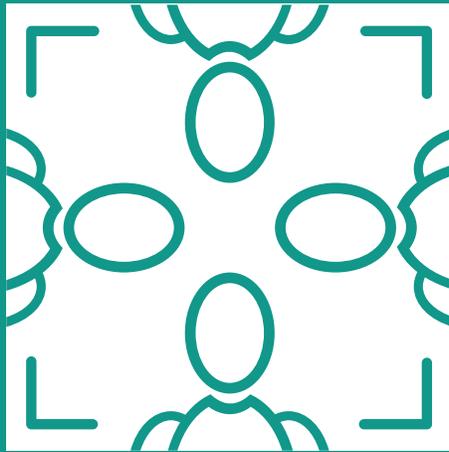


THE  
KRESGE  
FOUNDATION

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**EMERGING  
LEADERS  
IN PUBLIC  
HEALTH**

*Application Packet*

UPDATED 12/2016

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## About Emerging Leaders in Public Health

Emerging Leaders in Public Health (ELPH) is an ongoing leadership development initiative, created by The Kresge Foundation in 2014. This initiative is aimed at helping current and future local public health leaders advance innovative models which improve their organizations and position them for new opportunities to meet the changing health needs of their communities. Selected leaders will embark on an 18-month, action-oriented experience focused on the design and implementation of a “transformative concept” that shifts or expands the capacity of the local health department. The initiative provides coaching, education, and funding for pairs of leaders who are committed to transforming their agency and their community.

Many local public health leaders, by necessity, are focused on managing complex organizational structures, tight budgets, and the everyday challenges inherent in government agencies. The profound shift taking place in the public health environment requires more than good management:

### Two Leaders, One Concept

The ELPH initiative is designed to develop local public health leaders in pairs. This team challenges and supports each other, and builds skills and competencies together. One leader should be the health officer, the top leader in the organization and is referred to as the “Public Health Leader.” The other leader should be an emerging leader from the same organization and is referred to as the “Public Health Co-Leader.”

Each team will develop an innovative, transformative public health concept as part of their application package. With

it requires adaptive, agile leadership. To succeed in this environment, organizations need to develop entrepreneurs and system thinkers, strong communicators, new financing structures or organizational cultures, and new alliances and forms of partnership. This initiative seeks to develop those leaders and help them change systems to achieve the shared goal of population health improvement.

The Kresge Foundation has engaged the North Carolina Institute of Public Health, the practice and outreach core of the University of North Carolina Gillings School of Global Public Health, to act as the ELPH National Program Office. The Gillings School at UNC is one of the top ranked public health schools in the nation, offering an interdisciplinary Public Health Leadership Program with an emphasis on developing leadership skills and graduating more than 1,500 public health professionals.

leadership coaching and development from the ELPH National Program Office and support from a robust Kresge grant of up to \$125,000, each selected team will turn their concept into a comprehensive proposal, and begin planning and executing the transformation.

Additional information on project focus areas and funding guidelines are found below in the section: What is a “Transformative Concept”?

## Leadership Development Elements

Over an 18-month period, the ELPH National Program Office provides coaching and consulting, robust peer support, and in-person and virtual leadership development experiences which challenge program participants to achieve lasting health improvement through agency transformation.

### Key activities include:

**In-Person Two-Day Sessions:** Three two-day sessions provide skills development and exposure to experts in and outside of public health. Topics for educational sessions include adaptive leadership, design thinking and innovation, systems thinking and systems mapping, financing models, and communication skills and planning. Teams will be reimbursed for their expenses to attend the three face-to-face sessions.

**Webinars:** Between in-person sessions the ELPH National Program Office will host interactive webinars with practice leaders and national experts to share models and help support your local transformation efforts.

## Program Outcomes

By the conclusion of the 18-month program, the participants from 20 local agencies can expect to achieve the outcomes below.

Participants will:

- Understand drivers and implications of health system transformation broadly, and the specific challenges and opportunities in their own communities.
- Develop skills as system thinkers, understanding how dynamic systems function and how to intervene to change them.
- Develop their communication skills, plan and execute communications strategies to support their local transformation, and share their new models across the field of public health.

**Action Learning Sets:** Three to four teams will be grouped into an Action Learning Set. The co-leader “peers” in each set will meet regularly and work collaboratively to think through challenges and develop new perspectives. Expert coaches will help guide the process.

**Site Visits:** As part of the leadership development and transformative concept work, your team will be expected to make a site visit to the public health agency of at least one other team in your Action Learning Set. The ELPH National Program Office will cover the costs of these visits and assist, as necessary, with planning.

- Learn and get consulting help in business and strategic planning, health system economics and financing, population health and performance analytics, design thinking and innovation, organizational development, health equity, or other key areas.
- Develop collaborative leadership skills through effective strategic business alliances within their communities, innovations in population health improvement, and a culture of shared learning and accountability within their departments.
- Support and challenge each other to develop complementary skills, share perspectives, and strengthen leadership in their organizations.
- Create sustained leadership capital within their organizations and communities, first through the relationship between co-leaders, and through the intentional development of leadership capital in agencies and communities.

## Expectations

In order to gain maximum benefit from the program, The Kresge Foundation will ask all participants to make the following commitments:

- Engage fully for the entire 18-month program period. Ensure that your schedule will permit you to participate in key activities (see below). Attendance at the three convenings is mandatory. Full engagement includes being prepared for expert consults and working closely with a coach and your Action Learning Set between sessions. The schedule will be distributed shortly after the time of award. Each session will be two days, with varied locations.
- Commit to developing your transformative concept, through iterations with the ELPH National Program Office, into a comprehensive proposal and a series of planning

and action items. The transformative concept is the cornerstone of the program, linking community health improvement and agency transformation to your own development and learning as co-leaders.

- Commit to telling your story in order to transform public health. Leaders move whole communities to a better place. Communication is a fundamental tool in that process. We expect that you will tell your transformation story many times, in many different ways locally and with your public health colleagues across the country.

<b>Key Activity</b>	<b>Date</b>
<i>Launch Webinar for ELPH initiative</i>	April 2017
<i>Conference call between Action Learning Set teams</i>	May 2017
<i>Mandatory two-day convening</i>	May 2017 (Week of 5/8)
<i>Bi-monthly coaching calls with Action Learning Set teams</i>	May 2017 - May 2018
<i>Refined proposals and budget due to Kresge</i>	July 2017
<i>Financial resources allocated</i>	Aug. 2017
<i>Mandatory two-day convening</i>	Sept. 2017
<i>Mandatory two-day convening</i>	May 2018
<i>Communication Plan developed and disseminated</i>	July 2018 - onward
<i>Attend NACCHO 2018 Annual Conference</i>	July 2018

## How to Apply?

Applying to participate in the ELPH initiative is a 3-STEP process.

### **STEP ONE:** Read ALL the ELPH Information (Above)

Be sure to read through and consider the information in each section of “Emerging Leaders in Public Health: Initiative Description” before taking the next step.

- Introduction
- Two Leaders, One Concept
- Leadership Development Elements
- Program Outcomes
- Expectations
- What is a “Transformative Concept”?
- Emerging Leaders in Public Health FAQs
- How to Apply?

### **STEP TWO:** Complete the Statement of Interest Form

Each ELPH co-leader team will submit a SINGLE **Statement of Interest Form** with the name and contact information of the Public Health Leader applicant. Receipt of the completed form lets us know your team is considering applying and ensures you will receive a link to the online application, when it goes live on January 4, 2017.

### **STEP THREE:** Complete the Application Form

After you have submitted your Statement of Interest Form, the Public Health Leader applicant will receive an email with a unique link to your team’s application on January 4, 2017.

Before beginning to complete the application:

- Be sure you have determined who will be the co-leaders for your team.
- Review each information section above in “Emerging Leaders in Public Health: Initiative Description”.

Online applications will open at 12:00 a.m. ET on January 4, 2017. Applications will be reviewed as they are submitted. The closing date and time for application submission is 11:59 p.m. ET on February 20, 2017. The co-leaders of the selected applications will be notified in March 2017.

An informational webinar will be held on January 18, 2017, from 2 to 3 p.m. ET, to answer your questions about the application process. The webinar will be recorded and posted at [kresge.org/ELPH](http://kresge.org/ELPH). In addition to attending the webinar, you may email us at [ELPH@kresge.org](mailto:ELPH@kresge.org), to ask a question or request a phone consult for completing your application. A template of the 2017 ELPH Application Form is provided below to help you begin gathering the information needed for your application. Once you receive the link to your online application and begin the submission process, you will be able to close and re-open the application as often as you like before submitting your final version.

## 2017 ELPH Application Form - Template

### Public Health Leader Applicant:

[Note: Public Health Leader Applicants should be the top leader of the organization: a Public Health Officer or equivalent head of the agency.]

Name	
Title	
Years in Public Health Leadership Role	
Gender <sup>1</sup>	
Race <sup>1</sup>	
Work phone	
Cell	
Email	
Alternate Email	
Admin. Assistant Name	
Admin. Assistant Email	
Admin. Assistant Phone	
Briefly describe your relationship with the Public Health Co-Leader (150 Word maximum)	
Describe an example of when you played a key role leading a public health-related change. <sup>2</sup>  (250 Word maximum)	
Please list any public health leadership development programs have you previously participated in? (List up to 3 programs)	
Include a N/A option	
Program 1	
Program 2	
Program 3	

<sup>1</sup> An option for this question will be: "Prefer not to disclose". The University of North Carolina at Chapel Hill is an equal opportunity organization and does not discriminate in offering access to its programs and activities on the basis of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. The Equal Opportunity and Compliance Office (137 E. Franklin Street, Suite 404, CB #9160, Chapel Hill, NC 27599-9160 or (919) 966-3576) has been designated to handle inquiries regarding the University's non-discrimination policies.

<sup>2</sup> Include your strengths, the challenges you faced, and what you learned that will help you lead future transformative initiatives.

**Public Health Co-Leader Applicant:**

[Note: Public Health Co-Leader Applicants have usually been responsible for directly managing public health staff in their agency or laterally managing staff in their partner organizations.]

Name	
Title	
Years in Public Health Leadership Role	
Gender <sup>1</sup>	
Race <sup>1</sup>	
Work phone	
Cell	
Email	
Alternate Email	
Admin. Assistant Name	
Admin. Assistant Email	
Admin. Assistant Phone	
Briefly describe your relationship with the Public Health Leader  (150 Word maximum)	
Describe an example of when you played a role leading public health-related change. <sup>2</sup>  (250 Word maximum)	
Which public health leadership development programs have you attended in the past? (List up to 3 programs)	
Program 1	
Program 2	
Program 3	

<sup>1</sup> An option for this question will be: "Prefer not to disclose". The University of North Carolina at Chapel Hill is an equal opportunity organization and does not discriminate in offering access to its programs and activities on the basis of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. The Equal Opportunity and Compliance Office (137 E. Franklin Street, Suite 404, CB #9160, Chapel Hill, NC 27599-9160 or (919) 966-3576) has been designated to handle inquiries regarding the University's non-discrimination policies.

<sup>2</sup> Include your strengths, the challenges you faced, and what you learned that will help you lead future transformative initiatives.

**Agency of Leadership Team:**

Name	
City	
County	
State [Drop down boxes]	
Zip Code	
Website	
Number of employees	
Approximate Annual Budget	

**Population Served by Agency:**

Approximate Total Population		
Racial/ethnic composition (Dropdown boxes W, AA, H, etc. %)		
% of Families below Poverty		
Median Household Income		
Identify five partner organizations essential to the work of your agency	Partner Name	Partner Key Functions

## Short Essay Questions:

Answer the following 5 short essay questions.

*[Note: We recommend that the co-leaders draft their responses to the essay questions together, then paste the answers into the spaces provided.]*

1. **Current State:** Briefly describe where you are now as an agency. (What is working well? What are your key resources and capacities? How have you adapted to changes in your financial environment? What are your key challenges?) [300 Word maximum]
2. **Future State:** Briefly provide a vision for where you want your agency and your community to be in the future. Describe what your agency will look like and how the change(s) will help to achieve what you envision for your community's future. [300 Word maximum]
3. **Transformation Concept:** Summarize your transformative concept. How do you imagine moving your agency and community from where it is now to where you want it to be in the future? What actions will take place? [300 Word maximum]
4. **Roles:** Briefly describe the roles and relationship of the two leaders in developing and executing your transformative concept. How will you support and challenge each other through the process? [300 Word maximum]
5. **Contribution to the Field:** Briefly describe how your work could contribute to the field by influencing other agencies. [300 Word maximum]

## Attachments:

The Public Health Leader and Public Health Co-Leader applicants should individually upload their resume or CV. Each resume or CV should be given a title that includes the last name of the co-leader. If you would like, you may upload a maximum of 2 additional documents and must give them a title.

- Upload: Resume or CV
- Upload: Additional Document 1
- Upload: Additional Document 2

## Professional Reference

Complete the professional reference information below. If called, the professional reference should be someone who can speak to your leadership capabilities.

### Public Health Leader Applicant:

[Note: Public Health Leader Applicants should consider top state-level public health leaders, such as the state health commissioner or the CEO/executive director/president of the state's public health association, APHA state affiliate, or SACCHO to act as their reference.]

Name	
Title	
Agency	
Email Address	
Phone Number	

### Public Health Co-Leader Applicant:

[Note: Public Health Co-Leader Applicant should consider a local leader, such as a director in their agency or a leader in a partner organization with whom they have worked, to act as their reference. They may not use the Public Health Leader Applicant.]

Name	
Title	
Agency	
Email Address	
Phone Number	

## Transformative Concept Categories and Keywords:

Determine whether your transformative concept involves one of the new models and/or types of change listed below. In the box below each category, select “Yes”, if your concept involves the category listed and “No”, if your concept does not involve the category listed.

Provide 3-6 key words or phrases in the spaces provided that indicate the content of your application and can be used by an information retrieval system. Enter only one keyword or phrase in each box.

[Note: Key words or phrases should capture the main themes/concepts/elements of your transformative concept. A 2015 ELPH team decided to create a pilot school-based behavioral health service. Example keywords/phrases: behavioral health, school-based service, new partner, financially sustainable.]

New Model for Public Health	New Product(s) or Services (Y/N)	New Strategies (Y/N)	Data Infrastructure (Y/N)	Work Force Infrastructure (Y/N)	New Partners (Y/N)	Other Please specify
Type of Change Created	Fiscal (Y/N)	Policy (Y/N)	Cultural (Y/N)	Infrastructure (Y/N)	Other Please specify	
Keywords						

## What is a “Transformative Concept”?

A key part of your application is your “transformative concept”. We are seeking leaders who have ideas and commitment to making innovative system changes in their agencies and communities.

Your concept should respond to the reality of your current environment—and should point towards a clear vision of the future. It should require the best efforts of two leaders to make the broader community aware of the problem you seek to transform and work with community stakeholders to create transformational solutions.

We are interested in selecting concepts that are inventive and novel, and that will challenge you to develop as a public health professional. We will supply resources to help you think and act in new ways, and you will supply energy, commitment, and local leadership.

### Hallmarks of a Strong Transformative Concept

Here are some hallmarks of the kind of concepts we hope to see:

1. The concept requires both participants to develop their leadership skills in order to drive the transformation.
2. Most concepts will require you to develop new capacity in your local public health organization before you can successfully implement change. We’re open to ideas, but here are some examples of agency-level change:
  - Fiscal model changes
  - Policy changes
  - Culture / Infrastructure changes
3. The concept points to a new role for public health in the community. For example, the concept may:
  - Involve development of new products, new services, or the use of products/services in a transformational way
  - Outline a new strategy for achieving health goals
  - Serve to incubate new models/relationships/leadership in the community
  - Intervene to improve data and/or workforce infrastructure

4. The concept is innovative, disruptive, different, new, surprising, exciting.

A transformative concept describes an inspiring vision...a future state... a description of “what success looks like” for a community and an agency. It features “what if” ideas for how to get to the future state, even if those ideas are preliminary and conceptual. It doesn’t jump to solutions.

We have resources to help you solve problems and execute.

### What a Transformative Concept Isn’t

We want to let your imagination flourish. That’s why the guidance above is not prescriptive. To help define what we mean by “transformative concept”, let us describe what it is not.

A “transformation concept” IS NOT:

- A replication of an existing program
- A contract or a set of deliverables
- A way to cover costs
- A way to fund a position for a few years or make a capital purchase

### Our Assumptions

We expect that every concept will change over time, moving through stages and iterations over the 18-month duration of the initiative. Learning is a key component at each stage. Individually as leaders and collectively as a community, we expect that your transformation will be fueled by learning about systems, about perspectives, about barriers, and about resources and opportunities.

Transformative concepts will look different in bigger or smaller cities, different states, different organizations: transformation is relative. This program is not a prize— we’re selecting on your ability to try something innovative and new that has potential for creating an important change.

## Emerging Leaders in Public Health FAQs

Below you will find some commonly asked questions about the ELPH initiative and their answers. If you have additional questions, please email the ELPH National Program Office at [ELPH@kresge.org](mailto:ELPH@kresge.org) and we will contact you with a response.

### ***Q: How do I apply?***

**A:** The application process has two steps. First please complete the **Statement of Interest Form**. Once you do, you will automatically receive an email with a unique link to begin the application process. Should you complete the form before the application opens on January 4, 2017, you will receive an email confirming we received your form and another email on January 4, 2017 with your unique link. The second step is to complete the Application Form. We suggest you read the entire Application Form before beginning entering information into the system. Please note that the Application is due by 11:59 p.m. EST on February 20, 2017.

### ***Q: What should go in the Statement of Interest Form? What is it for?***

**A:** The **Statement of Interest Form** lets us know that you are considering applying and triggers us to send you a link to the on-line application when it goes live on January 4, 2017. We simply need your name, the name of your agency, and some basic contact information. It's easy to submit a **Statement of Interest Form**.

### ***Q: Am I required to disclose information about my gender, race, and age to have my application selected?***

**A:** No. One or both co-leaders may choose not to disclose their gender, race, and/or age in the application. The University of North Carolina at Chapel Hill is an equal opportunity organization and does not discriminate in offering access to its programs and activities on the basis of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. The Equal Opportunity and Compliance Office (137 E. Franklin Street, Suite 404, CB #9160, Chapel Hill, NC 27599-9160 or (919) 966-3576) has been designated to handle inquiries regarding the University's non-discrimination policies.

### ***Q: Will additional information and guidance be provided for completing the application?***

**A:** Yes. A live webinar session will be held on January 18, 2017, from 2 to 3 p.m. ET, to answer your questions and learn more about your concepts. Prior to 2 p.m. on January 18, 2017, information on how to attend the webinar will be included in the email sent to applicants when they complete their Statement of Interest Form. The webinar will be recorded and posted at [kresge.org/ELPH](http://kresge.org/ELPH) after January 18. In addition to attending the webinar, you may email us at [ELPH@kresge.org](mailto:ELPH@kresge.org), to ask a question or request a phone consult.

### **ELPH 2017 Call for Applications - Informational Webinar Session**

**When:** Wednesday, January 18, 2017 at 2:00 -3:00 p.m. ET  
**Link to Connect:** <https://uncsph.adobeconnect.com/elph17app/>

**Note:** When you log into the system, a box will appear. Please select the first radio button and type in your phone number. The automated system will call your phone line to connect your audio and web components.

\*If the audio connection doesn't work for you, you may connect to the audio portion of the call by using: Toll free number 1-203-702-1000 and Participant code: 2924991  
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If you have never attended an Adobe Connect meeting, we recommend that you use the following link to test your system at least 10 minutes prior to the webinar.

### ***Q: How do I share information about ELPH with colleagues who may be interested in applying?***

**A:** To encourage your colleagues to take part in ELPH, simply email the ELPH National Program Office, [ELPH@kresge.org](mailto:ELPH@kresge.org), and copy your colleague. We will reach out to share details of the program with them, see if they are interested in taking part in the application process, and offer help with applying.

**Q: What are some key dates for the program?**

**A:** Key dates and time frame for the program are listed below:

- Statement of Interest Forms may be submitted between December 12, 2016 and the last day of the application period, on February 20, 2017.
- Application Forms can be submitted starting at 12:01 a.m. ET on January 4, 2017. Remember, you must first submit a Statement of Interest Form to receive a link to your application form.
- An ELPH informational webinar will be held from 2:00 to 3:00 p.m. ET on January 18, 2017.
- The application period will close at 11:59 p.m. ET on February 20, 2017.
- Participants will be notified in March 2017.
- The ELPH initiative will be launched via webinar in April 2017.
- Three in-person, two-day sessions will take place in May 2017, September 2017, and May 2018, respectively. Locations for the sessions are not yet determined.
- A fully developed proposal on your transformative concept will be due to The Kresge Foundation in July 2017.

**Q: What are the specifics regarding Kresge grants?**

**A:** Each ELPH pair will receive a grant of up to \$125,000 to support concept development and implementation of systems-level change. You will get coaching and guidance on moving from concept to proposal during the first several months of the ELPH initiative. You will submit proposals in July 2017. Proposals will have flexible one-year budgets and an option for a no-cost extension.

**Q: Who should I ask to serve as my professional reference?**

**A:** Your reference should be able to speak to your leadership capabilities. We suggest the Public Health Leader Applicant consider top state-level public health leaders, such as the state health commissioner or the CEO/executive director/president of the state's public health association, APHA state affiliate, or SACCHO. The reference for the Public Health Co-Leader Applicant might be a local leader, such as a director in their agency or a leader in partner organizations with whom they have worked, but cannot be the Public Health Leader Applicant.

**Q: What are your expectations regarding the participants from each community?**

**A:** We are looking for participants with experience and an interest in working together. We expect that you will support and challenge each other, and work effectively together in developing and executing a transformative concept.

**Q: Our state does not have local public health officers, but does have district directors. Would they qualify?**

**A:** For this initiative, the "local public health officer" is the person who heads the public health office of the local jurisdiction, regardless of state structure. Therefore, eligible nominees could be local health officers, local health directors, local district directors, or local leaders with other titles.

**Q: Last year the program required an urban jurisdiction of 125,000 residents; is that still the case?**

**A:** No. While Kresge focuses on expanding opportunities in America's cities, our selection team will also recognize and select on leadership potential and innovative concepts.

**Q: Would you entertain multi-jurisdictional applications? A joint application would reach more people.**

**A:** Yes. We will entertain applications from a local health department that serves multiple jurisdictions. Our strong preference is that the co-leaders work in the same organization.

**Q: My co-leader and I have a number of concepts in mind. Can you offer tips on selecting one?**

**A:** We want concepts that are innovative; select a concept that represents a new role or a new model for your agency. Don't select the ideas that are programmatic; we are not looking for business as usual. We will be considering the scope, the area of change, and the future vision for your community. We want to see concepts that will stretch you both as leaders, and will ultimately influence others to follow in your footsteps.

**Q: This isn't a good year for me. When is the next opportunity?**

**A:** We plan to recruit another cohort of leaders in January of 2018.

***Q: What is the time commitment?***

**A:** Formal ELPH initiative support is for 18 months. The key activities during that time period are listed above in the section: “Leadership Development Elements”. We fully expect that agency transformation will take longer than 18 months, and we will continue to support you with coaching and brokering after the end of the formal program.

***Q: Do I need to pay for travel?***

**A:** Your travel expenses will be covered by The Kresge Foundation.