

THE  
COMMONWEALTH  
FUND

# HARKNESS FELLOWSHIPS in Health Care Policy and Practice



2012–2013  
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 Innovation** 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) 2010–11 Harkness Fellow Diane Gray with U.K. Minister of State for Health, the Honorable Simon Burns MP, at the 2010 International Symposium. (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) 2009–10 Harkness Fellows and IHP staff at the White House, at the 2010 Washington Policy Briefing. (6) 2008–09 Harkness Fellows at Orientation.

# HARKNESS FELLOWSHIPS in Health Care Policy and Practice

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**The Commonwealth Fund** invites promising mid-career professionals—academic researchers, clinicians, managers, government policymakers, and journalists—from Australia, Canada, Germany, the Netherlands, New Zealand, Norway, Sweden, 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), CLINICAL ASSOCIATE PROFESSOR OF EMERGENCY MEDICINE, UNIVERSITY OF WESTERN AUSTRALIA

## 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 *BMJ*, *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*, *Das Gesundheitswesen*, *Health Policy*, and *International Journal for Quality in Health Care*.

## Join 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. In September 2010, we were pleased to launch the Harkness Alumni Network, a private online space for Harkness alumni and current Fellows, which aims to foster candid dialogue on health policy issues, stimulate cross-national research and collaboration, and maintain professional links among Fellows across years and countries.

For someone involved in health care policymaking, 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, ACTING DIRECTOR-GENERAL HEALTH AND CHIEF EXECUTIVE, 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 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, Swedish, 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 US\$107,000, which covers round-trip 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 (e.g. approximately \$50,000 for a partner and two children up to age 18) is also provided to cover airfare, living allowance, and health insurance.

# Fellowship Year Highlights

## 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.



## Qualitative Research Methodology Workshop

Led by nationally known qualitative research experts, this two-day workshop on effectively conducting qualitative research covers topics such as designing a qualitative study, developing an interview guide, addressing bias and sampling design, and verifying conclusions.

## 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, Sweden, 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.



The Honorable Simon Burns MP, Minister of State for Health, England; Uwe E. Reinhardt, Ph.D., Princeton University; The Honorable Pascal Strupler, Secretary of State for Health, Switzerland; Karin Johansson, State Secretary, Ministry of Health and Social Affairs, Sweden; Robin Martin Käss, M.B.Ch.B., State Secretary, Ministry of Health and Care Services, Norway.



2006–07 Harkness Fellows with then-Senator Barack Obama and Senator Richard J. Durbin, both of Illinois, at the Washington Policy Briefing.

## 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—this briefing highlights the U.S. political process and current issues on the health and social policy agenda.

## Institute for Healthcare Improvement (IHI) Meeting

Fellows spend a day in Boston at the world-renowned IHI, hearing firsthand from president and CEO Maureen Bisognano and senior staff about pioneering work in health care quality and safety, and networking with IHI quality fellows.

## Leadership Seminar Series

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 U.S. health care leaders drawn from government, health care organizations, and academia.



Maureen Bisognano, President and CEO of the Institute for Healthcare Improvement



Karen Davis, President of The Commonwealth Fund



Thomas Björn Zeltner, M.D., President Swiss Foundation Science et Cité Switzerland



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

## 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, as well as innovative leaders from the provider, research, and regulatory communities, to gain a valuable frame of reference for cross-national comparisons.

## 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 decision-makers 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.

## Final Reporting Seminar

Held at the end of the Fellowship year, the seminar provides Fellows with the chance to present their project findings to The Commonwealth Fund, mentors, and leading health policy experts, and to 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. Beginning in 2010, the U.K. National Institute for Health Research (NIHR) Service Delivery and Organisation (SDO) Programme will also provide support. The Nuffield Trust aims to encourage the next generation of policy leaders. The NIHR SDO Programme, which funds research on service design and delivery challenges, aims to engage NHS managers with research.

**Harkness/Robert Bosch Stiftung Fellowships** Since 2007, the Robert Bosch Stiftung has provided support for the German Harkness program. The Harkness/Bosch Stiftung Fellowships aim 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 Fellowships, targeted to nursing health services researchers, managers, and policymakers, aim to advance nursing science and encourage leaders in nursing policy.

**Dutch Harkness Fellowships** Since 2008, the Commonwealth Fund has collaborated with the Dutch Ministry of Health, Welfare, and Sport (VWS) to establish and support the Dutch Harkness Fellowships, with two Dutch fellowships available each year. Beginning in 2012–13, one fellowship will be designated a Commonwealth Fund/VWS Harkness Fellowship, aimed at policy analysts working in Dutch health care agencies who will undertake work that is highly relevant to current Dutch health care policy and can inform senior policymakers at the Ministry. Priority themes for projects come from the strategic knowledge agenda of the Ministry and are related to U.S. and Dutch health policy. The second Harkness fellowship, aimed at policy analysts, academics, clinicians, and journalists, will support a broader range of projects on a high-performing health system.

**Harkness/Careum Fellowships** Starting in 2009, a partnership with The Careum Foundation expanded the fellowship 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 Fellowships are targeted toward 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 program and in collaboration with the Norwegian Knowledge Centre for the Health Services, supports a Norwegian Harkness Fellow to promote stronger international links and inputs to Norwegian health policy and systems research.

**Swedish Harkness Fellowships** Starting in 2011, The Commonwealth Fund is pleased to announce a collaboration with the Swedish Ministry of Health and Social Affairs. The Ministry will provide support for one Swedish Harkness Fellow, and this Fellowship will support research promoting a high performance health care system.

**Harkness/Canadian Health Services Research Foundation Fellows** Since 2001, a collaboration with the Canadian Health Services Research Foundation (CHSRF) has brought a Canadian perspective to the program. Beginning with the class of 2012, with cofunding from CHSRF, the Canadian/CHSRF fellowship will now be offered as a full-time fellowship, based in the U.S.

## Application Timetable

September 12, 2011: Deadline for receipt of applications from Australia, New Zealand, Switzerland, and the United Kingdom

December 2, 2011: Deadline for receipt of applications from Germany, Norway, and Sweden

January 4, 2012: Deadline for receipt of applications from the Netherlands

December 2011–January 2012: Selection of new Harkness Fellows

February 14, 2012: Deadline for receipt of applications from Canada

March 2012: Selection of new Harkness Fellows (Canada)

August–September 2012: Starting dates for the new class of Harkness Fellows

## Who Should Apply?

The fellowship is open to mid-career professionals who are committed to improving health policy and practice through research, policy analysis, health services, or clinical leadership and are 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, Canada, Germany, the Netherlands, New Zealand, Norway, Sweden, 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 that falls within the scope of The Commonwealth Fund's mission to support a high-performing health care system, including: expanding access to affordable health insurance coverage, improving the quality and efficiency of care, reforming provider payment, fostering patient-centered, coordinated care, and improving the quality of nursing homes and other long-term care services. Please visit the Commonwealth Fund Web site at [www.commonwealthfund.org](http://www.commonwealthfund.org) for research and information on the U.S. health care system and health care reform legislation.

**For more details about the Fellowship program, application process, eligibility, project proposal examples, and selection criteria, please visit [www.commonwealthfund.org/fellowships](http://www.commonwealthfund.org/fellowships). Application materials and instructions are available electronically.**

### For questions regarding eligibility or the Fellowship program:

- U.K., Dutch, Swedish, and Norwegian applicants: Contact Robin Osborn at [ro@cmwf.org](mailto:ro@cmwf.org)
- German applicants: Contact Robin Osborn at [ro@cmwf.org](mailto:ro@cmwf.org) or Atje Drexler at [atje.drexler@bosch-stiftung.de](mailto:atje.drexler@bosch-stiftung.de)
- Swiss applicants: Contact Hans Gut at [Hans.Gut@careum.ch](mailto:Hans.Gut@careum.ch)
- New Zealand applicants: Contact Karen Poutasi at [karen.poutasi@nzqa.govt.nz](mailto:karen.poutasi@nzqa.govt.nz)
- Australian applicants: Contact Jane Hall at [jane.hall@chere.uts.edu.au](mailto:jane.hall@chere.uts.edu.au)
- Canadian applicants: Contact Robin Osborn at [ro@cmwf.org](mailto:ro@cmwf.org) or Stephen Samis at [stephen.samis@chrsf.ca](mailto:stephen.samis@chrsf.ca)

# Profiles of Harkness Fellows

For profiles of all Harkness Fellows in Health Care Policy and Practice (1998–2010), please visit: [www.commonwealthfund.org/fellowships](http://www.commonwealthfund.org/fellowships).



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, Stock was based at the University of Pennsylvania School of Nursing, where she examined strategies for implementing best practices in home health care. The findings were published in the *Journal for Healthcare Quality*, summarized in the John A. Hartford Foundation-sponsored project, National Framework for Geriatric Home Care Excellence, and presented to the German Ministry of Health.



Rhema Vaithianathan, Ph.D.  
2007–08 (New Zealand)

**Rhema Vaithianathan** is a health economist, associate professor in economics, and director of the Auckland Economics Research Centre at the University of Auckland, New Zealand. Vaithianathan's research on topics including patient safety, cost-sharing, and imperfect competition in health insurance markets, has been published in the *BMJ*, *Milbank Quarterly*, and *Journal of Health Economics*. She also has a strong interest in developing economies. During her Harkness Fellowship, Vaithianathan studied value-based insurance design for the uninsured and has since collaborated with 2007–08 U.K. Harkness Fellow Geraint Lewis on an examination of the U.K. National Health Service as a provider of health insurance, as well as on patient safety, with articles published in the *Milbank Quarterly* and *BMJ*.



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

**Steven G. Morgan** is associate professor in health care and epidemiology and associate director of the Centre for Health Services and Policy Research at the University of British Columbia. During his Fellowship, Morgan analyzed British Columbia's public drug plan for seniors age 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, including for research on evidence-based pharmaceutical policymaking and central drug review systems, findings from which have been published in *Health Affairs*, as well as for an 11-country conference examining global trends, challenges, and innovations in pharmaceutical policy.

**Past Fellowship Placements Include:** Harvard University • Johns Hopkins University • Stanford University • University of California, San Francisco • Kaiser Permanente • Veterans Health Administration • RAND Corporation • Agency for Healthcare Research and Quality • Institute for Healthcare Improvement

**Examples of Fellowship Projects:** The Effect of Organizational Culture on Patient Safety • Impact of Integrated Delivery Systems on Quality and Efficiency • Complex Chronic Conditions: Patient Pathways, Processes, and Engagement • Comparative Effectiveness and Value-Based Insurance Design • Impact of Electronic Health Records on Nursing Quality and Outcomes • Role of Pharmaceutical Policies and Coverage on Access to New Drugs • Physician Engagement in Accountable Care Organizations • Role of Competition and Regulation in Delivery System Reform



Jako Burgers, M.D., Ph.D.  
2008–09 (Netherlands)

**Jako Burgers** is a practicing physician and senior researcher at the IQ Healthcare, Radboud University Nijmegen Medical Centre, where his research focuses on care coordination and clinical practice guidelines to improve quality of patient care. He is also senior consultant at the Dutch Institute for Healthcare Improvement (CBO). In 2007–08, he was chair of the Guidelines International Network (G-I-N), which includes 91 organizations from 37 countries. As a Harkness Fellow, Burgers was placed at the Harvard School of Public Health, where he examined strategies to support better integration of care for patients with multiple chronic conditions. Burgers appeared on the prime-time national television program, “The NewsHour with Jim Lehrer,” to discuss features of the Dutch health care system that have significance for U.S. health care reform, and

has also recently published an award-winning article on defining and measuring integrated patient care.



Kalipso Chalkidou, M.D., Ph.D.  
2007–08 (United Kingdom)

**Kalipso Chalkidou** is director of international work programs at the National Institute for Health and Clinical Excellence (NICE), where she works with governments to support efforts to build institutional capacity for informing evidence-based decisions in health care policy and practice. Chalkidou was previously associate director of research and development at NICE. She has authored peer-reviewed publications in the *BMJ*, *Health Economics*, and *Health Affairs*. For her Fellowship, Chalkidou was placed at the Johns Hopkins University Bloomberg School of Public Health, where she studied best practices in translating evidence into a prioritized health research agenda, as well as drug price differentials across U.S. government programs.

Since completing her Harkness Fellowship, Chalkidou has published over 20 Fellowship-related publications in peer-reviewed journals, including *Milbank Quarterly*, as well as Commonwealth Fund case studies of comparative effectiveness research agencies in four countries.



Claire Lemer, M.D.  
2004–05 (United Kingdom)

**Claire Lemer**, a pediatric registrar in North London and operations manager at North Middlesex University Hospital, was a pediatric senior house officer at Guy’s and St. Thomas’ Hospital at the time of her selection as a Harkness/Health Foundation Fellow in 2004–05. Lemer previously worked at Whittington Hospital and St. George’s Hospital, with subspecialty rotations including cardiology, renal medicine, emergency medicine, surgery, and neonatology. For her Fellowship, Lemer was based in Boston at Brigham and Women’s Hospital, where she researched the effects of communication in pediatric medication safety and published the findings in *Pediatrics*, the *Journal of Patient Safety*, and *Archives of Disease in Childhood*. Following her Harkness Fellowship year, Lemer worked at the U.K. Department of Health

and the World Health Organization as a clinical advisor for the Chief Medical Officer, where she worked in a variety of areas including transplant medicine, quality improvement, and patient safety. She also helped set up a leadership scheme for young doctors, “The CMO’s Clinical Advisor Scheme,” and has recently coedited *Clinical Leadership: Bridging the Divide* (Quay Books, 2009).



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