Clinical Scholars: Leading Change to Build a Culture of Health

A National Leadership Program of the Robert Wood Johnson Foundation

Co-Directors: Giselle Corbie-Smith, MD, MSc
Claudia Fernandez, DrPH, RD, LDN

Agenda

- Welcome & Clinical Scholars Overview

- Tips for successful applications

- 2016 Fellows and Experiences

- Review process for 2017 applications

- Q & A

RWJF Leadership Programs

Doctoral
Scholars
(any field)

Researchers
(any field)

Community activists
and leaders
(any field)

Professionals
(any sector)

Health and
Healthcare
Providers
(any discipline)

HEALTH POLICY RESEARCH SCHOLARS

INTER DISCIPLINARY RESEARCH LEADERS

CULTURE OF HEALTH LEADERS

CLINICAL SCHOLARS

Individuals from underrepresented populations

Teams of two researchers and a community leader

Individual community members or leaders

Interdisciplinary teams collaborating with community

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Who are CS Fellows?

- ■ Clinically active providers and practitioners
  - • With a bachelors or higher degree enabling practice or clinical licensure
    - – MD, DO, DNS, DNP, DDS, DMD, DSW, PA, MSW, BSN, APRN, PsyD, AuD, RD, OTD/MSOT, PharmD, DPT, DVM, etc.
  - • Mid-career: 5+ years out from training
- ■ Applying in <u>inter-disciplinary teams</u> of 2-5 providers
  - • May be co-located or not, may be newly formed or pre-existing teams
  - • Can have non-clinician members who collaborate on project but are not enrolled as a *CS Fellow*
  - • Propose a 'Wicked Problem Impact Project' to build a Culture of Health

Wicked Health Problems Threaten a Culture of Health

A Water Dilemma in Michigan: Cloudy or Costly?

Flint Officials Are No Longer Saying the Water Is Fine

Muddy Waters: Michigan governor slow to react to water crisis

Economic realities driving policy decisions

Wicked Health Problems Threaten a Culture of Health

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FLINT WATER PLANT

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Backdrop of historical and current inequalities

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Each solution leads to unanticipated problems

Backdrop of historical and current inequalities

Requires change leadership to address wicked problems- threaten a Culture of Health

Program Overview

- Up to 50 Fellows each year will be enrolled

- 3 year program providing 7 onsite training experiences
  - Yearly: Two required in person retreats (Spring & Fall)
  - 2 optional training opportunities per year in health policy and community and stakeholder engagement
  - Travel and training costs covered by the program

- No relocation required

- Annual project funds of $35,000/Fellow
  - Funds can be used for salary support, project funding, travel, other team members who are not eligible to be Fellows

- Robust, customizable, multi-platform distance-based program which can be completed in as little as two hours per week

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Understand your leadership style and how to be increasingly effective in leading and managing others and working collaboratively and inter-professionally

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Positively impact complex issues that create "Wicked Problems" around achieving a culture of health and health equity across the country, demonstrating effectiveness in project outcomes

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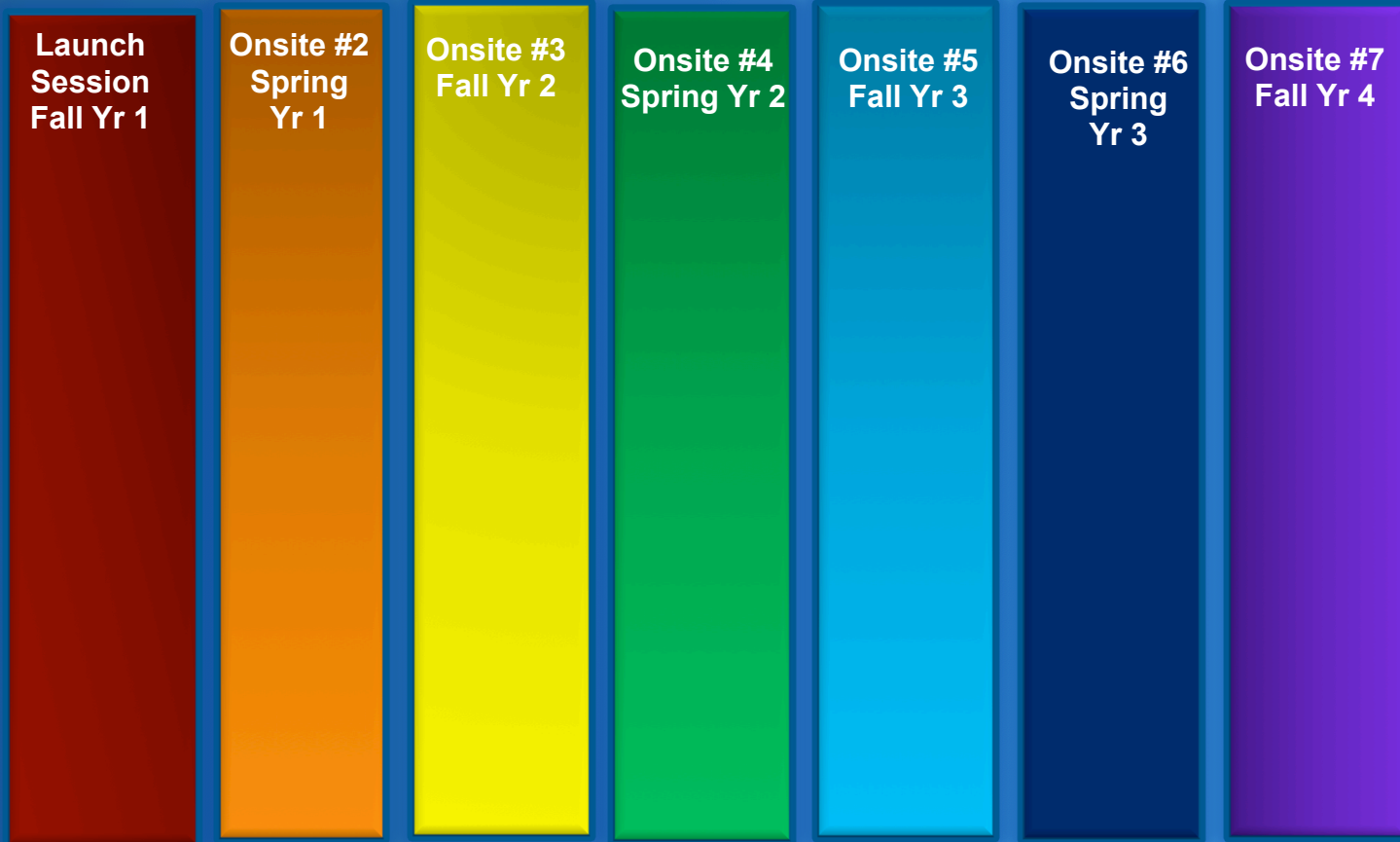**Communicate effectively with both technical and non-technical stakeholders in multiple formats**

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Positively impact complex issues that create "Wicked Problems" around achieving a culture of health and health equity across the country, demonstrating effectiveness in project outcomes

Project-focused learning with a strong focus on healthy equity and implementation science

Curriculum Pedagogy:

Weave together complementary threads to create a net of skills that will improve leadership performance with teams and working on *Wicked Problems*
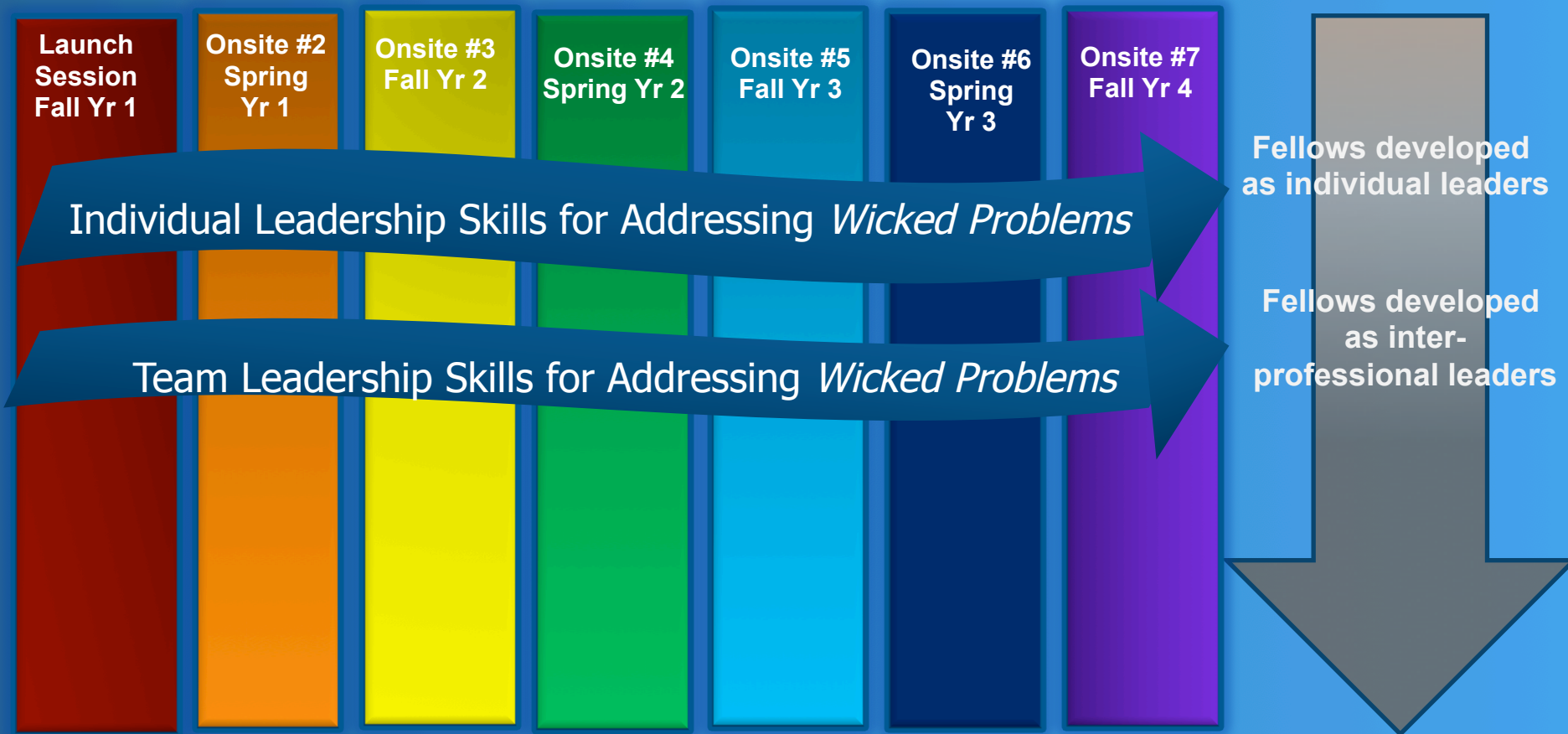
| Launch Session Fall Yr 1 | Onsite #2 Spring Yr 1 | Onsite #3 Fall Yr 2 | Onsite #4 Spring Yr 2 | Onsite #5 Fall Yr 3 | Onsite #6 Spring Yr 3 | Onsite #7 Fall Yr 4 |

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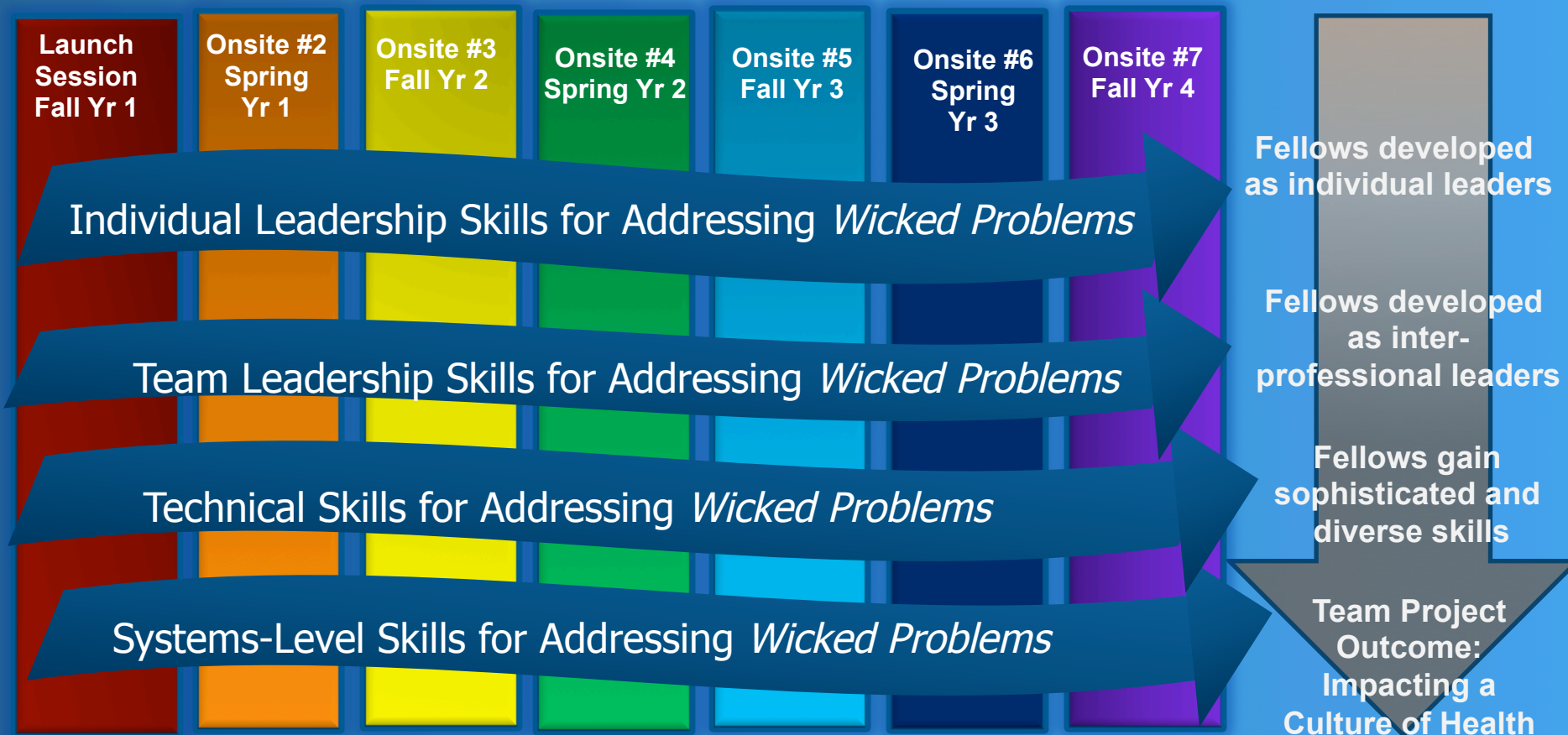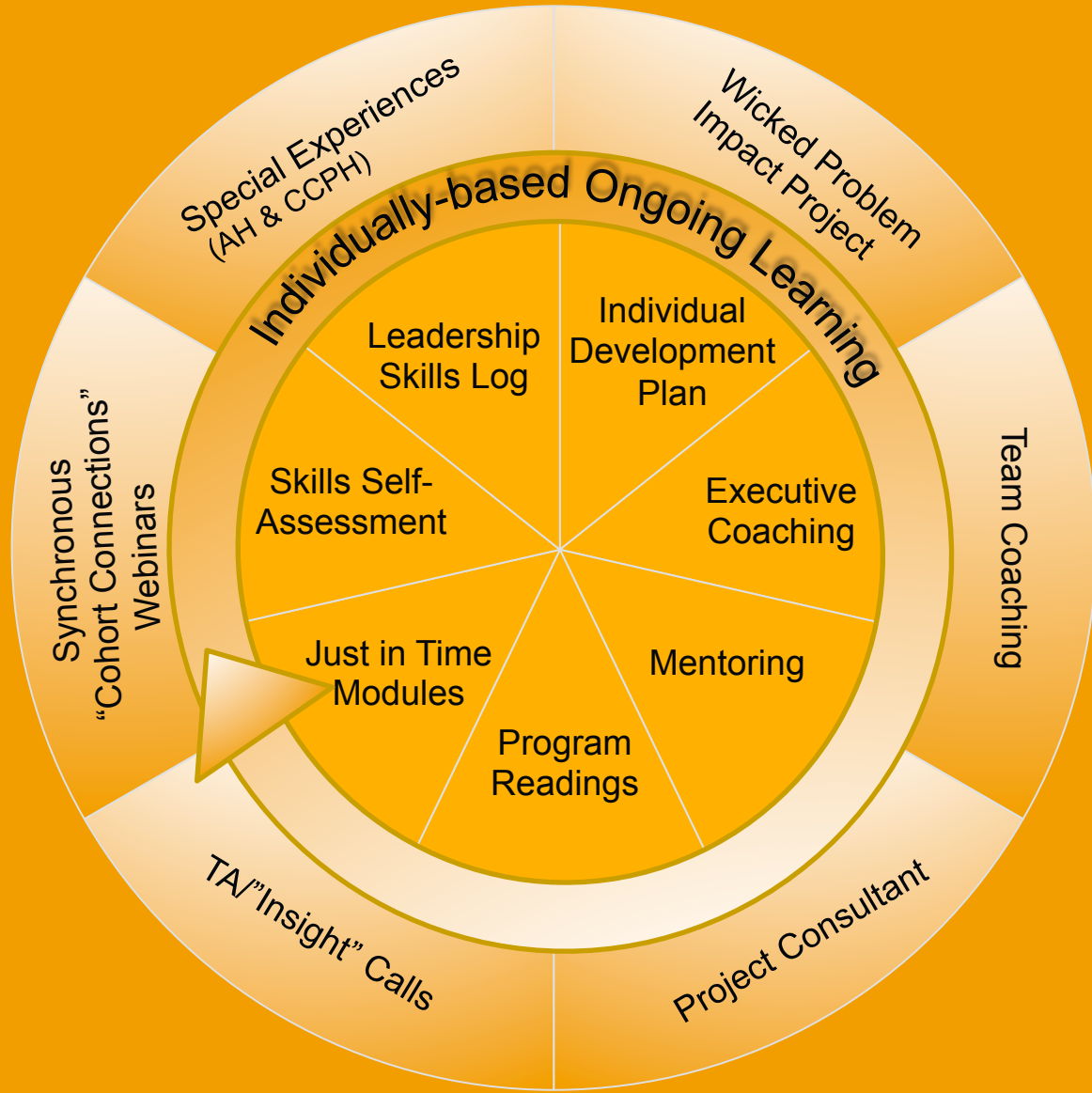**Individual Leadership Skills for Addressing _Wicked Problems_**

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Individual Leadership Skills for Addressing *Wicked Problems*

Team Leadership Skills for Addressing *Wicked Problems*

Fellows developed as individual leaders

Fellows developed as inter-professional leaders

Curriculum Pedagogy:

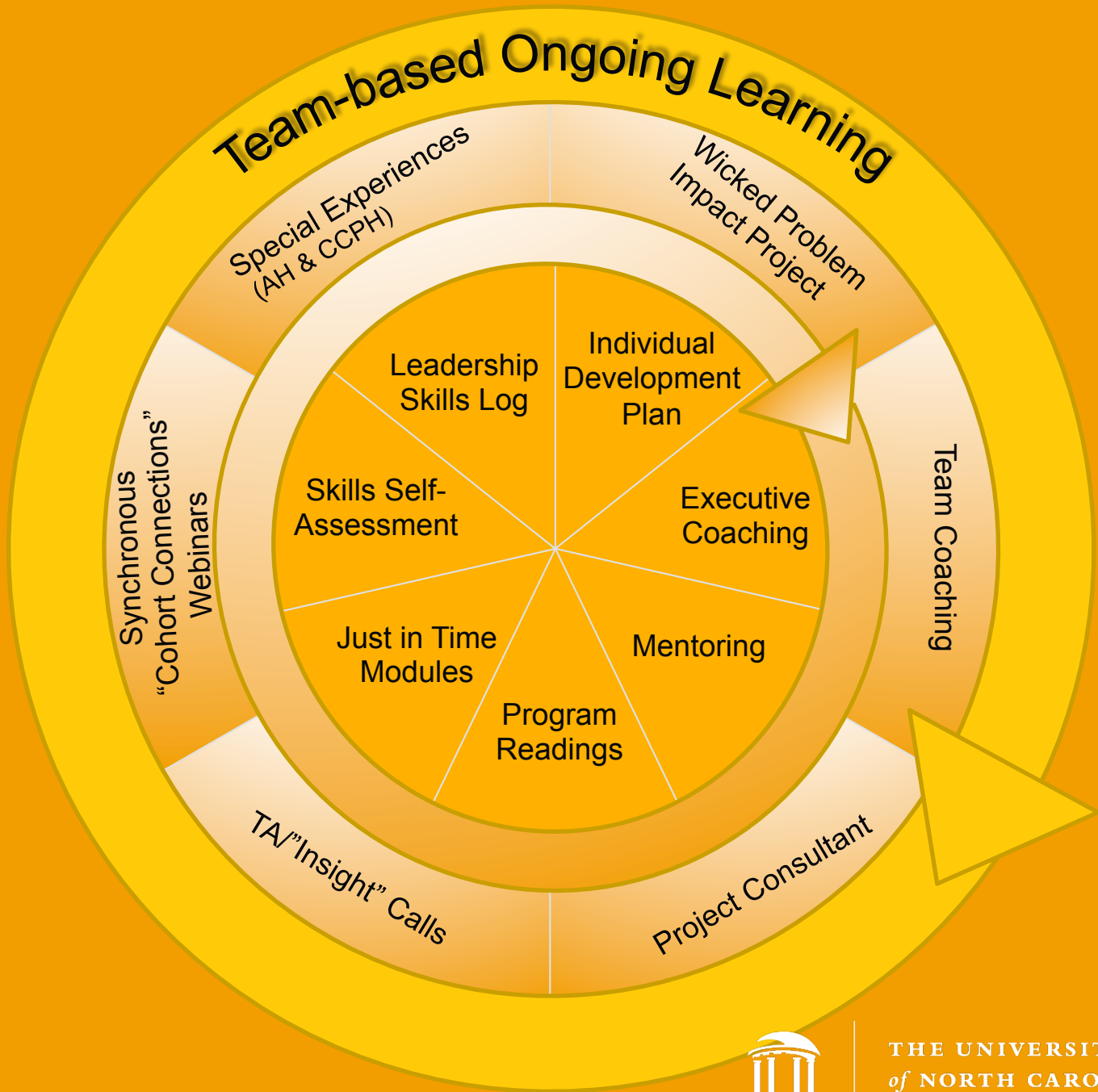**Weave together complementary threads to create a net of skills that will improve leadership performance with teams and working on *Wicked Problems***
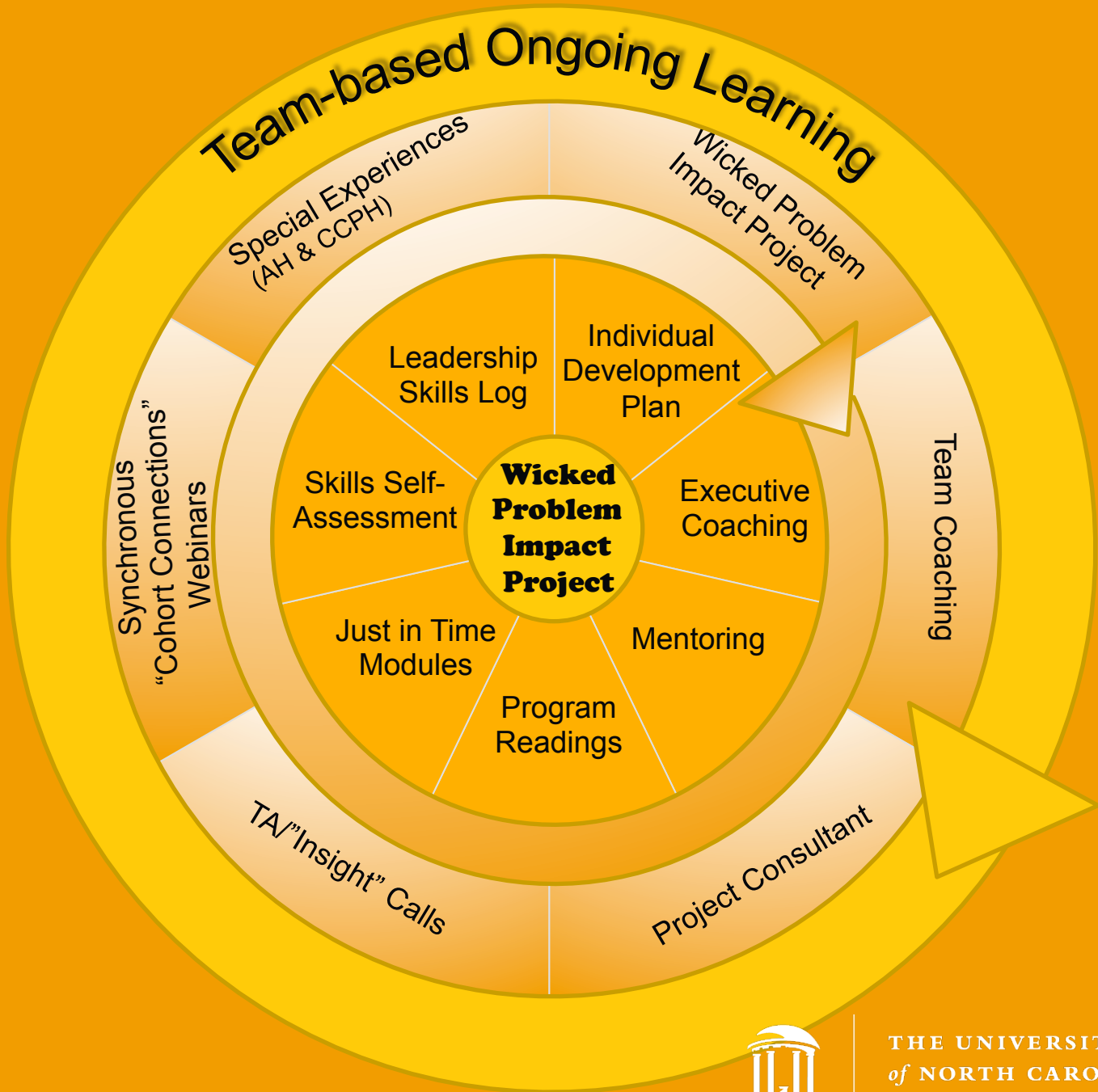

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Individual Leadership Skills for Addressing *Wicked Problems*

Team Leadership Skills for Addressing *Wicked Problems*

Technical Skills for Addressing *Wicked Problems*

Fellows developed as individual leaders

Fellows developed as inter-professional leaders

Fellows gain sophisticated and diverse skills

Curriculum Pedagogy:

Weave together complementary threads to create a net of skills that will improve leadership performance with teams and working on *Wicked Problems*

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Individual Leadership Skills for Addressing *Wicked Problems*

Team Leadership Skills for Addressing *Wicked Problems*

Technical Skills for Addressing *Wicked Problems*

Systems-Level Skills for Addressing *Wicked Problems*

Fellows developed as individual leaders

Fellows developed as inter-professional leaders

Fellows gain sophisticated and diverse skills

Team Project Outcome: Impacting a Culture of Health

Individual Development Plan

Leadership Skills Log

Executive Coaching

Skills Self-Assessment

Mentoring

Just in Time Modules

Program Readings

THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Individually-based Ongoing Learning

- Leadership Skills Log
- Individual Development Plan
- Executive Coaching
- Mentoring
- Program Readings
- Just in Time Modules
- Skills Self-Assessment

Team-based Ongoing Learning

Special Experiences (AH & CCPH)

Wicked Problem Impact Project

Synchronous "Cohort Connections" Webinars

Team Coaching

TA/"Insight" Calls

Project Consultant

Leadership Skills Log

Individual Development Plan

Skills Self-Assessment

Executive Coaching

Just in Time Modules

Mentoring

Program Readings

THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

Onsite Intensive Training

Team-based Ongoing Learning

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THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

Leadership Insight Tools: Onsite Program

The Leadership mirror:

Leadership Instruments:

MBTI I & II

Change Style Indicator

The FourSight Tool

FIRO-B

360 feedback

Intercultural Conflict Inventory

Thomas Kilman Conflict

Influence Style Indicator

EQi 2.0

CPI 260

Simulation & Experiential Based Training

Managing Difficult Conversations, Simulation

Paper Planes Inc, Simulation

The Organization Simulation

Negotiation Experiential

Media Communication Experiential

Creating your TED Talk

Peer Coaching Experiential

Selling Change Experiential

Individual Development Plan

On-going Executive Coaching

The *Clinical Scholars* Program follows our evidence-based leadership development method

■ Pre-test
■ Post-test
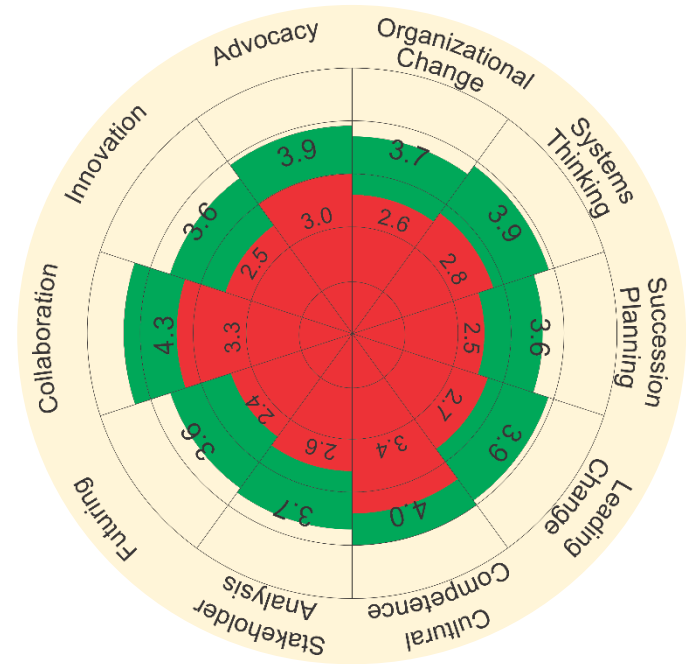
N= 54 interdisciplinary clinical and health leaders

Core Skills

Organizational skills

We have found similar results working with physicians, interprofessional leaders, and academic leaders with changes that are measurable at end of training, 6 months, and 1-3 years post training.

These across the board statistically significant and clinically meaningful differences in skills are reflected in both skill level and use of skills for academic leaders.

Program Partners

2016 Applicant Review Priorities

Project

- Recognizes complexity with a systems approach

- Fosters innovation and newsworthy impact

- Demonstrates community or stakeholder engagement in project

- Addresses health equity issue

- Aligns with Culture of Health Action Framework

Team

- Demonstrates technical competence

- Demonstrates interest in personal growth as leaders

- Is interdisciplinary and inter-professional

- Identifies milestones or metrics for success

Patterns of Applications Not Selected

- Siloed approach
  - Single applicant
  - Single discipline team (e.g., physicians, veterinarians, social workers)
  - Strictly medical model focus
- Exclusively research focused approach
- Engagement/input of community missing or weak
- Continuation of existing work; not substantial

- Skimming the surface of serious issue
  - first aid approach
- Limited evidence of success in previous efforts
- Personal or team leadership growth potential not expressed
- Innovation not evident
- Outcomes for success poorly defined

Patterns of Selected Applications

Diverse team (disciplines, organizations, etc.)

- E.g., MD, OT, and PsyD working on immigrant mental health
- E.g., DDS, MD, and SLP collaborating to create a dental home for kids with special care needs

Multiple systems touched in approach

- Foster care system, health care system,
- Faith community, law enforcement, African American youth

Innovative and newsworthy approach

- Relevant approach to health equity; may even be considered high risk/ high reward

Project influenced by community concerns

- Community engagement and guidance throughout project

Clinical Scholars Fellows 2016-2019
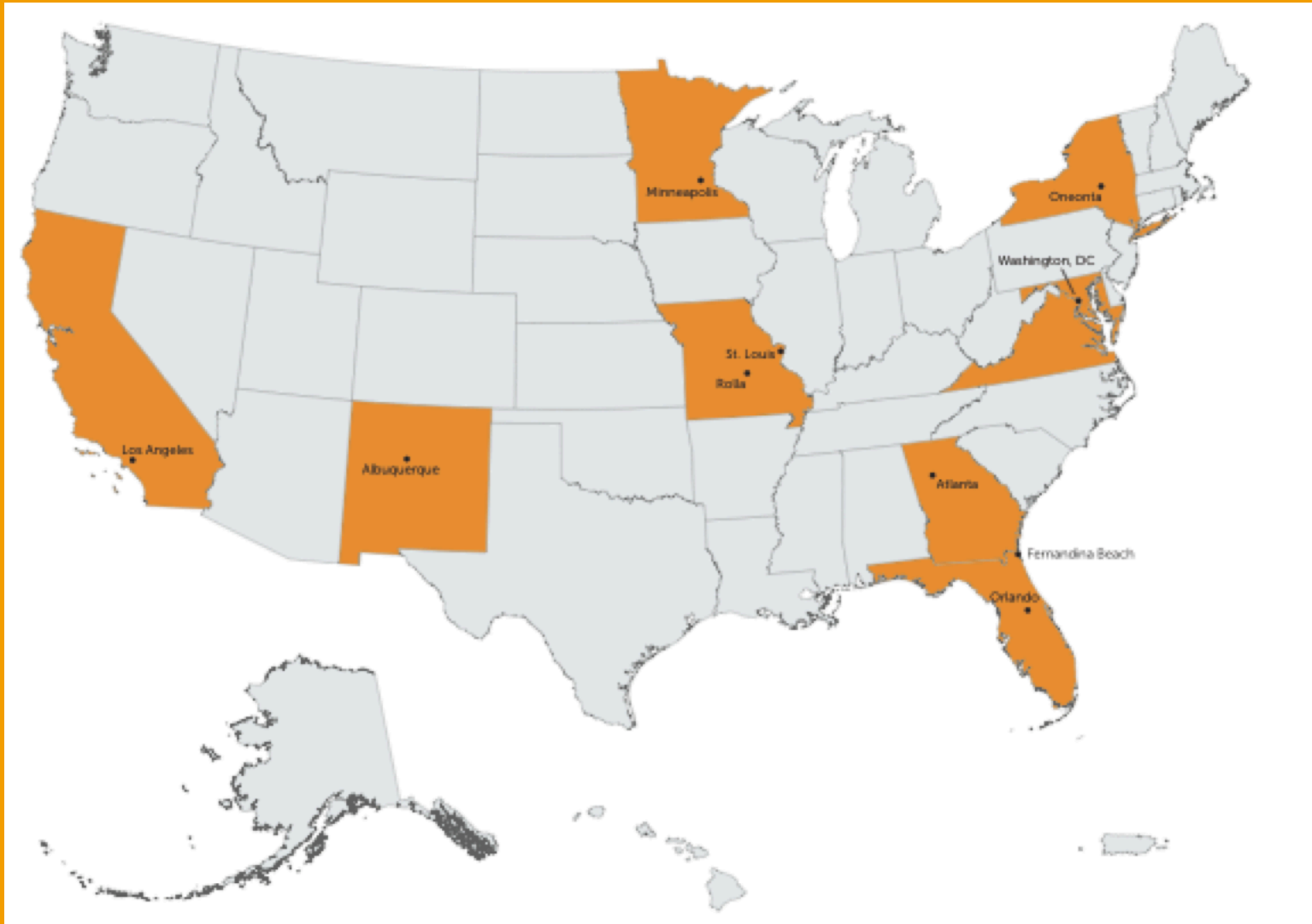
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CLINICAL SCHOLARS

Location: Florida

Project Title: Underdog Dreams: Improving Long-term Quality of Life Outcomes for Florida's Foster Youth and Families

Team: a board-certified family physician; a board-certified child & adolescent psychiatrist; a clinical psychologist; and two licensed clinical social workers

1st Year Fellow Experiences

Jed David, MS, OTR/L, SWC
Children's Hospital Los Angeles
Creating a Culture of Mental Health in an Immigrant Community

- Investment in Development

- Leadership Instruments

- Consider the impact

- Commitment

1st Year Fellow Experiences

Jeffrey Karp, DMD, MS
University of Minnesota
Building a Dental Home Network for Children
with Special Health Needs

- Just in time learning

- Diversity

- Connections and social proof

- Look – Listen – Feel

- Depth versus width

Be a Change Leader

Clinical Scholars: Building a Culture of Health

Melissa Green, MPH: Deputy Director, Recruitment and Communications

2017 Application Deadlines and Review Process

2017 DATES	EVENT
March 8 at 3pm EST	Applications due
March – April	Applications reviewed
May 1– 17	Applicant interviews
May 22–May 26	Selection meetings
June 15	Finalists selected and notified
September 1	Program begins
October 13-18	Required in-person Fall Institute program, Nashville, TN

Clinical Scholars Team Application Requirements

- **5 page program narrative**

- **1 page project summary**

- **3 year budget and budget narrative**

- **Each team member provides**

  - Contact information
  - Clinical credentials
  - Resume or NIH Biosketch
  - Personal statement
  - 2 letters of recommendation

http://clinical-scholars.org

Leadership for Better Health: 4 new programs to change the Culture of Health in the United States

Health Policy Research Scholars (HPRS): Johns Hopkins University

Annual cohorts of 50 or more first- or second-year doctoral scholars in any eligible field from underrepresented or disadvantaged populations

Funding: $20,000/year for 4 years and competitive dissertation grant (up to $10,000)

Commitment: 4 years, with optional 5th year

Deadline March 29th

www.healthpolicyresearch-scholars.org

Interdisciplinary Research Leaders (IRL): University of Minnesota

Annual cohorts of 20 three-person research teams (two researchers from different disciplines + a community member or organization)

Funding: Annual stipend of $25,000/person and research grant of up to $125,000

Commitment: 3 years

Deadline March 8th

www.interdisciplinaryresearch-leaders.org

Culture of Health Leaders (CHL): National Collaborative for Health Equity

Annual cohorts of 50 individuals from diverse area such as education, transportation, technology, public health, public policy, business, health care, community development, urban planning, etc.

Funding: $20,000/yr/person & project support

Commitment: 3 years

Deadline February 15th

www.cultureofhealth-leaders.org

Clinical Scholars (CS): University of North Carolina at Chapel Hill

Annual cohorts of 50 clinically active, inter-disciplinary teams

Funding: $35,000 per team member unrestricted (for a team of 5 = $175,000/year or $525,000/3 years)

Commitment: 3 years

Deadline March 8th

www.clinical-scholars.org

Register for updates: *http://clinical-scholars.org*

Learn more about *CS*: *http://clinicalscholarsnli.org*

Contact us for more information:
Melissa Green, MPH
Deputy Director for Recruitment and Communications

Clinical.Scholars@unc.edu
magreen@email.unc.edu
919-843-3304

@CSP_UNC
ClinicalScholars
ClinicalScholars

Other Advancing Change Leaders Programs:

Health Policy Research Scholars:
www.healthpolicyresearch-scholars.org
RWJF_HPRS@JHU.edu

Culture of Health Leaders:
www.cultureofhealth-leaders.org
info@cultureofhealth-leaders.org

Interdisciplinary Research Leaders:
www.interdisciplinaryresearch-leaders.org
ResearchLeaders@umn.edu