



## Introduction

In the fall 2005, the Blue Cross Blue Shield of Massachusetts Foundation launched the Massachusetts Institute for Community Health Leadership (MICHL) to help build the leadership capacity of dynamic senior and middle management professionals in Massachusetts health care organizations that serve or advocate for the needs of low-income, vulnerable and uninsured residents. MICHL is an 18-day educational program that takes place over the course of nine months. The goal of MICHL is to help you increase your own personal impact, strengthen your effectiveness in your organization and enhance your organization's influence in addressing challenges and opportunities in today's increasingly complex health care system. Being a leader in the United States in the 21<sup>st</sup> century means understanding the impact of racism on health, health care and public health. Health care and public health improvement strategies often target the symptoms of structural racism, without naming racism, and without the needed effort to change systems that continue to incur advantage and disadvantage based on race. Some health funding opportunities commonly focus on behavioral interventions such as increasing exercise and healthy eating. However when little is done, to address policies and environments, individual behavior changes are not sustainable, and the profound racial health inequities in the United States persist. Despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive and persistent across the country. Racial inequities exist across all indicators for success, including in education, criminal justice, jobs, housing, public infrastructure and health, regardless of region.

In 2014, we made a conscious choice to address racism directly during this program. In the feedback from the participants of MICHL 8 what we heard was that despite it being hard work, and a challenging process, along the way, they could not imagine this program without this lens.

The MICHL experience is designed to transform your perception of yourself as leader, inspiring you to even higher levels of motivation, learning, steadfastness and efficacy, and to develop practical, hands-on leadership capacities and skills. In addition, the experience is designed to build a network of colleagues from across the Commonwealth who are dedicated to addressing the health care needs of low income and uninsured people.

## Curriculum & Faculty Overview

The MICHL experience is organized around four tracks of activity that are woven across nine two-day workshops with individual and group assignments in between:

- Cultivating Presence and the Inner Side of Leadership
- Exploring Leadership Practices
- Seeing health and public health through a Systems thinking lens
- Leading explicitly, but not exclusively with race: understanding oppression, privilege, and health
- Action Learning Practicum

The content and learning objectives associated with each track are described below in detail. Content from each of these tracks will be featured in an integrated way in each MICHL workshop session and the homework assignments between sessions. In addition, several special sessions

will devote focused attention to one or more of the tracks. The MICHL Director, Michael McCormack is present for every session.

Andrea Nagel from Interaction Institute for Social Change (IISC), will serve as key faculty member for the MICHL experience and will lead MICHL sessions except as follows:

- Ellen Harris and Matthias Mokros, from Thompson Island Outward Bound Professional (OBP), will lead an outdoor experiential program, in the spring).
- Carla Kimball from Riverways Enterprises, will lead a session on Cultivating Leadership Presence in the fall and will join the cohort on Thompson Island in the spring.
- Nashira Baril, T.H Chan Harvard School of Public Health (HSPH), and Abigail Ortiz, Southern Jamaica Plain Community Health Center will be involved in exploring privilege, power and oppression in the fall and the spring.
- Fawn Phelps, T.H. Chan Harvard School of Public Health (HSPH) will help us map the health system.

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