The Commonwealth Fund and
The 2017-18 Harkness Fellowships in Health Care Policy and Practice

IQ Health Conference
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The Commonwealth Fund
Established by Anna M. Harkness in 1918, 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.

An international program in health policy is designed to promote a high performing U.S. health care system through robust international exchange, research, and learnings.
Examples of Fund Projects

Realizing the Potential of Health Reform

- Surveys of adults between 2011 and 2016 to measure changes and trends in insurance coverage
- Reports on expansion of coverage and health insurance exchanges
- Reports on implications of U.S. health reform for specific populations, including women, young adults, and small businesses

Integrated Care and Accountable Care Organizations (ACOs)

- Tracking ACOs through case studies and national surveys, and evaluating their impact on quality, cost, and reducing disparities
- Grants to analyze models for integrating care, including through multi-payer initiatives, “hybrid” integrated systems, and coordinating care for patients dually covered by Medicaid and Medicare

Overall State Health System Performance: Scorecard Ranking, 2015

Annual Bipartisan Congressional Retreat

- 3-day briefing
- Topics: drug prices and innovation, health care cost trends, high need/high cost patients behavioral health and primary care integration

High Need/High Cost Patients

- Identifying promising models of delivery to better manage these patients
- Grants to define subpopulations to proactively identify those at high risk of becoming high cost
Harkness Fellowships in Health Care Policy and Practice

- United States
- Australia
- Canada
- France
- Germany
- Netherlands
- New Zealand
- Norway
- Sweden (on hold 2016-17)
- United Kingdom
Partnerships to Expand Harkness Fellowships

- **Canada:** Canadian Foundation for Healthcare Improvement
- **France:** Institut de Recherche et Documentation en Économie de la Santé (IRDES) and Unité de Recherche Clinique en Économie de la Santé d’Ile-de-France
- **Germany:** B. Braun Stiftung
- **Netherlands:** VWS Ministry of Health, Welfare, and Sport
- **Norway:** Research Council of Norway with the Knowledge Centre at the Norwegian Institute of Public Health
- **United Kingdom:** National Institute for Health Research (NIHR) and The Health Foundation
Harkness Fellows can expect to:

• Spend 12 months in the United States
• Conduct research on a key health care delivery or policy issue
• Gain an in-depth understanding of the U.S. health care system
• Learn about the Australian, Canadian, Dutch, French, German, New Zealand, Norwegian, and U.K. health care systems
• Work with leading US policy experts and senior policymakers
• Get a firsthand look at innovative U.S. programs
• Enhance methodological skills
• Develop networks of valuable contacts for ongoing cross-national exchange and collaboration

A chance to Think Big about some of the most important challenges in health care policy and practice
Relationship with The Commonwealth Fund Adds Value to the Fellowship

- Nationally recognized Fund staff provide expertise across a range of fields in health policy and practice

- Through the Fund’s grants, Fellows can connect to many of the country’s most innovative projects and research

- The Fund opens doors and provides entrée to its networks of health leaders and experts for Fellows
The Harkness Fellowship awards up to U.S. $130,000, which covers the following:

- Roundtrip airfare to the United States
- Living allowance
- Funds for project-related travel, research, and conferences
- Travel to attend the Harkness Fellowship seminars
- Health insurance
- U.S. and state taxes

- PLUS: a family supplement up to U.S. $60,000 (including airfare, living allowance, and health insurance) for Fellows accompanied by a partner and/or children up to age 18
Examples of Harkness Fellows’ Projects

- Integration of mental health and primary care
- Using Big Data to transform healthcare outcomes
- Impact of ACO shared savings program on quality and costs
- Performance feedback to improve health system quality and costs
- Impact of provider consolidation on quality, competition, and costs
- Medical homes as a model for vulnerable populations
- “Choosing Wisely” strategies to reduce low value care
- Multidisciplinary teams and use of nurses in advanced roles
- Impact of Bundled Payments on Post-Acute Care
- Redesigning health care for high-need, high-cost children
Examples of Harkness Fellows’ Placements

• Harvard University, Boston
• Stanford University, San Francisco
• University of California, San Francisco
• Johns Hopkins University, Baltimore
• Columbia University, New York City
• University of Chicago
• Kaiser Permanente, San Francisco
• Group Health Cooperative, Puget Sound
• Institute for Healthcare Improvement (IHI), Boston
• Agency for Healthcare Research and Quality (AHRQ), Washington, D.C.
Prominent U.S. Mentors are a Key Feature of the Program

Thomas H. Lee, M.D.
Partners Community Healthcare, Inc.

Donald Berwick, M.D.
Institute for Healthcare Improvement

Benjamin Chu, M.D./Murray Ross, Ph.D.
Kaiser Permanente Southern California/
Kaiser Foundation Health Plan

David Blumenthal, M.D.
Massachusetts General Hospital;
The Commonwealth Fund

Andrew Bindman, M.D.
UCSF/San Francisco General Hospital

Edward Wagner, M.D.
Group Health Cooperative at
Puget Sound

Meredith Rosenthal, Ph.D.
Harvard T.H. Chan School of
Public Health

Carolyn Clancy, M.D.
Agency for Healthcare Research and
Quality

Prominent U.S. Mentors are a Key Feature of the Program

- Nikola Biller-Andorno (SWIZ)
- Alexandra Norrish (UK)
- Emma Stanton (UK)
- Jonny Taitz (AUS)
- Tom Marshall (UK)
- John Hobbs (NZ)

- Onil Bhattacharyya (CAN)
- Robin Gauld (NZ)
- Katharina Janus (GER)
- James Mountford (UK)
- Russell Gruen (AUS)
- Stephen Davies (UK)

- Peter Sprivilis (AUS)
- Rae Lamb (NZ)
- James Mountford (UK)
- Timothy Wilson (UK)

- Luke O'Shea (UK)
- Julia Murphy (UK)
- Christopher Millett (UK)
- Peter McNair (AUS)
- Bruce Guthrie (UK)
- Elana Taipapaki Curtis (NZ)
- Colin Tukuitonga (NZ)

- Adam Elshaug (AUS)
- Ansgar Gerhardus (GER)
- Sonj Hall (AUS)
- Kathryn Rowan (UK)
- Cynthia Farquhar (NZ)

- Diane Bell (UK)
- Antoinette De Bont (NETH)
- Dawn Dowding (UK)
- Richard Gleave (UK)
- Derek Feeley (UK)
- Martin Hefford (NZ)

- Margje Haverkamp (NETH)
- David Peiris (AUS)
- Jeroen Struijs (NETH)
- Nadine Reibling (GER)

- Paul Burgess (AUS)
- Bert Vrijhoef (NETH)
- Richard Hamblin (UK)
- Rhiannon Edwards (UK)
- Malcolm Battersby (AUS)
- Ngaire Kerse (NZ)
- Linda Gask (UK)

- Daniela Koller (GER)
- Sara Kreindler (CAN)
- Michael Schull (CAN)
- Kimberlyn McGrail (CAN)
2015-16 Harkness Orientation at the Fund

Site Visits to Montefiore Medical Center and the Visiting Nurse Service of New York

Harkness Mentors

Andrew Bindman (U.S. Agency for Healthcare Research and Quality), Meredith Rosenthal (Harvard), Ashish Jha (Harvard)

Bastian Ravesteijn (Netherlands)
Rudolf Blankart (Germany), Margje Haverkamp (Netherlands)
Taught by Leslie Curry (Yale) and Kelly Devers (the Urban Institute)

Goals for participants

• Critically analyze the purpose, strengths, and limitations of qualitative and mixed methods

• Understand how to design a qualitative or mixed methods study

• Learn data collection techniques

• Understand principles of qualitative data sampling, interviewing, analysis

• Ensure the rigor of empirical research using qualitative and mixed methods
Harkness Fellows Breakfast with Health Ministers and Partners at the 2015 International Symposium

Bastian Ravesteijn, Regine Aalders (Ministry of Health, Welfare, and Sport, The Netherlands)


Christof Veit (Federal Institute for Quality Insurance and Transparency in Healthcare), Alexander Pimperl, The Hon. Annette Widmann-Mauz (Parliamentary State Secretary for Health, Germany), Rudolf Blankart

Margje Haverkamp and Richard Doornbosch (Ministry of Health, Welfare and Sport, The Netherlands)
Visit to the Institute for Healthcare Improvement (IHI) in Boston

- Briefing on IHI’s world-renowned programs and pioneering techniques to improve quality, outcomes and efficiency
- Networking with IHI Quality Improvement Fellows and Staff

Don Goldmann, Chief Medical and Scientific Officer (IHI), with 2015-16 Harkness Fellows on IHI Tour
An “Inside the Beltway” Look at Policymaking with Multiple Stakeholders, and a Wide Range of Viewpoints, including:

- Democratic vs. Republican perspectives on health reform
- Perspectives from government agencies, industry lobbyists, States, and political strategists
- Site Visit to VA Hospital
Innovations in Health Care: California Site Visits April 2016

Harkness Fellows Visiting the Google Campus

Leadership Dinner with Ben Chu, Kaiser Permanente

Sandra Shrewry, California Health Care Foundation
Anthony Wright, Health Access California

The Hon Diana Dooley, California Health and Human Services Agency
Harkness Fellowship Leadership Dinners

Past Leadership Speakers

- Thomas Lee
  Chief Medical Officer
  Press Ganey

- David Blumenthal
  President of the Commonwealth Fund/
  Former National Coordinator for Health Information Technology

- John Rowe
  Former Chairman
  & CEO of Aetna

- Don Berwick
  Former Administrator, Centers for Medicare and Medicaid Services
  and President and CEO, Institute for Healthcare Improvement

- Karen Davis
  Former President of the Commonwealth Fund

- Mark McClellan
  Former Administrator for Centers for Medicare and Medicaid Services

- Thomas Zeltner
  Former Swiss Secretary of State for Health

- Carolyn Clancy
  Undersecretary of Health, U.S. Department of Veterans Affairs
  Former Director, Agency for Healthcare Research and Quality

- Hoangmai Pham
  Director, Seamless Care Models Group at the CMS Innovation Center

- Maureen Bisognano
  Former President and CEO, Institute for Healthcare Improvement

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A seminar series designed to provide Harkness Fellows with:

- Understanding of the principles of effective leadership

- Opportunity for candid discussion with influential U.S. policy leaders and guest policymakers from Fellows’ home countries

- Focus on ‘lessons learned’ from real world experience
Comparison of Site of Death, Health Care Utilization, and Hospital Expenditures for Patients Dying With Cancer in 7 Developed Countries

Justin E. Bekelman, MD; Scott D. Halpern, MD, PhD; Carl Rudolf Blankert, PhD; Justin E. Bekelman, MD; Scott D. Halpern, MD, PhD; Can Rudolf Blankert, PhD; Andrew P. Finlay, MD; Juulie Bynum, MD, MPH; Joachim Cohen, MSc, PhD; Robert Fowler, MDCM, MS(Epi); Stein Kaasa, MD, PhD; Lukas Kwekiewicz, PhD; Hans Olav Melberg, PhD; Bregje Onwuteaka-Philipsen, PhD; Mariska Oosterveld-Vlug, PhD; Andrew Pring, MSc; Jonas Schreyögg, PhD; Connie M. Ulrich, PhD, RN; Julia Verne, MBBS, PhD; Hannah Wunsch, MD, MS: Ezekiel J. Emanuel, MD, PhD; for the International Consortium for End-of-Life Research (ICELR)
Examples of Harkness Fellows in Leadership Positions

Mark Booth, M.A. (NZ)
First Assistant Secretary, Health Systems Policy
Australian Department of Health

Anna Dixon, Ph.D. (UK)
Chief Executive
Centre for Aging Better

Jako Burgers, M.D., Ph.D. (NETH)
Head, Department of Guideline Development and Research
Dutch College of General Practitioners

Derek Feeley (UK)
President and CEO
Institute for Healthcare Improvement

Richard Gleave (UK)
Chief Operating Officer
Public Health England

Jonas Schreyoegg, Ph.D. (GER)
Member of the Advisory Council
German Federal Ministry of Health

Jan Frich, M.D., Ph.D. (NOR)
Head of Department of Health Management and Health Economics
University of Oslo

Jennifer Zelmer, Ph.D. (CAN)
Executive Vice President for Clinical Adoption and Innovation
Canada Health Infoway
Harkness Alumni Network and Online HARKNESS ALUMNI FORUM formally established in 2010 to:

• Foster candid dialogue on current health policy issues among Harkness Alumni across years and countries
• Stimulate international and cross-national research, thinking, and collaborations
• Build professional and social links among Fellows
• Maintain ongoing close ties between the Fund and Harkness Alumni
• Share Harkness Fellows’ News and Job Postings

New Alumni Programs in 2016:
• The Health Foundation
• B. Braun Stiftung
• Canadian Foundation for Healthcare Improvement
• 22 Harkness alumni from Australia, Canada, Germany, the Netherlands, New Zealand, Norway, Switzerland, and the U.K. highlighted health care policy and delivery system innovations for key U.S. policymakers

• Alumni produced 14 research papers (11 co-authored)

International innovations included:
  • Transforming health care delivery systems to better care for patients with chronic illness
  • Using health information technology to improve care and empower patients
  • Insurance exchanges and expanding insurance coverage
  • Payment reform and financial incentives
  • Integration of health and social care services

- Evaluation of 89 fellows via survey and complete portfolio review by Fund staff and partner countries.

Key findings include:

- 87% met short-term goal of fellowship publication/report
- 83% continue to be engaged in cross-national research
- 71% continue to collaborate with other fellows; 67% with Harkness mentor or other U.S. experts
- One-third of alumni are recognized as national leaders in policy, academia, and delivery system reforms
- Fellows have published over 2,200 publications post-fellowship
- Fellows have done their most significant work in the areas of financing, coverage & regulation; quality improvement; child & adolescent health; and pharmaceutical policy
- 91% of fellows rate the fellowship as extremely/very valuable to their careers
“Loved the school and the whole experience. They really grew through it. The school drove them academically and in every other way (very focused on high performance!). My daughter made wonderful friends (first grade), and had a strong American accent by the time we departed for home (lost it in two weeks).

- Robin Gauld, Ph.D. (New Zealand)
- Family: Spouse, two children ages 6 and 10.
Who Should Apply?

- Academic researchers, government policymakers and analysts, clinical leaders, health care and insurance industry managers, and journalists

- Applicants should be mid-career and Fellows are typically between late 20s and mid-40s

- Applicants must be citizens of Australia, Canada, France, Germany, the Netherlands, New Zealand, Norway, or the United Kingdom, or have permanent residency and lived in that country for at least three years.

- All applicants must submit a formal application that includes a research proposal which falls within the scope of The Commonwealth Fund’s principal areas of interest
Applying for the 2017-18 Harkness Fellowships in Health Policy and Practice

November 14, 2016: Deadline for receipt of applications from the Netherlands

For more details and application form, please visit:  
www.commonwealthfund.org/fellowships

For questions about the program, eligibility, and proposed projects, please contact:

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ro@cmwf.org  
1-212-606-3809
Hearing from Partners and Harkness Alumni

Prof. Dr. Patrick Jeurissen, Ph.D., M.P.A.
Chief Scientific Advisor, Ministry of Health, Welfare and Sport; Director, Celsus Academy on Fiscally Sustainable Healthcare, IQ Healthcare
pp.jeurissen@minvws.nl

Philip van der Wees, Ph.D.
2011-12 Dutch Harkness Fellow in Health Care Policy and Practice;
Senior Researcher, Radboud University Nijmegen Medical Centre
Philip.vanderWees@radboudumc.nl

Jako Burgers, M.D., Ph.D.
2008-09 Dutch Harkness Fellow in Health Care Policy and Practice;
Head of Department for Guideline Development and Research, Dutch College of General Practitioners
j.burgers@nhg.org

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