

SIERRA HEALTH FOUNDATION

HEALTH LEADERSHIP PROGRAM

Class III

Dear Friends,

In a Presidential election year, much of our attention focuses on leaders, their values, their visions, their plans and their behaviors. Through our vote we weigh in on what is essential for leadership and a promising future, and what is not. These values, visions and behaviors are critical to nonprofit organizations as well. As donors – individuals and public and private agencies—we vote on how our limited contributions can best be put to use to improve conditions for those in need.

As a foundation devoted to improving the health of northern Californians, we depend heavily on the nonprofit and public sectors to deliver services to improve conditions for children and families. But effective service programs are dependent upon effective organizations and leaders, and often the necessary investment in their development is not made. To this end, three years ago Sierra Health Foundation launched its Health Leadership Program to strengthen the leadership of nonprofit and local government managers in the health and social service arenas.



The 2003-2004 Health Leadership Program Participants.

Now, in the middle of the third year of this grant program, 26 executives from throughout northern California gather to learn how to apply their vision and commitment to build a strong team of service providers in their organizations and communities. These executives, who are exceptional managers within their organizations, are expanding their visions and skills through a seven-month development program, provided through a three-way partnership between the USC Sacramento Center, USC's Marshall School of Business in Los Angeles and Sierra Health Foundation.

The program curriculum is continually updated to reflect the needs and changing environment in the region. Through an advisory committee of seasoned, active executives, the program content is examined each summer in preparation for the program that begins each fall. This year's program includes team building, negotiating skills, communications, networking, board development, value-based strategic planning and leading diverse teams.

The Foundation is very pleased with the quality of training provided. Each session the faculty members bring to the program their applied research and experience working with for-profit and nonprofit organizations. All of them bring a passion for their work and a commitment to supporting the development of the service sector.

At spring commencement on May 7, 2004, the program will have graduated 75 executive fellows over three years. We look forward to continuing our investment in health leaders in northern California by offering this Health Leadership Program in the future.

Dorothy Meehan
Vice-President, Sierra Health Foundation

LEARNING BY DOING

Class Projects Reinforce Learning and Benefit Communities

An integral part of the Health Leadership Program is “walking the talk.” As participants learn new skills they are asked to practice applying these skills through small group projects. Self-selected teams of five to seven executives pick an issue to address during the seven-month program. With technical assistance and support by experienced consultant Eileen Jacobowitz, the teams take themselves through a methodical, structured process of problem definition, analysis and recommendation development. And at the final session of the program they share what they have learned and what they have accomplished with the Foundation, faculty and their sponsors. The projects selected from Class III are summarized below.

Helping Nonprofits Improve Their Organizational Health

Nonprofit organizations need help with strategic thinking about how programs are supported by infrastructure, and they rarely have an opportunity for internal reflection or the

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Learning by Doing

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benefit of external perspective. This project team will examine three organizations: The Hydrocephalus Association, the Health Education Council and California Air Rescue. With assistance by sponsor Sergei Shkurkin, the team will conduct an organizational review and develop a report of recommendations to strengthen each of these three organizations.

Financing Health Insurance for Children in Sacramento

A collaborative of Sacramento leaders committed to improving access to health insurance and care for children is working to identify funding and delivery models to make insurance affordable and available. A health leadership class team is assisting this collaborative in researching how other counties and states are addressing this issue and are providing recommendations on financing options. Keri Thomas, of Sutter Health Sacramento Sierra Region, and Kelly Bennett, of the Mayor's Commission on Our Children's Health, serve as team sponsors on this important project.

Linking State Strategic Planning and Funding

In 1994, all state departments within California were required to have a strategic plan. Previous research found weak compliance with this mandate. Additionally, it was found that there is a lack of linkages between strategic plans and funding for some state departments. This team will work with departments responsible for mental health and developmental disabilities at the State of California to develop an action plan to help them better understand the relationship between strategic plans, metrics and state budgeting.

Measuring Outcomes for the Women's Empowerment Program

Women's Empowerment is a program in Sacramento that serves homeless women by providing supportive mentoring and training, teaching self-sufficiency. Women's Empowerment has been able to demonstrate success in graduates finding housing and employment. However, the program would now like to add measurement of health improvements for the women participating. Lisa Culp and Michael Summers are providing assistance to the team.

Recruiting Future Mental Health Providers

According to the Surgeon General's office, there is "a dearth of child psychiatrists ... Furthermore, many barriers remain that prevent children, teenagers and their parents from seeking help from the small number of specially trained professionals ... This places a burden on pediatricians, family physicians, and other gatekeepers to identify children for referral and treatment decisions." This team is developing a speakers' bureau of mental health professionals and experts to encourage high school-age youth to consider careers in the mental health field. Lisa Bertaccini of Sacramento County's Division of Mental Health is sponsor for this effort.

For participants in the Health Leadership Program, the experience can become a career milestone that opens up new possibilities. Samrina Marshall, Assistant to Yolo County's Health Officer, shares her impressions of the program:



Samrina Marshall

While in medical school I received little to no training in leadership skills and building teams and organizations. When I moved into the public health sector, I immediately saw the importance of effective leaders. I entered this program on unfamiliar ground and now feel nurtured, empowered and infused with the spirit of success.

Through a well-structured curriculum and the strong, nurturing USC faculty, Sierra Health Foundation's program is an extremely valuable opportunity to learn ways not only to impact my organization but to apply those skills to all aspects of my life. I have gained tremendous insight into effective communication, decision-making and fostering relationships based on common core values.

Meeting passionate classmates from diverse backgrounds is invigorating, and the professional network I am establishing is valuable.

We need people to create positive social epidemics and while I can't save the world, perhaps I can make a small difference in my world. By sharing the principles of leadership with my organization and community, I see the powerful force of growth.

Applications for the Fall 2004 Health Leadership Class will be available in early May!

Experienced, mid-career executives in nonprofit organizations and local government agencies providing health and social services in inland northern California are eligible to apply. In May, visit www.sierrahealth.org for more information and to download an application.

PICTURING LEADERSHIP

Program coursework combines lecture, large and small group activities, and online discussion. Most of the curriculum is covered on-site at Sierra Health Foundation Center. This year a half-day of the four-day November session was spent in team-building exercises and outdoor activities at CSUS.



HEALTH LEADERSHIP GRADUATES COMMIT TO THEMSELVES AND EACH OTHER

By the time executives graduate from the Health Leadership Program they have a taste of their potential and have just begun their journey of leadership learning. The alumni of the first two classes of the Health Leadership Program gathered at Sierra Health Foundation on January 23, 2004 to network and learn.

Led by Rich Callahan of the USC Sacramento Center and Dave Logan of the Marshall School of Business, the group clarified and shared values that drive them and sustain their commitment to the sector. They also continued their strategic thinking and examined ways they can continue to enhance their organizations and communities. Class III will join this prestigious group at the next alumni meeting in the fall.



The Health Leadership Program alumni.

2003-2004

HEALTH LEADERSHIP CLASS ROSTER

Speranza Avram

Executive Director
Northern Sierra Rural Health Network
Nevada City

Paula Bosler

Interim Director
U.C. Davis Care Management
Sacramento

Catherine (Cathy) Bourland

Program Director
HRC Child Care Resources
San Andreas

Angelina Campos-Rosenthal

Director of Family Resource Centers
Community Partnership
Stockton

Mindy Danovaro

Director of Development and Outreach
California Shock/Trauma Air Rescue
Auburn

Teri Duarte

Director
Sacramento County WIC program
Sacramento

De Layna Eskridge-Brown

Director of Program Services
Advocacy, Resource & Choices
Roseville

Rich Farlinger

Executive Director
Nepenthean Homes-FFA
Fair Oaks

Amy Fierro

Clinical Program Manager
River Oak Center for Children
Sacramento

Constance (Khani) Gustafson

Manager II
Stanislaus County Behavioral Health
and Recovery Services
Modesto

Elizabeth Hudson

Center Director/Associate Corporate
Center for Employment Training
Sacramento

Leona Jull

Executive Director
Yolo Wayfarer Center
Woodland

Alice Kienzle

Public Health Nursing Supervisor
Butte County Department of Public
Health
Oroville

Dorothy (Dory) Kranz

NPH Director
Hydrocephalus Association
San Francisco

William (Bill) Locker

Deputy Director
Sierra Nevada Children's Services
Grass Valley

Betty Low

Supervisor/Program Manager
Birth & Beyond Arden/San Juan
Unified School District
Sacramento

Samrina Marshall

Assistant to Health Officer
Yolo County Health Department
Woodland

Matthew (Matt) Perry

Principal
Sacramento City Unified School
District
Sacramento

Kirsten Rogers

Health Education Coordinator
El Dorado County Public Health
Dept.
Placerville

Gale Spears-Reynolds

Program Director
Health Education Council
Vacaville

Petra Stanton

Executive Director
H.E.A.L.T.H. Project
Sacramento

Evelyn Thompson

Executive Director
Infant/Child Enrichment Services
(ICES)
Sonora

Chet Uma

Senior VP & Chief Financial Officer
Health Plan of San Joaquin
Stockton

Ricardo Uribe

Community Resource Coordinator
Vineyard Workers Services
Boyes Hot Springs

Stephanie Wilson

Program Director
City of Sacramento Triple R Adult Day
Program
Sacramento

Susan Wilson

Executive Director
Siskiyou Children & Families
Commission
Redding



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An Endowment for Northern California

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