Dear Friends,

This year Sierra Health Foundation proudly celebrates its Silver Anniversary. Over the course of the past 25 years, the foundation has supported numerous efforts to advance in many areas of promoting health and well-being in Northern California communities. One of the most enduring, and transformative, is the foundation’s Health Leadership Program (HLP). Building upon our successful partnership with the University of Southern California’s School of Policy, Planning, and Development, and the Marshall School of Business, the HLP will welcome its 10th class this fall.

HLP represents the foundation’s commitment to developing the human capital required to assist Northern California’s health and human service organizations to increase their organizational effectiveness and programmatic impact. With the understanding that health is about more than health care, Sierra Health and USC are committed to broadening the skills of dedicated public and nonprofit executives and senior managers in order to improve the economic, educational, environmental and physical health status of children, youth and families and others living in the communities their organizations serve.

This brochure contains important information about the program, including eligibility criteria and curriculum topics that address many of the challenges nonprofit and public sector leaders experience in their day-to-day activities with their staffs, boards, clients and communities. A group of Health Leadership alumni also share their thoughts about their experiences in the program.

If you are a leader looking to reach a new level of excellence and efficacy, and believe that you can benefit by being connected to more than 240 distinguished individuals who continue to strengthen our communities through their vision, advocacy and leadership, then I encourage you to consider submitting an application.

Chet P. Hewitt
President and CEO
Sierra Health Foundation
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Sierra Health Foundation
Lessons learned over 25 years of experience in grantmaking have shown that an organization can have talented staff, good program design and sufficient resources, but without strong, skilled, dedicated leaders, the organization and in programs will not achieve their potential impact.

Sierra Health Foundation created the Health Leadership Program to strengthen the leadership capacity of nonprofits, health-related organizations and public agencies whose mission is dedicated to improving the health and quality of life of Northern California.

Sierra Health Foundation's goal for the program is to send a diverse group of highly skilled leaders back into their communities—better informed, further motivated, with a stronger vision—to lead and work collaboratively with others around them.

About the Program

The Health Leadership Program is a leader development program, not a management training course. The program is designed to transform good managers into great leaders through intensive classroom activity and participatory sessions, team action-learning projects and peer-to-peer exchange. Web-based technology is utilized to create a community of sustained interaction between sessions. Class members are the equivalent of a valuable, supportive, and ongoing resource and are available to class members and alumni for one-on-one consultation.

Faculty members are an ongoing resource and are available to class members to learn from, to query about their projects, and to work collaboratively with them. A five-day orientation is held to introduce participants to the program, faculty and other respected presenters. Following the orientation, participants will have the opportunity to develop a community of sustained interaction between sessions.

The Health Leadership Program is a leadership development program, designed for current and/or potential executives of health-related non-profit organizations or public agencies as well as those individuals who have a strong commitment to, and involvement with their local community. Because, by definition, a leader lacks others in their organization, and because we believe the best learning comes from practice, applicants must supervise at least five individuals during the course of the program. While more than one leader from an organization may apply, we prefer to include only one from an organization in a class.

Selection Criteria

Program participants will select the program to become formal leaders of their organizations or agencies and their communities. Other factors considered include educational/degree requirements, experience and career aspirations, adaptability to change, recency to learning, ability and willingness to apply learned material, and the commitment to share the participant's organization during the learning process and continue to participate in NC.

Leadership Effectiveness Assessment

Faculty members have the opportunity to develop their skills in effective decision making, sharpen their leadership skills. The coursework provided an opportunity for me to develop a leadership style that is unique and true to my values. The astute faculty have been a driving force behind the learning process. I found the program to be an invaluable experience, which I will always appreciate.
Learn more about the program at

www.sierrahfoundation.org

Program Curriculum

Curriculum topics include:

• Leadership Effectiveness Assessment
• Organizational culture
• Negotiation
• Value-based planning
• Discussion making
• Team development
• Creating effective networks
• Working collaboratively with peers
• Delegation and time management
• Creating and managing effective boards of directors
• Financial decision making
• Communication inside and outside of the organization

Policy and advocacy

Pre-Class Assignment: Leadership Effectiveness Assessment—self will have your evaluation as a leader.

Three-Day Session

Monday—Thursday

Grizzly Creek Ranch
20000 Grizzly Road

March 23-25, 2011

All sessions, except the retreat, take place at Sierra Health Foundation, 1230 Garden Hilltop, Sacramento, California. Grizzly Creek Ranch is Sierra Health Foundation’s camp and conference center in Plumas County. Learn more about the camp at www.grizzlycreekranch.org.

Sessions begin with breakfast at 7:45 a.m. and end after dinner at approximately 7 p.m. (dinner is not served Friday nights).

Attendance at Wednesday and Thursday dinners is required.

Program Team

The Health Leadership Program curricula is delivered by a group of nationally respected leadership trainers and led by the following USC faculty and staff:

• Rich Callahan, D.P.A., Director, Southern California State Capital Center, University of Southern California
• Dave Logan, Ph.D., CultureSync

Who Should Apply?

The Health Leadership Program is designed for current and/or potential executives of health-related nonprofit organizations or public agencies such as county health departments, school districts, health care agencies, Sierra Health Foundation-defined health broadly and consider general most human service agencies as health-related organizations.

All health professionals or leaders who will have a strong commitment to and involvement with their local community. Because, by definition, a leader lacks the other in their organization, and we believe the best learning comes from practice, applicants must supervise at least three individuals during the course of the program.

While more than one leader from an organization may apply, we prefer to include only one from an organization in a clan.

Selection Criteria

Participants selected will demonstrate the capacity to become vital leaders of their organizations or agencies and their communities. Other factors considered include: evidence of demonstrated experience, leadership potential, capacity to make a difference, success in leadership and ability to apply lessons learned, demonstration of technical and organizational capability, the support of the participants’ organization during the learning process and continued service in Northern California. Ideally, the leader will affect change in gender, age, ethnicity and geographic service area.

The three-day retreat typically takes 25 to 35 participants.

Tuition, Fees and Expenses

Sierra Health Foundation will pay tuition costs and most related expenses associated with participation in the program, including lodging and meals. Participants are expected to pay their incidental costs.

Hotel accommodations are provided for participants living beyond a reasonable commuting distance. Program participants of the same gender share two-bedroom, two-bathroom suites located one mile from Sierra Health Foundation. While at Grizzly Cook Ranch, participants of the same gender will share a cabin.

Continuing Connection

Health leadership program participants have the opportunity to stay connected with their peers and enhance the principles and lessons presented during the course by participating in the Health Leadership alumni group. The group meets at least two-to-three times a year to network and continue members’ leadership learning with program faculty and other respected presenters.

Geographic Boundaries

Participation in the Health Leadership Program is limited to applicants whose nonprofit organization or public agency serves the people in one or more counties of Sierra Health Foundation’s 26-county funding region.

The counties of that region are: Alpine, Amador, Butte, Calaveras, Colusa, El Dorado, El Dorado, Glenn, Lake, Modoc, Mono, Nevada, Placer, Plumas, Sacramento, San Joaquin, Sierra, Siskiyou, Solano (eastern), Stanislaus, Sutter, Tehama, Trinity, Tulare, Yolo and Yuba.

Applicants whose organization or agency does not serve the population of these counties cannot be considered.

Expectations of Participants

Participants must have regular access to a computer with e-mail and Web browsing capability. Participants in the program will commit to:

• Attendance and active participation in all sessions, including meals;
• Fulling the support of their organization’s leadership;
• Active participation in online learning communities;
• Individual study;
• Participation in the team action-learning project component of the program;
• Participation in follow-up evaluation of the program, and;
• Affiliation with the program through follow-up network activities.

Program Curriculum

Three-Day Session

Saturday—Monday

Grizzly Creek Ranch
20000 Grizzly Road

January 6-7, 2011

Three-Day Session and Graduation

Wednesday—Friday

February 16-18, 2011

Three-Day Session—Grizzly Creek Ranch

March 23-25, 2011

All sessions, except the retreat, take place at Sierra Health Foundation, 1230 Garden Hilltop, Sacramento, California. Grizzly Creek Ranch is Sierra Health Foundation’s camp and conference center in Plumas County. Learn more about the camp at www.grizzlycreekranch.org.

Sessions begin with breakfast at 7:45 a.m. and end after dinner at approximately 7 p.m. (dinner is not served Friday nights).

Attendance at Wednesday and Thursday dinners is required.

Program Team

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• Dave Logan, Ph.D., CultureSync

Amerjit Bhattal—Class V

Amerjit Bhattal—Class V

“The Health Leadership Program has transformed me from manager to leader. I’ve strengthened my communication skills and learned to see every challenge as an opportunity. I recommend this class to all leaders.”

The Health Leadership Program has shown the power that strong leadership can have in helping to build healthy communities. The program helped me see that an organization can have talented staff, good program design and sufficient resources, but without strong, skilled, dedicated leadership, the organization and in programs will not achieve their potential impact.

Sierra Health Foundation created the Health Leadership Program to transform good managers into great leaders and public agencies whose mission is dedicated to improving the health and quality of life of Northern Californians.

Lessons learned over 25 years of experience in grantmaking have shown that an organization can have talented staff, good program design and sufficient resources, but without strong, skilled, dedicated leadership, the organization and in programs will not achieve their potential impact.

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Leadership for Northern California
Lessons learned over 25 years of programing have shown that an organization can have talented staff, good program design and sufficient resources, but without strong, dedicated, skilled leaders, the organization and its programs will not achieve their potential impact.
Sierra Health Foundation created the Health Leadership Program to strengthen the leadership pipeline of nonprofits, organizations and public agencies whose mission is dedicated to improving the health and quality of life of Northern Californians.
Sierra Health Foundation’s goal is for the program to send a diverse group of highly skilled leaders back into their communities—better skilled, further inspired, with a stronger voice—to lead and work collaboratively with those around them.

About the Program
The Health Leadership Program is a leadership development program, not a management training course. The program is designed to transform good managers into great leaders through interactive classroom and participatory sessions, team action-learning projects and peer-to-peer exchange. Web-based technology is utilized to create a community of sustained interaction between sessions. Class members have the opportunity to develop a valuable, supportive learning projects and peer-to-peer exchange. Web-based technology is utilized to create a community of sustained interaction between sessions. Class members have the opportunity to develop a valuable, supportive network of Northern California nonprofit and government leaders, not only within their class but through membership in the alumni group.

Faculty members are an ongoing resource and are available to class members and alumni for one-on-one consultation. Faculty members are an ongoing resource and are available to class members and alumni for one-on-one consultation.

Program Curriculum
Curriculum topics include:
• Leadership Effectiveness Assessment
• Organizational culture
• Negotiation
• Value-based planning
• Decision making
• Team development
• Creating effective networks
• Working collaboratively with peers
• Delegation and time management
• Creating and managing effective boards of directors
• Financial decision making
• Communication inside and outside of the organization

Policy and advocacy
Program Structure
Pre-Class Assignment: Leadership Effectiveness Assessment—what will you study most as a leader.
• Residential Retreat: Monday-Thursday October 4-7, 2010 at Grizzly Creek Ranch
• Two-day Session: Thursday-Friday January 6-7, 2011
• Two-day Session: Thursday-Friday March 23-25, 2011
• Two-day Session: Thursday-Friday May 4-5, 2011

Program Team
• Beth Calhoun, DPA, Director, Saint Mary’s Capital Center, University of Southern California
• Dave Logan, Ph.D., Caluch, Inc.
• Ann Estrada, Program Administrator, Saint Mary’s Capital Center, University of Southern California
• Ethan Miller, Program Assistant, Saint Mary’s Capital Center, University of Southern California

Who Should Apply?
The Health Leadership Program is designed for current and/or potential executives of health-related nonprofit programs or public agencies such as county health departments, school districts and health agencies. Sierra Health Foundation defines health broadly and generally considers most human-service agencies as health-related. Preferences are given to candidates who have a strong commitment to and involvement with their local community. Because, by definition, a leader leads in their organization, and we believe the best learning comes from practice, applicants must supervise at least two individuals during the course of the program. While more than one leader from an organization may apply, we prefer to include only one from an organization in a class.

Selection Criteria
Participants selected will demonstrate the capacity to become vital leaders of their organizations or agencies and their communities. Other factors considered include experience with human resource requirements, experience and career aspirations, adaptability to change, receptivity to learning, ability and willingness to apply learned, demonstrated ability to work collaboratively, the support of the participant’s organization during the learning process and continued service in Northern California. Ideally, the class will reflect diversity across gender, ability and geographic service area. Class size is typically 25 to 29 participants.

Tuition, Fees and Expenses
Sierra Health Foundation will pay tuition costs and most related expenses associated with the core services of the program, including lodging and meals. Participants are expected to pay their incidental costs.

Housing accommodations are provided for participants living beyond a reasonable commuting distance. Program participants of the same gender share two-bedroom, two-bathroom suites located one mile from Sierra Health Foundation. While at Grizzly Creek Ranch, participants of the same gender will share a cabin.

The Health Leadership Program has provided me a toolbox to sharpen my leadership skills. The coursework provided an

Continuing Connection
Health Leadership Program participants have the opportunity to stay connected with their peers and enhance the principles and lessons presented during the course by participating in the Health Leadership alumni group. The group meets at least twice a year to network and continue members’ leadership learning with program faculty and other respected presenters.

Geographic Boundaries
Participation in the Health Leadership Program is limited to applicants whose nonprofit organization or public agency serves the people in one or more counties of Sierra Health Foundation’s 26-county funding region.

The counties of that region are: Alpine, Amador, Butte, Calaveras, Colusa, Del Norte, Dinuba, Glenn, Lake, Mendocino, Merced, Nevada, Placer, Plumas, Sacramento, San Joaquin, Sutter, Sierra, Solano (eastern), Stanislaus, Sutter, Tehama, Trinity, Tulare, Tuolumne, Yolo, Yuba and Yosemite.

Applicants whose organization or agency does not serve the population of these counties cannot be considered.

Expectations of Participants
Participating organizations are expected to:
• Provide support and encouragement to program participants;
• Provide participants with the resources needed to complete the program;
• Designate a representative to participate in network activities.

Participating organizations are expected to:
• Accompany or assist with program staff in all sessions, including meals;
• Provide the support and encouragement to program participants;
• Participate in network learning communities;
• Individual study;
• Participate in core team action-learning project components of the program;
• Participate in follow-up evaluation of the program; and
• Allllianc with the program through follow-up network activities.

Visit www.sierrahealth.org. Learn more about the program at www.sierrahealth.org.
Who Should Apply
The Health Leadership Program is designed for current or potential executives of health-related nonprofit organizations or public agencies such as county health departments, school districts, faith-based agencies, Sierra Health Foundation-defined health broadly and generally consider most human-service agencies as health-related. The program is open to all health care professionals, not just those in management, who have a strong commitment to and involvement with their local community. Because, by definition, a leader leads rather than organizes, we believe the best learning comes from practice, to include only one from an organization in a class.

Selection Criteria
Participants selected will demonstrate the capacity to become vital leaders of their organizations or agencies and their communities. Other factors considered include experience, education requirements, experience and career aspirations, adaptability to change, receptivity to learning, ability and willingness to apply learned strategies, and demonstrated ability to work collaboratively, the support of the participant’s organization during the learning process and continued service in Northern California. Ideally, the class will reflect diversity in gender, age, ethnicity and geographic representation. All site visit trips are expected to pay their own incidental costs.

Tuition, Fees and Expenses
Sierra Health Foundation will pay tuition costs and most related expenses associated with the program, including lodging and meals. Participants are expected to pay their own incidental costs. An application fee of $250 is required and includes the following: Comprehensive Health Professions Education Foundation Executive Director Lupe Alonzo-Diaz—Class IV

Leads to a better health care system, both on the local and national levels. I have a greater appreciation for the impact that we as individuals can make on the health care system. I have a greater understanding of the issues health care stakeholders must face and the regulatory and political environment in which they operate. I am more aware of other health-related organizations in our community and have better ideas on how to collaborate with them.

The Health Leadership Program has provided me a toolbox to effectively lead and manage my department while ensuring quality of care and compliance with regulations. I feel more comfortable in decision making, and better able to cope with conflict and stressful situations. The program was good for me personally, it made me a better leader. Most importantly, the program helped me understand all the challenges that our health-related organizations face and helped me find ways to address them.

The Health Leadership Program has provided me the opportunity to develop new skills and become a more effective leader. The program helps me really think about the big picture. I have already started changing my thinking and behaviors, and I will continue to do so when I return to my organization.

Studies show that participants who have a mentor or mentee have a higher chance of success in the long term. Sierra Health Foundation encourages the development of a mentoring relationship, which enables the participant to learn from a peer or supervisor, and vice versa, who is familiar with the health-related field and their specific organization.

The Health Leadership Program has provided me with a new perspective on the health care system and how it operates. I have a greater appreciation for the importance of health-related organizations and the role they play in our community. I feel more confident in my ability to lead and manage my department.

The Health Leadership Program has provided me with the tools and skills I need to be successful in my current role and to advance in my career. I have a greater understanding of the complex issues facing health-related organizations and the importance of collaboration with other agencies and organizations.

The Health Leadership Program has provided me with a deeper understanding of the health care system and the challenges it faces. I have a greater appreciation for the role of health-related organizations in improving the health and well-being of our communities. I feel more confident in my ability to lead and manage my department.

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This brochure contains important information about the program, including eligibility criteria and curriculum topics that address many of the challenges nonprofit and public sector leaders experience in their day-to-day activities. The program’s mission statement, values, philosophy, and a new agency name. Truly I am respected as a leader now by my Board and staff members.

Invitation for Class X—Beginning Fall 2010

Sierra Health Foundation

The Sierra Health Foundation Health Leadership Program is delivered by the State Capital Center of the University of Southern California School of Policy, Planning, and Development in conjunction with the Marshall School of Business and the University of Southern California’s School of Social Work.

Sierra Health Foundation

Sacramento, CA 95833

1321 Garden Highway

Dear Chet I. Hewitt

President and CEO

Sierra Health Foundation

Chet R. Hewitt

President and CEO

Sierra Health Foundation

Sacramento, CA 95833

Handwritten Note:

“I was able to become the leader Board of Directors wanted for. I said what I learned to work my Board and agency through a transformational process to clarify our mission/motivation, organizational goal, vision, mission statement, values, philosophy, and new agency name. truly I am respected as a leader now by my Board and staff members.”

Chet R. Hewitt—Class II

“free of charge to our students, staff and alumni.”

Chet R. Hewitt—Class II

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Chet R. Hewitt—Class II

Health Leadership Program

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