed. Geographical distance often will dictate that interactions occur by phone or through other electronic means, but Mentors and Mentees are encouraged to meet in person if feasible. One opportunity for a personal meeting might be at an AHLA event of mutual interest.
2. Mentors and Mentees should share appropriate personal information in order to familiarize themselves with each other.

3. Mentors should help the Mentee ascertain his/her career goals, and discuss strategies for the Mentee to achieve those goals. Possible topics for discussion might include:
 - Building a substantive knowledge base.
 - Building a personal reputation of excellence.
 - Attracting and retaining clients (in private practice); or promoting client satisfaction (in-house).
 - Balancing professional and personal life.
 - Overcoming obstacles to career development.
 - Charting a course to a leadership position at AHLA, if desired.
 - Promoting workplace diversity.
 - Achieving and maintaining the highest standards of ethical practice.
4. Mentors are encouraged to make appropriate introductions of the Mentee to other AHLA members, if the Mentee desires.
5. If a Mentee is a member of an underrepresented group, or otherwise identifies with such a group, the Mentor and Mentee are encouraged to discuss the associated opportunities and challenges for career development.
6. Mentors and mentees shall conduct themselves professionally. AHLA reserves the right to remove a person from the Mentoring program at any time.

Monitoring and Feedback:

AHLA will periodically circulate surveys and other tools to Mentors and Mentees to obtain feedback and suggestions about the Mentoring Program. Mentors and Mentees are expected to thoughtfully complete these surveys. AHLA also welcomes less formal comments from Mentors and Mentees at any time about the Mentoring Program.

Sample Marketing Promotion

AHLA's New Membership-Wide AHLA Mentoring Program – Why You? Why Now?

Based on positive feedback we have received over the years concerning mentoring programs undertaken at the Practice Group and Committee levels, AHLA is pleased to announce the launching of an organization-wide Mentoring Program that will be available to *all* AHLA members. We are excited about this initiative because we are confident it will foster even greater collegiality and bonding across our varied substantive Practice Groups and across our varying experiences as healthcare lawyers.

Some of you might ask why should there be an AHLA Mentoring Program when there already are mentoring programs being offered by many bar and other lawyer associations and by most law firms and in-house counsel offices. Well, the reason for us is simple – we believe our bond as healthcare lawyers and our mutual ties to AHLA provide a unique perspective on developing professional relationships within the healthcare field generally and specifically within AHLA, and on addressing practical concerns and problems our colleagues might be facing in advancing their healthcare careers.

Why You?

Whether you are new to the healthcare field or a seasoned healthcare practitioner, the AHLA Mentoring Program offers something for everyone! Working with other healthcare professionals to assist them identify approaches to enhancing their healthcare knowledge and skills, to addressing practical concerns and problems they might be facing in advancing their healthcare careers, and to developing professional relationships within the healthcare field generally and specifically within AHLA will provide benefits both for those being mentored and to those mentoring. The satisfaction of helping a colleague down the road you already have traveled will be immeasurable.

Why Now?

The challenges before all of us as healthcare lawyers are greater now than ever before. No matter the practice area, the legal landscape around us is changing in ways that we would never have dreamed of years ago. Whether new to the field or a long-term healthcare practitioner, we must brace ourselves to a new substantive – and even more highly regulated – legal landscape.

As we adjust to this new substantive reality and the many hours of scholarship it will require to stay abreast of the changes, we all must not lose sight of the continued importance of relationship building. Now more than ever, all of us – but particularly those new to the healthcare field – will benefit from receiving general support, a listening ear, and assistance in identifying ways to develop and grow as healthcare lawyers generally and specifically within AHLA. There is no better time for this focus than now!

How do you sign up?

It's easy... [[Link to Profile sign-in](#)]