Celebrating Seven Years of Impact: Clinical Scholars 2016–2023
Health and wellbeing are determined not only by what happens in clinical settings. They are determined by every aspect of people’s lives and communities, by what happens in every place people live, learn, work, and gather. For many people, these factors include systemic inequities that cause adverse and unjust health outcomes.

Recognizing this complexity and the vital need to address health inequities, in 2016 the Robert Wood Johnson Foundation invested in the University of North Carolina at Chapel Hill to develop and support a unique national network of healthcare providers.

Integrating their varied perspectives, providers from diverse disciplines—from nurses and doctors to social workers, pharmacists, and physical therapists—formed teams designed to tackle complex health challenges. These teams demonstrated that an interdisciplinary, equity-centered approach can transform the health and wellbeing of communities.

Their efforts and the many lessons learned will inspire and inform their ongoing work in clinic and community alike. They will also inspire and inform the broader movement to build a Culture of Health, in which all people have a just, equitable opportunity to achieve the best possible health and wellbeing.
Centering Equity

Core to the program was the model of Equity-Centered Leadership.

Departing from conventional leadership development approaches, the model offers Fellows an adaptable, team-focused, application-oriented framework designed to make system change efforts successful, scalable, and sustainable.

Following this model, Fellows developed an integrated skillset encompassing equity, diversity, and inclusion competencies and key skills across personal, interpersonal, organizational, and community and systems domains.

For details about the model, please see Program Design at the end of this report.

Leadership Impacts

Clinical Scholars Fellows challenge themselves to apply their expertise and outside-the-box thinking to making their communities healthier and more equitable.

A Network of Change Leaders

Clinical Scholars was brought to life by 162 program Fellows from 15 healthcare disciplines.

Hailing from 26 states, Puerto Rico, and Washington, D.C., these healthcare providers and change agents pooled their complementary experience and insights to form 44 teams. These partnerships yielded innovative solutions to complex issues: solutions that could not have been imagined within the confines of any single discipline.

At the heart of their shared experience were the deep relationships they built—with each other, with the communities they serve, and with participants in other Robert Wood Johnson Foundation leadership programs. These relationships continue to benefit Fellows, their communities, and the country as a whole.

**Table:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fellows</strong></td>
<td>162</td>
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<tr>
<td><strong>Cohorts</strong></td>
<td>5</td>
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<tr>
<td><strong>Teams</strong></td>
<td>44</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
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</tr>
</tbody>
</table>

**Assumptions:***

- 162 Fellows from 15 healthcare disciplines.
- Fellows from 26 states, Puerto Rico, and Washington, D.C.
- 44 teams formed.
- Collaborative relationships continue to benefit Fellows, their communities, and the country as a whole.

**Impacts:**

- **Community Impacts:** 105
- **News Mentions:** 234
- **Changes in Policy:** 26
- **Trainings:** 612
- **Awards:** 142
- **Career Advancements:** 179
- **Publications:** 577
- **Additional Funding:** $78M
- **Other Impacts:** 598
A WEB OF INTERDISCIPLINARY EXPERTISE
"As clinicians, we need to help build affirming communities where our patients can live safely."
Building a Dental Home Network for Children with Special Health Care Needs
Minneapolis, Minnesota

Peter Scal, MD, MPH
Mark DeRuiter, MBA, PhD, CCC-A/SLP
Jeffrey Karp, DMD, MS

“Education is certainly important, but personal experiences with children with special healthcare needs—it’s simply life changing.”

Filipino Family Health Initiative: Prevention of Behavioral Health Disparities in an Immigrant Community
Los Angeles, California

Jed David, MS OTR/L, SWC
Horacio Lopez, MD
Avirii “Apple” Sepulveda-Mathew, MD, OTR/L, BCP, SWC
Joyce Javier, MD, MPH, MS
Dean Coffey, PsyD

“We can no longer afford to be the silent minority. It has cost our communities the lives and healthcare of our youth.”

Gender Wellness Center: Center of Excellence in Transgender Healthcare
Oneonta, New York

Christopher Wolf-Gould, MD
Diane Georgeson, MD
Justine Woolner Wise, LMSW
Carolyn Wolf-Gould, MD

“To provide our patients with affirming healthcare, we need to become agents for systemic change.”

MHI STREET: Mental Health Improvement Through Study, Teaching, Rebranding, Embedded Education, and Technology
Washington, DC

Erin Athey, DNP FNP BSN
Nhemdi Kamaru Elias, MD, MPH

“When the color of your skin is seen as a weapon, you will never be seen as unarmed. As a doctor, I’ve witnessed this. As a daughter, I’ve experienced this. As a mother, I fear this. As a patient, I know this. I know the impact that this has on the mind and the body.”

OH-I-CAN: Oral Health in Communities and Neighborhoods
Atlanta, Georgia

Charles Moore, MD
Hope Bussenius, DNP APRN, FNP-BC
David Reznik, DDS

“If we can work together, we can reach across and make a huge difference. We can truly connect the mouth back to the body.”

Prescription of Hope for a Vulnerable Population
Ferguson, Missouri / Chicago, Illinois

Lachell Wardell, PharmD
Tonita Smith, MSN

“Whatever you are able to give, get off the sidelines and give it. I have committed to making my city safe again. My challenge and my question to you is—will you be a part of that change?”

Strong Roots / Raices Fuertes: Innovative and Community-Based Approach to Addictions
Albuquerque, New Mexico

Dominic Villanueva, DOM
Katherine Porterfield, PA-C
William Wagner, PhD LCSW
Lorraine Cordova, BSN MSN FNP
Anjali Taneja, MD, MPH

“The mission of underdog DREAMS is to provide every foster youth with the opportunity to dream of the possibilities, to see a future filled with purpose, and to live with intention.”

underdog DREAMS: Improving Long-Term Quality of Life Outcomes for Foster Youth and Families
Orlando, Florida

Annette Bell, MD
Slyving Bourdeau, LCSW
Asha Davis, MD
Catherine Drew, PhD
Derrick Stephens, MBA, LCSW

“If you treat people with dignity and meet them where they are, their shame falls away. They’re able to open up about other needs, pursue things like primary care and treatment, and feel at home and safe.”

When the color of your skin is seen as a weapon, you will never be seen as unarmed. As a doctor, I’ve witnessed this. As a daughter, I’ve experienced this. As a mother, I fear this. As a patient, I know this. I know the impact that this has on the mind and the body.”

“Education is certainly important, but personal experiences with children with special healthcare needs—it’s simply life changing.”

“We can no longer afford to be the silent minority. It has cost our communities the lives and healthcare of our youth.”

“To provide our patients with affirming healthcare, we need to become agents for systemic change.”

“When the color of your skin is seen as a weapon, you will never be seen as unarmed. As a doctor, I’ve witnessed this. As a daughter, I’ve experienced this. As a mother, I fear this. As a patient, I know this. I know the impact that this has on the mind and the body.”

“The mission of underdog DREAMS is to provide every foster youth with the opportunity to dream of the possibilities, to see a future filled with purpose, and to live with intention.”
Celebrating Seven Years of Impact

2017–2020 Cohort

“IT IS TRULY THE COLLABORATION OF MANY INDIVIDUALS THAT HAS MADE OUR SUCCESS POSSIBLE”

ACCOMPANYING THE UNINSURED COMMUNITY FROM ER TO MEDICAL HOME
Los Angeles, California

BREATHE: BALTIMORE REALIZING EQUITY IN ASTHMA TREATMENT IN HEALTH AND EDUCATION
Baltimore, Maryland

BUILDING RESILIENCE, BUILDING HEALTH
New Town, North Dakota

COMMUNITY-LED RESPONSE TO PHARMACY CLOSURES AND ACCESS TO MEDICATIONS IN CHICAGO
Chicago, Illinois

DEPART JAIL: DECREASING PSYCHOSIS-ASSOCIATED RECESSION WITH TREATMENT IN JAIL
Belmont, Massachusetts

DUSK TO DAWN
Omaha, Nebraska

MILWAUKEE PROMPT: PREVENTION OF OPIOID MISUSE THROUGH PEER TRAINING
Milwaukee, Wisconsin

PRESCHOOL WELLNESS CONSULTATION: WHOLE BODY SOLUTION TO WHOLE BODY PROBLEM
Santa Monica, California

SHELTER: STRENGTHENING HEALTH THROUGH HOUSING EDUCATION, LINKAGES, AND TRAINING TO EMPOWER RESIDENTS
New York, New York

SOMEBWHERE TO GO: ENHANCING ACCESS TO MEDICATION ASSISTED TREATMENT IN RURAL MARYLAND
Baltimore, Maryland
Celebrating Seven Years of Impact

Clinical Scholars 2016-2023

"Keep choosing challenging problems and don’t back down due to the political charge of some issues. We are the voice to some who do not have a voice, and we want to leverage our platform to speak out and advocate."

Accompanying our Uninsured Community from ER to Medical Home
Los Angeles, California

Rebecca Trotzky, MD, MS
Patricia Evans, MPH, MSK, LCSW
Kathleen Garvin, BA, RN
Oscar Smith, PA-C
Charmaine Dorsey, MSW, LCSW

"It is our responsibility to create patient care models that offer reparation."

BREATHE: Baltimore Realizing Equity in Asthma Treatment in Health and Education
Baltimore, Maryland

Megan Tschudy, MD, MPH
Katherine Bissett, BA, BSN
Katherine Connor, MD, MSPH

"Calling one’s soul, one’s spirit, back is critical to walking whole and to walking in peace with yourself."

Building Resilience, Building Health
New Town, North Dakota

Kelly McGrady, RN
Monica Taylor-Desir, MD, MPH
Anita Martin, MD
Leolani Ah Quin, DBH, LCSW

"Ensuring access to pharmacies is a public health imperative."

Community-Led Response to Pharmacy Closures and Access to Medicines in Chicago
Chicago, Illinois

Dina Qato, PharmD, MPH, PhD
Shannon Zerk, PhD, MPH, RN, FAAN

"These young adults deserve the treatment that can change the trajectory of their illness [so they can] lead meaningful lives, with less pain and suffering."

DEPART Jail: Decreasing Psychosis-Associated Recidivism with Treatment in Jail
Belmont, Massachusetts

Kelly Scanlon, LCSW
Rakesh Karmacharya, MD, PhD

"Community violence isn’t just affecting families—it’s affecting our community and it’s affecting a nation. The devastation that violence imposes on our community is the greatest unaddressed public health issue facing our nation."

Dusk to Dawn
Omaha, Nebraska

Jennifer Burt, PhD, LP
Charity Evans, MD, PHD
Ashley Farren, MSN, MBA, RN

"The Veteran experience in war and addiction are only known by those that have walked in it. Peer-to-peer mentorship is a human connection to rebuild a Veteran’s life."

Milwaukee PROMPT: Prevention of Opioid Misuse through Peer Training
Milwaukee, Wisconsin

Syed Ahmed, MD, MPH, DrPH
L. Kevin Hamberger, PhD
Kajua Lor, PharmD, BCACP
Robert Harley, MD, PhD

"Many people question why mental health is necessary in childhood. We are telling you: their lives depend on it."

Preschool Wellness Consultation: Whole Body Solution to Whole Body Problem
Santa Monica, California

Maya Lindemann, RN, BSN
Matthew Ruderman, MEd, PhD
Lara Sand, PhD

"Building true community partnerships allowed us to grow our relationship beyond the scope of this project."

SHELTER: Strengthening Health through Housing Education, Linkages, & Training to Empower Residents
New York, New York

Omolara Uwemedimo, MD, MPH
Christine Chin, PharmD, BCACP
Johanna Martinez, MD, MS

"Having a cohesive team with a shared vision and value orientation coupled with nimble and flexible leadership proved critical in being able to lean into this project, expand our capacity, and implement an effective intervention."

Somewhere To Go: Enhancing Access to Medication Assisted Treatment in Rural Maryland
Baltimore, Maryland

Seth Himelhoch, MD, MPH
Marian Currens, CRNP-Adult
Jewell Benton, LCSW-C
Eric Weintraub, MD

"Community violence isn’t just affecting families—it’s affecting our community and it’s affecting a nation. The devastation that violence imposes on our community is the greatest unaddressed public health issue facing our nation."

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Marian Currens, CRNP-Adult
Jewell Benton, LCSW-C
Eric Weintraub, MD
We have learned that we can do more together than we can alone.
Bridging Borders: Community Partnerships to Support Mental Health among Immigrant Children
Houston, Texas
Johanna Báez, PhD, LCSW
Nohemi Garcia, LMFT, LPC
Adriana Gutierrez, MA, LPC-S
Sanghamitra Misra, MD

Building Access, Engagement, and Resiliency through Trauma-Informed Care
Boston, Massachusetts
Hanni Stoklosa, MD, MPH
Samara Grossman, MSW, LICSW
Annie Lewis-O’Connor, PhD, NP-BC, MPH, FAAN
Nomi Levy-Carrick, MD, MPH
Eve Rittenberg, MD

Developing a Digital Web to Address Behavioral Health Disparities in Rural New York State
Rochester, New York
Jennifer Richman, MD
Michael Hasselberg, PhD, RN, EMHNP-BC
Wendi Cross, PhD
Kathryn Lewis, LICSW

Improving Access to Pediatric Healthcare in Frontier Regions Through the Use of Innovative Technology Solutions
Missoula, Montana
Emily Hall, MD, FAAP
Allison Young, MD, FAAP
Chelsea Bodnar, MD, MPH, FAAP

We need to remember that Unaccompanied Minors are resilient. It is also important to remember that, despite having high levels of trauma, they are often afraid to seek help, which is why we need to ask them what happened and how we can help.

When trauma-informed care is integrated into all of emergency medicine, the trauma that clinicians and patients carry will lead to meaning and renewal, and we can move from surviving to thriving.

I hope that we can all strive for a future...where we continue to spend more time together with technology, where we use technology to actually enhance our time together.

We have learned that we can do more together than we can alone, and we can do it in a way that we believe creates community rather than burnout. We can offer 24/7 access to care across Montana’s 147,000 square miles.

We want every birthing person to have a safe, healthy, happy delivery that is uncomplicated by racial and income inequalities.

How about we respond to our children with compassionate actions promoting a culture of resilience?

Stress happens, but it does not have to turn into secondary traumatic stress.

I want this to be a message of hope that things can change; as providers we must remember that addiction is a family disease, and our communities need to be ready to care and support each member of that family.

We would like to ask you to help ensure that everyone can always enjoy a full plate, plant seeds, share meals, break chains, build bones.

Maternal Health Matters
New York, New York
Jamillah Hoy-Rosas, MPH, RDN, CDCES
Omara Afzal, DO, MPH, FACOG

PROMISE for Success: Promoting Resilience and Outreach through Multi-tiered Interventions and Supportive Environments
Ypsilanti, Michigan
Jessie Kimbrough Marshall, MD, MPH
Brenda Avereet, MA, LSC, LPC, LICSW
Polly Gipson Allen, PhD

Responsive Schools: Building a Trauma Responsive Learning Community for All Children
Indianapolis, Indiana
Wanda Thruston, DNP, PNP, RN
Barbara Pierce, PhD, LCWW
Megan Carlson, MSN, PPCNP-BC, RN

Together, Let’s End Their War: Promoting a Culture of Health among Veterans on the Gulf Coast
Mobile, Alabama
Erin Lunn, PA-C, MHS
Jeremy Fletcher, PT, DPT, OCS
Marjorie Scaffa, PhD, OTR/L, FAOTA
Joseph Currier, PhD

Universidad del Turabo Health Ambassadors
Gurabo, Puerto Rico
Ursula Aragunde-Kohl, PsyD
Fernando Janer, ND, MSW
Lydael Vega-Otero, MSW
Celebrating Seven Years of Impact

Clinical Scholars 2016-2023

2019-2022 Cohort

We illustrated what happens when a small group of people with shared vision come together and act.

Addressing Risk for Depression and Unmet Social Needs Among Immigrant Latina Mothers
Baltimore, Maryland

Casey Health: Coordinating Activities to Support Empowerment of Youth
Lexington, Kentucky

Creating #LEGAL Systems Support and Health Care Exchange to Promote Engagement in Primary Care Services
Newark, New Jersey

Empowering Hawai'i's Homeless: A Diabetes and Pre-Diabetes Education and Resilience Initiative
Honolulu, Hawai'i

Health Engagement Leading to Prevention
Asheville, North Carolina

Justice Heals: Human-Animal Interventions for Survivors of Sexual Assault
East Lansing, Michigan

Koke'a Kupuna Outreach and Knowledge in Underserved Areas
Honolulu, Hawai'i

Partnering for Palliative Care: Improving Quality of Life in Rural Communities
Kanab, Utah

Reimagining Schools as a Place for Improving the Health of Chicago's Children
Chicago, Illinois
Celebrating Seven Years of Impact
Clinical Scholars 2016-2023

Addressing Risk for Depression and Unmet Social Needs among Immigrant Latina Mothers
Baltimore, Maryland
Flor Giusti, LCSW-C
Rheanna Platt, MD, MPH
Sarah Polk, MD, MPA, MPH

CASEY Health: Coordinating Activities to Support Empowerment of Youth
Lexington, Kentucky
Charles R. Carlson, PhD
Julie Plascencia, PhD, RDN
Angela Grubbs, DNP, APRN
Audrey Darville, PhD, APRN
Craig S. Miller, DMD, MS

Creating a Legal Systems Support and Health Care Exchange to Promote Engagement in Primary Care Services
Newark, New Jersey
Stephanie Bonne, MD
Patricia Ann Walling, MS, DNP
Colleen Smith, LCSW

Empowering Hawai’i’s Homeless: A Diabetes and Pre-Diabetes Education and Resilience Initiative
Honolulu, Hawaii
Aukahi Austin Seabury, PhD
Francie J. Julien-Chinn, PhD, MSW
Marjorie K. Leimomi Mala Mau, MD, MS
Dee-Ann L. Carpenter, MD
Carolyn Masuda, PharmD

“Go for it! In partnership with the community, with cultural awareness, with humility and flexibility, and with a plan for ongoing evaluation, adaptation, and dissemination. Get to work.”

“Every child is born with an innate desire to thrive. And it is our responsibility as adults in children’s lives to help them lead a healthy life.”

“This started because a doctor heard about a court that provided social services instead of jail time or fines, and she picked up the phone and asked for a meeting.”

“This plant [in our logo] has an ‘Olelo No’eau, a Native Hawaiian proverb, which translates to ‘I am a wind-resisting ‘a’ali‘i plant; no gust can push me over.’ This was perfect for everything our team represents and for the main focus of our project, building resilience.”

“You can build a community of people who don’t fall through the cracks. You can build it...by listening to your client and seeing what the client actually needs. And then those cracks become flowers. We’re the flowers.”

“Our team is looking at the outcomes for both humans and animals with the goal of ensuring a truly One Welfare model to serve both our survivor and shelter dog populations.”

“Kōkua is the Native Hawaiian word for ‘help.’ Its deeper meaning is to extend help in a sacrificial way, with no interest in personal gain. It is this value that we hope to embody in our project and impart to others.”

“We all deserve this kind of care. We all deserve healthcare professionals who can help us explore fears and hopes.”

“The school environment represents an important venue for providing resources and programs to optimize children’s health and wellness.”

Health Engagement Leading to Prevention
Asheville, North Carolina
Shuchin Shukla, MD, MPH
Kathey Avery, BSN
Francisco Castelblanco, DNP

Justice Heals: Human-Animal Interventions for Survivors of Sexual Assault
East Lansing, Michigan
Megan Spedoske, LMSW
Tana Fedewa, LMSW
Marie Hopfensperger, BS, DVM

KOKUA: Kupuna Outreach and Knowledge in Underserved Areas
Honolulu, Hawaii
Chad Kawakami, PharmD
Pia Lorenzo, MD
Robin E. S. Miyamoto, PsyD

Partnering for Palliative Care: Improving Quality of Life in Rural Communities
Okanogan, Washington
Karen Jacobsen, MA, LMHC
Kevan Coffey, DNP
Sheila Brandenburg, RN, CHPN
Justin Porter, RN, Paramedic
Raleigh Bowden, MD

Reimagining Schools as a Place for Improving the Health of Chicago’s Children
Chicago, Illinois
Tarrah DeClemente, MPH, RDN
Jeanmine Cheatham, MSN
Anna Voleman, MD
Kenneth Fox, MD
Stacy Ignoffo, MSH

Reimagining Schools as a Place for Improving the Health of Chicago’s Children
Chicago, Illinois
Tarrah DeClemente, MPH, RDN
Jeanmine Cheatham, MSN
Anna Voleman, MD
Kenneth Fox, MD
Stacy Ignoffo, MSH
2020–2023 COHORT

Addressing the Veterinary Mental Health Crisis through an ACT-Based Program
Kent, Ohio

Breaking Silences in the Model Minority: A National Intervention to Increase Mental Health Awareness and Decrease Stigma in Asian Immigrant Families
Washington, DC

Community-Based Doula: LaVish Is Essential Support
Asheville, North Carolina

Crossing Sectors Together: Forging a New Path Home for Medically Complex Chronically Homeless Patients
Buffalo, New York

Reducing the Burden of Diabetic Kidney Failure in Latinx Patients: A Community-Based, Patient-Centered Approach
Denver, Colorado

Empower NOLA
New Orleans, Louisiana

People, Pets, Love: Engaging the Human-Animal Bond to Build Trust and Improve Access to Healthcare for Our Most Vulnerable Neighbors
Seattle, Washington

Wake County Familiar Faces Health Collaborative
Raleigh, North Carolina

"We are only as healthy as the most vulnerable among us."
"Veterinary teams have one of the highest rates of emotional distress and suicide. Our Unburdened education modules are decreasing stress and burnout for more than 600 team members nationwide."

Addressing the Veterinarian Mental Health Crisis through an ACT-Based Program
Kent, Ohio
Alanna Updegraff, PhD
Lisa Wilbrog, LSW, S
Mary Beth Spitznagel, PhD
Meg Sislak, DVM, DACVR

"Breaking silences is one solution to mental health stigma and youth suicide in Chinese immigrant families."

Breaking Silences in The Model Minority: A National Intervention to Increase Mental Health Awareness and Decrease Stigma in Asian Immigrant Families
Washington, DC
Juliana Chen, MD
Weiyang Xie, PhD, HSPP
Justin Chen, MD, MPH
Jian (Lily) Chen, RN, MA, CNE

"Black birthing mamas and their babies deserve to celebrate their first birthday together."

Community Based Doulas – Lavish to Essential Support
Asheville, North Carolina
Dolly Presley Byrd, PhD, CNM
Amanda Brickhouse Murphy, CNM
Crystal Cené, MD, MPH, FAHA
Beth Buys, MD

"We connect people to the care that they need to heal after hospital discharge."

Crossing Sectors Together: Forging a New Path Home for Medically Complex Chronically Homeless Patients
Buffalo, New York
Amanda Anderson, MSN, MPH, RN
Deborah Heigt, RN, HCM
Sharon Hewner, PhD, RN, FAAN
Donna Gatti, RN

"Untreated diabetes and kidney failure tear families apart and strip away years of life from Latinos. People-focused policies and diabetes awareness and education bring light to this dim tunnel."

Reducing the Burden of Diabetic Kidney Failure in Latinx Patients: A Community-Based, Patient-Centered Approach
Denver, Colorado
Kayce Sol, RN, RN
Rocio Pereira, MD
Adrian Boka, PharmD, BCPS
Lilia Cervantes, MD
Natalie Ritchie, PhD

"Behind those smiles as the music stops, children are living through profound traumatic events. Empower NOLA provides training specifically designed for the helpers who help the children of New Orleans."

emPOWER NOLA
New Orleans, Louisiana
Rhonda M. Jackson, LMSW
Maurice Sholas, MD, PhD
Lauren Teverbaugh, MD
Arnold H. James, PhD

"Seattle Veterinary Outreach leverages the love people have for their pets to bring medical care to pets and people and connect them to vital health, housing, and social service resources."

People, Pets, Love: Engaging the Human–Animal Bond to Build Trust and Improve Access to Healthcare for Our Most Vulnerable Neighbors
Seattle, Washington
Hanna Ekstrom, DVM
Cholette Ness, LVT
Jessica Lowery, RN, RN-BC
Cathrine Wheeler, MD

"We are working to provide integrated health services to vulnerable individuals who have frequent interactions with the crisis systems. Our model reduces costly human suffering and is reproducible."

Wake County Familiar Faces Health Collaborative
Raleigh, North Carolina
Thava Mahadevan, MS, LCAS
Jose G Cabanias, MD, MPH
Keturah Beckham, MSW, LCAS-A, CHC
Jason Witges, PharmD
Derrick Hoover, MD, FAAPP
Celebrating Seven Years of Impact

Clinical Scholars 2016-2023

Sharing Lessons Learned

Clinical Scholars Fellows work on complex problems that impact communities across the United States. Sharing lessons learned is a key part of addressing systemic issues, fostering collaboration, and advancing equity.

Community Toolkits:
Community toolkits share best practices and lessons from the 44 projects carried out since 2016. Designed for diverse audiences—from clinicians to community organizations—the toolkits cover topics ranging from oral health to trauma-informed healthcare.

Big Idea Talks:
Clinical Scholars teams have recorded dozens of TED-style talks—available on YouTube—sharing moving stories about the innovative ways they are advancing health equity in their communities.

How do we equip leaders with tools centered in equity, diversity, and inclusion to transform the health of their communities as well as their own career paths?

**E-Books:**

- **Leading Community-Based Changes in the Culture of Health in the US: Experiences in Developing the Team and Impacting the Community:** With many chapters co-authored by program Fellows, this 2021 e-book is an invaluable resource on solutions for tackling health disparities.

- In 2024, the program team will publish a second e-book—tentatively titled **From Clinical Practice to Public Health Applications: The Successful, Sustainable, and Scalable Outcomes of the Clinical Scholars Program**—also featuring chapters by program Fellows.

“An inspiring anthology of public health projects led by clinicians and community leaders to solve pressing health disparities.”

—Dr. Howard Liu, Chair, Department of Psychiatry, University of Nebraska Medical Center
Celebrating Seven Years of Impact

Program Design:
Interdisciplinary Teams + Equity-Centered Leadership

Working in **interdisciplinary teams** creates the opportunity for healthcare providers to bring diverse insights and skillsets to bear on complex health challenges in their communities.

**Equity-Centered Leadership (ECL)**—developed at the University of North Carolina at Chapel Hill—is a validated, evidence-based model designed to provide the leadership infrastructure needed to:

- **Co-create solutions to complex, persistent health equity challenges.**
- **Radically alter the systems that impact people’s health outcomes.**
- **Transform the health and wellbeing of communities.**

ECL departs from conventional leadership development in four key ways:

- **Team focus**—Rather than focusing on individuals, the model builds the shared, collaborative leadership capacity of interdisciplinary teams.
- **Adaptability to context**—Rather than prescribing a single approach for all people in all places, the model is accountable and adaptable to local context.
- **Leadership from anywhere**—Rather than focusing on leadership from a position of formal authority, the model embraces the leadership of people in any role.
- **Learning through application**—Rather than delivering training in a vacuum, the model advances learning through a blend of experience, reflection, and application.

Designed to make system-change efforts successful, scalable, and sustainable

Built on the foundation of an integrated skill set

**SUCCESSFUL**
- Commitment to Intercultural Development
- Communication
- Conflict Management
- Practice of Multiculturalism
- Innovation Orientation
- Negotiation
- Visioning

**SUSTAINABLE**
- Organizational Culture
- Implementation Science
- Change Leadership
- Political Thinking
- Diversity & Inclusion
- Systems Thinking
- Organizational Capacity for Advancing Health Equity
- Performance Management for Innovation

**SCALABLE**
- Stakeholder Analysis
- Collaboration & Partnerships
- Futuring
- Advocacy
- Health Equity
- Meaningful Community Engagement
- Social Determinants of Health

**EQUITY**
- Emotional Intelligence
- Self-Awareness
- Social Justice

**DIVERSITY**
- Practice of Multiculturalism
- Innovation Orientation
- Negotiation
- Visioning

**INCLUSION**
- Change Leadership
- Political Thinking
- Diversity & Inclusion
- Systems Thinking
- Organizational Capacity for Advancing Health Equity
- Performance Management for Innovation

**LEADERSHIP**
- Stakeholder Analysis
- Collaboration & Partnerships
- Futuring
- Advocacy
- Health Equity
- Meaningful Community Engagement
- Social Determinants of Health
Responding to COVID-19

In a time of unprecedented need, Clinical Scholars awarded $298,000 in COVID rapid response grants for 22 projects nationwide. With these funds, Clinical Scholars Fellows provided crucial support to communities experiencing increasing health disparities due to structural inequalities, helping 10,000 people and animals across the country. The Fellows tackled wicked problems presented or exacerbated by COVID—from mental health needs to food and housing insecurity to harmful healthcare gaps.

By preventing in-person gatherings, the pandemic impacted Fellows’ experiences of the Clinical Scholars program. It also multiplied the challenges of building new collaborations. Yet Fellows forged over 100 cross-sector partnerships, learning valuable lessons transferable to health equity work beyond COVID.
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Focused on equity. Rooted in relationship. Informed by interdisciplinarity.

The unique impact of Clinical Scholars teams will continue to ripple outward, transforming the health and wellbeing of communities across the country.