Survive and Thrive:

Roadmap for New Local Health Officials

Regional Centers

REQUEST FOR APPLICATIONS

***Applications Due Friday, May 4, 2012***

Background

The National Association of County and City Health Officials (NACCHO) Survive and Thrive: Roadmap for New Local Health Officials is a program that provides new local health department (LHD) top executives with the information, insights, and support resources necessary to lead their organizations. During this one-year program, Survive and Thrive fellows actively participate in a series of webinars, conference call discussions, and in-person workshops. They also create individual development plans, complete two 360° performance reviews, and interact with coaches throughout the year.

The Survive and Thrive curriculum focuses on leadership and management skills required for local health officials (LHOs). LHOs are the top executives, the highest-ranking employee with administrative and managerial authority, at LHDs. A LHD is an administrative or service unit of local or state government concerned with health that carries some responsibility for the health of a jurisdiction smaller than the state. The official titles of LHOs vary. Local public health director, regional director, district director, local health officer, local health administrator, and local health commissioner are all examples of possible LHO titles. A new LHO is someone who has been in the LHO position for the first time for two years or less.

There are seven modules covered in Survive and Thrive:

- Module 1: Welcome/First Year Local Health Official Experiences
- Module 2: My World and My Role in It
- Module 3: Organizational Learning
- Module 4: Creating Alliances and Partnerships
- Module 5: Leading and Managing Change
- Module 6: Self-Management for Leaders
- Module 7: Governmental Public Health Power

Survive and Thrive fellows will devote approximately 100 hours over a one-year period to course reading and preparation, and participation in webinars, conference call team discussions, in-person workshops, and self-assessments. After completing the program, fellows should be able to meet the following competencies:
Clearly describe their roles and responsibilities within their LHDs and their LHDs’ roles and responsibilities within their local public health systems to their staff and a variety of public audiences.

Effectively engage elected officials, governing boards, and state health departments in carrying out the roles and responsibilities of their LHDs.

Effectively manage their LHDs, which includes strategic planning and oversight of human, financial, and information resources.

Effectively engage community partners in developing local public health systems for community health improvement and community preparedness initiatives.

Rapidly access peer and coaching resources that may assist in developing leadership skills needed to address and resolve problems and issues that challenge LHOs.

NACCHO has previously led two Survive and Thrive cohorts of new LHO fellows (one national-based approach and one state-based approach) and is planning to launch the third cohort in September 2012. Informed by evaluation of previous two cohorts, NACCHO intends to use a regional approach for this third cohort to increase the number of fellows. NACCHO is releasing this request for applications to identify four regional centers to recruit 120 new fellows, up to 30 each, identify experienced LHOs to serve as coaches, and support the “esprit de corps,” that is, development of a shared pride and group spirit among LHOs in the region.

Funding Information

By June 2012, NACCHO will award four regional centers from among the eligible applicants. Applicants must demonstrate the ability to recruit up to 30 fellows and six coaches, support interactive opportunities within and between these groups, and monitor participation for fellows to qualify for graduation. They must be able and willing to recruit and accept fellows from a region that includes multiple states to ensure the geographic reach of the Survive and Thrive program across the country.

NACCHO will distribute up to $120,000 to four awardees. The total amount per selected organization will not exceed $30,000 and is subject to the availability of funds.

The estimated project period will be from June 1, 2012, to December 31, 2013

- $15,000 - June 1, 2012 to April 15, 2013
- $15,000 - April 16, 2013 to December 31, 2013

Applications must demonstrate both the organization’s capacity to support fellows and coaches and organizational experience with training for public health professionals such as LHOs.

Award Activities

Over the project period, selected regional centers will participate in following activities:

- Recruitment (June 2012 – August 2012): Once awarded funding, each regional center will
• **Matching (August 2012 - September 2012):** Once fellows and coaches are recruited, each regional center will
  o Host an opportunity for coaches to share background and experience with fellows in preparation for matching with guidance from NACCHO
  o Coordinate matching of fellows with coaches with guidance from NACCHO

• **Logistical Support (August 2012 - July 2013):** Regional centers will
  o Support fellows, coaches, and NACCHO with logistics for two in-person meetings (NACCHO will provide travel, lodging, and per diem support for up to 30 fellows and 6 coaches to these specific meetings.)
    ▪ Launch of this cohort will take place in September 2012 at location to be determined
    ▪ Final workshop and graduation ceremony for this cohort will take place at NACCHO Annual Conference in Dallas, TX in July 2013
  o Support NACCHO, fellows, and coaches with logistics for orientation conference calls for fellows and coaches
  o Support NACCHO evaluation activities by tracking and monitoring participation of fellows in in-person meetings, webinars, coaching, individual development plans, and other activities throughout the program. Provide quarterly summaries per NACCHO guidance.

• **Esprit de corps and Coaching (September 2012 – July 2013):** Each regional center will
  o Coordinate and track coach-fellows conference calls after each module. Coaches will be required to facilitate a discussion with their assigned fellows after each webinar. Each region will prepare two brief discussion guides for coaches to use. NACCHO will assign post-webinar discussion guide topics to each region. NACCHO will make each discussion guide available to all regions.
  o Encourage individual fellow and coach interactions throughout the project period to discuss individual development plans and performance reviews; Track and report quarterly trends with guidance from NACCHO.
  o Work with fellows in the region to identify one emerging or re-emerging priority public health topic to be considered for an elective in the Survive and Thrive curriculum for all fellows and propose a regional activity
  o Provide one shadowing opportunity, that is, one in-person meeting for each fellow to visit their coach’s health department or coach to visit a fellow’s health department for at least 1 day (Regional Centers must provide travel support to meet this obligation and may use funds from this award, registration collections, or other funding to support this travel.)
  o Deliver 1-2 activities specifically for the fellows and coaches in this region that will complement the Survive and Thrive curriculum

• **Lessons Learned/Evaluation (August 2012 – December 2013):** Each regional center will
Prepare and submit a final report of regional activities, successes, and lessons learned
Prepare and submit a strategy to NACCHO for sustaining a program similar to Survive and Thrive at the regional level

**Ongoing Networking (July 2013 – December 2013)**
- Encourage ongoing participation of fellows and coaches in the NACCHO Survive and Thrive social networking site
- Prepare and submit a strategy to NACCHO for post-Survive and Thrive alumni network at the regional level

*Please note*: All dates are subject to change as needed to meet the objectives of the project.

**Expectations**

**What are the Responsibilities of selected applicants (i.e., the regional centers)?**

Successful applicants must agree to:

- Enter into a standard contractual agreement with NACCHO and submit required documentation to NACCHO (see Contract Template)
- Identify one individual to lead this project serving as the regional center liaison between fellows and NACCHO throughout the project period
- Document and share with NACCHO the organization’s efforts to recruit new LHOs and coaches in the region including examples
- Collaborate and communicate monthly with fellows and coaches throughout the project period
- Participate in quarterly conference calls with NACCHO
- Have one person from regional center attend the two NACCHO in-person meetings identified above with fellows and coaches (NACCHO will not cover travel for regional center staff to attend, however, regional centers may use funds from this award, registration collections, or other funding to support this travel)
- Provide travel support for one in-person shadowing experience for each fellow with their designated coach
- Develop and deliver 1-2 activities for the region to complement the Survive and Thrive curriculum
- Accommodate modifications to regions. The States included in each region will be adjusted based on geographic distribution of selected applicants. (For your reference, an example of U. S. Census Bureau regions is attached)

**What are the Responsibilities of NACCHO?**

NACCHO will:

- Provide funding to awardees. NACCHO will serve as the primary contact for the contract with awardees and provide general oversight of the project.
• Provide guidance, technical assistance, and tools related to recruitment, matching, logistics, esprit de corps, coaching, networking, and evaluation to all four regional centers. This includes sharing lessons learned from previous cohorts in addition to distributing model templates and forms and recommending reading materials and other pertinent literature.
• Organize faculty and deliver the Survive and Thrive curriculum, in-person workshops and webinars to all four regions
• Provide regional centers and coaches with resources and support for individual development plans and performance reviews
• Maintain a social networking site for current and former fellows and coaches to pose questions, host discussions, share resources, and expand the network of local health officials.

Application Procedure

Applicants are required to complete parts I, II, and III of the application (see attached “Application Requirements” for details).

NACCHO must receive applications by 11:59 pm ET on Friday, May 4, 2012. Please submit applications electronically to Grace Ibanga in PDF or Microsoft Word format:

qibanga@naccho.org

Applications received after the deadline will not be considered.

Selection Process

NACCHO will review and rate each application. Secondary reviewers, if needed, may include NACCHO Survive and Thrive advisory group members. Applications will be rated on the following evaluation criteria:

• Application completeness and clarity
• Evidence of organization’s past experience with public health training including ability to collect registration fees
• Demonstration of ability to recruit and accept LHOs from multiple states
• Evidence of organization’s ability to implement program soon after award notification
• Demonstration of organization’s staff and technology capacity to support interaction among and between fellows and coaches
• Evidence of organization’s evaluation capacity including the ability to track fellows and coaches and monitor their participation in trainings, performance reviews, and other activities and to identify successes and lessons learned for final reports
Please note: Geographic distribution will be considered in the selection process.

Eligibility

To be eligible for project funding, applicants must be located in the U. S. and able to enter into a standard contract with NACCHO. This Survive and Thrive model can be implemented by any organization that demonstrates the capacity to provide high-quality trainings to local health department personnel. Selected organizations will have the staff and technological capacity to recruit and support interaction among and between fellows, coaches, and NACCHO starting June 1, 2012. Selected state organizations will also have histories of providing high-quality trainings to public health professionals from multiple states and jurisdictions.

Additional Information

Attachments

- Application Requirements
- Contract Template
- Example Regions

For questions about this RFA, contact:

Subha Chandar, MPH
Director, Leadership, Law, and Ethics
National Association of County & City Health Officials (NACCHO)
1100 17th St., NW, 7th Floor
Washington, DC 20036
202-783-5550
schandar@naccho.org