ART OF MENTORING

Growth is the mindset.
Mentoring is the art.

Program Information Pack

MENTORING

Updated October 2026

Healthcare Financial Management Association

The Emerging Leaders 2027 Mentoring Program Information Guide

Why Mentoring?

Would you like:

Guidance for your personal and professional development in our industry from someone with a wealth of experience?

An opportunity to explore issues and concerns in a confidential and supportive relationship?

Satisfaction from contributing back to the industry and making a difference to someone else?

A chance to enrich your interpersonal and leadership skills?

About this program

The HFMA Emerging Leaders Mentoring Program aims to support current and aspiring managers and leaders in our industry, helping them build a network of inspired leadership professionals and attain satisfying professional careers, individual success, and business growth.

The mentor may help the mentee achieve or work toward personal or career goals, introduce the mentee to new ways of thinking, challenge a mentee's limiting assumptions, share valuable life lessons, and much more.

Program intent:

- To empower HFMA members by putting them in the driver's seat of their career and their learning.
- To provide mentees with guidance and support from experienced professionals in the industry.
- To offer mentors the opportunity to give back to the community and share their knowledge and skills.
- To foster high engagement of our members.
- To develop HFMA members into the leaders of tomorrow by providing them with the support, growth and guidance they need.
- To provide a structured and supportive environment for members to learn, grow, and succeed in their careers.

What do we mean by mentoring?

mentor: (noun) an experienced and trusted adviser.

Mentorship is a developmental relationship in which one person, usually more experienced or senior, takes time to assist the career, professional or personal development of someone else, who is known as a mentee. Mentoring is most often a one-on-one relationship but is sometimes done in groups.

A mentoring relationship is one that is built on trust, in which there is an exchange of knowledge, experience and goodwill.

Some examples of what our mentors may assist with:

- Act as a source of information and insight
- Suggest relevant options regarding career development or strategies for achieving professional goals
- Recommend possible resources to improve specific skills
- Help the mentee solve professional challenges in their working life
- Discuss issues of professional ethics
- Discuss workplace related issues and options for how these may be addressed

Why is mentoring important?

The HFMA Emerging Leaders 2027 Mentoring Program is an important component for developing and sustaining satisfying professional careers of current and aspiring managers and leaders.

Participants in mentoring programs report a various number of benefits from their participation: improved confidence, self-awareness, clearer career direction, better communication skills, listening skills, feedback skills, more assertive communication, and enhanced management skills.

Benefits of the program

For mentees, some of the common benefits of mentoring include:

- Exploring issues and concerns in a supportive and confidential relationship
- Obtaining experienced guidance and support
- Learning from the experience of others
- Exploring your career development plan
- Receiving feedback and developmental guidance
- Networking and learning about effective networking

Mentoring programs do not just benefit the mentees. Mentors find tremendous learning and development opportunities of their own. Some of the benefits that are frequently reported for mentors include:

- Contributing back to the profession, and gaining personal satisfaction by making a difference for someone else
- Learning and developing mentoring skills and enriching leadership and interpersonal skills.
- Gaining intellectual challenge by working on issues outside day-to-day experience
- Discover fresh perspectives that may assist with their own work
- Increasing profile and expanding professional networks

Program boundaries

This program is not about the mentor finding a job for the mentee or a guarantee of promotion. It is also not the mentor's role to take on people leadership responsibilities on behalf of the reporting manager.

Who can apply?

To join the program as a mentee, you must be:

- Seeking to advance in career or seeking advice to elevate career path
- A Member of HFMA
- Fully committed to the program, including length of program, regularly meeting with match, and participating in surveys and events.

To join the program as a mentor, you must be:

- In a leadership position with at least 5 years of experience in our industry
- A Member of HFMA
- Fully committed to the program, including length of program, regularly meeting with match, and participating in surveys and events

Both mentees and mentors must also be willing to complete the online training provided, review the support resources available and engage completely in the relationship process, connecting with your mentee/mentor at least monthly.

Application process

Mentees and mentors will be asked to complete a short application form to assess their eligibility for the program and to collect details about what they are looking for in a mentoring partner.

Mentees will be asked questions about their background, and what they would like to achieve by working with a mentor. Mentors will be asked about the areas in which they feel comfortable mentoring. Please give as much information as you reasonably can as it will assist the matching process.

Please submit your application by December 4, 2026, by completing the application on the mentoring platform - https://hfma.aomapps.com/emerging-leaders-2027

You will be advised if there is a suitable match by December 14, 2026.

What's involved?

The HFMA Emerging Leaders 2027 Mentoring Program is a 6-month program, January 2027 to June 2027.

Mentors and mentees will be matched according to application details and are required to attend three events; Program Launch, Progress Review; and Program Close, all of which will be delivered via Webinar.

During the program, mentors and mentees will be expected to be in contact at least monthly.

Mentees and first-time mentors will also be expected to complete the Art of Mentoring online training module to prepare them for their mentoring relationship. Acceptance into the program is conditional upon your commitment to completion of the training.

The online mentoring platform will provide your mentoring partner's details, the option to communicate with the Program Manager, and access the training and resources.

During the program, you will receive frequent communications from the Program Manager, giving you helpful tips and information about mentoring and access to other relevant materials available for supporting mentees and mentors.

During and at the end of the program, you will be invited to provide feedback about your experience.

MENTORING BADGES

Participants in the HFMA Emerging Leaders 2027 will have the opportunity to receive a Mentoring Program Completion Badge at Program Close, recognizing their participation and commitment to the program.

How Mentors Can Earn Their Badge

- Mentors must complete the mentoring program
- Complete all three program surveys
- Attend at least 4 mentoring sessions with their mentee

How Mentees Can Earn Their Badge

- Mentees must complete the mentoring program
- Complete all three program surveys
- Attend at least 4 mentoring sessions with their mentor

Here Are the Badges You Will Receive

Please see below for the Mentoring Program Completion Badges available to eligible mentors and mentees:

Mentee Badge



Mentor Badge



To what am I committing?

Activity	Time required
Training, reading resources and attending workshops	Up to 1/2 day in total
Preparation and time spent in mentoring conversations & follow-ups	1-2 hours per month
Program surveys	1/2 hour in total

Key dates & program activities

Getting Started	**Applications Open**	November 2, 2026
	Program Information Webinar*	November 3, 2026 | 2:00PM CT
	Applications Close	December 4, 2026
	Matches Notified	Week of December 14, 2026
	Online Training	Self-Paced
	Program Launch Webinar	January 5, 2027 | 2:00PM CT
Clarifying Direction & Purpose	**First Mentoring Meeting**	Matches to schedule as soon as possible following program launch
Mutual Learning	**Mentoring Meetings**	Matches to schedule monthly meetings
	Progress Review Recording - Mentors	April 5, 2027 | 2:00PM CT
	Progress Review Workshop - Mentees	April 6, 2027 | 2:00PM CT
Winding Up & Moving On	**Final Mentoring Meeting**	Matches to schedule a final meeting prior to program close
	Program Close	June 24, 2027 | 2:00PM CT

Matched mentees and mentors will receive invitations to register for program events.

Frequently Asked Questions

How long will the mentoring program run?	The HFMA Emerging Leaders 2027 Mentoring Program will run for 6 - months from January 2027 to June 2027
Who can participate in the program?	Applicants must be members of HFMA and meet the program eligibility criteria.
How do I apply?	Complete the online application by the due date: https://hfma.aomapps.com/emerging-leaders-2027 The information you provide will help us 'match' the right mentee with the right mentor, based on experience, skills and what you both want to achieve from the program
When will I know if I've been matched, and if so, who I've been matched with?	You should hear from us by the week of December 14, 2026 as to whether you have been matched and the next steps to take.
What if I am not matched?	We will endeavour to match all mentees who complete the application given we have a suitable mentor. Some mentors may not be matched if their expertise/ experience is not suitable for any applicants. If we don't have a suitable match for a mentor, we won't pair you for the sake of putting you in the program. If a suitable match is not available, you may be able to apply or transfer for future programs.
What will I have to do if my application is successful?	If your application is successful, you will need to attend three events; Program Launch, Mid-Program Review and Program Close, all of which will be delivered via Webinars. Please see the key dates table. You will also be asked to complete the Art of Mentoring online training. The training will take 60 – 90 minutes and will help provide you with the knowledge and skills to have a successful mentoring relationship. It will be up to each pair to establish their own timetables for their one-on-one meetings, which should take place at least monthly throughout the program.
Will discussions between mentees and mentors be confidential?	Absolutely! Great mentoring relationships are based first and foremost on trust. Your participation in the program is confidential, and you will agree with your mentoring partner on how you will handle confidentiality between you.

Where can I access more information?	If you're interested in finding out more about the program, please visit the mentoring platform in the first instance. Details to view the Program Information Session is available on the mentoring platform home page. Questions may be directed to the Program Manager using the Contact Program Manager button on the mentoring platform.