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Chairman, Board of Directors

## 2004 Annual Report

### The Fund's Mission, Goals, and Strategy



The Fund's board of directors plays a vital role in deciding where and how the foundation should strive to make an impact, given its limited resources. At a recent meeting, Fund assistant vice president Edward L. Schor, M.D., (left) and Errol R. Alden, M.D., executive director of the American Academy of Pediatrics, spoke to the Board about the importance of supporting efforts to improve preventive care services for young children.

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**

- Help develop a health insurance system that meets the needs of a 21st century population
- Focus national attention on the uninsured and emerging insurance issues
- Identify, support, and assess promising state and other initiatives to expand or improve coverage
- Develop and assess policy options to expand and stabilize health insurance
- Help preserve and strengthen the ability of Medicare to guarantee access to health services for the nation's current and future elderly and disabled beneficiaries
- Reduce the number of uninsured in New York City and connect low-income New Yorkers with better-quality primary care.

**Goal: Improve the quality of health care services and stimulate innovation in health care delivery**

- Increase the availability and accessibility of reliable information on the quality of health care and performance of providers that can be trusted by both physicians and patients
- 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 identifying problems in health care quality and their causes, developing or identifying and evaluating new approaches to addressing disparities, and encouraging the

replication and dissemination of new approaches and practices

- Remedy the shortfall of minority physician leaders who are well trained in clinical medicine, health policy, public health, and health management
- Ensure that appropriate developmental and preventive child health services are available to all families, especially those with young children and low income
- Improve the quality of care and quality of life for people living in nursing homes.

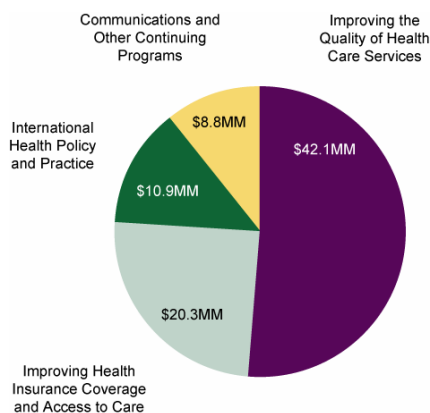
**Goal: Promote international exchange on health care policy and practice**

- 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.

The Fund’s total programmatic spending over the five-year period 2004–08 is expected to be \$134.5 million. Of that amount, it is anticipated that 62 percent, or \$82 million, will be spent as grants, allocated across program areas as follows: 32 percent to improving the quality of health care services, 15 percent to improving health insurance coverage and access to care, 8 percent to international health policy and practice, and 7 percent to other continuing programs. Reflecting the foundation’s value-added approach to grantmaking, 38 percent

**Planned extramural grants spending: \$82.1 million, fiscal years 2004-05 through 2008-09**

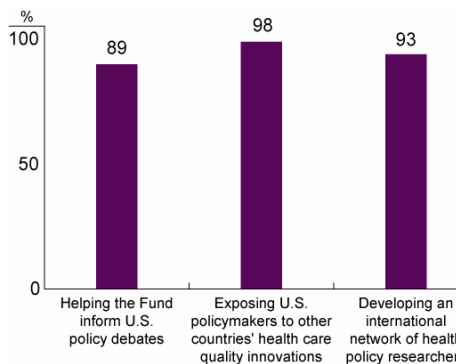


of the total budget will be devoted to intramural units engaged in program development and management, research, collaborations with grantees, and dissemination. This allocation includes \$9.0 million to communicate the results of Fund-sponsored work and funds to operate programs directly managed by 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 health care problems in its home base, New York City, while pursuing a national and international agenda.

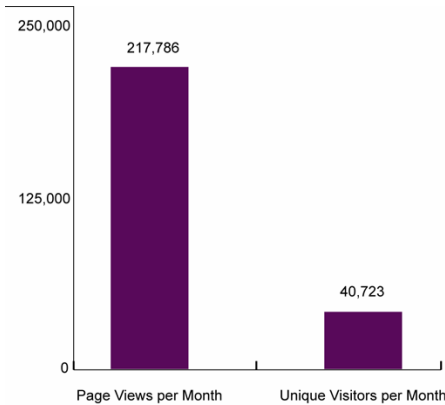
The Fund regularly reviews its major programs and activities to assess their effectiveness and reexamine their strategies. In 2004, the Fund carried out a review of its international health policy program, a major aspect of which was an international survey of the program’s target audiences, Harkness Fellows in Health Care Policy returned to their home countries, and mentors of Harkness Fellows over the last six years. The survey and program review, conducted by David Blumenthal, M.D., Director of the Institute for Health Policy at Massachusetts General Hospital/Partners HealthCare System, provided strong endorsement of the foundation’s investment in

**Audiences indicate that the Fund's International Program in Health Policy and Practice is achieving its objectives**



international health policy and practice exchange. It cited particularly the strong role that the program is playing in disseminating promising quality improvement innovations among industrialized countries and the contributions of Harkness Fellows to improved policies both in their home countries and in the U.S. The review recommended steps to increase the impact of the program in the United States, through further engagement of policy officials.

**The Fund's Web site has nearly 41,000 monthly visitors, who access a wide range of new information on health policy and practice**



The Fund’s continuing commitment to communicating the results of its work to influential audiences was evidenced in 2004 by a major overhaul of its Web site, cmwf.org. Through numerous new features increasing its functionality, the new site makes it easier to find reports and program information, tailors information for key audiences such as journalists and those interested in emerging tools and innovations to improve care, and more accurately reflects the breadth and depth of Fund-supported work. With nearly 41,000 unique visitors and 218,000 Web page views each month, the site is proving to be a highly efficient and productive vehicle for distributing and publicizing the some 100 publications—Fund reports, chartbooks, issue briefs, and peer-journal articles—produced by the foundation’s grantees and staff each year. It is also increasingly useful for communicating through webcasts important Fund-sponsored events—as they happen—to influential audiences and providing such services as “Washington Health Policy Week in Review” to Fund audiences.