

EMERGING LEADERS PROGRAM



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 bringing a health equity lens to their work to improve population health.

The program will provide participants with opportunities to:

- Develop practical, applied leadership skills and personal insights that will enhance their capacity to improve population health
- Partner with colleagues from states across the country, who have different life experiences, disciplinary expertise and orientation than their own
- Expand their network of colleagues, both from within the cohort and the broader Milbank State Leadership Network
- Access and apply evidence, best practice, and experience to their work as state leaders and health policy decision makers

Convened by Milbank Memorial Fund in partnership with a nationally recognized expert in leadership development, ELP sessions will feature guest faculty who bring experience and insight into state policymaking. **The Fund will invite up to 24 participants and cover all costs of sessions and materials, including three in-person meetings. Participants must be fully vaccinated, as defined by the CDC, no later than the first in-person meeting of the cohort.**

ELP alumna, Fatmata Williams, Supervising Nurse
Consultant, Connecticut Department of Social Services



"While I am passionate about addressing inequities wherever they exist, the ELP enhanced my understanding of the power of policy to impact change and increased my confidence to do so without waiting for permission."

Program Format

ELP participants will have an opportunity to use self-assessment tools to gain insight into their leadership styles and preferences. Further, they will learn from nationally recognized leaders in state health policy, as well as expert trainers, on topics including development of strategic priorities, applying an equity lens in daily work, building negotiation skills, and connecting across branches and with a broad range of stakeholders.

ELP sessions will be highly interactive and will feature presentations, experiential learning exercises, and small group engagement. ELP participants will represent states from across the nation, and have unique opportunities for nonpartisan dialogue.

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

- three in-person meetings
- seven virtual sessions
- individual leadership assessments
- an optional mentorship program that connects cohort members with senior leaders
- connections to the Milbank State Leadership Network and population health resources

Nomination & Selection Process

The Fund will select up to 24 participants for the 2022-2023 cohort. Participants can apply using the [online form](#). The process also requests that applicants submit a paragraph of recommendation from a senior health executive or senior leader in the state in which they work and a current resume.

All materials must be submitted no later than

May 31, 2022.

Who is a strong ELP candidate?

Milbank Memorial Fund invites applications from professionals who have:

- interest in expanding their health policy knowledge base and leadership skills
- diverse backgrounds and lived experience, notably including leaders of color and members of the LGBTQIA community
- curiosity and enthusiasm that fosters engagement with others and sparks lively discussion
- a deep commitment to achieving health equity, with a focus on communities of color
- appreciation for opportunities that expand their perspectives and capacity to lead in a complicated and complex policy environment

ELP will be a good fit for:

- legislators who are either newly elected or in the early years of their tenure, who serve on committees that have jurisdiction over health, human services, and related budget matters
- executive branch staff of state or large county health and human services, public health, insurance, or Medicaid, agencies who are responsible for direction of a major program or initiative

ELP alumnus, Tony Bacala, State Representative,
Louisiana House of Representatives



"As a state legislator, I am often called up to make significant decisions on health care. ELP has given me an excellent opportunity to learn about innovative programs and have been excellent for development of concepts and practices to improve serving the public."

Selection Criteria

The Milbank Memorial Fund will focus on the following characteristics in selecting participants for the ELP:

- **A commitment to health equity** and use of evidence, as key means of improving population health
- **Demonstrated leadership** as reflected by experience in positions of significant responsibility as well as public impact
- **Inquisitiveness**, as evidenced by interest in continuous learning and self-improvement
- **A focus on impact**, with an emphasis on developing and implementing innovative, practical policy solutions that will demonstrably improve the health of people and communities
- **Collegiality and receptivity**, as exemplified by eagerness around exchange of ideas and interest in building lasting relationships with colleagues

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

- **Leaders with diverse backgrounds and lived experience** – we strongly encourage nominations of people of color and members of the LGBTQIA community
- **Regional representation** – we strive to have participants from a broad range of states and regions
- **A range of political perspectives** – we strive to include an array of political perspectives
- **Position and role** – we strive to have a mix of legislators and executive participants from state and large county government

Key Dates for the 2022–2023 ELP Cohort

All participants who are accepted into the 2022–2023 cohort must commit to the following:

- A Fall 2022 introduction meeting, **September 12–14, 2022 in Portland, Oregon**
- A Winter 2022 meeting, **December 14–16, 2022 in New Orleans, Louisiana**
- A final meeting to be scheduled in **June 2023** (Date and Location TBD)
- Seven virtual (1–2 hour) sessions to be scheduled monthly between October 2022 and May 2023
- Optional monthly virtual/phone meetings with a mentor (for participants who opt in to the mentoring program)

For More Information

If you are interested in participating in the Emerging Leaders Program and would like to learn more, please contact Kate McEvoy, Program Officer, at kmcevoy@milbank.org or call 203-376-2328 or Rich Callahan, Lead Program Consultant, at rich@tapinternational.org or call 916-803-7022.

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



About the Emerging Leaders Program

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. Launched in 2015 to support development of future health policy leaders, the Emerging Leaders Program has more than 89 alumni who currently serve in a variety of critical health policy leadership roles across the country.

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 and lived experience of policymakers and the evidence that they need to advance policies and practices that improve health. For more information, visit www.milbank.org.

Relevant to participation in the ELP, we invite you to read the Fund's [Racial Equity Statement of Purpose](#), in which the organization apologizes for some of its past actions that have perpetuated systemic racism and outlines actions that reflect its commitment to promote diversity, equity, and inclusion, both within and outside the organization.

Milbank Memorial Fund
645 Madison Avenue
New York, NY 10022
www.milbank.org



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