

# A Focused Direction for The Future: *The Commonwealth Fund's Programs & Grantmaking Priorities*

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Joseph Betancourt, President  
October 27, 2025



The  
Commonwealth  
Fund

# Who we are

Affordable, quality  
health care.  
For everyone.

- Independent, nonpartisan, private health policy philanthropy founded by Anna Harkness in 1918 that combines internal research with grantmaking
- Our Mission: To achieve a high-performing health system that provides affordable, quality care for all
- Special focus on most vulnerable—as defined by class, geography, insurance status, gender, race/ethnicity, and disability, among other characteristics
- Achievements include first public health departments, first rural hospitals, medical school in urban areas, and policy work focused on coverage

# Overview

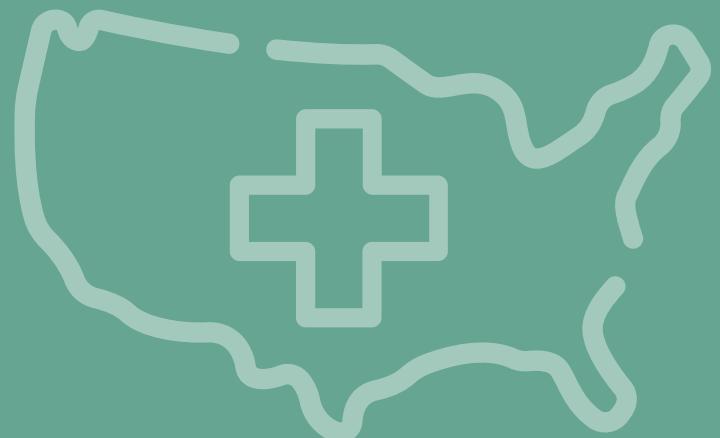
- The State of Health Care in the U.S.
- Programs and Grantmaking Priorities
- Q&A

A FOCUSED DIRECTION FOR THE FUTURE

# The State of Health Care in the U.S.



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# Health Care in Crisis



**Millions will lose health insurance coverage** due to policy actions impacting Medicaid and changes to the Affordable Care Act.



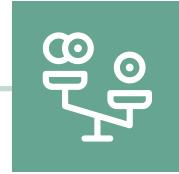
**Health care costs are skyrocketing**, with many Americans unable to afford even basic care for themselves and their families.



**Access to care is a challenge everywhere**, for basic needs and specialist services.



**New care models are needed**—especially in primary care and in rural settings, and with the rapid advancement of technology.

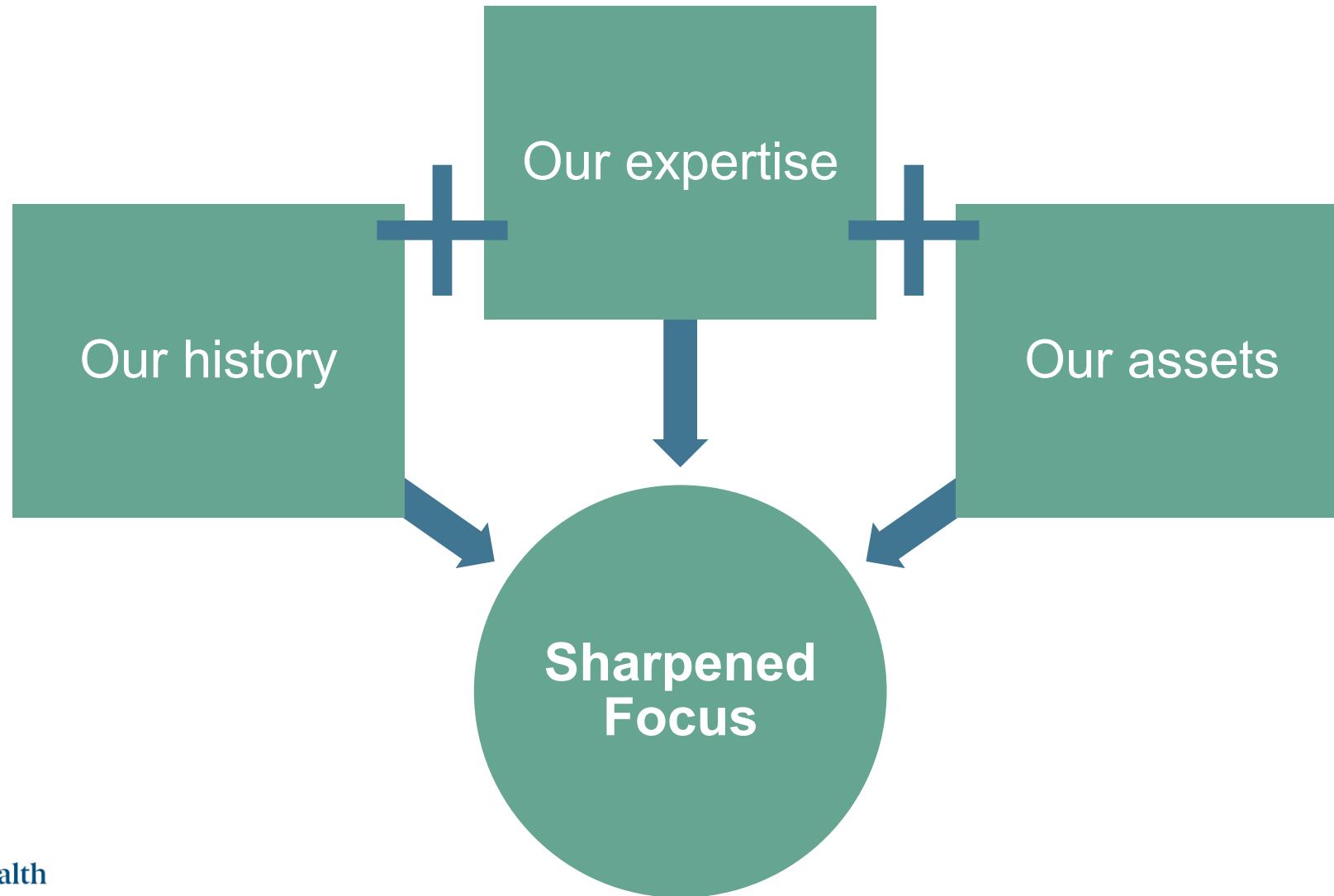


**Longstanding disparities** in health outcomes and quality of care by class, geography, gender, and race persist and grow every day.



# How is the Commonwealth Fund responding?

## A rigorous strategic planning process

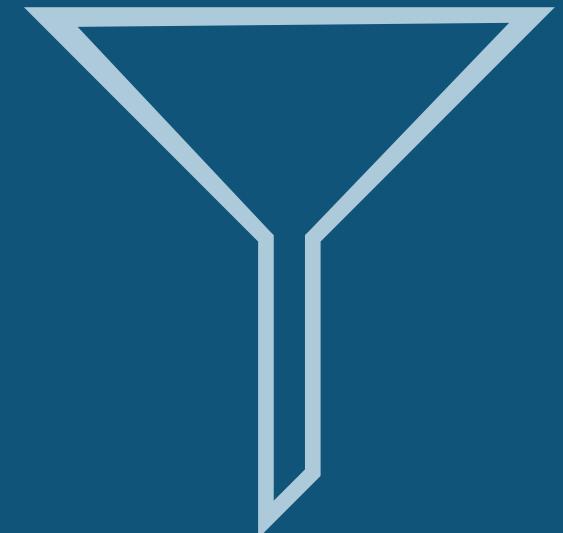


A FOCUSED DIRECTION FOR THE FUTURE

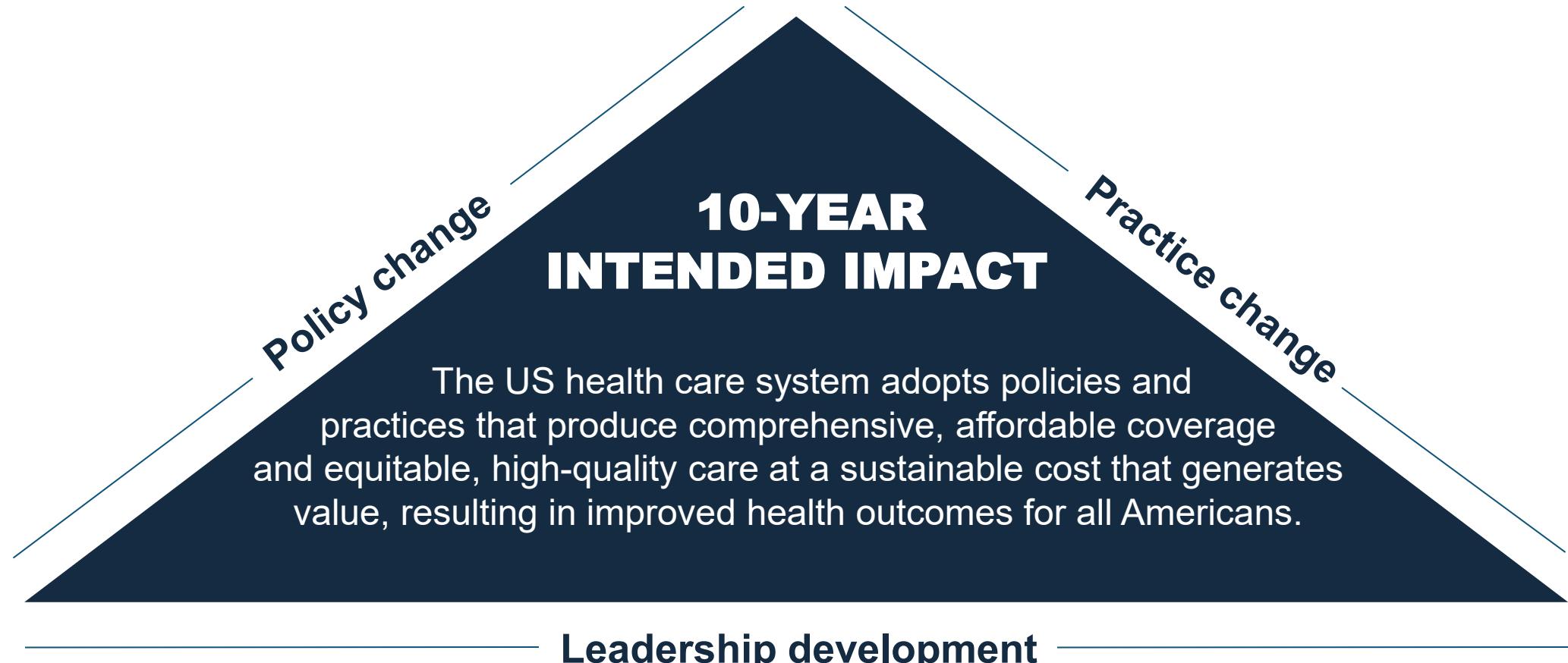
# Programs and Grantmaking Priorities



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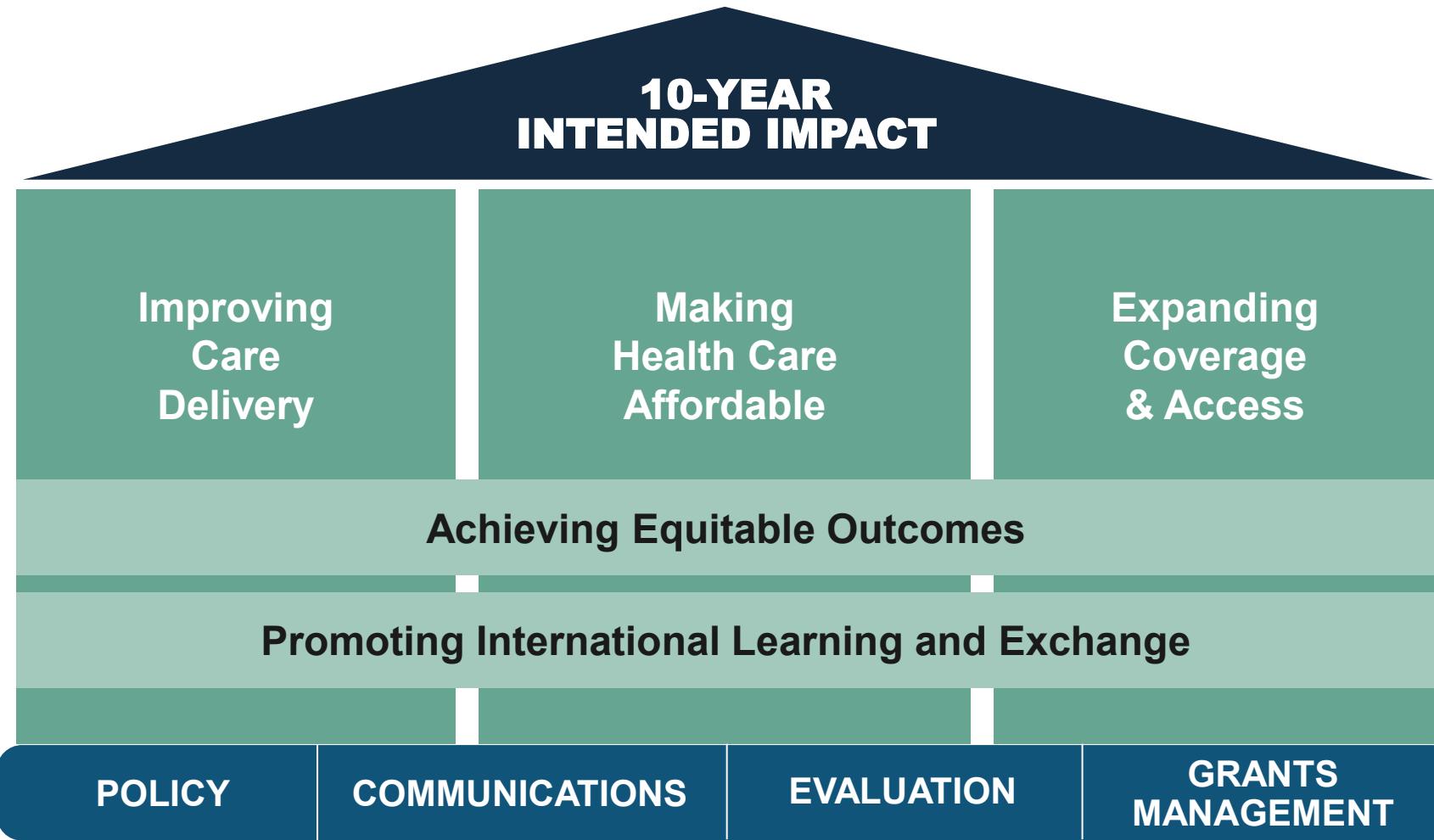


# Our Intended Impact

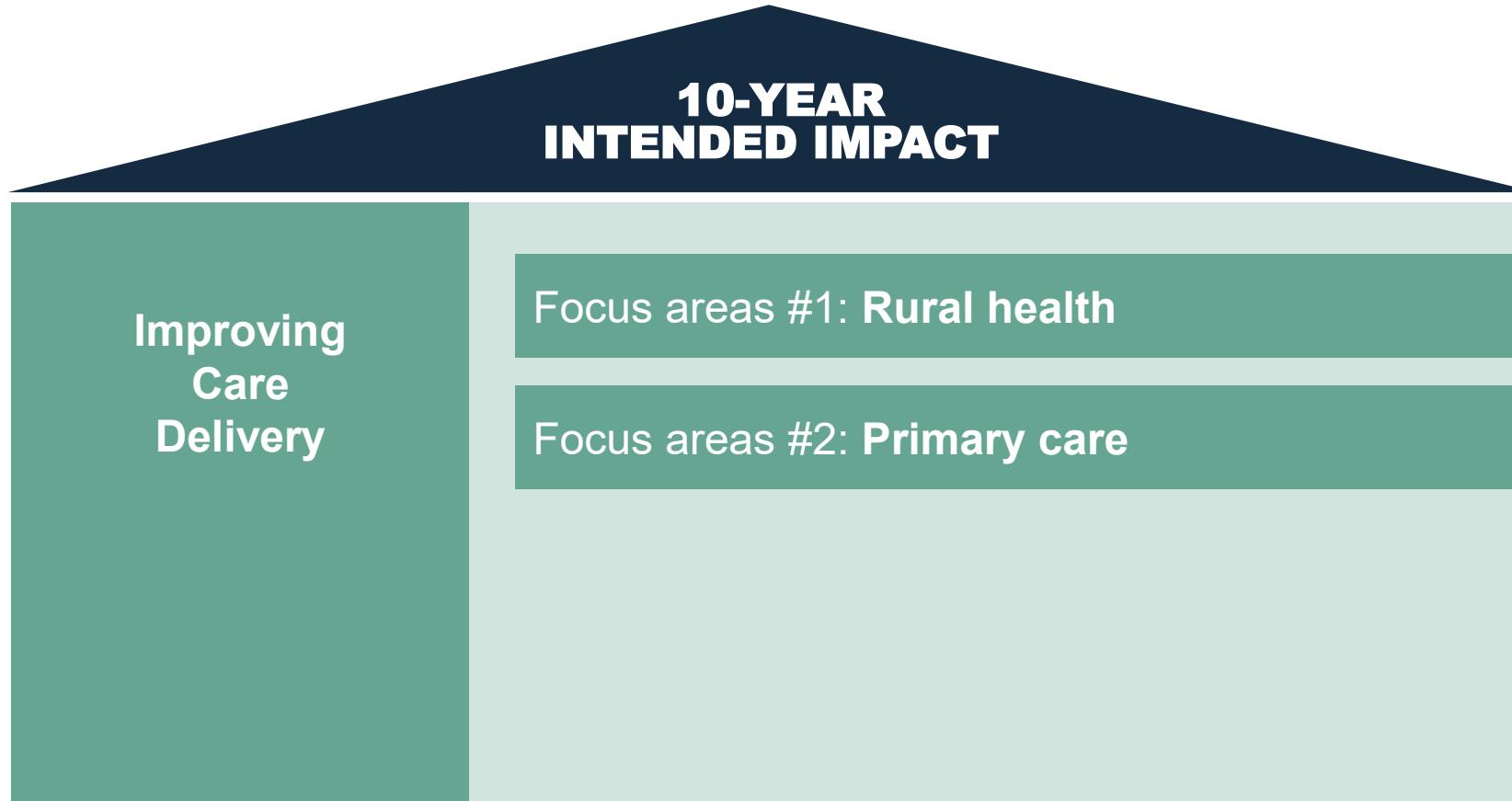


# Structure to Achieve Impact

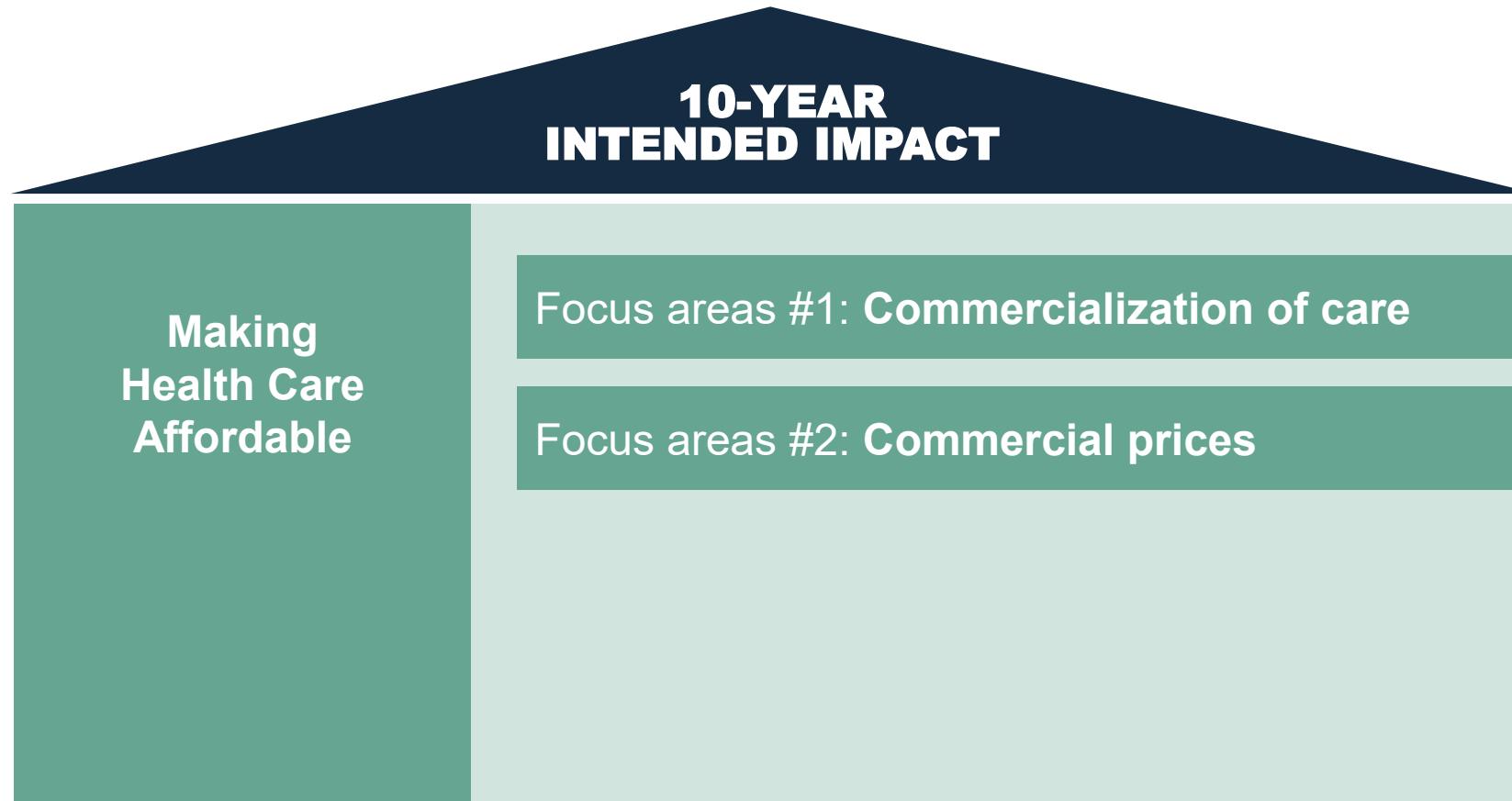
## *Programs & Hubs*



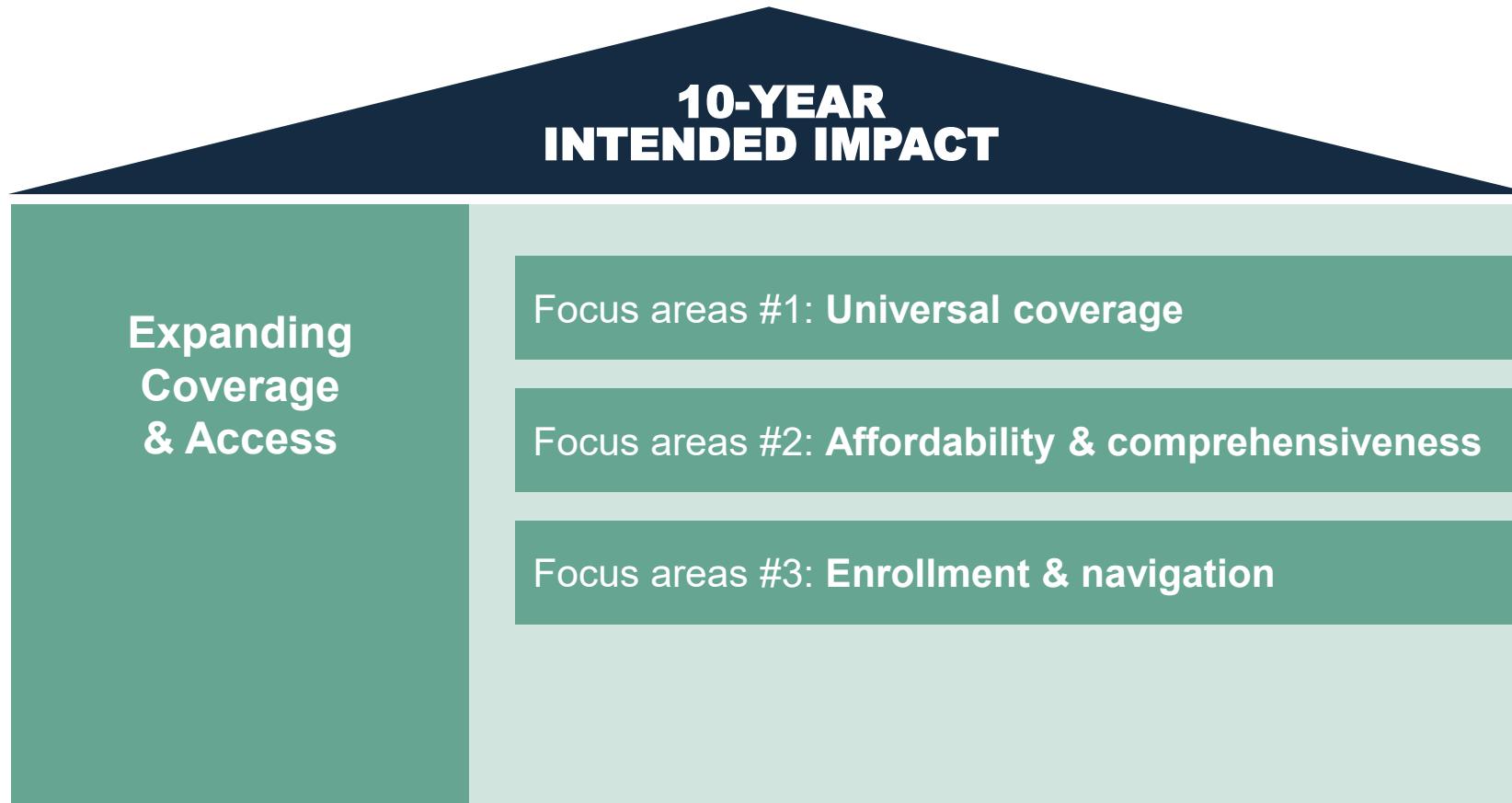
# Improving Care Delivery Program



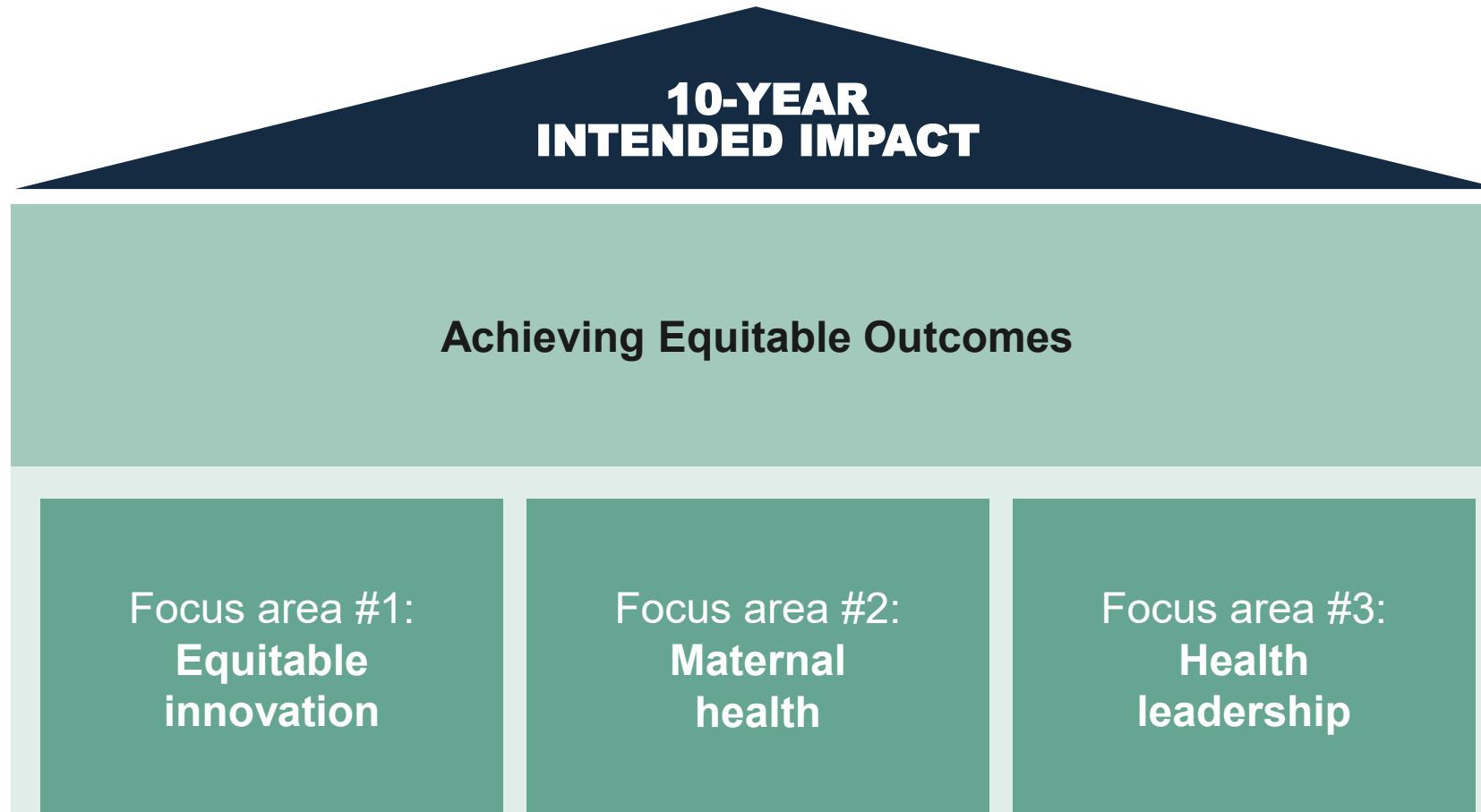
# Making Health Care Affordable Program



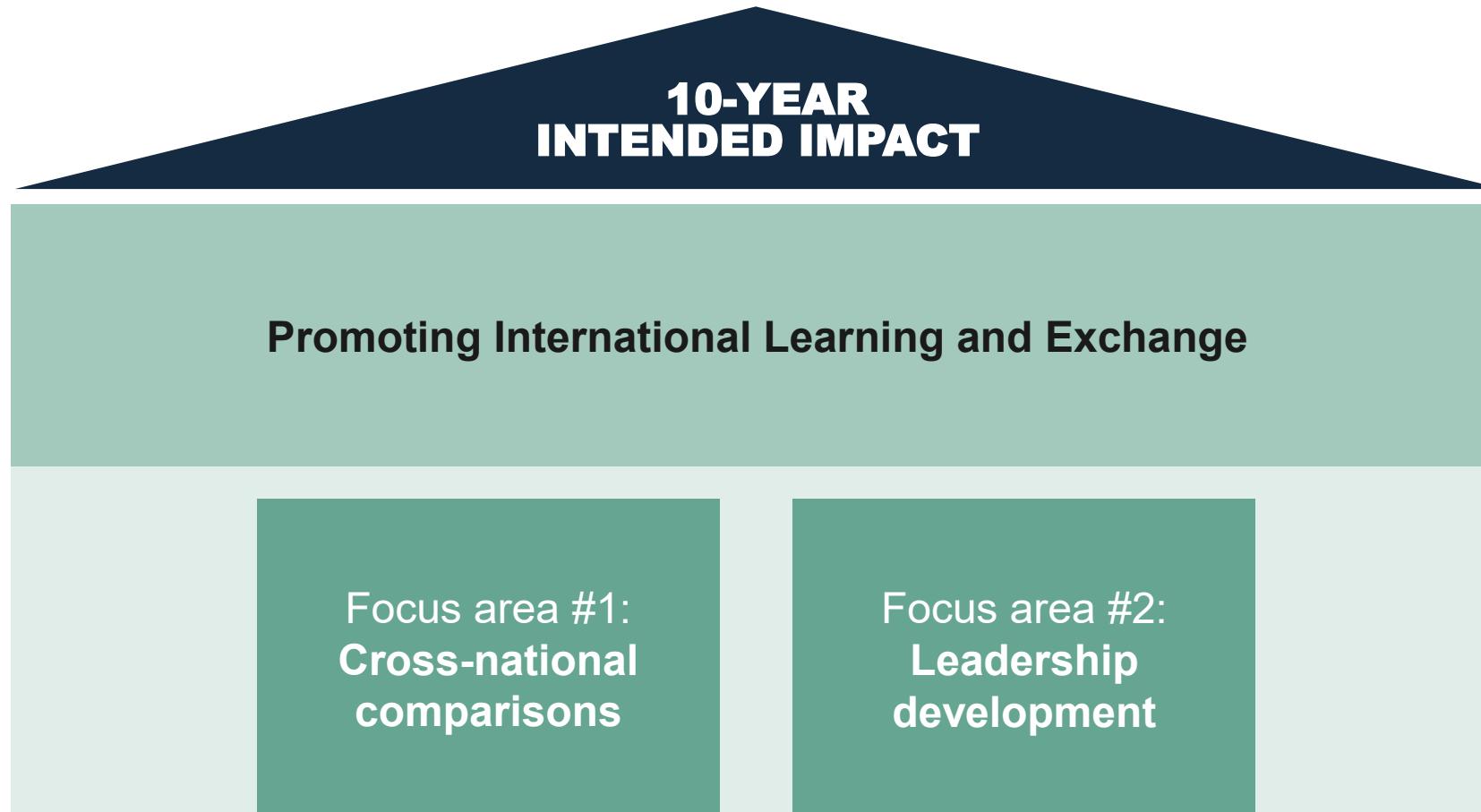
# Expanding Coverage & Access Program



# Achieving Equitable Outcomes



# Promoting International Learning and Exchange



# New Areas of Investment to Launch January 2026

*Two new internal initiatives developed as long-term investments.  
They are in the early stages of design.*

1

## ***A New Vision for the Health Care System***

Developing a new design for the future of coverage and health care that meets the needs of **all Americans**

Engage stakeholders  
**across the nation**

2

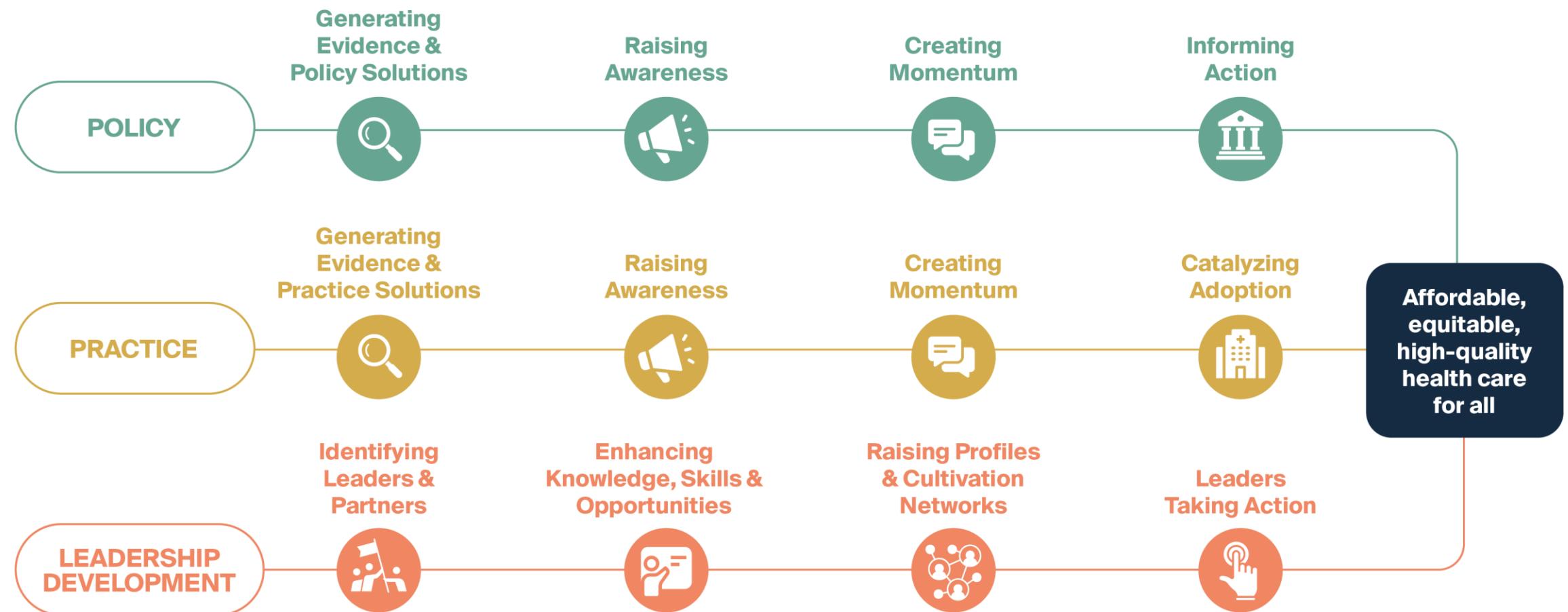
## ***The Founder's Initiative for State-Level Transformation***

Bring together a collaborative of states – including **rural and underserved regions**

**Engage** in an action-oriented agenda with a focus on sharing, learning, and improvement, built on our history and track-record of tracking health system performance



# Our Theory of Change



# Greater Focus, Greater Impact: the Fund's Future Direction is Set

- New structure and refined strategy reflect the three pillars of a high-performance health system – **coverage, cost, and care**.
- These pillars are built on a foundation of **Equity**.
- **International learning & exchange** remains critical to what we do.
- Our work is powered by **policy, communications, evaluation, and grants management**.
- We are guided by the principle that when we focus on improvement for those most in need, we all benefit.
- New initiatives are designed to deliver vision, coherence, and inspiration for the health care system.

# Programs



Melinda Abrams  
**EVP for Programs**



Corinne Lewis, AVP  
**Improving Care Delivery**



Lovisa Gustafsson, VP  
**Making Health Care Affordable**



Tony Shih, Senior Advisor,  
**Programs**



Gretchen Jacobson, VP, Medicare  
**Expanding Coverage & Access**



Akeiisa Coleman,  
Senior Program Officer, Medicaid  
**Expanding Coverage & Access**



Sara Collins, Senior Scholar  
**Expanding Coverage & Access**  
**Tracking Health System Performance**

# Cross-Cutting Programs and Hubs



Laurie Zephyrin, SVP  
**Achieving Equitable Outcomes**



Reggie Williams, SVP  
**Promoting International Learning & Exchange**



Rachel Nuzum, SVP  
**Policy**



Andrea Landes, SVP  
**Grants Management**



Barry Scholl, SVP  
**Communications & Publishing**



Michelle Doty, VP  
**Evaluation & Organizational Effectiveness**

On behalf of everyone at the  
Commonwealth Fund, thank you!

# Q & A

Please use the Q&A function  
on your screen to ask questions.  
If we don't have time to get to your questions, we'll  
get back to questions.



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Learn more about our programs here:  
**[www.commonwealthfund.org/programs](http://www.commonwealthfund.org/programs)**

Email: **[info@cmwf.org](mailto:info@cmwf.org)**

**LinkedIn**

# Appendix



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# 2025-26 Commonwealth Fund Grant Budget

