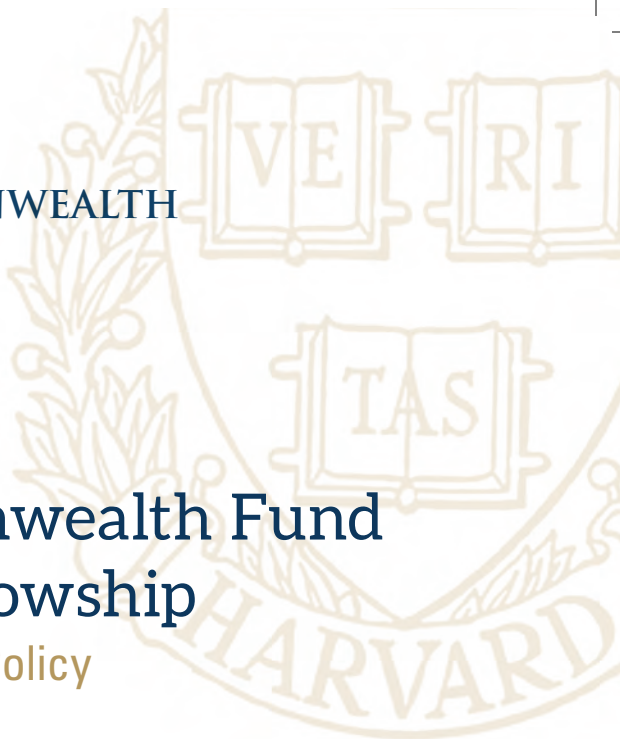




The  
COMMONWEALTH  
FUND



The Commonwealth Fund  
Mongan Fellowship  
in Minority Health Policy



BECOME A  
COMMONWEALTH  
FUND FELLOW

2018/2019



# ABOUT THE FELLOWSHIP



Based at Harvard University, the Commonwealth Fund Mongan Fellowship in Minority Health Policy is a one-year, full-time, academic degree-granting program 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. 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, 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.

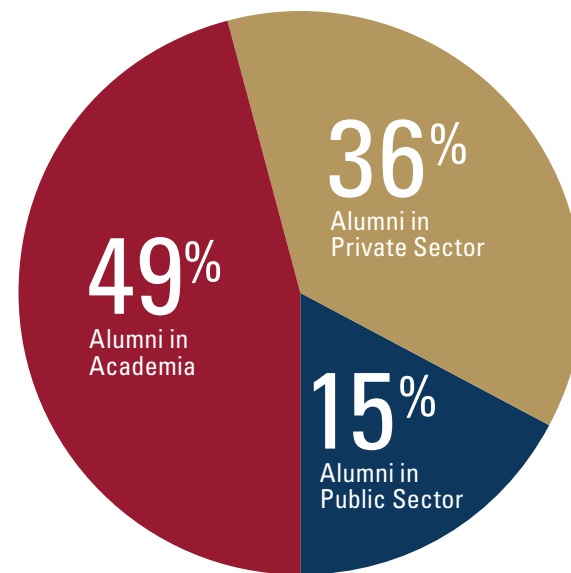




# THE FIRST 21 YEARS

1996-2017

The Commonwealth Fund Mongan Fellowship welcomed its inaugural class in 1996. To date, 128 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
- OBGYN
- Surgery
- Psychiatry
- Emergency Medicine

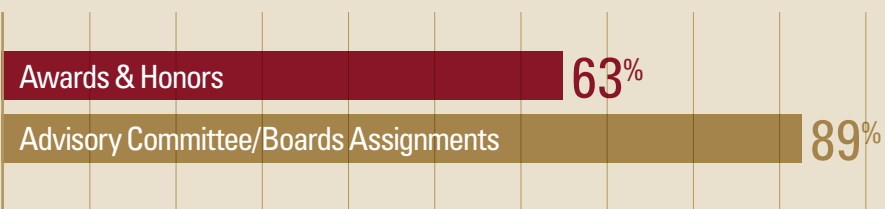
**70%** have been invited for interviews on TV, radio and newsprint to discuss public health and minority health issues.

**72%** have published their research work in peer-reviewed journals. Between 1997 and 2017, approximately 800 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.

**77%** have held academic appointments at schools of public health and/or medicine.

## Advisory Committee/Board & Recognitions



# THE COMMONWEALTH FUND FELLOWS' EXPERIENCES AT HARVARD



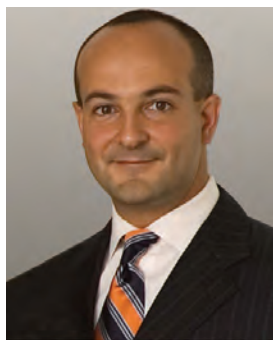
## Leadership & Policy Training



“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**

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**

Director of the Disparities Solutions Center at the Institute for Health Policy, Massachusetts General Hospital; Associate Professor, Harvard Medical School

## Networking



“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**

Director, Community Engagement and Equity in Digestive Health, Assistant Professor of Medicine, The Ohio State University Wexner Medical Center



“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

## 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

## 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**  
Executive Director of the Hogg Foundation for Mental Health, Clinical Professor, The University of Texas at Austin

## 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**  
Assistant Director of the Gordon Center for Research in Medical Education at the University of Miami Miller School of Medicine; Associate Professor of Medicine in the Division of Emergency Medicine and Director of Simulation Education for the UM-Jackson Memorial Hospital Emergency Medicine Residency Program

## 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**  
Chief Medical Officer, San Francisco Health Network, San Francisco, CA; Professor of Medicine, University of California San Francisco



“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)



“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**  
Managing Director, Cancer Control Intervention, American Cancer Society

# 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 Issues 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**  
Attending Physician, Good Shepherd Rehabilitation Hospital; Instructor, Department of Physical Medical and Rehabilitation, University of Pennsylvania Perelman School of Medicine



### Best Practices for Meaningful Consumer Input in New Health Care Delivery Models

**Elna Nagasako, MD, PhD, MPH – 2012**  
Assistant Professor of Medicine, Washington University School of Medicine



### Opportunities to Improve Pediatric Emergency Services Using Reliability Concepts

**Jean L. Raphael, MD, MPH – 2006**  
Associate Professor of Pediatrics, Baylor College of Medicine; Director, Center for Child Health Policy and Advocacy, Texas Children's Hospital Houston, TX



## 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.



### 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 both federal agencies and organizations (e.g. NIH, HRSA, FDA, OMH, CMS, PCORI in Washington, DC; CDC, American Cancer Society, Morehouse School of Medicine in Atlanta, GA)



### 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



The  
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## Deadlines

Application Due: December 1, 2017

Notification of 2018-2019 Fellows: March 1, 2018

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 Mongan Fellowship in  
Minority Health Policy, 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\\_cfmf@hms.harvard.edu](mailto:mfdp_cfmf@hms.harvard.edu)

For more information, please visit:

<https://mfdp.med.harvard.edu/cfmf/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 Harvard Coordinating Committee**, comprised of distinguished faculty, 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 Mongan Fellowship in Minority Health Policy 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 Mongan Fellowship in Minority Health Policy and the Master of Public Administration Program of the Harvard Kennedy School 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 2017-2018

## Commonwealth Fund Mongan Fellowship in Minority Health Policy



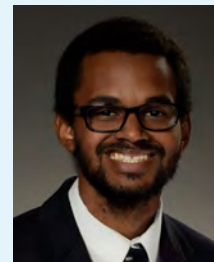
**Paula Magee, MD**

Dr. Magee has most recently completed her pediatric residency at Children's National Health System, Washington, DC. Throughout her medical career, she has focused on community health, working on behalf of underserved populations affected by their low-socioeconomic status. In medical school, she conducted a needs assessment at Sheltering Arms of Dunbar Elementary School in Atlanta, GA, and implemented an intervention involving parenting classes for younger parents and created a recipe fair that focused on cooking on a budget. In residency, through her continuity clinic, she served the patients of the disadvantaged communities in Washington DC's Wards 7 and 8. She created an intervention that focuses on lectures and cooking demonstrations for the parents of overweight and obese children. In conjunction with faculty at the University Of Maryland School Of Public Health, she worked to create opportunities for residents to rotate through their Health Advocates in-Reach and Research Program, bringing medicine to hair salons and barbershops in underserved communities. Dr. Magee received her medical degree from the Morehouse School of Medicine, Atlanta, GA in 2014.



**Morgan Medlock, MD, MDiv**

Dr. Medlock has most recently completed her residency in adult psychiatry at Massachusetts General Hospital (MGH)/McLean Hospital, in Boston, MA. As the inaugural director of the Spirituality and Mental Health consultation service at McLean Hospital, she developed a model for spiritual assessment and integration into mental health treatment. She was also a co-founder and chair of the MGH/McLean Resident Advocacy Committee (RAC), the residency's first trainee-led advocacy group. In this role, Dr. Medlock was instrumental in developing mission and vision statements, a strategic plan, an online presence, and a path for partnership with the hospital and community leaders to engage at-risk individuals in preventative health practices and education. Her goal is to contribute to policymaking that increases wellness for the most vulnerable individuals, to introduce treatment and community re-entry programs that affect the decriminalization of individuals with substance use disorders, and to work in collaboration with faith leaders and churches on developing centers for healing mind, body, and spirit, especially in inner-city communities. Dr. Medlock received her medical degree from Mayo Medical School, Mayo Clinic, Rochester, MN, in 2013 and her Master of Divinity degree from Andrews University, Berrien Springs, MI in 2011.



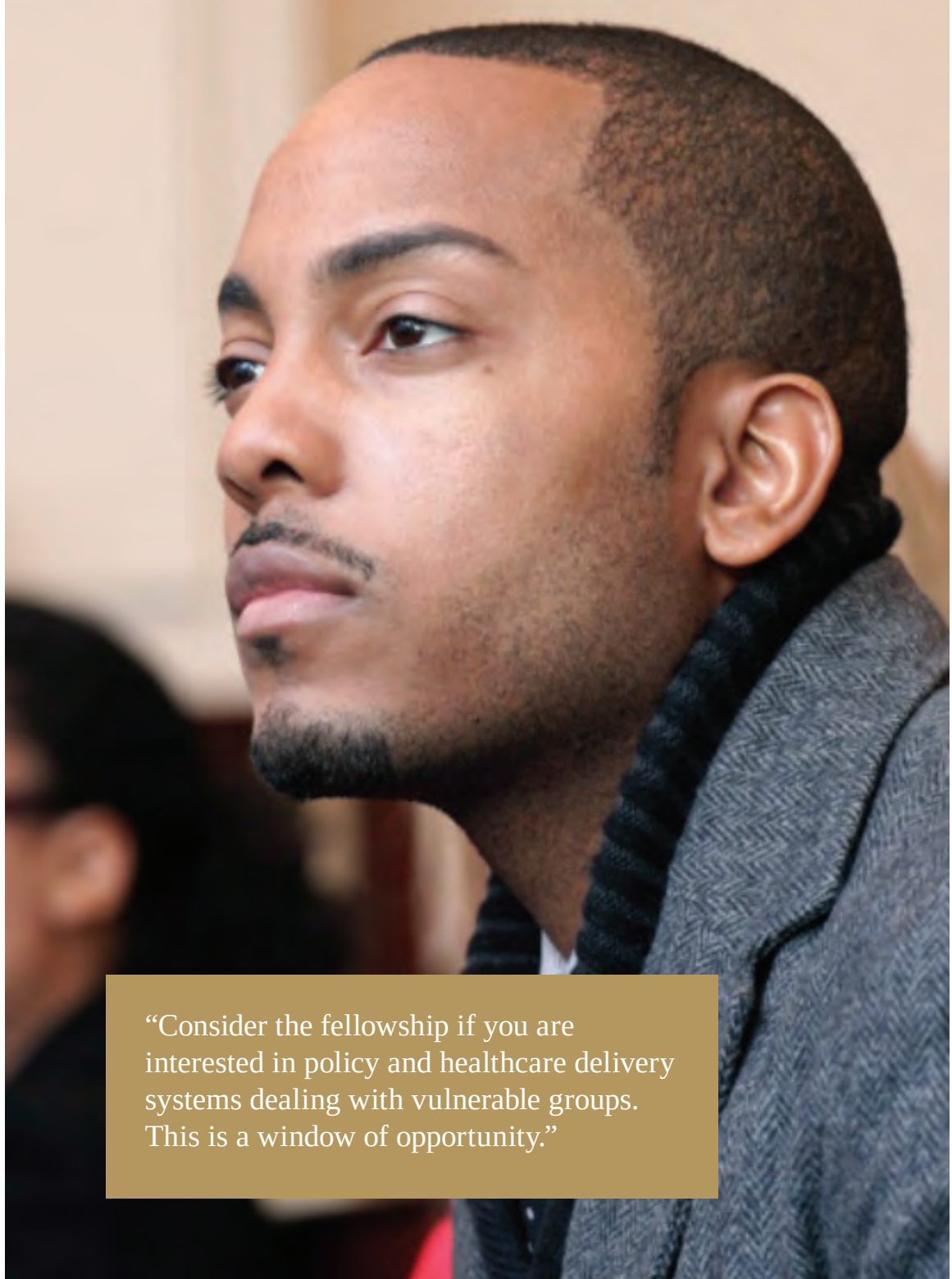
**Alexander Amon Rodgers, MD**

Dr. Rodgers most recently completed his family medicine residency at Kaiser Permanente, Fontana Medical Center in Fontana, CA. His leadership roles have included: Clinical Strategic Goals (CSG) Residency Leader, Residency Diabetes Clinic Co-Founder, and Diversity and Inclusion Hospital Committee Member. He is the recipient of a Kaiser Global Health Stipend and has been a Health Policy Elective Fellow. Dr. Rodgers' strong desire to help people live better, healthier lives, and to seek out those most underserved, led him to organize a trip to a village in the Philippines called Lingayen, a small community that had not received adequate health care for over seven years. This experience underscored for him how health policy and social determinants of health affect entire populations, and served to heighten his desire for justice in healthcare. In 2014, Dr. Rodgers received his medical degree from the David Geffen School of Medicine at UCLA, Los Angeles, CA.



## Michelle Taylor, MD, DrPH

Dr. Taylor is a Major, Residency Trained Flight Surgeon in the Tennessee Air National Guard and an adjunct faculty at the University of Memphis, School of Public Health. From 2014-2016, Dr. Taylor, a pediatrician, was Associate Medical Director and Deputy Administrator for Maternal and Child Health at the Shelby County Health Department. In this role, she was responsible for the overall management of Maternal and Child Health Programs (MCH) and oversaw programs geared toward providing services to under-resourced families through home visitation, case management, and outreach education. Prior to that, she was an MCH/Emergency Preparedness Physician at the Shelby County Health Department. These leadership experiences have fueled her desire to make a real difference on behalf of vulnerable populations, with regard to chronic disease, shortened life expectancies, and concentrated poverty. Dr. Taylor received her medical degree from East Tennessee State University, James H. Quillen College of Medicine in 2002, and completed her pediatric residency at East Tennessee State University/Johnson City Medical Center and the University of Tennessee Health Science Center from 2002-2005. She received her doctorate in public health from Johns Hopkins University, Bloomberg School of Public Health in 2015.

A large, high-quality portrait of a Black man in profile, looking towards the left. He has short hair and a light beard, and is wearing a grey herringbone jacket over a dark sweater. The background is softly blurred.

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

# HARVARD FELLOWSHIP COORDINATING COMMITTEE

## Myron Allukian, Jr., DDS, MPH

Associate Clinical Professor, Oral Health Policy and Epidemiology, Harvard School of Dental Medicine; Vice Chair, Oral Health Work Group, World Federation of Public Health Associations; Past President, American Public Health Association

## JudyAnn Bigby, MD

Executive Director, South Africa Partners; Former Secretary of Health and Human Services, Commonwealth of Massachusetts

## Robert Blendon, MBA, MPH, ScD, MA

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

## Tom Delbanco, MD

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, DMD, PhD

Professor Emeritus, Oral Health Policy and Epidemiology, Harvard School of Dental Medicine; Professor of Epidemiology, Harvard T.H. Chan School of Public Health

## Arnold M. Epstein, MD, MA

John H. Foster Professor of Health Policy and Management, Chair, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health; Professor, Medicine and Health Care Policy, Harvard Medical School

## Donald A. Goldmann, MD

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

## Dora Hughes, MD, MPH

Senior Policy Advisor, Sidley Austin LLP, Washington, DC

## Lisa I. Iezzoni, MD, MSc

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

## Ashish Jha, MD, MPH

K.T. Li Professor of International 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 and Brigham and Women's Hospital

## David King, PhD

Senior Lecturer in Public Policy and Faculty Chair, Master in Public Administration Programs, Harvard Kennedy School

## Thomas H. Lee, MD, MSc

Chief Medical Officer, Press Ganey; Professor of Medicine, Harvard Medical School and Professor of Health Policy and Management, Department of Global Health and Population, Harvard T.H. Chan School of Public Health; Senior Physician, Brigham and Women's Hospital

## Barbara J. McNeil, MD, PhD

Ridley Watts Professor, Health Care Policy, Founding Head, Department of Health Care Policy, Former Acting Dean of the Faculty of Medicine, Harvard Medical School; Professor, Radiology, Harvard Medical School and Brigham and Women's Hospital

## Joseph P. Newhouse, PhD

John D. MacArthur Professor of Health Policy and Management at Harvard University; Director of the Division of Health Policy Research and Education; Director of the Interfaculty Initiative in Health Policy

## David R. Williams, PhD, MPH

Florence Sprague Norman & Laura Smart Norman Professor of Public Health, 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; Co-Leader, Cancer Risk Reduction and Disparities Program, Dana Farber/Harvard Cancer Center

## Peter Zimmerman, MPP

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



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Fellowship in Minority Health Policy

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