



## Robert Wood Johnson Foundation Health Policy Fellows

### BACKGROUND

The Robert Wood Johnson Foundation (RWJF) is working with others to help build a Culture of Health that provides everyone in America a fair and just opportunity for health and well-being ([rwjf.org/cultureofhealth](http://rwjf.org/cultureofhealth)). That means acknowledging that there are many people in this country who do not have the same opportunities as others, and working to remove barriers to good health, such as poverty, structural racism, discrimination, and powerlessness. The RWJF Health Policy Fellows program helps build a Culture of Health by creating a strong and diverse leadership in health policy. This is a nonpartisan fellowship program located in Washington, D.C. that engages midcareer professionals interested in increasing their expertise in health policy.

Initiated in 1973, the RWJF Health Policy Fellows program seeks outstanding midcareer health professionals, behavioral/social scientists, and others with an interest in health and health care who: 1) possess the skills and commitment to use the fellowship experience to provide leadership in improving health, health care, and health policy at the national, state, or local level; 2) bring a depth of expertise and knowledge about health, health equity, and health care to the policymaking process; and 3) can offer an informed perspective on important and complex challenges facing policymakers.

Fellows actively participate in the formulation of national health policies in congressional or executive branch offices of their choosing, and accelerate their careers as leaders in health policy. The National Academy of Medicine (NAM) conducts and administers the fellowship, with funding support from RWJF.

### THE PROGRAM

The RWJF Health Policy Fellows program provides the nation's most comprehensive learning experience at the nexus of health, science, and policy in Washington, D.C. It is an outstanding opportunity for exceptional midcareer health professionals and behavioral/social scientists with an interest in health and health care policy. Fellows participate in the policy process at the federal level and use that leadership experience to improve health equity, health care, and health policy.

The fellowship requires a full-time commitment with a minimum 12-month residence in Washington, D.C., which prepares individuals to influence the future of health and health care in the nation.

The fellowship begins in September with an intensive three-and-a-half-month orientation arranged by the NAM, during which time the fellows meet with national leaders well-versed in health, health care policy, health equity, social determinants of health, and structural racism; think tanks and interest groups; key executive branch officials; and members of Congress and their staffs. Fellows also participate in seminars on health economics; the congressional budget process; current priority issues in federal health policy; and the process for federal decision-making. The concentrated orientation is designed to prepare the fellows for immediate success in federal legislative and executive branch positions.

The NAM will assist all fellows in setting up placement interviews. Each fellow is, however, solely responsible for selecting and securing his or her placement in a Federal government office in Washington, D.C., no later than January 15, 2023.

Fellowship placements generally begin no later than January 31. During these assignments, fellows are full-time, contributing participants in the policy process with members of Congress, a congressional committee, or in the executive branch. Solely under the supervision of the office in which they are placed, fellows typically will:

- Help develop legislative or regulatory proposals;
- Organize hearings, briefings, and stakeholder meetings;
- Meet with constituents;
- Brief legislators or senior administration officials on a range of health issues; and
- Provide staff support for House-Senate conferences.

Fellowship assignments are supplemented throughout the year by nonpartisan seminars and group discussions on contemporary federal policy topics, as well as media/strategic communications training and leadership development activities. Fellows are asked to prepare a formal presentation on a health policy issue with which they have been engaged. Fellows also take part in NAM meetings and with other health policy organizations.

Fellows may request approval from the national program office (NPO) at the NAM to extend the Washington stay past the 12-month residential period of September 1, 2022, to August 31, 2023, through the legislative session or until December 31, 2023. A fellow may carry out

additional activities with the support of any remaining funds until August 31, 2024, subject to review and approval of those activities by the NPO and RWJF.

After the Washington residential experience, fellows become part of a nationwide alumni network and typically return to Washington each year to attend an Alumni Retreat and the NAM Annual Meeting, and to be briefed on issues and trends in health and health care policy.

## TOTAL AWARDS

- Up to six awards of up to \$165,000 each will be made in 2022.
- During the first 12 months of the fellowship, a stipend of up to \$104,000 (not to exceed the fellow's salary prior to entering the program) in fellowship funds may be requested.
- For more details, refer to "Use of Foundation Funds" on page 7.

Fellows will be directly reimbursed for relocation expenses through separate funds within limits specified by the NAM.

## ELIGIBILITY CRITERIA

- Exceptional midcareer professionals from academic faculties; government (including military; U.S. Dept. of Veterans Affairs; U.S. Public Health Service Commissioned Corps; and state offices who are not considered government officials under Section 4946 of the Internal Revenue Code); and nonprofit organizations, who are interested in experiencing the health policy process at the federal level, are encouraged to apply.
- Applicants must have earned an advanced degree in one of the following disciplines: medicine; nursing; public health; allied health professions; biomedical sciences; dentistry; economics or other social sciences; health services organization and administration; social and behavioral health; or health law.
- Applicants whose official job description or responsibilities are primarily government

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\* *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;*
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 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, tribe, 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.*

*Prior to selection, any finalist who is a government employee will be required to furnish a letter from the applicant's supervisor confirming that the applicant is not a government official under this definition.*

relations or advocacy are not eligible to apply.

- Individual candidates for receipt of award funds must be U.S. citizens, or permanent residents at the time of application. Because the RWJF Health Policy Fellows are placed in assignments in the federal government, changes in federal policy or law may necessitate that RWJF consider adjustments in eligibility and grant terms, as well as placements in the program.
- Additionally, individual candidates for receipt of award funds cannot be related by blood or marriage to any Officer or Trustee of the Robert Wood Johnson Foundation, or be a descendant of its founder, Robert Wood Johnson. \*\*

## **OUR EQUITY, DIVERSITY, AND INCLUSION COMMITMENT**

The Robert Wood Johnson Foundation is committed to building a Culture of Health that provides everyone in America a fair and just opportunity for health and well-being. Achieving this goal requires focus on equity, diversity, and inclusion. To that end, we are committed to fostering diverse perspectives. We recognize that individuals' perspectives are shaped by a host of factors, such as their race, ethnicity, gender, physical and mental ability, age, socioeconomic status, gender identity and expression, sexual orientation, familial status, education, religion, legal status, military service, political affiliation, geography, and other personal and professional experiences.

We know that the presence of diverse perspectives alone is not sufficient. Therefore, we also are committed to creating inclusive environments where all individuals are encouraged to share their perspectives and experiences. We believe that only through valuing our differences and similarities, and remaining vigilant in advancing equity, will we be able to maintain an equitable workplace and actively pursue equity in all aspects of our work. We commit to being continuous learners and working alongside others to cultivate equity, diversity, and inclusion.

## **THE IDEAL CANDIDATE**

The ideal candidates for this fellowship have a record of exceptional professional accomplishment and are a recognized expert within their profession, community, institution, or organization. The fellowship strongly encourages individuals with diverse backgrounds, ideologies, and perspectives to apply. Because of the unique nature of working on Capitol Hill or in the executive branch and the uncertainty that often accompanies the legislative process, individuals who are flexible, team players, and fast learners tend to be more successful. A positive attitude, confidence, sense of humor, humility, listening skills, discretion, and patience

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\*\* *The Officers are the Chair of the Board of Trustees; President and CEO; Chief of Staff; Executive Vice President; General Counsel; Secretary; Assistant Secretary; Treasurer; Assistant Treasurer; and Chief Investment Officer of the Foundation.*

are highly regarded. Those with strong emotional intelligence and networking skills will be able to maximize the value of this experience in their subsequent roles as leaders and influencers committed to building a healthier and more equitable future for the nation.

## **SELECTION CRITERIA**

Members of the RWJF Health Policy Fellows advisory board will assess each applicant, based on the following criteria:

- Professional achievements;
- Potential for leadership in health policy;
- Potential for future growth and career advancement;
- Potential for significant contributions to improving health, equity, and well-being in the nation;
- Interpersonal and communications skills;
- Individual plans for incorporating the fellowship experience into specific career goals.

By mid-January 2022, the advisory board will select finalists from the applicants for in-person interviews<sup>1</sup> in Washington, D.C., which will be held on February 16, 2022. Applicants who are selected for interviews will receive details about the remainder of the process upon invitation.

## **CONFLICT OF INTEREST**

Due to heightened ethical scrutiny at the federal level, including fellows placed in congressional or other federal offices, the NPO will request information from finalists about ongoing personal and professional activities or interests that might conflict with the participation of a fellow in congressional or federal assignments. This disclosure is required to identify any activity or interest that might:

1. Significantly impair the fellow's objectivity, or
2. Create an unfair competitive advantage for any person or organization.

Each finalist will provide a list of past, existing, and future paid and unpaid activities, board affiliations, consultancies, or other interests and sources of financial support. To preserve the integrity of the fellowship program and to ensure that the fellow—during tenure as an RWJF

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<sup>1</sup> Due to COVID-19 related restrictions, finalist interviews may move to a virtual format.

Health Policy Fellow—is not compromised by the appearance of a conflict of interest, fellows will sign a statement affirming that there is no conflict of interest or competing interests that would preclude them from accepting a congressional or executive branch placement during the fellowship year.

The term “conflict of interest” applies not only to the personal interests of the fellow but also to the interests of others with whom the fellow has substantial common financial interests, including the fellow’s spouse and dependent children.

As a condition of the fellowship, fellows may be required by the federal government to submit a financial disclosure statement and sign a declaration of adherence to policies and laws governing codes of ethical conduct. For more information about specific ethics determinations, please visit <http://ethics.senate.gov/downloads/pdffiles/manual.pdf> and [http://ethics.house.gov/sites/ethics.house.gov/files/documents/2008\\_House\\_Ethics\\_Manual.pdf](http://ethics.house.gov/sites/ethics.house.gov/files/documents/2008_House_Ethics_Manual.pdf) (see page 284).

## **MONITORING**

RWJF monitors the grantees’ efforts and careful stewardship of grant funds to assure accountability. Grantees will be required to submit periodic narrative and financial reports.

## **ADMINISTRATION OF FELLOWSHIP FUNDS**

There are two options for the administration of fellowship stipends:

### **Track 1: Sponsoring Institution**

Applicants with sponsorship from an eligible institution shall indicate the source of sponsorship in the application. Nonprofit health organizations that are tax-exempt under Section 501(c)(3); governmental offices; and academic centers that are housed at nonprofit, tax-exempt, or public institutions of higher education are eligible sponsors.

### **Track 2: Program-Administered Stipend**

Applicants without a sponsoring institution may request the award be administered by the NAM. A fellow under Track 2 will receive a stipend of up to \$104,000 divided equally into 12 monthly payments, and may receive reimbursement to continue health coverage through COBRA or cover the sponsor portion of a health insurance plan provided to fellows by the NPO. Stipend payments will continue while the fellow remains in the fellowship.

## **TAXABILITY**

Fellowship stipends may be subject to income taxes. The National Academies of Sciences, Engineering, and Medicine (the National Academies)/NAM will not withhold or report income

taxes and will not deduct F.I.C.A. contributions (Social Security taxes) from the stipends. The stipends are considered noncompensatory fellowship income and the National Academies/NAM will not report income on IRS Forms W-2 or 1099 Misc. taxes. Fellows are not considered employees of the National Academies/NAM or RWJF. The fellow is responsible for any applicable taxes on the award. Please consult the IRS website at [www.irs.gov](http://www.irs.gov) for more information about fellowship tax reporting and for information on how to file a quarterly declaration of estimated tax, if indicated.

## USE OF FOUNDATION FUNDS

- Up to six awards of up to \$165,000 each will be made in 2022.
- During the first 12 months of the fellowship, a stipend of up to \$104,000 (not to exceed the fellow's salary prior to entering the program) in fellowship funds may be requested.
- For Track 1 fellows, an amount to cover fringe benefits at the sponsoring institution may also be requested (and sponsoring institution may supplement fellowship funds).
- Track 2 fellows may receive reimbursement to continue health coverage through COBRA or cover the sponsor portion of a health insurance plan provided to fellows by the NPO.
- Any remaining fellowship funds after the residential stay may be used for continued pre-approved leadership development, partial salary support, travel, research, conferences, educational pursuits, and other costs directly attributable to health policy leadership development.

**For Track 2 fellows:** The NAM will administer any remaining fellowship funds after the Washington stay, or make arrangements to transfer those funds to a subsequent institutional sponsor.

**For both tracks:** No additional direct or indirect costs are paid during the first 12 months of this program. At no time are indirect costs allowable for the fellowship award. Funding for computers, laptops, printers, smartphones, or other equipment is not allowed.

Fellows must commit 100 percent of their time to program activities during the first 12 months. On returning to their sponsoring organization or starting their next position, fellows may undertake a pre-approved plan to continue their health policy leadership development. In the event that a fellow changes sponsors during the grant period, the fellow and the new sponsoring institution must prepare a plan subject to review and approval by the national program director. A fellow who seeks such a grant transfer or other similar changes to the fellowship grant should become familiar with RWJF grant procedures and time lines. The fellow seeking such a grant revision must work with the appropriate RWJF staff and anticipate that such requests require up to two months to process. Grants are made to

sponsoring institutions for Track 1 or to the NAM for Track 2, and must follow the RWJF funding guidelines.

## HOW TO APPLY

Applications for this solicitation must be submitted electronically via the RWJF online system. Visit [www.rwjf.org/cfp/hpf13](http://www.rwjf.org/cfp/hpf13) and use the “Apply Online” link. If you have not already done so, you will be required to register at [my.rwjf.org](http://my.rwjf.org) before you begin the application process.

Please direct inquiries to:

Phone: (202) 334-1506

Email: [info@healthpolicyfellows.org](mailto:info@healthpolicyfellows.org)

To complete and submit an online preliminary application, an applicant must do the following:

1. Enter personal and contact information, including the names, phone numbers, and email addresses of three references who have been asked to comment on the applicant’s qualifications for the program. Reference letters should address the Selection Criteria on page 4 and should be submitted electronically by 3 p.m. ET on November 9, 2021. Applicants are urged to actively track the status of the submission of required letters of reference. Please note that all reference letters should be submitted by November 9, 2021, to enable submission of the complete application package by the November 12 deadline.
2. Select a preliminary sponsorship track indicating the source of sponsorship. (Track 1—provide name of sponsoring institution and name of sponsoring institution’s chief executive officer; or Track 2—request for stipend administration by the NAM.)
3. Prepare in advance the following documents and save them to your hard drive. Before you begin, be sure to read the detailed instructions within the templates in the RWJF online application system.
  - An up-to-date *curriculum vitae* with dates (no more than five pages).
  - Three essays on the following topics:
    - A one-page biographical sketch that elaborates on how your personal background and experiences shape your world view and understanding of health; the highlights of your career; describes how it has evolved; discusses the accomplishments of which you are most proud; and the factors that have motivated you to apply for the fellowship (no more than one page).



- Reflecting on your lived experience, your career and accomplishments, what inspires you about the possibility of becoming an RWJF Health Policy Fellow? Please include what you have done in the past, the unique perspectives you bring to the program, and what you hope to do in the future to build a better, more inclusive, healthier and more equitable society where everyone has the opportunity to live a healthy life (no more than one page).
  - You are serving as a health policy adviser to a Member of Congress or the head of a federal agency. Prepare a memo describing a current health policy challenge, and recommend an approach that the nation should take to address this challenge (no more than two pages).
4. Applicants who become finalists will be invited to complete a full application that will include a proposed budget of up to \$165,000. Track 1 applicants will also submit a letter from their sponsoring institution's chief executive officer affirming the institution's willingness to serve as an adviser to the applicant; to cultivate the fellow's growth as a health policy leader during the funding period of up to 24 months; and to administer the grant and comply with RWJF's grant reporting requirements.
  5. RWJF does not provide individual critiques of applications submitted.
  6. All applicants should log in to the system and familiarize themselves with online submission requirements well 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, the program will not accept late submissions.

## **PROGRAM DIRECTION**

Direction and technical assistance for this program are provided by the NAM, which serves as the NPO under the direction of the RWJF Health Policy Fellows advisory board:

### **RWJF Health Policy Fellows**

National Academy of Medicine

National Academies of Sciences, Engineering, and Medicine

500 Fifth Street, N.W., Washington, D.C. 20001

Phone: (202) 334-1506

Fax: (202) 334-3862

Email: [info@healthpolicyfellows.org](mailto:info@healthpolicyfellows.org)

Website: [www.healthpolicyfellows.org](http://www.healthpolicyfellows.org)

Responsible staff members at the national program office are:

- Gregg Margolis, PhD, *director*
- Mona Rahman, *deputy director*
- Andrew Cheng, *senior administrative and financial specialist*
- Kimberly Dong, *senior program assistant*

Responsible staff members at RWJF are:

- Kimberly Elliott, *director of public policy*
- Deborah Bae, *deputy director*, Leadership for Better Health
- Tejal Shah, *program financial associate*

#### **RWJF ADVISORY BOARD MEMBERS**

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**Jonathan Woodson, MD**

Professor & Director, Institute for Health System Innovation & Policy  
Boston University  
Boston, MA

**KEY DATES AND DEADLINES**

- **September 22, 2021 (11 a.m. ET) and October 26, 2021 (2 p.m. ET)**  
Optional applicant web conference calls. Registration is required. Please visit the [program's website](#) for complete details and to register.
- **November 9, 2021 (3 p.m. ET)**  
Deadline for receipt of three reference letters.\*
- **November 12, 2021 (3 p.m. ET)**  
Deadline for receipt of preliminary applications.\*
- **January 11, 2022**  
Selection of finalists.
- **February 11, 2022 (3 p.m. ET)**  
Deadline for receipt of full applications.\*
- **February 16, 2022**  
Finalist interviews with advisory board.
- **February 17, 2022**  
Selection and notification.
- **September 1, 2022**  
Start of grants.

**APPLICANT DEADLINE POLICY**

All applications for this solicitation must be submitted via the RWJF online system. Visit [www.rwjf.org/cfp/hpf13](http://www.rwjf.org/cfp/hpf13) and use the “Apply Online” link. If you have not already done so, you will be required to register at [my.rwjf.org](http://my.rwjf.org) before you begin the application process.

All applicants should log in to the system and familiarize themselves with online application requirements well before the final submission deadline. Please note that, in the 24-hour period leading up to the application deadline, staff may not be able to assist all applicants with any system-related issues. Therefore, we encourage you to submit your application well before the

deadline so that any unforeseen difficulties or technical problems may be addressed in advance.

**Late submissions will not be accepted for any reason.** While late submissions will not be accepted, RWJF may choose, at its sole discretion, to extend the application deadline for all applicants. Such extensions generally will be granted only in the event of: (1) a verified issue with the RWJF application system that prevented completion and submission of applications; or (2) a disaster, emergency, or significant internet outage that affects one or more regions. For purposes of this policy, a region is generally considered to be one or more states. RWJF strives to give all applicants any support needed to successfully submit their application prior to the deadline. Submission is defined as all sections completed, marked finished, the application “submit” button used, and the application status shows “Submitted.” If the deadline is extended for any reason, the extension will be posted on the Funding Opportunities page at [rwjf.org](http://rwjf.org). In addition, an email will be sent to all individuals that have started an application in the RWJF online system.

## **ABOUT THE ROBERT WOOD JOHNSON FOUNDATION**

For almost 50 years, the Robert Wood Johnson Foundation has worked to improve health and health care. We are working alongside others to build a national Culture of Health that provides everyone in America a fair and just opportunity for health and well-being. We are also working to promote health equity for individuals, families, and communities and to mitigate structural racism across the country. For more information, visit [rwjf.org](http://rwjf.org). Follow the Foundation on Twitter at [www.rwjf.org/twitter](http://www.rwjf.org/twitter) or on Facebook at [www.rwjf.org/facebook](http://www.rwjf.org/facebook).

Sign up to receive email alerts on upcoming calls for proposals at [www.rwjf.org/manage-your-subscriptions.html](http://www.rwjf.org/manage-your-subscriptions.html).

50 College Road East  
Princeton, NJ 08540-6614