Mentorship
Jessica Yard, VP Revenue Cycle

Mentorship- Changing Lives
01 Who is currently mentoring someone?

02 Who is currently being mentored?

03 Who is both mentoring and being mentored?

04 Who is not doing either but would like to?
Mentorship- Changing Lives

Opportunity
Roadblock
The Plan
The Result

The Story

Jessica Yard | VP Revenue Cycle
CFO and life-changing mentor
What a mentor **is:**
- Resource
- Confidant
- Friend
- Encourager
- Trusted Advisor

What a mentor **isn’t**
- A fixer of problems

Where to start?
- Mentees - Ask someone to be your mentor
- Formal programs
- Informal mentors
- Mentors – Offer to help
For Mentees

• Grow professionally
• Learn to navigate difficult things
• Be reminded to be kind to yourself
• Be inspired

For Mentors

• It feels amazing
• You will learn and grow
• Leadership
• Paying it forward
• Aspire to Learn and Grow
• Be Proactive
• Be Committed
• Be Honest
• Take the Feedback
• Pay it Forward
<table>
<thead>
<tr>
<th>Advice for Mentors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be Approachable, Relatable, Available, and Willing to Help</td>
</tr>
<tr>
<td>Goal Setting</td>
</tr>
<tr>
<td>No Comfort Zones</td>
</tr>
<tr>
<td>Direct, Honest, Actionable Feedback</td>
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<tr>
<td>Guide, Don’t Solve</td>
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<tr>
<td>Meet Them Where They Are</td>
</tr>
<tr>
<td>Admit When You Don’t Know</td>
</tr>
<tr>
<td>Keep Learning and Growing</td>
</tr>
<tr>
<td>TAKE IT SERIOUSLY</td>
</tr>
<tr>
<td>Caution with Influence</td>
</tr>
<tr>
<td>Networking</td>
</tr>
<tr>
<td>Relationship Building and Trust</td>
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<tr>
<td>Lead by Example</td>
</tr>
<tr>
<td>Inspire, Encourage, and Push to Improve</td>
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Polling Question

- How many work remotely 100%?
- How many work in the office?
- How many have a hybrid situation?
• Regular Calls
• Use Video
• Meet in Person When Possible
• Socialize
• Official Mentorship Programs
• Add Them to Your Calls
• Follow Up After Calls
• Make the Effort
Imposter Syndrome
Doubting one’s abilities or accomplishments while being afraid of being exposed as a fraud despite proven success.

Peter Principle
One is promoted until they reach a level at which they are no longer competent.
Non-Traditional Situations

- Mentoring “up”
- Different areas of expertise
- Two-way mentoring
Two-Way Mentors

Kelly Welch

Carol Johnson
• Mentoring should be initiated through formal programs
• Mentoring should be initiated by the mentee asking a mentor
• Mentoring should be initiated by the mentor proactively reaching out to help the mentee
• Mentoring could be a combination of all of those
From the Mentees
Theme: Encouraging, Lead by Example, Relatable, Pushing Out of Comfort Zone, Approachable, Shared Network, Listening/Communicate, Cheerleader

You sought out to encourage me. I am bashful by nature in new environments. I wouldn't have asked for feedback. You knew I needed a boost, and you could see that I didn't really think much of my ideas, given my age and (in)experience. Sharing what you saw in me opened my eyes to what I wasn't seeing in myself. I have to say that was one very important turning point in my life. You lead by example and your general presence is exemplary. You might already know that, or perhaps it's just your nature, but I remember my very first impression of you - "Wow. She has her sh*t together. Confident, intelligent, motivated, yet humble." That's who I wanted to be. You walked with your shoulders back, chin up, and a polite smile. Your delivery was always elegant and poised, never condescending or self-righteous. You relate to others and you're relatable. Every piece of advice you have given me has never felt like it's coming from a parenting level. You use your experience to compare with someone else's current situation and your approach is personable. You acknowledge you're not some know-it-all but offer relevant or similar experiences while recommending next steps. Something that has continued to stick with me is when you told me you saw yourself in me, that I reminded you of a younger Jess, trying to make her way in the world. That gave me confidence and I started to believe the positive things that you, the rest of the class, and others would say about me. If I reminded you of yourself, then I absolutely must be doing something right. You push people when they need to be pushed, but you never pressure. You can see the roadblocks and you advise how to move past them. You've especially helped me realize the roadblock is me and that it's time for a change. At the same time, you've reminded me that I have to do what feels right to me. You're always open and welcoming, and you're fun! I've never felt like I have bothered or burdened you. You're always open to offering feedback, a conversation, phone call, whatever the case may be. Heck, you've even helped rewrite my resume! I always know I can rely on you. You also don't hold back your sense of humor, which makes it so easy to talk to you and be candid. You share your network, when appropriate. We've been through the works with job recommendations a couple of times and let me say I am truly honored that you've thought of me on multiple occasions. On top of that, you refer any contacts that you believe would be helpful in a given situation (e.g., recruiters, field experts, managers). You listen and communicate well, and you ask good questions. I feel heard when I talk to you, you're easy to understand, and you make me think. I've recognized moments of my own self-development while talking to you. You're a great cheerleader. This one may be redundant at this point, but it's such a warm feeling to know someone believes in you. You've always encouraged and supported me, and I feel confident to pursue things that past Kelsey would say I had no business putting my nose in.
Theme: Goal Setting Helped Her Build Confidence, Time Management, & Conflict Resolution Skills, Effective Communication

Before I had you as my Mentor, I was not confident in my work, who I was in the business world, or where I fit in. I was unsure about sticking up for myself, getting involved in group discussions, or giving my opinion. I was a quiet, independent worker. Now I can say that the goals we set each week, I have learned to be more confident in my work. I now stand up for myself when talking with other colleagues, I participate in group discussions, and over all I am more confident. I believe I am a better analyst because of your support. Overall, my work has improved, and I continually receive positive feedback from my supervisors. Some skills you have helped me develop: Confidence, Time Management, and Conflict Resolution. I also would like to mention our vent sessions! This has me helped me relieve stress and allowed me to see other’s point of view. You have taught me how to properly handle many different situations. You taught me how to communicate more effectively in email and it has yielded faster and more thorough responses. What I have learned will allow me to continue to improve and become a better employee. I could go on for days......
You told me a story about how you had a mentor when you first started your professional career and how you can translate your experience being a mentee into being a mentor. You were able to answer my questions about how I am struggling and gave me ideas on how I can improve as a professional. You said you’d be there for me if I need more assistance or guidance and that I can be completely honest with my struggles and accomplishments. You said you’ll be honest with me and will be straight up with providing feedback, good or bad. Many co workers have told me how awesome of a mentor you will be for me, and they all spoke very highly of you. You helped explain the bigger picture of what all of our work means and the value it provides our clients (and more will come as our mentorship continues). You’re willing to help me create goals and achieve them.
You have a ton of really great experience that you have the amazing capability to apply to so many situations, even if at the surface level it doesn't directly relate – for ex. in your role as a leader, you've had a ton of experience with having tough conversations, receiving feedback on your abilities as a leader, that you've shared to help me be a better advisor. While I'm not exactly a “leader” in the same sense, you took those lessons and made them accessible to me in a different stage in my professional career. You're communicative and will make yourself available, which seems silly, but I know I can call you if I'm in a crisis (or just to chat) and you'll answer and talk me down/guide me through tough situations. You're not “preachy” – it never feels like you're on a soapbox – you make it conversational and advise/guide in a way that makes me feel like I'm not being told what to do, but rather challenge me to figure out how I need to approach things. You have more of a Socratic method, where you don't necessarily give me the answers, but rather guide me towards it by asking questions or giving suggestions/different ways to think about things along the way. You're direct – there is no BS or guesswork involved. You're not afraid to say what a situation is, good or bad, and you call me out on my sh*t. You provide valuable, insightful and actionable feedback – it's easy to find the ways to improve whenever you share feedback (whether or not I listen to it lol).
I believe that I can speak on behalf of the team when I say how grateful we are to have Jess on our team. Personally, she **inspires** me regularly from her personal knowledge and experiences. Her **encouragement** and insight has been a great addition to my mentorship experiences. She has **pushed me to strive for more** and to have pride in my personal drive. Jess is truly admirable as a professional, friend, and colleague.
Theme: Approachable, Trust, Honest/Constructive Feedback, Not Afraid to Admit When You Don’t Know, Relatable.

You are very **approachable** when asking for advice/feedback. I can **trust** whenever I ask for **feedback** it will be **thought out and honest**. I think when a lot of people give feedback, they tend to sugar coat it in a way that isn’t very helpful. You have a great ability to give **constructive**, but tactful advice/constructive criticism. You **aren’t afraid to admit when you don’t know** the answer but will always follow up with an answer and/or help research the answer. I know there have been situations where I don’t even know where to start with researching the answer and with your help, I was able to feel confident on where to pivot next. Although you have way more revenue cycle experience than I do and are in a Leadership position, I feel like **I can relate to you.** Which has given me confidence to feel like I am able to accomplish things that I may not have thought I was able too before.
**Theme:** Supportive, honest, growth, trust, asks the right questions, personal and professional growth.

I met Jessica in February 2021 (virtually, of course). We chatted here and there, quick messages during company meetings, an occasional email, but never REALLY worked together. Despite all this – it didn't take long to realize that she was an exceptional leader, and even better person. She became my mentor six months later. Looking back on it, I was learning things from Jessica FAR before she became my mentor. Like how to put facts before feelings. I never thought about the importance of mentorship before writing this – so bear with me. Mentorship is so important because it teaches you lifelong skills. It is knowing that someone you admire is going to have your back, but also tell it to your face. It offers the opportunity for growth, sometimes, without even realizing it. At the end of the day, mentorship gives you someone to trust. Someone that asks how you are, asks what you need, asks what they can do for you, and asks how you want to grow. Mentorship is like a TED talk. Both teach you things that you didn't think you needed to know, but you’re so glad you learned. Both teach you things applicable to your every-day life, both personal and professional. A friend that gives the best advice, a TED talk that holds great significance – one which you listen to without realizing that you're learning, a song you connect with, and in my case, a down-to-earth, real talk, wants the best for me, friend.
Mentoring Roadmap

Develop a formal program
- Mentors
- Mentees
- Guidelines
- Suggestions
“The greatest gift you can give somebody is your own personal development. I used to say, ‘If you will take care of me, I will take care of you.’ Now I say, ‘I will take care of me for you, if you will take care of you for me.’”

-Jim Rohn

- What Next
  - Become a mentor
  - Become a mentee
  - Always pay it forward
  - Change lives, one conversation at a time
Questions?
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Thank you!