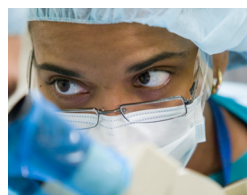


Be a Change Leader. Build a Culture of Health.

CALL FOR APPLICATIONS:
FEBRUARY 22–APRIL 19, 2016

New leadership development opportunity for health care providers currently practicing in diverse fields and positions—from nurses and physicians to pharmacists and dentists to veterinarians and allied health.



In the **Clinical Scholars** program, interprofessional teams of clinicians will:

- Prepare to lead transformative change—centered on health equity—in their communities.
- Realize their unique role as both health care providers and trusted leaders within their communities.
- Work across disciplines to tackle real, complex health problems in their communities and, ultimately, build a nationwide Culture of Health.

Clinical Scholars is led by the University of North Carolina at Chapel Hill, with participants working in their home communities across the country.

It is one of four national change leadership programs designed by the Robert Wood Johnson Foundation to extend the influence and impact of leaders working to build a Culture of Health—one in which health is a guiding social value and everyone can attain the best health possible. Participants will become the next generations of leaders, collaborating across sectors to upend the status quo, address health disparities, and take bold steps to achieve greater equity in communities across the country.

"Health care providers got into this business to impact people's lives and improve communities. We know we can't do that with just our practice or discipline alone. It will take collaboration across the health care field and across all sectors if we are to uproot the systemic causes of health disparities and build a vibrant, inclusive Culture of Health."

—Giselle Corbie-Smith, MD, MSc
Co-Director,
RWJF Clinical Scholars Program

Program Elements and Timeline

PROGRAM ELEMENTS

Each year, *Clinical Scholars* will select up to 50 clinically active health care providers. Applicants must have achieved the highest degree in their field, completed all clinical training in their discipline at least five years prior to applying, and be either fully licensed in their profession or doctorally prepared with a clinical master's degree. They also should have substantial community-focused research or program experience. To drive important change in every aspect of health care, the program seeks participants from a wide range of fields and practices—nurses, physicians, pharmacists, physical therapists, dentists, veterinarians, allied health, and many others. Most will apply as inter-professional teams of three to five; several spaces are available for individuals and pairs as well. Participants work and learn from their home communities; they do not need to relocate.

Participants will:

- Select a real-world project to address over the course of the three year program.
- Take part in seven distinct, in-person leadership sessions, reinforced by distance-based learning using interactive technology.
- Network within and across professions, thematic areas of interest, regions and RWJF-funded programs, and receive high-touch mentoring and executive coaching.
- Present the results of their project in several settings, including a "TED"-style talk for the next cohort.
- Receive an annual fellowship of \$35,000 per award recipient.

Upon completion of the three year program, participants will be connected with a national group of leaders working in diverse disciplines within and outside health care. They will be equipped to apply advanced skills including:

- Leadership and collaboration across sectors, professions, and disciplines
- Community engagement and ability to influence systems and institutions
- Issue-framing and public will-building
- Deep understanding of equity, Culture of Health, research, and other concepts
- Communication and advocacy

CLINICAL SCHOLARS: PROGRAM PARTNERS

AcademyHealth
Community Campus Partnerships
for Health
University of Nebraska Medical Center
University of North Carolina
at Chapel Hill

CHANGE LEADERSHIP AT RWJF

In addition to *Clinical Scholars*, RWJF supports these other change leadership programs:

- *Health Policy Research Scholars* (for first- or second-year doctoral scholars from underrepresented populations or disadvantaged backgrounds)
- *Culture of Health Leaders* (for community-based teams)
- *Interdisciplinary Research Leaders* (for teams of researchers and community leaders)

Each program combines leadership development, mentoring, and collaboration across programs and sectors to build a Culture of Health. Details and application information at www.rwjf.org/changeleaders.

2016 TIMELINE



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Robert Wood Johnson Foundation

CLINICAL SCHOLARS PROGRAM

In the *Clinical Scholars* program, interprofessional teams of clinicians will:

- Prepare to lead transformative change—centered on health equity—in their communities.
- Realize their unique role as both health care providers and trusted leaders within their communities.
- Work across disciplines to tackle real, complex health problems in their communities and, ultimately, build a nationwide Culture of Health.

Participants will become the next generations of leaders, collaborating across sectors to upend the status quo, address health disparities, and take bold steps to achieve greater equity in communities across the country.

BACKGROUND

In 2013 and 2014, the Robert Wood Johnson Foundation (RWJF) conducted a strategic review and thorough analysis of all of our areas of work. After careful assessment, RWJF Trustees and leadership agreed that the current and evolving landscape in health and health care demands different and new approaches to the challenges we face (e.g., widening health disparities; poor value for high health care expenditures; increasingly diverse and expanding populations of underserved communities; and more).

The Foundation has embraced a new vision: to build a national Culture of Health to enable all in our diverse society to lead healthier lives, now and for generations to come. RWJF believes health should be a fundamental and guiding social value—and that America should become a nation in which promoting health is as important as treating illness. Together with our grantees and collaborators, we strive to bring about meaningful, lasting change. For more information about how RWJF is framing a Culture of Health, please visit cultureofhealth.org.

This new direction means changing the way we work, and the work we do. Recognizing the critical role that leaders play in advancing a Culture of Health and social change, RWJF is committed to continuing our investments in developing human capital and aligning them more closely to the Foundation's new strategic vision.

Building on decades of these successes, four new leadership programs will deploy creative and new approaches to develop networks of leaders who become engaged champions and are well-positioned to move the nation toward a Culture of Health. The new programs also will tap a rich network of alumni from prior RWJF human capital programs as mentors, technical assistance providers, and valuable advisers. The four programs aim to: connect people across sectors as well as disciplines; capitalize on

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technology to promote networking and mentoring; and reach and support more individuals. We anticipate that participation in these programs will lead to enriching and lifelong partnerships with other participants and the Foundation as we work together to build and strengthen healthy practices; we believe alumni of these new programs will serve as valuable role models and mentors to future participants, as well.

RWJF is committed to continuing its investments in developing clinician-leaders and aligning them more closely to the Foundation's strategic vision. Building on decades of success investing in clinician-leaders, the *Clinical Scholars* program (and its three counterpart programs, ***Health Policy Research Scholars***, ***Culture of Health Leaders***, and ***Interdisciplinary Research Fellows***) will develop networks of change leaders who become engaged champions, well-positioned to move the nation toward a Culture of Health.

To achieve a Culture of Health, we believe change leaders will need to be comfortable with complexity and with working in interdisciplinary teams in order to solve society's "wicked problems." Originally coined within the context of social policy, the concept of a wicked problem is one that requires solutions that embrace a scientific-rational approach while also recognizing the very real contributions of politics, behavior, environment, and other complex contributing factors.ⁱ The *Clinical Scholars* program will support interprofessional clinical teams that cooperatively tackle complex problems emerging from complex systems—problems that jeopardize the achieving of a Culture of Health.

THE PROGRAM

The *Clinical Scholars* program is a three-year fellowship for clinically active health care providers spanning a range of disciplines (see eligibility criteria for additional information). The program aims to provide clinicians with the opportunity to build and develop the unique skills they need to lead communities toward a Culture of Health. Strong applicants will bring a knowledge of and experience in the art and science of health care services, a unique perspective as providers on health and health care systems, and a special professional status and relationship with patients and communities.

With such knowledge, skills, perspectives, and influence, strong applicants will also have a sense of responsibility to demonstrably improve the health of patients and communities. Taking on wicked problems also requires willingness and skills to collaborate across professions and sectors; to communicate clearly and effectively; to advocate passionately and intelligently; to translate, apply, and/or conduct research; and to lead boldly, yet humbly.

More often than not, clinical education and training does not provide clinicians with all of the tools necessary for such transformative work, and many clinicians become frustrated by a lack of knowledge and skills needed to lead transformative change. *Clinical Scholars* aims to harness that frustration toward positive impact through a robust program design that couples "hard skills" drawn from health services research, public and population health, engaged scholarship, health equity research, and cultural sociology with methods for developing leadership skills at the individual and team level.

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The development of such skills will enable strong interprofessional collaboration, both within applicant teams and with others outside of the team's disciplines or who represent nontechnical areas (e.g., community stakeholders).

PROGRAM ACTIVITIES

Cohorts of up to 50 leaders will participate in a robust, multi-component program to help develop and extend leadership skills needed to create a Culture of Health by tackling some of the most complex and recalcitrant issues their communities face. Participants should expect to attend up to two *Clinical Scholars* in-person meetings (two to five days each) per year, with up to two optional onsite training sessions (two to three days) during the course of the fellowship. The maximum time commitment per year for formal group in-person learning experiences will be 12 days. The distance-based learning system can be completed in as little as two hours per week. In addition, time will be required to implement the participant's project.

Through these in-person sessions, as well as distance-based learning experiences, leaders will engage in one-on-one leadership development activities, peer-to-peer learning, small group projects, and large group activities that focus on "learning by doing" and team-based learning through a project tackling a wicked problem. The *Clinical Scholars* leadership development approach has been shown to be successful—medicine, academic, and public health interdisciplinary leaders have noted statistically significant improvements in their leadership skills and greater use of those leadership skills, along with an enhanced career trajectory.

The *Clinical Scholars* program will accomplish these objectives through the following program activities:

- Intensive leadership and health equity skills development via intensive face-to-face retreats with the *Clinical Scholars* cohorts.
- A robust and customizable distance-based learning support system to facilitate development between intensive retreats.
- Completion of a team-based "wicked problem impact project," addressing a real-world significant challenge to the Culture of Health in the participant's community.
- Intensive personal executive coaching for the duration of the program and development of individual leadership development plans.
- Feedback on 10 of the leading psychological and leadership assessment tools most used in leadership development across industries and sectors.
- Team-based coaching to facilitate team learning and success on the wicked problem impact project.
- Ongoing learning in leadership and health equity to support just-in-time skills via webinars, conference calls, and an online leadership library.
- Leadership skills self-assessment.

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- Mentoring and networking both within the *Clinical Scholars* program and with experts nationwide.
- Access to consultants to assist with the wicked problem impact project.
- Specialized, in-depth training experiences with AcademyHealth.
- Specialized, in-depth training experiences with Community-Campus Partnerships for Health.
- Membership in the nationwide RWJF Leadership Network, an online community of thousands of leaders committed to building a Culture of Health.

This inaugural year of the program will be a prototype year. Specific program details may change in future years.

Program Goals

Clinical Scholars' overarching goals are that participants will:

- Understand their leadership style and how to be increasingly effective in leading and managing others, as well as working collaboratively and interprofessionally.
- Advocate for positive change within their teams, organizations, and community.
- Promote creative thinking, innovation, and thought diversity.
- Understand how to appraise, synthesize, and use best evidence to guide practice and inform policy.
- Communicate and engage with both technical and non-technical stakeholders in multiple formats.
- Negotiate to create win/win outcomes for all stakeholders.
- Positively impact complex issues that create “wicked problems” around achieving a Culture of Health across the country, demonstrating effectiveness in project outcomes.

TOTAL AWARDS

- Each fellow will receive support for their project of \$35,000 annually, for a total of \$105,000 per person per three-year fellowship experience.
- Up to 50 participants will be enrolled in the 2016 cohort.
- Fellows will be selected primarily in interprofessional teams of three to five members; however, individual and pair applicants will also be considered.

Payment of Awards

Project support will be paid to an organization identified by the participant (“sponsoring institution”). Sponsoring institutions will typically be the participant’s employer, but non-employer sponsoring institutions are permitted. A team may have one or more sponsoring institutions. In the event a participant does not have a sponsoring institution, the Foundation may be able to match a participant with an

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appropriate institution. The participant should expect that an indirect fee of up to 12 percent of the stipend amount may be assessed if an appropriate institution is provided.

The sponsoring institution must be an organization based in the United States or its territories and willing to receive the funds from RWJF. Sponsoring institutions should have the administrative and financial capacity and experience to accept the award and to be able to distribute funds consistent with the permitted use of funds described herein, and within the approved budget. The sponsoring institution will be responsible for signing a Letter of Agreement with RWJF and submitting annual financial and narrative reports to the Foundation.

The Foundation strongly encourages sponsoring institutions to waive indirect/overhead charges. If indirect/overhead charges must be applied, they may not exceed 12 percent of the total project support and will thus result in a reduction of the funds available to support the participant in program activities.

ELIGIBILITY CRITERIA

- Clinically active health care providers who have a desire to build a Culture of Health will be eligible to participate in this program.
- Eligible applicants will have completed all required clinical training five or more years prior to applying and will be fully licensed in their chosen health profession (e.g., MD, DO, PhD, DNS, DNP, DDS, DMD, DSW, PsyD, AuD, RD, OTD, PharmD, DPT, DVM) or be doctorally prepared and have a clinical master's degree (e.g., MSW, APRN).
- All applicants should have substantial community-focused research or program experience.
- Applicants can apply as individuals or as interprofessional teams of up to five members representing different health care professions. Teams may apply from within or across different organizations, with a strong preference for those teams with more than one clinical discipline represented. Teams can be long-standing teams or newly formed to address this issue. Teams may have a history of working together or be formed to address the wicked problem in the Culture of Health that serves as their focus project.
- Government employees who are not considered government officials¹ under Section 4946 of the Internal Revenue Code are eligible to apply.

¹ For these purposes, a government official is defined as any person who holds one of the following:

1. An elective public office in the executive or legislative branch of the Government of the United States. [*continued on page 6*]
2. An office in the executive or judicial branch of the Government of the United States, appointment to which was made by the President.
3. A position in the executive, legislative, or judicial branch of the Government of the United States— (A) which is listed in schedule C of rule VI of the Civil Service Rules; or (B) the

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- Applicants must be U.S. citizens, permanent residents, or individuals granted Deferred Action for Childhood Arrivals (DACA) status by the U.S. Citizenship and Immigration Services at the time of application.
- Additionally, individual applicants for receipt of award funds cannot be related by blood or marriage to any Officer² or Trustee of RWJF, or be a descendant of its founder, Robert Wood Johnson.

DIVERSITY STATEMENT

Consistent with RWJF values, this program embraces diversity and inclusion across multiple dimensions, such as race, ethnicity, gender, disability, age and socioeconomic status. We strongly encourage applications in support of individual candidates who will help us expand the perspectives and experiences we bring to our work. We believe that the more we include diverse perspectives and experiences in our work, the more successful we will be as we strive together to build a Culture of Health, enabling all in our diverse society to lead healthy lives, now, and for generations to come.

SELECTION CRITERIA

A major portion of the assessment of applications will be the wicked problem project chosen by the applicant or applicant team. The project description should illustrate the degree to which the project focuses on and recognizes systemic complexity. The description should demonstrate technical competence, illustrate collaborative interdisciplinary and interprofessional partnership, foster innovation, and address a significant community or organizational problem that jeopardizes achieving a Culture of Health. Project descriptions should also articulate milestones or metrics for success, and alignment with the four action areas of RWJF's Culture of Health Action Framework.ⁱⁱ

Additional selection criteria include demonstrated evidence of:

compensation for which is equal to or greater than the lowest rate of basic pay for the Senior Executive Service under Section 5382 of title 5, United States Code.

4. A position under the House of Representatives or the Senate of the United States held by an individual receiving gross compensation at an annual rate of \$15,000 or more.

5. An elective or appointive public office in the executive, legislative, or judicial branch of the government of a State, possession of the United States, or political subdivision or other area of any of the foregoing, or of the District of Columbia, held by an individual receiving gross compensation at an annual rate of \$20,000 or more, and a significant part of whose activities include "the independent performance of policymaking functions.

6. A position as personal or executive assistant or secretary to any of the foregoing, or

7. A member of the Internal Revenue Service Oversight Board.

² The Officers are the Chairman of the Board of Trustees; President and CEO; Chief of Staff; Executive Vice President; General Counsel; Secretary; Assistant Secretary; Treasurer; and Assistant Treasurer of the Foundation.

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- meeting the eligibility criteria described above;
- potential for long-term commitment to a career fostering a Culture of Health;
- organizational support for the applicant's career and resource allocation for the proposed activities;
- applicant's potential to become a national change leader in his or her focus area; and,
- deep commitment to achieving equity in a Culture of Health.

Selection Process

A committee made up of representatives from the national leadership program center, the national advisory committee (NAC) for each program, and RWJF staff members, will review each application based on the criteria set forth in the call for applications.

Semifinalists will be invited for interviews using distance-based technology. Semifinalists will also be required to provide additional information, including a form completed by each individual's sponsoring institution, documenting that the organization is willing to fulfill the requirements as a sponsoring institution and, if the individual is employed full-time by another organization, a form completed by the individual's employer acknowledging the employee's potential participation in the program ("Supplemental Application"). The NAC and the national leadership program center will make recommendations to RWJF, and RWJF will make the final selection decisions. The quality and nature of the wicked problem impact project proposal will constitute a significant portion of the application review.

EVALUATION

The main purpose of evaluation at RWJF is learning rather than accountability. An independent research group selected and funded by RWJF will conduct an evaluation of the program. RWJF intends for this initiative to contribute to national efforts to promote a Culture of Health. As a condition of accepting RWJF funds, participants must participate in the evaluation, which may include assisting with necessary data collection to accomplish the evaluation objectives.

MONITORING

RWJF, with the assistance of the national leadership program center, monitors the participant's efforts and stewardship of funds to ensure accountability. We will require participants to submit annual narrative and financial reports. Sponsoring institutions, in conjunction with participants, will be required to submit annual narrative and financial reports. Submission of required reports and the individual's satisfactory participation and progress toward the program's goals are prerequisites to receiving funding after the initial program year.

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APPLICANT SURVEY PROCESS

To help us measure the effectiveness of RWJF grantmaking and improve the grant application experience, we will survey the lead person listed in applications submitted under this call for applications. Shortly after the application deadline, the lead applicant will be contacted by Princeton Survey Research Associates International (PSRAI), an independent research firm, and asked to complete a brief, online survey about the application process and applicant characteristics. This voluntary questionnaire will take no more than 15 minutes to complete. Responses provided to PSRAI will not impact the funding decision for the proposals in any way.

PSRAI will protect the confidentiality of the responses. RWJF will not receive any data that links a name with the survey responses.

If you have any questions about the survey or the use of the data, feel free to email applicantfeedback@rwjf.org.

USE OF GRANT FUNDS

Each fellow will have access to \$35,000 annually for project support, for a total of up to \$105,000 per person per fellowship experience. Funds can be used toward support of research or program activities. In keeping with RWJF policy, grant funds may not be used to subsidize individuals for the costs of their health care, to support clinical trials of unapproved drugs or devices, to construct or renovate facilities, for lobbying, for political activities, or as a substitute for funds currently being used to support similar activities.

HOW TO APPLY

If submitting as a team, each team should submit one application. Applications to the RWJF *Clinical Scholars* program must be submitted via the RWJF online system. Visit www.rwjf.org/cfp/cs and use the *Apply Online* link. If you have not already done so, you will be required to register at <http://my.rwjf.org> before you begin the application process.

The full application asks for the following materials:

- Names of team members (unless applying as an individual);
- Each team member's or individual applicant's academic and professional qualifications, including a resume/curriculum vitae (resume preferred);
- Complete description of proposed wicked problem project, with clear delineation of the role of each team member in the group project, detailed budget and budget justification.

All applicants should log in to the system and familiarize themselves with the online application requirements at least two weeks before the final submission deadline. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, late

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submissions will not be accepted.

We encourage interested applicants to participate in an optional applicant webinar scheduled for March 21, 2016. You must register in advance at <http://cc.readytalk.com/r/gcol9x05brk5&eom>. The webinar will be recorded and made available to those who are not able to participate.

PROGRAM DIRECTION

Direction and technical assistance for this program are provided by University of North Carolina, Chapel Hill, which, along with its partners, serves as the national leadership program center, and is located at:

Clinical Scholars National Leadership Program Center

Phone: (919) 445-0329

Email: clinicalscholars@unc.edu

Website: <http://clinical-scholars.org/>

Responsible staff members at the national leadership program center are:

- Giselle Corbie-Smith, MD, MSc, *Co-Director*
- Claudia Fernandez, DrPH, MS, RD, LDN, *Co-Director*
- Melissa Green, MPH, *Deputy Director for Recruitment and Communications*

Responsible staff members at the Robert Wood Johnson Foundation are:

- David Krol, MD, MPH, FAAP, *senior program officer*
- Shaheen Mamawala, MPA, *communications associate*
- Maddalena Moreira, *program financial analyst*

KEY DATES AND DEADLINES

February 25, 2016 (1–2 p.m. ET)

Webinar for potential applicants of all four leadership programs.

March 21, 2016 (12–1:30 p.m. ET)

Webinar for potential applicants of the *Clinical Scholars* program.

April 19, 2016 (3 p.m. ET)

Deadline for receipt of full applications.*

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May 23–June 24, 2016

Semifinalist interviews with the national advisory committee (attendance required).

June 24, 2016

Deadline for receipt of semifinalist supplemental applications.

Mid-July 2016

Notification of awards.

September 1, 2016

Program begins. Stipend funding initiated for program participants.

September 24–29, 2016

Fall Institute in Princeton, N.J.

ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

For more than 40 years the Robert Wood Johnson Foundation has worked to improve health and health care. We are working with others to build a national Culture of Health, enabling everyone in America to live longer, healthier lives. For more information, visit www.rwjf.org. Follow the Foundation on Twitter at www.rwjf.org/twitter or on Facebook at www.rwjf.org/facebook.

Sign up to receive email alerts on upcoming calls for proposals at <http://my.rwjf.org>.

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ⁱ Churchman, C. West (December 1967). "Wicked Problems." *Management Science* 14(4).
doi:10.1287/mnsc.14.4.B141. ⁱ

ⁱⁱ *A Message from Risa Lavizzo-Mourey, President and CEO, Robert Wood Johnson Foundation.*
www.rwjf.org/en/library/annual-reports/presidents-message-2014.html