

PERSONAL
&
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ADMINISTRATIVE MARKING
INITIALS: AGG DATE: 12-4-13

PHOTOCOPY
PRESERVATION

THE WHITE HOUSE

September 1, 1993

Mr. Hugh W. Hall
P.O. Box 306
Shasta, California 96087

Dear Mr. Hall:

Thank you for sending a copy of your billing from Redding Medical Center to your representative, Wally Herger, which he has forwarded to me.

The President's health care reform plan will take on the problem of fraud and abuse in the system. Only by doing so can we make quality, affordable health care available to all Americans.

Thank you again for raising this important issue.

Sincerely,


Hillary Rodham Clinton

cc: Honorable Wally Herger

Cooper Hospital/University Medical Center

One Cooper Plaza • Camden, New Jersey 08103-1489
(609) 342-2000



Kevin G. Halpern, FACHE
President and Chief Executive Officer
(609) 342-2011

January 21, 1993

PHOTOCOPY
HRC HANDWRITING

*Return cc
of his letter
to me*

Mrs. Hillary Clinton
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mrs. Clinton:

By this time, I hope that the intensity associated with the inauguration has abated, and that you have begun to settle into your extremely important role. I know that I speak for millions of Americans, when I express the excitement and hope that many of us feel at the beginning of the President's administration. The Clinton Administration has already created a sense of momentum and trust throughout the country. I know that the coming months will be exciting ones for the United States.

I am writing to re-establish contact, and both ask for your assistance and offer my services in your efforts and interest in reorganizing America's health delivery system.

I hope that you will remember your visit to Cooper Hospital/University Medical Center and Camden, New Jersey, during the campaign. At that time, we specifically discussed plans for the development of a Childrens Hospital at Cooper in Camden, and your role as a board member of the Arkansas Childrens Hospital in Little Rock. As we move forward with our development, I would like to offer this facility as a model for the Administration's plans in reorganizing America's health delivery system, particularly that part of the system related to children. I believe we can be helpful in establishing a working model of many of the initiatives we discussed during your visit. As you know, it is always best to demonstrate that something works, as a means of gaining support and acceptance. We at Cooper stand ready to lend our support. The City of Camden and its immediate environs clearly represent, in a capsule, all the challenges of the health care scene functioning within urban America.

On a more personal note, I would welcome the opportunity to continue working with the President and you, as the Administration fully develops its health policy. You may not be aware of the fact that I have already provided some assistance to Dr. Shalala and Ms. Judy Feder in examining change to our health care system. Additionally, I am a friend of Dr. David Kindig and have worked closely with him when we both were in New York.

January 21, 1993

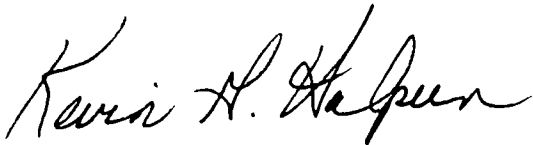
Page 2

Mrs. Hillary Clinton

I welcome the opportunity of providing whatever assistance I can. We at Cooper would also be extremely proud, if you would look at our Childrens Hospital as a national model in improving the health status of America's children.

I want to thank you for your interest in our activities. I look forward to hearing from you.

Sincerely yours,

A handwritten signature in cursive script, reading "Kevin G. Halpern". The signature is written in dark ink and is positioned above the printed name and title.

Kevin G. Halpern, FACHE
President and Chief Executive Officer

KGH/gm
L30



By Brian Vanter/AP
MARILYN HAMILTON CO.
invented wheelchair

INJURY IS MOTHER OF INVENTION

OUT OF NECESSITY,
SOME INJURED
ATHLETES INVENT
PRODUCTS FOR PAIN
AND DISABILITY 4B

HIGH-TECH WAYS TO FIND JOBS

VIDEO INTERVIEWS JOIN
FAX MACHINES AND
PCs AS OPTIONS 5B

PHOTOCOPY
PRESERVATION

Injured athletes turn to invent

A few profit from pain

By Rhonda Richards
USA TODAY

Ace pitcher Nolan Ryan is nursing a cut foot. Phoenix Suns forward Cedric Ceballos missed the NBA playoffs after fracturing his foot.

If they're like some other athletes, their injuries could inspire innovative consumer products.

Consider Mike Tanel, a football player before knee injuries halted his career in 1976. Today, he owns a \$15 million-a-year company that makes sports shoes for athletes with bad knees.

Or Marilyn Hamilton. After her hang glider crashed and left her paralyzed from the waist down, she co-invented an ultra-lightweight wheelchair now used by millions.

And there's Jim Cooper, a world-class steeple chaser who invented a foot exerciser after aching arches nearly ruined his career.

Injured athletes have a knack for inventing aids to overcome pain or handicaps. A few manage to turn their pain into financial gain.

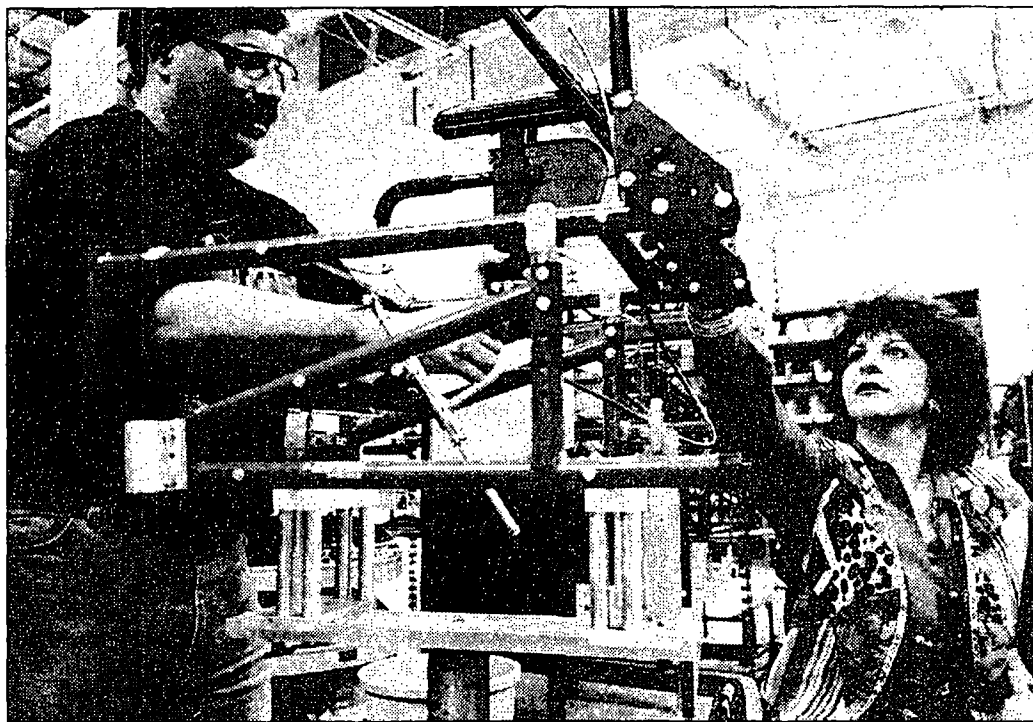
"Sometimes athletes are much closer to identifying the problems and coming up with a solution than anyone else," says Kenneth Nimmons, president of Schutt Manufacturing, which makes protective sports equipment.

Good athletes also share the qualities of good inventors: Tenacity, patience and skill.

About one-third of the 40 people who belong to Nordic Track's inventor's network were once serious athletes. The company also gets calls from athletes pitching proposals. "The famous ones we talk to we can't talk about," Wes Cutter, Nordic Track's vice president of product planning and development, says.

Some products begin as crude training or rehabilitation aids that athletes create for their personal use. That's the story behind Cooper's Footflex.

Trained as a mechanical engineer, Cooper, 33, began



HOT WHEELS: Hamilton of Quickie Designs talks with Frank Sanchez, a plant worker.

"The day my hang glider fell out of the sky, my hopes were shattered, my life diminished. But it's where the genius of the dream was born."

— Marilyn Hamilton

studying the biomechanics of the foot after developing a painful inflammation of the arch in 1988. Drugs and exercise didn't help.

By 1989, he had produced his first Footflex, a wooden platform with an adjustable front piece that tilts the toes upward. By standing barefoot on the Footflex, and changing their foot and leg positions, people stretch their arch, calf muscles and Achilles' tendon.

Nordic Track began selling Footflex for \$40 at its San Fran-



TANEL: Former football player's company makes sports shoes for athletes with bad knees — and pulls in \$15 million a year.

cisco store this year. Sales have been modest. "It's not the Hula-Hoop," Cutter says.

But even if Cooper doesn't make a million from the Footflex, he's achieved something most entrepreneurs don't. His product is on the market.

In fact, beating the Chicago Bulls is easier than getting a product through the development process — as Tanel discovered.

Tanel, 38, believed his football cleats led to his knee problems. He developed a new line

of shoes that would help prevent such injuries.

The cleats on his 360 Degree line of shoes are arranged in concentric circles instead of the linear pattern found on traditional athletic shoes. Tanel says his shoes allow the foot to pivot more easily and quickly.

After adidas and other major companies rejected his design, Tanel made a prototype and hired lawyers to guide him through the patent process. In 1986, Milwaukee-based Tanel Corp. invested in his idea and



COOPER: Stepped foot exerciser

Tanel Corp. w

Today, Tanel shoes for football, basketball, baseball. Although the sport is the fastest growing, signing Whitey Guille as a boost sales in shoes. Guille turned to base ering from a l

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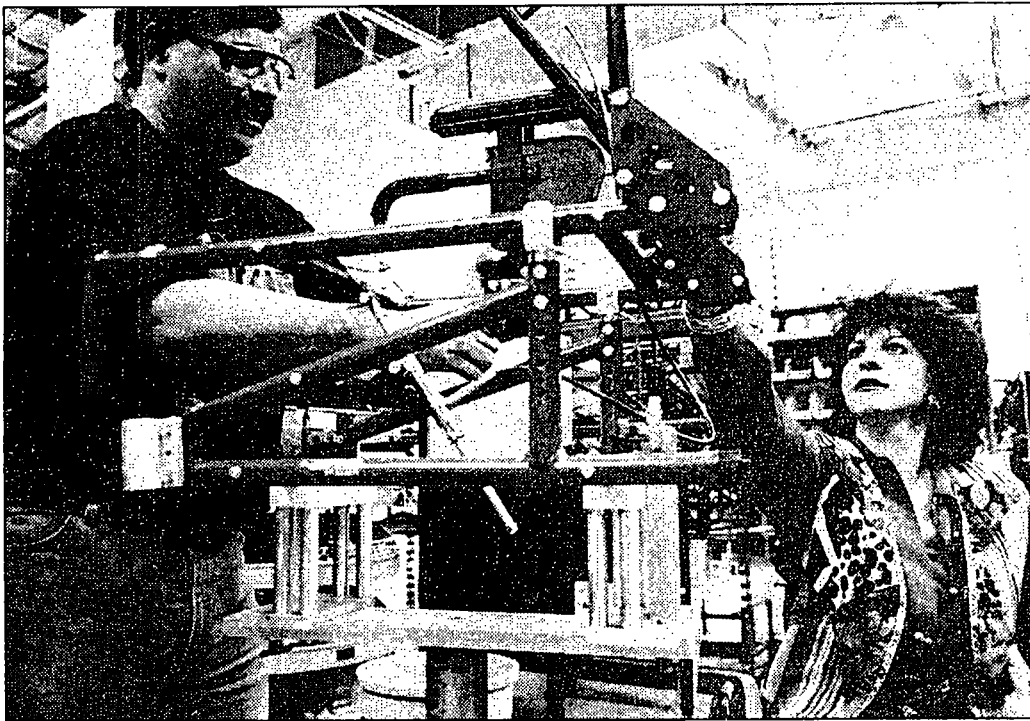
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By Brian Vanter, AP

HOT WHEELS: Hamilton of Quickie Designs talks with Frank Sanchez, a plant worker.

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By Mary Jo Walicki, AP

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COOPER: Steeple chaser invented foot exerciser.

Tanel Corp. was born.

Today, Tanel sells protective shoes for football, basketball, softball, baseball and lacrosse. Although the softball line is the fastest growing, Tanel hopes signing White Sox shortstop Ozzie Guillen as a spokesman will boost sales of his baseball shoes. Guillen recently returned to baseball after recovering from a bad knee injury.

"If we don't drop the ball, I think people will be hungry for what we've got," Tanel says.

Hamilton, an energetic businesswoman who zipped through a rehabilitation program in three weeks, also got a cool reception to her idea for an ultra-lightweight wheelchair that would allow athletes to move around faster — and play a mean game of tennis.

Hamilton and friends Don Helman and Jim Okamoto promoted their product by sponsoring athletes who used the chair during competitions and by selling therapists on the chair's virtues.

Today, Fresno, Calif.-based Quickie Designs has annual revenue of about \$18 million and a 55% share of the lightweight-wheelchair market. When Sunrise Medical acquired the company in 1986, Hamilton stayed on as senior vice president of marketing.

"The day my hang glider fell out of the sky, my hopes were shattered, my life diminished," Hamilton, 44, says. "But it's where the genius of the dream was born."



R w/cc to K Berlin
Hamilton

Quickie Designs Inc.
2842 Business Park Ave.
Fresno, CA 93727-1328
(209) 292-2171
Fax: (209) 292-7412

June 15, 1993

PAM JUN 1 1993

President William Clinton
Mrs. Hillary Rodham Clinton
The White House
Washington, D.C. 20500

Dear Mr. President and Mrs. Clinton:

I know you are hard at work on health care reform, and I give you resonant applause for taking a proactive stance on this enormous undertaking. Your efforts to bring about reformation to this critically important and extremely complicated system comes at a juncture in our nation's history that is timely.

At Kathie Berlin's suggestion, I am writing to share my personal experience as one of the 43 million Americans who live with a disAbility. Since an accident in 1978 that left me paralyzed, I have had an enormous awakening regarding health care services and technology.

Not being content with the sedentary lifestyle of the traditional wheelchair-bound person, I set out to regain the active life on which I once thrived. I was shocked when I was given a wheelchair to replace my legs that was extremely confining. With all of the wonderful technology that has put our country leap years ahead of other world leaders, I was frankly dismayed at the lack of innovation and advancement when it came to equipment for the disAbled.

Therefore, I was determined to make some inroads on my own. Together with a couple of friends we created the Quickie high performance wheelchair—a chair that literally revolutionized a 50 year-old stagnant industry. With new-found freedom, customization and maneuverability, people like myself can now experience a real life that embraces recreational activities, business, family activities and everyday endeavors.

So, how does this translate to health care reform? I believe there is a wide spectrum of health care needs—preventive, acute, rehabilitative and long-term—and a reformed health care system must address the full continuum of these needs. This is absolutely essential if people with disAbilities are to contribute to society and not just take from it.

Today we are fortunate to have very knowledgeable rehabilitation technology suppliers, physical and occupational therapists, and speech pathologists who can accurately prescribe the newest assistive technology available to improve people's lives dramatically. Without these services and equipment, individuals with disAbilities will find it frustratingly impossible to keep up with and integrate back into today's fast-paced society.

Providing coverage for rehabilitation services and equipment for people and families in need is not a "charitable" act—it is a responsible and economically sound approach to health care.

My story is a perfect example of what can be accomplished when the right equipment and the right support is made available. Thirteen years ago, when I started my wheelchair manufacturing company out of a backyard garage, I knew it was going to grow. And it has. Today, it is a \$70 million company that employs 500+ associates. Our company's mission is to "improve people's lives by creating innovative, high quality products."

What gain would there have been had I just been warehoused in an institution or relegated to a four-walls existence in the confines of my own home—at the taxpayer's expense?

Most people with disAbilities want and deserve to live independent, productive, and full lives. We want and deserve to enjoy life—to see the world as others see it, to take a stroll in the park, participate in sporting events, go to work, drive a car, attend school—go after our dreams.

It makes good economic sense to pay up front for services and equipment that will empower people and give them the opportunity to make their contribution to the world. In my opinion, this is the absolute essence of the matter—enabling people to utilize their skills and abilities in order to benefit the world in which they live.

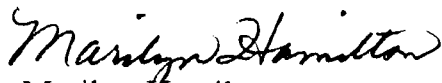
Letter to President and Mrs. Clinton
Health Care Reform
Page 3

When a long-term, value-added approach is used in rehabilitating our citizens who are disAbled, it turns long-term tax users into long-term tax payers. The result is that everyone will eventually pay lower taxes, while we become an integral part of society.

It is a win-win situation—or it could be.

I am hereby formally availing myself to you in order to assist in helping this aspect of health care reform become a reality. Please feel free to contact me with any questions you might have regarding this industry. Additionally, I invite you to visit our facility the next time you're in California. Our people would love to meet you.

Most sincerely,

A handwritten signature in cursive script that reads "Marilyn Hamilton".

Marilyn Hamilton
Sr. Vice President/Marketing

cc: Kathie Berlin, MGM

bcc: Carol Rasco
Stan Herr

THE WHITE HOUSE

October 1, 1993

Ms. Marilyn Hamilton
Senior Vice President
Quickie Designs Inc.
2842 Business Park Avenue
Fresno, California 93727

Dear Ms. Hamilton:

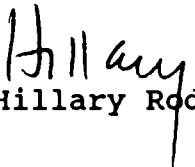
Thank you for your letters. I am sorry my schedule of the last two weeks precluded me from meeting with you, but I hope you enjoyed your visit to the White House for the Women's International Forum tea.

I agree wholeheartedly that if we provide the disabled with the necessary rehabilitative services and equipment, there will be long-term benefits for them and all Americans. We believe the President's health care reform initiative, by combining tax credits, community-based long-term care, and comprehensive insurance without life-time limits, will not only provide disabled Americans with the care that will empower them, but with the peace of mind they rightly deserve.

Marilyn Hamilton
October 1, 1993
Page Two

I have forwarded your letters to the Office of Policy Development for its consideration. In the meantime, it was good to hear from you, and I hope we can count on your support in the months ahead. I deeply admire your ingenuity and courage.

Sincerely yours,


Hillary Rodham Clinton

cc: Kathie Berlin



Quickie Designs Inc.
2842 Business Park Ave.
Fresno, CA 93727-1328
(209) 292-2171
Fax: (209) 292-7412

September 10, 1993

Mrs. Hillary Rodham Clinton
The White House
Washington, D.C. 20500

Dear Mrs. Clinton:

I heartily applaud your efforts to bring about healthcare reformation. I believe this effort comes at a critically important juncture in our nation's history. At Kathie Berlins' suggestion, I am writing you to share some thoughts.

As a person who has first-hand knowledge of and an active participation in the needs of people with disAbilities, I am a staunch advocate of integrating the wide spectrum of healthcare needs into what will be our country's healthcare plan. Needs include prevention and rehabilitation—both acute and long-term. I believe it is absolutely essential for our healthcare system to address the full continuum of these needs—especially if people with disAbilities are to contribute to society and not just take from it.

Providing coverage for rehabilitation services and equipment for people and families in needs is not a "charitable" act—it is a responsible and economically sound approach to healthcare. It makes good economic sense to pay up front for services and equipment that will empower people and give them the opportunity to make their contribution to the world. In my opinion, this is the absolute essence of the matter—enabling people to utilize their skills and abilities in order to benefit the world in which they live.

When a long-term, value-added approach is used in rehabilitating our citizens who are disAbled, it turns long-term tax users into long-term tax payers. The result is that everyone will eventually pay lower taxes while becoming an integral part of society.

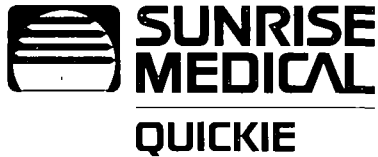
I will be in Washington, D.C. for two weeks from September 20-October 1 for the Women's International Forum and NAMES Health Care Legislative Conference. I would be honored to have the chance to speak with you personally.

Most sincerely,

A handwritten signature in cursive script that reads "Marilyn Hamilton".

Marilyn Hamilton
Senior Vice President/Marketing

cc: Kathie Berlin, MGM



Quickie Designs Inc.
2842 Business Park Ave.
Fresno, CA 93727-1328
(209) 292-2171
Fax: (209) 292-7412

MARILYN HAMILTON
SENIOR VICE PRESIDENT/MARKETING

Marilyn Hamilton has a zest for life that defies man-made barriers and brings dignity and hope into the lives of people with disAbilities. Her ingenuity and self-propelled spirit of invention has earned her pioneer status in the wheelchair industry. An accomplished athlete and business woman, Marilyn is relentless in her pursuit of excellence—both in her own life and in the lives of people with disAbilities, whose cause she champions, as evidenced below:

- One year after a hang-gliding accident that left her a paraplegic, Marilyn spawned the idea of designing and building a lightweight wheelchair, using the same materials used in making hang-gliders. In 1980, she founded Motion Designs Inc., and with the help of two hang-gliding friends, began manufacturing Quickie wheelchairs from a Fresno, California backyard garage. Just four years later, the company won the prestigious Small Business of the Western US Award.
- Marilyn was named a 1993 National Victory Award recipient, for her tenacious and pioneering spirit, and for her marked contributions to the wheelchair industry.
- Her story is featured in two books: *Companies with a Conscience*, by Mary Scott and Howard Rothman, and *No Pity*, by Joseph Shapiro.
- Her latest contribution is the launching of Winners on Wheels (WOW)—of which she is currently president—a nonprofit, coed, scouting-type program, whose purpose is to bring together kids in wheelchairs and challenge them to reframe their lives, go after dreams and confidently contribute to the world.
- Other notable accomplishments include induction into the Good Shepherd Hall of Fame in 1990 and the California Governor's Hall of Fame for People with Disabilities, in 1988.
- Marilyn's business prowess was recognized when she received the National Women's Economic Alliance Business Leadership Award in 1986, and when she was selected as the 1985 California Business Woman of the Year.
- As an athlete, Marilyn is equally impressive on the court as she is on the slopes. She has won 2 Silver Medals in the Paralympic Ski Championships and has twice won the U.S. National Women's Wheelchair Open Tennis Championships. She is a 6-time National Disabled Ski Champion.
- Marilyn's community contributions include involvement in organizations such as the Fresno Economic Development Corporation (board member), National Handicapped Sports, (board member) and Social Venture Network.

Ms. Phyllis Hannum
9904 Barstow Court
Potomac, Maryland 20854

Dear Phyllis:

Thank you so much for sending me your video on emergency medical services and for all you and members of the WSDC are doing to promote health care reform legislation.

With appreciation and warm regards, I remain

Sincerely yours,


Hillary Rodham Clinton

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WOMAN'S SUBURBAN DEMOCRATIC CLUB

9904 Barstow Court
Potomac, Maryland 20854

PHOTOCOPY
HRC HANDWRITING

November 24, 1993

Dear Hillary:

The Woman's Suburban Democratic Club (WSDC) is pleased to present you with this video of our award winning health education program, EMERGENCY MEDICAL SERVICES: EFFECTIVE USE OF HEALTH RESOURCES.

This program was sponsored and produced by WSDC, Montgomery County, Maryland, as a community service. Daphne Bloomberg - WSDC President, Dr W. Gemma - President of The International Society of Emergency Medical Services, and Phyllis Hannum - WSDC Board Member developed this program to enhance the educational phase of the political process that is underway to ensure the passage of Health Care Reform Legislation.

WSDC endorsed you and candidate Clinton in the earliest hours of the campaign and is proud to have the opportunity to continue investing our resources to support the Clinton Administration goals.

Thank you for all your work on behalf of our country.

Sincerely,



Phyllis Hannum
Chair, Emergency Medical Services Program

THE WHITE HOUSE

September 30, 1993

Ms. Kim Hart
Inpatient Psychiatry Unit
University Medical Center
1501 North Campbell
Tucson, Arizona 85724

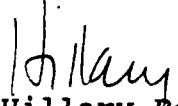
Dear Kim:

I was deeply touched by the beautiful letter I received yesterday from you and the other members of your unit. Please convey my appreciation to them for their thoughtfulness.

We will need many "voices" in this debate. But I am confident that with the support of dedicated professionals like you and your colleagues, we can lead the nation in a new direction and ultimately provide equitable, affordable, quality health care for all Americans.

With appreciation and respect, I am

Sincerely yours,


Hillary Rodham Clinton

September 29, 1993

Inpatient Psychiatry Unit
University Medical Center
1501 N. Campbell
Tucson, AZ 85724
Phone: (602) 694-2323
Fax: (602) 694-2337

Hillary Rodham Clinton,

We would like to take this opportunity to commend, applaud, and thank you for the time, energy, and dedication you have put forth with the new Health Care Plan.

To hear the words, "mother, daughter, sister, wife, etc." spoken before congress by you was powerful and moving. It seems we finally have a woman's voice not only being heard, but also listened to.

Health care is an all encompassing need whether it be immunizations, reproductive rights, medicare, mental health care, AIDS, cancer research, prenatal care, day care, etc. Disease does not discriminate, therefore treatment should not either.

Audre Lorde once said, "Silence will not protect you". These words ring true today as well as the day she first spoke them. So, Hillary, thank you for your protection and being our voices before congress.

Sincerely,



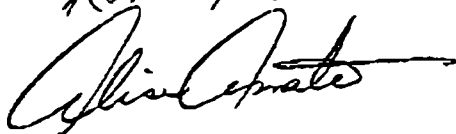
Martha Jimenez ACSU EISW.

Carol Younger

Janet Meyer MS. AGS

Muriel MacKellar, OTR/c

Kim Hart



**2 EAST
COVER SHEET**

DATE: 9-29-93
ATTENTION: HILLARY RODHAM CLINTON
DESTINATION FAX: 202-456-2883

**TOTAL PAGES SENT
(including cover sheet):** 2

FROM: KIM HART

**2 EAST
PSYCHIATRY UNIT
UNIVERSITY MEDICAL CENTER
1501 N. CAMPBELL AVE.
TUCSON, AZ 85724
FAX: 694-2327**

(602)

**IF THERE ARE ANY QUESTIONS OR PROBLEMS
PLEASE CALL 694-2323.**

(602)

COMMENTS:



HOTEL WASHINGTON

Pennsylvania Avenue at 15th Street
515 15th Street, NW
Washington, D.C. 20004-1006
202-638-5900
800-424-9540

7-8-93

Dear Hillary,

I am in town and will be
for the rest of the week. It is very
important that I meet with you.

Please give me a call at your
convenience. I will make myself
available anytime. I have a
mobile phone that goes with me.
(913) 221-3541.

Time to start. Please phone soon.

Your friend,
Doug Head



TM

Multiplex Chiropractic Clinic, P.A.

Stanley B. Heard, D.C.

AUG 12 1993

FAX TRANSMITTAL

DATE: 8-5-93
To: Mrs. Hillary Clinton - First Lady
FROM: Stanley B. Heard
SUBJECT: Health Care

Comments:

If a meeting is possible —
please let me know of a date I could
see you.

Thanks

There are a total of 2 pages in this transmittal including the cover sheet. Please call us immediately at 501-623-2701 if you do not receive all pages of this transmittal. Fax 501-623-9105

Fax Log #: 93/ _____



TM

Heard Chiropractic Clinic**Stanley B. Heard, D.C.**

National Chiropractic
Health Care Advisory Committee
to the Clinton Administration

Office of the First Lady

08-05-93

Arkansas State Board
of Chiropractic Examiners

Dear Hillary;

Member of Arkansas
Chiropractic Association

Time is coming near to start the Health Plan. I hope you let us help you review, before it goes into effect. Without complete confidence of the Associations and Colleges your plan will have major problems.

Member of American
Chiropractic Association

Graduate of Palmer
Chiropractic College

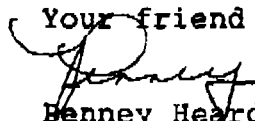
As you know Stan is chairman of this National Committee (NCHCAC) designed to help you. The group has been several times to Washington meeting with most all of your staff and sincerely want a good National Health Plan. Chiropractic has no closed doors to Medical Doctors, and can provide the most impressive tax payer savings. Our own country and all around the world studies have proven this.

Please be sure to include Chiropractic as a primary health care provider in the Basic Benefits Package. You will be proud of the results.

Anytime I can meet with you, let me know. It would be an honor to help. Please let me know.

Next time you are in Hot Springs please call. We would love to see you again, I know how busy you are. My prayers are with you and Bill.

Your friend always,


Benney Heard

THE WHITE HOUSE

September 10, 1993

Ms. Nancy L. Herron
Family & Children's Services
of North Essex
28 Smull Avenue
Caldwell, New Jersey 07006

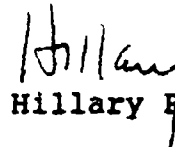
Dear Nancy:

It was good to hear from you again.

I have forwarded your letter to my scheduling office and they will be contacting you directly. In the meantime, I was happy to learn of the new child care center and the efforts of your agency.

With warm personal regards, I remain

Sincerely yours,


Hillary Rodham Clinton

cc: Patti Solis
Director of Scheduling

cc: Patti

FAMILY & CHILDREN'S SERVICES OF NORTH ESSEX

Branch Office

Social Agencies Building
60 South Fullerton Avenue
Montclair, New Jersey 07042
(201) 746-0800
Fax (201) 746-2822

Main Office

28 Small Avenue
Caldwell, New Jersey 07006
(201) 228-5585
Fax (201) 228-4578

Branch Office

25 West Northfield Rd.
Livingston, New Jersey 07039
(201) 992-8040

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September 3, 1993

Ms. Hillary Rodham Clinton
The White House
Attn: Pam Barnett
1600 Pennsylvania Avenue
Washington, DC 20500-2000

Dear Hillary:

It was wonderful seeing you at The Wellesley reception in Washington in January, and thank you for your note in response. I am looking forward to our reunion next June. My daughter Laura, age 10, is hoping to meet Chelsea.

I'm writing to ask a favor. Could you attend the dedication of a new facility at my agency sometime this fall? Family & Children's Services of North Essex is opening a child care center in Verona, New Jersey. Another community group had operated the center for 62 years. Because their volunteer board was quite elderly, they asked my agency to take over sponsorship. We are continuing their tradition of private and United Way funding and plan to expand services and enrollment and refurbish the premises.

I would greatly appreciate it if you could help us celebrate by attending a dedication ceremony. We would plan this in accordance with your own schedule and at your convenience. Although we officially open September 7, the dedication could be held at any time.

I'm hoping that you will be in New Jersey to join Lucinda and Jim Florio at an event this fall, and we could be one of your stops in this area. The center itself is about ten minutes from Mayfair Farms in West Orange, where I saw you several times last fall at different events. We are very conveniently located!

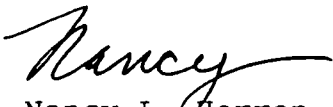


Ms. Hillary Rodham Clinton
September 3, 1993
Page Two

Please call, or have your staff call me or Colleen Coyne, the Executive Director of Family and Children's Services, with any questions. I'm enclosing brochures which describe the agency's work and the child care center.

Thank you for considering this and I very much hope to see you.

Sincerely,

A handwritten signature in cursive script, appearing to read "Nancy", with a long horizontal flourish extending to the right.

Nancy L. Herron, '69

NLH/tc
Enclosures

cc: Patti Solis

Melanie Scheplos
(219) 631-6882

University of Notre Dame
Notre Dame, Indiana 46556

cc: Maggie
Fisa

President Emeritus

Theodore M. Hesburgh Library
13th Floor

December 14, 1993

PASV MAN

Mrs. Hilary Rodham Clinton
The White House
Washington, D.C. 20500

Dear Hilary:

The editors of our **Journal of Legislation** in our Law School just told me that they are planning a symposium on the issue of health care reform for their spring issue. They already have received commitments from Senator McCain and Senator Wellstone for articles in which they are asking a number of other academics to contribute.

They would think they had died and gone to Heaven if you could send them an article. I am sure it could be brief and be something you have used elsewhere that might be helpful since this issue will be read fairly widely throughout the legal community. I hesitate to lay this on you just before the Christmas season begins but, if you could do it, I would be most grateful.

May I take this opportunity of sending you, Bill and Chelsea my best wishes and prayers for all blessings during this wonderful Christmas season. I will be out in the South China Sea as chaplain aboard a ship but I will remember you in my Christmas Masses and prayers for all blessings in the days ahead. I am very proud of what you have been doing for the health of America.

With many thanks and cordial best wishes,

Ever devotedly in Notre Dame,

Father Ted Hesburgh

(Rev.) Theodore M. Hesburgh, C.S.C.
President Emeritus

2/2 conveyed regret to assistant and asked if they would want anyone else within adm'n. to contribute. They will call. Very cordial & understanding

Page Hoeper

October 10, 1993

Dear Hillary,

I know that we both admire the warmth and charm of our respective spouses. We are probably also the only people on the planet who could recognize them both from this photo.

My macro-economic side has been worrying about the idea that the Government can hold increases in health-care costs to the change in the consumer price index. The problem is that personal service costs make up such a big part of total health-care costs. Medical commodity prices have been in line with the CPI over the long term, but medical service prices -- and, indeed, all service prices -- have risen much faster than the CPI. Unfortunately, this is the way markets must work in a free society.

Wages for both service workers and industrial workers ought to rise about the same rate. This is both a matter of equity and an essential feature of market economies. Productivity grows more rapidly in industry, so industrial prices usually rise more slowly than industrial wages. Service providers have not cracked the productivity problem; they must raise prices faster in order to pay competitive wages. I had started to write a "white paper" on this market mechanism and its relation to health-care costs. While researching, I came across a lucid and concise essay by Alan Blinder, which I enclose in case you have not seen it.

All this makes your health initiative even more important. All reasons combine to require universal health-care and a fair distribution of costs. Since health-care prices are likely to continue rising faster than the CPI, it will be important to "reset" them as effectively as possible by making the reductions you have built into the plan. It will also be important to increase the nation's industrial productivity to create the surplus we will need for future health-care costs. This gets us to the rest of the economic plan.

I hope this finds you as enthusiastic as ever. Barbara joins me in sending warm wishes to you and your family.

Best regards,

Page

458-D South Rexford Drive, Beverly Hills, CA 90212
Phone (310) 274-4358 FAX (310) 274-6780

Economic Viewpoint

WHY THE COST OF SERVICES IS SOARING

ALAN S. BLINDER

Many of the most important ideas in economics are disarmingly simple -- the sort that make you mumble: "Why didn't I think of that?" In talking to various groups of late, I have been reminded of one striking example: a general and powerful idea that sheds light on important issues as seemingly diverse as the health-care crisis, the escalating costs of college education, and the deterioration of municipal services--but that is virtually unknown outside the economics profession.

The idea, articulated most clearly by my colleague William J. Baumol many years ago, is that **the market mechanism has an inherent tendency to raise the prices of personal services faster than the prices of manufactured goods.** To see why, consider three simple facts about the way markets work.

First, the prices of goods and services reflect the costs of producing them.

Second, productivity advances much more rapidly in manufacturing than in services. New technology and machinery make factory work ever more productive: Auto workers, for example, now turn out vastly more cars per hour than they did in Henry Ford's day. But a waiter serves about the same number of customers per evening, and a barber cuts about the same number of heads of hair per hour. If these workers raised "productivity" (output per hour), their customers would probably complain that service had deteriorated.

Third, over long periods of time, wages of workers in manufacturing and service industries must rise at roughly the same rates. Why? If they did not, restaurants, hospitals, and universities would be unable to attract employees, who would line up for higher wages at factory gates instead. Free markets do not allow such imbalances to persist.

Now put these three facts together. Wages of manufacturing and service workers rise at about the same rate, while productivity grows much more rapidly in manufacturing. **Hence the costs -- and the prices -- of personal services must rise faster than the prices of manufactured goods.** For example, college tuitions, doctors' bills, and the cost of police protection should rise faster than overall inflation.

The data verify this prediction. From 1950 to 1990, the consumer price index in the U.S. rose at an average annual rate of 4.3%. But goods prices rose just 3.7% per year, while service prices rose 5.4%. The gap (1.7 percentage points) is not far from the average economywide productivity growth rate (2%).

Applying this analysis to more specific numbers illuminates three contentious issues. It is said that medical costs are soaring out of control, college tuitions are rising at unconscionable rates, and municipal services are deteriorating despite higher taxes. Is this because doctors, teachers, and police officers are greedy or inefficient?

Start with health-care costs, which grew 1.8 percentage points faster than the CPI over the period 1950 to 1990 (6.1% vs. 4.3%). No one doubts that there were phenomenal technical advances in medical care. Nonetheless, many medical services (such as a physical exam) take about the same number of minutes as they used to and were therefore bound to grow more expensive as wages rose. In fact, if we look separately at medical commodity prices and medical service prices, we find that the latter rose at a 6.6% annual rate, while the former rose just 3.6% per year.

Next, think about the nature of college bills, which go mainly to pay for personal services. Princeton University could easily double the "productivity" of its faculty by doubling class sizes. But I doubt that students, alumni, and trustees would count that as an improvement. In fact, class sizes at Princeton are not much different now from what they were 20 years ago. But faculty salaries have risen roughly in line with average wages. The result? Princeton's tuition has consistently risen faster than the CPI, just as other tuitions have. A comprehensive index maintained by the College Savings Bank shows that college-cost inflation outstripped overall inflation by an average of 2.7 percentage points from 1957 to 1992.

As a final example, consider the provision of state and local government services such as education and police protection. Taxpayers complain when taxes go up while public services deteriorate. But if no one wants "productivity improvements" such as larger class sizes and fewer officers per capita, this is what we must expect. In fact, price increases for the goods and services bought by state and local governments averaged 5.4% from 1950 to 1990 -- exactly matching the economy-wide rate of inflation in services.

Does this absolve hospitals, colleges, and city halls from blame for rising service prices? Not quite. But the analysis does warn us not to jump to conclusions. That tuitions, say, rise faster than overall inflation does not prove that colleges are poorly run.

It is tempting to label the ever-rising costs of personal services a defect of the market mechanism. But it is not. It is simply the way markets should and do work. We might as well get used to the idea that service prices will rise faster than goods prices for the indefinite future -- for they almost always have.

-- Alan S. Blinder is the Gordon S. Rentschler Memorial Professor of Economics at Princeton and the Author of GROWING TOGETHER

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