Survive and Thrive:
Roadmap for New Local Health Officials
Regional Centers

*Special Announcement*
REQUEST FOR APPLICATIONS FROM WESTERN REGION
Applications Due Wednesday, June 27, 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. This program is supported with funding from the Robert Wood Johnson Foundation and the de Beaumont Foundation.

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 special announcement for applications from the western region of the United States to identify one regional center to recruit 30 new fellows, 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 July 1, 2012, NACCHO will award one western regional center. Applicants will demonstrate the ability, including partnerships and networks, 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. An applicant that is open to recruiting and accepting fellows from neighboring states is preferred.

The total amount for the selected organization will not exceed $30,000.

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

- $15,000 – July 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 center will participate in following activities:
- **Recruitment (July 2012 – August 2012):** Once awarded funding, the regional center will
  - Recruit up to 30 LHOs to join the third cohort of fellows in the NACCHO Survive and Thrive program from their region. Regional centers will collect $250 per fellow for registration to supplement funding from NACCHO. NACCHO will assist with recruitment nationally.
  - Recruit up to six experienced, current local health officials, to serve as coaches for a maximum of five (5) fellows for each coach. NACCHO will assist with recruitment nationally.

- **Matching (August 2012 - September 2012):** Once fellows and coaches are recruited, the regional center will
  - Host a conference call for coaches to share their background and experience with fellows in preparation for matching with guidance from NACCHO
  - Coordinate matching of fellows with coaches with guidance from NACCHO

- **Logistical Support (August 2012 - July 2013):** Regional center will
  - Support 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.)
    1. The first in-person workshop will take place in September 2012 at location to be determined
    2. The final in-person workshop and graduation ceremony for this cohort will take place at NACCHO Annual Conference in Dallas, TX in July 2013
  - Support NACCHO with logistics for orientation conference calls for fellows and coaches
  - Support NACCHO evaluation activities by tracking and monitoring participation of fellows in activities such as in-person meetings, webinars, coaching, individual development plans, and other activities throughout the program with NACCHO guidance.

- **Esprit de corps and Coaching (September 2012 – July 2013):** The regional center will
  - Coordinate 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.
  - Encourage individual fellow and coach interactions throughout the project period to discuss individual development plans and performance reviews; Track activity with guidance from NACCHO.
  - 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
  - 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 (Regional Centers must cover travel for shadowing to meet this obligation and may use funds from this award, registration collections, or other funding to support this travel.)
  - Deliver 1-2 activities during the project period specifically for the fellows and coaches in this region that will complement the Survive and Thrive curriculum

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

- **Ongoing Networking (July 2013 – December 2013)** The regional center will
  o Encourage ongoing participation of fellows and coaches in the NACCHO Survive and Thrive social networking site
  o Propose 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 applicant (i.e., the regional center)?**

A successful applicant 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, the regional center 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 may be adjusted by NACCHO

**What are the Responsibilities of NACCHO?**

NACCHO will:

- Provide funding to the selected region. NACCHO will serve as the primary contact for the contract with the region 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 the regional center. 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 fellows and coaches
• Provide the regional center and coaches with resources and support to work with fellows on 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).

Applications are due at 11:59 pm ET on Wednesday, June 27, 2012. Please submit applications electronically to Subha Chandar in PDF or Microsoft Word format:

schandar@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: Location will be considered in the selection process.

Eligibility
To be eligible for project funding, the applicant must be located in the western region of the United States (states included are Arizona, California, Colorado, Idaho, Kansas, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Texas, Utah, Washington, Wyoming). The applicant must be able to enter into a standard contract with NACCHO. This Survive and Thrive model may be implemented by any organization that demonstrates the capacity to provide high-quality trainings to local health department personnel. The selected organization will have the staff and technological capacity to recruit and support interaction among and in between fellows, coaches, and NACCHO starting July 2012. The selected applicant will also have a history of providing high-quality trainings to public health professionals from multiple states and jurisdictions.

Additional Information

Attachments
- Application Requirements
- Contract Template
- Frequently Asked Questions from Previous Survive and Thrive Announcement

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  
202-507-4201  
schandar@naccho.org