Who We Are

The Regional Institute for Health and Environmental Leadership (RIHEL) is an official program of the Colorado Foundation for Public Health and Environment (CFPHE), a 501(c)(3) nonprofit organization incorporated in the State of Colorado. (www.cfphe.org)

CFPHE provides RIHEL with fiscal management and its legal identity—allowing us to accept tax-deductible donations and to be eligible for certain grants and corporate giving programs.

Our Mission

To develop, connect and leverage leaders who work collaboratively in diverse sectors and communities to create and sustain the health and well being of people and the environment.

Our Values

What’s important to us about people and communities:

- The dignity of all people is worthy of our respect. Integrity is the most central RIHEL operating principle. We treat our fellows, alumni, faculty, staff, Board, friends, vendors and the public honestly, honorably and transparently.
- Our workforce and our communities deserve our very best, and RIHEL is committed to excellence in the products and services that we provide.
- Diversity intrinsically enhances virtually every aspect of life, and we see it to enrich our work.
- Health and environmental leaders accept the challenge to seek environmental justice and the elimination of health disparities.
- Individuals and communities share the responsibility for health and the environment.

What’s important to us about leadership:

- Leadership is the behavior by which one influences others in the attainment of a common goal. Among those behaviors is sharing power or empowering others.
- Effective leaders lead by example.
- Effective leadership requires the courage to take risks.
- Collaboration and inclusiveness are front line leadership tools for addressing complex problems.
- Leadership learning is a lifelong process.
- RIHEL is strongly committed to the future, as are all legitimate leadership endeavors.
- An appreciation of our humanity and humor can facilitate difficult processes and add joy to life. Creativity, passion, flexibility, and the desire to learn and grow are attitudes that help us grow as individuals, as leaders and as an Institute that develops, connects and leverages people.
Our Goals

- **Develop Leaders:**
  Enhance and develop leadership in the Rocky Mountain Region

- **Connect Leaders:**
  Build upon and foster a diverse and multi-disciplinary Institute network among fellows, alumni, Board members, other health and environment professionals and the community

- **Leverage Leaders:**
  Address the health and environmental challenges of diverse communities through a portfolio of resources and activities (fellows, alumni, projects, existing and new programs, etc.)

- **Sustain the Institute:**
  Provide the people and financial resources to assure the continuation of the Institute and its mission

The Experience

"True leadership comes from being selfless. True leadership requires letting go of ego, self interest and personal gain. Leadership takes commitment, work, practice and lots of heart."

"I am more capable than I imagined. When I let go of my own apprehensions about my abilities, I can really widen my horizons."

"Leadership is an ongoing learning process, application of skills, intentional use of self and others and adapting as needed to continue growth and mastery of skills."

"It was great to learn a little or a lot more about what others are thinking and their perspectives."

"Leading sometimes is not ‘leading,’ but holding space for others to lead."

The above quotes are from participants in RIHEL’s ALTP and Potential Energy programs during 2010.
Program Highlights

The **Advanced Leadership Training Program (ALTP)** is delivered to approximately 45 health and environmental professionals in the Rocky Mountain region annually, and funded in large part through the Centers for Disease Control and Prevention (CDC). Designed to enhance the leadership skills of the individual participants, the program creates an interdisciplinary network of leaders who are dedicated to the health and environment in our region.

**Key program elements:**
- A year-long program
- Four 3-day events held at various locations in Colorado, New Mexico and Wyoming
- Each participant completes a 360-degree assessment of personal leadership practices
- Each participant is assigned a peer coach

**Topics studied and practiced include:**
- Exemplary Leadership Practices
- Collaborative Leadership
- Diversity Assets
- Difficult Conversations
- Peer Coaching
- Intentional Action for Leaders
- Systems Thinking
- Advocacy and Influence
- Communicating through the Broadcast Media

The **Advanced Leadership Training Program**

Faculty and speakers are nationally recognized experts and are carefully selected for their expertise in the curriculum presented. They include professors from the University of Colorado Denver, the University of Denver, and industry experts.

Participants engage in creative projects during the program as a living laboratory in which to practice the leadership skills that they would like to enhance.

Examples of project topics from the class of 2010 included:
- Growing Public Health Thinkers in a Health Insurance Environment
- Development of Environmental Clubs in Area High Schools
- Health Disparities Prevention, Improving the Lives of a Disparate Population Through the Use of Story
- Green & Healthy Homes in EPA Reg. 8
- Youth Developing Health Messages for HIV/AIDS Prevention
- Seniors for Seniors

A highly energized group of new fellows kicked-off the 2010 ALTP class. In May 2010, 45 graduated and joined the ranks of our distinguished alumni.

A new class of 48 fellows—one of our most diverse classes to date—began in August 2010, and will graduate in the spring of 2011.
Program Highlights

RIHEL periodically offers the Crucial Conversations training. In 2010, 27 participants took part in our two-day workshop.

This curriculum is strongly aligned with the mission of RIHEL. It is powerful, interactive and utilizes many learning methods. Participants learned how to effectively hold conversations when the stakes are high, emotions run strong, and there are opposing viewpoints.

Crucial Conversations

RIHEL provides leadership training, builds linkages among leaders, and strengthens the relationships among health professionals, environmental professionals, the academic community, the public sector, and the private sector.

The following programs demonstrate additional ways in which RIHEL delivered on its mission in 2010.

PLACE Training

In 2010, RIHEL staffer, Leanne Jeffers, delivered 6 presentations on Planning Active Community Environments (PLACE) to a variety of audiences. Leanne is the architect of RIHEL’s ‘built environment’ portfolio, including the PLACE training and toolbox.

Audiences for this training have included land use and transportation planners, elected officials, planning commissioners, public and environmental health professionals, other community health advocates, and community members.

Presentations typically address the connections between land use and public health, the principles of healthy community design, and the essential elements in building cross-disciplinary partnerships to support healthy community design planning and practice.

Potential Energy Retreat

In October 2010, RIHEL facilitated a retreat among the advocacy grantees of The Colorado Health Foundation. The goals of the retreat—called Potential Energy—were networking (to create or reinforce the relationships among the grantees), exploring collaborative possibilities, and experiencing new ways of thinking.

Leadership Education
From 2006 to 2010, RIHEL worked with the Leadership Education Advocacy Development and Scholarship (LEADS) program of the University of Colorado on innovative programs, including the Summer Medical Students Leadership Program. After their first year in medical school, LEADS students receive stipends to work for the summer in community programs that need help with a health advocacy project.

In 2010, the medical students' leadership curriculum included the topics of leadership fundamentals, systems thinking, emotional intelligence, meeting management, as well as balance and stress management.

The Colorado Medical Society (CMS) and RIHEL have teamed up to deliver the Advanced Physician Leadership Program for Colorado physicians. The Colorado Trust is funding this program through its Building Public Will to Achieve Access to Health initiative. The objectives of the program are to:

- Strengthen the ability of physicians to assume leadership roles within both the profession and communities across the state; and
- Grow a cadre of Colorado physician leaders who are trained, willing and confidently able to serve as champions to ensure access to cost-effective, quality and safe care.

Physicians hold implicit positions and voices of authority in our society. The "access to health" messages of the Colorado Trust Building Public Will initiative will be weighted heavily if they are delivered by physicians. RIHEL and CMS will be conducting a leadership and advocacy training program for Colorado physicians, starting in September 2011, that will teach them to deliver the access messages of the Colorado Trust and to lead collaborations to build public will for access to care.

In late 2010, RIHEL began a collaboration with the Center for Public Health Practice of the Colorado School of Public Health (the Center) at the University of Colorado Denver, for year one of a HRSA Training Grant secured in 2010 and anticipated to run through 2015.

With support from this training grant RIHEL will create two products per funding cycle—in video format, intended to be posted on the Center and RIHEL websites—that provide examples and illustrations of exemplary leadership in the public health and environmental health settings. Specifically, RIHEL will be focusing on examples of the five practices of exemplary leadership as described in Kouzes and Posner's flagship book, The Leadership Challenge.

Visit the RIHEL website (rihel.org) for updates and current video postings as this exciting project unfolds!
New Horizons...

Good-bye to the Given

RIHEL experienced one of its biggest changes in its lineup of leadership programming in the autumn of 2010 with the closing of the Given Institute in Aspen, Colorado—the longtime home of Autumn in Aspen. This change presents RIHEL with an opportunity to branch out and explore new venues and locations within our region to host this popular and innovative continuing education and networking event.

For 2011, Advancing Your Leadership will take place in April in Colorado with an enticing lineup of presenters, along with opportunities to honor and network with colleagues and friends, both old and new! Discussions have already begun for future events, including the possibility of rotating venues within the three states that make up RIHEL’s service region.

Keep an eye on the RIHEL website for future updates and for information about how you can be involved in the planning of this rewarding annual event!

Governing Board Activities

RIHEL is fortunate to have a dynamic and engaged group of volunteers that makes up our governing board. In recent years, the board has employed a strategic approach to its endeavors, and increased its activities related to the governance of RIHEL.

The current strategic plan includes five comprehensive goal areas with associated objectives for which each board member holds a unique leadership role. While the board meets every other month, board members give a significant contribution of their time and energy to attend to the board business of RIHEL in between those meetings.

Highlights from the activities and achievements from the governing board in 2010 are found in the following key areas:

**ALTP**
- Recruitment
- Improvements to the criteria and selection process for ALTP
- Participation in ALTP events and activities

**Fundraising**
- Creation of strategic fundraising goals and the development and implementation of a financial development plan
- Met or exceeded the majority of goals for 2010—including 100% participation by the individual members of the Board

**Strategic Planning**
- Adherence to the strategic plan in planning for future organizational activities
- Involvement of all board members in the implementation of the plan
Our Governing Board

Officers

CHAIR
Mark McMillan (CO)
Colorado Department of Public Health & Environment (Oil & Gas Team)

SECRETARY
Deb Thomas (CO)
U.S. Environmental Protection Agency, Region VIII

TREASURER
Jim Dale (CO)
Jefferson County Department of Health & Environment

General Members

Cindy Allen (CO)
Encana Oil & Gas (USA) Inc.

Connie Dixon (NM)
New Mexico Dept. of Health

Lorenzo Olivas (CO)
U.S. Public Health Service Region VIII

Carl Anderson (WY)
Wyoming Dept. of Environmental Quality

Joan Eden (CO)
Public Health Consultant

Larry Volmert (CO)
Holland & Hart, LLP

Chris Bosselman (WY)
Wyoming Department of Health

Carla King (CO)
Carla King & Associates Inc.

Tance Walker (CO)
Safety & Environmental Consultant

Our Staff

Kathy Kennedy, DrPH, MA
Director

Leanne Jeffers, MPH
Public Health Training Manager

Leslie Burkholder, MNM
Program Manager

Pam Laufenberg
Program Coordinator

Our Faculty in 2010

Carl Larson, PhD, Professor Emeritus
University of Denver

Effley N. Brooks, MBA
Tiger Bee Consulting, LLC

Heidi Brinkman, PhD
Brinkman Consulting, Inc.

Judith Baxter, MA
University of Colorado Denver

Mark Earnest, MD
University of Colorado

Norm Hartman
TMT Worldwide, Inc.

Rob Jolly and the Outdoor Leadership Educators
The Nature Place

Sara Miller, MPA
Colorado Foundation for Public Health & Environment

Victor Dukay, PhD
The Lundy Foundation

Individual Support for RIHEL

Individual volunteers give tirelessly of their time, talents, and energy. This includes the 28 volunteers who participated as peer coaches for the ALTP classes graduating and beginning in 2010. RIHEL governing board members and others, including speakers for RIHEL-sponsored classes and workshops, provide discounted services, in-kind donations, and lots of time and work for which we are grateful.

For the first time, RIHEL issued a direct mail campaign for individual contributions. We want to extend our gratitude to all of the people who generously supported RIHEL through their cash donations in 2010.

In addition, RIHEL would not be where it is today without the support of the foundations and government agencies listed below, as well as corporate donors.

Thanks to all who have contributed to sustaining the programs at RIHEL.

Additional Support for RIHEL in 2010 provided by:

- Colorado Department of Public Health and Environment
- Colorado Foundation for Public Health and the Environment
- Colorado School of Public Health at the University of Colorado Denver
- The Colorado Health Foundation
- The Colorado Trust
- Robert Wood Johnson Foundation (PIN Program)
- University of Denver
- U.S. Centers for Disease Control and Prevention
- U.S. Department of Health and Human Services, Region VIII

Photos within this report courtesy of Pam Laufenberg, Leanne Jeffers, Mark Earnest, and Leslie Burkholder