

MEDICAID LEADERSHIP INSTITUTE

A National Program of the Robert Wood Johnson Foundation

2011 Request for Applications

Application Deadline
May 6, 2011

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PURPOSE

The *Medicaid Leadership Institute* (MLI) is a national program of the Robert Wood Johnson Foundation (RWJF) directed by the Center for Health Care Strategies (CHCS). The program provides a unique opportunity for current Medicaid directors. MLI Fellows are selected to participate in an intensive 12-month leadership development curriculum designed to cultivate the skills they need to transform their Medicaid programs into national models for high-quality, cost-effective care and coverage expansions.

RWJF is working to ensure that all Americans have stable, affordable health care coverage and recognizes Medicaid's vital role in reaching this goal. RWJF created and actively supports MLI because it wants to help state Medicaid directors gain the leadership skills and expertise necessary to manage and improve the effectiveness of their programs as well as to pursue innovation that can help lead the nation toward a better health care system for all.

BACKGROUND

Medicaid plays a huge, often underappreciated role in the U.S. health care system. For decades Medicaid has been the program of last resort for otherwise uninsured, low-income adults—nearly half of whom have more than one chronic condition. As a result of the Medicaid expansion in the Patient Protection and Affordable Care Act (ACA), more than 80 million individuals will be eligible for Medicaid beginning in 2014. Program costs (state and federal) are projected to exceed \$600 billion in 2014, growing to more than \$800 billion by 2019. While states are preparing to implement ACA, their existing programs are facing substantial budget challenges. As Medicaid shifts from a welfare program to the nation's single largest health insurance provider, the demands on the program will increase while the resources to manage it will remain constant or even decrease.

In June 2010 six Medicaid directors were competitively selected for the 2011 *Medicaid Leadership Institute* class: *Tom Betlach*, Arizona; *Theresa Eagleson*, Illinois; *Donna Frescatore*, New York; *Darin Gordon*, Tennessee; *Judy Mohr Peterson*, Oregon; and, *Michael Nardone*, Pennsylvania.

Medicaid must play a key role in expanding coverage, improving quality of care, managing high-need patients, controlling costs, and achieving broader health system reform goals. But the very size, complexity, and cost of the Medicaid program make these tasks daunting. In the past, there have been few leadership development opportunities to help Medicaid directors learn how to navigate the program's political, fiscal, and operational challenges. Medicaid directors need a unique combination of skills not only to manage and improve their programs effectively, but also to achieve Medicaid's potential of transforming the health care system.

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THE PROGRAM

Up to eight Medicaid directors will be selected as Fellows for the 2012 *Medicaid Leadership Institute* class (August 2011 – July 2012). An advisory committee of national experts in publicly financed care has been appointed by RWJF to review each application and make recommendations to CHCS, which will make the final selections.

MLI is an intensive 12-month program. All Fellows will attend up to four, three-day in-person meetings. The objectives of the curriculum are to increase Fellows' substantive knowledge, technical expertise, strategic thinking, problem solving, and individualized leadership skills. The curriculum will be dynamic and relevant to the Fellows' interests as well as the current environment at both the federal and state levels. In addition to these meetings, Fellows will be required to identify a key issue to focus on during the year as part of a practicum, outlined below. The meetings and practicum will address three curriculum tracks:

Track One will focus on macro policy and economic issues, and their implications for state Medicaid programs. Examples of topics to be covered include health and behavioral economics, health reform, and other salient economic and policy issues. Fellows will meet at Princeton University in September 2011 to focus on this track, which will feature leading faculty and other nationally recognized economists and health policy experts.

Track Two will focus on the technical and operational aspects of Medicaid with a specific emphasis on implementing ACA coverage expansion provisions, and improving the quality and cost-effectiveness of health care. Examples of topics include Medicaid's interface with the exchanges, value-based health care delivery and measurement strategies, and Medicaid payment and delivery system innovation. Experts from across the country will act as faculty for this track.

Track Three will focus on developing the leadership and organizational management skills necessary to lead complex Medicaid programs within the context of larger state governments. Topics will include leadership development, team building, strategic planning, and communications. The Center for the Health Professions at the University of California San Francisco will guide this track and assign leadership coaches to the Fellows to help them achieve their development goals for the year.

Fellows will have ample opportunity to network with leaders from other states and experts in many fields. They will be matched with and encouraged to consult with program faculty and MLI alumni throughout the 12-month program.

MLI Fellows will be reimbursed for their travel and related costs (e.g., airfare, accommodations, meals). Technical assistance will also be provided at no cost to the Fellows.

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Practicum

Fellows will be encouraged to design a practicum to foster, pursue, and reward innovation within their own agencies. The practicum will serve as the foundation upon which the Fellows will actively build the curriculum tracks into their daily work.

Applicants will be asked to describe two potential projects. CHCS will work with the Fellows to determine which ideas (or others that emerge) to pursue. Part of that decision will be based on the degree to which the Fellows can work together to maximize the impact of the practicums through sharing ideas and technical assistance resources. The selected project will be the one that will best stretch leadership skills and achieve a tangible benefit for each state's Medicaid program. Practicum examples from the 2011 class include capitalizing on ACA opportunities for integrating care for dual eligibles and creating health homes for enrollees with chronic conditions. Fellows will select and lead a team of appropriate staff within their agencies to participate in the practicum. MLI faculty will work closely with Fellows to define the scope of work and provide the technical assistance necessary to support the practicum. CHCS will conduct at least one site visit to each state to provide technical assistance specific to practicum development and to help with implementation of the work.

Ongoing Engagement with MLI Alumni

Each cohort of Fellows will become part of an active alumni network. Alumni will be encouraged to serve as faculty members and mentors for future MLI Fellows.

ELIGIBILITY CRITERIA

- All applicants must obtain a letter of support for participation from their Governor.
- Applicants must commit to attend up to four, three-day meetings over the course of the 12-month program and devote additional time for self-directed study and site visits.
- Only one applicant from each state will be considered per year.

SELECTION CRITERIA

The national advisory committee appointed by RWJF will review each application. Up to eight individuals will be selected for the 2012 MLI class. Applicants may be asked to participate in a phone or in-person interview prior to selection. The advisory committee will make recommendations to CHCS, which will make the final selections based on the following criteria:

- Strong commitment to public service and the improvement of public programs.
- Clear articulation of vision for their agency and for Medicaid's role in coverage expansion and in promoting high-quality, cost-effective care.
- Willingness to share best practices with peers around existing programs and ACA implementation.
- Demonstrated understanding of the value of leadership development as applied to the vision for Medicaid's future.

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HOW TO APPLY

Applications for this solicitation must be submitted through the RWJF online system. Eligible Medicaid directors will receive an email invitation with instructions and a link to the RWJF online application system. To begin your application, select the link in the email and follow the instructions. All applicants should log into the system and familiarize themselves with online submission requirements well before the final submission deadline. Program staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, the program will not accept late applications.

Completion of the online application will require the following attachments:

- Résumé or curriculum vitae.
- Two letters of reference addressing the selection criteria described above.
- A personal statement (2-page maximum) addressing the applicant's vision for the future of Medicaid as the foundation for coverage with the implementation of ACA. Applicants should address all selection criteria in the personal statement.
- A brief (2-page maximum) description of two strategic issues for a practicum. At least one of the practicum ideas should focus on some aspect of implementing ACA's coverage expansion provisions.
- A letter from the Governor containing:
 - » *An assessment of the applicant's qualifications for the program; and*
 - » *A statement of willingness to allow the applicant flexibility to meet the program time requirements.*

For more information on the program and application requirements, please contact:

Carolyn Ingram, *co-director*

Phone: (609) 528-8400

E-mail: info@medicaidleaders.org

There will be a conference call on April 13, 2011 (2 p.m. ET) to discuss the program and answer any questions that potential applicants may have. Registration is required. Details can be found at www.medicaidleaders.org.

PROGRAM DIRECTION

Direction and technical assistance for this program are provided by the Center for Health Care Strategies, which serves as the national program office located at:

Center for Health Care Strategies, Inc.

200 American Metro Boulevard, Suite 119

Hamilton, NJ 08619

Phone: (609) 528-8400

E-mail: info@medicaidleaders.org

Web site: www.medicaidleaders.org

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Responsible staff members at the national program office are:

- Stephen Somers, Ph.D., *director*
- Carolyn Ingram, *co-director*
- Kathy Moses, M.P.H., *deputy director*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Andy Hyman, J.D., senior program officer and team director
- John Lumpkin, M.D., M.P.H., senior vice president and director, Health Care Group
- Deborah Bae, M.B.A., M.P.A., program officer
- David Adler, M.P.A., communications officer
- James Mendez, grants administrator

KEY DATES AND DEADLINES

APRIL 13, 2011 (2 P.M. ET)

Informational conference call. Details can be found on the program's Web site www.medicaidleaders.org.
Registration is required.

MAY 6, 2011 (3 P.M. ET)

Deadline for receipt of online applications.

JULY 1, 2011

Notification of acceptance.

AUGUST 1, 2011

Program launch.

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ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

The Robert Wood Johnson Foundation focuses on the pressing health and health care issues facing our country. As the nation's largest philanthropy devoted exclusively to improving the health and health care of all Americans, we work with a diverse group of organizations and individuals to identify solutions and achieve comprehensive, meaningful and timely change.

For more than 35 years we've brought experience, commitment and a rigorous, balanced approach to the problems that affect the health and health care of those we serve. When it comes to helping Americans lead healthier lives and get the care they need, we expect to make a difference in your lifetime.

For more information visit www.rwjf.org.

Sign up to receive email alerts on upcoming calls for proposals at www.rwjf.org/services.

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Robert Wood Johnson Foundation

CHCS Center for
Health Care Strategies, Inc.

The Medicaid Leadership Institute is directed by the Center for Health Care Strategies which serves as the National Program Office for this Robert Wood Johnson Foundation initiative.

To learn more about the program, visit www.medicaidleaders.org.

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