

EMERGING LEADERS PROGRAM

Milbank Memorial Fund

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Using evidence to improve population health

The Milbank Memorial Fund's Emerging Leaders Program (ELP) is a 10-month leadership development program for early and mid-career legislative and executive branch state and large-county government officials who are committed to improving population health.

The program helps participants:

- Develop practical, applied leadership skills that enhance their ability to advance population health change efforts
- Build and utilize a network of colleagues from across the country who share the goal of improving population health
- Consistently apply a broad array of evidence to their work as state leaders and health policy decision makers
- Increase their capacity to work with others who have different values, motivations and political affiliations from their own

Taught by expert trainers and current/former state policymakers, the program prepares cohorts of 12 to 15 participants to address challenges and opportunities in today's increasingly complex health policy environment. **There are no costs to participants.**



The Milbank Memorial Fund is a nonpartisan, trusted foundation focused on improving the health of communities and entire populations. Our work is guided by core values of objectivity and non-partisanship, collaboration and community, stewardship and accountability, and leadership and excellence. For more than 100 years, the Fund has connected leaders with the expertise of policymakers and the evidence that they need to advance policies and practices that improve health. For more information, visit www.milbank.org.

The Milbank Memorial Fund believes that state policymakers are key agents of change in improving health outcomes, reducing health care costs, and improving population health overall. Started in 2015 as a way to develop and support future health policy leaders, the **Emerging Leaders Program** has produced more than 70 alumni who currently serve in a variety of critical health policy leadership roles across the country. Former participants currently serve in senior leadership roles in state and federal government, as well as in the private and non-profit sectors and academia.

Program Format

ELP participants will have an opportunity to learn from nationally recognized leaders in state health policy and expert trainers on topics such as negotiations, decision-making in uncertain conditions, initiating change, team-building best practices, and connecting across varied policy and political perspectives.

All ELP meetings are highly interactive, with experiential learning exercises, small group discussions, and seminar discussions in a unique, **nonpartisan environment**. ELP participants will be introduced to colleagues from across the nation, as well as new concepts and leadership tools that they can apply when returning to work.

Participants in ELP take part in a continuous learning cycle that features:

- 3 In-person group meetings
- 6 Virtual group meetings
- Individual leadership assessments
- An optional mentorship program
- Connections to other Milbank Memorial Fund resources

Nomination & Selection Process

The Fund will select up to 15 participants for the 2021-2022 ELP cohort. In order to participate in ELP, a participant must be nominated by a senior leader in their state. The nominating state leader must complete a brief [online form](#), submitting the participant's resume with a short letter of recommendation by **July 1, 2021**.

Who Can Participate in ELP?

The program seeks professionals who have:

- An interest in expanding their health policy knowledge base and leadership skills
- Curiosity and enthusiasm that fosters engagement with others and sparks lively discussion
- A deep commitment to addressing racial and other health disparities and working to promote health equity
- An appreciation for opportunities that expand their perspective and their ability to lead in a complicated and complex policy environment

Participants come from a variety of backgrounds, including:

- Newer legislators who serve on health, human services, education, budget and other committees relevant to population health
- Early and mid-career officials from health and human services, public health, insurance, Medicaid, and other state and large-county agencies with at least three years of management experience

ELP alumna Sandra Manzo de Puebla, Senior Director,
Federal & State Authorities, Oklahoma Health Care Authority



"While I had been in management for several years, once I moved to director it was a whole different ball game....ELP was transformative and it gave me the ability to be more assertive and confident. It moved me from a place of aspiring to be like others to realizing that I could also be one of those people who can influence others and bring others up."

Selection Criteria

When selecting participants for the EL Program, the Fund will prioritize nominees who demonstrate the following:

- **A commitment to population health**, including promoting health equity
- **Demonstrated leadership** in positions of significant responsibility and public impact
- **Interest in evidence-informed policymaking**, including a desire to build their skills to assess the potential impacts of policy proposals
- **Inquisitiveness**, including an ability to learn from others, regardless of title or affiliation, and apply lessons from other states in their own communities
- **A focus on impact**, including a desire to work with others to develop and implement innovative, practical policy solutions that can improve the health of communities in their state
- **Collegiality** in exchanges of ideas and discussions and an interest in building lasting relationships with colleagues

Additionally, the Fund is committed to creating a diverse cohort of participants that includes:

- **Leaders of color** – we strongly encourage nominations of people of color
- **Regional representation** – we strive to have participants from a variety of states and regions
- **Political party balance** – we strive to have balanced representation by party affiliation
- **Position and role** – we strive to have a mix of legislative and executive participants

For More Information

If you are interested in participating in the Emerging Leaders Program and would like to learn more, please contact Rich Callahan, Milbank's ELP Lead Program Consultant, at rich@tapinternational.org or call 916-803-7022.

If you would like to nominate someone to participate in the Emerging Leaders Program, please complete the online [nomination form](#).

For any questions about the online submissions process for the Emerging Leaders Program, please contact Cindy Chen, Program Assistant, at cchen@milbank.org.

Key Dates for the 2021–2022 ELP Cohort

All participants who are accepted into the 2021–2022 cohort must commit to the following:

- A Fall 2021 introduction meeting from **September 15–17, 2021** (location TBD)
- The Fund anticipates this meeting will be held in person. However, if local public health guidance in the selected location prevents in-person activities due to the COVID-19 pandemic, this meeting may shift to a virtual format.
- A Winter 2021 meeting from **December 8–10, 2021** (location TBD)
- A Summer 2022 final meeting (typically scheduled in May or June—location TBD)
- Six virtual (1–2 hour) sessions to be scheduled between October 2021 and May 2022
- Optional monthly virtual/phone meetings with a mentor (for participants who opt-in to the mentoring program)

