



Mentoring Programme

Women in Leadership



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Dear Colleagues,

One of the key take aways from our International Womens Day in 2017 was the need for a supportive mentoring programme to encourage and support those wishing to develop further and excel in the workplace.

I am very pleased to share with you a Guide for Mentor and Mentees in the Health Service together with details of staff who are available to mentor colleagues.

Further information is available from Sibeal Carolan, Programme Co-ordinator sibeal.carolan@hse.ie

Wishing you a wonderful International Womens Day 2018 and together let us continue to support each other and to press for progress.

Kindest regards,

Rosarii Mannion
National HR Director



Geraldine Smith, National Director Internal Audit.

I am interested in being a part of HSE's Mentoring programme because I am very interested in the development of colleagues and I believe it is important for senior managers to share our professional experience and provide guidance, advice and support to colleagues in their roles. Mentoring is an invaluable resource available within an organisation. I look forward to being part of HSE's mentoring programme.



Michele Tait, National Hepatitis C Treatment Programme Manager.

I am interested in a mentoring programme and being a mentor because I believe that all of the experiences I have had over the last 30 years in my health services career, both good and bad, have taught me so much and I know that the lessons I have learnt which I am always happy to share will be of great benefit to those at all stages of their career but especially those at the early stages and who wish to aspire to more senior roles. I want to share these experiences and lessons with my colleagues, especially those aspiring to progress in our organisation because everyone has the ability to get there, and pass on to them the invaluable advice and knowledge that I gained from those who mentored me over the years and who helped me in getting to where I am today. Mentoring benefits everyone.



Mellany McLoone, Head of HR, CHO Dublin North City & County.

I welcome the opportunity to assist colleagues in developing their skills and knowledge that will enhance their professional and personal growth as part of the HSE's Mentoring Programme. I have benefited from mentoring and appreciate the positive impact it had on my own development. Mentoring creates a space for staff to focus on their own development and challenge them to move outside their comfort zone.



Stephanie Manahan, CEO of Central Remedial Clinic.

I am really excited about being part of the mentoring programme for women in leadership in our health service. I have been very lucky to have worked with many women throughout my career who have both inspired and encouraged me to be the best that I can be and am very excited to be a part of other women's leadership journeys. I have always believed in supporting women as they develop and have myself benefited from shared wisdom, knowledge and an honest space to reflect on how I am doing. I believe a supportive mentorship relationship can unlock great potential in everyone and great learning for both mentor and mentee. As a proud and passionate public servant I am delighted to see this initiative be embraced and encouraged in our health services.



Elaine Fallon, Director of Nursing and Midwifery & National Quality Improvement Advisor.

I have worked for 35 years in Healthcare, 22 of those years here in Ireland as a Registered General Nurse, a Registered Midwife and now a Director of Nursing and Midwifery. I have worked in the Quality Improvement Division since 2013, leading out on the work for a National Patient Safety Culture Survey, developing a Quality Profile with a Hospital Group and as a National Quality Improvement Advisor on the Framework for Improving Quality in Irish Healthcare. I have had many Mentors myself over the years and have found the experiences very rewarding and interesting. I would now like to reciprocate and have the opportunity to mentor someone else, giving them the benefit of my experiences and to help the person to reach their full potential.



Muriel Farrell, General Manager - Office of National Director Community Operations.

As a healthcare leader I have been a positive driver for change for over 20 years. I have led and delivered service improvements for patients through the reorganization and development of Acute General Hospital services, Community Services and Mental Health Services, building a strong engagement culture with staff, patients and communities, to facilitate the implementation of service changes. I am passionate about enabling staff to achieve their potential and as a mentor I would be privileged to contribute to the development of the next generation of healthcare leaders and managers, developing their skills and capability to create a culture of mutual respect, trust, performance, learning and accountability in the delivery of services to patients and their carers, in a positive work environment.



Louise Doyle, General Manager – Leadership Education & Talent Development.

I believe mentoring is a very effective form of personal and professional development. It can facilitate an individual to explore aspects of their career and to develop insights and skills that enable them to progress further in their career. I've had the benefit of some very helpful and generous mentors who have been of great assistance to me at key points in my working life. I have also participated as a mentor in other mentoring programmes and have always found it very enjoyable and rewarding experience. I would be delighted to be a mentor in the women in leadership programme.



Annemarie Byrne, General Manager, Office of the CEO - South/South West Hospital Group.

My name is Annemarie, I have worked in a number of HR and L&D roles, and have always been interested in organisational behaviours and management and leadership skills my first experience of mentoring was over 20 years ago, and those positive early mentoring experiences provided me with a firm understanding and of the value of nurturing and developing mentoring relationships and of the potential for sharing experiences and mutual learning.

For me Mentoring is about nurturing and growing colleagues and I am inspired by inspirational women such as Oprah Winfrey, Sheryl Sandberg and Brene Brown and how they have opened up honest and positive conversations about women and how we can navigate and through the challenges in life which developing both personally and professionally. And we must also value and acknowledge the women who are committed to supporting initiatives like the Mentoring Programme for Women in Leadership.

Mentoring and the development of a Mentoring Programme for Women in Leadership matters because it has the capacity to both harness and share skills, experiences, insights between staff in a space and environment of trust and confidentiality. In my experience mentoring creates that safe space in which to share experiences, open up options and explore possibilities and even to admit to vulnerabilities and while sharing insights that enable the mentee to grow and empower them more forward



Mai Kearns Mc Adam, Project Lead - Attendance Management / Deputy Group HR Manager, Conflict Coach, Mediator, Mentor, Investigator, Human Resources Department, Louth Hospitals, RCSI Group.

I am interested in the Mentoring Program because I am committed to enabling managers and staff to reach their full potential and capability in their work by supporting, guiding and encouraging them. The Mentoring process will enable staff discover an inner strength which will facilitate them to discover new and different ways of handling change, conflict going forward.



Jane Carolan

I have been so fortunate that throughout my career, I have for many years been supported by a number of incredible mentors. They have willingly listened to my many challenges and offered clear and considered advice based on their own experience and just when I needed it. Selecting a mentor is not always easy and making sure there is a good connection is important. As I have matured in my career, I am now both the recipient and provider of mentoring services. Sharing my knowledge to very talented younger colleagues is very satisfying but also challenging. Whilst I am a strong supporter of formal mentoring programmes, informal mentoring is also very important. It is no surprise that successful organisations place a high value on mentoring.



Siobhan Patten

Mentoring is an individual process to assist leaders as they progress through their careers. Mentoring is both a supportive and challenging process, with the mentor in a position to offer guidance and advice where appropriate. Often though, it is a space for leaders to unpick issues, plan career developments, explore challenging relationships or progress new projects or work-based challenges. Confidence is often an issue which affects new leaders, particularly women leaders.

The qualities of an effective mentor are that they will know their way around the organisation, have strong political awareness, but more importantly, will have excellent listening skills, and know when to provide challenge.



Ann Marie O'Grady, Chief Executive, Leopardstown Park Hospital.

Ann Marie is currently Chief Executive of Leopardstown Park Hospital, a voluntary hospital specialising in care of the elderly services. Prior to that she was a member of the Senior Executive in Beaumont Hospital and has held a number of other leadership roles in both the general and clinical management fields over her career. Previously she practised clinically in both Ireland and New Zealand as a Physiotherapist. Ann Marie is also a qualified executive business coach and coaches within the health sector on a pro bono basis.

Her particular interest lies in the development of highly functioning teams where difference is respected, valued and harnessed and, in particular, in the individual contributions that create the conditions to deliver these types of teams. She enjoys working with people to develop the confidence to believe in themselves and their capabilities and to support the individual to realise their potential. In addition she really enjoys working with individuals in relation to their resilience to work effectively within the very challenging sector of healthcare, while still having a life outside of work. Over her career she has experienced the benefit of having key mentors who have supported and provided great insight and therefore really appreciates the value of mentoring within the work environment.