

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	re: SSN and DOB (1 page)	n.d.	P6/b(6)
002. note	re: phone number (partial) (1 page)	n.d.	P6/b(6)
003. invitation	re: personal (2 pages)	07/08	Personal Misfile

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Chris Jennings (Meetings, Trips, Events)
OA/Box Number: 17045

FOLDER TITLE:

Speaking Engagements (February - July 1998) [3]

2011-0747-S

rc403

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Dave

H INSTITUTE FOR
HEALTHCARE
IMPROVEMENT

Regis

Improving Care at the End of Life

National Congress

July 21–22, 1998

St. Louis, MO

Learn methods to improve care at the end of life:

- Reduce occurrence of pain
- Help families and patients anticipate their needs
- Reduce unwanted care
- Increase continuity of care
- Reduce anxiety for patients and their care givers

Return to your organization with the resources to begin working toward breakthrough improvement

Advisory Group and Faculty

Collaborative Chair:

Joanne Lynn, MD
Director
Center to Improve Care of the Dying
George Washington University
Washington, DC

Collaborative Director:

Andrea Kabacnick, RN, MPH
Institute for Healthcare Improvement
Boston, MA

Margaret Campbell, MSN, CNS
Clinical Nurse Specialist
Nursing Administration
Detroit Receiving Hospital
Detroit, MI

Carolyn Cassin, MBA
President and CEO
Hospice of Michigan
Southfield, MI

Richard Della Penna, MD
Regional Coordinator
Elder Care Continuing Care Services
Kaiser Permanente San Diego
San Diego, CA

Perry Fine, MD
Associate Professor and National Medical
Director
Vistacare
Pain Management Center
University of Utah
Salt Lake City, UT

Connie Jastremski, MS, RN
Assistant Professor
SUNY College of Nursing
Syracuse, NY

Timothy Keay, MD
Medical School Associate Professor
Department of Family Medicine
Geriatric Division
University of Maryland School of
Medicine
Baltimore, MD

Thomas Smith, MD
Associate Professor of Medicine
Medical College of Virginia/Massey
Cancer Center
Richmond, VA

Neil Wenger, MD
Associate Professor of Medicine
UCLA School of Medicine
Los Angeles, CA

Anne Wilkinson, PhD
Center to Improve Care of the Dying
Washington, DC

Disclosure

Before the conference all faculty will disclose the existence of any financial interest and/or other relationships they might have with the manufacturer(s) of any commercial product(s) to be discussed during their presentations.

Who should attend

- Physicians, nurses, social workers, chaplains, quality improvement specialists and managers from hospitals, managed care organizations, nursing homes and other long-term care facilities, hospices and home care
- Community and health education specialists
- Public health officials
- Providers of emergency care in the community

And other professionals who are concerned with services to people in the last phase of life.

Working together toward breakthrough improvement

In July 1997, 47 health care organizations began working together to improve care at the end of life, as part of the Institute for Healthcare Improvement's Breakthrough Series. Each organization participating in the Collaborative formulated its own goals in selected areas such as:

Increase the use of palliative care and effective pain management:

- Decrease by 50% the patients in moderate to severe pain.
- Increase by 30% the patients who receive specific palliative/comfort care during the last month of life.

Reduce unnecessary transfers among nursing homes, hospitals, hospices, and other care settings:

- Reduce by 50% transfers to the hospital in the last week of life.

Increase the use of effective advance planning:

- Increase by 50% the number of patients and families that report that they had their wishes known and were included in the planning process.
- Increase by 90% the patients who have specific advance care plans documented on their medical record.

Increase satisfaction with care among patients and family members:

- Decrease by 50% family dissatisfaction with end-of-life care and decision making.

Improving Care at the End of Life... Focus on Four Key Areas

- 1 Pain management and palliative care
- 2 Advance planning for the end of life
- 3 Transfers among care settings
- 4 Family support

Improving Care at the End of Life

Gather new insights gained in this Collaborative

How to find the patients who are dying, even when doctors don't label them that way

How important it can be—and how hard it can be—to make promises that matter to dying people and their families

How progressive hospices have increased length of stay and served non-cancer populations

Learn from the accomplishments of others

The National Congress is for people and organizations similarly committed to making change. You'll hear the experiences of organizations in the Breakthrough Series, as well as others across the country that have had successes in improving care at the end of life. You'll have a chance to get answers to your most probing questions. And you'll leave with the tools you need to get to work on improving care for end of life in your own organization.

Participants will learn to:

Identify specific changes that have proven most effective in leading to breakthrough improvements in care at the end of life

Recognize and handle issues and obstacles

Implement simple and effective ways of collecting data that do not require major resources or sophisticated information systems

Use the Model for Improvement to accelerate improvement

Analyze and compare how other organizations have made improvements

Develop ways to improve care at the end of life in their organizations

Register
THREE
4th is
FREE

Send three or more registrants from the same organization and every fourth registrant will attend FREE. All registrations must be received at the same time to receive discount.

"With such good intentions, how can so much go wrong? Study after study finds that patients, families, doctors, and other health professionals often want the same qualities in care at the end of life: dignity, comfort, communication, and the company of loved ones. And yet, time and again, we seem trapped in desperate struggles and wasted energies that help no one. Rational, respectful care at the end of life is describable; now we need to assure it."

Donald M. Berwick, MD, MPP
President and Chief Executive Officer
Institute for Healthcare Improvement
Boston, MA

"By identifying and adopting straightforward strategies that work, the partners in this IHI Collaborative are providing tangible examples of 'best practices' for key components of end of life care. In so doing, the project is raising the bar toward which clinicians, institutions and health care systems can point in our collective efforts to improve the quality of life's end for patients and families."

Ira Byock, MD
Principal Investigator
Missoula Demonstration Project
Author, *Dying Well* (Riverhead/Putnam 1998)

Just the Facts

Location

Hyatt Regency Union Station
One St. Louis Union Station
St. Louis, MO 63103
Phone: (314) 231-1234
FAX: (314) 923-3970

Dates and Times

Tuesday, July 21, 1998 (Start: 8:00 am)
Wednesday, July 22, 1998 (End: 4:30 pm)

Accommodations

A specially priced block of rooms has been reserved until June 29. Room rates are \$129 for a single or \$150 for a double room at the Hyatt Regency Union Station. Participants must make their own reservations by calling (314) 231-1234. Please identify yourself as part of the End of Life National Congress to receive our special room rate.

Accredited Learning

The Institute for Healthcare Improvement is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to sponsor continuing medical education for physicians.

The Institute for Healthcare Improvement designates this continuing medical education activity for a maximum of 11 credit hours in Category 1 of the Physician's Recognition Award of the American Medical Association. Each physician should claim only those hours of credit s/he actually spent in the educational activity.

Application has been made to the Massachusetts Nurses Association for continuing education units for nurses.

Cancellations and Substitutions

There will be no charge for cancellations made by June 19, 1998 or for substituting one person for another at any time.

Cancellations made after June 19 are subject to a \$100 processing fee. Cancellations must be made in writing.

Unconditional Guarantee

If for any reason you are not satisfied with the Congress, the Institute for Healthcare Improvement will gladly refund your registration fee. Please note that the Institute reserves the right to alter program titles, speakers, or sessions if circumstances so dictate.

Care at the End of Life Registration Form

Mail or fax your completed registration form and payment to:
Institute for Healthcare Improvement, 135 Francis Street,
Boston, MA 02215. Fax (617) 754-4848

Please type or print legibly

E O L 6 5 4 3 2 1

Name _____

Title _____

Organization _____

Address _____

City _____

State _____ ZIP _____

Telephone _____ Fax _____

Registration Fee National Congress, July 21-22

☐ \$695 Early Registration Fee (received by June 19)

☐ \$750 Registration Fee (received after June 19)

☐ Special Discount: Register 3, 4th is FREE!
(All four people must register together.)

☐ \$395 Student/Resident discount

The registration fee for the two-day conference includes tuition, conference materials, continental breakfast and lunch each day.

Total Fee _____

Method of Payment

☐ Check Enclosed
(payable in US funds to Institute for Healthcare Improvement)

☐ Visa ☐ MasterCard ☐ American Express

Credit Card Number _____

Expiration Date _____

Name of Card Holder _____

Signature _____



Please call us at (617) 754-4800 if you have special needs or dietary limitations that we can address to make your participation more enjoyable.

The Problem

Care at the end of life in the United States is in urgent need of repair. Too often, patients die in unfamiliar surroundings; in emotional and physical pain, receiving more medical intervention than is optimal. Families feel at a loss to make the right decisions and to find comfort. Health care professionals are uneasy with the clinical, ethical, and spiritual care their patients need, and with the legal ramifications of this care. Health care leaders are left wondering what policies can reduce the use of non-beneficial care while improving the experiences of their patients.

Innovative organizations, including hospices, nursing homes, hospitals, and community health care providers, have found better ways to care for people at the end of life—to make informed decisions about treatment, to reduce suffering, and to support and comfort families. While these improvements are widely known, lack of evidence for their effectiveness in the scientific literature, and the emotional nature of end-of-life care, have prevented widespread adoption of these innovations.

A Solution

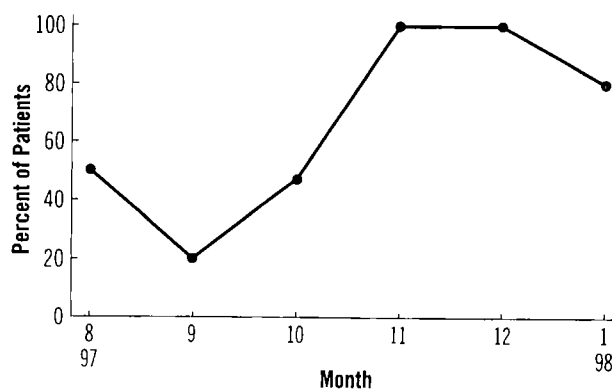
In this Collaborative, IHI and participating health care organizations worked to improve comfort, dignity and satisfaction with care at the end of life, while reducing unwanted, non-beneficial care.

Organizations worked together to achieve the Collaborative goals by sharing ideas and knowledge, setting specific goals, measuring progress, sharing methods for organizational change, and implementing iterative tests of change.

Examples of improvements achieved in the Breakthrough Series Collaborative

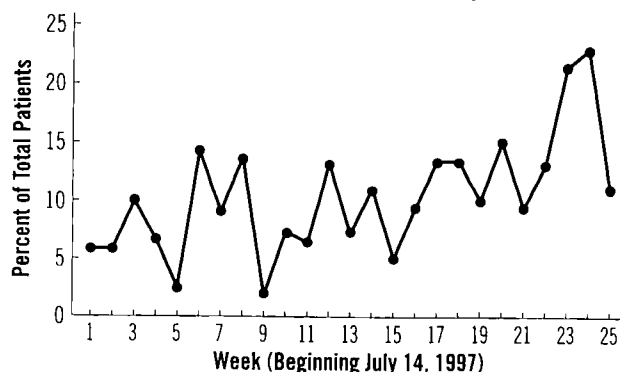
Percent of Participants in Comfort Care Plans
(at least 28 days prior to death)

On Lok Senior Health Services, San Francisco, CA



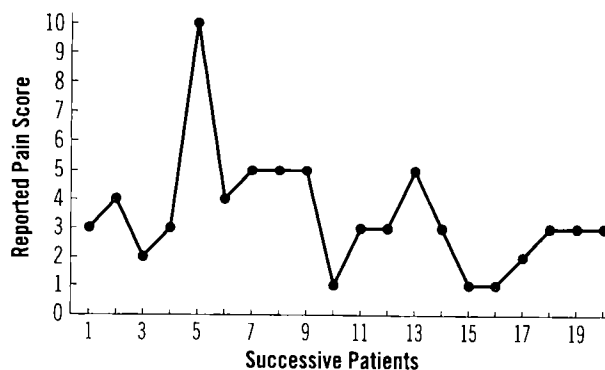
Cardiac Referrals as a Percent of All Referrals
(Goal = 26%)

Hope Hospice and Palliative Care, Fort Myers, FL



Pain Score Post-Treatment
(0-10 Scale)

North Kansas City Hospital, Kansas City, MO



"The National Congress will bring together many who are trying to create care systems that work for us when we come to the end of life. The remarkable work of the 47 sites in the Collaborative has illuminated new ways of thinking, new modes of measurement, and new and effective interventions. We look forward to sharing those and learning more at the Congress!"

Upcoming Breakthrough Series Collaboratives

4/98 Improving Service in Health Care

5/98 Improving Efficiency and Access to Care in Physician Offices and Clinics

9/98 Improving Care for People with Chronic Conditions

Improving Care at the End of Life... Focus on Four Key Areas

- 1 Pain management and palliative care
- 2 Advance planning for the end of life
- 3 Transfers among care settings
- 4 Family support

The Breakthrough Series

The Institute for Healthcare Improvement developed the Breakthrough Series to bring together groups of health care organizations that share a commitment to making major, rapid changes that will produce breakthrough results: lower costs and better outcomes at the same time.

The driving vision of the Breakthrough Series is this: sound science exists on the basis of which the costs and outcomes of current health care practices can be greatly improved, but much of this science lies fallow, unused in daily work. There is a gap between what we know and what we do.

The Breakthrough Series is designed to close that gap. Each Breakthrough Series Collaborative includes 20 to 40 health care organizations working together for 6 to 8 months to bring about breakthrough improvement in a key clinical or operational area.

About the Institute

The Institute for Healthcare Improvement (IHI) is a nonprofit organization designed to be a major force for integrative and collaborative efforts to accelerate improvement in health care systems. The Institute provides bridges connecting people and organizations who are committed to real reforms, and who believe they can accomplish more together than they can separately.

In addition to the Breakthrough Series, IHI offers courses, the annual National Forum on Quality Improvement in Health Care, networks of health care organizations engaged in change, and research projects in regulation and professional education reform.

For more information on the Breakthrough Series and other IHI programs, please call (617) 754 4800.



135 Francis Street, Boston, MA 02215

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Permit 51655

***** ALL FOR ADC 200
CHRISTOPHER JENNINGS
DEPUTY ASST TO THE PRESIDENT FOR HLTH C
216 OLD EXECUTIVE OFFICE BUILDING
WASHINGTON DC 20502

You are cordially invited to
The National Breast Cancer Coalition Fund's

Reception to honor
President's Council Members
&
Conference Underwriters
in conjunction with our
1998 Annual Advocacy Training Conference

OK
Request -
Perhaps
Sarah
works also?



Monday, May 4, 1998
Omni Shoreham Hotel
2500 Calvert Street, NW
Washington, DC 20008

6:00 p.m. President's Council &
Conference Underwriters Reception
Garbo Room
Lobby Level, Garden Court

Please also join us immediately following the reception at:

7:00 p.m. Annual Conference Reception
Empire Room
Basement Level

Business Dress

Please RSVP to Sara Schibanoff by April 24, 1998
at (202) 973-0591



Regret

Dean Joseph S. Nye, Jr.
invites you to save the dates and attend

"Who's Responsible?: Renegotiating the Social Contract"

The Annual Spring Symposium

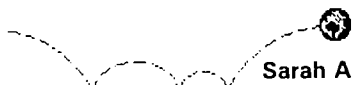
at the

John F. Kennedy School of Government
Harvard University

Friday, May 8 and Saturday, May 9, 1998



Presented as part of the Visions of Governance for the Twenty-First Century Project.

 Sarah A. Bianchi

05/14/98 10:11:27 AM

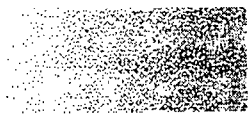
Record Type: Record

To: Donna L. Geisbert/OPD/EOP
cc: Jerold R. Mande/OSTP/EOP
bcc:
Subject: Re: Cancer March reception 

Can you add to scheduling requests and let Jerry Mande know what Chris wants to do?

Thanks

sb
Jerold R. Mande

 Jerold R. Mande

05/14/98 10:07:06 AM

Record Type: Record

To: David W. Beier/OVP @ OVP, Christopher C. Jennings/OPD/EOP
cc: Sarah A. Bianchi/OPD/EOP, Satish Narayanan/OVP @ OVP
Subject: Cancer March reception

Ellen Sigal has invited the three of us to attend a reception for the March at her House on Thursday May 21 from 7pm to 10pm. She is expecting a number of VIP's including General Schwarzkopf, the honorary chair of the March, a number of Senators, Sam Donaldson. She is expecting about 100 people. She had invited the VP -- we regretted. She is inviting the First Lady (do you think Tipper would be interested?) Are either of you interested in attending? Let me know, and I will fill you in on the details. Thanks.

FRANK RAINES 6:30 State Dining Room

5/19 - email Jerry

**PHOTOCOPY
PRESERVATION**

Withdrawal/Redaction Marker

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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.



Consumer Coalition for Quality Health Care

*Canceled
at
12:00
5/19*

To:

Chris Jennings + Donna

From:

☒ Brian Lindberg

☐ Andy Webber

☐ Alfred Chiplin

Fax #:

456 5557

Phone #:

Date:

RE:

Number of Pages (Including this cover sheet):

2

URGENT ☐For Review ☐Please Reply/Comment ☐For Your Information ☒

Comments:

Chris -

We are looking forward to the meeting!

Regards, [Signature]

Consumer Coalition for Quality Health Care

1275 K Street, N.W. Suite 602 Washington, DC 20005

(202) 789-3606 Fax (202) 898-2389

www.consumers.org

MEMORANDUM

To: Consumer Coalition Members and Interested Parties
From: Brian Lindberg, Executive Director
Re: Next Consumer Coalition Meeting
Date: May 11, 1998

The next meeting of the Consumer Coalition for Quality Health Care will be on **Tuesday, May 19, 1998, from 2 P.M. until 4 P.M.** The meeting will be held at AARP Headquarters at **601 E Street, N.W. in Room A-6-130.** The entrance to the A Building is on the corner of 6th and E Street. The room is on the 6th floor. Many thanks to Mary Ellen Bliss on the AARP staff for arranging the meeting room for us.

We are very pleased to have as our guest speaker at the meeting **Chris Jennings, health policy advisor at the White House.** Mr. Jennings will discuss White House views on prospects and strategies for consumer and quality protection legislation in Congress this session, creation of a National Quality Forum (a recommendation from the President's Quality Commission), and BBA implementation issues.

Please let us know that you will be attending the meeting by completing the attached attendance form and faxing it back to us by **Friday, May 15th at 12 Noon.** This will facilitate entry into AARP Headquarters. The Coalition's fax number is: (202) 898-2389.

Hope to see many of you on May 19th.



**Consumer Coalition
for Quality Health Care**

To: Office of Chris Jennings - Attention

Donna

From: ☒ Brian Lindberg

☐ Andy Webber

☐ Alfred Chiplin

Fax #: 456 - 5557

Phone #:

Date: 5/5/98

RE: May 19th 2:30 pm Mting - Background

Number of Pages (Including this cover sheet): 5

URGENT ☐

For Review ☐

Please Reply/Comment ☐

For Your Information ☒

Comments:

Thank you very much for all your
assistance!

: [Signature]



Consumer Coalition for Quality Health Care

Participating Organizations

The participating organizations in the Consumer Coalition have chosen to be either members, endorsers, or collaborators based on their own rules of joining coalitions. All organizations and individuals have been welcome at meetings and encouraged to contribute to the discussions regardless of their membership in the Coalition. An affiliation description is under each main heading.

Coalition Members:

Consumer based organizations that have joined together in support of the Coalition's principles and have agreed to work toward a health care system to better serve consumers.

- American Association of Retired Persons
- California Advocates for Nursing Home Reform
- Center for Health Care Rights
- Center for Medicare Advocacy
- Citizen Advocacy Center
- Coalition of Advocates for the Rights of the Infirm Elderly
- Families USA
- The Gerontological Society of America
- Medicare Rights Center
- National Citizens Coalition for Nursing Home Reform
- National Committee to Preserve Social Security and Medicare
- National Council on the Aging
- National Indian Council on Aging
- National Osteoporosis Foundation
- National Senior Citizens Law Center
- Older Women's League

Endorsing Organizations:

Consumer, union, health care worker, and independent quality evaluation organizations that concur with the principles and goals of the Consumer Coalition and support its work.

- American Federation of Labor & Congress of Industrial Organizations
- American Federation of State, County and Municipal Employees
- American Federation of Teachers
- American Health Quality Association
- American Nurses Association
- Foundation for Hospice and Homecare
- National Academy of Elder Law Attorneys
- National Association of Health Data Organizations
- National Association of Protection and Advocacy Systems
- Public Citizen Congress Watch
- Service Employees International Union
- United Seniors Health Cooperative

Collaborating Organizations:

Consumer, union, and health care worker organizations who work in cooperation and consultation with the Coalition. These groups provide assistance to the Coalition and often work in concert with our activities.

- Children Now
- Commission on Legal Problems of the Elderly.
- American Bar Association
- National Consumers League
- National Council of Senior Citizens
- National Hospice Organization
- Public Citizen Health Research Group



Consumer Coalition for Quality Health Care

Statement of Principles: **Health Care Consumers Need Quality Standards**

Consumers want and need choices in health care. Standards should define how those choices are presented and guarantee an unbiased, factual basis of comparison. Standards are also needed to ascertain how quality will be monitored and complaints handled.

Choice and Consumer Information:

In order to make wise decisions, Americans need good information. Every consumer should have:

- Useful and unbiased information to help them understand their alternatives for coverage, providers, and treatment options.
- Easy access to information in simple, straightforward language, and in a variety of formats that recognize diverse needs.

Quality Assurance:

High quality health care does not just happen. Systems are needed to:

- License and accredit providers, as well as plans.
- Upgrade the skills of frontline health care workers and encourage the involvement of workers at all levels in quality improvement initiatives.
- Monitor and improve the quality of health care services delivered to the consumer.

Consumer Protection:

Health care consumers have basic rights that must be protected. Therefore:

- Consumer rights must be clear, explicit, and known to all.
- Health plans must serve any insured consumer, regardless of health status, gender, income, race, or similar factors.
- Individual problems, grievances, and appeals concerning benefits, services, and quality should be addressed quickly and fairly.
- Enforcement of consumer protection and review of appeals should be independent and external.

Public Accountability:

Systems for consumer information, quality assurance, and consumer protection must be accountable to the public. Programs should:

- Be independent of providers and payers of health care and free of potential conflicts of interest.
- Enable consumer control of the governance structures and provide appropriate technical assistance.
- Maximize public access to financial and other information about health plans.
- Collect and disseminate available information in standardized formats as part of a uniform national data system.
- Be adequately funded to ensure that these critical responsibilities can be fulfilled.



**Consumer Coalition
for Quality Health Care**

An Overview of the Consumer Coalition

Mission:

The Consumer Coalition for Quality Health Care is a national, non-profit membership organization of consumer groups dedicated to protecting and improving the quality of health care for all Americans. To fulfill its mission, the Consumer Coalition advocates for consumer protection and quality improvement programs and policies in the public and private sectors.

History:

The Consumer Coalition was formed in 1993, to focus attention on quality and consumer issues within the context of federal health care reform. Our founding members were concerned that as the debate surrounding national health care reform intensified, the issues of quality and consumer protection were being overshadowed by the issues of cost containment and the uninsured.

During that debate the Consumer Coalition emerged as a leading voice in these issues by testifying before key congressional committees, educating congressional staff and members, and drafting policy papers and legislative language.

Today, we are focused on a pro-consumer, pro-patient agenda to keep the focus on quality health care in the age of managed care. The Consumer Coalition works to ensure that the health care delivery system - at the state and federal levels and in the fields of quality assurance and measurement - responds to consumers' need for programs to protect their rights and assure quality care.

Activities:

ADVOCACY

- Help educate, assist and protect the rights of individuals under managed care plans and for quality assurance programs that evaluate, monitor and improve these health plans. To fulfill, these goals, the Consumer Coalition advocates for programs and policies that address the critical need for consumer information, consumer participation, grievance and appeals rights, consumer advocacy programs, data collection, and independent quality oversight.
- Work to preserve and strengthen consumer protections and quality mechanisms in Medicare and Medicaid laws and regulations. In addition, we work toward the passage of federal health care legislation and contains national licensing and data collection standards for the provision of

managed care, strong consumer protection and quality assurance mandates in order to protect the rights of all consumers.

- Draft model state policies/legislation that includes the following sections: health plan standards; grievance and appeals process; informed consumer choice; independent quality monitoring and improvement program; ombudsman program; and consumer participation.

GRASSROOTS ORGANIZING

- Provide organizing, technical assistance and educational materials to state coalitions working on consumer protection and quality assurance in health care in state legislation, regulation, and/or ballot initiatives.
- Enact state level reforms to ensure that consumers are provided appropriate and useful information to make good decisions in the changing health care market. In addition, state reforms will set the stage for passing national legislation in the future. The Coalition works closely with state coalitions and advocates across the nation offering organizing assistance, legislative analysis and monitoring, and technical expertise.
- Operate the *Quality Watchline*, 1-800-720-8090, which collects personal experiences of poor quality health care from consumers and health care workers around the country. These real life stories will serve as an important tool in our campaign for strong consumer protection and high quality health care. In addition, our web page (opening soon) will introduce consumers to the quality agenda, www.consumers.org.

INVOLVMENT IN QUALITY MEASUREMENT

- Monitor and participate in the work of public and private sector organizations active in the managed care quality assurance and measurement fields.
- Ensure that the consumer viewpoint is heard in the critical discussions that shape the issues of quality assurance policies and programs with groups such as the Health Care Financing Administration, Agency for Health Care Policy and Research, National Association of Insurance Commissioners, National Committee for Quality Assurance, American Medical Peer Review, Joint Commission for the Accreditation of Health Care Organizations, and Foundation for Accountability.

**Consumer Coalition
for Quality Health Care**

To: Office of Chris Jennings - Attention
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From: ☒ Brian Lindberg

☐ Andy Webber

☐ Alfred Chiplin

Fax #: 456 - 5557

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Consumer based organizations that have joined together in support of the Coalition's principles and have agreed to work toward a health care system to better serve consumers.

- American Association of Retired Persons
- California Advocates for Nursing Home Reform
- Center for Health Care Rights
- Center for Medicare Advocacy
- Citizen Advocacy Center
- Coalition of Advocates for the Rights of the Infirm Elderly
- Families USA
- The Gerontological Society of America
- Medicare Rights Center
- National Citizens Coalition for Nursing Home Reform
- National Committee to Preserve Social Security and Medicare
- National Council on the Aging
- National Indian Council on Aging
- National Osteoporosis Foundation
- National Senior Citizens Law Center
- Older Women's League

Endorsing Organizations:

Consumer, union, health care worker, and independent quality evaluation organizations that concur with the principles and goals of the Consumer Coalition and support its work.

- American Federation of Labor & Congress of Industrial Organizations
- American Federation of State, County and Municipal Employees
- American Federation of Teachers
- American Health Quality Association
- American Nurses Association
- Foundation for Hospice and Homecare
- National Academy of Elder Law Attorneys
- National Association of Health Data Organizations
- National Association of Protection and Advocacy Systems
- Public Citizen Congress Watch
- Service Employees International Union
- United Seniors Health Cooperative

Collaborating Organizations:

Consumer, union, and health care worker organizations who work in cooperation and consultation with the Coalition. These groups provide assistance to the Coalition and often work in concert with our activities.

- Children Now
- Commission on Legal Problems of the Elderly, American Bar Association
- National Consumers League
- National Council of Senior Citizens
- National Hospice Organization
- Public Citizen Health Research Group



Consumer Coalition for Quality Health Care

Statement of Principles: Health Care Consumers Need Quality Standards

Consumers want and need choices in health care. Standards should define how those choices are presented and guarantee an unbiased, factual basis of comparison. Standards are also needed to ascertain how quality will be monitored and complaints handled.

Choice and Consumer Information:

In order to make wise decisions, Americans need good information. Every consumer should have:

- Useful and unbiased information to help them understand their alternatives for coverage, providers, and treatment options.
- Easy access to information in simple, straightforward language, and in a variety of formats that recognize diverse needs.

Quality Assurance:

High quality health care does not just happen. Systems are needed to:

- License and accredit providers, as well as plans.
- Upgrade the skills of frontline health care workers and encourage the involvement of workers at all levels in quality improvement initiatives.
- Monitor and improve the quality of health care services delivered to the consumer.

Consumer Protection:

Health care consumers have basic rights that must be protected. Therefore:

- Consumer rights must be clear, explicit, and known to all.
- Health plans must serve any insured consumer, regardless of health status, gender, income, race, or similar factors.
- Individual problems, grievances, and appeals concerning benefits, services, and quality should be addressed quickly and fairly.
- Enforcement of consumer protection and review of appeals should be independent and external.

Public Accountability:

Systems for consumer information, quality assurance, and consumer protection must be accountable to the public. Programs should:

- Be independent of providers and payers of health care and free of potential conflicts of interest.
- Enable consumer control of the governance structures and provide appropriate technical assistance.
- Maximize public access to financial and other information about health plans.
- Collect and disseminate available information in standardized formats as part of a uniform national data system.
- Be adequately funded to ensure that these critical responsibilities can be fulfilled.



An Overview of the Consumer Coalition

Mission:

The Consumer Coalition for Quality Health Care is a national, non-profit membership organization of consumer groups dedicated to protecting and improving the quality of health care for all Americans. To fulfill its mission, the Consumer Coalition advocates for consumer protection and quality improvement programs and policies in the public and private sectors.

History:

The Consumer Coalition was formed in 1993, to focus attention on quality and consumer issues within the context of federal health care reform. Our founding members were concerned that as the debate surrounding national health care reform intensified, the issues of quality and consumer protection were being overshadowed by the issues of cost containment and the uninsured.

During that debate the Consumer Coalition emerged as a leading voice in these issues by testifying before key congressional committees, educating congressional staff and members, and drafting policy papers and legislative language.

Today, we are focused on a pro-consumer, pro-patient agenda to keep the focus on quality health care in the age of managed care. The Consumer Coalition works to ensure that the health care delivery system - at the state and federal levels and in the fields of quality assurance and measurement - responds to consumers' need for programs to protect their rights and assure quality care.

Activities:

ADVOCACY

- Help educate, assist and protect the rights of individuals under managed care plans and for quality assurance programs that evaluate, monitor and improve these health plans. To fulfill, these goals, the Consumer Coalition advocates for programs and policies that address the critical need for consumer information, consumer participation, grievance and appeals rights, consumer advocacy programs, data collection, and independent quality oversight.
- Work to preserve and strengthen consumer protections and quality mechanisms in Medicare and Medicaid laws and regulations. In addition, we work toward the passage of federal health care legislation and contains national licensing and data collection standards for the provision of

managed care, strong consumer protection and quality assurance mandates in order to protect the rights of all consumers.

- Draft model state policies/legislation that includes the following sections: health plan standards; grievance and appeals process; informed consumer choice; independent quality monitoring and improvement program; ombudsman program; and consumer participation.

GRASSROOTS ORGANIZING

- Provide organizing, technical assistance and educational materials to state coalitions working on consumer protection and quality assurance in health care in state legislation, regulation, and/or ballot initiatives.
- Enact state level reforms to ensure that consumers are provided appropriate and useful information to make good decisions in the changing health care market. In addition, state reforms will set the stage for passing national legislation in the future. The Coalition works closely with state coalitions and advocates across the nation offering organizing assistance, legislative analysis and monitoring, and technical expertise.
- Operate the *Quality Watchline*, 1-800-720-8090, which collects personal experiences of poor quality health care from consumers and health care workers around the country. These real life stories will serve as an important tool in our campaign for strong consumer protection and high quality health care. In addition, our web page (opening soon) will introduce consumers to the quality agenda, www.consumers.org.

INVOLVMENT IN QUALITY MEASUREMENT

- Monitor and participate in the work of public and private sector organizations active in the managed care quality assurance and measurement fields.
- Ensure that the consumer viewpoint is heard in the critical discussions that shape the issues of quality assurance policies and programs with groups such as the Health Care Financing Administration, Agency for Health Care Policy and Research, National Association of Insurance Commissioners, National Committee for Quality Assurance, American Medical Peer Review, Joint Commission for the Accreditation of Health Care Organizations, and Foundation for Accountability.

**Consumer Coalition
for Quality Health Care**

To: Office of Chris Jennings - Attention

Donna

From: ☒ Brian Lindberg

☐ Andy Webber

☐ Alfred Chiplin

Fax #: 456 - 5557

Phone #:

Date: 5/5/98

RE: May 19th 2:30 pm Mting - Background

Number of Pages (Including this cover sheet): 5

URGENT ☐

For Review ☐

Please Reply/Comment ☐

For Your Information ☒

Comments:

Thank you very much for all your
assistance!

[Signature]



Consumer Coalition for Quality Health Care

Participating Organizations

The participating organizations in the Consumer Coalition have chosen to be either members, endorsers, or collaborators based on their own rules of joining coalitions. All organizations and individuals have been welcome at meetings and encouraged to contribute to the discussions regardless of their membership in the Coalition. An affiliation description is under each main heading.

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Fax

Att: Secretary of Mr. Jennings
De: Carolina Baviano
A: The White House
Fecha: March 30th 1998
Fax: 07-44-13-125-154-10
Nº Pág.: 9
Ref.:
CC:
☐ Urgente ☐ Para revisar ☐ Comentarios ☐ Responder ☐ Reciclar

Comentarios:

I send you this fax to invite Mr. Jennings to our Conference. Attached you will find the invitation letter, the programme and the last years programmes.

I hope that Mr. Jennings will find it interesting. I will get in touch with you again in a few days to find out if she is interested in our project.

Kind regards,

Carolina Baviano

Carolina Baviano.

Project Manager.



Regrets.



Nancy Ann?

Mr. Chris Jenings
Deputy Assistant to the President for Health Policy
The White House
Old Executive Office Building
Room 216
Washington D.C. 20502

Madrid, March 24th 1998

Dear Sir,

Two years ago we organised the Seminar "Modernisation of Public Healthcare around the world", which took place in Madrid on the 23rd and 24th of September 1996, as we also held last year the Conference "Healthcare Reform: Risks and Possibilities". This Seminars opened a very important debate that, still today, represents a big issue. Considering this fact and the present situation of our Healthcare systems, The Economist believes that the time has come to treat this subject once more, on this occasion focused on the Hospitals Management issue.

Thus, The Economist is very pleased to introduce you the programme of our International Conference "**Hospitals in challenging times all over the world**" that we are preparing with the co-operation of Arthur Andersen, to take place the next 1st and 2nd of June in Madrid.

This Conference will develop along two mornings, and for this debate we aim to have a representation of countries with a very different experience in their Hospitals Management and their experience on Healthcare systems.

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Bringing up to date the contents of the two years ago discussion, we have invited Healthcare Ministers and Secretaries as well as many important personalities from France, Germany, Great Britain, Holland, and Hungary whose contribution will be very helpful in our study. We will try to analyse, in the most efficient way, the different challenges that have emerged in the last years related with the Healthcare systems and particularly in the Hospitals Management all over the world.

The Economist and Arthur Andersen are very pleased to invite you officially to take part in this International Conference. We would be deeply honoured if you would accept to come and participate as a speaker, introducing our 300 delegates to your opinions and analysis of the present situation of the Hospitals and Healthcare system in your country.

In a few days we will get in touch with your Secretariat to offer any additional information you might require.

Yours sincerely,

Flora Peña
President

International Seminar

HOSPITALS IN CHALLENGING TIMES ALL OVER THE WORLD

Ritz Hotel, Madrid 1st and 2nd of June

Provisional Programme

First day

9:00.- Welcome.

Alexandra Wyke, Managing Editor, Healthcare Unit, The Economist.

Enrique Alvarez, Chairman, Arthur Andersen.

Eduardo Rodríguez Rovira, Chairman, Foundation SB.

9:30.- Official Opening.

José Manuel Romay de Becearria Minister of Healthcare, Spain

10:15.- Second Session.

Bernard Kouchner, Minister of Healthcare, France

11:00.- Coffee break

11:30.- Sponsor introduction.

12:00.- Third Session.

Frank Dobson, Health Secretary of the United Kingdom.

12:45.- Fourth Session

Chris Jenings, Deputy Assistant to the President for Health Policy, United States.

13:15.- Fifth Session.

Horst Seehofer, Minister of Healthcare, Germany.

13:55.- Sixth Session.

E. Borst-Eilers, Minister of Welfare, Health and Sports, Holland.

14:30.- Lunch. Presided by a non confirmed personality.

Second day

9:00.- Opening Session.

Julio Villalobos, General Director of the Hospital Universitario Canario.

9:30.- First Session.

Gerard Vincent, General Delegate of the French Federation Hospitalière.

10:00.- Second Session.

Representative of the United Kingdom (not identified yet).

10:30.- Coffee break.

11:00.- Third Session.

Ferenc Varga President of the Hungarian Hospital Association.

11:30.- Fourth Session.

Jörg Robbers Representative of the German Hospitals Federation.

12:00.- Fifth Session.

A.T.J. Krol Representative of the Dutch Hospitals Association.

12:30.- Sixth Session.

Richard Davison, President of the American Hospital Association.

13:00.- Closure.

Alexandra Wyke, Managing Editor. Healthcare Unit, The Economist.

Eduardo Rodríguez Rovira, President of Fundación SB, Spain.

Información para registrarse / Registration Information

LA MODERNIZACIÓN DE LA SANIDAD PÚBLICA EN EL MUNDO
Hotel Ritz, 23 y 24 de Septiembre de 1996

MODERNIZATION OF THE PUBLIC HEALTHCARE
AROUND THE WORLD
September 23 - 24 1996, Ritz Hotel

PARA REGISTRARSE:

La reserva podrá hacerse por teléfono, y quedará formalizada una vez que hayamos recibido la hoja de registro cumplimentada.

TO REGISTER:

Reservations may be made by telephone and will be confirmed when the completed registration form is received.

ALOJAMIENTO:

El Hotel Ritz ofrece precios especiales para los asistentes. Menciónese que asistirá al Seminario Internacional de Sanidad cuando haga sus reservas para que le apliquen la tarifa especial. Hotel Ritz, Plaza de la Lealtad 5, 28014 Madrid, Tel: (91) 521 28 57, Fax: (91) 532 87 76.

ACCOMMODATION:

Rooms have been reserved at the Ritz Hotel at a preferential rate for delegates. Participants should make their own reservations with the hotel quoting the name of the conference. Details are as follows: Hotel Ritz, Plaza de la Lealtad, 5, 28014 Madrid, Tel: (91) 521 28 57, Fax: (91) 532 87 76.

Para información adicional llame a Alcestis, Tel: (91) 576 25 07 y pregunte por a Sra. Beatriz González.

For additional information contact Beatriz González, Alcestis, Telephone: 34 - 1 - 567 25 07

ALCESTIS

Representante de The Economist en España.

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The
Economist

ARTHUR
ANDERSEN

La Modernización de la
Sanidad Pública en el Mundo
Modernization of Public
Healthcare around the World

Patrocinado por / Sponsored by:

SB
SmithKline Beecham

30 MAR '98 18:24 ALCESTIS, S.A. 34(91) 4311424

P.6

Programme

Monday 23 September

09.15.- Registration.

09.30.- Welcome:

John Peel, Executive Editor, *The Economist*.
Enrique Álvarez, Chairman, Arthur Andersen.
Eduardo Rodríguez Rovira, Chairman, SmithKline Beecham,
 Pharmaceutical, España.

10.15.- Official Opening:

José Manuel Romay Beccaria, Minister of Health, Spain.

SESSION 1

Chairman:

*** Xavier Trias**, Minister of the Presidency, Autonomous Government
 of Catalonia.

10.45.- The Challenge of Public Healthcare System in the 2000's: People and
 Human Resources at the Centre.

Margot Wallström, Minister of Health, Sweden.

11.15.- **Stephen Dorrell**, Secretary of State for Health, United Kingdom.

11.45.- Modernization of Healthcare in the Netherlands.

E. Borst-Eilers, Minister of Health, Holland.

12.15.- Coffee.

12.45.- Pharmaceutical Industry facing changes in Healthcare Systems.

Bradley A J Wilson, Chairman, Europe, SmithKline Beecham
 Pharmaceuticals.

13.15.- Challenges for the U.S. Healthcare System.

Ira Magesziner, Senior Adviser to the President for Policy Development,
 United States.

13.45.- Lunch.

SESSION 2

Chairman:

John Peel, Executive Editor, *The Economist*.

15.30.- Prospects for the German Health Sector based on the Solidarity Principle
 of Finance.

Baldur Wagner, Secretary of State for Health, Germany.

16.00.- Keeping up with the Pace of Change: the New Zealand experience.

As a representative of **Jenny Shipley**, Minister of Health:
Doug Martin, Adviser to the Minister of Health, New Zealand.

16.30.- Nature and advances in the implementation of the Healthcare reform in
 Colombia.

Maria Teresa Forero de Saade, Minister of Health, Colombia.

17.00.- The future of Isalud: The reform of the National Health System in Spain.

Alberto Muñoz Feijóo, Secretary General for Healthcare, Insalud, Spain.

Programme

Tuesday 24 September

09.00.- Introduction:

José Antonio Gutiérrez, Director General, Instituto de Salud Carlos III.

SESSION 1

09.10.- Chairman:

Juan José Bestard Pereiké, Director General of Planing, Insalud, Spain.

09.15.- Healthcare reform in Sweden - doing better and feeling worse.

Bengt Jönsson, Centre for Health Economics, Stockholm School of
 Economics, Sweden.

09.45.- New Structural Problems of the Dutch Healthcare Sector. An example
 for other countries.

Bernard Van Praag, Managing Director, Foundation for Economic Research,
 Amsterdam University, Holland.

10.15.- Fashioning Healthcare.

Michael Cooper, Principal and CEO, Centre Institute of Technology,
 New Zealand.

10.45.- U.S. Healthcare Reform: Public and Private initiatives.

Victor Fuchs, Henry J. Kaiser, Jr. Professor Emeritus, Department of Health
 Research and Policy, Stanford University, California, USA.

11.15.- Coffee.

SESSION 2

11.30.- Chairman:

Iñaki Azkuna, Secretary of Health, Basque Country Government.

11.40.- *** Friedrich Breyer**, Universität Konstanz, Germany.

12.10.- How is the French Healthcare System doing? Diagnosis and Treatment.

Simone Sandier, Centre de Recherche, d'Etude et de Documentation
 en Economie de la Santé, Paris.

12.40.- Market-oriented Healthcare reform: the British experience.

Julian Le Grand, Richard Timuss Professor of Health Policy, London
 School of Economics, United Kingdom.

13.00.- Challenges and difficulties in the implementation of the Healthcare
 reform in Colombia.

Mauricio Restrepo, Adviser to the Ministry of Health, Colombia.

13.40.- The reform of the National Health System in Spain: Obstacles and difficulties.

Enrique Costas, Ex-Vicepresident and Secretary of the Commission for the
 Evaluation of the National Health System, Spain.

14.10.- Closing:

Enrique Castellón, Undersecretary of Health, Spain.

14.30.- Aperitif.

* To be confirmed

30 MAR '98 18:25 ALCESTIS, S.A. 34(9)1 4311424

P. 7

LA REFORMA SANITARIA: POSIBILIDADES REALES

Hotel Palace, Madrid
1 y 2 de Octubre de 1997

PARA REGISTRARSE:

La reserva podrá hacerse por teléfono, y quedará formalizada una vez que hayamos recibido la hoja de registro cumplimentada.

INSCRIPCION:

La cuota de inscripción es de 23.000 ptas. I.V.A. incluido.
El pago se efectuará a nombre de Alcestis, S.L. mediante cheque o transferencia bancaria. En el precio está incluido la documentación de ponencias, comida y cafés.
Las inscripciones sólo quedarán formalizadas una vez satisfecho el importe de las mismas.
La cuota de asistencia es deducible en el Impuesto de Sociedades.

CANCELACION Y SUSTITUCIONES:

La cancelación supondrá el reembolso del total de la inscripción, menos un 20% de recargo por la tramitación, si se efectúa por escrito antes del día 26 de Septiembre. No se efectuará reembolso a partir de esta fecha. Se podrán realizar sustituciones sin ningún cargo extra, pero agradeceríamos se comuniquen por escrito.

Los organizadores de la Conferencia se reservan el derecho a modificar el programa.

Para información adicional llame a Alcestis, Tel.: (91) 576 25 07,
Fax: (91) 431 14 24.

ALCESTIS
Representante de
The Economist en España.

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The
Economist

ANIS

La Reforma Sanitaria: Posibilidades Reales

Hotel Palace, 1 y 2 de Octubre de 1997

Patrocinado por:

SB
SmithKline Beecham

PROGRAMA

Miércoles 1 de Octubre de 1997

PROGRAMA

Jueves 2 de Octubre de 1997

9:30 h. Ceremonia de apertura.

- Excmo. Sr. D. José M. Romay Beccaria
Ministro de Sanidad y Consumo.
- Dra. Alexandra Wyke
Editora de la División de Salud, The Economist.
- Sr. D. Eduardo Rodríguez Rovira
Presidente de SmithKline Beecham España.
- Sr. D. José María Catalán
Presidente de ANIS.

10:00 h. Primera Sesión. La Reforma de los sistemas de sanidad: Exigencias individuales, presiones colectivas.

- Mme. Simone Veil
Ex Ministra de Estado, Francia.
- Presentadora / Moderadora: Dra. Alexandra Wyke,
Editora, División de Salud, The Economist.

11:00 h. Coffee-Break.

11:30 h. Mesa Debate. ¿Es posible hoy la reforma?

- D. César Villalón
Miembro Subcomisión Parlamentaria para la Reforma Sanitaria, FP.
- Dña. M^a Angeles Amador
Miembro Subcomisión Parlamentaria para la Reforma Sanitaria, PSOE.
- Dña. M^a Zoila Riera Ben
Miembro Subcomisión Parlamentaria para la Reforma Sanitaria, CIU.
- Dña. M^a Angeles Maestre
Miembro Subcomisión Parlamentaria para la Reforma Sanitaria, IU.
- Dña. M^a Jesús Aguirre
Miembro Subcomisión Parlamentaria para la Reforma Sanitaria, PNV.

Presentador / Moderador: José M^a Catalán,
Presidente de ANIS.

14:00 h. Almuerzo.

Presentado por D. Eduardo Rodríguez Rovira
Invitado de honor.

- D. Xavier Trias i Vidal de Llobatera
Consejero de la Presidencia de la Generalitat de Catalunya.

10:00 h. Conferencia.

- Excmo. Sr. D. Rodrigo Rato
Vicepresidente del Gobierno,
Ministro de Economía y Hacienda.
- Presentador / Moderador: Javier López Iglesias,
Vicepresidente de ANIS.

11:00 h. Coffee-break.

11:30 h. Mesa Debate. La Visión Internacional.

SUECIA

Experto: Mr. Claes Örtengren
Dir. Gral. National Board of Health and
Welfare.

INGLATERRA

Experto: Mr. Alan Maynard
Profesor de Economía de la Universidad de York.

FRANCIA

Experta: Mme. Simone Veil
Ex Ministra de Estado, Francia.

ESPAÑA

Experto: Ilmo. Sr. D. Alberto Nuñez Feijóo
Presidente Ejecutivo del INSALUD.

Presentadora / Moderadora: Dra. Alexandra Wyke
Editora de la División de Salud, The Economist.

13:15 h. Coloquio.

13:30 h. Clausura.

- Excmo. Sr. D. Enrique Castellón Leal
Subsecretario Ministerio de Sanidad y Consumo.

*Por Confirmar.

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Clinton Presidential Records
Domestic Policy Council
Chris Jennings (Meetings, Trips, Events)
OA/Box Number: 17045

FOLDER TITLE:

Speaking Engagements (February - July 1998) [3]

2011-0747-S

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Presidential Records Act - [44 U.S.C. 2204(a)]

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P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

P6(b)(6)

~~James Treacy~~

~~Head of~~

~~Deduction~~

NATIONAL BUREAU OF ECONOMIC RESEARCH, INC.

1050 MASSACHUSETTS AVENUE, CAMBRIDGE, MASSACHUSETTS 02138-5398

Tel: (617) 868-3900 Fax: (617) 868-2742

May 14, 1998



Mr. Christopher Jennings
Special Assistant to the President for
Health Policy Development
Office of Policy Development
Executive Office of the President
1600 Pennsylvania Avenue, N.W.
OEOB 216
Washington, D.C. 20500

Dear Mr. Jennings:

Several weeks ago, you received an invitation to the conference on "Frontiers in Health Policy Research", sponsored the National Bureau of Economic Research. This conference will take place on Thursday, June 11th at 9 a.m. at the Hyatt Regency in Bethesda. The purpose of the conference is to give policy makers direct access to the latest health care research. The presentations will be geared toward the important health policy decisions that are being made today and designed to make the research results useful to policy makers and government officials.

Distinguished economists from Stanford University, Harvard University and Duke University will present their latest findings on issues such as managed care and access to medical technology, hospital competition and hospital services, hospital ownership and cost and quality of care, the economic value of health, and medical care at the end of life.

We have not yet received your response with regards to your attendance at this conference. Enclosed is a copy of the conference schedule and a reply form. Please take a moment to fill it out and fax it to the NBER at (617) 864-1825, or reply by e-mail to CONFER@NBER.ORG. Space is limited; your immediate response is required to ensure your reservation at the conference.

Thank you for responding to this request. We look forward to seeing you on June 11th.

Sincerely,



Dr. Alan M. Garber
Director, Health Care Program

NATIONAL BUREAU OF ECONOMIC RESEARCH

Frontiers in Health Policy Research

Alan M. Garber, Organizer
Director, Health Care Program

June 11, 1998

Hyatt Regency Bethesda
One Bethesda Metro Center

9:00 a.m. Registration and Continental Breakfast

9:20 a.m. Opening Remarks
ALAN M. GARBER
Stanford University and NBER

**9:30 a.m. Hospital Ownership and Cost and Quality of Care:
Is There a Dime's Worth of Difference?**
FRANK SLOAN, Duke University, DONALD TAYLOR, Duke University,
GABRIEL PICONE, University of South Florida, SHIN-YI CHOU, Duke University

Managed Care and Access to Medical Technology
LAURENCE BAKER
Stanford University and NBER

11:00 a.m. Coffee Break

11:30 a.m. Does Hospital Competition Raise the Price of Hospital Services?
DANIEL KESSLER and MARK MCCLELLAN
Stanford University and NBER

12:15 p.m. Reception and Luncheon

2:00 p.m. Medical Care at the End of Life: Diseases, Treatment Patterns, and Costs
ALAN GARBER, THOMAS MACURDY, and MARK MCCLELLAN
Stanford University and NBER

Your Money and Your Life: The Value of Health and What Affects It
DAVID CUTLER and ELIZABETH RICHARDSON
Harvard University and NBER

3:30 p.m. Adjourn

NATIONAL BUREAU OF ECONOMIC RESEARCH

Frontiers in Health Policy Research

Alan M. Garber, Organizer

June 11, 1998

Hyatt Regency Bethesda
One Bethesda Metro Center
Bethesda, MD

TO: National Bureau of Economic Research
1050 Massachusetts Avenue
Cambridge, MA 02138
Conference Department
(617) 868-3900; FAX (617) 864-1825
E-MAIL: CONFER@NBER.ORG

NAME: CHRIS Jennings

ADDRESS: 1700 Pennsylvania Ave NW
OE0B Room 216

WASHINGTON DC 20502
PHONE: 456-1414

FAX: 456-5557 E-MAIL: _____

_____ I will attend the conference on June 11th.

X I am unable to attend the conference.

_____ I will attend the lunch on June 11th.

X I am unable to attend the luncheon.

Special Dietary Requirements: _____

*** ACTIVITY REPORT ***

TRANSMISSION OK

TX/RX NO.	9090
CONNECTION TEL	916178641825
CONNECTION ID	
START TIME	06/10 10:39
USAGE TIME	00'28
PAGES	1
RESULT	OK

National Partnership
for Women & Families

OK
D
6/10
U.M.
Pl forward my
sincere regards
CJ

April 30, 1998

Christopher Jennings
Special Assistant to the President for Health Policy Development
216 Old Executive Office Building
17th and Pennsylvania, N.W.
Washington, DC 20504

Dear Mr. Jennings:

In February 1998, the Women's Legal Defense Fund became the National Partnership for Women & Families. It has been a very exciting time for us. We have taken on a new name, a new look, and developed innovative strategies to keep us at the forefront of today's most challenging issues.

Now, it is time again for our most important event of the year -- our Annual Luncheon.

Each year, our Annual Luncheon brings together more than 2,000 women and men from the women's, civil rights, labor, legal and corporate communities for what has become a time-honored Washington tradition. **We would be honored to have you join us at this year's luncheon as our guest.** Our luncheon will be even more memorable if we can have policymakers like you with us on this special day, in recognition of all you have done to help our nation's women and families.

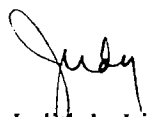
Please join us for this historic event -- our first Annual Luncheon as the National Partnership for Women & Families. The luncheon will be held on June 10, 1998, at 11:30 a.m. at the Washington Hilton Hotel.

The luncheon will feature an exciting program showcasing one of our newest initiatives. As part of our innovative plans to dramatize the need for changes in workplace attitudes and practice, the National Partnership has commissioned the *first-ever* study of how prime-time entertainment television portrays the daily struggles confronting working families. In keeping with this theme, this year we will honor an individual who has made a significant contribution to the use of television as a positive force in American culture.

This year's luncheon promises to be one of our best ever. We hope you will be able to join us as we celebrate this exciting time in our organization's history. Please call Alicia Alexion at (202) 986-2600, ext. 3013 to let us know if you will attend.

I look forward to seeing you there.

Warmest regards,



Judith L. Lichtman
President

Hope you can join us!



THE URBAN INSTITUTE

2100 M STREET, N.W. / WASHINGTON, D.C. 20037 / 202-833-7200

April 29, 1998

NO
Response
past due

Christopher Jennings
Special Assistant to the President
Health Policy Development
The White House
Old Executive Office Building
Room 212
Washington, DC 20500

Dear Mr. Jennings:

On June 2, 1998, the Urban Institute and *Health Affairs* are sponsoring an invitational meeting in Washington, DC, called *Assessing the New Federalism and State Health Policy*. This conference will highlight research from the Urban Institute's *Assessing the New Federalism* project, which is analyzing the devolution of responsibility for social programs from the federal government to the states, focusing primarily on health care, income security, job training and social services. The meeting will bring together key actors from the public and private sectors who are involved in health care for the low-income population. The discussion will be keyed to a series of papers that *Health Affairs* is publishing in the May/June issue. All of the papers contain state-level information on an important health care topic.

We invite you to participate in this important and timely meeting, which is being developed in conjunction with the Alpha Center. As you will see from the enclosed tentative agenda, the conference will include sessions on public and private coverage, Medicaid managed care, the impact of state and federal policies on safety net providers, and long-term care for the elderly. Each session will feature short presentations by researchers, state officials, and experts in the field, followed by time for discussion among the participants.

This meeting is being held at the Westin City Center Hotel, 1400 M Street, NW, Washington, D.C. A block of rooms is being held at the group rate of \$145 (plus tax) per night for single occupancy. Room reservations may be made by calling 202-429-1700. To obtain the group rate, reservations must be made by May 11, 1998. After May 11th, the rooms will revert to general sale by the hotel.

Page Two

There is no registration fee for this meeting, but space is limited. Participation will be on a first-come, first-served basis. We ask that you register for this conference by mailing or faxing the enclosed registration form to the Alpha Center no later than May 11, 1998. Please direct any questions concerning the content of the meeting to Josh Wiener at the Urban Institute at 202-857-8652. For questions concerning logistics, please contact Kelly Thompson at the Alpha Center at 202-296-1818 x261.

We hope you will be able to join us on June 2nd.

Sincerely,



Alan Weil
Director
Assessing the New Federalism



John Iglehart
Founding Editor
Health Affairs

Enclosures: Agenda
 Registration Form

April 27, 1998

A national policy meeting sponsored by:

The Urban Institute
and
Health Affairs

Assessing the New Federalism and State Health Policy

June 2, 1998
The Westin City Center Hotel
1400 M Street, N.W.
Washington, DC

Draft Agenda

8:30 a.m. - 9:00 a.m. **Continental Breakfast and Registration**

9:00 a.m. - 9:30 a.m. **Introduction & Overview**

Alan R. Weil
Director, Assessing The New Federalism
The Urban Institute

John K. Iglehart
Editor, *Health Affairs*
Project Hope

John Holahan
Director, Health Policy Center
The Urban Institute

9:30 a.m. - 10:45a.m. **Public & Private Coverage**

Moderator: W. David Helms
 President
 Alpha Center

*A Different Kind of New Federalism? The Federal Health Insurance
Portability and Accountability Act of 1996.* Len M. Nichols and Linda J.
Blumberg, The Urban Institute

*Publicly-Subsidized Health Insurance Programs: A Typology of
Approaches in 13 States.* Shruti Rajan, The Urban Institute

*Welfare and Immigration Reforms: The Rx May Have Unintended Side
Effects for Medicaid.* Marilyn Ellwood and Leighton C. Ku, The Urban
Institute

Discussants: Diane Rowland
Sr. Vice President
Henry J. Kaiser Family Foundation

Michael B. Rothman
Consultant
MBR Consulting(formerly with Colorado Department
of Health Care Policy and Financing)

10:45 a.m - 11:00 a.m. **Break**

11:00 a.m. - 12:15 p.m. **Managed Care**

Moderator: Alan Weil

Medicaid Managed Care: Variation in State Approaches. John Holahan,
Stephen Zuckerman, Alison Evans and Suresh Rangarajan, The Urban
Institute

*Adopting and Adapting Managed Care for Medicaid Beneficiaries: An
Imperfect Translation.* Robert Hurley and Susan Wall, The Urban Institute

Discussants: Stephen A. Somers
President
Center for Health Care Strategies, Inc.

Doug Cook
Director
Florida Agency for Health Care Administration

12:15 p.m. - 1:30 p.m. **Lunch and Presentation**

Federal and State Health Policy for the Low-Income Population

James Tallon
President
United Hospital Fund of New York

1:30 p.m. - 2:45 p.m. **Financing and Delivery**

Moderator: Randall R. Bovbjerg
Principal Research Associate
The Urban Institute

The Medicaid DSH Program: Background and Current Issues. Teresa
Coughlin and David Liska, The Urban Institute

Transformations in Public Health Systems. Susan Wall, The Urban
Institute

Public Policy, Market Forces and the Viability of Safety Net Providers.
Stephen Norton, The Urban Institute and Debra Lipson, Alpha Center

Discussants: John E. McDonough
Brandeis University (former member of
Massachusetts House of Representatives)

Mark Finucane
Director of Health Services
Los Angeles County Department of Health

2:45 p.m. - 3:00 p.m. **Break**

3:00 p.m. - 3:45 p.m. **Long Term Care**

Moderator: Marilyn Moon
Senior Fellow
The Urban Institute

Long-Term Care for the Elderly and State Health Policy. Joshua Wiener
and David Stevenson, The Urban Institute

Discussants: Donna McDowell
Director, Bureau of Aging and Long-Term Support
Wisconsin Department of Health and Family Services

Timothy Graves
Deputy Executive Director
Texas Health Care Association

3:45 p.m. - 4:30 p.m. **Wrap-Up: Perspectives on Federalism**

Moderator: John Iglehart

Gail R. Wilensky
Senior Fellow
Project HOPE

Lawrence D. Brown
Chairman, Department of Health Policy and Management
School of Public Health
Columbia University

4:30 p.m. **Adjourn**

REGISTRATION FORM

By Invitation Only

A national policy meeting sponsored by:

**The Urban Institute
and
Health Affairs**

Assessing the New Federalism and State Health Policy

**June 2, 1998
The Westin City Center Hotel
1400 M Street, N.W.
Washington, DC**

Please respond early, as there are more invitations than space available.

MEETING REGISTRATION FORM

Name: _____

Title: _____

Organization: _____

Address: _____

Phone #/Fax #: _____ / _____

E-mail Address: _____

To reserve a room:

Please make your own hotel accommodations. To secure a room at the Westin City Center Hotel at the special meeting rate of \$145.00, call the hotel at **202.728.0530** as soon as possible. **The hotel will offer this rate only until May 11.** The Westin City Center Hotel is located at 1400 M Street, NW, Washington, D.C.

Special airfare rates:

Special fares have been negotiated for meeting participants on a major airline. To take advantage of the fares, either you or your travel consultant should call Linda Sisk at Carlson Wagonlit Travel for the contract information. The number at Carlson Wagonlit is **1.800.232.6537**

PLEASE RETURN THIS FORM BY MAY 11 TO:

**Kelly Thompson, Meetings Coordinator
Alpha Center, 1350 Connecticut Ave., Suite 1100
Washington, D.C. 20036
202.296.1818 x 261(phone)
202.296.9889 (fax)**

WALL STREET COMES TO WASHINGTON: ANALYSTS' PERSPECTIVES ON HEALTH SYSTEM CHANGE

Wednesday, June 3, 1998
9:30 AM—12 Noon
Continental Breakfast at 9 AM

The Marriott at Metro Center
Ballroom C and D

ROUNDTABLE PARTICIPANTS

Karen Boezi, Venture Partner, Coral Ventures

Norm Fidel, Senior Vice President, Alliance
Capital Management, LP

Geoff Harris, Managing Director, Salomon
Smith Barney

Roberta Walter, Managing Director,
Merrill Lynch

Patricia Widner, Senior Vice President,
Warburg, Pincus Counsellors, Inc.

MODERATORS

Paul Ginsburg, President, and **Joy
Grossman**, Health Researcher,
Center for Studying Health System Change

AT this third annual roundtable hosted by the Center for Studying Health System Change, Wall Street analysts offer their perspectives on current trends in health care, including how the business of medicine is evolving, the drivers of rising pharmaceutical costs, what the industry's needs are for capital, and how new legislation and anticipated public purchaser strategies may affect care delivery.

The roundtable participants come from a variety of backgrounds — including analysts who advise health care investors and portfolio managers who themselves invest in health care companies — and have expertise in different areas of the country's dynamic and complex health care system. Each of the participants will also offer a perspective about the impact of government policies, intended and unintended, on markets, making for an anticipated lively discussion.

TOPICS TO BE COVERED INCLUDE:

What is underlying the recent divergent performance of the industry's key sectors, with health plans posting slim to nonexistent margins and hospital bottom lines relatively flush?

Overall trends related to costs, revenues and profitability will be contrasted, with participants offering explanations on why the sectors have performed differently. Other issues to be explored in this section include why plans are both consolidating and divesting, and how hospitals are behaving in the wake of Columbia/HCA troubles.

Why are pharmaceutical costs rising at such a rapid rate and how are plans and public policy makers responding and/or contributing to this trend?

Topics to be covered include recent FDA regulations allowing the pharmaceutical industry to market directly to consumers, and the competing strategies of plans and pharmaceutical companies in response to cost pressures.

Where are plans, hospitals and other parts of the delivery system getting necessary financing, and how are their needs changing?

In this section analysts will discuss trends related to for-profit conversions as well as how Wall Street

views investment in existing and emerging markets, and investment in health care as opposed to other sectors.

How will recent bills and federal actions effect the industry, including provisions in the Budget Balance Act, application of the President's Health Care Bill of Rights to public purchasers, and policies to expand health insurance for children and the near-elderly?

Issues to be discussed include whether or not the policies of Medicare and other public purchasers will stimulate private sector quality initiatives, and how managed care plans will respond to the anticipated influx of Medicare beneficiaries and lower Medicaid rates.

WHAT YOU CAN EXPECT FROM THIS CONFERENCE:

Hear the views of analysts who track the fortunes of a wide range of health care companies, and from investors who have direct influence over the strategic direction of these organizations.

Learn how Wall Street perceives recent legislation and anticipated public purchaser action in terms of market behavior and the expected effect on margins.

Gain insight into how important aspects of the health care system function, e.g., health care capital markets and the pharmaceutical business.

ABOUT THE CENTER

The Center for Studying Health System Change, is an independent research organization fully funded by The Robert Wood Johnson Foundation and based in Washington D.C. The Center provides policy makers and the public at large with objective analyses of how the country's health system is evolving and assessments of the effect of these changes on consumers.

REGISTRATION FORM

Please Respond by Completing a Registration Form
Found on the Center's Web Site:
www.hschange.com

ON OR BEFORE: FRIDAY, MAY 22, 1998

WALL STREET CONFERENCE
WEDNESDAY, JUNE 3, 1998
9:30 AM - 12 NOON

SESSION REGISTRATION AND
CONTINENTAL BREAKFAST 9:00 AM

MARRIOTT at METRO CENTER: BALLROOM C and D

If you do not have Internet access, please complete and return the
registration form below via fax to: (202) 484-9258

NAME

TITLE

COMPANY

ADDRESS

PHONE FAX

☐ Special Needs

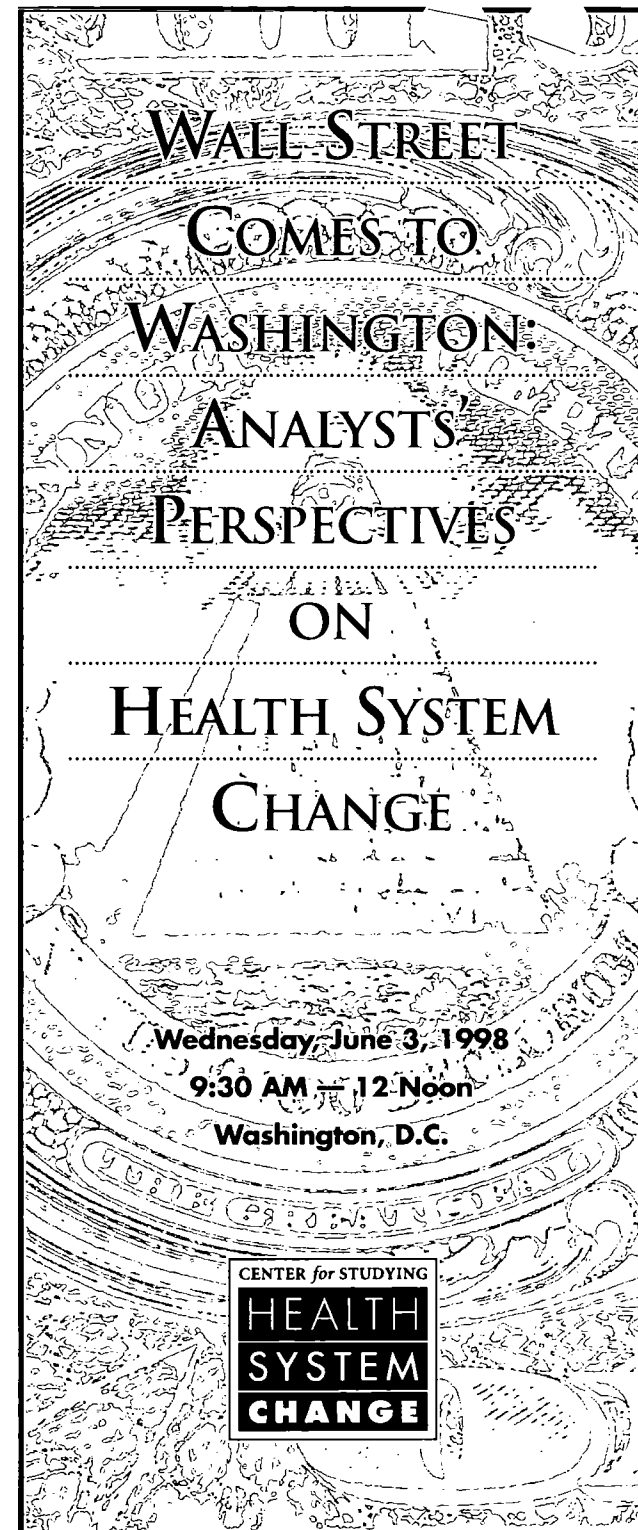
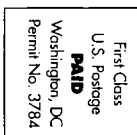
Space Limitations: Space is limited and registrations will be
accepted on a first come first served basis. Please be sure to
respond by completing a registration form on our Web Site on or
before Friday, May 22, 1998.

Directions to the Hotel: The Marriott at Metro Center is one half
block from the Metro Center stop on the Red, Orange and Blue
lines. You can reach the hotel by taking the 12th and G street exit.
The Marriott at Metro Center is located at 775 12th Street, N.W.,
(202) 737-2200.

Questions: For questions concerning conference logistics, please
contact Ruth Murphy, Conference Coordinator, (202) 484-4514.



600 Maryland Avenue, SW, Suite 550
Washington, DC 20024





THE NATIONAL CONGRESS

ON MEDICARE+CHOICE

600 STEWART STREET · SUITE 1605 · SEATTLE · WA 98101-1220
PHONE 206.764.8331 · FAX 206.763.6403

May 11, 1998

Chris Jennings
Deputy Assistant to the President
The White House
Washington, D.C. 20501

Re: Complimentary Registration to
National Congress on Medicare+Choice

Dear Mr. Jennings:

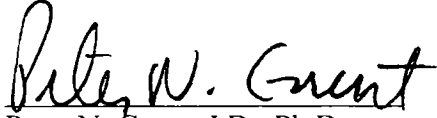
As co-chairs of the National Congress on Medicare+Choice, it is our pleasure to offer you a complimentary registration to the Congress which is scheduled for Thursday, June 4 and Friday, June 5 at the Grand Hyatt Hotel in Washington, D.C. For your information, we have enclosed a copy of the brochure of the Congress. If you desire to attend the program, you may register on the evening of Wednesday, June 3rd or the morning of Thursday, June 4th. You will be listed as a registrant at no cost.

You will note that the Congress is co-sponsored by *Modern Healthcare Magazine* and *Health Affairs Journal*. John Iglehart, Founding Editor of *Health Affairs*, has suggested that it would be appropriate to provide complimentary registrations to some of the leading Congressional staff members and health services researchers with an interest in the Medicare Program.

It is our desire that the National Congress on Medicare+Choice serve as a forum for the discussion of the important changes to the Medicare Program brought about by the new Medicare Part C Medicare+Choice. We hope that you will join in the dialogue.

If you have any questions or concerns about the Congress, please feel free to call Peter Grant at 206-628-7668 or Bruce Fried at 202-663-8006.

Sincerely yours,

A handwritten signature in black ink that reads "Peter N. Grant". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Peter N. Grant, J.D., Ph.D.

Co-Chair, National Congress on Medicare+Choice

A handwritten signature in black ink that reads "Bruce Merlin Fried". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Bruce Merlin Fried, J.D.

Co-Chair, National Congress on Medicare+Choice

Enc.

THE PREEMINENT CONFERENCE ON EMERGING MEDICARE MANAGED CARE CHANGES



THE NATIONAL CONGRESS ON MEDICARE+CHOICE

MEDICARE+CHOICE
HEALTH MAINTENANCE ORGANIZATIONS
PROVIDER-SPONSORED ORGANIZATIONS
PREFERRED PROVIDER ORGANIZATIONS
PRIVATE FEE-FOR-SERVICE ARRANGEMENTS
MEDICAL SAVINGS ACCOUNTS

SUBCONTRACTING WITH MEDICARE+CHOICE PLANS

THURSDAY AND FRIDAY
JUNE 4-5, 1998

CO-SPONSORED BY
HEALTH AFFAIRS JOURNAL AND MODERN HEALTHCARE MAGAZINE

DEVELOPED AND ADMINISTERED BY
HEALTH CARE CONFERENCE ADMINISTRATORS

**GRAND HYATT HOTEL
WASHINGTON, D.C.**

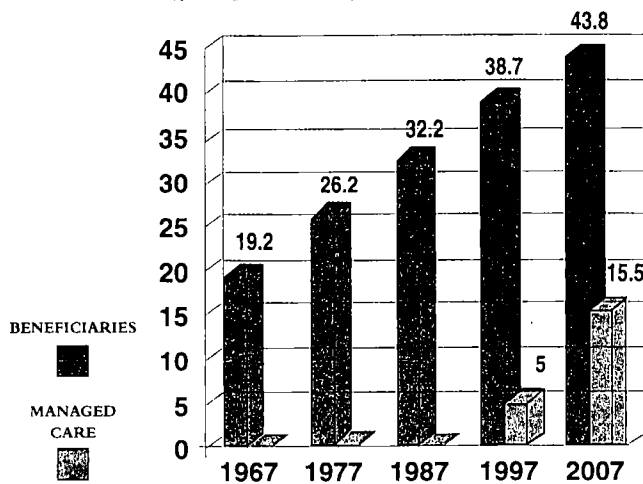
- ✓ The most complete analysis of the new Medicare Part C, referred to also as the Medicare+Choice Program, in one place, presented through 10 general sessions, 30 concurrent sessions and over 50 Government and Private Sector Speakers.
- ✓ Major presentations by HCFA experts on HMOs (with or without point-of-service), PSOs, PPOs, Private Fee-For-Service Plans and Medical Savings Accounts.
- ✓ Sessions detailing each part of the HCFA PSO Federal Waiver and Medicare+Choice Certification Applications presented by officials who review and approve those applications.
- ✓ Case studies from a number of operating Medicare Risk Plans approved under The Medicare Choices Demonstration Projects.
- ✓ Presentations for potential capital and management partners for providers developing Medicare+Choice Plans, including HMOs, PPMCs, venture capital groups and consulting organizations.
- ✓ Strategies for providers who do not develop Medicare+Choice plans, but who wish to subcontract with such plans.

MEDICARE'S NEW PART C PROGRAM: MEDICARE+CHOICE

THE NEW MEDICARE MANAGED CARE PROGRAM, called Medicare+Choice, or Medicare Part C, is being rolled out quickly. It's building speed as various clarifying regulations, including those establishing the definitions and federal solvency standard for provider-sponsored organizations (PSOs), and draft Medicare+Choice HCFA application forms, including the PSO federal waiver application and the Medicare+Choice certification application, have been issued. Full implementation of Medicare+Choice will occur with the anticipated issuance of the Medicare+Choice "Mega Regulations" on June 1, 1998.

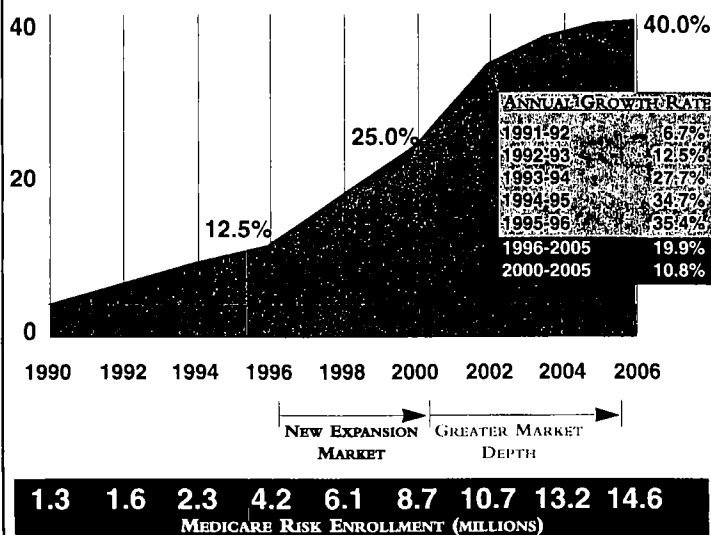
MEDICARE POPULATION (1967-2007) AND PROJECTED MANAGED CARE MEMBERSHIP

Source: Health Care Financing Administration,
Office of the Actuary, December 1996



SPECULATING ON FUTURE GROWTH MEDICARE RISK PENETRATION EXPECTED TO TRIPLE OVER NEXT DECADE

Source: Health Care Advisory Board



The Medicare+Choice program has profound implications for all Medicare risk plans and for all health care providers, regardless of whether the provider is determined to form a Medicare+Choice plan or not.

Those plans and providers intending to form plans will be directly affected by the changes mandated by the new Medicare Part C Program. Providers who determine to participate in Medicare Managed Care by subcontracting with Medicare+Choice plans will also be substantially impacted.

HCFA is allocating substantial resources to quick-start Medicare+Choice. It has issued an early definition of PSOs, and has made available draft application forms. HCFA has already begun processing Medicare+Choice applications. Upon the issuance of the Medicare+Choice "Mega Regulations", the omnibus regulation which will clarify all remaining issues with respect to the program, applications will be formally processed.

Looming on the horizon is the "Medicare Compare," November 1998 Medicare+Choice national information campaign. Funded in part by an assessment on existing Medicare risk plans, the information campaign will provide all Medicare beneficiaries with detailed comparative information on all Medicare options available in the geographic area, including the standard Part A and B program and the full array of Part C, Medicare+Choice options.

The number and type of Medicare+Choice plans which will be approved over the next 12 to 24 months is speculative. However, interest across the country is extraordinary. There is a consensus that the Medicare+Choice program will dramatically increase the number of Medicare beneficiaries moving into a managed care option.

WHO SHOULD ATTEND THE CONGRESS

- Health Care Leaders, including CEOs and CFOs in hospitals, medical groups and IPAs, ancillary providers, long-term care organizations and health plans
- Members of the Board of Trustees of Health Care Enterprises
- Health Care Finance, Patient Accounts and Billings Specialists
- Health Care Managed Care Contract Officers
- Physicians and other Health Professionals
- Health Care Consultants and Attorneys
- Health Care Regulators
- Health Care Investment Bankers and Venture Capitalists
- Health Care Researchers, Academics and Policy Makers

MEDICARE+CHOICE AT A GLANCE

- Permits Medicare-only risk plans
- Adjusts the Medicare premium, the Average Adjusted Per Capita Cost (AAPCC), to the greater of a floor rate, a 2% minimum rate increase, or a national/local blended rate.
- Adds a medical risk adjustment to the AAPCC in 2000.
- Establishes a national information program in November 1998 and annual coordinated election periods each November thereafter.
- Transitions from open beneficiary enrollment and disenrollment to annual lock-in by July 2002.
- Expands the types of managed care arrangements available to beneficiaries from HMO-like arrangements only, to include Provider-Sponsored organizations (PSOs), PPOs, Private Fee-For-Service plans (PFFSs and Medical Savings Arrangements (MSAs)).
- Permits HCFA to waive minimum enrollment requirements.

THE NATIONAL CONGRESS ON MEDICARE+CHOICE

THURSDAY-FRIDAY, JUNE 4-5, 1998

PROGRAM

THURSDAY, JUNE 4, 1998

7:45 - 8:15AM

OPENING PLENARY SESSION: THE ROLE OF THE NEW MEDICARE PART C: MEDICARE+CHOICE IN THE CHANGING MEDICARE PROGRAM

ROBERT A. BERENSON, M.D., DIRECTOR, CENTER FOR HEALTH PLANS AND PROVIDERS, HCFA (INVITED)

8:15 - 8:45AM

MEDICARE+CHOICE RISK CONTRACTING STRATEGIC ALTERNATIVES

BRUCE MERLIN FRIED, J.D., PARTNER, SHAW, PITTMAN, POTTS & TROWBRIDGE, WASHINGTON, D.C. AND FORMER DIRECTOR, CENTER FOR HEALTH PLANS AND PROVIDERS, HCFA

8:45 - 9:15AM

STRATEGIES FOR PROVIDERS NOT FORMING MEDICARE+CHOICE PLANS: RISK SUBCONTRACTING, GOVERNANCE PARTICIPATION, ETC.

PETER N. GRANT, J.D., PH.D., PARTNER, DAVIS WRIGHT TREMAINE LLP, SEATTLE AND SAN FRANCISCO

9:15 - 9:30AM

TRANSITION BREAK

9:30 - 10:30AM

CONCURRENT SESSIONS 1: STRATEGIC ALTERNATIVES IN PARTICIPATING IN MEDICARE+CHOICE

1.A. STATE-LICENSED COORDINATED CARE PLANS: HMOs, PSOs AND PPOs

JEAN LEMASURIER, DEPUTY DIRECTOR FOR PLAN AND PROVIDER PURCHASING POLICY GROUP, HCFA

1.B. FEDERAL WAIVERED PSOs

MAUREEN MILLER, SENIOR ANALYST, DIVISION OF INTEGRATED DELIVERY SYSTEMS, CENTER FOR HEALTH PLANS AND PROVIDERS, HCFA

AARON BROWN, HEALTH INSURANCE SPECIALIST, DIVISION OF INTEGRATED DELIVERY SYSTEMS, CENTER FOR HEALTH PLANS AND PROVIDERS, HCFA

1.C. PRIVATE FEE-FOR-SERVICE PLANS

ANITA HEGSTER, HEALTH CARE SPECIALIST, DIVISION OF INTEGRATED DELIVERY SYSTEMS, HCFA

1.D. MEDICAL SAVINGS ACCOUNTS

CYNTHIA MASON, OFFICE OF RESEARCH AND DEVELOPMENT, HCFA (INVITED)

1.E. THE ROLE OF MEDICARE SELECT (THE MEDICARE SUPPLEMENT PROGRAM) IN THE CONTEXT OF MEDICARE+CHOICE

MICHELE MOLDEN, EXECUTIVE VICE PRESIDENT, PRODUCT LINE MANAGEMENT/STRATEGIC PLANNING, OLYMPIC HEALTH MANAGEMENT SERVICES, INC.

TRANSITION BREAK

10:30 - 10:45AM

10:45 - 11:45AM

CONCURRENT SESSIONS 2: ORGANIZING AND CAPITALIZING A MEDICARE+CHOICE PLAN

2.A. MEDICARE+CHOICE PLAN STRUCTURE AND TAX ISSUES

MARTIN MORFELD, ESQ., OF COUNSEL, DAVIS WRIGHT TREMAINE LLP, SEATTLE, WASHINGTON

T. J. SULLIVAN, ESQ., PARTNER, GARDNER, CARTON & DOUGLAS, WASHINGTON, D.C., AND FORMER SPECIAL ASSISTANT (HEALTHCARE) TO THE IRS, ASSISTANT COMMISSIONER (EXEMPT ORGS.)

2.B. BUSINESS PLAN AND PRO FORMA FINANCIAL PROJECTION DEVELOPMENT

LORI B. SCHLEICHER, SENIOR MANAGER, ERNST & YOUNG LLP

2.C. CAPITALIZATION AND INFRASTRUCTURE

JERRY F. POGUE, PUBLISHER, INTEGRATED HEALTHCARE REPORT AND PRINCIPAL, INTEGRATED HEALTHCARE CONSULTING GROUP

2.D. MEDICARE+CHOICE PLANS: PSO FEDERAL SOLVENCY STANDARD AND APPLICABLE STATE SOLVENCY STANDARDS; LETTERS OF CREDIT, GUARANTIES, MANDATORY CAPITAL CALLS, ADMITTED TANGIBLE AND INTANGIBLE ASSETS

EDWARD B. HIRSHFELD, ESQ., ASSOCIATE GENERAL COUNSEL, AMERICAN MEDICAL ASSOCIATION

2.E. MEDICARE+CHOICE REGULATORY COMPLIANCE: PIP, FRAUD AND ABUSE, ETC.

MARK S. JOFFE, ESQ., LAW OFFICES OF MARK JOFFE, WASHINGTON, D.C.

LUNCH

11:45 - 1:00PM

LUNCH

1:00 - 1:30PM

AN OVERVIEW OF PAST AND FUTURE HCFA MANAGED CARE DEMONSTRATION PROJECTS

LU ZAWISTOWICH, DIRECTOR OF PROGRAM DEVELOPMENT AND INFORMATION GROUP (DEMONSTRATION PROJECTS), HCFA

TRANSITION BREAK

1:30 - 1:45PM

1:45 - 2:45PM

CONCURRENT SESSIONS 3: LESSONS FROM THE MARKETPLACE: THE EXPERIENCE OF MEDICARE/CHOICES DEMONSTRATION PROJECTS

3.A. FLORIDA HOSPITAL, ORLANDO, FLORIDA

DONNA BLEXRUD, ADMINISTRATIVE DIRECTOR, FLORIDA HOSPITAL PREMIER CARE

3.B. CROZER-KEYSTONE HEALTH SYSTEM, SPRINGFIELD, PENNSYLVANIA

BEVERLY J. SLAVIC, EXECUTIVE VICE PRESIDENT & COO, HEALTH PLANS OF PENNSYLVANIA

3.C. ST. JOSEPH'S MEDICAL CENTER, ATLANTA, GEORGIA

THOMAS FLORA, CHIEF EXECUTIVE OFFICER, ST. JOSEPH'S CARE MANAGEMENT CORP.

3.D. PEOPLES HEALTH NETWORK/TENET CHOICES 65, NEW ORLEANS, LOUISIANA

ROGER W. FRIEND, DIRECTOR, PSO DEVELOPMENT, TENET HEALTH SYSTEM

3.E. YELLOWSTONE COMMUNITY HEALTH PLAN, BILLINGS, MONTANA

CAROL A. BEAM, C.P.A., M.B.A., DIRECTOR OF FINANCE

THOMAS P. THIGPEN, M.D., MEDICAL DIRECTOR

KATHRYN A. WAGNER, CHIEF OPERATING OFFICER

TRANSITION BREAK

2:45 - 3:00PM

THE NATIONAL CONGRESS ON MEDICARE+CHOICE

THURSDAY-FRIDAY, JUNE 4-5, 1998

PROGRAM

THURSDAY, JUNE 4, 1998 (CONTINUED)

3:00 - 4:00PM



CONCURRENT SESSIONS 4: MEDICARE+CHOICE PLAN GENERAL ISSUES

4.A. WHAT INVESTMENT BANKER ANALYSTS THINK ABOUT MEDICARE+CHOICE

JOSEPH CHIARELLI, VICE PRESIDENT, J.P. MORGAN SECURITIES, INC., NEW YORK, NY

LAWRENCE C. MARSH, CFA, DIRECTOR, EQUITY RESEARCH, SALOMON SMITH BARNEY, NEW YORK, NY

4.B. BUILDING AND IMPLEMENTING EFFECTIVE COMPLIANCE STRATEGIES FOR MEDICARE+CHOICE PLANS - WHAT DOES HCFA LOOK FOR?

STEVE BALCERZAK, MANAGED CARE COMPLIANCE SOLUTIONS, INC., WASHINGTON, D.C., AND FORMER DIRECTOR, PERFORMANCE REVIEW DIVISION, HCFA

GADI WEINRICH, ESQ., PARTNER, SHAW, PITTMAN, POTTS & TROWBRIDGE, WASHINGTON, D.C.

4.C. WHAT CAN GO WRONG: PROVIDER COMPENSATION AND RISK SHARING

RICK LEVINE, PRESIDENT, LEVINE HEALTH CARE, INC., BOULDER, CO

4.D. WHAT CAN GO WRONG: UNREASONABLE PROVIDER EXPECTATIONS

MICHAEL D. BARRETT, PRINCIPAL, ADVANCED MANAGED CARE SOLUTIONS, ORLANDO, FL

4.E. WHAT CAN GO WRONG: INCURRED BUT NOT REPORTED (IBNR) CLAIMS

EARL L. WHITNEY, F. S. A., CONSULTING ACTUARY, MILLIMAN & ROBERTSON, INC., RADNOR, PA

TRANSITION BREAK

4:00 - 4:15PM

4:15 - 5:30PM

CLOSING PLENARY SESSION: THE ROLE OF MEDICARE+ CHOICE IN AMERICAN HEALTH POLICY

CHARLES (CHIP) KAHN, CHIEF OPERATING OFFICER AND PRESIDENT-DESIGNATE, HEALTH INSURANCE ASSOCIATION OF AMERICA, AND FORMER MAJORITY STAFF DIRECTOR, HEALTH SUBCOMMITTEE, HOUSE WAYS AND MEANS COMMITTEE

LYNN M. ETHEREDGE, HEALTH POLICY CONSULTANT

GAIL WILENSKY, PH.D., CHAIR, THE MEDICARE PAYMENT ADVISORY COMMISSION

MODERATED BY JOHN IGELHART, FOUNDING EDITOR, HEALTH AFFAIRS JOURNAL

FRIDAY, JUNE 5, 1998

8:00 - 8:45AM

OPENING PLENARY SESSION: THE ECONOMICS OF MEDICARE+CHOICE RISK CONTRACTING

JACQUE SOKOLOV, M.D., JJS, INC./PSO DEVELOPMENT CORP., LOS ANGELES, CA

8:45 - 9:30AM

RISK ADJUSTED PAYMENTS IN MEDICARE: ANOTHER YEAR 2000 PROBLEM?

ARLENE ASH, PH.D., RESEARCH PROFESSOR OF MEDICINE, BOSTON UNIVERSITY SCHOOL OF MEDICINE, PRINCIPAL DXCG, INC.

9:30 - 10:15AM

OVERVIEW OF THE MEDICARE+CHOICE HCFA APPLICATION PROCESS

GARY BAILEY, DIRECTOR, HCFA HEALTH PLAN PURCHASING AND ADMINISTRATION GROUP, CHPPS

10:15 - 10:45AM

BREAK

10:45 - NOON

CONCURRENT SESSIONS 5: MEDICARE+CHOICE HCFA APPLICATION PREPARATION

5.A. APPLICATION: PROVIDER CONTRACTS AND HEALTH SERVICE DELIVERY

JERRY HILL, HILL & ASSOCIATES, SAN FRANCISCO, CA

SIDNEY J. LINDENBERG, PLAN MANAGER, DIVISION OF PROGRAM MANAGEMENT AND FIELD LIAISON, HCFA

5.B. APPLICATION: HCFA REQUIREMENTS- MARKETING, ENROLLMENT, APPEALS AND GRIEVANCES

RHYS JONES, SENIOR CONSULTANT, HILL & ASSOCIATES, COLORADO SPRINGS, CO

5.C. APPLICATION: FINANCE

PHILLIP DOERR, DIRECTOR, DIVISION OF PREMIUM AND FINANCIAL EVALUATION, HPPA, CHPP, HCFA

5.D. APPLICATION: COMPUTATION OF ADJUSTED COMMUNITY RATE (ACR)

HOWARD RUBENSTEIN, SENIOR ANALYST, DIVISION OF PREMIUM AND FINANCIAL EVALUATION, HPPA, CHPP, HCFA

DIRK VAN DER BURCH, F.S.A., M.A.A.A., CONSULTING ACTUARY, MILLIMAN & ROBERTSON, INC., SEATTLE, WA

5.E. APPLICATION: COMPLETENESS AND HCFA SITE VISIT

JOHN GORMAN, PRESIDENT, MANAGED CARE COMPLIANCE SOLUTIONS, INC., WASHINGTON, D.C.

12:00 - 1:30PM

LUNCH

1:30 - 2:15PM

LUNCH

"SO YOU WANT TO FORM A MEDICARE+CHOICE RISK PLAN"

MICKY HERBERT, Co-CEO, PHYSICIANS HEALTH SERVICES, AMERICAN ASSOCIATION OF HEALTH PLANS

MEDICARE+CHOICE PLANS: STRUCTURING ARRANGEMENTS WITH CAPITAL PARTNERS AND NEGOTIATING MANAGEMENT CONTRACTS

KEITH KORENCHUK, ESQ., PARTNER, DAVIS WRIGHT TREMAINE LLP, CHARLOTTE, NORTH CAROLINA

TRANSITION BREAK

2:15 - 2:30PM

2:30 - 3:45PM

CONCURRENT SESSIONS 6: MEDICARE+CHOICE PLAN STRATEGIC CAPITAL/MANAGEMENT PARTNERS

6.A. MEDSTEP (A SUBSIDIARY OF HUMANA)

GREG ROTHERHAM, PRESIDENT

6.B. SECURE HORIZONS USA (A SUBSIDIARY OF PACIFICARE)

CRAIG S. SCHUB, PRESIDENT

6.C. PHYCOR

PAUL KECKLEY, VICE-PRESIDENT, STRATEGIC DEVELOPMENT

6.D. SCHEUR MANAGEMENT GROUP

BARRY SCHEUR, PRESIDENT

6.E. OLYMPIC HEALTH MANAGEMENT SERVICES, INC./ THE ZURICH GROUP: AN INSURANCE PARTNER IN A MULTI-PRODUCT PLATFORM

DEBBIE AHL, CHIEF OPERATING OFFICER, OLYMPIC HEALTH MANAGEMENT SERVICES, INC.

6.F. CNA HEALTH PARTNERS

KIRK B. JOHNSON, SENIOR VICE PRESIDENT



THE NATIONAL CONGRESS ON MEDICARE+CHOICE

THE NATIONAL CONGRESS ON MEDICARE+CHOICE is fundamentally different from recent conferences which have largely focused on PSOs only.

First, the Congress is timed to coincide with the issuance of the Medicare+Choice "Mega Regulations" which will provide a detailed road map to potential Medicare+Choice applicants and subcontractors. In the event that the regulations have not yet been issued at the time of the Congress, each registrant to the Congress will receive a copy of the regulations and an analysis of their implications as soon as possible following publication.

Second, all other conferences on Medicare Part C have focused almost solely on PSOs. While the Congress will provide the most sophisticated and timely analysis of PSO issues, we believe that PSOs have been overemphasized. The other forms of Medicare+Choice arrangements, HMOs (with or without point-of-service), PPOs, Private Fee-For-Service arrangements (PFFSs) and Medical Savings Accounts (MSAs), have been virtually ignored.

The failure to analyze the full array of Medicare+Choice arrangements is a strategic blunder.

- Many providers, initially attracted to the compelling acronym PSO concept, may ultimately determine to qualify as a state-licensed HMO which will not be subject to the ownership and compensation constraints applicable to PSOs.
- PPOs and Private Fee-For-Service plans may constitute more appropriate vehicles for Medicare managed care contracting in new Medicare+Choice markets and rural areas.
- The MSA concept, incorporated into Medicare Part C as a pilot project, may emerge as an important coverage option in the next century.

Third, speakers at the Congress include governmental regulators; expert attorneys, consultants and actuaries; representatives of Medicare Choices demonstration projects with actual implementation experience; potential capital and management partners; health services researchers and academics. This unconventional admixture of leading-edge thinkers and doers will paint a detailed strategic picture of the Medicare+Choice program and its implications for you.

Further, the Congress will focus in practical detail on "how-to:"

- How to form and capitalize a Medicare+Choice plan. How to establish covered and supplemental benefits and draft provider contracts.
- How and when to apply for state HMO insurance licensure, federal waiver status for a PSO, and HCFA certification as a Medicare+Choice plan.
- What are the elements of the HCFA application and approval process, and how to complete the applications to maximize opportunities in success.
- How to comply with state and federal solvency standards, including the use of letters of credit, guarantees and the admissibility of tangible and intangible health care delivery assets.
- How to develop operational infrastructure and/or to negotiate appropriate arrangements with capital or management partners.

A TEAM APPROACH

DEVELOPING A STRATEGIC RESPONSE to Medicare+Choice and/or organizing a Medicare+Choice Plan requires a team approach. Health systems will wish to involve board members, senior management and clinicians. Medical groups and IPAs may coalesce representation of various medical specialties with community and hospital representatives.

Through its concurrent sessions format, the Congress will maximize the ability of teams to absorb and share substantive and technical presentations. Large panel presentations often do not give either the presenter or participant the opportunity to address issues in depth.

In order to facilitate participation by institutional teams, there is a discount for additional participants from one organization.

WRITTEN BACKGROUND DOCUMENTATION

Each registrant will receive a binder containing pertinent background documentation, including law, regulations and governmental policy pronouncements applicable to Medicare+Choice, and copies of speaker presentation materials.

SPONSORS AND ADMINISTRATOR

HEALTH AFFAIRS JOURNAL, the policy journal of the health sphere, is a multidisciplinary peer-reviewed journal dedicated to the serious exploration of domestic and international health policy and system change. Health Affairs is published by Project Hope. For more information about Health Affairs call (800) 7651-7514.

MODERN HEALTHCARE MAGAZINE is the preeminent magazine covering health care marketplace developments and health policy through a weekly business news format. Modern Healthcare is published by Crain Communications. For more information on Modern Healthcare, call (800) 678-9595.

HEALTH CARE CONFERENCE ADMINISTRATORS (HCCA) develops, organizes and administers health care conferences alone or on behalf of sponsoring organizations. HCCA seeks to illuminate complex issues of health care practice and policy by bringing together leading edge doers and thinkers - from operations to academia, from clinical practice to corporate management, from Main Street to Wall Street and from patient to politician.

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THE NATIONAL CONGRESS ON MEDICARE+CHOICE

THURSDAY-FRIDAY, JUNE 4-5, 1998

REGISTRATION FORM

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SEATTLE, WA 98101-1220

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By FAX: 206.764-8331

By PHONE: 206.763-6403

By MAIL: NATIONAL CONGRESS ON MEDICARE+CHOICE
ATTN: KRIS GRECO
600 STEWART STREET, SUITE 1605
SEATTLE, WA 98101-1220

REGISTRATION FEES ARE NOT REFUNDABLE
SCHEDULE SUBJECT TO CHANGE

CONFERENCE HOTEL INFORMATION

A SPECIAL RATE OF \$189 PER SINGLE PER NIGHT HAS BEEN ARRANGED FOR THIS CONFERENCE. PLEASE MAKE YOUR RESERVATIONS DIRECTLY WITH THE GRAND HYATT AND MENTION THE MEDICARE+CHOICE CONFERENCE TO RECEIVE THIS REDUCED RATE. RESERVATIONS WILL BE ACCEPTED UNTIL MAY 15, 1998. AFTER THAT CUT-OFF DATE, RESERVATIONS WILL BE ACCEPTED ON A SPACE-AVAILABLE BASIS.

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WASHINGTON, DC 20001

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To Donna
Date 5-14-98 Time 12:25

WHILE YOU WERE OUT

M Elyse Coffey
of Health Industry Business
Communications Council
Phone 602-381-1091
Area Code Number Extension

TELEPHONED	☐	PLEASE CALL	☐
CALLED TO SEE YOU	☐	WILL CALL AGAIN	☐
WANTS TO SEE YOU	☐	URGENT	☐

RETURNED YOUR CALL ☐

Message She wants to set up
a request for Chris
to speak at a function.
She's also sending a
fax

Operator



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Z3-021 - 200 SETS
Z3-421 - 400 SETS

CARBONLESS

Elise Coffey

re: Mr. Jennings
availabilitywith HIBCC @
602-381-1091

October conference

Elise 6/1
6/2
6/35/19
Wants
answer
ASAPHealth Industry Business
Communications Council5110 North 40th Street
Suite 250

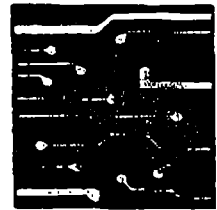
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FAX: 602.381.1093

Email: info@hibcc.org

Web Site: www.hibcc.org



HIBCC

reference
to
HCTARaymond
How about
BSS ~~Raymond~~ Brennan or
someone else at HCTA?

DATE:

May 14, 1998

TO:

Dona Geisbert

FAX#:

202-456-5557

FROM:

Elise Coffey

PAGES:

5

(including cover sheet)

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FAX: 602\381-1093

COMMENTS:

5/28- They need to
send out
Brochure -
would like to
include Chris -
need answer ASAP

HIBCC 1998
Meeting Dates

August 25-28

(Board Meeting August 28)

Sheraton New Orleans

New Orleans, LA

(Meet in conjunction with

HIDA '98)

December 8-11

(Board Meeting December 11)

Embassy Suites Billmore

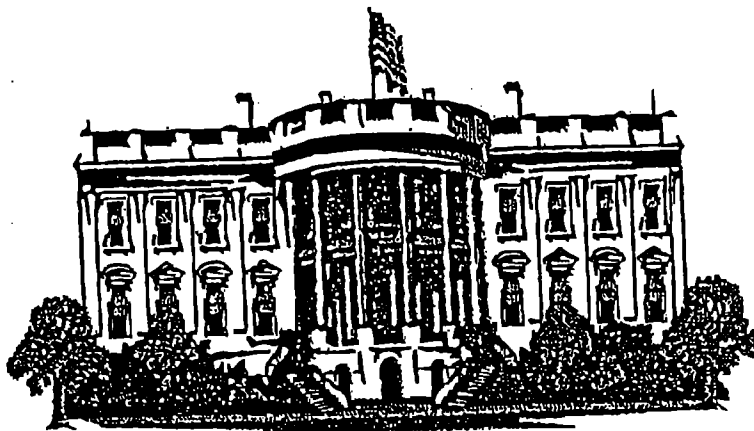
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THE WHITE HOUSE



Christopher C. Jennings
Deputy Assistant to the President for Health Policy
216 Old Executive Office Building
Washington, DC 20502
phone: (202) 456-5560
fax: (202) 456-5557

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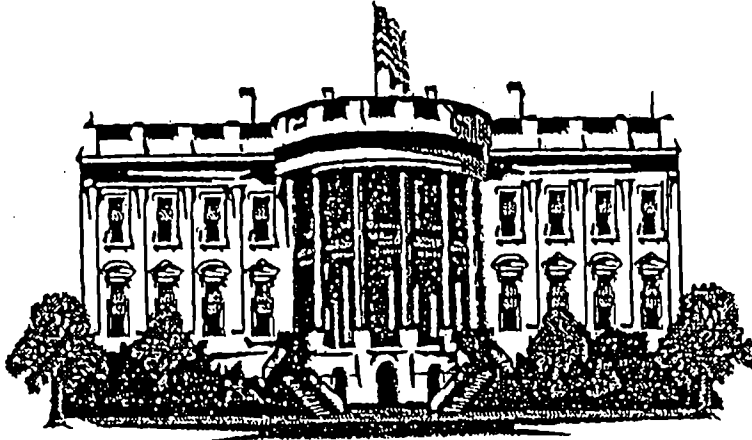
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Fax Number: 410-786-4164 0192

Telephone Number: 786-4164

Pages (Including Cover): 5

THE WHITE HOUSE



Christopher C. Jennings
Deputy Assistant to the President for Health Policy
216 Old Executive Office Building
Washington, DC 20502
phone: (202) 456-5560
fax: (202) 456-5557

Facsimile Transmission Cover Sheet

To: Bob Berenson ATTN: CAROL

Fax Number: 410-786-4164 0192

Telephone Number: 786-4164

Pages (Including Cover): 5

Comments: Chris is not able to do this - he
thought Bob or someone from HCSA
would be able to do. Any questions
call me. Tux

Donna

456-5594.

**Health Industry Business
Communications Council**

5110 North 40th Street
Suite 250
Phoenix, Arizona 85018
602.381.1091
FAX 602.381.1093



May 14, 1998

Mr. Christopher Jennings
Deputy Assistant to the President for Health Policy
The Old Executive Office Building
Room 216
The White House
1700 Pennsylvania Ave.
Washington, DC 20502

Dear Mr. Jennings:

The Health Industry Business Communications Council (HIBCC) and the Data Interchange Standards Association (DISA) are national non-profit organizations that develop standards for electronic data interchange and are responsible for the implementation of Internet and electronic commerce tools in the healthcare industry (a brief background statement about our organizations is attached).

On October 28 - 30, 1998, we are jointly sponsoring a national conference entitled "E-Commerce & Healthcare: The Final Frontier," at the **Westin O'Hare in Chicago**. The conference is directed at executives from both the provider and payer communities, as well as healthcare supply chain trading partners.

Interest in this meeting has been very high, and we are expecting roughly 500 senior executives to attend. Many of the publications and journals that cover this topic have already been in contact with this office and will be promoting the event.

Due to your unique credentials as an expert in healthcare issues, as well as the key role you are playing in the development of federal policy, we believe a Keynote Address from you would provide a major impetus to our attendees to advance the vision set forth by the Administration.

The Keynote Address is scheduled for **Wednesday, October 28 from 12:45 - 1:20 p.m.** If this time does not fit into your schedule, we could adjust it slightly.

HIBCC and DISA would be happy to make whatever travel arrangements are necessary to get you to Chicago in time for the presentation.

Please let me know as soon as possible if you are interested and available. Promotional pieces for the conference are currently being created and will be mailed soon.

I have also sent you some background information on the two organizations as well as a copy of the first of our promotional pieces. I hope these materials will encourage you to agree to this speaking engagement.

I can be reached at 602.381.1091 (MST) or by FAX at 602.381.1093.

I look forward to hearing from you shortly.

Sincerely,

A handwritten signature in cursive script that reads "Elyse L. Coffey".

Elyse L. Coffey
Director of Communications

Attachments

BACKGROUND

Data Interchange Standards Association

DISA is a Virginia-based, not-for-profit corporation that serves as the secretariat for ASCX12, which was chartered by the American National Standards Institute to develop US and international cross-industry standards for electronic data interchange. DISA also serves as the contact point for the UN/EDIFACT process and various technical advisory groups for the International Organization for Standardization. In addition to providing support to these standards-setting bodies, DISA is a leading provider of training and education in electronic commerce topics.

www.disa.org

Health Industry Business Communications Council (HIBCC)

Founded in 1984, HIBCC USA is an American-National-Standards-Institute-accredited standards-development organization that represents numerous healthcare organizations in the field of electronic commerce. They are:

- American Hospital Association
- American Medical Association
- American Society for Automation in Pharmacy
- American Veterinary Distributors Association
- Health Industry Distributors Association
- Health Industry Group Purchasing Association
- Health Industry Manufacturers Association
- Healthcare Information and Management Systems Society
- National Wholesale Druggists' Association
- Pharmaceutical Research and Manufacturers Association
- US Department of Defense

www.hibcc.org

HIBCC also has an affiliate overseas, the European Health Industry Business Communications Council, that maintains offices in the Netherlands, Germany and Finland. www.ehibcc.com

#####

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www.disa.org

Health Industry Business Communications Council (HIBCC)

Founded in 1984, HIBCC USA is an American-National-Standards-Institute-accredited standards-development organization that represents numerous healthcare organizations in the field of electronic commerce. They are:

- American Hospital Association
- American Medical Association
- American Society for Automation in Pharmacy
- American Veterinary Distributors Association
- Health Industry Distributors Association
- Health Industry Group Purchasing Association
- Health Industry Manufacturers Association
- Healthcare Information and Management Systems Society
- National Wholesale Druggists' Association
- Pharmaceutical Research and Manufacturers Association
- US Department of Defense

www.hibcc.org

HIBCC also has an affiliate overseas, the European Health Industry Business Communications Council, that maintains offices in the Netherlands, Germany and Finland. www.ehibcc.com

#####

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HIBCC and DISA have teamed up
to bring you this comprehensive
E-Commerce/Healthcare program.

Multi-session tracks will cover:

1. A comprehensive overview of
the current state of the
e-commerce industry and
the challenges it faces.
2. A detailed look at the
healthcare industry's
unique challenges and
opportunities in the
e-commerce space.

INFORMATION AND REGISTRATION MATERIALS WILL BE MAILED SOON!

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8/6/10
Can June go?

HEALTH POLICY DISCUSSION

How Fair Is Medicare? Technology Diffusion, Health Outcomes, and Medicare Policy

Thursday, June 11, 1998

4:00–7:00 p.m.

Wohlstetter Conference Center

Twelfth Floor, AEI

Nearly every elderly person in the United States is eligible for Medicare, making it the closest thing we have to universal health care coverage. Has Medicare reduced the well-known disparities in health outcomes between those with low income and high income, or between African Americans and whites? In his talk, Professor Skinner will present new results on research he has conducted jointly with Mark McClellan of Stanford University on the distributional consequences of the dramatic shifts in technology (and expenditures) in treating heart attack patients. He will discuss why these distributional factors matter for Medicare reform.

3:45 p.m. Registration

4:00 Introduction and Opening Remarks
ROBERT B. HELMS, AEI

Speaker: JONATHAN SKINNER, Dartmouth College

Discussants: DAVID MELTZER, University of Chicago
 ANTHONY SO, Agency for Health Care Policy
 and Research

Moderator: ROBERT B. HELMS, AEI

6:00 Reception

www.aei.org

In appreciation of your support
and partnership in advocating
on behalf of people living with HIV and AIDS

The National Association of People with AIDS
request the pleasure of your company

at our annual

Washington Dinner

Monday evening, the fourth of May
7:15 pm

Dona
Sincere regards


The Metropolitan Club
1700 H Street, Northwest
Washington, District of Columbia

Business attire

Please reply to Amanda Moore, 202-898-0414 x.107

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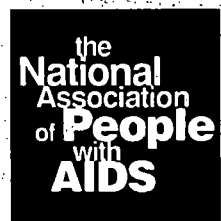
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Deputy Executive Director for Programs



PHOTOCOPY
PRESERVATION

This dinner is made possible by the generous contributions of Bristol-Myers Squibb, the NAPWA Leadership Circle, and Mr. Thomas O. Griel.



*The American Academy of Actuaries
cordially invites you to attend its annual Washington Luncheon
at twelve-thirty o'clock on Tuesday, June 30*

*Hyde Park Room
Park Hyatt Hotel
1201 24th Street NW
Washington, D.C.*

*Confirmed luncheon speaker
Ms. Nancy-Ann Min DeParle
Administrator of the Health Care Financing Administration*

*Reception twelve o'clock Hyde Park Room
immediately preceding the luncheon*

RFP to Doreen Evans at (202) 223-8196

*Reynolds
Done*



MEMORANDUM

EDUCATION AND
RESEARCH FUND

TO: Chris Jennings

FROM: Bill Pierron
Public Affairs Associate

RE: EBRI Washington Reps Meetings

DATE: June 12, 1998

Jeanne Lambrew suggested that I send you a brief memo outlining our monthly Washington reps meetings -- if your schedule permits, we would like you and/or Jeanne to attend one to discuss the Administration's views on health care policy and take questions from the attendees.

As you probably know, EBRI is a nonpartisan, nonprofit research organization dedicated to objective research and education on all aspects of economic security and employee benefits, including health care. Our membership includes labor unions, employers, employee benefit consulting firms, financial services firms, health plans, and insurers.

We hold an informational exchange meeting for the Washington representatives of our members on the third Friday of each month, from 8:45 a.m. to 10:00 a.m., at our offices. Usually, 10-15 representatives attend. We frequently invite guests from the Hill or various agencies to discuss issues of current interest.

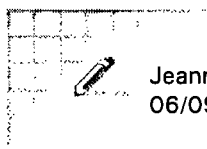
These meetings typically entail a brief update on EBRI activities, followed by a discussion of benefits issues. Because of the current interest in patient protection legislation, we thought it would be worthwhile for our members to hear from the Administration on what they would like to see, or expect to come out of Congress this year.

Our next meeting is scheduled for Friday, June 19. We will hold a meeting July 17, but will probably skip the month of August. I'll follow up early next week to see if you're available for either, but in the meantime please don't hesitate to call me at 202/775-6353 if you have any questions.

Suite 600
2121 K Street, NW
Washington, DC
20037-1896

202-659-0670
Fax 202-775-6312
Web Site: <http://www.ebri.org>

cc: CJ
6/10



Jeanne Lambrew
06/09/98 09:51:44 PM

~~Chief~~
~~Bytown~~
~~302~~
~~4502~~
~~re: mtg on Wed~~
~~at 1:00~~

Record Type: Record

To: Donna L. Geisbert/OPD/EOP

cc:

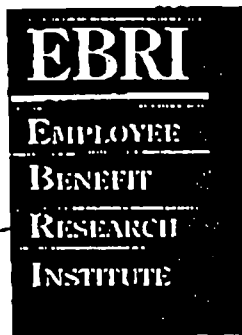
Subject: To add to your list ...

Request for Chris to speak:

EBRI monthly meeting: June 19, 8:45am to 9:45am.

It might be a good chance to talk about Patient Bill of Rights.

Contact: Paul Fronstin: 775-6352; I can call him back if you want.



Suite 600
2121 K Street, NW
Washington, DC 20037

Phone: 202/659-0670
Fax: 202/775-6312

FRIDAY
6/19
8:45 am

FAX TRANSMITTAL

To: Donna

Company: White House

Fax number: 456-5557

From: Bill Pierron

Phone: 775-6353

Number of pages (including cover sheet) 2

Message: Please forward to Chris Jennings

cc: CJ
6/10

 Jeanne Lambrew
06/09/98 09:51:44 PM

Chief By letter
302-577-4502
re: mtg on Wed
at 1:00

Record Type: Record

To: Donna L. Geisbert/OPD/EOP

cc:

Subject: To add to your list ...

Request for Chris to speak:

EBRI monthly meeting: June 19, 8:45am to 9:45am.

It might be a good chance to talk about Patient Bill of Rights.

Contact: Paul Fronstin: 775-6352; I can call him back if you want.

PATTON BOGGS, L.L.P.**MEMORANDUM**

TO: Donna Geisbert

FROM: Martha M. Kendrick

DATE: April 21, 1998

SUBJECT: Meeting with American Medical Rehabilitation Providers Association (AMRPA)

*NO
B.W. called
May 5/1*

The following individuals will be in town on May 5th and would attend a meeting with Mr. Jennings:

Dale Eazell, Ph.D., Chairman
Casa Colina Centers for Rehabilitation
Pomona, CA

Ed Eckenhoff, President and CEO
National Rehabilitation Hospital
Washington, D.C.

Donald Ratner, Vice President of Finance and Government Relations
Rehabilitation Institute of Chicago
Chicago, IL

Carolyn Zollar, VP for Government Relations and Policy Development
AMRPA

Martha Kendrick, Washington Counsel for AMRPA
Patton Boggs, L.L.P.

Please contact me at (202) 457-6520 to schedule a meeting.

PATTON BOGGS, L.L.P.
2550 M STREET, N.W.
WASHINGTON, D.C. 20037-1350
(202) 457-6000

FACSIMILE: (202) 457-6315

WRITER'S DIRECT DIAL

(202) 457-6520

April 21, 1998

Mr. Chris Jennings
Deputy Assistant to the President for Health Policy
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500
Attn: Donna Geisbert

Dear Chris:

I am writing to follow-up my telephone request for a brief meeting with representatives of the Board of Directors of the newly organized American Medical Rehabilitation Providers Association (AMRPA) on the afternoon of Tuesday, May 5. We would like to discuss the upcoming health care agenda and issues related to last year's Balanced Budget Act (BBA) and post-acute care.

AMRPA is extremely interested in discussing current concerns relating to Medicare payment for rehabilitation services and future issues facing their industry and federal policymakers. As you may know, HCFA is proceeding with designing a plan for implementation of a Prospective Payment System (PPS) for rehabilitation hospitals, units and Comprehensive Outpatient Rehabilitation Facilities (CORFs), and AMRPA representatives would appreciate the chance to visit with you regarding their PPS concerns. They also would welcome the opportunity to review the effect last year's BBA provisions will have on post-acute care providers. We hope your busy schedule will allow time for a meeting.

We appreciate your attention to this matter. Melissa Douglas will follow up with a call to your office or feel free to give me a call at (202) 457-6520. Attached to this document is a list of potential meeting attendees.

Thank you, in advance, for your cooperation.

Sincerely,



Martha M. Kendrick

Attachments

FAX Transmission**PATTON BOGGS, L.L.P.**

2550 M Street, N.W.
Washington, D.C. 20037
(202) 457-6000

CLIENT NUMBER: _____

Please deliver the following pages:

TO: Donna Geisbert**FAX NO.:** (202) 456-7431**FROM:** Martha Kendrick**DATE:** April 21, 1998**TOTAL NUMBER OF PAGES** (including cover page):

3

PLEASE NOTE: The information contained in this facsimile is confidential and is intended only for the use of the person named above. If this facsimile has come to you in error, please call the sender or operator at the number given below. Any distribution or copying of this facsimile is strictly prohibited.

Our telecopier direct line is: (202) 457-6315.

OPERATOR: Evelyn Peters**OPERATOR NO.:** (202) 457-5631**COMMENTS:**



No need
to RSVP

NATIONAL ASSOCIATION OF PUBLIC CHILD WELFARE
ADMINISTRATORS

DATE: May 5, 1998

TO: Members and Colleagues of NAPCWA

FROM: Gretchen Test, NAPCWA Project Manager
Ursula Krieger, NAPCWA Project Assistant
Melissa Baker, APWA Policy Associate

RE: NAPCWA's Summer 1998 Forum
NAPCWA/APWA Joint Plenary
APWA Children and Family Services Committee Meeting

NAPCWA's Summer Executive Committee meeting and forum -- and APWA's Children and Family Services Committee -- will take place beginning **Saturday, July 18** through **Tuesday, July 21, 1998** at the **Washington Court Hotel, Washington, DC**. APWA has arranged with the hotel special room rates of \$114.00 per night for single/double per night. Please call the hotel directly at (202) 628-2100 and request the group rate for APWA. **The cutoff date to guarantee the special rate is June 26, 1998.** All late arrival reservations must be guaranteed. If you have any questions regarding the enclosed information, please call us at (202) 682-0100. We look forward to seeing you in Washington. The following documents are enclosed for your information and use: Preliminary Agenda, NAPCWA Registration Form, APWA Meeting Notice.

Check out our website for updated information on the Summer Forum:

- Read general information about the Summer APWA meeting!
<http://www.apwa.org>
- Download the NAPCWA registration form!
<http://www.apwa.org/conf/pcw98reg.htm>

NAPCWA/CFS PRELIMINARY AGENDA

(A MORE DETAILED AGENDA WILL BE MAILED IN EARLY JUNE)

- **NAPCWA Executive Committee**

Saturday, July 18 (afternoon)

In an effort to open up NAPCWA administrative decision-making to its general membership, NAPCWA members are invited to attend NAPCWA's Executive Committee meeting on Saturday afternoon from 1:00 PM - 5:30 PM.

NAPCWA members interested in attending the Executive Committee should RSVP to Ursula Krieger at (202) 682-0100 by July 13th to ensure that space is available.

- **NAPCWA Forum: Safety, Permanency and Well-Being: Tools for Achieving Outcomes in Child Welfare**

Sunday, July 19 (morning) & Monday, July 20 (morning)

NAPCWA's Summer Forum brings together researchers, government and community representatives to discuss current child welfare issues. The topic for our Summer Forum is **OUTCOMES IN CHILD WELFARE**. A more detailed agenda will be mailed to you in early June.

- **NAPCWA/APWA Joint Plenary - Child Welfare and Welfare Reform**

Sunday, July 19 (afternoon)

In a departure from our normal schedule, and in response to member requests, NAPCWA and APWA members will come together to share innovative approaches to the intersection of child welfare and welfare reform.

- **Children and Family Services (CFS) Committee Meeting**

Monday, July 20 (afternoon) & Tuesday, July 21 (morning)

The Children and Family Services (CFS) Committee of APWA's National Council of State Human Service Administrators (NCSHSA) will convene on the afternoon of **Monday, July 20** adjourn in the early afternoon of **Tuesday, July 21**. The committee discusses child welfare legislative, regulatory and public policy matters and also considers policy resolutions.

RELATED INFORMATION

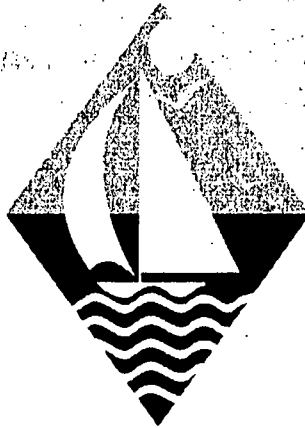
- **NAPCWA Membership Application**

In the event that you would like to (re)join NAPCWA, please call Gretchen Test or Ursula Krieger at 202-682-0100 to request a membership application form today!

- **APWA Summer Meeting Notice**

The enclosed notice provides information on other APWA meetings of interest to you. APWA registration materials will be mailed under separate cover.

REGISTER NOW!!



National Association of Public Child Welfare Administrators
(NAPCWA) SUMMER FORUM &
APWA Children and Family Services (CFS) Committee Meeting

July 18-21, 1998

Washington Court Hotel
Washington, DC
Reservations: 202-628-2100
Room Rate: \$114.00 Single/Double

Registration Form on Reverse

SAVE THE DATES!!

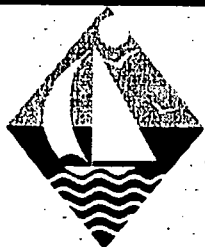
December 5-8, 1998

NAPCWA WINTER FORUM &
APWA Children and Family Services
Committee Meeting
Hyatt Regency LaJolla
San Diego, California

March 6-9, 1999

NAPCWA SPRING FORUM &
APWA Children and Family Services
Committee Meeting
Hyatt Regency - Capitol Hill
Washington, DC

For more information, contact NAPCWA Staff (Gretchen Test or Ursula Krieger) at 202-682-0100 OR visit APWA's Web Site: <http://www.apwa.org>



NAPCWA AND CFS PRE-REGISTRATION FORM

National Association of Public Child Welfare Administrators
APWA Children & Family Services Committee

Summer Meeting - July 18-21, 1998
Washington, DC

Last Name: _____ First Name: _____
Title: _____
Agency: _____
Address: _____
City: _____ State: _____ ZIP: _____
Phone: _____ FAX: _____



If, due to a disability or for medical reasons, you require special food and/or rooming accommodations, please notify us immediately.
We will do our best to accommodate you.

REGISTRATION FEES

MEMBER*

*Refers to APWA Individual Members ONLY!

Agency Membership DOES NOT apply.

- ☐ NAPCWA \$170.00
☐ BOTH NAPCWA AND APWA \$270.00
STATE/LOCAL COUNCIL
(includes CFS Committee)

NONMEMBER

- ☐ NAPCWA \$195.00
☐ BOTH NAPCWA AND APWA \$295.00
STATE/LOCAL COUNCIL
(includes CFS Committee)

☐ VENDOR** FEE \$400.00

**Defined as anyone who is not a federal, state, county employee or not an employee of a 501(c)(3) not-for-profit organization/association

METHOD OF PAYMENT

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- ☐ AGENCY CHECK ☐ MASTER CARD ☐ VISA
☐ AMERICAN EXPRESS ☐ PERSONAL CHECK/CASH ☐ VOUCHER
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FOR CREDIT CARD USE ONLY

Credit Card Number

Expiration Date

Signature

DATE

AMERICAN PUBLIC WELFARE ASSOCIATION

810 First Street, NE, Suite 500, Washington, DC 20002-4267

Phone: (202) 682-0100 FAX: (202) 289-6555

ATTN: Doris Pollard

For Official Use ONLY

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_____	Invoice: _____	SPI: _____	_____	_____

National Association of Public Child Welfare Administrators

1997 Summary of Activities

NAPCWA Mission and Goals

The National Association of Public Child Welfare Administrators (NAPCWA), created in 1983, works to enhance and improve public policy and administration of services for children, youth and families. As the only organization devoted solely to representing administrators of state and local public child welfare agencies, NAPCWA brings to the formulation of child welfare policy an informed view of the problems facing families today. We seek to:

- ♦ Enhance and improve the development and implementation of public policy on behalf of children, youth and their families.
- ♦ Develop and support national, state and local policies and programs that promote the well-being of children, youth and their families, and that prevent or alleviate family disruption, abuse or neglect, dependency or delinquency.
- ♦ Develop and support state and local programs and procedures that enhance and improve the skills and abilities of staff providing services to children, youth, and their families.
- ♦ Assist state and local administrators in securing technical assistance and

resource development to improve services for children, youth and their families.

- ♦ Coordinate the development of programs and policies with other related organizations that impact on children, youth and their families.
- ♦ Provide a forum through which members can discuss and disseminate best practice methods and strategies.

Governance

NAPCWA was formed as an affiliate of the American Public Welfare Association in 1983 following a 30 month organizing effort. The APWA board recognized that the key to implementing reforms resulting from P.L. 96-272 lay in the participation of state child welfare administrators. NAPCWA is governed by an Executive Committee, which includes four officers, twelve regional representatives, nine at-large representatives, and ten representatives from national organizations. All members of the Executive Committee are public child welfare administrators except for those representing national organizations.

Programs

NAPCWA Executive Committee Meetings - The Executive Committee meets three times a year

to accomplish association business, highlight best practices in child welfare, provide networking opportunities for NAPCWA members, disseminate information to members, and plan for future NAPCWA activities. Executive Committee members serve on NAPCWA committees and are frequently called upon to represent NAPCWA on national advisory groups, to the Children's Bureau at HHS, or at national conferences. Finally, NAPCWA Executive Committee members participate in APWA's Children and Family Services Committee, which puts forth policy resolutions to the National Council of Public Human Service Administrators, APWA's policy making body.

NAPCWA Forums - These triannual meetings, lasting 1 ½ days, are open to all. Forums are learning opportunities that allow participants to hear from colleagues and national experts in the field of child welfare as well as engage in interactive dialogs on issues of the day. In 1997 NAPCWA sponsored the following forums, attended by approximately 600 people:

- ♦Promoting Safe and Permanent Homes for Children: Breaking Barriers/Finding Solutions
- ♦Public Child Welfare Financing
- ♦Family Preservation and Family Support Services

NAPCWA Committees - Much of NAPCWA's work is accomplished in between triannual meetings in the

various NAPCWA committees. In 1997, NAPCWA committees accomplished the following:

- ♦ Drafted a new *Guidelines for a Model System of Child Protective Services*, for publication in late 1998 (CPS Guidelines Committee)
- ♦ Co-sponsored the 5th Annual Roundtable on Outcomes in Child Welfare with the American Humane Association, held in San Antonio, Texas (Results and Accountability Committee)
- ♦ Served as a national advisor to the Partnership for Action Project with the State Mental Health Representatives for Children and Youth (Collaboration Committee)
- ♦ Monitored and kept members informed about the 1997 Adoption and Safe Families Act, in conjunction with APWA staff (Joint APWA/NAPCWA Legislative Workgroup)
- ♦ Presented Kittie Arnold and Bob Praksti (posthumously) with annual NAPCWA Awards (Awards Committee)

Resources

With contacts in every state, NAPCWA staff has access to an incredible array of resources on child welfare, to share with members. In addition, NAPCWA staff collaborates and exchanges information with APWA staff, including the members of APWA's Family and Child Welfare Department. For example, NAPCWA members receive

legislative representation and updates from APWA policy staff. Staff responds to individual member requests for information about various child welfare-related issues on a daily basis.

For most members, however, *Network* newsletter remains NAPCWA's major vehicle for information dissemination. NAPCWA's presence on the APWA's World Wide Web site increased in 1997, with the addition of Forum notices, agendas, and registration forms, and will expand even more in 1998.

In addition, members have received the APWA member journal *Public Welfare*, and discounts on other APWA publications.

Partnerships

NAPCWA remains committed to collaborating with national organizations advocating on behalf of children, youth and families, especially as some public child welfare agencies move toward more community-based services. To that end, a number of groups served on our Executive Committee in 1997, including American Humane Association; Child Welfare League of America; Center for the Study of Social Policy; National Association of State Mental Health Program Directors, Children, Youth and Families Division (formerly SMHRCY); and the National Council of Juvenile and Family Court Judges, Permanency Project.

New partners for 1998 include the National Association of State Alcohol and Substance Abuse Directors, National Association of Black Social Workers, National Indian Child Welfare Association, National Latino Children's Agenda, and Black Administrators in Child Welfare. Associate membership provides another option for individuals seeking to participate in NAPCWA who are not public child welfare administrators.

In addition, recognizing the need to address cultural competency and the issue of large numbers of children of color in the child welfare system, in 1997 the membership voted to invite five additional organizations (named above; one slot remains open as of 5/98) to join the Executive Committee, with the stipulation that they represent children of color. In 1997 NAPCWA opened its Executive Committee meetings to others, in an effort to encourage collaboration between members and, for example, advocates for children, researchers, national nonprofit organizations, Congressional staff, and Children's Bureau staff.

Membership

In 1997, NAPCWA recruited 39 states and localities as public child welfare agency members, and more than 300 individual members. As welfare reform and the resulting devolution progress, an increasing number of local public and private child welfare administrators see the value of participating in NAPCWA.

Staff

To increase NAPCWA's capacity to serve members, the NAPCWA Executive Committee voted to increase its Project Assistant position (Ursula Krieger) from quarter time to half time. In addition NAPCWA said farewell to Project Manager Betse Thielman and welcomed her replacement, Gretchen Test. Mary Plummer continues as NAPCWA's Secretary.

Submitted May 1998

Upcoming Meetings

July 18-21, 1998

Washington Court Hotel, Washington, DC

December 5-8, 1998

Hyatt Regency La Jolla, San Diego, California

March 6-9, 1999

Hyatt Regency - Capitol Hill, Washington, DC



VISIT OUR WEB SITE

[HTTP://WWW.APWA.ORG](http://www.apwa.org)

- ♦ Look for updated information on NAPCWA, APWA's name change, and APWA's new Executive Director, Bill Waldman.
- ♦ Download Forum Agendas and Registration Forms
- ♦ Participate in our child welfare discussion group
- ♦ Check out APWA publications



APWA NAPCWA Summary of Activities 1997

1998 Executive Committee

President:

- ♦ Ivory L. Johnson, San Diego County, CA

President-Elect:

- ♦ Richard Matt, Missouri

Vice President:

- ♦ Ramona Foley, South Carolina

Secretary:

- ♦ Kathryn Way, Delaware

Members:

- ♦ Paul Andis, National Association of State Mental Health Program Directors, Children, Youth and Families Division
- ♦ Kittie K. Arnold, Arapahoe County, CO
- ♦ Lynda Arnold, Oklahoma
- ♦ David A. Berns, El Paso County, CO
- ♦ Dolores Colmenero, Texas
- ♦ Julia Danzy, Black Administrators in Child Welfare
- ♦ Karen J. Farestad, American Humane Association
- ♦ Chuck Harris, North Carolina
- ♦ Linda Hisgen, Wisconsin
- ♦ Beverly Jones, District of Columbia
- ♦ Betty Keegan, Rolette County, ND
- ♦ Marjorie Kelly, California
- ♦ Bettie S. Kienast, Henrico County, VA
- ♦ Teresa A. Markowitz, Kansas
- ♦ Jess McDonald, Illinois
- ♦ Mary Mentaberry, National Council of Juvenile and Family Court Judges
- ♦ Mary Nelson, Iowa
- ♦ Stuart Oppenheim, San Mateo County, CA
- ♦ Rose Martinez Osborn, Texas
- ♦ Ken Patterson, Utah
- ♦ Michael Petit, Child Welfare League of America
- ♦ Joan Reeves, Philadelphia, PA
- ♦ Nicholas Scoppetta, New York City, NY
- ♦ Kathleen Sheehan, National Association of State Alcohol and Drug Abuse Directors
- ♦ Mary Tenorio, National Indian Child Welfare Association
- ♦ Kay Dean Toran, Oregon
- ♦ Joe White, Summit County, OH
- ♦ William M. Young, Vermont



NIHCM
FOUNDATION

June 25, 1998

Tax only
to attend

Reynolds

Dear Colleague:

You are invited to attend a Capitol Hill Forum on "**The Role of Government in Health Care Quality**" to be held on **Friday, July 17, 1998**, in Room G-50 of the Dirksen Senate Office Building, **from 9:00 a.m. to 12:00 noon**. A Continental breakfast will be available at 8:30 a.m.

The Forum will be moderated by **Senator Bill Frist**, Chairman of the Senate Labor and Human Resources Subcommittee on Public Health and Safety, and **Leonard Schaeffer**, Chairman and CEO of WellPoint Health Networks and Blue Cross of California.

To address this issue from a variety of important and informed vantage points, we have assembled the following expert speakers (all are confirmed):

- **Senators Bill Frist (R-TN)** and **Joseph Lieberman (D-CT)** will present two Congressional perspectives.
- Top health care researchers **Dr. Robert H. Brook** (RAND and UCLA), **Dr. Mark R. Chassin** (Mount Sinai School of Medicine), and **Dr. John E. Wennberg** (Dartmouth) will discuss what the research evidence tells us about the quality of health care in America today.
- Health plan CEOs **Thomas R. Hefty** (United Wisconsin Services) and **Leonard D. Schaeffer** and GTE Corp. Executive Vice President **J. Randall MacDonald** (a member of the President's Advisory Commission) will discuss how the marketplace is responding to customers' demand for higher quality and greater provider choice.
- Policy experts **Robert D. Reischauer** (The Brookings Institution) and **Gail R. Wilensky** (Project HOPE and MedPAC) will highlight the implications for public policy and the role of government.

I hope you will be able to attend this important and timely Forum. Space is limited. If you would like to attend, please fax the attached registration form to NIHCM Foundation at (202) 296-4319 no later than Friday, July 10, 1998.

The National Institute for Health Care Management Research and Educational Foundation (NIHCM Foundation) is a nonprofit, nonpartisan organization that brings together the private and public sectors to continuously improve the health care system.

Sincerely,

Nancy Chockley
President

National Institute for Health Care Management Research and Educational Foundation



NIHCM
FOUNDATION

Registration Form

Forum on the Role of Government in Health Care Quality

Friday, July 17, 1998

9:00 a.m. - 12:00 noon EDT

(Continental breakfast available at 8:30 a.m.)

**Room G-50, Dirksen Senate Office Building
Washington, D.C.**

☐

Yes, I plan to attend the Health Care Quality Forum on July 17, 1998.
(Please complete the information below.)

Name/Title: _____

Affiliation: _____

Mailing Address: _____

City, State, Zip: _____

Phone: _____ FAX: _____

**Please FAX this form to NIHCM Foundation at (202) 296-4319 by July 10, 1998.
If you have questions, please call us at (202) 296-4426.**



7/8
Denise
Reeves

*Cordially invites you to a
reception in celebration of the*

*NAMI Science Fair:
From Discovery to Recovery*

In conjunction with our 1998 National Convention

Thursday, July 16, 1998

6:00 - 7:30 p.m.

*Washington Hilton and Towers
Monroe Room*

*1919 Connecticut Avenue, NW
Washington, D.C.*

*Please RSVP by July 7, 1998
Call Denise Reeves: (703) 516-7980*

NAMI - The Nation's Voice On Mental Illness

Withdrawal/Redaction Marker

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Chris Jennings (Meetings, Trips, Events)
OA/Box Number: 17045

FOLDER TITLE:

Speaking Engagements (February - July 1998) [3]

2011-0747-S

rc403

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Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
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- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

MARK YOUR CALENDAR...

THE NATIONAL ACADEMY FOR STATE HEALTH POLICY'S
11th Annual State Health Policy Conference

no need

August 9-11, 1998

Holiday Inn On The Bay, San Diego, CA

You will receive a brochure with more information during the second week of June.

Preliminary Agenda Information: This conference is planned by and for state policy leaders from the Executive and Legislative branches of government and a final agenda is not developed until June, to assure the conference provides attendees the latest information.

**TWO CONCURRENT ALL-DAY PRECONFERENCES,
SUNDAY, AUGUST 9, 1998:**

- I. "Implementing the Children's Health Insurance Program"
- II. "Graduate Medical Education Financing Policies for State Policymakers"

ANNUAL CONFERENCE KEY TOPIC AREAS (Tentative):

Medicaid managed care/ Building and sustaining small group coverage/ Behavioral health managed care/ States as purchasers: strategies that work/ Consumer protection and quality oversight in managed care/ Innovations in long term care (assisted living, nursing home issues) and dual eligibles/ Delivery system design/ Quality improvement system for managed care in Medicaid and Medicare/ Public health in a churning marketplace/ Essential community providers/ Moving beyond CHIP— covering the rest of the uninsured. . .and much more

Preliminary Hotel and Registration Information:

Registration Fees: Register before July 21 for the best prices! Prepayment by government voucher or credit card preferred.

<u>Rates:</u>	<u>Gov't Employees</u>	<u>Private Rate</u>
Preconference ONLY (Sun. 8/9/98)	\$150	\$400
Conference ONLY (Sun. 8/9 6 p.m. -- Tues. 8/11 2 p.m.):	\$325	\$800
BOTH Preconference & Conference (Sun. 8 a.m. -- Tues. 8/11 2 p.m.):	\$425	\$1000

Double-up discount for states: Attention state government staff—double up and save on registration fees. You and your associate (from your agency) each get a discount (Preconference ONLY: \$10 discount; Conference ONLY: \$20 discount; BOTH Conference & Preconference: \$25 discount).

Lodging: Our conference will be held at The Holiday Inn on the Bay, 1355 North Harbor Drive, San Diego, California, 92101-3385. For reservations, call the Holiday Inn directly at 619-232-3861 or 800-877-8920. The hotel fax number is 619-232-4924. Be sure to mention National Academy for State Health Policy for the special discount rate of \$120 per night. After July 17, 1998 rooms and the special rate will be subject to availability.

NATIONAL ACADEMY
for STATE HEALTH POLICY

50 Monument Square, Suite 502
Portland, Maine 04101

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August 9-11, 1998

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THE INSTITUTE OF MEDICINE
invites you to attend a

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The Institute of Medicine was chartered in 1970 by the National Academy of Sciences to enlist distinguished members of the appropriate professions in the examination of policy matters pertaining to the health of the public. In this, the Institute acts under both the Academy's 1863 congressional charter responsibility to be an adviser to the federal government and its own initiative in identifying issues of medical care, research, and education. Dr. Kenneth I. Shine is president of the Institute of Medicine.



*The State-of-the-Art of Measuring
Performance in Health Care:
Perspective of Health Plans*



Wednesday, June 24, 1998
7:00 p.m. - 8:30 p.m.

Lecture Room
National Academy of Sciences
2101 Constitution Avenue, NW
Washington, DC

*The State-of-the-Art of Measuring
Performance in Health Care:
Perspective of Health Plans*



*Through the generosity of the Richard and
Hinda Rosenthal Foundation a lecture series was
established in 1988 at the Institute of Medicine to bring
to greater attention some of the critical health policy issues
facing our country today. Each year a topic of special
policy relevance is selected and addressed in three
lectures. The lectures are later published and
distributed to a wider audience.*



Keynote Speaker

Michael A. Stocker, M.D.
President and CEO
Empire Blue Cross Blue Shield

Additional Commentary

Karen S. Guice, M.D., M.P.P.
Health Policy Advisor
Office of Senator Jim Jeffords (R-VT)
Senate Labor and Human Resources Committee

Moderator

Jordan J. Cohen, M.D.
President and Chief Executive Officer
Association of American Medical Colleges

Reception and Buffet
6:00 p.m. - 7:00 p.m.
Great Hall

Reception and Buffet
6:00 p.m. - 7:00 p.m.
Great Hall

PHOTOCOPY
PRESERVATION



Please note that the *Reception and Buffet*
will take place before the *Lecture*
at 6:00 p.m. in the Great Hall of the
National Academy of Sciences
2101 Constitution Avenue, NW
Washington, DC



R.S.V.P. by June 17, 1998
Marion Ein Lewin
Senior Staff Officer
(202) 334-1812



Integrated Healthcare Symposium

27303 Peninsula Drive
P.O. Box 839
Lake Arrowhead, California 92352-0839
(909) 336-1586 FAX (909) 336-1567

**RE: The Sixth Annual Symposium on Integrated Healthcare - Summer Edition ■ August 10-11, 1998 ■
The Broadmoor Hotel ■ Colorado Springs, Colorado**

Dear Healthcare Leader:

Excitement is in the air as we approach the Summer Edition of our Sixth Annual Symposium on Integrated Healthcare scheduled for August 10-11, 1998 at The Broadmoor Hotel in beautiful Colorado Springs, Colorado.

This year's program will feature a new faculty of frontline leaders who are making healthcare integration strategies pay off. The program is designed for physician leaders, health system executives, board members and others who expect to play a leadership role in America's 21st century healthcare system.

Over the past year, the pressures to improve quality, reduce cost and distinguish services on the basis of "value" have amplified. Some physician and hospital organizations have stumbled, yet, in our research we have found many others who are succeeding. The case studies featured this year demonstrate significant progress. They indicate that we are learning how to build shared values; how to align incentives between the system and physicians; how to create value through clinical integration strategies and how to actualize a state-of-the art electronic medical record that will link all components of the service continuum. In short, we are learning how to make integrated healthcare strategies work.

This intensive two-day event will feature 16 physician and health system leaders. Keynoters include GAIL L. WARDEN, President & CEO of the Henry Ford Health System, SHELDON GREENFIELD, MD, Director of the Primary Care Outcomes Research Institute at the New England Medical Center, and MARSHALL RUFFIN, MD, MPH, FACPE, President & CEO of the Informatics Institute in Bethesda, MD.

Case studies will include the Baylor Health Care System in Dallas, TX; Saint Francis in Tulsa, OK; St. Luke's-Shawnee Mission in Kansas City, MO; Mercy in Wisconsin; Sentara in Norfolk, VA; MacNeal in Chicago, IL; and Kaiser Permanente Northwest in Oregon and Washington. Woven throughout the program will be themes of clinical integration challenges and solutions, paperless healthcare information environments and key success factors in developing the next generation of integrated healthcare systems.

With approximately 7,000 alumni, the Integrated Healthcare Symposium has earned a reputation for excellence. We have again put together an all-star faculty to educate and stimulate us in how to better manage integrated healthcare systems. In keeping with our tradition of excellence, we anticipate the August Symposium to be an unparalleled learning experience for innovators in many diverse health industry sectors.

We are privileged, again, to extend this invitation to you and your management team to join us at this outstanding event. The program will be conducted at The Broadmoor Hotel in Colorado Springs, Colorado. The Broadmoor Resort is a Five-Star Hotel (Mobile Travel Guide) and a Five-Diamond Hotel (AAA). Bring your golf clubs for a networking golf scramble on Wednesday after the symposium. Also, look on the back of this letter for other activities in Colorado Springs. We hope to see you there.

Sincerely,

John D. Cochrane, Editor
Integrated Healthcare Report
Co-Director
Integrated Healthcare Symposium

Jerry F. Pogue, Publisher
Integrated Healthcare Report
Co-Director
Integrated Healthcare Symposium

COLORADO SPRINGS SUMMER GROUP ACTIVITIES

1998

(Come before the Symposium or stay after to enjoy Colorado Springs)

Blessed by a surprisingly mild climate, Colorado Springs enjoys sunshine approximately 300 days a year. Sunny days and clear nights are the norm in the spring. Located about five miles southwest of downtown Colorado Springs, The Broadmoor is easy to reach whether you're traveling by plane or automobile. Six major airlines offer more than 100 daily flights into the Colorado Springs Airport, a 15-minute drive from the hotel. Colorado Springs is an hour's drive south of Denver. Below are things to do and places to see in and around Colorado Springs.

Pikes Peak

Take a cog railway ride to the top of legendary Pikes Peak or drive up the Pikes Peak Highway.

Cheyenne Mountain Zoo

Visit the Cheyenne Mountain Zoo adjacent to the hotel. Fun for all ages.

Garden of the Gods

Majestic rock formations will amaze you at the Garden of the Gods.

Air Force Academy & United States Olympic Training Center

Arrange for a tour of the Air Force Academy and attend a Planetarium show or tour the United States Olympic Training Center.

Golf

Play golf on one of the three championship courses at The Broadmoor. Fifty-four immaculate and challenging holes, sculpted from the foothills of the Rockies. The South Course, the East Course and the Main Course.

Tennis & Squash

Play tennis or squash on one of the 16 plexipave, all-weather tennis courts, under the direction of Dennis Ralston, U.S. Davis Cup Captain and Hall of Famer or play squash on one of the 3 squash courts.

Ice Skating

Visit the Ice Skating Hall of Fame, watch up-and-coming skaters practice at the World Arena or ice skate yourself at the World Arena.

Fly Fishing

Plan a day trout fishing with a professional guide from Broadmoor Sporting Classics.

Skeet & Trap Shooting

Learn to shoot skeet and trap at The Broadmoor Shooting Grounds, set among the pines and scrub oak.

Enjoy the Mountains

Admire the rugged beauty of Cheyenne Mountain from horseback at The Broadmoor Stables with trail rides, discover the spectacular Pike's Peak region by the sky in the beautiful Broadmoor hot air balloon, go on a mountain bike tour or just take one of the hiking trails in the area. Just remember to bring your camera.

Swimming

Remember to bring your swim suit and enjoy one of the three Broadmoor pools.

Area Attractions

Visit the Pro Rodeo Hall of Fame, the Ice Skating Hall of Fame or visit the Numismatic Association Museum.

These activities can be arranged for with the Concierge on the Mezzanine Level of the Main Building

Call ahead to make your reservations
(800) 634-7711 ■ FAX (719) 577-5700

GOLF REGISTRATION

NETWORKING GOLF SCRAMBLE – WEDNESDAY, AUGUST 12, 1998 – 9:08 A.M.

THE BROADMOOR East Golf Course – SCRAMBLE

Please reserve _____ golf registrations for me. I understand that the cost is \$ 130.00 per individual playing golf.

Organization: _____

Please charge my credit card for \$ 130.00 X _____ (Number of participants) = \$ _____
☐ VISA ☐ Mastercard ☐ American Express

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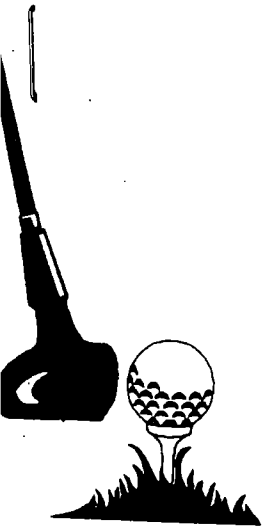
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Signature _____

Must include signature of cardholder to be processed

Golf Participants:

The fee of \$ 130.00 will include green fees and golf cart. If you would like to play in the golf scramble, please fax or mail with your registration. If you have any questions, please call our office at (909) 336-1586. Register early, participation will be based upon availability.
Cancellation Policy: All golf registration cancellations must be made by August 1, 1998 to receive a refund.



Integrated Healthcare Symposium

HELP US UPDATE OUR MAILING LIST

- ☐ NAME/TITLE/ADDRESS CORRECTION
- ☐ ADDITIONAL NAME TO BE ADDED
- ☐ PLEASE DELETE MY NAME FROM THE MAILING LIST

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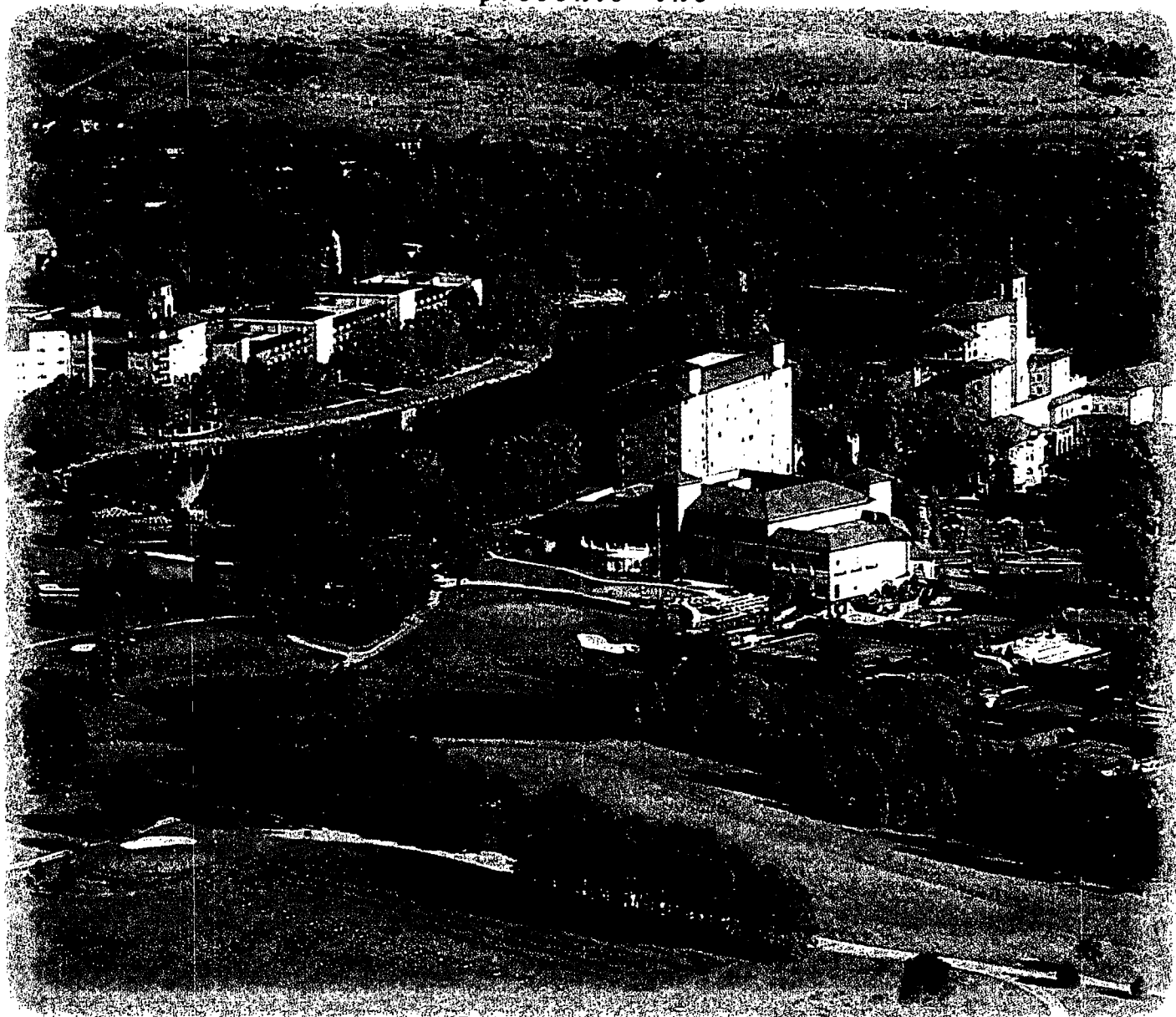
INTEGRATED HEALTHCARE SYMPOSIUM

P.O. BOX 839
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INTEGRATED HEALTHCARE REPORT
presents the

No. 1222



Sixth Annual
Symposium on Integrated Healthcare

Summer Edition

A Summit meeting for Innovators

August 10-11, 1998

Networking Golf Scramble • August 12, 1998

Early Registration for Reduced Rate Deadline

June 30, 1998

Reprints

THE BROADMOOR
Colorado Springs, Colorado

Support Provided by an Educational Grant from
HOECHST MARION ROUSSEL, INC.

Vision

As we approach the summer edition of the Sixth Annual Symposium on Integrated Healthcare, we find that a lot has happened in the last six months. America is basking in prosperity fueled by a booming stock market, stable interest rates, low unemployment, and plentiful capital for new entrepreneurial ventures. As the power of the microchip doubles every eighteen months, the country is being transformed from a standardized industrial economy into a customized information economy. Information technology is changing everything: the types of products and services that will thrive in the future; the essential jobs and skills; the requisite organizational structures and management practices of tomorrow's winners. The power is shifting from the hierarchical, old-line companies who dominated the past to a new breed of innovative, nimble, flexible, customer-focused, network organizations that can run circles around the traditional powerhouses.

Along with the shift, consumer expectations are changing. They are increasingly demanding quality at lower cost, innovation, and light-speed, customized service when they want it and where ever they want it. And, the healthcare industry has not been immune to these changes.

Healthcare has been wrestling with its own revolution. Eighty-five percent of the work force has shifted into managed care in a compressed four year period. Cut-throat premium competition and intense pressure on provider reimbursement have driven widespread consolidation among physicians and hospitals. Employers have enjoyed lower costs, but not without paying a price. Consumers and politicians are now leading a revolt, just as we approach an election year and just as managed care plans are emerging from perhaps the worst financial blood-letting in their history. So, where are physicians and hospitals in this volatile picture? Where are we with integrated healthcare systems? What does the future hold?

Amid the largely semantic and academic debate over the validity of the integrated healthcare strategy, the innovators have pressed on with their visions of how healthcare will be delivered differently

in the 21st century. They've asked and answered the important questions: How can we fix a broken system that slices and dices patients as they attempt to negotiate a maze of independent uncoordinated service entities? How can we assure seamless coordination of quality patient-centered care along the continuum? How can we move from a "repair shop" mentality to a prevention and health status improvement mentality? How can we differentiate ourselves by demonstrating superior "value," when economic pressures are turning us into a commodity? How can we build an organization that is agile and responsive to market changes, while at the same time creating a structure that will endure? How can we align the incentives of both physicians and hospitals? What does it take to get the entire organization and all of its parts to embrace a shared vision of the future?

In short, the organizations that are succeeding with integration strategies are proactively reinventing themselves. Those who are not succeeding have so perverted the definition of integration that all it meant to them was amassing power, defending turf, capturing market share of covered lives, and bargaining as a cartel. Not surprisingly, failure to change the core business and address the above questions has led many of these pseudo-integrated healthcare systems to stumble. That is not to say, however, that integrated healthcare has been easy and the keys to success are what this conference is all about.

The Program

This is a summit meeting designed for the leaders of 21st century healthcare organizations. The program has been mapped out to include two full days of intensive instruction, a networking reception during the first evening and, of course, participants are encouraged to take advantage of the days either before or after the symposium to enjoy beautiful Colorado Springs in the summertime. Aside from a world-class hotel and unlimited golf, the

surrounding countryside offers many recreational opportunities for the entire family. This conference will focus on the critical areas in developing successful integrated healthcare systems. The objectives of the conference are:

- ◆ To enhance the participant's understanding of the dramatic recent changes in the healthcare marketplace.
- ◆ To achieve a better understanding of what works in the alignment of incentives and the creation of a shared vision throughout the organization.
- ◆ To assist leaders in their efforts to manage the transition to the next generation information-driven network organization.
- ◆ To enhance understanding of the progress being made in developing the healthcare information systems of the future – including the EMR.
- ◆ To explore real world case studies of value creation through clinical integration.

Who Should Attend?

This program is specifically designed as a high-level summit meeting for physician, trustee, and health system leaders who have launched their organizations on the path to integrated healthcare. But, it is also designed for the many other groups who have a vested interest in the future of this industry. Unlike many other conferences, the program is not designed for any one constituency in recognition of the fact that healthcare is a dynamic collage of many constituencies. If anything, we hope to engage a diversified audience in a highly constructive process of "reaching across the table"—understanding the broader forces at work in reshaping the nature of our industry. The trap we all face in wrestling with the challenges is "thinking inside the box."

MONDAY, AUGUST 10, 1998

7:00 AM CONTINENTAL BREAKFAST

8:00 AM *Welcome and Opening Remarks*

JERRY F. POGUE

Publisher and Associate Editor
Integrated Healthcare Report

8:15 AM *Healthcare Market Forces 2000*

JOHN D. COCHRANE

(MODERATOR)

Editor

Integrated Healthcare Report

9:00 AM *A Vision for Health Care Delivery in the 21st Century*

GAIL L. WARDEN

President and Chief Executive Officer
Henry Ford Health System
Detroit, Michigan

9:45 AM COFFEE BREAK

10:00 AM *Quality and Value Will Determine the Winners Among Integrated Healthcare Systems*

SHELDON GREENFIELD, M.D.

Director

Primary Care Outcomes Research Institute
New England Medical Center
Boston, Massachusetts

10:45 AM *Baylor: Keys to Successful Physician Partnering*

JOHN F. ANDERSON, M.D.

Senior Vice President Clinical Integration
Baylor Health Care System
Dallas, Texas

11:30 AM ROUND TABLE DISCUSSION

Faculty Q & A

12:00 PM LUNCH PROVIDED

1:15 PM *Saint Francis Medical Center*

Is the Lovelace Model for Physician-Hospital Integration Transportable?

JOHN L. LUCAS, M.D., M.P.H.

President and Chief Executive Officer
Saint Francis Health System Inc.
Tulsa, Oklahoma

2:00 PM AFTERNOON BREAK

2:15 PM *Saint Luke's-Shawnee Mission*

Health System: Designing the Patient-Focused Integrated Healthcare System of the Future

G. RICHARD HASTINGS, F.A.C.H.E.

President and Chief Executive Officer
Saint Luke's-Shawnee Mission Health System
Kansas City, Missouri

3:00 PM *Integration is Not Only Possible, It's Working Through "The Partnership Model"*

JAVON R. BEA

President and Chief Executive Officer
Mercy Health System
Janesville, Wisconsin

3:45 PM ROUND TABLE DISCUSSION

Faculty Q & A

4:00 PM ADJOURNMENT

6:00 PM SYMPOSIUM RECEPTION

Program

TUESDAY, AUGUST 11, 1998

7:00 AM CONTINENTAL BREAKFAST

8:00 AM Announcements and Opening Remarks

JERRY F. POGUE

(MODERATOR)

Publisher and Associate Editor

Integrated Healthcare Report

8:15 AM *Building Physician Leadership and Clinical Value into the Integrated Healthcare Equation*

MARSHALL RUFFIN, M.D., M.P.H., F.A.C.P.E.

President and Chief Executive Officer

The Informatics Institute

Bethesda, Maryland

9:00 AM *Saint Francis: Effective Disease Management is Essential to Clinical Integration*

JOHN J. BYRNES, M.D.

Senior Vice President

Performance, Improvements and Innovations

Saint Francis Health System Inc.

Tulsa, Oklahoma

9:45 AM COFFEE BREAK

10:00 AM *Sentara: The Next Generation of Physician Health System Integration*

HOWARD P. KERN

Executive Vice President and

Chief Operating Officer

Sentara Health System

Norfolk, Virginia

10:45 AM *How Far Have We Come with the Electronic Medical Record in Medical Groups*

DONALD W. FISHER, Ph.D., C.A.E.

Chief Executive Officer

American Medical Group Association

Alexandria, Virginia

11:30 AM ROUND TABLE DISCUSSION

Faculty Q & A

12:00 PM LUNCH PROVIDED

1:15 PM *MacNeal Health Network*

Rolling Out the Advanced Paperless Electronic Medical Record

BRIAN RALSTON, M.D.

Informatics Physician Advisor

MacNeal Healthcare Center

Chicago, Illinois

2:00 PM AFTERNOON BREAK

2:15 PM *Mayo Clinic Scottsdale: Planning for a New 175-Bed Paperless Hospital*

CAROLYN D. BYERLY

Chief Information Officer

Mayo Clinic Scottsdale

Scottsdale, Arizona

JOHN K. CAMORIANO, M.D.

Chairman of the Information System

Mayo Clinic Scottsdale

Scottsdale, Arizona

3:30 PM *Kaiser: Implementation Benefits and Success of an EMR—From Theory to Reality*

HOMER L. CHIN, M.D., M.S.

Assistant Regional Medical Director, CIS

Kaiser Permanente Northwest Division

Portland, Oregon

4:15 PM *Closing Remarks and Discussion*

JOHN D. COCHRANE

Editor

Integrated Healthcare Report

4:30 PM ADJOURNMENT

Application

The Sixth Annual Symposium on Integrated Healthcare *Summer Edition*

THE BROADMOOR, Colorado Springs, Colorado

AUGUST 10-11, 1998

Symposium Registration for August 10-11, 1998

Apply early, as space is limited. Submission of an application does not guarantee a space. Symposium registration is confirmed upon full payment only.
For information call (909) 336-1586. Each applicant should complete a separate application form (please type or print):

Name _____ ☐ Mr. ☐ M.D.
Nickname for badge _____ ☐ Ms./Mrs. ☐ D.O.
☐ Ph.D. ☐ _____

Title _____

Organization _____

☐ Healthcare System

☐ Hospital -Number of Beds _____

☐ Other (Please specify) _____

☐ Medical Group -Number of Physicians _____

Mailing Address _____

City _____ State _____ Zip _____

Telephone (_____) _____ FAX (_____) _____

Fee: ☐ ALUMNI*

Through June 30, 1998

First Person _____ \$995

Each Additional Person _____ \$895

After June 30, 1998

First Person _____ \$1,095

Each Additional Person _____ \$995

☐ NON-ALUMNI

Through June 30, 1998

First Person _____ \$1,095

Each Additional Person _____ \$995

After June 30, 1998

First Person _____ \$1,195

Each Additional Person _____ \$1,095

*Alumni are individuals who have attended a previous IHS Symposium or are current subscribers of The Integrated Healthcare Report.

Attention Groups: for groups of 10 or more, please contact the IHS office for a special rate.

Make checks payable to **Integrated Healthcare Symposium** or charge your registration fee to:

☐ VISA ☐ Mastercard ☐ American Express For the amount of \$ _____

Card Holder Name _____

Card Number _____ Expiration Date _____

Signature _____

Must include signature of cardholder to be processed.

Please return your application and full payment to:

INTEGRATED HEALTHCARE SYMPOSIUM

27303 Peninsula Drive, P.O. Box 839, Lake Arrowhead, CA 92352-0839

(909) 336-1586 FAX (909) 336-1567

Office Hours: 8:00 AM to 5:00 PM (Pacific Time) Federal ID #33-0540230

CONFERENCE FACILITY

The Broadmoor, nestled in the foothills of the magnificent Rocky Mountains on the outskirts of Colorado Springs is a grand resort built in 1918 and reflects a legacy of elegance and impeccable service. It has been a Five-Star Hotel since 1960 (Mobil Travel Guide) and a Five-Diamond Hotel since 1976 (AAA).

The Resort has abundant recreation opportunities with three 18-hole golf courses, three pools, twelve tennis courts, spa and fitness center, riding stables, skeet and trap shooting, boating, biking, hiking and hot-air ballooning.

HOTEL RESERVATIONS

Hotel reservations must be made directly with The Broadmoor.

The Broadmoor (800) 634-7711

The Broadmoor has a special room rate for *Integrated Healthcare Symposium*. Please mention that you are attending this event to receive the discounted rate. Due to a resort area, hotel cancellation policies are strict.

AIR RESERVATIONS

United Airlines has been chosen as the official airline for *Integrated Healthcare Symposium*. United is offering a 5% discount off any United fare, including first class or a 10% discount off applicable BUA, or like fares in effect when tickets are purchased 7 days in advance. To take advantage of these discounts, you or your travel agent can make reservations by calling:

United Airlines (800) 521-4041
Meeting Code #519YO

Make your reservations early to assure a flight into Colorado Springs.

RENTAL CAR INFORMATION

Hertz has been selected to provide *Integrated Healthcare Symposium* attendees with discounted rates for car rentals in the Denver and Colorado Springs areas for this symposium. To take advantage of this special offer, you or your travel agent should call:

Hertz (800) 654-2240
Meeting Code CV#47057

GOLF REGISTRATION

There will be a Networking Golf Scramble on Wednesday, August 12, 1998 after the Symposium. It will be on The Broadmoor East Course starting at 9:08 AM. The 18-hole rate per person including cart is \$130.

APPLICATION

We encourage you to apply early. Submission of an application does not guarantee a space in this Symposium and registration will be confirmed with full payment only.

TUITION

The Symposium fee includes tuition, course materials, selected meals, and a conference reception.

EARLY REGISTRATION DISCOUNT

To receive the early registration discount, *Integrated Healthcare Symposium* must receive your application postmarked by June 30, 1998. After this date, fees increase by \$100.

CANCELLATION POLICY

All cancellations must be submitted in writing. For cancellations received on or before June 30, 1998, tuition will be returned less a processing fee of \$150 per attendee. After June 30, 1998, only 50% will be refunded, and after July 15, 1998, no refunds will be made, although registration is transferable to another person from the same organization for this symposium.

LIABILITY WAIVER

By registering for attendance at this conference, participants acknowledge the risks of participating in any active sports or recreational activities accessible around the Colorado Springs area, and agree to waive any rights they may have for recourse against sponsors and/or Symposium organizers in the event of injury.

SYMPOSIUM STAFF

John D. Cochrane
Symposium Co-Director

Jerry F. Pogue
Symposium Co-Director

Sheila R. Keizer
Symposium Coordinator

Jean L. Hickok
Assistant Symposium Coordinator

ABOUT THE INTEGRATED HEALTHCARE REPORT

The Integrated Healthcare Report is a monthly practical resource for innovators in physician-hospital group practice development and integrated healthcare. The *Report* is more than just a chronicle of events in integrated healthcare. John D. Cochrane, the editor, has an uncanny ability to go below the surface of an issue to report and analyze what is surely happening to an industry in turmoil.

The *Report* also provides important "how-to" information in addition to being an important guide to entering the arena of integrated healthcare.

"We approach each issue with the goal of providing timely, valuable, critical information that would usually be acquired by retaining consultants and attorneys," says John Cochrane.

If your organization is planning to be a survivor, then *Integrated Healthcare Report* will be an invaluable tool for you.

For a free sample, call:
Michèle Swedlow
Integrated Healthcare Report
P.O. Box 839
Lake Arrowhead
California 92352-0839
Phone (909) 336-1586
Fax (909) 336-1567

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