



THE
ROBERT WOOD
JOHNSON
FOUNDATION



State Health Leadership Initiative Goals

The chief health official in a state's health department holds one of the most demanding positions in government. Health officials are responsible for ensuring that the public health system is effective in a rapidly changing health care and political environment. To succeed, state health officials (SHOs) need expertise in policymaking and the political system, as well as scientific knowledge of public health. To assist state health officials in becoming administrators, policymakers, and protectors of the public's health, The Robert Wood Johnson Foundation supports the State Health Leadership Initiative.

The State Health Leadership Initiative invites newly appointed state health officials to become part of a dynamic class for two years. The program offers training and assistance designed to:

- Enable state health officials to better anticipate and respond to the myriad of managerial and policy challenges during the first two years of their tenure.
- Enhance state health officials' ability to improve the effectiveness of their agency programs and personnel.
- Develop state health officials' leadership skills to become integral members of the state health policymaking team.

State Health Leadership Initiative Services and Partners

To meet these goals, new state health officials the Initiative provides to a broad array of opportunities that are administered by the Initiative Partners.

The **Association of State and Territorial Health Officials** conducts an orientation visit with each new SHO; oversees a mentoring program which pairs SHLI participants with an experienced colleague who serves as a mentor during the first year of his or her tenure; conducts two SHLI networking meetings; and maintains information about the Initiative, state health officials, and national resources on www.StatePublicHealth.org.

The **Harvard University John F. Kennedy School of Government** conducts a week-long, summer seminar, with a curriculum designed to meet the unique needs of new state health officials. Personalized skill building assessment services are also provided that include the administration and interpretation of the Myers Briggs Type Indicator, as well as other leadership assessment tools.

The **National Governors Association Center for Best Practices** (*SHLI National Program Office*) provides overall guidance and direction to the Initiative, and administers a customized technical assistance fund available to participating SHOs. Recipients of this fund have used it to improve the way their agency operates, to build communication skills, and for relationship building with their senior management team. It has also been used to specifically improve the SHOs own leadership, organization and management skills.

State Health Leadership Initiative Participants

Fifty-six state health officials have participated in the Initiative since it began in 1998. Four of the first class of 12 participants continue as state health officials today and their tenures now far exceed the traditional two-year average for SHOs.

John Agwunobi--Florida
Brian Amy--Mississippi
Bruce Anderson--Hawaii
Nick Baird--Ohio
Les Beitsch--Oklahoma
Diana Bontá--California
Fay Boozman--Arkansas
Robert Brooks --Florida
Douglas Bruce - Alaska
Darlene Carty--Virgin Islands
Mike Crutcher--Oklahoma
Leah Devlin--North Carolina
Richard Dunn--Missouri
Terry Dwelle--North Dakota
Catherine Eden--Arizona
Christine Ferguson--Massachusetts
Deborah Fleming--Wyoming
Chiyome Fukino--Hawaii
Joxel Garcia--Connecticut
Steven Gleason--Iowa

Christine Grant--New Jersey
Gail Gray--Montana
Mary Guinan--Nevada
Mary Hansen--Iowa
Grant Higginson--Oregon
James Hofschneider--Northern
Mariannas
Earl Hunter--South Carolina
Paul Jarris --Vermont
Calvin Johnson--Pennsylvania
Bill Kassler--New Hampshire
Clifton Lacy--New Jersey
Bradford Lee--Nevada
Jan Malcolm --Minnesota
Dianne Mandernach--Minnesota
Richard Mandsager--Alaska
Mavis Matthew(s)--Virgin Islands
Madeline McAndrew--Louisiana
Garry McKee--Wyoming
Patricia Montoya--New Mexico

Mike Moser--Kansas
Jane Norton--Colorado
Janet Olszewski--Michigan
Karen Pearson--Alaska
Anne Peterson--Virginia
Dick Raymond--Nebraska
Jaime Rivera--Delaware
Kenneth Robinson--Tennessee
John Rullan--Puerto Rico
Eduardo Sanchez--Texas
Mary Selecky--Washington
Sandra Shewry--California
Robert Stroube--Virginia
Ulder Tillman--Delaware
Ivan Walks--District of Columbia
Eric Whitaker--Illinois
Gregory Wilson--Indiana
Robert Zimmerman--Pennsylvania

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