

Culture of Health

and realigning RWJF Human Capital programs in that context



Robert Wood Johnson Foundation

Overview

- **Outline our Culture of Health vision**
- **Frame our human capital work in Culture of Health context**
- **Seek your insights**





We are striving to build a Culture of Health that enables all Americans to live longer, healthier lives now and for generations to come.





Where parents and their kids have safe places to play, and where being active is second nature and fun!



Where everyone has access to affordable, quality, health care...



...and where health care providers and communities can work together to keep us healthy as well as heal us when we are sick

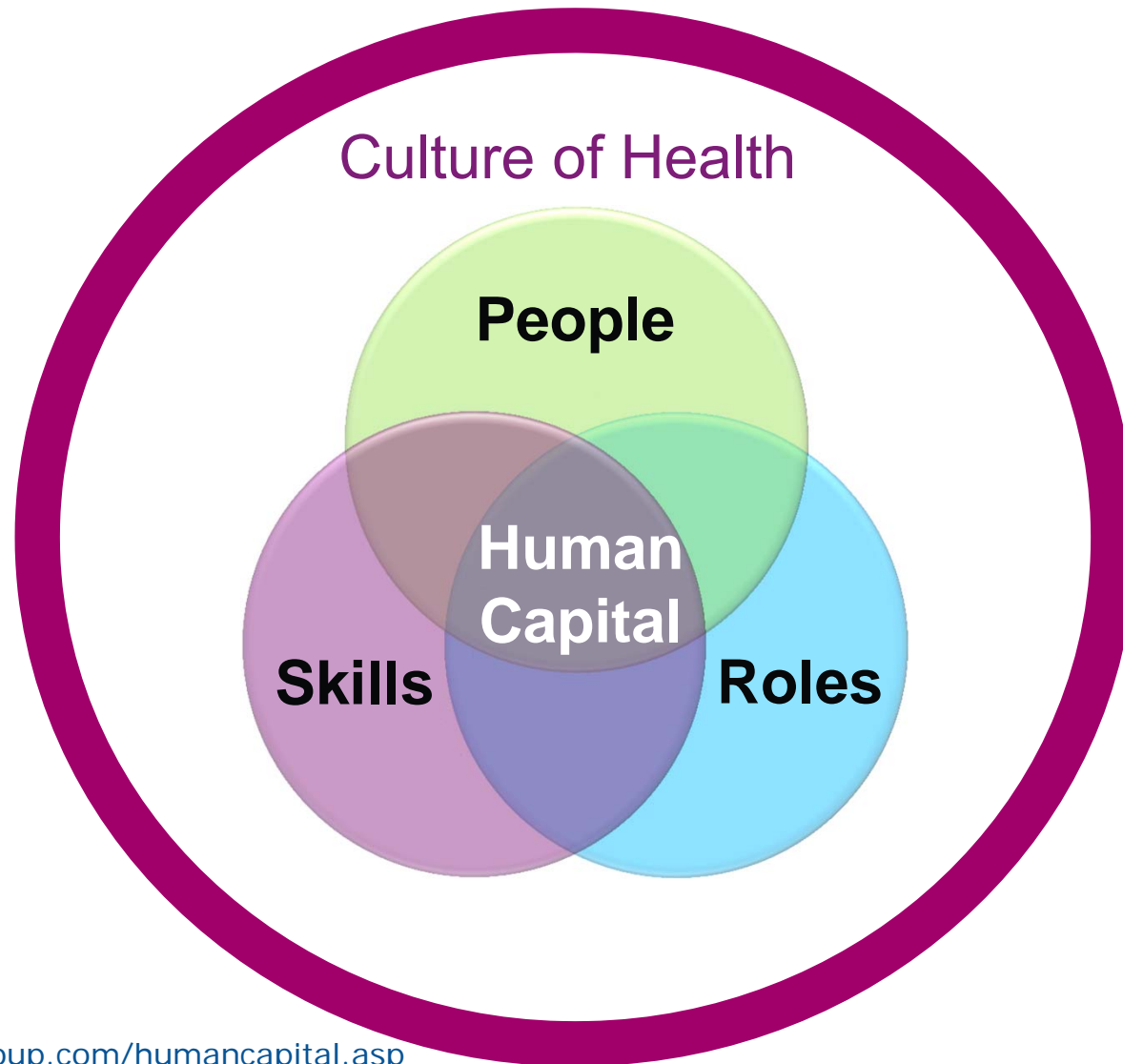


Where your zip code...

is not associated with how long you are likely to live

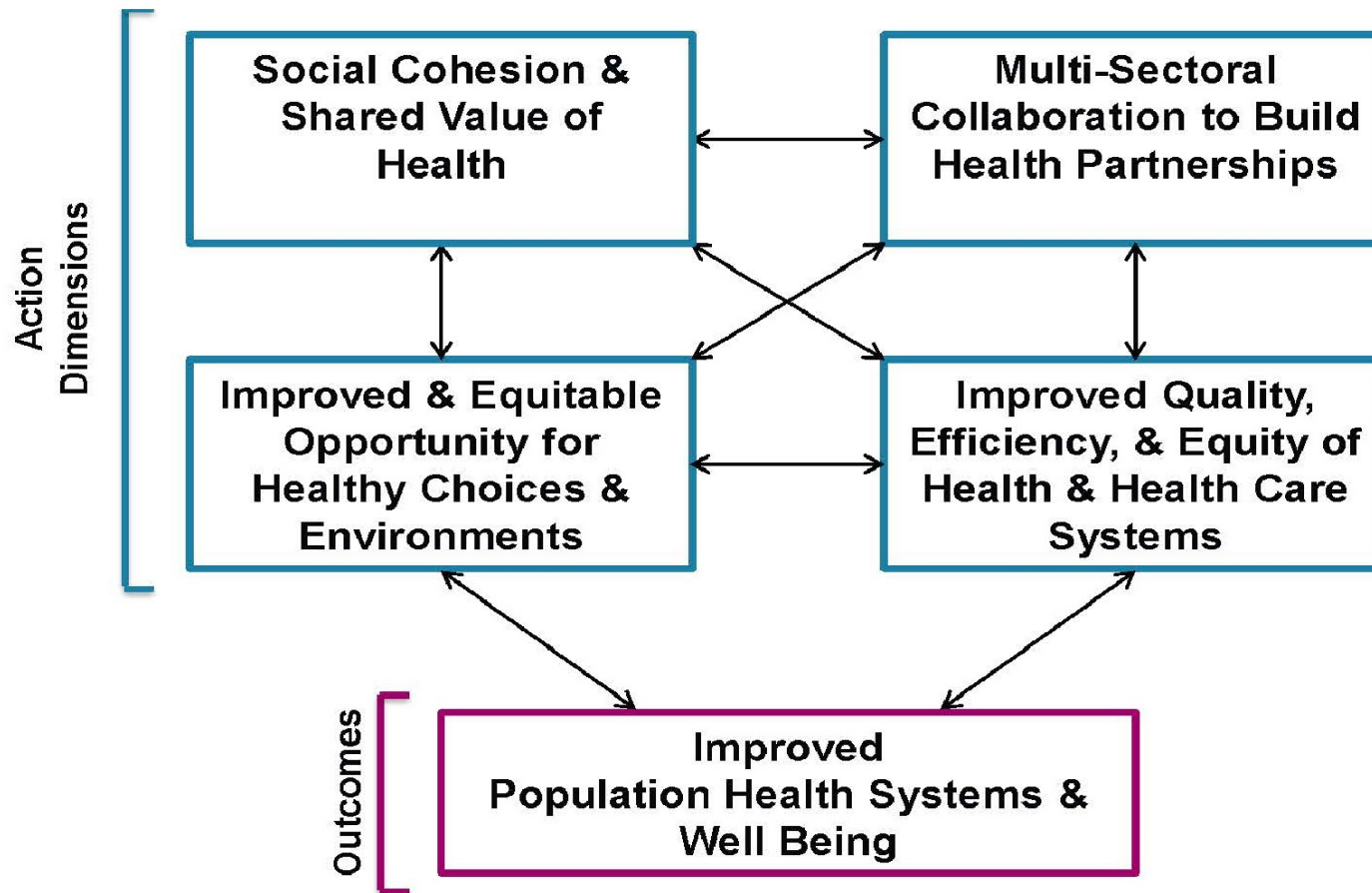
Aligning Human Capital Programs with New Vision

Human Capital...in context



adapted from aviantgroup.com/humancapital.asp





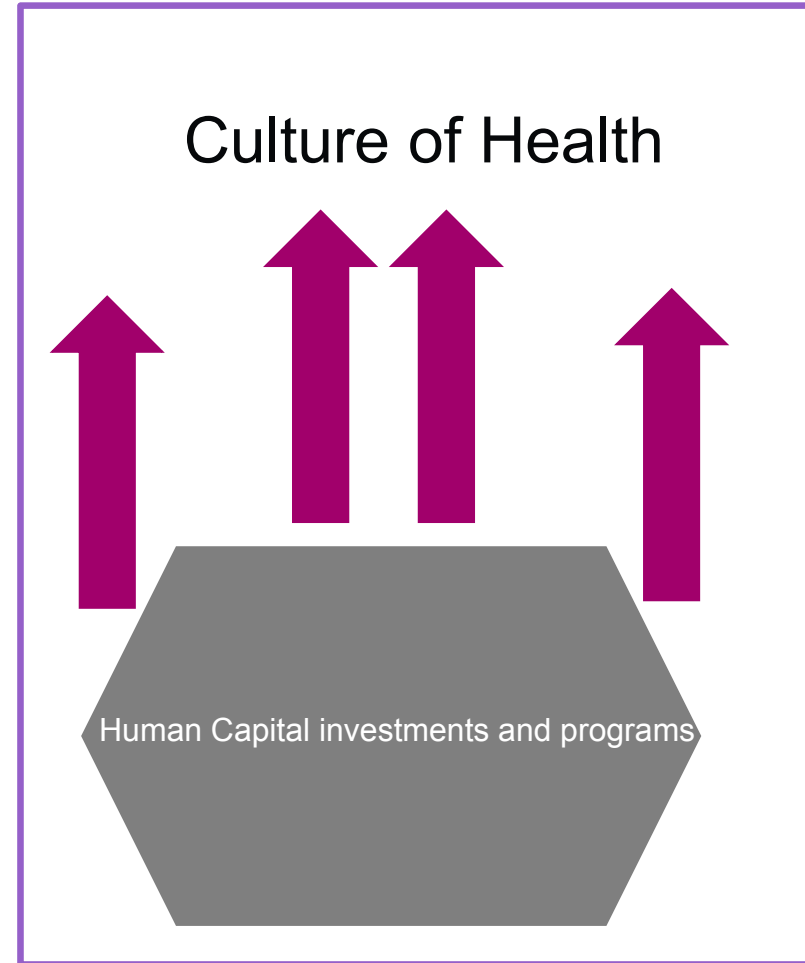
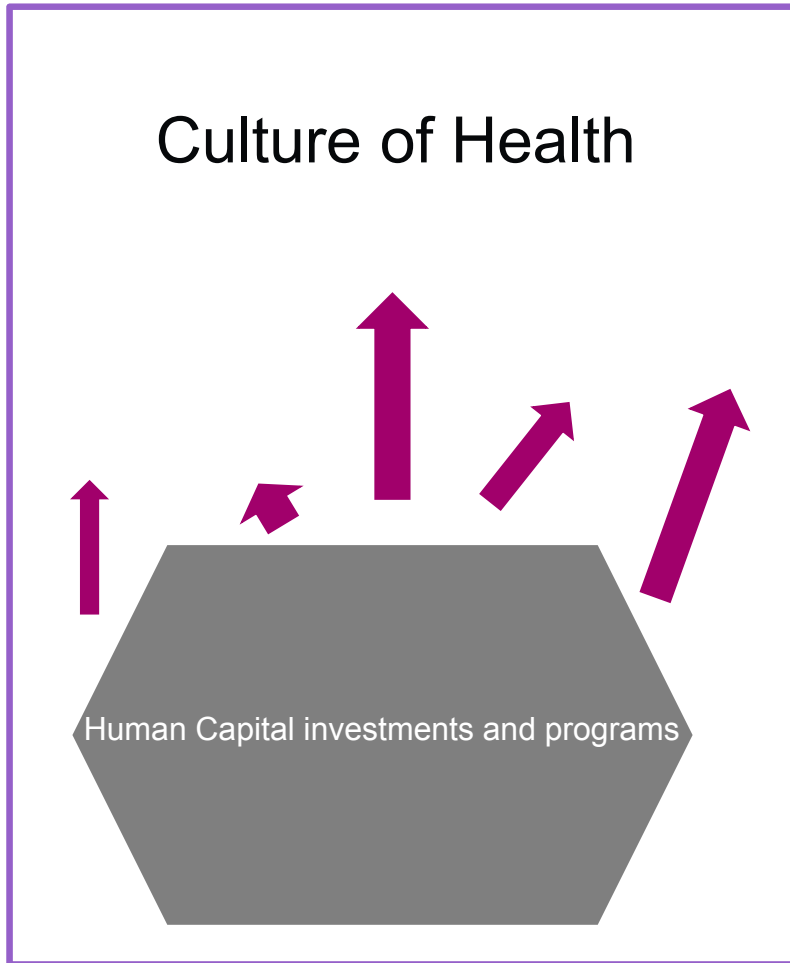
**How do we develop the research leaders
and practice leaders who will drive
ACTION
toward building a Culture of Health?**

Constraints of current program design

- **Limited number of people**
- **Requirement for an expensive site infrastructure**
- **Emphasis on practitioner-based, single profession programs**
- **Minimal interaction among programs**
- **Reliance on dated models**



Realignment



Sunsetting Programs

Clinical Scholars

Health & Society Scholars

Investigators in Health Policy Research

Scholars in Health Policy Research

Nurse Faculty Scholars

Executive Nurse Fellows

Center for Health Policy at Meharry Medical College

Center for Health Policy at University of New Mexico

Nursing and Health Policy Collaborative at University of New Mexico

New Careers in Nursing



Transforming Programs

Harold Amos Medical Faculty Development

Summer Medical and Dental Education Program

Health Policy Fellows

New Connections



Guiding Principles for Realignment

- Support leaders who are **building a Culture of Health** nationwide.
- Embrace **interdisciplinary and team-based approaches** when selecting program participants and developing learning methods.
- Develop more **leaders and scholars who reflect our country's diverse population**.
- Incorporate **more deliberate leadership development and increase mentorship** opportunities.
- **Use advances in technology** to increase the flow of ideas among leaders, **creating networks** to share ideas and **connect leaders**
- Significantly **expand the number of leaders and scholars** we support annually.



New Initiatives



New Programs

Interdisciplinary Culture of Health Research Leaders

Multi-sector Leaders for Health

(New) Clinical Scholars

Diversity in Health Policy Research



Common characteristics



Participants from a variety of sectors, disciplines, and professions *learning and leading together* - to advance health where we live, learn, work and play

Urban planners, pharmacists, architects, educators, social workers, economists, nurses, transportation engineers, doctors, lawyers...



Unique characteristics

Unique Characteristics

- **Interdisciplinary Culture of Health Research Leaders**
 - post-graduate researchers in academic and applied research settings
- **Multi-sector Leaders for Health**
 - working “in the field”
- **(New) Clinical Scholars**
 - terminal degree in health care field
- **Diversity in Health Policy Research**
 - additional emphasis on individuals who are underrepresented and disadvantaged backgrounds



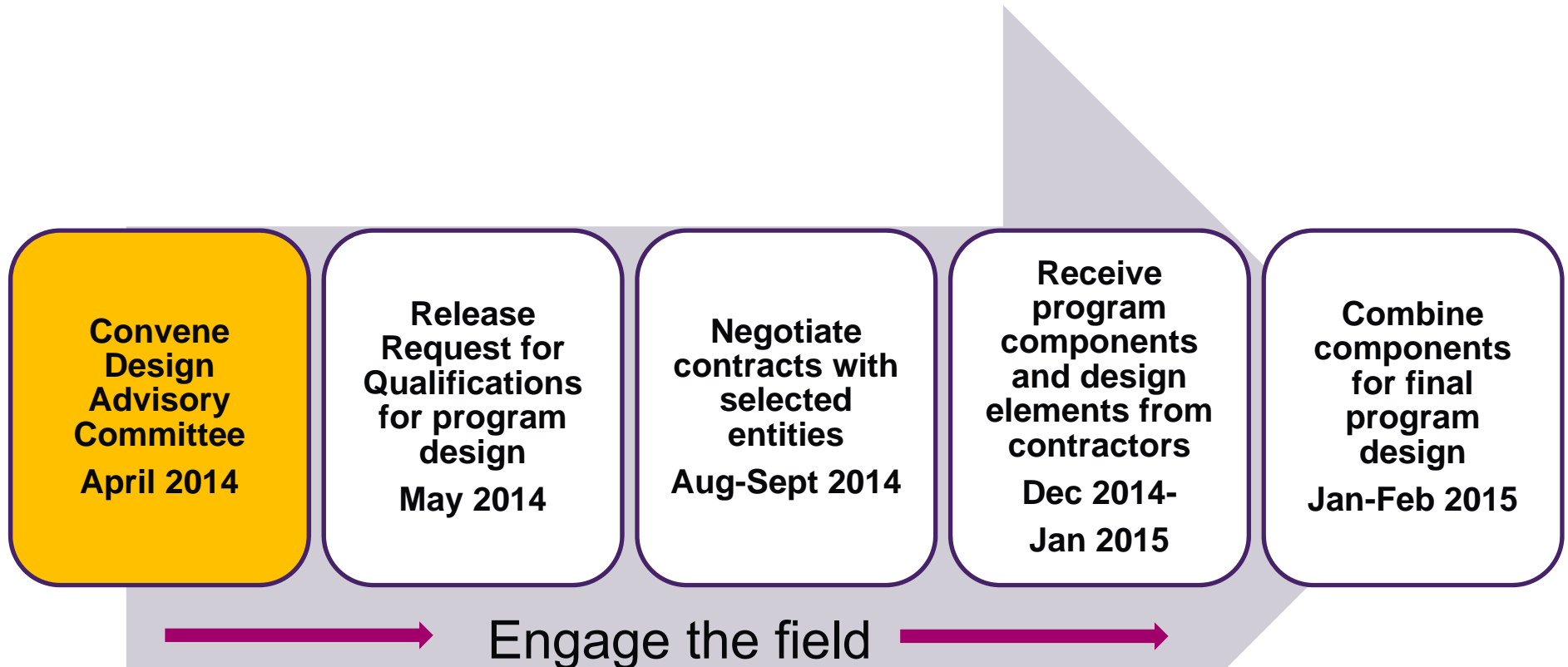
Designing different programs...differently

Uncoupling the design phase from the implementation phase



Iterative engagement of the field

New Program Design Phase

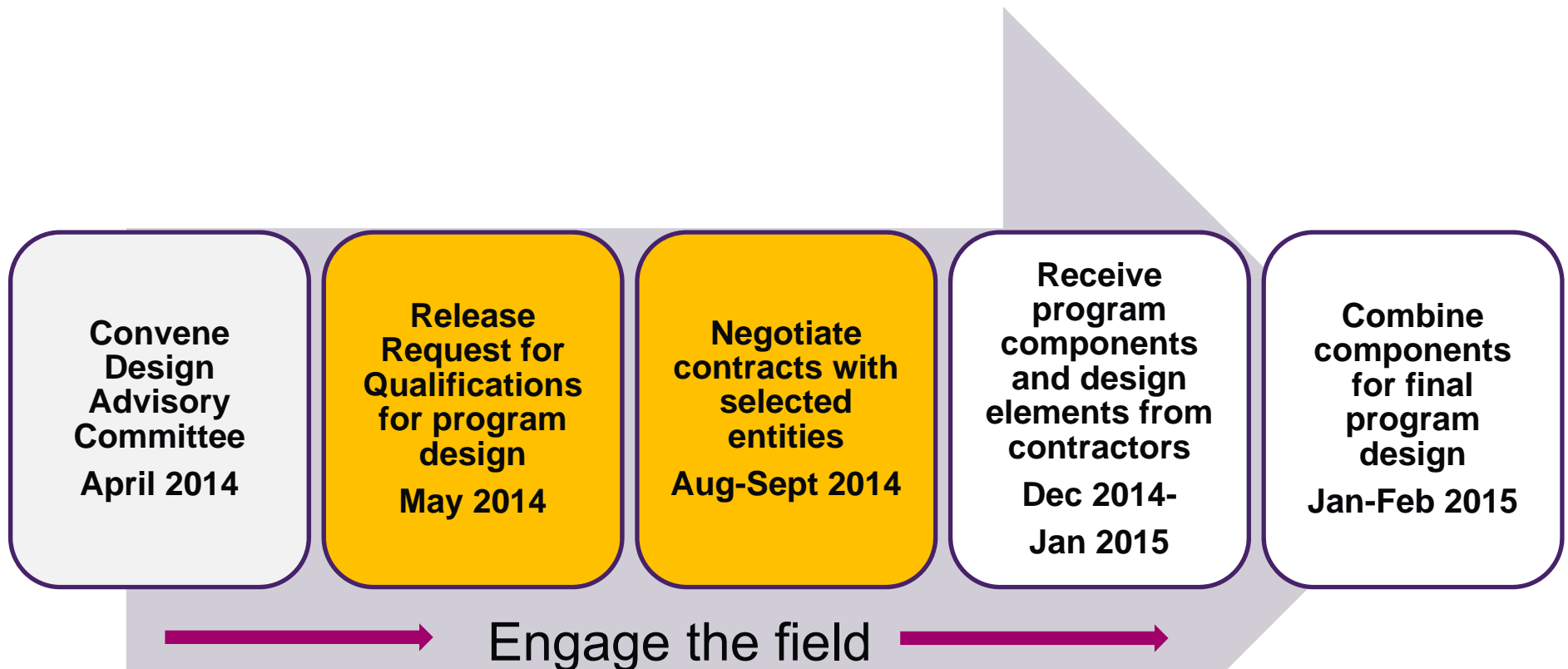


Design Advisory Committee

- **Prioritize mentorship**
- **Expand beyond usual professions**
- **Target successful risk-takers**
- **Create connections among programs and with Foundation strategic priorities**
- **Consider regional approaches and priorities**



New Program Design Phase



Bid on designing one or more programs

Interdisciplinary Culture of Health Research Leaders

Multi-sector Leaders for Health

(New) Clinical Scholars

Diversity in Health Policy Research



and/or...

Bid on developing one or more cross-cutting design features that are critical across all programs

creative ways to maximize connections among participants (within and across programs)

diversity across multiple dimensions and comprehensive mentorship

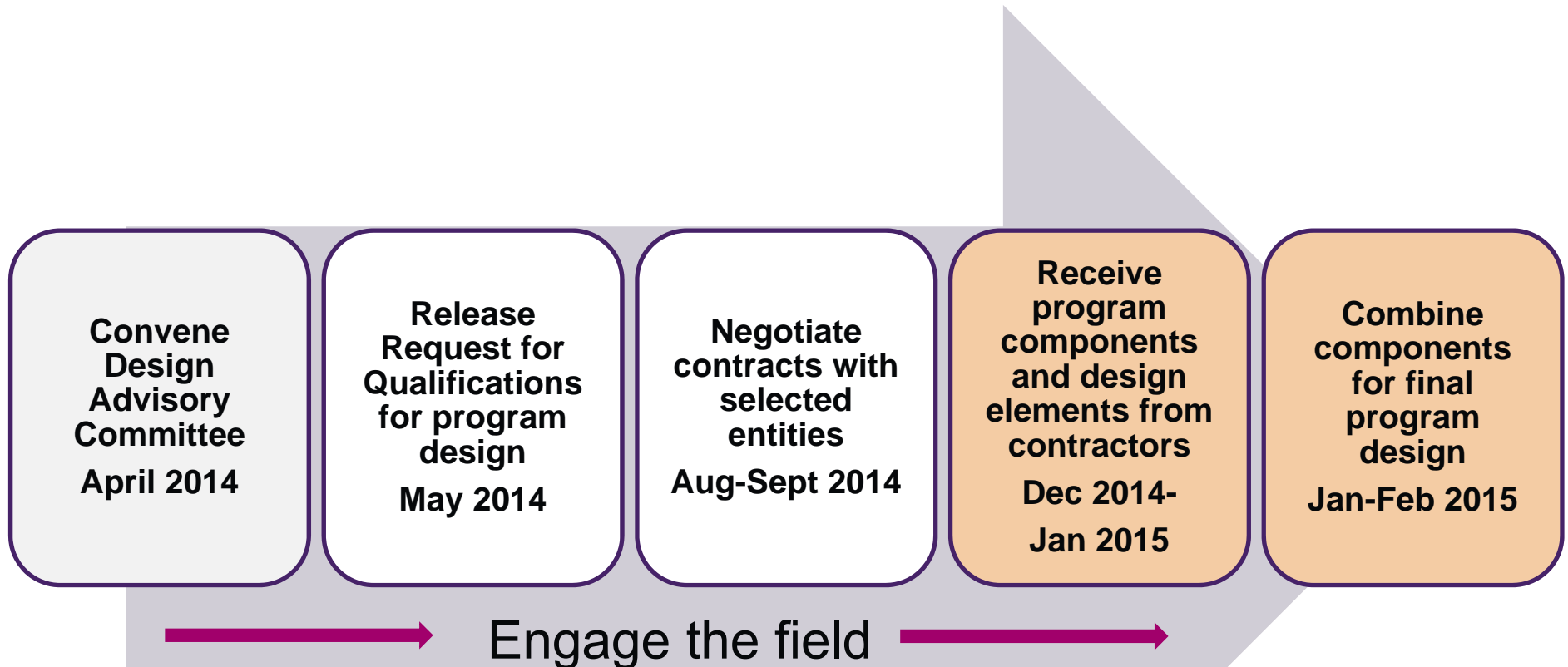
integrate common threads and core constructs across programs

Risk name													ID/Code
Scoring	Identification			Assertions					COSO			Control	
	Risk name	Kind	Description	Access to property	High and data	External of business	Integrity and control	Appropriation and communication	Control environment	Control activities	Monitoring		Risk assessment
2	Risk.2	Security	Low	●	●	●	●	●	●	●	●	Control point 2	EA00C 8
0													
0	Risk.0	Loss	High	●	●				●	●		Control point 1	924B2 4
1	Risk.1	Legal	Medium	●	●	●	●	●	●	●		Control point 1	924B2 4
2	Risk.2	Security	Low	●	●	●	●	●	●	●		Control point 2	EA00C 8
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0	Risk.0	Loss	High	●	●				●	●		Control point 1	924B2 4
1	Risk.1	Legal	Medium	●	●	●	●	●	●	●		Control point 1	924B2 4
2	Risk.2	Security	Low	●	●	●	●	●	●	●		Control point 2	EA00C 8
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0	Risk.0	Loss	High	●	●				●	●		Control point 1	924B2 4
1	Risk.1	Legal	Medium	●	●	●	●	●	●	●		Control point 1	924B2 4
2	Risk.2	Security	Low	●	●	●	●	●	●	●		Control point 2	EA00C 8
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Matrix

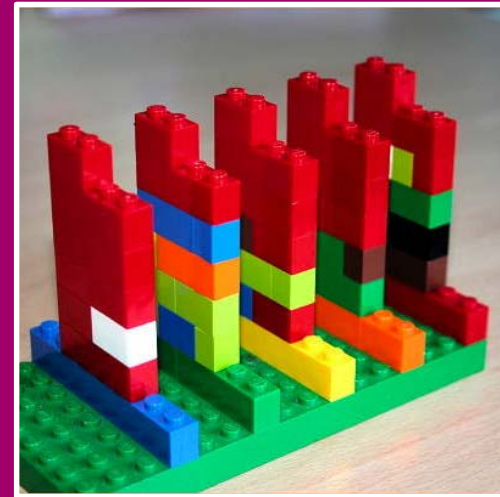
New Program Design Phase





Combine components
to create

individual programs
that connect to each
other and have some
common threads



Next Phase

New Program Launch Phase

**Issue Call for
Proposal for
National
Program
Offices**

Feb- March 2015

**Select National
Program
Offices**

April- Aug 2015

**Launch
Programs**

Sep - Dec 2015

**Recruit Initial
Cohorts**

Jan – March
2016



Early learnings

- **Hard to find the sweet spot between being non-prescriptive and ambiguous**
- **Communication, communication, communication**
- **Real-time attention to learning and gathering input allows for mid-course adjustments**



Summary

- **Building a national Culture of Health is our “north star” at RWJF**
- **We have had to make some difficult decisions in order to put point ourselves squarely in that direction**
- **Getting there, will take all of us...**

Discussion

Questions

Your ideas, insights, recommendations