



BOLD SOLUTIONS FOR HEALTHIER COMMUNITIES.

RESEARCH TO ACTION: LEADING CHANGE IN THE RECRUITMENT AND RETENTION OF A CREATIVE AND INNOVATIVE WORKFORCE

The de Beaumont Foundation seeks applications for an applied positive change leadership certification program designed to help state and local public health agencies improve retention and recruitment and build a more creative and innovative workforce.

OVERVIEW

Background

In 2014, the de Beaumont Foundation partnered with the Association of State and Territorial Health Officials (ASTHO) to create and launch a national survey of the public health workforce, PH WINS (the Public Health Workforce Interests and Needs Survey). In 2017, the survey was expanded to include local health departments, in coordination with the National Association of County and City Health Officials (NACCHO) and the Big Cities Health Coalition.

The first nationally representative survey of the public health workforce, PH WINS has revealed that the workforce faces a high level of turnover. Nearly half of the workforce say they are considering leaving their organization in the next five years. Twenty-two percent are planning to retire during that time, but 25% plan to leave just in the next year for reasons other than retirement. Since 2014, there has been a 41 percent increase in the number of employees who say they're planning to leave their organization.

Top reasons people give for considering leaving include dissatisfaction with pay, lack of opportunity for advancement, and workplace environment. Workers indicate a high level of engagement, but do not believe that creativity and innovation are rewarded. In fact, while 67 percent say that creativity and innovation are rewarded, only 41 percent of non-supervisors agree.

In response to the 2014 PH WINS survey, the de Beaumont Foundation and Association for State and Territorial Health Officials (ASTHO) created the Research to Action learning collaborative, which fostered collaboration and sharing of best practices among state and local health officials and partners to build a more robust, well-trained, and competent

workforce. Now, the de Beaumont Foundation is offering a Research to Action training and leadership program specifically designed to address retention and recruitment.

Specifically, the Foundation, in collaboration with the ASTHO and NACCHO, is offering a positive change certification program to address recruitment and retention while building skills in change management and systems thinking. Teams of participants from up to seven agencies will learn how to leverage their strengths to achieve transformative and lasting change and build a creative and innovative workforce.

Description

Research to Action is an 18-month program taking place between August 2019 and December 2020 designed to support up to seven agency-led teams improve metrics related to employee retention or recruitment through building strategic skills in change management and systems thinking.

Eligibility

The Research to Action program is open to state, territorial, county, and city health departments that have at least 25 employees. To be eligible, agencies must:

- Have participated in PH WINS 2017 or be willing to participate in a baseline survey between July and September 2019. (Agencies that did not participate in PH WINS 2017 that want to apply for the program must agree to provide a contact list including names and email addresses for all agency staff; have the technological ability to receive invitations for an online survey; and promote staff participation in the assessment and achieve a response rate sufficient to generate accurate agency-level data.)
- Assemble a 4-person core team that can participate in all aspects of the program and a 5-person design team that works closely with the core team to carry out the project.

Benefits of Participating

Agencies that participate in this program will receive:

- Expert support in developing an agency-wide retention or recruitment project and action plan.
- System-wide input about what matters most for recruitment or retention in your agency.
- An agency-wide recruitment or retention initiative.
- Fully paid travel for core teams.
- Support in building change management and systems thinking skills in your staff.
- National recognition including opportunities to present in webinars and national meetings.

- Opportunity to apply for partial, financial support from the de Beaumont Foundation to develop a multi-day, state-wide or regional change summit focused on recruitment or retention.
- Appreciative Inquiry Change Leadership certification for staff.

Individual team members who participate in this program will receive:

- Intensive strategic skills development in change management and systems thinking applied to a real time recruitment or retention opportunity.
- Practice leading change around recruitment and retention in your health department.
- Ongoing development and coaching on change management, systems thinking, and project development from experts in the field.
- Peer-to-peer networking, sharing, and learning.
- Professional certification in Appreciative Inquiry Change Leadership.
- Opportunity to present and publish projects at a national level.
- Expanded professional network.
- Opportunity to complete a Leadership Circle Profile assessment focused on improving creative leadership competencies and reducing reactive behaviors for team co-leads.
- Expanded knowledge about cutting edge leading change efforts across the word.

Key Dates

Research to Action is an 18-month program occurring from August 2019 to December 2020. Additional information including the full timeline may be found at the end of the application packet.

Optional informational calls: May 17 and June 3, 3:00-4:00pm ET

Application materials available: May 13

Application due date: June 21

Applicant team interviews with staff: June 24-27

Team selection announcements: June 28

PROGRAM DETAILS

The 2019 cohort of the Research to Action program will involve up to seven agency-led teams that seek to improve metrics related to employee retention or recruitment through building strategic skills in change management and systems thinking using an Appreciative Inquiry (AI) framework (described in detail below).

Recruitment or Retention

While each agency-based team will focus on recruitment or retention, individual projects will vary based on their unique focus related to this critical workforce issue; projects may build on existing efforts in agencies or be new efforts. Teams that engage in a retention project will focus on improving the following metric from PH WINS 2017:

- reduction in percent of staff considering leaving in the next year among non-retirement aged workers or among employees that have been with the agency 0-5 years.

Teams focused on recruitment will develop their own metric that measures the recruitment challenge in which they are focused.

Additionally, teams may choose to focus on additional PH WINS 2017 metrics in the course of their project, such as:

- Increasing the percent of staff agreeing that creativity and innovation are rewarded.
- Increasing the percent of staff agreeing that communication between senior leadership and employees is good.
- Increasing the percent of staff agreeing that their supervisor provides opportunities to demonstrate leadership skills.
- Increasing the percent of staff agreeing that they have had opportunities to learn and grow in in their position over the past year.
- Decreasing salary gaps among demographic groups.
- Increasing representation of underrepresented demographic groups in the agency's workforce (this could be a recruitment metric).
- Increasing the proportion of the workforce at the agency for 0-5 years.
- Increase the proportion of the workforce with relevant credentials (this could be a recruitment metric).
- Increasing in staff proficient in budget and financial management skills.
- Increasing staff proficiency in managing change in response to dynamic, evolving circumstances.

Depending on the focus of team projects, other metrics may be relevant.

A Two-Pronged Approach

This program uses a two-pronged approach to help teams address a recruitment or retention challenge. To begin with, teams will learn about change management and systems thinking through an evidence-based, strengths-focused appreciative inquiry (AI) framework (see below for more details) and they will get practice with applying the framework to a real issue.

Secondly, teams will apply lessons learned to the development of a unique recruitment or retention project in their agency. Over the course of the program, teams will receive ongoing, expert coaching to support the development and implementation of their projects.

Appreciative Inquiry (AI)

Change management and systems thinking are necessary leadership tools for public health professionals. Change management involves ensuring that current efforts align with rapidly changing challenges and environments. Systems thinking involves making sure that our solutions to rapidly changing challenges and environments take into consideration a deep understanding of the entire system. AI is one of a few post-modern approaches to change management that integrates a whole system response.

AI is part of the “strengths revolution” that focuses on what we do best rather than our weaknesses. It works under the principles that words create worlds and that the questions we ask are fateful (positive image leads to positive action). In other words, to become good or great, we need to study (ask generative questions about) what is already happening that is good or great, not study what is wrong or bad. If you study bad, you will simply achieve “not bad.”

The AI framework includes the implementation of a 4-D cycle that results in an appreciative change process that leverages an organization’s shared strengths and unleashes workforce cooperative capacity. The 4 Ds of the cycle includes Discover, Dream, Design, and Destiny. Through semi-structured qualitative interviews, success stories about an area of focus for positive change, in this case recruitment or retention, are collected and leveraged for positive change. As an example, the U.S. Navy used this AI approach to deal with retention and reported to Congress a \$2 billion-dollar savings from unnecessary training costs due to increased retention of first-time volunteers.

Using an appreciative approach to change is relatively new in public health. However, it is gaining use and interest among those in the workforce.

Learning Objectives

By the end of this 18-month program, participants in Research to Action will be able to:

- Execute an appreciative inquiry process toward change in a recruitment or retention project.
- Evaluate the benefits and challenges of using AI as an approach to positive change in their projects and public health.
- Describe why and how human systems change in today's complex, uncertain environment.
- Explain AI as a tool to lead positive change.
- Demonstrate competency in critical public health strategic skills including change management and systems thinking.
- Create new proposals that use or adapt an AI change approach to long-standing organizational and systems challenges.

HOW RESEARCH TO ACTION WORKS

Teams selected for Research to Action will be guided through a five-phase leading change process applied to a project designed by the team to improve recruitment or retention of their workforce, beginning with an introductory webinar in August 2019. Additionally, there are two mandatory in-person meetings: a kickoff meeting Sept. 8-10, 2019 and a session June 7-9, 2020, both in Arlington, Va. Travel for participating teams for the two in-person sessions will be funded by the de Beaumont Foundation.

At the onset of the program, each team will be assigned a primary point of contact from the de Beaumont Foundation. This person will serve as the team's coach and go-to person for all their needs throughout the program including answering questions, providing advice, and securing access to needed resources and subject matter expertise and tools. Core agency teams will meet with their team coach twice monthly through the first 12 months of the program and then twice during the final six months.

Following are details of the program's five phases.

Phase 1

Phase 1 of the project is comprised of one mandatory introductory webinar in August 2019. The purpose of this webinar is to introduce the teams and their initial thoughts about their projects and to introduce the concept of AI.

By the end of Phase 1, participants will be able to:

- Describe the expectations of the program.
- Discuss the process and flow of the program.
- Design and develop a team alliance for working together through the program.

- Discuss each team member's strengths s/he brings to the program work.
- Describe how action learning and quality improvement will be used to support ongoing learning and development.
- Outline a potential project.

Deliverable:
Team Charter

Phase 2

Phase 2 is a 2 ½ day in-person session in Arlington, Va., on Sept. 8-10, 2019. This session begins on Sunday afternoon (1:00pm ET) and concludes on Tuesday afternoon (2:00 pm ET) and is led by core faculty at the Weatherhead School of Management at Case Western Reserve University. At the in-person session, participants will meet others in their cohort, and be trained in the model of AI. By the end of this session, teams will select an action project to apply or adapt AI to address a real time change opportunity related to recruitment or retention.

By the end of Phase 2, participants will be able to:

- Describe an appreciative approach to leading positive change including how and why it works.
- Ask powerful questions that open the floodgates for positive change.
- Discuss the 4D cycle for engaging the whole system in positive change.
- Identify a process that will guide them to the development of a project to lead to positive change in recruitment or retention of their workforce.

Deliverables:

Identification of retention or recruitment topic/opportunity. Outline of a potential change leadership process to explore their topic/opportunity. Initial draft of action plan.

Phase 3

Phase 3 includes monthly cohort coaching calls with core faculty at the Weatherhead School of Management at the Case Western Reserve University starting in October 2019 through May 2020, (vacation during December 2019). These calls are active coaching sessions designed to support the application or adaptation of the AI methodology with multiple stakeholders in the Discovery, Dream, and (initial) Design phases of a recruitment or retention project. At a minimum, two members of each team must participate on all cohort coaching calls and learning opportunities. Participation on the calls is strongly encouraged by all team members.

This phase also includes monthly just-in-time learning opportunities between October 2019 through May 2020. These learning opportunities may include a mix of asynchronous and

synchronous just-in-time learning opportunities focused on topics such as the integration of key principles of quality improvement and action learning into project work. These sessions are meant to be responsive to emergent cohort needs.

By the end of this phase, participants will be able to:

- Create a draft action plan for the development of their change project.
- Engage in and refine a change process leading to steps toward positive change in recruitment and retention of their workforce.
- Develop a plan for testing their change ideas.
- Articulate potential efforts to integrate change ideas into organizational level changes.
- Articulate lessons learned including successes and challenges associated with the implementation of the 4D cycle.

Deliverables:

Draft action plan. Appreciative Interview Guide and preliminary qualitative findings.

Phase 4

Phase 4 is a 2 ½ day in-person session in Arlington, Va., on June 7-9, 2020. This session will begin at 1:00 pm ET on Sunday and conclude on Tuesday at 2:00 pm ET. It will be led by core faculty at the Weatherhead School of Management at Case Western Reserve University. During this final, in-person session, participants will present their projects to date. They will refine their action plans for the year following completion of the program. Additionally, participants will discuss best practices for sustaining positive change as well as using and sustaining appreciative inquiry in complex and uncertain times. Finally, participants will take part in a certification celebration.

By the end of this phase, participants will be able to:

- Describe the impact of engaging in an appreciative approach to change.
- Discuss successes and challenges associated with a positive approach to change.
- Give and receive feedback on appreciative recruitment or retention projects.
- Identify next steps in their leading change efforts.
- Identify new opportunities for leading positive change.
- Develop a 6- to 12-month action plan for their work.
- Identify best practices in sustaining positive change.
- Discuss the use and sustainability of appreciative inquiry in complex and uncertain environments.

Deliverables:

Project slide deck. Six- to 12-month action plan.

Phase 5

After the final in-person session in June, participants will engage in monthly team and quarterly cohort coaching calls through December 2020 while they continue to implement their recruitment and retention project. At the completion of this program, each core team member will receive an Appreciative Inquiry Change Leadership certification. The certificate is awarded by the Fowler Center for Business as an Agent of World Benefit, a partner of the Weatherhead School of Management, Case Western Reserve University. The Fowler Center advances the scholarship and practice of flourishing enterprise. David Cooperrider, faculty member of Weatherhead, says “flourishing enterprise is about people being inspired every day and bringing their whole selves to work; it’s about innovation arising from everywhere; and it’s about realizing remarkable relationship with stakeholders.”

By the end of this phase, participants will be able to:

- Describe program successes and challenges.
- Identify and describe a systems-level change related to recruitment and retention.
- Describe new public health strategic skills in change management, systems thinking, and problem-solving.
- Discuss how they can adapt their new change leadership skills to a new project.
- Identify best practices in recruitment and retention and discuss best practices in workforce development.

Deliverables:

Report highlighting the project development process, successes and challenges, lessons learned, and next steps. Revised action plan. Participation in a virtual summit to share best practices in workforce development.

Site Visit

In collaboration with the team’s coach, each team can schedule a maximum of one site visit over the course of the program. The timing and scope of work for this visit will be determined between the team and coach. This visit should be designed as a working visit and may include the core and design team and other players as necessary. A limited amount of technical assistance from relevant providers may be available and can be negotiated between team and coach.

Fees

All core team travel expenses and program fees are paid for by the de Beaumont Foundation.

TEAM COMPOSITION AND PROJECT SPONSOR

Core Team

Agencies must identify a core team consisting of four members who will actively participate in all components of Research to Action. All core team members are required to participate fully in the 18-month program including full attendance at the two in-person sessions.

The core team should have two co-leads. These leads may be the human resources and/or workforce development directors, the designated workforce champion from PH WINS 2017, health commissioner, senior deputy, or other member of the agency's executive leadership team; state/territorial health officials are welcome to be part of the core team. Team co-leads should be deeply committed to workforce development in the health department and committed to developing their staff and improving the systems that support the workforce.

The other members of the core team should hold a manager position or higher (director, program manager, performance improvement manager, health equity director, IT manager, etc.) or have a minimum of three years of experience. Each primary team must seek diversity in area of expertise, program function, race/ethnicity, age, etc.

It is the responsibility of the core team to share with and teach the members of the full team what they are learning in their training and to engage them on a regular basis in project activities.

Design Team

In addition to the four core team members participating in all components of Research to Action, participating agencies should identify a minimum of five additional staff who will not participate in the primary training but will assist in designing and supporting the agency's recruitment or retention project. In order to build support for the agency's initiatives, agencies are encouraged to identify these additional team members from a range of divisions, departments, or units within the agency. (If five additional full team members is a challenge, please indicate this in your application).

Design team members may include non-supervisory staff within the agency and across departments, divisions, units, or external partners outside the agency. Multi-sector teams are encouraged as appropriate. These team members may include community partners, university partners, your public health training center representative, TRAIN administrator, etc. Teams may have state, territorial, local, and tribal representation. Each design team must seek diversity in area of expertise, program function, race/ethnicity, age, etc.

The design team may grow and change members as the project becomes more clearly defined over the first three to five months of the program. The design team will have access to all asynchronous trainings, online resources, etc.

Project Sponsor

Each team must have an agency sponsor who supports and champions the work of the team and who can help create opportunities for positive change in ways that the team may not be able to do without additional high-level support. A project sponsor may be the state/territorial/local health official, or another person in a leadership role at the agency. This person may or may not be an active team member but nevertheless plays a critical role for the team by forging a path whereby the team can engage in work that supports the workforce and create the conditions in which the workforce can thrive.

FINAL DELIVERABLES

After the completion of the final in-person session for this program, each team must complete a final summary report of their process and projects in a template developed by the deBeaumont Foundation. This report must be completed by December 30, 2020. Additionally, team members will receive and are expected to complete an evaluation of their participation in the cohort. Teams are also encouraged to share their experience and expertise in positive change leadership with others inside and outside of their health department. Additional information about how teams might develop trainings or modules on positive change leadership for their own use is forthcoming.

BEYOND THE PROGRAM: CHANGE SUMMIT

After the program is completed, all teams will have the opportunity to apply for partial, financial support from the deBeaumont Foundation to develop a multi-day, state-wide or regional change summit focused on recruitment or retention. Interested teams will go through a secondary application process during the final two months of Research to Action and one team will be selected to work with the Center to scale their project to a state-wide or regional level. Not all projects are likely to lend themselves to such an effort. Additional information about the change summit will be made available after the launch of Research to Action.

EVALUATION

Research to Action aims to benefit not only the health departments selected to participate, but also other health departments committed to improving recruitment or retention of the workforce using an AI approach. The processes, successes, and lessons learned by the participating teams will be shared with other interested agencies. This will be accomplished through an evaluation study conducted by a third-party independent evaluator. The evaluation will assess the application of AI for positive change in governmental public health for improving recruitment or retention efforts, as well as any impact derived from

the implementation of teams' projects, through all phases of the program. The results of the evaluation will be made public and published.

Agencies participating in Research to Action will be expected to participate in the evaluation activities, including:

- Collecting and sharing necessary data to measure progress, or lack thereof;
- Participating in other data collection activities such as interviews, focus groups, and surveys as determined by the evaluation team; and
- Having their strategy development, implementation, and costs as well as the results achieved documented by the evaluators. This way, the health department itself and the evaluation team – as well as other health departments and stakeholders -- can learn about the approach, results achieved, and lessons learned.

The findings from Research to Action will be publicized in two public-facing reports. These reports will focus on the recruitment and retention projects and on AI as a change strategy in public health. The public reports will maintain the confidentiality of information on individuals. Health departments will also be asked to review the draft evaluation reports prior to their publication in order to identify and correct any factual errors that may not have been caught by the evaluation team. They will also receive a pre-publication copy of each public report.

NEXT STEPS

If Research to Action sounds right for your agency at this time, we invite you to apply. Below you will find guidance for developing your application including eligibility criteria and completing the online application.

Eligibility and Requirements

The Research to Action program is open to state, territorial, county, and city health departments that have at least 25 employees. To be eligible, agencies must:

- Have participated in PH WINS 2017 or be willing to participate in a baseline survey between July and September 2019. (Agencies that did not participate in PH WINS 2017 that want to apply for the CHANGE program must agree to provide a contact list including names and email addresses for all agency staff; have the technological ability to receive invitations for an online survey; and promote staff participation in the assessment and achieve a response rate sufficient to generate accurate agency-level data.)
- Be committed to focusing on recruitment or retention of a highly qualified workforce.
- Have a specific idea of a recruitment or retention challenge facing the agency that would be addressed during their participation in the program, and develop a specific plan to address the challenge(s) in the agency.
- Assemble a 4-person core team, including two team co-leads, that can participate in ALL aspects of the program including travel to two, 2 ½ in-person learning sessions, with travel fully funded by the de Beaumont Foundation.
- Assemble a 5-person design team that will work with the core team in designing a recruitment or retention project in their agency.
- Be sponsored by a senior leader (state/territorial health official, health commissioner, etc.) in your agency.

Application Process

Participants should complete the de Beaumont Foundation's online application process.

The link to the grants management site where you will fill out the application is:

<https://www.grantinterface.com/Home/Logon?urlkey=debeaumontfoundation>. This link will not contain the application information until Friday, June 1, 2019; however, this will be the link you use at that time. Staff at the de Beaumont Foundation will schedule interviews with selected applicants during the week of June 24, 2019. This will be an opportunity to discuss your project and also for you to have any outstanding questions answered. The application template below will be helpful to guide the development of your online application.

Contact Information

If you have any questions about this program, please contact Samantha Cinnick, Program Officer at the de Beaumont Foundation (cinnick@debeaumont.org). Alternatively, you may contact Kris Risley, Managing Director for Workforce, at risley@debeaumont.org or 301-358-4932. At ASTHO, you may contact Kyle Bogaert, Director, Workforce Development, at kbogaert@astho.org. If you have technical questions about submitting your online application, please contact Rachel Locke, Program Associate, de Beaumont Foundation at locke@debeaumont.org.

APPLICATION

Core Team Co-Lead #1 (Primary Point of Contact)

Name	
Position/Title	
State/DHHS Region	
Agency	
Phone Number	
Email	
LinkedIn Address	

Core Team Co-Lead #2

Name	
Position/Title	
State/DHHS Region	
Agency	
Phone Number	
Email	
LinkedIn Address	

Core Team Member #3

Name	
Position/Title	
State/DHHS Region	
Agency	

Phone Number	
Email	
LinkedIn Address	

Core Team Member #4

Name	
Position/Title	
State/DHHS Region	
Agency	
Phone Number	
Email	
LinkedIn Address	

Team Sponsor

Name		
Position/Title		
State/DHHS Region		
Agency		
Phone Number		
Email		
LinkedIn Address		
Active Team Member	YES, I will be an active team member	NO, I will not be an active team member

Project Description

In no more than five to six pages, please describe your proposed project knowing that the project may change over the course of participation.

1. Outline how you fit the **eligibility criteria**. How will you ensure active participation across your agency in your core and design teams? How will your senior/local health official and agency support and champion your team's work? Please include a letter of support from your senior/local health official. (5 points)
2. **Why** does a program in positive change leadership matter to your agency? (10 points)
3. What is the **current reality** you face regarding recruitment or retention in your agency? Use PH WINS data as necessary. (15 points)
4. A key principle of an appreciative or positive approach to leading change is that *our words create our worlds*. (30 points)
 - a. What is the world around recruitment or retention that you want to create in your agency? It might be helpful to think about your desired future state.
 - b. What are you already doing to achieve this 'world'? The size of the action does not matter; it is important to think about efforts from the past/present that have the potential to support the world you want to create.
 - c. What PH WINS metrics do you hope to influence? What outcomes do you hope to achieve in the next one year as a result of participating in this project (December 2020)? What outcomes do you hope to achieve in two years as a result of participating in this project (December 2021)?
5. **Workforce development** (15 points)
 - a. How does this work fit in with any existing workforce development plans in your agency or performance/outcome measures?
 - b. How do you anticipate that this work will support your workforce? How might your workforce be changed by participating in this work?
6. **Leadership implications** (10 points)
 - a. How do you anticipate your work in this program may help you achieve your recruitment or retention goals and how might this work help you be a model for other health departments?
7. **Anticipating participation challenges** (10 points)
 - a. What might keep you and your team from fully participating in this project?
 - b. What actions can you take in your organization to ensure full participation by the core team at a minimum and secondarily the design team?
8. **Summary** (5 points)

In one or two paragraphs, provide a summary of how you believe this program will support your workforce needs and how your work in this program will help you address your recruitment or retention challenges.

TIMELINE AT A GLANCE

Research to Action: Application Phase	
May 13, 2019	Application materials released.
May 17 and June 3, 2019, 3-4pm ET	<p>Information calls for potential applicants. These calls are optional. May 17, 2019 Please join my meeting from your computer, tablet or smartphone. https://global.gotomeeting.com/join/138703173 You can also dial in using your phone. United States: +1 (872) 240-3412; Access Code: 138-703-173 New to GoToMeeting? Get the app now and be ready when your first meeting starts: https://global.gotomeeting.com/install/138703173</p> <p>June 3, 2019 Please join my meeting from your computer, tablet or smartphone. https://global.gotomeeting.com/join/453634069 You can also dial in using your phone. United States: +1 (872) 240-3412; Access Code: 453-634-069 New to GoToMeeting? Get the app now and be ready when your first meeting starts: https://global.gotomeeting.com/install/453634069</p>
June 1, 2019	<p>Online application form becomes available. https://www.grantinterface.com/Home/Logon?urlkey=debeaumontfoundation</p>
June 21, 2019 (5pm ET)	<p>Online applications due to the de Beaumont Foundation. The link to the grants management site where you will fill out the application is located here: https://www.grantinterface.com/Home/Logon?urlkey=debeaumontfoundation. This link will not contain the application information until Friday, June 1. If you visit this link ahead of this date, you will only be able to create an account.</p>
June 24-27, 2019	Interviewed with selected applicants. Each call is 45 minutes
June 28, 2019	Applicants to receive notification of application status
Research to Action: PHASE 1, PHASE 2, PHASE 3, PHASE 4, PHASE 5	
Phase 1: August 23, 2019 (3-5pm ET)	Welcome webinar for selected teams (Details to follow)
Phase 2: September 8 (1pm ET) to September 10 (2pm ET), 2019	In-person session (core team only)
Phase 3: October 2019–May 2020 (5 calls with break in December)	Monthly coaching calls with Case Western. Focus is on development of appreciative change projects
Phase 3: October 2019–May 2020	Monthly learning opportunities: Content based on cohort needs/desires
Phase 4: June 7 (1pm) to June 9 (2pm), 2020	In-person session (core team only)
Phase 5: July-December 2020	<p>Monthly team and quarterly cohort calls. Virtual Summit to Share Best Practices (December 2020)</p>
Deliverables	
September 30, 2020	All deliverables due to the de Beaumont Foundation