

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

Joseph Betancourt, President
October 27, 2025



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.



The
Commonwealth
Fund



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.



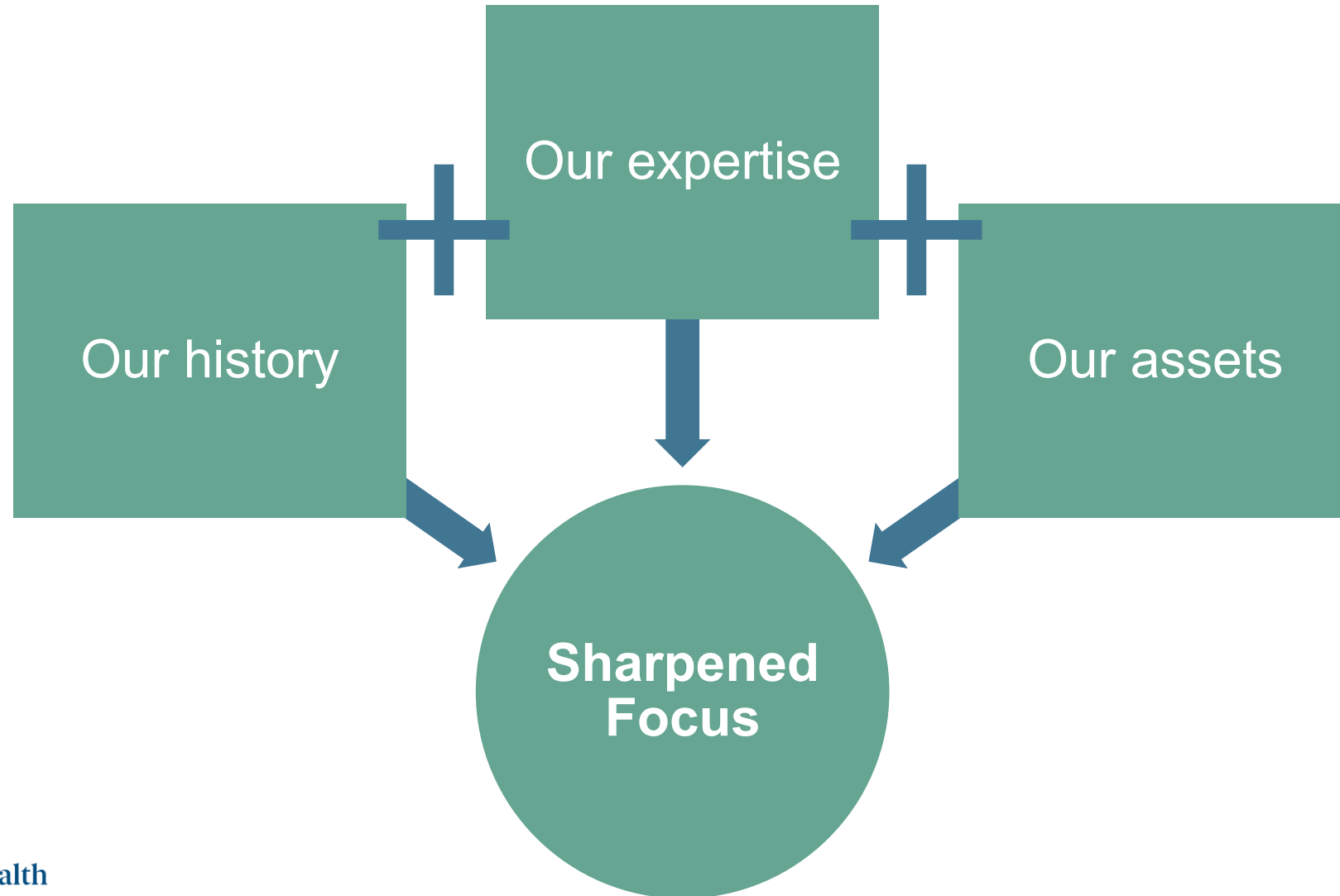
New care models are needed—especially in primary care and in rural settings, and with the rapid advancement of technology.



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

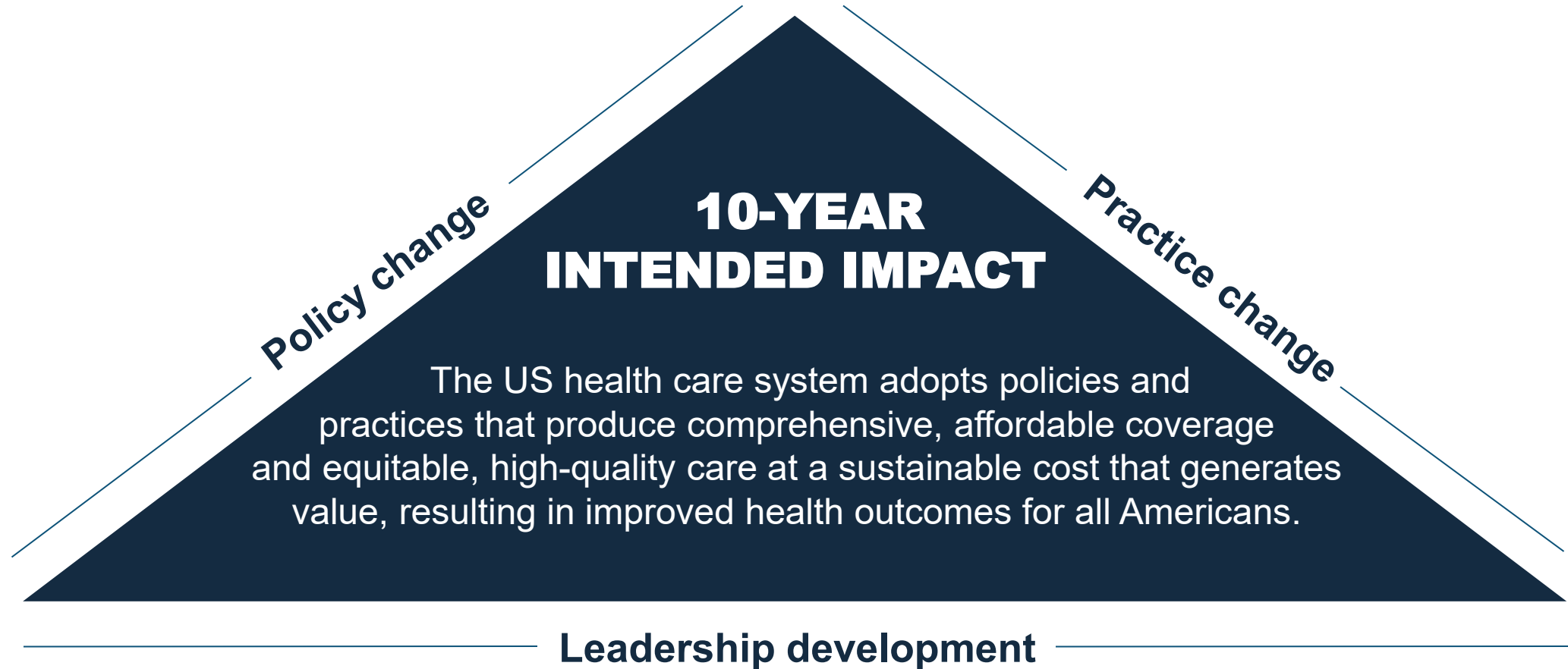
Programs and Grantmaking Priorities



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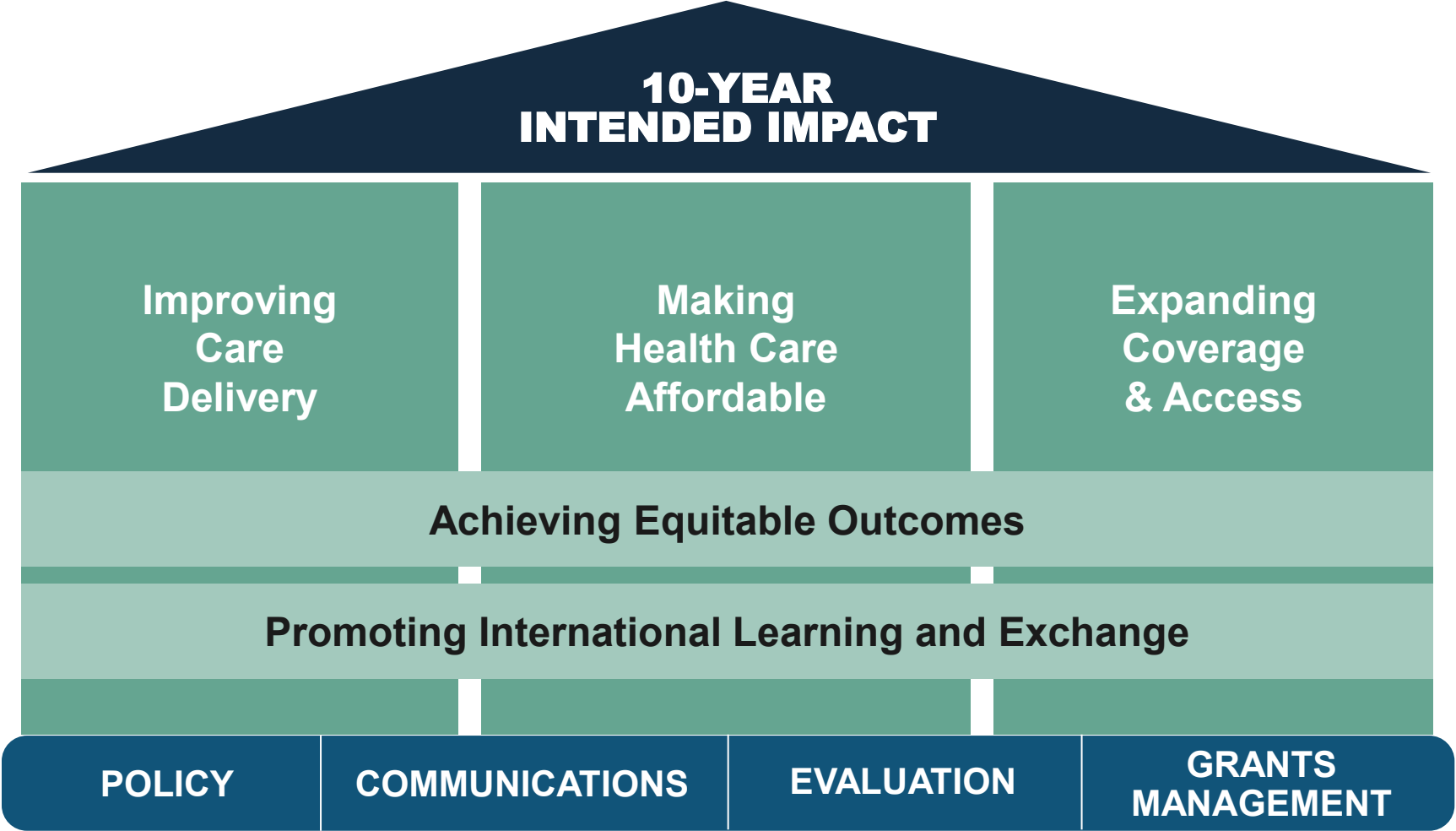


Our Intended Impact

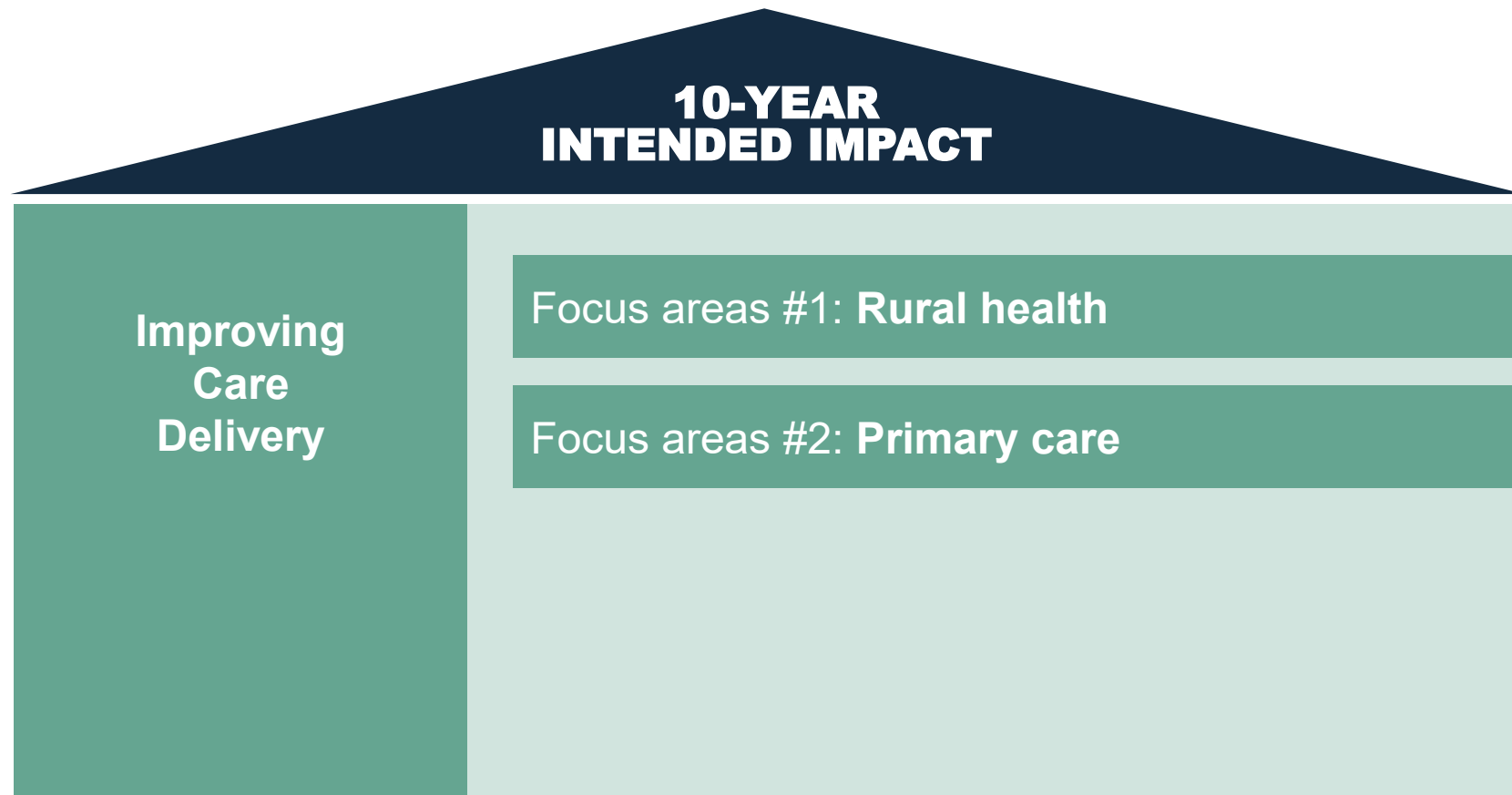


Structure to Achieve Impact

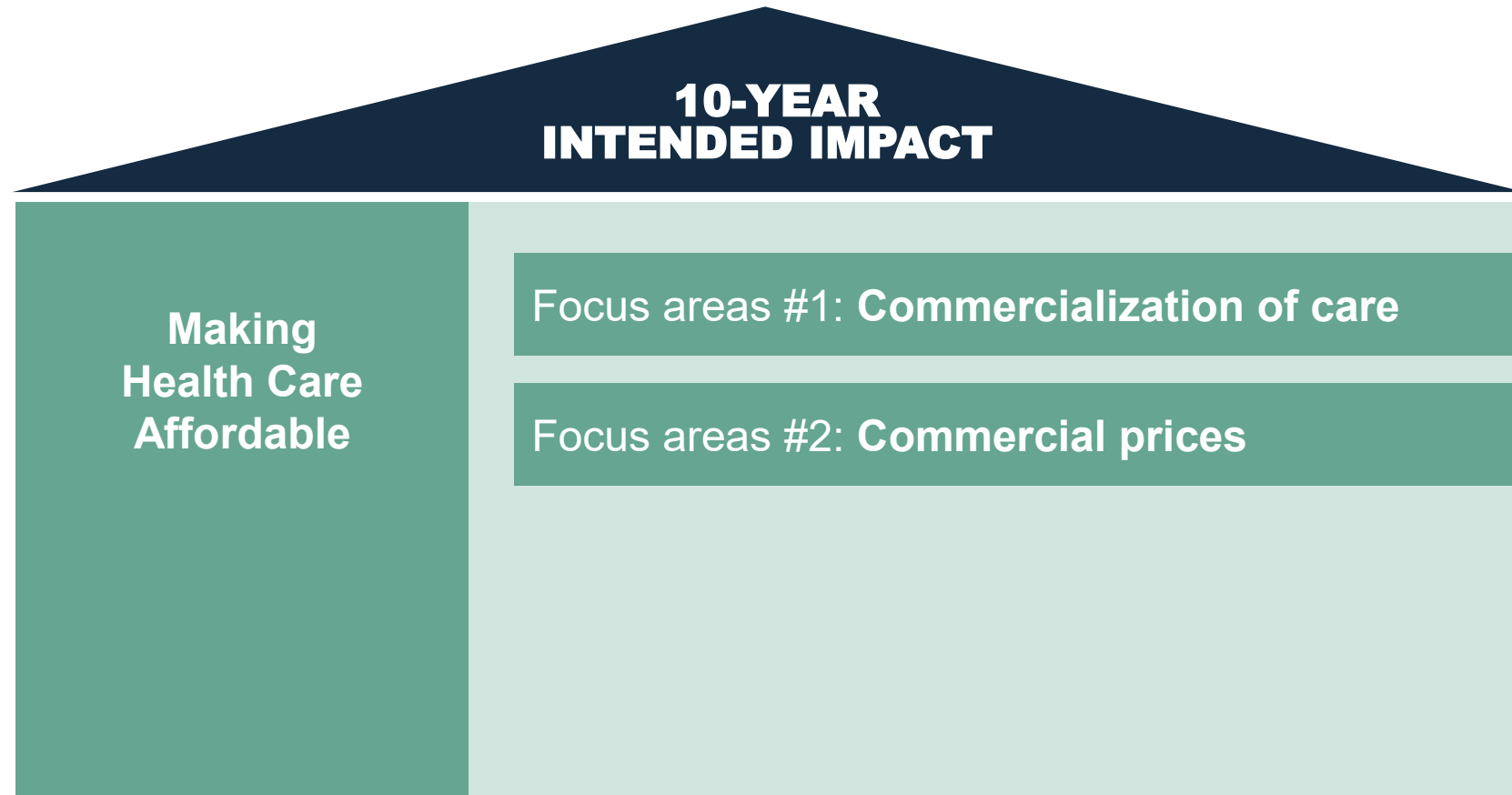
Programs & Hubs



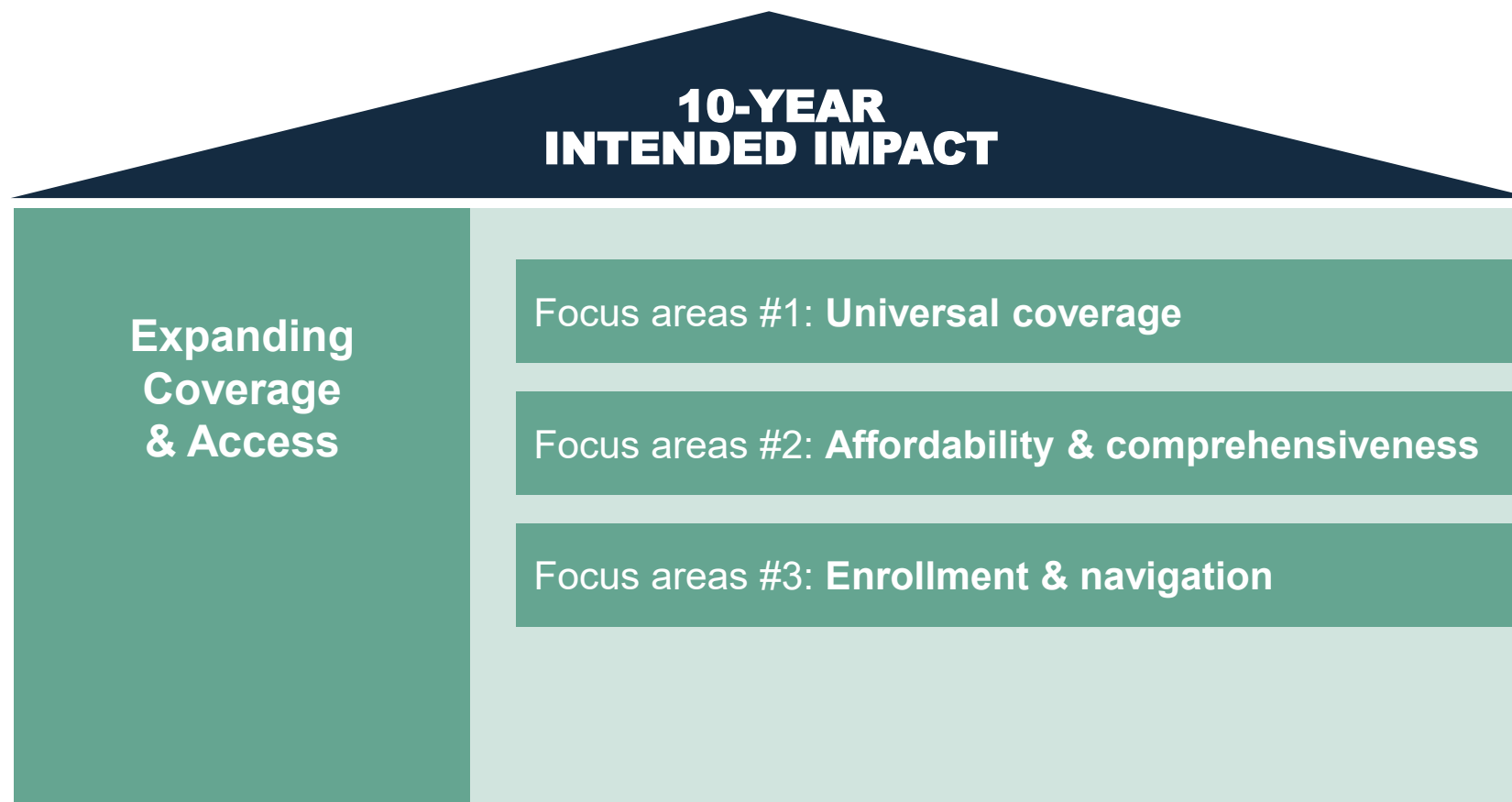
Improving Care Delivery Program



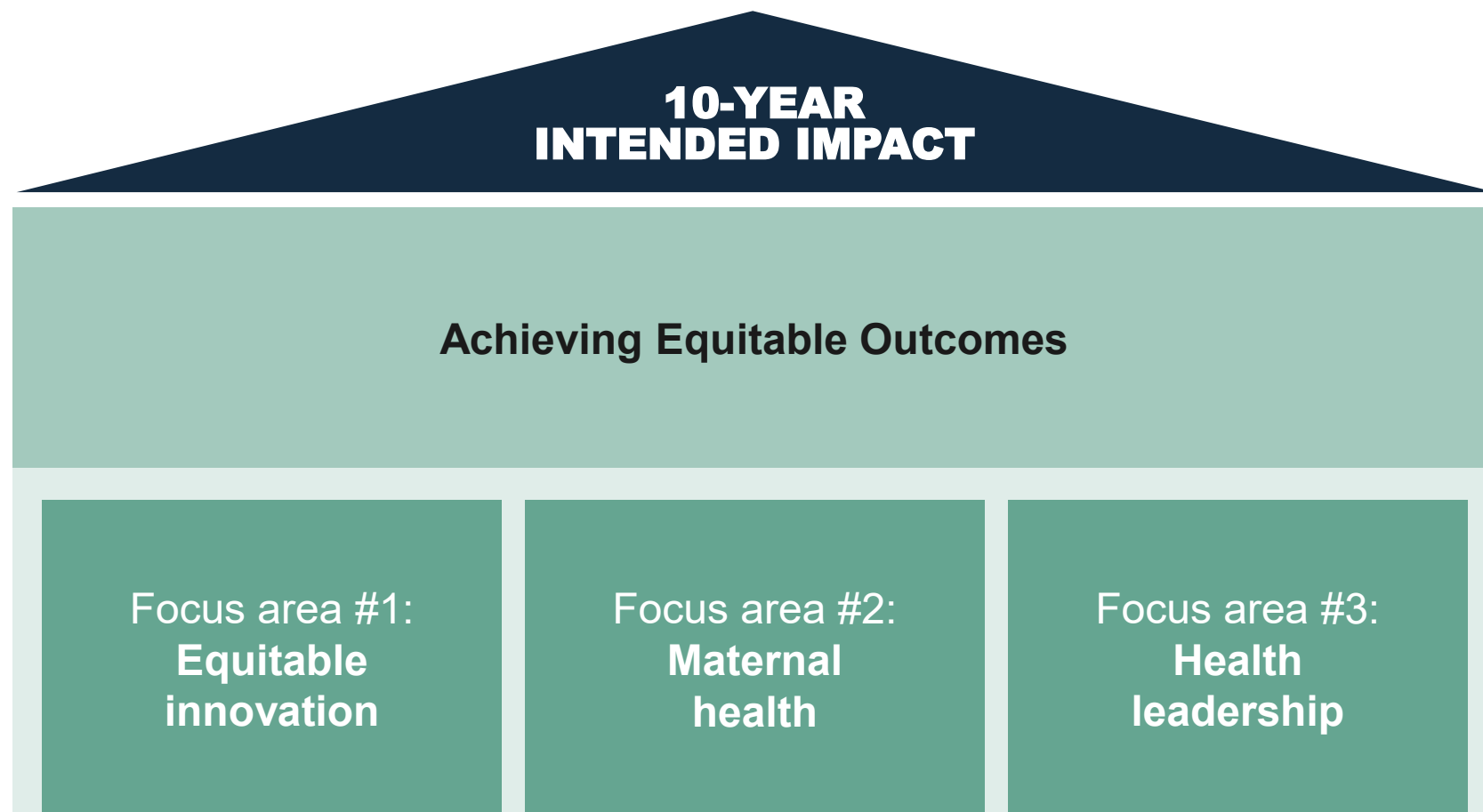
Making Health Care Affordable Program



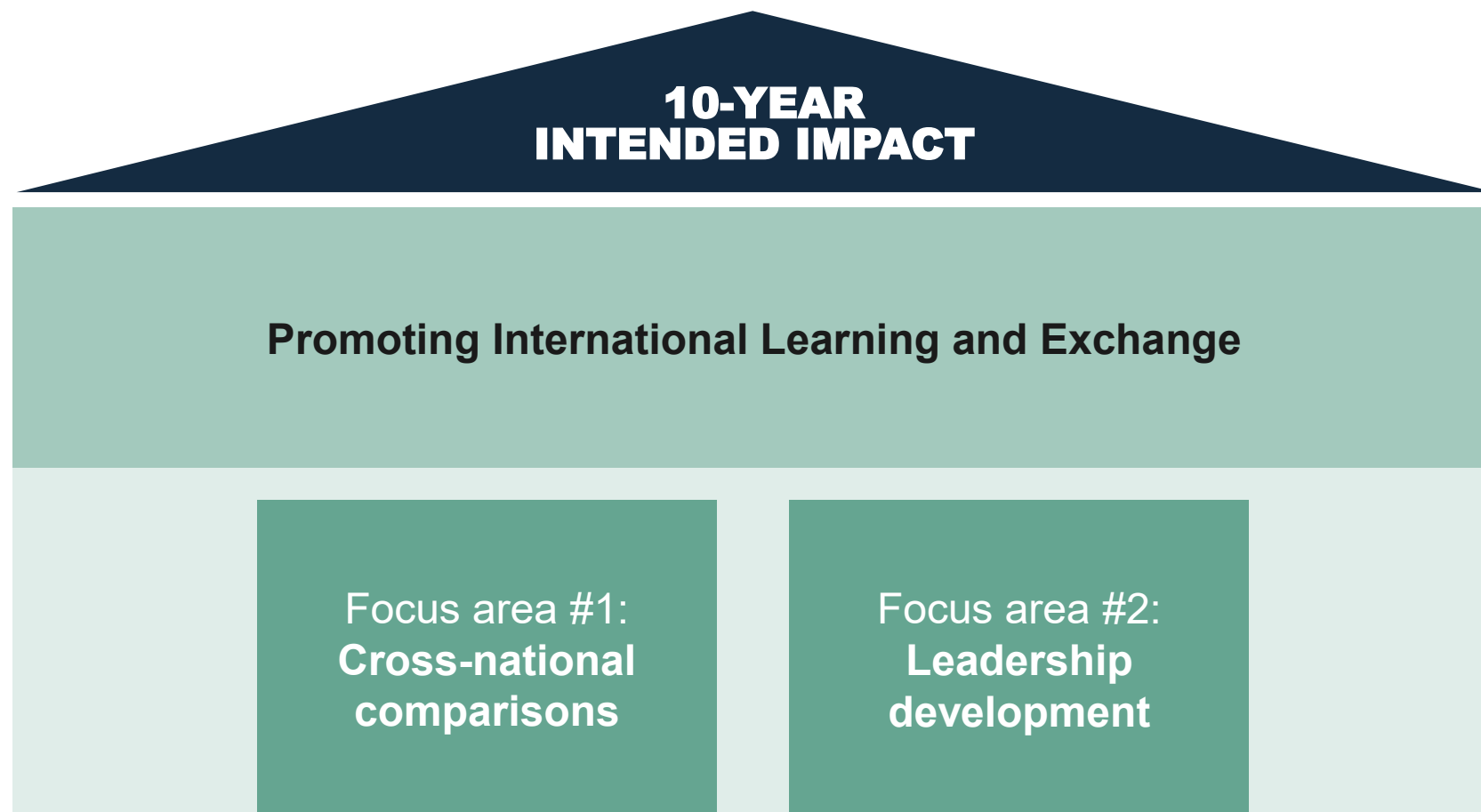
Expanding Coverage & Access Program



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

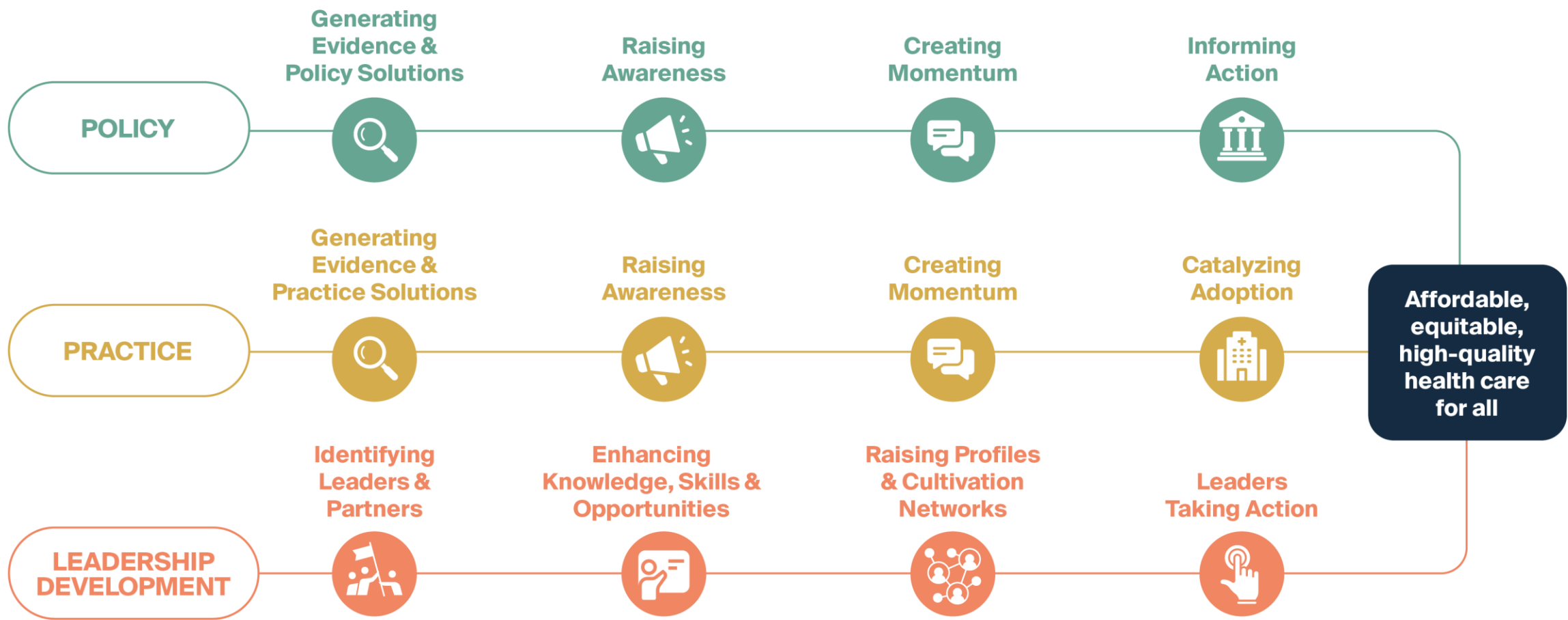
2

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



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EVP for Programs



Corinne Lewis, AVP
Improving Care Delivery



Lovisa Gustafsson, VP
Making Health Care Affordable



Tony Shih, Senior Advisor,
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Expanding Coverage & Access



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Tracking Health System Performance

Cross-Cutting Programs and Hubs



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Achieving Equitable Outcomes



Reggie Williams, SVP
Promoting International Learning & Exchange



Rachel Nuzum, SVP
Policy



Andrea Landes, SVP
Grants Management



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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

Email: **info@cmwf.org**

[LinkedIn](#)

Appendix



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2025-26 Commonwealth Fund Grant Budget

