

THE
KRESGE
FOUNDATION



EMERGING LEADERS
IN PUBLIC HEALTH

Application Packet

COHORT III

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Introduction

Emerging Leaders in Public Health (ELPH) is an ongoing leadership development initiative, established by The Kresge Foundation in 2015. This initiative is aimed at helping current and future local public health department leaders advance innovative models, which improve their organizations and position them for new opportunities in today's changing health care environment. During the 18-month program, the health officer and a second leader from the same agency will participate in an action-oriented experience, focused on the design and implementation of a transformative concept that shifts or expands the capacity of their local department. Each team will receive a resource grant up to \$125,000, as well as coaching on topics including business planning, organizational change and communications to evolve their ideas into action.

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 in the public health environment requires more than good management: 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. This initiative seeks to develop public health leaders and help them change systems to achieve the shared goals of health equity and 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 National Program Office for this initiative. 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 Teams

The initiative is designed to develop local public health department leadership teams in pairs. These “co-leaders” challenge and support each other and build skills and competencies together. One leader in the pair will be the health officer or top leader in the organization and is referred to as the “Public Health Lead.” The other leader will be an emerging leader from the same local health department and is referred to as the “Public Health Co-Lead.”

Each team will describe a transformative concept in their application that proposes a new role or model for their public health department. With leadership training and coaching from the 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 their transformative concept.

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

Leadership Development

Over an 18-month period, the National Program Office provides training and consulting, peer support, and in-person and virtual learning experiences, which challenge program participants to grow as leaders while advancing agency transformation.

Key activities include:

In-Person Leadership Development Training: Four leadership development conferences, two days each, provide skills and competencies training from 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. Expenses for the initial in-person conference will be covered by The Kresge Foundation. Teams will use funds from their applied learning resource grant to fund additional conference travel.

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

Action Learning Sets: Four to five leadership teams will be grouped into an Action Learning Set. The teams in each set will meet regularly and work collaboratively to think through challenges and develop new perspectives. Expert facilitators will help guide the process.

Site Visits: As part of the leadership development and transformative work, teams will be able to conduct one or two site visits to a health department, organization or business, which has demonstrated success in areas related to the new role they envision for their agency. Funding in the applied learning resource grant will be used to cover the costs of these visits.

Program Outcomes

By the conclusion of the 18-month program, each leadership team can expect to achieve the outcomes below:

- Create sustained leadership capital within their organizations and communities.
- Use an adaptive leadership approach to advance their transformative concept.
- Identify and diagnose their public health department's transformative challenge in relation to their organizational structure and broader political landscape.
- Develop skills as system thinkers, understanding how dynamic systems function and how to intervene to change them.
- Engage internal and external stakeholders to support new roles for their agency.
- Support and challenge each other to develop complementary skills, share perspectives, and strengthen their partnership.
- Learn and get consulting help in business and strategic planning, health system economics and financing, organizational development, health equity, or other key areas.
- Develop communication skills, plan and execute communications strategies to support their local transformation, and share their new models across the field of public health.

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 the Key Activities shown below.

Key Activity	Date
<i>In-person, two-day leadership conference #1</i>	<i>Aug. 6-8, 2018</i>
<i>Monthly Action Learning Set calls (1 hour each)</i>	<i>Sept. 2018 – Aug. 2019</i>
<i>Bi-monthly instructional webinars (1 hour each)</i>	<i>Sept. 2018 – Nov. 2019</i>
<i>Applied Learning Resource Grant proposal & budget</i>	<i>Oct. 2018</i>
<i>In-person, two-day leadership conference #2</i>	<i>Jan. or Feb. 2019</i>
<i>Financial resources allocated</i>	<i>Feb. 2019</i>
<i>Bi-monthly Technical Assistance calls (1 hour each)</i>	<i>Mar. 2019 – Feb. 2020</i>
<i>Attend NACCHO 2019 Annual Conference</i>	<i>July 9-11, 2019</i>
<i>In-person, two-day leadership conference #3</i>	<i>Aug. or Sept. 2019</i>
<i>In-person, two-day leadership conference #4</i>	<i>Jan. or Feb. 2020</i>

- **Attendance** at the four in-person leadership development conferences is **mandatory**. Each conference will be a two-day meeting at different locations in the country. The initial conference will be held in Chapel Hill, NC on August 6-8, 2018. The remaining conferences will be scheduled at approximately 6-month intervals with specific dates and locations to be determined. Information on the second leadership development conference will be distributed shortly after the announcement of selected participants.
- **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 role you envision and implement for your health department is the cornerstone of the program, linking agency transformation and community health improvement to your own development and learning as leaders.
- **Fully engage** and participate in your monthly Action Learning Set sessions.
- **Attend** bi-monthly instructional webinars to gain additional leadership development training and interact with leadership teams in the cohort.
- **Commit to participate** in bi-monthly TA calls between your individual leadership team and NPO facilitator.
- **Commit to developing communication strategies that tell your story** as you engage your internal health department staff in the transformation process, develop support from your external partners and stakeholders, and disseminate lessons learned to public health professionals in the field. We expect that you will tell your transformation story many times, in many ways, locally and with your public health colleagues across the country, including at the NACCHO 2019 Annual Conference.

Eligibility Criteria

To be eligible to participate in the ELPH initiative, your leadership team must meet the following criteria:

- Both members of the leadership team work for the same U.S. local, governmental health department.
- One member of the leadership team is the health officer or top-ranked person in the local health department.
- Both members of the leadership team can commit to fully participating in all the Key Activities listed above.

How to Apply?

Applying for the Emerging Leaders in Public Health (ELPH) initiative is a 2-STEP process.

STEP ONE: Complete the Application Request Form

- To receive a unique online application link you must first complete an application request form.
- The email address entered in the form should belong to whomever is responsible for ensuring the application is completed and submitted.
- Only one form should be submitted per team.
- The deadline to submit an application request form is April 25, 2018.

Once you complete the Application Request Form, you will receive an email confirmation. If you do not receive email confirmation within 24 hours after submitting the form, please check your spam folder and junk mail. If you cannot find the confirmation email, please contact ELPH@kresge.org.

Potential applicants who submit their form by March 28 will receive a second email with their unique application link on the day applications open, April 2, 2018. Forms submitted after March 28 will take two to three business days to process before a second email will be sent with the unique application link. Application request forms must be submitted by April 25, 2018.

Click [application request form](#) to submit your information now.

STEP TWO: Complete the ELPH Application

Applications will open at 12 a.m. Eastern Time on April 2, 2018. If you have submitted your application request form and received your second email with a unique application link, you are ready to begin the application submission process.

To ensure you submit a competitive application, we strongly encourage you to read through and consider the information in each section of the “Emerging Leaders in Public Health: Initiative Description” listed below.

- Introduction
- Leadership Teams
- Leadership Development
- Program Outcomes
- Emerging Leaders in Public Health FAQs
- Expectations
- Eligibility Criteria
- How to Apply?
- What is a “Transformative Concept”?

Application Template

A template of the ELPH application is provided below to allow potential applicants to begin developing their responses prior to April 2, 2018, when applications open. Please note the following key application dates and times:

Activity	Date	Time (ET)
<i>Application Request Form opens</i>	<i>Feb 2, 2018</i>	
<i>Application period opens</i>	<i>April 2, 2018</i>	<i>12 a.m.</i>
<i>ELPH Application Informational Webinars</i>	<i>April 5, 2018</i>	<i>3 to 4 p.m.</i>
	<i>April 11, 2018</i>	<i>2 to 3 p.m.</i>
<i>Last date to submit Application Request Form</i>	<i>April 25, 2018</i>	<i>5 p.m.</i>
<i>Application period closes</i>	<i>April 30, 2018</i>	<i>5 p.m.</i>
<i>Announcement of ELPH Cohort III participants</i>	<i>July 2018</i>	

Informational Webinars on the application process will be delivered on the dates and times listed above. The information presented during the two informational webinars will be identical. Both webinars will be recorded and posted at kresge.org/ELPH.

Please [register in advance](#) for the webinars:

- Informational session on April 5, 2018 from 3 to 4 p.m. ET.
- Informational session on April 11, 2018 from 2 to 3 p.m. ET.

In addition to attending an informational webinar, you may email us at ELPH@kresge.org, to ask questions about completing the application.

ELPH Application Instructions:

1. Complete the 2018 ELPH Application Form below.
2. The Public Health Lead and Co-Lead Applicants should work together to complete ONLY ONE application per leadership team.
3. We recommend you draft your answers to the short essay questions and paste your responses into the spaces provided.
4. You may close your application before finishing and then return to continue completing the form.
5. Once you have pressed the submit key, you will no longer be able to make changes to your application.
6. Online applications open at 12:00 a.m. Eastern Time (ET) on April 2, 2018 and close at 5:00 p.m. Eastern Time (ET) on April 30, 2018. Applications submitted after that time will not be considered.
7. Selected applicants will be notified in July 2018.

2018 ELPH APPLICATION

Public Health Lead Applicant

The following information should be provided for **ONLY** the **Public Health Lead Applicant**.

Public Health Lead Name	
Public Health Lead Position/ Title	
Years & months in current position	
Years & months in public health leadership	
Gender ¹	
Race ¹	
Work phone	
Cell phone	
Email Address	
Alternate Email Address	
Admin. Assistant Name	
Admin. Assistant Email	
Admin. Assistant Phone	
Briefly describe your relationship with the Co-Lead Applicant	
Please list up to 3 public health leadership development programs you have already completed. If this question is not applicable to you, leave blank.	
Program 1	
Program 2	
Program 3	

1. Do you work for a local, governmental health department? Yes or No
2. Are you the health officer or highest-ranking person in your local, governmental health department? Yes or No

¹ 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.

Public Health Co-Leader Applicant

The following information should be provided for **ONLY** the **Public Health Lead Applicant**.

Public Health Co-Lead Name	
Public Health Co-Lead Position/Title	
Years & months in current position	
Years & months in public health leadership	
Gender ¹	
Race ¹	
Work phone	
Cell phone	
Email Address	
Alternate Email Address	
Admin. Assistant Name	
Admin. Assistant Email	
Admin. Assistant Phone	
Briefly describe your relationship with the Lead Applicant	
Please list up to 3 public health leadership development programs you have already completed. If this question is not applicable to you, leave blank.	
Program 1	
Program 2	
Program 3	

1. Do you work for the same local, governmental health department as the Public Health Lead Applicant? Yes or No

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Agency of Leadership Team

City	
County	
State	
Zip Code	

Population Served by Agency

Approximate Total Population Served	
Median Household Income	
% of Families below Poverty	
Racial/ethnic composition	

Short Essay Questions

Please answer the following short essay questions. *Note: We recommend that you draft your responses first and then paste the answer into the space provided.*

The **Public Health Lead** should complete the response to Question #1.

1. Describe an example of when you played a role leading systems-level or organizational-level change in a public health organization. Include the challenges you faced, what strengths you used to implement change successfully, and what you learned to help you lead future transformative initiatives. (200 word maximum)

The **Public Health Co-Lead** should complete the response to Question #2.

2. Describe an example of when you played a role leading an innovative initiative in a public health organization. Include the challenges you faced, what strengths you used to lead the initiative successfully, and what you learned to help you lead future transformative initiatives. (200 word maximum)

The **Public Health Lead and Co-Lead** should complete the responses to Questions #3-4.

3. The ELPH initiative is looking for public health leaders who want to go beyond creating a new program or process in their local health departments. For this initiative, you will be asked to develop and implement a ‘transformative concept’, which will establish a new, innovative role for your agency in today’s environment of changing health systems. In the space below, provide an initial description of this new role and the transformation necessary within your health department to achieve it. Explain why assuming this role is important to your health department and the population you serve, including how this will expand or strengthen your agency’s influence and position your agency for future opportunities. Describe the factors and trends within your agency and community that warrant this new role and support the viability or feasibility of achieving this transformation. If selected, we will work with you to shape your initial ‘transformative concept’, through iterations, into a comprehensive proposal and support its successful implementation. (300 word maximum)
4. Briefly describe the roles and relationship of the two leaders in developing and leading your agency to assume the new, transformative role or model. (200 word maximum)

Attachments

The Public Health Lead and Public Health Co-Lead Applicants should individually upload their resume or CV. Each resume or CV should be given a title that includes the last name of the leadership team member. In addition, an organizational chart for the public health agency should be uploaded with the application.

- **Upload:** Resume or CV of the Public Health Lead Applicant
- **Upload:** Resume or CV of the Public Health Co-Lead Applicant
- **Upload:** Agency Organizational Chart

What is a “Transformative Concept”?

A key part of your application is your ‘transformative concept’ of the new, innovative role your health department will assume. We are seeking leaders who have ideas and commitment to making innovative system changes in their agencies.

The new role your public health department will play should respond to the reality of your current environment—and should expand or strengthen your agency’s influence on future outcomes. 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 agency staff and community stakeholders to create transformational solutions.

Transformative Concept Definition

“Transformative concept” is defined as an innovative new way a local health department will work to address public health in the future, through leadership and workforce capacity building that is translated to sustainable organizational change. Transformation is distinct from continuing in the same role with the same assumptions and structures (e.g. doing another project; replicating or scaling existing programs). A “transformative concept” means a new vision, a new way of positioning the agency, a new role.

We will be looking for new roles in public health that are inventive and novel, and through their implementation, will challenge you to develop as a public health leader. 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 a transformative concept for your health department:

1. The transformative concept envisions a new role that is innovative, disruptive, different, and exciting. For example, the transformative 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
2. Both members of the health department team will need to develop their leadership skills in order to drive the transformation.
3. In many cases, assuming the new role will require you to develop capacity in your agency and influence traditional and non-traditional stakeholders before you can successfully implement change. We’re open to ideas, but here are some examples of agency-level change:
 - Policy changes
 - Culture / Infrastructure changes
 - Fiscal model changes
4. The transformative concept will expand or strengthen your influence on outcomes.

The transformative concept is inspired by a vision of “what success looks like” for an agency and a community in the future. It encompasses ideas for how to get to the future state, even if those ideas are preliminary and conceptual.

What a Transformative Concept Isn't

We want you to let your imagination flourish and think innovatively about how to position your health department for the future. To help define what we mean by “transformative concept”, let us describe what it IS NOT.

A “transformative concept” IS NOT:

- Replication of an existing role or program
- Establishment of a contract or a set of deliverables
- A mechanism to cover costs, fund a position for a few years, or make a capital purchase

Our Assumptions

We expect that your ideas of a transformative concept may 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, perspectives, barriers, resources and opportunities.

A transformative role will look different in bigger or smaller cities, in different states, in different organizations: transformation is relative. This program is not a prize— we are selecting on your ability to envision and implement 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, you can contact the ELPH National Program Office at ELPH@kresge.org.

Q: How do I apply?

A: The application process has two steps. **Step One** is to complete and submit an Application Request Form. **Step Two** is to receive your unique application link and submit your completed application. See the section above entitled ‘How to Apply’ for more in depth instructions on the application process.

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

A: No. One or both leadership team members 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. Live webinar sessions will be held on April 5, 2018, from 3 to 4 p.m. Eastern Time and on April 11, 2018, from 2 to 3 p.m. Eastern Time, to answer questions about completing the ELPH application forms. The webinar will be recorded and posted at <https://kresge.org/ELPH> after the webinar dates. More information on how to register for the webinar sessions can be found in the section above entitled ‘How to Apply’.

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, 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 times for the program are listed below:

- Application Request Forms may be submitted between February 1, 2018 and April 25, 2018.
- Application Forms can be submitted starting at 12 a.m. ET on April 2, 2018.
- ELPH informational webinar sessions will be held on April 5, 2018, from 3 to 4 p.m. Eastern Time and on April 11, 2018, from 2 to 3 p.m. Eastern Time.
- The application period will close on April 30, 2018 at 5 p.m. Eastern Time.
- ELPH Cohort III participants will be announced in July 2018.
- The initial ELPH convening will be held on August 6 to 8, 2018, in Chapel Hill, NC.
- A fully developed proposal on your transformative concept will be due to The Kresge Foundation in October 2018.

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 transformative 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 October 2018. Proposals will have flexible budgets and an option for a no-cost extension.

Q: What are the expectations regarding the leadership team members from each local public health department?

A: We are looking for leadership team members with experience and an interest in working together. We expect that they 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: 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. It is required that the leadership team members work in the same agency.

Q: My leadership team member 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 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 position your department for the future.

Q: What is the time commitment?

A: The ELPH initiative is for 18 months, beginning with the initial leadership development conference. The key activities during the program period are listed above in the sections: ‘Leadership Development’ and ‘Expectations’. We fully expect that agency transformation will take longer than 18 months but believe the foundation for change can be laid during the 18-month program period.

Q: Do I need to pay for travel?

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

Q: Am I eligible to apply as the Public Health Lead Applicant if I am a senior leader in my local, governmental public health department, but I am not the Health Officer?

A: The answer is no. The Emerging Leaders in Public Health initiative is looking for Health Officers interested in partnering with a second leader in their organization to form a collaborative leadership team.

Q: Am I eligible to apply if I am the head of a community-based, public health nonprofit organization and my organization works in close partnership with the Health Officer of our local public health department?

A: No. The Emerging Leaders in Public Health initiative is aimed at developing current and future local governmental public health officials to transform their agencies and improve the health of their communities.

Q: Will more than one application be selected from a single state or region?

A: Applications will be selected based on multiple criteria and geographic distribution will be one factor influencing the decision. If more than one very strong application is submitted from a single state, it is possible that both will be selected.

Q: Can ELPH grant funding be used to pay for salaries of the lead applicant, the co-lead applicant, or other staff involved in transforming the agency?

A: No, The Kresge Foundation is subject to restrictions, which do not allow them to pay the salaries of individuals other than their employees.

Q: Can more than one public health department submit a joint application if their transformative concept will be implemented across multiple departments?

A: No, the ELPH initiative is committed to fostering the development of a collaborative leadership team within a single public health department. If several departments have decided to work collaboratively and implement system-level changes across a region, one of the departments has the option to submit a single ELPH application or, instead, the departments may want to look for another source of funding outside of the ELPH initiative.

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