

GIH BULLETIN

Helping grantmakers

improve the health of all people

GRANT
MAKERS
IN
HEALTH

APRIL 21, 2014

REFLECTIONS ON THE POWER OF VOICE

Most of Grantmakers In Health's Funding Partners are local or state foundations, and I suspect that the majority of health funders are geographically based in some way. To me, this is exciting because it means that local, state, and national funders represent a vast network of voices for health. In their interpretations of *The Power of Voice*, our 2014 annual meeting plenary speakers showed how funders' voices can move hearts and minds, stimulate action, and promote positive change on behalf of health, whether funders are telling their own story or raising up those of their communities.

Alan Jenkins gave guidance about how to communicate with impact and effectiveness. Unless we approach messaging thoughtfully, he warned, "we are communicating in a form and in a language that only five people on Earth can understand, and those people already agree with us. We're using terms that have no meaning outside of rooms like these. And then we're surprised when the facts don't persuade."

Nadine Burke Harris showed how the voices of the children she serves in San Francisco shed light on the devastating health effects of exposure to trauma. "When I did my job and I actually did a thorough history and physical, what I found was that the majority of these kids did not have attention deficit hyperactivity disorder, that most of these kids were manifesting the effects of exposure to trauma."

Mark Smith talked about the tough voice of honest organizational self-assessment. "I think the risk in foundations is that we will be so snowed by the purity of our intentions and values that we're not so tough on the actual product of our actions. So we've got to create, in a sense, that external accountability mechanism...If we only do things that we can measure and attribute only to our efforts, we will wind up working only on trivial things, because there's nothing that's very hard that we're going to get done by ourselves."

Finally, **Wayne Jonas** challenged health funders to be a voice for healing. "There is a big difference between health care that focuses on healing and medical care that focuses on cure. We need both. We do not have both. Healing occurs at the individual level, and it occurs at the organizational level, the systems level, and the enterprise level... Unless those begin to work in concert, the benefit of healing and healing capacity that we have inherently inside of us cannot be tapped."

From individuals to large health systems, voice can be a force for change. How will you use yours?

Faith Mitchell

President and CEO
Grantmakers In Health

GIH NEWS

CALL FOR NOMINATIONS: 2014 TERRANCE KEENAN INSTITUTE

GIH seeks exceptional grantmakers to participate in the 2014 Terrance Keenan Institute for Emerging Leaders in Health Philanthropy. The program, to be held October 7-8 in Washington, DC, is an opportunity for foundation leaders to enhance the professional development of their most promising staff. **Nominations are due May 1.** Visit www.gih.org for full details.

GET INVOLVED IN GIH'S 2015 ANNUAL MEETING!

GIH is looking for GIH Funding Partners to serve on the 2015 Annual Meeting Call for Sessions Review Committee. Committee members' feedback is an essential part of developing each annual meeting. The call for sessions will go to the field of health philanthropy in May. Proposal reviews take place over several weeks in July and August. The process is entirely electronic—no meetings or conference calls. If you are interested in participating, contact Kate Treanor at ktreanor@gih.org.

Visit www.gih.org for the latest Issue Focus and Views from the Field articles.

NEW GRANTS & PROGRAMS

- **Aetna Foundation** (Hartford, CT) awarded nearly \$3.5 million in grants through its 2013 **Regional Grants Program**. Among the grantees are: **Accept the Challenge, Inc.** (Phoenix, AZ) for the **Know Your Nutrients Program**, a school-based program that will bring daily exercise to underserved students in the greater Phoenix area; **American Diabetes Association** (Costa Mesa, CA) for **Por tu Familia**, which combines grocery store tours and interactive classes with a “Passport to Health” that contains health information, resources, and program incentives; **City of Norwalk** (CT) for **Fit Kids** to teach elementary students about nutrition and physical activity through interactive lessons delivered in an after-school setting; **Miami-Dade College Foundation** (FL) for **Project ALIVE and ALIVE-mini**, which will serve obese or at-risk adolescent minority youth from economically disadvantaged neighborhoods near the college’s North Campus location, providing mentoring, nutrition education, and fitness programs that will promote health and well-being; **The Fortune Society** (Long Island, NY) for **Fortune’s Fresh Food & Nutrition Program**, which promotes healthier eating habits among low-income residents, most of whom were at one time incarcerated; and **American Heart Association** (Baltimore) for the **Baltimore Community Teaching Gardens Program** to provide hands-on opportunities for adults and children to learn how to plant seeds, nurture growing plants, harvest produce, and ultimately understand the value of good eating habits. For more information, visit www.aetna-foundation.org.
- **Archstone Foundation** (Long Beach, CA) awarded grants totaling approximately \$300,000 to four organizations committed to preparing society to meet the needs of an aging population. **College of the Canyons Foundation** (Santa Clarita, CA) will use a three-year, \$149,215 grant to implement a **Geriatric Nursing Faculty**
- Development Initiative. Camarillo Hospice Corporation** (CA) received \$15,000 for one year to support the **Oxnard Services and Outreach Project for Seniors. National Committee to Preserve Social Security and Medicare Foundation** (Washington, DC) was awarded a one-year grant for \$14,850 for **Know Your Rights Initiative/Los Angeles: Social Security and the LGBT Community**. A two-year grant for \$121,452 to the **University of Southern California, Keck School of Medicine** (Los Angeles) will help the school implement and evaluate the **Cuerpo Sano, Mente Sana (Healthy Body, Health Mind)** project, a group self-management program for Latino primary care patients who have chronic medical illness and depression. Contact: Jolene Fassbinder, 562.590.8655, jfassbinder@archstone.org.
- **Austin-Bailey Health and Wellness Foundation** (Canton, OH) approved grant requests totaling \$180,800 to 14 nonprofit organizations located in the four-county area of Holmes, Stark, Tuscarawas, and Wayne in Ohio. Among the grantees are: **Viola Startzman Free Clinic** (Wooster) – \$25,000 to support a nurse practitioner; **Mental Health and Recovery Services Board of Stark County** (Canton) – \$24,000 to conduct a behavioral health system assessment; **Boys & Girls Club of Massillon** – \$15,000 to support the **TriplePlay** obesity prevention program; **Margaret B. Shipley Child Health Care** (Canton) – \$15,000 to support a pediatric nurse practitioner; **ABCD** (Canton) – \$10,000 for a wheelchair van to transport Medicaid patients; **Pegasus Farm** (Hartville) – \$10,000 to provide equine-assisted therapy through its **Veterans Salute Program**; **Community Hospice of Tuscarawas County** (New Philadelphia) – \$9,800 to provide music therapy to each inpatient room; and **Homeless Continuum of Care** (Canton) – \$7,500 to support a homeless hotline to address homelessness in Stark County. For more information, visit www.fdnweb.org/austinbailey.
- **Blue Cross Blue Shield of Minnesota Foundation** (Eagan) announced intended funding of up to \$300,000 aimed at increasing participation by licensed family child care programs in the **Parent Aware Ratings** program and encouraging parents to use the ratings when choosing early care and education programs for their young children. The program applies a rating scale that measures kindergarten readiness best practices to early care programs. Individual grants of up to \$100,000 each will be awarded to successful applicants; the deadline for proposals is April 28, 2014 at 4:00 p.m. Central Time. For more information, visit www.bcbsmn.foundation.org/our-focus and select “Early Childhood Development.”
- **Blue Shield of California Foundation** (San Francisco) announced a new funding initiative to integrate health care and domestic violence systems in California. As the state’s largest private funder of domestic violence services and prevention, this body of work further extends the foundation’s commitment to ending domestic violence in California. The effort’s initiation is timely given new guidelines from the U.S. Preventive Services Task Force and federal policy changes under the Affordable Care Act, which now covers domestic violence screenings as part of women’s preventive health visits. To support initial cross-sector partnerships, the foundation is working with **Futures Without Violence** through a grant to facilitate a peer-learning network, provide technical assistance to grantees, and evaluate the impact of integrated service delivery models. For a full list of grantee organizations, visit www.blueshieldca.foundation.org and select “News.”
- **DentaQuest Foundation** (Boston, MA) announced the renewal of funding for seven state organizations participating in its **Oral Health Program**. Each organization spent the last year determining the greatest oral health needs in their communities and creating a comprehensive plan to meet those needs. With this new round of funding, the organizations will put their plans into action. The organizations are: **Delaware Department of Health and Social Services** (New Castle), which will launch an oral health literacy campaign; **University of Hawaii** (Manoa), which

will develop a comprehensive school-based prevention and referral network for underserved children; **Illinois Chapter of the American Academy of Pediatrics** (Chicago), which will include oral health in parent education programs to help parents teach their children the importance of good oral health; **Oral Health Kansas** (Topeka), which will emphasize sustainable oral health prevention and care by strengthening and expanding the oral health workforce and advocating for improvement to coverage; **New Hampshire Public Health Association** (Concord), which will finance models for oral health prevention delivered by public health hygienists across the state; **Kentucky Youth Advocates** (Jeffersonton), which will encourage health care providers (medical and dental) to emphasize oral health and prevention by conducting a statewide education and engagement program on the parent's role in children's oral health; and **North Carolina Foundation for Advanced Health Programs** (Cary), which will develop regional integrated care delivery systems and educate consumers through oral health education and outreach. Contact: Sheila Fey, 617.933.5278, sfey@solomonmccown.com.

- **The John A. Hartford Foundation** (New York, NY) approved two grants totaling nearly \$2.3 million. The board approved a \$2 million grant over five years to the **Icahn School of Medicine at Mount Sinai** (New York, NY) to support the sustainability of the **Center to Advance Palliative Care (CAPC)** (New York, NY) and further expand the availability of palliative care services by supporting implementation of CAPC's transformation business plan. CAPC is moving to a largely self-sustaining, revenue-generating model with membership fees that provide a package of palliative care implementation technical assistance and clinical training. CAPC will also develop Web-based training and new products; expand palliative care to community-based clinics, nursing homes, and home care; and engage in policy advocacy to address a range of issues. The board also approved a \$275,000 grant over three years to **Grantmakers In Aging (GIA)** (Arlington, VA) to support outreach efforts to increase GIA's membership and expand the number of foundations investing in aging-related issues. Four foundations will match the foundation's annual operational support of \$75,000, which will allow the organization to expand its core activities, including educational webinars, issue briefs, a funders learning collaborative, and an annual meeting. In addition, GIA will develop an evidence-based communications strategy to counteract misconceptions and reframe public discourse about older adults to encourage broader engagement and support for aging programs and policies. Contact: Francisco Doll, 212.832.7788, francisco.doll@jhartfound.org.
- **Robert Wood Johnson Foundation** (RWJF) (Princeton, NJ) announced of \$1.6 million in funding to the **CDC Foundation** (Atlanta), which will use the funds to launch a project that will use the best available data to inform and advance discussion about how policy and legislation can facilitate making healthier choices. Subject matter experts will work with federal partners to develop 10 to 15 evidence-based reports over the next three years to highlight the state of laws and policies related to specific areas addressed within the U.S. Department of Health and Human Services Healthy People 2020 initiative. The U.S. Office of Disease Prevention and Health Promotion will provide leadership and support for developing the reports; the Centers for Disease Control and Prevention will provide technical guidance on developing specific reports and will collaborate with public health partners and communities to promote knowledge and understanding of the reports. RWJF will provide public health law and policy expertise. Contact: Melissa Blair, 609.627.5937, media@rwjf.org.
- **Kaiser Permanente** (Oakland, CA) has partnered with **Safe Routes to School** (Fairfax, CA), **School-Based Health Alliance** (Washington, DC), and the **Alliance for a Healthier Generation** (Portland, OR) to improve the health and wellness in schools through the **Thriving Schools** program. Thriving Schools is invested in the health of K-12 schools, with the intent to improve healthy eating, physical activity, and school climate by addressing policy, systems, and environmental changes. Further, this national program aims to improve the health of students, staff, and educators by providing resources that facilitate making healthy choices. The initiative advances workforce and health, and student-focused activities, such as improving school lunches and access to physical activity. The aim is to positively shift the health of schools for the future. Specifically, the program seeks to foster a culture of wellness within the school environment. By doing so, schools can serve as positive examples to the community pursuant to healthy lifestyles. For more information, visit www.thriving-schools.kaiserpermanente.org. Contact: Caitlin Cobb, 510.271.5955, caitlin.cobb@kp.org.
- **Obici Healthcare Foundation** (Suffolk, VA) awarded \$1.7 million in grants to 24 nonprofit organizations serving Virginia's western Tidewater region. Among the grantees are: **Suffolk Public Schools** – \$120,000 for the **Strategic Health Action and Wellness Plan** to implement a comprehensive healthy lifestyles plan that focuses on obesity prevention among students; **The Up Center** (Norfolk) – \$117,768 for the **Western Tidewater Training and Behavioral Health Program** to increase the number of low-income individuals and families who can receive counseling sessions; **Senior Services of Southeastern Virginia** (Norfolk) – \$100,000 to support its **Medication and Care Access Resource Program**, which trains benefit counselor volunteers in an expansion of the **MedCare Access** program; **Sentara Obici Hospital** (Suffolk) – \$68,641 to support the **Newborn and Family Screening Referral Program's** efforts to conduct a hospital-based, universal risk screening during pregnancy or at birth that connects new parents with appropriate community resources; **Access Partnership** (Suffolk) – \$46,144 to expand access to dental programs and services in western Tidewater; and **Cover 3 Foundation** (Franklin) – \$25,000 as a planning grant to develop sustainable community farms, while creating a

hands-on learning environment for youth and families through farming and encouraging healthy eating. Contact: Diane Nelms, 757.539.8810, gpitrone@obicihcf.org.

- **Sisters of Charity Foundation of South Carolina** (Columbia) awarded \$160,000 in **Community Enrichment** grants to six local organizations. The foundation awards these grants to organizations with which it has established relationships for the purpose of providing a reasonable level of sustaining and operational support to proven organizations. Among the grantees are: **Camp Discovery** (Blythewood) for **Recreation and Experiential Learning in Nature**, a therapy camp that provides a safe accepting emotional environment to learn, heal, and grow through recreation and experiential learning in a natural setting; **South Carolina Institute of Medicine and Public Health** (Columbia) for the **Health Policy Fellows Program**, which was created to enable policymakers to examine health-related decisions in a systemic context and have a working knowledge of the broader determinants; and **Trinity Housing Corporation** for its **Community Career Project**, an innovative, research-based model for aiding homeless individuals living in transitional housing in acquiring new job skills and establishing a professional network within the community. Contact: Langley Shealy, 803.254.0230, ext. 19, lshealy@sistersofcharitysc.com.
- **Tufts Health Plan Foundation** (Watertown, MA) is accepting letters of inquiry for its **Cycle 2, 2014 Healthy Aging** grants program. The foundation is accepting applications under one of the following three grantmaking categories: **Health & Wellness** programs, which focus on promoting chronic disease self-management and prevention; exercise and nutrition; and mobility, strength, and balance for older adults; **Purposeful Engagement** programs, which help older adults engage in their communities and/or with other generations, as well as find encore careers and volunteer opportunities; and **Empowerment** programs, which provide access to information so that older adults can learn about programs and services

in their communities. The deadline for submission is Friday, May 9, 2014, at 4:00 p.m. Eastern Time. For more information, visit www.tuftshealthplanfoundation.org.

- **UniHealth Foundation** (Los Angeles, CA) awarded 17 grants for approximately \$5.1 million to support organizations in the Greater Los Angeles and Orange County region. Among the grantees are: **Henry Mayo Newhall Memorial Hospital** – \$900,000 over three years to support expansion of its palliative care program and to provide interdisciplinary palliative care training to nurses, physicians, and ancillary staff; **Motion Picture and Television Fund** (Woodland Hills) – \$617,966 over three years to create the **Care Coordination Program**, which provides an effective care coordination infrastructure required for recognition as a Level 3 Patient-Centered Medical Home from the National Committee for Quality Assurance; **Los Angeles Jewish Home for the Aging** – \$500,000 over two years to support the **Value-Based Post-Acute Care Initiative**, an effort to bring hospitals and post-acute providers into a new share on-line marketplace; and **University of California, Los Angeles David Geffen School of Medicine, Department of Neurology** – \$300,000 over 30 months to support the implementation of a dementia/cognitive impairment-tailored **Care Transitions** program for elders with cognitive impairment. For more information, visit www.unihealthfoundation.org, select “Program Areas,” and click on “Grants Made.”

SURVEYS, STUDIES & PUBLICATIONS

- **Blue Cross Blue Shield of Massachusetts Foundation’s** (Boston) **Massachusetts Medicaid Policy Institute** has released an updated edition of *MassHealth: The Basics - Facts, Trends and National Context*, a chart pack, prepared by the Center for Health Law and Economics at the University of Massachusetts Medical

School, which includes summary data on MassHealth enrollment and spending. This edition includes updated MassHealth enrollment as of December 2013 and spending data from state fiscal year 2013. Also included is an updated chart with eligibility rules reflecting implementation of the Medicaid expansion under the Affordable Care Act as of January 2014. Contact: Kate Nordahl, 617.246.6783, katharine.nordahl@bcbsma.com.

- **Foundation for a Healthy Kentucky** (Louisville) released new data from the **Kentucky Health Issues Poll** (KHIP), which reveal the challenges Kentucky adults who are lower income, uninsured, or living in rural areas face in obtaining dental care. KHIP findings indicate that nearly half (48 percent) of Kentucky’s adults with incomes at or below 138 percent of the federal poverty level (FPL) reported seeing a dentist in the past year, compared to 8 in 10 (81 percent) of those with incomes above 200 percent FPL. Further, just over half (51 percent) of adults who live in Appalachia visited a dentist in the past year compared to 7 in 10 (71 percent) of adults living outside Appalachia. In addition, 70 percent of those who said they had insurance reported a dental visit within the past year. Only 4 in 10 (43 percent) respondents who said they were not insured went to the dentist. For more information, visit www.healthy-ky.org. Contact: Doug Hogan, 502.326.2583, dhogan@healthy-ky.org.
- **Healthcare Georgia Foundation** (Atlanta, GA) released *Election Guide 2014: Georgia’s Candidates for United States Senate Address Our States Most Critical Health Challenges*. The guide was conceived as a nonpartisan effort to inform Georgia voters about the state’s most pressing health challenges and each candidate’s vision for better health and health care statewide. In the context of the ever-changing roles and responsibilities of government, communities, and residents, Georgia’s candidates for U. S. Senate were invited to share their views on access, cost, and quality of health care, as well as how Georgia can change the trajectory of health and health care.

The candidates' positions, opinions, and policy perspectives were prepared and presented in the guide, precisely as they submitted them. With the release of the guide, the foundation believes Georgia voters will be much better informed about the state's most pressing health challenges and how candidates will define the responsibility of government, communities, and residents. The publication is available at www.healthcaregeorgia.org. Contact: Toni Almasy, 404.688.9005, toni@getavatar.com.

PEOPLE

- **The California Endowment** (Los Angeles) announced that Senior Vice President of Healthy Communities **Anthony Iton, M.D.** is the recipient of the 2013 **Beverlee Myers Award for Excellence** by the California Department of Public Health. The annual award was established in 1993 to honor individuals who exemplify dedication and accomplishment in improving the health of Californians. Dr. Iton's primary interest is the health of disadvantaged populations and the contributions of race, class, wealth, education, geography, and employment to health status. He has asserted that in every public health area of endeavor – immunizations, chronic disease, HIV/AIDS, sexually transmitted diseases, obesity, disaster preparedness – public health practitioners must recognize that they are confronted with the enduring consequences of structural poverty, institutional racism, and other forms of systemic injustice. He further asserts that the only sustainable approach to eliminating health inequities is through the design of intensive, multisectoral, place-based interventions that are specifically designed to identify existing assets and build social, political, and economic power among a critical mass of community residents in historically under-resourced communities. Contact: Jeff Okey, 213.928.8622, jokey@calendow.org.
- **The Commonwealth Fund** (New York, NY) announced that **John Craig, Jr.**, executive vice president and COO, and **Cathy Schoen**, senior vice president

for policy, research, and evaluation, will retire from the fund in 2014. Mr. Craig joined the funding 1981, serving as vice president and treasurer until assuming his current position in 1992. One of his many significant contributions is establishing a system for ongoing appraisal of institutional performance that has served as a guidepost for the foundation world. Prior to joining the fund, Mr. Craig held a variety of positions, including serving as a foreign service reserve officer in Vietnam, an economic advisor to the planning and finance ministries of several Asian and African countries while associated with the U.S. Agency for International Development and the Department of Commerce, and directing the Health Policy Research Group at Georgetown University School of Medicine. Ms. Schoen has been a member of the fund's executive management team since 2005, and served as research director of the fund's **Commission on a High Performance Health System**. She launched the fund's "**National Scorecard**" initiative, as well as the state, local, and low-income scorecards that profile and compare performance across the United States. Before joining the fund in 1995, Ms. Schoen taught health economics at the University of Massachusetts School of Public Health and served as staff for President Carter's national health insurance task force. Contact: Mary Mahon at 212.606.3853, mm@cmwf.org.

- **Consumer Health Foundation** (Washington, DC) elected **Jacquelyn L. Lendsey** as the foundation's new board chair. Ms. Lendsey was previously treasurer and chair of the Finance Committee and a member of the Futures Task Force, which led the foundation's strategic planning process. For seven years, Ms. Lendsey served as vice president of corporate and community development for the Greater Southeast Healthcare System, a network of hospitals, nursing homes, and physicians providing health and related services to more than 600,000 residents in Washington, DC, and southern Maryland. Ms. Lendsey also served on the boards of Planned Parenthood Federation of America, the National Human Services Assembly, the National

Collaboration on Youth, and the Center for Women's Policy Studies. Ms. Lendsey succeeds **Christopher J. King** who served as board chair from 2011 to 2013. Contact: Kendra Allen, 202.939.3390, kallen@consumerhealthfdn.org

- **Conrad N. Hilton Foundation** (Los Angeles, CA) President and CEO **Steven M. Hilton** announced his plans to retire in 2015, after serving the foundation for 30 years. Mr. Hilton was named president in 1998, CEO in 2005, and chairman of the board of directors in 2012. He oversees the foundation's worldwide humanitarian work. He previously served on the governing board of the **Conrad N. Hilton Fund for Sisters** (Agoura Hills, CA), and the boards of the **BEST Foundation** (Los Angeles, CA), Southern California Grantmakers, St. Joseph Center, and several other organizations. Prior to joining the foundation, Mr. Hilton worked in hotel management with Hilton Hotels Corporation in Alabama, Georgia, and California. Contact: Dan Cohen, 510.465.8294.
- **Maine Health Access Foundation** (MeHAF) (Augusta) announced the election of three new members to its board of trustees and six new community advisory committee members. Trustees and committee members are elected to three-year terms. The new trustees are: **John Benoit**, president of Employee Benefits Solutions, Holden Agency; **Deborah Deatrick, M.P.H.**, senior vice president for community health at MaineHealth; and **Catherine Ryder, L.C.P.C., A.C.S.**, executive director of Tri-County Mental Health Services. New community advisory committee members are: **Lisa Belanger, A.P.R.N.**, director of health and counseling services, University of South Maine; **Robert Davis**, business development officer, Mechanics Savings Bank; **Ann Gahagan, R.N., M.S.N., F.N.P.C.**, Pines Health Services; **Holly Gartmayer-DeYoung**, CEO, Eastport Health Care, Inc.; **Meg Haskell**, communications specialist, The Jackson Laboratory; and **Marjorie Withers, L.C.P.C.**, director, Community Caring Collaborative. Contact: Alyson Cummings, 207.620.8266, ext. 108, acummings@mehaf.org.

- **The San Francisco Foundation** (CA) hired Oakland City Administrator **Fred Blackwell** as its new CEO. Mr. Blackwell joined the City of Oakland in 2011 as assistant city manager and was recently appointed to the position of administrator. Previously he worked as executive director of the San Francisco Redevelopment Agency. Prior experience includes working as director of the Mayor's Office of Community Development and director for **The Annie E. Casey Foundation's Making Connections Initiative** in Oakland, a multiyear, multimillion-dollar neighborhood revitalization project aimed at improving outcomes for children and families. He also worked as a fellow for The San Francisco Foundation. Mr. Blackwell has served on several boards, including California Redevelopment Association, LeaderSpring, Leadership Excellence, and Urban Habitat. Contact: Jane Sullivan, 415.733.8588, jsullivan@sff.org.
- **United Hospital Fund** (New York, NY) named **Andrea Cohen** as its new

senior vice president for program. An attorney with extensive legal and policy experience in the health care world, Ms. Cohen comes to the fund from the Office of the New York City Mayor where, as director of health services since 2009, she was the lead health policy advisor to the mayor and deputy mayor for Health and Human Services. She was also the liaison from the mayor's office to the city's public hospital system, as well as to the Department of Health and Mental Hygiene. Before joining the Office of the Mayor, Ms. Cohen served as counsel at Manatt, Phelps & Phillips, LLP, advising health care clients on legal and policy issues relating to public health insurance programs. Earlier experience included positions with the Medicare Rights Center, the U.S. Senate's Committee on Finance, and the U.S. Department of Justice. Ms. Cohen succeeds **David Gould**, who had headed the fund's Program division since 1985. Mr. Gould will remain at the fund, serving as senior advisor. Contact: Bob de Luna, 212.494.0733, rdeluna@uhfnyc.org.

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