Addressing Health Disparities Leadership Program
2016-2017 Request for Applications

The National Council’s Addressing Health Disparities Leadership Program fosters emerging mid-level managers working in mental health and addiction service organizations who are eager to gain the awareness, knowledge, and skills to achieve health equity within their communities and organizations. This program focuses on reaching health equity in multiple ways, including overcoming barriers to diversity within organizations and eliminating health disparities among behavioral health populations. Through this program, participants will gain increased knowledge and applicable skills around:

- **Leadership Development** — Leadership styles and practices, adaptive leadership techniques, managing systems change, building collaborations and working in teams, developing shared goals, change management and conflict resolution.
- **Health Equity** — Building awareness and knowledge about health disparities and equity, social determinants of health, cultural and linguistic competence, and successful strategies to eliminate disparities in both behavioral health populations as well as organizations themselves.
- **Professional Development** — Identifying personal strengths and weaknesses, understanding privilege and ‘isms,’ recognizing the value of vulnerability and personal power, and ultimately charting a personal professional growth journey.

The National Council is committed to doing our part to cultivate a diverse mental health and addictions workforce, inclusive of development opportunities for emerging leaders within community behavioral health organizations. As such, we are pleased to continue to offer this program at no cost for selected participants from National Council member organizations, including all program activities, travel and hotel expenses for in-person meetings.

**Program Overview**

The Addressing Health Disparities Leadership Program will begin in late January 2017 and conclude in early October 2017. Participants should be available to participate in the following activities:

- **Program Introduction Webinar**: February 3rd, 2017
- **In-Person Meetings**:
  - Kick-off meeting: April 6-8th, 2017 in Seattle, Washington*
  - Mid-program meeting: August 8-11th 2017 – Location TBD
  - Wrap-up meeting: October 3-6th, 2017 in Washington, D.C.
    - October 3rd, 2017 – National Council Board Meeting Evening Reception
- **Bi-Monthly Webinars**: All webinars will be held from 3-4:30pm ET
  - March 3rd, 2017
  - May 12th, 2017
  - June 8th, 2017
  - September 15th, 2017
- **Monthly 1:1 Coaching Calls**: To be scheduled based on participant availability. **Please Note**: These coaching calls may be scheduled during evenings and weekends.
- **Monthly Peer-Support Calls**: Participant-led conference calls to be scheduled based on small group availability.
- **Monthly Homework Assignments & Readings**: Participants will be assigned readings and small writing assignments to explore leadership growth and application of strategies to address health disparities.
*Note: Although not required, attendance to the NatCon Conference in Seattle, WA, April 3-5, 2017 is complementary for program participants.

At the in-person meetings, participants will engage in a robust learning forum to enhance their leadership skills and knowledge of strategies related to health equity. The coursework and curricula is designed to empower new leaders and equip them with the knowledge and skills to affect change and eliminate health disparities within their organization’s client population.

At the beginning of the program, participants will develop a unique “stretch project” that is customized to benefit their organizations’ efforts to eliminate health disparities and enhance personal leadership skills. All program activities are structured to support the implementation of a stretch project, with the final in-person meeting intended to highlight participants’ successes and promote sustainability of health equity initiatives.

This program is led by National Council staff and expert consultants who are nationally-recognized leadership development and health equity experts. Click here to read more about the program faculty.

**Participant Profile**

Applicants should be highly motivated individuals seeking to expand their leadership skills and knowledge to reduce the negative impact of health disparities. In particular, participants should be interested in promoting health equity and reducing health disparities within the behavioral health population they serve (e.g., Latinos living with depression, Native American youth living with substance use disorders, and LGBT individuals who have attempted suicide). Applicants must be considered a “middle manager” within a community-based mental health or addiction prevention, treatment, or recovery organization. “Middle manager” is defined as being an intermediate supervisor with direct reports and reporting to others within the organization. Applicants do not need to be clinicians, but must be able to directly influence practices to attain health equity within their organizations and the community they serve.

Program participation is only offered to individuals from National Council member organizations. If an individual is accepted into the program without current National Council membership, the applicant’s organization must become a National Council member prior to the Introduction Webinar scheduled for February 3rd, 2017. To learn more about National Council Membership, visit our website.

The National Council’s review panel makes every effort to select participants from provider organizations in varying geographic regions serving diverse communities.

**Application Process**

The application deadline for the National Council’s Addressing Health Disparities Leadership Program is 8:00 PM ET on January 3rd, 2017. We encourage applicants to begin early and take care in writing their responses. All applications will be peer-reviewed by alumni of the program and a panel of National Council staff.
Applications must be submitted online through the following link: https://nationalcouncil.nonprofitcms.org/a/solicitations/home/1053. A copy of the application questions is provided on pages 4-6 below. The online application system allows applicants to return to their application over time. The application is expected to take an average of 30 minutes to complete. Selected applicants will be notified on or before January 25th, 2017.

Please note – In addition to responding to the application questions, complete application submissions are also required to include:

- A Letter of Support from the applicant’s supervisor.
- A 1-page resume.
- A professional headshot/picture.
- Organizational chart.

Interested applicants may participate in an informational webinar on December 12, 2016 from 2-2:30 PM ET. The webinar will provide a brief overview of the program and give you an opportunity to ask questions you may have. Register here to participate. If you have questions about the application or would like additional information about the Addressing Health Disparities Leadership Program, please contact Carlos De León at CarlosD@thenationalcouncil.org.
# Addressing Health Disparities Leadership Program

## 2016-2017 Application Questions

Submit final application online at:

[https://nationalcouncil.nonprofitcms.org/a/solicitations/home/1053](https://nationalcouncil.nonprofitcms.org/a/solicitations/home/1053)

<table>
<thead>
<tr>
<th>How did you hear about the Addressing Health Disparities Leadership Program?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part I: Applicant Contact Information</td>
</tr>
<tr>
<td><strong>Name:</strong></td>
</tr>
<tr>
<td><strong>Title:</strong></td>
</tr>
<tr>
<td><strong>Organization:</strong></td>
</tr>
<tr>
<td><strong>Employer Mailing Address:</strong></td>
</tr>
<tr>
<td><strong>City:</strong></td>
</tr>
<tr>
<td><strong>Please select your US HHS Region.</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Contact Information:</strong></td>
</tr>
<tr>
<td><strong>Cell Phone (cell):</strong></td>
</tr>
<tr>
<td><strong>(Optional) Please identify your race/ethnicity and/or any other minority status:</strong></td>
</tr>
<tr>
<td>Part II: Leadership Profile</td>
</tr>
</tbody>
</table>

What, if any, specific activities is your organization involved in to promote health equity and eliminate health disparities (i.e. administrative, organizational, clinical, or community engagement)? What is your leadership role in these activities? (max 400 words)

Provide a brief description of your role at your agency, including the day to day activities for which you are responsible. This should add to, and not repeat, the information provided in your resume. (max 200 words)
What do you consider to be your most significant professional or volunteer accomplishment thus far that relates to the intent of this program? What was the impact of this accomplishment? (max 300 words)

Please describe your motivation for applying to the Addressing Health Disparities Leadership Program. (max 400 words)

The Addressing Health Disparities Leadership Program will provide you with leadership models, management skills, and strategies to promote health equity in your community. Please provide a brief summary of a health disparity occurring within your organization or community that you wish to address through your participation in this program. (max 300 words)

Please describe your vision of how this program will help you engage with your organization and/or community on efforts related to health equity. Responses may include details such as potential partnerships, operational activities, target outcomes, program development, leadership styles, etc.? (max 250 words)

Please identify at least two topics you would like to learn about relating to leadership development and health equity that will help increase your knowledge to develop a culturally-informed workforce.

<table>
<thead>
<tr>
<th>Leadership Skill and Health Equity Topics</th>
<th>Would you like to learn more about this topic? (Y/N)</th>
<th>Briefly describe what specifically you’d like to know more about related to the topic selected. (50 word maximum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptive Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross-Cultural Dialogue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multicultural Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengths Based Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power and Privilege</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change Communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vision and Intention Setting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflict Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Health Disparities Data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“-isms” (racism, sexism, classism, etc.)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Part III: Organizational Profile**

| Supervisors name: |  |
| Supervisors email: |  |
| Supervisors phone: |  |

**Type of Organization:**
- 1. Public, Not-For-Profit Organization
- 2. Private, Not-For-Profit Organization
- 3. Other (Specify):

**Which of the following describes your organization?**
(Check all that apply.)
- 1. Freestanding community behavioral health care provider
- 2. Hospital-based behavioral health care provider
- 3. Stand-alone addiction provider organization
- 4. Other (Specify):

**Which most closely describes the organization’s geographic location?**
- Rural
- Frontier
- Urban
- Suburban
- Other: Specify:

**Please identify the primary populations that your agency serves (select all that apply):**
### Minority Groups
- [ ] Hispanic, Latino or Spanish origin
- If yes, please specify:
  - [ ] Mexican, Mexican American, or Chicano/a
  - [ ] Puerto Rican
  - [ ] Cuban
  - [ ] Another Hispanic, Latino, or Spanish origin
- [ ] Lesbian, gay, bisexual
- [ ] Transgender
- [ ] Other

### Race
- [ ] White
- [ ] Black or African American
- [ ] American Indian or Alaska Native
- [ ] Asian Indian
- [ ] Chinese
- [ ] Filipino
- [ ] Japanese
- [ ] Korean
- [ ] Vietnamese
- [ ] Other Asian
- [ ] Native Hawaiian
- [ ] Guamanian or Chamorro
- [ ] Samoan
- [ ] Other Pacific Islander
- [ ] Other

### Please indicate the percent of types of behavioral health populations that your center serves:

<table>
<thead>
<tr>
<th>Type of Population</th>
<th>Adult Mental Health %</th>
<th>Adult Addictions %</th>
<th>Children’s Mental Health %</th>
<th>Children’s Addictions %</th>
</tr>
</thead>
</table>

### Have any current/former employees of your organization completed the Addressing Health Disparities Leadership Program?
- [ ] Yes
- [ ] No

If yes, please specify the name of the alumni.

(Specify):

### Part IV: Participation Checklist & Authorized Signature

By checking the boxes below, I affirm that I have held these dates & times on my calendar prior to application submission.

- [ ] Program Introduction Webinar: February 3, 2017
- [ ] In-Person Meetings:
  - [ ] Kick-off meeting: April 6-8th, 2017 in Seattle, Washington
  - [ ] Mid-program meeting: August 8-11th, 2017 – Location TBD
  - [ ] Wrap-up meeting: October 3-6th, 2017 in Washington, D.C.
    - October 3rd, 2017 – National Council Board Meeting Evening Reception
- [ ] Bi-Monthly Webinars: All webinars will be held from 3-4:30pm ET
  - [ ] March 3rd, 2017
May 12th, 2017
May 8th, 2017
September 15th, 2017

- Monthly 1:1 Coaching Calls: To be scheduled based on participant availability. Please Note: These coaching calls may be scheduled during evenings and weekends.
- Monthly Peer-Support Calls: Participant-led conference calls to be scheduled based on small group availability.
- Monthly Homework Assignments & Readings: Participants will be assigned readings and small writing assignments to explore leadership growth and application of strategies to address health disparities.

By signing, I agree to participate fully in the activities associated with the Addressing Health Disparities Leadership Program. I understand that should I be selected, all program activities, including in-person meetings and webinars, are mandatory. I also understand that if I have more than one unexcused absence from program activities, I will be asked to withdraw from the program.

**Part V: Attachments**
Please enclose the following attachments with your application:

A. **Letter of Support from Supervisor.** Please note: Letters of Support must be from the individual who authorizes applicant’s participation in this program and must clearly articulate acknowledgement and support for applicant’s participation in all program activities, including in-person meetings, webinars, and coaching calls, homework assignments, as well as implementation of a Stretch Project.
B. **1 page Resume.** Resumes must highlight educational and employment history, voluntary activities, association/professional society membership, and any awards/publications.
C. **Professional Headshot/Picture.** Pictures of program participants will be featured on the National Council’s website.
D. **Organizational Chart.** Please provide your agency’s entire organizational chart and highlight your position.