



The Commonwealth Fund
**HARKNESS
FELLOWSHIPS**
in HEALTH CARE
POLICY and PRACTICE



2010–2011
invitation for applications



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The Commonwealth Fund, among the first private foundations started by a woman philanthropist—Anna M. Harkness—was established in 1918 with the broad charge to enhance the common good. The mission of The Commonwealth Fund is to promote a high performing health care system that achieves better access, improved quality, and greater efficiency, particularly for society's most vulnerable, including low income people, the uninsured, minority Americans, young children, and elderly adults.

The International Program in Health Policy and Practice is dedicated to building an international network of policy-oriented health care researchers, sparking innovative health policy thinking and high-level exchanges, and encouraging comparative research and collaboration.

Cover Photo Credits (clockwise from top left): 1) 2006-07 Harkness Fellows at the Canadian Policy Briefing. 2) 2007-08 New Zealand Harkness Fellow Rhema Vaithianathan, Ph.D., at the Final Reporting Seminar. 3) 2008-09 Harkness Fellows at Orientation. 4) 2008-09 Harkness Fellows Mentors Sherry Glied, Ph.D., Carolyn Clancy, M.D., David Blumenthal, M.D., and Senior Fellowships Advisor Bradford H. Gray, Ph.D. 5) 2008-09 U.K. Harkness Fellows Rachel Lewis and Ruth Thorlby with U.K. Secretary of State for Health, the Right Honorable Alan Johnson MP, at the 2008 International Symposium. 6) 2008-09 Dutch Harkness Fellows Jako Burgers, M.D., Ph.D. and Bert Vrijhoef, Ph.D. with Dutch Minister of Health, Welfare and Sport, The Honorable Ab Klink, at the 2008 International Symposium.

The Commonwealth Fund

HARKNESS FELLOWSHIPS

in HEALTH CARE
POLICY and PRACTICE

The Commonwealth Fund

invites promising mid-career professionals—academic researchers, clinicians, managers, government policy-makers, and journalists—from Australia, Germany, the Netherlands, New Zealand, Norway, Switzerland, and the United Kingdom, to apply for a unique opportunity to spend up to 12 months in the United States as a Harkness Fellow in Health Care Policy and Practice. Fellows work with leading U.S. experts to conduct a research study that addresses a critical issue on the health policy agenda in both the U.S. and their home country. A rich program of seminars organized by the Fund throughout the year further enhances the fellowship experience.

HARKNESS FELLOWSHIP EXPERIENCE



“The Harkness Fellowships have been described as a life-changing experience—enabling Fellows to step back from the day-to-day demands of their work, to challenge themselves and to test boundaries in developing innovative approaches to health care delivery and complex policy problems. Upon returning home, new opportunities for research, international collaborations, and leadership often follow, and for many, it is the beginning of a long, productive and engaging relationship with the Commonwealth Fund and its work.”

—**Robin Osborn**, Vice President and Director of the Harkness Fellowships in Health Care Policy and Practice, The Commonwealth Fund

Connect with Leading U.S. Experts

Through its extensive network of contacts, the Fund places newly selected Fellows with experts at leading U.S. universities, think tanks, health care organizations, and government agencies for the fellowship year. These experts serve as mentors to the Fellows and help refine the research project; provide technical expertise; facilitate access to data and colleagues; and advise on dissemination strategies.

“The capacity of the Fund to connect me directly to American and Canadian health care improvement, informatics, and patient safety leaders, and the openness and willingness to share knowledge and experience demonstrated by leaders in these areas, such as Don Berwick and David Bates, was extraordinary. I will be reprocessing, leveraging and I hope putting to good work a year packed full of learning and enjoyment (with my family) for many years to come.”

—**Peter Sprivulis**, M.B.B.S., Ph.D., 2004-05 Harkness Fellow (Australia), Head, Benefits Realisation, National E-Health Transition Authority and Associate Director, National Centre of Research Excellence in Patient Safety, Monash University

Explore Critical Research Questions

Fellows spend their time researching a specific issue to produce a substantive piece of policy work that will be presented formally at the end of the fellowship year. The expected product is a peer-reviewed journal article or report for Health Ministers and other high-level policy audiences. Harkness Fellows publish their project findings in leading journals (such as the *British Medical Journal*, *Health Affairs*, *Canadian Medical Association Journal*, *Journal of the American Medical Association*, *Medical Journal of Australia*, *New England Journal of Medicine*, *New Zealand Medical Journal*, *Health Policy*, and *International Journal of Quality in Health Care*).

Gain an Expanded Network of Colleagues

Fellows join a vibrant, international network of health policy researchers and practitioners, developing valuable contacts for ongoing international exchange and collaboration.

“For someone involved in health care policy-making, or who wants to influence health care policy, the Harkness Fellowship is a fantastic opportunity. It provides a first class insight into international issues, the chance to research in detail a few of the major challenges that we all face, and a network of contacts that will be of value for years to come.”

—Derek Feeley, 2005-06 Harkness/Health Foundation Fellow, Director of Healthcare Policy and Strategy, National Health Service (NHS), Scotland

Develop In-depth Cross-national Knowledge and Expertise

Through the fellowship seminars and experience, Fellows gain a firsthand understanding of the U.S. health care system and current innovations in policy and practice. Interaction among the fellowship class and with international experts provides the opportunity to develop a working knowledge of the Australian, Canadian, Dutch, German, New Zealand, Norwegian, Swiss, and U.K. health care systems as well.

Accelerate Professional Growth and Opportunities

Harkness Fellows have moved into prominent positions within academia, government, and health care delivery organizations at the completion of their fellowships, making valuable contributions to health policy and practice in their home countries and in the United States.

The Harkness Fellowship awards up to U.S. \$107,000 which covers roundtrip airfare to the United States, a living allowance, funds for project-related travel, research, and conferences, travel to attend the Commonwealth Fund program of fellowship seminars, health insurance, and U.S. and state taxes. A family supplement—including airfare, living allowance, and health insurance—is also provided to Fellows accompanied by a partner and/or children up to age 18. Although Canadian Harkness Associates are not based in the U.S., they participate in all Harkness Fellowship seminars, and receive a \$20,000 research and travel stipend.

FELLOWSHIP YEAR HIGHLIGHTS

September: Orientation for New Fellows

Held at The Commonwealth Fund in New York City, the four-day orientation features an in-depth seminar on the U.S. health care system and current health policy issues, as well as site visits to exemplar health care provider organizations.



September: Qualitative Research Methodology Workshop

A two-day workshop on effectively conducting qualitative research, which covers topics such as designing a qualitative study, developing a qualitative instrument, addressing bias and sampling issues, and verifying conclusions.



November: International Symposium on Health Care Policy

The Commonwealth Fund's Annual International Symposium, held in Washington, D.C., brings together Health Ministers and leading health policy thinkers from Australia, Canada, France, Germany, the Netherlands, New Zealand, Norway, Switzerland, the United Kingdom, and the United States. The meeting is a unique, invitation-only policy forum that fosters high level cross-national exchange and showcases international innovations.

Carolyn M. Clancy, M.D., Director of the Agency for Healthcare Research and Quality; The Hon. Tony Clement, Minister of Health, Canada; The Hon. Ab Klink, Minister of Health, The Netherlands; Health Affairs Founding Editor John K. Iglehart; The Hon. Pete Hodgson, Minister of Health, New Zealand; The Hon. Ulla Schmidt, Minister of Health, Germany.



2006-07 Harkness Fellows with then Senator Barack Obama and Senator Richard J. Durbin, both of Illinois.

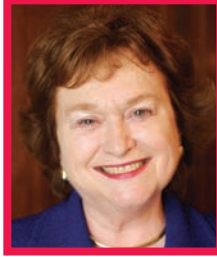
February: Washington Policy Briefing

A three-day briefing held on Capitol Hill with key stakeholders—including members of Congress and senior government officials, think tank researchers, political strategists for the Republican and Democratic parties, lobbyists, and prominent journalists—to highlight the U.S. political process and current issues on the health and social policy agenda.

September through June: Leadership Seminar Series



Donald M. Berwick, M.D., President and CEO of the Institute for Healthcare Improvement



Karen Davis, President of The Commonwealth Fund



Mark B. McClellan, M.D., Ph.D., Founding Director of Engelberg Center for Health Care Reform



John W. Rowe, M.D., former Chairman and CEO of Aetna, Inc.

Fellows participate in a series of dynamic roundtable exchanges that examine the core concepts of leadership. The seminars provide an opportunity to learn from the real world experience of guest speakers who are U.S. health care leaders drawn from government, health care organizations, and academia.

May: Canadian Policy Briefing

Fellows travel to Canada for a four-day briefing on the Canadian health care system with Federal and provincial health policy officials, and innovative leaders from the provider, research, and regulatory communities, to gain a valuable frame of reference for cross-national comparisons.

June: AcademyHealth Annual Research Meeting

Fellows attend the annual meeting of AcademyHealth, an event that brings together more than 2,000 academic health services researchers, policymakers, and industry decisionmakers for discussion of policy issues and new research findings. Fellows are encouraged to submit abstracts of their project findings for inclusion in the AcademyHealth program.



2007-08 Australian Harkness Fellow Peter McNair at the Final Reporting Seminar.

June: Final Reporting Seminar

Held at the end of the Fellowship year, Fellows present their project findings to the Fund, mentors, and leading health policy experts, and discuss implications for policy and practice. The seminar concludes with a farewell dinner and celebration for Fellows and their families.

Harkness Fellowship Partners

U.K. Harkness Fellowships

The U.K. Harkness Fellowships have been supported by The Nuffield Trust since 2009, and beginning in 2010, will additionally be supported by the U.K. National Institute for Health Research (NIHR) Service Delivery and Organisation (SDO) Programme. The Nuffield Trust, with strategic focus on the reform of health systems to improve quality efficiency and equity of health care, aims to encourage the next generation of policy leaders. The NIHR SDO Programme, which funds research on service design and delivery challenges – such as service and system arrangements, teamwork, management, and leadership – aims to engage NHS managers with research.

Harkness/Careum Fellowships

Starting in 2009, a partnership with The Careum Foundation, expanded the program to Switzerland. The Careum Foundation aims to ensure the professionalism of health care education and encourages research on the future roles of health care professions in its strategy to make a significant contribution to a better, more efficient health care sector. The Harkness/Careum Fellowship is targeted towards research on improving health care system performance and/or the health care workforce.

Norwegian Harkness Fellowships

Starting in 2010, the Research Council of Norway through its health services research programme, in collaboration with the Norwegian Knowledge Centre for the Health Services, will support a Norwegian Harkness Fellow to promote stronger international links and inputs to Norwegian health policy and systems research.

Dutch Harkness Fellowships

Beginning with the 2008-09 class of Harkness Fellows, The Commonwealth Fund is pleased to collaborate with the Dutch Ministry of Health, Welfare, and Sport to establish the Dutch Harkness Fellowships.

Harkness/Robert Bosch Stiftung Fellowships

Beginning in 2007, the Robert Bosch Stiftung has provided support for the German Harkness program. The Harkness/Bosch Stiftung Fellowship aims to encourage the translation of knowledge into practice and health care policy, improve the quality and coordination of care, and advance nursing science.

Harkness/B.Braun Stiftung Fellowships

Since 2008, support from the B. Braun Stiftung has increased the focus of the German Harkness program on nursing research. The Harkness/B. Braun Stiftung Fellowship aims to advance nursing science and encourage the next generation of leaders in nursing policy, and is targeted to nursing health services researchers, managers, and policymakers.

Canadian Harkness Associates

Since 2001, a collaboration with the Canadian Health Services Research Foundation has brought a Canadian perspective to the program.

Application Timetable

September 15, 2009: *Deadline for receipt of applications.*

December 2009: *Selection of new Harkness Fellows (Australia and New Zealand)*

January 2010: *Selection of new Harkness Fellows (Germany, the Netherlands, Norway, Switzerland, and the U.K.)*

August–September 2010: *Starting dates for new class of Harkness Fellows*

Who Should Apply?

The fellowship is open to mid-career professionals committed to improving health policy and practice through research, policy analysis, health services or clinical leadership and at a stage of professional development where the fellowship experience could have a significant impact on their career trajectory. Applicants must be citizens of Australia, Germany, the Netherlands, New Zealand, Norway, Switzerland, or the United Kingdom (in the U.K., citizens of other countries with permanent residency and five or more years tenure in the U.K. may also apply).

All applicants must submit a formal application that includes a research proposal which falls within the scope of The Commonwealth Fund's mission to support a high-performing health care system, including improving access to care, insurance coverage, quality and patient safety, efficiency, and equity; quality of care for children, the elderly, and minorities; and patient-centered care.

For more details about the Fellowship program, application process, eligibility and selection criteria, please visit www.commonwealthfund.org/fellowships. Application materials and instructions are available electronically.

For questions regarding eligibility or the Fellowship Program:

- U.K., Dutch, German, and Norwegian Applicants: Contact Robin Osborn (ro@cmwf.org)
- Swiss Applicants: Contact Hans Gut (Hans.Gut@careum.ch)
- New Zealand Applicants: Contact Stephen McKernan (Stephen_McKernan@moh.govt.nz)
- Australian Applicants: Contact Jane Hall (jane.hall@chere.uts.edu.au)

PROFILES OF HARKNESS FELLOWS



Stephanie Stock, M.D., Ph.D.
2007-08 (Germany)

Stephanie Stock is a physician, health economist, and senior lecturer at the Institute of Health Economics and Clinical Epidemiology of the University of Cologne, where she has been involved in health care reforms targeting the improvement of care for the chronically ill. For her Harkness/Robert Bosch Stiftung fellowship she was based at the University of Pennsylvania School of Nursing where she examined strategies for implementing best practices in home health care. Her findings provided practice recommendations for designing a work environment that will encourage guideline implementation in routine long term care. The findings were summarized in the John A. Hartford Foundation-sponsored project, “National Framework for Geriatric Home Care Excellence,” and were also presented at the German Ministry of Health.



Rae Lamb
2001-02 (New Zealand)

Rae Lamb was appointed Deputy Health and Disability Commissioner for Complaints Resolution in 2005. Prior to this appointment, she was the national health correspondent for Radio New Zealand. In the U.S., Lamb was based at the Institute for Healthcare Improvement and Harvard Medical School, where she did a survey of hospital risk managers about the policies and practices in their hospitals to inform patients of adverse outcomes of care. The findings of her fellowship project were published in *Health Affairs* and informed the U.S. Congressional debate about medical malpractice reform.



Steven G. Morgan, Ph.D.
2001-02 (Canada)

Steven G. Morgan was appointed to his current position of assistant professor in health care and epidemiology, and research lead for the Program in Pharmaceutical Policy at the Centre for Health Services and Policy Research at the University of British Columbia in 2003, after his tenure as a Canadian Harkness Associate. During his fellowship, Morgan analyzed British Columbia’s public drug plan for seniors aged 65 and older, to identify factors contributing to increases in per capita prescription drug costs. Morgan has been the recipient of several subsequent grants from The Commonwealth Fund for research on evidence-based pharmaceutical policy-making and central drug review systems which have been published in *Health Affairs*.

For profiles of all Harkness Fellows in Health Care Policy and Practice (1998–2008), please visit:
<http://www.commonwealthfund.org/fellowships>



*Martin N. Marshall
CBE, M.D., FRCGP
1998-99 (United Kingdom)*

Martin N. Marshall is director of clinical quality at The Health Foundation in London. Prior to this appointment, he was Deputy Chief Medical Officer for the U.K. Department of Health. Previously, he was professor and chair of the National Primary Care chair of the National Primary Care Research and Development Centre at the University of Manchester, a position he attained after completing his Harkness Fellowship. During his fellowship placement at the RAND Corporation, Marshall examined the impact that publishing comparative performance data had on consumers, purchasers, physicians, and provider organizations, as well as on health care quality outcomes and costs. Marshall has published findings from his Harkness Fellowship in several peer-reviewed journals including: *BMJ*, *Quality and Safety in Health Care*, *Health Affairs*, *Journal of the American Medical Association*, and *Journal of Health Services Research and Policy*.



*Kieran Walshe, Ph.D.
2000-01 (United Kingdom)*

Kieran Walshe is research director of the U.K. National Service and Delivery Organization Program, and professor and director of the Centre for Public Policy and Management at Manchester Business School. Walshe spent his fellowship year in the School of Public Health at the University of California, Berkeley, examining the use of regulation in U.S. health care and its impact on the performance of health care organizations. His research was shared with officials from the U.K. Department of Health and its Commission for Health Improvement and appeared in *Milbank Quarterly* and *BMJ*, as well as resulting in a book, *Regulating Healthcare: A Prescription for Improvement?*, published by Open University Press. With subsequent funding from the Commonwealth Fund, he compared how different countries respond to major organizational failures in patient safety and published the findings in *Health Affairs*.

Past Fellowship Placements Include:

Harvard University • Johns Hopkins University • Stanford University • University of California, San Francisco • Kaiser Permanente • Veterans Health Administration (VA) • RAND Corporation • Agency for Healthcare Research and Quality (AHRQ) • Institute for Healthcare Improvement (IHI)

Examples of Fellowship Projects:

The Effect of Organizational Culture on Patient Safety • Use of Financial Incentives for Quality in Health Care • Patient Access to Personal Electronic Health Records • Impact of Organizational Characteristics on Quality in Long-Term Care • Evaluation of Chronic Disease Self-Management Programs • Impact of Pharmaceutical Policies and Coverage on Access to New Drugs



The Commonwealth Fund

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