



Disparities Leadership Program

Empowering Leaders. Getting to Solutions.

Developed and led by
The Disparities Solutions Center at Massachusetts General Hospital

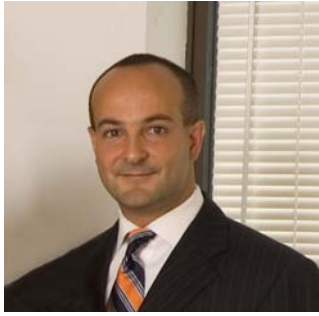


Jointly sponsored by
The National Committee for Quality Assurance



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Joint Commission Resources, Inc. (An Affiliate of The Joint Commission)





One of the primary goals of the Disparities Solutions Center is to provide education and leadership training to develop a national network of skilled individuals dedicated to eliminating racial/ethnic disparities in health care. Through the Disparities Leadership Program we hope to move this from a goal to a reality.

---Joseph R. Betancourt, MD, MPH
Director, The Disparities Solutions Center at Massachusetts General Hospital

Background

The Institute of Medicine Reports *Crossing the Quality Chasm* and *Unequal Treatment* highlight the critical nexus between improving quality and eliminating racial and ethnic disparities in health care. Combined, they provide a blueprint for addressing disparities that can only be achieved if a concerted, coordinated effort towards health systems change can be achieved. This will require leaders in quality improvement who have the tools and skills to move their organizations forward toward the elimination of racial and ethnic disparities in care.

The Disparities Leadership Program

The Disparities Leadership Program (DLP) is a year-long executive education program designed for leaders from hospitals, health plans and other health care organizations who want a) **develop a strategic plan*** or b) **advance a project** to eliminate racial and ethnic disparities in health care, particularly through quality improvement. The DLP has two overarching goals:

1. To create a cadre of leaders in health care equipped with a) in-depth knowledge of the field of disparities, including root causes and research to date; b) cutting-edge quality improvement strategies for identifying and addressing disparities; and c) the leadership skills to implement these strategies and help transform their organizations.
2. To help individuals from organizations—who may be at the beginning stages or in the middle of developing or implementing a strategic plan or project to address disparities—further advance or improve their work in a customized, tailored fashion.



The DLP faculty will consist of a team of leaders who are action-oriented and have practical experience implementing organizational and quality improvement strategies aimed at eliminating racial and ethnic disparities in health care. It focuses on the lessons learned and expertise gained from the development and evolution of programs currently in place at the Massachusetts General Hospital (www.mghdisparities.org), as well as at several

* A strategic plan can range anywhere from a 5-10 page summary on how the learnings from the DLP can be applied to address disparities at an organization to a more detailed blue-print for action. This is left up to the participants' discretion.

leading health plans across the country. The DLP will be led by national experts from The Disparities Solutions Center (DSC) at Massachusetts General Hospital (www.mghdisparitiessolutions.org).

Sponsors

This program is jointly sponsored by the National Committee for Quality Assurance (NCQA). It is supported by Joint Commission Resources (JCR), an affiliate of The Joint Commission.

The Disparities Solutions Center at MGH

The Disparities Solutions Center at Massachusetts General Hospital is dedicated to developing and implementing strategies to eliminate racial and ethnic disparities in health care through innovative policy and practice. Created and led by Dr. Joseph Betancourt, the DSC is made up of a multidisciplinary team of health care professionals with expertise in the area of racial/ethnic data collection, performance measurement and reporting, disparities interventions, and evaluation. The DSC strives to:



- Serve as a change agent by developing new research and translating innovative research findings into policy and practice
- Develop and evaluate customized policy and practice solutions for health care providers, insurers, educators, community organizations and other stakeholders
- Provide education and leadership training to expand the community of skilled individuals dedicated to eliminating health care disparities

Health disparities among ethnic and racial minorities are some of the greatest challenges our health delivery system faces. I'm thrilled that a facility as respected as Massachusetts General Hospital has chosen to make health disparities a focal point of its work. This center will be an invaluable tool in helping us to reduce disparities.

----Peter J. Koutoujian
Massachusetts Representative
House Chair of the Legislature's Joint Committee on
Public Health and Co-chair of the Commission to
Eliminate Racial and Ethnic Health Disparities

The DSC has significant, practical, real-world experience in the area of addressing racial/ethnic disparities in health care. For example, the leadership of the DSC has worked with several leading health plans across the country to develop strategies to identify and eliminate disparities. In addition, DSC faculty have staffed the Massachusetts General Hospital Committee on Racial and Ethnic Disparities, pioneering activities such as the Disparities Dashboard,

an innovative way to identify and monitor disparities, as well as the development of a culturally competent diabetes disease management program. This experience, along with the active role the DSC faculty have played in the now well-recognized effort among Boston

hospitals to eliminate disparities under the leadership of Mayor Menino, uniquely positions them to provide training to those interested in addressing disparities through quality improvement.

My expectation was that this would be ground-breaking! It exceeded my thoughts... a powerful personal experience shared with like minds/hearts driven by social equity for health communities. Much learning, many things affirmed, many things to do... I feel prepared to make change, initiate movement. Thank you for the gift!

----Participant, The Disparities Leadership Program - Class of 2008

Who should apply to the DLP?

The DLP is designed for leaders from hospitals, health plans, physician organizations, community health centers, and other health care organizations who want to implement strategies to eliminate racial and ethnic disparities in health care. Participants may include, but are not limited to: executive leadership, medical directors, directors of quality, and directors of multicultural affairs or community benefits. To maximize the benefits of the year-long DLP, participants should have strong commitment from their organization, as well as resources available, to advance an action plan to address disparities. Teams of two participants per organization are encouraged, though not required.

Why apply to the DLP?

- The Institute of Medicine's landmark report *Crossing the Quality Chasm* highlighted equity as one of the essential pillars of health care quality. For an organization to improve quality for all patients it must be able to measure disparities by race/ethnicity and develop interventions to address them.
- The National Committee for Quality Assurance (NCQA) and the Joint Commission are beginning to incorporate issues of race, culture, and language into their standards for hospitals and health plans. The DLP will help health care leaders put their organizations ahead of the curve on this important emerging issue.
- Eliminating disparities in health care requires leadership, vision, teamwork, and an understanding of the issues and potential intervention strategies. The DLP is designed to build participants' knowledge and skills in these essential areas while developing a network of leaders focused on the same goals.
- Between now and the year 2050, racial/ethnic minorities will account for 90% of the projected increase in the U.S. population. Thus, most new growth in the health care market will come from minorities. Addressing racial/ethnic disparities in care will help health care organizations gain a competitive edge in a changing market.

How is the DLP organized?

The DLP has four major activities:

1. Formal Skills Curriculum



The DLP will begin with a two-day intensive training session focused on defining disparities and root causes; developing cutting-edge quality improvement strategies to identify and address disparities; and fostering leadership skills to implement these strategies and help transform their organizations. Faculty will include national experts at the DSC, leadership from the MGH, and leadership from several health plans across the

country who are at the cutting-edge of the disparities field. Some of the topics covered during the training include:

- *Racial and Ethnic Disparities in Health Care:* Background on the issue of racial and ethnic disparities in health care including a review of root causes and strategies to address them
- *Getting Disparities on the Leadership Agenda:* Building the will among leaders in the organization to become invested in identifying and addressing racial/ethnic disparities in health care, including the presentation of the business and quality case for addressing this issue
- *Where to Begin:* Tools and activities to help organizations get started with efforts to identify and address disparities, including the strategies, techniques and technology for collecting race and ethnicity data
- *Creating Disparities Measures and Reporting Mechanisms:* Guidance on how to stratify quality measures by race and ethnicity, and report them appropriately via dashboards, scorecards, or other standard or innovative mechanisms
- *Adding the Community, Patient, and Staff Voice to the Disparities Agenda:* Strategies for bringing in key perspectives to disparities and patient safety work, including those of the community, the patient, and the health care staff
- *Developing Disparities Interventions:* Developing and implementing innovative approaches to address disparities organizationally and through quality improvement

“Disparities in health care must be addressed in order to bring the benefits of high quality health care to all Americans. Hospitals, health plans, physicians, and community organizations each have a role to play in closing these gaps. The Disparities Leadership Program provides current, practical and solution-oriented information and methods that can truly make a difference.”

----Margaret E. O’Kane
President,

National Committee for Quality Assurance

- *Making Systems Responsive to the Needs of Diverse Populations:* Review of tools to improve the cultural competency of the health care delivery system and capacity to address the needs of patients with limited English proficiency
- *Communicating Broadly and Clearly:* Developing an approach to communicating the issue of disparities both internally and externally
- *Assuring Sustainability:* How to assure pilot programs become standard practice within the organization and how to disseminate successes broadly



2. Disparities Strategic Plan/Project

The DLP is seeking to stimulate and promote the development of strategic plans or the advancement of a component of a project designed specifically to eliminate racial and ethnic disparities in health care within health care organizations. As a condition of entry, participants in the DLP must either:

- A. Develop a strategic plan to address disparities over the course of a year. They should use learnings from the DLP to develop a blue print to address disparities in the near future. This can be a more simple, basic, conceptual strategic plan (approximately 10 pages), or a more detailed, traditional strategic plan.
- B. Or advance a component of a project that addresses disparities. By advance a component of a project, we mean moving one step forward on a project that is already underway, or taking the first step on a new project. We understand it is difficult to complete an entire project over the course of one year. Examples of the types of projects considered include:
 - Implementing a system to collect patient's race/ethnicity and language data
 - Stratifying and reporting quality data by race/ethnicity
 - Developing a culturally competent disease management program
 - Evaluating a disparities intervention
 - Expanding disparities interventions across conditions and populations

In either case, applicants must propose the ways in which they would like to advance this work over the course of the year through participation in the DLP. Again, participants can be in various stages of development in their program, ranging from developing a strategic plan to evaluating disparities interventions.

3. Technical Assistance

The DSC will work with DLP participants to achieve their disparities project goals through various modalities of technical assistance, including three interactive conference calls for the entire group, and two interactive web seminars on additional learning topics tailored to the most pressing needs of participants. Participants will also be invited to participate in other DSC activities on an on-going basis (such as teleconferences on current disparities issues, additional web seminars, etc.) as part of the DLP network.

4. *Closing Session, Group Learning and Dissemination*

The DLP will continue with a two-day closing meeting where participants will present their work and lessons learned and individual strategic plans or projects. They will also have the opportunity to network with and learn from like-minded peers at this time and over the course of the year. DLP participants will receive continuing education credits, as well as a certificate for completing the program. All DLP projects will be highlighted on the DSC website (www.mghdisparitiessolutions.org). Some may be featured in web seminars and case studies published and distributed by the DSC. Three projects will be chosen to receive an award for innovation and success and will be featured in press releases about the DLP. A selection of projects may have the opportunity to present their work at national meetings on quality including Institute for Healthcare Improvement's National Forum on Quality Improvement in Health Care (www.IHI.org).



What are the Learning Objectives of the Disparities Leadership Program?

At the conclusion of this program, the learner will be able to:

1. Identify ways to secure buy in by having health care leaders better understand the issues of disparities and become invested in doing something to address them.
2. List techniques and technology for race and ethnicity data collection and disparities performance measurement.
3. Identify interventions to reduce disparities in health care.
4. Identify ways to message the issue of disparities both internally and externally.
5. Describe a concrete step that their organization will take toward the elimination of racial/ethnic disparities in care.

Who will be selected to participate in the DLP?

While we anticipate being able to accommodate most applicants to the DLP, we are limiting the program in order to maintain an effective learner to faculty ratio. In order to ensure the success of the program we will review applications based on the following criteria:

- ❑ Level of organizational commitment to the applicants' efforts as measured by
 - Letter of support signed by a member of senior leadership or board of the applicant's organization authorizing release time to commit to the DLP and support for tuition and travel expenses (templates will be provided)
 - Resources available (time and financial) to start or advance the applicants' efforts
- ❑ Commitment and ability of applicant/team to address racial and ethnic disparities at their organizations as described in the short essay responses

- Professional position and capacity of the applicant/team to move their organizations forward towards identifying and eliminating racial and ethnic disparities

Note: Preference will be given to organizations that can send at least a two-person team (individuals are still encouraged to apply).

Timeline

We encourage interested parties to submit an Intent to Apply form prior to submitting a complete application.

February 27, 2009	DLP Application due
March 27, 2009	DLP applicants are notified
May 8, 2009	Tuition is due
May 27-28, 2009	Two day opening meeting in Boston, MA, at Le Meridien Cambridge (www.hotelatmit.com)
February, 2010	Two day meeting – date and specific West Coast location to be determined

Tuition

Tuition is due upon acceptance into the *Disparities Leadership Program*, tuition, and is \$9,500 per person. After organizations are notified of their acceptance into the program, the tuition is due on May 8, 2009. This covers all program activities (two two-day training sessions—one in Boston, MA, the other location TBD; conference calls, web seminars, and program materials) as well two night hotel stays and meals at the opening and closing session. **Participants are responsible for all travel costs to and from the sessions.**

Scholarships

Partial scholarships may be available for individuals and teams. If you are interested in receiving a scholarship, please attach a brief letter to your completed application, explaining your need for financial assistance and the amount requested.

Continuing Education Credit

Physicians

This activity has been planned and implemented in accordance with the Essential Areas and policies of the Accreditation Council for Continuing Medical Education through the joint sponsorship of National Committee for Quality Assurance (NCQA) and The Disparities Solutions Center. NCQA is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

NCQA designates this educational activity for a maximum of 15.0 *AMA PRA Category 1 Credits*[™]. Physicians should only claim credit commensurate with the extent of their participation in the activity.

Nurses

NCQA is accredited as a provider of continuing nursing education by the American Nurses Credentialing Center's Commission on Accreditation.

This activity is approved for 15 nursing education contact hours.

To successfully complete this activity and receive CME or CNE credit, you must:

1. sign the participant roster,
2. remain for the entire program, and
3. complete and submit a program evaluation.

A certificate of completion specifying applicable credits will be available for each participant after the program.

Special Note for the Disabled

The Disparities Solutions Center at Massachusetts General Hospital (MGH) considers all applicants and program participants without regard to race, color, national origin, age, religious creed, sex or sexual orientation. MGH is an Equal Opportunity Employer. We encourage participation by all individuals. If you need any of the auxiliary aids or services identified in the Americans with Disabilities Act, please describe your particular needs in writing and include it with this application.

Cancellations or withdrawals

Please submit any cancellation or withdrawal in writing. Cancellation notices received after March 27, 2009 but before May 8, 2009, we will charge a 25% processing fee. Cancellations made after May 8, 2009 will not be refunded their tuition.

For further information

Please visit our website at www.mghdisparitiessolutions.org for information on the *Disparities Leadership Program* and other Disparities Solutions Center activities.

Or contact

Aswita Tan-McGrory, MSPH
Operations Manager of The Disparities Solutions Center
Massachusetts General Hospital
50 Staniford Street, 9th Floor, Suite 901
Boston, MA 02114
Email: atanmcgrory@partners.org
Phone: (617) 643-2916
Fax: (617) 726-4120

Faculty and Staff

Disparities Solutions Center Faculty:

Joseph R. Betancourt, MD, MPH

Director, The Disparities Solutions Center

Senior Scientist, MGH Institute for Health Policy;

Faculty, Department of Medicine, Harvard Medical School

Dr. Betancourt's interests include cross-cultural medicine, minority recruitment into the health professions, and minority health and health policy research. He has served as principal investigator on grants from the Centers for Medicare and Medicaid Services and the Commonwealth Fund, and on several Institute of Medicine committees, including those that produced *Unequal Treatment* and *Guidance for a National Health Care Disparities Report*. He co-chairs the MGH Committee on Racial and Ethnic Disparities, has served on the Massachusetts State Disparities Committee, and co-chaired the Boston Public Health Commission's Disparities Subcommittee on Quality Improvement. He currently serves on the Massachusetts State Disparities Council.

Alexander R. Green, MD, MPH

Associate Director, The Disparities Solutions Center

Senior Scientist, MGH Institute for Health Policy

Faculty, Department of Medicine, Harvard Medical School

Dr. Green's work centers on culturally competent approaches to quality improvement, clinician biases as root causes of racial and ethnic disparities in health care, and education on cross-cultural health care. He has served on expert panels and advisory boards including the Joint Commissions' Hospitals, Language, and Culture project, and he chairs the Cross Cultural Care Committee at Harvard Medical School.

Roderick K. King, MD, MPH

Senior Faculty, The Disparities Solutions Center

Faculty, Department of Medicine, Harvard Medical School

Dr. King's academic and consulting activities focus on leadership and organizational development in community-based organizations, social entrepreneurship to promote change, health workforce planning, diversity and cultural competence, and social determinants of health disparities. He has considerable federal experience, most recently as Director of the Health Resources and Services Administration and as a Commander in the U.S. Public Health Service. He is an Instructor in the Department of Social Medicine and works in the Office of Diversity and Community Partnerships at Harvard Medical School (HMS).

Below is the list of additional faculty for the 2008-2009 class.

A final faculty list for the 2009-2010 class has yet to be finalized.

Peter Slavin, MD, President of Massachusetts General Hospital (MGH)

Rhonda Moore Johnson, MD, MPH, Medical Director, Integrated Clinical Services, Highmark, Inc.

Daniel Driscoll, MRP, CEO/President, Harbor Health Services

Nancy Connery, MS, Director of Admitting and Registration Services at MGH

Kathy Campbell, Senior Product Manager, Consumer Directed Health Plans at Aetna, Inc.

Hugo Alvarez, MD, Deputy Medical Officer, UM/QI Associate Medical Director, ACCESS Community Health Network

Katherine Flaherty, ScD, Director, Health Access and Community Partnerships at Partners Healthcare System

Gregg Meyer, MD, Senior Vice President for Quality and Patient Safety, MGH

Elizabeth Mort, MD, MPH, Associate Chief Medical Officer, Vice President of MGH

Thomas Sequist, MD, MPH, Assistant Professor of Medicine and Health Care Policy, Brigham Women's Hospital and Harvard Medical School

Joel Weissman, PhD, Senior Health Policy Advisor to the Secretary, MA Executive Office of Health and Human Services

Heidi Behforouz, MD, Director of Prevention and Access to Care and Treatment (PACT), Brigham and Women's Hospital

Wayne Rawlins, MD, MBA, Head of Medical Management, Aetna Inc.

Cy Hopkins, MD, Director, Office of Quality and Patient Safety at MGH

Karen Donelan, PhD, Senior Scientist, Institute for Health Policy, MGH

Nakela Cook, MD, MPH, Clinical Research Fellow, AHRQ Health Services Research Fellow, and Co-Coordinator of the MGH Multicultural Advisory Committee

Lourdes Sanchez, MS, Director, Office of LEP/CLAS, New York City Health and Hospital Corporation

Gwen Cochran Hadden, Senior Diversity and Cultural Competency Consultant, Boston Medical Center

Lee Chelminiak, Communications Manager at Partners Community Benefits Program at Partners HealthCare

Suzanne Kim, Senior Public Affairs Officer at MGH

Joan Quinlan, MPA, Director of Center for Community Health Improvement at MGH

Disparities Solutions Center staff:

Aswita Tan-McGrory, MSPH– *Operations Manager* – Ms. Tan-McGrory is the Operations Manager at the Disparities Solutions Center. Her interests are in providing equitable care to underserved populations and she has worked in the areas of maternal/child health, elder homelessness, and HIV testing and counseling. She received her Master of Science in Public Health from Tulane University School of Public Health and Tropical Medicine with a concentration in tropical medicine and parasitology after she spent 2 years in rural Nigeria, West Africa, on water sanitation and Guinea Worm Eradication projects with the Peace Corps. She received a Bachelor of Arts degree biology and art history from Trinity University in San Antonio, Texas.

Megan Renfrew, MA – *Project Coordinator* - Megan oversees the implementation and evaluation of the community-based health intervention programs. Prior to joining the Disparities Solutions Center, Ms. Renfrew was a Project Director/Associate Research Scientist at New England Research Institutes, Inc. (NERI) in the Institute for Community Studies and in the Center for Qualitative Research. She received a Masters Degree in Gender and Cultural Studies from Simmons College with a focus in adolescent health and sexuality education. Currently, Ms. Renfrew is a Ph.D. Candidate in Sociology at Brandeis University with a focus in medical sociology, qualitative research methods, and the sociology of families.

Elizabeth Donahue – *Program Associate* - Elizabeth joined the Center after completing a Bachelor of Arts with dual concentrations in history and communications at Boston College. As an undergraduate research assistant, Elizabeth worked on projects that studied the effects of interpersonal control tactics on mental health outcomes and nonverbal communication behaviors in conversations about physical and mental health. She has completed internships in grant and public policy research with the Office of Congressman Barney Frank and in human resources with WCVB-TV. Elizabeth has also been involved in several volunteer programs, most recently with Amor Ministries in Tijuana, Mexico.

Marina Cervantes – *Research Assistant*- Marina graduated with a Bachelor of Arts in Ecology and Evolutionary Biology and a certificate in Spanish and Portuguese Languages and Cultures from Princeton University. While at Princeton she was president of Chicano Caucus and worked as a research assistant for projects on environmental health policy and immigration. Marina's senior thesis looked at the affects of factors such as depression, gender, BMI, and body weight changes on glycemic control in adult Latino diabetic patients. Additionally, she completed research on Type 1 diabetes at the University of Arizona and studied special education while volunteering as a special education TA in Mexico.

Wanda Vega - *Program Assistant* - Wanda recently completed four years with the Clinical Care Management Unit at the Massachusetts General Hospital, which provides the infrastructure necessary for MGH to analyze and improve the quality and efficiency of its clinical services. She transferred to the Clinical Care Management Unit from the Center for Integration of Medicine & Innovative Technology's (CIMIT), where she coordinated The

Forum, a vital tool used to create collaborations for patient benefit. Prior to working at MGH, Wanda completed ten years of government service with the Environmental Protection Agency.

Lenny Lopez, MD, MDiv, MPH, *Aetna/DSC Healthcare Disparities Fellow* - Dr. Lopez received his BA in Religion and an M.D. from the University of Pennsylvania. He also received a Master of Divinity and a Master of Public Health from Harvard University. He completed his Internal Medicine residency at the Brigham and Women's Hospital. After residency, he completed a Commonwealth Fund Fellowship in minority health policy and is focusing his research on cardiovascular health in Latinos. He was a General Medicine research fellow at Harvard and an Associate Physician at Brigham and Women's Hospital.

The Disparities Leadership Program

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Application

All interested applicants are also encouraged to visit our website www.mghdisparitiessolutions.org to learn more about The Disparities Solutions Center.

Complete applications must be submitted by email. Signature pages can be faxed to us, or scanned in and send to us by email. Applications are due by **February 27, 2009**. Please send your applications to:

Aswita Tan-McGrory – Operations Manager
The Disparities Solutions Center – MGH Institute for Health Policy
50 Staniford Street, 9th Floor, Suite 901
Boston, MA 02114
Email: atanmcgrory@partners.org
Phone: (617) 643-2916
Fax: (617) 726-4120

APPLICATION CHECKLIST

	Complete:
Prior to submission of complete application (Feb 9, 2009)	_____
Intent to Apply Form (optional but strongly encouraged)	
Due February 27, 2009, Application Form:	
Signature page: senior leadership at your institution	_____
Signature page all team members- commitment to DLP dates, tuition and cancellation policy	_____
Part A: Summary Information	_____
Part B: Essay questions	_____
Due February 27, 2009 -Application Form Attachments:	
Attachment 1: Curriculum Vitae	_____

Disparities Leadership Program

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Intent to Apply Form

Name(s):

Title(s):

Organization:

Address:

Email:

Phone:

1. *What type of organization are you currently employed in?*

- Hospital
- Health Plan
- Physician Organization
- Community Health Center
- Other: _____

2. Please provide your preliminary thoughts on the strategic plan/project you would plan to advance as part of the Disparities Leadership Program (please limit to a few sentences):

3. How did you hear about the Disparities Leadership Program?

Disparities Leadership Program
Empowering Leaders. Getting to Solutions.

Application Submission Form
Cover Sheet

Please submit only one application per organization

Name of organization

Name of project

Team Member(s)

Disparities Leadership Program

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PART A – Summary Information

1. *Name of first team member (primary contact):*

Title

Address

Phone

Email

Fax

2. *Name of second team member:*

Title

Address

Phone

Email

Fax

3. *What type of organization is your current employer?*

- Hospital
- Health Plan
- Physician Organization
- Community Health Center
- Other: _____

4. *How did you hear about the Disparities Leadership Program?*

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Application Submission Form

Please only submit one application per organization

Important – the following must be signed by senior leadership or a board member of your organization.

I have reviewed this application for the **Disparities Leadership Program** and authorize release time for the applicant(s) and financial support for tuition and travel expenses.

Print Name of Sr. Leader/Board Member

Signature of Sr. Leader/Board Member

Title

Date

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Application Submission Form

Please only submit one application per organization

Important – the following must be signed by each member of the team.

1. *I have reviewed this application for the DSC Disparities Leadership Program and am committed to attending all activities and dates of the DLP. In addition, I have reviewed and understand the tuition and cancellation policy of the DLP.*

Print Name of team member

Signature of Team Member

Title

Date

2. *I have reviewed this application for the DSC Disparities Leadership Program and am committed to attending all activities and dates of the DLP. In addition, I have reviewed and understand the tuition and cancellation policy of the DLP.*

Print Name of team member

Signature of Team Member

Title

Date

Disparities Leadership Program

Moving Towards Disparities Solutions

Application Submission Form

PART B – Essay Questions – The following questions will be reviewed to help select candidates for the DLP. **These questions apply to those interested in developing a strategic plan over the course of the year, or a specific disparities project.**

1. Please include a brief overview and/or description of your organization (250 words).
2. Please describe the issue, problem, or improvement that you plan to address (limit 250 words).
3. Please describe a rough plan for addressing the above and what phase this organization is in currently – e.g. preliminary planning phase, currently underway but in need of guidance, etc. (limit 350 words)?
4. What resources (time and/or financial) are available for this effort (limit 100 words)?
5. Please describe your organization’s commitment to this effort. (What level of leadership is involved? How is the effort being promoted within the organization? What is being done to help the project succeed? Limit 250 words.)
6. Who would attend the *DLP*? Please provide a brief, one-paragraph biography for each team member and include a description of their current position within the organization and role in disparities efforts.