



National Clinician
Scholars Program

Duke
UNIVERSITY

UCLA

UCSF

M UNIVERSITY OF
MICHIGAN

Penn

Yale

Advancing Health and Health Care through Scholarship and Action

The NCSP Site Corner

This month's feature: "Tell us about your site!"



At the Penn NCSP program, scholars participate in a robust, interprofessional core curriculum, earning a [Master of Science in Health Policy Research](#). Penn NCSP leverages the unique strengths of Penn, a global research institution of 12 renowned schools on a contiguous campus, to train scholars in health services and policy research and prepare them for successful careers in academics, government, non-profit, and industry. Philadelphia, Penn NCSP's home, offers Penn scholars unique opportunities in population and urban health, including connections with the Philadelphia Department of Public Health, state departments of health in the region, and federal health agencies in Washington DC.

Leading institutes and centers, like the Leonard Davis Institute for Health Economics (LDI), Penn Medicine Center for Health Care Innovation, CHOP PolicyLab, Penn Medicine Center for Digital Health, Penn Nursing Center for Health Outcomes and Policy Research (CHOPR), Center for Health Care Improvement and Patient Safety (CHIPS), Center for Health Incentives and Behavioral Economics (CHIBE) and the Palliative and Advanced Illness Research (PAIR) Center, provide Penn scholars with resources and extensive opportunities for networking and collaboration.

In addition to earning a master's degree, scholars receive supplemental training in leadership, career development, and research practices. Scholars acquire and hone a diverse set of skills in qualitative and quantitative clinical research methods, social and organizational change, community engagement, program development and evaluation, team management, implementation science, innovation and policy analysis.

The three core tenets of Penn NCSP are science, innovation and policy. We are proud of our scholars bringing rigorous science to innovations in health care delivery and understanding the impact of health policies. While learning rigorous methods lies at the core of every NCSP site, we are intensely focused on maximizing the impact of research by engaging the broadest community of stakeholders, national and local; effectively translating and communicating research; and developing strong leadership skills. We are excited for the future with another fantastic cohort of incoming scholars ready to take on another set of challenges in our nation's healthcare system.

UCLA

Recent wildfires in California not only hit close to home for the [UCLA NCSP](#) family but also serve to remind us to always prepare and act. We are constantly facing challenges -- whether natural, man-made, or even political. Our toughest and most urgent problems need a new kind of problem solver. It is more important than ever that our scholars are prepared to serve as leaders and innovators. Our UCLA scholars' current day-to-day work and research has profound impact on the environment and real-world community implications. Los Angeles, one of the most diverse regions in the nation (13 million people speaking 224 different languages and representing almost every country and culture in the world), requires us to think and learn about how we work with a uniquely broad range of communities, partners, and agencies. We are committed to solving the most pressing societal challenges of our time—not least among them, addressing disparities and quality of care in an ever-changing healthcare landscape.

In this era of “personalized medicine,” we are expanding our efforts on developing personalized training for each scholar. Our interdisciplinary and interprofessional engagement brings together different perspectives to find innovative solutions. To achieve these lofty goals, we are consistently striving for personal and professional excellence, whether scholars pursue a career in academia, government, perhaps the movie industry, the private or public health care sectors, or the communities in which scholars serve. While no one person can ever go it alone, we do know that our scholars will be prepared and ready to lead by addressing problems, creating opportunities, and facing whatever the world may throw at us.



The Michigan [National Clinician Scholars Program](#) offers unparalleled training for nurses and physicians to become change agents in careers driving policy-relevant research and fostering partnerships to improve health and health care. Scholars are housed at Institute for Healthcare Policy & Innovation, the nation's largest university-based health services policy center. IHPI unites nearly 600 faculty across 14 U-M schools and colleges. Scholars are exposed daily to a diverse group of clinicians and social scientists working together to solve complex and timely health challenges, pursuing solutions that refuse simple definition or confinement within a single field of study. We offer our Scholars an innovative MSc curriculum designed specifically for Clinician Scholars. Our curriculum is based on modern learning theory and integrates research theory and practical applications. Scholars are able to master state-of-the-art research methods while also beginning productive scholarly work early in the fellowship. Our philosophy is that skills and expertise are best mastered and maintained when there is greater emotional engagement in skill development and when skills are learned and rehearsed within the context in which they will be later applied, such as when fellows learn new methods while applying them to their own scholarly work. We have the expectation for a high level of scholarly productivity throughout fellowship, which enhances both short-term and long-term success. Our graduates have gone on to

academic positions in leading institutions, to state and federal policy positions, and to other positions of leadership and impact throughout the country.

Yale

The Yale NCSP program site aims to engage, train, inspire, and collaborate with the next generation of change agents. We recognize that Scholars have diverse interests and have accordingly designed the program to take advantage of the tremendous resources and opportunities throughout the University, and the New Haven community. We provide a strong foundational curriculum in rigorous health services research, stakeholder engagement, and research design. Scholars learn to understand interpersonal and organizational dynamics and develop their understanding of and capacity to exercise leadership skills. There are several [unique aspects](#) of the Yale curriculum; here are a few program highlights:

Scholars develop a nuanced understanding of the complex interaction between policy, community, provider, and the individual. Scholars participate in a 2-year policy curriculum that includes seminars with leaders from the public and private sector, externship opportunities at state and national agencies, and shadowing opportunities to work with health system leaders.

A major emphasis of the research experience for Yale scholars is the expectation that they substantively engage with stakeholders. Scholars learn the principles and practices of community engagement, including working with local leaders to collaboratively assess community health priorities and exploring ways to address these priorities. Scholars have the opportunity to engage in a community-based participatory research (CBPR) project, building upon long-standing relationships between Yale and community organizations.

Yale Scholars also engage in comprehensive communication and dissemination training. The Writing Workshop series includes multiple workshop-style sessions on writing of scientific manuscripts. An Op-Ed Workshop, led by experienced physician-writers, leads the Scholars through the process of developing, writing, and [publishing Op-Eds and similar pieces](#). Yale Scholars receive training in public speaking, as well as media training from the Yale Broadcast Studio.



The launch of the National Clinician Scholars Program at Duke University has led to the development of a new course in the school's Clinical Leadership Program (housed in the Department of Community and Family Medicine). Designed by members of the Duke NCSP leadership team from across the medical and nursing schools, Community-Engaged Approaches to Health Improvement will provide scholars with an introduction to the rationale for and practice of community engagement in the development and implementation of health-related research, programs, policies, and other initiatives. At

the same time that they are participating in this course, scholars will carry out a group community-engaged project. The aim of this design is to enhance the scholar experience through the synergy between didactic and experiential learning. Session facilitators will include both Duke faculty involved with community-engaged population health improvement initiatives (including, but not limited to, research) and community partners. The course will be followed up by a seminar series in community-engagement that will allow scholars to learn more about the collaborative efforts underway at Duke and to think more deeply about the practice of community engagement. If you would like more information, please contact course instructors Michelle Lyn (michelle.lyn@duke.edu) and Mina Silberberg (mina.silberberg@duke.edu).

Building bridges across campus with and for the clinician scholars. As the new site on the block, we are excited about the opportunity to connect the various schools, departments, centers, and institutes on campus that are conducting health services research, working on health policy, and doing community-engaged projects. One of our incoming scholars strengthened an existing bridge on campus between the Department of Pediatrics and the Duke-Margolis Center for Health Policy. The mission of the [Duke-Margolis Center for Health Policy](#) is to improve health and the value of healthcare through practical, innovative, and evidence-based policy solutions. While the Margolis Center has engaged in pediatric health policy work, the co-funding of an incoming pediatrician clinician scholar at Duke will expand the portfolio of policy activities focused on child health and well-being. Additionally, the NCSP at Duke is aligning educational opportunities for clinician scholars and the [Margolis Scholars](#), who are graduate and professional students selected from the schools of public policy, law, and nursing. These interdisciplinary bridges enrich the experience of clinician scholars and the academic community at Duke broadly.



UCSF is proud to join the NCSP! We look forward to joining this prestigious group of institutions in preparing clinicians to assume leadership roles in academia, health systems, government and policy, and community-based organizations.

UCSF is a public institution with deep ties to the community. We have invested in developing ongoing partnerships with community-based organizations, community-based health care providers, and the public health delivery system. Research undertaken through the program will be embedded in, and informed by, the community so that scholars will be able to make a meaningful impact.

Our NCSP partner, the San Francisco VA Health Care System (SFVA), has exceptional resources and programs in research and quality improvement. SFVA receives the most research funding of any VA medical center nationwide, including basic science, clinical epidemiology, health services research and implementation science

We have designed our program so that participants can pursue excellence in multiple arenas. We aim to train Scholars flexibly, so that they will be prepared to hold

leadership positions in academic medicine, health care delivery systems, public health departments, governmental agencies or foundations. The UCSF program includes four primary elements: education (master's training in either Clinical Research Methods or Health Policy and Law); mentored research; training with embedded community engagement; and clinical practice or participation in a quality improvement or system transformation initiative within one of our affiliated health systems. We aim to teach trainees leadership skills suited for the health setting they aim to improve.

During the program, Scholars will develop broad skills in four concentration areas -- implementation sciences, health policy, community-based participatory research, and health systems transformation-- and will choose in-depth training and experience in one of those four areas. Three overarching themes that are foundational to becoming a change agent will guide our training: health equity, health care value, and interprofessional training. We have designed our program to be interdisciplinary, offering Scholars the opportunity to train with UCSF's faculty from a broad background of disciplines.

UCSF looks forward to welcoming our first cohort of physician and nurse Scholars!