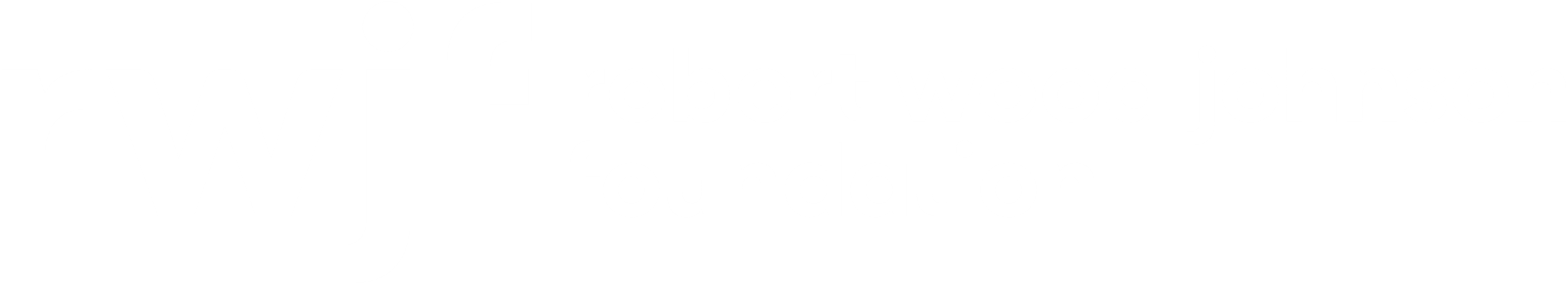


*Medicaid Pathways Program*  
2024-2025 Request for Applications

**Application Deadline:  
August 14, 2024**



Support for this project is provided by the Robert Wood Johnson Foundation.

The views expressed here do not necessarily reflect the views of the Foundation.

# Important Information

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| Purpose | The *Medicaid Pathways Program* (MPP) is a nine-month professional development program that supports senior Medicaid leaders in strengthening the knowledge and skills necessary to effectively lead a complex organization like Medicaid and advance key organizational development goals. The program is designed for a diverse cohort of senior leaders who are new to their Medicaid leadership role and/or interested in advancing to a more senior role in the future. MPP is led by the Center for Health Care Strategies with support from the Robert Wood Johnson Foundation. |
| RFA Release | July 17, 2024 |
| Informational Calls for Potential Applicants | * Monday, July 22, 2024, 2 – 3 pm ET * Wednesday, August 7, 2024, 1 – 2 pm ET   To participate by phone, call **833-928-4608** and use meeting ID **452 829 6848. For video, please use the following link:**  <https://chcs.zoom.us/j/4528296848?omn=83648286522>  *(While applicants are not required to participate, it is encouraged.)* |
| Applications Due | August 14, 2024, 11:59 pm ET |
| Selection Notification | Applicants will be notified of their status in October 2024. |
| Program Period | October 2024 – June 2025 |
| Virtual Kickoff Meeting | October 29, 2024, 2 – 3:30 pm ET |
| Eligibility | Senior leaders in Medicaid agencies from all states, commonwealths, and territories are eligible to apply. Senior leader refers to deputy- and executive-team level positions (e.g., deputy director, chief financial officer, chief medical officer) and current or rising senior managers (e.g., bureau/section/unit chiefs, policy directors). Individuals with diverse identities, backgrounds, and experiences, including Black, Indigenous, and other people of color, individuals with disabilities, individuals who identify as LGBTQ+, and especially those with lived or personal experience with Medicaid or another publicly financed program (e.g., SNAP, TANF), are strongly encouraged to apply. |
| CHCS Contacts | Abena Ohene-Ntow, senior program officer, [aohene-ntow@chcs.org](mailto:aohene-ntow@chcs.org);  Disha Williams, program officer, [dwilliams@chcs.org](mailto:dwilliams@chcs.org) |

# Purpose

The [*Medicaid Pathways Program*](https://www.chcs.org/project/medicaid-pathways-programs/) (MPP) supports senior Medicaid leaders in strengthening the necessary leadership skills to successfully oversee a complex organization like Medicaid and advance strategic initiatives that improve health and foster greater community engagement. MPP is designed for Medicaid leaders with diverse identities, backgrounds, and perspectives who are new to their leadership role and/or are interested in advancing to a more senior role in the future. The program is led by the Center for Health Care Strategies (CHCS) with support from the Robert Wood Johnson Foundation (RWJF).

# Background

Medicaid provides free or low-cost health coverage to a quarter of Americans, and the program is the financial underpinning of many health and human services at the state, territory, and local levels. Medicaid plays an essential role in efforts to expand access, improve health outcomes, and advance health equity.

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| *Meeting colleagues who understand the unique challenges of being an emerging leader in Medicaid has been extraordinarily valuable.*  *- Recent MPP participant* |

Medicaid leaders — responsible for maintaining core programmatic operations and advancing ambitious health care policy innovations — are key to unlocking the program’s potential as a vehicle for change. These health care stewards make or inform critical decisions about policy and resource allocation that influences health care delivery for millions of people across the United States. As they navigate an environment of budgetary, operational, and increasingly polarized political pressures, they also have significant influence over who gets invited to participate in decision making and whose voices are heard, which is especially relevant given new federal rules aimed at elevating the role members play in shaping Medicaid program and policy changes.

Despite the significant role that senior Medicaid officials play in providing long-term continuity for their agencies and serving as the talent pool for future Medicaid directors, few opportunities exist to support their [[leadership development.](https://www.chcs.org/resource/identifying-opportunities-to-support-a-diverse-pipeline-of-rising-medicaid-leaders/)](https://www.chcs.org/resource/identifying-opportunities-to-support-a-diverse-pipeline-of-rising-medicaid-leaders/) Increased investment in Medicaid leadership, especially individuals with diverse identities, backgrounds, and experiences, can help states and territories enhance their organizational capacity to improve health outcomes.

Since 2021, MPP has supported 60 participants — representing 29 states, the District of Columbia, and Puerto Rico — in strengthening their Medicaid leadership skills. MPP grew out of the [*Medicaid Leadership Institute*](https://www.chcs.org/project/medicaid-leadership-institute/) (MLI), a program established by CHCS in 2009 that supports the leadership development of Medicaid directors. With RWJF support, 77 competitively selected Medicaid directors and their senior leadership teams from 45 states, commonwealths, and territories across the political spectrum have participated in MLI since its inception.

# Program Description

MPP is a nine-month leadership development program for a cohort of up to 20 competitively selected Medicaid leaders. Building off the [Framework for Public Sector Leadership](https://www.chcs.org/resource/an-introduction-to-the-framework-for-public-sector-leadership/), MPP is designed to bolster the leadership capacity of senior Medicaid officials, with diverse identities, backgrounds, and perspectives, and who are new to their leadership role and/or are interested in advancing to a more senior role in the future.

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| Diversity and Equitable Representation in Medicaid When Medicaid leaders [mirror the identities](https://www.chcs.org/resource/addressing-equity-by-diversifying-medicaid-leadership/) of members, they may better relate to members’ needs, challenges, and strengths. MPP encourages applications from leaders with diverse identities and perspectives, including Black, Indigenous, and people of color, individuals with disabilities, individuals who identify as members of the LGBTQ+ community, and especially those with lived or personal experience with Medicaid or another publicly financed program (e.g., SNAP, TANF).  The following descriptions may guide applicants in their response.\*   * **Self-reported identity** refers to race, ethnicity, language, disability, age, gender, gender identity, religion, social class, and intersections among these identities, or other socially determined circumstances that may impact equity and an individual’s ability to reach their full well-being. * **Lived experience** refers to one’s experience based on self-reported identity, meaning someone who has personal knowledge about the world gained through direct, first-hand involvement in everyday events such as racism, homelessness, and behavioral health, among others. * **Cross-cultural experience** refers to one’s experience with populations and communities different than one’s self-reported identity, such as living in a country other than the U.S., learning another language, and working with racially and ethnically diverse populations and communities.   *\** [*Oregon Health Policy Board Committee Member Survey*](https://www.oregon.gov/oha/OHPB/MtgDocs/OHPB-Committee%20Baseline%20Membership%20Survey_121721_FINAL.pdf) |

The objectives of MPP are to: (1) strengthen participants’ skills so they can more effectively thrive in complex leadership roles; (2) facilitate the advancement of senior Medicaid leaders, including creating opportunities to support more diversity in leadership positions to reflect the communities served by Medicaid; and (3) build peer relationships and foster a network of Medicaid leaders for idea sharing, problem-solving, and support. These objectives are achieved through a strategically designed program curriculum, outlined below.

## Program Eligibility

Senior leaders in Medicaid agencies from all states, commonwealths, and territories are eligible to apply. MPP is a non-partisan program with a history of supporting individuals from across the political and geographic spectrum. Senior leader refers to deputy- and executive-team level positions (e.g., deputy director, chief financial officer, chief medical officer) and current or rising senior managers (e.g., bureau/section/unit chiefs, policy directors). All eligible applicants are welcome to apply.

MPP aims to support more diversity and equitable representation in Medicaid leadership positions. As such, individuals with diverse identities, backgrounds, and perspectives are encouraged to apply. This includes individuals who are Black, Indigenous, and other people of color; individuals with disabilities; individuals who identify as members of the LGBTQ+ community; and especially individuals with lived or personal experience with Medicaid or another publicly financed program (e.g., SNAP, TANF).

## Program Curriculum

The program curriculum is designed to be relevant to participants’ interests, as well as the current environment at both the federal and state levels. MPP includes three core program components:

1. **A competency-based leadership model.** Participants will receive expert training through a curriculum grounded in a [competency-based core leadership framework](https://www.chcs.org/resource/an-introduction-to-the-framework-for-public-sector-leadership/) designed jointly by CHCS, the Milbank Memorial Fund, and the National Association for Medicaid Directors. This framework will guide core leadership topics, including personal leadership and self-management; setting and managing strategic direction; engaging and motivating people; practicing good public administration; and driving and delivering results. The program curriculum incorporates inclusive leadership and identity conscious leadership principles, which aim to strengthen support for leaders’ self-awareness, accountability for their biases, and commitment to empowering others.
2. **Individualized leadership coaching.** Each participant will be assigned a leadership coach who is available throughout the program. Participants receive coaching through 1:1 virtual sessions. Coaches work with participants to craft an individualized leadership development plan, which includes personal leadership development goals, activities to practice skills, and opportunities to apply the leadership skills emphasized in the program to the participants’ daily work.
3. **Application of leadership curriculum.** Each participant will identify specific areas within their daily work where they can apply and practice the program content in ways that foster their development.MPP faculty and leadership coaches work with participants to identify an area within the participant’s sphere of influence that offers substantial opportunity to practice newly developed skills.

## Program Activities

The program includes virtual and in-person components. Participants will:

1. **Attend monthly virtual all-participant meetings.** During each of these meetings, participants receive group training in the MPP leadership curriculum and converse with leadership experts. All-participant meetings will occur once per month (see *Timeline and Schedule*, next page). Each meeting is three hours long.
2. **Attend virtual key leadership topic seminars.** Participants will attend virtual key topic seminars, each lasting one hour. These seminars will delve deeper into leadership topics prioritized by the participants and offer an opportunity to connect with peers and faculty. Participants have the flexibility to choose the sessions that align most closely with their interests and professional needs.
3. **Attend two in*-*person all-participant meetings.** Participants will attend two in-person meetings, which are each two to three days, in a to-be-determined location. CHCS will cover all costs for participants.
4. **Participate in virtual leadership coaching.** Participants will be paired with a leadership coach throughout the nine-month program. The coaching will help the participants translate the leadership competencies into their daily work. The total time commitment for 1:1 leadership coaching is approximately seven hours over the nine-month program.
5. **Network with peers.** After selection, CHCS will organize participants into *accountability pairs*, based on several factors, including but not limited to their current Medicaid leadership position, tenure, and location. Accountability pairs are encouraged to meet at least four times during the program year. Participants will also be connected with an MPP alumnus and are encouraged to meet with them at least twice during the program year. These conversations can be used to discuss application of leadership principles to participants’ daily work, foster shared learning and accountability to leadership goals, and develop peer relationships and ongoing support networks that participants can draw on throughout the program and beyond.

All MPP support will be provided at no cost to participants. MPP participants will be reimbursed for their travel and related costs, such as airfare, accommodations, and meals.

# Timeline and Schedule

Following is a tentative schedule for the 2025 MPP Class:

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| Date | Event |
| July 22, 2024, 2:00 pm ET | First informational call for potential applicants   * By phone, **833-928-4608**; use meeting ID **452 829 6848.** * By video, please use this link: <https://chcs.zoom.us/j/4528296848?omn=83648286522>   *(Applicant attendance is not required, but is encouraged.)* |
| August 7, 2024, 1:00 pm ET | Second informational call for potential applicants   * By phone, **833-928-4608**; use meeting ID **452 829 6848.** * By video, please use this link: <https://chcs.zoom.us/j/4528296848?omn=83648286522>   *(Applicant attendance is not required, but is encouraged.)* |
| August 14, 2024, 11:59 pm ET | Applications due via online submission |
| October 2024 | Participant selection notification |
| October 17 – October 29, 2024 | Virtual introductory calls with participants |
| October 29, 2024, 2 – 3:30 pm ET | Virtual program kickoff meeting |
| November 20 – 22, 2024 | In-person all participants meeting |
| December 2024 | Virtual 1:1 coaching begins  *(scheduling will be coordinated between coaches and participants)* |
| December 12, 2024, 1:00 – 4:00 pm ET | Virtual all-participants meeting |
| January 16, 2025, 1:00 – 4:00 pm ET | Virtual all-participants meeting |
| February 13, 2025, 1:00 – 4:00 pm ET | Virtual all-participants meeting |
| March 13, 2025, 1:00 – 4:00 pm ET | Virtual all-participants meeting |
| April 10, 2025, 1:00 – 4:00 pm ET | Virtual all-participants meeting |
| May 8, 2025, 1:00 – 4:00 pm ET | Virtual all-participants meeting |
| June 4 – 5, 2025 | In-person all-participants meeting |
| Ongoing | Individualized leadership coaching, peer networking, and key leadership topic seminars |

# Selection Criteria and Process

Senior leaders in Medicaid programs from all states, commonwealths, and territories are eligible to apply. Senior leader refers to deputy- and executive-team level positions (e.g., deputy director, chief financial officer, chief medical officer) and current or rising senior managers (e.g., bureau/section/unit chiefs, policy directors).

Multiple applications from the same state will be considered; however, there may be a limit on how many applications from the same state will be accepted. Individuals who have previously applied are welcome to reapply. Medicaid directors are encouraged to support all interested senior leaders in applying for the program. MPP aims to support more diverse and equitable representation among Medicaid leaders and is committed to developing a cohort of up to 20 participants that includes diversity in regard to:

* **Identity**: Individuals who represent historically and currently marginalized communities, such as those who identify as Black, Indigenous, and/or other people of color, individuals with disabilities, individuals who are members of the LGBTQ+ community, among others.
* **Lived Experience**: Individuals with lived or personal experience with Medicaid or another publicly financed program (such as SNAP and TANF).
* **Position and Role**: Individuals who are new to their senior leadership position and/or aspire to move into more senior levels of Medicaid leadership.
* **Geographic and Political Representation**: Individuals who represent a range of state- and territory-level political contexts and geography.

Since this program aims to support increased diversity in Medicaid leadership, applicants are welcome to share any relevant information about their identity, lived experience, and/or perspectives that informs their work to better support those served by Medicaid.

Please email Disha Williams, program officer, [dwilliams@chcs.org](mailto:dwilliams@chcs.org), with any questions regarding eligibility.

Selection decisions will be based on the review of information provided in applications *(see page 10)* related to:

1. ***Statement of personal interest*** *(up to 300 words).* Applicants should provide a statement explaining their interest in participating in MPP. This should describe individual leadership challenges and opportunities they currently face as a senior Medicaid leader and how they believe participating in MPP may:

* Maximize their leadership potential and overcome challenges; and
* Support their long-term success as a Medicaid leader.

1. ***Organizational impact*** *(up to 300 words)****.*** Applicants should describe how their participation in MPP can:

* Enhance their ability to advance key organizational initiatives; and
* Benefit their Medicaid agency and/or the communities served.

1. ***Culture of inclusive leadership*** *(up to 300 words).*Applicants should provide a brief explanation of how MPP can support them in becoming an inclusive leader in their organization. Applicants should describe:

* What inclusive leadership means to them;
* A vision for fostering inclusive leadership within their sphere of influence, including shared decision making and engaging under-represented voices in their organizations and communities served; and
* How MPP can help them achieve this vision.

# Required Application Content

Applications *(see page 10)* should include:

* **Bio** (up to 100 words). Applicants should include a brief professional bio. Please include name, degree(s), job title, department, a brief description of your responsibilities, and one sentence about your previous role(s). We also welcome you to share anything about yourself that is important to you, your work, and/or your identity. See examples of [MPP participants’ bios](https://www.chcs.org/medicaid-pathways-program-participants/). (Note: please do not include a quote).
* **Resume.** Applicants should include a recent resume.
* **Letter of support from Medicaid director.** Applicants must obtain a letter of support for participation from their Medicaid director. The letter should indicate the willingness of the Medicaid director to support the applicant in meeting MPP’s time requirements, including participation in virtual and in-person meetings, coaching, and other program activities. The letter should not exceed one page.
* **Application narrative** (up to 900 words). Applicants must submit a narrative that addresses the three selection criteria (statement of interest, organizational impact, and fostering a culture of inclusive leadership).

# Submission Information and Deadline

All applications must be received by **August 14, 2024 at 11:59 pm ET**. To submit your application, please follow the steps below:

1. Access the [JotForm application link](https://form.jotform.com/241904298420153).
2. Complete the Participant Information table *(see page 10)* and confirm your availability to participate in all the events outlined in the Timeline and Schedule *(see page 6)*.
3. Combine your cover sheet, professional bio, and responses to the application narrative into one PDF, name the file: **MPP Application\_First Name\_Last Name**., and upload it to the *Cover Sheet, Brief Bio, and Responses to Narrative Questions* field.
4. Upload your resume (in PDF format) to the *Resume* field.
5. Upload your letter of support (in PDF format) to the *Letter of Support* field. Please note that letters of support can be submitted after the application deadline. If you need an extension, please inform Disha Williams ([dwilliams@chcs.org](mailto:dwilliams@chcs.org)) and email the letter to her when it is available. The letter of support is required for program selection.

Direct questions to Disha Williams at [dwilliams@chcs.org](mailto:dwilliams@chcs.org) or Abena Ohene-Ntow at [aohene-ntow@chcs.org](mailto:aohene-ntow@chcs.org).

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| About the Center for Health Care Strategies The Center for Health Care Strategies (CHCS) is a policy design and implementation partner devoted to improving outcomes for people enrolled in Medicaid. CHCS works across sectors and disciplinesto make more effective, efficient, and equitable care possible for the millions of people in the U.S. who face serious barriers to well-being, like poverty, complex health and social needs, and systemic racism. For nearly 30 years, CHCS has collaborated with Medicaid and related health and human services agencies in states across the country to shape how health care services are designed, financed, and delivered.  Through its leadership and capacity building work, CHCS works to ensure that health and human services leaders and providers have the expertise required to effectively manage U.S. health care safety net programs and related services. Additionally, CHCS supports developing a robust pipeline of prepared and diverse individuals to successfully lead in these roles in the future. CHCS helps equip health and human service leaders with the skills, expertise, and tools necessary to deliver high-quality, equitable, and cost-effective care.  Since 2009, CHCS has directed the [*Medicaid Leadership Institute*](https://www.chcs.org/project/medicaid-leadership-institute/) (MLI), which provides expert leadership development and technical assistance for competitively selected state Medicaid directors and their senior executive management teams. As an outgrowth of MLI and in addition to MPP, CHCS created a series of state-level [*Medicaid Academies*](https://www.chcs.org/project/medicaid-academies/) *and training engagements* to help build the expertise of senior and mid-level managers in Medicaid, physical health, mental health, aging, children’s services, and other social services. CHCS’ [*Equity Changemakers Institute*](https://www.chcs.org/project/equity-changemakers-institute/) is a leadership development program focused on bolstering the capacity of public sector leaders who have significant oversight over agency efforts to advance health equity.  CHCS also works with state Medicaid leaders and their teams to [support strategic planning](https://www.chcs.org/navigating-the-unpredictable-insights-from-new-jerseys-medicaid-director/) and executive team development efforts. These professional development experiences represent opportunities for state leadership to nurture and expand connections across sectors fundamental to improving health outcomes. About the Robert Wood Johnson Foundation RWJF is a leading national philanthropy dedicated to taking bold leaps to transform health in our lifetime. To get there, we must work to dismantle structural racism and other barriers to health. Through funding, convening, advocacy, and evidence-building, we work side-by-side with communities, practitioners, and institutions to achieve health equity faster and pave the way, together, to a future where health is no longer a privilege, but a right.  For years, RWJF has supported organizations, programs and projects that address state health policy and the delivery of health care services. Below are some examples of current RWJF-affiliated state health programs (additional examples can be found on [StateNetwork.org](https://www.statenetwork.org/), a hub for state-focused resources):  [**State Health and Value Strategies**](https://www.shvs.org/)provides technical assistance, policy research and analysis, peer exchange, and learning activities for staff in Medicaid and other state offices.  [**National Governors Association**](https://www.nga.org/library/?tx_post_tag=coronavirus-posts) provides technical assistance to state offices, supporting creative approaches to state policy projects, hosting cross-state peer-learning workgroups, and creating case studies about cross-agency initiatives between Governors’ offices, Medicaid offices, and others.  [**State Health Access Data Assistance Center**](https://www.shadac.org/) (SHADAC) provides access to state health [datasets](http://statehealthcompare.shadac.org/), analysis, and research materials on utilization, spending, and delivery models. Based at the University of Minnesota, SHADAC is a multidisciplinary health policy research center with a focus on state health policy.  [**National Academy for State Health Policy**](https://www.nashp.org/) provides technical assistance, facilitates cross-state workgroups, and analyzes the impact of state and federal policy opportunities related to population health.  [**Advancing Health Equity**](https://advancinghealthequity.org/) supports teams in [11 states](https://www.chcs.org/project/advancing-health-equity-leading-care-payment-and-systems-transformation/), comprised of Medicaid providers, managed care plans, and state agencies, to advance health equity through models that emphasize whole-person care. It is a collaboration between the University of Chicago, Institute for Medicaid Innovation, and CHCS. |

*Medicaid Pathways Program*, Class of 2025

Application Template

# Cover Sheet

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| **Participant Information** | |
| Applicant’s Name: |  |
| Applicant’s Pronouns: *(optional)* |  |
| Applicant’s Title: |  |
| Tenure in Current Position: |  |
| Tenure in Medicaid:  *(if different from above)* |  |
| Direct Reports: | |  |  |  |  | | --- | --- | --- | --- | | Yes | If yes, how many? |  | No | |
| State/Territory: |  |
| Mailing Address: |  |
| Phone Number: |  |
| Email Address: |  |
| Assistant’s Name:  *(if applicable)* |  |
| Assistant’s Phone Number:  *(if applicable)* |  |
| Assistant’s Email Address:  *(if applicable)* |  |

# Bio

Applicants should include a brief professional bio (*up to 100 words)*.

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# Application Narrative

## 1. Statement of Personal Interest

Provide a statement explaining your interest in participating in MPP. This should describe current individual leadership challenges and opportunities you face as a senior Medicaid leader and how you believe participating in MPP may:

* Maximize leadership opportunities and overcome challenges; and
* Support your long-term success as a Medicaid leader.

*Response should be no more than 300 words.*

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## 2. Organizational Impact

Describe how your participation in MPP can:

* Enhance your ability to advance key organizational initiatives; and
* Benefit your Medicaid agency and/or the communities served.

*Response should be no more than 300 words.*

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## 3. Culture of Inclusive Leadership

Provide a brief explanation of how MPP can support you in becoming an inclusive leader in your organization. This should include:

* What inclusive leadership means to you;
* A vision for fostering inclusive leadership within your sphere of influence, including shared decision making and engaging under-represented voices within your agency and the communities served by Medicaid; and
* How MPP can help you achieve your vision.

*Response should be no more than 300 words.*

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# Frequently Asked Questions

#### Q: I work for a county or local government agency, managed care organization, health care system, or community-based organization and partner with public sector health and human leaders from states, commonwealths, and territories to advance policy initiatives. Am I eligible?

**A:** Only senior leaders in Medicaid agencies from states, commonwealths, and territories are eligible to apply. Senior leader refers to deputy- and executive-team level positions (e.g., deputy director, chief financial officer, chief medical officer) and current or rising senior managers (e.g., bureau/section/unit chiefs, policy directors).

#### Q: My position is appointed, and an administration change may impact whether I stay in my role. Should I still apply?

**A:** Yes, you should apply even if your role could be impacted due to an administration change. If your position changes or you leave your role, CHCS will work with you to determine your participation for the remainder of the program year.

#### Q: Do I need to attend the informational calls to apply to the program?

**A:** No, you do not need to attend the informational calls to apply to the program, but we do encourage you to participate. These sessions are optional and a great way to meet the CHCS team and other potential applicants and get your questions answered.

#### Q: I am interested in the program, but I cannot obtain a letter of support for participation from my Medicaid director before the deadline. Should I still apply?

**A:** Yes, the letter of support can be submitted after the application deadline with prior approval from CHCS but is required for program selection. Please submit your application by the deadline and let CHCS know when to expect the letter of support. You can find more details about the letter of support in the [**Required Application Content**](#_Required_Application_Content) section.

**Q: Can more than one person from the same Medicaid agency apply?**

**A:** Yes, multiple applicants from the same Medicaid agency are welcome to apply; however, it is unlikely that more than two participants from the same state/territory will be selected for the program in any given year to ensure geographic diversity and perspective.

**Q: I have applied to the program before but was not selected for participation. Can I reapply?**

**A:** We welcome applications from individuals who have previously applied. We encourage repeat applicants to highlight how they have grown since their last application and reflect on their personal and professional development in their new submission.

#### Q: There are some virtual or in-person meetings that I cannot attend due to other commitments. Should I still apply?

**A:** MPP has a robust curriculum with an array of program components to make the opportunity valuable and fulfilling for all participants. To maximize your learning and take full advantage of what the program has to offer, we expect participants to attend all events. When you apply, please hold the dates on your calendar for all meetings noted in the [**Timeline and Schedule**](#_Timeline_and_Schedule). Applicants must confirm their attendance for all scheduled in-person and virtual engagements when submitting their application. We recognize that situations may arise that are out of your control, and CHCS will work with participants on a case-by-case basis.

#### Q: Do I have to pay any out-of-pocket costs to participate in this program?

**A:** No,CHCS covers costs of travel to in-person meetings, hotel accommodations, and meals, thanks to the generous support from the Robert Wood Johnson Foundation. CHCS reimburses eligible expenses incurred during travel, such as rideshares, taxis, and meals. Participants must submit a reimbursement form to CHCS within 10 days of the meeting to receive payment and are encouraged to review expense reimbursement guidelines in advance.

#### Q: I have a question that is not answered in this document. Who should I contact?

**A:** Please email Disha Williams at [dwilliams@chcs.org](mailto:dwilliams@chcs.org) or Abena Ohene-Ntow at   
[aohene-ntow@chcs.org](mailto:aohene-ntow@chcs.org) if you have additional questions.