

January 9, 2012

**The Commonwealth Fund
Presidential Search**

**SUMMARY JOB DESCRIPTION
PRESIDENT**

The Commonwealth Fund, established in 1918 with the broad charge to enhance the common good, currently pursues this mandate by seeking to move the United States towards a high performance health care system that achieves better access, improved quality, and greater efficiency and affordability. The foundation's work focuses particularly on the most vulnerable due to income, minority status, health, or age. The Fund supports independent research on health system issues and makes grants to improve health care practice and policy.

Based in New York City, The Commonwealth Fund is a value-added foundation—conducting intramural research; working closely with grantees in designing, publishing, and communicating the results of projects; and conducting a web-based and media-oriented communications program aimed at reaching influential health policy and practice audiences. The Commonwealth Fund's income derives from its endowment, which has a market value of approximately \$650 million. The Commonwealth Fund's annual program and administrative budget is \$32 million. The President is the chief executive officer of the foundation, is a member of its Board of Directors, and reports to the Board.

The next President of The Commonwealth Fund is expected to embrace the current mission and strategy of advancing a high performance health system through a unique operating model combining grantmaking and intramural research, convening, and communications. Over time, the new President will be expected to work with the Board in adapting the foundation's strategy as needed to remain a forceful change agent in the rapidly evolving health system reform environment.

The President is responsible and accountable for executing The Commonwealth Fund's program strategy developed jointly with the Board; for developing and motivating a high-level professional staff able to add value to the work of Commonwealth Fund grantees and to conduct independent health and social policy research; for communicating the results of the work of Commonwealth Fund grantees and staff to influential health and social policymakers, academic and research organizations, and health care, business, labor and consumer leaders; and for serving as a major information resource for the improvement of health care policy and practice. She/he is expected to help the Board continually evaluate and update programs to maximize The Commonwealth Fund's ability to make a difference. The President is responsible for the management of the foundation, and is expected to foster a Commonwealth Fund work environment that is humane, promotes creativity, and ensures continuing improvement in operations.

The successful candidate for this position will be a recognized and widely respected leader in health care policy and practice in the United States She/he should be strongly committed to The

Commonwealth Fund's mission of promoting a high performance health system, and have enthusiasm and energy for taking The Commonwealth Fund's strategy—adapted as needed—forward over the next decade. The successful candidate will have intellectual firepower, in-depth knowledge of The Commonwealth Fund's field, and highly developed communication skills. She/he will ideally bridge the health research, policy, delivery and payment system worlds, and will have substantial relevant work experience and demonstrated management experience heading an organization or large unit. The preference is for an individual with a Ph.D. or M.D., and the ability to serve in the position at least 5–10 years. The Commonwealth Fund's President must have high personal integrity and a disciplined ethical approach to running the foundation, and her/his personal and business practices should be consistent with best practice standards for private foundations.

The successful candidate is expected to assume the duties of Commonwealth Fund President on the first business day of January 2013, leading the foundation from its New York City headquarters.

Information for Candidates

The search for the next President of The Commonwealth Fund is being conducted by the foundation's Board, with Director Samuel C. Fleming chairing the search committee. Any inquiries about the search should be directed to Ms. Marilyn Machlowitz at Machlowitz Consultants, Inc. [mm@machlowitz.com], which is assisting in the search. All inquiries will be treated as confidential, and should be received no later than January 23, 2012.

The Commonwealth Fund values diversity and is committed to the recruitment and retention of individuals of diverse backgrounds, gender, race, religion, and sexual orientation.

The Commonwealth Fund Presidential Search

Job Description

President The Commonwealth Fund

The Commonwealth Fund

The Commonwealth Fund, among the first private foundations started by a woman philanthropist—Anna M. Harkness—was established in 1918 with the broad charge to enhance the common good. The Fund’s mission is to promote a high performing health care system that achieves better access, improved quality, and greater efficiency, particularly for society’s most vulnerable, including low-income people, the uninsured, minority Americans, young children, and elderly adults. The Fund addresses its mission by supporting independent research on health care issues and making grants to improve health care practice and policy. An international program is designed to stimulate innovative policies and practice in the U.S. and other industrialized countries. The Fund’s Commission on a High Performance Health System, expected to continue through 2013, is charged with setting and tracking performance targets, developing policy options, and disseminating innovative practice changes that will improve the functioning of the U.S. health system.

The Fund is a value-added foundation—conducting intramural research; working closely with grantees in designing, publishing, and communicating the results of projects; and conducting a web-based and media-oriented communications program aimed at reaching influential health policy and practice audiences. The Fund's income derives from its endowment, which has a market value of approximately \$650 million. The Fund's annual program and administrative budget is \$32 million.

The next President of The Commonwealth Fund is expected to embrace the current mission and unique operating model combining grantmaking and intramural research, convening, and communications. Over time, the new President will be expected to work with the Board in adapting the foundation’s strategy as needed to remain a forceful change agent in the rapidly evolving health system reform environment.

General Position Description

The President is the chief executive officer of The Commonwealth Fund, is a member of the Foundation’s Board of Directors, and reports to the Board, with a particular reporting relationship with the Board Chair. The President is expected to be a leader in health care policy and practice in the United States and to mobilize the Fund’s resources to advance its goal of a high performing health care system that achieves better access, improved quality, and greater efficiency and affordability, particularly for society's most vulnerable. She/he is responsible for

executing the Fund’s program strategy developed jointly with the Board; for developing and motivating a high-level professional staff able to add value to the work of Fund grantees and to conduct independent health and social policy research; for communicating the results of the work of Fund grantees and staff to influential health and social policymakers, academic and research organizations, and health care, business, labor and consumer leaders; and for serving as a major information resource for the improvement of health care policy and practice. She/he is responsible for the management of the foundation, and plays a major role in its governance by the Board of Directors. She/he is expected to foster a Fund work environment that is humane, promotes creativity, and ensures continuing improvement in operations.

Specific Responsibilities

The specific duties of the President include the following:

1. The President is responsible for working with the Board to develop the Fund’s program strategy for advancing its mission and for setting annual goals to advance the strategy approved by the Board. His/her expertise and leadership are central to ensuring excellence in the Fund’s major program areas, which currently are as follows:
 - Delivery System Innovation and Improvement
 - Patient-centered Coordinated Care
 - Health System Quality and Efficiency
 - Vulnerable Populations
 - Quality of Care for Frail Elders
 - Health Reform Policy
 - Affordable Health Insurance
 - Payment and System Reform
 - Policy Development and Convening
 - Health System Performance Assessment and Tracking
 - International Health Policy and Innovation
 - Communications

An objective of all programs is helping identify ways to control health system costs. The Fund’s Commission on a High Performance Health System is a major activity of the “Policy Development and Convening” program, and it draws on the work of all other Fund programs. The Commission, established in 2005, is currently expected to continue through 2013, and the President is responsible for advising the Board on the need for the Commission beyond that point.

Given Board-endorsed goals, the President ensures that each of the major grants programs has a clear plan, updated annually, that addresses significant emerging issues, taking into account the strengths, weaknesses, opportunities, and threats peculiar to each program area and the foundation’s potential for making a difference.

2. The President is expected to work with the Board in evolving the Fund’s strategy and program set to meet the needs of the rapidly evolving health care environment—ensuring

that the foundation's resources are targeted on issues where it has a comparative advantage and is most likely to be able to make a difference. To this end, the President is expected to help the Board to continually evaluate and update programs to maximize the Fund's effectiveness in meeting the challenges of the future.

3. The President is responsible for recruiting, motivating, and assessing the productivity and performance of a high-level professional team that enables the Fund to operate as a value-added foundation, interacting with grantees in project development and implementation and playing a leading role in communicating the results of grants. The professional team assembled by the President is also expected to be able to conduct research independently, manage programs itself, and orchestrate a communications program that leverages the work of grantees and staff—especially by synthesizing bodies of work and translating complex analyses into forms easily grasped by busy policymakers and health care leaders.
4. The President is responsible for ensuring that the Fund has strong management infrastructure and processes for enabling the foundation to achieve ambitious objectives for improving health care policy and practice. In this capacity he/she plays a leading role in defining major jobs and recruitment of the most senior staff, and heads the Fund's Executive Management Team. The President is expected to delegate to key executives such as the Executive Vice President-COO, Executive Vice President- Programs, and vice presidents duties that enable her to maximize her/his own effectiveness, and to promote team work and collegiality that enhance productivity.
5. A minimum of 60 percent of the Fund's budget is devoted to extramural grants. The President is responsible for ensuring that the foundation's grantmaking process produces high quality grant portfolios for all Fund programs and that the management of grant portfolios is oriented to accountability, deliverables, and communication of results. She/he plays an active role in the vetting of all grants under consideration, through the foundation's Board Proposal Review process and meetings with prospective new grantees.
6. The President is responsible for guiding the Fund's internal and Commission on a High Performance Health System research agenda and ensuring quality control of it. In this capacity she/he is assisted by the Vice President for Research & Evaluation, Commission executive director, and other senior program staff. In setting the foundation's research agenda, she/he is expected to ensure that the foundation performs a unique service to the health policy community and that the foundation's internal research capacity enhances its grantmaking and communicating capacity, adding measurably to the Fund's reputation as an information resource on health policy and practice.
7. The President is expected to foster and lead an innovative and vigorous modern communications program that—taking full advantage of technological advances—skillfully translates, synthesizes, and disseminates the products of all Fund work to

effectively reach influential audiences. Towards achievement of this objective, she/he is responsible for recruitment and supervision of the Senior Vice President for Communications and Publishing. The President plays a central role in the foundation's internal review process (Publications Review Meetings) for quality control of its publications. The President pays particular attention to state-of-the-art developments in communications, and has overall responsibility for ensuring that the foundation makes maximum use of its resources through imaginative use of the Internet and its Web site. She/he is expected to forge partnerships such as those the Fund has with *Health Affairs* Web Exclusives, Washington HealthBeat, and Modern HealthCare that promote identification of the Fund as a major information resource on health care policy and practice. The President is expected to be responsive to media inquiries on the Fund's work and health policy issues, and to cultivate media editorial board relationships that help inform health policy debates.

8. The President is responsible for ensuring a high quality Fund Web site that is rich in content and exemplary in conveying the nature of the Fund's work to both potential grantees and end-users—policymakers, researchers, and health care leaders. She/he is expected to prepare for the Fund's electronic *Annual Report* an original essay that advances understanding of leading issues in health care reform and write blogs for the Fund's Web site on health reform issues.
9. The President is the Fund's chief spokesperson, and in this capacity she/he is expected to publish professionally in health and social policy journals and Fund publications and blogs, provide Congressional and other testimony on request, speak regularly at high level professional health policy and health system meetings, engage with the print and electronic media in journalist, radio, and TV interviews and webcasts, and meet with editorial boards of major newspapers and leading health policy and delivery system journalists and bloggers.
10. The President is expected to make maximum use of the Fund's convening capacity to advance a high performance health system. She/he plays a major role in planning and recruiting high-level people to attend/speak at the more than 80 conferences and forums that the Fund sponsors each year. As a recognized leader in health policy, she/he is able to engage top-level health and social policy officials both in the U.S. and other countries in such events as the Fund's annual International Symposium on Health Care Policy, annual Bipartisan Congressional Retreat, meetings of the Commonwealth Fund Commission on a High Performance Health System, and the annual U.S.-U.K. Conference on Health Care Quality.
11. Much of the Fund's effectiveness depends on access to federal and state health and social policy officials and leaders of health care organizations and professional associations. The President is expected to develop long-term relationships with current or emerging leaders in health and social policy fields, enhancing their awareness of Fund research findings and the utility of Fund work to effective policymaking. She/he is expected to be available for providing information on request to policymakers.

12. The President is expected to foster accountability by the foundation and feedback on its performance. She/he delegates much of the responsibility for the conduct of program review and feedback mechanisms such as audience and grantee surveys to the Executive Vice President-COO, other senior officers, and independent consultants, but is an active participant in annual comprehensive reviews of recently completed grants and other review mechanisms, including the preparation of the Fund's annual Performance Scorecard.
13. The President is expected to cultivate collegial and working relationships within the foundation, academic, and civic communities, forging partnerships leading to cofunding of the Fund's work and ensuring that the foundation's research is translated into action to improve the performance of the health system. Through the President's and other staff efforts, the Fund works in partnership with more than 80 organizations that are co-funders, co-sponsors, change agent grantees, or involved in a major way in communicating the foundation's work. Development and nurturing of these relationships by the President is essential to the Fund's effectiveness.
14. As a member of the Fund's Board and the Governance and Nominating Committee, the President is expected to exercise a strong role in helping ensure effective governance of the foundation. He/she plays a key role in ensuring the healthy functioning of the Board of Directors of the foundation, including helping identify, screen, and recruit new members of the Board and providing them an effective orientation to the Fund's work and organization; working closely with the Chair and Vice-Chair in monitoring the Board's performance; and keeping the Board up to date on public policy and regulatory issues affecting the foundation sector and The Commonwealth Fund specifically.
15. Working with the Chairman of the Board, the President is responsible for ensuring that Board meetings are well designed to enable the Board to serve effectively in setting Fund strategy, program directions, and institutional policies and in judging institutional, as well as her/his own, performance.
16. The President is one of five members of the Board of Directors' Investment Committee, chaired by a member with extensive investment, endowment management, or business experience. As a member of the Investment Committee, the President is expected to help guide the management of the Fund's endowment to ensure a sustained flow of resources to address the foundation's mission.
17. The President, with the Executive Vice President-COO and Board of The Commonwealth Fund, is responsible for the integrity of the institution: its spending policies and practices; the best allocation of its resources to address health care issues; its standing as an independent scientifically-driven contributor to high quality research and innovation in the health care field; and its respect of the intent of its donor.
18. While the Fund does not solicit funds or additions to its endowment, the President is expected to lead the Fund in a manner that could attract potential donors, because of its strong programs, management, and record of accomplishments. When potential

opportunities arise for additions to the endowment or contributions, the President and Executive Vice President-COO are expected to encourage them, provided the terms of their receipt would be in the best interest of the Fund.

Qualifications

The President should be strongly committed to the Fund's mission of promoting a high performance health system, including recognition of the health care needs of vulnerable populations and commitment to addressing them. She/he should have enthusiasm and energy for taking the Fund's strategy forward over the next decade. The successful candidate will have intellectual firepower, in-depth knowledge of the Fund's field, and highly developed communication skills. She/he will be viewed as a national leader, with some policy experience and ideally bridging the health research, policy, delivery and payment system worlds. The President will have substantial relevant work experience and demonstrated management experience heading an organization or large unit. The preference is for an individual with a PhD or MD, and the ability to serve in the position at least five-10 years.

The successful candidate will be well respected by a wide range of stakeholders—including policymakers across the political spectrum—and close day-to-day colleagues. She/he will uphold the foundation's policy of non-partisanship. The Fund's President must have high personal integrity and a disciplined ethical approach to running the foundation; sensitivity to perceived or actual conflicts of interest and ability to set aside personal interests or agendas. Her/his personal and business practices should be consistent with best practice standards for private foundations. An ability to listen and to accord respect for competing responsible views is important in this position.

Candidates should be familiar with the Fund, its work and operating style as a value-added foundation combining grantmaking with "think tank" operations. They should be familiar with and committed to nonprofit/foundation governance and management best practices. Service on outside boards will be constrained by the demands of the Fund chief executive position, and will be confined to key nonprofits where board service directly enhances her/his capacities for leading the foundation. The President's travel is principally domestic, but a limited amount of overseas travel can arise from the Fund's international program

The successful candidate is expected to assume the duties of Fund President on the first business day of January 2013, leading the foundation from its New York City headquarters.

Staff Supervised

The Fund has a staff of 57, including 48 at its New York City headquarters, five in its Washington, DC office, and four in a Boston office. In addition to an executive assistant and research associate, the President supervises the Fund's Executive Vice President-COO, Executive Vice President-Programs, and Senior Vice President for Communications and Publications.

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