

2019 Call for Applications

Application Deadline: February 20, 2019 (3 p.m. ET)



Culture of Health Leaders

BACKGROUND

The Robert Wood Johnson Foundation (RWJF) is working alongside others to build a national Culture of Health that provides everyone in America fair and just opportunities for health and well-being. Many obstacles pose challenges to this audacious vision. Life expectancy varies widely based on where people live, learn, work, and play. We spend more for our health care than any other developed nation, yet the quality of our health care and our overall health status don't reflect that investment. Our population is increasingly diverse, yet inequities in health persist.

That's why RWJF supports a number of leadership development programs: We know that our nation needs a generation of leaders who recognize that to solve these pressing problems, we must approach them in a new way. Our leadership development programs are built to develop, support and connect leaders who are:

- **Caring**, recognizing that leadership is relational, and that genuine care for others is at the heart of good leadership.
- **Curious**, with a genuine desire to connect, listen, learn, and grow.
- **Collaborative**, with a deep understanding that the changes we seek cannot be accomplished by any one person, organization or sector, and that working together with other change makers across boundaries is essential.
- **Committed** to taking risks and acting boldly to move beyond dreams toward real pathways to change—and to achieving greater equity in communities across our country.

Do you share our vision for leadership—and do you want to take the next step in your leadership journey? We encourage you to explore the [Culture of Health Leaders](#) program, highlighted in this call for applications (CFA)—or go online to visit our [program finder](#) to find the leadership development program that's right for you.

ABOUT THE CULTURE OF HEALTH LEADERS PROGRAM

The Culture of Health Leaders program offers leadership development for leaders from all sectors and is based on evidence, informed by experience, and grounded in principles of equity and social justice. These principles are the basis of everything participants experience throughout the program.

This structured three-year program is for any individual—from any walk of life (for-profit, nonprofit, government, or social enterprise)—who is highly motivated, ready, and open to learn, lead, and collaborate with organizations, communities, systems, and policymakers to build a Culture of Health in our nation. Our leaders come from the technology, education, housing, transportation, social sector, business, the arts, and countless other disciplines.

The Culture of Health Leaders curriculum and experience is designed to equip and support leaders through a process that helps them achieve mastery of self, relationships, environment, and change. By the end of the three years, leaders will apply the principles of equity, diversity, and inclusion to create sustainable change in their communities, organizations, or systems.

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If you're selected for this program, you should expect to spend 32–38 hours per month throughout the program in a combination of distance/online learning and in-person meetings (up to three each year, including an annual leadership institute), including:

- An individual leadership development plan that includes self-assessments, personal leadership development goals, and plans for sustaining your leadership development and impact after you complete the program;
- Intensive executive coaching, based on best practices from the business sector;
- Self-directed, individual leadership development activities;
- Launching a bold strategic initiative that you'll identify in year 2, using stakeholder input, data, and rapid-cycle learning;
- Developing and leading a team to implement your strategic initiative; and
- Cross-sector network-building, including leaders within other RWJF programs.

WHO IS ELIGIBLE FOR THE CULTURE OF HEALTH LEADERS PROGRAM?

- The Culture of Health Leaders program is open to individuals from any walk of life who are committed to working with organizations, communities, health systems, and policymakers to build a Culture of Health in America.
- Applicants must be at least 21 years old as of September 1, 2019.
- Federal, state, tribal and local government employees are eligible to apply unless they are considered government officials¹ under Section 4946 of the Internal Revenue Code.
- Applicants must be U.S. citizens, permanent residents, or individuals granted Deferred Action for Childhood Arrivals (DACA) status by the U.S. Citizenship and Immigration Services at the time of application. As federal policy or laws change, we may need to consider adjustments in eligibility and grant terms.
- Individual candidates for receipt of award funds cannot be related by blood or marriage to any Officer² or Trustee of the Robert Wood Johnson Foundation, or be a descendant of its founder, Robert Wood Johnson.

HOW DO WE CHOOSE LEADERS FOR THIS PROGRAM?

If you're passionate about your leadership journey, and you'd like to be among the leaders chosen from the hundreds of applications we receive each year for the Culture of Health Leaders program, you'll need to:

- Meet the eligibility criteria described above;

¹ For these purposes, a government official is defined as any person who holds one of the following:

- (a) An elective public office in the executive or legislative branch of the Government of the United States.
- (b) An office in the executive or judicial branch of the Government of the United States, appointment to which was made by the President.
- (c) A position in the executive, legislative, or judicial branch of the Government of the United States—(A) which is listed in schedule C of rule VI of the Civil Service Rules; or (B) the compensation for which is equal to or greater than the lowest rate of basic pay for the Senior Executive Service under section 5382 of title 5, United States Code.
- (d) A position under the House of Representatives or the Senate of the United States held by an individual receiving gross compensation at an annual rate of \$15,000 or more.
- (e) An elective or appointive public office in the executive, legislative, or judicial branch of the government of a State, tribe, possession of the United States, or political subdivision or other area of any of the foregoing, or of the District of Columbia, held by an individual receiving gross compensation at an annual rate of \$20,000 or more, and a significant part of whose activities include "the independent performance of policymaking functions.
- (f) A position as personal or executive assistant or secretary to any of the foregoing or a member of the Internal Revenue Service Oversight Board.

² The Officers are the Chair of the Board of Trustees; President and CEO; Chief of Staff; Executive Vice President; General Counsel; Secretary; Assistant Secretary; Treasurer; Assistant Treasurer; and Chief Investment Officer of the Foundation.

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- Put together and submit application materials—including the video and references—according to the guidelines provided in the online application system;
- Commit to the 32–38 hours of program learning activities each month. Commit to attending all scheduled activities, including all online activities and the following in-person meetings:
 - Applicant semifinalist interviews: between May 13 and May 24, 2019, Washington, D.C.
 - RWJF Annual Leadership Institute: date in 2020 and location TBD.
- Program convenings:
 - October 2019 or January 2020 (TBD)
 - May 2020

How will we choose the leaders from the applications we receive for the next cohort of Culture of Health Leaders? We will also consider how you:

- Demonstrate your capacity and openness to learning and being coached (in collaboration with other leaders) through action, reflection, critical feedback, and support;
- Demonstrate a willingness to explore unfamiliar ideas, divergent opinions and content, and the ways to apply the aforementioned to support your leadership development;
- Show us your commitment to addressing social change, equity, and other critical challenges to building a Culture of Health in organizations, communities, systems, and the nation;
- Demonstrate a readiness to collaborate with leaders from many disciplines, professions, and organizations;
- Provide strong evidence that you have held jobs or volunteer positions with increasing levels of leadership responsibility (formal and/or informal); you must also show us your desire and potential to achieve higher levels of leadership effectiveness;
- Focus on systems change and offer evidence of your vision and passion for taking action to build equity in your community, profession, or organization to support health and well-being; and
- Demonstrate insight, courage, and evidence of a commitment to ongoing personal growth and development.

We highly encourage individuals to apply who are in the early or middle stage of their leadership journey or are looking to lead in new and different ways.

As we select our leaders, we carefully consider the composition of the overall cohort selected in terms of geographic location, educational and employment background, and leadership experience to ensure that the selected leaders have an opportunity for a rich, interdisciplinary experience.

HOW DOES THE APPLICATION AND SELECTION PROCESS WORK?

Each individual will submit an application through the RWJF online application system. Here's how:

- Gather the materials you'll need to apply:
 - Clear responses to questions about your leadership experience (informal and formal); your vision for a Culture of Health; your experiences collaborating with organizations or other leaders; and your readiness to engage in change that advances equity.
 - A video that provides a brief glimpse of what you see as the challenges and opportunities to building a Culture of Health. This is your chance to bring your community to life for reviewers! The video should:
 - Not be more than three minutes (180 seconds) long.
 - Be created specifically for this application (no repurposing of videos used for other purposes).
 - Not be professionally produced. You may use a mobile device to create your video.
 - Be uploaded as part of the application process, using the instructions in the application.

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- References from three people who can describe your leadership or emerging leadership qualities:
 - Supervisor, board member or team leader who has experience leading you in a volunteer or professional role.
 - Peer leader who can describe your peer interactions.
 - Someone you have led in a volunteer or professional role.
- The name of your sponsoring institution. This is the organization that will receive and administer the grant funds on your behalf, if you are selected. While we do not require this for the initial application, we encourage you to identify this organization early in the process.
- If you haven't already done so, register at [MyRWJF](#).
- Then go to www.rwjf.org/cfp/cohl4 and click on "apply online." From there, you'll be able to follow the instructions and use the templates provided online.
- Be sure to allow yourself plenty of time to register for [MyRWJF](#), familiarize yourself with the online submission requirements, gather all your materials, and complete all sections of the application. Because we receive so many applications, staff may not be able to assist all applicants in the final 24 hours before the submission deadline.
- RWJF will accept only those applications that are completed and submitted at the time of the deadline. Because one of our Guiding Principles is to treat everyone with fairness and respect, RWJF's deadline policy applies to all applicants. If you experience a problem with the online application system that may prevent you from submitting on time, please notify the program administrator immediately by clicking on the "Contact Us" link found in the "Resources" area on the left side of most screens within the online application site.

After the application process has closed, representatives from the national program center; the national advisory committee (NAC); other reviewers selected by the national program center; and RWJF staff will review each application based on the eligibility and selection criteria. If you are selected as a semifinalist, you'll be required to participate in in-person interviews with a program team consisting of national program center staff, RWJF staff, and NAC members. The interviews will be scheduled May 13–24, 2019, in Washington, D.C.

We understand that busy lives can make scheduling these interviews a challenge, but you must participate in them to be eligible for the program. If you are selected as a semifinalist and can't attend the in-person interviews, you will need to start the process from the very beginning in any future year during which you wish to be considered.

After the semifinalist interviews are completed, the NAC and the national program center will make recommendations to RWJF, and RWJF will make the final decisions. RWJF does not provide applicants with critiques of applications submitted.

Finalists will be required to provide additional information, including a form completed by the individual's sponsoring institution documenting that the organization is willing to fulfill the requirements as a sponsoring institution, as well as a form completed by the individual's employer(s) acknowledging the employee's potential participation in the program.

See "Key Dates and Deadlines" for more details.

A recorded webinar will be available on the Culture of Health Leaders website when applications open, so you can view it at a time that's convenient for you.

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Please direct inquiries to:

Theresa Lewallen, MA, *deputy director*, national program center

Email: info@cultureofhealth-leaders.org

AWARD DETAILS

- Number of leaders in the 2019 cohort: up to 40
- Grant funds from RWJF will include:
 - Stipend: up to \$20,000 per year for three years (total of up to \$60,000)
 - Project funds: funding of up to \$35,000 for activities related to the implementation and evaluation of a community-based strategic initiative that promotes a Culture of Health. This strategic initiative must be approved by the national program center and the Foundation in year 2 of the program (not at time of initial application)
- Additional tools and resources: leaders may also be eligible to receive additional support directly from the national program center, if needed, to help make it easier for them to participate in the program.
- Payment of grant funds: Grant funds are not paid directly to the individual leader. All grant funds will be paid to an organization ("sponsoring institution") identified by the leader.

The grant opportunity outlined in this call for applications is contingent upon final funding confirmation from the Robert Wood Johnson Foundation for such grants.

WHAT IS A SPONSORING INSTITUTION?

A sponsoring institution is an organization the participant selects to receive the grant funds. A sponsoring institution must possess the administrative and financial capacity and experience to accept the award and be:

- Based in the United States or its territories;
- Willing to receive the funds from RWJF; and
- Able to distribute funds in a manner that is consistent with RWJF policies (described in "How Can You Use Culture of Health Leaders Grant Funds?").

The sponsoring institution will be responsible for signing a letter of agreement with RWJF and submitting brief annual financial reports to the Foundation.

Sponsoring institutions will typically be the participant's employer, however, other sponsoring institutions are permitted, including organizations with which the applicant has a collaborative or partnering relationship. These organizations could include local nonprofits, faith-based organizations (including worship communities), and businesses. A sole proprietorship is not eligible to be a sponsoring institution.

HOW CAN YOU USE CULTURE OF HEALTH LEADERS GRANT FUNDS?

If you are selected for the Culture of Health Leaders program, you'll work with your sponsoring institution to determine how the program stipends will be used to support your successful completion of the program. For example, stipends

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might be used to defray the cost of time you spend working on the program, for living expenses, consultant fees, relevant conference/workshop registration fees, travel, supplies, and executive education.

Strategic initiative funds must be used in a manner consistent with the budget approved by the national program center and RWJF in the second year of the program.

However, RWJF policy won't allow you to use grant funds to support clinical trials of unapproved drugs or devices, to construct or renovate facilities, for lobbying, or for political activities.

The Foundation strongly encourages sponsoring institutions to waive indirect/overhead charges, particularly on the portion of the grant intended to support the leader's time. If indirect/overhead charges must be applied, they may not exceed 12 percent of the total stipend or project funds; it's important to remember that these charges will result in a reduction of the funds available to support the leader's participation in program activities. Should the grantee organization take indirect/overhead charges, a written explanation must be submitted to RWJF in the budget narrative section of the grant application.

KEY DATES AND DEADLINES

- **February 20, 2019 (3 p.m. ET)**
Deadline for receipt of full applications, including video and references.
- **May 13–24, 2019**
Semifinalist interviews, Washington, D.C. (attendance required).
- **Mid-June 2019**
Notification of finalists.
- **July 10, 2019**
Deadline for receipt of finalist supplemental applications.
- **September 1, 2019**
Program begins. Stipend funding initiated for program participants.
- **October 2019 or January 2020 (date TBD)**
Convening, date and location TBD (attendance required).
- **May 2020 (date TBD)**
Convening, date and location TBD (attendance required).
- **2020 (date TBD)**
RWJF Annual Leadership Institute, date and location TBD (attendance required).

OUR EQUITY, DIVERSITY, AND INCLUSION COMMITMENT

The Robert Wood Johnson Foundation is committed to building a Culture of Health that provides everyone in America a fair and just opportunity for health and well-being. Achieving this goal requires focus on equity, diversity, and inclusion. To that end, we are committed to fostering diverse perspectives. We recognize that individuals' perspectives are shaped by a host of factors, such as their race, ethnicity, gender, physical and mental ability, age,

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socioeconomic status, gender identity and expression, sexual orientation, familial status, education, religion, legal status, military service, political affiliation, geography, and other personal and professional experiences.

We know that the presence of diverse perspectives alone is not sufficient. Therefore, we also are committed to creating inclusive environments where all individuals are encouraged to share their perspectives and experiences. We believe that only through valuing our differences and similarities, and remaining vigilant in advancing equity, will we be able to maintain an equitable workplace and actively pursue equity in all aspects of our work. We commit to being continuous learners and working alongside others to cultivate equity, diversity, and inclusion.

EVALUATION

The purpose of evaluation at RWJF is learning and improvement. An independent research group selected by the national program center and RWJF—with funding from RWJF—is conducting an evaluation of the program. RWJF intends for this project to contribute to national efforts to develop leaders who will build a Culture of Health. Therefore, the program will publicly release results from this evaluation. The evaluation team will study the progress the national program center is making in achieving its goals, as well as the impact of components that are unique to the national program center. As a condition of accepting RWJF funds, program participants must participate in the evaluation. Participation in this program includes assisting with necessary data collection to accomplish the evaluation objectives. These data collection efforts may include national program center and participant surveys, data sharing, and other activities.

APPLICANT SURVEY PROCESS

The program applicant may be contacted after the deadline by SSRS, an independent research firm. The applicant will be asked to complete a brief, online survey about the application process and applicant characteristics. This voluntary questionnaire will take no more than 15 minutes to complete. Responses provided to SSRS will not impact the funding decision for your application in any way.

SSRS will protect the confidentiality of your responses. RWJF will not receive any data that links your name with your survey responses.

PROGRAM DIRECTION

The Culture of Health Leaders national program center is co-led by the National Collaborative for Health Equity³ and CommonHealth Action and leads the program activities and participant experience, as well as providing direction and technical assistance for the application process and for this program.

Culture of Health Leaders

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Washington, D.C. 20036
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Website: www.cultureofhealth-leaders.org

³ The National Collaborative for Health Equity is a project of New Venture Fund.

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Responsible staff members at the national program office are:

- Brian Smedley, PhD, *executive director*, National Collaborative for Health Equity, *program co-director*
- Natalie S. Burke, *president and CEO*, CommonHealth ACTION, *program co-director*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Maryjoan D. Ladden, PhD, RN, FAAN, *senior program officer*

ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

For more than 45 years, the Robert Wood Johnson Foundation has worked to improve health and health care. We are working alongside others to build a national Culture of Health that provides everyone in America a fair and just opportunity for health and well-being. For more information, visit www.rwjf.org. Follow the Foundation on Twitter at www.rwjf.org/twitter or on Facebook at www.rwjf.org/facebook.

Sign up to receive email alerts on upcoming calls for proposals at www.rwjf.org/manage-your-subscriptions.html.

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