

# HARKNESS FELLOWSHIPS

in Health Care Policy and Practice

2015–2016



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 left):** 1) 2006–07 Harkness Fellows at the Canadian Policy Briefing; 2) 2010–11 Norwegian Harkness Fellow Berit Bringedal, Ph.D., presenting at the Orientation Seminar; 3) 2010–11 Harkness Fellow Diane Gray with Dame Carol Black and U.K. Minister of State for Health, the Honorable Simon Burns MP, at the 2010 International Symposium; 4) 2008–09 Harkness Fellows' Mentors Sherry Glied, Ph.D., Carolyn Clancy, M.D., David Blumenthal, M.D., and Senior Fellowships Advisor Bradford H. Gray, Ph.D.; 5) 2006–07 Harkness Fellows with then-Senator Barack Obama and Senator Richard J. Durbin, both of Illinois, at the Washington Policy Briefing; 6) 2008–09 Dutch Harkness Fellows Jako Burgers, M.D., Ph.D., and Bert Vrijhoef, Ph.D., with Dutch then-Minister of Health, Welfare, and Sport, the Honorable Ab Klink.

**New for 2015–2016**

*Expansion of the program to include a  
French Harkness Fellowship in  
Health Care Policy and Practice*

## **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, 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 capacity of the Fund to connect me directly to American and Canadian health care improvement, informatics, and patient safety leaders, and the openness and willingness to share knowledge and experience demonstrated by leaders in these areas, such as Don Berwick and David Bates, was extraordinary. I will be reprocessing, leveraging, and, I hope, putting to good work a year packed full of learning and enjoyment—with my family—for many years to come.

PETER SPRIVULIS, M.B.B.S., PH.D., 2004–05 HARKNESS FELLOW (AUSTRALIA) - PROFESSOR OF EMERGENCY MEDICINE, UNIVERSITY OF WESTERN AUSTRALIA

## 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*, *Canadian Medical Association Journal*, *Journal of the American Medical Association*, *Medical Journal of Australia*, *New England Journal of Medicine*, *New Zealand Medical Journal*, *Das Gesundheitswesen*, *Health Policy*, and *International Journal for Quality in Health Care*.

## Join an Expanded Network of Colleagues

Fellows join a vibrant, international network of health policy researchers and practitioners, developing valuable contacts for ongoing international exchange and collaboration. In September 2010, we were pleased to launch the Harkness Alumni Network, a private online space for Harkness alumni and current fellows, which aims to foster candid dialogue on health policy issues, stimulate cross-national research and collaboration, and maintain professional links among fellows across years and countries.

For someone involved in health care policymaking, or who wants to influence health care policy, the Harkness Fellowship is a fantastic opportunity. It provides a first-class insight into international issues, the chance to research in detail a few of the major challenges that we all face, and a network of contacts that will be of value for years to come.

**DEREK FEELEY**, 2005–06 HARKNESS/HEALTH FOUNDATION FELLOW – EXECUTIVE VICE PRESIDENT, INSTITUTE FOR HEALTHCARE IMPROVEMENT, AND FORMER DIRECTOR-GENERAL HEALTH AND CHIEF EXECUTIVE, NATIONAL HEALTH SERVICE (NHS) SCOTLAND

## Develop In-Depth Cross-National Knowledge and Expertise

Through the fellowship seminars and experience, fellows gain a firsthand understanding of the U.S. health care system and innovations in policy and practice. Interaction among the fellowship class and with international experts provides the opportunity to develop a working knowledge of the Australian, Canadian, Dutch, French, German, New Zealand, Norwegian, Swedish, and U.K. health care systems as well.

## Accelerate Professional Growth and Opportunities

Harkness Fellows have moved into prominent positions within academia, government, and health care delivery organizations at the completion of their fellowships, making valuable contributions to health policy and practice in their home countries and in the United States. 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\$119,000**, which covers round-trip airfare to the United States, a living allowance, funds for project-related travel, research, and conferences, travel to attend The Commonwealth Fund program of fellowship seminars, health insurance, and U.S. federal and state taxes. A family supplement (e.g. approximately \$55,000 for a partner and two children up to age 18) is also provided to cover airfare, living allowance, and health insurance.

# Fellowship Year Highlights

## Orientation for New Fellows

Held at The Commonwealth Fund in New York City, the four-day orientation features an in-depth seminar on the U.S. health care system and current health policy issues, as well as site visits to 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.



The Hon. Robin Martin Kåss, State Secy. for Health and Care Services, Norway; The Rt. Hon. Andrew Lansley MP, Secy. of State for Health, England; James R. Tallon, Jr., President, United Hospital Fund; The Hon. Annette Widmann-Mauz MP, Parliamentary State Secy. of Health, Germany; Donald M. Berwick, then-Administrator, CMS; The Hon. Pascal Strupler, State Secy. for Health, Switzerland; The Hon. Karin Johansson, State Secy. for Health, Sweden.



2012–13 Harkness Fellows and Commonwealth Fund staff at the Washington Policy Briefing with Congressman Tom Price (R-GA).

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

## Institute for Healthcare Improvement (IHI) Meeting

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

## Leadership Seminar Series

Fellows participate in a series of dynamic roundtable exchanges that examine the core concepts of leadership. The seminars provide an opportunity to learn from the real-world experience of health care leaders drawn from government, health care organizations, and academia.



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



David Blumenthal, President of The Commonwealth Fund



Thomas Björn Zeltner, M.D., former Secretary of State for Health, Switzerland



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

## Canadian Policy Briefing

Fellows travel to Canada for a four-day briefing on the Canadian health care system with federal and provincial health policy officials, as well as innovative leaders from the provider, research, and regulatory communities, to gain a valuable frame of reference for cross-national comparisons.

## AcademyHealth Annual Research Meeting

Fellows attend the annual meeting of AcademyHealth, an event that brings together more than 2,000 academic health services researchers, policymakers, and industry decision-makers for discussion of policy issues and new research findings. Fellows are encouraged to submit abstracts of their project findings for inclusion in the AcademyHealth program.

## 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** 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 Programme, 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 Fellowships, targeted to nursing health services researchers, managers, and policymakers, aim to advance nursing science and encourage leaders in nursing policy.

**Dutch Harkness Fellowships** Since 2008, the 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 15, 2014	Deadline for receipt of applications from Australia and New Zealand
November 17, 2014	Deadline for receipt of applications from Canada, Germany, the Netherlands, Norway, Sweden, and the United Kingdom
December 15, 2014	Deadline for receipt of applications from France
December 2014–January 2015	Selection of new Harkness Fellows
August–September 2015	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](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.**

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

Contact	<b>Robin Osborn</b> at <a href="mailto:ro@cmwf.org">ro@cmwf.org</a> (all countries) or
Australian applicants	<b>Jane Hall</b> at <a href="mailto:jane.hall@chere.uts.edu.au">jane.hall@chere.uts.edu.au</a>
Canadian applicants	<b>Stephen Samis</b> at <a href="mailto:stephen.samis@cfhi-fcass.ca">stephen.samis@cfhi-fcass.ca</a>
French applicants	<b>Yann Bourgueil</b> at <a href="mailto:bourgueil@irdes.fr">bourgueil@irdes.fr</a> or <b>Isabelle Durand-Zaleski</b> at <a href="mailto:isabelle.durand-zaleski@sap.aphp.fr">isabelle.durand-zaleski@sap.aphp.fr</a>
New Zealand applicants	<b>Toni Ashton</b> at <a href="mailto:toni.ashton@auckland.ac.nz">toni.ashton@auckland.ac.nz</a>

# Profiles of Harkness Fellows

For profiles of all Harkness Fellows in Health Care Policy and Practice (1998–2013), please visit [www.commonwealthfund.org/fellowships](http://www.commonwealthfund.org/fellowships).



**Stephanie Stock, M.D., 2007–08 (Germany)** is a physician, health economist and a professor for applied health economics and patient-centered care at the Institute of Health Economics and Clinical Epidemiology of the University of Cologne, where she has been involved in health care reforms targeting the improvement of care for the chronically ill. For her Harkness/Robert Bosch Stiftung Fellowship, Stock was based at the University of Pennsylvania School of Nursing, where she examined strategies for implementing best practices in home health care. The findings were published in the *Journal for Healthcare Quality*, summarized in the John A. Hartford Foundation-sponsored project, National Framework for Geriatric Home Care Excellence, and presented to the German Ministry of Health. Stock has published more than 36 peer-reviewed articles since 2006, including in the *British Medical Journal*, *Health Affairs*, and *Health Policy*.



**Russell Gruen, M.B.B.S., Ph.D., FRACS, 2002–03 (Australia)** is professor of surgery and public health at Monash University and director of the National Trauma Research Institute, where he plays a key role in integrating research into policy and practice. Gruen also serves as a member of the Victorian Quality Council and leads a project to establish a National Trauma Quality Improvement Program and National Trauma Registry. For his Harkness Fellowship, Gruen was placed at the Harvard School of Public Health, where he studied the relationship between physicians' professionalism, health outcomes, and social determinants of health. Gruen, who has over 80 peer-reviewed articles, published results from his Harkness project in the *Journal of the American Medical Association* and subsequent related research in *New England Journal of Medicine* and *Annals of Internal Medicine*.



**Jason Sutherland, Ph.D., 2012–13 (Canada)** is an associate professor in the Centre for Health Services and Policy Research in the University of British Columbia's School for Population and Public Health. 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. Sutherland has authored 35 peer-reviewed publications in journals such as *Health Affairs*, *New England Journal of Medicine*, *Health Policy*, and *Journal of the American Medical Association*. Sutherland is also currently an associate editor of *Health Policy*. Based in Washington, D.C. at the Office of the Secretary for Health Planning and Evaluation (ASPE) and the National Institute of Mental Health (NIMH), for his fellowship, Sutherland 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.

**Examples of Fellowship Projects** Improving Resource Use in the Intensive Care Unit | Policy Strategies for Financing Long-Term Care | Impact of Integrated Delivery Systems on Quality and Efficiency | Complex Chronic Conditions: Patient Pathways, Processes, and Engagement | 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



**Peter Alders, Ph.D., 2012–13 (Netherlands)** is the acting head of the Department of Social Support Act for the Dutch Ministry of Health, Welfare, and Sport. His work there has largely focused on reforms of the Exceptional Medical Expenses Act and the Social Support Act. Since 2000, Alders has worked as a policy advisor for various ministry offices in the Netherlands, including the Ministry of Social Affairs and Employment, the Ministry of Finance, and the Ministry of Health, Welfare, and Sport. He has published two peer-reviewed journal articles, including one in *Journal of Public Economics*. Alders was placed at Harvard Medical School for his Harkness Fellowship, and his fellowship project examined how care can be rebalanced for elderly patients with disabilities from expensive, institutional care to more appropriate community-based care. Multiple databases were analyzed to compare long-term care services in the United States and the Netherlands, and to assess the policy implications of changing demographics, financial incentives, and new assistive technologies for supporting the elderly at home.



**Kalipso Chalkidou, M.D., Ph.D., 2007–08 (United Kingdom)** is the founding director of the international program at the National Institute for Health and Clinical Excellence (NICE), where she works with governments and global donors to support efforts to build institutional capacity for informing evidence-based decisions in health care policy and practice. Chalkidou was previously associate director of research and development at NICE and she is a visiting professor at King’s College London. She has authored peer-reviewed publications in the *BMJ*, *Health Economics*, and *Health Affairs*. For her fellowship,

Chalkidou was placed at the Johns Hopkins University Bloomberg School of Public Health, where she studied best practices in translating evidence into a prioritized health research agenda, as well as drug price differentials across U.S. government programs. Since completing her Harkness Fellowship, Chalkidou has published over 20 fellowship-related publications in peer-reviewed journals, including *Milbank Quarterly*, as well as Commonwealth Fund case studies of comparative effectiveness research agencies in four countries.



**Bruce Guthrie, M.B.B.Ch., Ph.D., MRCP, MRCGP, 2006–07 (United Kingdom)** is a general practitioner and professor of primary care at the University of Dundee, Scotland. During his Harkness Fellowship, Guthrie was based at the University of California, San Francisco, where he studied physician financial incentives for chronic disease management and preventive care under California Medicaid; he published an article stemming from his project in *Health Affairs*. Drawing on what he describes as “the unique opportunity a Harkness Fellowship provides to understand how to productively work with policymakers,” he has since focused his research on multimorbidity and primary care safety, collaborating with the National Institute for Health and Clinical Excellence (NICE) to improve guideline development, and with the Scottish Patient Safety Programme to make primary care prescribing and safety-critical ‘back-office’ systems more reliable. He has published work in the *Lancet*, *BMJ*, and *CMAJ*, and is a member of the NICE QOF Indicators Advisory Committee and the NHS Health Improvement Scotland National Clinical Data for Quality Improvement Advisory Group.

### 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 | National Institute of Mental Health



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FUND**

ONE EAST 75<sup>TH</sup> STREET    1150 17<sup>TH</sup> STREET NW  
NEW YORK, NY 10021    SUITE 600  
TELEPHONE (212) 606-3800    WASHINGTON, DC 20036  
FAX (212) 606-3875    TELEPHONE (202) 292-6700

[www.commonwealthfund.org/fellowships](http://www.commonwealthfund.org/fellowships)