



human capital portfolio



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For the most current information on our strategy, please visit our website at www.rwjf.org/humancapital.

People drive America's health care system. Progress comes not only from investment in new technology and other innovations, but also from investment in *people*—those who research, shape and deliver health and health care for all of us. That's why the Human Capital Portfolio of the Robert Wood Johnson Foundation (RWJF) seeks out people whose work can improve health and health care, identifies those with the potential to transform our health care system, and provides them with the support that will help them realize their promise. We also engage the alumni of RWJF scholars, fellows and leadership programs by creating opportunities for our "graduates" to share their insights and experience with others at the Foundation and throughout the country.

THE PROBLEM

Multiple factors contribute to the challenges facing the nation's health and medical workforce. The emergence of new diseases, the threat of bioterrorism, and technological and scientific innovations demand that health workers continually adapt and update their skills. The population is aging, as is the health care workforce, setting the stage for shortages and a sweeping loss of experience in all health fields—particularly in nursing—as

the baby boom generation retires over the next 20 years. The country's growing ethnic and racial diversity challenges health care providers to deliver more culturally competent care. The cost of care continues to skyrocket, highlighting the need for prevention and wellness strategies.

The Affordable Care Act is expected to give more than 30 million previously-uninsured Americans access to care, which will increase demand for primary care services that are already scarce in

many areas. The health care system is struggling to eliminate disparities and reduce medical errors and to adopt best practices more consistently.

Thus, there is an urgent need to help today's workers develop new skills, while at the same time preparing a new generation of health and health care workers and leaders that reflects the complex tapestry that is the changing face of America. These workers must be committed to addressing disparities in health outcomes and ready and able to deliver care that is patient-centered, safe, effective and efficient. Further, it is essential that health care education be interprofessional—so that future health and health care workers can function collaboratively in teams to better serve patient needs.

OUR APPROACH

The investments of the Human Capital Portfolio are long-term, yielding results over decades and generations. Our approach is to identify talented individuals from diverse backgrounds and give them the tools and expertise

to take a fresh approach to health issues and clinical practice, so they can become catalysts and creators of change.

Many of our programs are longstanding—some were launched when the Foundation first opened its doors—and have paid dividends in developing leaders with a strong commitment to improving health and health care and the skills to affect change. For example, along with deans of nursing and medical schools and top-level policy-makers in government, the 1,100 graduates of the *Robert Wood Johnson Foundation Clinical Scholars* program include former U.S. Surgeons General as well as leaders in philanthropy and other fields. Twenty-seven percent of people in a 2009 sample of top health and health care leadership positions are alumni of RWJF scholars, fellows or leadership programs. We also prime the pipeline to health careers, with our *Summer Medical and Dental Education Program*, which has provided entrée for more than 20,000 undergraduate college students from underrepresented and disadvantaged backgrounds.

WHAT WE FUND

The programs of the Human Capital Portfolio:

- Develop skills, offer resources, and provide training to create effective leaders in health and health care.
- Strengthen the health care workforce by creating opportunities for collaborative and multidisciplinary approaches to solve health and health care challenges. We have a specific



commitment to advancing the nursing profession, because of its central importance to the functioning of our health and health care systems.

- Find and attract diverse individuals to pursue careers in health and health care.
- Support scholars conducting pioneering health research.

Leadership. We are working to create new methods of leadership development and mentoring. For example, the *Robert Wood Johnson Foundation Health Policy Fellows* program allows midcareer health care practitioners to apply their skills to improving health policy by working with the U.S. Congress. The *Robert Wood Johnson Foundation Executive Nurse Fellows* program offers advanced leadership and mentoring to nurses in senior executive roles in health services, public health and nursing education, who aspire to help lead and shape the U.S. health care system.

Workforce. Our workforce initiatives aim to identify and develop innovations and policies to make our health systems work

better. *The Primary Care Team: Learning from Effective Ambulatory Practices* (LEAP) will identify changes in policy, workforce, culture, education and training related to primary care that can improve the way practices function. The program will study up to 30 high-functioning primary care practices to learn about what they do to maximize the contributions of health professionals and other staff. Specifically we will address policies that affect nursing, primary care, interprofessional collaboration in education and in providing care, public health, and oral health. Our *Public Health Nursing* initiative will analyze the public health nursing workforce to determine how many public health nurses there are, where they are, what they are doing, and how the current changes due to health reform and the economic downturn are affecting them.

Nursing. Nursing is a critical component of RWJF's mission that is grounded in our founder, General Robert Wood Johnson's passion for improving patient care. We believe all Americans deserve high-quality, patient-centered health care in which nurses are essential partners.

Many of the Foundation's nursing programs support recommendations from the Institute of Medicine's (IOM) report on *The Future of Nursing: Leading Change, Advancing Health* which provides a blueprint for transforming the nursing profession to improve health care and meet the needs of diverse populations. These recommendations are being implemented through *The Future of Nursing: Campaign for Action*, a collaboration between RWJF and AARP.

The IOM report on nursing recommends that 80 percent of nurses be prepared at the baccalaureate level by 2020. Our *Academic Progression in Nursing program* (APIN) supports the development of education models to advance this recommendation. The *Interdisciplinary Nursing Quality Research Initiative* has filled gaps in knowledge about nurses' contribution to quality of care by supporting research to document the impact of nursing on health systems and patient outcomes. To learn more about our nursing programs, visit the Nursing topic area of RWJF.org.

Research. Improving the nation's health requires innovative, evidence-based insights that help people to make healthier choices. Our programs support a diverse range of multidisciplinary scholars whose pioneering research empowers us all to live better lives. The *Robert Wood Johnson Foundation Scholars in Health Policy Research* program provides fellowships to creative thinkers in economics, political science, and sociology to pursue research in health policy. The *Robert Wood Johnson*

Foundation Health & Society Scholars program focuses on population health, to build expertise to address the genetic, behavioral, environmental, economic, and social factors that affect health. The *Investigator Awards in Health Policy Research* program provides one of the few funding opportunities for outstanding researchers, from a wide range of fields, to explore bold new ideas for improving the nation's health and health care system. By reliably informing policy-makers, the media, and the public, these leaders have a lasting impact on the improvement of our nation's health care system.

Diversity. The Robert Wood Johnson Foundation supports efforts to promote diversity and cultural sensitivity at all levels of the health and health care workforce. For a quarter century, the *Harold Amos Medical Faculty Development Program* has supported scores of outstanding, underrepresented minority physicians in their academic medical careers. Currently, three *Harold Amos* alumni lead institutes at the National Institutes of Health. The *Harold Amos* program has recently expanded its mission to support diversity among dental school faculty. RWJF believes that this is the next step in improving the oral health and health care of all Americans. *New Connections: Increasing Diversity of RWJF Programming* was created to bring diverse perspectives to RWJF grantmaking and to expand the contributions of junior researchers and senior consultants from historically underrepresented groups to Foundation programming.

The *RWJF Center for Health Policy at Meharry Medical College* was created to increase the number and diversity of PhD graduates with formal training in the fields of sociology, political science, and economics who will engage in health policy, health services, and health disparities research. The *RWJF Center for Health Policy at the University of New Mexico* shares that mission. The *RWJF Nursing and Health Policy Collaborative at the University of New Mexico* is a doctoral-level health policy concentration within the PhD in Nursing.

WHAT WE DON'T FUND

We do not accept unsolicited proposals. However, we expect to issue specific solicitations for proposals from time to time. If you are registered to receive funding alerts through the Foundation's website at www.rwjf.org, you will receive notices of funding opportunities.

Further information about Human Capital initiatives is available at www.rwjf.org/humancapital. For details on RWJF scholars, fellows and leadership opportunities, visit RWJFleaders.org.



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