

Dialogue4Health Web Forum

CULTURE OF HEALTH LEADERS INFORMATIONAL WEB FORUM
JANUARY 16, 2018

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>> Dave Clark: Greetings and welcome to today's Dialogue4Health Web Forum on the Culture of Health Leaders. My name is Dave Clark, your host for today's event. Our moderator today is Willene Hare, Program Coordinator for the Culture of Health Leaders Program at the National Collaborative for Health Equity where she assists with program planning and development activities for the program. As our moderator, Willene will be leading us through today's Web Forum.

So, Willene, over to you.

>> Willene Hare: Thank you so much.

Hello. Thank you very much for that introduction. My name is Willene Hare. And as mentioned, I'm a member of the National Collaborative for Health Equity team that implements the Culture of Leaders program. This is a program that's part of the Leadership for Better Health Programs founded by the Robert Wood Johnson Foundation. Before we begin the presentation, I'd like to introduce you to our wonderful speakers that will be sharing information about the program today.

We have Maryjoan Ladden with the Robert Wood Johnson Foundation where she works in key areas to support the foundation's aim to build a culture of health nationwide. Maryjoan is Co-Program Officer for the Culture of Health Leaders Program. And we're very glad to have her join us today for the forum.

Also presenting is Jeffrey Moy, Program Manager with the National Collaborative for Health Equity which co-leads the Culture of Health Leaders Program along with CommonHealth ACTION. Jeffrey serves as the Manager for the Culture of Health Leaders Program.

And finally, we have Tara Hacker, a Senior Program Manager at CommonHealth ACTION where she also serves as Senior Program Manager for the Culture of Health Leaders Program.

Today we will be talking a lot about the program but before we do, let's take a moment to talk about you, the audience. As you can see, we have participants located in all regions of the country. The majority of the audience today is from California. And I think this

was also the case last year as well. Hello, Ohio, Indiana, Wisconsin folks. Thanks so much, everyone, for joining.

The current cohorts are also comprised of folks from all over the country like our group today. I'm sure many of you have but if you haven't checked out the program website, cultureofhealth-leaders.org, please do. After the webinar you can check out some of the locations of our current leaders on the Meet the Leaders page of the website.

So Tara, Jeffrey and I work at the National Program Center located in Washington, D.C. and Maryjoan is located in Princeton, New Jersey at the headquarters for the Robert Wood Johnson Foundation.

Also, if you can see, the majority of the audience works in the nonprofit sector. And we do have also people in different areas, including higher education, advocacy, and a few from media. We're very glad you could join us today.

We recently opened the Call For Applications for the Culture of Health Leaders Program on January 12, 2018. There is also an informational webinar hosted by Robert Wood Johnson Foundation that will take place January 23 from 3:00 to 4:00 p.m., which introduces the four national program -- National Leadership Programs and the Culture of Health Leaders Program, of course, is part of that. You can find registration information for that webinar on Page 9 of the Call For Applications on the How To Apply section of the website and at the application portal. So check those out.

This Web Forum will focus on the Culture of Health Leaders Program. And you'll get a program overview, discover more about the participant experience, and learn important application requirements. We hope to address many of the questions that were raised during the forum registration.

So for today's agenda, we will begin with the Robert Wood Johnson Foundation Leadership for Better Health Program overview presented by Maryjoan Ladden. And then Jeffrey Moy will talk about the Culture of Health Leaders overview. And Tara Hacker will then discuss the participant experience and eligibility. We will then go back to Jeffrey who will talk about the application and review process. And we will conclude with the Q&A.

We'll begin with Maryjoan Ladden of the Robert Wood Johnson Foundation.

>> Maryjoan Ladden: Hi, everyone. This is Maryjoan Ladden. I'm a nurse practitioner and a Senior Program Officer here at the Robert Wood Johnson Foundation where I work on two themes. First is Leadership for Better Health of which the Culture of Health Leaders Program is part of. And I also work on our global ideas for U.S. Solutions Team.

I'm really pleased to be here to talk with you about the Culture of Health Leaders Program and our approach at the foundation about supporting and promoting Leadership for Better Health more broadly. I'm sure you've all heard about our mission which is building a culture of health in America. We've really crystallized this mission about two years ago. We imagine a culture where every person has an equal opportunity to live the healthiest life possible regardless of their geographic racial, ethnic, socioeconomic or physical circumstances.

We embrace a comprehensive integrated approach to health in the healthcare system and also in our daily lives. Our idea of health really is much broader than healthcare, includes many of the other critical factors that we know impacts people's lives, like early childhood development, education, housing, jobs, and the built-in environment.

And for this program and all of our leadership programs we are seeking a new type of leader because we believe to build a culture of health it will take leadership at all levels and

stages in life. Since the foundation was founded about -- over 40 years ago, we know that leaders are really the heart of building change and building movements in the country.

So who are we looking for? We're looking for people who embrace a culture of health and see health as important to be a shared value and the other areas of culture of health action framework; and they're willing to put advancing health equity at the center of their work. We're looking for people who are and who want to work collaboratively across sectors, across disciplines, and across professions; those that see themselves as life-long learners, who value working in complex situations, and are risk takers. They're comfortable with complexity and ambiguity; those that prioritize and understand the importance of equity, diversity, and inclusion; and those that have been in a leadership role, not necessarily a positional leader leadership role but have taken leadership opportunities where they are working or where they are living in their community and want to take that leadership and influence to the next level.

We're going to talk today about the Culture of Health Leaders Program but I also want to tell you about the other programs under Leadership for Better Health in the Robert Wood Johnson Foundation. Over the past couple of years we've phased out some of our longstanding programs that were wonderful programs. I myself am an alum of the Executive Program but those programs were mostly single discipline programs and we know that to build a culture of health it's going to take folks from all sectors, all disciplines, all professions working together to build a culture of health.

So as we've closed those -- some of those longstanding programs and built up the different leadership programs, these are larger programs. They're all multi-sector programs. Some of them are team-based programs. Culture of health leaders is not. It's an individual program.

And these other programs that you see on the screen, the Harold Amos Health Professions Faculty Development Program is for health professions, faculty in medicine, dentistry, nursing; New Connections - Increasing Diversity of RWJF Programming; our Health Policy Fellows program which is immersed in a policy experience in a governmental agency on The Hill for one year; our Summer Health Professions Education Program, which is a wonderful program to prepare folks for careers in health professions; and our State Health Leadership Initiative which looks at those that are new to working in state leadership positions.

So, I talked about our four new programs of which Culture Of Health Leaders is one. The other ones are: Health Policy Research Scholars, for second year doctoral students, Interdisciplinary Research Leaders, which are for teams of researchers and community members, Clinical Scholars, which is for clinicians, all types of clinicians working on a wicked problem. As Willene mentioned, there will be a webinar later in the month to talk about the differences between the four programs but you can also look at the website, rwjf.org/changeleaders, which does a nice job of explaining the programs and the differences between the programs.

Now I'd like to turn it over to Jeffrey Moy. Jeff is Senior Program Manager for the program at the National Collaborative for Health Equity and Jeff is going to dive deeply into the Culture of Health Leaders experience.

Jeff?

>> Jeffrey Moy: Thanks, Maryjoan.

Again, my name is Jeffrey Moy. I'm very excited to be speaking with you all today to share some information about the Culture of Health Leaders Program. Again, it's really a

tremendous opportunity for leadership development, for leaders from all sectors and disciplines who are dedicated to creating healthier, more equitable communities.

So before we dive in, I want to ask you all another polling question. The question is: Did you apply for the Culture of Health Leaders Program last year, yes or no? And, again, you can answer that on the right. And be sure to remember to click submit.

As Maryjoan mentioned, last year was the second year that the Culture of Health Leaders Program was around and we were really excited to receive so many applications. Last year over 1,300 people started applications in our system and we received -- which was up from the applications in the first year. So again, we expect to see increased interest in the program. We've already seen 140 applications started since we opened the application on Friday.

So thanks for responding to the poll. Let's go ahead and see those results. Again, just trying to get a little bit more information about you all and see who is with us today.

Willene referenced the vast array of states that you all are calling in from. She mentioned how we have the location of our folks on our website and we actually have folks from 31 different states already in our program, plus Puerto Rico which is pretty exciting. 92% of you did not apply for Culture of Health Leaders last year and about 5% of you did apply, which is in line with what we saw last year as well in terms of those who are returning to give it another shot. So thanks to all of you for tuning in today.

So, again, as Willene mentioned, the Culture of Health Leaders Program is co-led by two nonprofit organizations: the National Collaborative for Health Equity and CommonHealth ACTION. Both organizations are focused on health equity. The National Collaborative for Health Equity promotes health equity by harnessing evidence, developing leaders, and catalyzing partnerships across the many different sectors that share responsibility for creating a more equitable and just society. And CommonHealth ACTION aligns people, strategies, and resources to generate solutions to health and policy challenges. Together, our two organizations partner as the National Program Center for Culture of Health Leaders, and we operate out of Washington, D.C.

We also brought together this great team of program partners listed here: The Institute for Alternative Futures, Center for Creative Leadership, Leadership Learning Community, American Planning Association, and the Build Healthy Places Network. They represent some of the sectors that are critical to bring together to build a culture of health.

As one example of how we work with these partners, we work very closely with the Center For Creative Leadership in our curriculum development. In fact, we actually just met with them last week. They came down to visit us and we sat down to talk a little bit about how the curriculum has been going so far and see what changes we make in the future.

So what is the Culture of Health Leaders Program? Maryjoan touched on these items a little bit, but just to reiterate some critical points here, we know that our nation's ability to tackle different societal and health challenges depends on the skills and creativity of their leaders and their ability to influence, inspire, and lead in rapidly changing environments. But we also know that many people just don't have the benefit of formal leadership training or the opportunity to work with professional coaches or even just the chance to network and learn from other people who are tackling similar challenges from different perspectives.

So really that's what Culture of Health Leaders is all about, supporting networks of visionary leaders who can break down silos, tackle the root causes of health inequities, and lead in these challenging times. We're looking for folks who want to build bridges between

health and other factors that have an impact on people's lives in their communities. And we're looking for folks who are really thinking about transforming culture at every level. It's a program that's grounded in equity and social justice.

We have an emphasis on learning by doing. Some of you may have heard of the 70-20-10 model which is that 70% is from on-the-job experiences, 20% is from feedback, and 10% is from course work and training, and that's what we try to aim for in our program as well. Again, our leaders are very focused on using the data that they're getting from community and that feedback to develop solutions.

So, what's critical here in terms of leaders -- or what we're looking for in leaders is that we're looking for folks who really put equity at the core of your work. We want to see in your applications how your work and your field impacts the culture of health and what your vision for a culture of health and your community is. We're looking for folks who are willing to or have some proven experience working collaboratively across sectors and disciplines, not just folks who have a narrow focus on, you know, one particular discipline or one particular project.

And, again, as you'll continue to hear throughout this webinar, we've got folks in our program who are coming from a diverse array of backgrounds, whether it's, you know, the people they are, where they're from, the work they do. And it's really critical to be open-minded and to learn together in order to take your leadership and influence to the next level.

In terms of our participant selection, I'll dive into the details of the application a little bit later but we will be selecting up to 40 individual participants this year. We are looking for leaders from all sectors, public, private, nonprofit and social entrepreneur and all disciplines as well including these listed here such as technology, the arts, public policy, and business. We have a firm commitment to diversity inequity and are certainly encouraging those from a broad range of disciplines, geography and backgrounds to apply.

And with that, I'm going to turn it over to my colleague, Tara Hacker, the Senior Program Manager with CommonHealth ACTION, to discuss the participant experience.

>> Tara Hacker: Hi, everyone. Thanks for joining us. Now that Jeff has given you a general overview of the program, let me dive into the actual participant experience and eligibility.

The picture that you are looking at actually features some of our leaders from cohort one, taken at one of our in-person meetings in Denver, Colorado, last year. This is a three-year leadership program, development program, designed for adult learners. It incorporates in-person trainings, collaborative learning, virtual modules, ongoing coaching, networking opportunities, and technical assistance and support from a team of National Program Center staffer from our National Advisory Committee members, RWJF staff, and faculty and coaches from the Center for Creative Leadership.

You should consider this as an investment in yourself. You'll receive a \$20,000 stipend annually to support you as you dedicate your time, commitment, and resources to further advancing your leadership journey. While the bulk majority of learning is self-directed using our online learning platform, we do host three in-person meetings annually. Attendance is required at these meetings and we diversify our locations across the U.S. and select cities based on characteristics in alignment with building a culture of health. As of today we brought our leaders to Princeton, New Jersey, Washington, D.C., Houston, Texas, Denver, Colorado, and Nashville, Tennessee. Future plans include Seattle, Washington, Detroit, Michigan, and Indianapolis, Indiana. This list will continue to grow as our map of cultural health leaders continues to grow.

Our convenings run anywhere from three to five days long and provide interactive

learning, one-on-one coaching, as well as peer coaching, and several networking experiences within and across cohorts as well as across the four national -- across the four national leadership programs that Maryjoan mentioned earlier. All travel costs and lodging are paid by the program and they do not come out of your annual stipend.

Leadership plan to spend an average of 32 to 38 hours per month. Aside from the in-person convenings, the rest of the program is self-directed and the leader has flexibility to set their schedules to complete their online course work and virtual coaching sessions. While leaders may set their own pace, it is expected they will use the online learning platform on a weekly basis to complete course work in assigned time lines and deadlines, that they were interact with other participants and engage in peer learning.

Courses change each year. And major areas include equity diversity and inclusion, change management, culture change, communication strategy, and personal branding, as well as other course work based on leadership and team development principles. Throughout the three years you can expect to receive robust support from staff, coaches, and other subject matter experts.

One of the key features of Culture of Health Leaders is our focus on bringing together preparing leaders to build multi-sector partnership and collaborations. While year one is heavy in course work and focused on self-development and building relationships, leaders will be supplied skills in year two as they develop the initiative, what we're calling a strategic initiative, to be implemented in their third and final year of the program. This strategic initiative will have a long-term goal to create change in a community, organization, or a sector.

As mentioned before, coaches will provide personalized coaching to each leader using several assessment tools and employing feedback methods to help along the continuum of learning and performance, moving from the critical awareness to actionable knowledge to guided practice to independent application and then finally to skilled performance.

Leaders are encouraged to build and maintain relationships across the four leaderships for belt health programs and identify opportunities to collaborate and partner. For example, one of our leaders in cohort one recently partnered with a participant in the Interdisciplinary Research Leaders Program. They are meeting this month with community stakeholders in Birmingham, Alabama, where they will be discussing neighborhood development trends and the effects of [Indiscernible].

Cross program collaboration is especially important and has been built into the overarching evaluation plans for each program, meaning that each leadership program and RWJF in particular reason tensional in providing opportunities both in person and virtual to foster cross-program networking and relationship building.

Our program is designed for leaders to focus on four major areas of mastery: self, relationship, environment, and change. Each of which imparts their decisions, behaviors, and actions throughout and beyond the three-year experience.

Leaders who achieve mastery of self are aware of their limitations, they position themselves in way that play to their strengths and understand what motivates them, they're able to demonstrate transparency with regard to their inner struggles and cultivate a professional brand that reflects a full integration of their personal and professional selves.

Leaders demonstrate master of relationships when they create and communicate realistic expectation for themselves and others, provide good counsel, coach, and problem solve collaboratively, when they manage power dynamics and are able to adjust the nature of their relationships in realtime while maintaining bridges as opposed to dismantle or burning

them.

Leaders who master the environment recognize seen and unseen forces that determine conditions and outcomes. They look beyond the obvious to determine the root causes and historical context of current challenges and opportunities using the information to strategize and inform their vision as well as alternative futures.

And leaders who master change have a clear vision of the change they seek to achieve and through our program. They connect the change to core values equity, diversity and inclusion. They assess and create readiness for change for individuals, organizations, communities, institutions, and systems. And they engage and influence partners and others within and beyond their influence.

Year one is focused on mastery of self and relationship and is course work heavy. Year two transitions our leaders into mastery of relationships and environment as they begin to apply their learnings from year one and plan for their strategic initiatives. Year three culminates with the focus on mastery of environment and change as leaders work with teams from their communities, organizations, and/or sectors to implement their initiatives and to build a culture of health.

We are seeking leaders from all sectors, as Jeff said, and disciplines that impact health and who are committed to building a culture of health. This does include U.S. citizens, permanent residents and individuals with DACA status. It also includes government employees.

We believe that leadership cultivates in lots of arenas and is not dependent on educational attainment, therefore we have no minimum education requirement. You don't need to be in graduate school. And the only age factor is the applicants must be 21 by September 1 of this year.

We employ a rigorous review, interview, and selection process that incorporates staff and advisors with a wide array of experience and expertise. For applicants to be competitive, they must demonstrate a strong commitment to addressing social change, equity, as well as other critical challenges. They must have the capacity and demonstrate a willingness to learn in collaboration with other leaders. They must be coachable and be willing to have their beliefs or issues challenged. They must be supposed to work across sectors and in teams. And they should be prepared to work on complex issues.

All right. Looks like we're on to our third poll. If folks can answer: Which type of organization do you work or volunteer for? Is it public sector/government, private sector or for-profit, social sector including nonprofit and NGO or is it social enterprise or benefit corporation?

And while you all are filling it out, I will say that we tend to receive a large pool of applicants from the public and the nonprofit sectors, especially in public health.

I think we can close it.

I'll also say we are actively recruiting leaders from other fields outside of public health. Last year on this call we had 24% public sector, 63% were social sector, and 7% were from private -- or the for profit sector and 3% from social enterprise and benefit corporations.

So on the call today, it looks like we still have quite a bit -- 61% from social sector, 20% from the public sector, but I do see an increase in our private sector of 12% and 3% for social enterprise, benefit corporations. So that's great. Thank you for joining us.

Each leader will select a sponsoring institution to receive and manage their annual stipends. These can range from the leader's employer to an organization in their community.

However, please refer to the guidelines set in the Call for Application. You'll note that any sponsoring institution must have fiscal oversight of the stipend. You must select your sponsoring institution by May 14, which is around the time semifinalists will be coming to D.C. for their interviews.

And while we have a lot of flexibility with stipends, the use of funds will be coordinated through your sponsoring institution. Funds may be used for release time or salary, living expenses, childcare, or additional consultant fees. It can include conference registration fees and even project supplies.

Now I'll turn it back over to Jeff who will walk you through the application and review process.

>> Jeffrey Moy: Great. Thank you, Tara.

So let's jump into the details about the application. The most important thing you need to know about the application is the deadline, February 21, at 3:00 p.m. Eastern time is when the application closes you must have all parts of the application in at this time in order to submit.

So the application mainly consists of three portions: written responses to questions about your leadership experiences and readiness to engage in social change; a video that provides a brief glimpse of the challenges and opportunities within your community; and a reference section where we're looking for you to provide three references.

Just a quick note, all application materials do need to be submitted online so please do not mail in any materials.

And with that, I'll provide a little bit more details on the video and the references. As I mentioned, one part of the application is a video scan which is intended as a supplement to the written responses. The video is really a great opportunity for you all as applicants to bring your community to life for the reviewers. We really encourage you to go out and show us your community in some way.

The video must not be more than three minutes or 180 seconds. If you have a video longer than three minutes, your application will be disqualified so please double check this, triple check this before you submit.

The video must not be professionally produced. In other words, it should not be, you know, existing content that was paid for by your organization or something like that. And it can be as simple as creating a video on your phone.

It should be specifically created for the application. And when you go into the application, you'll see we have specific instructions about how to upload your video to an accessible platform such as YouTube, and how you can make sure the reviewers are able to access those videos as well.

So, again, as part of your application, it must be uploaded by 3:00 p.m. Eastern time on February 21, the deadline.

Moving on to the reference section. As I mentioned, you will need three references for your application. We're asking for these three references to come from specific roles. So one reference from a supervisor, board member, or team leader who has experience leading you in a volunteer or professional role; one reference from a peer leader who can describe your leadership style and peer interactions; and one reference from someone you have led in a volunteer or professional role. This is really so we can get a complete picture from different folks who can attest to your leadership or emerging leadership qualities.

We recommend that you invite your references as soon as possible. When reference

writers get the information through the application system, they will see that they are being asked to submit their references by February 16, which is the Friday prior to the final deadline for you to submit. So that way you can make sure all of your pieces are in before that final deadline.

One additional note here on the references. When you enter your references information in the application to invite them, they will receive an e-mail with information on how to complete that form. You will be able to make an edit to the e-mail and you should include which of the three roles you are asking the reference to respond to so they are very clear on that. We had a lot of cases last year where we saw applications where more than one reference labeled themselves as the same role. So, for example, maybe there were two different people who said they were a peer leader. It would be very helpful for you all as applicants to let your references know from what perspective they are writing from. That way you can be sure to have representation from each of these three roles that we're looking for.

Tara spoke a little about this earlier but just to reiterate, applicants are not required to identify an initiative for the application. She talked about the overall flow of the program but, again, the first year of our program is really focused more on leadership development. The initiative gets started in year three of the program. Folks who go through our program, we help them develop what that initiative is as they go through the three-year process. So because we get a lot of questions about this, we always make sure to reiterate there is not an expectation for you to apply with a specific initiative or project in mind. We are much more interested in understanding what vision or emerging vision you have for your community and the connections you're considering in working towards a culture of health.

So in terms of the review process, reviewers will represent a variety of sectors and disciplines and it's a multi-step application/review process. There is an initial review of the application which goes from February 21 to May 14. I know as applicants it seems like a long time but as I mentioned at the beginning of the call, we do receive quite a number of completed applications to go through and we really want to make sure that we are respectful of all applications and give them the time that they deserve. So that's why we have that initial review from February 21 to May 14. Semifinalists interviews will be conducted from May 15 to May 24. I'll talk a little bit more about that in a moment. Notification of awards will occur in mid-June. And the program will begin September 1.

So the semifinalists review process, which was that second bullet point I was just mentioning on the last slide, consists of interviews that take place here in Washington, D.C. at the National Program Center from May 15 to May 24. We will send out preparation materials in advance which we'll give you -- for those who make it to the semifinalist phase, it will give them a little bit more information about what to expect and what will be needed. And these semifinalist interviews consist of panel interviews as well as presentations. Each interview takes about half a day.

So just to go over the overall timeline, again, we opened up the applications last Friday. You're here with us today on the 16th for this webinar. Applications are due by 3:00 p.m. Eastern time on February 21. We will then take a couple of months to do the initial review and then have semifinalist interviews in person in Washington, D.C. from May 15 to May 24. We will then go through our own internal selection meetings and then decide upon the finalists in mid-June.

The program will begin September 1. And as Tara alluded to, our first convening will occur October of 2018. We're still determining the exact location and time there but that will be

when the program orientation takes place. And after that in January 2019 -- we do have the dates for this -- January 13 through 17, 2019, the RWJF Leadership Institute will be taking place in Indianapolis. And this will be a wonderful opportunity to meet participants from across all of the four Leadership for Better Health Programs.

So with that I will turn it back over to Willene.

>> Willene Hare: Great. Thank you, Jeff.

All right, guys. Thank you for participating today in our program. For more information, please visit the Culture of Health Leaders Program website at cultureofhealth-leaders.org. You can follow us on Twitter, LinkedIn and Facebook, we use to help promote the program as well. You can see some of our leaders and the activities and actions that they are having in their communities.

For Leadership For Better Health Programs, please e-mail ChangeLeaders@rwjf.org. And for questions about Cultural Health Leaders, you can e-mail info@cultureofhealth-leaders.org.

So the Culture of Health Leaders Program is a program of the Robert Wood Johnson Foundation that's co-led, again, by the National Collaborative for Health Equity and CommonHealth ACTION.

So we've gotten to the Q&A portion of our webinar today. As a reminder, these are the steps that you can use to ask questions. Many of you have already been asking questions and we have a few to get started with.

I'm just going to generally ask the questions and our panelists today will chime in with their answers. Please go ahead and continue to ask questions. We'll try to vet them as quickly as we can and get as many questions as we can answered for you guys today.

One of the questions that we have: May two individuals from the same organization apply? If so, may they submit one video with each person responding or are separate videos preferred?

>> Jeffrey Moy: So I can take that one, Willene.

>> Maryjoan Ladden: Go ahead, Jeff.

>> Jeffrey Moy: Ok. I was just going to say, yes, we can -- as many individuals from the same organization can apply. That's totally fine. We have certainly seen that in the past. Sometimes they know that there are other folks from their own organization applying. Sometimes they don't. But just to be clear, the application here is an individual application. So each person would need to create their own video, their own application, all pieces of the application would need to be specifically for them.

Maryjoan, I don't know if you had anything to add to that.

>> Maryjoan Ladden: No. Great answer.

>> Jeffrey Moy: Thanks.

>> Willene Hare: Ok. Thanks.

For the next question I'll toss this out to Tara but, of course, any of the panelists can reply as well. What do you mean by adult learners? Is this exclusively for students?

>> Tara Hacker: Thanks, Willene.

So anyone -- you don't have to be a student. This Leadership Development Program provides learning and development so that's what we mean by learners. If you are applying to this program, you will inherently become a learner.

>> Willene Hare: Ok. Thank you.

Another question: Do we have training on how to comprise the strategic plan, the

bold -- for the Bold Leadership Initiative?

>> Tara Hacker: I'll take that one as well. So we have -- the whole second year is spent with the leaders planning their strategic initiatives. So it involves different assignments and activities that we set out for leaders to conduct environmental scans in their communities or sectors to help them define what their focus area -- what problem areas, issues, they are going to focus on, and really what it is that they are going to do. So the entire second year is all about the planning phase. And a whole team of staff members will offer guidance and support throughout that entire process so that by the time year three rolls around, the leaders are all set up and know what they are implementing.

>> Willene Hare: Thank you.

So we have also a couple of questions about the video. Maybe, Jeffrey, you can help with this question. "I'm an architect applying for the video. Am I allowed to edit in photos, renderings, other visual material to supplement the stories I'm telling?"

>> Jeffrey Moy: Yes, absolutely. That's fine. We have had folks in the past who if they, for whatever reason, may not be completely comfortable taking actual video footage, they may have made videos where they were narrating over slides or photos or things of that nature. So that would be an acceptable submission.

Again, just to be clear on what's critical here is making sure that it's original, not professionally produced. It's, you know, speaking -- when you look in the application, you'll see specific questions to respond to with regard to the video. So you obviously want to make sure to respond to those. And really show us your community. And be sure it's under three minutes.

>> Willene Hare: And a question that's come in: What if your community work is national? What should the video focus on?

>> Jeffrey Moy: Sure. Well, we define community in a number of different ways, not just geographic. So if the community you work with is, perhaps, a specific population of folks who -- you know, across the country, you could talk about them in some way. We just really want to get a sense of the work that you're doing and the community that you're looking to impact and work with through the Culture of Health Leaders Program.

>> Willene Hare: Ok. Thank you.

And one more question about the video. Can Vimeo be used instead of YouTube?

>> Jeffrey Moy: That's a great question. Yes, I believe we're open to accepting other websites in terms of where you upload your video. It just needs to be very clear -- obviously you need to provide that link in your application. You need to make sure that reviewers won't have any issues accessing it, you know, in terms of needing a password or anything like that.

So the instruction that we've provided for the video are specific to YouTube because we found that many people are familiar with that platform and so that's why we wrote up those instructions. But as long as you're sure that the reviewers will be able to access your video, it should be fine.

>> Willene Hare: Ok. Thank you.

And Maryjoan, maybe you can also help with this. We've had a few questions about sponsoring institutions. What if your sponsoring institution changes throughout the fellowship period? And a related question is: What if you're in between employment in May 2018?

>> Maryjoan Ladden: Sure. Well, your sponsoring institution or sponsoring organization is important because they would receive the stipend funding for you and perhaps then the project funding for you. It doesn't have to be your employer. It could be a community organization or another organization that you work with. The sponsoring organization has to have the capacity

to accept the funds for you, to disperse the funds, and to account for them to the Robert Wood Johnson Foundation.

If you are between employers or your employer, for example, is the federal government and can't accept the funds, that's fine. We will work with you to figure out who could be a sponsoring organization. And if the sponsoring organization changes, that's fine. We will work with you in that case also.

>> Willene Hare: Great.

>> Tara Hacker: I wanted to add one other point on that. Some of the questions we've received in the past is will an LLC be accepted as a sponsoring institution and the answer is yes. As long as there's a board or a financial officer who is not the program participant. In other words, you can't be a one-person LLC in order to qualify as a sponsoring institution.

>> Willene Hare: Thanks for that additional information as well.

So we have a specific question that somebody is an elected official in a state government. Are they eligible to apply?

>> Tara Hacker: You know, there are specific rules about government officials. There's a particular definition that's in the Call For Applications about government officials. I would suggest that you specify the position that you're in and the responsibility that you have and send in the e-mail to Culture of Health Leaders and we can tell you specifically -- our legal eagle, Kelly Simone, is not on the phone today but there's a whole definition in the Call for Application. So those that work in government jobs are certainly applicable and can apply. It's the issue of a government official. And there's a very wonky definition of that.

>> Willene Hare: Thank you.

Ok. So some people have also been asking a bit about the work entailed for the leaders, the current leaders, and what's expected. Do the current leaders hold full-time positions?

>> Tara Hacker: Hi, yes. Many of the leaders do work full-time. Because this is a self-directed program, you have some flexibility in arranging your schedule, in identifying times that meet your own schedule in order to participant on the online learning platform. So even though we have deadlines and assignments, we do work closely to make sure that folks are able to still, you know, meet all of their professional responsibilities.

The one that gets a little bit tricky is the convenings. So, again, that one is in person and leaders are expected to attend those unless they have -- and they will work with the program staff to identify whether a certain case would prevent them from attending live.

>> Willene Hare: Ok. Great. Thank you, Tara.

There's a lot of questions about the video. I'm going to ask another one here. Are you able to use slide show through the video?

Maybe, Jeff, you can answer that?

>> Jeffrey Moy: Yes, I'm sorry, Willene. Yes, you are allowed to use, you know, pictures and things of that nature in your video. Yes, that is acceptable.

>> Willene Hare: Great. We have a lot of questions coming in, so thank you, guys, for your interest in posing these questions.

Can a private sector company participate if they have a healthcare-related social mission?

>> Maryjoan Ladden: This is Maryjoan. Yes, definitely.

>> Tara Hacker: And I would add to that that any private company is encouraged to apply. They don't have to have a social mission in order to apply.

>> Willene Hare: Can you please elaborate again on the sponsorship versus individual -- does your organization have to be approved in order to receive a stipend? Is there a separate stipend for the organization?

I think this is something that also people ask a lot, too. They wonder to what extent is it for the individual versus the organization.

>> Maryjoan Ladden: Sure. So this is Maryjoan again. The Robert Wood Johnson Foundation, because of its private charity, we don't give grants and fundings specifically to individuals. The funding always goes to an organization and so the sponsoring organization would be basically accepting the money on your behalf and working with you to decide how the money should be dispersed and how it should be accounted for. So we wouldn't give an individual Culture Of Health Leader into your checking account so to speak, the \$20,000. It has to go, according to tax rules for us, to an organization, a sponsoring organization. So it's not money for the organization. It basically goes to the organization but it is earmarked towards the Culture Of Health Leader and towards the needs of the Culture Of Health Leader that you would work with your organization to figure out how to use that funding.

>> Willene Hare: Ok. Thank you very much, Maryjoan.

We should be wrapping up. We've gone over a little bit. I apologize for that.

Thank you, again, everyone for all of your questions. They were great. Questions that we were not able to get to today will be listed in the application system. Also, please remember, a recording of the webinar will be available at the Dialoge4Health website and the Culture of Health Leaders website.

>> Dave Clark: Thanks so much, Willene.

A few final notes. As mentioned, a recording of today's session as well as the presentation slides will be available shortly at Dialogue4Health.org. You will also receive an e-mail with that link, so check your in-boxes for that. And that e-mail will include a link to a brief survey we hope you will take. We would like to know your thoughts concerning today's Web Forum and what topics you would be interested in for future Dialoge4Health web forums.

Thank you for being with us today. That does conclude today's Web Forum. Have a great day.