



# HARKNESS FELLOWSHIPS

in Health Care Policy and Practice

2019–2020



The  
Commonwealth  
Fund



# The Commonwealth Fund

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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 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.

**Cover Photos (clockwise from top):** 1) 2011–12 Harkness Fellows at Washington Policy Briefing; 2) 2015–16 Harkness Fellows at Orientation in New York City, at The Commonwealth Fund; 3) 2014–15 Harkness Fellows and families at Orientation in New York City.

# HARKNESS FELLOWSHIPS

## in Health Care Policy and Practice

**The Commonwealth Fund** invites promising mid-career professionals—academic researchers, clinicians, hospital and insurance managers, government policymakers, and journalists—from Australia, France, Germany, the Netherlands, New Zealand, Norway, 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*, *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, Dutch, French, German, New Zealand, Norwegian, 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)*

*President and CEO, Institute for Healthcare Improvement, and former Director-General for 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. \$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.

## 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.



Alan Weil, J.D., M.P.P., Editor-in-Chief, *Health Affairs*; The Honorable Edith Schippers, Minister of Health, Welfare and Sport, The Netherlands; Professor The Lord Darzi of Denham, Imperial College of London.

## 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.



The Fellows meet with Jay Khosla, Staff Director for the U.S. Senate Committee on Finance.



2016–2017 Harkness Fellows in Washington for Policy Briefing.

## Institute for Healthcare Improvement (IHI) Meeting

Fellows spend a day in Boston at the world-renowned IHI, hearing firsthand from president and CEO Derek Feeley 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.



Donald M. Berwick, President Emeritus of the Institute for Healthcare Improvement



David Blumenthal, M.D., President of The Commonwealth Fund



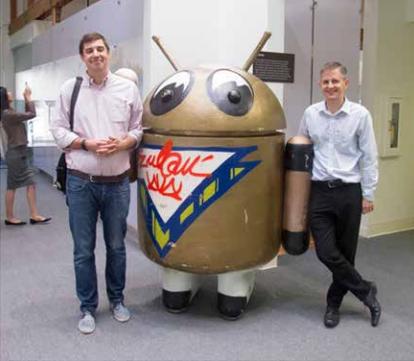
Carolyn Clancy, Deputy Under Secretary for Health for Organizational Excellence, U.S. Department of Veterans Affairs



Benjamin K. Chu, Former President, Kaiser Permanente, Southern California and Georgia

## 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.



## Innovations in Health Care: California Site Visits

Fellows have the opportunity to visit California to understand health care at the state level through meetings at the California Health Insurance Exchange and with the California Secretary of Health, as well as a visit to Kaiser Permanente, a leading integrated delivery system. Fellows also travel to Silicon Valley to meet health care entrepreneurs and hear first-hand from “big data” powerhouses including Google.

## 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.



2011–12 Dutch Harkness Fellow Ewout van Ginneken at the Final Reporting Seminar.

# Harkness Fellowship Partners

**U.K. Harkness Fellowships** The U.K. National Institute for Health Research (NIHR) and The Health Foundation both partner with The Commonwealth Fund to provide support for the four U.K. Harkness fellowships. The NIHR program, which funds research on service design and delivery challenges, aims to engage NHS managers with research. The Health Foundation, an independent charity committed to bringing about better health and health care for people in the U.K., particularly aims to engage policymakers with research and international learning.

**German Harkness Fellowships** The B. Braun Stiftung has been a partner since 2008 in supporting the German Harkness program. The Harkness/B. Braun Stiftung Fellowship, targeted to health services researchers, clinicians, managers, and policymakers, aims to advance patient care and encourage leaders in health care policy. The second German Harkness Fellowship, funded by The Commonwealth Fund, 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, funded by The Commonwealth Fund, is aimed at policy analysts, academics, clinicians, and journalists, and 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 Knowledge Centre at the Norwegian Institute of Public Health, supports a Norwegian Harkness Fellow to promote stronger international links and inputs to Norwegian health policy and systems research.

**For questions regarding eligibility or the Fellowship program, please contact:**

**All countries** Robin Osborn at [ro@cmwf.org](mailto:ro@cmwf.org)

**Australian applicants** Jane Hall at [jane.hall@chere.uts.edu.au](mailto:jane.hall@chere.uts.edu.au)

**Dutch applicants** Patrick Jeurissen at [pp.jeurissen@minvws.nl](mailto:pp.jeurissen@minvws.nl)

**French applicants** Isabelle Durand-Zaleski at [isabelle.durand-zaleski@sap.aphp.fr](mailto:isabelle.durand-zaleski@sap.aphp.fr)  
or Denis Raynaud at [raynaud@irdes.fr](mailto:raynaud@irdes.fr)

**Norwegian applicants** Magne Nylenna at [magne.nylenna@fhi.no](mailto:magne.nylenna@fhi.no)

# 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, France, Germany, the Netherlands, New Zealand, Norway, 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](http://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](http://www.commonwealthfund.org/fellowships). Application materials and instructions are available electronically.**

## APPLICATION TIMETABLE

September 4, 2018 Deadline for receipt of applications from Australia and New Zealand

November 12, 2018 Deadline for receipt of applications from France, Germany, the Netherlands, Norway, and the United Kingdom

December 2018–January 2019 Selection of new Harkness Fellows

August–September 2019 Starting dates for the new class of Harkness Fellows

# Profiles of Harkness Fellows

For profiles of all Harkness Fellows in Health Care Policy and Practice (1998–2016), please visit [www.commonwealthfund.org/fellowships](http://www.commonwealthfund.org/fellowships).



**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*.



**Bjørn Hofmann, Ph.D., M.Sc., 2014-15 (Norway)** is a Professor in the Institute for the Health Sciences at the Norwegian University of Science and Technology, Gjøvik as well as with the Centre for Medical Ethics at the University of Oslo. Hofmann's research focuses on biomedical ethics and health technology assessment (HTA), including health technology and patient safety. He has participated in international expert groups on issues related to health policy, including the UN Scientific Committee on the Effects of Atomic Radiation (UNSCEAR), the International Network of Agencies for

Health Technology Assessment (INHATA) Working Group on Ethics, and Health Technology Assessment International (HTAi). He has also served on national boards for health technology at the Norwegian Directorate for Health and Social Affairs. Hofmann's work was the basis of the EUnetHTA Core Model for Medical and Surgical Interventions, and has recently been published in *BMJ* and the *Journal of Medical Ethics*. As a Harkness Fellow he was based at the Dartmouth Institute for Health Policy and Clinical Practice with mentors Glyn Elwyn and H. Gilbert Welch examining advances in new diagnostic technologies with a focus on challenges for regulators, researchers and clinicians.



**Robyn Whittaker, M.B.Ch.B., Ph.D., 2010–11 (New Zealand)** leads a program on 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. Based at the Health Resources and Services Administration at the U.S. Department of Health and Human Services, 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. 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*.

## PAST FELLOWSHIP PLACEMENTS INCLUDE

Harvard University  
Johns Hopkins University  
Stanford University

Columbia University  
University of California, San Francisco  
Kaiser Permanente



**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.



**Natacha Lemaire M.B.A., M.P.A., M.Sc., 2016–17 (France)** has over 15 years of experience in health policy within the French Ministry of Health and the Caisse Nationale de l'Assurance Maladie des Travailleurs Salariés. At the French Ministry of Health she was responsible for the coordination of Ministry directorates to implement the National Health Strategy, which encompassed the making of the 2016 health law, and supported the Secretary General in monitoring the network of the 26, now 17 regional health agencies. Within the ministry, she has also served as Head of the regulating division for the Directorate of Healthcare Supply, where she worked on hospital pricing and care delivery. At Caisse Nationale de l'Assurance Maladie des Travailleurs Salariés, she launched the first French disease management program for Diabetic patients. As a Harkness Fellow, Lemaire was based at the Harvard T.H. Chan School of Public Health where she worked with Dr. Sara Singer to study care transitions in physician-led accountable care organizations.

## 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

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  
RAND Corporation



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