

Harvard Medical School
Office for Diversity Inclusion
and Community Partnership
164 Longwood Avenue, 2nd Floor
Boston, MA 02115-5810

THE MONGAN COMMONWEALTH FUND FELLOWSHIP IN MINORITY HEALTH POLICY



2013/2014

Formerly The Commonwealth Fund / Harvard University Fellowship in Minority Health Policy

THE COMMONWEALTH FUND

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 Fund carries out this mandate by supporting independent research on health care issues and making grants to improve health care practice and policy. An international program in health policy is designed to stimulate innovative policies and practices in the United States and other industrialized countries.



THE MONGAN
COMMONWEALTH FUND
FELLOWSHIP IN MINORITY
HEALTH POLICY

PURPOSE

The Mongan Commonwealth Fund Fellowship in Minority Health Policy (formerly The Commonwealth Fund/Harvard University Fellowship in Minority Health Policy, est. 1996) is designed to prepare physicians for leadership roles in transforming health care delivery systems and promoting health policies and practices that improve access to high performance health care for racial and ethnic minorities, economically disadvantaged groups, and other vulnerable populations. Under the auspices of the Minority Faculty Development Program (MFDP) at Harvard Medical School (HMS), up to five one-year fellowships will be awarded per year. Fellows will complete academic work leading to a Master of Public Health (MPH) degree at the Harvard School of Public Health (HSPH), and, through additional program activities, gain exposure to, and understanding of, major health issues facing the most vulnerable groups in society, including low-income families, the uninsured, racial and ethnic minorities, the young and the aged, and people in poor health. The Fellowship also offers a Master of Public Administration (MPA) degree at the Harvard Kennedy School of Government (HKS) to physicians already possessing an MPH. It is expected that the Fellowship will support the development of a cadre of physician leaders in health policy and practice who are well-trained academically and professionally in health policy, public health, health management, minority health and clinical medicine, as well as actively committed to creating high-performance health systems for vulnerable populations as well as to pursuing careers in public service.

THE MONGAN COMMONWEALTH FUND FELLOWSHIP IN MINORITY HEALTH POLICY

The fellowship allowed me to widen the lens I used to identify problems. Gaining an understanding of the impact of larger social and environmental policies has proved to be invaluable. Now I'm better able to propose comprehensive solutions that may improve health. I use these skills daily to address the community health needs of the residents I serve.

LaQuandra S. Nesbitt, M.D., M.P.H., Fellow '07
Health Director, Louisville Metro Department of Public Health & Wellness,
Louisville, KY

BACKGROUND

Disparities in health care access and quality of care have been well documented. While differences in income, insurance status, or medical need play important roles, racial and ethnic disparities persist even after accounting for these factors. Minority Americans are more likely to report poor health status and experience higher mortality rates for many conditions, including heart disease and cancer. Access to health care is often impeded because many individuals are uninsured or underinsured, rely on public coverage, or live in communities with limited access to providers. If major national health issues are to be fully and equitably addressed, the perspectives and concerns of all racial and ethnic groups must be considered.

Addressing disparities in health and health care and achieving high-performance health systems for vulnerable populations require prepared physician leaders' participation in policy decisions. This level of participation requires a knowledge of government, management, and public health as well as clinical medicine. These leaders must also be culturally competent if they are to ensure that the health needs of minority, disadvantaged and vulnerable populations are met.

While physician education and training establish a firm foundation on which to build effective leadership in health, the Fellowship is unique in its dedication to training physicians for leadership roles in health policy and in transformation of health care delivery systems.

Since 1996, The Commonwealth Fund has supported a fellowship program based at Harvard University which has successfully developed physician leaders who address the health needs of vulnerable populations. Most recently, The Commonwealth Fund renamed the Fellowship as The Mongan Commonwealth Fund Fellowship in Minority Health Policy in honor of Dr. James J. Mongan, an innovative leader in health care delivery system transformation with a strong commitment to improving health care for vulnerable populations.



SINCE 1996

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. Much of my work – whether teaching about policy and advocacy, developing delivery system innovations for the safety net, or serving on the boards of community based organizations – has its genesis in my Fellowship training.

Alice Huan Mei Chen, M.D., M.P.H., Fellow '01
Medical Director, Adult Medical Center, San Francisco General Hospital
Associate Professor of Medicine, University of California San Francisco



PROGRAM

The Mongan Commonwealth Fund Fellowship in Minority Health Policy is a one-year, full-time, academic degree-granting program designed to create physician-leaders who will pursue careers in health policy, public service, and academia. It is designed to incorporate the critical skills taught in schools of public health, government, business, and medicine with leadership forums and seminar series conducted by Harvard senior faculty and nationally recognized leaders in health care delivery systems and public policy; supervised practicums and shadowing opportunities; site visits; conferences; and travel. An optional second year of practicum experience to supplement the fellows' academic and leadership development training at Harvard with practical experience creating high performance health care for vulnerable populations is also available.

Each fellowship provides: \$50,000 one-year stipend, full tuition, health insurance, books, travel, and related program expenses, including financial assistance for a practicum project.

The Fellowship is designed to prepare physician-leaders who will, over time, improve the capacity of the health care system to promote policies and practices that improve minority, disadvantaged and vulnerable populations' access to high-quality care. To accomplish this, the program will:



- Provide strong academic training and course work, including an MPH or MPA, for highly qualified physicians.
- Enhance the leadership ability of physicians, offering them substantive knowledge in health policy and management, while creating a network of physician-leaders capable of advancing successfully among the public, nonprofit, and academic sectors.
- Provide each fellow with mentoring by Harvard senior faculty as well as access to national leaders in health policy and health care delivery.
- Bring together the faculty and resources of HMS, HSPH, and HKS to provide an enhanced core curriculum addressing transformation of health care delivery systems, health policy and practice, health provision and managed care, and health quality improvement, particularly as they relate to minority health issues.
- Utilize resources at HMS, including the Office for Diversity Inclusion and Community Partnership (DCP) and Minority Faculty Development Program (MFDP), to enhance the networking, career development, and career advancement of fellows.
- Link to program activities co-sponsored with the HSPH Division of Policy Translation and Leadership Development.
- Offer an optional, competitive second year practicum program—in which fellows will spend one year in a health care delivery system, government agency, or policy setting—to assist fellows with transitioning to careers in delivery system leadership and health policy.



The Fellowship was an incredible, transformative experience that changed my career trajectory forever. Prior to the fellowship I had little understanding of the inner workings of leadership, minority health, and health policy. After my fellowship training, under Joan's guidance, I felt equipped to create a path focused on leading efforts to address racial/ethnic disparities in health and health care. To this day I credit the Fellowship with my success, and am so thankful that the Commonwealth Fund supported Joan's one-of-a-kind vision to create a cadre of leaders in the field.

**Joseph Betancourt, M.D., M.P.H., Fellow '98
 Director, Disparities Solutions Center, Massachusetts General Hospital,
 Associate Professor of Medicine, Harvard Medical School**

ADMINISTRATION

Direction and administration of the program is provided by the Minority Faculty Development Program at Harvard Medical School. MFDP was established in 1990 to serve as an umbrella organization for minority recruitment, development, and retention initiatives undertaken at HMS and affiliated hospitals. Joan Y. Reede, M.D., M.P.H., M.S., M.B.A., Dean for Diversity and Community Partnership; Director, MFDP; and Program Director of the Mongan Commonwealth Fund Fellowship in Minority Health Policy, provides overall supervision and direction of program development, implementation, and evaluation.

Faculty from the Harvard Medical School, Harvard School of Public Health, Harvard Kennedy School, Graduate School of Education, Harvard Business School, Harvard School of Dental Medicine, and Graduate School of Arts and Sciences are involved in program development and implementation.

ELIGIBILITY

- Physicians who have completed residency, either BE/BC in the U.S. 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.

REVIEW CRITERIA AND DIRECTION

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 improving quality care and access and increasing the capacity of the health care system to address health needs of minority, disadvantaged and vulnerable populations; and evidence of leadership potential.

The Harvard Coordinating Committee, composed of distinguished faculty, administrators, and the program director, together with The Commonwealth Fund, will review applications, interview candidates, and select the fellows.

HOW TO APPLY

Candidates for the MPH degree must apply for entrance into HSPH, including application for financial aid at HSPH, when applying to the Fellowship. Candidates for the MPA degree must apply for entrance to HKS, including application for financial aid at HKS, when applying to the Fellowship. Acceptance to the Fellowship is contingent on acceptance to HSPH or HKS. However, candidates not accepted to the Fellowship are still eligible for admission to HSPH or HKS.

Inquiries about the fellowship program and requests for application materials should be addressed to:

JOAN Y. REEDE, M.D., M.P.H., M.S., M.B.A.
 Director, The Mongan Commonwealth Fund
 Fellowship in Minority Health Policy
 Minority Faculty Development Program
 Harvard Medical School
 164 Longwood Avenue, 2nd Floor
 Boston, MA 02115-5810
 Tel: (617) 432-2922
 Email: mfdp_mcff@hms.harvard.edu
 Web: http://www.mfdp.med.harvard.edu/fellows_faculty/mcff/index.html

DEADLINES

December 15, 2012	Deadline for applications
February 15, 2013	Selection of 2013-14 Fellows
March 15, 2013	Notification of 2013-14 Fellows

Please note: The deadline for the HSPH application is also December 15, 2012.



The Fellowship is a truly unique educational experience. The lessons learned and the skills acquired are priceless. Every day I use analytical skills, negotiating skills, research skills or networking skills that were acquired or strengthened by my fellowship experience. The Fellowship set me on a path to fulfill one of my dreams: to head up a foundation that is making a difference in mental health.

Octavio N. Martinez, Jr., M.D., M.P.H., M.B.A., F.A.P.A., Fellow '02
Executive Director, Hogg Foundation for Mental Health
Associate Vice President, Division of Diversity and Community Engagement
Clinical Professor, School of Social Work, The University of Texas at Austin

2012-2013 FELLOWS OF THE MONGAN COMMONWEALTH FUND FELLOWSHIP IN MINORITY HEALTH POLICY



Talita Jordan, M.D.
*Chief Resident
Children's National Medical Center
Washington, DC*

Dr. Jordan was most recently Pediatric Chief Resident at Children's National Medical Center, in Washington, DC. Her passion for the prevention of childhood obesity led her to Disciples Summer Camp where she worked as Director for several years. Her role as child advocate has resulted in the development of a Teen Pregnancy Workshop in addition to involvement in programs around teen abstinence in Forestville, MD. Dr. Jordan completed her medical degree at the University of Maryland School of Medicine in 2008. While in medical school, she was awarded a National Heart, Lung, Blood Institute Research fellowship for her scholarship and leadership skills.



Robert P. Marlin, M.D., Ph.D.
*Instructor in Medicine
Harvard Medical School
Primary Care Internal Medicine Physician
East Cambridge Health Center
Cambridge Health Alliance
Cambridge, MA*

Dr. Marlin is currently an Instructor in Medicine at Harvard Medical School and a primary care internal medicine physician in the Department of Medicine and at the East Cambridge Health Center, Cambridge Health Alliance, Cambridge, MA. He has dedicated his career to the improved health and health care of immigrants and refugees and, in particular, to the development of coordinated care programs for political violence survivors (PVSs). Dr. Marlin received his medical degree from SUNY-Stony Brook School of Medicine in 2003 and his Ph.D. in Anthropology from Rutgers, The State University of New Jersey in 2001. He completed his internal medicine residency at Cambridge Health Alliance in 2006.



Anne Newland, M.D.
*Acting Clinical Director
Kayenta Health Center
Navajo Area Indian Health Service
Kayenta, AZ*

Dr. Newland most recently served as Acting Clinical Director for the Kayenta Health Center, Navajo Area Indian Health Service. Since 2004, she has also held positions as Medical Officer and Chief of Medical Staff. Her work assured community access to emergency care and expanded outpatient services. In 2010, she traveled to Kabul, Afghanistan to collaborate with the medical arm of the Afghanistan Higher Education Project to improve clinical preceptorship. Dr. Newland received her medical degree from the University of Nebraska Medical Center in 1999. She completed her residency in Internal Medicine-Pediatrics at the University of Tennessee-Memphi in 2003 and was a Chief Resident in Internal Medicine in 2004.



Oluseyi Ojeifo, M.D.
*Internal Medicine Resident
Massachusetts General Hospital
Boston, MA*

Dr. Ojeifo was most recently an internal medicine resident at Massachusetts General Hospital, Boston. As a resident, Dr. Ojeifo was involved in the residency recruitment process and is committed to helping create a diverse workforce. Her areas of interest include innovative approaches to improving health care delivery and reducing disparities in cardiovascular care. Her dedication to vulnerable populations is evidenced by her work as an Albert Schweitzer Fellow in an underserved neighborhood in Pittsburgh, Pennsylvania and as a volunteer on the cardiology ward at Groote Schuur Hospital in Cape Town, South Africa. Dr. Ojeifo received her medical degree from the University of Pittsburgh School of Medicine in 2009.



JAMES J. MONGAN, M.D. (1942 -2011)

James J. Mongan, M.D. was a visionary leader who maintained a strong commitment throughout his career to improving health care for vulnerable populations. Dr. Mongan was a member of The Commonwealth Fund's board of directors and chairman of its Commission on a High Performance Health System, and he was a professor of health care policy and social medicine at Harvard Medical School. He served as president and CEO of Partners Health-Care from 2003-2009, and as president of Massachusetts General Hospital from 1996-2002. He also served 15 years as executive director of Truman Medical Center, a major safety net hospital system in Kansas City, MO, and served as the dean of the University of Missouri-Kansas City School of Medicine.

HARVARD COORDINATING COMMITTEE

Members coordinate The Mongan Commonwealth Fund Fellowship in Minority Health Policy within the Harvard University community, contributing to program development, practicum supervision, professional mentoring, and annual selection of fellows.

MYRON ALLUKIAN, JR., D.D.S., M.P.H., Associate Clinical Professor, Oral Health Policy and Epidemiology, Harvard School of Dental Medicine; Oral Health Consultant, Massachusetts League of Community Health Centers; President, American Association for Community Dental Programs

ROBERT BLENDON, M.B.A., M.P.H., SC.D., M.A., Senior Associate Dean for Policy Translation and Leadership Development, Division of Policy Translation and Leadership Development, Harvard School of Public Health; Richard L. Menschel Professor of Public Health; Professor of Health Policy and Political Analysis, Harvard School of Public Health and Harvard Kennedy School

TOM DELBANCO, M.D., Richard A. and Florence Koplow-James L. Tullis Professor of General Medicine and Primary Care, Harvard Medical School; Division of General Medicine and Primary Care, Beth Israel Deaconess Medical Center

CHESTER DOUGLASS, D.M.D., Ph.D., Professor Emeritus, Oral Health Policy and Epidemiology, Harvard School of Dental Medicine

ARNOLD M. EPSTEIN, M.D., M.A., John H. Foster Professor, Chair, Department of Health Policy and Management, Harvard School of Public Health; Professor, Medicine and Health Care Policy, Harvard Medical School

DONALD GOLDMANN, M.D.

Senior Vice President, Institute for Healthcare Improvement (IHI); Clinical Professor of Pediatrics, Boston Children's Hospital; Clinical Professor of Pediatrics, Harvard Medical School; Professor of Immunology and Infectious Diseases, Harvard School of Public Health

LISA I. IEZZONI, M.D., MSc., Professor of Medicine, Harvard Medical School; Director, Mongan Institute for Health Policy, Massachusetts General Hospital

ASHISH JHA, M.D., M.P.H., C. Boyden Gray Associate Professor of Health Policy and Management, Department of Health Policy and Management, Harvard School of Public Health; Associate Professor of Medicine, Harvard Medical School; Associate Physician, Boston's Brigham and Women's Hospital and VA Boston Healthcare System

THOMAS H. LEE, M.D., MSc., Professor of Medicine,

Harvard Medical School; Network President, Partners Healthcare System; Physician, Brigham and Women's Hospital; Associate Editor, New England Journal of Medicine

BARBARA J. MCNEIL, M.D., Ph.D., Ridley Watts Professor, Health Care Policy, Head, Department of Health Care Policy, Harvard Medical School; Professor, Radiology, Harvard Medical School and Brigham and Women's Hospital

JOSEPH P. NEWHOUSE, Ph.D., John D. MacArthur Professor of Health Policy and Management, Director, Interfaculty Initiative in Health Policy, Faculties of Harvard Medical School, Harvard School of Public Health, Harvard Kennedy School, and Harvard Faculty of Arts and Sciences

JEFFREY D. SELBERG, M.HA, Executive Vice President and Chief Operating Officer, Institute for Healthcare Improvement (IHI)

DAVID R. WILLIAMS, Ph.D., M.P.H, Florence Sprague Norman & Laura Smart Norman Professor of Public Health; Professor of African and African American Studies and of Sociology; Director, Lung Cancer Disparities Center, Co-Leader, Cancer Risk Reduction and Disparities Program, Dana Farber/Harvard Cancer Center, Harvard University

PETER ZIMMERMAN, M.P.P., Lecturer in Public Policy, Senior Associate Dean for Strategic Program Development, Faculty Chair of the Senior Executive Fellows Program, Executive Education, Harvard Kennedy School



THE MONGAN
COMMONWEALTH FUND
FELLOWSHIP IN MINORITY
HEALTH POLICY

