



2025 RVPHLI Application

The **Region V Public Health Leadership Institute (RVPHLI)** is an opportunity for professionals in public health and primary care to cultivate their capacity to influence change in their organizations and communities. This six-month virtual program is grounded in theory, coupled with practical application and peer-to-peer learning. RVPHLI will set a foundation for both emerging leaders and current leaders to be equipped to be adaptive amid constantly changing circumstances and engage cross-sector partners in addressing the social determinants of health.

To review program details, visit www.rvphtc.org/leadership-institute

Audience: We seek to engage a diverse group of 38 participants from governmental public health and primary care fields. Participants represent a range of organizations, including state and local health departments, Federally Qualified Health Centers and community health centers, Tribal health organizations, and other health organizations. There is no requirement for a particular educational or experiential background; we encourage those who manage teams, serve in management or leadership positions, or are ready to step into a leadership role to apply. *It is our priority to engage a cohort of participants who are diverse, both personally and professionally. We strongly encourage applications from people of color and other underrepresented groups, professionals working in rural areas or with medically underserved populations, and those coming from a range of disciplines within public health and primary care.*

RVPHLI is intended for those who are:

- Mid-career (5+ years in public health or primary care) or executive professionals
- Involved in some way in workforce development, community health strategy, and/or performance management
- In managerial, administrative, or clinical roles
- Working within state/local/tribal health departments or Federally Qualified Health Centers & look-alikes
- Serving Medically Underserved Communities, rural areas, Health Professions Shortage Areas, or other high-need areas (e.g., identified by the Social Vulnerability Index)

NOTE: This program is only available to individuals within the Region V states of Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin.

Participants apply as individuals. We also encourage representatives from both public health and primary care in the same community to apply to the same cohort.

Format, Time Commitment, and Dates:

RVPHLI will take place over six months, from January - June 2025. Participants will engage in a variety of learning activities, both live and self-paced, for a total of 40 contact hours. The estimated time commitment is 1-2 hours/week on average over 22 weeks

- All 13 live sessions will occur from 9-11am CT / 10am-12pm ET
- Part 1 - Introduction to Adaptive Leadership: Jan 16, Jan 23, Jan 30, Feb 13, Feb 27
- Part 2 - Adaptive Leadership for Systems Change: Mar 13, Mar 27, Apr 10, Apr 24, May 8
- Part 3 - Adaptive Leadership for Organizational Change: May 22, May 29, Jun 12
- There will also be three 90-minute live sessions for small group coaching by state: Feb 20, Apr 17, and May 29

There is no pre-approved CE offered. Participants who complete 80% of the required activities will receive a Certificate of Completion

Application Criteria:

We plan to limit the size of the group in order to foster active participation in this discussion-based program. The 2024-2025 RVPHLI cohort will include 38 participants, six to seven from each state in our region (IL, IN, MI, MN, OH, WI). The cohort is intended to be an even mix of public health and primary care professionals.

To apply, please complete the following brief survey to describe your interest in participating. Applications should be completed by October 31, 2024 at 11:59 PM ET. Participants will be notified of acceptance by early December.

If you have any questions, please contact rvphliadmin@umich.edu.

Click the "Next" button to begin the application.

Applicant Information

Q1 What is your first and last name?

Q2 What is your organization?

Q3 What is your title?

Q4 What state are you located in? **NOTE: This program is only available to individuals within Region V states of Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin.** If you are located in another state, let us know at rvphliadmin@umich.edu and we will put you in touch with that region's PHTC.

- Illinois
 - Indiana
 - Michigan
 - Minnesota
 - Ohio
 - Wisconsin
-

Q5 What county are you located in?

Q6a What type of organization do you work for?

- Local health department (county, district, or city)
- State health department
- Tribal health department or other Tribal health organization
- Community health center (FQHC or look-alike)
- Other (please specify organization)

Display This Question:

If What type of organization do you work for? = Other (please specify organization)

Q6b If you selected Other, please indicate your organization type.

Q7 Do you work in a medically underserved community? HRSA MUC address lookup: <https://data.hrsa.gov/tools/shortage-area/by-address>

- Yes
- No

Q8 Do you work in a rural area? HRSA rural address lookup: <https://data.hrsa.gov/tools/rural-health>

- Yes
 - No
-

Q9a Check all that describe your occupation / discipline.

- Behavioral Health
- Community Health Worker
- Dentistry
- Health Administration
- Medicine
- Nursing
- Public Health
- Other (please specify occupation / discipline)

Display This Question:

If Check all that describe your occupation / discipline. = Other (please specify occupation / discipline)

Q9b If you selected Other, please indicate your occupation / discipline.

Q10 For how many years have you worked in the field of public health or primary care?

- 0-1 years
- 2-4 years
- 5-7 years
- 8+ years

Q11 For how many years have you been in a managerial/leadership role?

- I am not currently in a managerial/leadership role but I am interested in pursuing one
 - 0-1 years
 - 2-4 years
 - 5-7 years
 - 8+ years
-

Program Commitment Questions

Q12 Will you be able to attend at least 11 of the 13 bi-weekly live sessions?* (All 2025 sessions from 9-11am CT / 10am-12pm ET on: Jan 16, Jan 23, Jan 30, Feb 13, Feb 27, Mar 13, Mar 27, Apr 10, Apr 24, May 8, May 22, May 29, Jun 12)

*If you are unable to commit to the 6-month institute, we're offering a 3-part series this November-December, Leading Through Change. [Visit the course listing to learn more and enroll!](#)

- Yes - I am confident I can attend 11 of the 13 live sessions.
 - Maybe - I am uncertain about whether I can attend at least 11 of the 13 live sessions.
 - No - I am unable to attend at least 11 of the 13 live sessions.
-

Q13 Can you commit to the expectation of contributing orally or via the chat in sessions?

- Yes
 - No
-

Familiarity with Concepts

For the six (6) questions that follow, please indicate your level of **familiarity** with the following concepts. Here we define familiarity as awareness and knowledge of a concept, but not necessarily application of said concept.

NOTE: these 6 questions will not be used as selection criteria. Reviewers will note responses for general reference purposes only and to inform the curriculum.

Q14 How familiar are you with the following concept? **Adaptive leadership principles**

As [defined by NACCHO](#), adaptive leadership is "a practical framework that helps individuals and organizations adapt and succeed in challenging environments."

- Not at all familiar
 - Somewhat familiar
 - Familiar
 - Very Familiar
-

Q15 How familiar are you with the following concept? **Connections between public health and primary care**

- Not at all familiar
 - Somewhat familiar
 - Familiar
 - Very Familiar
-

Q16 How familiar are you with the following concept? **Recruitment and retention of a diverse workforce**

- Not at all familiar
 - Somewhat familiar
 - Familiar
 - Very Familiar
-

Q17 How familiar are you with the following concept? **Contextual realities (e.g., local, regional, national public health and healthcare systems, public perceptions, influence of politics on organizational practices)**

- Not at all familiar
 - Somewhat familiar
 - Familiar
 - Very Familiar
-

SAMPLE

Q18 How familiar are you with the following concepts? **Social determinants of health (SDoH) and health equity**

As [defined by the CDC](#), SDoH are "the nonmedical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies, racism, climate change, and political systems." Health equity is "the state in which everyone has a fair and just opportunity to attain their highest level of health."

- Not at all familiar
 - Somewhat familiar
 - Familiar
 - Very Familiar
-

Q19 How familiar are you with the following concept? **Systems change**

As [defined by The Academy for Systems Change](#), systems change is "is inherently an "inner" and "outer" process or journey. This work involves deep shifts in mental models, relationships, and taken-for-granted ways of operating as much as it involves shifts in organizational roles and formal structures, metrics and performance management, and goals and policies."

- Not at all familiar
 - Somewhat familiar
 - Familiar
 - Very Familiar
-

Written Responses

For the three (3) questions that follow, please share about your experience and interest as completely as possible.

Q20 In 1-2 sentences, please describe your current responsibilities and leadership role in your organization (for example, program-level, mid-level, or senior-level management; non-manager; new or experienced).

Q21 In 1-2 sentences, briefly describe the top issues for you as an individual leader and/or within your organization, community, or system.

Q22 How do you anticipate applying what you learn in the program to your work in practice? Please share in 3-5 sentences.

Personal Demographics (Optional)

The following questions are optional and will not be used for applicant review and selection. The information will be used in the aggregate for statistical and reporting purposes and to help us understand our applicant pool as a whole.

Q23a Do you describe yourself as a man, a woman, or in some other way?

- Man
- Woman
- Some Other Way (if you wish, you may elaborate)

Display This Question:

If Do you describe yourself as a man, a woman, or in some other way? = Some Other Way (if you wish, you may elaborate)

Q23b If you selected Some Other Way, please specify.

Q24 Are you Hispanic, Latino/a/x, or of Spanish origin?

No

Yes

Q25a Please select the racial category or categories with which you most identify.

- American Indian or Alaska Native
- Asian
- Black or African American
- Middle Eastern or North African
- Native Hawaiian or Other Pacific Islander
- White
- Other (please specify racial category or categories)

Display This Question:

If Please select the racial category or categories with which you most identify. = Other (please specify racial category or categories)

Q25b If you selected Other, please specify.

RVPHLI Application Rubric 2024-2025

The following process will be used to review applications for the Region V Public Health Leadership Institute and make participant selections.

Timeline at a Glance

- First Round Review: week of Nov. 4
- Second Round Review: Nov. 7-15
- Selections: week of Nov. 18
- Notifications: early Dec.

First Round Review (Week of Nov. 4)

The following questions will be reviewed by the RVPHTC team as Y/N to verify basic eligibility:

- Region V State - IL, IN, MI, MN, OH, WI
- Org Type - State/local/Tribal health department, FQHC or look-alike
- Medically Underserved Community, Rural area, or other high need area - at least one of these
- In field of public health or primary care for 5+ years
- Can attend at least 11 sessions

Second Round Review (Nov. 7-15)

Applicants who pass the first round of review will be reviewed by two people from the planning committee. Applications will be blinded by name/email and personal demographics before this round of review (organization names will remain unblinded). Questions regarding occupation/discipline, years in a managerial/leadership role, and familiarity with concepts (6) will not be scored. During the selection process, we will aim to include a range of participants related to these questions.

Reviewers will score responses to each application question, and make a recommendation to accept, waitlist, or decline the applicant. **Scores should be whole numbers based on the rubric below.**

- Reviewers are asked to **only accept 6-7 participants from each state** (ideally 3 public health/3 primary care; alternatively, 4 public health/2 primary care). An additional 6 can be waitlisted. The remaining applicants should be declined.

Scoring Rubric

Across the application, we are looking for responses that indicate readiness and ability to apply what they learn in the program.

Item	1 Points	3 Points	5 Points
Current responsibilities and leadership role in your organization (1-2 sentences)	Response does not indicate scope of work that allows for influence on decision making with others	Response indicates individual has influence on decision making with others internal to the organization (e.g., supervises staff, manages a program)	Response indicates individual has influence on decision making with others internal and external to the organization (e.g., supervises staff, facilitates partnerships, manages a program)
Top issues for you as an individual leader and/or within your organization, community, or system (1-2 sentences)	Issues are listed, with no or minimal description	Issues are explained in some depth	Issues are explained in some depth, and response includes mention of issues related to justice, equity, diversity, and inclusion
Anticipate applying what you learn to your practice (3-5 sentences)	What they anticipate applying to their practice given with no or minimal description; what they hope to learn will not be covered well in the curriculum	What they anticipate applying to their practice aligns with the curriculum; response is about general leadership skills	What they anticipate applying to their practice aligns with the curriculum; response shows reflection and is somewhat specific
Completeness of application	Skipped questions, missing responses	All questions answered; open-ended questions answered in a few words or with minimal depth	All questions answered; open-ended questions answered thoroughly, in a couple sentences

Total points possible = 20

Selections (Week of Nov. 18)

1. **Scoring & initial recommendation:** Total points from reviewer 1 and reviewer 2 will be averaged. If reviewers do not make the same recommendation to accept, waitlist, or decline, then a 3rd reviewer from the RVPHTC staff team will look at the application as a tiebreaker.
2. **Selection:** RVPHTC staff will review the list of accepted applicants for diversity in discipline/occupation, years of experience in managerial/leadership role, and geography. If it seems like any adjustments need to be made, this will be done in consultation with the review committee for the given state.

3. Notification: **RVPHTC will notify accepted applicants in early December**, and will integrate waitlisted applicants as needed and based on maintaining diversity in the group (e.g. if a primary care participant declines, we would offer a spot to a waitlisted primary care applicant from the same state if possible).