



# HARKNESS FELLOWSHIPS

in Health Care Policy and Practice

2020–2021



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.

**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—government policymakers, academic researchers, clinical leaders, hospital and insurance managers, and journalists—from Australia, Canada, 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 policy issue or delivery system reform to produce a substantive piece of work that will be presented formally at the end of the fellowship year. Products of the fellowship may include a peer-reviewed journal article or policy report for Health Ministers and other high-level policy audiences, as well as Issue Briefs, Op-Eds, and Blogs. Other products, more relevant to frontline delivery system innovation, are also encouraged.

## 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, and U.K. health care systems as well.

The Harkness Fellowship offered an immersive experience in US healthcare policy that broadened my horizons, deepened my skills and bridged countless new relationships. Coming from a government background, spending a year at a globally renowned research centre at Harvard was daunting at first — but with the generosity and kindness of my mentors, research collaborators, colleagues, Commonwealth Fund staff and other Fellows I made a distinctive contribution, had a lot of fun, and am now embedded in networks that continue to offer encouragement, advice and inspiration. I cannot recommend the Harkness Fellowship highly enough.

Daniel Northam Jones

*(2015-16 Harkness Fellow)*

*Director of Strategy, Cambridge University Hospitals, and former Senior Advisor, NHS England Accountable Care Systems Programme*

## 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 government, academia, 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 20-year review of the Harkness Fellows conducted in 2018, nine out of ten Fellows rated their fellowship year as extremely or very valuable to their professional development and advancement.

**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. (For New Zealand Fellows, families may participate at their own expenses. For families, U.S health insurance and a \$15,000 USD travel supplement will be provided).

# 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 Biannual 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.



Adam Boehler, Deputy Administrator and Director, Center for Medicare and Medicaid Innovation; The Hon. Anne Grethe Erlandsen, State Secretary for Health, Norway; Elisabeth Rosenthal, Kaiser Health News; Ashley Bloomfield, Director-General, New Zealand Ministry of Health; Penny Shakespeare, Deputy Secretary, Department of Health, Australia; Patrick Jeurissen, Chief Scientific Advisor, The Netherlands

## 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



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



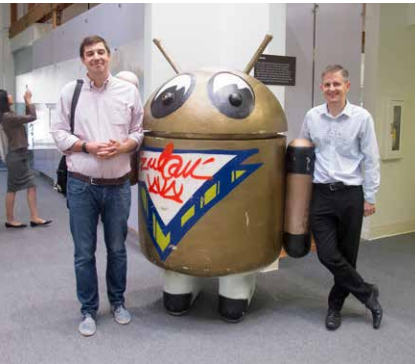
Victor Dzau, M.D., President National Academy of Medicine



Jeanne Lambrew, Former Deputy Director, White House Office of Health Reform

## 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.



2016-17 U.K. Harkness Fellow Saira Ghafur 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 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.

**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.

**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.

**French Harkness Fellowships** Beginning in 2018, The French Ministry of Solidarity and Health, and the Caisse Nationale de l'Assurance Maladie des Travailleurs (CNAMTS) have co-sponsored A Harkness Fellow to identify international policy innovations and best practices relevant to the French health care system. A second French fellowship is sponsored by the Commonwealth Fund.

**New Zealand Harkness Fellowships** The Ministry of Health leads the country's health and disability system, working across the health sector to deliver better health outcomes for New Zealanders. Starting in 2019, the Ministry supports a New Zealand Harkness Fellow in Health Care Policy and Practice, to promote cross-national learning aimed at improving the health of all people and communities and identifying policy and delivery system innovations that can inform health reforms in New Zealand.

**Australian Harkness Fellowships** The Australian health system is a shared responsibility across Federal, State and Territory governments. Starting in 2020, an Australian Harkness Fellow in Health Care Policy and Practice will be supported by the Australian Government and state and territory governments, bringing an international perspective to providing quality, safe and affordable health care for all Australians.

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

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

**Canadian applicants** Bill Callery at [bill.callery@cfhi-fcass.ca](mailto:bill.callery@cfhi-fcass.ca)

**French applicants** Isabelle Durand-Zaleski at [isabelle.durand-zaleski@aphp.fr](mailto:isabelle.durand-zaleski@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)

**New Zealand applicants** Sarah Turner at [sarah.turner@health.govt.nz](mailto:sarah.turner@health.govt.nz)



# 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, 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: insurance coverage, access, and affordability; health care delivery system reforms (e.g., bundled payments, accountable care organizations, innovative approaches to care for high-need/high-cost patients; better models of primary care for vulnerable populations); bending the cost curve, including for prescription drugs; and other critical issues on the health policy agenda in both the U.S. and home countries. Applications for the Australian Harkness Fellowship must relate to one of eight priority policy themes jointly agreed upon by the Australian Government and state and territory governments. For a list of these priority policy themes (and related instructions) for Australia only), as well as more information about the Fund's programs, the U.S. health care system, and health reform please visit [commonwealthfund.org](http://commonwealthfund.org).

The Commonwealth Fund values diversity, equity, and inclusion. We strongly encourage individuals from all communities and backgrounds to apply. For more details about the fellowship program, application process, eligibility, project proposal examples, and selection criteria, please visit [harknessfellowships.org](http://harknessfellowships.org). Application materials and instructions are available electronically.

## APPLICATION TIMETABLE

**October 7, 2019**  
Deadline for receipt of applications from New Zealand

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**October 28, 2019**  
Deadline for receipt of applications from Australia

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**November 11, 2019**  
Deadline for receipt of applications from Canada, France, Germany, the Netherlands, Norway, and the United Kingdom

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**December 2019–  
March 2020**  
Selection of new Harkness Fellows

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**August–  
September 2020**  
Starting dates for the new class of Harkness Fellows

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# Profiles of Harkness Fellows

For profiles of all Harkness Fellows in Health Care Policy and Practice (1998–2019), please visit [commonwealthfund.org/fellowships](http://commonwealthfund.org/fellowships).



**Onil Bhattacharyya, M.D., Ph.D., 2015-16 (Canada)** is currently the Frigon-Blau Chair in Family Medicine Research and a family physician at Women's College Hospital, as well as an associate professor in the Department of Family and Community Medicine and Health Policy, Management and Evaluation at the University of Toronto. Bhattacharyya is national co-chair of the Canadian Institute for Health Research Primary and Integrated Health Care Innovation Network, focused on developing and scaling new models of care for people with complex needs across jurisdictions. He is evaluation lead at the Institute for Health Systems Solutions and Virtual Care and his research focuses on the use of technology to develop new models of care. Bhattacharyya's work has been published in *BMJ Quality & Safety*, *Healthcare Quarterly*, *NEJM Catalyst* and *PLoS One*.



**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 EU-netHTA Core Model for Medical and Surgical Interventions, and has recently been published in *BMJ* and the *Journal of Medical Ethics*.



**Robyn Whittaker, M.B.Ch.B., Ph.D., 2010–11 (New Zealand)** is a public health physician and Associate Professor at the National Institute for Health Innovation, University of Auckland. She is also Clinical Director Innovation at Waitemata District Health Board's Institute for Innovation and Improvement, where she leads the CEO-sponsored Leapfrog Programme of strategic enterprise-wide projects. Whittaker is a world leading academic in mHealth, developing and testing behavior change mHealth interventions for patient and population groups. She is an invited expert on the World Health Organisation/International Telecommunications Union's "Be Healthy Be Mobile" global mHealth initiative. She is also an invited member of multiple national and international advisory committees, including the New Zealand Telehealth Leadership Group, Ministry of Health single EHR sector advisory group, HINZ Clinical Technical Advisory Group, and Global Digital Health Index workshop group. Whittaker has published her research in journals including *BMJ*, *JAMA*, and *The Lancet*.

## PAST FELLOWSHIP PLACEMENTS INCLUDE

Harvard University	Institute for Healthcare Improvement
Johns Hopkins University	Group Health Cooperative of Puget Sound
Stanford University	National Institute of Mental Health
Columbia University	Dartmouth Institute for Health Policy and Clinical Practice
University of California, San Francisco	RAND Corporation
Kaiser Permanente	Centers for Disease Control
Veterans Health Administration	Office of the Assistant Secretary for Health



**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 the Chief Executive Officer of Four Eyes Insight Ltd, which works with the NHS to improve efficiency in operating theatres, outpatient clinics, endoscopy units, catheterization labs and A&E. Prior to taking on this role in September 2018, she was the Associate Chief Medical Officer and subsequently

the Chief Partnership Office at 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 more than a decade of experience working as a policy maker at the national level, and now serves as the Senior Advisor on Organizational Innovations, reporting directly to the French Minister for Solidarity and Health, Dr. Agnès Buzyn. Prior to this, she was responsible for the coordination of the Ministry of Health's directorates to implement the National Health Strategy, and was instrumental in the enactment of the country's Health Law, which was voted in by Parliament in December 2016. Lemaire has

supported the Secretary General in monitoring France's network of 17 Regional Health Authorities, and has extensive experience in hospital pricing, having served as Head of the Regulation Division from 2010-2014. Before joining the Ministry, she managed the creation of an American-inspired diabetes prevention program in the National Health Insurance Fund (CNAMTS). 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
- ▶ The Use of Health Information Technology to Improve Rural Health Care
- ▶ Delivery models that Integrate Primary Care and Mental Health
- ▶ Value-Based Insurance Design
- ▶ Return on Investment for Electronic Health Records
- ▶ The Use of Regulation and Evidence to Improve Drug Pricing
- ▶ Physician Engagement in Accountable Care Organizations
- ▶ How Health Care Systems Can Address Social Determinants of Health



# The Commonwealth Fund

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