

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. letter	Joe Andrew and John Merrigan to Chris Jennings re: political (1 page)	08/18/1999	Personal Misfile
001b. agenda	re: political (1 page)	09/1999	Personal Misfile
001c. list	re: political (1 page)	09/16/1999	Personal Misfile
002. letter	Patrick Cooney to President Clinton re: phone number (partial) (1 page)	08/02/1999	P6/b(6)

COLLECTION:

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

FOLDER TITLE:

Speaking Engagements (April, May, June 1999) [2]

2011-0747-S

rc420

RESTRICTION CODES

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

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

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]
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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.

THE
CATHOLIC HEALTH
ASSOCIATION
OF THE UNITED STATES

CHA

September 20, 1999

TO: John Podesta
Chief of Staff to the President

FROM: Jack Bresch
Director of Legislative Affairs

SUBJECT: REQUEST FOR MEETING

*CC: to Chris in
phone log at
9/24/99*

*Have me call him.
Place in phone log
thb
J*

The Executive Committee of the Board of Trustees of the Catholic Health Association of the United States (CHA) requests a meeting with the President to discuss the severe implications of the Balanced Budget Act of 1997 on the delivery of health care services in the United States.

As front-line providers of the full continuum of care, the more than 1,200 Catholic health care facilities across the nation are desperately trying to deal with what they consider to be the "disintegration" of the delivery system -- even as they continue to fulfil their mission to care for individuals, families and communities. At its September 17 meeting, the Board authorized me to contact you immediately to respectfully request a meeting between President Clinton and members of the Executive Committee.

CHA has enjoyed a positive and productive working relationship with the Administration on issues of significant importance, including support for health care reform and, more recently, opposition to tax cuts. It is in within this amiable context, and with a growing sense of urgency Catholic health care facilities feel about what's happening to the delivery system, that we make our request.

Thank you for your consideration. I can be reached at 202/296-3993.

WASHINGTON OFFICE

1875 Eye Street, NW
Suite 1000
Washington, DC 20006-5409

Phone 202-296-3993
Fax 202-286 3997

FAX ID NUMBER: 202/296-3997

THE
CATHOLIC HEALTH
ASSOCIATION
OF THE UNITED STATES

FACSIMILE TRANSMISSION COVER SHEET

Date: 9/20/99Message From: Jack BresnahanMessage To: Chas JenningsFax ID Number: 202/456-5557☐ Urgent Delivery☒ Normal Delivery

Number of Pages (Including Cover Sheet)

Special Instructions/Comments: for my telephone call.

WASHINGTON OFFICE
1875 Eye Street, NW
Suite 1000
Washington, DC 20006-2213
Phone 202-296-3993
Fax 202-296-3997

PLEASE NOTE OUR NEW ADDRESS!!!! PHONE/FAX NUMBER REMAINS THE SAME



The Blue Cross and Blue Shield Association
An Association of Independent Blue Cross and Blue Shield Plans
and Member Plans honor

Members of Congress
and
Congressional Health Staff

Thursday, September 16, 1999
from five-thirty until seven-thirty p.m.

The Cannon Caucus Room
345 Cannon House Office Building

R.S.V.P. by enclosed card

Brenda Becker
Blue Cross and Blue Shield Association
1310 G Street, NW 12th Floor
Washington, D.C. 20005

Please reply before September 3, 1999
the reception on September 16, 1999

I will not attend ()
I will attend ()

Office of _____

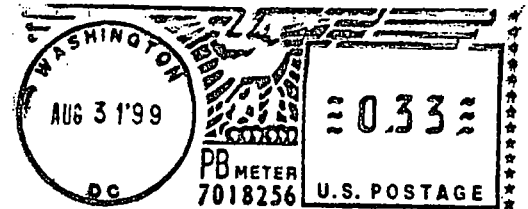
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**BlueCross BlueShield
Association**

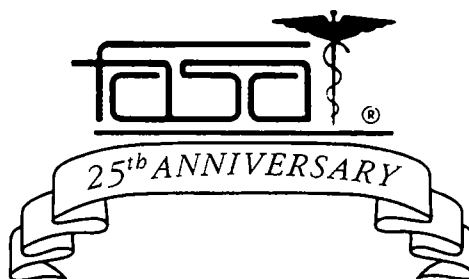
An Association of
Independent Blue Cross
and Blue Shield Plans

1310 G Street N.W.
Washington, D.C. 20005



**PHOTOCOPY
PRESERVATION**

Christopher Jennings
Deputy Assistant to the President
for Health Policy
216 Old Executive Office Bldg.
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500



The Federated Ambulatory Surgery Association (FASA)
requests the pleasure of your company at our
Congressional Reception
Monday, October 4, 1999

5:30 pm - 7:30 pm

The Gold Room

2168 Rayburn House Office Building

Name

Christopher Jennings

Title

Deputy Assistant to the President for Health Policy

Office

Domestic Policy Council

☐

Yes, I will attend the FASA Congressional Reception

☒

No, I regret I am unable to attend.

_____ of my staff will
attend in my place.

Kindly fax response to 703.549.0976 by September 27, 1999

*** TX REPORT ***

TRANSMISSION OK

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CONNECTION TEL 917035490976
SUBADDRESS
CONNECTION ID
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5:30 pm - 7:30 pm

The Gold Room
2168 Rayburn House Office Building

Name

Christopher Jennings

Title

Deputy Assistant to the President for Health Policy

Office

Domestic Policy Council

THE BOND BUYER

THE DAILY AUTHORITY ON PUBLIC FINANCE

September 9, 1999

Hon. Christopher Jennings
Dep. Assist. to the President for Health Policy
Old Executive Office Building
Room 216
Washington, DC 20502

✓
Regret

Dear Mr. Jennings:

The Bond Buyer's Inaugural Health Care Finance Conference will be held in New York City on November 1-2, 1999 at the Marriott World Trade Center Hotel. We are writing you to request that you consider speaking at the conference on the Clinton Administration's current thinking on health care - specifically reimbursement to providing institutions. I would defer to your schedule and preferences as to whether you would like to speak on the morning of November 1st or November 2nd. A draft agenda is enclosed.

As you may know, *The Bond Buyer* is the paper of record for the \$1.3 trillion municipal finance industry. We have been covering the market for over a century, publishing every business day from our offices near Wall Street. Our paper is read by over 20,000 industry professionals, including institutional investors, commercial banks, investment banks, asset managers, rating analysts, bond counsel, and of course many healthcare CFOs. While *The Bond Buyer* may not be on your daily regimen, we can assure you that it is closely read by all of the above-listed professionals engaged in owning, trading or servicing outstanding tax-exempt health care debt. Many of these professionals are also frequent attendees of our conferences. Each year we put on eight events throughout the country, providing stimulating and informative forums on a range of topics.

Our Health Care Conference is a part of our coordinated effort to better serve the healthcare industry. In addition to the conference, we publish our *Health Care Finance Directory*, featuring detailed information on the nation's 500 largest health care institutions. We also publish and distribute our new quarterly supplement, *Health Care Finance*.

We will follow up early next week with a phone call to answer any questions, as well as to determine your availability to attend the conference as our guest and speaker. We look forward to speaking with you soon.

Sincerely,



John Rumely
Director, Conference Programs

enclosures

**THE BOND BUYER
INAUGURAL
HEALTH CARE CONFERENCE**
Marriott World Trade Center - New York
November 1-2, 1999

AGENDA -DRAFT OF TUESDAY SEPTEMBER 7, 1999

MONDAY, NOVEMBER 1

8:00 AM EXHIBIT HALL OPENS
 CONTINENTAL BREAKFAST
 Sponsorship opportunity

9:00 - 9:15 WELCOMING REMARKS
 Thomas F. Curtin, Publisher, The Bond Buyer
 Kieran Beer, Editor-in-Chief

 CONFERENCE CO-CHAIRS
 Edward Malmstrom, Managing Director, Merrill Lynch & Co.
 Emmeline Rocha-Sinha, Senior Managing Director, MBIA Insurance Corp

9:15 - 9:45 KEYNOTE ADDRESS
 Speaker to be announced

9:45 - 10:45 INTEGRATION RECONSIDERED
 Facilitator: **Richard Meister, Managing Director, Goldman Sachs & Co.**
 James Combes, EVP & CEO, Mercy Health Systems, Farmington Hills, MI
 Michael O'Boyle, EVP & Chief Financial Officer, Medstar Health, Columbia MD
 Martin Arrick, Director, Standard & Poor's Corp.

In recent years health care systems were quick to assemble diverse services that are vertically or horizontally integrated. Some strategies were successful, but many have not withstood the test of time or changing business conditions. This panel will review what makes a winning strategy and how to identify the warning signs of a bad acquisition.

10:45 - 11:15 BREAK/EXHIBITS
 Sponsorship opportunity

11:15 - 12:15 MANAGED CARE - THE YEAR AHEAD
 Facilitator: **Peter Kongstevdt, M.D. Partner, Ernst & Young, LLP**
 John Wray, SVP Managed Care, Catholic Healthcare West, San Francisco, CA
 Richard Blair, VP Finance, Allina Health System, Minneapolis, MN
 Kevin Brennan, SVP, Finance & CFO, Penn State Geisinger Health System, Harrisburg, PA

With changes in regulations governing provider sponsored medical plans, and the implications of the Medicaid/Medicare reimbursement phased in by the Balanced Budget Act of 1997, it is becoming increasingly difficult to articulate a winning strategy in markets with high penetration of managed care. This panel will review the risks ahead and suggest ways in which the situation may reach equilibrium.

** Please note that this is a tentative agenda for planning purposes. Only names that appear in boldface type have been confirmed to speak. All other speakers should be considered tentative.*

- 12:15 - 2:15 **LUNCHEON**
Sponsored by
Luncheon Speaker: **Alan Muney, M.D., MHA, Oxford Health Plan, Norwalk CT**
Introduced by:
- 2:15 - 3:15 **HEALTH CARE CREDITS - THE CURRENT VIEW FROM THE BUY-SIDE**
Facilitator: **Bonnie R. Siegal, Senior Vice President, First Albany Corp.**
Alan Richman, Principal and Head of Municipal Research, The Vanguard Group.
Andrew S. Matteis, Senior Vice President, Putnam Investments
Jan I. Weiss, Managing Director, Financial Security Assurance
Thomas Murphy, Exec. Dir., Dormitory Authority of the State of New York

Last year the market witnessed an overall deterioration of ratings among healthcare credits, with the AHERF bankruptcy the most conspicuous event. In response, some institutional investors announced plans to cut back on health care, or pull out of the sector altogether. Where are the bond insurers? What are these buyers currently looking for? What should borrowers anticipate as they approach the market with new issuance? For a hospital, how important is an investor relations program?

- 3:15 - 3:45 **BREAK/EXHIBITS**
Sponsorship opportunity
- 3:45 - 5:00 **PHYSICIAN PRACTICES – WERE THEY WORTH THE COST?**
Facilitator: **Joseph Beck, Managing Director, Shattuck Hammond Partners, Inc**
Ralph Lawson, EVP & CFO, Baptist Health Hospital Systems, Coral Gables, FL
Robert D. Bauer, SVP, Penn Care, Doylestown, PA
Doug Hastings, Esq., Epstein Becker & Green, Washington D.C.

Over the last several years we have seen many instances where hospitals have invested heavily in physician practices. By and large these investments have not reaped the expected rewards. Under what circumstances have these acquisitions been successfully renegotiated? Are there “win-win” exits from these contracts? What other forms of physician-hospital integration are evolving. What are the financing options for the buy-outs?

- 5:00 - 6:30 **COCKTAIL RECEPTION**
Sponsorship opportunity
- 6:30 **SPEAKER DINNER (by invitation)**
Sponsored by

TUESDAY, NOVEMBER 2

- 8:00 - 9:00 **EXHIBIT HALL OPENS**
CONTINENTAL BREAKFAST
Sponsorship opportunity
- 9:00 - 9:10 **WELCOMING REMARKS**
Kieran Beer, Editor, The Bond Buyer
- 9:10 - 9:30 Washington Legislative Overview
Speaker to be announced

9:30 - 10:30 BREAKOUT SESSIONS

Session I INDEPENDENT HOSPITALS

Facilitator: Brian McGough, Managing Director, Banc One Capital Markets, Inc.
Joseph Cahill, CFO, South Shore Hospital, South Weymouth, MA
William Devoney, VP & CFO, Edward Hospital, Naperville, IL
Kenneth Kaufman, Managing Director, Kaufman Hall & Assoc. , Northfield, IL

What are the options for independent hospitals that must compete in a metropolitan market, defined at one end by large urban teaching institutions and at the other by smaller community hospitals? This panel will focus on those hospitals that have managed to define a successful business plan without affiliating with larger systems.

Session II INFORMATION MANAGEMENT AND TECHNOLOGY

Facilitator: Tony Marzulli, Vice President, Lawson Software
Guy Scalzi, SVP & Chief Infor. Officer, New York Presbyterian Healthcare, New York, NY
CFO, Health care provider
Jordan Melick, Director, Fitch IBCA

Health care providers are playing catch-up as management information systems play an increasing role in implementing mergers and cost containment. This panel will focus on the opportunities for hospitals to increase efficiencies and enhance their marketing through the use of sophisticated information systems, particularly those involving the Internet. We will also note the pitfalls technology poses for health care, including the Y2K problem.

10:30 - 11:00 BREAK/EXHIBITS
Sponsorship opportunity

11:00 - 12:00 BREAKOUT SESSIONS

Session III FOUND MONEY – EXTRACTING CASH FROM REAL ESTATE ASSETS

Facilitator: Benjamin Wolfe, Managing Director, Prudential Securities, Inc.
Sydney Scarborough, Lillibridge Health Partnership, Chicago, IL
David Varwig, CEO & Sr. Managing Director The Citadel Group, Chicago, IL
Hospital system CFO
Hospital system CFO/CEO

When systems are divesting or consolidating facilities after a merger, are there alternatives to a conventional sale? Likewise, when a provider is looking to construct facilities such as parking garages, medical office buildings, or satellite clinics, what are the options to direct ownership, particularly when debt capacity is fully committed? Our panel will review the current innovations in facilities use and ownership.

Session IV

FINANCIAL TOOLS

Facilitator: Stephanie Gibson, Managing Director, Public Financial Management, Boston MA
Sam Gruer, Vice President, Financial Products Group, Chase Manhattan Bank
Nathaniel R. Singer, Sr. Managing Dir. & Mngr, Bear, Stearns & Co., Inc.
Bill Miller, CFO, Oakwood Hospital, Dearborn, MI
Hospital CFO

With interest rates in U.S. Treasuries remaining at historic lows, a number of institutions have extracted savings through synthetic refundings, swaps, and forward contracts. What are the opportunities presented by these financial tools and what are their risks? This discussion will include an overview of the basic concepts, but will be informative for even the most experienced issuer.

12:00 - 1:45

LUNCHEON

Sponsorship opportunity

Charlie Martin, Chairman, President & CEO, Vanguard Health System
Introduced by:

1:45 - 2:45

TEACHING HOSPITALS - A SURVIVAL STRATEGY

Facilitator: Mark Melio, Vice President, J.P. Morgan Securities, Inc.
Lawrence Furnstahl, SVP & CFO, UCSF Stanford Health Care, San Francisco, CA
Jay B. Pieper, VP for Corp. Development & Treasury Affairs, Partners Healthcare, Boston
Dennis Farrell, Managing Director, Moody's Investors Service

The challenges facing large urban teaching hospitals have been well documented. Are any of them doing anything more than merely trying to survive in the current reimbursement environment? Is relief in sight from Washington? If not, what will be the long-term implications for these institutions' competitive status, as well as their core educational missions?

2:45 - 3:00

BREAK/EXHIBITS

Sponsorship opportunity

3:05 - 4:15

WHERE TO DO WE GO FROM HERE - INDUSTRY WRAP-UP

Facilitator: Frederick A. Hessler, Managing Director, Salomon Smith Barney, Inc.
Elizabeth Alhand, SVP, Finance, SSM Health Care Group, St. Louis, MO
John H. Herrell, VP & Chief Administrative Officer, Mayo Foundation, Rochester, MN
Rusty Mayeux, EVP, Acquisitions and Development, Tenet Healthcare

Recently we have seen the markets' pendulum swing back and forth, alternating between the non-profits one year market and the investor-owned systems the next. What will the trend in the future? Will the industry reach an understanding with the federal government regarding sustainable levels of reimbursement? We will conclude the conference with an overview on our industry and suggestions as to trends for the future.

4:15

CONFERENCE TO BE ADJOURNED



The McClatchy Newspapers
Washington Bureau



Invitation

Please join us for a
reception at our new home
at the

National Press Building

Suite 420

529-14th St., NW,
Washington, D.C.

Tuesday, Sept. 28, 1999

6:00 to 8:30 p.m.

RSVP: 202-393-2228

✓
Regret

♦ Chris Jennings

White House, Office of Domestic
Policy, 1600 Penn. Ave., NW
Wash. DC 20500

Open House

THE MCCLATCHY COMPANY
Washington Bureau

The Sacramento Bee
The Fresno Bee
The Modesto Bee
Anchorage Daily News

Star Tribune

NEWS
OBSERVER

THE NEWS TRIBUNE

Tri-City Herald

PHOTOCOPY
PRESERVATION

Archbold Health Services, Inc.

P.O. Box 620 • Thomasville, Georgia 31799-0620

(912) 227-6800 • (800) 762-0354

September 8, 1999

Mr. Chris Jennings
Deputy Assistant to the President
For Healthcare Policy
The White House
1600 Pennsylvania Ave, NW
Washington, DC 20500

Regoets

Dear Mr. Jennings:

Last summer as a part of a group arranged by Rep. James McGovern, I had the opportunity to visit with you regarding the effects of the Balanced Budget Act (BBA) on the home health industry.

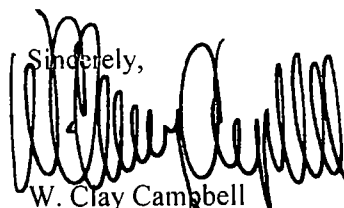
Unfortunately, the devastation caused by the BBA continues not only in home health but also in nursing homes and hospitals as well. The five-year impact on the Archbold system alone exceeds \$25 million. Without relief, the healthcare provisions of the BBA will no doubt affect both the quantity and quality of services we are able to offer to the citizens of South Georgia.

During a recent presentation by the firm of William M. Mercer, it was stated that the projected savings to Medicare achieved by the BBA will approach \$191 billion, some \$80 billion more than the original \$111 billion projected by the Congressional Budget Office. This \$80 million "mistake" will be fatal to many hospitals, nursing homes and home health agencies in this country, especially those in rural areas. We desperately need this money returned to our programs.

Sometime during the last two weeks of September, I will be in Washington with three of our health system employees to hand deliver our request for help to the two Georgia Senators and our Congressman. *We would very much like the opportunity to visit with you for 15 to 20 minutes during our trip to detail the "real effects" of the BBA on a rural healthcare system. In hearing from the trenches, we hope that you will ask the President to intervene with Congress on our behalf. We believe that this "Command Focus" is the only way that we can move the Congress and HCFA to help us with some relief from the BBA reductions.*

If you have time available to see us we are most willing to arrange our travel schedule accordingly. Thank you for your consideration of our request and we look forward hearing from you.

Sincerely,


W. Clay Campbell
Executive Vice President

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American Medical Association

Physicians dedicated to the health of America



E. Ratcliffe Anderson, Jr., MD 515 North State Street 312 464-5000
Executive Vice President, CEO Chicago, Illinois 60610 312 464-4184 Fax

August 11, 1999

The Honorable Albert Gore, Jr.
Vice President of the United States
Old Executive Office Building
Washington, DC 20501

Dear Mr. Vice President:

On behalf of the American Medical Association, it is my privilege to invite you to speak at the 1999 AMA Grassroots Conference on Thursday, September 23, 1999, at 9:30 a.m. Our conference will be held at the Mayflower Hotel, located at 1127 Connecticut Ave., NW, in Washington, DC.

The AMA Grassroots Conference focuses on legislative and political issues critical to the state of health care in America. We anticipate over 300 medical community leaders from every state to join us for this two-day conference, which is an integral part of our political and legislative grassroots advocacy program. Our program includes legislative briefings and an opportunity for our medical community activists to meet with members of Congress during scheduled visits to Capitol Hill offices and at the Congressional Reception.

Your remarks to this group would be extremely timely in light of the current debate on the Patients' Bill of Rights legislation.

A member of the AMA staff will follow up with your office in the next few days and we will provide any additional information. I hope your schedule will allow you to join us.

Respectfully,

E. Ratcliffe Anderson, Jr., MD

cc: Chris Jennings

American Medical Association

Physicians dedicated to the health of America



1101 Vermont Avenue, NW
Washington, DC 20005

FAX TRANSMISSION SHEET

Date: 9/10/99From: Rich Deen
Government AffairsTo: Chris JenningsPhone Number: 789-7413

cc: _____

Message:

Total pages (including cover sheet): 2

Reply fax number: 202-789-4692

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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]
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]



Foundational Health
APTA

American Physical Therapy Association

North Fairfax Street
Arlington, VA 22314-1488
703 684 1762
703 684 7343 fax
www.apta.org

August 2, 1999

The Honorable William J. Clinton
President of the United States
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Officers

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chunk, PT, PsyD

Dennis Spillane, PT, MBA

Marcia B Smith, PT, PhD

Chief Executive Officer

Francis J Mallon, Esq

Dear President Clinton:

On behalf of the more than 73,000 physical therapist and physical therapist assistant members of the American Physical Therapy Association (APTA), I want to thank you for your comments of July 27, 1999, at a White House conference on Women and Medicare. Specifically, APTA appreciated your acknowledgement of the problems caused by the \$1,500 cap on outpatient physical therapy services under the Medicare program, which was imposed as part of the Balanced Budget Act of 1999.

APTA shares your concern with this policy and wishes to work with your Administration to remedy this issue in 1999. To that end, I am writing to request an opportunity to meet with you to discuss this matter in greater detail. Please contact me at P6/(b)(6) to make arrangement should such a meeting be possible. The members of APTA appreciate your attention to this request.

Sincerely,

Patrick Cooney
Patrick Cooney
Senior Policy Advisor

Regrets
Bonnie
or

** Dan instead*

P6/(b)(6)

[002]

SAI 2000
Contributor Sessions Meeting
February 2-6
New Orleans, LA

Physical Therapy 2000,
The Annual Conference
Exposition on the
Physical Therapy
Profession
Indianapolis, IN

Please join us in welcoming

RAY McGRATH

as President of

DOWNEY McGRATH GROUP, INC.

(formerly Downey Chandler, Inc.)

on Wednesday, September 22, 1999

6-8 pm

1225 I STREET, N.W. SUITE 350 WASHINGTON, D.C.

RSVP: 712 9137 BY SEPTEMBER 17, 1999

KATHY McLAUGHLIN

MAGGIE McCLOUD

JOHANNA PASQUIER

BEVIN POWER

TOM DOWNEY

MIKE WESSEL

KELLI EMERICK

RITA WELCH

RON CHRISTIE

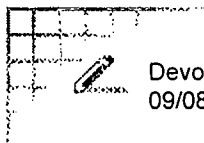
JOHN OLINGER

NANCY DONALDSON

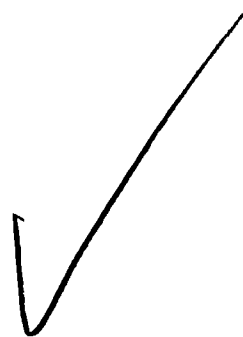
TOM SCOTT

KATHLEEN CARMODY





Devorah R. Adler
09/08/99 07:28:14 PM



Record Type: Record

To: Teresa M. Jones/OPD/EOP@EOP

cc:

Subject: request for Chris

----- Forwarded by Devorah R. Adler/OPD/EOP on 09/08/99 07:28 PM -----



Deborah B. Mohile
09/08/99 07:27:36 PM



Record Type: Record

To: Devorah R. Adler/OPD/EOP@EOP

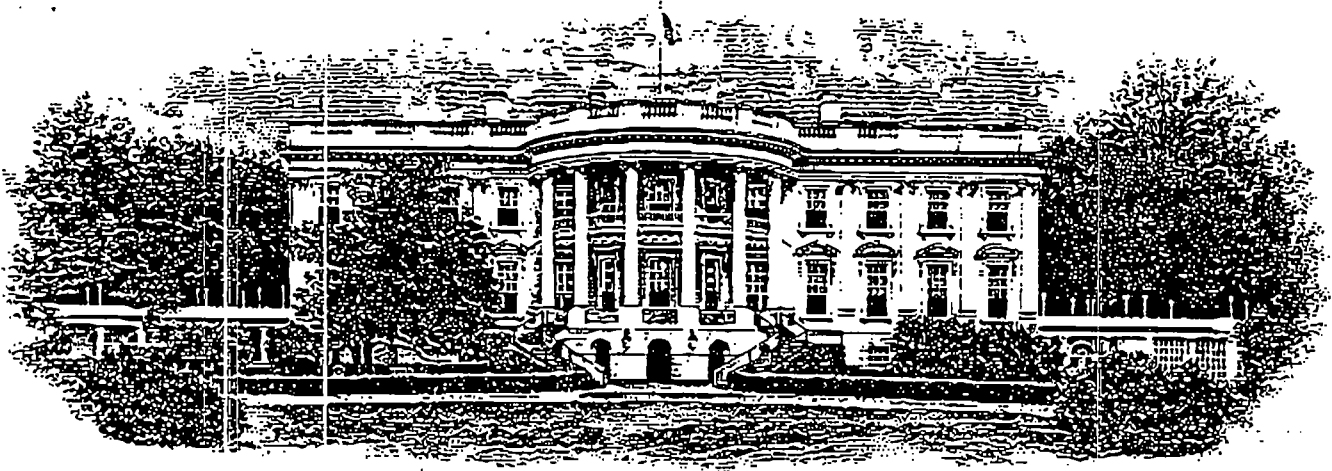
cc:

Subject: request for Chris

I faxed up to you letters that were originally addressed to the VP and Dr. Satcher to attend the Southern Brooklyn Health Coalition event on September 16 per his conversation with my boss, Mary Beth. I want to revise my note and tell you that it would be a lunch time engagement. Please let me know if you think Chris might be able to make it and, of course, they will pay for the travel necessary.

Thanks!

Letters Attached



FAX TRANSMISSION

Deborah Mohile
Office of Public Liaison
The White House
Washington, DC 20502
(202) 456-2930 phone
(202) 456-6218 fax

Date:

To: Deborah/Chris

Total Pages: 5

Subject: Health Care Conf. in Brooklyn

Fax: 65557

Comments: Per your conversation with Mary Beth Cahill. VP, MEG & Satcher all in other states that day. Event would be over by 10-10:30 AM. Near LaGuardia Airport. Mostly minority audience - want to hear about inner city access to health care. Allison Greene also speaking.

Please call (202) 456-2930 if there are problems with this transmission.



**GSBHC ORGANIZING
COMMITTEE
(IN FORMATION)**

Greater Southern Brooklyn Health Coalition*

c/o Jewish Community Relations Council of New York

711 Third Avenue

New York, NY 10017

(212) 983-4800 Fax (212) 983-4084

June 3, 1999

**The Vice President
Old Executive Office Building
Washington, DC 20501**

Dear Mr. Vice President,

Eighteen months ago in Southern Brooklyn, a racially and culturally diverse group of neighborhood activists met to discuss a pressing concern -- the health care needs of local residents. Today, more than 50 organizations, reflecting the full range of the ethnic and religious makeup in the district, now form the Greater Southern Brooklyn Health Coalition (GSBHC). The central objective of this trail blazing intergroup alliance is to improve the quality, delivery and breadth of health care services for the African-Americans, Arabs, Caribbeans, Chinese, Italians, Jews, Koreans, Latinos, Pakistanis and Russians, among others who live in the area.

The GSBHC, in conjunction with the Jewish Community Relations Council of New York (JCRC) and the Office of the President of the Borough of Brooklyn, is poised to convene a conference which will focus on the complex challenge inner city communities face in accessing quality health care. Entitled *Health Care Access 2000: Brooklyn - A Case Study*, the conference will be held on Thursday, September 16, 1999 at the Brooklyn Marriott. We anticipate an audience of over 500 community leaders, representing neighborhood-based organizations, health care delivery systems, managed care organizations, elected and appointed officials, social service agency professionals, academicians and health care policy planners. Our goal is to develop strategies to ensure that the provision of health care in Southern Brooklyn is sensitive to race, religion, culture and language.

On behalf of the organizers, I want to extend an invitation to you, Mr. Vice President, to deliver the keynote address at the conference. It would be a great honor for all involved in this unique project if you would join us on September 16th. We firmly believe that the Greater Southern Brooklyn Health Coalition, which serves as a local model for intergroup cooperation, can also serve as a national paradigm. It is evident to us that as fellow residents of inner city communities work together on improving their quality of life, permanent

*THE GSBHC IS A PROJECT OF THE JEWISH COMMUNITY RELATIONS COUNCIL OF NEW YORK'S DEPARTMENT OF INTERGROUP RELATIONS AND COMMUNITY CONCERNS

Arab American Family Support Center
Brookdale University Hospital and Medical Center
Brooklyn Borough Presidents Office
Brooklyn College/CUNY
Brooklyn Hospital Center
Beth Israel Hospital
Caribbean Women's Health Association
Catholic Medical Centers of Brooklyn & Queens, Inc.
Chay Pa Lou Community Center
Chinese American Planning Council
Church Avenue Merchants Block Association
Church of the Holy Spirit
The C.H.A.P.S. Association
Community Board 41
Community Development Consultants
Coney Island Hospital
Council of Jewish Organizations of Bensonhurst
Council of Jewish Organizations of Flatbush
Crown Heights Jewish Community Council
Crown Heights Youth Collective
Federation of Italian American Organizations
Flatbush Haitian Center
Haitian Women's Advocates
Haitian Community Health Project
Haitian Centers Council
Haitian Women's Program
Health Plus-P.H.S.I.
Homecrest Community Services, Inc.
Interborough Developmental and Consultation Center
Jewish Community Council of Canarsie
Jewish Community House of Bensonhurst
J.C.C. of Greater Coney Island
Jewish Community Relations Council of New York
Jewish Immigrant Lifeline
Long Island University
Lutheran Medical Center
Maimonides Medical Center
Metropolitan New York Coordinating Council on Jewish Poverty
Metropolitan Jewish Health System
Nachua Healthnet
New York Community Hospital
New York State Department of Health
New York Task Force on Immigrant Health
Pakistan American Federation
Sternman-Abrams Laboratory
Shorefront Jewish Community Council
Shorefront YM-YWHA
Sunset Park Family Health Center Network
SUNY Health Science Center at Brooklyn
Williamsburg Family Health Center

community relations; bonds of friendship form naturally. Your very presence at our conference will, indeed, reinforce those bridges of understanding we are so dedicated to constructing.

Furthermore, we at the Jewish Community Relations Council, which created the GSBHC and other vehicles for the promotion of grass roots alliances, know that your participation will also serve as a catalyst for similar initiatives both in New York and across the United States.

The organizers respectfully request that your office inform us, as soon as possible, as to whether you can attend the conference. I can be reached at the above-referenced address and telephone number (extension 130).

Thank you for your consideration of this invitation and for your leadership on behalf of all Americans.

Warm personal regards.

Sincerely,

A handwritten signature in dark ink, appearing to read "Michael S. Miller", written over a horizontal line.

Michael S. Miller
Executive Vice President
Jewish Community Relations Council of New York

enc.

representing the religious and ethnic make up of the Brooklyn area and health care system with the goal of enabling better lines of communication and access to quality health care that is culturally and language specific.

The conference will be held from 8:30 am to 3:30 pm. As you will note from the enclosed conference program, your presentation will be between 9:30 am until 10:00 am. Once again, we would be honored to have you present as a key note speaker at our *Health Care Access 2000 Conference*. Please reply by May 28, 1999 to my program associate Lara Glickman at 212-983-4800, extension 145. If you have any questions concerning this matter or the conference in general please contact me at 212-983-4800, extension 136. Thank you for your time and consideration of this matter.

Yours truly,

Robert Kaplan

Director

Department for Intergroup Relations and Community Concerns
Jewish Community Relations Council of New York

Enclosure (1)

Guth.

Pls call in
regrets & see
if Devora will
attend. Thanks!
Regrets called in

August 30, 1999

Dear Colleague,

You are cordially invited to attend the first of our series of Roundtables on Global Aging for the new season. We have invited **Dr. Gary Andrews** to meet with us on **Wednesday, September 22** to continue our focus on the International Year of Older Persons.

Dr. Andrews, a world-renowned geriatrician and gerontologist from Australia, is spending a year in the northern hemisphere as a consultant to the UN Office on Aging and the UN Fund for Population Activities. He is helping to develop both an international research agenda in aging and a policy framework for aging as part of the UN's agenda for the Year. Gary will discuss these two projects with us.

Date: Wednesday, September 22

Topic: An international policy framework and research agenda for aging

Time: 12:00-1:30 p.m.

**Place: AARP, 601 E St., NW, Washington, DC
Building A, Sixth Floor, Rm. 130**

Bring your own lunch. We will provide beverages.

We hope you can come. Feel free to bring along interested colleagues. If you plan to come, please remember to RSVP this office by September 17. In order to clear security, we need to provide your name (and any of your invited guests) in advance to the security desk in the AARP lobby. (There is no need to call if you are not coming.) You can confirm with Audranette Arrington at (202) 434-6221. We look forward to seeing you.

Sincerely,

Charlotte

Charlotte Nusberg
Coordinator for International Information,
AARP

Helen

Helen Kerschner
President, American Association
for International Aging

R. grade
Deborah - interested?
-No



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

AUG 20 1999



Chris Jennings

The Honorable Bruce N. Reed
Assistant to the President on Domestic Policy
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Mr. Reed:

Please put this in my book

We invite you to the next meeting of the Task Force on Environmental Health Risks and Safety Risks to Children which will be held on September 9, 1999, from 2:00-4:00 p.m. at the Department of Health and Human Services, Humphrey Building, 200 Independence Avenue in the Stonehenge Conference Room on the sixth floor.

We encourage you to attend this meeting, where we will review Task Force progress and discuss future plans. The agenda focuses on President Clinton's vision for children in America, specifically including discussion of developmental vulnerabilities/opportunities and proposals for continuation of work in the areas of asthma, unintentional injuries, developmental disorders, and childhood cancer. An agenda is enclosed.

If you have any questions, please contact Paula Goode (EPA) at 202-260-3356 or Dalton Paxman (HHS) at 202-205-5829. We look forward to seeing you at this important meeting on children's environmental health and safety.

Sincerely,

Carol M. Browner
Carol M. Browner, Administrator
Environmental Protection Agency

Donna E. Shalala
Donna E. Shalala, Secretary
Department of Health and Human Services

Enclosures



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8/30/99

Addressees:

Janet Reno, Attorney General, Department of Justice
Richard W. Riley, Secretary, Department of Education
Alexis M. Herman, Secretary, Department of Labor
William Richardson, Secretary, Department of Energy
Andrew M. Cuomo, Secretary, Department of Housing and Urban Development
Daniel R. Glickman, Secretary, Department of Agriculture
Rodney E. Slater, Secretary, Department of Transportation
Jacob Lew, Director, Office of Management and Budget
George T. Frampton, Jr., Chair, Council on Environmental Quality
Ann Brown, Chair, Consumer Product Safety Commission
Gene B. Sperling, Director, National Economic Council
Bruce N. Reed, Assistant to the President on Domestic Policy
Martin N. Bailey, Chair, Council of Economic Advisors
Neal Lane, Director, Office of Science and Technology Policy

**President's Task Force on Environmental Health Risks and
Safety Risks to Children**

September 9, 1999, 2:00-4:00 p.m.

Stonehenge Conference Room

Hubert Humphrey Building

200 Independence Avenue, SW

Washington, D.C.

Draft Agenda

2:00 p.m.	Welcome and Introductions	Secretary Shalala Administrator Browner
2:10 p.m.	Developmental Vulnerabilities	Administrator Browner
	Child Development and Longitudinal Study	David Hamburg- <i>Invited</i>
	Birth Defects and Longitudinal Study	Julius Richmond- <i>Invited</i>
	Task Force Discussion	Phil Landrigan- <i>Invited</i>
2:40 p.m.	Millennial Proposals	Secretary Shalala
	Developmental Disorders Work Group	Duane Alexander
	National Lead Strategy	Joanne Rodman
	Task Force Discussion	
	Task Force Decision	
3:10 p.m.	Priority Area Work Group Plans	Administrator Browner
	Asthma Work Group	Co-chairs
	Cancer Work Group	Co-chairs
	Unintentional Injuries Work Group	Co-chairs
	Task Force Discussion	
	Task Force Endorsements	
3:25 p.m.	Updates	Secretary Shalala
	CHESHIR Database	William Farland
	Pthalates	Pam Gilbert
	Task Force Discussion	
3:40 p.m.	Injury Prevention Partnerships	Secretary Slater- <i>Invited</i>
3:50 p.m.	Conclusion and Action Items	Secretary Shalala Administrator Browner
4:00 p.m.	Adjourn	Secretary Shalala



**National Association of
Community Health Centers, Inc.**

NACHC® FAX

MEMORANDUM

TO:  Chris Jennings

FAX: 202-456-5557

FROM: Dan Hawkins

DATE: August 16, 1999

SUBJECT: **Health Center Issues**

I would appreciate it if you would be willing to meet with me and a member of my staff to discuss the Safety Net Preservation Act, H.R. 2341 and S.1277, and the Labor HHS Appropriations bill. Please contact my assistant Carla Devoe, at (202)659-8008, to set up a convenient date and time for us to come to visit with you. Thank you in advance for your time.

8 | 16 | 99



**BlueCross BlueShield
Association**

An Association of
Independent Blue Cross
and Blue Shield Plans

1310 G Street, N.W.
Washington, D.C. 20005
Telephone 202.626.4780
Fax 202.626.4833

10/4/99

January 13, 1999

Chris Jennings
Deputy Assistant to the President for Health Policy
Old Executive Office
Room. 216
The White House
1700 Penn Avenue
Washington, DC 20500

*Probably not
but don't rule
out yet.
Let's talk*

Dear Chris:

On behalf of Regence BlueCross BlueShield of Oregon, I would like to invite you to speak on federal health care policy and legislation at the 1999 Western Conference of Prepaid Medical Service plans.

This conference includes Blue Cross and Blue Shield Plans west of the Mississippi. It will be attended by approximately 500 CEOs, board members, executives and professional staff of participating health plans.

Several prominent speakers from the political, media, and employer communities will offer their perspectives on the theme of "The Politics of Health Care". Your comments on this topic would be of great interest to participants.

The conference will take place October 4-6, 1999, and your presentation could be scheduled for either the 5th or 6th. Please let me know at your earliest convenience if you would be willing to participate. You can call me at 626-4787.

Thanks, and I hope you can attend. I know that BlueCross BlueShield decisionmakers would benefit greatly from hearing your comments.

Sincerely,


Jack Ericksen
Executive Director, Congressional Relations



National
Chronic Care
Consortium

8100 26th Avenue South
Suite 120
Bloomington, MN 55425

Phone (612) 858-8999
Fax (612) 858-8982

NCCC Fall 1999 Working Session
October 2-6, 1999
Loews L'Enfant Plaza
Washington, D.C.

Deadline: September 10, 1999

*For
Regrets
notice*

August 10, 1999

Mr. Christopher Jennings
Deputy Assistant for Health Policy Development
Executive Office of the President
216 Old Executive Office Building
1600 Pennsylvania Avenue NW
Washington, DC 20500

Dear Mr. Jennings:

The National Chronic Care Consortium (NCCC) invites you to participate in a Town Hall Meeting on Health Policy for the Chronically Ill as part of our Fall 1999 Working Session, which will be held October 2-6, 1999 in Washington, D.C. The Town Hall Meeting is Wednesday, October 6, from 8:30 a.m. to 12:00 p.m.

The purpose of the Town Hall Meeting is twofold. First, we wish to surface key policy issues relating to healthcare reform for the chronically ill. Second, we will strive to identify potential areas for collaboration among national organizations representing consumers, providers, and government agencies instrumental in establishing national health policy for the chronically ill. A major goal is to identify political as well as policy barriers to the establishment of a healthcare system that better meets the needs of people with chronic conditions and to identify areas for collaboration among "chronic care stakeholders" in eliminating these barriers.

Attached is an overview of the format for the Town Hall Meeting. I will kick off the meeting with an overview of a policy framework for serving people with chronic conditions that has been endorsed by the Chronic Care Coalition (attached). This overview will be followed by brief (10 minute) presentations on policy priorities for chronic care by a select panel of policy directors from national organizations representing consumers and providers.

Panel presentations will be followed by a facilitated discussion among an invited audience consisting of people who are instrumental in shaping national health policy. We are inviting representatives from the major healthcare trade associations and consumer organizations as well as staff from key Congressional committees and representatives from HHS, HCFA, and the White House. We will develop a list of questions for the moderator to use in facilitating a discussion among audience members and between the panelists and the audience regarding barriers to establishing effective systems of care for the chronically ill and potential strategies for addressing these barriers. The Town Hall Meeting will conclude with suggestions from panelists regarding strategies for national consumer and provider organizations to work effectively with each other, and with Congress and the Administration, on an agenda for chronic care reform.

We sincerely hope you will be able to participate in this important discussion of the need for a more rational approach to healthcare for our nation's most costly and vulnerable citizens. If you can join us, please return the enclosed registration form by September 10, 1999. There is no charge for participation in the Town Hall Meeting.

8/17/99



National
Chronic Care
Consortium

8100 26th Avenue South
Suite 120
Bloomington, MN 55425

Phone (612) 858-8999
Fax (612) 858-8982

You are also welcome to attend the entire Fall Working Session. A complete registration packet is enclosed. As you will see from the enclosed agenda, we have planned an exciting meeting, including discussions on maintaining vision during times of industry turmoil and on the Balanced Budget Act. If you would like to participate in the Working Session, please complete the registration form and send it, along with your \$250 registration fee, to the NCCC by September 10, 1999.

We look forward to your participation at these important meetings.

Sincerely,

Richard Bringewatt
President and CEO
National Chronic Care Consortium



A Call to Action

Promoting Healthcare for People with Chronic Diseases and Disabilities Through Integrated Systems of Care

Chronic Care

Coalition

The Chronic Care Coalition is a group of national organizations working together to promote public policy that leads to improved care for people with chronic conditions and to restrain the growth of healthcare costs over the long term. Given the size of the chronically ill population, the Coalition focuses primarily on older adults with serious and disabling chronic conditions who have complex medical needs. Coalition members may have different views on various policies and pursue independent legislative agendas, but all are committed to collaboration among purchasers, payers, providers, and consumers in finding a person-centered, systems-oriented solution to chronic care—one of the nation's most important healthcare problems.

Current coalition members are:

- American Association of Homes and Services for the Aging
- American College of Physicians-American Society of Internal Medicine
- American Hospital Association
- Catholic Health Association of the United States
- National Council on the Aging
- National Chronic Care Consortium
- National PACE Association
- Social HMO Demonstration

The Problem

People with chronic diseases and disabilities—such as Alzheimer's disease, heart disease, and chronic obstructive pulmonary disease—represent the highest-cost and fastest-growing service group in healthcare.

- Nearly 100 million Americans have one or more chronic conditions.
- More than one in every three Americans is at risk of having a chronic condition limit their daily activities.
- 90% of all morbidity and 80% of all deaths are related to chronic conditions.
- Nearly 70% of the nation's personal healthcare expenditures are for people with chronic conditions.
- Approximately 71% of people dually eligible for Medicare and Medicaid benefits are 65 or older and 69% of this population have more than one chronic condition.
- Approximately \$135 billion in federal Medicare and Medicaid funding in 1999 will be spent on care for the dually eligible.
- Direct medical costs for people with chronic conditions will nearly double by the year 2050.

Simply slashing payments under current structures will not restrain growth rates and ensure quality over the long term. Preservation of the Medicare Trust Fund and restraining the growth associated with other public programs require a fundamental change in how we deliver, finance, and administer care for people with serious and disabling chronic conditions

Our Vision

The Chronic Care Coalition's vision for an effective healthcare system for the chronically ill is a systems approach to healthcare for purchasers, payers, and providers who serve a defined population with, or at risk for, serious and disabling chronic conditions. Under this approach, legislative, regulatory, and organizational barriers to integration would be eliminated. Providers and health plans would employ common methods to collectively prevent, delay, or minimize disability progression across time, place, and profession with the goal of improving health outcomes and containing costs. Components of a systems approach include:

- A comprehensive array of services including primary, acute, and long-term care
- A population-based approach to care delivery including high-risk screening and early intervention strategies; clinical guidelines for disability prevention; and health promotion services such as self-care information and applied technology to maximize clients' functional independence
- Opportunities for service substitution, with approval of the client and the physician and/or care coordinator
- Chronic disease management and case management for the frail elderly coordinated by an interdisciplinary team of healthcare providers with the authority to manage care, utilization, and costs across the spectrum of services
- Information systems that track aggregate health status, utilization, cost, quality, and satisfaction data across providers and settings throughout the course of conditions
- Ongoing training on chronic care for network providers
- Shared-risk financing strategies that align incentives among network providers to achieve care and cost objectives.
- Consumer choice, including the right to participate in the development and implementation of care plans

Public Policy Framework

The Coalition supports the following principles to guide legislative action.

- Legislative and regulatory changes must respond to the multidimensional and ongoing needs of people with chronic conditions.
- Long-term savings approaches must include strategies to prevent, delay, or minimize the progression of disability.
- Cost-saving strategies must shift from establishing separate limits for individual service programs to restraining the accumulation of costs across time, place, and profession.
- Long-term cost savings can occur through health networks that include a continuum of primary, acute, and long-term care (including housing) using capitated, shared-risk financing arrangements.
- Health plans and providers must receive adequate payment, including risk-adjustment methodologies that accurately account for the medical and functional status of the client population.
- It is important for purchasers, payers, and providers to use integrated delivery, financing, and administrative methods.
- Incentives must be available for all providers to adapt to a changing environment, including support for research, demonstration, and development of new technology.
- Quality and cost control must be interdependent goals.
- Chronic care requires the integration of policies governing delivery, financing, and administrative functions.
- Consumers should be empowered to optimize their own health and well-being and to participate in decisions regarding their own care. Services should promote individual dignity, maximize independence and self-sufficiency, and be provided in the least restrictive setting.

Short-Term Policy Objectives

- Establish problems of chronic disease and disability as a national priority.
- Provide incentives for providers to establish new delivery, financing, and administrative methods consistent with the Coalition's Public Policy Framework.
- Eliminate systems barriers to offering quality and continuity of care.
- Move toward establishing Medicare capitation risk-adjustment methodology that reflects the full range of services needed by the chronically ill; takes into account functional status as well as medical diagnoses and variations in the mix of well and frail elderly across plans; and rewards plans and providers that reduce institutionalization.
- Establish new methods for people dually eligible for Medicare and Medicaid.



National Chronic Care Consortium Fall 1999 Working Session

Loews L'Enfant Plaza, Washington, D.C.
October 2–6, 1999

Make Your Travel Plans Now!

Call 1 (800) 635-5065
for hotel reservations.
Deadline: September 10, 1999

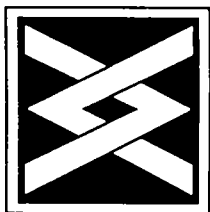
Questions? Call the NCCC office
at (612) 858-8999.

Agenda Overview

Theme: Maintaining Momentum on Care Continuity

Saturday October 2 8:00– Workshops • Chronic Disease Management • NCCC Tools Overview 5:00– Executive Committee Meeting (Dinner) 7:00– 7:30– NCCC Member and Alumni Reception 9:00–	Monday October 4 7:00– Continental 8:30 Breakfast 7:30– Breakfast 8:30 Discussions 8:30– Plenary Session: Maintaining Vision 9:30 Craig Duncan 9:30 Break 10:00– Discussion Groups: 12:00 Bridging Silos • Hospitals • Clinics • Long-Term Care • Home and Community-Based Services • Demonstrations 12:00 Lunch 12:00– Physician Leadership Group Meeting 1:30 1:30– Shared Learning on Best Practice Labs 2:45 • Frail Elderly • Medicare and Medicaid 2:45 Break 3:15– Shared Learning on Best Practice Labs 5:00 • Chronic Disease Management • Diabetes • Integrated Pharmaceutical Care	Tuesday October 5 7:00– Continental 8:30 Breakfast Building Coalitions: Partnering with National Organizations on Chronic Care 8:00– Collaboration Issues and Opportunities 8:30 Myrl Weinberg, NHC Rich Bringewatt, NCCC 8:30– Case Example: Alzheimer's Demo 9:15 9:15 Break 9:30– Case Studies 10:30 • Diabetes • CHF • Pediatric Asthma • End-of-Life • Frail Elderly 10:30– Discussions of Collaboration Opportunities between NCCC and Selected National Organizations 12:00 12:00 Lunch 12:30– Luncheon Speaker: To Be Announced 1:30 2:00– Plenary Session: Responding to BBA 3:00 3:00– Break 3:15– Discussion Groups 5:00 BBA Operational Issues: • Risk Adjusters • Transfer Rule • Outpatient PPS • SNF PPS • Home Health IPS	Wednesday October 6 7:00– Continental 8:30 Breakfast 7:30– Public Policy Group Meeting 8:30 Town Hall Meeting Health Policy for the Chronically Ill 8:30– A Policy Framework 9:00 Rich Bringewatt 9:00– Panel Presentation (Invited) 10:15 • AHA • CHA • AAHSA • AAHP • GSA • AARP • HCFA 10:15 Break 10:30– Town Hall Forum: 11:30 Audience Responses NCCC members and representatives from Washington-based organizations 11:30– Conclusions from the Panel 12:00
Sunday October 3 9:00– NCCC Board Meeting (Breakfast) 12:00 NCCC Best Practice Laboratory Meetings 1:00– Afternoon Meetings 4:30 • Frail Elderly • Medicare and Medicaid • Chronic Disease Management 5:00– Dinner Meetings 8:00 • Diabetes • Integrated Pharmaceutical Care			

Meetings for identified groups



National Chronic Care Consortium

Fall 1999 Working Session

Loews L'Enfant Plaza, Washington, D.C.

October 2-6, 1999

Following is an overview of the Working Session. For sessions marked  you must indicate on your registration form which session you plan to attend. Meetings for selected committee and work groups appear on the cover agenda but not in this descriptive list.

Monday, October 4

Maintaining the Vision During Industry Turmoil

Plenary Session: The Systems Leadership Challenge

8:30-9:30 a.m.

Health systems are under tremendous financial and competitive pressures to abandon a continuum strategy; to uncouple relationships between hospitals, nursing homes, home health, and medical clinics; to close down a variety of "soft-money" programs; and to return to a silo-based, fee-for-service strategy. This "dis-integration" of healthcare is making it increasingly difficult to help people with chronic conditions get the right care, at the right time, in the right place and to manage the accumulation of costs across settings and over time. Craig Duncan, NCCC Board Chair, will explore these challenges and set the stage for the breakout discussions.

Discussion Groups: Bridging Silos of Care

10:00 a.m.-12:00 noon

Breakout groups will discuss how to maintain care continuity across the continuum during industry turmoil. Each breakout group will address this question from the perspective of care components within the continuum. These sessions are designed to help leaders rethink how they can bridge provider boundaries to serving people with chronic conditions within the context of current and emerging market conditions. Leadership from each of the following service sectors will seek resolution of current problems impeding effective integration of care.

- Hospitals
- Clinics
- Long-Term Care
- Home and Community-Based Services
- Demonstrations (SHMO, PACE, Medicare+Choice)



*Choose one session
on your registration
form!*

Shared Learning on Best Practice Labs

1:30-5:00 p.m.

The chair of each BPL will give a 20 minute to 30 minute presentation that answers the following questions about their BPL work.

- What is current practice in the NCCC?
- What do we know is best practice?
- What are potential targets for next-stage improvement?
- What are barriers?

Chairs will make presentations on the following BPLs:

- Frail Elderly Care
- Integrating Medicare and Medicaid
- Chronic Disease Management
- Diabetes Care
- Integrated Pharmaceutical Care

Tuesday, October 5

Building Coalitions: Partnering with National Organizations on Chronic Care

Collaboration Issues and Opportunities

7:00–8:30 a.m.

The future of care for people with chronic conditions requires that health systems and chronic disease organizations work together to ensure better outcomes for people with chronic conditions. Rich Bringewatt, President and CEO of the NCCC, and Myrl Weinberg, President of the National Health Council, will frame the issues and options for aligning forces to ensure a person-centered approach across the continuum.

NCCC Member Case Studies



*Choose one session
on your registration
form!*

9:30–10:30 a.m.

The Neighborhood Diabetes Outreach Project

Elaine Massaro, Northeast Health, Albany, New York

The Neighborhood Diabetes Outreach Project actively solicits community support of volunteers to help implement culturally appropriate diabetes education workshops, focused on the educational needs of minority populations. Northeast Health, in partnership with the American Diabetes Association (ADA), took the lead throughout the implementation of the project. The design of the coalition project included diabetes screenings and education directed toward at-risk African American women. The project was successful in blending community outreach, coalition building and effective public information strategies to raise awareness of the seriousness of diabetes, its risk factors and ways to avoid or delay onset of the disease.

Strategies for Serving People with Congestive Heart Failure

Jary Jane Osmick, M.D., Crozer-Keystone Health Network, Chester, Pennsylvania

Norma Ferdinand, Lancaster Health Alliance, Lancaster, Pennsylvania

Two NCCC members will present their organizations' work in developing and implementing congestive heart failure programs. They will review strategies used to better manage this population and will identify barriers and opportunities for systems improvement to better serve those with CHF across the care continuum.

STAR: A Pediatric Asthma Program

Cheryl Hausmann, M.D., Albert Einstein Healthcare Network, Philadelphia, Pennsylvania

Dr. Hausmann will describe the STAR (Support Team for Asthma Relief) Program, a pediatric asthma program designed to help patients and families manage asthma more effectively. In this program, a multidisciplinary team, which includes primary care providers, specialists, educators, the patient, and the family, develops an action plan for both daily and emergency care.

Advanced Illness/End-of-Life Coordinated Care Programs

Dan Tobin, M.D., VA Healthcare Network, Upstate New York

This session will illustrate comprehensive approaches to coordinated care as advanced illness transitions into end-of-life care (The FairCare program). As an expanded case management model, the VA Healthcare Network Upstate New York has significantly improved outcomes in end-of-life care. Dr. Tobin will explore the opportunities and challenges for healthcare systems to create innovative, internal end-of-life programs.

A Frail Elderly Program

Bonnie Gauthier and Sheila Dorman, Hebrew Home and Hospital, West Hartford, Connecticut

Hebrew Home and Hospital is dedicated to serving the frail elderly. Their commitment to bringing care into neighborhoods and to supporting families and other caregivers has led to the creation of a unique and innovative system, which they will describe in this session.

Discussions of Collaboration Opportunities between NCCC and Selected National Organizations

10:30 a.m.–12:00 noon

Case Example: Alzheimer's Demonstration

8:30–9:15 a.m.

John Selstad and Katie Maslow, Project Directors, will present the work of the Chronic Care Networks for Alzheimer's Disease Project, a collaborative venture between NCCC members and the Alzheimer's Association. The project's aim is to design, implement, and evaluate a new model of comprehensive coordinated care for people with Alzheimer's disease and related dementias. Seven community-level partnerships of Alzheimer's Association chapters, comprehensive medical and community-based provider networks, and managed care organizations have worked together to develop and implement the model. Hear how these alliances have resulted in significant progress in assessment tool development and approaches to care.

Tuesday, October 5 (cont.)

Plenary Luncheon Speaker: Forging a Legislative Agenda in Chronic Care

12:30–1:30 p.m.
To be announced

Plenary Session: Responding to the BBA

2:00–3:00 p.m.

This session is an overview of pending/proposed legislation that is designed to address BBA issues. A reactor panel of NCCC members will provide their perspectives.

Discussion Groups: Overcoming Operational Barriers in the BBA

3:15–5:00 p.m.

Discussion groups will focus on a specific unintended consequence of the BBA. Facilitators will present the problem, including actual experiences from their organization, and will lead a discussion on what NCCC members are doing to deal with the problem and where the focus should be for legislative/regulatory reform. The discussion groups will focus on current approaches related to each of the following areas of concern:

1. Risk Adjusters
2. Transfer Rule
3. Outpatient PPS
4. SNF PPS
5. Home Health IPS



*Choose one session
on your registration
form!*

Wednesday, October 6

Town Hall Meeting: Health Policy for the Chronically Ill

A Policy Framework for Chronic Care in the 21st Century

8:30–9:00 a.m.

Rich Bringewatt will present the NCCC's vision for an effective healthcare system for the chronically ill and the issues of fundamental importance to forging an effective national policy on chronic care. He will identify barriers to systems transformation and priority targets for enabling plans and providers to improve quality and cost outcomes.

Panel Presentation: Forging a Collaborative Policy Agenda for Chronic Care

9:00–10:15 a.m.

An invited panel of policy directors from partner organizations will present their policy objectives for continuum of care issues. We have invited representatives from:

- AHA
- AAHSA
- GSA
- HCFA
- CHA
- AAHP
- AARP

Town Hall Forum: Building Strategies for Effective Action

10:30–11:30 a.m.

Facilitator: Chuck Hawley, Sisters of Providence Health System

NCCC members and leadership from the spectrum of Washington-based payer, provider, consumer, and research organizations will explore issues and options for establishing chronic care as a national priority as we enter the 21st century.

Conclusions from the Panel

11:30 a.m.–12:00 noon

Panel presenters will identify ways their organizations can provide leadership in addressing issues that span the continuum of care for people with chronic conditions.



National Chronic Care Consortium

Fall 1999 Working Session

Loews L'Enfant Plaza, Washington, D.C.

October 2-6, 1999

For hotel reservations, call 1 (800) 635-5065

Deadline: September 10, 1999

Registration Form

Demographic Information

Name: _____

Title: _____

Organization: _____

Address: _____

City: _____ State: _____ ZIP: _____

Phone Number: _____ Fax Number: _____

☐ NCCC Member

☐ Invited Guest

Session Choices

Discussion Groups

Monday, October 4 • 10:00 a.m.-12:00 p.m.

- ☐ Hospitals
- ☐ Clinics
- ☐ Long-Term Care
- ☐ Home and Community-Based Services
- ☐ Demonstrations

Case Studies

Tuesday, October 5 • 9:30-10:30 a.m.

- ☐ The Neighborhood Diabetes Outreach Program
- ☐ Strategies for Serving People with CHF
- ☐ STAR: A Pediatric Asthma Program
- ☐ Advanced Illness/End-of-Life Coordinated Care
- ☐ A Frail Elderly Program

Discussion Groups

Tuesday, October 5 • 3:15-5:00 p.m.

- ☐ Risk Adjusters
- ☐ Transfer Rule
- ☐ Outpatient PPS
- ☐ SNF PPS
- ☐ Home Health IPS

Payment Information

Registration Fee:

The general Working Session begins Monday, October 4, with pre-conference workshops Saturday and meetings for select groups on Sunday. The fees for the general session are as follows:

- ☐ Regular Fee (October 4-6) \$250
- ☐ One-Day Only Registration Fee \$125

Which day? _____

Saturday Workshop:

The workshops are complimentary for members. For non-members, the fee is \$75 and can be applied toward the purchase of a toolbox in 1999. Please register me for the following workshop:

- ☐ Chronic Disease Management
 - ☐ NCCC Tools Overview
- Nonmember Workshop Fee \$75

Payment Method:

- ☐ Check Enclosed (make payable to NCCC)
Check #: _____ Check Amt: _____
- ☐ Credit Card Charge to: ☐ VISA ☐ MasterCard
Card Number: _____
Exp. Date: _____
Signature: _____

**To complete your registration,
mail or fax this form along with your fees to:**

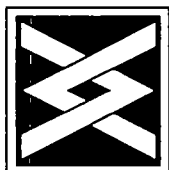
National Chronic Care Consortium
3100 26th Avenue South, Suite 120 • Bloomington, MN 55425
Phone (612) 858-8999 • Fax (612) 858-8982

If you have any special needs call the NCCC office at (612) 858-8999 to make arrangements.

Registrations due by September 10, 1999

Workshops

National Chronic Care Consortium 1999 Fall Working Session



Saturday, October 2, 1999
8:00 a.m.–3:00 p.m.
Loews L'Enfant Plaza
Washington, D.C.

Chronic Care Management

Workshop Facilitators:

Mary Jane Osmick, M.D., Clinical Director of Chronic Care Management, Crozer-Keystone Health System
Linnea Varner, R.N., M.S.N., Principal, Health Care Innovations Inc.
Ian Jones, M.D., Senior Vice President for Quality, Crozer-Keystone Health System
Loretta Colberg, R.N., Coordinator, Office of Disease Management, Crozer-Keystone Health System

This workshop—based on the new NCCC-published toolbox by Mary Jane Osmick, M.D., and Linnea Varner, R.N., M.S.N.—teaches participants how to succeed in planning, implementing, and maintaining chronic care management programs. The workshop uses the toolbox to help workshop participants apply lessons learned by Crozer-Keystone Health System leaders over the past five years.

This highly interactive six-hour workshop allows participants to use a well-tested chronic care management planning and implementation model that can be applied to any group wishing to establish or renew its own chronic care management programs.

The workshop will be useful not only for those in planning and leadership positions, but also for those responsible for implementation and hands-on patient care management.

After this workshop, participants will be able to

- Assess organizational readiness for mainstreaming chronic care management.
 - Apply a well-tested and well-documented six-phase model for planning and implementing chronic care management programs.
 - Understand how to build a financially successful program.
 - Understand drivers of success in chronic care management, including team and individual learning styles, healthcare literacy, and cultural competency.
- Understand the importance of applying end-of-life strategies appropriately in chronic care management.

NCCC Tools Overview

Workshop Facilitators:

NCCC staff and others involved in developing the toolboxes

This workshop is intended to give participants an overview of the new NCCC toolboxes to better understand their contents and use them more effectively. The facilitators will present the following toolboxes:

Care Strategies for Managing High-Risk Individuals

Developed with support from Arthur Andersen, this toolbox contains a compilation of survey information obtained from NCCC members regarding strategies for better managing care.

Next-Generation Pathway Issues—A Practical Toolbox

This toolbox provides next-generation strategies based on NCCC member experience in developing, implementing, and evaluating extended care pathways, which are standardized approaches to multidisciplinary care of people with particular diagnoses.

Integrating Pharmaceutical Care

Designed to allow a multi-organizational healthcare system to analyze its own progress toward integrated pharmaceutical care—across settings and facilities—according to certain guiding principles and measurable objectives, this toolbox provides a framework and lays out a suggested self-assessment process.

Serving the Dually Eligible

This toolbox was developed to help providers, health plans, and policymakers better understand the needs of people dually eligible for Medicare and Medicaid, barriers to developing a seamless, cost-effective system of care for this population, and strategies for effectively integrating Medicare and Medicaid benefits.

Congressional Resource Guide on Chronic Care

This toolbox was developed to help policymakers understand the relationship between the nature of chronic disease and the need for a systems approach to healthcare delivery and financing.

Workshops

National Chronic Care Consortium 1999 Fall Working Session



Saturday, October 2, 1999
8:00 a.m.–3:00 p.m.
Loews L'Enfant Plaza
Washington, D.C.

Demographic Information

Name: _____
Title: _____
Organization: _____
Address: _____
City: _____ State: _____ ZIP: _____
Phone Number: _____ Fax Number: _____

Registration and Payment Information

Registration Fee:

The workshops are complimentary for NCCC members. For non-members, the fee is \$75 and can be applied toward the purchase of a toolbox in 1999. Please register me for the following workshop:

- ☐ Chronic Disease Management
☐ NCCC Tools Overview

Amount Due:

- ☐ NCCC Member: No Charge
☐ Non-member: \$75

Payment Method:

- ☐ Check Enclosed (payable to NCCC)
Check #: _____ Check Amt: _____

- ☐ Credit Card Charge to:
☐ VISA ☐ MasterCard

Card No: _____

Exp. Date: _____

Signature: _____

To complete your registration, mail or fax this form along with your fees to

National Chronic Care Consortium
8100 26th Avenue South, Suite 120 • Bloomington, MN 55425
Phone (612) 858-8999 • Fax (612) 858-8982

Registration Deadline: September 10, 1999



National Chronic Care Consortium

Fall 1999 Working Session

Loews L'Enfant Plaza, Washington, D.C.

October 2-6, 1999

Registration Form

For hotel reservations, call 1 (800) 635-5065

Deadline: September 10, 1999

NCCC Town Hall Meeting on Health Policy

Wednesday, October 6, 1999

8:30 a.m. – 12:00 noon

☐ Yes, I will attend the Town Hall Meeting

☒ No, I cannot attend

Information

Name: Honorable Christopher Jennings

Title: Deputy Assistant to the President
for Health Policy

Organization: White House

Address: Room 216 DEOB

City: Washington State: DC ZIP: 20502

Phone Number: ²⁰² 412 5560 Fax Number: ²⁰² 456-5557

To complete your registration,
mail or fax this form to:

National Chronic Care Consortium
8100 26th Avenue South, Suite 120 • Bloomington, MN 55425
Phone (612) 858-8999 • Fax (612) 858-8982

Registrations due by September 10, 1999

Thurs 9/9 at

THE URBAN INSTITUTE

2100 M Street N.W. / Washington, D.C. 20037

Marilyn Moon
Senior Fellow
Health Policy Center
(202) 261-5691

August 25, 1999

NO

Chris Jennings
The White House
1600 Pennsylvania Ave., NW
Washington, DC 20003

yes he will

Dear Chris:

I would like to invite you to participate in a forum at the Urban Institute, "Making Competition Work for Medicare," on Thursday, September 9, 1999, from 8:30 a.m. to 11:30 a.m. It will be held on the 5th Floor of the Urban Institute at 2100 M Street, NW in Conference Room 5A. A continental breakfast will be available.

The forum will open with Secretary of the Treasury Lawrence Summers discussing his views of how best to achieve competition among private plans. A second speaker, discussing premium support, has been invited but not yet confirmed. Following their remarks, a diverse panel of policy experts will lead off a discussion on this topic.

This forum is the third in a series on Medicare reform issues. Key representatives from the research and legislative communities and national health policy media will participate.

Since space is limited and attendance is by invitation only, please call the Urban Institute Office of Public Affairs at (202) 261-5709 by **September 7** to confirm your attendance.

Sincerely,

Marilyn Moon

Marilyn Moon

9/1/99



EDWARD M. ROZYNSKI

EXECUTIVE VICE PRESIDENT, GLOBAL STRATEGY AND ANALYSIS

September 7, 1999

Reprints

Mr. Christopher Jennings
Deputy Assistant to the President for Health Policy Development
Office of Policy Development
216 Old Executive Office Building
Washington, DC 20500

Dear Mr. ~~Jennings~~ *Chris*:

On behalf of HIMA's Board of Directors and its special representatives, I respectfully invite you to speak to our Board on the evening of Thursday, September 9th. HIMA's Board consists of 40 of the medical technology industry's top chief executive officers. Additionally, about 30 senior executives representing non-Board member companies will be in attendance.

As you may know, HIMA represents more than 800 manufacturers of medical devices, diagnostic products, and medical information systems that, together, manufacture nearly 90 percent of the \$62 billion in health care technology products purchased annually in the United States.

The event will be held at the Willard Inter-Continental Hotel (1401 Pennsylvania Ave., N.W.) with a reception and dinner. We'd be happy to work with you to accommodate your schedule anytime between 7:00 p.m. and 8:30 p.m. We would appreciate hearing your views on Medicare reform and other health care issues before the Clinton Administration.

In closing, we hope you'll be able to join us on the 9th. Please feel free to contact me at 202/434-7270 if you have any questions.

Sincerely,

Edward M. Rozyński

P.S. - Don't you wish you were still at the beach?

World Leaders in Health Care Innovation

1200 G STREET, N.W., SUITE 400

WASHINGTON, D.C. 20005-3814

(202) 783-8700 FAX (202) 783-8750

<http://www.himaneet.com>



EDWARD M. ROZYNSKI

EXECUTIVE VICE PRESIDENT, GLOBAL STRATEGY AND ANALYSIS

September 7, 1999

Mr. Christopher Jennings
Deputy Assistant to the President for Health Policy Development
Office of Policy Development
216 Old Executive Office Building
Washington, DC 20500

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In closing, we hope you'll be able to join us on the 9th. Please feel free to contact me at 202/434-7270 if you have any questions.

Sincerely,

Edward M. Rozyński

P.S. - Don't you wish you were still at the beach!

World Leaders in Health Care Innovation

1200 G STREET, N.W., SUITE 400

WASHINGTON, D.C. 20005-5614

(202) 783-8700 FAX (202) 783-8750

<http://www.himainet.com>



Health Industry Manufacturers Association

1200 G Street, N.W.
Suite 400
Washington, D.C. 20005-3814
<http://www.himanet.com>

Tel. (202) 783-8700
Fax (202) 783-8750

PLEASE DELIVER THE FOLLOWING FACSIMILE

To: Christopher Jennings
From: Ed Rozynski
Date: September 7, 1999

Total number of pages transmitted (including this page): 2

In case of error in transmission, please notify: Kate Smith

Direct Dial: (202) 434-7215

E-Mail: ksmith@himanet.com

MESSAGE

Attached is an invitation to speak at HIMA's Board Meeting.



FACSIMILE TRANSMISSION

Date:

8/31/99

Time:

10:15 am

TO:

MR. CHRISTOPHER JENNINGS

Company Name:

Deputy Assistant to Pres. for Health Policy Development

Attention:

Mr. Jennings

Fax Number:

202.456.5557

Total Number of Pages Transmitted (including cover sheet)

2

(Let us know if you do not receive all pages).

FROM:

☐ Gordon MacDougall☐ Rachel Miller☐ Kate Halpin☒ Elizabeth Morphy☐ Lisa Stewart☐ Jeff Henry☐ Raquel Galloway☐ _____

Comments:

Mr. Jennings,

a meeting request with you for
September 20th. By the way, nice
quote in the National Journal

article!

I agree!

Thank you,
Elizabeth

Confirmed:

Billing Code:

9/1/99



VIA FAX

August 31, 1999

Regrets Not available
that time.

TO: Christopher Jennings
Deputy Asst. to the President for Health Policy Development
202/456-5557

FROM: Elizabeth Morphy

RE: Meeting Request for Advance Paradigm

NUMBER OF PAGES: 2

Mr. David George, Executive Vice President, and Dr. Andrew Garling of Advance Paradigm, will be in Washington for a series of meetings on **Monday September 20th**. They would welcome the opportunity to meet with you to introduce you to Advance Paradigm and its Pharmacy Benefit Management programs and to discuss pending Medicare Reform.

Advance Paradigm, headquartered in Irving, Texas, is one of the nation's premier providers of integrated managed care support services, which include Pharmacy Benefit Management, Disease Management, and Clinical Research services.

I will follow up with you in the coming days to determine your availability. In the meantime, please call me at 202.544.7944 if you have any questions.



BIMARK
HEALTHCARE COMMUNICATIONS

Sent by FAX to (202) 456-~~4424~~⁵⁵⁵⁷
2 Pages Total

August 26, 1999

Christopher Jennings
Deputy Assistant to the President for Health and Policy
The White House
Washington, DC

Regret

Attention: Teresa Jones

Dear Mr. Jennings:

I am writing to invite you to address approximately fifty senior medical and pharmacy directors representing Blue Cross and Blue Shield health plans nationwide at a retreat to be held November 12-14, 1999.

The **Blue Cross and Blue Shield Retreat, "Pharmacy Benefits: Surviving and Thriving in the New Millennium,"** will take place at the Royal Palms Hotel and Casitas in Scottsdale, Arizona. Support for this program has been provided through educational grants from Novartis Pharmaceuticals Corporation; Rhône-Poulenc Rorer Pharmaceuticals, Inc.; Pfizer U.S. Pharmaceuticals Group; and SmithKline Beecham Pharmaceuticals. Our company, Bimark Healthcare Communications, is also a sponsor of the meeting and is developing the agenda, recruiting presenters, and managing the program's logistics.

As you can see from the preliminary agenda I've included in this fax, the program will explore pharmacy benefits management issues of concern in both the public and private sectors of healthcare. Given your key role in coordinating the Administration's proposed Medicare prescription drug benefit program, a presentation from you at the session listed on the agenda as **New Pharmacy Benefits for the New Medicare Patient** would be of great interest to participants. We would expect this presentation -- 45 minutes in length, with 15 more minutes for questions -- to be made on the morning of **Saturday, November 13, 1999**. All the other presenters at the retreat will be Blue Cross and Blue Shield decision-makers with responsibility for pharmacy benefits management.

We will be happy to provide you with further details and answer any questions you may have about the retreat. I will be on vacation until September 8, but in my absence, please feel free to call Alex Schlesinger, PharmD, Bimark's project manager for the Retreat. In any event, I will be in touch with your office upon my return.

I do hope your schedule will permit you to join us at this worthwhile event. Thank you very much for your consideration.

Sincerely,

Teri R. Rosen
Vice President, Program Development

PRELIMINARY DRAFT AGENDA
The Blue Cross and Blue Shield Retreat
Pharmacy Benefits: Surviving and Thriving in the New Millennium

The Royal Palms Hotel and Casitas
Scottsdale, Arizona
November 12 -14, 1999

Session I – Friday afternoon

Presentation: *What's Driving Up Pharmacy Costs?*

- Why are pharmacy issues such a concern?
- How are new bio-tech developments (eg, designer drugs, costly injectables) affecting pharmacy budget?
- What's in the pipeline?
- How are plans coping with rapidly escalating pharmacy costs?

Presentation: *Balancing the Financial Risk between Pharmaceutical Manufacturers and Health Plans*

Presentation: *Marketing Your Pharmacy Benefits to Consumers*

Session II – Saturday morning

Presentation: *How Plans Cope with Fraud and Abuse in Pharmacy Benefits*

Presentation: *Best Practice Models in Formulary Design and Implementation*

Presentation: *New Pharmacy Benefits for the New Medicare Patient*

Panel: Panelists – Selected participating medical/pharmacy directors from several BCBS plans

Session III – Sunday morning

Sponsor-directed market research breakout groups



Thanks but regrets

August 23, 1999

Dear Friend:

I am writing to invite you to attend the second meeting of the Progressive Policy Institute's New Economy Task Force, to be held Monday, September 13 at the Ronald Reagan International Trade Center in Washington, DC.

The New Economy Task Force, co-chaired by Senate Minority Leader Tom Daschle and Gateway CEO Ted Waitt, is composed of leading members of Congress and other elected officials and New Economy entrepreneurs. The purpose of the Task Force is to foster a meaningful *two-way* dialogue about the challenges of public and private governance in the New Economy. At this meeting, the Task Force will release a critical new set of "Governing Principles for the New Economy", which will reflect the expertise and perspective of all Task Force members. It is an important first step toward achieving our goal of designing a policy agenda to accelerate America's transformation into the information-based New Economy without leaving anyone behind.

A preliminary agenda is attached for your review. If you would like to attend the conference, please contact Jacob Ulevich at (202) 608-1245 as soon as possible to reserve a space. For more information, we invite you to call PPI or visit the web site at www.dlcppi.org/tech.htm.

We hope to see you on September 13 for what promises to be an informative and timely event.

Sincerely,

A handwritten signature in cursive script, appearing to read "Will Marshall".

Will Marshall
President

8/23/99

The Progressive Policy Institute's New Economy Task Force Forum

Rules of the Road: Governing Principles For the New Economy

Monday, September 13, 1999
Ronald Reagan International Trade Center
1300 Pennsylvania Avenue, N.W.
Washington, DC

The U.S. economy has undergone a profound structural transformation in the last decade and a half. The information technology revolution has begun to hit home well beyond the cutting edge high-tech sector, shaking the very foundations of the old industrial and occupational order, redefining the rules of entrepreneurship and competition, and creating an increasingly global marketplace for a myriad of new goods and services. In short, a New Economy has emerged.

Within this New Economy, we must build a consensus around a new framework for government and public policy. This framework must be consistent with the unique properties and logic of the New Economy.

The Progressive Policy Institute formed the **New Economy Task Force** to begin a meaningful *two-way* dialogue about the challenges of public and private governance in the New Economy, to jointly develop principles and policy priorities for rethinking government policy in the Information Age, and to build a new consensus for political change consistent with these aims. The Task Force is co-chaired by Senate Minority Leader **Tom Daschle** and Gateway CEO **Ted Waitt**, and made up of leading elected officials and New Economy entrepreneurs.

At this public meeting, the Task Force will host a lively and important discussion on the policy implications of the information technology revolution and other key New Economy issues. The group will also release and discuss its new framing document: *Rules of the Road: Governing Principles for the New Economy*.

For more information, visit our website at dlcppi.org/tech.htm

DRAFT SCHEDULE OF EVENTS

- 10:00 am *Public Program Begins*
- 10:00 a.m. - 10:10 *Welcome/Overview*
Will Marshall, PPI President
- 10:10 - 10:40 *Opening Remarks*
Sen. Tom Daschle (SD), Task Force Co-Chair
Ted Waitt, CEO of Gateway, Task Force Co-Chair
- 10:40 - Noon *Panel Discussion*
"Rules of the Road: Governing Principles for the New Economy"
Task Force members will present and discuss the 10 "Rules of the Road" needed to govern in the New Economy.
Task Force Members
- Noon - 1:30 p.m. *Luncheon Discussion*
"Ensuring Digital Opportunity"
As the digital economy emerges, a key issue is ensuring that all Americans can use and benefit from these potentially empowering technologies.
Panel of select Task Force members
- 2 p.m. - 3:00 p.m. *Panel Discussion*
"Internet Policy: New Approaches for a New Medium"
The digital revolution is changing the underlying rules of commerce and raising a host of policy issues, from encryption and privacy to sovereignty and governmental jurisdiction. This participatory panel, led by two leading thinkers on e-commerce policy, will discuss the extent to which the unique nature of the Internet both enables and requires new policy frameworks.

Thomas P. Vartanian, Chairman, Financial Institutions Transactions and Electronic Commerce Practice Group, Fried, Frank, Harris, Shriver & Jacobson; Chairman of the ABA's Committee on Cyberspace Law.

Christine Varney, Partner, Internet Practice Group, Hogan & Hartson; former Commissioner, Federal Trade Commission.

Task Force Members
- 3:00 p.m. *Public Program Adjourns*

For more information, visit our website at www.dlcppi.org/tech.htm

New Economy Task Force

Task Force Co-Chair: Sen. Tom Daschle (SD)

Task Force Co-Chair: Ted Waitt, CEO, Gateway (SD)

Sen. Jeff Bingaman (NM)
Rep. Cal Dooley (CA)
Rep. Harold Ford (TN)
State Sen. Scott Howell (UT)
Sen. Edward Kennedy (MA)
Sen. Joe Lieberman (CT)
Gov. Gary Locke (WA)
Rep. Zoe Lofgren (CA)

Rep. Karen McCarthy (MO)
Rep. Jim Moran (VA)
Sen. Chuck Robb (VA)
Sen. Jay Rockefeller (WV)
Rep. Adam Smith (WA)
Rep. Ellen Tauscher (CA)
Lt. Gov. Kathleen Kennedy Townsend (MD)
Sen. Ron Wyden (OR)

Marc Andreesen, *CTO, America Online, Inc.* (VA)
Ted Buerger, *Chairman, Brandsforless.com* (NY)
Dwight Carlson, *Chairman, Perceptron* (MI)
Reuven Carlyle, *Xypoint* (WA)
Scott Cook, *Chairman, Intuit* (CA)
Amy Dean, *CEO, South Bay AFL-CIO Labor Council* (CA)
E. David Ellington, *CEO, NetNoir* (CA)
Lynn Forester, *President, Firstmark Holdings* (NY)
Christopher Gabrieli, *Chairman, EPIX Medical* (MA)
John Gage, *Chief Scientist, Sun Microsystems* (CA)
Robert P. Goodman, *Chairman, Triton Network System* (NY)
Brian Hagerty, *CEO, Automatic Intuition* (CA)
Felda Hardyman, *Bessemer Venture Partners* (MA)
Jerry L. Johnson, *Safeguard Scientifics* (PA)
John Keane, *CEO, Keane Inc.* (MA)
Stuart Levin, *CEO, TVN Entertainment* (CA)
Paul Lippe, *Vice President, Synopsis Software* (CA)
David McCurdy, *President, Electronic Industries Alliance* (VA)
Regis McKenna, *CEO, Regis McKenna Inc.* (CA)
Lawrence A. McLernon, *McLernon and Associates, Ltd.* (OH)
Ted Mondale, *Chair, Metropolitan Council* (MN)
Dan Tyler Moore, *Chairman, Advanced Ceramics Corporation* (OH)
Mario Morino, *President, The Morino Institute* (VA)
Dr. Nathan Myhrvold, *CTO, Microsoft* (WA)
Tina Nova, *President & COO, Nanogen* (CA)
Steven Perlman, *Co-founder and former President, WebTV* (CA)
John Preston, *CEO, Quantum Energy Technologies* (MA)
Eric Pulier, *President & CEO, U.S. Interactive* (CA)
Terry Robinson, *CEO, Pourtales Holdings Inc.* (CO)
Theodore Roth, *President & COO, Alliance Pharmaceutical Corp.* (CA)
Howard Rubin, *Chair, Dept. of Computer Science, Hunter College* (NY)
Mark Simon, *Partner, Robertson Stephens & Company* (NY)
Papken der Torossian, *CEO, Silicon Valley Group* (CA)
Mark Warner, *President, Columbia Capital Corp.* (VA)

HCCA's 1999 Compliance Institute

AND ANNUAL MEMBERSHIP MEETING



ADVANCED COMPLIANCE

Discovering the Hallmarks of Effective Programs

October 24 - 27, 1999

at the Chicago Marriott Downtown

8/17/99

FEATURING
GENERAL SESSION
ADDRESSES BY:

Nancy Dickey, MD
Lewis Morris, JD
Louis Saccoccio, JD
Alan Yuspeh

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Compliance Hotline

Eli's Hospital
Compliance Alert

Eli's Medicare Risk Report

Health Affairs Journal

Health Care Fraud Report

Health Insurance
Litigation Reporter

Health Law Week

Healthcare Business

Healthcare Risk
Management

Hospital Litigation
Reporter

Journal of Health Policy,
Politics and Law

McDermott, Will & Emery
Health Law Update

Millin's Health Fraud Monitor

Opus Communications
Corporate Compliance Officer

Report on
Medicare Compliance

**CONTINUING
EDUCATION
CREDIT**

CLE, CPE and ACHE
credits applied for

HCCA

HCCA's Annual Compliance Institute

Advanced Compliance: Hallmarks of Effective Programs

...the corporate pursuit of quality and excellence

October
24-27,
1999

WHO SHOULD ATTEND:

Billing and Coding Professionals
Compliance Officers
Chief Executive Officers
Chief Financial Officers
Consultants
Data Managers
Ethics Officers
Health Law Attorneys
Health Administration Faculty
Government Agency Employees
Health Insurance Executives
Long Term Care Professionals
Physicians
Managed Care Professionals
Medical Directors
Medical Group Managers
Quality Assurance Professionals
Risk Managers
Third Party Billing Professionals

Dear Colleague,

Rapidly changing times demand more and more accountability from all of us involved in the health care industry. Our profession is challenged now more than ever to renew its commitment to quality and excellence.

The Health Care Compliance Association (HCCA) is the leading professional association dedicated to promoting integrity and ethical behavior through the development of comprehensive compliance programs throughout the entire health care industry, and represents more than 1300 members nationally.

We invite you to join us for this year's HCCA Compliance Institute. "Hallmarks of Effective Programs" will bring together healthcare compliance professionals for four days of learning, networking and decision making, October 24 - 27 in Chicago.

Institute content will focus on many of the issues that we encounter daily in our professional lives; see the schedule preview on the opposite page for a sampling of topics. You will be able to design your own curriculum from among the many workshops available.

Don't miss this opportunity to benefit from the expertise of leaders in the compliance field!

Sincerely,



Brent Saunders
President



Debbie Troklus
Conference Chair

Conference Schedule at a Glance

Subject to change. See descriptions on pages 4-7.

SUNDAY October 24

12:00 to 4:00 pm Pre-conference Workshops

1A Compliance 101 12:00 to 4:00; includes break

1B Train the Trainer/Video Presentation 12:00 to 1:45

1C Improve Your Coding 2:15 to 4:00

5:30 to 6:30 pm General Session

6:30 to 8:30 pm Cocktail Reception

MONDAY October 25

7:00 am to 3:00 pm Exhibits Open

8:00 to 8:15 am Welcome

8:15 to 10:15 am General Session:
Three Perspectives
on the Importance of
Effective Compliance

10:15 to 10:45 am Break

10:45 to 12:00 noon Concurrent Sessions

2A Cost Reports and the False Claims Act: What Every
Compliance Officer Needs to Know

2B Auditing for Physician Coding Compliance

2C Compliance Structure and Organization

2D Compliance: The Next Generation

2E Tools and Technology in Compliance Education

12:15 to 2:00 pm Awards Luncheon

2:15 to 3:30 pm Concurrent Sessions

3A Living Efficiently Under a Corporate Integrity Agreement

3B The Key to HIM Compliance

3C Marketing and Selling Your Compliance Program Internally
and Externally for Maximum Success

3D Compliance for Third Party Payors

3E Long Term Care

3:45 to 5:00 pm Concurrent Sessions

4A How to Conduct Internal Investigations

4B Case Study: Compliance for Integrated Delivery Systems

4C Auditing for Hospital Compliance

4D Case Study: Compliance for Physician and
Academic Practices

4E Case Study: Compliance for Small Organizations

TUESDAY October 26

7:00 am to 2:00 pm Exhibits Open

7:30 to 8:45 am Business Meeting and HCCA
Membership Meeting

9:00 to 10:30 Effectiveness Panel

10:45 to 12:00 noon Concurrent Sessions

5A Hot Topic: Current Enforcement
and Compliance Initiatives/Panel Discussion

5B How to Conduct Effective Training Programs

5C Risk Management for Compliance Officers

5D Audit Data Management for Dummies

5E Developing an Effective Response to Government Inquiries
and Investigations

12:15 to 1:30 pm Awards Luncheon

1:45 to 3:00 pm Concurrent Sessions

6A Home Care/Long Term Care: The Road to Effectiveness

6B An Analysis of the OIG Model Guidance, and Work Plan:
The Road to Effectiveness

6C Managed Care-Medicare + Choice: The Road to Effectiveness

6D Research Compliance: The Road to Effectiveness

6E Laboratory Compliance: The Road to Effectiveness

3:15 to 4:30 pm Concurrent Sessions

7A EMTALA

7B Insurability of False Claims Act Exposures

7C Ethics and Leadership

7D Integrating Compliance and Human Resources

7E Physician Involvement: Now You Have It,
What Do You Do with It?

WEDNESDAY October 27

9:00 to 10:15 am Concurrent Sessions

8A Compliance and the Information Super Highway

8B Quality of Care Compliance Issues

8C Physician Billing Metrics: How to Assess the Effectiveness

8D The Role of Internal Audit in a Compliance Program

8E Protecting Sensitive Compliance Information: Developing an
Internal Compliance Communications Program

10:45 to 11:45 am General Session

11:45 to 12:00 noon Closing Session

Session Descriptions

SUNDAY, 12:00 to 4:00 pm

PRE-CONFERENCE WORKSHOPS

1A (12:00 to 4:00; includes break)

Compliance 101

Gregory Warner, Director for Compliance, Mayo Foundation; Debbie Troklus, Assistant Vice President of Compliance, University of Louisville School of Medicine

Organizations early in the initiation of their compliance programs will benefit from this pre-conference session. The basics of implementing a compliance program will be discussed. Topics will be pertinent to hospitals, home health agencies, physicians' offices and others. We will address questions such as where to begin, and what to do if you receive a report of non-compliance.

1B (12:00 to 1:45)

Compliance, Conscience and Conduct™ —Train the Trainer/Video Presentation

Victoria Wesseler, President,
Ethics and Compliance Strategies

This session is built around HCCA's highly acclaimed *Compliance, Conscience and Conduct* training program; designed for those who conduct training classes and wish to improve their presentation skills. Participants learn to involve trainees in case study discussions, cope with resistant trainees, handle difficult trainee questions, deal successfully with a class of mixed ages and experience, and appropriately use visual aids and humor.

1C (2:15 to 4:00)

Increase Your Coding Confidence

Judy B. Breuker, CPC, CCAP, CCS-P,
Medical Reimbursement Services, Inc.

In this workshop, you will receive vital information to assist you in medical coding and reimbursement staff training for physician services. Topics will include: locating diagnosis codes and how they affect reimbursements; ten "must know" coding steps; understanding consultation, preventive medicine and prolonged service codes; and how to avoid unbundling errors.

SUNDAY, 5:30 to 6:30 pm

GENERAL SESSION

Alan Yuspeh, Senior Vice President, Ethics, Compliance and Corporate Responsibility, Columbia/HCA Healthcare

This presentation will overview current developments in hospital ethics and compliance programs, and will touch on setting standards, creating awareness, operation of internal reporting systems, monitoring mechanics and organizational issues.

SUNDAY, 6:30 to 8:30 pm

COCKTAIL RECEPTION

MONDAY, 8:00 to 8:15 am

WELCOME

Brent Saunders, JD, MBA, HCCA President; Director, PricewaterhouseCoopers; Debbie Troklus, HCCA Vice President, Assistant Vice President of Compliance, University of Louisville School of Medicine

MONDAY, 8:15 to 10:15 am

GENERAL SESSIONS

Three Perspectives on the Importance of Effective Compliance

- Nancy Dickey, MD, President, American Medical Association;
- Louis Saccoccio, JD, American Association of Health Plans;
- Lewis Morris, JD, Office of Inspector General, Department of Health and Human Services

Learn from the provider, the payor and the federal government their perspectives of an effective compliance program. If you want to increase the effectiveness of your compliance program, this lively two-hour session will help you focus on the issues that matter.

MONDAY, 10:45 to 12:00 noon

CONCURRENT SESSIONS

2A

Cost Reports and the False Claims Act: What Every Compliance Officer Needs to Know

David Eisenstat, JD, MA, Firmwide Health Industry Practice Chairman, Akin, Gump, Strauss, Hauer & Feld LLP; David Palmer, Partner, Akin, Gump, Strauss, Hauer & Feld LLP

Hear how to deal with cost reporting issues in your compliance program. Learn the implications of triggering the False Claims Act and other statutes and regulations.

2B

Auditing for Physician Coding Compliance

Sandra Piersol, Manager, Health Care Litigation Advisory Services Practice, Ernst & Young LLP; Christian Presley, BSN, RN, JD, Director, Finance Compliance, Partners Healthcare

Government regulations strongly suggest that physicians and hospitals conduct pre- and post-payment audits to ensure compliance. Chart auditing, a direct result of complex government regulations, is a new field for physician practices and hospitals. We will explore the role of the chart auditor in relation to compliance with regulatory issues, accuracy in claims submissions and standards of care.

2C

Compliance Structure and Organization

Joseph Murphy, Esq., Compliance Systems Legal Group; James Gillson, Vice President, Risk and Performance Management, St. Vincent's Westchester

This session will discuss how to establish and staff your compliance program so it meets HHS and the Sentencing Commission standards, and so that it works in times of trouble. Topics will include: who should be your compliance officer; how to reach subsidiaries, remote locations and joint ventures; and what should be the reporting arrangement for the Board of Trustees or Directors to meet obligations under Caremark.

2D

Compliance: The Next Generation

Sheryl Vacca, Vice President, Corporate Office, Sutter Health; John Bigalke, National Director of Health Care, Deloitte & Touche

What are the issues that compliance professionals face today and how are they being handled? Learn where to focus your compliance plan for the future.

2E

Tools and Technology in Compliance Education

Valerie J. Clark, MBA, Compliance Training Specialist, Department of Legal Affairs, University of Texas Health Science Center at San Antonio; William Sacks, Vice President, Health Care Compliance Strategies

This presentation will provide information on developing, implementing and monitoring a compliance education program. Useful tools, both electronic and manual, will be discussed.

MONDAY, 12:15 to 2:00 pm

AWARDS LUNCHEON

MONDAY, 2:15 to 3:30 pm

CONCURRENT SESSIONS

3A

Living Efficiently Under a Corporate Integrity Agreement

Andrea Bohannon, Associate Compliance Officer, Laidlaw, Inc.; Mac Henderson, CPA, CFE, Partner, PricewaterhouseCoopers

Corporate integrity agreements are a way of life for organizations who settle compliance issues with the government. Learn how to operate your compliance program and coordinate with an independent review organization while under such an agreement.

3B**The Keys to HIM Compliance**

Cheryl Hammen, ART, UASI, Chief Compliance Officer, Chairman of the American Health Information Management Association's Compliance Task Force; Sue Prophet, RRA, CCS, Director, Classification and Coding, American Health Information Management Association

Participants will learn to develop effective educational programs for both employees and physicians that result in improved coding and documentation. They will also learn to best assess job candidates' coding skills.

3C**Marketing and Selling Your Compliance Program Internally and Externally for Maximum Success**

Cori MacRae, JD, MPP, Chief Compliance Officer, St. Barnabas Health System; Lisa Murtha, JD, Managing Director, KPMG

This session will address proven techniques to make compliance interesting and important to staff. Experienced compliance officers will tell you how to keep compliance at the front of everyone's mind. We will discuss how to create a campaign for a program, and training methods that keep staff thinking "out of the box."

3D**Compliance for Third Party Payors**

Valli Baldasanno, Esq., Senior Counsel, Independence Blue Cross; Jeffrey Fusile, Director, PricewaterhouseCoopers

Speakers will address issues pertinent to both commercial and government lines of business, and will identify risks and solutions in the context of managed care and commercial products. Topics include implementation of OIG guidelines for Medicare + Choice contractors.

3E**Long Term Care**

Cheryl Golden, CPA, MHA, HCACC, Senior Manager, Ernst & Young; Robert F. Murphy, Senior Vice President and General Counsel, Sun Healthcare Group

This session will analyze impact of PPS on the nursing home industry and how it affects compliance measures. The assessment of the industry includes financial ramifications to the bottom line, and how they drive the need for a broader focus on compliance issues.

MONDAY, 3:45 to 5:00 pm**CONCURRENT SESSIONS****4A****How to Conduct Internal Investigations**

Steve Mansfield, Esq., Partner, Akin, Gump, Strauss, Hauer & Feld LLP; Alex Schillaci, CPA, Partner, Deloitte & Touche

Authorization of an internal investigation demonstrates commitment to high ethical standards and sound business practices. A

properly executed internal investigation may detect improper activities before they become larger problems. This course will discuss critical elements of an investigation.

4B**Case Study: Compliance for Integrated Delivery Systems**

Michael Helmsley, Esq., Vice President of Corporate Compliance and Legal Services, Catholic Health East; Daniel Roach, JD, Vice President of Corporate Compliance, Catholic Healthcare West

Special challenges of implementing a compliance program in a health care system with diverse locations and businesslines, including structuring reporting relationships, corporate and division board accountabilities and implementing uniform policies. The session will address issues arising in integrated delivery systems — such as competing service line issues, hotline investigation and follow-up, communication strategies and reaching employees in diverse locations.

4C**Effective Auditing to Ensure Compliance**

Deborah Marsden, Corporate Compliance Officer, Lenox Hill Hospital; Glenna Jackson, MBA, Compliance Officer, MedStar Health

The common sense approach to designing your audit staff, scope and frequency of audits to assure that your organization is in compliance.

4D**Case Study: Compliance for Physician and Academic Practices**

Terri Gilbert, CPC, Reimbursement Manager, PMRS, U.C. Medical Associates; Jerry Carr, JD, Director of Compliance, University Physicians, Inc.

This program will provide an overview of the key risk areas and responsibilities, with suggested structures, programs and tools to meet these compliance challenges for academic and other physician group practices. The discussion will include special issues faced by academic medical centers, including requirements contained in the Medicare Teaching Physician Regulations.

4E**Case Study: Compliance for Small Organizations**

Al Josephs, Compliance Officer, Hillcrest Health System; Elizabeth Lewis, Esq., Senior Associate, Epstein, Becker & Green PC

This session will provide practical steps for adapting the OIG Compliance Guidances and Federal Sentencing Guidelines to development, implementation and administration of effective compliance programs for small organizations.

MONDAY, 5:00 to 6:00 pm**COCKTAIL RECEPTION****TUESDAY, 7:30 to 8:45 am****HCCA MEMBERSHIP & BUSINESS MEETING****TUESDAY, 9:00 to 10:30 am****EFFECTIVENESS PANEL**

Roy Snell, Moderator, PricewaterhouseCoopers; Guy Collier, Esq., Partner, Shaw Pitman; Anthony Boswell, Corporate Compliance Officer, Laidlaw, Inc.; Dion Shiedy, Partner, PricewaterhouseCoopers; Vickie McCormick, Corporate Integrity Officer, United Health Group; Tim Timmons, Vice President, Corporate Compliance Services, Health Future LLC; and James Young, CPA, Chief Compliance Officer, Johns Hopkins Health System

Learn from other compliance professionals how they have increased the effectiveness of their compliance programs. This panel of successful compliance professionals will share their success by answering questions from the audience. The forum will be on actions you can take to increase the effectiveness of your compliance.

TUESDAY, 10:45 to 12:00 noon**CONCURRENT SESSIONS****5A****Hot Topic: Current Enforcement and Compliance Initiatives**

J.D. Epstein, JD, Moderator, Partner, Vinson & Elkins; Andy Bessler, MBA, Senior Vice President and Industry Analyst, Bank of America; Gabriel Imperato, Esq., Partner, Broad & Cassel; and Sherrie McAvoy, CPA, Partner, Deloitte & Touche LLP

Stay up-to-date with current enforcement issues. Hear what compliance officers are faced with today and preparing to deal with in the future. Where is the government going to focus its attention? Which federal and state agencies will be involved in future investigations? What kinds of entities will be their targets?

5B**How to Conduct Effective Training Programs**

Angela Brown, CPC, CCS-P, Coordinator, Medical Compliance Education, University of Louisville School of Medicine; Becky Roberts, PT, Compliance Officer, Masonicare

Join us for an interactive session to help you develop effective training programs suitable for all individual learning styles. From assessment of needs to teaching of training, this session will help you get a great start to the development of your own effective training program.

5C

Risk Management for Compliance Officers

Anne Novick Branan, PA, *Broad and Cassel*;
Chris Ideker, CPA, *Partner, Ernst & Young*

This presentation will explore difficult issues encountered by compliance officers, and offer recommendations on protecting yourself from personal liability arising from performance of duties. Practical strategies will be provided.

5D

Audit Data Management for Dummies

Mary MacGran, *Quality Review Specialist,
University of Texas Health Science Center
at San Antonio*

If you're serious about data, sign up for this session. Learn to use Access 97 to maintain and codify quality review data, and produce top-notch reports. Database utilities can help track progress, plan training sessions, and target reviews.

5E

Developing an Effective Response to Government Inquiries and Investigations

Joseph Spinelli, Esq., *Principal, KPMG*;
Karen Guarino, Esq., *Special Matters Team,
King & Spalding*

This session will offer practical advice on preparing for and responding to government audits and investigations. Tips include: advance training for management and staff; protecting organizational and individual rights; avoiding pitfalls like obstruction and witness tampering; and creating a "rapid response" communication and records management plan.

TUESDAY, 12:15 to 1:30 pm

REGIONAL AWARDS LUNCHEON

TUESDAY, 1:45 to 3:00 pm

CONCURRENT SESSIONS

6A

Home Care/Long Term Care: The Road to Effectiveness

Lyn Chew, RN, MBA, *LNHA, Compliance
Concepts, Inc.*; Julia Melendez, JD, *Vice President
of Compliance and Regulatory Affairs, Home
Medical of America*

This session will focus on essential tasks that must be performed in developing and implementing an effective internal compliance risk review. We will provide the information to assist facilities by outlining the procedures to conduct a review for comparison of billed services to available documentation and the verification of applicable coding, RUG III level, MDS scoring, quality of care, and other designations impacting payment. This session will help ensure that facilities continuously comply with prevailing laws and regulations following a formal risk assessment.

6B

An Analysis of the OIG Model Guidance and Work Plan:

The Road to Effectiveness

L. Stephan Vincze, JD, LLM, *President and CEO,
Vincze & Frazer LLC*; Mike Kendall, Esq.,
Partner, McDermott, Will & Emery

Hear how providers and physician group practices should incorporate the OIG model guidance and work plan in their programs to ensure compliance and prevent fraud and abuse. Discussion will include specific suggestions for contractual provisions to address individual and mutual compliance.

6C

Managed Care-Medicare + Choice: The Road to Effectiveness

Wendy Krasner, Esq., *Partner, McDermott,
Will & Emery*; Georgia Dodds Foley, Esq., *Vice
President, Chief Compliance Officer, Keystone
Mercy Health Plan*

Medicare/Medicaid compliance is a growing concern for the health care industry. This session will review OIG guidance for Managed Care Compliance, current issues and enforcement, and how to prepare for this new level of scrutiny.

6D

Research Compliance: The Road to Effectiveness

James Roth, MBA, CPA, *Partner, Higher
Education and Health Care Consulting, Arthur
Andersen LLP*; Ivy Baer, JD, MPH, *Regulatory
Counsel, AAMC, Division of Health Care Affairs*
This session will examine issues of concern to any institution that receives federal funds for human subjects research. It will also discuss roles of several federal agencies with regard to grant awards, particularly NIH, FDA, and HCFA.

6E

Converting a Legal Compliance Plan into an "Effective" Operational Program for Your Laboratory: The Road to Effectiveness

Larry Small, MS, MT (ASCP), *Director of
Compliance Services, Chi Laboratory Systems*
Discussion will focus on elements of a comprehensive laboratory compliance audit, and how to use information to develop an "effective" operational program to improve efficiency and service, reduce billing errors, strengthen outreach market position and minimize legal risks.

TUESDAY, 3:15 to 4:30 pm

CONCURRENT SESSIONS

7A

EMTALA

Marilou King, Esq., *Partner, McDermott, Will &
Emery*; John Steiner, Esq., *Chief Compliance
Officer, The Cleveland Clinic Foundation*

This session will discuss the incorporation of EMTALA in system-wide compliance programs. Topics include: scope of new state operation

manual requirements; Medicare and Choice plans as a risk area; relationship to Medicare payment rules; and recent case law developments.

7B

Insurability of False Claims Act Exposures

Jay Lynch, MBA, *President, Boynton & Boynton*;
John Hudson, *Director, Willis Faber Global
Healthcare*

Attendants of this session will learn about the applications of basic insurance principals to False Claims Act cases, and how negligent and inadvertent billing errors can be avoided. The session will provide a general overview of various underwriting strategies involved for risk assessment, loss control services and claims management.

7C

Ethics and Leadership

Jan Heller, PhD, *Director, Center for
Ethics in Healthcare*; Mark Meaney, PhD,
Center for Ethics in Healthcare

Leaders model ethical behavior and help establish conditions to support it. Both jobs are important for creating and sustaining effective compliance programs. This presentation explores some mechanisms leaders can use to help establish an ethical organizational culture.

7D

Integrating Compliance and Human Resources

Gregory Warner, *Director for Compliance,
Mayo Foundation*; Patricia Casey, Esq., *Partner,
Akin, Gump, Strauss, Hauer & Feld LLP*

This session will focus on the cooperation and coordination that must be developed between an employer's Corporate Compliance and Human Resources departments. It will identify the compliance obligations handled by Human Resources under anti-discrimination statutes such as Title VII and the ADA, and under other regulatory structures within the U.S. Department of Labor, such as the OFCCP, the Wage-Hour Division, and OSHA. The speakers will offer guidance on training and other preventive compliance measures, and on investigation and resolution of disputes to assure adequate response to compliance problems.

7E

Physician Involvement: Now That You Have It, What Do You Do With It?

Mark Pfeifer, MD, *Vice Dean of Clinical Affairs,
University of Louisville*; James Snell, MD,
Compliance Officer, Vanderbilt Medical Center

This session will look at the next step in physician buy-in by demonstrating the role of physicians in the operation and leadership of compliance programs. Participants will learn to motivate physicians for involvement, handle resistance, and navigate troubling situations.

WEDNESDAY, 9:00 to 10:15 am

CONCURRENT SESSIONS

18A

Compliance and the Information Superhighway

Mark Green

Enter the world of web design with Dr. Mark Green. He'll discuss the alternatives available, and give you a foundation for decision-making. Learn how to put your program on the web and enhance your institution's compliance efforts.

3B

Quality of Care Compliance Issues

Michael Myers, MD, MBA, Director, Health Regulatory Group, PricewaterhouseCoopers; Marti Arvin, JD, Compliance Officer, Indiana University School of Medicine

This session will be a discussion on whether quality of care is a compliance issue, and whether it should be part of your compliance program. Participants will consider strategies for convincing physicians and others that quality of care is a compliance issue.

8C

Physician Billing Metrics

Ed Longazell, KPMG LLP; Linda Mast, Chief Compliance Officer, University of Chicago Medical Center
Compliance program educational effectiveness may be measured by physician coding activities. Evaluating the appropriate and effective use of coding and reimbursement information will lead to valuable data for developing compliance education, cost effectiveness and clinical outcomes-related solutions and interventions.

8D

The Role of Internal Audit in a Compliance Program

David Crawford, ICA, CPA, Audit Manager, University of Texas; Andrei Costantino, Partner, Parente, Orlando, Carey & Associates, LLC
Participants will learn how to develop, conduct, and/or manage internal audit procedures for the purpose of monitoring misconduct or non-compliance with applicable laws and guidelines. Topics will include corrective actions — such as procedural changes, reimbursement of payments, education, or human resource actions — and follow-up.

8E

Protecting Sensitive Compliance Information: Developing an Internal Compliance Communications Program

R. Michael Scarano, Jr., Partner and Co-Chair of Health Care Corporate Compliance Practice, Foley & Lardner; Anthony Boswell, Corporate Compliance Officer, Laidlaw, Inc.

This program will address legal/practical issues in developing an internal compliance communications policy that takes advantage of applicable privileges when appropriate, while conforming to the OIG's efforts for an open process.

WEDNESDAY, 10:45 to 11:45 am

GENERAL SESSION

Broadening Your Horizons: Expanding the Focus of Your Compliance Program

Brent Saunders, JD, MBA; PricewaterhouseCoopers; Patricia Casey, Esq., Partner, Akin, Gump, Strauss, Hauer, & Feld LLP; Marilou King, Esq., Partner, McDermott, Will & Emery; James Roth, MBA, CPA, Partner, Arthur Andersen LLP; William Saraille, Esq., Partner, Arent Fox Kintner Polkin & Kahn; Daniel Roach, JD, Vice President, Corporate Compliance, Catholic Healthcare West; Mimi Siegal, Esq.;

GENERAL INFORMATION

HOTEL ACCOMMODATIONS

Special rates of \$189.00 (plus tax) per single per night, and \$209.00 (plus tax) per double per night, have been arranged for the Compliance Institute. Please make your reservations directly with the Chicago Marriott Downtown and mention the 1999 HCCA Conference to receive the reduced rate. Reservations will be accepted until Friday, October 1, 1999. After that cut-off date, reservations will be accepted on a space-available basis.

Chicago Marriott Downtown
540 North Michigan Avenue
Chicago, IL 60611
Reservations: 1-800-228-9290 or 312-836-0100
Fax: 312-836-6139

GROUND TRANSPORTATION

Avis Rent A Car: Special low conference rates are available with unlimited free mileage. (Avis direct is 1-800-331-1600 — AWD # J948900)

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Get there for less! Call our official travel agency, Conventions in America (CIA) at 1-800-929-4242 and ask for Group #551. You will receive 5%-10% off the lowest applicable fares on American Airlines, or the lowest available fare on any other carrier. Take an additional 5% off American if you purchase at least 60 days prior to departure. Travel between October 19 and November 1, 1999. All customers of CIA also receive free flight insurance of \$100,000.

Outside U.S. and Canada call 619-232-4298.

Fax: 619-232-6497; Email: flycia@stellarcaccess.com

Reservation hours: M-F 6:30 AM - 5:00 PM Pacific.

If you call direct or use your own agency, refer to these codes: American 1-800-548-7575, camscod # 2027

METHOD OF PAYMENT FOR TUITION

Make payment by check (to HCCA), MasterCard, Visa or American Express. A \$20 fee will be charged on any returned checks. Purchase orders must be paid by the conference date or payments will be required by the individual on site.

Teresa Mullett, Vice President, Legal & Regulatory Compliance, Kaiser Permanente

A compliance officer whose compliance plan focuses only on billing may be missing a golden opportunity to address other risk areas. Hear from a panel of experts about broadening the scope of your program to include employment issues, stark, anti-trust, emtalas, research and more.

11:45 to 12:00 noon

CLOSING SESSION

Brent Saunders, JD, MBA, HCCA President; Director, PricewaterhouseCoopers; Debbie Troklus, HCCA Vice President, Assistant Vice President of Compliance, University of Louisville School of Medicine

TELEPHONE OR FAX REGISTRATION

Phone: 888-580-8373 or 215-545-3334, Monday-Friday, 9 AM - 5 PM EST.

Fax: 215-545-8107

Email: conference.office@hcca-info.org

Groups: Have registration and credit card information for each person. List all group members on FAX cover sheet.

TAX DEDUCTIBILITY

Expenses of training include; tuition, travel, lodging and meals, incurred to maintain or improve skills in your profession may be tax deductible. Consult your tax advisor.

Federal Tax ID: 23-2882664.

CANCELLATIONS/SUBSTITUTIONS

Cancellations must be received in writing *no later than October 4, 1999*. Registration fees, less a \$100 administrative fee, will be refunded following the program. No refunds will be given for "no-shows" or for cancellations made after October 4, 1999. You may send a substitute; please call the HCCA National Office at 1-888-580-8373. Please note that registration fees are based on the Health Care Compliance Association membership status of the individual who actually attends the program.

ABA MCLE Credit

Required sponsor documentation has been forwarded to and credit requested from MCLE states with general requirements for all lawyers. We have requested a total of 18.0 CLE hours from all MCLE states. Lawyers seeking credit in Pennsylvania must pay fees of \$1.50 per credit hour directly to the PA CLE Board. The Health Care Compliance Association pays applicable fees in other states where the sponsor is required to do so, and in states where a late fee may become applicable. Please be aware that each state has its own rules and regulations, including its definition of CLE; therefore, certain programs may not receive credit in some states. For information on approved credit hours for your state, please contact Marcie Pallante at the HCCA National Office, 1-888-580-8373.

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1211 Locust Street
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Discovering the Hallmarks of Effective Programs

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Or mail this form with correct tuition fee (U.S. funds) to:
Conference Office, 1211 Locust Street, Philadelphia, PA 19107

Federal Tax ID: 23-2882664

PAYMENT TERMS

Please enclose payment with your registration and return it to the
conference registrar at the above address, or fax your credit card
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☐ Check/money order enclosed (checks payable to HCCA)
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CONCURRENT SESSIONS

Check one for each time slot:

Monday,	10:45 - 12:00	☐ 2A	☐ 2B	☐ 2C	☐ 2D	☐ 2E
	2:15 - 3:30	☐ 3A	☐ 3B	☐ 3C	☐ 3D	☐ 3E
	3:45 - 5:00	☐ 4A	☐ 4B	☐ 4C	☐ 4D	☐ 4E
Tuesday,	10:45 - 12:00	☐ 5A	☐ 5B	☐ 5C	☐ 5D	☐ 5E
	1:45 - 3:00	☐ 6A	☐ 6B	☐ 6C	☐ 6D	☐ 6E
	3:15 - 4:30	☐ 7A	☐ 7B	☐ 7C	☐ 7D	☐ 7E
Wednesday,	9:00 - 10:15	☐ 8A	☐ 8B	☐ 8C	☐ 8D	☐ 8E

Please type or print

First Name Last Name

Degrees

Place of Employment

Title

☐ Work Address or ☐ Home Address (List only preferred mailing address)

Address

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Daytime Phone ()

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Years in Compliance

Areas of Most Interest/Compliance Focus

Job Function

*More than 1300 people age 45 and older have told
us about their intimate and sexual relations...*

What they said will surprise you!!

*If you think that Grandma and Grandpa just hold hands
and that aging baby boomers will settle for that...*

We've got news for you!!

Prepare to put aside all your preconceptions and...

Annotate your Masters and Johnson!!

*Join our panel of experts as they discuss the facts
about sex, love and intimacy.*

*Dr. Ruth Westheimer, Psychosexual Therapist, Television Personality
and Author of Dr. Ruth's Encyclopedia of Sex
and Dr. Ruth's Guide to Good Sex*

*Dr. Shirley Zussman, Sex and Marital Therapist, Past President of the
American Association of Sex Educators, Counselors and Therapists
and Editor, Sex Over 40 Newsletter*

Linda Fisher, Acting Associate Research Director, AARP

NO



cordially invites you to attend

"Great Sex: What's Age Got To Do With It?"

Wednesday, September 22, 1999

12:00 - 2:00 p.m.

The Cyril F. Brickfield Conference Center at AARP
601 E Street, NW
Washington, DC

RSVP by September 15, 1999
(202) 434-2521

Lunch: 12:00 p.m.
Program: 12:30 p.m.

9/1/99



Public Affairs Forum

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MERCATUS CENTER

GEORGE MASON UNIVERSITY

from the desk of The Hon. Maurice McTigue, Q.S.O.

August 17, 1999

Mr. Christopher C. Jennings
Executive Office of the President
Staff

Old Executive Ofc. Bldg., 17th St. & Pennsylvania Ave., N.W.
Washington, DC 20502-0001

Dear Mr. Jennings,

Here's what your colleagues are saying about our leadership forum, **Strategies for Success:**

"The forum is an exceptionally well-planned program presented by world-class speakers..."

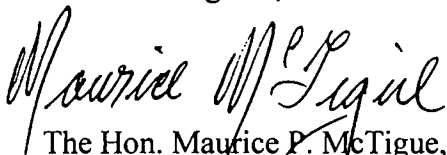
"...demonstrated that quick changes can happen in government agencies."

"Some of the insights on resistance ... already have me thinking about some communications improvements that I can make at work."

You haven't missed out on this opportunity, because we're offering you another impressive lineup of prominent leaders for a session on Wednesday, September 15 at the Four Seasons Hotel in Washington, DC. Please take a few minutes to look at the agenda in the enclosed brochure; I think you'll see that it promises to be an extremely valuable day.

Managing your agency for results demands innovative approaches and visionary leadership. This forum focuses on the major components of building dynamic, high-performance public organizations. Join us to hear about proven principles and successful strategies from these real-world practitioners. I look forward to seeing you there next month!

With kind regards,



The Hon. Maurice P. McTigue, Q.S.O.
Distinguished Visiting Scholar

P.S. Space is limited, so **please act now** to ensure your inclusion in this forum. For questions or more information, contact our program director Steve Richardson at (703) 993-4924 or srichar2@gmu.edu.

STRATEGIES FOR SUCCESS

ACHIEVING WORLD-CLASS GOVERNMENT PERFORMANCE

THROUGH RESULTS-BASED
MANAGEMENT & STRATEGIC
COMMUNICATIONS



WEDNESDAY, SEPTEMBER 15, 1999

THE FOUR SEASONS HOTEL

WASHINGTON, DC

Chaired by The Honorable Maurice McFigue, QSO

Presented by the Mercatus Center, George Mason University

PUBLIC SECTOR LEADERSHIP FORUM

AGENDA

WEDNESDAY, SEPTEMBER 15, 1999

**The Four Seasons Hotel
Washington, DC**

8:00 - 8:30 REGISTRATION / BREAKFAST

8:30 - 9:30 CHAIRMAN'S INTRODUCTION: ACHIEVING WORLD-CLASS GOVERNMENT PERFORMANCE

**The Hon. Maurice McTigue, QSO - former Cabinet
Minister and Member of Parliament, New Zealand**

During his extensive political career, Mr. McTigue led an ambitious and extremely successful effort to restructure New Zealand's public sector. As Minister of Employment, Associate Minister of Finance, Minister of State Owned Enterprises, Minister of Railways, Minister of Works and Development, Minister of Labour, and Minister of Immigration, he helped transform 35 different government operations into performance-driven organizations and acquired unique experience with results-based management.

Based on his real-world experience, Mr. McTigue will discuss how managing for results is the key to creating world-class government performance. He will outline a practical vision of innovative, high-performance public organizations, detail how implementation of results-based management works in practice, and explore how legal and political constraints can be overcome.

9:40 - 10:40 STRATEGIES FOR SUCCESS: USING MISSION AND MEASURES TO GUIDE STRATEGIC ACTION

**Admiral James M. Loy - Commandant, United States
Coast Guard**

After a distinguished and meritorious 34-year career with the Coast Guard, Admiral Loy assumed duties as its 21st Commandant in 1998. Prior to this appointment, he had served as the Commander, Atlantic Area and Commander, U.S. Maritime Defense Zone Atlantic. In these positions, he directed inter-district operations, was responsible for their operations in 39 states, and provided a fully integrated defense network, before returning to headquarters as the Chief of Staff in 1996.

S T R A T E G

Admiral Loy will discuss leading change by knowing what you're doing, where you're going, and how you're going to get there. Specifically, he will focus on the role of leadership, setting missions that inspire and guide actions, executing new management directions, developing aggressive outcome-based measures, creating a team-oriented, results-driven culture, and building an innovative and adaptable organization that will meet the needs of its customers into the 21st century.

10:50 - 11:50 CREATING DYNAMIC, HIGH- PERFORMANCE ORGANIZATIONS: WHAT ARE THE STRUCTURAL PRINCIPLES?

Paul R. Staley - former CEO, PQ Corporation

Mr. Staley recently retired as the leader of the PQ Corporation, an international chemical manufacturer based in Pennsylvania. After a 12-year career with Procter & Gamble, Staley joined PQ in 1969 as director of manufacturing. In 1973, he was elected company president, the first in the firm's history who was not a member of the founding family, and in 1981, he was elected CEO. Under his leadership, PQ annual sales grew from \$20 million to \$500 million as they substantially reduced traditional command-and-control practices to emphasize greater employee freedom.

Mr. Staley will compare the restructuring challenges and opportunities facing officials in government organizations with his experience in transforming a bureaucratic and inflexible 160-year old company. Drawing upon his knowledge of the management practices and structure at many successful firms, he will discuss the principal components that organizations must change – management control, decision-making roles, accountability, and incentives – to become dynamic, world-class operations and achieve their goals.

12:00 - 1:40 LUNCHEON / LUNCHEON ADDRESS: UNDERSTANDING ORGANIZATIONAL CULTURE AND CHANGE—THE HUMAN ELEMENT

**Andrew Lebby, Ph.D. - Managing Partner,
The Performance Group**

Dr. Lebby is an educator, consultant, and leading thinker on issues of organizational growth, change, and leadership. He was previously a director in the Office of Education, Research, and Improvement at the Department of Education, where he was responsible for the professional development of teachers. His consulting clients include HealthCare Partners, George Washington University Medical Group/Hospital, and the American Medical Group Association. He was also the designer of the senior leadership training program for the Squibb Corporation.

Drawing on more than a decade of experience in helping organizations, Dr. Lebby will discuss how to create cultures that produce significantly higher levels of effectiveness increasing the power, honor, and dignity of people. He will discuss how organizations learn, what guides people's behavior, how to use the interaction between organizational performance and individual fulfillment to motivate your workforce, and how to transform resistance into enthusiasm for new initiatives.

1:50 - 2:50 KNOWLEDGE SYSTEMS: A CORNERSTONE OF SUCCESSFUL RESULTS-BASED MANAGEMENT

Kelvin K. Womack - Principal, KPMG Consulting

Mr. Womack has over 19 years of experience in developing large-scale information systems and technology project management. At KPMG, he currently serves as the Public Services National Practice Leader for Data Warehousing and Knowledge Management. Mr. Womack's diverse career includes project management, systems integration, and business consulting for commercial technology projects, as well as for a variety of large programs in the federal government and aerospace defense companies.

Mr. Womack will discuss critical features of the knowledge systems (financial and measurement systems, data retrieval, etc.) required in world-class organizations. He will detail what kind of information is needed – and not needed – based on purpose, form, frequency, and availability. He will also explore the crucial role of accurate, timely, and accessible knowledge in decision-making and organizational success.

3:00 - 4:00 DEVELOPING EFFECTIVE COMMUNICATION STRATEGIES: THE ROLE OF COMMUNICATIONS IN ORGANIZATIONAL SUCCESS

Gary Grates - President, GCI Boxenbaum Grates

Mr. Grates has over 18 years of senior-level marketing and strategic communications experience. Inside PR, a respected trade publication, has referred to him as "the thought leader in change management communications and effective employee-management relations." He is a noted author and lecturer on issues facing management, such as strategy development and implementation, renewal, culture, and reputation. Mr. Grates' clients include the leaders of corporations such as United Airlines, Caterpillar, Shell Oil, Carrier, Mellon Bank, Monsanto, General Motors, Coca-Cola, ITT, McGraw-Hill, and Chubb LifeAmerica.

Through real-world examples and lessons learned from his vast experience in the private sector, Mr. Gates

will explore key components of world-class organizations from a communications perspective. He will discuss the role of strategic communications in decision-making, in facilitating culture and behavior changes, in informing stakeholders of progress and achievement, and in driving organizational success.

SPECIAL SESSION!

4:10 - 5:10 ANNUAL PERFORMANCE REPORTS: A POSITIVE OPPORTUNITY FOR EXTERNAL COMMUNICATIONS

Michael A. Rosenbaum - President, The Financial Relations Board, BSMG Worldwide

As chief operating officer of the nation's largest investor relations consulting firm, Mr. Rosenbaum has advised more than 150 public companies and won more than two dozen awards for annual report excellence. In addition to his 16 years of experience as a consultant, he is the author of "Selling Your Story to Wall Street: The Art and Science of Investor Relations" and associate editor of "Investability: How America's Best Corporate Annual Reports Market Their Message to Wall Street."

Drawing on his extensive experience in preparing annual reports for public companies, Mr. Rosenbaum will discuss strategies for agencies to consider in developing their first-ever performance reports under GPRA. His discussion will expand upon his recent remarks before the President's Management Council on the involvement of senior leadership, goals of the process, resources and timing, benchmarks, challenges of insufficient information, style and content, and effective presentation strategies.

5:10 - 5:30 CHAIRMAN'S CONCLUSION: MOVING FORWARD

Mr. McTigue will complete the day's discussions with a focus on translating ideas into action and suggestions for next steps.

5:30 - 6:00 NETWORKING RECEPTION

An opportunity to join speakers and fellow participants for continued discussion in an informal atmosphere.

Here is what other agency executives are saying about The Hon. Maurice McTigue and Mercatus programs

"Your successful history of practical results management, combined with your unique government experience on both sides of the legislative/executive fence, is simply without parallel in Washington, D.C."

—U.S. Information Agency

"It's very reassuring, for those of us in the early throes of implementation, to hear from someone who has considerable experience with the successful side of performance-based management."

—Chief Financial Officers Council

"Your years of working with performance management... made [it] real to the audience. Your effort helped us achieve our results."

—National Park Service

REGISTER TODAY!

STRATEGIES FOR SUCCESS • SEPTEMBER 15, 1999

PLEASE COMPLETE THE REGISTRATION FORM BELOW AND SEND BY MAIL OR FAX TO:

Ms. Cheryl Wildman
George Mason University
Office of Events Management
4400 University Drive, MSN 3G3
Fairfax, VA 22030
FAX: 703-993-2112

☐ **YES! PLEASE REGISTER ME FOR THIS LEADERSHIP FORUM.**

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FEES ARE \$575.00 PER PARTICIPANT. PAYMENT OR PURCHASE ORDER MUST ACCOMPANY REGISTRATION.

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QUESTIONS?

- For registration assistance, please call Cheryl Wildman at 703-993-2122.
- For program information, please call Steve Richardson at 703-993-4924.
- For hotel information, please call the Four Seasons Hotel directly at 202-342-0444.

All registrants will receive confirmation by mail as well as more detailed program information prior to the forum.

Cancellations must be received in writing by September 14 for full credit towards another program or refund (minus a \$50 processing fee). Substitutions are permitted at any time.



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How can you use mission and performance measures to guide strategic action, align incentives with goals and priorities, and build knowledge systems that support successful decision-making?

How can you harness the dynamics of organizational culture to develop innovative, high-performance public organizations?

How can you be more effective in communicating with Capitol Hill? What proven communication strategies can you use to facilitate change, inform all stakeholders of progress and achievement, and drive organizational success?



MERCATUS CENTER

GEORGE MASON UNIVERSITY

Dear Government Leader:

The law mandates government agencies become accountable for performance, but how will this change the way you manage your operation? What are the attributes and capabilities of innovative, world-class, performance-driven organizations? How can you implement the necessary changes and achieve success?

To address these questions, please join us on Wednesday, September 15 for an intense, one-day discussion on the major components of managing organizational change successfully and the implementation of results-based management in the public sector.

To give you confidence about what works, and what doesn't work, we're assembling a premier group of leaders and practitioners who have successfully changed large organizations. The practical lessons from their field-tested expertise will give you a solid foundation of principles you can apply to your agency.

We've designed this program to offer you a maximum of practical insights, with plenty of time for open discussion, and opportunities for more in-depth conversations over lunch and at a networking reception after the last session.

Space is limited, so please register as soon as possible to ensure your place. I hope to see you there.

With regards,

The Hon. Maurice P. McTigue, QSO
Distinguished Visiting Scholar

Managing a government organization for results requires:

- constructing an innovative, flexible, ***performance-driven organization*** that delivers value to customers
- designing financial and information systems that ***improve decision-making*** and save time
- creating a culture that rewards innovation and ***fosters organizational learning***
- building a comprehensive communications strategy that rapidly spreads knowledge across the organization and ***increases support among stakeholders***

MERCATUS CENTER

The Mercatus Center is a 501(c)(3) non-profit research, education, and outreach organization at George Mason University that works with a unique network of government leaders, scholars, private sector managers, and expert practitioners to bridge theory and successful real-world practice.

This conference is part of a unique set of programs—the fastest-growing area at Mercatus—designed to help government officials plan and implement the changes necessary to create innovative, high-performance public organizations.

Join us on September 15 for a discussion on “How To?”

ISSUE BRIEF

NATIONAL
HEALTH
POLICY
FORUM

Preparing for a Bioterrorist Incident:
Linking the Public Health and Medical
Communities

A Site Visit to Baltimore &
Fort Detrick, Maryland

Monday & Tuesday, October 4 & 5, 1999

Headquarters Hotel: The Admiral Fell Inn, Baltimore

*if they want him to speak, okay —
if not, regrets.*

*Participate
only*

BY INVITATION ONLY—Please call **Dagny Wolf** at 202/872-4032 as soon
as possible.

The
George
Washington
University
WASHINGTON DC

Preparing for a Bioterrorism Incident

NHPF is sponsoring a site visit to the Baltimore area on October 4 and 5 as a much-requested follow-up to its February 1999 Forum session *Biological Terrorism: Is the Health Care Community Prepared?* (Issue Brief 731). By visiting with local departments of health, hospitals, and government research facilities and participating in panel discussions, federal congressional and agency staff will learn firsthand how one local area is preparing for the possibility of a bioterrorist incident. Attendees will have the opportunity to ask questions and exchange ideas with key experts in the field.

As the bus departs from Union Station in Washington, D.C., participants will be briefed on the difference between chemical and bioterrorism agents and incidents, the difference in incident response plans, and questions such as Who is in charge when an incident occurs? Who is in charge of deciding who is in charge?

Once in Baltimore, the site visit will open with a conversation with the Baltimore city health commissioner about the adequacy of the existing public health infrastructure. In this segment, as in all site visit stops, several themes will be stressed:

- Distinguishing bioterrorism from chemical terrorism.
- Understanding the relationships between various agencies and institutions and their related funding streams.
- Determining how the federal government can be most effective and efficient in assisting those at the local level.
- Identifying preparedness gaps.
- Suggesting areas where the public health and medical communities—the nation's first lines of defense in the event of a bioterrorist incident—can come together to enhance their preparedness efforts.

Fort Detrick, Maryland, will be the next stop. Over lunch, participants will be briefed on the work under way at the U.S. Army Medical Research Institute for Infectious Diseases (USAMRIID). USAMRIID, part of the army's Medical Research and Materiel Command, is the lead medical research laboratory for the U.S. Biological Defense Research Program. Arrangements have been made to tour the facility and its laboratories. The first day will end with a reception and dinner at our headquarters hotel, the Admiral Fell Inn, in Fells Point, Baltimore.

To explore interactions and links between local and state health departments and between the departments and the Centers for Disease Control, the second and final day will open with a briefing by the Maryland secretary of public health on weapons of mass destruction.

While the majority of the site visit will focus on the medical and public health responses to bioterrorism, responses to a chemical attack will also be addressed. For example, a portion of the second day will be devoted to the communications coordination that would be necessary in the event of either type of attack. The sophisticated communications systems that would be employed are currently used by first responders—such as emergency medical services and hazardous material (HAZMAT) personnel—in emergency medical situations and chemical incidents. Participants will tour both the Maryland Institute for Emergency Medical Services System and its related University of Maryland trauma center.

A working lunch at Johns Hopkins University Hospital will focus on the role (and readiness) of a health care facility in the midst of a bioterrorist event. A panel discussion will cover the waterfront of issues, from the medical management of over 100,000 patients to health care worker safety to media coverage to who pays for bioterrorist-related services.

The site visit will wrap up with a stop at the Veterans Administration (VA) Medical Center in Washington, where a panel discussion will include presentations

SITE VISIT INVITATION

Site Visit Manager:
Robin J. Strongin

National Health Policy Forum
2021 K Street, NW, Suite 800
Washington, DC 20052
202/872-1390
202/862-9837 (fax)
nhpf@gwu.edu (e-mail)
www.nhpf.org (Web site)

Judith Miller Jones, Director
Karen Matherlee, Co-Director
Michele Black, Publications Director

NHPF is a nonpartisan education and information exchange for federal health policymakers.

highlighting the contributions the VA could make (for example, bed capacity, vaccine stockpiles, medications, decontamination, quarantine, and use of the facility as a secured staging area); the purpose, organization, and funding of Metropolitan Medical Strike Teams (MMST); and the relationship between the VA, MMST, and area hospitals. The site visit will conclude with a tour of the VA facility, including the decontamination unit, where all participants will experience firsthand what is involved—only no one will get wet!

reflex



CATHERINE ELLIOT LOPEZ

The 1999 National Conference on Women and HIV/AIDS

Navigating into the new millennium through collaboration

**OCTOBER 9 - 12, 1999 • LOS ANGELES, CALIFORNIA
LOS ANGELES CONVENTION CENTER**

Para Información En Español Vea La Pagina #3



THE 1999 NATIONAL
CONFERENCE ON
WOMEN AND HIV/AIDS

Pre-Conference October 7 - 9, 1999
October 9 - 12, 1999
Los Angeles Convention Center

CONFERENCE HOSTS

County of Los Angeles Department of Health Services
Office of AIDS Programs and Policy
Charles L. Henry, Director

City of Los Angeles Community Development Department
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Mary Ann Chiasson, Dr. PH, *New York City Dept. of Health*
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Wafaa El Sadr, MD, MPH, *Harlem Hospital*
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M. Isa Fernandez, MD, Ph.D, *University of Miami, Sch. of Medicine*
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Jerry Gates, Ph.D, *Pacific AIDS Education and Training Center*
Patricia Gay, Psy.D, *Consultant*
Lisa Gilbert, Ph.D, *American Social Health Association*
Rev. Alta Gracia Perez, U.S. Pres. *Commission on AIDS*

Joyce Hamilton, Ph.D, *Prevention Point Philadelphia*
Eileen Hansen, *Public Policy Director, Women's AIDS Legal Referral Panel*
Polly Harrison, Ph.D, *Alliance for Microbicide Development*
Charles L. Henry, *Director, Los Angeles County Office of AIDS Programs and Policy*
Lisa Hirshhorn, MD, Ph.D, *HIV Medical Care, Demet Community Health Center*
Linda Horton-St. Hubert, *Advocate, Johns Hopkins University School of Medicine*
Shirley Hoskins, *Native American Health/AIDS Coalition*
Beri Hull, *Advocate, NAPWA*
River Huston, *Columnist, POZ Magazine*
Monica Johnson, *Advocate*
Saundra Johnson, *Health Educator, Gay Men's Health Crisis*
Loren Jones, *Program Director, World*
Shellye Jones, MSW, *Los Angeles County Women's Caucus*
Wilbert Jordan, MD, MPH, *Drew University, Oasis HIV Clinic*
Val Kanuha, Ph.D, *University of Hawaii at Manoa*
Marcy Kaplan, MSW, *Los Angeles Family AIDS Network*
Patricia Kloser, MD, *University of Medicine & Dentistry of New Jersey*
Andrea Kovacs, MD, Ph.D, *LAC USC Medical Center*
Fiona Kyck, *Los Angeles County Women's Caucus*
George Lemp, Dr. PH, *University of California AIDS Research Program*
Michelle Lopez, *Advocate*
Melissa Madison, BA, *Director, National AIDS Fund*
Kenneth Mayer, MD, *Brown University AIDS Program*
Eileen McGrath, JD, CAE, *American Medical Women's Association*
Karen McManus, *Director, Women of Color AIDS Council*
Rashida Mohammad Ph.D, *National Council of Negro Women, Inc.*
Patricia Nalls, *Executive Director, The Women's Collective*
Sondra Nelson, *National Association of State Alcohol & Drug Abuse Directors*

Gigi Nicks, *Patient Advocacy Director, Women's & Children's HIV Program, Cook County Hospital*
Nancy Padian, MD, Ph.D, *San Francisco General Hospital*
Frances Page, RN, MPH, *Office of Women's Health*
Sandra Paul, *Whitman Walker Clinic*
Phyllis Paxton, MPH, *Director, JWC Institute*
Willo Pequegnat, Ph.D, U.S. *Office of AIDS Research, NIH*
Melinda Ramirez Werner, *South Bay Free Clinic*
Belinda Rochelle, *Program Director, Center for Women's Policy Studies, Metro DC Collaborative*
Helen Rodriguez-Trias, MD, *Pacific Institute for Women's Health*
Zeda Rosenberg, Sc.D, *National Institute of Allergy & Infectious Disease*
Mary Jane Rotheram, Ph.D, *UCLA NPI Center for Community Health*
Margaret Scarlett, DMD, U.S. *Office of HIV/AIDS Policy*
Jane Silver, MPH, *amfAR*
Shelley Singer, *Los Angeles County Women's Caucus*
Kathleen Squiers, MD, *University of Alabama*
Debbie Thomas Bryant, *Executive Director, Diamonds, Inc.*
Kathleen Torres, MPH, *Los Angeles County Office of Women's Health*
Vivian Torres, *St. Columbia Neighborhood Club*
Sten Vermund, MD, MPH, *University of Alabama at Birmingham*
Deborah Wafer, RN, PA, *UCLA CARE Center*
Barbara Weiser, MD, *Wadsworth Center/NY State Dept. of Health*
Mimi West, MSW, *Commissioner, Narcotic and Dangerous Drug Commission of Los Angeles County*
Gail Wyatt, Ph.D, *UCLA Dept of Psychiatry*
A. Toni Young, *Consultant*
Melissa Zafonte, Ph.D, *USPHS/DHHS*
Paulina Zamudio, MPA, *Program Director, Alta Med Health Services*
Carmen Zorrilla, MD, *University of Puerto Rico*

WELCOME

Dear Participants:

It is with great pleasure that we invite you to participate in the "1999 National Conference on Women and HIV/AIDS" at the Los Angeles Convention Center. The goal of this conference is to provide a national forum to exchange information among infected and affected women, researchers, services providers, and policy makers. This forum has been designed to empower women with HIV/AIDS to become leaders in the fight against AIDS. Additionally, the Conference seeks to improve HIV/AIDS prevention, care strategies, and to set national policy and care agendas to address the epidemic and its impact on women.

It is imperative that we continue making strides in creating systems of care and great progress in the treatment of HIV/AIDS. For some time now, the greatest increase in new HIV infections has been among women, particularly low-income women and women of color. We must continue our efforts to reduce new infections and improve outcomes for those already impacted by the disease.

We welcome your participation in the 1999 National Conference on Women and HIV/AIDS. We hope that this Conference can provide you with the knowledge and tools to help fight HIV/AIDS in your communities. The struggle is not over until there is cure, a preventive vaccine and state-of-the-art healthcare for all women.



Don Knabe,
*Chairman of the Board,
Supervisor, Fourth District
Los Angeles County Board of Supervisors*

BIENVENIDOS

Estimado participante:

Es un gran placer invitarle a que participe en, "La Conferencia Nacional de las Mujeres y el VIH/SIDA del 1999" que se llevará a cabo en "Los Angeles Convention Center". La meta de esta conferencia es proveer un foro nacional para intercambiar información entre las mujeres infectadas y afectadas, investigadores, proveedores de servicios, y creadores de políticas. Este foro ha sido diseñado para habilitar a las mujeres con VIH/SIDA para que sean líderes en la lucha contra el SIDA. La conferencia también busca mejorar la prevención del VIH/SIDA, crear estrategias para cuidado médico y políticas nacionales, y agendas de tratamientos médico que acesoren la epidemia y el impacto en las mujeres.

Es imperativo que continuemos los pasos para crear sistemas de cuidados médicos y progresos grandes en los tratamientos para el VIH/SIDA. Hoy en día, los aumentos en casos nuevos del VIH se encuentran en las mujeres, particularmente, en las mujeres de bajos recursos y mujeres de color. Debemos continuar en nuestros esfuerzos para reducir las nuevas infecciones y mejorar los resultados para aquellas personas ya afectadas por la enfermedad.

Le damos la bienvenida para que participe en La Conferencia Nacional de las Mujeres y el VIH/SIDA del 1999. Esperamos que esta conferencia le pueda proveer el conocimiento y las herramientas para combatir el VIH/SIDA en sus comunidades. La lucha no se terminará hasta que haya una cura, una vacuna de prevención, y un sistema moderno de servicios para las mujeres.



Richard J. Riordan, *Mayor
Los Angeles, California*

Important Dates

August 20, 1999

Late Breaker Abstract
Submission

September 1, 1999

Scholarship Application
Deadline

September 10, 1999

Scholarship Recipients
Notified

September 24, 1999

Pre Registration Deadline

October 7 - 8, 1999

Pre-Conference

**FOR MORE
INFORMATION.....**



Conference Information:

(609) 423-7222 ext. 350

Website: www.womenandhiv99.com

E-mail: womensconf@talley.com

**PARA MÁS
INFORMACIÓN.....**



En Español Llame: (800) 847-7212

Website: www.womenandhiv99.com

Mensajes electronicos (e-mail):

womensconf@talley.com

CITY OF LOS ANGELES

CONFERENCE HOTELS

- Wilshire Grand
(Headquarters Hotel)
- Hyatt Regency
- Best Western Mayfair
- Holiday Inn Los Angeles
- Los Angeles Downtown Marriott
- Radisson Wilshire Plaza Hotel
- Holiday Inn City Center

For a complete list of attractions in the City of Los Angeles, please contact:



Los Angeles Convention and Visitors Bureau – Visitors Center

685 South Figueroa Street,
Los Angeles, CA 90017
(213) 689-8822.

Open Monday – Friday,
8:00am – 5:00pm,
Saturday 8:30am – 5:00pm
www.lacvb.com

LOCAL ATTRACTIONS

More than 80 years after the first film was shot here, Hollywood still draws those seeking stardom ... or at least a chance to be close to it.

It is helpful to think of Los Angeles in terms of five regions.

Downtown is where it all began in 1781. Downtown is the government and financial center and also embraces a cornucopia of cultures: Chinatown, Little Tokyo and Olvera Street. It is also home to the Fashion District, the Jewelry District, the Music Center and the Museum of Contemporary Art. Nearby are the University of Southern California, the museums of Exposition Park, Dodger Stadium, Griffith Park, Leimert Park and East L.A.

Hollywood is where you'll find the famous Hollywood sign, the stars of the Walk of Fame and the celebrity footprints in the Mann's Chinese Theatre courtyard, Paramount, Universal Studios and the Hollywood Bowl are also here.

The **Westside** includes some of L.A.'s most prestigious addresses in Beverly Hills, Brentwood, Bel Air, Century City and Westwood. You'll find the clubs of the Sunset Strip, power dining spots like Spago and the most famous shopping street in the world, Rodeo Drive.

Beaches, resorts, piers, the Los Angeles harbor, and a 22-mile bike path are the features of the 72 miles of Pacific coastline in the Beach Cities area.

The **Valleys** are three distinct urban and suburban areas. The San Fernando Valley is home to Warner Bros., Disney and NBC Studios and Ventura Boulevard. Santa Clarita Valley is the site of the Six Flags Magic Mountain theme park. The Rose Parade is held in Pasadena, San Gabriel Valley.

TRAVEL

United Airlines is the official airline of the 1999 National Conference on Women and HIV/AIDS. When you or your travel agent call United's toll-free number (1-800-521-4041) to book your reservations, you will receive an additional 5% discount off the lowest applicable discount fare, including First Class, OR 10% off mid-week coach fares, with no advance purchase requirement. United is also offering an additional 5% off tickets purchased at least 60 days in advance. Discounts also apply on Shuttle by United and United Express. Call United's specialized Meeting Reservations Center at 1-800-521-4041 to obtain the best fares and schedule information. Refer to Meeting ID Number 582CC. Dedicated reservationists are on duty 7 days a week, from 7:00am to 10:00pm EST. Book early to take advantage of promotional fares that give you the greatest discount. Call today as seats may be limited. Mileage Plus members receive full credit for all miles flown to this meeting. Avis and Alamo rental car companies will extend a 10% discount off applicable rental rates when reservations are made in conjunction with your United Airlines air reservation.

Super Shuttle Discount Coupons will be included with your Registration Confirmation. Additionally, scholarship participants may be eligible to receive free local transportation services.

ACCOMMODATIONS

Hotel reservations can be made via phone or fax. In order to get the preferred group rate, be certain to mention the 1999 National Conference on Women and HIV/AIDS when calling the hotels below.

HOTELS

Wilshire Grand (Headquarters Hotel) **(A)**

930 Wilshire Blvd.
Los Angeles, CA 90017
\$125.00 Single/Double
(213) 688-7777
(213) 612-3989 Fax

Hyatt Regency **(B)**

711 South Hope Street
Los Angeles, CA 90017
\$109.00 Single/Double
\$129.00 Triple/Quad
(213) 683-1234
(213) 629-3230 Fax

Best Western Mayfair **(C)**

1256 West Seventh Street
Los Angeles, CA 90017
\$105.00 Single/Double
\$120.00 Triple/Quad
(213) 483-1313
(213) 484-2769 Fax

Holiday Inn Los Angeles **(D)**

750 Garland Avenue at 8th Street
Los Angeles, CA 90017
\$95.00 Single/Double
\$105.00 Triple/Quad
(213) 628-5242
(213) 628-1201 Fax

Los Angeles Downtown Marriott **(E)**

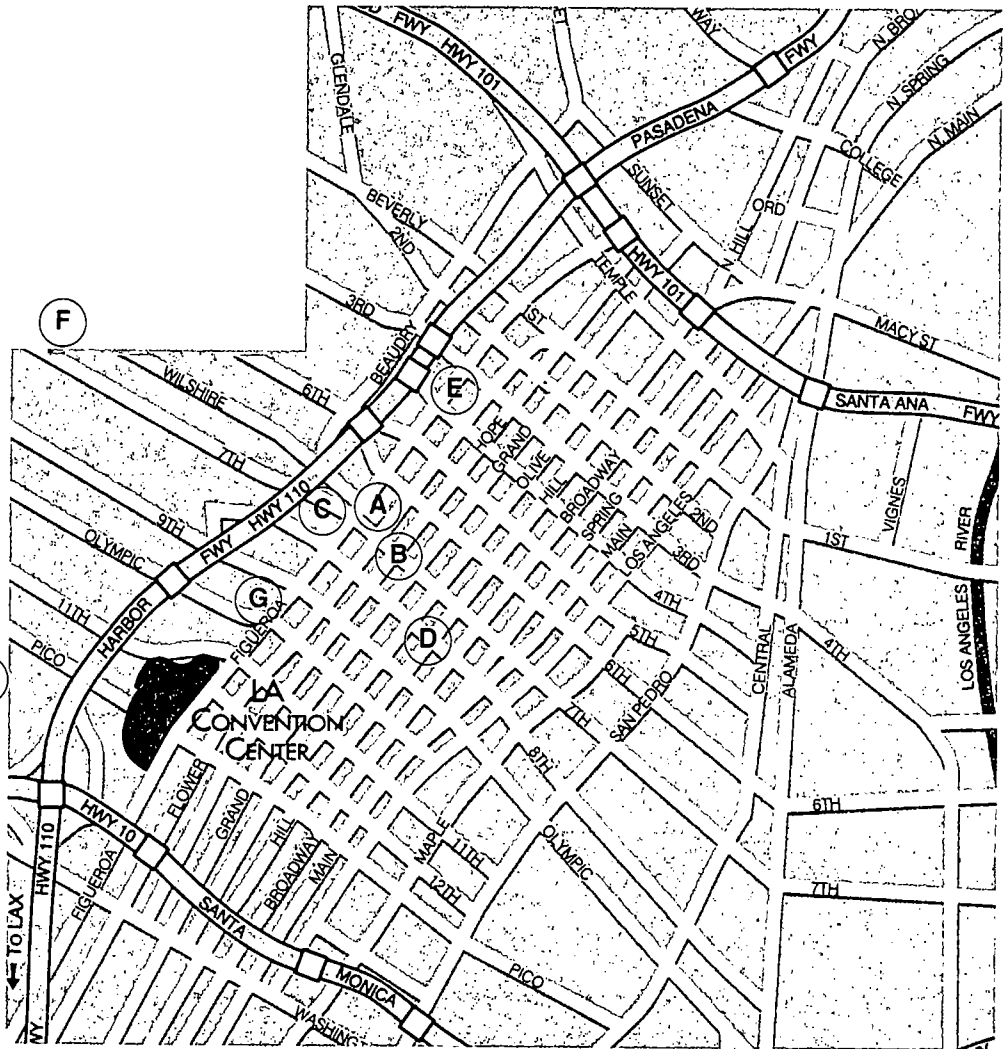
333 South Figueroa Street
Los Angeles, CA 90071
\$115.00 Single/Double
\$135.00 Triple; \$155.00 Quad
(213) 617-1133
(213) 613-0291 Fax

Radisson Wilshire Plaza Hotel **(F)**

(luxury metro-link to downtown)
3515 Wilshire Boulevard
Los Angeles, CA 90010
\$109.00 Single, \$129.00 Double
\$149.00 Triple/Quad
(Rate includes American Breakfast)
(213) 381-7411
(213) 386-7379 Fax

Holiday Inn City Center **(G)**

1020 South Figueroa St. at Olympic Boulevard
Los Angeles, CA 90015
\$107.00 Single/Double / \$119.00 Triple/Quad
(213) 748-1291
(213) 748-6028 Fax



Rates do not include city occupancy tax of 14%.

We guarantee of one night's room and tax is required for each individual requesting a room accommodation secured via check, money order or a major credit card.

If your plans change, refer to your confirmation number for the cancellation policy.

Deadline for Hotel Reservations is September 10, 1999.

THE 1999 NATIONAL CONFERENCE ON WOMEN AND HIV/AIDS

NAVIGATING INTO THE NEW MILLENNIUM THROUGH COLLABORATION

SCHEDULE AT A GLANCE*

FRIDAY, OCTOBER 8, 1999

Pre-Conference Activities - L.I.N.K.A.G.E.S.

SATURDAY, OCTOBER 9, 1999

4:00 - 4:30 PM	Opening Ceremonies
4:30 - 6:00 PM	Opening Session
6:00 - 8:00 PM	Opening Reception/Exhibit Hall

SUNDAY, OCTOBER 10, 1999

9:00 - 10:45 AM	2 Concurrent Plenaries
10:45 - 11:15 AM	Coffee Break
10:45 - 12:00 PM	Exhibits and Posters
11:15 - 12:00 PM	State of Prevention/Science/Policy Lectures 4-5 Concurrent
12:00 - 1:30 PM	Luncheon Plenary
1:30 - 3:00 PM	Oral Panels (abstracts or presentations) 3-4 Concurrent
1:30 - 4:30 PM	Symposia 3-4 Concurrent
1:30 - 5:00 PM	Exhibits and Posters
3:00 - 3:30 PM	Refreshment Break
3:30 - 5:00 PM	Round tables
6:00 - 9:00 PM	Agouron Satellite Symposium: Title TBA

MONDAY, OCTOBER 11, 1999

Repeat of Sunday Schedule w/ lunch time open for exhibits and posters

12:00 - 1:30 PM	amfAR Satellite Symposium: Women's Initiative: Models for the Recruitment and Retention of Women in Clinical Trials
6:00 - 9:00 PM	Bristol-Myers Squibb Satellite Symposium: Women and HIV: Diagnosing, Treating and Educating

TUESDAY, OCTOBER 12, 1999

9:00 - 10:30 AM	Plenary Session/ Late Breakers
10:30 - 11:00 AM	Coffee Break
11:00 - 12:30 PM	Plenary: Setting Agenda for the Future

*Schedule subject to additions and changes.

PLENARY SESSIONS

BASIC & CLINICAL SCIENCE

Antiretroviral Therapy Today

 **What's the Real Deal about Antiretroviral Therapy?**

Beri Hull

Pragmatic Considerations in Antiretroviral Therapy for Women

Ken Mayer, MD

Treatment Guidelines STD's and GYN Care

Cecilla Maxwell, MD

Opportunistic Infections & Malignancies: Current Thinking on Prophylaxis & Treatment

Judith Currier, MD

What are the Adverse Effects of Antiretroviral Therapy seen in Women?

Lisa Hirshhorn MD, PhD

Viral Load, Resistance & Other Monitors of Therapeutic Efficacy

When do I Push for these Tests and How do I Access Them?

Vivian Torres

Viral Load Monitoring:

Why, When, How Much (is too much)?

Kathy Anastos, MD

Genotyping & Phenotyping:

An overview of when it can and can't help with clinical decision making

Vicki Johnson, MD

Immunology Markers of Clinical Efficacy and Disease Progression

Sarah Rowland-Jones, MD

Are "Special Populations" Unique?

An Update on Clinical Care Issues in an Emerging Majority

 **Treatment of Incarcerated Women**

Jim Flanigan, MD

How Injection Drug Use Complicates the Treatment of HIV Infected Women

Wafaa El Sadr, MD

"Older" Women and Treatment Issues

Patricia Kloser, MD

Language Barriers and Treatment Information

Marina Gomez, Treatment Advocate

BEHAVIORAL & PREVENTION SCIENCE

Prevention at a Crossroads: Bridging Science to Communities

Overview of Current Research

Gail Wyatt, PhD

Love Sex & Power

Hortensia Amaro, PhD

Planning for Prevention in Communities of Color

A. Toni Young

Positive Woman: Her Life and Family

Lanere Holmes-Rollins, MPH, ACE-OUT

POLICY & PUBLIC HEALTH

Developing a National HIV Policy Agenda on Women

Why a National Policy Agenda is Urgently Needed?

TBA

 **HIV and the Women's Health Agenda**

Wanda Jones, Dr. PH.

Economic & Gender Justice

Elaine Daniels, MD

Epidemiology: Class, Race, Gender, Sexual Orientation and National Origin Bias

Elaine Daniels, MD

Public Policy and HIV-Positive Women

Marlene Diaz

SYMPOSIA & STATE OF SCIENCE LECTURES

BEHAVIORAL & PREVENTION SCIENCE

- Preventative Vaccines
- Planning for Prevention in Communities of Color
- Women in Prevention: A Holistic Approach to Multiple Paradigms
- Innovative Prevention Strategies for Multi-Cultural Communities
- Nutrition
- New Research on Woman To Woman Transmission
- Spirituality

POLICY & PUBLIC HEALTH

- Ryan White & HOPWA Reauthorization
- Medical Privacy, Confidentiality and Discrimination of Women
- International Ethics, Patents and Access to Medicine
- Names Reporting and Partner Notification
- Testing, Counseling and Consent
- Family Custody and Guardianship
- Criminalization and Violence
- Disability Rights
- Poverty Risks and Sexual Rights

BASIC & CLINICAL SCIENCE

- Women's Interagency HIV Study / HERS Forum
- Case Studies: Interactive Discussion on Women with Multiple Chronic Diseases Living with HIV/AIDS
- Biological Interventions to Prevent HIV Transmission
- HIV Co-Receptors and Cell Tropism: How They Influence Transmission, Disease Progression & Response to Therapy
- Hepatitis A, B, C: Treat, Vaccinate or Neither?
- Pregnant Women Living with HIV/AIDS
- Gynecological Infections in HIV-Infected Women
- Nutrition and Metabolic Complications
- Reservoirs and Resistance
- Immune Response
- Adherence/Access
- Dermatological Manifestations of HIV and STD's (Show & Tell)
- Hepatitis C: Basic Understanding of Disease Progression

ACCREDITATION/DISCLOSURE

The University of Southern California School of Medicine is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to sponsor continuing medical education for physicians.

The University of Southern California School of Medicine designates this continuing medical education activity for a maximum of 24 hours in Category 1 credit towards the AMA Physician's Recognition Award. Each physician should claim only those hours of credit that he/she actually spent in the educational activity.

The California State Board of Registered Nursing accepts courses approved for Category 1 credit as meeting the continuing education requirements for license renewal. Check with your state board to verify applicability.

The University of Southern California School of Medicine Postgraduate Division relies on its CME faculty to provide program content that is free of commercial bias. In accordance with ACCME standards, any faculty/industry relationships germane to the program content will be disclosed in the program syllabus.

PRE-CONFERENCE OCTOBER 7-9, 1999

L.I.N.K.A.G.E.S.

(Learning To Use Information, Networking, Knowledge and Access to Gain Empowerment and Strength)

A pre-conference program for women living with HIV/AIDS attending the 1999 National Conference.

The pre-conference program will cover topics that parallel the content and information that will be presented during the full conference. The program includes Basic and Clinical Sciences, Behavioral and Prevention Sciences, and Policy and Public Health, as well as additional sessions covering issues regarding caregivers, partners and spirituality.

Each session will be interactive and informative, designed to help the attendee understand and participate in the full conference. Sessions will cover content areas, basic information and definitions. Participants will be encouraged to ask questions, learn to network with other conference participants and share their knowledge and experience with colleagues and friends back home after the conference.

THURSDAY, OCTOBER 7

Pre-conference Evening Reception

FRIDAY, OCTOBER 8

8 - 9 AM Registration/Breakfast
9 - 10:15 AM Opening Inspiration and Tips
10:30 - 12:30 Workshop Sessions
12:30 - 2 PM Lunch and
Convention Ctr. Tours/Orientation
2 - 4 PM Workshop Sessions
5 - 7 PM Dinner and Women's Summit

SATURDAY, OCTOBER 9

Optional Peer Lead Support Groups
Or
local tours and activities

SCHOLARSHIP INFORMATION AND APPLICATION

Para información sobre la aplicación para la beca en español, favor de llamar al 1-800-847-7212.

The 1999 National Conference on Women and HIV/AIDS seeks to provide a national forum for the exchange of information among researchers, service providers, policy makers, and infected and affected women. It is hoped that the conference will be a catalyst for action to improve the quality of prevention and healthcare for all women. Additionally, the conference will provide a unique opportunity for women impacted by HIV/AIDS to be actively involved in presentations, discussions and decisions affecting women-oriented research, models of prevention, treatment and care.

SCHOLARSHIP FUND

Financial assistance is available to women living with HIV/AIDS. Priority will be given to applicants who:

- are HIV-positive or are living with AIDS;
- live in communities where access to services is limited; and
- have never attended a national HIV/AIDS conference.

Scholarship recipients will be asked to attend a pre-conference reception Thursday evening, October 7. An all day session follows on Friday, October 8. The 1999 National Conference on Women and HIV/AIDS begins officially on Saturday evening, October 9. Pre-conference participants are encouraged to explore and experience the best of Los Angeles during the day on Saturday, October 9.

A minimum of 300 scholarships are available. Both partial and full scholarships are available. Scholarships can cover the cost of air travel, hotel, registration fees, local transportation and/or childcare. The number of scholarships is limited. Nevertheless, we will make every effort to provide some form of scholarship to every woman living with HIV/AIDS who applies by the application deadline of September 1. Scholarship applicants will be notified by September 10, 1999. The deadline for conference pre-registration is September 24. Scholarship applications will not be accepted after September 1, and requests for waiver of registration fees cannot be honored at the door. We strongly encourage interested applicants to seek other scholarship aid to improve their chances of attending the conference. Due to limited funds, scholarships for hotel expenses are based on double occupancy and scholarship recipients will be asked to share a room.

Information provided on the scholarship application is confidential and will be shared only with the Scholarship Review Committee in order to select scholarship recipients and to document the need for scholarships.

SCHOLARSHIP APPLICATION

Persons who apply for scholarships must complete the enclosed *Scholarship Application Form* and the *Registration Form* and mail them to:

1999 National Conference On Women and HIV/AIDS
Scholarship Review Committee
Talley Management Group
19 Mantua Road,
Mount Royal, New Jersey 08061

Applications and Registration Form must be received by **September 1, 1999**. Applications via fax will be accepted at (609) 423-3420. If you have questions, please call toll free at, 1 (877) 266-3966.

1999 NATIONAL CONFERENCE ON WOMEN AND HIV/AIDS – SCHOLARSHIP APPLICATION FORM

APPLICANT INFORMATION (Please print or type)

Name _____ Organization (optional) _____

Mailing Address _____

City _____ State _____ Zip/Postal Code _____ E-Mail _____

Day Time Phone (_____) _____ Other Phone (_____) _____ Fax (_____) _____

ETHNICITY (optional): ☐ African-American ☐ Native American ☐ Asian-American / Pacific Islander ☐ Caucasian (Non-Hispanic)
☐ Hispanic /Latina (o) ☐ Other (please specify) _____

GENDER: ☐ Female ☐ Male ☐ Transgender

HIV STATUS: ☐ HIV-negative ☐ HIV-positive ☐ AIDS ☐ Do not know ☐ Partner is HIV-positive

ARE YOU SUBMITTING AN ABSTRACT/PRESENTATION FOR THE 1999 NATIONAL CONFERENCE ON WOMEN AND HIV/AIDS? ☐ Yes ☐ No

If you answered Yes, please fill in the following: ☐ Panel ☐ Poster ☐ Paper ☐ Symposium ☐ Roundtable ☐ Pre-conference

Please list any national and/or international HIV/AIDS conferences you have attended in the past 2 years: _____

Please list other sources you have applied to for financial assistance to attend this conference and the agency(ies) you are receiving services from: _____

PLEASE PROVIDE US WITH THE FOLLOWING INFORMATION : What is your estimated monthly income? \$ _____

How many children under the age of 12 are living with you? _____

Scholarship funds, other than for daycare, for children under the age of 12 are not available.

If you plan to bring children, please list the number: _____

PLEASE RANK THE SUPPORT MOST IMPORTANT TO YOU (1 = HIGHEST AND 5 = LOWEST NEED):

_____ Registration Fee of: \$ _____ (See Registration Form) No onsite registration is available for scholarship applicants.

_____ Air Travel (this is a prepaid ticket at lowest fare)

_____ Hotel Accommodations (based on double occupancy)

_____ Local transportation (you may be eligible to receive free transportation services such as public transit, van service, taxi etc.)

_____ Childcare (please list the ages of your children who will be attending the conference with you: _____)

Please list any special needs here: _____ smoking _____ non-smoking _____ refrigeration for medication _____ wheelchair
_____ hearing impaired _____ other _____

IN THE SPACE BELOW, PLEASE DESCRIBE WHY AND HOW YOU WILL BENEFIT FROM ATTENDING THE 1999 NATIONAL CONFERENCE ON WOMEN AND HIV/AIDS. PLEASE PRINT LEGIBLY IN BLACK OR BLUE PEN. ALSO INDICATE HOW WE CAN ASSIST YOU IN MAKING YOUR WAY THROUGH THE CONFERENCE. (Please feel free to attach additional sheets if necessary.) _____

ALL SCHOLARSHIP APPLICANTS SIGN THE FOLLOWING DECLARATION:

I agree to inform the 1999 National Conference on Women and HIV/AIDS Scholarship Committee immediately if I am awarded sponsorship from other sources which duplicates any of the support I have requested in this application. I understand that failure to do so may result in cancellation of any support awarded to me by the 1999 National Conference on Women and HIV/AIDS Scholarship Committee. I agree to attend the Pre-Conference if I am awarded a scholarship.

Signature _____ Date _____

REGISTRATION AND HOUSING INFORMATION

REGISTRATION PROCEDURES

Scholarship applicants please refer to Scholarship Application Form.

By Mail

Complete the registration form and mail with payment to:

1999 National Conference on Women and HIV/AIDS
Registration Department
216 Darby Road
Havertown, PA 19083

By Fax - 24 hours/day, 7 days/week

Credit card payment only.

Fill out the registration form and fax it along with your credit card number to: 610-853-9958

By Internet

Download the registration form from the website

<http://www.womenandhiv99.com>

or register electronically.

Mail, fax or submit the form and payment as listed above.

Updated information about the conference will be listed on the web site.

No registration(s) will be processed without payment or awarded scholarship.

Phone registrations will not be accepted.

NOTES ON REGISTERING

- This form is designed for one registrant and guest. Please photocopy the form as needed for additional registrants.
- The 1999 National Conference on Women and HIV/AIDS does not accept wire transfers and foreign currency. Checks must be drawn on a US bank in US dollars. The 1999 National Conference on Women and HIV/AIDS will return all checks that do not meet these requirements.
- Purchase orders will be accepted with registration forms, but are not eligible for the pre-registration rates.
- You must complete all information on the registration form. Inaccurate or incomplete information will delay the processing and mailing of your confirmation which functions as your receipt.
- Press Registration - The Conference is open to all credentialed members of the press. Please check the box marked press on the second line. Include a copy of your credentials and a copy of your publication with your completed registration form. Fees are not required for members of the credentialed press.

CANCELLATION POLICY

Cancellations must be made in writing and must be received no later than October 1, 1999. Refunds are subject to a \$50 Cancellation fee. There will be no refunds given after October 1, 1999. (Special arrangements can be made for medical cancellations accompanied by a physician's note and received no later than October 10, 1999.) Conference registration fees are refunded upon conclusion of the Conference.

DEADLINES

SEPTEMBER 1, 1999
Scholarship Applications must be received

SEPTEMBER 10, 1999
Hotel Reservation

Scholarship Applicants Notified

SEPTEMBER 24, 1999
Pre-Registration Deadline

OCTOBER 9, 1999
On-Site Registration beginning at 8:00 am at the Los Angeles Convention Center

REGISTRATION FORM

Name (First & Last)

Title

Company

Address

City

ST

Zip Code

Country

Phone

Fax

Email

T.
(P) ☐ Presenter (MO) ☐ Moderator (EX) ☐ Exhibitor (AT) ☐ Attendee (ME) ☐ Mentor (PR) ☐ Press

O. (Y) ☐ Special Needs: **Z.** Scholarship Applicant: ☐ Yes ☐ No

Q. I require child care services for: (G) ☐ Girls ages: (B) ☐ Boys ages: **X.** Check here if you qualify as an International Registrant (w) ☐
Information will be sent to you regarding this separate charge.

REGISTRATION RATES

	Before 9/24/99	After 9/24/99	Fees
Government agencies, universities, for profit companies.	(1) ☐ \$400.00	(2) ☐ \$450.00	\$
Non-profit or community-based organizations and people living with HIV/AIDS who do not qualify for scholarships.	(3) ☐ \$300.00	(4) ☐ \$350.00	\$
Student's with verification of full-time status from campus registrar's office/adolescents up to 19 years of age.	(5) ☐ \$175.00	(6) ☐ \$225.00	\$

SPECIAL EVENTS/OTHER

(7) ☐ Scholarship Fund Donation (Tax deductible to the extent allowed by law) \$

(8) ☐ I plan to attend the pre-Conference No Fee

Total \$

(Access to all conference activities will be limited to participants with official conference registration badges.)

PAYMENT METHOD

☐ Visa ☐ MasterCard ☐ Amex ☐ Check/Money Order
Make payable to: 1999 National Conference on Women and HIV/AIDS
(Funds must be drawn in US Dollars on a US bank)

Name (as it appears on card)

Credit Card #

Exp.

Signature of card holder

Mail/Fax to:

1999 National Conference on Women and HIV/AIDS
c/o of World Wide Registration Systems, Inc.
218 Darby Road
Havertown, PA 19083
FAX: 610-853-9958

***The Symposium on
Governing Healthcare Systems of the Future***

600 Stewart Street, Suite 1605
Seattle, WA 98101-1220
Phone (888) 538-8014
Fax (206) 441-6369

July 19, 1999

Dear Healthcare Leader:

The *Symposium on Governing Healthcare Systems of the Future* will be conducted November 14 - 17, 1999 at the world-class Desert Springs Resort & Spa in Palm Springs, California. In a relaxed, resort environment, an estimated 500+ board members, physician leaders and chief executives will hear presentations by leaders of some of the most advanced healthcare systems in the country. They will learn about the latest developments in Internet healthcare, telemedicine and human genome therapy. Furthermore, they will learn first hand from Gail R. Wilensky, Ph.D., the latest thinking on one of the most critical issues facing the industry – the future of Medicare.

This conference is unlike any other program in the marketplace today. It is designed to encourage networking and to provide a context for health system-specific retreats. It is designed to be a focused, practical and cost-effective source of education and information with a faculty of leaders who are actually in the trenches.

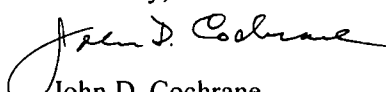
The objectives of the 4-day conference are to provide those who govern health systems with a better understanding of market dynamics, compare and contrast strategies for reinventing the organization to survive and thrive, provide a window to the future on emerging, break-through technologies, offer a perspective on critical financial issues, and finally, to provide an exceptional networking forum.

We are offering an optional preconference workshop on Sunday, a full day of instruction followed by a hosted desert evening reception on Monday, and two half days on Tuesday and Wednesday with afternoons off to enjoy a golf tournament, customized health system retreats, shopping on the famous El Paseo Drive, and the many recreational activities of this popular desert resort location.

As we anticipate an excellent response, you are encouraged to register and obtain both airline and hotel reservations early. The Desert Springs hotel is a spectacular 400-acre resort, featuring a European style spa, (2) 18 hole championship golf courses, a lawn and tennis club, 13 specialty restaurants, a high-energy nightclub, sparkling pools, shopping and more. It is located just 12 miles from the Palm Springs Regional Airport. A special room rate has been arranged at the hotel, along with discounts for both air travel and rental car. We are also offering special early registration and group tuition rates. A discount is also offered for alumni of the Symposium on Integrated Healthcare, subscribers to the Integrated Healthcare Report and Alumni of the National Congress Healthcare Conference Series. For more information visit our web site at www.governancesymposium.com, or call 888-538-8014.

We look forward to seeing you in November.

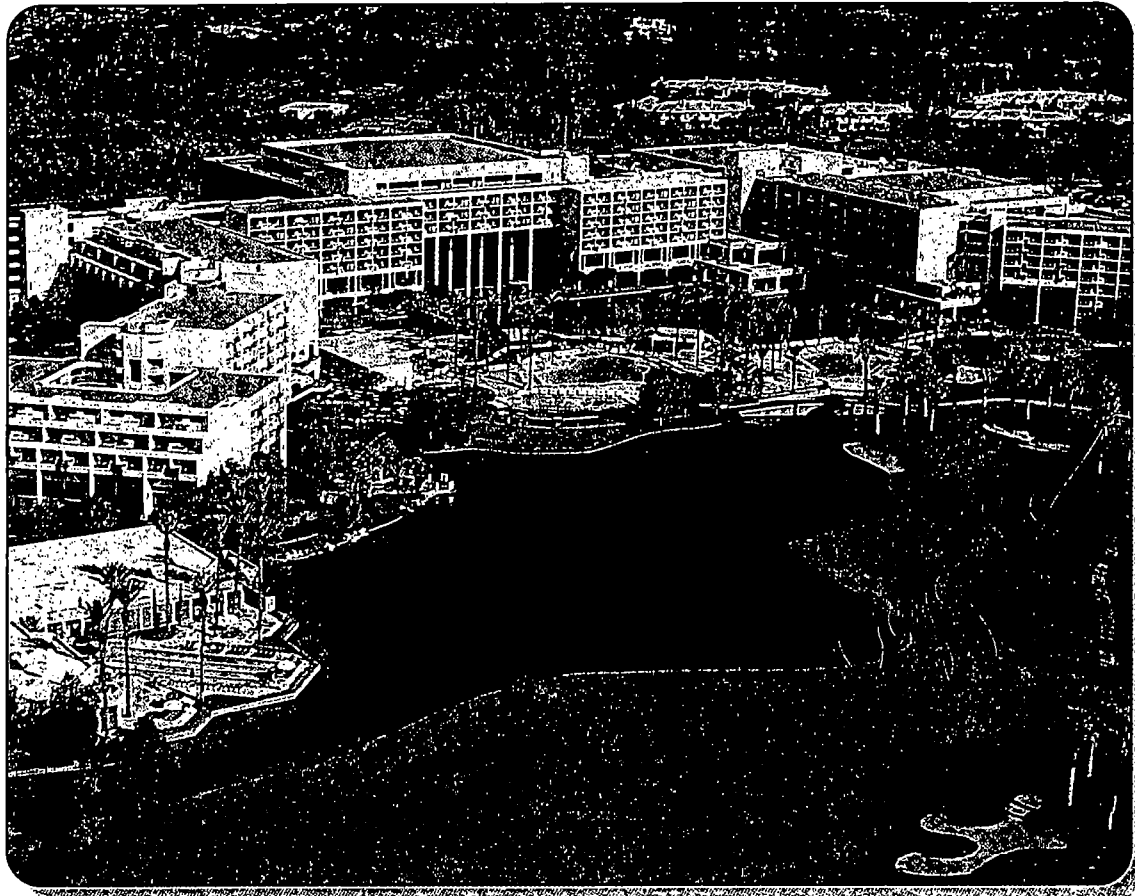
Sincerely,


John D. Cochrane
Conference Co-Chair


Peter N. Grant, J.D., Ph.D.
Conference Co-Chair

INTEGRATED HEALTHCARE INSTITUTE
&
NATIONAL CONGRESS HEALTHCARE CONFERENCE SERIES™

Present



The Symposium on

Governing Healthcare Systems of the Future

An Annual Leadership Retreat for Innovators

November 14 - 17, 1999

Early Registration Reduced Rate Deadline
October 15, 1999

Wrap Your Retreat
Around Ours

Special
Self-Directed
Workshops
Available on
Day Two

CO-SPONSORED BY:

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Healthcare Forum Journal
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DESERT
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Palm Springs, California

Major Support Provided by
Restricted Educational Grant From:

Heidrick & Struggles



www.governancesymposium.com

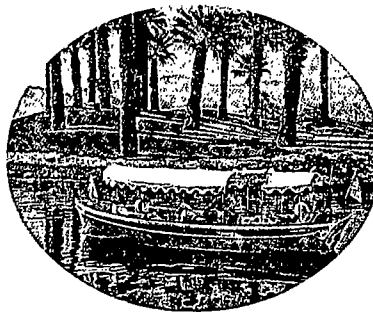
Golf
Tournament
on
Tuesday Afternoon

Vision

As we near the close of this decade and the beginning of the next millennium, health systems, medical groups and HMOs face many challenges. Internet-savvy consumers are demanding a greater role in their own care and greater choice of provider. HMOs are increasing premiums to improve sagging bottomlines. At the same time, physicians and hospitals are feeling even more pressure from both public and private payers to cut costs. The problem is that after years of cutting costs, the delivery system is buckling under the strain. As we go forward, it won't be enough to simply lay people off, shed unprofitable business lines and delay purchases. To survive, it will take a fundamental change in the way we do business. For most organizations, the primary facilitator of change will be an educated board of directors. They will need a crystal-clear understanding of forces in the marketplace and the strategic alternatives. How are similar organizations addressing the issues? How will rapid changes in technology alter the future model for delivering care? How will the largest customer -- Medicare -- act in the future to either increase or limit the resources to care for an aging population?

Organizations have failed over the past few years when their boards have clung to the view that the business they were in revolved around in-patients. The hospital of today, in fact, has evolved from a "facility" to a network of relationships among centers of care along an entire continuum. Organizations have also failed when their boards became paralyzed over short term operating losses. Often, the vision of the future has been discarded in a rush to fix the bottomline. In the process, the future of the organization itself may have been discarded.

Without a doubt these are difficult times for health systems and medical groups. Yet, with few exceptions, most current-day trustee education programs address the "softer" traditional issues of governance, i.e., improving the health of communities, medical staff relations, ethics and board room processes. Other conferences for trustees seem to have no vision of the future. The faculty are often only a collection of individuals who instill fear and tell you what you cannot do - not what is possible. Fear is a quick route to organizational paralysis, and that is the last thing needed in today's healthcare environment.



In the past year we have seen the impact of Y2K, the Balanced Budget Act of 1997, and major cut-backs by money-losing commercial HMOs all hit the industry at the same time. When markets are in revolution and organizational survival is at stake, the educational experience must go beyond the basics. It must focus on real-world benchmark strategies for reengineering the organization. It should also bring into crisp focus the revolutionary changes that are just around the corner. With the latest developments on the Internet in telemedicine and human gene therapy, the next revolution in the way we do business may be just around the corner.

This Symposium is a summit meeting for directors, physician leaders and chief executives and is designed to enhance performance as organizations make the transition to the next millennium. The goal of the program is to encourage the best and the brightest to tackle the future with vigor.

The Program

This program is unlike any other program in the marketplace today. It is focused, direct, and practical, and deals with both current and future critical issues facing those who govern. The objectives are:

- ◆ To provide those who govern health systems with a better understanding of marketplace dynamics and how best to meet the new challenges.
- ◆ To compare and contrast strategies for reinventing the organization to survive and thrive, with a focus on the changing role of trustees.
- ◆ To provide a window to the future on emerging, break-through technologies that will change the way we do business.
- ◆ To offer perspective on critical financial issues facing health systems and physician groups.

- ◆ To provide an exceptional networking forum for exchanging ideas with fellow board members, physician leaders and chief executives.

We are offering an optional (separate tuition) pre-conference workshop on Sunday afternoon dealing with the *Alleghany Health Education & Research Foundation (AHERF) Bankruptcy: Lessons & Implications for Senior Management & Trustees*.

There will be a hosted reception on Monday evening. On Tuesday and Wednesday afternoons we have reserved a limited number of small-group meeting rooms for organizations to conduct a "retreat-within-a-retreat" (please register in advance). Attendees can also enjoy a great golf tournament on Tuesday afternoon, go shopping on the famous El Paseo Drive (also known as the "Rodeo Drive of the Desert") or just kick back and enjoy the ambiance of a world-class desert resort.

Who Should Attend

This conference is designed for healthcare system CEOs, boards of directors of non-profit health systems and physician leaders.

Our intent is to attract a diverse audience that is not composed of any one constituency focusing on its own insular issues. Over 10,000 people have attended our popular *Annual Symposium on Integrated Healthcare* and the *Annual Symposium on Governing Integrated Healthcare Systems* in the past six years. The diversity of the audiences has substantially enhanced the learning process. The Symposium's goal is to be a "meeting place" or a summit, where the issues of collaboration and integration can be explored in a cross-cultural way among those representing hospitals, health systems, medical groups and insurance entities.

We have designed the tuition structure and program format to be particularly suitable for groups from single organizations, as an alternative to a board retreat. During the first day, and the second and third half days, the group will hear from nationally prominent speakers. On the afternoons of days two and three, groups will have the option of conducting their own "mini" follow-up retreat in smaller, pre-arranged conference rooms.

Symposium Agenda

Monday, November 15, 1999

7:00 am Registration & Continental Breakfast

8:00 am *Welcome & Introductions*

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

Symposium Co-Chair

Partner, Davis Wright Tremaine LLP

Seattle, WA and San Francisco, CA

8:15 am *Market Trends: Course Corrections & New Directions*

John D. Cochrane, M.H.A. (Moderator)

Symposium Co-Chair

Editor, *Integrated Healthcare Report*

Escondido, CA

9:00 am *Can the Healthcare System Survive & Thrive
in an Environment of Increasing Risk?*

Peter Boland, Ph.D.

Editor, *The Capitation Sourcebook and*

Redesigning Healthcare Delivery

President

Boland Healthcare, Inc.

Berkeley, CA

10:00 am Break

10:15 am *Mayo: Will Innovation Survive the Shake-Out?
Reinventing Healthcare for the 21st Century*

Michael Wood, M.D.

President & CEO

Mayo Foundation

Rochester, MN

11:00 am *Sentara: What's Next After Integrated
Healthcare & Implications for Boards
(Case Study)*

David L. Bernd

CEO

Sentara Healthcare

Norfolk, VA

11:45 am Audience Participation
Morning Faculty Q & A

12:00 pm Luncheon

*Into Thin Air: The NASA/Yale
Mount Everest Extreme 99 Expedition &
Implications for Telemedicine*

Jim J. Tuchi

President & Chief Executive Officer

Millennium Healthcare Solutions

Edison, NJ

Kenneth Kamler, M.D.

Member, Climbing Team

NASA/Yale

Everest Extreme 99 Expedition

New Hyde Park, NY

1:30 pm *Building Strategic Partnerships with
Physicians that Work*

F. Kenneth Ackerman, Jr.

(Former CEO of Geisinger Medical Center)

Vice President

McManis Associates, Inc.

Washington, D.C.

2:15 pm Break

2:30 pm *Ochsner Health Care: Balancing
Priorities in Governing & Managing
Clinic, Hospital & Health Plan (Case Study)*

Frank A. Riddick, Jr., M.D.

Chief Executive Officer

Alton Ochsner Medical Foundation

New Orleans, LA

3:15 pm *Scripps Health: Tough Markets Require
Innovation & Guts (Case Study)*

Stan J. Pappelbaum, M.D.

President & CEO

Scripps Health

San Diego, CA

4:00 pm *Will Washington Play "Doctor" or
"Undertaker" in the Coming Reforms?*

Donald W. Fisher, Ph.D., C.A.E.

Chief Executive Officer

American Medical Group Association, Inc.

Alexandria, VA

4:45 pm Audience Participation
Afternoon Faculty Q & A

5:00 pm Adjournment

6:00 pm *A Desert Evening Outdoor Reception*

Alleghany Health Education and Research Foundation (AHERF)

*Bankruptcy: Lessons and Implications for
Senior Management and Trustees*

Optional Preconference Workshop

Sunday, November 14, 1999 1:00-5:00 pm

(Early Registration 11:00 am - 5:00 pm)

Lawton R. Burns, Ph.D., M.B.A.

Professor of Health Care Systems

The Wharton School

University of Pennsylvania

Philadelphia, PA

Susan G. Duffy, Esq.

Partner, Davis Wright Tremaine LLP

Seattle, WA

Gerald M. Hinkley, Esq.

Partner, Davis Wright Tremaine LLP

San Francisco, CA

Symposium Agenda

Tuesday, November 16, 1999

Wednesday, November 17, 1999

- 7:00 am Continental Breakfast
- 8:00 am *Opening Remarks*
Barry S. Bader (Moderator)
Governance Consultant
Bader & Associates
Potomac, MD
- 8:10 am *Connectivity, Consumer Empowerment and the Future of Healthcare on the Net*
Joyce Flory, Ph.D.
Principal
Communications for Business & Health
Chicago, IL
- 9:00 am *Bio-Breakthroughs in Healthcare*
Clement Bezold, Ph.D.
President
Institute for Alternative Futures
Alexandria, VA
- 9:30 am *Telemedicine: The Globalization of Healthcare*
Ace Allen, M.D.
Editor
Telemedicine Today Magazine
Associate Professor of Medicine
University of Kansas Medical School
Overland Park, KS
- 10:15 am Break
- 10:30 am *Service Line Management: Is it the Next Paradigm for Organizing Integrated Healthcare Systems?*
Martin P. Charns, DBA
Professor & Director
Program on Health Policy & Management
Director, VA Management Decision & Research Center
Boston, MA
- 11:15 am *The Board Room of the Future: Wired & Professional*
Barry S. Bader
Governance Consultant
Bader & Associates
Potomac, MD
- 12:00 pm Audience Participation
Morning Faculty Q & A
- 12:15 pm Adjourn to Afternoon Activities
- 12:30 pm **GOLF TOURNAMENT-Scramble**
- 1:30 pm *Optional: Trustee Small Group Conferences/Self-Directed Workshops (Registration Required, No Separate Charge)*

- 7:00 am Continental Breakfast
- 8:00 am *Opening Remarks*
Peter N. Grant, J.D., Ph.D. (Moderator)
Symposium Co-Chair
Partner, Davis Wright Tremaine LLP
Seattle, WA and San Francisco, CA
- 8:15 am *Will the Balanced Budget Act Mean the Demise of Healthcare in the U.S.?*
Gail R. Wilensky, Ph.D.
John M. Olin Senior Fellow at Project Hope
Chair, Medicare Payment Advisory Commission
Bethesda, MD
- 9:15 am *Special AHA Report: Impact of the Balanced Budget Act on Hospital Systems & Physicians*
Allen Dobson, Ph.D.
Senior Vice President
The Lewin Group
Falls Church, VA
- 10:00 am Break
- 10:15 am *Sutter Health: Responding to Market Pressures, Restructuring & Adapting to Change*
Van R. Johnson
President & CEO
Sutter Health
Sacramento, CA
- 11:00 am *What Will the Most Critical Issues Be for Trustees in the Coming Years?*
Roundtable Discussion & Audience Interaction
(Including Above Speakers and the Following:)
David L. Bernd
CEO
Sentara Healthcare
Norfolk, VA
Donald W. Fisher, Ph.D., C.A.E.
Chief Executive Officer
American Medical Group Association, Inc.
Alexandria, VA
Stan J. Pappelbaum, M.D.
President & CEO
Scripps Health
San Diego, CA
Frank A. Riddick, Jr., M.D.
Chief Executive Officer
Alton Ochsner Medical Foundation
New Orleans, LA
- 12:00 am *Conference Summary & Conclusions*
John D. Cochrane, M.H.A.,
Symposium Co-Chair
Editor, *Integrated Healthcare Report*
- 12:15 pm Adjournment

Registration Form

THE SYMPOSIUM ON GOVERNING HEALTHCARE SYSTEMS OF THE FUTURE

Sunday-Wednesday, November 14-17, 1999

Apply early as space is limited. Submission of an application does not guarantee a space.

Symposium registration is confirmed upon full payment.



PLEASE COMPLETE THE FOLLOWING

NAME OF ORGANIZATION:

- ☐ Healthcare System ☐ Medical Group
☐ Hospital (# of Beds: _____) ☐ Other (Please Specify)

MAILING ADDRESS

CITY STATE ZIP

TELEPHONE FAX

PERSON IN CHARGE OF ARRANGEMENTS

TITLE TELEPHONE

NUMBER OF REGISTRANTS (LIST ON NEXT PAGE) TO ATTEND:

→ Please advise us if you will need interpretive services or other special accommodations.



REGISTRATION FEES**

Alumni

Through October 15, 1999

First organization registrant \$995
Each additional organization registrant \$895

After October 15, 1999

First organization registrant \$1,095
Each additional organization registrant \$995

☐ *Non-Alumni

Through October 15, 1999

First organization registrant \$1,095
Each additional organization registrant \$995

After October 15, 1999

First organization registrant \$1,195
Each additional organization registrant \$1,095

☐ Preconference Workshop

If registered for symposium (per person) \$295

☐ Preconference Workshop

If not registered for symposium \$495

Total \$ _____

*Alumni: Alumni include people who have attended past programs conducted by the National Congress Health Care Conference Series, the Integrated Healthcare Symposium and subscribers to the Integrated Healthcare Report.

Registrants must be alumni to receive discount.

Group Discounts: For groups of 10 or more there is a special rate of \$875 per person.



PAYMENT OPTIONS

Please enclose payment with your registration and return it to the conference registrar at the above address, or fax your credit card payment to 206-441-6369.

☐ Check/money order enclosed (checks payable to):
The Symposium on Governing Healthcare Systems of the Future

☐ Payment to be made by check/money order. Credit card given to hold registration. If payment not received by date of conference, credit card payment will be processed.

☐ American Express ☐ Visa ☐ Mastercard

*TAX ID NO. 91-1892021

TOTAL \$ _____

ACCOUNT # _____

EXPIRATION DATE _____

NAME OF CARDHOLDER _____

SIGNATURE OF CARDHOLDER _____

All registrations require faxed or original signature on this form

HOW TO REGISTER

Fully complete steps 1-3 (one form per registrant, photocopies acceptable). Payment must accompany each order.

BY INTERNET: www.governancesymposium.com

*BY FAX: 206-441-6369

PHONE: 888-538-8014

BY MAIL: The Symposium on Governing Healthcare Systems of the Future

Attn: Erika Claassen

600 Stewart Street, Suite 1605
Seattle, WA 98101-1220

CANCELLATION POLICY:

Cancellations must be submitted in writing. For cancellations received on or before October 1, 1999, tuition will be returned less a processing fee of \$150 per attendee.

After October 1, 1999, only 50% will be refunded, and after October 15, 1999, no refunds will be made, although registration is transferable to another person from the same organization.

Registration Form (continued)

NAME OF REGISTRANT #1

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #2

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #3

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #4

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #5

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #6

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #7

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #8

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #9

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #10

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #11

TITLE: ☐ Preconference Workshop

NAME OF REGISTRANT #12

TITLE: ☐ Preconference Workshop

Please reserve a meeting room for our group to conduct a self-directed retreat for _____ Tuesday afternoon, _____ Wednesday afternoon (check one, if applicable).

Coordinator: _____ Telephone: _____

CONFERENCE FACILITY & LOCATION

The Desert Springs Marriott Resort & Spa is a world-class resort located just miles from the Palm Springs Regional Airport in the community of Palm Desert. The hotel is a spectacular 400 acre resort featuring a European style spa, 18 hole championship golf courses, a lawn and tennis club, 13 specialty restaurants, high-energy nightclubs, sparkling pools, shopping and more. This area is home to many of the world's finest golf courses and the Rodeo Drive of the Desert, the fabulous El Paseo (www.elpaseo.com), which is three miles from the hotel. Here you will find streets named after Frank Sinatra, Dinah Shore and Fred Waring. The hotel is within five miles of the Eisenhower Medical Center. Beautiful, snow-capped mountains circle the entire region. Palm Desert is not only a golf (www.desertgolfguide.com), tennis and shopping destination, but is also a place for serious relaxation. Learn more about the hotel by visiting its website (www.marriott.com/MARRIOTT/CTDCA).

GOLF TOURNAMENT

Join us Tuesday, November 16, 1999, for a scramble golf tournament starting at 12:30 p.m. - box lunches will be provided. A sign-up sheet will be at the registration desk on Monday morning. Prizes will be awarded, including a 1999 automobile for shooting a hole in one.

EL PASEO SHOPPING TOUR

Join us Tuesday, November 16, 1999, for shopping at the fashionable boutiques and galleries of El Paseo (www.elpaseo.com). The shuttle will depart the hotel lobby entrance at 12:30 p.m.

THE NATIONAL CONGRESS TRAVEL DESK

The National Congress, through ATC TravelDesk, can provide one-stop shopping. To facilitate conference reservations for air, hotel accommodations and rental car, please call ATC TravelDesk at (800) 779-5113 or (425) 643-5456, or e-mail governancesymposium@atctravel.com. Please mention The Symposium on Governing Healthcare Systems of the Future.

HOTEL RESERVATIONS

Special rates of \$225 (plus tax) per single/per double, per night have been arranged for attendees of The Symposium on Governing Healthcare Systems. To make reservations call ATC TravelDesk at (800) 779-5113 or (425) 643-5456, or call the Desert Springs Marriott Resort & Spa directly at (800) 331-3112. Be sure to make your reservations by October 15, 1999 and identify the meeting as The Symposium on Governing Healthcare Systems in order to receive the special conference rate. After October 15, 1999, reservations will be accepted on a space-available basis. You will be required to guarantee the reservation with a major credit card. Call early to ensure availability.

Desert Springs Marriott Resort & Spa

74855 Country Club Drive

Palm Desert, CA 92260

Reservations: (800) 331-3112 or call ATC TravelDesk

at (800) 779-5113 or (425) 643-5456

www.marriott.com/MARRIOTT/CTDCA

UNITED AIRLINES

To receive reduced air travel, you may make your reservations through ATC TravelDesk at (800) 779-5113 or (425) 643-5456, or directly through United Airlines Special Meeting Desk at (800) 521-4041 (7 days a week from 7:00 am to 10:00 pm Eastern Standard Time). You will receive an additional 5 percent discount off the lowest applicable discount fare, including first class, or a 10 percent discount off the unrestricted mid-week coach fares, no advance purchase necessary. United is also offering an additional 5 percent off tickets purchased at least 60 days in advance. Discounts also apply on Shuttle by United and United Express. Please refer to Meeting ID Number 583CE. Book early to take advantage of promotional fares that will give you the greatest discount. Mileage Plus members receive full credit for all miles flown to this meeting.

CAR RENTAL

Special meeting rates are available through ATC TravelDesk at (800) 779-5113 or (425) 643-5456, or directly through Avis Rent-A-Car Meeting Reservations and Information Desk at (800) 331-1600. Please mention the group number J097758 in order to receive the special rates.



Save the Date! 30th Anniversary Celebration

On Friday, October 22, 1999, the National Health Law Program will celebrate 30 years of health advocacy with a special program and reception at the Kellogg Conference Center at Gallaudet University, Washington, D.C. Please plan to join us.

To find out more about this event, send an e-mail request to conference@healthlaw.org.

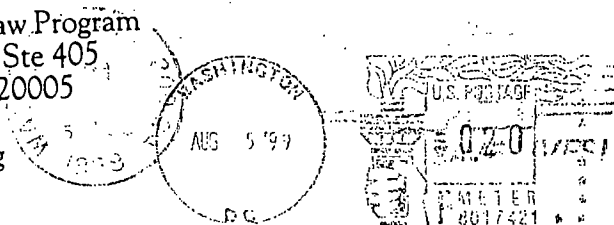
This event is being planned in conjunction with two other NHeLP events:

Health Care Justice Conference
Community Catalyst
National Health Law Program
October 21-22, 1999

Health Advocates' Conference
National Health Law Program
National Senior Citizens Law Center
National Center for Youth Law
October 23-24, 1999

National Health Law Program
1101 14th St NW, Ste 405
Washington, DC 20005

www.healthlaw.org



**PHOTOCOPY
PRESERVATION**

Christopher Jennings
Spcl Asst to the President for Hlth Policy Dev't
White House
OEOP Rm 213, 1700 Penn Ave NW
Washington DC 20500

no
regrets



Save the Date! 30th Anniversary Celebration

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October 21-22, 1999

Health Advocates' Conference
National Health Law Program
National Senior Citizens Law Center
National Center for Youth Law
October 23-24, 1999

PHOTOCOPY
PERMISSION

no /
regrets.

Money

Time Inc.

Money
Time & Life Building
Rockefeller Center
New York, NY 10020**KEATING**

212-522-1212

2034

*done
per phone
8/10/99
yes*

Mr. Chris Jennings
White House Domestic Policy Council

August 3, 1999

Dear Mr. Jennings:

I am a columnist at *Money Magazine*, and I am contacting you at the suggestion of Mr. Peter Ashkinazc of the Health Care Financing Administration.

I am researching a story on the Administration's plan to extend Medicare to cover the cost of prescription drugs, and to do so without imposing price controls on pharmaceuticals. Specifically, I am interested in the role that pharmacy benefit managers (PBMs) will play in negotiating discounted purchases of drugs and setting formularies for managed care plans that serve Medicare recipients.

I have just a few questions to make sure we understand the details of the Administration's plan as well as the Administration's stance on issues related to managed care and PBMs. Therefore, I'd like to request an interview with you, which we could conduct by phone at your convenience. It should last perhaps 15 to 20 minutes.

Thank you for your consideration of this matter. If there is any other information I can provide, please call me at any time. I appreciate your time.

Sincerely,

Peter Keating
Peter Keating
Staff Writer



THE KAISER COMMISSION ON
Medicaid and the Uninsured

**ALLIANCE
FOR
HEALTH REFORM**

FOR IMMEDIATE RELEASE

CONTACT: Bill Erwin or Rakesh Singh
202/466-5626

THE ABCs OF MEDICAID
Everything You Really Need to Know About
Our Nation's Low-Income Health Program

Medicaid, the nation's largest low-income health program, is also one of the nation's most complex programs. With the federal government and state governments sharing financing and oversight, Medicaid is really 51 different programs. It pays for half of the nation's nursing home bills. Yet, more than half of all Medicaid beneficiaries are children.

And Medicaid is getting more complex all the time. Because of recent welfare changes, some welfare recipients eligible for Medicaid are dropping off the rolls (not Congress' intent) or are failing to enroll. The creation of the Children's Health Insurance Program and its links to Medicaid in 35 states generate additional questions. So does the likely effect of Medicare reform on the 6 million beneficiaries with dual Medicaid/Medicare coverage.

To help clear up some of Medicaid's complexity, the Alliance for Health Reform and the Kaiser Commission on Medicaid and the Uninsured will conduct an August 12 luncheon briefing on "The ABCs of Medicaid." We will provide maximum time for audience questions and answers. No question will be considered too simple. How does Medicaid work? How has the program evolved? What assistance does Medicaid provide to the elderly and disabled persons with long-term care needs? What are states doing to keep people on Medicaid who should receive it? How are states faring that have expanded their Medicaid programs to enroll more children under the Children's Health Insurance Program, coming up on its second anniversary? What issues are emerging as Medicaid continues to implement managed care?

The August 12 briefing will have short presentations from three experts on the Medicaid program: **Diane Rowland**, executive director of the Kaiser Commission on Medicaid and the Uninsured; **Jennifer Baxendell**, the staff expert on Medicaid with the U.S. Senate Committee on Finance; and **Andy Schneider**, former Medicaid counsel to the House Commerce Committee and founding principal of the Health Policy Group, a Washington, D.C. research firm specializing in Medicaid issues. **Ed Howard** of the Alliance will moderate. Following the presentation there will be at least an hour for questions and answers.

WHEN: Thursday, August 12, 12:30 p.m. to 2 p.m. (Lunch available at 12:15)

WHERE: Room 902, Hart Senate Office Bldg.

RSVP: By 5 p.m. on Tuesday, August 10. Fax the attached form to 202/466-6525, phone 202/466-5626 or register on-line at www.allhealth.org. Seating is limited.

Registration Form

THE ABCs OF MEDICAID
Everything You Really Need to Know About
Our Nation's Low-Income Health Program

Thursday, August 12
12:30 p.m. to 2:00 p.m. (Lunch available at 12:15)
Room 902, Hart Senate Office Bldg.
Washington, D.C.

Name _____

Title _____

Affiliation _____

Address _____

City/State/Zip _____

Telephone () _____ Fax () _____

E-mail address _____

FAX to Alliance for Health Reform at (202) 466-6525 by 5 p.m.,
Tuesday, August 10. If you have any questions, please call (202) 466-5626.

ASK YOUR QUESTION IN ADVANCE

If you have a specific question, and want to allow our panelists the chance to provide a considered response, just write your question in the space below. Be sure to note if you want particular panelists to answer. We will address as many of these questions as time permits.

F A X C O V E R S H E E T

TO :	SPEICAL ASSISTANT TO THE PRESIDENT FOR
ATTN. :	CHRISTOPHER JENNING
FAX # :	202-456-7431

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PAGES :	3	(including cover sheet)	ATTEMPTS : 1



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, DC 20415-0001

OFFICE OF THE DIRECTOR

August 4, 1999

Dear Chris,

Thank you for agreeing to speak at OPM's Briefing for New Senior Executive Service Members on Friday afternoon.

The program agenda and a list of participants are enclosed.

Mark Hunker

8/6/99 330 pm
Rn 450



*Senior Executive
Service*

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PRESERVATION

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Senior Executive Service Briefing for New Members
August 5 ~ 6, 1999 ♦ Washington, DC

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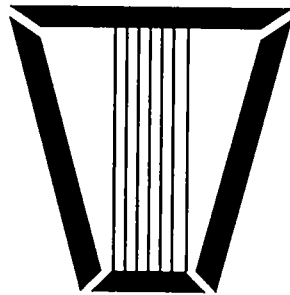
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Briefing for New SES Members



Agenda

August 5 - 6, 1999

Presented by
U.S. Office of Personnel Management
The White House

August 5, 1999

The Amphitheater

9:00 Welcome to the Program

Carol A. Harvey
Office of Executive Resources Management
U.S. Office of Personnel Management

Participant Introductions

9:45 Keynote Address

Maria Echaveste
Assistant to the President and Deputy Chief of Staff
The White House

10:30 Networking and Break

10:50 The Senior Executive Service - Present and Future

Carol Harvey

Joyce Edwards
Director
Office of Executive Resources Management

12:00 Lunch **The Pavilion**

1:15 Dancing Through the "Mind" Fields of Change

Doug Krug
Enlightened Leadership International

3:15 Networking and Break.

3:30 Leadership - a Historical Perspective

Thomas Jefferson

August 6, 1999

The Amphitheater

8:45 Check-in and Networking

9:00 Leading a Diverse Workforce to Better Performance

Wanda Cumberlander
Director, Organizational Development and Training
Hubbard and Revo-Cohen, Inc.

10:00 Networking and Break

10:20 Working with the Congress

The Government Affairs Institute at Georgetown University
Dr. Kenneth A. Gold, Director
Dr. James Hershman

12:00 Lunch **The Pavilion**

1:15 Transportation to the Old Executive Office Building

1:45 Year 2000

Janet Abrams
Executive Director of the President's Council on Year 2000 Conversion

2:00 National Partnership for Reinventing Government

Morley Winograd
Senior Policy Advisor to the Vice President and
Director, National Partnership for Reinventing Government

2:30 Cabinet Affairs

Thurgood Marshall, Jr.
Assistant to the President for Cabinet Affairs and Cabinet Secretary

2:45 **Intergovernmental Affairs**

Mickey Ibarra
Assistant to the President and Director of Intergovernmental Affairs

3:15 **Networking and Break**

3:30 **Domestic Policy**

Chris Jennings
Deputy Assistant to the President for Health Policy Development
Domestic Policy Council

3:45 **National Security**

Will Wechsler
Director for Transnational Threats
National Security Council

4:00 **Chief of Staff Office**

Ann Lewis
Counselor to the President

4:15 **Science and Technology Policy**

Neal F. Lane
Assistant to the President for Science and Technology and
Director, Office of Science and Technology Policy

4:30 **Closing Remarks**

Janice R. Lachance
Director
U.S. Office of Personnel Management

Swearing-In Ceremony

The Honorable Richard W. Roberts
United States District Court for the District of Columbia

5:30 **Reception Indian Treaty Room**

The unanimous Declaration of the thirteen united States of America

[illegible][illegible]

rest on his side above, in the train of their eyes. For the
 world, and not our false prophets — He has appointed
 us against the evil power? — He has ordered
 and legislation — He has given large bodies of
 Inhabitant of these states — He has given
 of great joy — He has given us a
 history government, and in doing so, he has
 history, showing us most valuable laws and

to legitimate for us all men whatever
beats, beards, mustaches and dark and thick
eyebrows with numerous freckles & perfect
vision in the high seas to bear down against
winds as, and has endeavored to bring in the
few many pages of these Opposers. We
are by every act which may expose a Tyrant
to further legislation to stand on immovable

in community, and in love amongst them-
selves, have been taught to the way of justice and of
peace, in their own hearts. —

And we, of the world, for the comfort of our
souls, ought to be free and independent
of each other, in our hearts, affections, and
actions, in all things which Independent
men are pledged to each other, in doing our duties

[illegible]

Wm. Appleton
Ramsey
Phyllis
Clark

William Ellery
Joyce Sherman
Wm. Huntington
Benjamin
Oliver Westcott
Charles W. Brown

*Clay
Jenkinson*

 as

Th: Jefferson

"He who receives an idea from me,
receives instruction himself without
lessening mine; as he who lights
his taper at mine receives light
without darkening me."

Clay Jenkinson

as

Th. Jefferson

Thomas Jefferson was the most remarkable man who ever held the office of President of the United States. He was a curious, learned, idealistic, gracious, and extremely accomplished man. He was also complicated, inconsistent and paradoxical. He was one of the finest prose writers in the history of the English language, and he turned a routine state paper (a declaration of independence) into the world's foremost articulation of the rights and aspirations of humanity. He was the most forward-looking, most democratic, and most rational of the Founding Fathers. By temperament a harmony-obsessive and a conservative, he was--thanks to his immense reading — the most radical political thinker in American history. In any list of people with whom one might wish to spend an evening, Thomas Jefferson must always rank near the top.

Clay Jenkinson's performances as Thomas Jefferson have won him the respect of the humanities community throughout the United States. He has appeared before Presidents and Supreme Court justices, architects and fifth graders, maximum-security felons and Nobel Prize winners. He is considered the finest exemplar of first-person historical interpretation in the United States. A Rhodes and Danforth scholar, winner of the National Endowment for the Humanities' highest honor, the Charles Frankel Prize, one of the principal on-air consultants for Ken Burns' Thomas Jefferson, and the creator of the public radio program The Thomas Jefferson Hour, Clay Jenkinson has mastered the life, the vision, and the achievement of Thomas Jefferson. His method is to stay resolutely in character, but to permit Mr. Jefferson to comment carefully on a world he did not live to see.

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