



## **2003 Annual Report**

### **DIRECTORS AND STAFF**

Two directors, Helene L. Kaplan and Robert M. O'Neil, retired from the board of directors and were elected honorary directors on November 11, 2003.

A member of the board since 1990 and its vice chairman since 1996, Ms. Kaplan chaired the board's nominating committee. She played a major role in identifying and recruiting strong board candidates and assuring an effective board committed to the Fund's mission and operating style. Her influence helped to ensure a board that provides policy guidance to staff, oversight of the foundation's strategic direction, and effective governance. A member of numerous corporate and nonprofit boards and a distinguished lawyer, Ms. Kaplan took particular interest in the role and professional development of Fund staff, the Fund's relationships with its grantees, and the Fund's responsibility for advancing performance standards and accountability in the foundation sector. Through her service on nonprofit hospital and corporate boards, she brought to bear unique insights that helped shape the Fund's programs to improve health insurance coverage and the quality of care.

Mr. O'Neil, a leading first-amendment legal expert and university president, served on the Fund's board for 15 years. Currently director of the Thomas Jefferson Center for the Protection of Free Expression and earlier president of the

University of Virginia and the University of Wisconsin System, he brought a depth of legal and administrative experience to the deliberations of the Fund's board. Ever appreciative of the key leadership role of the chief executive in the foundation's affairs, he provided insightful and regular feedback that helped shape the foundation's activities in many beneficial ways. His interest in the Fund's history and the intent of its donor, as well as his encouragement of free exchange of ideas and vigorous debate, enriched the context of board discussions of the Fund's work, from strategy to individual grants. Both Ms. Kaplan and Mr. O'Neil added to the Fund's institutional strengths and helped set high standards for fulfillment of the board's responsibilities.

Samuel C. Fleming was elected to the board of directors of The Commonwealth Fund on April 8, 2003. He is chairman and chief executive officer of Decision Resources, Inc., best known for its therapeutically focused analyses of global pharmaceutical and biotechnology markets and, through its InterStudy subsidiary, for its research on the U.S. managed health care industry. Mr. Fleming has provided valuable board service to The Picker Institute, a research organization with the mission of improving health care quality from the patient's perspective. He serves as a director, trustee, and advisor, assisting organizations to shape strategy, improve operational effectiveness, and use technology for competitive advantage. He is a frequent author and speaker on managing technology-intensive organizations and the global outlook for the health care and chemical industries.

Benjamin K. Chu, M.D., was elected to the Fund's board of directors on July 8, 2003. As president of the New York City Health and Hospitals Corporation, Dr. Chu oversees the operation of the largest public hospital system in the country: eleven public hospitals, five skilled nursing facilities, six large diagnostic and treatment centers, and scores of community-

based outpatient centers providing care to 1.3 million New Yorkers. A primary care internist, Dr. Chu has extensive experience as a clinician, administrator, and policy advocate for the public hospital sector. He has implemented practical strategies for improving coverage and access to care, especially for individuals who are eligible for public programs but not enrolled. Both Dr. Chu and Mr. Fleming bring experience and expertise that will help advance the Fund's commitment to improving access to and the quality of health care.

Quigg Newton, an honorary director since 1975, a director from 1957 to 1975, and the Fund's president from 1964 to 1975, passed away on April 4, 2003. Having served innovatively as mayor of Denver, Colorado, before coming to the Fund, Mr. Newton led the foundation ably in a period of great social ferment, including great challenges and changes in the health care sector. He played a major role in the Fund's work to help launch new medical schools and health professional training programs and to encourage greater attention to the health care needs of low income and minority urban populations. As an honorary director he remained deeply engaged in the Fund's work and provided wise counsel to its leadership. He was an outstanding man of his generation.

## BOARD OF DIRECTORS



Samuel O. Thier, M.D.  
*Chairman*



Cristine Russell  
*Vice Chairman*



William R. Brody, M.D.



Benjamin K. Chu, M.D.



Karen Davis



Samuel C. Fleming



Jane E. Henney, M.D.



Lawrence S. Huntington



Walter E. Massey



Robert C. Pozen



James R. Tallon, Jr.

## **FINANCE COMMITTEE**

Lawrence S. Huntington, Chairman  
William R. Brody, M.D.  
Karen Davis  
Samuel C. Fleming  
Robert C. Pozen  
Samuel O. Thier, M.D.

## **AUDIT COMMITTEE**

James R. Tallon, Jr., Chairman  
Samuel C. Fleming  
Jane E. Henney, M.D.  
Lawrence S. Huntington  
Samuel O. Thier, M.D.

## **HONORARY DIRECTORS**

Harriet B. Belin	Lewis W. Bernard
Lewis M. Branscomb	Frank A. Daniels, Jr.
C. Sims Farr	Robert J. Glaser, M.D.
Helene L. Kaplan	Margaret E. Mahoney
William H. Moore	Robert M. O'Neil
Roswell B. Perkins	Calvin H. Plimpton, M.D.
Charles A. Sanders, M.D.	Robert L. Sproull
Alfred R. Stern	Blenda J. Wilson

## OFFICE OF THE PRESIDENT



Karen Davis  
*President*

Rose A. Capasso, *Executive Assistant*

Alice M. Ho, *Research Associate*

## OFFICE OF THE EXECUTIVE VICE PRESIDENT AND TREASURER



John E. Craig, Jr.  
*Executive Vice President and  
Treasurer*



Diana Davenport  
*Director of Administration*



Gary M. Stehr  
*Controller*



Andrea C. Landes  
*Director of Grants  
Management*

Sara B. Thibeault, *Executive Assistant*

Lisa Kang, *Grants Manager*

Jeannine M. Croslin, *Grants Assistant*

Leslie K. Knapp, *Financial Assistant*

## OFFICE OF THE SENIOR VICE PRESIDENT



Stephen C. Schoenbaum, M.D.  
*Senior Vice President*

Anna J. Wittel, *Executive Assistant*

## IMPROVING THE QUALITY OF HEALTH CARE SERVICES



Anne-Marie J. Audet, M.D.  
*Assistant Vice President*



Edward L. Schor, M.D.  
*Assistant Vice President*



Anne C. Beal, M.D.  
*Senior Program Officer*



Mary Jane Koren, M.D.  
*Senior Program Officer*



Melinda K. Abrams  
*Senior Program Officer*

Caren J. Eifenbein, *Program Assistant*

Jolene N. Saul, *Program Assistant*

Jamil K. Shamasdin, *Program Assistant*

**IMPROVING HEALTH INSURANCE COVERAGE AND  
ACCESS TO CARE**



Cathy A. Schoen  
*Vice President*



Barbara S. Cooper  
*Senior Program Director,  
Medicare's Future*



Jennifer N. Edwards  
*Deputy Director, Task Force on  
the Future of Health Insurance*



Sara R. Collins  
*Senior Program Officer*



Michelle M. Doty  
*Senior Analyst*

Alyssa L. Holmgren, *Program Assistant*

Sabrina K. H. How, *Program Assistant*

## COMMUNICATIONS OFFICE



William M. Silberg  
*Vice President for  
Communications and Publishing*



Mary C. Mahon  
*Public Information Officer*



Christopher A. Hollander  
*Senior Editor*

Martha A. Hostetter, *Associate Editor*

William K. Byrne, *Public Information Associate*

Paul D. Frame, *Production Editor*

Ned C. Butikofer, *Communications Assistant*

## INTERNATIONAL PROGRAM IN HEALTH POLICY AND PRACTICE



Robin I. Osborn  
*Assistant Vice President and  
Director*



Phuong Trang Huynh  
*Program Officer*

Olivia E. Ralston, *Program Assistant*

Jennifer L. Walker, *Program Assistant*

## **OFFICE AND BUILDING ADMINISTRATION**

Sean T. Montague, *IT Manager*

Tamara A. Ziccardi, *Manager of Administration*

Ingrid D. Caldwell, *Receptionist*

Dane N. Dillah, *Office Services Coordinator*

Matthew E. Johnson, *Dining Room Manager*

Edwin A. Burke, *Kitchen Assistant*

James McKinney, *Building Manager*

Shelford G. Thompson, *Assistant Building Manager*

## **SENIOR ADVISORS**

Jo Ivey Boufford, M.D., *Senior Program Advisor*

Anne Mackinnon, *Senior Program Reviewer*

White & Case, *Counsel*