

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, large-county, or large-city 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, professional expertise and cultural norms 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 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 and local policymaking. **The Fund will invite up to 24 participants and cover all costs of sessions and materials, including three in-person meetings.**

Emily Shetty, State Delegate, Maryland House of Delegates



"I am intentional about how I engage with others, especially when trying to find common ground on an issue that is really challenging."

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, counties, and cities from across the nation and have unique opportunities for nonpartisan dialogue. Watch this [video](#) to hear from past Emerging Leaders on their experiences in the program

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 2024-2025 cohort. Participants can apply using the [online form](#). The process also requests that applicants submit a short letter 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 **Saturday, June 15, 2024.**

Who is a strong ELP candidate?

Milbank Memorial Fund invites applications from professionals who have:

- an interest in expanding their health policy knowledge base and leadership skills
- diverse backgrounds and lived experience, notably including leaders of color, members of the LGBTQ+ community, and people with disabilities
- a commitment to learning from and working with those with differing viewpoints and backgrounds
- 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
- 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 health and human services, public health, insurance, or Medicaid agencies who are responsible for direction of a major program or initiative

Justin Turner, Chief Medical Officer, Mississippi State Department of Health



“Milbank creates an environment where it’s effortless to want to connect with each other, a cultivated environment of unification and collegiality. We’re different, come from different backgrounds [yet] we have a sense of unity around population health with no agendas.”

Selection Criteria

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

- **A commitment to health equity** and reducing health disparities with the 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, members of the LGBTQ+ community, and people with disabilities
- **Regional representation** – we strive to have participants from a broad range of states and regions
- **A range of political perspectives** – we include a range of political perspectives from all sides of the aisle
- **Position and role** – we strive to have a mix of legislators and executive from state and large-county and large-city government

Key Dates for the 2024–2025 ELP Cohort

All participants who are accepted into the 2024–2025 cohort must commit to the following:

- Fall 2024 introduction meeting, **September 16–18, 2024 in Minneapolis, Minnesota**
- Winter 2024 meeting, **November 20–22, 2024 in Nashville, Tennessee**
- A final meeting to be scheduled in early **June 2025** (Date and Location TBD)
- Seven virtual (1–2 hour) sessions to be scheduled monthly between October 2024 and May 2025
- Optional monthly virtual/phone meetings with a mentor (for participants who opt in to the mentoring program)



Maria Finnell, Chief Medical Officer,
Indiana Family and Social Services Administration

“I have become a stronger advocate for having equity inform policy upfront, rather than having it be the afterthought.”



Jamie Carmichael, Assistant Director of Community Planning and Collaboration, Ohio Department of Mental Health and Addiction Services

"The "The Milbank program has been a tremendous opportunity and experience to learn, grow, and connect with people with different backgrounds and experiences. I can't overstate how impactful this has been for me professionally and personally. I believe this experience will pay dividends all across the country in policies, programs, and investments that arc towards justice and service."



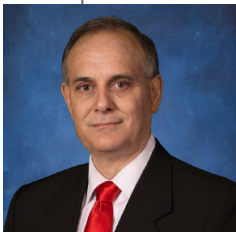
Dr. Martin Hickey, State Senator, New Mexico Senate

"I appreciate the range of support in this program that helps me address the complexities of health care legislation that I carry. The meetings in person are enjoyable, and my colleagues in the program bring enthusiasm and commitment."



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."



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 been excellent for development of concepts and practices to improve serving the public."

For More Information

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

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 113 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 collaboration and community; diversity, equity, and inclusion; humility and optimism; objectivity and non-partisanship; and stewardship and leadership. 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.

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Using evidence to improve population health