Greetings and welcome to today's web forum on the Culture of Health Leaders Informational Webinar brought to you by the National Collaborative for Health Equity, CommonHealth ACTION and the Robert Wood Johnson Foundation. My name is Dave Clark. I will be your host for today's event.

Before we get started as usual there are a couple of things we would like you to know about. First of all, realtime captioning is available for today's web forum provided by Home Team Captions. That caption panel is located on the right side of your screen. It can be toggled on and off by clicking the Media Viewer icon on the top of the screen. If you are on a Mac, you will see that icon on the bottom right of your screen. If you want to use captioning you'll see a link to show/hide header. If you click that link you will be able to see that caption panel more easily. If the captions disappear, click the Media Viewer icon I mentioned to bring it back again.

Now, concerning the audio, today's web forum is listen only. That means that you can hear us but we can't hear you. That doesn't mean, though, that today's event won't be interactive. We will have a Q&A session, a live Q&A session at the end of the web forum. You can type your questions at any time into the Q&A panel. You don't have to wait for the end to type your questions in. You can get them in at any time.

The Q&A panel is located on the right side of the screen as well. You can toggle it on and off by clicking the Q&A icon you'll see on the top right of your screen. Again if you're on a Mac you'll see that icon on the bottom right of your screen.

In the Q&A panel, this is important too. Make sure it says all panelists in the dropdown menu. If it doesn't, choose that option. That will ensure that your question gets sent to the right place. You can also use the Q&A panel to communicate with me and my colleague, Laura Burr behind the scenes. If you are having technical problems or audio issues, let us know about it.

We are interested today in your thoughts and questions. Be sure to get them into the Q&A. We'll answer as many of them today as we can, I promise.

In fact, why don't we get interactive right now. We thought you might be interested in seeing who you are attending today's event with. We will bring up a quick interactive poll so you can tell us if you're attending alone or in a group today. You'll see that poll appear on the right side of your screen. You will be able to select from one of the four choices. When you've made your selection, this is really important, there is a submit button below. Choose that to submit your answer. Let us know. Are you attending today's event alone? Are you attending in a small group of let's say 2 to 5 people? Maybe you're in a large group of 6 to 10 people or perhaps you are in a big conference room today with all of your colleagues, more than ten people. Let us know, who are you attending today's web forum with.

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All right, let's take a look at the results, get those results up on the screen. Who is attending today's web forum? If you are not seeing the results appear right away, give them just a few moments to tabulate. They will appear momentarily. Again if you made a choice and didn't click the submit button, you will see an option about now to go ahead and submit your answer. If you see that message, do that, submit your answer and those results will appear momentarily.

Most of you are attending alone. Another 6 percent of you are attending 2 to 5 people group. If you are in a large group, you may want to assign one person in the group the responsibility for submitting questions. If you are attending alone, we don't want you to feel like you are there all by yourself. We want this to be an interactive group today. Get your questions into the Q&A panel and join in on the conversation today.

Okay. Let's get started with today's presentation on the culture of health leaders program. Our moderator today is Willene Hare, program coordinator of the Culture of Health Leaders at the National Collaborative for Health Equity. Willene assists with program planning and development activities for the Culture of Health Leaders program. She has experience assisting with the management of a public engagement platform for health services and organizing evaluation tasks for national capacity building programs.

Prior to working at NCHE, Willene worked at IQ Solutions as a Contact Center Team Leader and at the National Minority AIDS Council as Evaluation Coordinator.

Willene will be serving as your moderator today. She will be leading us through the rest of today's event. Willene, over to you.

>> Willene Hare: Thank you very much, Dave. My name is Willene Hare, I'm a member of the, part of the Leadership Better Health Program funded by the Robert Wood Johnson Foundation. I would like to introduce to you our wonderful speakers that will be sharing the information about the Culture of Health Leaders program with you today. We have Sallie George. She is the Program Officer at the Robert Wood Johnson Foundation where she works in several key areas to support the foundation's aim to build a Culture of Health nationwide. She is Co-program Officer for the Culture of Health Leaders program. We are happy to have her join us here today for this forum.

We also have presenting today Jeffrey Moy. Jeffrey is Program Manager with the National Collaborative for Health Equity, which coleads the Culture of Health Leaders Program along with CommonHealth ACTION. Jeffrey serves as the program manager for the Culture of Health Leaders Program.

And finally, we have Tara Hacker, who is a senior program manager at CommonHealth ACTION where she also serves as the senior program manager for the Culture of Health Leaders Program. So thank you very much for our presenters today.

Now, a little bit about you, the audience. The majority of the audience today is from California, as we can see. But we do also have participants located all over the country and different regions. Tara, Jeffrey and I work at the National Program Center located in Washington, D.C. Sallie is located in Princeton, New Jersey, at the headquarters for the Robert Wood Johnson Foundation.

You can take a look at where we're all from here.

Also while the majority of the audience today considers itself to be from the public health sector we can see that we also have many participating who are from areas such as higher education, social services and a few from technology.

Thank you all for joining us today.

So just to begin our presentation, thank you again. We are very glad that you can join us today for this Culture of Health Leaders Informational Webinar. We recently opened the call for applications for the Culture of Health Leaders Program on January 4, 2017. Some of you may have attended the applicant informal webinars hosted by the Robert Wood Johnson Foundation prior to the opening of the call, which is on December 8. Then after the opening on January 6, which introduced the four newest National Leadership Programs for the Leadership for Better Health Program. If not, that's
perfectly okay. Today this web forum will focus on the Culture of Health Leaders Program. You will get information about the program overview, discover more about the participant experience, and learn important requirements.

So let's begin with the agenda. Our presenter topic areas. We will begin with the Robert Wood Johnson Foundation Leadership for Better Health Program overview, which will be presented by Sallie George. Then Jeffrey Moy will talk about the Culture of Health Leaders Program overview, followed by Tara Hacker who will then discuss participant experience and eligibility. We will then go back to Jeffrey, who will talk about the application and review process. Then we will have closing and Q&A.

Just a few housekeeping notes. This presentation includes information designed to respond to questions that have been submitted by email prior to the webinar. Also, please reference frequently asked questions on the program website which is www.cultureofhealth-leaders.org. Remember also we are recording this webinar. We will notify everyone as soon as the link is available for viewing. Okay. So I will now give the presentation to Sallie.

>> Sallie George: Thank you, Willene. Good afternoon, everyone. Thank you very much for your interest in the Culture of Health Leaders Program. I'm pleased to be here today on behalf of the Robert Wood Johnson Foundation and my colleague, Mary Jo Ladden, who manages the Culture of Health Leaders Program with me at Robert Wood Johnson. Today I would like to share with you RWJF Health Vision and the support for Better Health Leaders programs and participants.

First, the Culture of Health Vision. Since you are all in this webinar I assume you are at least intrigued by the Culture of Health Vision that the Robert Wood Johnson Foundation put out a few years ago. Imagine a culture where every person has the opportunity to live the healthiest life they can regardless of ethnic, geographic, racial, socioeconomic or physical circumstance. Imagine a culture where we embrace a more integrated, comprehensive approach to health and wellness. And in our healthcare system and daily lives. Imagine a culture where our idea of health encompasses healthcare and the other critical factors that impact people's health. Child, early development, jobs, and the built environment. That's the culture of health. We realize it's an audacious vision. It tackles health disparities such as health and the economy.

This requires collaboration with everyone playing a role. Parents, coworkers, neighbors, policymakers, business leaders and industry as well. It will take a new kind of leadership. We have invested in individual leaders since RWJF was founded over 40 years ago. We know with the new vision we had to restructure the investments we make in people moving forward. Broadly speaking in all of our leadership development efforts we are looking to engage leaders who embrace a culture of health and put advancing health equity at the center of their work, leaders who have proven experience working and thinking collaboratively across sectors and disciplines, leaders who embody and embrace culture of health, work collaboratively, embrace life-long learning, complexity, risk taking and understand the importance of cultural inclusion. And looking for participants who exhibit leadership capabilities and/or leadership potential and have or want to develop strong critical and system thinking skills that take their influence to the next level.

We are going to meet our aims of leadership for better health in three main ways. One we are phasing out long standing leadership programs that were mainly single disciplined. Two, we are working to strengthen continuing leadership programs, the ones you see on the following slide. We are working to ensure that everyone who goes through an RWJF leadership program is grounded in the Culture of Health vision as well as equity and inclusion. And finally we developed and launched four new programs in 2016, health policy research scholars, interdisciplinary research leaders, clinical scholars and Culture of Health leaders. Our intent is that staff and participant from all RWJF programs and those continuing ones that I mentioned on the last slide will have opportunities to interact, network and align efforts with each other and other RWJF
grantees and staff. This is something fairly new for the foundation. We are very, very excited about it.

As you can see, there are development opportunities here for so many different types of people and perspectives. It will take leaders from every field, health and non-health alike to realize the vision of Culture of Health.

Recruit your friends from other sectors to join you in this ground breaking experience or have them explore the other leadership programs I talked about today if Culture of Health leaders isn’t for them. If you would like more information on the programs I mentioned check out the individual websites or go to the main website listed on the slide, RWJF.org/changeleaders.

Thank you for your time today. I hope I was able to give you a good sense of where the foundation is going with this work and our ongoing commitment to leadership. I'll hand the reigns over to Jeff who will describe the Culture of Health program in more depth.

>> Jeffrey Moy: Thanks, Sallie. I am excited to join you all today to share information about the Culture of Health Leaders Program. It is a tremendous opportunity for leadership development for people from all sectors who are dedicated to creating healthier more equitable communities.

Before we get started we want to do a quick polling question to get to know you all better. Did you apply for the Culture of Health Leaders Program last year? Yes or no? As Sallie mentioned last year was the first year of the Culture of Health Leaders Programs and we were excited to receive so many applications. We actually received over 1,000 last year and have already received over 200 that have been entered in our system as of this morning.

Let's go ahead and see the results for the poll.

So as that loads, again today we are going to give you a general overview of the program to help you decide whether or not to apply. For those who may have applied in the past we will also be providing updates on changes to the program. Actually, it looks like the vast majority of those joining us this year did not apply last year. 94 percent of you replied no. 5 percent of you replied yes. So thanks to all of you for your interest. It's great to see there are so many folks who may have just learned about the program and are interested in applying this year.

So as Willene mentioned the Culture of Health Leaders Program is co-led by two organizations: The National Collaborative for Health Equity and CommonHealth ACTION. As you can see, these two organizations focus on health equity issues and came together to support this program as the National Program Center operating out of Washington, D.C.

In addition, the National Collaborative for Health Equity brought together this team of partners because they represent some of the sectors that are crucial to bring together to build a Culture of Health. We want to thank our program partners as well.

So what is the Culture of Health Leaders Program? We know that our nation's ability to tackle difficult societal and health challenges depends on the skills and creativity of its leaders and their ability to influence, inspire and lead in a rapidly changing environment.

However, many people who are selected for or emerge into leadership roles have not had the benefit of formal leadership training or the opportunity to work with professional coaches or the chance to network with and learn from others tackling similar challenges from other perspectives. We need new types of leaders from diverse sectors, backgrounds, collaborating and moving boldly towards a Culture of Health. Culture of Health leaders will create networks of leaders who will successfully lead in these complex and challenging times, building bridges through others that have an enormous influence on people's lives and their health, where they live, learn, work and play. They will transform our culture at every level, putting health and equity at the core.

This is a program that is grounded in equity and social justice, and there is an emesis on learning by doing. Our leaders understand the needs of their community and utilize feedback to develop solutions.

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So who are we looking for in this program? It could be you if you embrace the vision of a Culture of Health and are willing to put advancing health equity at the center of your work. If you are willing to or have proven experience working and thinking collaboratively across sectors and across disciplines; if you embody insight, courage, and a commitment to life long growth and development including collaboration and if you exhibit leadership capabilities and want to develop strong systems thinking skills. If you understand the value of diversity, equity, and inclusion, and if you are comfortable with complexity, ambiguity and risk taking.

This year the Culture of Health leaders program will select up to 50 individual participants. Please note that this year we have decided not to accept team applications. As a new program we are continuing to learn and may reevaluate taking team applications in the future. We railroad looking for leaders from all sectors and disciplines, including education, transportation, technology, public health, and many others that we listed here.

With a firm commitment to diversity and equity, those from a broad range of disciplines, geography and backgrounds are encouraged to apply. With that I'm going to turn it over to my colleague, Tara Hacker, senior director at the CommonHealth ACTION to discuss the experience.

>> Tara Hacker: Thank you, Jeff. This program is designed to develop and support leaders through a three-year process that results in their mastery of self relationship, environment, and change. This three-year program is focused on advancing leadership development of people across the United States. Each participant will receive a stipend of $20,000 per year. And the program is designed for community integration. Leaders remain in their communities with most of the curriculum occurring virtually. Our leaders do convene four times annually in various cities across the country. While attendance is required, it is, the convenings are interactive and include training, coaching, and networking. The cost of the convenings are covered by the program.

Leaders will study content and develop competencies tied to the four areas of mastery I mentioned before. Through required and elective courses, webinars, trainings, projects and coaching. They will interact as a cohort to develop lasting connections and relationships that are mutually supportive. A variety of teaching modalities will be used based on the needs of the participants. Through the interplay of these four areas of mastery, participants will make decisions, demonstrate behaviors and take actions that lead to the building of a Culture of Health. Through a foundation of equity, diversity and inclusion, program participants will apply an equity lens to the development and implementation of policies, programs and practices that create and support the Culture of Health action areas, leading to an improved outcome for population health, wellbeing and equity.

On average, leaders will engage in 32 to 38 hours per month of learning, networking and project work, virtually and in person. Program content includes futures and for sight training, change management and.

Providing robust support from staff, coaches from the center of creative leadership and subject matter experts from across the country. Participants will have the opportunity to collaborate with leaders from different fields and sectors, from their cohort as well as the other two cohorts in the program. By year three, each leader will have initiated a bold leadership project involving community stakeholders that will lead to sustainable cross sector partnerships as well as systems and institutional change. Moving beyond the mastery of competencies, professional coaches will employ a holistic approach and facilitate the growth and development of our leaders. In addition to networking with all health leader cohort, participants will benefit from the interactions with all four of Robert Wood Johnson Foundation for Better Health programs.

In terms of eligibility, we are accepting individuals from all sectors and disciplines that impact health and are committed to building a Culture of Health. U.S. citizens, and granted deferrals for, permanent residents, individuals granted deferred action for child arrives and government officials are eligible to

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apply. Applicants must be at least 21 years old as of September 1, 017. While we have a minimum age requirement, we do not have any upper age limits. In addition, we have no minimum education requirements.

We are actively seeking leaders who demonstrate firm commitment to addressing social change, equity and other critical challenges. That have the capacity and willingness to learn in collaboration with other leaders that are poised to work across sectors and to build a team of community stakeholders and leaders prepared to work with complexity.

Now that you've heard about the participant experience and our eligibility criteria, we want to learn more about you. So please respond to the poll question. For which type of organization do you work or volunteer? Is it public sector? Government? Is it private sector, for profit? Is it social sector, nonprofit or NGO? Or is it social enterprise/benefit corporation?

If you can remember, please hit submit. It will take just a few seconds for the information to load. We have so many callers today. All right. It looks like we have the majority of public sector not-for-profit or NGOs. The next is public sector, from the government, 24 percent. Then we have 7 percent from private sector or for profit and 3 percent from social enterprise/benefit corporation.

Thank you.

Leaders must have a sponsoring institution. Stipends will be paid to that institution. The institution must be selected by May 15 of 017.

In terms of the use of stipends that will be coordinated by your sponsoring institutions and will be used for time or salary, living expenses including childcare. It could also be used for additional consultant fees or conference registration or used for project supplies.

Now, I'll turn it back over to my colleague, Jeff.

>> Jeffrey Moy: Thanks, Tara. Now that you have heard about the Culture of Health Leaders Program and the participant experience, let's discuss what the application process entails. First off, the application deadline is Wednesday, February 15, 2017, at 3:00 p.m. Eastern time. The application consists of 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 with your community. And three, references. I'll provide some more details on the video and the references in a moment, but please note that all the application materials are due at the same time and they all should be submitted online. Please, do not mail us any application materials.

So the video. As I mentioned, one part of the application is this video scan which is intended to supplement the written application. It is an opportunity to bring your community to life for the reviewers. It must be no more than three minutes or 180 seconds. Videos longer than three minutes will disqualify your application.

The video must not be professionally produced, but you can create it on a mobile device and you also should have created this video specifically for this application. It shouldn't be something preexisting. There are instructions on how to upload your video to a platform like YouTube that are available in the application instructions.

Again, this must be uploaded with the rest of your application materials on February 15th. Finally, the reference section. You are required to submit three references for your application. Specifically, we ask for references from the following people who can attest to your leadership or emerging leadership qualities. First, a supervisor, board member, or team leader who has experience leading you in a volunteer or professional role.

Second, a peer leader who can describe your leadership style in peer interactions. Finally, third, someone you have led in a volunteer or professional role.
We recommend that you invites your references by February 1 at the latest so that they are able to submit by the deadline, which again is February 15 by 3:00 p.m., like the rest of the application. Once you have entered your references information into your application, they will receive an email with information on how to complete their reference form. References will answer specific questions in this form. Please do not fill out these sections yourself. They should only be completed by your reference writer.

Applicants are not required to identify a project for the application. The beginning, first year of the Culture of Health Leaders Program is focused on leadership development. As Tara mentioned leaders will initiate a bold leadership project in year three, but the expectation is they will develop what this project is while they are in the program.

So applications then will go through a multistep review process with reviewers representing a variety of sectors. The initial review of applications will take place from mid February to mid May, followed by semi finalist interviews from May 16 through 26 in Washington, D.C.

Notification of awards in mid June and launch of the program on September 1.

To go into the semi finalist review process in a little bit more depth, the interviews from May 16 through the 26th will take place in Washington, D.C. Each interview takes about half a day. You must be able to attend these in-person interviews in order to be considered for the program. Materials will be sent in advance for those who are invited to this phase of the review process. The interviews will include panel interviews, a short presentation and a group situational interview. So to go through the major points of the timeline once more, applications are due by 3:00 p.m. on February 15th. Semi finalist interviews will take place in Washington, D.C. May 16 through 26. Selection meetings will be May 27 to June 9. And finalists are selected. There will be a required in person program orientation in Nashville Tennessee October 12 through 17. So with that I'll turn it back to Willene.

>> Willene Hare: Okay. Thank you so much, Jeff, for your information. So I just want to note here that the Culture of Health Leaders Program website is www.cultureofhealth-leaders.org. You can also email questions about the program to info@cultureofhealth-leaders.org. Please follow us on Twitter, LinkedIn and Facebook to get updates and information as well as sign up on the Culture of Health Leaders Program with your email for updated information as well. If you have questions about the leadership for better health program, please email changeleaders@RWJF.org.

And now we just want to open the Q&A portion of the webinar and please also remember that you can submit your questions by typing your questions in the Q&A box. Then remember to ask all panelists. Then submit, send. Okay?

>> Jeffrey Moy: This is Jeff again. I see one question about how many people are on the call today. And about how many applications is the foundation expecting for these 50 opportunities. It looks like we've got over 400 people participating in the call today. Thanks again to all of you for taking the time to join us. I think I mentioned briefly last year we had about a thousand, actually over a thousand people start applications. Roughly 530 submitted applications. So hopefully that will give you an indication of what we expect in terms of application numbers for this year.

>> Willene Hare: Thank you, Jeff. We also have a question about curriculum. So one question we have is how many hours is devoted to coaching per month?

>> Tara Hacker: Thanks, Willene. So the coaching varies per month. We have both peer coaching and individual professional coaching. It is about one hour per month for individual professional coaching as well as an hour for peer coaching. Again, some of that is delivered in person, but most of that will be delivered virtually.
Willene Hare: Thank you, Tara. We had a couple questions regarding proposed projects. So can you guys just clarify a little bit about the project in year three? One question we have is what are some of the proposed projects from last year's program finalists?

Jeffrey Moy: Thanks for that question. I know, I think this is something that is a little bit different in our program. So just to be clear, you don't have to come in with a project in mind. Last year was our first year of the program. So we are still -- our participants are, our leaders are still thinking about what that project may be. We don't expect implementation to occur until the third year of the program.

You know, we get a lot of questions about this. I would just say generally the time that you are in the program, as you network with other leaders from across the country, it is likely that you'll develop a project that you want to do by the end of it. You may come in with certain ideas, but I would certainly keep an open mind. That may change.

Tara Hacker: Jeff, thanks for that. I would also like to add that this is really an investment in you as an individual and in your growth and your leadership capacity.

We are encouraging even in the first cohort that the leaders focus on self development and let the project come to you as it evolves.

Willene Hare: Thank you both for your responses. We also had a question. Are applications only accepted on an individual basis? May I submit an application as an organization? We would like two individuals in our organization to participate in the Culture of Health Leaders Program.

Jeffrey Moy: Thanks for that question. Yes, this year we are only accepting applications on an individual basis. I would say again when we are thinking about what that project that you implement in year three may look like, we certainly expect that will require collaboration and a team effort in your community, whatever community you decide to work with. But in terms of the application, we are only looking for individual applications this year.

Tara Hacker: I do want to add to that that although we are only accepting individual applicants, that does not mean that we won't be focusing on team development. We have built into the curriculum, it is built into the first year as well as years two and three, the development of teams. That occurs through the peer coaching and the individual applicants will create their own teams within their community.

Sallie George: I would also like to add that this is not precluding more than one person from applying from an organization. We are looking for diversity of participants across the country. So we are not sure that two would get selected from one organization. However, folks can apply, more than one person can apply from each organization.

Willene Hare: Thank you very much, Sallie. Is this opportunity right for someone who is just beginning their career? One to two years of work experience?

Tara Hacker: That's a great question, Willene. I will say that as I mentioned in my slides, that we do not have an age requirement. And we have, the cohort we have this year has leaders from all ages. So I would not discourage an applicant who has a lot of leadership experience either formal or informal from applying regardless of how many professional employment they have had.

Willene Hare: Thank you, Tara.

Jeffrey Moy: It looks like -- sorry, I'm just seeing on a related note there, some other questions about employment status and things like that. So to directly answer a couple of these, yes, you are eligible to apply if you are self-employed. It is not an issue.

And second of all, there was a question about if you have to be employed or volunteer for the organizations listed on the website. I am assuming here that this may be about the select collaborating organizations. No, you do not have to be employed or volunteer for those organizations. You can come from any organization.

Tara Hacker: I also think an applicant could be asking about the sponsoring organizations. So that is you as an individual, as an applicant will decide who your sponsoring organization may be. It
could be your employer. It could be an organization that you volunteer for. Or it could just be an organization that you have close ties to that will then have the money pass through and work with you to determine what those dollars will go to.

Sallie, do you have anything to add on either of those issues?
>> Sallie George: No, I believe you covered it. Thank you.

I will answer another question, though, that I just saw that has come up on another webinar as well, about whether or not people who have been part of other RWJF leadership programs in the past or former grantees, if they are eligible to apply for this program. They absolutely are.

>> Willene Hare: Thank you. Also regarding the video, can you please define "professionally produced"?

>> Jeffrey Moy: Sure. We want to make sure that each applicant is creating the video themselves. We don't want you to go to a company and have it done for you. This is really something that you should create.

So just to give some more examples, we had folks who were just using a webcam on their computer. They may have been using their phone, their iPad, something like that. So there are a variety of ways that you can do it.

I also saw there was a question about what should be in the video. If you take a look at our application, you'll see there are some specific questions that we ask you to consider when you are creating your video. Essentially again we want to be able to offer you a chance to have reviewers really see what your community looks like. To give us a glimpse of what some of the challenges or opportunities there may be and what your vision for a Culture of Health is in that community. That is the intention behind the video.

>> Tara Hacker: I would add too this is your chance to be creative. It is really bringing your application to life. These are, as a former reviewer in the last year, the videos that I saw were just fantastic. They really allowed me to get a greater sense of what is happening within the community and be able to assess the application in a more holistic manner.

>> Sallie George: There was also a question about the application of whether or not you could save information an then go back into it. You absolutely can. You will have to create a login. That will allow you access in and out of the system as often as you like before the deadline passes.

>> Willene Hare: Okay. Thank you for those questions. As far as the curriculum, are there assignments, weekly, monthly obligations? When and where are on site leadership meetings?

>> Tara Hacker: Thank you, Willene. Absolutely, we have designed the curriculum on an online learning platform. All the leaders have access to this on a daily basis. They can get in, but really the courses are self-directed. So we set a pace. We kind of set a schedule, but we allow the leaders to define what that schedule looks like for themselves. We might have a course launch in January and end in March, with some specified due dates. But really, it is working with your own schedule. We know that people have lives and many will have other jobs. So we don't want to dictate when you can complete your course work.

Willene, what was the second part of the question?
>> Willene Hare: It was mostly pertaining to the course work and the leadership meetings.

>> Tara Hacker: We also try to get around the country. For this year, for cohort one we are bringing our leaders to Washington, D.C., to Houston, Texas, and to Denver, Colorado. That will change every year.

And as well as our convening the fall institute where all four programs are convened, which will be in Nashville. Yes, Nashville, Tennessee.

>> Sallie George: I see that there’s a question about whether an applicant could apply for the Culture of Health leaders program and also as team member for the interdisciplinary research leaders program. These are two parallel processes, but the application for the Culture of Health leaders
program is due a little bit earlier. We encourage you to look at the information for both programs and choose the one that most reflects the program that you are most interested in.

>> Willene Hare: Thank you so much, Sallie, for addressing that question. I also see another question. Do you define a community as a geographic community?

>> Jeffrey Moy: I think that's a great question, Willene. I saw a couple people are asking about how we define community. I think it is up to you. When I think about the leaders that we have, some define it as a local town that they work in. Some define it statewide. We have folks that actually are working across different states as well. Whether that is within a particular region of the country or it might actually be several states around the country that face a similar issue. That is the community that they work in. So you can really define it in a number of different ways.

>> Sallie George: I've also seen people define it as a particular population of people they would like to work with as well.

There was a question also, I'm sorry, about if accepted into the program if folks are required to stay in the same community for all three years. I just want to underscore the investment we are making is in you as an individual. Although the work you are doing in your community is very important to us and we obviously want to spread a Culture of Health across the country we are making that investment in you. If you leave and move to somewhere else, your stipend moves with you. We work with you together to define what your project will be in year three.

>> Jeffrey Moy: Willene, I just want to jump in. There is another question here that I've seen about is the program meant for emerging leaders or are seasoned individuals welcome to apply? Seasoned individuals are definitely welcome to apply. I think if anything, we just want to make sure that we have a very diverse pool of leaders. We are pretty open to defining leadership in different ways. But if you take a look at our website, which I would strongly encourage you to do if you haven't already, there are profiles for the different leaders in this first class up there. So you can really get a sense of the different subject matter areas they work in, the different geographic areas they are from as well as the different levels of experience that they have. We have folks who are probably in their early to mid 20s, but we also have folks who are retired who are part of the program as well.

>> Tara Hacker: I would like to add, that's kind of a duty of the program. By having both seasoned and emerging leaders it allows them to network and learn from each other.

>> Sallie George: The other thing I would add is, I know this is mentioned on the webinar already, but there was a direct question about whether or not we are looking for leaders who have a public health background or folks who do not work in the public health field. We are casting a wide net in this program. We are looking for leaders from all sectors, different kinds of training, education and so forth. Please, be encouraged no matter where you come from and what kind of education and training and experience you have.

>> Willene Hare: Okay. Well, thank you, everyone, for your questions and submitting your questions. Also thank you very much for our panelists for fielding those questions. They were all great. Any questions that we weren't able to get to today will be listed on the application system. Also please remember a recording of the webinar will be available at the Dialogue4Health website and also the Culture of Health Leaders website as well.

We want to thank our partners today for this event. We have the Culture of Health Leaders Program, the Robert Wood Johnson Foundation and of course the organization that comprised the National Program Center, the National Collaborative for Health Equity, and CommonHealth ACTION. Thank you very much to Dialogue4Health for hosting the web forum and we appreciate everyone's attendance today.

>> DAVE CLARK: Thanks so much, Willene and thanks to all of our presenters today for telling us about the Culture of Health Leaders Program. As Willene mentioned, a recording of today's session as well as the presentation slides will be available shortly at Dialogue4Health.org and also at the www.Dialogue4Health.org
Culture of Health Leaders website. You will receive an email with the link for the recording and the slides. That email 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 Dialogue4Health web forums. We read your comments and please take that survey and let us know your thoughts. Thank you for being with us today. That does conclude today's web forum. Have a great day.
(The session concluded at 4:25 p.m. EST.)
(CART provider signing off.)

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