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1993–2002

The Fund's Mission, Strategy, and Goals

The Fund carries out its broad charge of advancing the common good by supporting efforts that help people live healthy and productive lives and by assisting specific groups with serious and neglected problems. To that end, it supports independent research on health and social issues and makes grants to improve health care practice and policy.

The foundation's current goals—which express the Fund's long-term mission and its assessment of how it can best address certain pressing social issues—are threefold:

- Improve health insurance coverage and access to care for all Americans
- Improve the quality of health care services and stimulate innovation in health care delivery
- Promote international exchange on health care policy and practice

The Fund's programs are organized in pursuit of those goals, following a well-defined set of principal strategies:

GOAL: IMPROVE HEALTH INSURANCE COVERAGE AND ACCESS TO CARE FOR ALL AMERICANS

- Provide new information and analysis on coverage trends and consequences, focusing on employment-based coverage
- Mobilize groups particularly affected by inadequate coverage
- Develop or assess practical ways to expand insurance coverage, with an emphasis on those that build on current bases, such as public or employer-based coverage
- Assess the experience of state and community initiatives to improve coverage, with the aim of disseminating lessons useful for future federal, state, and local strategies
- Preserve and strengthen the ability of Medicare to guarantee access to health services for current and future elderly and disabled beneficiaries
- Reduce the number of uninsured in New York City

GOAL: IMPROVE THE QUALITY OF HEALTH CARE SERVICES AND STIMULATE INNOVATION IN HEALTH CARE DELIVERY

- Increase the availability and accessibility of reliable, trustworthy information on the quality of health care and performance of providers
- Examine incentives—financial and non-financial, including policies, regulations, liability, accreditation, credentialing, and others—to foster quality
- Help build organizational and systemic capacity for change to improve quality
- Improve quality and reduce disparities in health care for low-income and racial or ethnic minority patients by enhancing current knowledge, identifying and developing methods to improve care, and evaluating the effectiveness of quality improvement programs
- Develop physician leaders who will improve the capacity of the health care system to address the health needs of minority and disadvantaged populations
- Remedy the shortfall of minority physician leaders who are well trained in clinical medicine, health policy, public health, and health management
- Generate reliable information on the impact of health system change on the missions of academic health centers, in order to enable responsible payment policies under Medicare and other programs and promote appropriate institutional responses in ever-changing managed care markets

- Assure that appropriate developmental and preventive pediatric services are available to all families, especially those with young children and low incomes
- Identify, evaluate, refine, and stimulate promising models of better nursing home care; strengthen the nursing home workforce at all levels; and harness and improve incentives determining nursing home behavior, such as reimbursement policy, regulatory processes, competition, and consumer demands, to promote improvements within facilities and across the industry

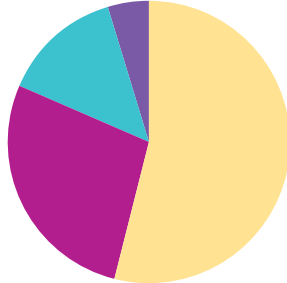
GOAL: PROMOTE INTERNATIONAL EXCHANGE ON HEALTH CARE POLICY AND PRACTICE

- Develop an international network of policy-oriented health care researchers and practitioners
- Help keep policymakers in the United States informed of developments in, and transferable lessons from, other industrialized countries
- Foster the development of international collaborative programs to improve care

In addition to grants programs pursuing those strategies, the Fund conducts programs in communications and in research, evaluation, and health policy that advance its objectives.

Planned extramural grants spending: \$91.4 million
Fiscal years 2002–03 through 2006–07

- Improving the Quality of Health Care Services \$49.3 million
- Improving Health Insurance Coverage and Access to Care \$25.2 million
- International Health Policy and Practice \$12.6 million
- Other Continuing Programs \$4.3 million



The Fund's total programmatic spending over the five-year period 2003–07 is expected to be \$149 million. Of that amount, it is anticipated that 61 percent, or \$91 million, will be spent as grants, allocated across program areas as follows: 33 percent to improving the quality of health care services, 17 percent to improving health insurance coverage and access to care, 8 percent to international health policy and practice, and 3 percent to other continuing programs.

Reflecting the foundation's value-added approach to grantmaking, 39 percent of the total budget would be devoted to intramural units engaged in program development, management, and dissemination. This allocation includes \$11.1 million to communicate the results of Fund-sponsored work and additional funds to operate programs directly managed by the foundation: the Task Force on the Future of Health Insurance; Research, Evaluation, and Health Policy; and International Health Policy, including Harkness Fellows in Health Policy. The foundation expects to spend approximately 5 percent of its extramural program budget on surveys, which have proven to be useful in informing policy debates and developing programs.

In all its work, the Fund seeks particularly to target issues that affect vulnerable populations. It also aims to achieve a balance between information-generating and action-oriented activities, and between public- and private-sector work. Other concrete objectives that help guide its grantmaking strategy include keeping its doors open to new talent, working in partnership with other funders, being receptive to new ideas, undertaking appropriate risks, and contributing to the resolution of problems and the improvement of conditions in its home base, New York City, while pursuing a national and international agenda.

In recognition of the achievements made over the last two decades in enhancing the city's public spaces, the Fund is ending its program on Improving Public Spaces and Services in New York City in order to focus resources on its promising Health Care in New York City program.