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Return of Private Foundation or Section 4947(a)(1) Nonexempt Charitable Trust Treated as a Private Foundation

OMB No 1545-0052

		venue Service N	ote. The foundation may	be able to use a copy of	this	return to sati	sty state repo	rtıng requ	irements.	20	
Force	ller	idar year 2011 or tax year	beginning MAF	R 4, 2011		, and e	nding	DEC	31, 2011		
G <i>P</i>	\R	foundation Y AND MARY W	EST HEALTH	POLICY CEN	ГE	R,			oyer identification		
I								27	<u>-5388874</u>	!	
		nd street (or PO box number if 9 K STREET N		· ·			Room/suite		none number 04) 853-	8083	
City or town, state, and ZIP code WASHINGTON, DC 20006			C if exem	ption application is p	ending, check here						
G Ch	eck	all that apply:	Initial return	Initial return of	a fo	ormer public c	harity	D 1. For	eign organizations	s, check here	
			Final return Address change	Amended retur	'n			Fore	eign organizations me ck here and attach co	eeting the 85% test,	▶ []
H Ch	eck		X Section 501(c)(3) e					1			.d
		ction 4947(a)(1) nonexem		Other taxable private for		ation			ate foundation sta section 507(b)(1		" ▶ □□
I Fair	ma	irket value of all assets at e	end of year J Account	ing method: Cas	sh	X Accr	ual	1	foundation is in a		ation
		Part II, col (c), line 16)		ther (specify)					section 507(b)(1)		
<u>▶</u> \$,429 . (Part I, colu	ımn (d) must be on ca	sh i	basis)					
Par	<u>t I</u>	Analysis of Revenue and (The total of amounts in colur necessarily equal the amount	nns (b), (c), and (d) may not	(a) Revenue and expenses per books	S	(b) Net in	vestment ome	(c)	Adjusted net income	(d) Disburse for charitable p (cash basis	urposes
	1	Contributions, gifts, grant	s, etc., received	6,500,000							
	2	Check If the foundation Interest on savings and tempo cash investments	n is not required to attach Sch. B orary	<u> </u>					· · · · · · · · · · · · · · · · · · ·		
	4	Dividends and interest fro	m securities								
	5a	Gross rents									
	þ	Net rental income or (loss)									
9	6a	Net gain or (loss) from sale of a Gross sales price for all	assets not on line 10			KEU	FIVE				
Revenue	_ D	assets on line 6a	2				^	<u> </u>			
æ	7 8	Capital gain net income (from F Net short-term capital gair			782	l NOV	2 1 2013	S	0.		
	9	Income modifications	ı ı					- 18E	<u> </u>		
<u>.</u>	10a	Gross sales less returns			Н	OGD	EN II	T			
5	b	Less Cost of goods sold				000	<u> </u>				
ا ہ	C	Gross profit or (loss)									
	11	Other income									
	12	Total. Add lines 1 through		6,500,000			0.	<u> </u>	0.		
z	13	Other employee colores		364,514	1		0.		0.	105	<u>0.</u> ,898.
つ !.	14 15	Other employee salaries at Pension plans, employee	-	29,937			0.	ŀ	0.		, 467.
ايرلا		Legal fees	STMT 1	151,348	1		0.		0.		,900.
		Accounting fees			Ť	 		-			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
⋘∥		Other professional fees	STMT 2	73,000	٦.		0.		0.	73	,000.
<u>ĭ</u> 2§[`	17	Interest									
tat	18	Taxes									
inis	19	Depreciation and depletion	n		_			ļ <u> </u>		<u> </u>	
튕	20	Occupancy		25 16	\dashv					10	400
Q P		Travel, conferences, and r	neetings	25,163 240		· - · · · · · · · · · · · · · · · · · ·	0.			19	,460. 240.
gar	22 23	Printing and publications Other expenses	STMT 3	12,592			0.		0.	183	$\frac{240.}{719.}$
.⊑.		Total operating and admi		12,352				<u> </u>		103	, , 1, , •
ğ,		expenses. Add lines 13 th		656,794	ا. ڀ		0.		0.	611	,684.
οj,	25	Contributions, gifts, grants	-	1	١.			· · · ·			0.
		Total expenses and disbu									
\perp		Add lines 24 and 25		656,794	1.		0.		0.	611	,684.
:	27	Subtract line 26 from line	12:	- 0.10 0.1	_						
		Excess of revenue over expens		5,843,206	٠-						
		Net investment income (if					0.		0.	<u> </u>	
123501		Adjusted net income (if ne	egative, enter -0-)	instructions				l		Form 990-P	F (2011)

Form 990-PF (2011) INC. 27-5388874				5388874 Page 2	
ſĒ	art	Balance Sheets Attached schedules and amounts in the description	Beginning of year	End of	
	arı	column should be for end-of-year amounts only	(a) Book Value	(b) Book Value	(c) Fair Market Value
	1	Cash - non-interest-bearing		871.	871.
	2	Savings and temporary cash investments			
	3	Accounts receivable			
		Less: allowance for doubtful accounts ▶			
	4	Pledges receivable ► 5,684,749.			
		Less: allowance for doubtful accounts ▶		5,684,749.	5,684,749.
	5	Grants receivable			· · · · · · · · · · · · · · · · · · ·
	6	Receivables due from officers, directors, trustees, and other			
		disqualified persons			
	7	Other notes and loans receivable			
		Less: allowance for doubtful accounts	İ	Ì	
ţ	8	Inventories for sale or use			
Assets	9	Prepaid expenses and deferred charges		203,443.	203,443.
¥	108	Investments - U.S. and state government obligations			
	t	Investments - corporate stock			·
	(Investments - corporate bonds			
	11	Investments - land, buildings, and equipment basis			 ·
	1	Less accumulated depreciation			
	12	Investments - mortgage loans			
	13	Investments - other			
	14	Land, buildings, and equipment basis ► 41,137.			
		Less accumulated depreciation	0.	41,137	41.137.
	15	Other assets (describe ► STATEMENT 4)	0.	41,137.	41,137. 149,229.
	16	Total assets (to be completed by all filers)	0.	6,079,429.	6,079,429.
	17	- · · · · · · · · · · · · · · · · ·		236,223.	
	18	Grants payable			
Ś	19	Deferred revenue			
Liabilities	20	Loans from officers, directors, trustees, and other disqualified persons			
abi	21	Mortgages and other notes payable	****		
Ξ	22	Other liabilities (describe)			
		· · · · · · · · · · · · · · · · · · ·			
	23	Total liabilities (add lines 17 through 22)	0.	236,223.	
		Foundations that follow SFAS 117, check here	- · · · · · · · · · · · · · · · · · · ·	•	
		and complete lines 24 through 26 and lines 30 and 31.			
Ses	24	Unrestricted			
ä	25	Temporarily restricted			
Fund Balance	26	Permanently restricted			
밑		Foundations that do not follow SFAS 117, check here			
		and complete lines 27 through 31.			
Net Assets or	27	Capital stock, trust principal, or current funds	0.	0.	
set	28	Paid-in or capital surplus, or land, bldg., and equipment fund	0.	0.	
As	29	Retained earnings, accumulated income, endowment, or other funds	0.	5,843,206.	
é	30	Total net assets or fund balances	0.	5,843,206.	
_					
	31	Total liabilities and net assets/fund balances	0.	6,079,429.	
		Analysis of Changes in Net Assets or Fund Ba	····	· · · · · · · · · · · · · · · · · · ·	
L	art	III Analysis of Changes in Net Assets of Fund Ba	iances		
1	Tota	net assets or fund balances at beginning of year - Part II, column (a), line 30)		
	(mu:	st agree with end-of-year figure reported on prior year's return)		1	0.
2	Ente	r amount from Part I, line 27a		2	5,843,206.
3	Othe	r increases not included in line 2 (itemize)		3	0.
4	Add	lines 1, 2, and 3		4	5,843,206.
5	Decr	eases not included in line 2 (itemize)	<u>-</u>	5	0.
6	Tota	net assets or fund balances at end of year (line 4 minus line 5) - Part II, colu	ımn (b), line 30	6	5,843,206.

Form 990-PF (2011)

INC.

27-5388874 Page 3

Part IV Capital Gains	and L	osses for Tax on Ir	vestmer	t Income			-	· · · · · · · · · · · · · · · · · · ·	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
		and(s) of property sold (e.g			(b)	How are	cquired hase	(c) Date acquired (mo., day, yr.)	d (d) Date solo (mo., day, yr
2-story brick warehouse; or common stock, 200 shs. MLC Co.)			0	- Don	ation	(110., day, yi.)	(IIIO., day, yi		
b NC	NE				\vdash				
C IVC	INE				┼				
					\vdash				
e				 	 				
(e) Gross sales price	(f)	Depreciation allowed		st or other basis	<u>. </u>		<u>l</u>	(h) Gain or (l	
		(or allowable)	plus	expense of sale				(e) plus (f) min	us (g)
<u>a</u>							····		
b c	-								
d									
e									
Complete only for assets show	ng gain in	column (h) and owned by	the foundatio	n on 12/31/69				I) Gains (Col. (h) g	ain minus
	1	(j) Adjusted basis		xcess of col. (1)				l. (k), but not less	than -0-) or
(i) F.M.V. as of 12/31/69		as of 12/31/69		r col. (¡), if any				Losses (from co	ol. (h))
a									
b									
С	ļ								
d									
e									
2 Capital gain net income or (net c	anıtal locc) $\begin{cases} \text{If gain, also enter} \\ \text{If (loss), enter -0-} \end{cases}$	in Part I, line	. 7	•	2			
, ,	•	•		e /	7				
3 Net short-term capital gain or (lo If gain, also enter in Part I, line 8,			d (6):		٦				
If (loss), enter -0- in Part I, line 8	Columni	C).				3			
	Inder S	Section 4940(e) for	Reduce	Tax on Net	Inv	estn	ent Inc	come	·
For optional use by domestic privat									N/A
						,			,
If section 4940(d)(2) applies, leave t	his part b	lank.							
Was the foundation liable for the sec	tion 4942	tax on the distributable am	ount of any y	ear in the base per	od?				Yes
f "Yes," the foundation does not qua									
1 Enter the appropriate amount in	each colu		actions before	e making any entri	es.				
(a) Base period years Calendar year (or tax year beginni	ng in)	(b) Adjusted qualifying dist	tributions	Net value of no	(c) nchai		use assets	Dis (col. (b)	(d) tribution ratio divided by col. (c))
2010									
2009									
2008				-					
2007									
2006									
									-
2 Total of line 1, column (d)								2	
3 Average distribution ratio for the			on line 2 by 5	or by the number	of ye	ars			
the foundation has been in existe	nce if less	than 5 years						3	
Enter the net value of noncharital	אר שטוו-פור	sets for 2011 from Part V	ine 5					4	
. Emor the not value of hollehalitat	no use as	ood to: 2011 HUIII Fall A, 1							
Multiply line 4 by line 3								5	
Enter 1% of net investment incor	ne (1% of	Part I, line 27b)						6	
Add lines 5 and 6								7	
B Enter qualifying distributions from	n Part XII	. line 4						8	
If line 8 is equal to or greater than See the Part VI instructions.			1b, and com	olete that part using	g a 19	% tax r	ate.	<u></u>	
123521 12-02-11		- · · · · · · · · · · · · · · · · · · ·							Form 990-PF (2

Form 990-PF (2011) INC.			5388			Page 4
Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 49	40(e), or 4	1948	- see ii	ıstru	ctio	ns)
1a Exempt operating foundations described in section 4940(d)(2), check here and enter "N/A" on line 1.)					
Date of ruling or determination letter: (attach copy of letter if necessary-see instruction	ıs)					
b Domestic foundations that meet the section 4940(e) requirements in Part V, check here 🕨 📖 and enter 1%	•	1	L			<u> </u>
of Part I, line 27b						
c All other domestic foundations enter 2% of line 27b. Exempt foreign organizations enter 4% of Part I, line 12, col. ((b). J					
2 Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		2				0.
3 Add lines 1 and 2		3				0.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		4				0.
5 Tax based on investment income. Subtract line 4 from line 3. If zero or less, enter -0-		5				0.
6 Credits/Payments:						
a 2011 estimated tax payments and 2010 overpayment credited to 2011 6a						
b Exempt foreign organizations - tax withheld at source 6b	- :	1				
c Tax paid with application for extension of time to file (Form 8868)		1				
d Backup withholding erroneously withheld 6d		1				
7 Total credits and payments. Add lines 6a through 6d		7				0.
8 Enter any penalty for underpayment of estimated tax. Check here if Form 2220 is attached		8				
9 Tax due. If the total of lines 5 and 8 is more than line 7, enter amount owed	•	9				0.
10 Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid		10	-		-	
	Refunded	11	 			
Part VII-A Statements Regarding Activities	norumoca P	1	L			
1a During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participa	te or intervene	e in			Yes	No
any political campaign?	to or intervent	· ""	ŀ	1a		X
b Did it spend more than \$100 during the year (either directly or indirectly) for political purposes (see instructions fo	r definition\2			1b		X
If the answer is "Yes" to 1a or 1b, attach a detailed description of the activities and copies of any mate		ad ar				
· - · · · · · · · · · · · · · · · · · ·	nais publish	eu oi				
distributed by the foundation in connection with the activities.				10		х
c Did the foundation file Form 1120-POL for this year?			-	1c		
d Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year:	0.					
(1) On the foundation. ► \$ 0 • (2) On foundation managers. ► \$		_				
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on for	unuation					
managers. > \$ 0.						х
2 Has the foundation engaged in any activities that have not previously been reported to the IRS?				2		
If "Yes," attach a detailed description of the activities						
3 Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of it	icorporation,	or				v
bylaws, or other similar instruments? If "Yes," attach a conformed copy of the changes				3		X
4a Did the foundation have unrelated business gross income of \$1,000 or more during the year?		3.1	. / 3	4a		
b If "Yes," has it filed a tax return on Form 990-T for this year?		1/	I/A	4b		₹
Was there a liquidation, termination, dissolution, or substantial contraction during the year?			-	5		X
If "Yes," attach the statement required by General Instruction T.						
6 Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either.						
By language in the governing instrument, or						
 By state legislation that effectively amends the governing instrument so that no mandatory directions that conflic 	t with the stat	e law				
remain in the governing instrument?			}	6	X	
7 Did the foundation have at least \$5,000 in assets at any time during the year?				7	X	
If "Yes," complete Part II, col. (c), and Part XV						
8a Enter the states to which the foundation reports or with which it is registered (see instructions)						
DC, DE						
b If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or des	ignate)					
of each state as required by General Instruction G? If "No," attach explanation			ļ	8b	X	
9 Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 494	2(j)(5) for cal	endar				
year 2011 or the taxable year beginning in 2011 (see instructions for Part XIV)? If "Yes," complete Part XIV	_		_	9	X	
10 Did any persons become substantial contributors during the tax year? If "Yes," attach a schedule listing their names and a	ddresses C	TMT		10	Х	
			Forn	1 990	-PF(2011)

Part VIII-A Statements Regarding Activities (continued)	Form	990-PF (2011) INC. 27-538	8874	ļ	Page 5
section 57(0)(13)? If 17%, attach schedule (see instructions) 10 Old the loundation make a distribution to a dorino advised fund over which the foundation or a disqualified person had advisory privileges? 11 Vest, attach statement (see instructions) 13 Old the foundation comply with the public inspection requirements for its annual returns and exemption application? 14 The books are in care of CINA OSTER Totalphore in a. (858) 5.55-7000 15 Section 4947(s)(1) nonexempt charitable trusts filing from 990-FF in lieu of form 1441-Check here and earlier the annual interest received or accreded during the grant and earlier the annual interest received in a corrected during the grant and earlier the annual interest received in a corrected during the grant and earlier the annual retrieval received in the section of the authority over a bank, securities, or other financial account in a foreign country? 15 NA 16 At any time during calendary year (2011, do the foundation have an interest in or a signature or other authority over a bank, securities, or other financial accountry? 16 Ne of the instructions for exceptions and filing requirements for form 0.5 9-02.2.1. If Yes, enter the name of the foreign country. 17 Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required 18 Design the sale or exchange, or lessing of property with a dequalified person? 19 Forms who post, services, or facilities to (or accept them from) a dequalified person? 19 Forms byods, services, or facilities to (or accept them from) a dequalified person? 10 Forms byods, services, or facilities to (or accept them from) a dequalified person? 10 Forms byods, services, or facilities to (or accept them from) a dequalified person? 10 Forms byods, services, or facilities to or accept them from) a dequalified person? 11 Forms or property of a government proof (or make any of their available for the benefit or use of a dequalified person? 12 Forms by only money or property with a described person? 13 Forms by only mone	Pa	irt VII-A Statements Regarding Activities (continued)			
12 but the foundation make a distribution to a donor advised fund over which the foundation or a disqualided person had advisory privilegies? 11 'Nes, 'attach statement (see nicritochos) 12	11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of			
If Yes, a fauch statement (see instructions) If Did the foundation comply with the public dispection requirements for its annual returns and exemption application? Website address ▶ N/A If The books are in care of ▶ GINA OSTER Located at ▶ 10350 NORTH TORREY PINES ROAD, La JOLLa, CA ZIP+4 ▶ 92037 Is Section 4947(a)(1) increasempt charable trusts filing form 990-PF in lieu of Form 1041- Check here and either the monutor of tace-beneph interest received or accrued during the year 16 At any time during calendary year 2011, doll the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account an a foreign country? See the instructions for exceptions and filing requirements for Form 10 F 90-22.1. If Yes, enter the name of the foreign country Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required File Form 4720 if any Item is checked in the "Yes" column, unless an exception applies. 1a During the year of the foundation (either directly or indirectly): (1) Engage in the sale or exchange, or lessing of property with a disqualified person? (2) Borrow money from, lend money to, or otherwise extend dred to for accept at from) a disqualified person? (3) Furnesh poods, services, or facilities to (or accept them from) a disqualified person? (3) Furnesh poods, services, or facilities to (or accept them from) a disqualified person? (3) Furnesh poods, services, or facilities to (or accept them from) a disqualified person? (3) Furnesh poods, services, or facilities to (or accept them from) a disqualified person? (3) Furnesh poods, services, or facilities to (or accept them from) a disqualified person? (4) Pay compensation to, or pay or rembruse the expenses of, a disqualified person? (5) Transfer any income or assets to a disqualified person (or make any of either available) of the post of the contract of the post of the		section 512(b)(13)? If "Yes," attach schedule (see instructions)	11		X
13 Dut the foundation comply with the public inspection requirements for its annual returns and exemption application? 13 X	12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges?			
Website address ► N/A		If "Yes," attach statement (see instructions)	12		X
Telephone no. (858) 535-7000	13		13	X	
tocated at ▶ 10350 NORTH TORREY PINES ROAD, LA JOLLA, CA ZIP+4 ▶ 92037 Section 4947(a)(1) nonexempt charable trusts filing Form 930-PF in leu of Form 1041 - Check here and enter the amount of tax-exempt interest received or accrued during the year 16 At any time during calendary year 2011, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial caccium in a foreign country? See the instructions for exceptions and filing requirements for Form TD F 90-22.1. If Yes, enter the name of the foreign country. Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required File Form 4720 if any Item is checked in the "Yes" column, unless an exception applies. 18 Jump the year did the foundation (either directly or indirectly); (1) Engage in the sale or exchange, or leasing of property with a disqualified person? (2) Borrow money from, leid money to, or otherwise extend credit to (or accept it form) a disqualified person? (3) Furnish goods, seviries, or facilities to (or accept them from) a disqualified person? (3) Furnish goods, seviries, or facilities to (or accept them from) a disqualified person? (3) Furnish goods, seviries, or facilities to (or accept them from) a disqualified person? (4) Pay compensation to, or pay or remburse the expenses of, a disqualified person? (5) Transfer any money or property to a government official? (Exception, Check No. if the foundation agreed to make a grant to or to employ the edition of a period after termination of government service, if terminating within 90 days.)					
15 Section 4947(a)(1) nonexempt charatable trusts fling Form 998-PF in leu of Form 1041 - Check here and enter the amount of tax-exempt interest received or accrued during the year 16 At any time during calendar year 2011, did the foundation have an interest in or a signature or other authority over a bank, securities, or other instancial account in a foreign country? See the instructions for exceptions and filian requirements for Form 10 F 90-22.1. If Yes, enter the name of the foreign country. Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required File Form 4720 if any item is checked in the "Yes" column, unless an exception applies. 1a During the year did the foundation (either detectly or indirectly): (1) Engage in the sale or exchange, or leasing of looperty with a disqualified person? (2) Borrow money from, lend money to, or otherwise extend credit to (or accept lift form) a disqualified person? (3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? (4) Pay compensation to, or por remitures the expenses of, a disqualified person? (5) Transfer any income or assets to a disqualified person (or make any of either available to the benefit or use of a disqualified person)? (6) Agree to pay money or property to a government official? (Exception, Check 'No' if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, it ferminating within 90 days. b If any answer is 'Yes' to 14(1)-(5), did any of the acts lail to oqualify under the exceptions described in Regulations section 53 441(6)-30 or an acurrent notice regarding disaster assistance check here c Did the foundation engage in a pinor year in any of the acts feets ribe and the provisions of section 4942(3) and 4	14	The books are in care of ► GINA OSTER Telephone no. ► (858)			00
And enter the amount of bax-exempt interest received or accrued during the year 6 At any time during calendar year 2011, did the foundation have an interest in or a signature or other authority over a bank, so their financial account in a foreign country? See the instructions for exceptions and filing requirements for Form TD F 90-22.1, if Yes," enter the name of the foreign country. Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required File Form 4720 if any item is checked in the "Yes" column, unless an exception applies. 1a During the year did the foundation (either directly or indirectly): (1) Engage in the sale or exchange, or leasing of property with a disqualified person? (2) Borrow money from, lied money to, or otherwise extend credit to (or accept them) a disqualified person? (3) Furnish poods, services, or facilities to (or accept them from) a disqualified person? (4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? (5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person (or make any of either available for the person of the sequence of the property to a povernment official? (Exception, Check 'No' if the foundation argead to make a grant to or the employ the fortical for a period after termination of povernment service, it terminating within 90 days.) b If any answer is "Yes" to Ta(1)-(6), did any of the acts latify oughly under the exceptions described in Regulations section 53.4941(fy)-3 or in a current notice regarding disaster assistance (see instructions)? Organizations relying on a current notice regarding disaster assistance (see instructions)? Organizations relying on a current notice regarding disaster assistance (see instructions)? Organizations relying on a current notice regarding disaster assistance (see instructions)? Organizations relying on a current notice regarding disaster assistance (see instructions)? The policy of the face			2037	1	
16 At any time during calendar year 2011, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country	15			. , . ▶	•
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2 Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)): a At the end of tax year 2011, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2011? If "Yes," list the years \	C	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected			
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a At the end of tax year 2011, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2011? If 'Yes,' list the years \	2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation			
before 2011? If "Yes," list the years \		defined in section 4942(j)(3) or 4942(j)(5)):			
b Are there any years listed in 2a for which the foundation is not applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to all years listed, answer "No" and attach statement - see instructions.) c if the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here.	а				
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statement - see instructions.) c if the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here.	b				
c if the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here.					
Ja Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? Lyes X No b If "Yes," did it have excess business holdings in 2011 as a result of (1) any purchase by the foundation or disqualified persons after May 26, 1969; (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2011.) N/A 4a Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes? b Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2011? 4b X		·	2b		
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during the year? Description of the year of the sexess business holdings in 2011 as a result of (1) any purchase by the foundation or disqualified persons after May 26, 1969; (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2011.) As Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes? As Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2011? Ab X	•	2 db (- da - da - da - da - da - da - da -			
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had not been removed from jeopardy before the first day of the tax year beginning in 2011?			1	$\vdash \vdash$	
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FORM 990-PF (2011) INC.			27-53888	74	Page 6
Part VII-B Statements Regarding Activities for Which	Form 4720 May Be	Required (contil	nued)		
5a During the year did the foundation pay or incur any amount to:					
(1) Carry on propaganda, or otherwise attempt to influence legislation (section	on 4945(e))?	Y	es 🗶 No		ļ
(2) Influence the outcome of any specific public election (see section 4955);	or to carry on, directly or indir	ectly,			
any voter registration drive?		Y	es X No		
(3) Provide a grant to an individual for travel, study, or other similar purpose	s?	Y	es X No		
(4) Provide a grant to an organization other than a charitable, etc., organization	on described in section				
509(a)(1), (2), or (3), or section 4940(d)(2)?		Y	es X No	ľ	
(5) Provide for any purpose other than religious, charitable, scientific, literary	, or educational purposes, or				
the prevention of cruelty to children or animals?	,		es X No	l	
b If any answer is "Yes" to 5a(1)-(5), did any of the transactions fail to qualify ur	ider the excentions described			l	
section 53.4945 or in a current notice regarding disaster assistance (see instr		in ricgulations	N/A	5b	
Organizations relying on a current notice regarding disaster assistance check	•			30	
c If the answer is "Yes" to question 5a(4), does the foundation claim exemption				1	
				- }	
expenditure responsibility for the grant?		1/A Y	es L No		
If "Yes," attach the statement required by Regulations section 53.494					
6a Did the foundation, during the year, receive any funds, directly or indirectly, to	pay premiums on				1
a personal benefit contract?		Y	es X No		
b Did the foundation, during the year, pay premiums, directly or indirectly, on a	personal benefit contract?	-		6b	X
If "Yes" to 6b, file Form 8870					
7a At any time during the tax year, was the foundation a party to a prohibited tax	shelter transaction?	Y	es X No		
b If "Yes," did the foundation receive any proceeds or have any net income attrib	utable to the transaction?		N/A	7b	
Part VIII Information About Officers, Directors, Trust	tees, Foundation Ma	nagers, Highl	У	•	
Paid Employees, and Contractors					
1 List all officers, directors, trustees, foundation managers and their	compensation.				
A Maria at Life	(b) Title, and average	(c) Compensation	(d) Contributions to employee benefit plans and deferred	(e)	Expense unt, other
(a) Name and address	hours per week devoted to position	(If not paid, enter -0-)	and deferred compensation	accou allo	unt, other wances
		,	compensation		
			!		
SEE STATEMENT 6	1	0.	0.		0.
		-	0.		
	1				
	4				
	4				
			, <u> </u>		
]				
2 Compensation of five highest-paid employees (other than those in	cluded on line 1). If none,	enter "NONE."			
(a) Name and address of each employee paid more than \$50,000	(b) Title, and average hours per week	4.) Composition	(d) Contributions to employee benefit plans and deferred	(e) E	xpense int, other
	devoted to position	(c) Compensation	and deferred compensation	allo	wances
KAREN MCDERMOTT	SR. POLICY DI	RECTOR			
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]				
Total number of other employees paid over \$50,000					0

Form **990-PF** (2011)

All other program-related investments. See instructions.

Total. Add lines 1 through 3

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Page 8

P	art X Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations	ndations, s	ee instructions.)
1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:		
а	Average monthly fair market value of securities	1a	0.
b	Average of monthly cash balances	1b	<u>0.</u> 29,413.
C	Fair market value of all other assets	1c	
d	Total (add lines 1a, b, and c)	1d	29,413.
е	Reduction claimed for blockage or other factors reported on lines 1a and		
	1c (attach detailed explanation) 1e 0 •		
2	Acquisition indebtedness applicable to line 1 assets	2	0.
3	Subtract line 2 from line 1d	3	29,413.
4	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions)	4	441.
5	Net value of noncharitable-use assets. Subtract line 4 from line 3. Enter here and on Part V, line 4	5	28,972.
6	Minimum investment return. Enter 5% of line 5 ADJUSTED FOR SHORT TAX PERIOD	6	1,203.
P	Distributable Amount (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations are foreign organizations check here X and do not complete this part.)	id certain	
1	Minimum investment return from Part X, line 6	1	
2a	Tax on investment income for 2011 from Part VI, line 5		
b	Income tax for 2011. (This does not include the tax from Part VI.)) :	
C	Add lines 2a and 2b	2c	
3	Distributable amount before adjustments. Subtract line 2c from line 1	3	
4	Recoveries of amounts treated as qualifying distributions	4	
5	Add lines 3 and 4	5	
6	Deduction from distributable amount (see instructions)	6	
7_	Distributable amount as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1	7	
P	art XII Qualifying Distributions (see instructions)		_
1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:	I I	
а	Expenses, contributions, gifts, etc total from Part I, column (d), line 26	1a	611,684.
	Program-related investments - total from Part IX-B	1b	0.
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	41,137.
3	Amounts set aside for specific charitable projects that satisfy the:		
а		3a	
b	Cash distribution test (attach the required schedule)	3b	
4	Qualifying distributions. Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	4	652,821.
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment		<u> </u>
	income. Enter 1% of Part I, line 27b	5	0.
6	Adjusted qualifying distributions. Subtract line 5 from line 4	6	652,821.
	Note. The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation of 4940(e) reduction of tax in those years.	qualifies for t	

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(a) (b) (c) (d) Corpus Years prior to 2010 2010 2011 1 Distributable amount for 2011 from Part XI, Ine 7 2 Lineas mount for 2010 only 3 Enter amount for 2010 only 5 Total for prior years: 3 Excess distributions carryever, if any, to 2015; 4 From 2007 6 From 2009 6 From 2009 7 From 2009 7 From 2009 9 F	Part XIII Undistributed Income (s	ee instructions)	N/A		
Dishibutable amount for 2011 from Part XI, Ine 7 Line 7 Line 7 Line 4		(a)		(c)	(d)
Inter 7 2. Underthindert encome, if any, as of the end of 2011 a. Enter amount for 2010 only b. Total for proxy years. 3. Excess distributions carryover, if any, to 2011: a. From 2006 b. From 2007 c. From 2009 d. From 2009 d. From 2010 1. Total of line as a through e 4. Qualalying distributions to 2011 from part XII, line 4: ▶ \$ a. Applied to 2010, but not more than line 2a b. Applied to 2010, but not more than line 2a b. Applied to 2010, but not more than line 2a b. Applied to 2011 distributibuted amount c. Bectain in equired - see instructions) 6. Treated as distributions out of corpus (Election required - see instructions) 4. Applied to 2011 distributible amount Bechanism a mount distributed out of corpus (Election required - see instructions) 5. Excess distributions out of corpus 1. Election required - see instructions 1. Enter the net out distributed out of corpus 1. Election required - see instructions			Years prior to 2010		
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B Total for prior years: 3 Excess distributions carryover, if any, to 2011:	2 Undistributed income, if any, as of the end of 2011				
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4 Qualifying distributions for 2011 from Part XII, line 4: ▶ S	e From 2010				
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Subtract lines 7 and 8 from line 6a 10 Analysis of line 9:	not applied on line 5 or line 7				
10 Analysis of line 9:	9 Excess distributions carryover to 2012.				
1 1	Subtract lines 7 and 8 from line 6a				
5 (0007	10 Analysis of line 9:				
a excess from 2007	a Excess from 2007				
b Excess from 2008	b Excess from 2008				
c Excess from 2009	c Excess from 2009				
d Excess from 2010	d Excess from 2010				
e Excess from 2011	e Excess from 2011				

A FULL DESCRIPTION OF RESEARCH PROPOSAL

c Any submission deadlines:

VARIABLE

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors:

AWARDS MADE ONLY FOR COMMISSIONED AND INTERACTIVE RESEARCH IN HEALTHCARE COST REDUCTION

123601 12-02-11

Form **990-PF** (2011)

Form 990-PF (2011) INC •			27-538	8874 Page 11
Part XV Supplementary Information				
3 Grants and Contributions Paid During the Ye	ear or Approved for Future	Payment I		
Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a Paid during the year				
MONE				
NONE				
Total	<u> </u>	<u> </u>	▶ 3a	0.
b Approved for future payment				
NONE				
110112				
		i		
				-
Total	l		▶ 3b	0.

Form 990-PF (2011) INC .				27-	-5388874 Page 1
Part XVI-A Analysis of Income	-Producing Activitie				
Enter gross amounts unless otherwise indicated.	T T	ousiness income		by section 512, 513, or 514	(e)
1 Program service revenue:	(a) Business code	(b) Amount	(C) Exclu- sion code	(d) Amount	Related or exempt function income
a					
b			1 		· -·
C			† †		
d	· · · · · · · · · · · · · · · · · · ·		 		
6			 		
1			 		***************************************
g Fees and contracts from government agencies			 	·	
2 Membership dues and assessments			+		
3 Interest on savings and temporary cash	-		+ +	····	
investments			1		
4 Dividends and interest from securities		·	 		
5 Net rental income or (loss) from real estate:			+ +-		
a Debt-financed property			+ +		
b Not debt-financed property			+		
6 Net rental income or (loss) from personal	 		 		
property					
7 Other investment income			+		
8 Gain or (loss) from sales of assets other	-		┼		
than inventory					
9 Net income or (loss) from special events			 		
10 Gross profit or (loss) from sales of inventory		 -	+ +-	· · · · · · · · · · · · · · · · · · ·	
11 Other revenue:	 		+ +		-
a					
b			+ +		-
c			 		
d	—— —— 	····	+ +		
е			 		· · · · · · · · · · · · · · · · · · ·
12 Subtotal. Add columns (b), (d), and (e)		0.	 	0.	0
13 Total. Add line 12, columns (b), (d), and (e)	<u> </u>		<u>'I I</u>	13	0
See worksheet in line 13 instructions to verify calcu	ulations \			''-	
	· · · · · · · · · · · · · · · · · · ·				
Part XVI-B Relationship of Act	ivities to the Accom	iplishment of Ex	xempt P	urposes	
Line No. Explain below how each activity for	which income is reported in c	olumn (e) of Part XVI-A	contributed	I importantly to the accor	mplishment of
▼ the foundation's exempt purposes (importantly to the door	inplication of
					- <u>-</u>
		 			
	<u> </u>				
					· · · · · · · · · · · · · · · · · · ·
					
					
	_				
					
					
				 	

123621 12-02-11

Form 990-PF (2	2011) INC.	1112	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		CDIVIDIC,	27-53	388874	Pa	ge 13
Part XVII			nsfers To	and Transactions	and Relation	ships With Nonc	haritable		
	Exempt Organ	nizations							
1 Did the or	rganization directly or indi	irectly engage in any	of the following	ng with any other organizat	ion described in sec	ction 501(c) of		Yes	No
the Code	(other than section 501(c	;)(3) organizations) (or in section 52	27, relating to political orga	nizations?				
a Transfers	from the reporting found	lation to a noncharita	able exempt or	ganization of:					
(1) Cash							1a(1)		X
(2) Other	r assets						1a(2)		X
b Other tran									
(1) Sales	of assets to a noncharita	able exempt organiza	ation				1b(1)		X
	hases of assets from a no	•	organization				1b(2)		X
• •	al of facilities, equipment,						1b(3)	ļ	X
	bursement arrangements	5					1b(4)		X
	s or loan guarantees						1b(5)		X
	ormance of services or me						1b(6)		X
_	if facilities, equipment, ma	-					1c	لــــا	X
	•		_	edule. Column (b) should a	•			ets,	
	es given by the reporting t d) the value of the goods,			ed less than fair market val	ue in any transaction	on or snaring arrangeme	nt, snow in		
(a)Line no	(b) Amount involved			e exempt organization	(d) Descripti	on of transfers, transactions,	and charing an	rangomo	nte
(d)Ellio ilo	(b) ranount involved	(b) itame o	N/A	- cxcmpt organization	(6) Descripti		and snaming an	arigerite	
			N/A						
		 -	_					_	
		 			- 	· · · · · · · · · · · · · · · · · · ·			
									
		 							
						 .			
		 			-	 			
							-		
2a Is the fou	ndation directly or indirec	tly affiliated with, or	related to, one	or more tax-exempt organ	izations described				
ın section	501(c) of the Code (othe	er than section 501(c	c)(3)) or in sect	tion 527?			Yes	X	No
b If "Yes," c	omplete the following sch								
	(a) Name of org	ganization		(b) Type of organization		(c) Description of relati	onship		
	N/A								
					ļ				
					ļ				
					<u> </u>				
- Inches		N. 1115				_ h			
and b				ng accompanying schedules and n taxpayer) is based on all infor			May the IRS of return with the	discuss t	his er
Sign Here		1 / Carl	4	144 4443	15	2	shown below	(see inst	_ያ)?
	nature of officer or trustee	v (gji nu	<i>v</i> / -	1/-/-/2 Date	Title		X Yes		J No
	Print/Type preparer's na		Preparer's s		Date	Check If PT	TN .		
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Paid	DIANA J. M	CCUTCHEN	Diama	C mc Cutchen	11-1-12	1 ' - 1	00545	657	
Preparer	Firm's name ▶ DEL			y -m-audien	<u> </u>	Firm's EIN ► 86-			
						1,			

Form **990-PF** (2011)

(619) 232-6500

Phone no.

Use Only

Firm's address ▶ 655 WEST BROADWAY, SUITE 700 SAN DIEGO, CA 92101-8590

Schedule B (Form 990, 990-EZ, or 990-PF)

Department of the Treasury Internal Revenue Service

Name of the organization

Schedule of Contributors

Attach to Form 990, Form 990-EZ, or Form 990-PF.

OMB No 1545-0047

2011

Employer identification number

GARY AND MARY WEST HEALTH POLICY CENTER, 27-5388874 Organization type (check one): Filers of: Section: Form 990 or 990-EZ 501(c)() (enter number) organization 4947(a)(1) nonexempt chantable trust not treated as a private foundation 527 political organization X 501(c)(3) exempt private foundation Form 990-PF 4947(a)(1) nonexempt chantable trust treated as a private foundation 501(c)(3) taxable private foundation Check if your organization is covered by the General Rule or a Special Rule. Note. Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions **General Rule** For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II **Special Rules** For a section 501(c)(3) organization filing Form 990 or 990 EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi) and received from any one contributor, during the year, a contribution of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1 Complete Parts I and II. For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 for use exclusively for religious, chantable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals Complete Parts I, II, and III. For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions for use exclusively for religious, charitable, etc., purposes, but these contributions did not total to more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Do not complete any of the parts unless the General Rule applies to this organization because it received nonexclusively religious, charitable, etc., contributions of \$5,000 or more during the year. Caution. An organization that is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF),

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2011)

but it must answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on Part I, line 2 of its Form 990-PF, to

certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization

GARY AND MARY WEST HEALTH POLICY CENTER, INC.

Employer identification number

27-5388874

Part I	Contributors (see instructions) Use duplicate copies of Part I if additional space is needed.								
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution						
1	GARY AND MARY WEST FOUNDATION 5796 ARMADA DRIVE, SUITE 300 CARLSBAD, CA 92008	\$ 6,500,000.	Person X Payroll Noncash (Complete Part II if there is a noncash contribution.)						
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution						
		\$	Person Payroll Oncash Complete Part II if there is a noncash contribution.)						
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution						
		\$	Person Payroll Noncash (Complete Part II if there is a noncash contribution)						
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution						
		\$	Person Payroll Noncash (Complete Part II if there is a noncash contribution.)						
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution						
		\$	Person Payroll Noncash (Complete Part II if there is a noncash contribution.)						
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution						
		\$	Person Payroll Noncash (Complete Part II if there is a noncash contribution.)						

Employer identification number

INC.

27-5388874

art II N	loncash Property (see instructions). Use duplicate copies of F	'art II if additional space is needed.	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
-		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
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(a) No. rom art I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
(a) No. rom eart I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		\$	
(a) No. rom art I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
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(a) No. rom	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
			90, 990-EZ, or 990-PF) (2

(e) It alister of gift

Transferee's name, address, and ZIP + 4

Relationship of transferor to transferee

i) No. rom Part I	(b) Purpose of gift (c) Use of gift		(d) Description of how gift is held
1		(e) Transfer of gift	·

(e)	II ai	12161	UI	yııı

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

FORM 990-PF	LEGAL	FEES	S7	PATEMENT 1
	(A)	(B)	(C)	(D)
DEGODIDATON	EXPENSES	NET INVEST-	ADJUSTED	CHARITABLE
DESCRIPTION	PER BOOKS	MENT INCOME	NET INCOME	PURPOSES
LEGAL FEES	151,348.	0.	0.	122,900.
TO FM 990-PF, PG 1, LN 16A =	151,348.	0.	0.	122,900.
FORM 990-PF C	THER PROFES	SIONAL FEES	Si	'ATEMENT 2
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
POLICY & ADVOCACY	73,000.	0.	0.	73,000.
TO FORM 990-PF, PG 1, LN 16C	73,000.	0.	0.	73,000.
FORM 990-PF	OTHER E	XPENSES	Si	'ATEMENT 3
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
ADMINISTRATION GENERAL	744.	0.	0.	0.
INSURANCE	2,079.	0.	0.	3,606.
WIRELESS SERVICE	651.	0.	0.	611.
COMPUTER EQUIPMENT	1,822.	0.	0.	1,822.
OFFICE SUPPLIES	99.	0.	0.	99.
MEALS AND ENTERTAINMENT	1,409.	0.	0.	1,409.
PAYROLL PROCESSING FEES	796.	0.	0.	796.
BANK CHARGES POSTAGE/COURIER SERVICES	22 4. 52.	0. 0.	0. 0.	22 4. 52.
DUES, MEMBERSHIPS & SUBSCRIPTIONS	100.	0.	0.	175,100.
NET PRESENT VALUE ADJUSTMENT	4,616.	0.	0.	0.
NEI FRESENI VADOE ADOUSIMENT	-,	0.	٠.	.

FORM 990-PF	OTHER ASSETS		STATEMENT
DESCRIPTION	BEGINNING OF YR BOOK VALUE	END OF YEAR BOOK VALUE	FAIR MARKET VALUE
LEASE/RENT DEPOSIT OTHER DEPOSITS	0.	25,764. 123,465.	
TO FORM 990-PF, PART II, LINE 15	0.	149,229.	149,229
	STANTIAL CONTRIE VII-A, LINE 10	BUTORS	STATEMENT
NAME OF CONTRIBUTOR	ADDRESS		
GARY AND MARY WEST FOUNDATION	5796 ARMADA I CARLSBAD, CA	ORIVE, SUITE 300 92008	1

FORM 990-PF PART VIII - LIST OF OFFICERS, DIRECTORS TRUSTEES AND FOUNDATION MANAGERS					STATEMENT 6	
NAME AND ADDRESS		TITLE AND AVRG HRS/WK	COMPEN- SATION	EMPLOYEE BEN PLAN CONTRIB	EXPENSE ACCOUNT	
JAMES HASSON 10350 NORTH TORREY LA JOLLA, CA 92037	PINES ROAD	DIRECTOR 1.00	0.	0.	0.	
THOMAS BARKER 10350 NORTH TORREY LA JOLLA, CA 92037	PINES ROAD	DIRECTOR 1.00	0.	0.	0.	
DON CASEY* 10350 NORTH TORREY LA JOLLA, CA 92037	PINES ROAD	DIRECTOR 1.00	0.	0.	0.	
JOSEPH SMITH* 10350 NORTH TORREY LA JOLLA, CA 92037	PINES ROAD	PRESIDENT/CEO 5.00	0.	0.	0.	
SHELLEY VALENTINE* 10350 NORTH TORREY LA JOLLA, CA 92037		EVP/SECRETARY 15.00	0.	0.	0.	
JOHN LITTLE* 10350 NORTH TORREY LA JOLLA, CA 92037	PINES ROAD	TREASURER 1.00	0.	0.	0.	
TOTALS INCLUDED ON	990-PF, PAGE	6, PART VIII	0.	0.	0.	

^{*} MESSRS. CASEY, SMITH, AND LITTLE AND MS. VALENTINE WERE COMPENSATED AS EMPLOYEES OF THE GARY AND MARY WEST HEALTH INSTITUTE AND AN ALLOCABLE PORTION OF THEIR COMPENSATION RELATED TO THEIR WORK FOR THE CENTER WAS REIMBURSED TO THE INSTITUTE BY THE CENTER, AS REPORTED IN PART VII OF THIS RETURN.

1. Developing a targeted and manageable set of focus areas:

- 1) Advancing cost-effective models of care (here with focus on Infrastructure Independence and Technology-enabled care coordination (TECC))
- 2) Promoting practical and actionable health care policy options (here with focus on rational payment systems, accelerating adoption of cost-effective innovations, and establishing clear and efficient regulatory pathways)
- 3) Liberating health care data (here focusing on promoting research and innovation, avoiding needless duplication and errors, and improving decision-making)
- 4) Creating an efficient medical marketplace (with focus on price transparency, rational care expectations, and value-based decision-making)
- 2. Development of Fellows Program: A fellowship program was designed, developed, and utilized to encourage the creation and submission of proposals from external professionals (academic healthcare researchers as primary targets) to build a research base for subsequent (and practically actionable) changes to agency interpretation or over-arching federal law that would result in more than \$1b of savings of healthcare spending per annum. More than 15 applications were sourced, two were subsequently selected in 2012.
- 3. Serving as a Neutral Convener / Catalyst: Efforts were made to identify specific opportunities to catalyze needed change aligned to the goals of the Policy Center. Three such meetings were conducted.
 - 1. FDA Medical Device Interoperability Coordinating Council a far-reaching effort with broad stakeholder engagement to drive cost-saving functional interoperability of wireless medical devices.
 - 2. ONC Beacon Community Roundtable, "Bridging Population Health & Patient Activation in Clinical Practice: Early Lessons from the Deployment of the Archimedes Model and IndiGO" a detailed effort to liberate healthcare data and drive evidenced-based decision making into every clinical encounter.
 - 3. CSI meeting a stakeholder group made up of healthcare delivery systems brought together to discuss unmet needs that would allow them to lower the cost of delivery of healthcare to their served populations.