HARKNESS FELLOWSHIPS
in Health Care Policy and Practice

2016–2017

The COMMONWEALTH FUND
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 Innovations 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.

The Commonwealth Fund invites promising mid-career professionals—academic researchers, clinicians, hospital and insurance managers, government policymakers, and journalists—from Australia, Canada, France, Germany, the Netherlands, New Zealand, Norway, Sweden, 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 study health care delivery reforms and critical issues on the health policy agenda in both the U.S. and their home countries. 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, integrated health care delivery systems, 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 Harkness Fellowship is widely regarded as the pinnacle international program for health system researchers, and policy and clinical leaders, and for very good reason. The Commonwealth Fund’s standing allows fellows direct and unparalleled access to leading U.S. health care experts within government, academia, and provider organizations. My time at the Agency for Healthcare Research and Quality (AHRQ) led to a publication in the New England Journal of Medicine and allowed me to build a strong network of U.S. and international collaborators that continues to this day. The Harkness Fellowship has been, and will continue to be, instrumental in my career development, and the bonds made with other fellows will be long-lasting.

Adam Elshaug (2010-11 Harkness Fellow), Associate Professor of Health Care Policy, Menzies Centre for Health Policy, The University of Sydney

Explore Critical Policy 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 BMJ, Health Affairs, New England Journal of Medicine, Canadian Medical Association Journal, Journal of the American Medical Association, Medical Journal of Australia, New Zealand Medical Journal, Das Gesundheitswesen, Health Policy, and International Journal for Quality in Health Care.
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, French, German, New Zealand, Norwegian, Swedish, and U.K. health care systems as well.

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), EXECUTIVE VICE PRESIDENT, INSTITUTE FOR HEALTHCARE IMPROVEMENT, AND FORMER DIRECTOR-GENERAL HEALTH AND CHIEF EXECUTIVE, NATIONAL HEALTH SERVICE (NHS) SCOTLAND

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. The Commonwealth Fund convenes Harkness Alumni Policy Forums every three years in Washington, D.C., bringing together fellows and U.S. policymakers to foster candid dialogue on health policy issues and showcase international delivery system reforms.

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. In a 10-year review of the Harkness Fellows conducted in 2011, one of three fellows was rated as a national leader in their home country.

The Harkness Fellowship awards up to US$130,000, which covers round-trip airfare to the United States, a living allowance, funds for project-related travel, research, conferences, travel to attend The Commonwealth Fund program of fellowship seminars, health insurance, and U.S. federal and state taxes. A family supplement (e.g. approximately $60,000 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 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 exemplary health care provider organizations.

Qualitative Research Methodology Workshop

Led by nationally known qualitative research experts, this 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.

Washington Policy Briefing

A four-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, industry lobbyists, and prominent journalists—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 health care leaders drawn from government, health care organizations, and academia.

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.

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** Since 2009, the Nuffield Trust has provided cofunding for the U.K. Harkness Fellowships. Beginning in 2010, the U.K. National Institute for Health Research (NIHR) has also provided support for the U.K. fellowships. The Nuffield Trust aims to encourage the next generation of policy leaders. The NIHR program, which funds research on service design and delivery challenges, aims to engage NHS managers with research.

**German Harkness Fellowships** The B. Braun Stiftung, a partner since 2008, has increased the focus of the German Harkness program on nursing research. The Harkness/B. Braun Stiftung Fellowship, targeted to nursing health services researchers, managers, and policymakers, aims to advance nursing science and encourage leaders in nursing policy. The second German Harkness Fellowship, aimed at policy analysts, academics, clinicians, and journalists, supports a broader range of projects on a high-performing health system.

**Dutch Harkness Fellowships** Since 2008, the Dutch Ministry of Health, Welfare, and Sport (VWS) has collaborated with The Commonwealth Fund to establish the Dutch Harkness Fellowships. Beginning in 2012–13, one Dutch fellowship is 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 Dutch Harkness Fellowship, aimed at policy analysts, academics, clinicians, and journalists, supports a broader range of projects on a high-performing health system.

**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 was pleased to announce a collaboration with the Swedish Ministry of Health and Social Affairs. The Ministry provides support for one Swedish Harkness Fellow, and this fellowship supports research promoting a high performance health care system.

**Canadian Harkness Fellowships** Since 2001, a collaboration with the Canadian Foundation for Healthcare Improvement (CFHI) has brought a Canadian perspective to the program. Beginning with the class of 2012, with cofunding from CFHI, the Canadian Harkness/CFHI Fellowship is offered as a full-time fellowship, based in the U.S.
APPLICATION TIMETABLE

September 8, 2015   Deadline for receipt of applications from Australia and New Zealand
November 16, 2015   Deadline for receipt of applications from Canada, France, Germany, the Netherlands, Norway, Sweden, and the United Kingdom
November 2015–January 2016   Selection of new Harkness Fellows
August–September 2016   Starting dates for the new class of Harkness Fellows

Who Should Apply and What Are the Fund’s Areas of Interest?

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, France, Germany, the Netherlands, New Zealand, Norway, Sweden, or the United Kingdom. Applicants who are not citizens of the country from which they are applying must have permanent residency and have lived in that country for at least the past three years. Such applicants must also be committed to pursuing careers in the country from which they are selected.

All applicants must submit a formal application, including a research proposal that falls within the scope of The Commonwealth Fund’s mission to support a high performing health care system. Guided by its overall mission, the Fund’s priority areas include: expanding access to affordable health insurance coverage; transforming the health care delivery system to improve patient outcomes and control costs through payment reform, primary care, and coordinated care systems, with a particular focus on the sickest and most vulnerable patients (e.g., frail patients with multiple chronic illnesses, those with the highest health care costs, and those with complex health and social care needs); learning from successful international delivery system innovations; and identifying and evaluating “Breakthrough Opportunities”—the kinds of game-changing ideas that can potentially disrupt the current health care system in positive ways. Please visit The Commonwealth Fund website at www.commonwealthfund.org for more information about the Fund’s programs, the U.S. health care system, and health reform.

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

For questions regarding eligibility or the Fellowship program:

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Stephanie Stock, M.D., 2007–08 (Germany) is a physician, health economist, and professor for applied health economics and patient-centered care as well as the acting director 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 quality and coordination of care for the chronically ill. Stock was based at the University of Pennsylvania School of Nursing for her Harkness Fellowship, 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. Stock has published more than 36 peer-reviewed articles since 2006, including in the BMJ, Health Affairs, and Health Policy. Post-fellowship, she led a Fund-sponsored project to compare diabetes disease management programs in Germany with the Geisinger Health System in the U.S., publishing the results in Health Affairs.

Jason Sutherland, Ph.D., 2012–13 (Canada) is an associate professor at the University of British Columbia's Centre for Health Services and Policy Research. He is also currently working as a senior policy researcher at the U.S. Agency for Healthcare Research and Quality (AHRQ), where he is conducting research on delivery system performance in the United States. Sutherland has worked as an expert-in-residence with the British Columbia Ministry of Health and consultant to the Ontario Ministry of Health and Long-Term Care and Alberta Health Services. He has authored 35 peer-reviewed publications in journals such as New England Journal of Medicine, Health Services Research, and Journal of the American Medical Association. Sutherland is also currently an associate editor of Health Policy. For his fellowship, he was based in Washington, D.C., at the Office of the Assistant Secretary for Health Planning and Evaluation (ASPE) and the National Institute of Mental Health (NIMH), where he studied variation in the services that patients receive across different care settings, information that can be used to inform the design of episode-based payment reforms.

Robyn Whittaker, M.B.Ch.B., Ph.D., 2010–11 (New Zealand) is program leader of Health Informatics and Technology at the National Institute for Health Innovation at the University of Auckland. Her research focuses on using mobile communications technologies to deliver health interventions (mHealth). She is also a public health physician leading health care innovations at Waitemata District Health Board. She sits on many national and international groups including the National Telehealth Forum Leadership Group and the WHO Global mHealth/mWellness Expert Group. Whittaker was based at the Health Resources and Services Administration at the U.S. Department of Health and Human Services for her Harkness Fellowship, and her fellowship project involved an examination of text4baby, a national health program providing free informational text messages to pregnant women and new mothers for the first year of their baby's life. The implications of this novel program were significant for the implementation of mHealth programs aimed at improving population health outcomes. Whittaker has published her research in journals including the New Zealand Medical Journal, the American Journal of Public Health, and the European Journal of Health Economics.
Rudy Douven, Ph.D., 2013–14 (Netherlands) is a health economist at CPB, the Netherlands Bureau for Economic Policy Analysis and at Erasmus University Rotterdam, where his work has bridged the gap between research and policy. He was responsible for the formal analysis of the proposed health policy measures by the political parties during the general elections in 2010 and 2012, and he also spearheaded the research that led in 2011 to make health insurers responsible for controlling the total level of health care expenditure. Douven has published research in many international economics journals including *Journal of Health Economics* and *International Journal of Health Economics and Management*. He was based at Harvard Medical School for his Harkness Fellowship. In his study, he analyzed the Medicare Shared Savings Program of Accountable Care Organizations (ACOs) and uncovered unintended incentives in ACO benchmark rules, results of which were published with his mentor Dr. Thomas G. McGuire in *Health Affairs* in 2015.

Emma Stanton, M.R.C.Psych, M.B.A, 2010-11 (United Kingdom) is associate chief medical officer for Beacon Health Options, a health care improvement company, based in Boston. She is a former clinical advisor to the chief medical officer, Department of Health, England, and co-founder of Diagnosis, a clinical leadership social enterprise. Stanton is co-editor of *Clinical Leadership: Bridging the Divide* (Quay Books, 2009) and co-author of *M.B.A. for Medics* (Radcliffe, 2010). She was based with mentor Dr. Thomas H. Lee at the Harvard School of Public Health and Professor Michael E. Porter at Harvard Business School for her Harkness Fellowship, where her research focused on value-based mental health care delivery.

Jan Frich, M.D., Ph.D., 2013–14 (Norway) is professor and the head of the Department of Health Management and Health Economics at the University of Oslo, a position he was promoted to post-Harkness Fellowship, and is an attending physician at the Oslo University Hospital. Frich has 75 peer-reviewed publications, including in the *Journal of Health Organization and Management*, *Sociology of Health & Illness*, and *BMC Health Services Research*, and is the author of 18 book chapters and editor of four books—topics include quality of care, clinical leadership, and medical education. Frich was based at the Global Health Leadership Institute at Yale University for his Harkness Fellowship, where his project focused on informing and improving leadership development policies and practices in health care systems, results of which were published with his mentor, Dr. Elizabeth H. Bradley, in the *Journal of General Internal Medicine*.

**PAST FELLOWSHIP PLACEMENTS INCLUDE**

- Harvard University
- Johns Hopkins University
- Stanford University
- Columbia University
- University of California, San Francisco
- Kaiser Permanente
- Veterans Health Administration
- Institute for Healthcare Improvement
- Group Health Cooperative of Puget Sound
- National Institute of Mental Health
- Dartmouth Institute for Health Policy and Clinical Practice

**EXAMPLES OF FELLOWSHIP PROJECTS**

- Complex Chronic Conditions: Patient Pathways, Processes, and Engagement
- Policy Strategies for Financing Long-Term Care
- Impact of Integrated Delivery Systems on Quality and Efficiency
- Comparative Effectiveness and Value-Based Insurance Design
- Return on Investment for Electronic Health Records
- Role of Pharmaceutical Policies and Coverage on Access to New Drugs
- Physician Engagement in Accountable Care Organizations
- Expanding Coverage Through Health Insurance Exchanges