The National Health Policy Forum is a nonpartisan research and public policy organization at The George Washington University. All of its publications since 1998 are available online at www.nhpf.org.
Welcome to the National Health Policy Forum’s 2013 Annual Report! This year’s report represents a departure from how we’ve presented our accomplishments and activities in the past. We hope you like the new design and that the changes in layout and content will help you better understand the Forum, what we do, and who we serve. One thing has not changed, however: The Forum remains committed to supporting a learning community where congressional and federal staff can come together to explore the issues, challenges, and trade-offs in health policy. Our work is premised on the core belief that empowering policymakers with information in a neutral, press-free setting leads to better decisions.

Perhaps the most fundamental aspect of empowering policymakers is providing basic education to those new to the Hill or new to a particular slice of health policy. To that end, the Forum reprised its biannual Health Policy Essential briefings during the early days of the 113th Congress. These briefings outlined the factors that contribute to high health care spending, laid out the fundamental components of key programs such as Medicare and Medicaid, and provided an overview of private health insurance, among other topics.

Other 2013 meetings and papers addressed a wide variety of topics—all in some way related to the challenges of creating a sustainable health care system that is affordable, equitable, and efficient. For ease of reading, we have grouped our work into seven issue areas with a very brief narrative overview, as well as information about funders and the kinds of products and activities undertaken.

We are also pleased to be able to share information this year about the number and characteristics of our participants and, in their own words, the impact of the Forum’s activities on their understanding of issues and potential solutions.

The Forum would not exist without the grants and contributions provided by our foundation and corporate sponsors. We appreciate their continued support, especially in the midst of competing priorities. Indeed, we are gratified that our sponsors recognize the value of providing opportunities for congressional and federal staff to learn and, ultimately, to make better policy.

Best regards,

Judith Miller Jones, MA
Director
“Just having begun work in this area, this [Health Policy Essentials] session was perfect for me and was very helpful in breaking down some very complicated concepts. New to the issues, I appreciate the in-depth analysis of a very complex system and issues.”

—New congressional staffer
contents

the forum
our vision
our goal
our approach

programming
topics
products
attendance

we asked...
what did you particularly like?
how will this inform your work?

the breakdown
Medicare
safety net & public health
aging & long-term services & supports
workforce
Medicaid
private markets
delivery system transformation

our resources
expenditures & funding
budget summary
list of sponsors
forum staff

www.nhpf.org
the forum

our vision > A sustainable health care system that is affordable, equitable, and efficient.

our goal > A better-informed policymaking process that results in a sustainable health care system.

our approach > Empowering policymakers through authentic exploration of key issues, challenges, and trade-offs in health policy.

We do this by providing
- Access to experts, thought leaders, and new knowledge in a rich learning community environment
- Opportunities to forge bipartisan/bicameral working relationships
- Guidance through the tangle of issues with Forum meetings, site visits, and balanced publications
The Forum’s body of work, by definition, shifts in focus from year to year based on the legislative agenda and policymakers’ needs for information about current policies, programs, and developments in markets across the country.

For 2013, activities fell into seven broad topic areas. The proportion of programming by topic, based on percentage of staff effort, is shown below.
products

While the majority of Forum staff time is devoted to developing meetings for our primary audience of congressional and executive branch staff, Forum staff also devote significant effort to writing publications and coordinating site visits.

2013 Products, by Percentage of Staff Effort

Meetings (65%)   Publications (29%)   Site Visit (7%)

Meetings include our signature Forum sessions, as well as workshops and small-group sessions for senior staff and “Health Policy Essentials” briefings designed for new staff at the start of every congressional session. Publications range from the deep-diving background papers and issue briefs to the quick-study basics line. And site visits provide a look at a market or theme for a small group of federal and congressional participants, to see legislative efforts in action.
attendance

The Forum primarily serves congressional and executive branch staff, but many other stakeholders also contribute to the dialogue.

1,659 number of individuals who participated in Forum meetings in 2013

38 percent of individuals who attended more than one meeting in 2013
we asked...

what did you particularly like about this session?

“Views & discussions were outside anything else I’ve heard on the Hill. Very fresh, very interesting & outside the group-think I often get frustrated with.”

“Very helpful data and real-world perspectives. Also helpful to see detailed data, and not just generalizations.”

“Real-world experiences and approaches. Great to have people implementing these programs sharing their experience.”

“The point-counterpoint nature of the ensuing discussion was illuminating without generating the usual heat!”

“Lots of synergies in the discussion. Such a complex subject! Panelist POV’s meshed in a way that you couldn’t exactly orchestrate, but reflected artful suppositions by meeting planners.”

“Timely topic, unbiased panel.”

how will this session inform your work?

“The Health Policy Essentials are like grad school—form the basis of my understanding and thinking—especially since the field has changed in recent years.”

“Called to my attention some resources of which I had not been aware; sparked creative thinking about community benefit measurement.”

“[As a Medicaid drafter] it’s useful to understand what States are dealing with.”

“I am working on developing a PCMH evaluation for HRSA and this provided a lot of context for this [work].”

“Discussions about the limitations created by legislative language were informative to my work as a Legislative Assistant for a Senator. The overall information will help inform future advice and critical thinking on this issue.”
As measured by effort, Medicare occupied the top spot on the Forum's agenda with payment policy a predominant theme. Specifically, the Forum looked at how Medicare Advantage plans are paid; proposals to replace the sustainable growth rate (SGR) formula, which was designed to control total expenditures for physicians; and the hospital readmission reduction program, which penalizes hospitals for excessive readmissions. Other areas addressed in 2013 included recent proposals to change cost sharing for Medicare beneficiaries, the Medicare savings programs that pay all or a part of cost-sharing for low-income beneficiaries, performance measures for clinical professionals providing services to Medicare beneficiaries, and Medicare’s value-based purchasing initiatives.
activities – Medicare

Medicare

The Basics, January 15 [Publication updated February 12, 2014; link goes to current iteration.]
Author: Sally Coberly, PhD

The Medicare Drug Benefit (Part D)

The Basics, January 15 [Publication updated February 20, 2014; link goes to current iteration.]
Author: Sally Coberly, PhD

Health Policy Essentials: Medicare and Health Care Spending (Part I)

Fundamentals Briefing, February 8
Managers: Kathryn Linehan, MPH & Sally Coberly, PhD

Health Policy Essentials: Medicare and Health Care Spending (Part II)

Fundamentals Briefing, February 8
Managers: Kathryn Linehan, MPH & Sally Coberly, PhD
Rethinking Medicare’s Cost Sharing and Supplemental Coverage: Options and Implications
Forum Session, April 12
Manager: Kathryn Linehan, MPH

Getting the Price Right: Ensuring Access and Promoting Efficiency in Medicare Advantage
Forum Session, May 17
Manager: Kathryn Linehan, MPH

The Medicare Hospital Readmissions Reduction Program: Time for an Update?
Forum Session, June 21
Managers: Sally Coberly, PhD & William J. Scanlon, PhD, Consultant

Medicare Advantage Update: Benefits, Enrollment, and Payments After the ACA
Issue Brief No. 850, July 19
Author: Kathryn Linehan, MPH
Restructuring Medicare Cost Sharing: Exploring Options to Protect Low-Income Beneficiaries
Forum Session, August 2
Manager: Sally Coberly, PhD

Replacing the SGR: Changing the Paradigm for Medicare Physician Payment?
Forum Session, September 20
Manager: William J. Scanlon, PhD, Consultant & Sally Coberly, PhD

Seeking Value in Medicare: Performance Measurement for Clinical Professionals
Issue Brief No. 852, October 30
Author: Lisa Sprague, MBA

Seeking Value in Medicare: Addressing Quality and Cost
Forum Session, November 22
Manager: Lisa Sprague, MBA
safety net & public health

A site visit to San Diego, its accompanying report, and a Washington-based meeting on one of the themes of the visit—caring for frequent users of emergency medical services—constituted a significant portion of the Forum’s activity focused on the health care safety net. Other topics included new hospital community benefit requirements for tax-exempt hospitals, such as hospital community health needs assessments; the implications of the Affordable Care Act for individuals with HIV/AIDS; and the transformation of behavioral health care practice, payment, and policy. The Forum’s public health activities centered on educating congressional staff about public health programs and included a Health Policy Essentials briefing and a basic on the Public Health Service.

products

- Forum Sessions: 45%
- Site Visit: 27
- Health Policy Essentials: 13
- Site Visit Report: 9
- Basics: 6

funders

- BSCF: Blue Shield of California Foundation (45%)
- Kresge: The Kresge Foundation (22.5%)
- RWJF: The Robert Wood Johnson Foundation (19%)
- Kaiser: Kaiser Permanente (13.5%)

BSCF: Blue Shield of California Foundation
Kresge: The Kresge Foundation
RWJF: The Robert Wood Johnson Foundation
Kaiser: Kaiser Permanente

See p. 37 for a full list of sponsors.
activities – safety net & public health

The “Coopetition” Model: Caring for San Diego’s Low-Income Population

Site Visit, February 19–20
Managers: Lisa Sprague, MBA & Jessamy Taylor, MPP

The Public Health Service

The Basics, March 19
Author: Jessamy Taylor, MPP

Health Policy Essentials: Improving the Nation’s Health: Spotlight on Public Health

Fundamentals Briefing, March 22
Manager: Jessamy Taylor, MPP

Can I Get a Break? Hospital Financial Assistance, Billing, and Debt Collection

Forum Session, April 26
Manager: Eileen Salinsky, MBA, Consultant

EMS “Hot Spotting”: San Diego’s Experience Creating a System of Care for Frequent Users of Emergency Medical Services

Forum Session, June 14
Author: Jessamy Taylor, MPP
activities – safety net & public health

Hospital Community Health Needs Assessment: An Analytic Approach to Community Benefits
Forum Session, June 28
Manager: Eileen Salinsky, MBA, Consultant

The Affordable Care Act and HIV/AIDS: Implications for Coverage, Access to Care, and Payment
Forum Session, July 19
Manager: Jessamy Taylor, MPP

Transforming Behavioral Health Practice, Payment, and Policy: Too Fast, Too Slow, or Just Right?
Forum Session, September 20
Manager: Jessamy Taylor, MPP
Topics falling under the rubric of aging and long-term services and supports were varied but largely focused on the implementation of specific programs, such as Money Follows the Person, and demonstrations, such as those designed to coordinate care for individuals dually eligible for Medicare and Medicaid. The effects of the Affordable Care Act on the implementation by states of several existing home- and community-based services were also explored. Another session explored the key dimensions of high-quality care for older adults, especially those with multiple chronic conditions, and the opportunities and challenges that providers, payers, and policymakers face in their efforts to improve care delivery and outcomes. New written products as well as updates of several previously published documents accounted for much of the Forum’s efforts in this area.

### Products

- **Forum Sessions**: 38%
- **Background Papers**: 21
- **Issue Briefs**: 19
- **Basics**: 13
- **Health Policy Essentials**: 9

### Funders

- **SCAN**: 77% (The SCAN Foundation)
- **AP**: 14% (The Atlantic Philanthropies)
- **Hartford**: 9% (The John A. Hartford Foundation)

*SCAN: The SCAN Foundation
AP: The Atlantic Philanthropies
Hartford: The John A. Hartford Foundation
See p. 37 for a full list of sponsors.*
The Community Living Assistance Services and Supports (CLASS) Act: Major Legislative Provisions
The Basics, January 3
Author: Carol V. O’Shaughnessy, MA

Family Caregivers: The Primary Providers of Assistance to People with Functional Limitations and Chronic Impairments
Background Paper No. 84, January 11
Author: Carol V. O’Shaughnessy, MA

Assisted Living: Facilities, Financing, and Oversight
The Basics, January 29
Author: Carol V. O’Shaughnessy, MA

National Spending for Long-Term Services and Supports (LTSS), 2012
The Basics, February 1 [Publication updated March 27, 2014; link goes to current iteration.]
Author: Carol V. O’Shaughnessy, MA
Pursuing High-Quality Care for an Aging Population: Challenges and Opportunities

Forum Session, March 29
Manager: Lisa Sprague, MBA

Health Policy Essentials: Aging in America: Trends in Income, Health, and Personal Health Care Spending

Fundamentals Briefing, April 12
Manager: Carol V. O’Shaughnessy, MA

State Variation in Long-Term Services and Supports: Location, Location, Location

Forum Session, July 19
Manager: Carol V. O’Shaughnessy, MA

State Progress in Implementation of Home- and Community-Based Service Programs Enacted by the ACA

Forum Session, September 27
Manager: Carol V. O’Shaughnessy, MA
The Commission on Long-Term Care: Background Behind the Mission

The Basics, October 17
Author: Carol V. O’Shaughnessy, MA

Medicaid Home- and Community-Based Services Programs Enacted by the ACA:
Expanding Opportunities One Step at a Time

Background Paper No. 86, November 19
Author: Carol V. O’Shaughnessy, MA

CMS-State Demonstration for Medicare-Medicaid Beneficiaries: Implementing the
Financial Alignment Initiative

Forum Session, December 6
Manager: Carol V. O’Shaughnessy, MA
The Forum conducted four meetings and produced one issue brief on workforce topics. This body of work focused on proposals to target Medicare’s investment in graduate medical education, the potential role of GME in smoothing disparities in physician supply, the difficulty of making workforce projections, and using scope of practice as a tool to address shortages in primary care services.

products

- Forum Sessions: 57%
- Issue Briefs: 43%

funders

- Macy: 29%
- Kaiser: 71%

Macy: The Josiah Macy, Jr. Foundation
Kaiser: Kaiser Permanente

See p. 37 for a full list of sponsors.
activities – workforce

**Projecting Health Care Workforce Needs in an Era of Practice and Technological Change**

Forum Session, April 19
Managers: Rob Cunningham, Consultant & William J. Scanlon, PhD, Consultant

**Graduate Medical Education: Targeting Medicare’s Investment?**

Forum Session, September 6
Managers: William J. Scanlon, PhD, Consultant & Sally Coberly, PhD

**Health Workforce Needs: Projections Complicated by Practice and Technology Changes**

Issue Brief No. 851, October 22
Author: Rob Cunningham, Consultant

**Smoothing Disparities in Physician Supply: A Role for Graduate Medical Education?**

Forum Session, October 25
Managers: William J. Scanlon, PhD, Consultant & Sally Coberly, PhD

**Reconsidering Scope of Practice: The Right Medicine for Primary Care?**

Forum Session, November 15
Manager: Lisa Sprague, MBA
Basic education for new Hill staff was a primary focus of the Forum’s efforts regarding Medicaid, with updated basics on key aspects of the program and a Health Policy Essentials briefing on Medicaid, the Children’s Health Insurance Program (CHIP), and Medicaid-financed long-term services and supports. Proposed changes to the allocation of disproportionate share hospital payments were discussed in an issue brief. Other meetings focused on the future of the CHIP and Medicaid health homes, an initiative of the Affordable Care Act.

**products**

- **Forum Sessions**: 33.5%
- **Issue Briefs**: 33.5
- **Health Policy Essentials**: 25
- **Basics**: 8

**funders**

- RWJF: The Robert Wood Johnson Foundation (50%)
- SCAN: The SCAN Foundation (25%)
- Kellogg: The W.K. Kellogg Foundation (17%)
- Kaiser: Kaiser Permanente (8%)

RWJF: The Robert Wood Johnson Foundation
SCAN: The SCAN Foundation
Kellogg: The W.K. Kellogg Foundation
Kaiser: Kaiser Permanente

See p. 37 for a full list of sponsors.
Medicaid Financing

- The Basics, February 13
  Author: Kathryn Linehan, MPH

Health Policy Essentials: Medicaid, CHIP, and Long-Term Services and Supports (LTSS)

- Fundamentals Briefing, March 15
  Managers: Kathryn Linehan, MPH & Carol V. O’Shaughnessy, MA

CMS’s Proposed Rule Implementing the ACA-mandated Medicaid DSH Reductions

- Issue Brief No. 849, June 25
  Author: Kathryn Linehan, MPH

The Future of CHIP

- Forum Session, November 1
  Manager: Eileen Salinsky, MBA, Consultant

Medicaid Health Homes: Delivery System Glue for People with Chronic Health Conditions

- Forum Session, December 13
  Manager: Jessamy Taylor, MPP
Many of the Forum’s meetings touched on aspects of private markets, but three sessions were exclusively focused on the operations of insurance in the private sector. These included a Health Policy Essentials briefing on private insurance, a session on the implementation of the new health insurance exchanges, and a meeting focused on the use of out-of-network providers and associated financial consequences.
activities – private markets

Health Policy Essentials: Private Health Insurance
Forum Briefing, March 1
Manager: Kathryn Linehan, MPH

Understanding New Exchange Marketplaces for Health Insurance
Forum Session, March 1
Manager: Kathryn Linehan, MPH

Going Out of Network: Why It Happens, What It Costs, and What Can Be Done
Forum Session, December 6
Manager: Sally Coberly, PhD
Like the private markets area, many of the Forum’s meetings in 2013 could have been included in this category. But four sessions were predominantly focused on transforming the way in which care is delivered. A small-group session, which included a number of the Beacon Communities, focused on the crucial role of health information exchange in facilitating better care coordination and transitions. A session on “value” looked at how private sector purchasers, health plans, and providers are using and responding to value-based purchasing as a tool to transform care. Other sessions looked at the nation’s experience with patient-centered medical homes and pediatric medical homes as vehicles for transforming primary care.

RWJF: The Robert Wood Johnson Foundation
Kaiser: Kaiser Permanente
Kellogg: The W.K. Kellogg Foundation
Hartford: The John A. Hartford Foundation

See p. 37 for a full list of sponsors.
Health Information Exchange: Promise, Practice, Prospects
Forum Session, May 22
Manager: Lisa Sprague, MBA

Payers and Patients: Searching for Value
Forum Session, July 12
Manager: Lisa Sprague, MBA

Patient-Centered Medical Home: Research Results Mixed, Experience Yields Optimism
Forum Session, September 13
Manager: Lisa Sprague, MBA

Implementing Pediatric Medical Homes: Challenges of Improving Primary Care for Children
Forum Session, November 8
Manager: Eileen Salinsky, MBA, Consultant
our resources

expenditures
Total expenditures for 2013 were $2,417,188, distributed across eight broad categories. A full budget summary follows on the next page.

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>60.1%</td>
</tr>
<tr>
<td>Indirect Costs</td>
<td>11.7%</td>
</tr>
<tr>
<td>Rent</td>
<td>10.0%</td>
</tr>
<tr>
<td>Contract Services</td>
<td>6.9%</td>
</tr>
<tr>
<td>Meeting Costs</td>
<td>5.7%</td>
</tr>
<tr>
<td>Speaker Travel</td>
<td>2.6%</td>
</tr>
<tr>
<td>Office Operations</td>
<td>2.4%</td>
</tr>
<tr>
<td>Staff Travel</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

funding
The Forum is primarily funded by grants from charitable foundations; we do not accept contributions from any governmental sources. See p. 37 for a full list of sponsors.

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations</td>
<td>(98%)</td>
</tr>
<tr>
<td>Corporations</td>
<td>(2%)</td>
</tr>
</tbody>
</table>
budget summary

[January 1–December 31, 2013]

<table>
<thead>
<tr>
<th></th>
<th>AP*</th>
<th>BSCF†</th>
<th>CHCF‡</th>
<th>Hartford</th>
<th>Kaiser§</th>
<th>Kellogg</th>
<th>Kresge</th>
<th>Macy</th>
<th>RWJF**</th>
<th>SCAN</th>
<th>General</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$88,869</td>
<td>$81,193</td>
<td>$15,551</td>
<td>$126,729</td>
<td>$87,098</td>
<td>$108,149</td>
<td>$150,989</td>
<td>$77,972</td>
<td>$247,538</td>
<td>$176,174</td>
<td>$0</td>
<td>$1,160,262</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>22,351</td>
<td>20,380</td>
<td>3,888</td>
<td>31,872</td>
<td>21,905</td>
<td>27,200</td>
<td>37,974</td>
<td>19,610</td>
<td>62,256</td>
<td>44,307</td>
<td>0</td>
<td>291,743</td>
</tr>
<tr>
<td>Meetings</td>
<td>15,411</td>
<td>11,620</td>
<td>3,852</td>
<td>18,079</td>
<td>15,483</td>
<td>8,045</td>
<td>10,283</td>
<td>15,090</td>
<td>26,657</td>
<td>13,676</td>
<td>281</td>
<td>138,477</td>
</tr>
<tr>
<td>Speaker Travel</td>
<td>3,225</td>
<td>29,393</td>
<td>0</td>
<td>3,954</td>
<td>4,848</td>
<td>1,580</td>
<td>5,837</td>
<td>5,255</td>
<td>7,062</td>
<td>1,383</td>
<td>78</td>
<td>62,615</td>
</tr>
<tr>
<td>Staff Travel</td>
<td>363</td>
<td>7,285</td>
<td>73</td>
<td>538</td>
<td>339</td>
<td>295</td>
<td>3,365</td>
<td>325</td>
<td>1,111</td>
<td>1,247</td>
<td>281</td>
<td>15,222</td>
</tr>
<tr>
<td>Postage</td>
<td>37</td>
<td>508</td>
<td>6</td>
<td>63</td>
<td>44</td>
<td>0</td>
<td>84</td>
<td>54</td>
<td>119</td>
<td>50</td>
<td>-6</td>
<td>959</td>
</tr>
<tr>
<td>Telephone</td>
<td>1,069</td>
<td>941</td>
<td>180</td>
<td>1,207</td>
<td>1,160</td>
<td>0</td>
<td>2,076</td>
<td>737</td>
<td>3,908</td>
<td>1,332</td>
<td>0</td>
<td>12,610</td>
</tr>
<tr>
<td>Books/</td>
<td>328</td>
<td>73</td>
<td>4</td>
<td>584</td>
<td>444</td>
<td>0</td>
<td>706</td>
<td>252</td>
<td>1,322</td>
<td>739</td>
<td>0</td>
<td>4,452</td>
</tr>
<tr>
<td>Subscriptions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leasing/Maintenance</td>
<td>2,363</td>
<td>1,151</td>
<td>207</td>
<td>2,335</td>
<td>2,334</td>
<td>0</td>
<td>4,736</td>
<td>1,453</td>
<td>8,306</td>
<td>3,887</td>
<td>0</td>
<td>26,772</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,076</td>
<td>1,110</td>
<td>57</td>
<td>1,335</td>
<td>1,029</td>
<td>0</td>
<td>1,918</td>
<td>678</td>
<td>3,290</td>
<td>1,379</td>
<td>325</td>
<td>12,197</td>
</tr>
<tr>
<td>Services</td>
<td>6,073</td>
<td>1,566</td>
<td>473</td>
<td>12,662</td>
<td>30,547</td>
<td>20,000</td>
<td>33,631</td>
<td>18,379</td>
<td>25,309</td>
<td>6,740</td>
<td>10,138</td>
<td>165,518</td>
</tr>
<tr>
<td>Rent</td>
<td>21,475</td>
<td>20,266</td>
<td>4,096</td>
<td>22,732</td>
<td>21,132</td>
<td>0</td>
<td>36,945</td>
<td>19,517</td>
<td>67,916</td>
<td>28,715</td>
<td>0</td>
<td>242,794</td>
</tr>
<tr>
<td>Indirect Costs</td>
<td>16,264</td>
<td>26,323</td>
<td>4,258</td>
<td>22,209</td>
<td>27,954</td>
<td>24,790</td>
<td>57,709</td>
<td>15,932</td>
<td>54,575</td>
<td>33,555</td>
<td>0</td>
<td>283,569</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$178,904</strong></td>
<td><strong>$201,809</strong></td>
<td><strong>$32,645</strong></td>
<td><strong>$244,299</strong></td>
<td><strong>$214,317</strong></td>
<td><strong>$190,059</strong></td>
<td><strong>$346,253</strong></td>
<td><strong>$175,254</strong></td>
<td><strong>$509,369</strong></td>
<td><strong>$313,184</strong></td>
<td><strong>$11,097</strong></td>
<td><strong>$2,417,190</strong></td>
</tr>
</tbody>
</table>

These figures have been compiled from National Health Policy Forum records. This is not a certified accounting. A complete audited accounting for the entire University, including expenditures of the Forum, is presented in the University’s annual report.

* The Atlantic Philanthropies  † Blue Shield of California Foundation  ‡ California HealthCare Foundation  § Kaiser Permanente  **The Robert Wood Johnson Foundation
sponsors

The following is a list of current sponsors and those whose grants or contributions were in effect during any part of the period January 1 to December 31, 2013.

foundation grants
- Robert Wood Johnson Foundation
- The Kresge Foundation
- The SCAN Foundation
- The John A. Hartford Foundation
- Blue Shield of California Foundation
- W.K. Kellogg Foundation
- The Atlantic Philanthropies
- The Josiah Macy, Jr. Foundation
- California HealthCare Foundation

corporate grants
- Kaiser Permanente

general corporate supporters
- The Alliance of Community Health Plans
- BlueCross BlueShield Association
- Johnson & Johnson
2013 forum staff

- Judith Miller Jones, MA, Director
- Sally Coberly, PhD, Deputy Director
- Diane L. Harvey, Manager, Systems & Operations
- Marcia Howard, Program Associate
- Julie La Orban, MPH, Program Associate
- Kathryn Linehan, MPH, Principal Policy Analyst
- Monique Martineau, MA, Director, Publications & Online Communications
- Carol V. O'Shaughnessy, MA, Principal Policy Analyst
- Moira Muccio Secrest, Manager, Fiscal Operations
- Lisa Sprague, MBA, Principal Policy Analyst
- Jessamy Taylor, MPP, Principal Policy Analyst
- Rob Cunningham, Consultant
- Eileen Salinsky, MBA, Consultant
- William J. Scanlon, PhD, Consultant