




The  
Commonwealth  
Fund

# The Commonwealth Fund Fellowship

in Minority Health Policy at Harvard University



PREPARING  
TOMORROW'S  
LEADERS IN HEALTH

2020/2021





# ABOUT THE FELLOWSHIP



Based at Harvard Medical School, the Commonwealth Fund Fellowship in Minority Health Policy at Harvard University is a one-year, full-time, academic degree-granting program designed to prepare physicians, particularly physicians from groups underrepresented in medicine, to become leaders who improve the health of disadvantaged and vulnerable populations through transforming healthcare delivery systems and promoting innovation in policies, practices and programs that address health equity and the social determinants of health. Fellows will complete academic work leading to a Master of Public Health degree at the Harvard T.H. Chan School of Public Health or a Master of Public Administration at the Harvard Kennedy School of Government. The program incorporates the critical skills taught in schools of public health, government, business, and dental medicine with supervised practicum, shadowing, mentorship, leadership forums and seminar series conducted by Harvard senior faculty and nationally recognized leaders in healthcare delivery systems and public policy.

Up to five one-year, degree-granting fellowships will be awarded per year. Each fellowship provides: \$60,000 one-year stipend, full tuition, health insurance, books, fellowship travel and other program related expenses, including financial assistance for a practicum project.

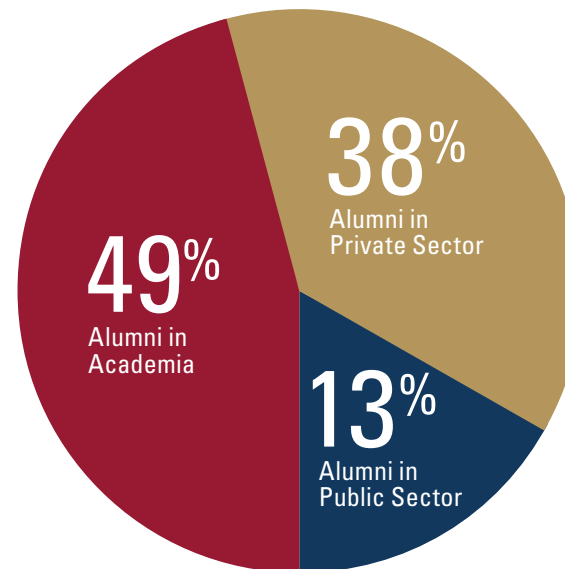




# 24 YEARS OF FELLOWSHIP

1996-2019

The Commonwealth Fund Fellowship in Minority Health Policy at Harvard University welcomed its inaugural class in 1996. To date, 137 fellows have been trained, including those funded by the California Endowment Scholars Program and the Oral Health Fellowship Program (funded by The California Endowment, HRSA, the Dental Service of Massachusetts/Delta Dental Plan and Harvard School of Dental Medicine).



## CLINICAL DISCIPLINES:

Internal Medicine  
Pediatrics  
Family Medicine  
OB/GYN  
Surgery  
Psychiatry  
Emergency Medicine  
Pathology  
Orthopedics

**67%** have been invited for interviews on TV, radio and newsprint to discuss public health and minority health issues.

**68%** have published their research work in peer-reviewed journals. Between 1997 and 2019, approximately 1275 peer-reviewed articles, book chapters and other forms of publication have been published.

**100%** engaged in policy, research and/or service delivery related to minority health and vulnerable populations.

**79%** have held academic appointments at schools of public health and/or medicine.

## Advisory Committee/Board & Recognitions



# THE COMMONWEALTH FUND FELLOWS' EXPERIENCES AT HARVARD

## Leadership & Policy Training



“The Commonwealth Fund Fellowship was a career altering experience. The one-year journey taught me how to be a critical thinker and how to ask the most pertinent questions. I learned about public health issues, leadership skills, and health disparities. I returned to clinical work as a public health practitioner with the goals of bringing about social change to improve women’s health.”

### **Nawal Nour, MD, MPH – 1999**

Chief Diversity and Inclusion Officer for Faculty and Students, Director, Ambulatory Obstetrics Practice, Director, African Women’s Health Center, Brigham and Women’s Hospital; Associate Professor, Harvard Medical School

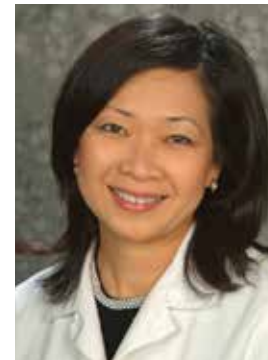


“The Fellowship was an incredible, transformative experience that changed my career trajectory forever. Prior to the fellowship I had little understanding of the inner working of leadership, minority health, and health policy. After my fellowship training, I felt equipped to create a path focused on leading efforts to address racial/ethnic disparities in health and health care.”

### **Joseph Betancourt, MD, MPH – 1998**

Vice President, Chief Equity and Inclusion Officer; Founder, Senior Advisor, and Faculty, The Disparities Solutions Center, Massachusetts General Hospital; Associate Professor of Medicine, Harvard Medical School; Co-Founder, Quality Interactions, Inc.

## Networking



“I would not be where I am today without the Fellowship. The Fellowship prepared me to be a physician leader and policymaker. The fellows that I have gotten to know through the fellowship have been my most trusted friends and colleagues.”

### **Quyen Ngo-Metzger, MD, MPH – 1999**

Scientific Director, US Preventive Services Task Force Program; Agency for Healthcare Research and Quality - Center for Primary Care, Prevention, and Clinical Partnerships



“I came to Boston with my wife. No family. No familiarity with Boston. I knew what to expect from conversations with prior fellows, but was unsure how the fellowship would work out for me. However, in reflecting back on the year, I now have a large extended family in my cohort of fellows and in the Reede Scholars across the nation. I also now recognize how participating in this fellowship was undoubtedly the best way I could have spent this year.”

### **Darrell M. Gray, II, MD, MPH – 2014**

Deputy Director, Center for Cancer Health Equity, The Ohio State University Comprehensive Cancer Center; Medical Director, Endoscopy and Gastroenterology Services, Ohio State East Hospital; Director, Community Engagement and Equity in Digestive Health; Associate Professor of Medicine, The Ohio State University Wexner Medical Center



## Empowerment & Advocacy



“The fellowship taught me more than public health leadership; it showed me how to pursue my passion in life. I am a different, better, stronger, more complete person now because of this life-changing journey. I am ready to change the world!”

### **Chandak Ghosh, MD, MPH – 2000**

Senior Medical Advisor, US Department of Health and Human Services, Health Resources and Services Administration

## Mentorship



“The incredible role models that we have access to during the fellowship from Dr. Reede, to the public health and health policy leaders, allow us to see that there is a myriad of ways that we can effect change to help end healthcare disparities in our society.”

### **Ivette Motola, MD, MPH, FACEP, FAAEM – 2005**

Center Assistant Director, and Director, Division of Prehospital & Emergency Training, Gordon Center for Simulation and Innovation in Medical Education; Associate Professor of Emergency Medicine, University of Miami Miller School of Medicine



“This program has been transformative. It has helped me develop a framework, a knowledge base, and leadership tool. The mentorship has been extraordinary...The mentorship of our practicum experiences helped us think about future work in a better way. We learned to ask better questions. The program also helped crystallize better a vision for the future of our career.”

### **Jay Bhatt, DO, MPH, MPA – 2012**

Chief Medical Officer and President and CEO of the Health Research and Educational Trust of the American Hospital Association (AHA)

## Skill Tool Box



“Every day I use analytical skills, negotiating skills, research skills or networking skills, to name a few, that were acquired or strengthened by my fellowship experience.”

### **Octavio N. Martinez, Jr., MD, MPH, MBA, FAPA – 2002**

Senior Associate Vice President, Division of Diversity and Community Engagement; Executive Director, Hogg Foundation for Mental Health; Clinical Professor, Steve Hicks School of Social Work; Professor of Psychiatry, Dell Medical School, The University of Texas at Austin

## Post-Fellowship Support



“...The best thing about the Fellowship has been the people: my co-fellows, the alumni network, Dr. Joan Reede and her staff. It is a privilege to be part of a group of physicians whose common mission is to eliminate disparities, fight inequities and improve access and quality of care for our nation’s most vulnerable populations.”

### **Alice Chen, MD, MPH – 2001**

Deputy Director and Chief Medical Officer, San Francisco Health Network, San Francisco, CA; Professor of Medicine, University of California San Francisco



“The comradery, the family, that we develop as part of this fellowship, I continue to very regularly lean on the other fellows – those who proceeded me, were part of my group, and those who came after.”

### **Durado Brooks, MD, MPH – 1999**

Vice President, Cancer Control Interventions, American Cancer Society, Inc.



# FELLOWSHIP YEAR HIGHLIGHTS

In particular, fellows report that the fellowship's unique combination of course work with site visits/leadership forums/shadowing activities has proven to be an effective and unique way to bring together academic training with real world experience, providing them "excellent opportunities" to network with national health leaders and exposing them to the most fundamental issues in health policy facing this country in the twenty-first century.



## Seminar Series on Leadership in Minority Health Policy and Minority Health

The seminar sessions explore the public policy issues impacting the health status of minority and disadvantaged populations.



## Leadership Forums and Special Sessions

Leadership Forums/Special sessions are designed to interact with nationally recognized physician leaders from the public, private and academic sectors.

## Examples of Fellows' Practicum Projects



Access to Quality Cancer Care: Creating an Agenda for Action

**LaQuandra Nesbitt, MD, MPH – 2007**  
Director, DC Department of Health, Washington DC



Health Care Utilization and Cost among Homeless Medicaid Recipients

**Monica Bharel, MD, MPH – 2012**  
Commissioner, Massachusetts Department of Public Health



Reducing Readmissions in the Indian Health Service

**Anne Newland, MD, FACP, MPH – 2013**  
Chief Executive Officer, North Country HealthCare, Flagstaff, AZ



Role of Managed Care Organization in Long-Term Services and Support for Children with Disability in New Hampshire: Policy and Practice Implication of the State Innovation Model

**Asare B. Christian, MD, MPH – 2014**  
Associate Outpatient Medical Director, Good Shepherd Rehabilitation Hospital; Instructor, Department of Physical Medical and Rehabilitation, University of Pennsylvania Perelman School of Medicine



Addressing the Role of FQHCs in Caring for Victims of Human Trafficking: Recommendations for Moving Forward

**Kimberly S.G. Chang, MD, MPH - 2015**  
Family Physician., Asian Health Services, Oakland, CA; Vice Speaker of the House, Board of Directors, National Association of Community Health Centers; Cofounder, HEAL Trafficking



Incompetent to Stand Trial: Strategies for Jail Release and Community Re-Entry

**Morgan M. Medlock, MD, MDiv, MPH - 2018**  
Director of Community Outreach and Engagement, and New Program Development, Assistant Professor of Psychiatry, Howard University Hospital, Washington, DC



## ANNUAL MEETING, REUNION OF ALUMNI, AND CURRENT FELLOWS

The annual meeting is held in the spring of each year for current and alumni fellows. The former fellows are expected to assess the relevance of the Fellowship program in terms of their professional experiences of the post-fellowship years, and the current fellows present their practicum projects at the meeting. This annual gathering also provides the opportunity for both current and former fellows to share professional and academic experiences. An alumni annual symposium is held in conjunction with the annual meeting.



### Site Visits

The site visits enable fellows to obtain the first-hand experiences of problem-solving and policy-making processes in public health management and afford them an opportunity to network directly with key administrators from federal, state, local agencies and organizations (e.g. NIH, HRSA, FDA, OMH, CMS, PCORI in Washington, DC; Massachusetts Department of Public Health, Institute for Health System Innovation and Policy at Boston University).



### Shadowing

The shadowing experience provides fellows a unique opportunity to interact more directly with nationally recognized public health and policy leaders and to expose fellows to the central issues and challenges encountered by public health leaders.



### Career Development

Examples of topics covered under career-development include: Self-awareness; Cultivating a network and mentoring; Increasing visibility; Expanding career options; Documenting.



# HOW TO APPLY

## Deadlines

Application Due: December 2, 2019

Notification of 2020-2021 Fellows: March 2, 2020

All inquiries and requests for application materials to both the Fellowship and the Harvard T.H. Chan School of Public Health/Harvard Kennedy School should be addressed to:

Joan Y. Reede, MD, MPH, MS, MBA  
Director, The Commonwealth Fund Fellowship in Minority Health Policy at Harvard University, Minority Faculty Development Program Harvard Medical School  
164 Longwood Avenue, 2nd floor  
Boston, MA 02115-5818

Tel: 617-432-2922  
Fax: 617-432-3834  
E-mail: [mfdp\\_cff@hms.harvard.edu](mailto:mfdp_cff@hms.harvard.edu)

For more information, please visit:  
<https://mfdp.med.harvard.edu/cff/how-apply>  
Application materials and instructions are available electronically.

## Eligibility

- Physicians who have completed residency and who are either BE/BC. Additional experience beyond residency, such as chief residency, is preferred.
- Experience or interest in addressing and improving the health needs of minority, disadvantaged and vulnerable populations as well as in advancing system change in ways that improve the health for all populations, but with particular emphasis on vulnerable populations.
- Strong evidence of leadership experience or potential, especially as related to community efforts, quality improvement, transformation of health care delivery systems, and/or health policy.
- Intention to pursue a career in policy, public service, and/or academia.
- U.S. citizenship or U.S. permanent residency.



## Review Criteria & Selection

Applications will be reviewed for:

- Academic and training qualifications
- Commitment to a multicultural perspective in program planning, program implementation, and policy analysis
- Experience in projects devoted to increasing quality care and access and improving the capacity of the health care system to address health needs of minority, disadvantaged and vulnerable populations
- Evidence of leadership potential

**The Fellowship Advisory Committee**, comprised of distinguished faculty, health leaders, administrators, and the program director, will review applications, interview candidates and select the fellows.

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Applicants must complete applications to **both** the Commonwealth Fund Fellowship in Minority Health Policy at Harvard University and the Master of Public Health Program of the Harvard T.H. Chan School of Public Health, **including application for financial aid at the Chan School.**

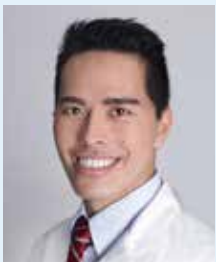
For those **applicants who already have an MPH degree**, applications to **both** the Commonwealth Fund Fellowship in Minority Health Policy at Harvard University and the Master of Public Administration Program of the Harvard Kennedy School (HKS) are required, **including application for financial aid at HKS.**

Acceptance to graduate school and the Fellowship is necessary for program participation. Applicants not accepted to the Fellowship will still be eligible for admission to the Harvard T.H. Chan School of Public Health or the Harvard Kennedy School.

# FELLOWS 2019-2020

## Commonwealth Fund Fellowship in Minority Health Policy at Harvard University

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### Adrian Jacques Ambrose, MD

Dr. Adrian Jacques Ambrose was most recently a Child and Adolescent Psychiatry fellow at Massachusetts General Hospital (MGH)/McLean Hospital, Harvard Medical School, in Boston, MA, and staff psychiatrist specializing in telemedicine and consult-liaison psychiatry for the MGH Psychiatry Academy. Professionally, Dr. Ambrose is passionate about the systemic factors of healthcare delivery and mental health inequity in pediatric ethnic and sexual minorities. Dr. Ambrose's clinical interests include health policy, health finance, and technological innovations in pediatric mental health care. As a physician leader, he has served on the governing council and board of trustees for national organizations, such as the American Psychiatric Association (APA) and the American Medical Association (AMA). Dr. Ambrose received his medical degree in 2014 from the John A. Burns School of Medicine, University of Hawaii, and completed his residency in Adult Psychiatry at Dartmouth Hitchcock Medical Center, Geisel School of Medicine at Dartmouth in 2017. Dr. Ambrose has completed a fellowship in public health at the National Center for Primary Care (NCPC) as a Satcher Fellow and honored a postgraduate training program at the Dartmouth Institute for Health Policy and Clinical Practice in value-based healthcare and clinical innovations.



### Adjoa Anyane-Yeboah, MD

Dr. Adjoa Anyane-Yeboah was most recently a Gastroenterology Fellow at the University of Chicago Medicine. She was previously a Chief Gastroenterology Fellow at the University of Chicago, and Chief Medical Resident in the Department of Internal Medicine at the University of Illinois at Chicago. Dr. Anyane-Yeboah is focused on public health advocacy, with the goals of advocating in the public sector, leading diversity retention and recruitment efforts, and designing health disparities research, to create policy and develop initiatives to eliminate disparities in minority patients with gastrointestinal disorders. She has a special interest in achieving equity in health outcomes for minority patients with gastrointestinal disorders, such as inflammatory bowel disease. Her community service initiatives have included work with the Urban Health Project (Chicago), and Closing the Health Gap of Greater Cincinnati. As a resident, she developed mentoring programs for underrepresented minority students, and led diversity retention and recruitment efforts for her department. She received the Rising Star Award in 2018 from the University of Cincinnati College of Medicine. Dr. Anyane-Yeboah received her medical degree in 2012 from the University of Cincinnati College of Medicine, Cincinnati, OH, and completed her internal medicine residency at the University of Illinois, Chicago, in 2015.



### Mia Taylor Chandler, MD

Dr. Mia Taylor Chandler was most recently a pediatrician at Holyoke Pediatric Associates, LLP, as well as a School Physician Consultant, Center for School Crisis Intervention and Assessment, both in Holyoke, MA. Since 2015, she has been a Trustee Board Member and Chair of Human Resources Committee for the Martin Luther King, Jr. School of Excellence, Springfield, MA. In 2017, she was the recipient of the "Dedication to Family Centered Care Award" – Baystate Medical Center, UMASS, in recognition for dedication to the social and emotional needs of patients. She is most interested in political advocacy, and health policy development and analysis aimed at impacting the well-being of children.



and families. She is committed to advocacy for access and health equity for minority and vulnerable populations in the areas of behavioral health evaluations, mental health care, and resiliency training for pediatric and adolescent populations. Dr. Chandler received her medical degree in 2014 from the Medical University of South Carolina, College of Medicine, Charleston, SC, and completed her pediatric residency at the Baystate Medical Center, University of Massachusetts, Springfield, MA in 2017.



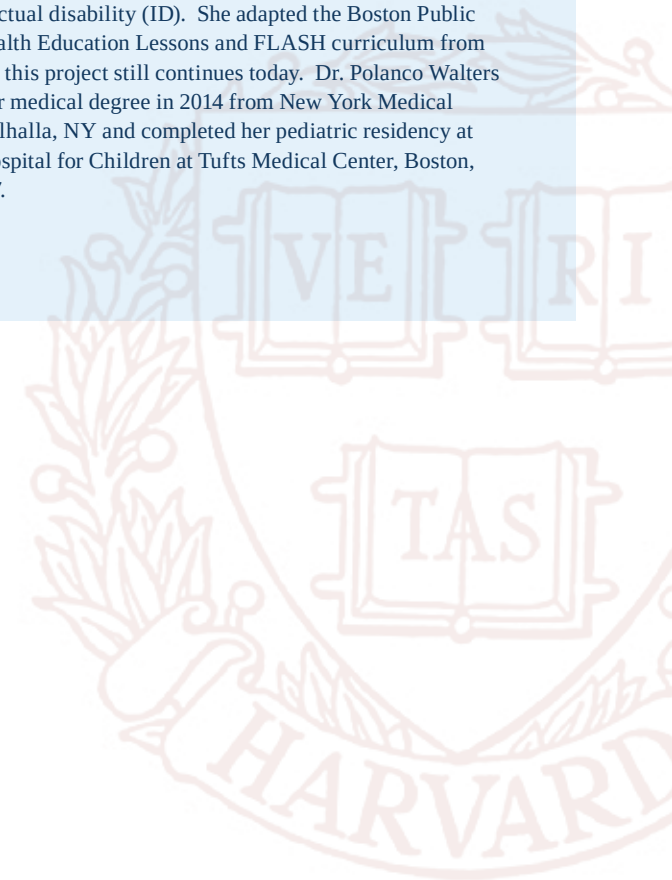
## Hussein Saghir, DO, CAQSM

Dr. Hussein Saghir was most recently Associate Program Director and Assistant Professor at Michigan State University College of Human Medicine/McLaren Family Medicine Residency Program in Flint, MI. He also served as a Primary Care Sports Medicine Physician in the greater Flint area, providing pro bono sports physicals to underserved students and athletes participating in the Special Olympics. He obtained his medical degree from Michigan State University College of Osteopathic Medicine and completed his residency training in Family Medicine at Michigan State University/Genesys Regional Medical Center. Dr. Saghir went on to complete his Sports Medicine Fellowship at Wayne State University School of Medicine/Detroit Medical Center where he provided coverage to Detroit's professional sports teams. After his fellowship, he returned to Flint to serve as the team physician for the Flint Firebirds Hockey team and is an active member of the Physician Advisory Board to the Genesee Health Plan, an insurance plan that provides coverage to uninsured residents of Genesee County. Dr. Saghir has extensive experience in serving vulnerable populations in Flint particularly during and after the Water Crisis, which has compelled him to champion social, economic, and health equity and further solidify his commitment to a career in public advocacy and health policy. He plans to continue his work in graduate medical education and to making Primary Care Sports Medicine more accessible to underserved populations in large urban areas.



## Frinny Polanco Walters, MD

Dr. Frinny Polanco Walters is currently a Clinical Fellow in Adolescent Medicine at Boston Children's Hospital, Boston, MA. She is passionate about advocating for policies that support greater access and better quality services to the underserved, with the ultimate goal of lifting the most vulnerable youth and their families out of poverty. As a 2007-2008 Congressional Hispanic Caucus Institute Public Policy Fellow, she helped revise US Senate legislation to increase minority representation in health professions and to improve health care access to underserved communities. During her pediatrics residency, while working on a program to address the obesity epidemic, Dr. Polanco Walters performed a needs assessment with teachers, administrators and the school nurse at a local elementary school and found a more salient issue, which was the need for sexuality education for students with intellectual disability (ID). She adapted the Boston Public Schools Health Education Lessons and FLASH curriculum from Seattle, and this project still continues today. Dr. Polanco Walters received her medical degree in 2014 from New York Medical College, Valhalla, NY and completed her pediatric residency at Floating Hospital for Children at Tufts Medical Center, Boston, MA in 2017.



# Joseph L. Henry Oral Health Fellowship

## in Minority Health Policy

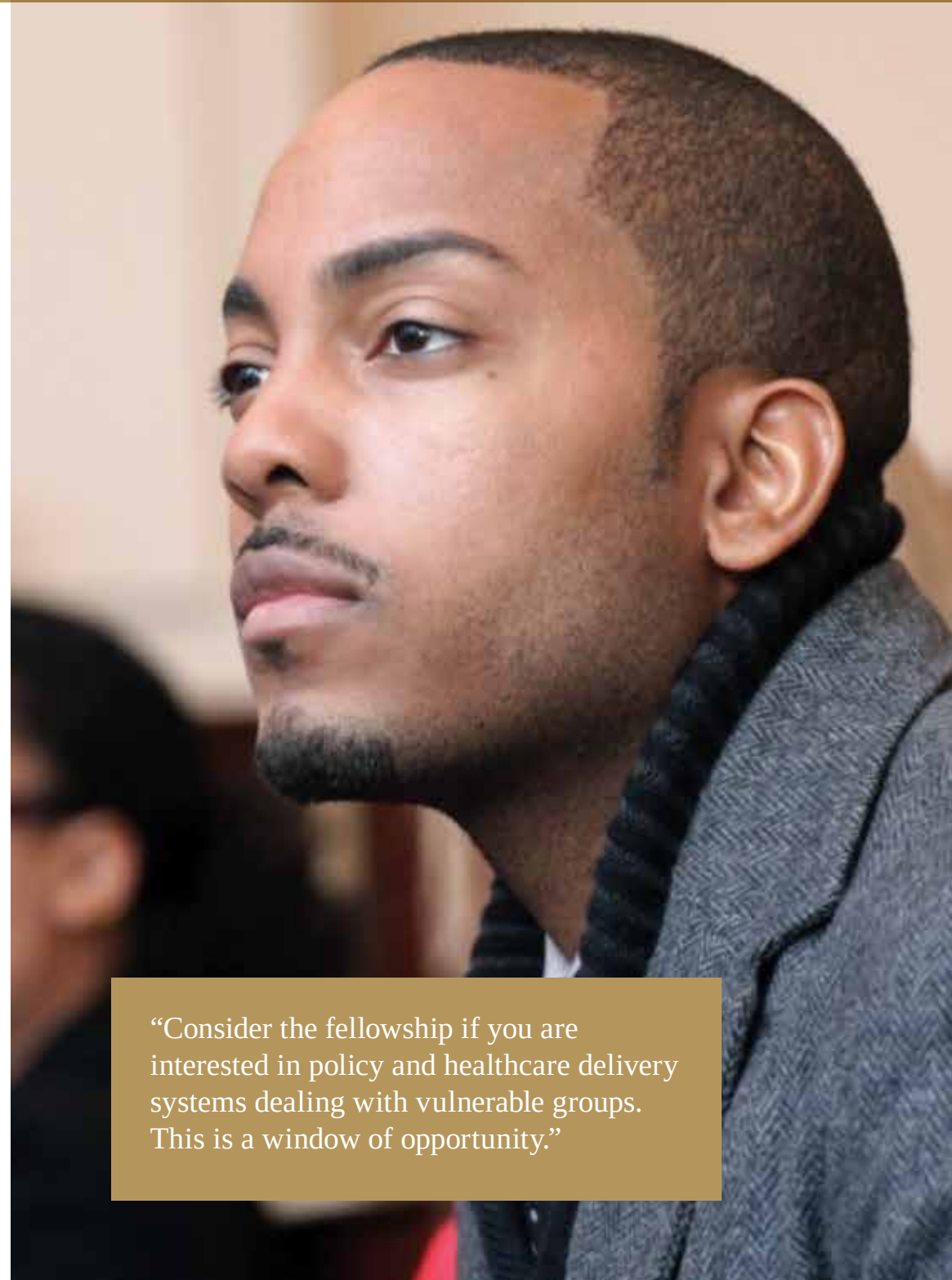
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### Mehedia Haque, DMD

Dr. Mehedia Haque was most recently a full time Clinical Assistant Professor at University of Illinois at the College of Dentistry. She also saw patients at Yummy Dental and Orthodontics for Kids and Apple Dental Care in Chicago, IL. Dr. Haque graduated from Rutgers University, Summa Cum Laude and received her graduate degree from the Harvard School of Dental Medicine in 2015 where she received the Oral Medicine Award. Afterwards, she pursued postgraduate education and earned a Certificate in Pediatric Dentistry from NYU Langone Hospitals in 2017. Dr. Haque has been awarded the Master Clinical Fellowship from Academy of Pediatric Dentistry in 2018 and currently serves on the Editorial board for Journal of Dentistry for Children. She was an Advisory Committee Member of the Massachusetts Department of Public Health from 2013-2016 that developed the first statewide “Oral Health Practice Guidelines for Pregnancy and Early Childhood.” As a cofounding board member of the Wampanoag Tribe of Gayhead, Aquinnah, MA, from 2011-2015, Dr. Haque helped to build a collaborative framework of trust to address the disparities in this underserved population, in order to deliver sustainable oral health care. She was also granted the Weissman grant from Harvard Global Health Institute to work with a GAVI Alliance in Geneva, Switzerland.

“Consider the fellowship if you are interested in policy and healthcare delivery systems dealing with vulnerable groups. This is a window of opportunity.”





# FELLOWSHIP ADVISORY COMMITTEE

## **Myron Allukian, DDS, MPH**

Associate Professor of Oral Health Policy and Epidemiology, Harvard School of Dental Medicine

## **Joseph Betancourt, MD, MPH**

Vice President, Chief Equity and Inclusion Officer; Founder, Senior Advisor, and Faculty, The Disparities Solutions Center, Massachusetts General Hospital; Associate Professor of Medicine, Harvard Medical School; Co-Founder, Quality Interactions, Inc.

## **Monica Bharel, MD, MPH**

Massachusetts Commissioner of Public Health

## **Judy Bigby, MD**

Executive Director, South Africa Partners, Boston, MA

## **Sara Bleich, PhD**

Professor of Public Health Policy, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health; Carol K. Pforzheimer Professor at the Radcliffe Institute for Advanced Study

## **Robert Blendon, ScD**

Senior Associate Dean for Policy Translation and Leadership Development; Richard L. Menschel Professor of Public Health Professor of Health Policy and Political Analysis, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health; Professor of Health Policy and Political Analysis, Harvard Kennedy School

## **O'Neil A. Britton, MD**

Chief Medical Officer and Senior Vice President, Massachusetts General Hospital; Instructor in Medicine, Harvard Medical School

## **Alice Chen, MD, MPH**

Deputy Director and Chief Medical Officer, San Francisco Health Network; Professor of Clinical Medicine, University of California, San Francisco

## **Kevin Churchwell, MD**

President and Executive Vice President of Health Affairs, and Chief Operating Officer, Boston Children's Hospital; Robert and Dana Smith Associate Professor of Anesthesia, Harvard Medical School

## **Chester Douglass, DMD, PhD, MPH**

Professor Emeritus, Oral Health Policy and Epidemiology, Harvard School of Dental Medicine

## **Donald A. Goldmann, MD**

Chief Medical and Scientific Officer, Institute for Healthcare Improvement; Professor, Department of Immunology and Infectious Diseases; Professor of Epidemiology, Harvard T.H. Chan School of Public Health; Clinical Professor of Pediatrics, Harvard Medical School

## **Dora Hughes, MD, MPH**

Associate Research Professor, Department of Health Policy and Management, Milken Institute School of Public Health, The George Washington University

## **Lisa Iezzoni, MD, MSc**

Director, Mongan Institute Health Policy Center, Massachusetts General Hospital; Professor of Medicine, Harvard Medical School

## **Ashish Jha, MD, MPH**

Dean for Global Strategy; K.T. Li Professor of Global Health; Director, Harvard Global Health Institute, Department of Health Policy and Management; Harvard T.H. Chan School of Public Health; Professor of Medicine, Harvard Medical School

## **Betty Johnson, MEd, DSL**

Assistant Dean for Faculty and Staff Diversity, Development and Leadership, Harvard T.H. Chan School of Public Health

## **Ichiro Kawachi, PhD**

John L. Loeb and Frances Lehman Loeb Professor of Social Epidemiology, Department of Social and Behavioral Sciences, Harvard T.H. Chan School of Public Health

## **Thomas H. Lee, MD, MSc**

Professor of Medicine, Harvard Medical School; Professor, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health; Chief Medical Officer, Press Ganey

## **Nicole Lurie, MD, MSPH**

Penn Leonard Davis Institute of Health Economics Distinguished Health Policy Fellow, University of Pennsylvania; Former Assistant HHS Secretary for Preparedness and Response

## **Barbara McNeil, MD, PhD**

Ridley Watts Professor and Chair, Department of Health Care Policy; Professor of Radiology, Harvard Medical School; Professor of Radiology and Practicing Radiologist, Brigham and Women's Hospital

## **Joshua Metlay, MD, PhD**

Chief, Division of General Internal Medicine and Peter L. Gross Chair in Medicine, Massachusetts General Hospital; Professor of Medicine, Harvard Medical School

## **Joseph Newhouse, PhD**

John D. MacArthur Professor of Health Policy and Management, Harvard University; Director of the Division of Health Policy Research and Education, and Director of the Interfaculty Initiative on Health Policy, Harvard Medical School, Harvard T.H. Chan School of Public Health, Harvard Kennedy School, Faculty of Arts and Sciences

## **Deborah Prothrow-Stith, MD**

Dean and Professor of Medicine, Charles R. Drew University of Medicine and Science

## **David Williams, PhD**

Florence Sprague Norman and Laura Smart Norman Professor of Public Health and Chair, Department of Social and Behavioral Sciences, Harvard T.H. Chan School of Public Health; Professor of African and African American Studies and of Sociology, Harvard University

## **Jonathan Woodson, MD**

Director, Institute for Health System Innovation & Policy; Larz Anderson Professor in Management and Professor of the Practice, Questrom School of Business; Professor of Surgery, School of Medicine; Professor of Health Law, Policy, and Management, School of Public Health, Boston University







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Harvard Medical School  
164 Longwood Avenue, 2nd Floor  
Boston, MA 02115-5818

Phone: 617-432-2922

Fax: 617-432-3834

E-mail: [mfdp\\_cff@hms.harvard.edu](mailto:mfdp_cff@hms.harvard.edu)

Web: [www.mfdp.med.harvard.edu/cff](http://www.mfdp.med.harvard.edu/cff)



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