

# Transcription

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Megan: Hello, everyone and welcome to today's "Mentoring for a Healthy Start" special initiatives webinar. I'm Megan Hiltner, I'm with the Healthy Start EPIC Center. I'll be moderating today's webinar. We have about 60 minutes set aside for the webinar and it is being recorded. The recording, along with the transcript and slides, will be posted to the EPIC Center website following the webinar.

Before I turn it over to one of the speakers for today, I have a couple of quick announcements. We really want your participation, so at any point, if you have questions or comments, please just chat them in at the bottom left corner of your screen in the chat box. We will only be taking questions via the chat box and we'll be breaking at the end of the presentation to get to your questions and comments. If by chance we don't get to all your questions and comments by the end of the webinar, we will be putting together a "Frequently Asked Questions" document that we will post with the other webinar materials on the EPIC Center website.

Just one other reminder, you'll be asked to complete an evaluation survey at the end of the webinar and we really do want your feedback, so please take a moment to complete that. I'm going to now turn it over to the first speaker today, Ms. Suze Friedrich. She's the project director for the Healthy Start EPIC Center at JSI. Suze, go ahead.

Suze: Thank you. Good afternoon, everyone and welcome to this webinar introducing the Healthy Start mentoring program. As Megan mentioned, my name is Suze Friedrich with the Healthy Start EPIC Center and I'm joined this afternoon by Dr. Hani Atrash, the director of the Healthy Start program and Deborah Frazier, CEO of the National Healthy Start Association.

This webinar is specifically intended for all Level 3 grantees, although, of course, all grantees to learn more about the mentoring program. The Level 3 grantees are expected as part of your grant to share your institutional knowledge by mentoring new members of the Healthy Start community. We recognize that

some of you have already stepped up and are providing support to your peers. The purpose of this webinar is to introduce the formal mentoring program that we are kicking off today and we really hope to use this opportunity to clarify expectations for your role as a mentor and in developing this program, it really was the goal of the EPIC Center and the Healthy Start program to manage those expectations and to minimize the burden on you of serving as a mentor. We hope this webinar clarifies some expectations and provides you with a better understanding of what the goals and the scope of the mentoring requirement is going forward.

The agenda for today's program begins with some comments from Dr. Atrash, who will provide the division's perspective on why this initiative is important and some of the expectations for Level 3 grantees to participate. Following Dr. Atrash's comments, I will provide an orientation to the purpose and expectations of the mentoring program. Then the EPIC Center is pleased to partner with the National Healthy Start Association to actually implement the mentoring program and Deborah Frazier from the National Healthy Start Association will wrap up the webinar with a description of the timeline going forward and how the program will be implemented.

With that, I'd love to hand the mic over to Dr. Atrash. If you're ready, can you share--

Dr. Atrash: Thank you, Suze. Thank you very much. Good afternoon, everyone. Today's webinar is an introduction to the newly developed Healthy Start mentoring program. The division is enthusiastic about this new endeavor and we'd like to thank the staff at the Healthy Start EPIC Center for their hard work and diligence in completing this task. The division is also delighted that the EPIC Center and JSI would be partnering with the National Healthy Start Association to monitor the implementation of the program and support its success, especially during this inaugural year. As part of the transformation of the Healthy Start program, we are focusing on capacity building and workforce development.

Keeping this in mind, we specifically looked at how our Levels 1 and 2 grantees could benefit from the wisdom and guidance of Level 3 grantees. Our hope is that as Levels 1 and 2 establish themselves in the community and grow over the years, they, too, should aspire to be Levels 3. Healthy Start 3.0 brings this vision to reality by specifically requiring Level 3 grantees to be leaders and mentors to other Healthy Starts.

It is the belief of this division that mentoring provides a valuable opportunity to support the transfer of institutional knowledge and build a stronger Healthy Start community. We recognize that you have always valued mentoring and have often volunteered your time to support newer grantees in your community. The division truly appreciates this effort, especially those Level 3 grantees who have stepped up this past year to provide support to your peers.

However, in an effort to manage the demands on Level 3 grantees, the purpose of this kickoff call is to introduce a formal mentoring program to replace the voluntary program. We in the division understand that the Healthy Start program cannot be effective if its leadership does not receive the proper guidance. We are entrusting you, the Level 3 grantees, with helping other newer projects establish themselves in their communities and have a greater impact on the populations they serve. Again, we thank you for being leaders in the program and are hopeful that this process will not only be a benefit to the Healthy Start you mentor, but to you as well.

Again, I'd like to emphasize the need for you to complete evaluation. If we and the Healthy Start EPIC Center do not hear from you how useful or not useful those webinars and this one in particular is, we will not be able to improve the service that we're providing you. Thank you very much and I look forward to working with you.

Suze: Thank you very much, Hani. So I wanted to really start by providing a definition for what we believe the purpose of the mentoring program is. Mentoring is one of a number of capacity-building services available to Healthy Start grantees. The purpose of the Healthy Start mentoring program, we plan to partner two project directors. One from a Level 3 program with a project director that is new to the Healthy Start community. The purpose of that is to really help facilitate the sharing of institutional knowledge and to support that new project director to be better integrated into the Healthy Start community.

Specifically, we've identified four goals for the mentoring program for Healthy Start. Those goals are to foster a peer relationship between two grantees. To establish linkages between the mentee and the Healthy Start community. To increase the mentee's ability and confidence to access resources in the Healthy Start community and to increase the mentee's understanding of expectations for Healthy Start grantees.

The EPIC Center is actually working on a second complementary initiative that will help support the mentoring program and that initiative is to develop a new project director portal. This is going to be a resource on the EPIC website that includes resources and materials and information to help orient new project directors to the expectations of the Healthy Start program and to program requirements. We really are hoping that through this mentoring program, you will help us to inform the development of that resource. As you work with your mentee and you hear some of the issues that they're experiencing, some of the needs they may have, we really would love to have that feedback to be able to know how we can build that knowledge base to support both you as a mentor and the mentee and new project directors going forward.

To support that, I just would like to set the expectation that we're hoping to call each of you for a brief interview in the next month or two to kind of get some of your thoughts of what kinds of materials would be helpful to have accessible in that resource center for you and for your mentees. That, obviously, will grow over time, but it will be an extra resource available to you going forward.

I think one of the things that we wanted to emphasize most of all on this call is that mentoring really is not the same thing as technical assistance. In developing this mentoring program, it was our goal to minimize the burden on Level 3 grantees by really trying to clarify "What do we mean by mentoring?" and to define that scope, so that it doesn't creep beyond what is reasonable for you to try to manage as a mentor. We know a number of you have already been asked to mentor your peers in some capacity and that many of you have given time and commitment to that. In a lot of situations, that assistance, we define more in terms of technical assistance than specifically mentoring and that's why we wanted to clarify the differences and how far you need to go in terms of mentoring versus technical assistance.

Specifically, we distinguish technical assistance and mentoring in the following ways. When we talk about technical assistance, it's really a topic-specific consultancy. It really involves a technical expert providing short-term consultation to another organization to address a specific problem or need that that organization has. For example, a grantee may need assistance with implementing a fatherhood program. It's a very specific interest. It is necessary to have somebody who has knowledge and expertise in that specific fatherhood program implementation issues to serve as a subject matter expert and to provide that support to the grantee.

Many of the Level 3 grantees, you have subject matter expertise. You may be called upon to provide short-term technical assistance. But that's quite different than what we are looking for in terms of this mentoring program. The type of technical assistance that is requested for short-term focused support is really provided through the Healthy Start EPIC Center through a TA request and approved by the grantee's project officer.

By contrast, the mentoring program is intended to establish a longer-term trusting and supportive relationship between two individuals, two project directors with really the goal of helping to integrate and assimilate the new

project director into the Healthy Start community. Mentors can help mentees to understand where they can go for further assistance such as to their project officer or to the EPIC Center. You may introduce the mentee to other colleagues who have particular knowledge or experience that can be helpful for them. Basically, helping them to be better familiar with the expectations and the priorities of the program and serving as a resource that they can turn to for some just general support and guidance.

Really the ultimate purpose is to help the mentee become more confident and connected with the community. We expect that relationship to last between six and seven months. It really is a long-term relationship, not a focused, technical assistance, short-term relationship.

To ensure reasonable expectations for both mentors and mentees, we tried to define a level of effort that we thought wouldn't be overly burdensome and to really try to manage your time commitment as a mentor. There currently are 18 Level 3 grantees who would serve as mentors and the plan is to have each mentor project director be matched with a mentee for that six- to seven-month period. We know one exception to that will be Maria Lourdes-Reyes who already is serving as a mentor to the border projects and we would continue that relationship. But we believe many of the other mentor relationships that may have been established to date really are more technical assistance requests and if that is not true in your case, we're welcome to talk to you about it. But our expectation is that for most of the rest of you, we would be partnering you with a new mentee in the next month to proceed with that sort of six-month, seven-month commitment.

We are also expecting that all mentors listen to a recorded orientation module which has been prepared which really helps, again, to further clarify the role of the mentor and the mentee. We will have the mentees listen to the same orientation so they understand where your responsibilities end and sort of what they can expect from the relationship. The module really clarifies those roles and expectations for the mentor and it's only about 30 minutes long and it's intended to give you a better understanding of what kinds of assistance make

sense for you to provide as a mentor and when you would refer your mentee to other resources for assistance.

We're also looking for you to connect with your mentee on a monthly basis, on a call . . . I'd say a half hour, hour call once per month or maybe face to face if you happen to be getting together at, say, the national meeting or Healthy Start meeting or a regional meeting and you happen to overlap with your particular mentee. But the intent is to have sort of monthly contact with your mentee. To talk to them, share issues and help them as best you can to address whatever sort of professional issues they may be facing.

We recognize that the success of that mentor/mentee relationship really depends upon establishing a safe and trusting relationship between the two project directors. We know that you have experience doing that and have little doubt that you're hopefully comfortable with that relationship building over time.

You are also going to be required to document the mentorship over the course of the six to seven months. We have a form that we ask that you sort of document all of your contacts and some sort of general summary of the activities that you supported the mentee with during the course of the mentorship. I will go into more detail of what that documentation entails. It's also described in detail in the orientation module. It's not onerous, but it does give us some understanding of what goes on during these relationships. To help us to make sure as we strengthen the program going forward, we provide you the support you need and we also clarify for mentees, what's a reasonable expectation for them from the mentorship. As I mentioned, the mentees will be required to listen to the orientation module, too, so they understand what their expectations are for that six- to seven-month relationship and what they can hopefully expect from you as a mentor.

The form that you see on the screen is the summary, the peer mentorship work plan is the summary documentation that we do expect mentors to complete during the course of that six- to seven-month period. This work plan has the



exact same format as all of the work plans that the Healthy Start EPIC Center uses for our technical assistance. It defines an aim of the initiative and how we will evaluate the success of the mentoring program. The aim is the same for all mentorships. The aim is to increase the mentee's understanding of expectations for the Healthy Start grantees, ability to establish links within the Healthy Start community and confidence to seek and obtain needed support and resources from Healthy Start peers, the EPIC Center and their project officer. Sort of that making them connected to the bigger system and helping to facilitate that process. That's truly the aim of the mentorship experience.

The part that you'll be filling out as the mentor is really a documentation of that Plan/Do/Study/Act. Again, we analyze these work plans at the end of this cycle to understand how we might improve the mentorship program going forward. You're going to be asked to complete the PDSA section of the work plan. The "Plan" portion of the document really is . . . that described all of these steps or described in the orientation webinar. I'm just going to provide sort of a brief introduction to it here. You'll be logging in the plan section, that initial kickoff conversation that you have with your mentee where you establish how you're going to communicate going forward, the frequency. Sort of you'll do a regular, hopefully, Monday check-in once a month or whatever your process is that you both feel comfortable with for how you're going to engage the mentorship going forward. Then you'll log each contact in the "Do" section over the course of that six months. Again, we're looking for that monthly check-in conversation with your mentee.

A brief description of that contact. Obviously, we don't need you to share the details of what you may have assisted them with, but just some general understanding of the types of topics, types of issues that were important to address. Because again, they help to inform us as we develop the knowledge base and as we provide support going forward to mentors and mentees in future rounds.

The "Study" section, both you and the National Healthy Start Association should be checking in with your mentee every once in a while to make sure that

that relationship is working, that they're getting the support that they need. You can document in that section additional sort of resources or areas where in the future, we know we need more support, we need more information, materials to help our mentees in the future and any guidance you might be able to give us on how to ensure that that relationship is effective going forward in future rounds of the mentorship program.

Then at the end of the mentorship, at the end of that six to seven months, in that final "Act" section, you're just going to be asked to give us any feedback in terms of how we might strengthen the program and we will be asking the mentee to do an evaluation on, "Did their comfort level with their connection to the community, did their confidence improve as a result of being able to develop that relationship with you as a mentor who helped them to navigate the system a bit?" That would be on the documentation required.

As I mentioned at the top of the webinar, the Healthy Start EPIC Center has contracted with the National Healthy Start Association to implement the mentoring program. We're very excited to have the National Healthy Start Association assume this role. They've had a long tradition of supporting grantees in building these kinds of relationships between project directors and programs. We also know that they are very familiar with many of you and will be able to help in matching mentors and mentees. From this point on, we will be looking to the National Healthy Start Association be your primary contact for the mentoring program and to help implement it over the course of the next month. I know that they, as well as we, welcome feedback throughout this whole process so that in the next round of the mentoring program, we can make sure that we provide additional support and clarification, again, to make sure that this relationship is successful as possible while not being overly burdensome for all of you in terms of your time commitment going forward.

At this time, I am very pleased to introduce Deborah Frazier who will tell you more about how we're going to go about implementing the program going forward and to answer some of your questions in terms of the specifics in

implementing the next few months. With that, Deborah, I'm going to hand the slides over to you.

Deborah: Thank you, Suze. Good afternoon, everyone. The National Healthy Start Association is pleased to work with JSI and the Division of Healthy Start on this important mentoring project. Dr. Atrash and Suze have described both the goals and the design of this mentoring program. As Suze has indicated, the association is contracted to implement the program with all of you and to help establish the one-on-one matches between the 17 Level 3 grantees and new project directors.

Our first task is to ensure that the mentors and mentees complete the online orientation modules that Suze referenced. I've gone through those modules and they do provide great insight and clarity that builds on the information that these slides today reference and what Suze's conversation was about. It distinguishes the technical assistance versus monitoring and provides great tips on your role as mentors. Those orientation modules for both mentors and mentees will be an essential tool as you begin your journey as mentors to other Healthy Start grantees. I think that you will find it really important for you as you move into your new role.

The other role of the association is to ensure that the expectations that are set for this mentoring program are met in a timely manner through regular monitoring and check-in. There is an expectation that the mentors and mentees will communicate at least monthly. But that depends on your assessment of the needs of your mentee and especially in those early months as you develop your mentor/mentee relationship. As you saw in some of the previous slides, the communications are documented and submitted eventually to the association so that we can work with you and your mentee, and also that we can prepare reports to JSI and they can monitor this mentoring program to make sure that we have something that's working well.

The association will also check with you and with your mentees on a regular basis to confirm that the mentee is getting the support that they need and that the relationship is productive and that you, the mentors, are comfortable in your role as mentors, and to make sure that you realize that you also have a lifeline.

Let's look at the proposed timeline on the next slide. In August, which is a couple of weeks from now, we'll start matching mentors and mentees. That's when . . . and I guess we can, at the end, talk about when you guys will have your first access to the online orientation that I referenced a minute ago. Because you might want to get a head start on that before your match is made. Then in September be ready to conduct your initial call with your mentee to establish communications.

Again, you don't have to wait a month if you and your mentee need to communicate more frequently than every month. It doesn't have to be every 30 days if you need to wait 40 days or 45 days. But the most important thing is that you develop that relationship and communication and that the mentees feel supported.

Then as Suze indicated, we talked about this. We want to have a face-to-face meeting at the JSI grantee meeting or convention in November with all of you and your mentees to talk about how this is going and to get feedback from you so we can make adjustments early in the mentoring process. We'll do that again in late February or early March at the National Healthy Start meeting. That will give us a chance to meet with you guys and we'll pull in the evaluator for this program at JSI. You can give us feedback and we'll talk about where we can make tweaks in this so we can continually improve the mentoring program.

Then at the end in April, and this is going to go by so quickly, you complete your report for the mentoring work plan and with everything, there will be an evaluation for both you and for your mentee and you can give us feedback in addition to your face-to-face meetings and tell us how rewarding this

experience has been for you. With that, I think we're open for questions. Thank you.

Megan: Thank you so much, Ms. Frazier. We do have a couple of really good questions from folks already. The first question that came in, I'll direct it to you, Dr. Atrash, first. But I'm sure that if Ms. Frazier and Suze, if you have comments, please weigh in. The question is "What about situations where the project director of the Level 3 is new to their position as well as Healthy Start?"

Dr. Atrash: I don't know how many of those there are; there may be one. You also need to recognize that there are several Level 1s and Level 2s, highly expert grantees that have been doing this work for a very long time. We will need to explore who of Levels 1 and 2 are able to do mentoring and whether they could provide that service or not.

The challenge here is that the Level 3 grantees were given extra resources to serve this role. By definition, based on the FOA, they came in and said, "We can do this. We'll volunteer to do the work," because they're getting extra resources for that. These need to be discussed on a one-on-one basis. We will be willing to discuss with that specific grantee their mentoring needs. In that case, it may be they are on the receiving side, but the expense of travel and funds will be paid by them, not by the mentoring group. Because they have more resources than the Level 1s or 2s.

We may be able to maybe provide a Level 3 or even a Level 1 or 2 who has been around for some time, has experienced to work with them, to mentor them. Again, being Level 3 does not necessarily mean you're more experienced. Although the implication is that you are. But the reality is, we gave more resources for Level 3s, expecting them to serve this role.

I think these are exceptions, not the rules and we'll be glad to discuss those on a one-to-one basis.

Megan: Great, thank you. The next question and it was chatted in and it was responded to, but I think in case someone else has the same question, I'm going to ask it and I'll also give the response. "Is the CAN director also responsible for mentoring?" Really, the response is, unless the CAN director is the same person as the project director, we do not expect the CAN director to be serving as a mentor.

Another question is, "Is the plan to meet on Thursday at the end of the grantee meeting in November?" It's my understanding and Suze, feel free to chime in on this, too. It's my understanding that that has not yet been determined, that the convention would be the face-to-face time for meeting.

Suze: Right, this is Suze. The Thursday, I believe, is the COIN meeting. Since we realize the Level 3 grantees and the COIN members completely overlap in many cases, we wouldn't be scheduling it at the same time for logistical reasons. We are hoping to have some sort of an opportunity or forum during the course of the conference where we can, as Deborah mentioned, bring together the mentors and the mentees to give us some feedback. But it would certainly not conflict with a meeting that you know you would have to be attending otherwise. I'm assuming that's what that question is about.

Megan: I believe so.

Suze: If I'm wrong, feel free to chat in more detail and we'll happily respond to it.

Megan: Another question and I think, Ms. Frazier, this is directed towards you. "Will the matches be based on your cohort under your project officer?"

Deborah: Not necessarily. I'm going to let Hani answer that one.

Dr. Atrash: Well, basically I think the mentoring, the matches need to be made based on need of the mentee and the capacity and expertise of the mentor. It really has nothing to do with whether you're under the same project officer or not. It may be helpful to have people under the same project officer to ensure continuity. But I think the matching . . . by definition, matching is based on where the resources are and what the needs are and if there's a match between the resources and the needs. Because the areas of need will be different for different projects and the skills will be different among the different Level 3 grantees. It's possible, but not necessarily a requirement.

Suze: This is Suze. I think we realize that if it happens to work, that a mentor and a mentee are a good partner and they're from the same region, that could help in allowing for some face-to-face opportunities to get together. But the expectation is not that that is a requirement. It may not even be logistically or feasible given the numbers of who are mentees and who are mentors. It certainly might help if it happens to work out.

Megan: Another question has come in and this is about communication in this process. "The National Healthy Start Association has a Listserv for Healthy Start directors. Would it be possible to have a Listserv just for Level 3 directors about this mentoring piece?" Suze, I don't know if you want to respond to that?

Suze: I'll defer to Deborah. Speaking to implement, if that's feasible, it's entirely possible for her perspective.

Deborah: Sure, we can do that. That's easy to do. That was an easy question.

Megan: Great. Someone was asking a question about how many new project directors there are. I don't know if that's in the context of this process, but

perhaps the person that asked that question, if you could add a little more detail to your question and maybe we can respond to that.

Here's another follow-up question about the matches. "Will the locations of the mentor and mentee matter?"

Deborah: I probably answered that--

Dr. Atrash: Yeah, we just talked about that. I think we have the numbers of new project directors. I think the challenge is not just the new project directors, as they are continuing change. Where you new project directors at all times. People come, people leave and new people join. Suze, from your assessment, I think the report had something of a . . . I don't know if you know it offhand or we need to go back to it.

Suze: Yeah. There are 18 Level 3 projects and 8 of the 18, according to our information, have new project directors. Now, whether that means they're new to Healthy Start versus new to that particular role and program, I can't speak to that and I think--

Dr. Atrash: For example, Baltimore has a new director, but she was with Healthy Start. Some of them may be in a new position, but having been with Healthy Start for a long time. It makes the people who are completely new to Healthy Start. There's some new grantees who have never been in Healthy Start. Some new grantees were subcontractors with Healthy Start, so they know the program well. Again, the needs are going to be different for different grantees and the skills are going to be different for different Level 3s.

I think what we have today is more of the general approach that then the matching will clean up the process and be specific about who can benefit from



whose help. And basically allows also that mentors will learn a lot from mentees as well. Everybody has something to offer.

Suze: I know that Deborah will be following up with each of the Level 3 project directors and we'll have a better opportunity to talk to you to find out whether you're one of those new, but not new. Or whether you're truly new to Healthy Start. I know that they recognize the need to be able to provide some backup for you in your roles going forward as you become more experienced with Healthy Start.

We haven't totally figured out how reasonable the expectation is to serve as a mentor if you're brand-new to the system and I think Deborah will be getting back to us to see if there's some phasing that we need to do here to be realistic. Our choice, our preference is really to maximize your expertise; all 18 of you for this next round. But we realize there may be some considerations that we need to take in for some of you who obviously may feel a little bit uncomfortable in that role.

Megan: Okay. Another question, "What are the mentoring expectations for years 3 to 5 of the grant? Would these relationships continue if they've gone well?"

Suze: I think the intent is a new cohort each year. But again, that is something that we would love your feedback on during those gatherings that Deborah is going to be facilitating as a way to find out do you feel like you've had enough time? But there are a lot of new project directors who come on. There's a lot of turnover and the value of this is to really help a brand-new project director get ramped up quickly. So we'd like to see the opportunity to turn over cohorts each year.

Megan: Great, okay.

Suze: I know there was a question asking how we're identifying the mentees. We have a list of projects with new Healthy Start projects or new project directors for Level 1 and Level 2 grantees. That list will be provided to Deborah and she'll be working through that list to match a mentor with a mentee. Obviously, we have more potential mentees than we have mentors. Not every organization that is approached who is new may feel like they need or want the support.

But our hope is to be able to accommodate any new project director who would like the opportunity to be partnered. Again, this may be that second cohort if we can't get everybody in in the first cohort.

Megan: Someone is also asking, "What should we do if we have an already established relationship with several new grantees in our region?"

Suze: I would love to have you speak with Deborah and we can see if some of those grantees happen to be on our list already. In which case, we may end up . . . if you're really willing to continue with more than one mentee, then that's very generous of you and we wish--

Dr. Atrash: Without taking credit for it.

Suze: That's better for us to get to that new 24 project directors. If, on the other hand, you realize that that's an unreasonable burden or it's difficult for you to do that, which we totally understand, then we would help transition you to only having one assignment.

Megan: Thanks for all the questions, everyone. This is great; I'm just sort of combing through them. There have been more questions about how the matches

will be made. I feel like you went into that. What about, "How has the level of need of the mentee been determined?"

Suze: We have a number of mechanisms. As I mentioned, the first one really was a list of all of the new project directors. Project directors that were new, obviously almost a year ago--three quarters of a year ago now. A lot may have changed during that time frame. If we were kicking this off at the beginning of the year, it might have been a different need. But right now, we know who the project directors were that were new in this round of funding. We also know which project directors had a lot of open needs when they did their self assessment. So prioritizing those to make sure if they're still looking for having better orientation to Healthy Start they would be targeted as sort of high-priority.

But it'll end up being ultimately an optional service provided to that list and if a potential mentee is not interested, they won't be required, obviously, to participate in the mentorship relationship. This is really meant to be a positive resource that is available to an individual, a new project director, who feels like they could benefit from having a better connection with another program more familiar with Healthy Start.

And Deborah, please feel free to add anything in any of my explanations. As I mentioned earlier, really, the Healthy Start Association will be taking this on from here on out and working with you to make the best matches possible. To make sure that the mentor and the mentee are both positively connected and interested in pursuing a mentorship.

Megan: Another question . . . Deborah, did you have something to add? I'm sorry.

Deborah: No. Suze did a great job.

Megan: Okay. Another question, this was more about the CAN director. But the person understands that the CAN director won't serve as the official mentor. But they were wondering if that person could assist the project director to draw on their experience and skill if they deem it necessary in this mentorship.

Suze: This is Suze. Again, I think one of the things we really, truly want to communicate is how easy it is for a mentor/mentee relationship, for the mentor to find that they start having to deal with a lot of actual programmatic implementation issues and start providing sort of technical assistance and consultation on a lot of subjects. When you say engaging the CAN in that collaboration, it sounds a little bit to me like maybe they would be advising on how to strengthen their CAN or how to build their community network. That might be better identified as a TA request where that CAN director gets specific recognition as a TA provider and we define it as a TA request rather than part of that mentorship.

If on the other hand, you feel that that CAN director is somebody who is a good support for professional development just in general and they are interested in working with you in this, that we are in no way saying you can't engage your staff in helping with this process. That's not an expectation. Again, we're trying to manage the amount of time both for you and your staff involved in this particular initiative, knowing that there's lots of capacity building activities which we draw upon the Level 3 grantees. To coin other TA . . . other activities.

We're trying to be reasonable and so if you choose to be more generous with your time, I certainly don't think Deborah or I would discourage that. But that's not a requirement.

Megan: There was a question that someone who has brought up that they've been . . . it sounds like they've been doing some of this work already. They

were wondering how a lot of this cross-mentoring process is going to be communicated to the new grantees.

Suze: You mean as new project directors come on board?

Megan: Yeah, I believe. They're just asking, it sounds like, with regard to any expectations that they had early on regarding mentoring. But how is this mentorship going to be communicated to all of the grantees, not just the new grantees?

Suze: That's a very good question. I don't know that we had planned, at this point, some sort of a formal roll-out to all grantees about the mentoring program. We can certainly provide information at the conference about it. I think as new project directors come on board, their project officers would probably recommend this as a possible capacity-building resource available to them that they might sign up for in the next cohort. We weren't going to do a call-out to all grantees to solicit mentees only because we have plenty already who would be eligible for the program for us to be able to respond to their needs.

If there's a strong feeling that this is something that ought to be communicated in a webinar to all grantees, feel free to share that with Deborah or myself and we can see if that's something we should do as an informational webinar. But there was no immediate plan to sort of broadcast this to everybody. Again, if you think that's not the right strategy, please let us know.

Deborah: Then there's always another cohort of mentoring and mentees. They can always look forward to that next opportunity to be in that next cohort as well.

Suze: We will definitely orient the mentees who sign up for this first round with some sort of orientation, much like what you've experienced in terms of Deborah orienting onto the expectations. But in terms of notifying everybody about the service, I guess we need your feedback on that one.

Megan: Here's a good question about how this is going to be measured or evaluated to measure objectives beyond the qualitative outcome.

Suze: Right. The evaluation survey, as with all capacity-building TA that's done through the EPIC Center does have a rating scale built into the TA request. The mentee will be completing an evaluation form which, as you'll see, is part of the orientation. It's no secret about what that evaluation form looks like. It does have a scale built into it and so our QI always involves looking at whether or not we achieve a certain point scale on every one of our TA requests and we would treat the mentoring program the same way.

So at the end of this cohort, we would be analyzing that data to see if we got the minimum score that we expect to get to consider it a success and to certainly look at the feedback that you provide and that Deborah provides through those debriefing meetings, to figure out how we can make it better in the next round. There is a PDSA cycle built into this cohort that then would inform the next cohort of mentoring for next year.

Megan: This has been touched on, but I think it might be worth going into again, just for everyone. "Are all of the Level 3 sites mentoring Level 1 and 2 sites? What if a director of a Level 3 site is in a new role?"

Suze: I think Hani mentioned that our challenge here is that the FOA expected that all Level 3 grantees would serve as mentors and that the resources were reflected in the Level 3 grantee grants. Therefore, we are looking to the Level 3 grantees to serve in this mentor role. We can't require any Level 1 or Level 2 to

volunteer their efforts in that way because that was not part of the expectation that was built into their grant application.

That does not say that if there's a Level 1 or Level 2 grantee who has a lot of experience and is willing to volunteer just as we have had volunteers to the COIN process of a Level 1 and Level 2 grantee very generously. We're not discouraging that and we do recognize that there are a number of Level 3 grantees who are new and therefore are sort of taking on a responsibility that they may not be completely comfortable with. As I think we mentioned, this is really a conversation, I think, we'd like you to have with Deborah. If Deborah can make a recommendation for how feasible it might be for some of the new Level 3 project directors to play this mentoring role or whether or not this would be just too uncomfortable for you, we have to understand how we're going to manage that.

It's a contract expectation and so we're trying to balance the fact that all Level 3 grantees are supposed to be doing this, but we do acknowledge that it may not be reasonable to expect it of some of the new project directors. We have to figure out, maybe you'll have to provide more TA or something else as a way of sort of balancing out the burden on other Level 3 grantees. It's kind of an open question.

Deborah: We'll figure it out because we certainly do not want to put a new . . . any additional pressure on a new Healthy Start project director. We'll figure that out.

Suze: I think we're willing to be flexible because we just realized, we can't expect you to provide us support where you're learning, too.

Deborah: Yeah, we'll figure that out and to the other question, I think, in terms of how new folks coming in will hear about this the same way that new . . . that those who are being mentored know about it. I think as project officers identify

who needs to be mentored, I think within the division that information is shared. At your project officers regional meetings and other places, there will be opportunities to share that information.

Megan: Folks, we have about nine minutes left. I want you to chat your questions in if you have them. There was a question earlier . . . you've gone over, already, sort of the matching piece but I just wanted to bring up the point that they brought up about considering matches based on the type of grantee regarding which health department or community-based organizations. That was a point that someone brought up.

Deborah: Those will be considered, yeah.

Megan: I'll give you another moment for questions or comments, but I did want to remind everybody as we're waiting to remember to mark your calendars for the Healthy Start convention; that's November 16th and 17th. Then the 18th will be that third day where the Healthy Start COIN representatives will meet as well as a new project director institute. That will be at the Marriott Wardman Park in Washington, D.C.

Dr. Atrash: Deborah, have you announced the July 31 meeting or not yet?

Deborah: I'm sorry, have I announced what?

Dr. Atrash: The July 31 webinar? The Heart-to-Heart.

Deborah: We did. We sent it to all the project directors. Everyone should have it. I've forgotten what time it is, I'd have to look at my calendar. It is 10:30?



Dr. Atrash: Yes, 10:30 in the morning.

Deborah: Yeah. Or 10:00? I can't remember which.

Dr. Atrash: It's 10:30.

Deborah: 10:30? Okay.

Dr. Atrash: To 11:30.

Megan: Okay. It doesn't look like we have any additional questions. I guess the only other follow-up piece is just a reminder about the next steps. Level 3 grantees should be expecting to hear from the Healthy Start Association about matching them with a grantee and will provide them with a link to the orientation module, so be on the lookout for that.

Somebody just commented in about the Heart-to-Heart webinar. It's scheduled for 7:30 . . . that's Pacific time, which is a difficult time for the West Coast grantees. I just want to thank everybody for their participation in this webinar and if you have any follow-up questions or comments, please let us know. You can e-mail the Healthy Start EPIC Center's e-mail or also I can send . . . that would be a fine place to send any questions that you have. Otherwise, thanks for your participation and that concludes the webinar for today.

Dr. Atrash: Thank you all.

Deborah: Thank you.