

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. memo	Laurie Sullivan to Chris Jennings re: Meeting with Lois Quam (partial) (1 page)	05/25/1999	P6/b(6)
001b. fax	Penny Pruitt to Chris Jennings re: SSN and DOB (partial) (1 page)	06/18/1999	P6/b(6)
002a. note	re: phone numbers (1 page)	n.d.	P6/b(6)
002b. fax	John M. Coster to Theresa re: SSN, DOB, phone number (partial) (1 page)	07/14/1999	P6/b(6)
003. letter	David Folkenflik to Teresa Jones re: phone number (partial) (1 page)	06/15/1999	P6/b(6)
004. fax	Brenda Jackson to Chris Jennings re: DOB, SSN, phone number (partial) (1 page)	06/23/1999	P6/b(6)
005. memo	Bill Robison to Chris Jennings re: phone number (partial) (1 page)	06/23/1999	P6/b(6)
006. letter	Anne Wexler to Christopher Jennings re: phone number (partial) (1 page)	06/14/1999	P6/b(6)
007a. invitation	CPA Annual Awards Dinner invite re: phone number (partial) (1 page)	06/15/1999	P6/b(6)
007b. fax	Jenny Lang to Teresa re: phone number (1 page)	06/15/1999	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) [3]

2011-0747-S

rc421

RESTRICTION CODES

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

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

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

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

RR. Document will be reviewed upon request.

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

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- 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]



Tulane University Medical Center

SCHOOL OF PUBLIC HEALTH AND TROPICAL MEDICINE
Institute for Health Services Research SL29
1430 Tulane Avenue
New Orleans, Louisiana 70112-2699
(504) 588-5428
(504) 584-3783 FAX.

Kenneth E. Thorpe, Ph.D.
Professor and Director

TO: CHRIS JENNING

FR: KEN THORPE

RE: MEETING JUNE 16, 1999

Put on my
call sheet please

I WOULD LOVE TO MEET WITH YOU IF
POSSIBLE TOMORROW FOR LUNCH, OR BETWEEN
LUNCH AND 4. I MAY BE REACHED
TODAY AT 703-243-1455

Thanks.

Howard Soule, Ph.D.
Chief Science Officer

Stuart Holden, M.D.
Medical Director



1250 4th Street
Suite 360
Santa Monica
CA 90401

ph: 310.458.2873
800.757.2873

fx: 310.458.8074
www.capcure.org

July 28, 1999

Mr. Christopher Jennings
Domestic Policy Office
The White House
Washington, DC 20500

WJ

Dear Mr. Jennings,

Nearly 200,000 American men will get prostate cancer this year, and almost 40,000 will lose their lives to it. Your support of an increasing federal investment for prostate cancer research will significantly abate the incalculable impact that the disease takes on our nation's families every year.

Since 1993, CaP CURE has been a part of the team that is beating prostate cancer. It is the third largest funder of prostate cancer research, just behind the National Institutes of Health and the Department of Defense. To help keep you fully informed about progress in the field, it is my pleasure to invite you to CaP CURE's Sixth Scientific Retreat at Lake Tahoe, Nevada. This year the program begins on October 14 at 1:00pm and will conclude on October 17 at 12:00pm.

This is an excellent opportunity to meet the scientists whose research CaP CURE has funded in 1998-1999 and to learn how these awards have resulted in scientific milestones in the war against prostate cancer. In addition to CaP CURE-supported investigators, attendees include representatives from the biotechnology and pharmaceutical industries and leaders of the advocacy community. The long weekend assures the chance to improve existing collaborations and to foster new ones.

The Scientific Retreat will also feature:

- A special two-hour introductory seminar for non-scientists – Prostate Cancer 101 – on Thursday morning before sessions begin;
- A cooking demonstration by Chef Beth Ginsberg, featuring recipes from *The Taste For Living World Cookbook*, and a nutrition discussion;
- A reception honoring CaP CURE awardees held Saturday evening.

If you are able to attend, please contact Cyndi Misko at CaP CURE's Santa Monica, California headquarters, 310.458.2873, so that we help make appropriate arrangements for you.

Cordially,

Richard N. Atkins, M.D.
President

CaP CURE Government Research Initiatives Group





MERCATUS CENTER

GEORGE MASON UNIVERSITY

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

July 19, 1999

Dear Mr. Jennings,

*Enclosed are the details on our second leadership forum
Strategies for Success: Achieving World-Class Government
Performance. It's scheduled for Wednesday, August 18 at the
St. Regis Hotel (formerly the Sheraton Carlton) in Washington,
DC. We have a great lineup of prominent leaders and
practitioners on the agenda.*

*Managing your agency for results demands innovative
approaches and visionary leadership. This forum, specifically
designed for senior government leaders, will focus on the major
components of building dynamic, high-performance public
organizations, based on the real-world experience of change
leaders who have done it.*

I hope you are able to join us!

With kind regards,

Maurice McTigue

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

3401 NORTH FAIRFAX DRIVE, SUITE 450, ARLINGTON, VIRGINIA 22201-4433
(703) 993-4930 FAX: (703) 993-4935

STRATEGIES FOR SUCCESS

ACHIEVING WORLD-CLASS GOVERNMENT PERFORMANCE

THROUGH RESULTS-BASED
MANAGEMENT & STRATEGIC
COMMUNICATIONS



WEDNESDAY, AUGUST 18, 1999

THE ST. REGIS HOTEL

WASHINGTON, DC

Chaired by The Honorable Maurice McFigue, OSO

Presented by the Mercatus Center, George Mason University

PUBLIC SECTOR LEADERSHIP FORUM

AGENDA

WEDNESDAY, AUGUST 18, 1999

The St. Regis 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 - 10:45 STRATEGIES FOR SUCCESS: USING MISSION AND MEASURES TO GUIDE STRATEGIC ACTION

**The Hon. Kenneth W. Kizer, MD, MPH - former Under
Secretary for Health, Department of Veterans Affairs***

Until June 1999, Dr. Kizer was the chief executive officer of the Veterans Health Administration, the nation's largest fully integrated healthcare system, with an annual budget of over \$17 billion and nearly 200,000 staff, 173 hospitals, and over 1,000 sites of care delivery. Dr. Kizer was the chief architect of a top-to-bottom reengineering of his agency, one of the most profound organizational transformation efforts ever. He previously led the reorganization of California's Department of Health Services during six years as its director.

S T R A T E G

Dr. Kizer 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, redesigning organizational structures, executing new management philosophies, developing outcome-based measures, creating an innovative, results-oriented culture, and building an organization that meets the current needs of its customers.

10:55 - 12:00 CREATING DYNAMIC, HIGH- PERFORMANCE ORGANIZATIONS: WHAT ARE THE STRUCTURAL PRINCIPLES?

**John D. Correnti - former President and CEO,
Nucor Corporation**

Mr. Correnti recently stepped down as the leader of Nucor, the nation's second largest steel manufacturer with annual sales exceeding \$4 billion. He joined Nucor in 1980 as Manager of Construction and worked his way up the corporate ladder to President and COO in 1991 and vice chairman and CEO in 1996. By replacing traditional command-and-control management practices with market-based systems, Nucor has become one of the world's most innovative organizations, widely referred to as the "model for the 21st century."

Mr. Correnti will discuss the principal components of what organizations must do differently to become dynamic, world-class operations and achieve their goals: decentralize, empower employees, align incentives, measures, and goals, and adhere to basic principles. He will draw upon his experience at Nucor, which developed a mission-oriented management philosophy, completely rebuilt its organizational structure based on accountability and authority, designed a highly-effective incentive system, and created a strong corporate culture based on trust, honesty, continuous improvement, and the freedom to make mistakes.

12:00 - 1:30 LUNCHEON / LUNCHEON ADDRESS: UNDERSTANDING ORGANIZATIONAL CULTURE AND CHANGE—THE HUMAN ELEMENT

**Rick Maurer - Change Leadership Consultant and
Author, Beyond the Wall of Resistance**

Mr. Maurer is an international expert on organizational behavior and change management who helps leaders of organizations transform resistance into support for change. Mr. Maurer is an advisor to the Change Leadership practice of Deloitte & Touche, and his other clients include organizations as diverse as Bell Atlantic, Fannie Mae, MTV, Charles Schwab, Tulane University Hospital, and the IMF.

Mr. Maurer will discuss how organizations learn, how to harness the dynamics of that learning to provide motivation, what guides people's behavior, how messages impact work force and how to transform resistance into support for new initiatives.

1:40 - 2:35 KNOWLEDGE SYSTEMS: A CORNERSTONE OF SUCCESSFUL RESULTS-BASED MANAGEMENT

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

2:55 - 4:40 DEVELOPING SUCCESSFUL COMMUNICATIONS STRATEGIES: ANNUAL PERFORMANCE REPORTS WITHIN AN INTEGRATED APPROACH

Max Caldwell - Chairman and CEO, Banner McBride North America

With 15 years of experience in the communication field, Mr. Caldwell's specialty is organizational communication and change management. He is a leading thinker on employee engagement, defined as how an organization can gain employees' intellectual and emotional commitment and translate this commitment into desired behavior – and improved results. Mr. Caldwell's list of clients includes Aetna, Arthur Andersen, Allied Signal, Chase Manhattan, The Equitable, Gannett, J.P. Morgan, Lucent Technologies, PepsiCo, SmithKline Beecham, Unilever, and Viacom, Inc.

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.

* invited

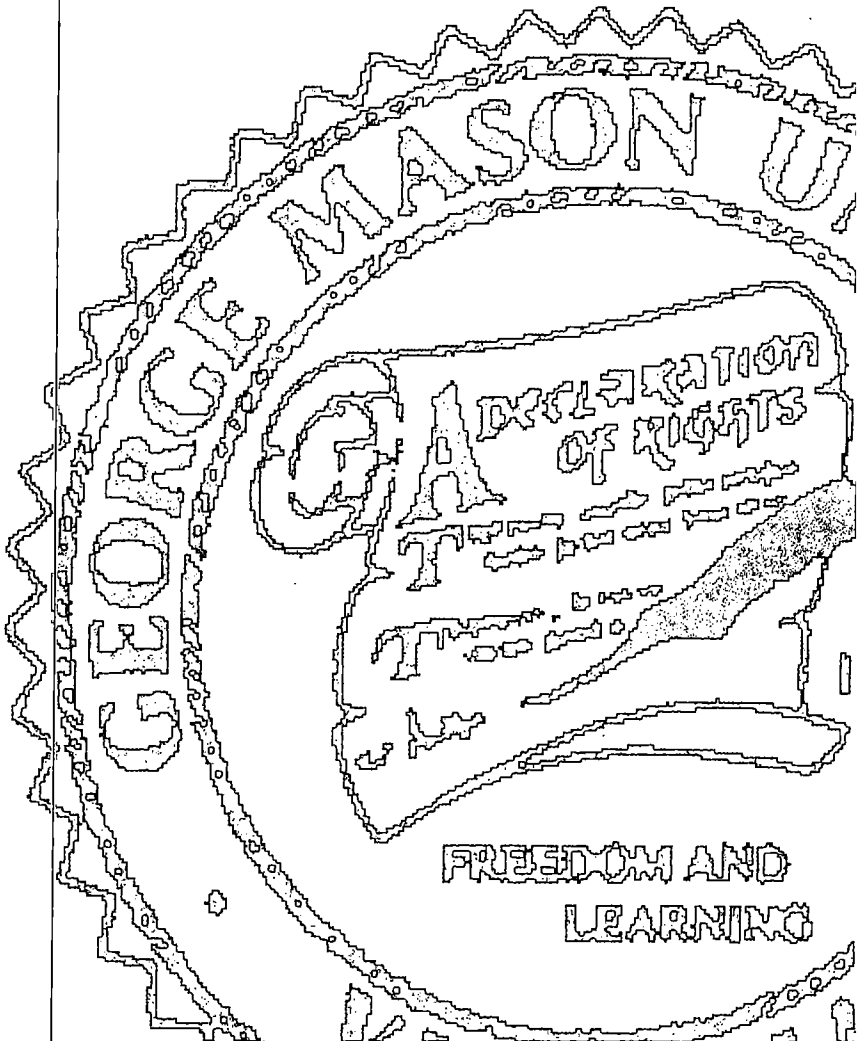
Using real-world examples, Mr. Caldwell and Mr. Grates will discuss the role of strategic communications in the decision-making process, in facilitating culture and behavior changes, in informing stakeholders of progress and achievement, and in driving organizational success. Special attention will be devoted to strategies for producing annual performance reports.

4:45 - 5:00 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.

5:00 - 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 • AUGUST 18, 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.**

NAME: _____
TITLE: _____
OFFICE: _____
AGENCY: _____
ADDRESS: _____
ADDRESS: _____
CITY: _____ STATE: _____ ZIP: _____
PHONE: _____
FAX: _____
E-MAIL: _____

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

- ☐ Personal, corporate or cashier's check (payable to George Mason University)
☐ Traveler's check or money order
☐ Government purchase order
☐ Mastercard or Visa

Card #: _____ Exp. Date: _____

Signature: _____

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 St. Regis Hotel (formerly the Sheraton Carlton) directly at 202-638-2626.

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 August 17 for full credit towards another program or refund (minus a \$50 processing fee). Substitutions are permitted at any time.



MERCATUS CENTER
GEORGE MASON UNIVERSITY



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, August 18 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 August 18 for a discussion on “How To?”

7/13/99

CHRIS:

Per Tom Koutsompas's office:

You spoke with Tom Koutsompas at a Democratic Dinner a short while back. The two of you discussed setting up a meeting for you to get acquainted with Senator Evan Bayh, who is the ex Governor of Indiana.

Mr. Koutsompas is 'from Vitas Healthcare'

Contact Person: Helen McMaster (202) 637-7228

NOTE: Senator Bayh is busy with meetings and may not be able to meet until September, 1999.

OK

Hold for
phone call
to set up

THE WHITE HOUSE
WASHINGTON

6/23/99 - Called BKC to
Follow up. Contact
not available
- Will try again
tomorrow.



Regence

BlueCross BlueShield of Oregon
HMO Oregon

100 SW Market Street
PO Box 1271
Portland, Oregon 97207-1271
(503) 226-8721 FAX (503) 226-8795

Ronald P. Sacco
President &
Chief Executive Officer

April 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

Dear Mr. Jennings:

I am delighted to hear that you will be joining us as a guest speaker at the 1999 Western Conference of Prepaid Medical Plans in October.

I am writing to seek confirmation of the date of your presentation. We would like to schedule your presentation for the opening day of the Conference, Monday, October 4th; however, we are willing to accommodate your calendar if Tuesday or Wednesday work better for you. Please contact Deborah Seyfert of my staff at 503.226.8766 at your earliest convenience to confirm a date.

As you are aware, the theme for the 1999 Western Conference is "The Politics of Health Care." The Conference will feature presentations under this theme from a variety of different perspectives. Obviously, we are interested in having you speak to the Administration's positions on leading health care issues of the day. We will be tailoring the focus to some degree based on the current status of health care issues in Washington at the time; however, clearly, there are some prominent issues that will warrant comment and discussion: patient protection provisions, health plan liability and Medicare to name a few.

Confirmed speakers include Susan Dentzer from the McNeil Leher Hour, David Broder with the Washington Post, Michael Millenson, author of *Demanding Medical Excellence* and consultant with William M. Mercer, and Charlie Cook, a political futurist. Representative Bill Thomas of California has been invited but has not been confirmed to date. Additionally, Tony Burns, President of Ryder and current Chair of the Business Roundtable on Health, Dr. Tom Reardon, Chair of the American Medical Association and Dick Davidson, President of the American Hospital Association have been invited for a panel discussion.

Tell them that I am
planning to go & the 4th
would likely be best for me.
Advise them ~~of~~ w/ my
schedule, anything is possible
& a last second requirement
by the President to stick
around here could

make it impossible for
me to

come.

(for

other

would

give

them

the

usual

warning

Thank

of

C. Jennings
April 13, 1999
Page 2

Once again I appreciate your willingness to speak at the 1999 Western Conference. I believe it will provide you a unique opportunity to address the executives and Board members of western Blue Cross Blue Shield plans. I know the audience will benefit greatly from hearing your perspective.

Sincerely,

A handwritten signature in black ink, appearing to read "Don Sacco", written in a cursive style.

Donald P. Sacco

cc: Jack Ericksen

Please Save This Date:
September 22, 1999

**Alliance for Aging Research
1999 Awards Dinner**

Distinguished Public Service Awardees:

U.S. Senator Harry Reid (D-NV)
U.S. Senator Arlen Specter (R-PA)

Also Honoring:
The 1999 Recipient of the AlliedSignal Award for Research on Aging
To Be Announced

Location:

Four Seasons Hotel
2800 Pennsylvania Avenue, NW
Washington, D.C.
Reception at 6:30 p.m.
Dinner at 7:30 p.m.

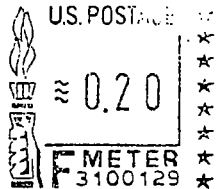
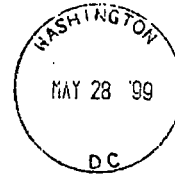
Lead Sponsor:

AlliedSignal Inc.

Invitations will be mailed in July. For more information, or to reserve
a table in advance, call Kelly Oakes at (202) 293-2856.

Chris Jennings
5/26/99

Alliance for Aging Research
2021 K Street NW, Suite 305
Washington, DC 20006



Chris Jennings
Deputy Assistant to the President for Health
Policy
1700 Pennsylvania Avenue, OEOB Room
216
Washington, DC 20502

*Need for
invitation*

PHOTOCOPY
PRESERVATION

Need for
invitation

Please Save This Date:
September 22, 1999

**Alliance for Aging Research
1999 Awards Dinner**

Distinguished Public Service Awardees:

U.S. Senator Harry Reid (D-NV)

U.S. Senator Arlen Specter (R-PA)

Also Honoring:

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To Be Announced

Location:

Four Seasons Hotel

2800 Pennsylvania Avenue, NW

Washington, D.C.

Reception at 6:30 p.m.

Dinner at 7:30 p.m.

Lead Sponsor:

AlliedSignal Inc.

Jan 2
He will
try to go
(9)

Invitations will be mailed in July. For more information, or to reserve
a table in advance, call Kelly Oakes at (202) 293-2856.

6/9/99 - phoned RSVP
6/23/99 Followup - Kelly Oakes will return
to work on 6/28/99

PHOTOCOPY
PRESERVATION

6/9/99-phoned RSVP
6/23/99 Followup - Kelly Dukes will return
to work on 6/28/99

THE WHITE HOUSE
WASHINGTON

6/23/99 - Called to
reschedule
- L/m to call me.

THE LEGISLATIVE
STRATEGIES GROUP, LLC
1001 PENNSYLVANIA AVENUE N.W.
SUITE 760 NORTH
WASHINGTON, D.C. 20004
(202) 661-7060 • FAX (202) 661-7066

6/24/99 - 100 PM
Rm 216
Cancelled for
6/24

June 5, 1999

Christopher C. Jennings
Assistant to the President
The White House
Old Executive Office Building
Washington, D.C. 20

I will try to
1/2 hour meeting.

JS

Dear Chris:

On behalf of Hoffman-LaRoche, we are writing to request a meeting with you on Thursday, June 24th to discuss issues relating to Medicaid coverage for Xenical. This is a new pharmaceutical product recently approved by the FDA to help individuals manage obesity and the related comorbidities associated with the condition, such as hypertension and diabetes.

We are requesting a meeting on this particular date because the CEO of the company, Mr. Pat Zenner, will be in Washington for meetings with key policy makers. He is interested in meeting with you to make you aware of the fact that many state Medicaid programs are denying coverage of the drug because they consider it to be used for cosmetic "weight loss" reasons. Current law allows states to exclude "weight loss" drugs, but we believe that this exclusion applies when the drugs are being used for cosmetic reasons.

While this drug does, in fact, result in weight reduction, clinical studies demonstrate the benefits that this drug has in treating the other underlying obesity-related medical conditions. As you know, obesity disproportionately impacts women and minority populations, is a serious problem for Medicaid recipients, and is costly for the program to treat.

Attached is a copy of the letter that we have sent to the Secretary, asking that a determination be made that state Medicaid programs cover this drug for select Medicaid recipients who meet Xenical's labeling requirements. HCFA recently made a similar coverage determination in the case of Serostim, a drug used to treat AIDS-related wasting syndrome.

We would like the opportunity to discuss this issue with you on that date. We appreciate your consideration of this request, and look forward to your response. Thank you.

Sincerely,



John M. Coster, Ph.D., R.Ph.

661-7069 DAND 1, ds
661-7070

May 25, 1999

John F. Jonas
202-457-5624
jjonas@pattonboggs.com

VIA COURIER

Ms. Sheree Kanner
Associate General Counsel, Health Care Financing Division
Department of Health and Human Services
Wilbur J. Cohen Building, Room 5300
3300 Independence Avenue, S.W.
Washington, DC 20201

Re: Medicaid Coverage for Xenical® for the Treatment of Obesity and its Related Comorbidities

Dear Ms. Kanner:

This letter is submitted on behalf of our client, Hoffmann-La Roche Inc., one of the world's leading research-based pharmaceutical companies. As you may be aware, on April 23, 1999, the Food and Drug Administration (FDA) granted Hoffmann-La Roche approval to market and sell Xenical® (orlistat) a new drug that has shown exciting results in the fight against obesity and the risk factors associated with obesity. According to the FDA, Xenical® is the first of a new class of non-systemically acting anti-obesity drugs. The agency-approved labeling for Xenical states, in part, under **INDICATIONS AND USAGE**:

... Xenical is indicated for obese patients with an initial body mass index (BMI) of >30 kg/m² or >27 kg/m² in the presence of other risk factors (e.g., hypertension, diabetes and dyslipidemia).

Xenical is also the only weight loss agent indicated to reduce the risk for weight regain after prior weight loss.

In controlled clinical trials, patients on Xenical plus a reduced-calorie diet showed improvements in risk factors associated with obesity compared to controls which were maintained during the 1-2 years duration of the trials.

In light of the FDA's recent approval of Xenical, we are writing to request that Secretary Shalala exercise her authority to require Medicaid coverage for Xenical®, when it is appropriately prescribed for the treatment of obesity because of its proven benefits in associated diseases and medical conditions. We believe that under the Department's current interpretation of section 1927 of the Social Security Act (the "Act"), states must

provide Medicaid coverage for drugs used to treat obesity when the positive effect of such drugs has shown in clinical trials to lead to improvements in comorbidities such as diabetes, high cholesterol and hypertension. The *Glucose Tolerance in Obese Patients* subsection of the Xenical® labeling demonstrates that treatment with Xenical helped prevent the progression from normal or impaired OGTT at randomization to diabetic status compared to placebo treated patients.

We believe the Secretary possesses the authority to clarify and define the terms of section 1927 so as to differentiate between drugs used for cosmetic weight loss purposes and clinically proven treatments for obesity, like Xenical, with its resultant improvements in the comorbidities associated with obesity. Indeed, the Secretary recently exercised this authority to require state Medicaid agencies to cover Serostim®, recognizing important benefits *in addition* to weight gain.

I. Xenical® Should Be Covered by Medicaid because Weight Loss With Xenical Plus Diet Improves Risk Factors Associated with Obesity.

Obesity is considered among the leading threats to the health of the American people. According to the Centers for Disease Control and other leading research institutions, obesity has been directly linked to certain forms of cancer, blood disease, diabetes, coronary heart disease, strokes and arthritis. Indeed, after smoking, weight-related conditions are the second leading cause of death in the United States, resulting in approximately 300,000 preventable deaths a year.

FDA's approval of Xenical was, in part, based on clinical studies demonstrating numerous beneficial effects on surrogate markers for several of the risk factors related to obesity. The labeling's presentation of comorbidity data is prefaced by the statement that "[o]bservational epidemiological studies have established a relationship between obesity and visceral fat and the risks for cardiovascular disease, type 2 diabetes, certain forms of cancer, gallstones, certain respiratory disorders, and an increase in overall mortality." A summary of the information included in the label regarding the effect of weight loss with Xenical on comorbidities associated with obesity are listed below:

- DIABETES:** Specifically, the label includes an extensive discussion of Xenical's effect on diabetes that reads: "Weight-loss induction by Xenical may be accompanied by improved metabolic control in diabetics, which might require a reduction in dose of oral hypoglycemic medication (e.g. sulfonylureas, metformin) or insulin. . . ." Moreover, information from a two-year trial suggests that use of Xenical may actually reduce the risk of developing diabetes in patients that are obese.
- **CHOLESTEROL:** Xenical demonstrated an impact on total cholesterol levels in obese patients. Following a year of treatment, patients on Xenical plus diet experienced a reduction in their cholesterol levels, while those in the study on placebo plus diet experienced an increase. Moreover, it was notable that one of the

cholesterols most often associated with heart disease, LDL, decreased, while it increased in the placebo group.

- **HYPERTENSION:** In the Xenical® trials, both systolic and diastolic blood pressure measures decreased in the group taking Xenical, while they increased in the group on placebo following one year of treatment.

A copy of the FDA-approved label for Xenical is attached, which provides additional information on the benefits of Xenical.

Taken together, these data suggest that weight loss with Xenical, plus diet also results in improvements in many of the comorbidities associated with obesity. However, in spite of these benefits, we are concerned that certain state Medicaid programs may interpret the Act to permit denial of its coverage. This position is based upon a potentially broad and, we believe, inaccurate interpretation of section 1927(d)(2) of the Act that allows states to exclude coverage of "drugs or classes of drugs" when they are "used for anorexia, weight loss or weight gain." In the past, states have rarely elected to extend coverage to treatments found to be excludable under section 1927.

II. HCFA has the Authority and Should Require Medicaid Coverage of Xenical®.

We believe that HCFA has the authority to require Medicaid coverage of drugs where the agency is aware of beneficial uses for the drug, beyond that which fall outside an excludable category under section 1927 of the Act.

In the case of Xenical, when prescribed not for "cosmetic" weight loss purposes but rather according to its FDA-approved indication for obese patients with an initial body mass index of 30 or greater or 27 or greater with existing risk factors such as high cholesterol, hypertension or diabetes, we believe that the Secretary can, and should, require Medicaid coverage for Xenical:

FLEXIBILITY INDICATED IN PROPOSED REGULATION: In its proposed regulation of September 28, 1995, entitled "Proposed Regulations on Medicaid Payments for Covered Outpatient Drugs Under Drug Rebate Agreements with Manufacturers," HCFA implicitly acknowledged the imprecise descriptions of the drugs and classes of drugs that can be excluded from state Medicaid coverage under section 1927 of the Act. [60 Fed. Reg. 48442(Sept. 19, 1995). In that proposed regulation, which is still pending, the Department specifically declined to "further identify or define (the excludable) drugs at this time." *Id.* at 48455. The Department recognized, however, that it possessed the authority to define more specifically the terms on the list at some future point.

- **COVERAGE OF DRUGS IN EXCLUDABLE CLASS WITH MULTIPLE USES OR INDICATIONS:** In the same proposed regulation, the Department indicated

that it is important to distinguish among the different uses of the same drug regarding coverage under the excludable list. For example, the Department said that a state may exclude coverage of a drug when it is used for a purpose that is on the excludable list, but not when it is used for a purpose that is not on the excludable list. The proposed regulation cites the example of a drug which may be used for symptomatic relief of cough and colds - which is on the excludable list - as well as for asthma, which is not on the excludable list. While the state may exclude the drug when used for cough and cold, it may not do so for asthma treatment. We believe this departmental policy should apply to Xenical®. We believe that Medicaid should be required to cover Xenical when it is used for obesity management since weight loss in the Xenical trials was associated with improvements in the comorbidities associated with obesity, such as diabetes, high cholesterol, and hypertension.

- HCFA HAS RECENTLY USED ITS AUTHORITY IN THIS REGARD: On February 23, 1999, HCFA declared a departmental policy requiring Medicaid coverage for Serostim®, a weight gain drug which is indicated for AIDS wasting and cachexia. Previous to the announcement of this policy, the Texas Medicaid program denied coverage of Serostim to Texas Medicaid recipients, declaring it a "weight gain" drug which was excludable from mandatory coverage under section 1927(d)(2) of the Act. Initially, HCFA agreed with the Texas interpretation of the Act, and permitted states to exclude coverage for this important drug.

In reversing its position so as to require state Medicaid coverage for Serostim, HCFA was apparently influenced by information provided by Serostim's manufacturer, the Food and Drug Administration and other knowledgeable parties that pointed to Serostim's effectiveness at combating the effects of AIDS wasting and cachexia. Although Serostim is technically a drug that produces weight gain, HCFA correctly recognized that Serostim should not be excludable under section 1927 when it is appropriately prescribed to combat the effects of AIDS wasting and cachexia.

Taken together, we believe that these factors provide the Secretary the legal authority and precedent to require Medicaid coverage of Xenical when prescribed for patients who fall within the **INDICATIONS AND USAGE** section set forth in the Xenical labeling.

III. Conclusion

Given the Department's specific acknowledgement of its ability to "further identify or define (the excludable) drugs" on the section 1927 list (see Proposed rule at 60 Fed. Reg. at 48455), the FDA's explicit labeling linking Xenical® with the treatment for obesity and the resultant improvements in comorbidities, and the Department's coverage policy decision on Serostim®, we believe that the Secretary should exercise her authority to

clarify section 1927(d)(2) of the Act to require coverage of Xenical when it is prescribed in accordance with the Xenical labeling to address obesity and medical conditions associated with obesity. It is our hope that the Department recognizes the great benefits of treating the root cause of many obesity-related comorbidities, and that it will act promptly to issue a directive to the states requiring Medicaid coverage for Xenical under the appropriate circumstances.

We would very much appreciate the opportunity to meet with you to discuss this matter at your earliest convenience, and thank you for taking the time to consider our thoughts.

Sincerely,

John F. Jonas .

1001 Pennsylvania Ave, N.W.
Suite 760 North
Washington, D.C. 20004
202-661-7070 – direct line
202-661-7060 – firm line
202-661-7066 (FAX)

**Legislative Strategies
Group, LLC**

Fax

To: Chris Jennings

From: John M. Coster, Ph.D., R.Ph.

Fax: 456-5557

Pages: Multiple

Phone:

Date: 06/03/99

☐ **Urgent** ☒ **For Review** ☐ **Please Comment** ☐ **Please Reply** ☐ **Please Recycle**

● **Comments:** Please see attached letter requesting meeting with Chris. Thank you.

THE LEGISLATIVE
STRATEGIES GROUP, LLC

1001 PENNSYLVANIA AVENUE N.W.
SUITE 760 NORTH
WASHINGTON, D.C. 20004
(202) 661-7060 • FAX (202) 661-7066

June 5, 1999

Christopher C. Jennings
Assistant to the President
The White House
Old Executive Office Building
Washington, D.C. 20

*I will do AC
1/2 hour meeting.*



Dear Chris:

On behalf of Hoffman-LaRoche, we are writing to request a meeting with you on Thursday, June 24th to discuss issues relating to Medicaid coverage for Xenical. This is a new pharmaceutical product recently approved by the FDA to help individuals manage obesity and the related comorbidities associated with the condition, such as hypertension and diabetes.

We are requesting a meeting on this particular date because the CEO of the company, Mr. Pat Zenner, will be in Washington for meetings with key policy makers. He is interested in meeting with you to make you aware of the fact that many state Medicaid programs are denying coverage of the drug because they consider it to be used for cosmetic "weight loss" reasons. Current law allows states to exclude "weight loss" drugs, but we believe that this exclusion applies when the drugs are being used for cosmetic reasons.

While this drug does, in fact, result in weight reduction, clinical studies demonstrate the benefits that this drug has in treating the other underlying obesity-related medical conditions. As you know, obesity disproportionately impacts women and minority populations, is a serious problem for Medicaid recipients, and is costly for the program to treat.

Attached is a copy of the letter that we have sent to the Secretary, asking that a determination be made that state Medicaid programs cover this drug for select Medicaid recipients who meet Xenical's labeling requirements. HCFA recently made a similar coverage determination in the case of Serostim, a drug used to treat AIDS-related wasting syndrome.

We would like the opportunity to discuss this issue with you on that date. We appreciate your consideration of this request, and look forward to your response. Thank you.

Sincerely,



John M. Coster, Ph.D., R.Ph.

May 25, 1999

John F. Jonas
202-457-5624
jjonas@pattonboggs.com

VIA COURIER

Ms. Sheree Kanner
Associate General Counsel, Health Care Financing Division
Department of Health and Human Services
Wilbur J. Cohen Building, Room 5300
3300 Independence Avenue, S.W.
Washington, DC 20201

Re: Medicaid Coverage for Xenical® for the Treatment of Obesity and its Related Comorbidities

Dear Ms. Kanner:

This letter is submitted on behalf of our client, Hoffmann-La Roche Inc., one of the world's leading research-based pharmaceutical companies. As you may be aware, on April 23, 1999, the Food and Drug Administration (FDA) granted Hoffmann-La Roche approval to market and sell Xenical® (orlistat) a new drug that has shown exciting results in the fight against obesity and the risk factors associated with obesity. According to the FDA, Xenical® is the first of a new class of non-systemically acting anti-obesity drugs. The agency-approved labeling for Xenical states, in part, under **INDICATIONS AND USAGE**:

... Xenical is indicated for obese patients with an initial body mass index (BMI) of $>30 \text{ kg/m}^2$ or $>27 \text{ kg/m}^2$ in the presence of other risk factors (e.g., hypertension, diabetes and dyslipidemia).

Xenical is also the only weight loss agent indicated to reduce the risk for weight regain after prior weight loss.

In controlled clinical trials, patients on Xenical plus a reduced-calorie diet showed improvements in risk factors associated with obesity compared to controls which were maintained during the 1-2 years duration of the trials.

In light of the FDA's recent approval of Xenical, we are writing to request that Secretary Shalala exercise her authority to require Medicaid coverage for Xenical®, when it is appropriately prescribed for the treatment of obesity because of its proven benefits in associated diseases and medical conditions. We believe that under the Department's current interpretation of section 1927 of the Social Security Act (the "Act"), states must

provide Medicaid coverage for drugs used to treat obesity when the positive effect of such drugs has shown in clinical trials to lead to improvements in comorbidities such as diabetes, high cholesterol and hypertension. The *Glucose Tolerance in Obese Patients* subsection of the Xenical® labeling demonstrates that treatment with Xenical helped prevent the progression from normal or impaired OGTT at randomization to diabetic status compared to placebo treated patients.

We believe the Secretary possesses the authority to clarify and define the terms of section 1927 so as to differentiate between drugs used for cosmetic weight loss purposes and clinically proven treatments for obesity, like Xenical, with its resultant improvements in the comorbidities associated with obesity. Indeed, the Secretary recently exercised this authority to require state Medicaid agencies to cover Serostim®, recognizing important benefits *in addition* to weight gain.

I. Xenical® Should Be Covered by Medicaid because Weight Loss With Xenical Plus Diet Improves Risk Factors Associated with Obesity.

Obesity is considered among the leading threats to the health of the American people. According to the Centers for Disease Control and other leading research institutions, obesity has been directly linked to certain forms of cancer, blood disease, diabetes, coronary heart disease, strokes and arthritis. Indeed, after smoking, weight-related conditions are the second leading cause of death in the United States, resulting in approximately 300,000 preventable deaths a year.

FDA's approval of Xenical was, in part, based on clinical studies demonstrating numerous beneficial effects on surrogate markers for several of the risk factors related to obesity. The labeling's presentation of comorbidity data is prefaced by the statement that "[o]bservational epidemiological studies have established a relationship between obesity and visceral fat and the risks for cardiovascular disease, type 2 diabetes, certain forms of cancer, gallstones, certain respiratory disorders, and an increase in overall mortality." A summary of the information included in the label regarding the effect of weight loss with Xenical on comorbidities associated with obesity are listed below:

- DIABETES:** Specifically, the label includes an extensive discussion of Xenical's effect on diabetes that reads: "Weight-loss induction by Xenical may be accompanied by improved metabolic control in diabetics, which might require a reduction in dose of oral hypoglycemic medication (e.g. sulfonylureas, metformin) or insulin. . . ." Moreover, information from a two-year trial suggests that use of Xenical may actually reduce the risk of developing diabetes in patients that are obese.
- **CHOLESTEROL:** Xenical demonstrated an impact on total cholesterol levels in obese patients. Following a year of treatment, patients on Xenical plus diet experienced a reduction in their cholesterol levels, while those in the study on placebo plus diet experienced an increase. Moreover, it was notable that one of the

cholesterols most often associated with heart disease, LDL, decreased, while it increased in the placebo group.

- **HYPERTENSION:** In the Xenical® trials, both systolic and diastolic blood pressure measures decreased in the group taking Xenical, while they increased in the group on placebo following one year of treatment.

A copy of the FDA-approved label for Xenical is attached, which provides additional information on the benefits of Xenical.

Taken together, these data suggest that weight loss with Xenical, plus diet also results in improvements in many of the comorbidities associated with obesity. However, in spite of these benefits, we are concerned that certain state Medicaid programs may interpret the Act to permit denial of its coverage. This position is based upon a potentially broad and, we believe, inaccurate interpretation of section 1927(d)(2) of the Act that allows states to exclude coverage of "drugs or classes of drugs" when they are "used for anorexia, weight loss or weight gain." In the past, states have rarely elected to extend coverage to treatments found to be excludable under section 1927.

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In reversing its position so as to require state Medicaid coverage for Serostim, HCFA was apparently influenced by information provided by Serostim's manufacturer, the Food and Drug Administration and other knowledgeable parties that pointed to Serostim's effectiveness at combating the effects of AIDS wasting and cachexia. Although Serostim is technically a drug that produces weight gain, HCFA correctly recognized that Serostim should not be excludable under section 1927 when it is appropriately prescribed to combat the effects of AIDS wasting and cachexia.

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III. Conclusion

Given the Department's specific acknowledgement of its ability to "further identify or define (the excludable) drugs" on the section 1927 list (see Proposed rule at 60 Fed. Reg. at 48455), the FDA's explicit labeling linking Xenical® with the treatment for obesity and the resultant improvements in comorbidities, and the Department's coverage policy decision on Serostim®, we believe that the Secretary should exercise her authority to

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We would very much appreciate the opportunity to meet with you to discuss this matter at your earliest convenience, and thank you for taking the time to consider our thoughts.

Sincerely,

John F. Jonas .

1001 Pennsylvania Ave, N.W.
Suite 760 North
Washington, D.C. 20004
202-661-7070 – direct line
202-661-7060 – firm line
202-661-7066 (FAX)

**Legislative Strategies
Group, LLC**

Fax

To: Chris Jennings

From: John M. Coster, Ph.D., R.Ph.

Fax: 456-5557

Pages: Multiple

Phone:

Date: 06/03/99

☐ **Urgent** ☒ **For Review** ☐ **Please Comment** ☐ **Please Reply** ☐ **Please Recycle**

● **Comments:** Please see attached letter requesting meeting with Chris. Thank you.

Hold for
late summer

—
Hold
THE WHITE HOUSE
WASHINGTON

371-6000

Penney - 5458

tel 3199

- Miss is not in town
- He went BK to MINN
- He ofc will call in
the future ~~to~~
reschedule.

Withdrawal/Redaction Marker

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
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001a. memo	Laurie Sullivan to Chris Jennings re: Meeting with Lois Quam (partial) (1 page)	05/25/1999	P6/b(6)
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COLLECTION:

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

FOLDER TITLE:

Speaking Engagements (April, May June 1999) [3]

2011-0747-S
rc421

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]
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.

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]

6/18/99-1000 AM
Rm 216
(Wave list
Attached)

MEMORANDUM

TO: CHRIS JENNINGS
FROM: LAURIE SULLIVAN
RE: MEETING WITH LOIS QUAM
DATE: MAY 25, 1999

612-936-3630 (w/c)

[001a.]

P6(b)(6)

Lois Quam, CEO of Ovations - a United Healthcare subsidiary, will be in town on June 17-18 and would like to meet with you to discuss Medicare issues. Ovations serves the largest emerging consumer market in America today - managed care for the elderly. I believe you know Lois from her many healthcare activities, including her role as the Senior Advisor to the White House Task Force on National Health Care Reform.

We hope that you have 30 minutes for us on either day. She is free between 11:30-2:00 on June 17th or 9:00a.m. - 12:30 on June 18th. I am attaching her bio. I will call your office to see if this works.



Yes on the 18th, unless we
are unloading the Persimmon
Medicare plan (no one knows
when it will happen)

Hold for
Call Back

**Lois Quam
Chief Executive Officer
Ovations
UnitedHealth Group**

Lois Quam is the Chief Executive Officer of the Ovations, a part of UnitedHealth Group. This business unit of UnitedHealth Group is dedicated to serving the specific needs of the largest emerging consumer market in America today. Ovations includes a \$3.5 billion business relationship with the AARP and EverCare, a business dedicated to managing the care of the advanced and frail aged. As CEO of Ovations, she reports to Steve Hemeley, Chief Operating Officer of United HealthCare.

Ms. Quam was named Chief Executive Officer of the AARP/United Division in 1996. In this position, Lois combined her history of public service in support of universal access with her health care management experience in the private sector. Lois was the senior manager responsible for the United HealthCare proposal to AARP.

Ms. Quam was appointed Vice President of the Public Sector Services in 1993. Lois managed the company's division that worked with major public sector health care purchasers, including state Medicaid programs, to improve the delivery of health care services and access. Lois joined United HealthCare in 1989 as Director of Research and Evaluation, establishing United HealthCare's research and development arm, the Center for Health Care Policy and Evaluation.

In 1993, Ms. Quam took an extended leave of absence to serve as Senior Advisor to the White House Task Force on National Health Care Reform led by First Lady Hillary Rodham Clinton. In this capacity, Ms. Quam worked on a broad range of health care financing and policy issues including rural health care as well as implementation and transition concerns. Lois also served as liaison to the national Governors' Association, the National Association of Counties, and the League of Cities.

Ms. Quam was invited to serve the White House Task Force following her service as Chair of the Minnesota Health Care Access Commission, under appointment from the Governor of Minnesota. From 1989 to 1991, she chaired the 25 member commission charged with developing a plan for universal coverage in Minnesota. Landmark health care reform legislation based on the Commission's work was enacted by the Minnesota legislature in 1992. The Commission's policy development process was widely praised as a model for state decision-making. The reforms have increased health care coverage for many Minnesotans.

Ms. Quam has received several awards for her business and health care reform accomplishments including the Minneapolis/St Paul City Business Leadership Award for Business Leaders under Forty in 1994. She was the first business leader to be awarded the Distinguished Public Achievement Award by the Minnesota Hospital Association in 1991.

Ms. Quam has been published widely on American and British health care research and policy. She serves on the Board of Editors of the British Medical Journal. She has a wide record of public service, including membership on the Board of Directors of Planned Parenthood of Minnesota and the Dakotas, as well as the Children's Defense Fund Minnesota. From 1982-87, Ms. Quam served on the Commission for a new Lutheran Church, an elected body which developed the constitution and framework for the Evangelical Lutheran church of America.

As a Rhodes Scholar, Ms. Quam received an M.A. in philosophy, politics and economics at the University of Oxford in 1985. While in England, Ms. Quam led an Oxford University research team which evaluated the impact of medical malpractice litigation on the National Health Service.

In 1983, Ms. Quam graduated magna cum laude with a B.A. in Political Science from Macalester College in St. Paul, Minnesota, with awards in Political Science, history and academic achievement through Phi Beta Kappa. She was the second youngest person to ever receive a Distinguished Alumni Award from the college.

A native of rural Minnesota, Lois Quam now lives in St. Paul with her husband, Matthew Entenza, a member of the Minnesota House of Representatives, and their three sons.

November 23, 1998

LAW OFFICES
VERNER, LIIPFERT, BERNHARD, McPHERSON AND HAND
CHARTERED
901-15th Street, N.W.
Washington, D.C. 20005-2301
Tel: 202.371.6000
Fax: 202.371.6279

TELECOPIER COVER PAGE

DATE: May 25, 1999

TO: Chris Jennings

COMPANY NAME: White House

FROM: Laurie Sullivan

ORIGINATOR'S TEL. NO.: 202.371.6147

TELECOPIER NO.: 202.456.5557

TOTAL NO. OF PAGES 3
(INCLUDING COVER PAGE)

CONFIRM. TEL. NO.: 202.456.5560 CLIENT/MATTER NO.: 05274.0900

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SPACE FOR ADDITIONAL MESSAGE

FOR ASSISTANCE CALL TELECOPIER OPERATOR AT 202.371.6245

**Lois Quam
Chief Executive Officer
Ovations
UnitedHealth Group**

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November 23, 1998

REQUESTS FOR Chris Jennings

No.	Req: Date	Requestor/Organization Contact/Phone#	Request/Status
616	6/18/99 10:00am MEETING Room 216	Lois Quam, CEO of Ovations (United health Care Subsiderary) CONTACT: Penny 371-6000 Ext 5458	Request to discuss medicare issues with Chris. <u>PARTICIPANTS</u> Lois Quam Laurie Sullivan, Lawyer with Verner, Liipfert, Bernhardt, Mcherson, and Hand Else Gemeinhart, of Ovations

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001b. fax	Penny Pruitt to Chris Jennings re: SSN and DOB (partial) (1 page)	06/18/1999	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) [3]

2011-0747-S
rc421

RESTRICTION CODES

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

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
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- 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]
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- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

6/18/99 1000
amy

LAW OFFICES
VERNER, LIIPFERT, BERNHARD, McPHERSON AND HAND
CHARTERED
901-15th Street, N.W.
Washington, D.C. 20005-2301
Tel: 202.371.6000
Fax: 202.371.6279

WAVE

TELECOPIER COVER PAGE

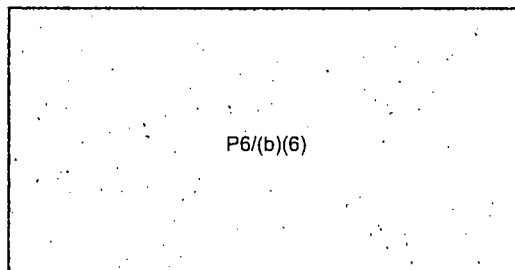
DATE: June 4, 1999
TO: Chris Jennings/Theresa COMPANY NAME: White House
FROM: Penny Pruitt ORIGINATOR'S TEL. 202.371.6147
TELECOPIER NO.: 202.456.5557 TOTAL NO. OF PAGES 1
(INCLUDING COVER PAGE)
CONFIRM. TEL. NO.: 202.456.5560 CLIENT/MATTER NO.: 05274.0900

The information contained in this facsimile transmittal is information intended only for the use of the individual or entity named above, and may be subject to the attorney/client privilege and is confidential. If the reader of this message is not the intended recipient, you are hereby notified that any distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us by telephone and destroy the facsimile message received. Thank you.

Theresa,

Here is the info on the people who will be in attendance on June 18th at 10:00am:

Laurie Sullivan
Elise Gemeinhardt
Lois Quam
Bob Hussey



[001b]

*The only new addition is Bob and he is the AARP liason for United Health Group. Elise is with United Health Group and Lois Quam is CEO of Ovations a subsiderary of United Health Group. Laurie is an attorney and lobbyist with Verner Liipfert Bernhard McPherson & Hand.

If you have any questions please feel free to call me at 371-6000 ext 5458.

Thanks,
Penny

THE WHITE HOUSE
WASHINGTON

5/21/99 - will schedule
for work of
per July 12, W.I.
from Viscio. Get more info
next week

6/23/99 - phone to set
update - Her
assistant will get
back to me.

- will be ^{planned} ~~planned~~ late
summer over early fall
- they will notify us (Chris)
held until then



« a grassroots advocacy effort »

April 30, 1999

Mr. Chris Jennings
Special Assistant to the President
for Health Policy Development
Office of Policy Development
212 Old Executive Office Building
1600 Pennsylvania Avenue, NW
Washington, DC 20500

ok, I'll try to go
to meet one.
ej

Dear Mr. Jennings,

On behalf of the National Breast Cancer Coalition (NBCC), I am writing to express my regret that you were unable to attend our quality health care meeting on Capitol Hill on Friday, April 16. During the meeting, we were pleased to have the opportunity to meet with a small group of Congressional and Committee staff to begin a dialogue on the best way to develop public policy that would ensure quality care for all women with breast cancer.

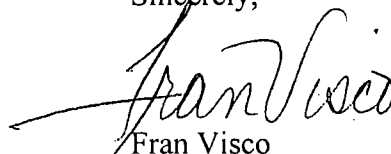
During the meeting, we presented a brief overview of NBCC's Quality Care Summit and then opened the table for discussion. We were encouraged by the high level of interest that surrounds this issue in Congress, and appreciated the Congressional staff's enthusiasm about working with us to achieve our quality care goals.

Based on recommendations made at our meeting, we plan to host a series of breakfast meetings for a small group of Congressional and Committee staff to continue the discussion we began on April 16th. We will be in touch with you soon with additional information. I do hope that you will be able to contribute to this continuing dialogue.

Please do not hesitate to contact me if you have any questions. I can be reached at (202) 973-0582. Or, you may contact NBCC's Government Relations Manager, Jennifer Katz, at (202) 973-0595.

We look forward to working with you on this issue.

Sincerely,


Fran Visco
President

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002a. note	re: phone numbers (1 page)	n.d.	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) [3]

2011-0747-S

rc421

RESTRICTION CODES

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

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Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
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002b. fax	John M. Coster to Theresa re: SSN, DOB, phone number (partial) (1 page)	07/14/1999	P6/b(6)
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COLLECTION:

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

FOLDER TITLE:

Speaking Engagements (April, May June 1999) [3]

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7/15 3:00 PM

1001 Pennsylvania Ave, N.W.
Suite 760 North
Washington, D.C. 20004
202-661-7070 - direct line
202-661-7060 - firm line
202-661-7066 (FAX)

**Legislative Strategies
Group, LLC**

Fax

*Cancelled
7/15/99*

To: Theresa**From:** John M. Coster, Ph.D., R.Ph.

Chris Jennings's Office

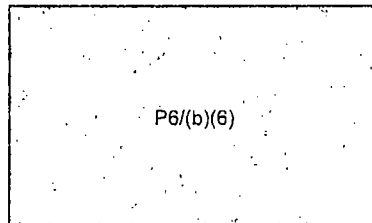
Fax: 456-5557**Pages:** Multiple**Phone:****Date:** 07/14/99

☐ Urgent ☒ For Review ☐ Please Comment ☐ Please Reply ☐ Please Recycle

● Comments: Theresa - here is the information on the attendees for Chris' scheduled meeting tomorrow (Thursday 7/15) with Hoffman LaRoche at 3PM:

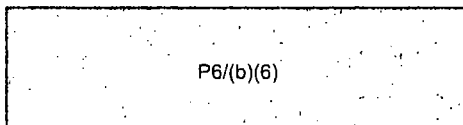
PATRICK
Pat Zenner, CEO

Dolly Judge
EDWARD
Ed Desmond



[0026]

Thank you.



Allen K...

PATRICK J. ZENNER

Patrick J. Zenner, a 30-year veteran of the pharmaceutical industry, is president and chief executive officer of Hoffmann-La Roche Inc., a leading research-intensive pharmaceutical company based in Nutley, N.J.

Mr. Zenner has spent his entire career at Roche, having joined the company as a sales representative in 1969. He subsequently held a series of marketing and business development posts that culminated in his being named vice president and general manager of Roche Laboratories in 1982. He later spent two and a half years with Roche Holding Ltd., the U.S. firm's parent company in Basel, Switzerland, as head of international pharmaceutical marketing. In 1988, Mr. Zenner was elected to the U.S. company's Executive Committee and Board of Directors, and appointed senior vice president of the company's pharmaceutical division. In 1993, he was named president and chief executive officer of Hoffmann-La Roche Inc.

Long active in industry, academic and civic affairs, Mr. Zenner is chairman of the HealthCare Institute of New Jersey and serves on the Board of Directors of the Pharmaceutical Research & Manufacturers of America (PhRMA) and the Biotechnology Industry Organization (BIO). He is also on the Board of Trustees of Creighton University and Fairleigh Dickinson University and on the Board of Directors of the Hollings Cancer Center. In addition, Mr. Zenner is a member of numerous associations, including the American Foundation for Pharmaceutical Education, the Health Care Leadership Council and the National Committee for Quality Health Care.

Mr. Zenner holds a bachelor's degree in business administration from Creighton University and an MBA from Fairleigh Dickinson University.

Updated: 1/1/99

INTERNAL TALKING POINTS ON MEDICARE

- Anytime any patient is unable to obtain access to our medicines, that's of concern to the industry. We want to be part of a solution that helps seniors obtain the medicines that can save lives and improve the quality of life.
- The research-based pharmaceutical industry supports the effort to expand prescription drug coverage for seniors....but it has to be done the right way....and that's through a modernized Medicare system that allows private sector health plans to offer seniors health care coverage.
- A private sector solution allows seniors to have more choices for their individual health care needs and ensures high-quality care while competition in the marketplace holds down overall costs.
- Greater government regulation, price controls and rationing of medicines are not the answer and would harm patients of all ages.
- The industry is encouraged by the "premium support" proposal of Senator Breaux and Congressman Thomas because it relies on the private sector and does not impose price controls on the most innovative industry in the world.
- The industry opposes the "Medicare Prescription Drug Coverage Act of 1999" introduced by Senator Kennedy and Congressman Stark. While the bill attempts to use the private sector to deliver a prescription drug benefit, it relies on Federal government controls on prices, access, choice, scope of benefits, and quality of care for seniors. In fact, the bill refers over 50 separate times to the Secretary of Health and Human Services, significantly expanding the government's powers.
- The industry is interested in the concept proposed by Senators Snowe and Wyden, which relies on the private sector to manage and deliver the drug benefit, providing a wide range of choices among competing private-sector options.
- In the context of the legislation to modernize Medicare, we support:
 - increasing access to private-sector coverage by building on, and not displacing, existing sources of private coverage;
 - additional assistance for low-income beneficiaries;
 - special attention to costly beneficiary populations, including the disabled.

-more-

-2-

- Any plan must be adequately financed, without resorting to price controls. Price controls distort the market and reduce incentives to innovate new treatments and cures that millions of patients need.
- Policymakers should look at the total package of health care and not solely at pharmaceuticals. Integrated health care delivery is most likely to meet the health care needs of seniors.

###

Friday 7/9 3pm

postponed -
not re-scheduled
yet



● Eugenia Chough

06/30/99 01:04:44 PM

Record Type: Record

To: See the distribution list at the bottom of this message

cc: Cynthia A. Rice/OPD/EOP@EOP, J. Eric Gould/OPD/EOP@EOP

Subject: Legal Immigrants proposal

We'd like to have a brief meeting next Friday, July 9th at 3pm in Chris' office to discuss next steps on the budget proposal to restore Medicaid eligibility for legal immigrant kids and pregnant women, and roles for NGA and NCSL. Thanks.

Message Sent To:

Christopher C. Jennings/OPD/EOP@EOP

Teresa M. Jones/OPD/EOP@EOP

Jeanne Lambrew/OPD/EOP@EOP

Devorah R. Adler/OPD/EOP@EOP

Irene Bueno/OPD/EOP

Car



Cynthia A. Rice

07/02/99 11:19:34 AM

Record Type: Record

To: See the distribution list at the bottom of this message
cc: Eugenia Chough/OPD/EOP@EOP
bcc:
Subject: Meeting next Fri at 3

Hi. I'd like to discuss two welfare-Medicaid related issues when we meet next Friday:

- (1) as noted below, how we move legal immigrant benefits proposals forward and
- (2) proposals to add a measure of Medicaid receipt to the welfare high performance bonus (regulation currently under review here and we'd like to announce it in the next several weeks; plus legislative language on the topic was just added to a Senate approps bill).

Eugenia Chough 06/30/99 01:04:44 PM



● Eugenia Chough

06/30/99 01:04:44 PM

Record Type: Record

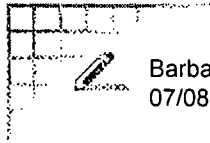
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Devorah R. Adler/OPD/EOP@EOP
Irene Bueno/OPD/EOP

*Fri 7/9 1200-100
Roosevelt
Room*



Barbara D. Woolley
07/08/99 03:53:51 PM

Record Type: Record

To: See the distribution list at the bottom of this message

cc:

Subject: Senior Meeting Tomorrow

Confirmed for Roosevelt Room noon - 1:00. I have confirmed Joel, Karen, Chris. No Steve. Maybe Gene and Larry.

Message Sent To:

Mindy E. Myers/WHO/EOP@EOP
Joel Johnson/WHO/EOP@EOP
Carolyn T. Wu/WHO/EOP@EOP
Rebecca L. Walldorff/WHO/EOP@EOP
Joseph D. Ratner/WHO/EOP@EOP
Teresa M. Jones/OPD/EOP@EOP
Devorah R. Adler/OPD/EOP@EOP
Jeanne Lambrew/OPD/EOP@EOP

Fri 7/9 1145 AM Room 216

 Barbara D. Woolley
07/08/99 11:40:32 AM

Record Type: Record

To: Devorah R. Adler/OPD/EOP@EOP, Teresa M. Jones/OPD/EOP@EOP

cc:

Subject: Time on Chris's Schedule for Friday

Devorah, can I get 5 min w/ Chris tomorrow. Steve Richitti and Joel Johnson ran down a whole list of meetings they think we need to do on Medicare, so I wanted to run them over with Chris. I'll put them on paper so that you can take a look at. Thanks.

Fri 7/9 200-345
done
from COS ofc

● Michele Ballantyne

07/08/99 02:59:04 PM

Record Type: Record

To: See the distribution list at the bottom of this message
cc: See the distribution list at the bottom of this message
Subject: Podesta Prep for Sunday Shows -This Week

Please attend a meeting in COS Office on Friday, July 9 at 2pm-3:45pm to prepare for John's appearance on This Week.

Below is a tentative agenda:

- Budget/Medicare
- Domestic Policy Issues
 - Tobacco
 - PBoR
 - New Markets trip
- Politics
 - HRC
 - VPOTUS
 - George W.
- Foreign Policy
 - Kosovo aftermath
 - Ireland

Thanks.

Message Sent To:

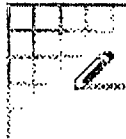
Joel Johnson/WHO/EOP@EOP
Sylvia M. Mathews/OMB/EOP@EOP
Gene B. Sperling/OPD/EOP@EOP
Lawrence J. Stein/WHO/EOP@EOP
Karen Tramontano/WHO/EOP@EOP
Christopher C. Jennings/OPD/EOP@EOP
Loretta M. Ucelli/WHO/EOP@EOP
LEAVY_D@A1@CD@VAXGTWY@EOP
Thomas D. Janenda/WHO/EOP@EOP
Jennifer M. Palmieri/WHO/EOP@EOP
Mark D. Neschis/WHO/EOP@EOP

Message Copied To:

Dawn L. Smalls/WHO/EOP@EOP
Justin L. Coleman/WHO/EOP@EOP
Janet L. Graves/OMB/EOP@EOP
Melissa G. Green/OPD/EOP@EOP
Peter A. Weissman/OPD/EOP@EOP
Mindy E. Myers/WHO/EOP@EOP
Carolyn T. Wu/WHO/EOP@EOP
Ann C. Hertelendy/WHO/EOP@EOP
Devorah R. Adler/OPD/EOP@EOP
Teresa M. Jones/OPD/EOP@EOP

Fri 7/9/99 145 pm
Rm 260

Rescheduled?

 Shannon Mason
07/07/99 05:17:06 PM

Record Type: Record

To: See the distribution list at the bottom of this message
cc: Teresa M. Jones/OPD/EOP@EOP, Gina C. Mooers/OMB/EOP@EOP, Martin L. Yeung/OMB/EOP@EOP,
Mary M. Chuckerei/OMB/EOP@EOP
Subject: Privacy Meeting

Sally will host a health privacy meeting this Friday the 9th at 1:45 in Rm 260. Please confirm your attendance.

See

Message Sent To:

Christopher C. Jennings/OPD/EOP@EOP
Daniel N. Mendelson/OMB/EOP@EOP
David W. Beier/OVP@OVP
Peter P. Swire/OMB/EOP@EOP
Joshua Gotbaum/OMB/EOP@EOP
Lisa M. Kountoupes/WHO/EOP@EOP

Meeting not held



Cynthia A. Rice

07/02/99 11:19:34 AM

Record Type: Record

To: See the distribution list at the bottom of this message
cc: Eugenia Chough/OPD/EOP@EOP
bcc:
Subject: Meeting next Fri at 3

Hi. I'd like to discuss two welfare-Medicaid related issues when we meet next Friday:

(1) as noted below, how we move legal immigrant benefits proposals forward and

(2) proposals to add a measure of Medicaid receipt to the welfare high performance bonus (regulation currently under review here and we'd like to announce it in the next several weeks; plus legislative language on the topic was just added to a Senate approps bill).

Eugenia Chough 06/30/99 01:04:44 PM



● Eugenia Chough

06/30/99 01:04:44 PM

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Devorah R. Adler/OPD/EOP@EOP
Irene Bueno/OPD/EOP

Message Sent To:

christopher c. jennings/opd/eop@eop
teresa m. jones/opd/eop@eop
jeanne lambrew/opd/eop@eop
devorah r. adler/opd/eop@eop
Irene Bueno/OPD/EOP@EOP
j. eric gould/opd/eop@eop
Andrea Kane/OPD/EOP@EOP



Peter Harbage <PHarbage@hcfa.gov>
06/23/99 11:35:46 AM

Record Type: Record

To: Devorah R. Adler/OPD/EOP, Teresa M. Jones/OPD/EOP
cc:
Subject: meeting on medicare managed care plan withdrawals -Reply

medicare

I had a chance to talk with NMD about this issue today, and to the extent Chris is agreeable, our preference would be to have this meeting on Tuesday or Wed. I don't believe that we would be ready to discuss this until then. My recommendation (and it is only my recommendation) is that the WH would want the input of the following persons on this issue:

- 1) NMD,
- 2) Gary,
- 3) Jane,
- 4) Betsey D'Jamoos,
- 5) CoS office, and
- 6) Melissa

thanks

>>> <Devorah_R._Adler@opd.eop.gov> 06/22/99 07:27pm >>>
Teresa --

Can you please set up a meeting on this issue for Friday (preferably) or Monday?

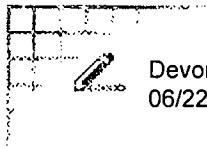
We should invite Jeanne, Dan Mendelson (and staff), and Nancy Ann (and staff).

Please ask Peter Harbage (690 6726) to come up with the invite list for HHS. He shouldn't have to deal with coordinating the time or scheduling the meeting -- but he should provide the complete HHS invite list.

Thanks a lot.

Devorah

Will ntg



Devorah R. Adler
06/22/99 07:27:43 PM

Record Type: Record

To: Teresa M. Jones/OPD/EOP@EOP
cc: pharbage@hcfa.gov @ inet
Subject: meeting on medicare managed care plan withdrawals

Teresa --

Can you please set up a meeting on this issue for Friday (preferably) or Monday?

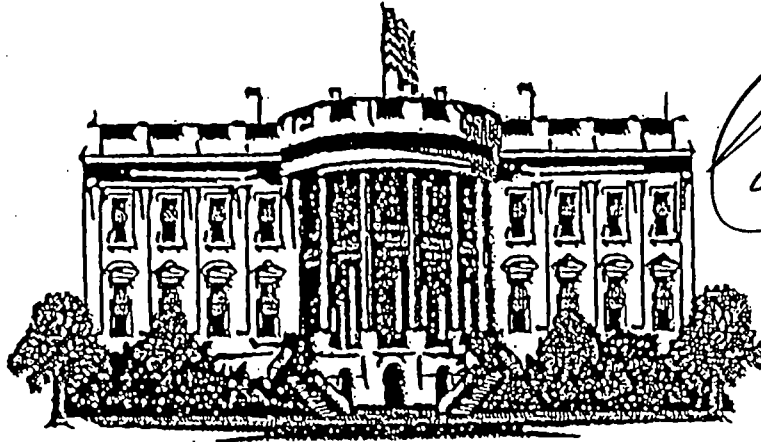
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Thanks a lot.

Devorah

THE WHITE HOUSE



How
Follow up

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

Facsimile Transmission Cover Sheet

To: Attn: Roberta Biegel

Fax Number: 202 833-3472

Telephone Number: 223-8224

Pages (Including Cover): 2

Comments: Please call Teresa regarding
Chris's attendance at the 9am breakfast
on June 29th. She needs to speak with
you in order to confirm. Thanks Laura

called
Cancelled
11/29/99

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. letter	David Folkenflik to Teresa Jones re: phone number (partial) (1 page)	06/15/1999	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) [3]

2011-0747-S

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6/28 3:00 PM



Washington Bureau
1627 K Street NW
Suite 1100
Washington, DC 20006-1792
(202) 452-8250
(202) 872-9327 Fax

15 June 1999
Ms. Teresa Jones
BY FACSIMILE

Dear Ms. Jones:

I am writing to request an appointment this week with Chris Jennings to talk about health care policy. It is my hope to take him for lunch at a place near your office; if that proves too tough to schedule, I would like very much to set a time when we could meet for approximately 30 minutes.

In particular, I am interested in understanding more about the recent batch of health-related initiatives being pursued by the administration.

I can be reached at P6/(b)(6) [003]

Thank you for your consideration.

All best,

David Folkenflik
Washington Correspondent
The Baltimore Sun

I am taking vacation
starting on Monday
July 5th
through Wednesday
July 7th.

Yes, but probably
will need to be
late in the week
of the 28th (Tue)--
like the 1st or 2nd--
or after I get
back from my mini-
vacation ~~on~~ ~~starting~~ the
following Thursday -- July 8?

P.S.

JUN-07-1999 16:20

*Called Lawrence
to come
visit rowe*

O'Brien ♦ Calio
1350 I Street, NW
Suite 690
Washington, D.C. 20005

Telephone: (202)-898-4746
Telecopier: (202)-898-4756

*6/29/99 4:30pm
6/30/99 4:30pm
P.01/01
Rm 216
Wave not
Attached*

PLEASE DELIVER THE FOLLOWING DOCUMENT TO:

C
Chris Jennings
Deputy Assistant to the President
for Domestic Policy
(Attn: Theresa)

Phone: 456-5560
Fax: 456-5557

*Inclination is to say yes.
Who is coming?
See Below!*

COMMENTS:

Theresa: Larry O'Brien would like to schedule a meeting with Mr. Jennings. He will also have representatives from our client, Biotechnology Industry Organization (BIO), accompanying him. They would like to discuss Medicare and the question of prescription drugs. Please give me a call so we can discuss dates and times. Thank you for your assistance in this matter.

FROM: Brenda Jackson

Total Number of Pages (Including this cover): 1

DATE: 6/7/99 TIME: 4:10

Please call (202) 898-4746 if copies are unclear.

*Carl Feldbaum - CEO of BIO Techn. Industry Org.
Jerry Kelpner - (Smith, Kline, Beecham)
Larry O'Brien - (O'Brien & Calio)
Nancy Myers - BIO Techn.*

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
--------------------------	---------------	------	-------------

004. fax	Brenda Jackson to Chris Jennings re: DOB, SSN, phone number (partial) (1 page)	06/23/1999	P6/b(6)
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COLLECTION:

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

FOLDER TITLE:

Speaking Engagements (April, May June 1999) [3]

2011-0747-S
rc421

RESTRICTION CODES

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

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

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

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

RR. Document will be reviewed upon request.

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

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

O'Brien ♦ Calio
1350 I Street, NW
Suite 690
Washington, D.C. 20005
Telephone: (202)-898-4746
Telecopier: (202)-898-4756

PLEASE DELIVER THE FOLLOWING DOCUMENT TO:

Mr. Chris Jennings
The White House
ATTN: Theresa

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

COMMENTS:

Theresa – below is the information that you request in reference to the meeting with Mr. Jennings and Biotechnology Industry Organization scheduled for June 30th at 4:30. Listed below are the social security numbers and dates of birth for the attendees. Thank you for your assistance.

Lawrence F. O'Brien, III

SS#

DOB

P6/(b)(6)

P6/(b)(6)

Carl Feldbaum

SS#

DOB

P6/(b)(6)

Nancy Braddish-Myers

SS#

DOB

P6/(b)(6)

FROM: Brenda Jackson

Total Number of Pages (Including this cover): 1

DATE: 6/23/99

TIME: 4:59

Please call (202) 898-4746 if copies are unclear.

Page 1 of 2

U.S. Department of Commerce
Bureau of Export Administration
Advisory Committees MS: 3876
14th St. & Pennsylvania Ave., N.W.
Washington, D.C. 20230
(Phone: 202-482-2583)
(Fax: 202-501-8024)
lcarpent@bxa.doc.gov

Date: 6/23/99

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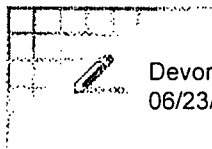
David Aaron
Gary Bachula
Joyce Corell
Janet Crist
John Hamre
Sally Katzen
Charlotte Knepper
Louis Freeh
Kerri-Ann Jones
Donald Gips
John Gordon
Oliver John
John Lynch
Ira Magaziner
Jan Manning
Bruce McConnell
Barbara McNamara
Ed Murphy
Tony Pentino
Ed Roback
James Steinberg
Lawrence Summers
Richard Suter
Katura Weatherspoon
Linton Wells

Attached is a (nearly final) agenda for the June 25th meeting of the President's Export Council Subcommittee on Encryption (PECSENC). If you have not already done so, please let me know whether or not you or a representative will be attending the meeting. The agenda is Not For Distribution.

-- Lee Ann Carpenter
Committee Liaison Officer

**President's Export Council
Subcommittee on Encryption
June 25, 1999
U.S. Department of Commerce
Herbert Hoover Building
Room 3407**

9:00	Opening Comments (OPEN)	William Crowell, PECSENC Chairman
9:05	Public Comments	
9:30	BXA Update	William A. Reinsch Under Secretary for Export Administration
10:00	Briefing	Overview of the Critical Infrastructure Assurance Office Dr. Jeffrey Hunker, Director Critical Infrastructure Assurance Office
10:30	Panel Discussion	Pending Encryption Legislation Representative Bob Goodlatte Representative Zoe Lofgren (tentative) Senator McCain or staff person (invited) Jeffrey Smith, Esq., Arnold & Porter Amy Carlson, Esq., Preston Gates & Ellis
11:30		Deliberations on PECSENC Policy Papers
12:15		Lunch for Subcommittee Members
1:00	Briefing University	Report on Foreign Availability Professor Lance Hoffman, The George Washington University David Balenson, Network Associates
1:30		Deliberations on Policy Papers, Continued
3:00		Adjourn Open Session



Devorah R. Adler
06/23/99 11:56:35 AM

Record Type: Record

To: Teresa M. Jones/OPD/EOP@EOP
cc: pharbage@hcfa.gov
Subject: Re: meeting on medicare managed care plan withdrawals -Reply

After a conversation with Peter, we decided that the best time to have this meeting was late Monday afternoon -- maybe around 4 or 5. We should do it as a conference call, rather than making people trek over here.

Invites include:

- 1) NMD or Bob Berenson
- 2) Gary Claxton
- 3) Jane Horvath
- 4) Betsey D'Jamoos
- 5) Liz Summy, and
- 6) Melissa Skolfield
- 7) Jeanne Lambrew
- 8) Dan Mendelson and staff

We should plan for about 45 minutes to an hour.

Thanks a lot.

Devorah

by Laura

Mon 6/28/99
Conf. call
500pm - 600pm
456-6755 Code
6780

TO Laura
to Set
up

ID:

8/03/99 13:44 No. 002 P. 01
8/01/99 4:43 PM
COMMITTEE:
EDUCATION AND THE WORKFORCE
215
SUBCOMMITTEES:
EMPLOYER-EMPLOYEE RELATIONS
EARLY CHILDHOOD, YOUTH
AND FAMILIES
RESOURCES
SUBCOMMITTEES:
FISHERIES CONSERVATION, WILDLIFE
AND OCEANS
NATIONAL PARKS AND PUBLIC LANDS
RANKING MEMBER

CARLOS A. ROMERO-BARCELÓ
PUERTO RICO



Congress of the United States
House of Representatives
Washington, DC 20515-5401

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(787) 723-0323

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472 TITO CASTRO AVENUE
SUITE 404
PONCE, PR 00731
(787) 841-3300

August 3, 1999

The Honorable Chris Jennings
Special Assistant to the President for Health Care
FAX 456-5557

*Also
Write
Jeff
Farrow*

Dear Mr. Jennings:

I would like to request an appointment to discuss the President's initiatives on health and their impact on the American citizens in Puerto Rico. One of the issues that I would like to bring to your attention is H.R. 2333, a bill to enable veterans and Medicare Part B cost sharing program eligible elderly individuals to receive Medicaid.

I look forward to the opportunity to meet with you, hopefully before the August recess. You can contact me directly at 225-2615 or have your staff contact Yvonne Benner, my legislative director.

Sincerely,

Carlos Romero Barceló
Carlos Romero-Barceló

*Yes
Please
Get
it
right
away.*

Center for Telemedicine Law

1050 Connecticut Avenue, N.W., Suite 700
Washington, DC 20036-5339
Phone: (202)775-5722 Fax: (202)857-6395
e-mail: telemedlaw@dgs.dgsys.com

July 22, 1999

Christopher C. Jennings
Deputy Assistant to the President
for Health Policy
The White House
Washington, DC 20502

no.
Jennings

Dear Chris:

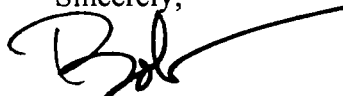
This letter follows-up a call I made to your office and extends a formal invitation for you to speak at the Center for Telemedicine Law's 1999 National Conference scheduled October 13-14. This conference is co-sponsored by the American Telemedicine Association (ATA). The 1999 conference will have a unique program that will open on Capitol Hill at the Hart Senate Office Building and continue for a second day at the Marriott Metro Center. I would appreciate if you would agree to participate in our "Executive Branch Update" on Wednesday, October 14 at 2:00pm at the Marriott Metro Center. Your role would be to open the Executive Branch segment of the program, introduce other federal officials participating in the panel and deliver a few brief remarks underscoring the Clinton administration's support for various federal telemedicine initiatives.

The CTL conference will be structured as an intensive two-day interactive forum which will include the nation's largest faculty of telemedicine legal and regulatory professionals offering their expertise on telemedicine's leading issues. The 1999 program will also include panel discussions with top federal and congressional policymakers. This program has been tailored to meet the needs of the telemedicine community and will be particularly valuable for telemedicine administrators, health lawyers, hospital administrators, and health care providers.

Your participation and expertise would contribute greatly to the conference and will provide an excellent opportunity for you to meet with individuals and organizations within the telemedicine community.

Please contact me if you have any questions or need additional information.

Sincerely,



Robert J. Waters
Counsel to Center for Telemedicine Law

If there is
any chance this
would work
I would
appreciate
your
participation !!

CTL

Center for Telemedicine Law

Robert J. Waters

1050 Connecticut Avenue, N.W., Suite 700

Washington, DC 20036-5339

Phone: (202) 775-5722 Fax: (202) 857-6395

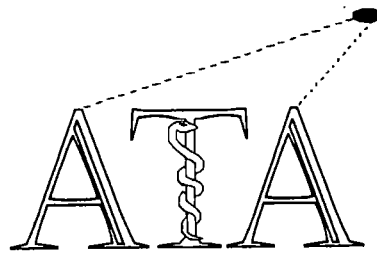
e-mail: telemedlaw@dgs.dgsys.com

CTL

Center for
Telemedicine
Law

Telemedicine National Conference on Legal and Policy Developments

Nation's largest faculty of
telemedicine legal and regulatory
experts



October 13 & 14, 1999
Capitol Hill and
Marriott Metro Center
Washington, DC

Targeted Programs for:

- Telemedicine Administrators
- Telenursing and Call Centers
- Health Site Webmasters
- Hospital Administrators
- International Project Managers
- Health Lawyers
- Telemedicine System Integrators
- Health Care Providers

Special Sessions on:

- Telemedicine Reimbursement
- Telemedicine Licensure
- Health Information on the Internet
- Ask the Legal Experts
- Malpractice/Risk Management
- Federal Policy Initiatives
- Telemedicine Ventures
- Prescriptions On-line
- Hardware and Software Regulations
- Privacy and Confidentiality

Sponsored by: **Center for Telemedicine Law**
American Telemedicine Association

Telemedicine Legal and Policy Developments

Center for Telemedicine Law

American Telemedicine Association

DAY ONE - National Town Meeting on Advanced Health Information Services & Telehealth

This segment of the program will be conducted on Capitol Hill

(Room to be Announced)

11:00 Registration

2:45 Congressional Telemedicine Initiatives

11:30 Congressional Welcome

Senator Kent Conrad (D-ND)
Representative Larry Combest (R-TX)
Co-Chairs, Ad Hoc Steering Committee on Telehealth

Medicare Reimbursement - Rep. Jim Nussle (R-IA)
Appropriations Initiatives - Sabrina Corlette -
Leg. Asst., Senator Tom Harkin (D-IA)
Privacy and Confidentiality - Chip Yost -
Leg. Dir., Senator Robert Bennett (R-UT)

12:00 State Perspective -

Expanding Access to Health Expertise
Honorable Don Sundquist (R) (Invited)
Governor of Tennessee
Chair, Southern Governors' Association

3:45 Health Information on the Net -

Consumer Empowerment

Representatives of the nation's leading Internet health information companies will discuss how firms such as the Discovery Channel, Healtheon/WebMD, America's Doctors, mediconsult.com, and drkoop.com are changing the way patients and providers acquire and use health information.

12:20 Medical Information and Services for the 21st Century
(Award Presentation)

CTL Health Innovator's Award Address
Dr. Michael DeBakey (Invited)

4:30 Health Internet Regulatory Issues

12:45 Lunch with Congressional Delegations &
Administration Officials
(View Provider Exhibits)

Advertising - Federal Trade Commission/FDA
Initiatives

2:00 Removing Regulatory Barriers -

A Telemedicine Provider Panel

Dena Puskin - Office for the Advancement of
Telehealth (Moderator)

Thelma McClosky-Armstrong - Eastern Montana
Telemedicine Network

Jim Reid - Midwest Rural Telemedicine Consortium
Donna Hammack - Good Samaritan Health Systems
Lynn Gruber - Cleveland Clinic Foundation

Taxation - Jeff Disbrow & Emily Streett - Counsel,
Center for Telemedicine Law

Licensure - Bruce Levy, M.D., J.D., Federation of State
Medical Boards

5:30 Reception for Conference Attendees, Speakers,

Congressional and Administration Guests
(View Provider Exhibits)

DAY TWO - Telemedicine Legal and Policy Developments

Marriott Metro Center Hotel

8:00 Opening Remarks

Yadin David, President, Center for Telemedicine Law
Mark Goldberg, President, American Telemedicine
Association
Robert Waters, Counsel, Center for Telemedicine Law

9:30 Breakout Sessions #2

2A Physicians on the Net — Web Sites, Chat Rooms,
E-mail & More
2B Reimbursement Workshop
2C Privacy & Confidentiality - Conducting a Telehealth
Information Security Audit

8:30 Breakout Sessions #1

10:30 Break

1A Rx from Cyberspace — Legal and Regulatory Issues
for On-line Pharmacies

1B Licensure Update

1C Structuring an International Telemedicine Venture

11:00 Breakout Sessions #3

3A Universal Service Fund - Telemedicine
Reimbursement

3B Risk Management Strategies Workshop

3C Nurse Call Centers - Telehealth Services

12:00 Lunch

Faculty

This seminar includes the nation's leading experts on telemedicine legal and policy issues.

Lori Bartholomew
Physicians Insurers
Association of America

John Blum, J.D.
Professor Loyola College of Law

Rep. Larry Combest (R-TX)
U.S. House of Representatives

Senator Kent Conrad (D-ND)
U.S. Senate
(Invited)

Sabrina Corlette
Office of Senator Tom Harkin
(D-IA)

Yadin David, PhD.
Texas Children's Hospital

Michael DeBakey, M.D.
Baylor College of Medicine
(Invited)

William England, J.D., PhD.
Rural Health Care Corp.

Alan S. Goldberg, J.D.
Goulston & Storrs

Mark Goldberg, M.D.
President
American Telemedicine
Association

Janlori Goldman, J.D.
Privacy Project
Georgetown University

Phyllis Granade, J.D.
Kilpatrick Stockton

Lynn Gruber, J.D.
Counsel
Cleveland Clinic Foundation

Donna K. Hammack
Good Samaritan Health Systems

Bruce Levy, M.D., J.D.
Federation of State Medical Boards

Jon Linkous
Executive Director
American Telemedicine
Association

Thelma McClosky-Armstrong
Eastern Montana
Telemedicine Network

Patrick Morrissey, J.D.
House Commerce Committee

Rep. Jim Nussle (R-IA)
U.S. House of Representatives

Dena Puskin
Director- Office for the
Advancement of Telehealth
Department of Health and
Human Services

James R. (Jim) Reid, PA-C
Midwest Rural
Telemedicine Consortium

Curtis Rooney, J.D.
Counsel
American Hospital Association

Elizabeth Saindon, J.D.
Arent Fox

Jay Sanders, M.D.
Immediate Past
President, ATA
Global Telemedicine Group

Scott Sherman, J.D.
Johns Hopkins Medical Center

Honorable Don Sundquist (R)
Governor of Tennessee

Katherine Thomas
Texas Board of Nurse Examiners

Kathy Wasem
Office for the Advancement of
Telehealth

Robert Waters, J.D.
Center for Telemedicine Law
Arent Fox

Charles J. Weigel, J.D.
Professor
South Texas College of Law

J. Willmann, J.D.
General Counsel
Texas Nurses Association

Chip Yost
Legislative Director
Senator Robert Bennett (R-UT)

Linda Yu
General Manager
Discovery health.com

CTL MEMBERSHIP

Become a CTL Member and enjoy complimentary participation in this seminar. The Center for Telemedicine Law is a nonprofit organization based in Washington, D.C.

Annual membership in CTL includes the following benefits:

Participation in CTL Annual Conference

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Audio Conferences on Hot Topics

FDA Briefing Book (\$95 value)

CTL Publications

Individual and Non-Profit Annual CTL Membership \$750.00

Corporate Sponsor Opportunities are also available. Please contact CTL at 202/775-5722 for more information.

Telemedicine Seminar Registration

Hotel Rooms:

The Marriott Metro Center in Washington, DC will accept reservations at a special rate of \$169 single or double occupancy (plus taxes) until September 17 by calling 202/737-2200. There is a limited block of rooms. Reservations made after September 17 will be accepted on a rate and space available basis.

Registration: (Please Check One)

Current CTL Members: ___ Complimentary

Regular Registration: ___ \$540

Advanced Registration: ___ \$490
(By August 31, 1999)

ATA Member Registration: ___ \$25 off your registration fee

CTL Membership: ___ \$750

☐ Check here if you
require special assistance.
Please forward a written
description of your needs.

I would like to attend the following breakout sessions on October 14:

Breakout Session I: ___ A ___ B ___ C

Breakout Session II: ___ A ___ B ___ C

Breakout Session III: ___ A ___ B ___ C

Breakout Session IV: ___ A ___ B ___ C

Breakout Session V: ___ A ___ B ___ C

☐ Check here if you
want to have a tabletop
display of your telemedicine
project at the Oct. 13th
Capitol Hill Town Meeting.

Please complete the following information:

Name: _____ Title: _____

Organization: _____

Address: _____

_____ E-Mail: _____

Phone: _____ Fax: _____

☐ Payment Enclosed
(make checks payable to Center for Telemedicine Law)

☐ American Express

☐ Mastercard

☐ Visa

Name (as it appears on card): _____

Card Number: _____ Exp. Date: _____

Signature: _____ Total Payment: _____

Please return your completed form with payment by fax or mail to:

Regina Pruitt
Center for Telemedicine Law
1050 Connecticut Avenue, NW
Washington, D.C. 20036 - 5339
Phone: 202/775-5722
Fax: 202/857-6395
www.ctl.org

Space is limited. Please respond as soon as possible and no later than September 30, 1999.

Thank you.

DAY TWO - Telemedicine Legal and Policy Developments**2:00 Executive Branch Update**

Senior officials from the White House, Health and Human Services, Department of Defense, and other Federal agencies will provide an update on Federal telemedicine activities.

2:45 Break**3:00 Breakout Sessions #4**

- 4A Ask Legal Experts - Workshop
- 4B Nurse Licensure Compact
- 4C Credentialing Telemedicine Providers

4:00 Breakout Session #5

- 5A Telehealth Device Regulation
- 5B Advanced Licensure Issues for Multi-state Practitioners
- 5C Operating an International Project - Ongoing Legal Issues

5:00 Close**Internet and Health Information and Services Track**

If you do not understand the fast evolving world of the Internet, you may be missing out on ninety percent of the telemedicine action. This special new section focuses on legal requirements for setting up health information services on the Internet including recent efforts to establish "quality signals" for Internet health information and services. (Sessions 1A, 2A, & 5B)

Advanced Telemedicine Policy and Legal Track

The programs in this track will focus on advanced legal and regulatory issues involving telemedicine and health information systems. They are designed for health attorneys, health system administrators and chief information officers who are familiar with basic legal and policy issues involving telemedicine. Attendance is limited. Priority will be given to early registrants, legal counsel, and telemedicine administrators. (Sessions 1A, 2C, 3B, 4B, & 5B)

Telemedicine Providers Track

1999 has been a record year for telemedicine legislation affecting reimbursement and licensure. You will receive an up-to-the-minute review of the latest developments that are critical to the operation of your telemedicine program. (Sessions 1B, 2B, 3B, & 4C)

International Track

International telemedicine projects face special challenges. We have included two sessions devoted exclusively to those providers exploring or conducting international projects. Representatives of international financing organizations will discuss potential sources of funds; international lawyers will describe how to structure projects and transborder regulation of telemedicine services and devices. (Sessions 1C & 5C)

Privacy and Confidentiality:**Conducting an Information Security Audit**

This session will feature a leading expert on privacy and confidentiality issues, Janlori Goldman from Georgetown University's Privacy Project. Ms. Goldman will discuss state and Federal legislation related to privacy and confidentiality of medical records, and give helpful tips for you to use when establishing telemedicine projects. (Session 2C)

Reimbursement Workshop

Want to find out how to actually get paid for conducting telemedicine consultations? This hands on workshop will review how to bill for telemedicine services, review the new Medicare reimbursement policy, discuss state Medicaid and private reimbursement developments, and fraud and abuse laws. Presenters will include telemedicine project administrators, HCFA staff, and legal experts on Medicare reimbursement. (Session 2B)

Risk Management Strategies

Innovation and risk go hand in hand. Participants in this session will learn how to control risks associated with telemedicine, telephone triage, and health Internet information services. Participants will be provided with samples of policies, procedures and contracts used by telemedicine providers to assign and manage risk. Presentations will be made by telemedicine providers, insurance representatives, and legal counsel to telemedicine practitioners. (Session 3B)

Telehealth Nursing

These sessions are a must for any facility operating a call center. There are two full sessions devoted exclusively to telehealth nursing issues. Topics to be covered include: setting up a call center; managing risk in call centers; dealing with licensure, certification, and other regulatory burdens. Particular attention will be focused on the National Council of State Boards of Nursing's interstate compact on nurse licensure and emerging standards for call center nurses. (Sessions 3C & 4B)

Telehealth Device Regulation

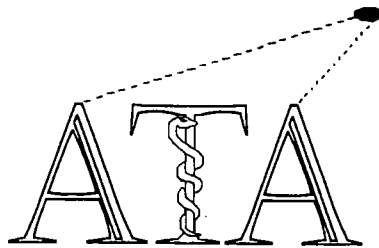
Are you sure that your systems are complying with Federal law? Learn how the Food and Drug Administration is currently regulating telemedicine devices. An area often overlooked by other telemedicine conferences, you will be able to hear from experts in the field of food and drug law, and understand why this is an area that should not be ignored. (Session 5A)

CTL

Center for
Telemedicine
Law

Telemedicine
**National Conference
on Legal and Policy
Developments**

Nation's largest faculty of telemedicine legal and regulatory
experts



**October 13 & 14, 1999
Capitol Hill and
Marriott Metro Center
Washington, DC**

CTL

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1050 Connecticut Avenue, NW
Washington, DC 20036-5339

Register On-Line at: www.ctl.org

AMERICAN COLLEGE of CARDIOLOGY



Heart House
9111 Old Georgetown Road
Bethesda, MD 20814-1699
USA

301-897-5400
800-253-4636
Fax: 301-897-9745
<http://www.acc.org>

June 29, 1999

Mr. Christopher Jennings
Deputy Assistant to the President for Health Policy Development
216 Old Executive Office Bldg
Washington, DC 20502

Dear Mr. Jennings:

This year marks the 50th anniversary of the American College of Cardiology (ACC), the national professional society for cardiovascular specialists. In addition to celebrating the tremendous advances in cardiovascular medicine over the past 50 years, the ACC is looking toward the new millennium when the demands on cardiovascular medicine will increase dramatically. For this reason, the ACC is holding "The Forum on the Future: Delivering Quality Cardiovascular Care in the 21st Century."

Leading cardiologists will be joined at the forum by noted health futurist Joe Flower of The Change Project and two leading economists David Foot, PhD, of the University of Toronto, and Donald Steinwachs, PhD, of The Johns Hopkins University School of Hygiene and Public Health, to discuss how the future of heart disease management will be affected by changes in technology, demographics, and economics, respectively. The day's findings will be published in the March 2000 issue of the *Journal of the American College of Cardiology*.

Because the diagnosis and treatment of cardiovascular disease is an important issue for you, we would like to invite you to attend the forum. We hope you will mark your calendar now for Friday, Dec. 3, 7:30 a.m. – 4 p.m., at the Roosevelt Hotel in New York City. Breakfast and lunch will be provided.

To confirm your interest in attending and to receive more detailed information about this event, please contact Ms. May Roustom in the ACC Communications Department, by Sept. 3, 1999. May can be reached at 800-253-4636, ext. 431, or at 50th@acc.org. We look forward to seeing you in December.

Sincerely,

Arthur Garson Jr., MD, MPH
President

Richard P. Lewis, MD
50th Anniversary Committee Chair

President
Arthur Garson, Jr., MD, MPH

President-Elect
George A. Beller, MD

Immediate Past President
Spencer B. King, III, MD

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Melvin D. Cheitlin, MD
Michael H. Crawford, MD
Pamela S. Douglas, MD
Bernard W. D. Fong, MD
Michael D. Freed, MD
W. Bruce Fye, MD, MA
Arthur Garson, Jr., MD, MPH
Bernard J. Gersh, MB, ChB, DPhil
Raymond J. Gibbons, MD
Thomas P. Graham, Jr., MD
Sharon A. Hunt, MD
Spencer B. King, III, MD
Nicholas T. Kouchoukos, MD
Costas T. Lambrew, MD
Richard P. Lewis, MD
Marian C. Limacher, MD
Ben D. McCallister, MD
Joseph V. Messer, MD
Steven E. Nissen, MD
Michael A. Nocero, Jr., MD
Richard L. Popp, MD
Robert Roberts, MD
George W. Vetrovec, MD
L. Samuel Wann, MD
W. Douglas Weaver, MD
Michael J. Wolk, MD
Douglas P. Zipes, MD

Executive Vice President
Christine W. McEntee



*On the occasion of
the Ninth Anniversary of the
Americans with Disabilities Act*

Mary Beth Cahill
Assistant to the President and
Director, White House Office of Public Liaison

*in conjunction with
The National Council on Disability*

invites you to participate in a discussion on Disability and Cultural Diversity
on Monday, July 26, 1999 from three until five thirty



Kindly respond by July 21st

*Indian Treaty Room
Old Executive Office Building*

mo

*T*his forum, in honor of the ADA's signing into law on July 26, 1990,
will focus on how to improve outcomes in Education, Employment, and
Civil Rights Enforcement for People with Disabilities from Diverse Cultural Backgrounds.

.....
Please respond to Jonathan Young by July 21, 1999
giving your Social Security Number and Date of Birth
Fax preferred 202 456-6218 or voice 202 456-7032
.....

Enter at 17th & G Streets (Accessible) or Pennsylvania Avenue

Photo I.D. Required

The Nation's
Leading Forum for all
Disease Management
Practitioners!

Continuing Education for Disease Management Practitioners



Chart your course for disease management success

Learn how to improve patient outcomes and reduce costs while driving quality of care up. Discover the latest in disease management, including the use of technology, and how to implement these strategies in your organization. Network with who's who in disease management and learn from the experiences of others.

Improve the quality of care while driving costs down. Discover the latest in disease management, including the use of technology, and how to implement these strategies in your organization.

Network with who's who in disease management. Learn from the experiences of others and discover the latest in disease management.

Continuing Education and Accreditation

- The Commission for Case Manager Certification
- The Certification of Disability Management Specialists Commission
- The Commission on Rehabilitation Counselor Certification
- American Health Information Management Association

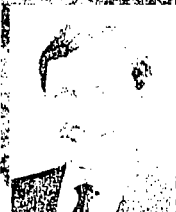
See page 9 for details



A Special
Keynote Panel
Moderated by
Mark Zitter



Brent James, MD,
MS, FACP
President, Director



President for
Medical Research,
Intermountain Health
Care

Produced by



BUSINESS Disease Management

BEHAVIORAL

Disease Management Compliance

Save \$100!

**Pre-register by
September 27, 1999
and save \$100 off
the on-site
registration price.**

It's easy to get lost in the vast ocean of disease management initiatives facing our industry today. No one wants to compromise patient care. Yet, everyone agrees that the high cost of healthcare must be controlled to ensure future success—and the best health of our population.

The Disease Management Congress and Exposition will take on these tough issues—and more. It will explore new solutions for providing high-quality care in a managed care environment. You'll examine disease management from business, clinical, technological, financial and administrative perspectives. And you'll come away from the Congress with the knowledge you need to succeed in the business of disease management.

This is *the* premier disease management event of the year where policies will be set and decisions will be made for the future of our industry—so don't miss out! Complete and return the enclosed registration form, and take your place among the leaders and shapers of the disease management industry for the year 2000 and beyond.



"A meeting like this would not have happened 5 years ago. The Disease Management Congress brings managed care to a level where it actually begins to look like care management."

Alain Enthoven, PhD
Professor, Stanford University Graduate School of Business

**Eight
Disease-Specific
Tracks!**

**Networking Opportunities—
Meet Who's Who in Disease
Management!**

Over 100 Leading Exhibitors!

**Over 80% of Conference
Sessions feature CASE
STUDIES!**

Table of Contents

Program Schedule.....	3
Keynote Presentations	4 - 5
Supporting Associations and Publications	4
Who Should Attend.....	6
Conference Tracks	6 - 9
Pre-Conference Workshops.....	8
CONTINUING EDUCATION AND ACCREDITATION	9
Advisory Board Members	10
Pre-conference Forums	10 - 11
Post-conference Immunization Workshop	11
Exhibitor and Sponsorship Information	12 - 13
REGISTRATION PAGE/INFORMATION	14
Travel and Venue information.....	15

10 Reasons Why You Must Attend this Leading Edge Event:

- 1 Gain clinical and financial insights into 8 specific disease states.
- 2 Hear distinct case studies featuring the latest outcomes results—over 80% of conference sessions are unique case studies!
- 3 Evaluate the latest in products and services at our World Class Exhibition featuring over 100 companies!
- 4 Attack specific chronic diseases to boost your bottom line and improve your patients' quality of life.
- 5 Find out what's working and what's not in existing disease management programs.
- 6 Harness emerging technology solutions to enhance your programs and your ROI.
- 7 Learn best practices to stop diseases before they start in our in-depth post-conference Immunization Workshop.
- 8 Implement disease management programs across the continuum of care—Hear directly from the nation's leading HMOs who will share their success stories and alert you to potential pitfalls.
- 9 Ensure patient compliance and enrich your patient education program with the latest strategies—Find out how you can apply them in the managed care setting!
- 10 Network with business executives and clinicians from leading payors, providers and suppliers!

Program Schedule

Sunday, October 3, 1999

- 8:00 AMConference registration begins
9:00 AM – 12:15 PMPre-conference Forums and Workshops (5 concurrent sessions)
12:15 PM – 1:45 PMLunch on your own
1:45 PM – 5:00 PMPre-conference Forums and Workshops continued

Monday, October 4, 1999

- 7:00 AMConference registration begins
8:15 AM – 9:30 AMKeynote: Nicole Johnson, Miss America 1999
Wyeth Ayerst HERA Award Presentation
9:30 AMEXHIBITION OPENS
(Continental breakfast served)
10:30 AM – 11:45 AMConference Tracks (4 concurrent sessions)
11:45 AM – 2:00 PMLunch served in the Exhibit Hall
2:00 PM – 3:15 PMConference Tracks (4 concurrent sessions)
3:30 PMEXHIBITION CLOSES
3:30 PM – 4:45 PMConference Tracks (4 concurrent sessions)
5:00 PM – 6:00 PMRoundtable Discussion Series

Tuesday, October 5, 1999

- 7:00 AMConference registration begins
8:00 AM – 9:30 AMSpecial Keynote Panel moderated by Mark Zitter
9:30 AMEXHIBITION OPENS
(Continental breakfast served)
10:30 AM – 11:45 AMConference Tracks (4 concurrent sessions)
11:45 AM – 2:00 PMLunch served in the Exhibit Hall
2:00 PMEXHIBITION CLOSES
2:00 PM – 4:45 PMConference Tracks (4 concurrent sessions)
5:00 PM – 6:00 PMRoundtable Discussion Series

Wednesday, October 6, 1999

- 7:00 AMConference registration begins
8:00 AM – 10:45 AMConference Tracks (4 concurrent sessions)
11:00 AM – 12:15 PMKeynote: Brent C. James, MD, MStat
12:15 PM – 1:45 PMLunch
12:15 PM – 1:45 PMImmunization Forum begins, Keynote and Luncheon
1:45 PM – 2:45 PMForum Sessions 1 and 2 (2 concurrent sessions)
3:00 PM – 4:00 PMForum Sessions 3 and 4 (2 concurrent sessions)
4:15 PM – 5:15 PMRoundtable Discussion Groups
5:30 PM – 6:15 PMImmunization Forum Closing Keynote

This schedule of events is subject to change.

Keynote Presentations

Monday, October 4, 1999



8:15 AM – 9:30 AM

Nicole Johnson
Miss America 1999,
Member, Board of Directors,
American Diabetes Association

*Diabetes in America:
Unmasking the Hidden Killer*

As a national spokesperson and advocate for diabetes issues, Nicole Johnson has never allowed living with Type 1 diabetes to slow her down. As Miss America 1999, she is currently on a national speaking tour to educate millions of Americans about diabetes, and to share her personal story of triumph living with this chronic disease. Ms. Johnson travels approximately 20,000 miles a month addressing diverse audiences about the critical need of early detection, prevention and cure of diabetes as a national priority. She has lobbied the US Congress for increased funding for national diabetes research, and assisted in passing diabetes-related legislation through her work with the Virginia Diabetes Legislative Coalition. Ms. Johnson is currently a member of the American Diabetes Association's Board of Directors.

Tuesday, October 5, 1999

8:00 AM – 9:30 AM

Special Keynote Panel!

The Future of Disease Management in Managed Care

Moderator:



Mark Zitter
President
The Zitter Group

Panelists:



BOULTER



GOTTLIEB



WINKENWERDER

Philip R. Boulter, MD, FACE, Senior Vice President and Chief Medical Officer, **Tufts Health Plan**

Lawrence K. Gottlieb, MD, MPP, Vice President for Regional Medical Operations and Deputy Medical Director, **Harvard Pilgrim Health Care**

William Winkenwerder, Jr., MD, MBA, Executive Vice President
Blue Cross and Blue Shield of Massachusetts

Hear the top decision-makers from three leading health plans on key topics that will determine the outcomes of Disease Management in the next millennium. Learn about each health plan's goals for:

- Buy vs. build
- Internal funding for disease management programs
- HEDIS scores
- Patient satisfaction
- Employer satisfaction
- Member enrollment and retention

The discussion will focus on real-world challenges including selling a program internally, determining ROI to sell to a CFO, and managing the risk of adverse selection if a health plan becomes known for giving excellent care in an expensive disease state.

Supporting Associations and Publications:

These prestigious organizations have pledged their support of the Disease Management Congress with their assistance in reaching disease management executives and healthcare decision-makers among their members and subscribers.

Advance for Providers of Post Acute Care
Advance for Health Information Executives
Advance for Nurse Practitioners
Behavioral Health Management Magazine
Business & Health
Disease Management News
Journal of Clinical Outcomes Management
Managed Care
Pharmaceutical Care Management Association

Be recognized as a leader in disease management and reap the benefits associated with being part of The Disease Management Congress' Supporting Organization Program. For more information, please contact Shelley Dunn, (781) 663-6651 or Email sdunn@nmhcc.com.

Mark Zitter, The Zitter Group

Mark Zitter is a widely regarded author, lecturer, and publisher. He is President of The Zitter Group, a San Francisco-based education and communications firm focusing on health care outcomes management, disease management, and appropriate use of medical therapies. Twice named as one of America's fastest growing private companies by *Inc. Magazine*, The Zitter Group works with product manufacturers and their customers to enhance appropriate product use, improve patient outcomes and increase treatment cost-effectiveness. The Zitter Group oversees the Society of Chief Medical Officers, an organization of the leading CMOs from managed care and provider organizations, and produces disease-specific tools to help providers access published outcomes research, target at-risk patients, implement guidelines and measure performance.

Philip R. Boulter, MD, FACE, Tufts Health Plan

Dr. Philip Boulter is Senior Vice President and Chief Medical Officer for Tufts Health Plan with responsibilities for strategic planning, utilization management and clinical services. Tufts Health Plan, headquartered in Waltham, Massachusetts, is a leading managed care company in New England with multiple product lines, 1 million members, and 18,000 participating physicians. Dr. Boulter is also Medical Director at the Tufts Managed Care Institute, where he serves as the primary liaison between the Institute and community-based providers.

Lawrence K. Gottlieb, MD, MPP, Harvard Pilgrim Health Care

Dr. Gottlieb is Vice President for Regional Medical Operations and Deputy Medical Director at Harvard Pilgrim Health Care, a not-for-profit, staff, group, and IPA model HMO with 1.4 million members throughout New England. He is responsible for clinical strategic planning and clinical program development and evaluation; including quality measurement and reporting, disease management programs, clinical guidelines, technology assessment, health promotion programs, clinical publications, worksite health programs, and NCQA accreditation. He is also responsible for the Harvard Pilgrim pharmacy program and ancillary contracting.

William Winkenwerder, Jr., MD, MBA, Blue Cross and Blue Shield of Massachusetts

Dr. William Winkenwerder is Executive Vice President for Blue Cross and Blue Shield of Massachusetts, where he is responsible for the company's activities and operations relating to health care providers and human resources. Prior to joining Blue Cross and Blue Shield in October 1998, Dr. Winkenwerder served as Vice President, Primary Care for Emory Healthcare and as Associate Vice President for Health Affairs at Emory University. Previously, he was Vice President, Chief Medical Officer for Prudential Health Care's Southeast Operations which served 1.5 million enrollees in six states, and Associate Medical Director for Kaiser Permanente, both based in Atlanta. He served as Special Assistant to the Administrator of the Health Care Financing Administration (HCFA) in Washington, DC in the mid 1980s.

Wednesday, October 6, 1999

11:00 AM - 12:15 PM



Brent C. James, MD, MStat,
Vice President for Medical Research and
Executive Director, IHC Institute for Health
Care, Delivery Research, **Intermountain
Health Care**

Intermountain Health Care (IHC—an integrated system of 23 hospitals, more than 60 clinics, a 400+ member physician group, and an HMO/PPO insurance plan responsible for more than 800,000 covered lives) is widely recognized for its work in clinical quality improvement and electronic clinical decision support systems. Dr. Brent James leads IHC's clinical improvement efforts.

Dr. James received an undergraduate degree in Computer Science, a Master of Statistics degree, and his M.D. from the University of Utah, with subsequent training in general surgery from that institution. An interest in cancer led him to spend several years with the American College of Surgeons, where he helped support the Commission on Cancer and designed and staffed the College's first in-house mainframe computer system. He later served as a biostatistician in the Eastern Cooperative Oncology Group, while an assistant professor in the Department of Biostatistics at the Harvard School of Public Health. Dr. James presently holds an Adjunct Professorship in the University of Utah's Department of Family and Preventive Medicine. He is a Visiting Lecturer in the Department of Health Policy and Management at the Harvard School of Public Health. He serves on the Institute of Medicine's National Roundtable on Healthcare Quality and is a member of its Board on Health Care Services. He sits on the Board of Trustees of Holy Cross Health Care Systems, as well as the boards of several other not-for-profit health care institutions with missions directed at measuring and improving the quality and availability of health care services.

"Again, another excellent meeting. The sessions were wonderful, the keynotes superb. This is exactly the kind of information we need to hear."

Alice Marosi, MD
Pediatrics, Asthma and Allergy,
Lovelace Health Systems

A must-attend event for business leaders in:

Health Maintenance Organizations (HMO)	Medical Groups
Integrated Delivery Systems (IDS)	Hospitals
Physician Sponsored Organizations (PSO)	Universities/Medical Schools
Physician Hospital Organizations (PHO)	Disease Management Companies
Independent Physician Associations (IPA)	Specialty Providers (Home Health, etc.)
Management Service Organizations (MSO)	Pharmaceutical Manufacturers
Preferred Provider Organizations (PPO)	Pharmacy Benefit Management Companies
Point of Service Providers	Medical Device Manufacturers
Physician Group Practices	Research/Policy Organizations
Physician Practice Management Companies	Government
Health Insurance Health Systems	Employers/Coalitions
	Consulting Organizations
	Associations
	Media

Who should attend?

Are you responsible for improving the ROI on your disease management initiatives? Do you want to learn about the newest technologies available to successfully measure and report your outcomes? Is your organization trying to expand your disease management program to include more disease states in previously untested areas? Then you should attend the Disease Management Congress and Exposition...

Chairman
President/CEO
COO/CIO
CFO/VP of Finance
Chief Medical Officer
Medical Director
Chief Health Officer
Hospital Director
VP/Director of, or
Executives responsible for:

- Quality Assurance/Utilization Review
- Case Management
- Disease Management
- Outcomes Measurement/Assessment
- Contracting/Business Development
- Nursing
- Managed Care
- Member Services
- Reimbursement
- Clinical Analysis
- Financial Analysis
- Network Development/Management
- Patient/Health Education
- Discharge Planning
- Research
- Medical Services/Affairs
- Corporate Risk

- Government Programs
- Medicare/Medicaid
- Regulatory Policies
- Compliance
- Provider Relations
- HR/Employee Benefits
- Purchasing
- Ancillary Services
- Ambulatory Care
- Home Care Services
- Pharmacy
- Business Development/Strategic Planning
- Sales and Marketing

also...

- Physician/Primary Care
- Registered Nurse
- Practice Administrator
- Professor of Medicine
- Account Manager
- Product Manager
- Project Manager
- Attorney

Chief/Director of

- Cardiology
- Endocrinology
- Infectious Disease
- Women's Health
- Cardiac Services
- Oncology
- HIV/AIDS
- Behavioral Health
- Asthma

Explore our Disease-Specific Tracks

Featuring Real-World Case Studies!

October 4 - 6, 1999

Here's your chance to exchange valuable information and solutions with your peers about disease-specific initiatives. Within the eight disease-specific conference tracks, each concurrent session will explore one of the six themes, via case studies that is distinctive to the disease—so you can make informed decisions that result in better business for your organization.

Customize your agenda with one of these themes:

Measure Outcomes

You must effectively capture, navigate and store outcomes data to create a successful DM program. Learn new strategies for successfully measuring data, analyzing information and applying your results. Our outcomes sessions will cover proven methods to improve quality of patient care, decrease emergency room visits and decrease hospitalization rates.

Ensure Patient and Physician Compliance

Compliance—by both physicians and patients—is a difficult, time-consuming and often unsuccessful venture. These sessions will address techniques and educational programs that help patients adhere to doctors' orders. And, get the latest strategies and tools for helping your physicians follow clinical practice guidelines and track significant data.

Patient Education—Tools and Strategies to Boost Compliance

A major component of any disease management initiative is communication—brochures, posters, newsletters—that provide the patient with the information they must have to control their disease. Find out how other healthcare organizations are boosting compliance with innovative communications campaigns.

Harness Technology Tools to Manage Data and Educate Patients

As a key component of disease management programs, technology tools are critical to boosting outcomes and bottom line results. Get the latest information on how others are using the internet and chat groups to help with patient education and compliance, and how telemedicine, software and data warehousing are streamlining physician compliance and outcomes tracking.

Integrate Prevention Programs to Reduce Chronic Disease Complications

By effectively preventing certain diseases (or monitoring the symptoms), the complications of certain chronic diseases could be eliminated. These sessions will address the 3 different types of prevention—primary, secondary and tertiary—and how each is integrated in to disease management programs.

Implement Guidelines to Standardize Treatments

Clinical practice guidelines are the framework around which every disease management initiative is built. New innovations in guideline implementation include state-wide initiatives to combat a specific disease and standardize care for each disease. These sessions will address how these guidelines are established, implemented and monitored, and how they will impact your programs.

T1: ASTHMA

Financial and Clinical Outcomes

As one of the largest disease states, the treatment of asthma has been one of the most influential in disease management. Through financial and clinical outcomes, you'll get a hands-on approach to improving results for better patient care. Learn how to use web-based tools to integrate patient education and compliance while lowering your overall costs. Examine innovative intervention techniques for use in high-risk populations that can help you take the lead in maximizing cost-effectiveness.

- Make the web a successful tool in your organization's efforts to monitor and track patient outcomes, peak flows, medication usage, and education.
- Learn how providing patients with the ability to communicate with each other and with a nurse practitioner improves compliance.
- Discuss strategies for turning a disease management program for a high-risk, low-income population into a revenue generator.
- Reduce emergency room visits and improve the overall quality of life for minority patients.

Confirmed Speakers:

Scott Wolf, MD, Director of Ambulatory Medicine,
Hartford Hospital

Steve Jolley, President, **Protocol Driven Healthcare, Inc., MyAsthma.com**

T2: BEHAVIORAL HEALTH

Strategies to Drive Down Costs

Examine how mental health and substance abuse services continue to drive up costs and compromise quality in medical service delivery. Explore case studies and the field experience of active practitioners who are decreasing utilization and costs, increasing patient satisfaction, and improving health behaviors and outcomes with disease management programs targeted at behavioral health disorders.

- Determine the importance of integrating primary care with behavioral health services.
- Learn how to promote cultural sensitivity and consumer involvement within the appropriate delivery of behavioral health models.
- Implement a behavioral health disease management program from a bio-psychosocial perspective to improve treatment outcomes.
- Determine which behavioral and mental health diseases are best candidates for disease management.

Confirmed Speakers:

Deborah C. Nelson, PhD, Vice President, Quality Management, **Beacon Health Strategies, LLC**

James Pretzer, PhD, Director, Cleveland Center for Cognitive Therapy, Behavioral Health Associates, Inc.; Clinical Assistant Professor of Psychology, Department of Psychiatry, **Case Western Reserve University School of Medicine**

T3: PAIN MANAGEMENT

Combating Low Back, Headache and Arthritis Pain

As the number of patients who experience and live with life-long pain continues to grow, so do the numbers of disease management programs trying to help these patients manage their pain. These sessions will address the most prevalent of these diseases - low back pain, arthritis and headaches. Central to the success of pain management initiatives is patient self-management and education - and how these programs can help a managed care organization manage the care of this population.

- Hear from one of the largest managed care organizations about their disease management program for low back pain and how they're experiencing more than a major reduction in hospitalization rates.
- Discover new models for the treatment of migraine pain and how establishing clinical practice guidelines can improve your bottom line.
- Improve patient compliance for the treatment of arthritis by successfully implementing a self-management technique that will prevent future hospitalizations and emergency room visits for this painful disease.

T4: STDs/HIV/AIDS

Ensure Patient Continuity of Care and Quality of Life

Central to the complicated treatment of STDs/HIV/AIDS is the ability to evaluate various treatment options in order to make the best therapeutic and most cost-effective decisions for this specific patient population. Learn through case management examples how the patient's continuity of care is essential. Discover the various components of a successful environment for a carve-out model. Learn how to implement these initiatives to improve patient quality of life.

- Formulate and implement AIDS capitation rates for Medicaid.
- Hear how a not-for-profit, community-based HIV/AIDS program manages complex HIV medication regimens, improves quality of life for its patients, while increasing ROI.
- Learn how one state is achieving successful outcomes through the disease management of HIV/AIDS patients.
- Discover the newest treatments and drug therapies for the treatment of STDs, such as HPV, gonorrhea and chlamydia.

Confirmed Speakers:

William Valenti, MD, Founding Medical Director,
Community Health Network

Fred Goldstein, President, **Specialty Disease Management Service, Inc.**

Peter Reis, Director of Business Development,
AIDS Healthcare Foundation

T5: DIABETES**Proactive Intervention Techniques**

Support is provided by an
unrestricted educational grant from: **SmithKline Beecham**



Effective management of diabetes is often compounded by a variety of other chronic conditions and health complications such as heart disease, depression, obesity, old age and foot and vision problems. Keeping diabetes under control requires proactive intervention techniques that enhance the health status of the patient. Learn how to control costs associated with diabetes while preventing acute care episodes; access and analyze information about your patient population; address the needs of the total patient, and make financial decisions that will ultimately increase your ROI.

- Hear about exciting new initiatives (and concrete outcomes data) from Joslin Diabetes Center, in Boston, MA, including carve-outs, telemedicine and oral drug therapies.
- Identify risk stratification plans and treatment strategies for ethnic and minority populations.
- Discover how the correct use of data management can improve your organization's ROI.
- The total cost to managed care organizations goes far beyond the bottom line - find out how your organization can improve the quality of life for patients with diabetes.
- Create effective standards and outcomes measurement tools for diabetes.

Confirmed Speakers:

Doug Kelling, Jr., MD, **NorthEast Medical Center**

James Rosenzweig, MD, Senior Staff Physician and Director, Capitation and Managed Care Programs, **Joslin Diabetes Center**

Richard M. Jackson, MD, Medical Director, Diabetes Outpatient Intensive Treatment Program, **Joslin Diabetes Center**

Mary Ann Banerji, MD, Clinical Assistant Professor, Department of Medicine—Endocrinology Division, College of Medicine, **SUNY Health Science Center at Brooklyn**

T6: ONCOLOGY**Focus on Quality of Life While Minimizing Costs**

Support is provided by an
unrestricted educational grant from:



Roche Laboratories
A Member of the Roche Group

Effecting all age groups and patient populations, oncology is one of the newest disease states gaining momentum within managed care organizations and cancer centers. With new and more effective treatments, the development of oral medications, and the focus on the quality of life of the patient, cancer patients are living longer, and becoming more expensive to treat.

- Learn how Humana and Benchmark Oncology are implementing a system-wide "buy" program for approximately 100,000 patients.
- Discover the newest and most innovative treatments for metastatic breast cancer.
- Determine the most effective ways to address quality of life issues for oncology patients - balancing the patient's psychological needs with their physical needs.
- Find out how implementing cost effective treatments for colon cancer patients improve measurable outcomes.
- Analyze the newest oral therapies for treatment and find out which medications will help you improve your ROI.

Confirmed Speakers:

George Silberman, MD, **Physician Choice, Inc.**

Bonnie Teschendorf, MD, Director, Outcomes Analysis, Disease Management Programs, **Memorial Sloan-Kettering Cancer Center**

Richard Vance, MD, Vice President, Population Health Improvement, **Humana Inc.**

Steven Valenstein, MD, FACP, Chief Medical Officer, **Benchmark Oncology**

Conference Program Subject to Change
Additional Speakers to be Confirmed

Sunday, October 3, 1999

Hands-on Interactive Workshops***Your Best Learning and Networking Opportunity***

The Disease Management Congress and Exposition will kick-off with a full day of specialized workshops on the disease topics impacting our industry most. This is your best chance to get up to speed quickly on:

W1: Disease Management 101: Basics Course—A Special Opportunity for Newcomers to Disease Management

W2: Population-Based Medicine—A New Method for Comprehensive Patient Care

W3: Alternative Medicine—The Natural Approach to Disease Management

W4: Technology—The Latest Techniques in Data, Internet, Software and Telemedicine for Disease Management

T7: WOMEN'S HEALTH

Improving Compliance and Education

As the majority of healthcare decision-makers in this country, women are making their mark in disease management. Specialty women's clinics are emerging everywhere, enhancing women's health. Managed care organizations are specifically targeting this audience as a means to improve compliance and education for the entire family. These specialty programs have proved to have a positive impact on all ages. Plus, they've improved the health and well being of the community. Find out how you can capitalize on these trends and boost member retention, patient satisfaction and quality of life. Hear how outcomes are measured. Learn about break-through treatments that achieve record-breaking results.

- Learn to treat dysfunctional uterine bleeding as a disease state and understand the need for decreasing high-cost treatments of this disease.
- Hear the latest in infertility treatments and what managed care organizations are doing to lower the costs and improve the quality of life of their patients.
- Learn about a healthy mother and child program that is achieving results and saving money in the process.
- Discover through a case study the most recent data about decision making for Hormone Replacement Therapy.

Confirmed Speakers:

Robert London, MD, Chief Medical Officer, **CNA Health Partners**
Louise McCleery, Director, Health Risk Management, **Blue Cross Blue Shield of New Hampshire**

T8: CARDIOVASCULAR DISEASE

Providing Seamless Care

Cardiac disease management programs require a commitment and partnership between the team members and the patient unlike any other. It is this seamless care that will be explored through patient involvement in cardiac initiatives. Learn how screenings, prevention programs, behavior modification and technological advances can directly impact length of stay and improve clinical and financial outcomes.

- Obtain buy-in from physicians, nurses and patients to improve outcomes.
- Create a disease management program that is specific to both your patient and physician population.
- Improve patient compliance for hyperlipidemia and hypertension.
- Find out which clinical practice guidelines work to improve cardiovascular disease - and which guidelines don't.
- Lower costs and expand utilization through the implementation of a Congestive Heart Failure program.
- Hear a case study detailing a secondary prevention program for coronary artery disease being built internally by one of the leading physician hospital networks in the nation.

Confirmed Speakers:

Roberta Herman, MD, Associate Medical Director of Clinical Programs and Quality and Outcomes Measurement, **Harvard Pilgrim Health Care**

Timothy G. Ferris, MD, MPhil, MPH, Clinical Director, Disease Management Programs, **Partners Community HealthCare**

Continuing Education & Accreditation:

AHIMA (American Health Information Management Association)

This program has been granted prior approval by the American Health Information Management Association for 22 continuing education hours. It satisfies the requirements of all the core educational content areas. Granting prior approval in no way constitutes endorsement by AHIMA of the program content nor the program sponsor. All sessions are approved.

CCM (Certified Case Manager) Credit

PROGRAM GOAL: To increase the knowledge of, or skill in the practice of case management.

Training has been approved for certification maintenance purposes for continuing education with a total possibility of 22 clock hours. All sessions are accredited by the Commission for Case Manager Certification.

CDMSC (Certified Disability Management Specialists) Credit

PROGRAM GOAL: To increase the participant's knowledge of, or skill in, the professional practice of disability management. Training has been approved for certification maintenance purposes for continuing education with a total possibility of 22 clock hours. All sessions are accredited by the Certification of Disability Management Specialists Commission.

CRC (Certified Rehabilitation Counselor) Credit

PROGRAM GOAL: To increase the participant's knowledge of, or skill in the practice of insurance rehabilitation. Training has been approved for certification maintenance purposes for continuing education with a total possibility of 22 clock hours. All sessions are accredited by the Commission on Rehabilitation Counselor Certification.

For further accreditation information please contact Kathleen Benger at 781-663-6508 or email kbenger@nmhcc.com.

Register Today! Visit our website at www.nmhcc.org or call 1-888-832-2500

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David Eddy, MD, PhD

Senior Advisory for Health Policy & Management, Kaiser Permanente of Southern California

Susan D. Horn, PhD

Senior Scientist, Institute for Clinical Outcomes Research; Vice President, Research, International Severity Information Systems

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Chief Medical Officer, CNA Health Partners

Teresa L. Pearson MS, RN, CDE

Manager, Diabetes and Lifestyle Initiatives, HealthPartners

Kenneth E. Quickel, Jr., MD

President, Joslin Diabetes Center

Bruce Rappoport, MD

President, Integrated Healthcare Strategies, Inc.

Gloria Richardson-Gray

Director, Managed Care, Hemophilia Health Services

David R. Selden

President, Enterprise Health Solutions

Stacey Snelling

Assistant Professor, American University

Scott Weingarten, MD, MPH

Director of Health Services Research, Associate Professor of Medicine, UCLA School of Medicine, Cedars-Sinai Health System

Randall Williams, MD

Director, Congestive Heart Failure Program, Co-Director, Cardiac Transplantation Program, The Evanston Hospital, Northwestern University Healthcare Network

Louise Kier Zirretta, MBA

Group Vice President, Global Qualitative Research, ISIS Research, Inc.

Medical Directors Forum & Executives Forum

Sunday, October 3, 1999 • 8:00 AM – 5:00 PM

Join a gathering of your peers and other distinguished executives within healthcare to exchange theory, practical advice, exciting new ideas, strategies and creative solutions to the most vexing challenges you face today. These Forums provide excellent opportunities for you to network and learn from other professionals in similar situations to your own.

F1: Medical Directors Forum

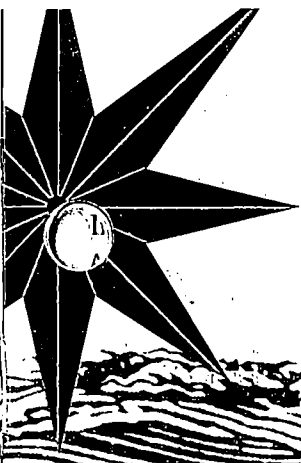
Support is provided by an unrestricted educational grant from:



As the vision of healthcare is heading towards a more proactive, informed medical care environment, there are many challenges for Medical Directors to overcome. These challenges include the need for appropriate information for clinicians to make educated decisions and really manage care effectively. Other challenges include standardizing data, integrating clinical and financial information, and enhancing implementation and compliance of disease management guidelines and protocols by providers. How do you demonstrate the cost and value of disease management programs and the applicability of data driven processes and methods for various disease areas to improve practices? This Forum will include exclusive sessions for Medical Directors in the morning and joint sessions in the afternoon with the Executives Forum.

- Examine the intersection between disease management and health policy (medicine and business).
- Compare how managed care organizations, pharmacy, providers, purchasers and vendors can be more collaborative in implementing better guidelines for different disease state management groups.
- Review current guidelines, through facilitated hands-on roundtable discussion groups, of five specific diseases—asthma, diabetes, congestive heart failure, women's health and AIDS—and discuss ways to enhance implementation and compliance by providers.
- Demonstrate the value of outcomes and quality.
- Identify at-risk populations and the appropriate treatments and guidelines that work—and don't work.
- Discuss various cost-benefit analysis tools that will assist in justifying disease management programs.

Who Should Attend: Medical Directors and physician executives from managed care organizations, specialty groups, hospitals and health systems and physician groups.



Plan now to attend this year's premier Disease Management event

We're pulling out all the stops to make sure this year's event is the most comprehensive ever. Larger Exhibition! Expanded Conference Program! Leading-edge Speakers! Offering more of the information that you need now to stay competitive in the rapidly changing business of disease management—and more!

F2: Executives Forum

Some see disease management as a logical step in the evolution of managed care. Establishing effective disease management programs isn't easy. The return on investment for many disease management initiatives and other preventative measures is challenging to demonstrate and often takes several years. Some programs that are in place now have taken 1 – 2 years or more to provide best-practices information, financial results and measurable outcomes data to improve a patient's quality of care and the organization's bottom line. This Forum will include exclusive sessions for delegates attending the Executives Forum in the morning and then joint sessions in the afternoon with the Medical Directors Forum.

- How do you evaluate the strategic value, cost and benefit of disease management programs?
- Examine the role of the providers, integrated delivery systems, and managed care organization programs in determining the best configurations, intersects and recognition of each player's core competencies.
- How do you identify and recruit eligible populations for your disease management programs?
- How do these initiatives align with accreditation and provider certification?

Who Should Attend: *Decision-makers involved in care management of disease management programs and activities including CEO, COOs, CFOs, and Vice Presidents, Directors, Administrators & Managers responsible for performance improvement, case management, and decision support.*

"As disease management and patient outcomes become increasingly critical in the delivery of care, healthcare providers, payors and drug manufacturers will face challenges to demonstrate improved patient outcomes at reduced costs. The Disease Management Congress is the only meeting I know that provides the forums to address these issues."

Christian Johnson
Product Manager, Genzyme Corporation

F3: Immunization Workshop

Moving from Disease Management to Disease Prevention

Wednesday, October 6, 1999 • 12:15 PM – 6:15 PM



Immunization is a natural progression from disease management to disease prevention. Despite safe and effective vaccines that can reduce the incidence of serious illnesses, complications and unnecessary deaths, millions of adults and children are still not being immunized. What are the activities that can help health care

organizations improve the delivery of preventative care? Is providing immunizations cost effective for managed care? Can we use HEDIS measurements as a foundation so health plans, physicians and other partners can collaborate?

- Discuss the role of immunization and prevention in disease management.
- Collaborate with providers to improve practice and immunization rates.
- Learn how to intervene to improve HEDIS immunization measures performance for specific population groups.
- Motivate and incentivize providers to track and deliver immunization initiatives.
- Improve HEDIS immunization measures, performance and clinical care.
- Update on current CDC immunization initiatives including vaccines for pediatrics.
- Change physician and patient behavior.
- Increase rates of pediatrics and adult immunizations.
- Discuss the latest new and existing vaccines.

Who Should Attend: *Decision-makers involved in care management of disease management programs and activities including Medical Directors, Nurses, Pediatricians, Pharmacy Directors, Vice Presidents, Directors, Administrators and Managers responsible for performance improvement, case management, and decision support. Also, Members of Prevention Departments that have infection control and prevention responsibilities including Quality Coordinators, and State and Federal Public Health Officials with regulatory immunization mandates.*

Register Today! Visit our website at www.nmhcc.org or call 1-888-832-2500

1999 Wyeth-Ayerst HERA AWARD

The Disease Management Congress is proud to announce its co-sponsorship of The 1999 Wyeth-Ayerst HERA AWARD for Improvement in Women's and Children's Health Outcomes. The HERA AWARD, now in its fourth year, is designed to recognize the achievements of providers and health plans in improving and protecting the health of women and children. The 1999 Awards will be presented at the opening keynote address on Monday, October 4, 1999 at the Disease Management Congress in Boston.

WYETH-AYERST
LABORATORIES



Confirmed Sponsors (as of 5/3/99):

Wyeth-Ayerst, HERA AWARDS

WYETH-AYERST
LABORATORIES

Pharmacia & Upjohn
Medical Director Forum on Day 1



Roche Laboratories
Oncology Track on Days 3 and 4

Roche Laboratories
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SmithKline Beecham
Diabetes Track on Days 3 and 4

SB
SmithKline Beecham

Increase Your Visibility through Educational and Promotional Sponsorship Opportunities!

Looking to increase your exposure to a highly select group of health care decision-makers? Whether you wish to reach Medical Directors, CEOs, CFOs, Hospital Administrators, Case Managers, or thousands of other health care professionals, The Disease Management Congress offers a variety of educational and promotional sponsorship programs, customized to your specific marketing and sales objectives, in all our events.

Educational Opportunities

- Executives Forum
- Topic and Industry-Specific Workshops
- Disease-Specific Tracks
- Immunization Workshop

Promotional Opportunities

- Show Guide advertisement
- Tote bags
- Shuttle buses
- Banners
- Exclusive distributions at registration
- Breakfasts and luncheons
- Press room
- Special receptions, Theme parties
- and more!

For more information about any of these educational or promotional opportunities, please contact Staci Cooper at (781) 663-6509 or at scooper@nmhcc.com.

See the Industry's Largest Disease Management Exposition!

If you are in the process of producing or implementing cost-effective disease management programs, the Disease Management Congress' Exposition is where you should be! Evaluate business, technological, and clinical products and services that will facilitate better care and reduce costs! Gather product information, view the in-booth product demonstrations and ask your pertinent questions. With over 100 exhibits to explore, you'll find everything you're looking for—and more—conveniently located under one roof!

List of Exhibitors (as of 5/14/99)

Adis International Inc.
ADVANCE PARADIGM, INC.
ALERE Medical, Inc.
Alternative Medicine Advisor (Formerly UC Berkeley Wellness Letter)
Alza Pharmaceuticals
American Accreditation Healthcare Commission/URAC
American Whole Health Networks
Aperture Credentialing, Inc.
Araxsys, Inc.
Astra
Axonal Health Solutions
Benchmark Oncology, Inc.
Biex, Inc.
Caresoft, Inc.
CareWise, Inc.
CARF...The Rehabilitation Accreditation Commission
Channing L. Bete Company
Chronimed Pharmacy
Control Diabetes Services, Inc.
ENACT Health Management System
Ferraris Medical, Inc.
First Church of Christ, Scientist

"Looking to the future of healthcare means networking with health care pros at NMHCC."

Evelyn D'Abreo, Regional Manager for Health Information Management, Med Partners

Gastrointestinal Health Programs
 Genzyme Corporation
 Glaxo Wellcome, Inc.
 Health Decisions International, LLC
 Health Forum
 Health Hero Network, Inc.
 Health Management Corporation
 Healthwise, Inc.
 Heritage Information Systems, Inc.
 Home Medical of America
 IDEX, Inc.
 Insulin Infusion Specialties
 Integrated Therapeutics Group (ITG)
 Magellan Health Services
 Mallinckrodt
 March of Dimes
 Matria Healthcare, Inc.
 McKessonHBOC
 MedIntelligence
 MediQuik
 Merck-Medco Managed Care
 Meridian Resource Corporation
 Micromedex, Inc.
 Millennium Health Publications
 MiniMed, Inc.
 Modern Physician
 Monarch Pharmaceuticals
 National Jewish Medical & Research
 Center
 NeoPath
 Novartis Pharmaceuticals
 Nymox Corporation

Paidos Health Management Services
 PARI Respiratory Equipment, Inc.
 Patient Infosystems, Inc.
 Patient Publications
 PCS Health Systems, Inc.
 PDHI- Protocol Driven Healthcare Inc.
 Personal Growth Technologies
 Pharmacia & Upjohn, Inc.
 Quest Diagnostics, Inc.
 Renal Disease Management, Inc.
 Renal Management Strategies, Inc.
 Rhone-Poulenc Rorer
 Pharmaceuticals Inc.
 Roche Laboratories
 Sabratek Corporation
 SHPS
 SmithKline Beecham
 Pharmaceuticals
 SPSS
 Staff Builders Home Health Care
 StayWell
 SunFactors
 Valence Health
 ValuMed
 Vida Healthcare, Inc.
 Walgreens Health Initiatives
 Westmed, Inc.
 Wound Specifix
 Wyeth-Ayerst Laboratories
 ...and more!

Exhibit Hall Hours:

Monday, October 4, 1999
 9:30 AM - 3:30 PM

Tuesday, October 5, 1999
 9:30 AM - 2:00 PM

View products and services from the following categories at the Disease Management Congress:

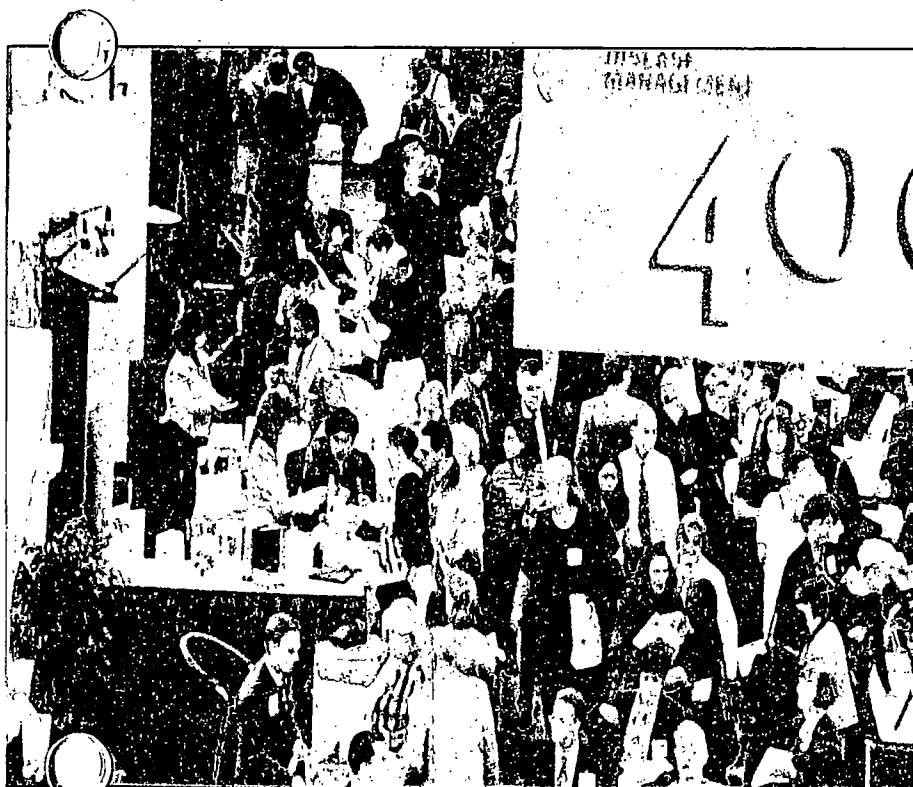
Accreditation
 Alternative Medicine
 Association
 Behavioral Health
 Call Center
 Case Management
 Claims Processing
 Consulting
 Disease Management
 Financial
 Home Health
 Information Technology
 Insurance
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 (HMO, PPO)
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 Wellness/Prevention
 Women's Health

Reserve your exhibit space now!

Prime exhibit space is limited and is available on a first-come, first-serve basis-so secure yours today!

Contact:

Danielle Ellero
 Account Manager
 781-663-6618
 dellero@nmhcc.com



Register Today! Visit our website at www.nmhcc.org or call 1-888-882-2500



Take your place at the
Nation's #1 Disease
Management Forum!
October 3 - 6, 1999

☐ YES! I would like to register today to take advantage of the Pre-Registration price of \$1,695 (\$100 savings off the regular rate if registered by September 27, 1999)

SPACE IS LIMITED! Book the Sheraton Boston Hotel Now! TEL: 617-236-2000

5 EASY WAYS TO REGISTER: Fully complete this registration form (photocopies acceptable for additional registrants). Payment must accompany each registration.

- TEL: 888-882-2500
• EMAIL: register@nmhcc.com
• FAX: 941-365-0157
• MAIL: NMHCC, Inc.
PO Box 102713
Atlanta, GA 30368-2713
• WEBSITE: www.nmhcc.org

To ensure proper processing for the special discount offer, registrations and payment must be received in our office by September 27, 1999.

Please check the boxes if you are interested in receiving additional information about:
☐ Exhibiting ☐ Sponsoring

KEYCODE# J-DSF
CUST# 005909809

Step 3: Pricing Options

PASSPORT: Our 4-day passport registration allows unlimited access to the entire conference, including keynote presentations, conference tracks, forums, workshops, roundtable discussions and the Exhibit Hall.

	Pre-Registration (before 9/27/99)	On site Registration. (after 9/27/99)
☐ Passport	\$1,695	\$1,795
☐ Conf + Pre-conf Wkshps or Forum	\$1,495	\$1,595
☐ Conf + Post-Conf Wkshp	\$1,395	\$1,495
☐ Conference Only	\$1,295	\$1,395
☐ Pre-Conf Wkshps or Forum Only	\$895	\$995
☐ Post-Conf Wkshp Only	\$495	\$595
☐ Government/Academic Fee	\$795	\$795
☐ Exhibits and Keynotes Only	FREE	\$50

TEAM DISCOUNT

Register 3 delegates from the same organization at the same time, and the 4th delegate attends for FREE!
Please indicate whether you are eligible for a discount. No two discounts can be combined.

Step 4: Payment Information

Please enclose payment with your registration and return to: NMHCC at the address above, or fax your credit card payment to 941-365-0157. You may also register by phone with a credit card, 888-882-2500.

- ☐ Check/Money Order Enclosed Payable to: *The National Managed Healthcare Congress*
☐ Credit Card: ☐ MasterCard ☐ Visa ☐ American Express

Credit Card Number _____ Exp. date _____

Cardholder's Signature _____

Cardholder's Name _____

AMEX Billing Address _____

☐ Please check here if you have any special needs that require attention. 

CANCELLATIONS: Should you be unable to attend for any reason, please inform us IN WRITING prior to September 26, 1999 and a credit voucher for the full amount will be issued. If you prefer, a full refund less \$195 non-refundable deposit will be issued. No refunds or credits will be given for cancellations received on or after September 26, 1999. Substitutions of enrolled delegates may be made at any time. If, for any reason, this event is cancelled, we do not accept responsibility for covering airfare, hotel or other costs incurred.

Members of the press please contact the NMHCC Media Relations department at (781) 663-6525 to register for a Press Pass.

Step 1: Contact Information

Name & Degree _____

Title & Department _____

Organization _____

Mail Stop _____

Address _____

City, State, Zip _____

Country _____

Approving Manager _____

Phone _____

Email _____

Fax _____

Priority Code: _____

Step 2: Course Selection

Pre-Conference Forums and Workshops

- ☐ F1: Medical Directors Forum (full day)
☐ F2: Executive Forum (full day)
☐ W1: Disease Management 101: Basics Course (full day)
☐ W2: Population-Based Medicine (half day)
☐ W3: Alternative Medicine (half day)
☐ W4: Technology (full day)

Conference Tracks: October 4, 1999

- ☐ T1: Asthma
☐ T2: Behavioral Health
☐ T3: Pain Management
☐ T4: STDs/HIV/AIDS

Conference Tracks: October 5 - 6, 1999

- ☐ T5: Diabetes
☐ T6: Oncology
☐ T7: Women's Health
☐ T8: Cardiovascular Disease
☐ F3: Post-Conference Immunization Forum (half day)

J-SB957

Step 5: Attendee Profile (must be completed)

1. Job Title/Level within Organization (check only one)

- ☐ T101 Chairman
☐ T100 President/CEO/COO
☐ T110 CFO/VP Finance
☐ T115 Chief Medical Officer/Chief of Medical Staff
☐ T300 Medical Director
☐ T119 Chief Health Officer
☐ T306 Hospital Director
☐ T118 CIO/VP Information Systems
☐ T410 Physician/Primary Care
☐ T260 Chief/Director/Specialty Physician (Cardiology, Women's Health etc.)
☐ T304 VP/Director of Nursing
☐ T460 Registered Nurse
☐ T350 Administrator
☐ T900 Professor of Medicine
☐ T550 Attorney
☐ T200 VP (see Function list)
☐ T300 Director (see Function list)
☐ T400 Manager (see Function list)
☐ T450 Supervisor (see Function list)
☐ T910 Press/Media
☐ T450 Analyst
☐ T600 Consultant

2. Job Function/Area of Responsibility (check only one)

- ☐ F800 Executive Management
☐ F600 Disease Management
☐ F180 Quality Assurance/Utilization Review
☐ F540 Case Management
☐ F535 Care Management
☐ F180 Outcomes Measurement/Assessment
☐ F140 Business Development
☐ F420 Nursing
☐ F530 Managed Care
☐ F110 Financial
☐ F340 Member Services
☐ F115 Reimbursement
☐ F710 Patient Health/Education
☐ F720 Discharge Planning
☐ F150 HR/Employee Benefits
☐ F510 Provider Relations
☐ F190 Research/Clinical Analysis
☐ F120 Information Systems Management
☐ F560 Corporate Risk/Risk Management
☐ F590 Government Programs
☐ F570 Medicare/Medicaid
☐ F165 Regulatory Policies/Compliance

3. Type of Business/Organization (check only one)

- ☐ F430 Purchasing
☐ F550 Contracting/Network Development
☐ F780 Ambulatory Care
☐ F450 Home Care Services
☐ F440 Pharmacy
☐ F170 Strategic Planning
☐ F130 Marketing
☐ F145 Sales
☐ F260 Other _____
☐ B020 Integrated Delivery System (IDS)
☐ B030 Physician Sponsored Organization (PSO)
☐ B040 Physician Hospital Organization (PHO)
☐ B060 Health Maintenance Organization (HMO)
☐ B070 Independent Physician Association (IPA)
☐ B080 Management Service Organization (MSO)
☐ B090 Preferred Provider Organization (PPO)
☐ B100 Point of Service Provider
☐ B110 Physician Group Practice
☐ B120 Physician Practice Management Co.
☐ B050 Health Insurance
☐ B220 Hospital
☐ B155 Disease Management Company
☐ B150 Specialty Provider (Home Health etc.)
☐ B160 Pharmaceutical Manufacturer
☐ B230 Pharmacy Benefit Management Company
☐ B170 Medical Device Manufacturer
☐ B240 Government
☐ B140 Employer/Coalition
☐ B250 Professional Services/Consulting
☐ B130 University/Medical School
☐ B180 Association/Policy Organization
☐ B190 Publishing/Media
☐ B200 Other _____

4. Number of Lives Covered

- ☐ 001 under 10,000
☐ 002 10,000-50,000
☐ 003 50,000-100,000
☐ 004 100,000-500,000
☐ 005 over 500,000
☐ 000 not applicable

5. Bedsize (if Hospital-based):

- ☐ 001 under 200
☐ 002 201-350
☐ 003 351-500
☐ 004 501-650
☐ 005 over 650
☐ 000 not applicable

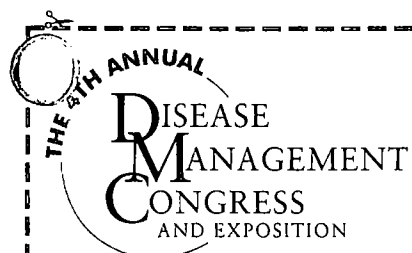
Bask in the history of Boston's Back Bay...

In the early 1800's, the Back Bay section of Boston was under water. Today, it's one of the most upscale neighborhoods in the city, with unique shops, restaurants, and architecture by H.H. Richardson and I. M. Pei. Boston is also home to some of the finest educational and medical research institutions in the world, including Harvard University, the Massachusetts Institute of Technology (MIT), Lahey Clinic, Children's Hospital, Dana-Farber Cancer Institute, Massachusetts General Hospital, New England Medical Center, Brigham and Women's Hospital, Boston Medical Center and Beth Israel Deaconess Hospital. There's simply no better place to bring together the brightest minds in disease management for future success than in Boston, where revolutionary things happen!

Hotel information:

Sheraton Boston Hotel
39 Dalton Street, Boston, MA 02199
TEL: 617-236-2000 • 800-325-3535

Ask for the Disease Management Congress' special rates (Single \$225, Double \$240). Special rates are per room, per night, and do not reflect taxes. Rates are not guaranteed after September 2, 1999. Early booking is suggested.



Exhibits and Keynotes Only Pass

If you can't stay for the whole conference...
see the Exposition for FREE!

YES! Please register me for the Exhibit Hall & Keynote Presentations portion of the trade show for FREE!

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**A \$50
Value!**

Exhibit Hall Hours:

Monday, October 4, 1999
9:30 AM – 3:30 PM

Tuesday, October 5, 1999
9:30 AM – 2:00 PM

Be sure to mention your priority code to ensure proper registration. Registration must be received by 9/27/99. Registrations received after this date will be subject to a \$50 registration fee. You may also register on-site at the \$50 rate.

PRIORITY CODE = J-P-SB957



Chart your course for disease
management success.

AUTOG-DGS 202
S955 P1

MR CHRISTOPHER JENNINGS
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MANAGEMENT
CONGRESS
AND EXPOSITION

October 3-6, 1999
Hynes Convention Center
Boston, MA

Partnering for Uniformity —
Outcomes 2000

270

7/15/99

Devorah

Keynote

I spoke with Julie Barnes. They would like to go ahead and print a brochure with Chris as the Keynote Speaker. I told her that the date requested was too far in advance for us to confirm. I suggested that another Keynote Speaker be available in case Chris cannot attend.

NOTE: It will be held in California.

Teresa

KING, PAGANO & HARRISON
1730 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, DC 20006-4703

(202) 371-6800
FACSIMILE: (202) 371-6770

July 1, 1999

NEW YORK OFFICE
425 PARK AVENUE
NEW YORK, NY 10022
(212) 823-4000
FACSIMILE: (212) 823-4134

VIA FACSIMILE (202) 456-5557

Mr. Christopher Jennings
Deputy Assistant to the President
for Health Policy
216 Old Executive Office Building
Washington, DC 20502

RE: Invitation to be the keynote speaker at the 1999 Medicare Conference

Dear Mr. Jennings:

The American Bar Association Health Law Section would like to extend another invitation to be our keynote speaker at the **1999 Medicare Annual Update**. When I last spoke with your assistant, Teresa Jones, she informed me you would be unable to commit to a date this far in advance. In light of the President's new Medicare proposal, and the fact that we are drawing closer to the date of the program, we hope you will reconsider our invitation. Health care attorneys and other Medicare specialists would greatly benefit from your valuable insight into this new proposal.

As stated in my last letter to you on June 8, 1999, the conference will be held in the Marriott Hotel, San Francisco, California, on Friday and Saturday, November 5-6, 1999. Your keynote presentation will take place on Friday, November 5, 1999, at 10:15 - 11:00 am.

The ABA takes pride in presenting several seminars on timely Medicare topics, including reimbursement and compliance issues. This year, 13 speakers from the public sector have agreed to make presentations, including individuals from the Health Care Financing Administration and the Office of the Inspector General of the Department of Health and Human Services. The conference will be further enhanced by your unique perspective into the recently proposed Medicare legislation.

Again, we greatly appreciate your consideration of our request to be the 1999 Medicare Annual Update keynote speaker. We will be contacting you or your assistant, Ms. Jones, to determine your availability to speak. Of course, please do not hesitate to contact me if you have any questions about the program or the logistics of your speaking engagement.

Sincerely,

Julie A. Barnes /TAC
Julie A. Barnes
ABA Health Law Section
Programs and Education Committee

KING, PAGANO & HARRISON

1730 Pennsylvania Avenue, N.W.
Washington, D.C. 20006
(202) 371-6800
Facsimile: (202) 371-6770

New York Office
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New York, NY 10022
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Facsimile: (212) 223-4134

Facsimile Transmission

*This communication is confidential and is intended to be privileged
pursuant to the attorney-client privilege and the work product doctrine.*

If you did not receive all the pages indicated below, please call the number above.

To: Christopher Jennings
King, Pagano & Harrison

From: Julie Barnes

Phone: (202) 456-5560

Phone: (202) 371-6800

Fax: (202) 456-5557

Fax: (202) 371-6770

Pages sent (including cover page):

Message:

Per our conversation today, July 13, 1999, attached is our invitation to Mr. Jennings to speak at the American Bar Association's Medicare Conference in November. I will be in touch to discuss.

JB

777 N. Capitol St., NE, Ste. 800, Washington, DC 20002
202.408.9320 202.408.9332 (fax)

Mon.
7/12/99 (Declined) 7pm
could come up
until 7:45 PM

**Washington Business
Group on Health**

Fax

To: Chris Jennings Attn: Sara Brau

From: Mary Jane England, M.D.

Fax: 202.456.5557

Pages: 2

Phone: 202.456.5560

Date: 07/09/99

Re: Invitation for July 12, 1999

CC:

☒ **Urgent**

☐ **For Review**

☐ **Please Comment**

☐ **Please Reply**

☐ **Please Recycle**

Dr. England left a voice mail message for Chris last week regarding this invitation. Since the date is next Monday, I would appreciate it if someone could get back to me later today. Thanks.

Sally Coberly, Ph.D., Director, Public, Policy, WBGH 202.408.9320

Sally said Chris
could come
up until 7:45 pm

Said "no" per
Deborah



WASHINGTON BUSINESS GROUP ON HEALTH
777 North Capitol Street, N.E. Suite 800 • Washington, D.C. 20002
202.408.9320 • Fax 202.408.9332

July 9, 1999

Chris Jennings
Deputy Assistant to the President for Health Policy Development
212 R Old Executive Office Building
Washington, DC 20504

Dear Chris:

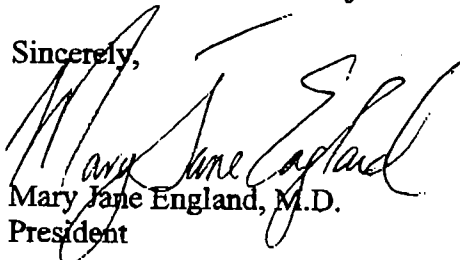
The Board of Directors of the Washington Business Group on Health would be pleased to have you join them for an informal dinner and discussion of the President's new Medicare reform proposal on Monday, July 12, 1999 from 7:00 to 9:00 p.m. at the Ritz Carlton, Pentagon City, Diplomat Room. The Board is devoting a good portion of this year's retreat to the issue of reforming the health care system to increase affordability, access, and choice. The President's proposal is clearly an important part of that agenda and has broad implications for employers who provide health care benefits to their retirees as well as for the marketplace.

As you know from previous meetings with us, WBGH Board members are deeply committed to reform and are particularly concerned that we ensure the future viability of the Medicare program.

I think the give and take over dinner on the 12th would give you an excellent opportunity to discuss the President's plan with an exceptional set of corporate leaders. It would also provide an opportunity to identify ways the business community can support your efforts.

I hope you will be able to join us.

Sincerely,


Mary Jane England, M.D.
President

Regretted

September 27-29 ▶ Gallaudett University Conference Center ▶ Washington, DC

Presented by



In Association with



Plus:

A round-table discussion
with Congressional staff on
the upcoming consultations
on strategic plans!

Strategic Planning & Budgeting for Government

Summit on Preparing for the 2000 Strategic Plan

Achieving Results by Aligning Programs and Resources to your
Vision, Goals, Strategies, and Performance Measures

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- #1 Consulting with Congress, Stakeholders and Program Partners
- #2 Setting Output and Outcome-oriented Goals
- #3 Designing Breakthrough Strategies
- #4 Using Performance Measures to Execute the Strategic Plan and Budget
- #5 Aligning Programs and the Workforce to the Strategic Plan and Budget
- #6 Aligning the Budget to the Strategic Plan
- #7 Designing and Implementing a Strategic Management System

*All sessions are designed to help improve your
Congressional grades for next year's strategic plan
and budget submissions!*

A can't-miss conference for government executives:

- Over 20 case study presentations from government agencies on cutting-edge ways to plan, budget and manage for results
- Tips on complying with revised OMB guidance on strategic planning and performance budgeting
- Latest news from Congress on consultations and the Hill's scorecard initiative for strategic plans
- Advice on how to build the 2000 Strategic Plan on the 2000 Performance Report

To Register: Call (888) 670-8200 or Fax (941) 365-2507 Visit our website at www.ilr-ny.com

DAY ONE — September 27, 1999

8:00 *Registration and Continental Breakfast*

8:30 **Opening Remarks**

8:40 **Congressional Expectations for the Revised Strategic Plan: From Consultations to Congress' Scorecard for the Strategic Plan**

By September 30, 2000, all federal government agencies will have to submit a new strategic plan to Congress. Congress has devised a scorecard to evaluate government strategic plans that assesses both compliance and quality issues. Mr. DeMaio has been a key architect of Congress' management reform agenda and a leader in the results-based management reforms sweeping federal, state, and local governments. In this keynote presentation, hear timely information on:

- What expectations Congress has for the 2000 Strategic Plan
- Helpful practices for consulting with Congress and stakeholders
- What 10 criteria comprise the Congress' scorecard for evaluating strategic plans
- What best practices emerged during the last round of strategic planning and budgeting in government

Carl D. DeMaio
CONGRESSIONAL INSTITUTE

9:30 **Essential Elements in Linking Strategic Planning and Budgeting**

Developing strategic plans and results-based budgets for government agencies requires intense dialogue with the budget office and the legislature. At the federal level, Mr. Steinberg has been closely involved in that dialogue for a number of federal agencies. Last year, Mr. Steinberg spearheaded a NAPA study of federal and state experiences in linking strategic planning to the budgeting process. In this presentation, hear timely and best practice advice on:

- What experiences have shown to date in linking planning and budgeting in government programs
- How performance measures in several cases have been integrated into the budget decision making process
- How budget accounts and formats may have to be modified if planning and budgeting are to be linked
- What helpful practices are emerging on how to manage the dialogue between the budget office, budget examiners, and Appropriations staff

Hal Steinberg, Former Comptroller,
OFFICE OF MANAGEMENT AND BUDGET

10:20 *Morning Break*

10:40 **Strategic Assessments of National Outcomes: A Case Study on Assessing National Security**



In 1998, the National Security Study Group (a Presidential Commission) commenced operations with the mission to assess America's national security interests as we enter the 21st century. The NSSG is currently in the middle of one of the largest strategic assessments of federal mission areas-examining issues relevant to not only the armed services and intelligence community, but domestic security agencies as well. In this unique presentation, hear how the NSSG has developed a methodology for examining complex national issues and assessing the government's preparedness for dealing with them. Also, hear helpful tips on how to plan and execute a strategic issue assessment for your own agency!

Patti Antisen
NATIONAL SECURITY STUDY GROUP

11:30 **Forum on Performance-Based Government**

The purpose of NAPA's recently-held Executive-Legislative Summit was to bring senior policymakers from the Administration and

Congress together to discuss how government performance could be improved through strategic planning, measurement, and results-based budgeting. This insightful session will present the key issues that emerged during the summit and what policymakers plan to do about them.

Chris Wye
NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

12:15 **Luncheon: Rescuing FEMA: Strategic Planning and Budgeting as the key to Organizational Renewal**

FEMA has really turned itself around over the past six years and strategic planning and budgeting has been at the heart of its renewal. In this uplifting presentation, hear how the agency accomplished what some thought might be impossible through strategic planning.

Jerry Levine
FEDERAL EMERGENCY MANAGEMENT AGENCY

Defining Mission, Goals, and Objectives

Choose A or B:

1:30 **Mission, Goals, and Objectives in the U.S. Military**

A

Having a clear understanding of Mission, Goals, and Objectives has long been the cornerstone of the military's management doctrine. In this presentation, hear from one of the Navy's chief strategic planning and performance measurement gurus on:

- Establishing a clear mission and set of goals and objectives to guide the agency
- Strategies for ensuring program accountability for the agency's goals and objectives
- Operationalizing mission and goals throughout the organization with performance measures

Linda Doherty
U.S. NAVY

1:30 **Translating Goals into Clear Performance Targets: The 20-10 Goals Initiative at the VHA**

B

The Veterans Health Administration devised a strategic plan with 10 key quality and efficiency goals. Three of the ten goals focused exclusively on cost containment and maximizing budgetary resources. To help drive these goals down throughout the entire organization, VHA devised the 30-20-10 initiative. In this presentation, hear how VHA is implementing its goals for:

- Reducing by 30 percent the cost per patient in VA's hospitals
- Increasing by 20 percent the total number of patients treated by VA's hospitals
- Raising the amount of non-appropriated funding captured through Medicare and Medicaid benefits to 10 percent of the total VHA budget

Art Klein
VETERANS HEALTH ADMINISTRATION

Designing and Implementing Strategies

Breakouts: Choose A or B

2:30 **Strategic Assessments at the Federal Bureau of Investigation**

A

Recently, the Federal Bureau of Investigation has begun examining the effectiveness of its programs from top-to-bottom through strategic landscape assessments of the primary crime issues facing the country today. These strategic assessments have led to some startling discoveries that are now influencing FBI's strategies for dealing with crime. In this presentation, learn:

- How strategic assessments are the critical foundation for developing program strategies
- What process was used to conduct FBI's strategic assessments

- How FBI is learning from the strategic assessments to develop more effective program strategies

Tom McWeeney, FBI Representative
CENTER FOR STRATEGIC MANAGEMENT

Designing and Implementing Strategies with Program Partners

The Coast Guard has become a key success story in strategic planning and budgeting in government. Its Office of Marine Safety devised a "Prevention through People" strategy after conducting a strategic assessment in the early 90s. The PTP strategy required significant shifts in program orientation within the Coast Guard and significant changes in the operations of the Coast Guard's maritime stakeholders. In this presentation, learn how Coast Guard developed the "Prevention through People" strategy and how it is being successfully operationalized inside and outside the agency.

Cdr. Tim Close
U.S. COAST GUARD

3:30 Competitive Strategies for Government

A new idea is emerging in government management: competitiveness. With the passage of legislation creating more pressure for contracting, outsourcing, or privatizing functions of government, many government agencies are learning they must make their operations more competitive in order to survive. In this presentation by one of the leading experts in the emerging field of competitive strategies, learn:

- How government agencies can use strategic management to revitalize their program structures and personnel
- What steps are necessary if government programs are to research, assess, tailor, and implement competitive strategies to improve their effectiveness and efficiency
- How a strategic management system can encourage competitive thinking
- Success stories emerging from government agencies using the competitive strategies approach

Dr. Tom Kessler
CENTER FOR STRATEGIC MANAGEMENT

4:30 *Adjourn*

DAY TWO — September 28, 1999

8:30 Chairman's Recap from Day One

Consulting with Congress and Stakeholders

8:40 Involving Stakeholders in Defining Outcome-oriented Performance Measures

In 1998 and 1999, the U.S. Patent and Trademark Office held several groundbreaking sessions with their stakeholders to examine 1) What the role of the PTO is today 2) What value do PTO's stakeholders get from PTO products and services, and 3) How can PTO's value be measured? In this presentation, learn:

- What process the PTO used to design and implement their stakeholder sessions
- How the stakeholder sessions uncovered ideas for measuring PTO's outcomes
- How the PTO intends to continue to involve stakeholders in its strategic planning and performance management initiatives

Valarie Richardson
PATENT AND TRADEMARK OFFICE

9:30 A Roundtable Discussion with Chairs of the Congressional Task Forces for Reviewing Agency Plans

One of the key elements of developing strategic plans in government is consulting with the legislative branch. At the federal level, Congress is gearing up for intense consultation sessions with federal agencies on the 2000 strategic plans. In this interactive and free-flowing session, learn what approaches Congress will take on consultations in the year ahead and what their expectations are for the 2000 strategic plan. Come prepared with your questions, comments, concerns, and suggestions!!

Robert Shea
SENATE GOVERNMENTAL AFFAIRS COMMITTEE
Jane Cobb
HOUSE GOVERNMENT REFORM COMMITTEE
Aloysius Hogan
HOUSE RESOURCES COMMITTEE

Aligning Programs and Personnel to Implement the Strategic Plan

Breakouts: Choose A or B

11:30 Aligning Regional and Field offices to the Strategic Plan

A In the 1970s, the Forest Service was assigned expanded responsibilities in protecting the environment. These new responsibilities meant significant changes in both the agency's program structure and the culture of its employees. Today, the Forest Service is actively using strategic planning and budgeting to implement a new concept of "ecosystem management" at all levels of the organization. In this presentation, hear how:

- Regional and field offices have been aligned under the strategic plan
- How the agency has communicated the need for new strategies under "ecosystem management" to its employees
- How the Forest Service's budget process is factoring in the strategic goals of the agency in resource allocation decisions.

Randy Phillips
U.S. FOREST SERVICE

11:30 Motivating the Workforce under the Strategic Plan: New Concepts in Personnel Management

B How can strategic planning and results-based budgeting be implemented if your employees are not on board? How do you get them on board? These two key challenges to strategic planning and budgeting in government will be explored in this timely session on how to motivate the workforce to manage for results! In this presentation, hear from a leading personnel management expert on:

- How personnel managers in government can integrate managing for results concepts into their programs and services
- How to tie program performance measures to individual performance evaluations
- How strategic planning and budgeting can be applied to the human resource function

Peggy Higgins
OFFICE OF PERSONNEL MANAGEMENT

12:15 *Luncheon*

Designing Performance Measures for the Strategic Plan and the Budget

Breakouts: Choose A or B

1:30 Measuring Agency-wide outcomes while assessing individual program performance

A Measuring outcomes is vitally important to ensuring that government agencies are achieving the intended results. Nevertheless, measuring and assessing the performance of individual programs contributing to an outcome is equally important, especially if

n Strategic Planning and Budgeting

managers are to improve program design and management. In this presentation, hear how the Department of Labor is responding to new statutory mandates to measure the collective outcomes and individual performance of a myriad of job training programs. Lessons being learned by DOL may be quite useful for managers involved in complex and multi-program outcomes.

Karen Greene
DEPARTMENT OF LABOR

1:30 Using Intermediate Outcomes to Measure Incremental Progress towards End-Outcomes

B As a former GAO staff member working on the Results Act, Ed Joseph has a keen understanding of federal, state, and local government experience with performance measurement. Over the past year, he has assisted the National Academy of Public Administration with a project to develop guidance for selecting outcome measures for programs. In this presentation, learn:

- How to identify your program's intermediate outcomes relating to changes in 1) Attitude of customers, 2) Behavior of program targets, and 3) Short-term condition of the program's environment
- How to design a process to involve stakeholders and Congress in the selection of outcome measures
- How to select activity and process measures to ensure management and service-delivery improvements

Ed Joseph
RESULTS INC.

Aligning the Strategic Plan into the Budget Structure

Breakouts: Choose A or B

2:30 Aligning the Budget Accounts to your Strategic Goals

A Over the past several years, USDA's Grain Inspection, Packers, and Stockyards Administration has examined its budget structure in its attempts to align resources to programmatic mission, goals, and eventual results. In this presentation, hear how:

- The agency integrated its four strategic goals into its handling of its two budget accounts
- The newly-aligned budget structure is improving the dialogue with OMB and the Hill
- The agency is taking steps to improve its ability to link resources to results, including designing better performance measures to link program activities to measurable improvements in service and process functions

**James Baker, GRAIN INSPECTION
THE PACKERS, AND STOCKYARDS ADMINISTRATION**

2:30 Integrating Performance Measures into the Budget Process to Drive Resource Allocation

B Starting with the FY '98 budget, the U.S. Customs Service has integrated information on its strategic goals and performance measures into its budget request to the Administration and Congress. Many in government have studied the Customs Service's budget alignment model. In this presentation, you will be briefed by the Service's chief architect of its budget alignment model on topics including:

- Formatting the budget to align budget accounts to strategic goals
- Selecting key performance measures to include in budgets for program activities
- Managing the dialogue with OMB and Congress
- Reporting prior year performance data and setting performance targets for the coming budget year.

Harry Carnes
U.S. CUSTOMS SERVICE

3:30 Tracking Strategic Initiatives: An Intranet-Based Approach to Reporting Goal Achievement and Results

The Department of Veterans Affairs recently established an agency-wide intranet system for all program managers to report

and track the performance of their programs and key initiatives. In this presentation, hear:

- What kinds of performance information is reported through the Intranet system
- How the Intranet system was designed, including the relationship between the information reported and the agency's strategic plan
- How agency senior management uses the Intranet reporting system to monitor performance and adjust means and strategies

Plus, a live demonstration of VA's intranet strategic performance reporting system!

Mark Russell
DEPARTMENT OF VETERANS AFFAIRS

4:30 Adjourn

DAY THREE = September 29, 1999

POST-CONFERENCE WORKSHOPS:

8:30 - 11:30 am Morning: Choose 1 or 2

1 Designing Performance Measures for Government Programs and Budgets

Designing outcome and output-oriented performance measures for government programs is not easy and can take considerable time and coordination. Nevertheless, it can and must be done. In this workshop, you will learn a framework for developing outcome and output measures for any government program, as well as hear practical examples of how this framework has been successfully applied. You will also learn about a useful model for differentiating between measures for activities, outputs, intermediate outcomes, and end-outcomes.

2 Strategic Planning and Budgeting for Information Technology

As information technology becomes more and more important to the management of government programs and as we continue to learn lessons in the wake of the Year 2000 crisis-strategic planning and budgeting for information technology will take on new importance. In this interactive workshop, learn the latest best practices and methods for designing strategic plans for major information technology projects as well as selecting performance measures to report through the budget process.

12:00 Luncheon for Workshop Attendees

1:00 - 4:00 pm Afternoon: Choose 3 or 4

3 Conducting Strategic Assessments for Programs

The vital prerequisite to any strategic planning process is conducting the strategic assessment of the issue landscape faced by an agency's programs. In this workshop, you will learn how strategic assessments are conducted, from design to execution and on through analysis of findings. Several case studies from government agencies will be presented and a framework for conducting your own strategic assessment for your programs will be discussed and applied.

4 Results-Based Budgeting

"No measures, no money!" Increasingly, policymakers and management requires clear identification of what results can be produced in exchange for the allocation of resources. In this workshop, examine, evaluate, and discuss several program budget requests that have integrated performance measures and information into their formats. Moreover, hear from a Congressional expert on what measures, formats, information approaches work best with legislative audiences.

To Register, Call (888) 670-8200; Fax (941) 365-2507

8 Benefits of Attending:

1. Consulting with legislators, stakeholders and program partners on program priorities
2. Setting Output and Outcome-oriented Goals
3. Designing and rolling-out a strategic management system
4. Designing Breakthrough Strategies
5. Using Performance Measures to Execute the Strategic Plan
6. Aligning Programs and the Workforce to the Strategic Plan
7. Reporting to policymakers on vision, strategy, and results
8. Aligning the Budget to the Strategic Plan

Who should attend:

- State and local program managers
- Federal program managers
- Planning/Budgeting Officers
- Chief Information Officers
- Quality Managers and Consultants
- Public Affairs Staff
- Chief Financial Officers
- Accountants
- Program Analysts
- Information Systems Managers
- Performance Measurement Staff
- Program Evaluation Staff

Don't miss the interactive dialogue session with congressional staff who will be scoring government strategic plans in 2000!

What scorecard will they use?

How can you make the grade?

5 EASY WAYS TO REGISTER

REGISTRATIONS: Please complete and return the registration form to Customer Service Manager:

- FAX:** (941) 365-2507
- CALL:** (888) 670-8200 or (941) 951-7885
- MAIL:** IIR, PO Box 102914
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- E-MAIL:** register@iir-ny.com
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FEES: The fees for attending Strategic Planning & Budgeting for Government are outlined on the registration form. You may enclose payment with your registration or we will send an invoice. Payments may be made by check, VISA, MasterCard, Diners Club or American Express. Please make checks payable to the "Institute for International Research, Inc." and write the name of the conference delegate(s) on the face of the check as well as our reference **UG101**. Payments must be paid by September 20, 1999, to ensure seating at the conference.

DATES AND VENUE

September 27 - 29, 1999
Gallaudett University Kellogg Conference Center
800 Florida Ave, NE
Washington D.C., 20002
Telephone 202 651 6100

**Book Early!
The hotel will
sell out!**

To secure hotel accommodations at the preferred conference rate, please call Gallaudett University Kellogg Conference Center least 30 days prior to the conference and tell them that you are an NIGI delegate for Strategic Planning & Budgeting for Government.

SUBSTITUTIONS AND CANCELLATIONS: Should you be unable to attend for any reason, please inform us IN WRITING prior to September 20, 1999, and a credit voucher for the full amount will be

issued. If you prefer, a full refund less a \$195 non-refundable deposit will be issued. No refunds or credits will be given for cancellations received on or after September 20, 1999.

Substitutions of enrolled delegates may be made at any time. Please indicate upon registration whether you are eligible for a discount. No two discounts can be combined. If, for any reason, NIGI decides to cancel this conference, NIGI does not accept responsibility for covering airfare, hotel or other costs incurred by registrants. Program content subject to change without notice.

Only paid registrations will be confirmed, and must be received by September 20, 1999 to be included on the list of delegates.

Save on Travel Arrangements

SPECIAL AIRLINE DISCOUNTS: NIGI has negotiated discount fares with several airlines for conference attendees. Saturday night stays are not required. To learn more about these savings, please call NIGI's designated travel agency, The Global Executive, 6 Maple Avenue, Armonk, NY 10504 at (914) 273-1733; (800) 516-4265 outside of New York State, or fax to (914) 273-1763 and advise them that you are attending an NIGI conference.

SPONSORED EVENTS AND TABLE TOP EXHIBITS: If you are interested in meeting prospective clients, gaining access to a vast number of decision makers, and obtaining more visibility in this marketplace, become a sponsor or exhibitor and meet new prospects as well as seasoned professionals.

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Exhibitions: Exhibit space will be available at this conference offering you the perfect forum to showcase your products and services. This is your chance to make valuable contacts and have your table top display serve as your communications center. Please call Lance Zacker on (800) 345-8016 ext. 3707 for showcase opportunities.

September 27-29 ▶ Gallaudett University Conference Center ▶ Washington, DC

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Strategic Planning & Budgeting for Government

Summit on Preparing for the 2000 Strategic Plan

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(2) Name _____

Title _____ Dept _____

Agency _____

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- ☐ I cannot attend, but please keep me informed of future events.



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NATIONAL ACADEMY *for* STATE HEALTH POLICY

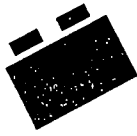
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Nope

**COHERENT
STATE HEALTH
POLICY:**

**Some
Assembly
Required**

**12th Annual State Health Policy Conference
August 1-3, 1999
Omni Netherland Plaza, Cincinnati, Ohio**



NATIONAL ACADEMY for STATE HEALTH POLICY

COHERENT STATE HEALTH POLICY: *Some Assembly Required*

This year's conference theme, "*Coherent State Health Policy: Some Assembly Required*," focuses attention on the challenges states face in implementing a wide array of health policy from CHIP to long-term care, from patient protection to insurance reform. Incremental reforms keep state policymakers busy – we'll provide technical sessions to share what works as well as policy discussions on how to make all the pieces fit into coherent state health policy!



WHO SHOULD ATTEND

- ◆ State health policymakers from Governors' offices, human services, public health, Medicaid, insurance, aging, budget and other state agencies
- ◆ Legislators and legislative staff
- ◆ Others involved in state health policy and delivery

WHY IT IS IMPORTANT TO ATTEND

- ◆ This is YOUR conference; planned by states, for states – offering health policy information crucial to YOUR state
- ◆ UNIQUE opportunity for state policymakers to discuss common issues with others from across the U. S.
- ◆ FOCUSED presentations designed specifically for this conference
- ◆ MAJOR gathering of state health policy leaders, cutting across agency lines, turf and disciplines
- ◆ Plenty of time for INTERACTION
- ◆ SOMETHING FOR EVERYONE a mix of practical workshops and conceptual discussions

CONFERENCE HIGHLIGHTS

- ◆ **Monday Plenary: Will We ALL Be Uninsured? The Future of Private Coverage, Medicare and Medicaid**
Chip Kahn, *President, Health Insurance Association of America*, Judy Feder, *Georgetown University*, Marilyn Moon, *The Urban Institute*, Jim Tallon, *Chair, Kaiser Commission on Medicaid and the Uninsured*, and Sue Crystal, *Washington State Governor's Office* will examine why, in a booming economy, with low unemployment and expanded state opportunities for health care coverage, the number of uninsured is growing. What's our vision for health coverage for the future?

◆ Lessons Learned from CHIP

(Tuesday, August 3, 9-10:30 a.m.)

A summary report from the *states-only* pre-conference – *CHIP's Hot Potatoes* – with the latest developments in CHIP. This session is open to all conference participants.

◆ One-Day Conference Intensive: "Medicaid Managed Care: Are We Getting What We Pay For?"

National experts and high level policymakers come together for an in-depth examination of the changing Medicaid managed care marketplace and states' responses to those changes.

◆ Value-Added Benefit

We are delighted to report that *Health Affairs* has graciously offered all registrants a free six-month subscription to this esteemed journal of health policy!

◆ New Topics This Year

Medical errors, pharmacy costs, the ADA *and more!* Learn more about a new NASHP/Commonwealth Fund initiative to provide grants to states to create Medicaid initiatives in child development services; attend Monday's Plenary and Tuesday's Bidders' Conference.

BACK BY POPULAR DEMAND

Special Interest Roundtable Discussions:

For the second year in a row, *Monday's luncheon* will feature informal discussions on topics of special interest.

And we will continue the tradition of *Tuesday morning breakfast* roundtables. These facilitated discussions offer further opportunities to address topics of special interest.



COHERENT STATE HEALTH POLICY: Some Assembly Required

12th Annual State Health Policy Conference
August 1-3, 1999

Omni Netherland Plaza, Cincinnati, Ohio

Sunday, August 1

Pre-conferences	Long Term Care Quality & Care Coordination:	CHIP's Hot	State GME Financing:
9:00 - 4:00	Tough Challenges, New Tools	Potatoes	Recent Developments & Issues
Conference	Reception and Dinner		
5:00 - 8:00	Speaker - To Be Announced		

UPDATED

Monday, August 2

Plenary	"Will We All Be Uninsured? The Future of Private Coverage, Medicare, and Medicaid"				
8:00 - 9:30	Insurance Reform:	ADA: Legal	Eligible But	Managed Care:	Report Cards: What ARE
10:00 - 11:30	What Have We Wrought?	Issues Facing States	Not Enrolled	If Not This, Then What?	They Good For?
11:30 - 1:00	Special Interest Luncheon				
Plenaries	Federalism:	What, Me Worry? What States Can		Medicaid and Early Childhood Health	
1:30 - 3:00	Shift or Shaft?	Do About Provider Quality & Medical Errors		Development Services: First Steps	
3:30 - 5:00	Preparing for the BBA: Impact on LTC	Health Plan Liability: Sense & Sensibility or Pride & Prejudice?	Whose I.D.E.A Is It anyway?	Think Globally, Act Locally: Expanding Access to the Uninsured	Performance Based Purchasing
5:30	Monday Dinner Optional Event: River Boat Cruise on the Ohio River				

Tuesday, August 3

7:30 - 8:45	Roundtables	Bidders' Conference: NASHP/Commonwealth Fund Initiative			
Conference	Medicaid Managed Care Intensive: <i>Are We Getting What We Pay For?</i>				
Intensive	The Changing Marketplace, How States Are Responding to the Changing Medicaid Marketplace, PCCM Programs				
8:45 - 5:15	That Work, Behavioral Health, Enrollment and Outreach, Risky Business: States Experiences Using Risk-Adjusted Rates				
9:00 - 10:30	Eliminating Health Disparities Among Minority Populations	Medical Privacy... What You Know Can Hurt You	Lessons Learned From CHIP	Future Long-Term Care Trends	
11:00 - 12:30	Sharing Public Power with Private Regulators	Immigration Policy & Access to Health	Cutting-Edge Data Linkages in Long-Term Care	Early Findings from the Assessing New Federalism Project	Pharmacy Costs: A Bitter Pill
12:30 - 2:00	Lunch and Speaker - To Be Announced				





PRE-CONFERENCES

Sunday, August 1, 1999, 9am - 4pm

Long-Term Care Quality and Care Coordination: Tough Challenges, New Tools

Care coordination is an essential part of managing acute and long-term care services in a managed care program. Variations in services covered by capitation and managed by the MCO require very different roles for care managers. This pre-conference presents care management models in fully integrated programs and programs requiring coordination between Medicaid, Medicare, and acute and long-term care services.

CHIP's Hot Potatoes*

This pre-conference will provide moderated exchange among state officials on emerging issues such as CHIP regulations, if they are issued; screening and enrollment; re-enrollment; provider issues; and cost-sharing. Key HCFA staff will join the discussion.

** Limited to State Executive Branch officials responsible for CHIP implementation.*

State Graduate Medical Education Financing: Recent Developments & Issues

Designed for state policymakers and program administrators, this pre-conference will focus on innovative design and policies for Medicaid GME. Specific presentations and discussions on: HCFA's policies that affect Medicaid financing GME; training in ambulatory settings; and academic health centers and their roles and fiscal problems. Presentations will also include review of recent national surveys of state GME financing and recent national policy developments.

CONFERENCE INTENSIVE

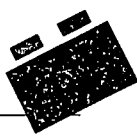
Tuesday, August 3, 1999, 8:45am - 5:15pm

Continental breakfast and lunch provided

Medicaid Managed Care: Are We Getting What We Pay For?

This full day program will explore the market forces that are prompting extensive change in the Medicaid managed care marketplace and state responses to those changes. Plans are merging, some are withdrawing, and the BBA has created new administrative requirements. Join national experts and high level policy-makers for an in-depth examination of how states are coping with those changes through financial

incentives for plan performance, risk-adjusted rates, enrollment brokers, and PCCM programs that emphasize quality improvement.



GENERAL INFORMATION

Transportation

Delta Air Lines, the preferred airline for NASHP's 12th Annual State Health Policy Conference is pleased to offer special rates. To take advantage of these discounted fares, call Delta Meeting Networks Reservations at 1-800-241-6760, weekdays 7:30 a.m. to 11:00 p.m. or weekends 8:30 a.m. to 11:00 p.m. eastern time. Or, have your travel agent call Delta's toll-free number to obtain these same advantages for you. Refer to File Number 131034A.

NASHP has arranged a special ground transportation rate from the Cincinnati/Northern Kentucky International Airport to the Omni Netherland Plaza, or other downtown hotels including the Westin Hotel, Crowne Plaza, Cincinnati, Regal Hotel and the Hyatt Regency Hotel. Jet'Port Express will extend to our attendees the special convention rate of \$14 for a round trip ticket. A discount coupon will be provided in your confirmation, or you can simply mention the NASHP 12th Annual State Health Policy Conference when purchasing your ticket from the Jet'Port Express ticket agent at the counter in the baggage claim area.

Conference Hotel and Lodging

Located just twenty-five minutes from the Cincinnati/Northern Kentucky International Airport via the Jet'Port Express shuttle, the Omni Netherland Plaza, 35 West Fifth Street in Cincinnati is the host hotel for this year's conference.

For reservations, please call the Omni Netherland Plaza directly at (513) 421-9100. When calling for your reservation, be sure to mention your attendance at the National Academy for State Health Policy's 12th Annual Conference to receive the special discount rates of \$85 per single room and \$115 per double room. After July 8, 1999, rooms and special rates are subject to availability.

Hotel check-in begins at 3:00 p.m. and check-out is by noon; luggage storage is available.

Covered valet parking is available to hotel guests at prevailing daily rates. There is ample municipal parking within walking distance of the Omni Netherland Plaza.

Additional Lodging

Conveniently connected to the Omni Netherland via covered catwalk, the **Crowne Plaza** is offering special discount rates of \$95 single and \$105 double. The cut-off date to receive these special rates is **July 1, 1999**; after that, rooms and special rates are subject to availability. To make reservations call the Crowne's toll free number: 1-888-279-8260.

The **Hyatt** is also just a few minutes away from the Omni Netherland via covered catwalk. A special convention rate is available until **July 1, 1999**: \$125 single and \$135 double. After July 1, these rooms and special rates are also subject to availability. For reservations call (513) 579-1234.

There are many more hotels located within a few minutes walk of the Omni Netherland Plaza, additional hotel information will be sent in your confirmation package.

Dinner and Riverboat Cruise

What would the 12th Annual State Health Policy Conference be without "networking on the water?" Join us on the *Queen City Clipper* for an evening dinner cruise on the Ohio River. Take advantage of the food and fun aboard this beautiful river boat. A fee of \$36 includes transportation to and from the Omni Netherland Plaza, the cruise and buffet dinner. A cash bar will be available.

"Two or More" Discount for State Agencies

Attention state government staff! Enroll two or more attendees and save \$25 on your registration fee. You and your associates (from your state agency) each get a \$25 discount off the normal registration fee. To qualify for the discount, you must mail or fax your registration forms **together**. Substitutions will be allowed; however, there must be a minimum of two registrants from your state agency for the discount to apply.

Conference Audio Taping

Most conference sessions will be audio taped for purchase before, during or after the conference. Tuesday's Conference Intensive will also be available on tape. (Sorry--the Pre-Conferences, special interest luncheon discussions and roundtables will not be taped). The complete two-day package (contents are subject to change) may be ordered

with your conference registration, during the conference or by mail after the conference. They will be shipped directly to you immediately after the conference. The special price of \$125 includes a free storage case and shipping. Individual session tapes may be purchased; order forms will be available during the conference.

The sessions to be taped are subject to change.

REGISTRATION INFORMATION

How To Register

- ◆ Complete the Registration Form on the back page
- ◆ One form per registrant – photocopies OK
- ◆ Government purchase orders accepted
- ◆ Registration fees are non-refundable after July 28, 1999
- ◆ Substitutions are acceptable
- ◆ Call NASHP at 207-874-6524 for more information
- ◆ Payment in full in advance will help shorten the conference check-in process

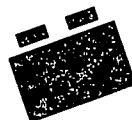
Registration Fees and Logistics

Register before July 9 for the best prices! Fees for the conference include admission to *conference sessions*, **Sunday** evening reception and dinner and continental breakfast, lunch and breaks on **Monday** and **Tuesday**. Conference materials – including a program guide, applicable notebooks and other resources – are also included in the fee. The conference officially begins with the Opening Reception and Dinner on Sunday, August 1, at 5:00pm.

The Conference Registration Desk will be open on Saturday afternoon from 3:00 p.m. to 5:00 p.m. for your convenience.

The three Pre-Conferences on Sunday, August 1, from 9:00 a.m. to 4:00 p.m. include continental breakfast and lunch, and resource materials. The Conference Intensive, "*Medicaid Managed Care: Are We Getting What We Pay For?*" on Tuesday, August 3, from 8:45 a.m. to 5:15 p.m., includes continental breakfast, lunch and breaks, and resource materials.

In an effort to speed-up the check-in process, please pay registration fees in full, in advance of the conference.



CONFIRMED FACULTY TO DATE

Robert Applebaum, *Miami University, OH*
Cheryl Austein-Casnoff, *Health Care Financing Administration*
Anne Barry, *MN Department of Finance*
Jane Beyer, *Legislative Staff, WA*
Maureen Booth, *NASHP Fellow, Muskie Institute of Public Policy, USM, ME*
Ellen Breslin Davidson, *MA Division of Medical Assistance*
Richard Browdie, *Department of Aging, PA*
Kathy Burek, *MN Department of Employee Relations*
Pat Butler, *Health Policy Consultant, CO*
Barbara Brown, *AmeriHealth, DE*
Neil Calman, *Institute for Urban Family Health, NY*
Eileen Cody, *State Representative, WA*
John Colmers, *Health Care Costs & Access Commission, MD*
Janet Corrigan, *Institute of Medicine*
Sue Crystal, *WA Office of Governor*
Fran Daley, *EDS, DE*
Amy Davidoff, *The Urban Institute, DC*
Elizabeth Dichter, *PCA Health System, AZ*
Angie Dombrowicki, *WI Department of Health Care Financing*
Lorraine Doo, *Blue Cross Blue Shield of Maryland*
Lisa Dubay, *The Urban Institute, DC*
Cathy Dunham, *The Robert Wood Johnson Community Health Leadership Program, MA*
David Durenberger, *Citizens for Long Term Care, DC*
Gar Elison, *Medical Education Council, UT*
Judy Feder, *Georgetown University-Medical Center, DC*
Sue Felt-Lisk, *Mathematica Policy Research, DC*
Pat Finnerty, *VA Joint Commission on Health*
Kathe Fox, *The MEDSTAT Group, MI*
Lou Fuller, *MN Department of Health*
Bowen Garrett, *The Urban Institute, DC*
Lee Greenfield, *State Representative, MN*
Thomas Hamilton, *WI Department of Health & Family Services*
Ray Hanley, *AK Department of Human Services*
Richard Heine, *KY Department of Medicaid Services*
Fred Hiegel, *New York Department of Health*
Denise Holmes, *MI Department of Community Health*
Kay Holmes, *DE Medical Assistance*
Bob Hurley, *Virginia Commonwealth University*
Lee Anne Jacobs, *MA Department of Medical Assistance*
Heather Johnson LaMarche, *PKC Corporation, VT*
Chip Kahn, *Health Insurance of America, DC*
Lynda Kahn, *RI Department of Developmental Disabilities*
Rosalie Kane, *University of Minnesota*
David Knutson, *HSM Institute, MN*
Stephen Lamb, *Natl Committee for Quality Assurance, DC*
Sharon Levine, *The Permanente Medical Group, Inc., CA*
Denise Love, *National Association of Health Data Organizations (NAHDO), VA*

James Loyd, *Texas Health Care Information*
Chuck Milligan, *Medicaid Medical Assistance Division, NM*
Dann Milne, *CO Department of Health Care Policy & Financing*
Robert Mollica, *NASHP, ME*
Angela Monson, *State Senator, OK*
Marilyn Moon, *The Urban Institute, DC*
Pamela Morris, *Dayton Area Health Plan, OH*
Chuck Mowll, *Joint Commission on Accreditation of Healthcare Organizations, IL*
Dave Murday, *USC, Center for Health Services & Policy Research, SC*
Elliot Naishat, *Texas House of Representatives*
Pamela Parker, *MN Department of Human Services*
Chris Perrone, *MA Division of Medical Assistance*
Thomas Perez, *Office of Civil Rights, DHHS, DC*
Michael Perry, *Lake Snell Perry & Associates, DC*
Larry Polivka, *The Florida Policy Exchange Center for Aging, FL*
Ron Pollack, *Families USA Foundation, DC*
Kathryn Power, *Dept. of MH, Mental retardation & Hospitals, RI*
Anya Rader, *VT Board of Medical Practice*
Randi Reichel, *American Association of Health Plans, DC*
Susan Reinhard, *NJ Department of Health and Senior Services*
Mark Reynolds, *MA Department of Health and Human Services*
Trish Riley, *NASHP, ME*
Gail Robinson, *The Lewin Group, VA*
Cheryl Roberts, *VA Department of Medical Assistance Services*
Margo Rosenbach, *Mathematica Policy Research, Inc., MA*
Sara Rosenbaum, *George Washington University, DC*
Dan Rubin, *Department of Health, WA*
Laurie Rubiner, *DC Office of Senator Chafee*
Edward Salsberg, *Center for Health Workforce Study, School of Public Health, SUNY, NY*
Wardell Sanders, *Health Benefits Program Board, NJ*
Karen Scott Collins, *The Commonwealth Fund, NY*
David Shepard, *VA Department of Medical Services*
Sandra Shewry, *Managed Risk Medical Insurance Board, CA*
Bob Silverstein, *The George Washington University Medical Center, DC*
Vern Smith, *Health Management Associates, MI*
Phil Soule, *DE Health & Social Services*
Brenda Spillman, *The Urban Institute, DC*
Nathan Stinson, *U.S. Department of Health & Human Services, MD*
Jim Tallon, *United Hospital Fund of NY*
Paul Wallace Brodeur, *Office of Vermont Health Access*
D. J. Wasson, *KY Bureau of Insurance*
Alan Weil, *The Urban Institute, DC*
Anne Weiss, *Department of Health and Senior Services, NJ*
Jerry Wells, *FL Agency for Health Care Administration*
Linda Wertz, *TX Health & Human Services Commission*
Elliott Wicks, *HealthCare Management Associates, DC*
Vicki Wilson, *Health Care Authority, WA*
Barbara Yondorf, *CO Division of Insurance*

REGISTRATION FORM (#2)

Register by fax: 207-874-6527 or by mail: NASHP, 50 Monument Square, Suite 502, Portland, Maine 04101

SECTION ONE: Personal Information (complete sections 1-4)

Name _____ Title _____

Organization/Affiliation _____

Address _____ City _____ State _____ Zip Code _____

Telephone _____ Fax _____ E-Mail _____

Please check one: ☐ Federal ☐ State ☐ Private ☐ Academic/Consultant ☐ Other

SECTION TWO: Registration

Please review carefully, circle the package you want and check selections as needed

Packages

A. Pre-conference ONLY, Check ONE:

☐ CHIP* ☐ LTC ☐ GME

B. Conference Intensive ONLY

"Medicaid Managed Care:

Are We Getting What We Pay For?"

C. Conference ONLY

D. Conference and Pre-conference

E. Other Combinations

Check ONE Pre-conference:

☐ CHIP* ☐ LTC ☐ GME

☐ I would like to attend the dinner cruise

☐ **Discount** for two or more attendees

(state government agency staff, only)

Government Employees

Before 7/9

After 7/9

\$150

\$250

\$150

\$250

\$325

\$425

\$425

\$525

Rates provided upon request

Private Sector

Before 7/9

After 7/9

\$400

\$600

\$400

\$600

\$800

\$1,000

\$1,000

\$1,200

\$36

\$36

(refer to pg. 5 for eligibility & conditions)

TOTAL DUE

\$ _____

\$ _____

\$ _____

\$ _____

Method of Payment:

☐ Check or money order enclosed (make check payable to Center for Health Policy Development, EIN # 52-1576801)

☐ Government PO/Voucher

☐ Visa/MasterCard/American Express _____ Exp. Date _____ Corp. Code _____

☐ Please bill me

SECTION THREE: Special Needs/Meals

Special Diet? Please specify _____. Please contact us in advance at 207-874-6524 with any special needs. The NASHP shall comply with Section 504, Title IX and the ADA, and, upon request, will provide reasonable accommodations to qualified individuals with disabilities.

SECTION FOUR: Extras

An added benefit of attendance...

☐ Please check here if you would like to receive the six-month complimentary subscription to *Health Affairs* - the bimonthly journal of health policy!

☐ Please reserve a complete set of Conference audiotapes for me right now. You may include the \$125 payment in the total above or pay at the conference.

☐ I am interested in receiving sponsor/exhibitor information

***Limited to Executive Branch officials responsible for CHIP implementation**

NATIONAL ACADEMY

for STATE HEALTH POLICY

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CHRIS JENNINGS
ASSISTANT TO THE PRESIDENT
FOR STATE HLTH POLICY DEVELOPMENT
212 OLD EXECUTIVE OFFICE BUILDING
17TH AND PENNSYLVANIA AVENUE NW
WASHINGTON, DC 20502-0001



If any portion of your mailing address is not accurate, please note corrections and fax back to us @ (207)874-6527.

☐ Check here if you wish to be removed from our mailing list.

10 Fun Things to Do & See in Cincinnati!

- ◆ Visit the Cincinnati Zoo & Botanical Garden (513-281-4700). Cincinnati's zoo boasts the most gorilla births of any zoo and is home to such colorful (and large) creatures as the Black Rhino, White Bengal Tiger, and Red Panda.
- ◆ Catch the Cincinnati Reds (513-421-4510)
...against the Giants on Sunday, August 1, at 1:15 p.m.
...against the Rockies on Tuesday, August 3, at 7:05 p.m.
- ◆ Experience the Sunday Brunch voted best in Cincinnati at the Omni Netherland (conference central): 513-564-6465.
- ◆ For those of you who can't get enough of WKRP on Nick-at Nite, take a walk to Fountain Square and pay homage to the show as you stand at the foot of the Tyler Davidson Fountain.
- ◆ Cruise the Ohio River aboard the Queen City Clipper on Monday night.
- ◆ Have a pulled pork sandwich and celebrate Cincinnati's historic pork industry.
- ◆ Pay a visit to the Cincinnati Art Museum and its world-renowned collection of art from ancient to modern times (including Cincinnati's famous Rookwood Pottery): 513-721-5204.
- ◆ Have a hypersensory experience at the OMNIMAX theater, located at the Cincinnati Museum Center (513-287-7000).
- ◆ For those of you interested in heading off the beaten track, explore some of the most intriguing museums in the country: The American Museum of Brewing History and Arts (in Fort Mitchell), The Trapshooting Hall of Fame and Museum (in Vandalia), and the United States Playing Card Museum (in Norwood).
- ◆ Join colleagues from across the country and make the most of NASHP's 12th annual (and best-ever) State Health Policy Conference!



Allan I. Mann
Vice President, Public Affairs and Communications

June 28, 1999

Mr. Christopher Jennings
Deputy Assistant to the President for Health Policy
Domestic Policy Council
216 Old Executive Office Building
Washington, DC 20502

Dear Mr. Jennings:

David Lawrence, MD, Chairman and CEO of Kaiser Foundation Health Plan and Hospitals, will address the National Press Club in Washington, D.C. on Wednesday, July 14, 1999. The topic of his presentation is: "Is Medical Care Obsolete?"

We would like to extend to you or your designee, an invitation to attend what we believe will be an interesting and thought-provoking look at the issues affecting the nation's health care. If you would like to receive a complimentary ticket, please respond by Wednesday, July 7 to Colleen Reedy at 510/271-2605 or email: colleen.reedy@kp.org. After July 7, tickets will be available for purchase from the National Press Club at 202/662-7539.

Sincerely,

Allan Mann
Vice President
Public Affairs and Communications

Attachment: Flyer

You are cordially invited to attend a
National Press Club luncheon featuring:

David Lawrence, MD, MPH,
Chairman and Chief Executive Officer,
Kaiser Foundation Health Plan and Hospitals

*"Is Medical Care Obsolete:
Why America's health care system can't deliver the benefits of
new science and technology"*

Dr. Lawrence has worked in the health care arena for more than 25 years and has published more than 30 papers and monographs on the subject of health care. Since 1981, he has held senior management positions in both the Permanente Medical Groups and Kaiser Foundation Health Plan and Hospitals, which operate together as Kaiser Permanente. Prior to joining Kaiser Permanente, Dr. Lawrence held numerous public health and health policy positions. He is well-known nationally as a critic of America's fragmented health care system and a vocal proponent of integrated health care delivery. His talk will highlight why our health care system cannot deliver the medical care that is now made possible by innovations in science and technology and what should be done about it.

When: Wednesday, July 14 from 12:30 p.m. to 2:00 p.m.

Where: The National Press Club offices located at 529 14th Street, NW,
13th Floor in Washington, D.C.

RSVP: To order tickets, please call (202) 662-7501 or e-mail pnelson@npcpress.org no later than July 13 at 12:00 p.m. ET. Tickets are \$15 for Press Club Members and \$27 for non-members. Press Club members and credentialed journalists interested in attending only the speaking portion of the luncheon should arrive at 1:00 p.m. and may sit in the balcony at no cost.

The National Press Club is a private association of members of the journalism and public relations community. Kaiser Permanente is the largest not-for-profit healthcare organization in the country, and serves nearly 9 million Americans.

Regrats
See if
Sarah wants
to go

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
005. memo	Bill Robison to Chris Jennings re: phone number (partial) (1 page)	06/23/1999	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) [3]

2011-0747-S

rc421

RESTRICTION CODES

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

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

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

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

RR. Document will be reviewed upon request.

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

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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]

NSCANATIONAL SUBACUTE CARE ASSOCIATION~~Trans 6/20 2:00 pm~~
Trans 7/13 - 11:00 am✓
[Signature]

To: Chris Jennings/Theresa Jones

Fax: 202/456-5557

From: Bill Robinson

**RE: REQUEST FOR MEETING TO PRESENT RESEARCH ON MEDICALLY
COMPLEX SUB-ACUTE PATIENT COSTS AND REIMBURSEMENT**

As you know, the National Subacute Care Association (NSCA) representing hospital-based and freestanding skilled nursing facilities has financed a scientific, comprehensive study of the costs for post-acute, medically-complex patients which is now complete. We are eager to share the results of this groundbreaking research with you and to discuss how this research may be helpful to policymakers in HCFA, the Congress, and other forums. We would be very grateful for a few minutes of your time during the week of June 28th - July 2nd to meet with Mr. Sanford J. Hill, Mr. David Randall, the Honorable Lyle Williams, possibly Ms. J. Susan Hines, Chairman of the Board of NSCA, and me to present these important findings to you and to respond to any questions or requests for further information you may have.

Please contact me and/or Mr. Sanford Hill, Executive Director of NSCA, at (301) 961-8680 to confirm the time(s) that we can submit this report to you and your staff.

OK, Later this month

P6/(b)(6)

P6/(b)(6)

P6/(b)(6)

[008]

June 25, 1999

To: Chris Jennings
ATTN: Theresa Jones

From: Bill Robinson

RE: **MEDICALLY COMPLEX PATIENT REIMBURSEMENT RESEARCH**

As you know, the brief meeting scheduled for 2 PM this coming Wednesday, June 30 with Mr. Jennings has two goals:

- To provide Mr. Jennings with the complete scientific research documenting the actual cost and resources of post-acute medically complex SNF patients; and
- To respond to any questions or requests Mr. Jennings may have about post-acute costs and reimbursements as documented in the recently-completed research.

Our association represents nearly 1500 post-acute facilities based in hospital and free-standing settings. Thus, the research demonstrating actual cost and resources utilized in caring for these SNF patients is critically important in making certain that HCFA reimbursement rates are correct and adequate.

Thank you for your time and attention to this important matter.

NSCA**NATIONAL SUBACUTE CARE ASSOCIATION****7315 Wisconsin Avenue • Suite 424 East • Bethesda, MD 20814****Phone: (301) 961-8680 • Fax: (301) 961-8681****email: info@nsca.net****FACSIMILE COVER SHEET**

To: Chris Jennings
Attn: Theresa Jones

Fax: 202/456-5557

From: Bill Robinson

Date: June 29, 1999

Re: Reschedule Meeting from June 30th to July 13, 1999

Total number of pages including cover sheet: 1

Please reschedule for July 13th, Tuesday, meeting with representatives of the National Subacute Care Association (NSCA) that was originally scheduled for tomorrow June 30th at 2:00 p.m.

I will be in touch with Theresa to obtain an exact confirmation time and to provide the information for security purposes on the four individuals representing NSCA.

*Elena Rios, President
The National Hispanic Medical Association,
Washington D.C.*

And

*Jo Ivey Boufford, Dean
The Robert F. Wagner Graduate School of Public Service,
New York University*

Invite you to a reception honoring the

*1999 National Hispanic Medical Association
Leadership Fellows*

*Thursday, July 15
6:00 - 8:00 pm*

*At the
5th Avenue Ballroom
24 5th Avenue
New York, NY*

Regrets

Established in 1994 in Washington, DC the NHMA is a non-profit organization of licensed Hispanic physicians in the United States. The NHMA mission is to improve the health of Hispanics and other underserved populations.

The National Hispanic Medical Association Leadership Fellowship is a year-long program for mid-career Hispanic physicians to develop knowledge and leadership skills for Federal health policy-making. The 20 Fellows, who were chosen in a national selection process, will be at the Wagner School the week of July 12 for programs on federal and state health policy analysis, symposia with senior health officials, and leadership development. Please join us in welcoming them to New York.

Funding for this program is provided by the U.S. Department of Health and Human Services, Health Resources & Services Administration.

R.S.V.P. by July 9th to Heidi Thompson, (212) 998-7450.

**National Hispanic Medical Association
1999 Leadership Fellowship Program
Fellows**

Alvarez, Carlos A. MD
Valley Medical Group, Inc.
Bakersfield, CA

Barbot, Oxiris MD
Associate Medical Director
Unity Heath Care, Inc.
Washington, DC

Carrasquillo, Olveen MD, MPH
Assistant Professor of Medicine
Division of General Medicine
New York, NY

Correa, Nereida
PB/GYN Director
Montefiore Medical Group
New Rochelle, NY

Katherine A. MD
Assistant Dean, UCSF
Fresno, CA

Gomez, Jesus A. MD
Medical Director Oncologist/Hematologist
Sierra Medical Center
El Paso, TX

Gonzalez-Amezcu, Rafael MD
Internal Medicine
Millbrae, CA

Leon, Dolores MD
Administrator
A Woman's Place
Orangevale, CA

Martinez, Dennis A. MD
Associate Professor
Dept. of Emergency Medicine
San Joaquin Community Hospital
Bakersfield, CA

Medrano, Martha MD, MPH
Director
Medical Hispanic Center of Excellence
The University of Texas Health Science Center,
San Antonio, TX

Meletiche, Carlos M. MD
Associate Director/Assistant Professor EM
New York Medical College
Metropolitan Hospital Center
New York, NY

Mercado, Flavia Elaine MD
Department of Pediatrics
Emory University Medical Center
Atlanta, GA

Mondragon, Gustavo A. MD
Sharp Chula Vista Medical Center
Chula Vista, CA

Montalvo-Hicks, Lucy MD, MPH
Medical Consultant
CA State Department of Social Services
& Adult Programs Division
Del Mar, CA

Munoz, Eric MD, MBA
Assistant Dean for Clinical Affairs
Medical Affairs Liaison
UMDNJ University Hospital
Newark, NJ

Paz, Concha MD
New Mexico Hispanic Medical Association
Las Cruces, NM

Ramos, Sylvia M. MD, MS, FACS
Albuquerque, NM

Ramos, Teresa MD
Chief, Preventive Medicine Section
Director, Adolescent Health Services
Illinois Masonic Medical Association
Chicago, IL

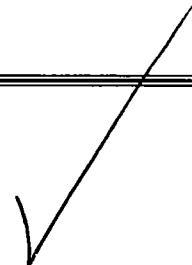
Renteria, Adalberto L. MD
Medical Director
Adventist Health California Medical Foundation
Santa Rosa, CA

Sandoval, Jose Y. MD
Clinical Professor
University of California, Irvine
Santa Ana, CA

Torres, Jaime DPM
Chief, Podiatric Services
Coler Memorial Hospital
New York, NY

THE 340B COALITION

June 25, 1999



Christopher C. Jennings
Deputy Assistant to the President
for Health Policy Development
Executive Office of the President
Old Executive Office Building
17th Street & Pennsylvania Ave., N.W.
Washington, D.C. 20502

Dear Chris:

The 340B Coalition would like to invite you to be our luncheon speaker during our annual conference on Thursday, July 22 at 12:15 p.m. at the Doyle Washington Hotel in Dupont Circle. The Coalition represents the majority of covered entities participating in the Public Health Service's Section 340B Drug Discount Program including disproportionate share hospitals, federally qualified health centers, AIDS programs and other safety net providers. Three years ago, we formed the 340B Coalition to address implementation issues related to the 340B program and to respond to efforts in Congress to restrict or add new requirements to the program. Since many of our members provide a high volume of care to Medicare beneficiaries, we are particularly interested to learn more about the Administration's efforts to increase access to prescription drugs for this population. You are also welcome to comment on the future of the 340B program, the Medicaid drug rebate program, and/or other legislative matters relating to the cost of drugs.

We expect a large turnout among representatives of both providers and industry that have a stake in the Medicare drug benefit issue. Attendees will include drug companies, wholesalers, public hospitals, community health centers, AIDS clinics, ADAPs, etc. We would like you to speak at 12:15 p.m. at the Doyle Washington Hotel, 1500 New Hampshire Avenue, NW in Washington D.C., but if you are not available at this time, you are welcome to speak at any time during the conference on July 22 or 23. In short, we can accommodate your availability if your schedule is tight.

We hope that you can join us for this event. Please contact Ted Slafsky (202-624-7346) of the Public Hospital Pharmacy Coalition for further details.

Thank you.

Bill von Oehsen
General Counsel
Public Hospital Pharmacy Coalition

Sincerely yours,

Ted Slafsky
Director
Public Hospital Pharmacy Coalition

...US Action; AIDS Policy Center for Children, Youth and Families; Cities Advocating Emergency AIDS Relief Coalition; Human Rights Campaign; The National Alliance of State and Territorial AIDS Directors; The National Association of Community Health Centers; The National Association of People with AIDS; The National Association of Public Hospitals & Health Systems; The National Coalition For The Homeless; The National Family Planning And Reproductive Health Association; The National Hemophilia Foundation; The National Lesbian and Gay Health Association; The Public Hospital Pharmacy Coalition; San Francisco AIDS Foundation

1999 340B Coalition Conference

*A conference exclusively designed for safety net providers,
pharmaceutical companies and other organizations participating
in the Public Health Service's 340B Drug Discount Program*

Doyle Washington Hotel

1500 New Hampshire Avenue, N.W.
Washington, D.C. 20005

Wednesday, July 21, 1999

to

Friday, July 23, 1999

- ◆ *Learn how to save on outpatient pharmaceuticals*
- ◆ *Find out more about the prime vendor program and contract pharmacies*
- ◆ *Medicaid and Medicare billing restrictions*
- ◆ *Other critical issues affecting the drug discount program*
- ◆ *Ask questions to Office of Drug Pricing officials*
- ◆ *Provide input into the future of the 340B Program*

CONFERENCE DESCRIPTION

This event is designed exclusively for "covered entities" participating in the Public Health Service's 340B drug discount program (created under Section 602 of the Veterans Health Care Act of 1992). During the first day, covered entities will meet with pharmaceutical companies participating in the 340B program as well as wholesalers, home care companies and other entities affected by the program. The conference, which marks the first time that manufacturers and covered entities are invited to meet and discuss the 340B program together, will address a range of issues confronting those who are enrolled in the program. The second day will be exclusively for 340B eligible covered entities. Regulators from the Office of Drug Pricing will be available to answer your questions.

Although the drug discount program has been in existence for over six years, significant implementation issues still remain. Agenda items include the 340B prime vendor program, opportunities for expanded use of contract arrangements with retail or chain drug stores and compliance issues. Other critical issues will be addressed, including new questions of patient definition and covered entity eligibility.

In addition to 340B issues, panelists will discuss the role that pharmacists and manufacturers can play in disease management. The conference will also highlight innovative manufacturer indigent drug programs and the issues that patients, providers and industry face in implementing these programs.

The second day, which is reserved exclusively for 340B eligible providers and programs, will begin with a legislative update by Congressional staff on drug pricing issues, including a potential Medicare drug benefit and attempts to restrict the 340B program.

The next session will focus on an initiative to improve the operation of manufacturer patient assistance programs. Experts that specialize in obtaining free pharmaceuticals will share ideas on how to take full advantage of these programs. Afternoon sessions include a presentation on how to properly bill Medicaid, Medicare and other payers for

340B-discounted drugs. The conference will conclude with breakout sessions to address issues of concern for the various covered entity groups: hospitals, community migrant, and homeless health centers, hemophilia treatment centers and AIDS programs.

This conference is unparalleled in providing timely information and relevant strategies on how to maximize savings opportunities. It is also an opportunity to network with pharmacists and others who specialize in the 340B program. In sum, if you are participating or interested in the 340B drug discount program, you cannot afford to miss this opportunity!

PROGRAM

WEDNESDAY, JULY 21, 1999:

6:00 p.m. - 7:30 p.m.

EARLY REGISTRATION AND RECEPTION

THURSDAY, JULY 22, 1999:

7:45 a.m. **REGISTRATION AND
CONTINENTAL BREAKFAST**

8:15 a.m. **OPENING REMARKS**

8:45 a.m. **OFFICE OF DRUG PRICING
UPDATE**

Report to Congress, Regulatory Update, Definition of Patient, Compliance Issues, Web Site Overview, and more. Speakers include Jim Mitchell, Director, Office of Drug Pricing, and his staff. Includes Q&A session.

10:15 a.m. **BREAK**

10:30 a.m. **HOT ISSUES AFFECTING 340B
PROGRAM**

PRIME VENDOR PROGRAM:

The latest news on implementation of a program intended to improve the distribution and savings on pharmaceuticals purchased by 340B covered entities. The status and design of the prime vendor program will be examined.

FUTURE OF CONTRACT PHARMACIES:

Representatives from covered entities, and industry will discuss a potential pilot program to expand the use of contract pharmacies for increasing access to 340B-discounted drugs among covered entity patients, while tightening safeguards to protect against potential diversion.

12:15 p.m. **LUNCH**

Speakers to be announced.

1:30 p.m. **DISEASE MANAGEMENT:
OPPORTUNITIES FOR PHARMACISTS AND
INDUSTRY**

Representatives from government, the provider community and industry will discuss the emerging role of pharmacists in treating patients with chronic conditions such as diabetes, heart disease and asthma. Opportunities for government reimbursement and public-private partnerships will be explored.

2:30 p.m. **BREAK**

2:45 p.m. **DRUG INDUSTRY INDIGENT CARE
PROGRAMS: MODELS OF SUCCESS AND AREAS
FOR IMPROVEMENT**

Most pharmaceutical manufacturers offer patient assistance programs that enable indigent patients and providers to access free drugs. Health providers, indigent care reimbursement specialists and manufacturers will highlight innovative programs and discuss potential areas for improvement.

4:30 p.m. **CLOSING REMARKS**

5:15 p.m. **MEETING ADJOURNED FOR THE
DAY**

6:00 - 8:00 p.m. **RECEPTION**

FRIDAY, JULY 23, 1999

NOTE: This day is reserved exclusively for 340B covered entities and government officials.

8:00 a.m. **CONTINENTAL BREAKFAST**

8:30 a.m. **OPENING REMARKS**

8:45 a.m. **340B PROGRAM: KEY POLICY
ISSUES RELATED TO 340B PROGRAM AND
OTHER DRUG PRICING LEGISLATION**

Legislative experts will discuss various drug pricing issues, including attempts to restrict.

the 340B program and other hot issues such as a potential Medicare drug benefit. Speakers will include Congressional staff, Administration officials and representatives from the 340B Coalition.

10:15 a.m. **BREAK**

10:30 a.m. **STRATEGIES FOR IMPROVING
INDIGENT CARE PROGRAMS**

Following up on Thursday's dialogue with drug companies, indigent drug reimbursement specialists and experts from covered entities will share strategies on how to take full advantage of manufacturer patient assistance programs. Results of a comprehensive report identifying exemplary indigent programs and effective software programs will be discussed.

12:30 p.m. **LUNCH**

Speakers to be announced

1:30 p.m. **BILLING 340B DRUGS**

Representatives from the Health Care Financing Administration (HCFA), ODP and other federal agencies will discuss key compliance issues related to billing Medicaid, Medicare and other payers. Covered entities will discuss practical implications.

2:30 p.m. **BREAK**

2:45 p.m. **BREAKOUT SESSIONS FOR
COVERED ENTITY GROUPS**

Individual sessions on specific issues of concern to Hospitals, Community Migrant, and Homeless Health Centers, AIDS Service Organizations, Hemophilia Treatment Centers, and Family Planning Clinics. ODP officials will participate in each session.

4:30 p.m. **WHAT'S NEXT FOR THE 340B
COALITION?**

Covered entities and ODP officials will share breakout session results and discuss future goals.

5:00 p.m. **CONFERENCE ADJOURNED**

THE 340B COALITION

The 340B Coalition represents the thousands of safety net providers and programs participating in the Public Health Service's Section 340B drug discount program. Its members include:

AIDS Action
AIDS Policy Center for Children, Youth and Families
Cities Advocating Emergency AIDS Relief Coalition
Human Rights Campaign
National Alliance of State and Territorial AIDS Directors
National Association of Community Health Centers
National Association of People with AIDS
National Association of Public Hospitals & Health Systems
National Coalition For The Homeless
National Family Planning And Reproductive Health Association
National Healthcare For the Homeless Council
National Hemophilia Foundation
National Lesbian and Gay Health Association
Public Hospital Pharmacy Coalition
San Francisco AIDS Foundation

NATIONAL ASSOCIATION OF PUBLIC
HOSPITALS & HEALTH SYSTEMS
1212 New York Avenue, N.W.
Suite 800
Washington, D.C. 20005

REGISTRATION INFORMATION

Please complete and return the enclosed Registration Form as soon as possible.

Members of any host organization: \$350

Non-Members: \$450

Room rate: \$115 a night

Dress: Business Attire

Questions regarding meeting logistics: Justin Smith at jusmith@pgfm.com or (202) 624-7272 ext. 5410

Questions regarding program content: Ted Slafsky at tslafsky@pgfm.com or (202) 624-7346

To: Mr. Jennings

From: Elena Temple

Date: June 30, 1999

Re: Speaking at Town Hall Meetings

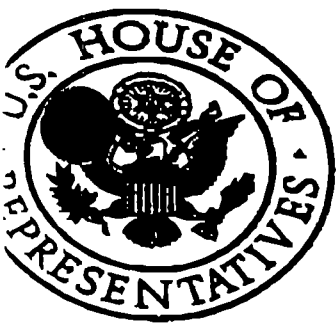
2/1/0

Mr. Jennings:

We are interested in having you speak at any or all of our upcoming Town Hall Meetings on the issues of Patients Bill of Rights and Prescription Drug Costs. There are two in Montgomery County on July 6 and 7 and there are two in Prince George's County on July 10.

If you are interested or you know another expert who may be interested, please let me know. My number is 58699.

Thank you,
Elena Temple



From the office of

Congressman Albert R. Wynn
4th District, Maryland***FAX Cover Sheet***

Date:

6/30/99

Time:

2:25

To:

[REDACTED]

FAX Number:

4565387Mr. Jennings

Office Number: _____

Comments:

From:

☐ Albert Wynn
☐ Curt Clifton
☒ Elena Temple

☐ Keith Griffin
☐ Mike Rious
☐ Paul Begey

☐ Norma Collins
☐ Matt Biggs
☐ Letty Mederos

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006. letter	Anne Wexler to Christopher Jennings re: phone number (partial) (1 page)	06/14/1999	P6/b(6)
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COLLECTION:

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

FOLDER TITLE:

Speaking Engagements (April, May June 1999) [3]

2011-0747-S

rc421

RESTRICTION CODES

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

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- P3 Release would violate a Federal statute [(a)(3) of the PRA]
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- 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)]

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- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE WEXLER GROUP

1317 F Street, N.W.

Suite 600

Washington, D.C. 20004

202-638-2121

202-638-7045 Telecopy

Anne Wexler
Chairman

*Tell them I would
like to do so, but
may have impossible
conflicts during
this time.
Earlier or
later.*

June 14, 1999

Christopher Jennings
Deputy Assistant to the President for Health Policy Development
216 Old Executive Office Building
Washington D.C. 20503

Dear Chris,

I would like to request a meeting with you for Edward Fritzky, CEO of Immunex. Immunex is one of the nation's leading bio-technology companies. Immunex has received widespread media coverage recently due to the positive results being reported by patients on Enbrel, the company's breakthrough rheumatoid arthritis drug.

Mr. Fritzky will be in Washington D.C. on June 29th and 30th. He would like the opportunity to meet with you to discuss Medicare and the bio-tech industry. I am enclosing Mr. Fritzky's bio as well as some background information on Immunex.

Jim Kiley from the Wexler Group will be following up with your scheduler in order to formalize a meeting time. If you have any questions, he can be reached at

P6/(b)(6)

P6/(b)(6)

[606]

Sincerely,

[Signature]
Anne Wexler
Chairman

P6/(b)(6)

Immunex Corporation



Ed Fritzky

Edward V. Fritzky was elected Chairman and Chief Executive Officer of the Immunex Corporation in January, 1994.

Before joining Immunex Mr. Fritzky served as President of Lederle Laboratories, a division of American Cyanamid, from 1992 to 1994, and as Vice President of Lederle Laboratories from 1989 to 1992.

He also served as an executive of Searle Pharmaceuticals, Inc., a subsidiary of Monsanto Company, where he began his career in 1973. During his tenure at Searle, Mr. Fritzky held several positions, including President and General Manager of Searle Canada, Inc. and Lorex Pharmaceuticals, a joint venture company. He also served as Vice President of Marketing for Searle in the United States. He started his career with Searle as a sales representative in Pittsburgh, Pennsylvania.

At the present time, Mr. Fritzky serves on the Board of Directors for the SonoSight Corporation and Geron Corporation. He also serves on the Advisory Board of the University of Washington Business School, and on the Board of Trustees of the Technology Alliance and the Corporate Council for the Arts.

Ed Fritzky holds a B.A from Duquesne University and is a graduate of the Advanced Executive Program, J.L. Kellogg Graduate School of Management at Northwestern University. In June of 1998, Mr. Fritzky was named a Distinguished Alumnus of Duquesne University



P.O. Box 8299
Philadelphia, PA 19101-8299
Ph: 610.902.1200

IMMUNEX®

51 University Street
Seattle, WA 98101-2936
Ph: 206.587.0430 Fx: 206.587.0608

FOR IMMEDIATE RELEASE
Friday, May 28, 1999

CONTACT: Tim Warner
Immunex Corporation
(206) 470-4193

Douglas Petkus
Wyeth-Ayerst
(610) 971-4980

ENBREL® (etanercept) Receives FDA Approval For Treatment of Juvenile Rheumatoid Arthritis

**Therapeutic Breakthrough for Rheumatoid Arthritis
Becomes First Biologic Response Modifier
Approved to Treat Children and Teen-agers with JRA**

SEATTLE – ENBREL® (etanercept) was approved today by the U.S. Food and Drug Administration (FDA) for the treatment of moderately to severely active polyarticular-course juvenile rheumatoid arthritis (JRA) in patients who have had an inadequate response to one or more disease modifying medicines. Today's announcement was made by Immunex Corporation (NASDAQ: IMNX) and Wyeth-Ayerst Pharmaceuticals, a division of American Home Products Corporation (NYSE: AHP), the companies who market ENBREL in North America.

JRA is an autoimmune system disease that strikes children before age sixteen and can cause painful joint swelling, deformity, stunted growth and increased mortality. According to the Arthritis Foundation, JRA affects approximately 50,000 children in the United States. The disease can impair a child's ability to take part in physical activities, make daily activities such as schoolwork more difficult, and affect a child's physical appearance.

"I never thought my daughter would be able to get out of bed in the morning without experiencing extreme pain, much less attend school with her peers on a daily basis," said Erite Freed, the mother of a 15-year-old girl, Lauren Blumenthal, with JRA who participated in the ENBREL JRA clinical trial. "ENBREL has had a dramatic effect on my daughter's life."

"Children with JRA face the possibility of a lifetime of pain and disability," said Daniel J. Lovell, M.D., M.P.H., a pediatric rheumatologist at Children's Hospital Medical Center of Cincinnati and principal investigator of the clinical study on which the JRA indication was based. "Rheumatologists have had limited options to treat children with moderate to severe arthritis. The approval of ENBREL for JRA opens a new era of hope for these children, teen-agers and their families."

- more -



Prior to this approval, ENBREL was already approved by the FDA for the treatment of moderately to severely active rheumatoid arthritis in adults. ENBREL has been granted orphan drug designation by the FDA for the treatment of JRA. Orphan drug designations are given to drugs for the treatment of medical conditions affecting 200,000 people or less in the United States.

ENBREL (etanercept) has been studied in more than 1,000 people with RA, including 69 JRA patients from ages 4 to 17 years. Seventy-four percent of the 69 study participants demonstrated a clinical response to ENBREL, measured by the JRA Definition of Improvement. The JRA Definition of Improvement includes a physician's assessment, a count of joints with active arthritis, a count of joints with loss of motion, a patient's or parent's global assessment, a functional ability test and a blood test to assess inflammation (ESR). ENBREL has not been studied in children younger than four years old.

The tolerability profile of ENBREL in JRA patients was similar to that seen in adult RA patients treated with the drug. ENBREL should not be started in patients who have an active or serious infection or are allergic to ENBREL or its ingredients. If a patient develops a new infection while on ENBREL, they should tell their doctor right away. In adult medical studies some patients experienced injection site reactions (37 percent), infections (35 percent), headache (17 percent), and malignancies (less than 1 percent). With the exception of injection site reactions, the adverse event rate over time was similar for patients receiving ENBREL or placebo. In children, infections (62 percent), headache (19 percent), abdominal pain (19 percent), vomiting (13 percent) and nausea (9 percent) occurred more frequently than in adults. The types of infections reported in JRA patients were generally mild and consistent with those commonly seen in outpatient pediatric populations. The long-term effects of ENBREL treatment on infection, malignancy or autoimmune disease are unknown. Since the introduction of ENBREL, there have been some reports of infection that have led to serious problems, including fatalities. Many of these reports have been in people with other diseases, like diabetes, which make them more likely to get serious infections.

"It is very gratifying to achieve this important milestone -- approval of the first biologic therapy for the treatment of moderately to severely active polyarticular course JRA," said Peggy V. Phillips, Immunex senior vice president, pharmaceutical development and general manager, ENBREL. "We want to thank the investigators, patients, and Food and Drug Administration officials who worked with us to extend this important new therapy to the thousands of children who suffer from this potentially devastating and chronic disease."

"This is an important milestone for the JRA community as well as Immunex and Wyeth-Ayerst Pharmaceuticals," said Joseph M. Mahady, president, Wyeth-Ayerst, North America. "We are continuing to study ENBREL for treatment of rheumatoid arthritis as well as for other diseases."

The dosage of ENBREL for JRA patients is 0.4 mg/kg (maximum dose = 25 mg) given twice weekly as a subcutaneous injection 72 – 96 hours apart. A two-part clinical trial was conducted in patients ranging from 4 – 17 years of age with active polyarticular course JRA who were refractory to or intolerant of methotrexate therapy. In part 1 of the study, which lasted 3 months, all patients received ENBREL. Fifty-one of 69, or 74 percent, of these patients demonstrated a positive clinical response and entered part 2 of the study, which lasted an additional 4 months. In part 2 of the study, patients were randomized to receive either ENBREL or placebo. Only six of the 25 patients remaining on ENBREL experienced a disease flare (24 percent) compared to 20 of 26 of placebo patients who experienced a disease flare (77 percent).

ENBREL acts by binding tumor necrosis factor (TNF). TNF is one of the dominant cytokines or proteins that play an important role in the cascade of reactions that cause the inflammatory process of RA. ENBREL competitively inhibits the binding of TNF molecules to the TNF receptor (TNFR) sites. The binding of ENBREL to TNF renders the bound TNF biologically inactive, resulting in significant reduction in inflammatory activity.

Immunex and Wyeth-Ayerst market ENBREL in North America. Other Wyeth-Ayerst affiliates will market ENBREL outside of North America. Additional information about ENBREL, including full prescribing information, can be found on the company-sponsored web site at (www.ENBREL.com) or by calling toll-free 1-888-4ENBREL (1-888-436-2735). Immunex manufactures ENBREL.

Immunex is a biopharmaceutical company dedicated to developing immune system science to protect human health. The company's products offer hope to patients with cancer, inflammatory and infectious diseases.

Wyeth-Ayerst, a division of American Home Products Corporation, is a major research-oriented pharmaceutical company with leading products in the areas of women's health care, cardiovascular disease therapies, central nervous system drugs, anti-inflammatory agents, vaccines and generic pharmaceuticals.

American Home Products owns a majority interest in Immunex. AHP is one of the world's largest research-based pharmaceutical and health care products companies. It is a leader in the discovery, development, manufacturing and marketing of prescription drugs and over-the-counter medications. It is also a leader in vaccines, biotechnology, agricultural products and animal health care.

NOTE: This release contains forward-looking statements that involve risks and uncertainties, including risks associated with clinical development, regulatory approvals, patent litigation, product commercialization and other risks described from time to time in the SEC reports filed by Immunex, including the most recently filed 10-K and 10-Q. For more information, please refer to www.immunex.com.

#

6/21/99.

She asked
if you would
reconsider.

DATE: 6/17/99
TO: CHRISTOPHER JENNINGS
CC: TERESA JONES
FROM: LYNN CUTLER
RE: NATIONAL ASSOCIATION OF AMERICAN INDIAN PHYSICIANS BRIEFING

6/23/99
 Called regrets
 a 2nd time

Lynn Cutler is hosting a briefing for the Association of American Indian Physicians' National Native Youth Initiative on June 24, 1999 from 3:00 p.m. to 4:30 p.m. in the Indian Treaty Room. She would like to invite Christopher Jennings to speak to this group. Dan Mendelson is speaking from 3:15 p.m. to 3:45 p.m.

Please let us know if Mr. Jennings is available. My name is Adrienne Tavallee. I am Lynn's assistant and can be reached at 456-5019. Thank you.

65019
 Adrian

Tell them I
 regret I cannot
 attend, but have
 utmost confidence
 in Dan M.

- phoned regrets 6/21/99
- per Adrian - Lynn wants Chris to reconsider this request.

↓ I am sorry and

Tell her that I

will do any future
 Native American meeting
 in the future, but medical
 plans precludes me from
 doing it this time. Thank you

6/17/99

Julie Barnes has asked you
to tell her by Friday,
6/10, if you are even interested
or if you flat out cannot do it.
If you say no, she needs to
pursue other speakers so that
she can then print conference
programs.

JS G

KING, PAGANO & HARRISON
1730 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, DC 20006-4703

(202) 371-6800
FACSIMILE: (202) 371-6770

June 8, 1999

NEW YORK OFFICE
485 PARK AVENUE
NEW YORK, NY 10022
(212) 223-4000
FACSIMILE: (212) 223-4134

VIA FACSIMILE (202) 456-5557

Mr. Christopher Jennings
Deputy Assistant to the President
for Health Policy
216 Old Executive Office Building
Washington, DC 20502

RE: Invitation to be the ABA's Medicare Conference Keynote Speaker

Dear Mr. Jennings:

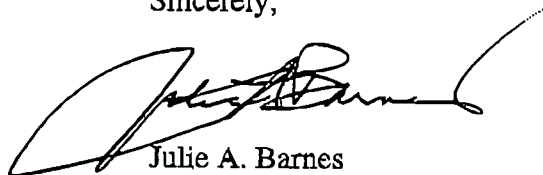
On behalf of the American Bar Association Health Law Section, I am pleased to extend this invitation to be our **keynote speaker at the 1999 Medicare Annual Update**. This program attracts hundreds of attorneys, government specialists and other health care professionals who require cutting edge information on the Medicare program.

The conference will be held in the Marriott Hotel, San Francisco, California, on Friday and Saturday, November 5-6, 1999. Your keynote presentation will take place on Friday, November 5, 1999, at 10:15 - 11:00 am.

The ABA takes pride in presenting several seminars on timely Medicare topics, including reimbursement and compliance issues. This year, 13 speakers from the public sector have agreed to make presentations, including individuals from the Health Care Financing Administration and the Office of the Inspector General of the Department of Health and Human Services. The conference will be further enhanced by your unique perspective and valuable insight into the Medicare program.

We greatly appreciate your consideration of our request to be the 1999 Medicare Annual Update keynote speaker. Please contact me at (202) 371-6800 regarding your availability to speak on Friday, November 5, 1999, no later than close of business Wednesday, June 9, 1999. Of course, please do not hesitate to contact me if you have any questions about the program or the logistics of your speaking engagement.

Sincerely,



Julie A. Barnes
ABA Health Law Section
Programs and Education Committee

C = Tonya

✓ *Planned 6/15/99*
Too early to say definitely, but tell her b/c I can't say yes now. I would advise looking elsewhere for a speaker.
Regrets
(CJ)

KING, PAGANO & HARRISON

1730 Pennsylvania Avenue, N.W.
Washington, D.C. 20006
(202) 371-6800
Facsimile: (202) 371-6770

New York Office
425 Park Avenue
New York, NY 10022
(212) 223-4000
Facsimile: (212) 223-4134

Facsimile Transmission

*This communication is confidential and is intended to be privileged
pursuant to the attorney-client privilege and the work product doctrine.*

If you did not receive all the pages indicated below, please call the number above.

To: Christopher Jennings

From: Julie Barnes
King, Pagano & Harrison

Phone: (202) 456-5560

Phone: (202) 371-6800

Fax: (202) 456-5557

Fax: (202) 371-6770

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007a. invitation	CPA Annual Awards Dinner invite re: phone number (partial) (1 page)	06/15/1999	P6/b(6)
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COLLECTION:

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

FOLDER TITLE:

Speaking Engagements (April, May June 1999) [3]

2011-0747-S

rc421

RESTRICTION CODES

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

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Re gndg msg

CPA Annual Awards Dinner

June 24, 1999, 6:00 PM

National Press Club, Washington, D.C.

Honoring Leaders Strengthening our Democracy

Anne Wexler and Joseph Duffey

CPA presents a Pathfinder Award to these longtime leaders who, as partners, have been active in forging progressive policy for more than 20 years. They have served in appointed positions and advisors in the Carter and Clinton Administrations. Wexler is Chairman of the Wexler Group, a prominent government relations firm. Duffey, who is now Senior Vice President of Sylvan Learning Systems, was recently the Director of USIA and past President of The American University and Chancellor of the University of Massachusetts.

Inda Chavez-Thompson

A presents a Pathfinder Award to the Executive Vice President of the AFL-CIO and the highest-ranking woman in America's labor movement. She is a second-generation American of Mexican descent who, for more than 30 years, has been an advocate for working women and men and a more just and equal society. We honor her as a Pathfinder for being dedicated to finding creative solutions for some of our country's most difficult problems and putting them into action.

Representative Daniel T. Blue, Jr.

CPA presents a Lifetime Achievement Award to this North Carolina State Representative for his many years of ethical, collaborative leadership to build strong communities and thriving families. He was the first African-American elected speaker of the House in a southern state and pioneered the racial integration of major law firms in North Carolina. He is currently serving as President of the National Conference on State Legislatures.

Flemming Fellows

The fifth graduating class of CPA's values-based Leadership Institute will be introduced by the Honorable Grace Napolitano, a 1994 Flemming Fellow who was elected to Congress in 1998. These Flemming state leaders are moving progressive and innovative policies in our increasingly powerful state legislatures and are future national leaders.

C = JENNY

P6/(b)(6)

007a3



*Linda Tarr-Whelan, Chief Executive Officer
Delba Riddick, Chief Operating Officer*

CPA moves ideas to action across the states

The Center for Policy Alternatives is the nation's leading progressive, nonpartisan public policy and leadership development center working across the 50 states. CPA's diverse network of state leaders reaches across sectors and across race and gender to build strategies and policies that create strong families and communities.

As devolution proceeds, states have more responsibilities—and power—to make policies that meet the challenges of a new economy and our nation's changing demographics. For more than 20 years, CPA has convened stakeholders, pioneered policy innovations and increased the capacity of progressive legislators to move ideas to action.

Flemming Fellows Leadership Institute

The Institute provides unique values-based training for state legislators. By building new relationships based on mutual values and goals, Institute graduates are able to forge consensus-based progressive solutions to our most difficult policy problems.

Regional Policy Leaders Forums

Through the Forums, CPA works with African-American leaders in the Southeast, Hispanic leaders in the Southwest and women leaders in the West to develop community-oriented policies.

CPA's Women's Program

CPA works with women policy makers and community and corporate leaders to move *America's Economic Agenda: Women's Voices for Solutions*, a women-led agenda focused on entrepreneurship, family and work, economic self-sufficiency, health care and care giving. In January 1999, CPA led the *Challenge to Secure America's Economic Future*, which continues to gain visibility for legislative proposals to implement the Agenda.

Health Program

CPA is part of the Kellogg Foundation's massive five-year national initiative, *Community Voices: Health Care for the Underserved*, to inform a progressive policy agenda that will increase access to health care.

CPA's Annual Summit on the States

Held in Washington, D.C. in December, the Summit provides opportunities for state leaders to develop solutions and strategies for policy issues facing the upcoming legislative sessions.



1999 Annual Awards Dinner Committee*

Co-Chairs:

Donna Callejon, Fannie Mae
Hon. Antonio Riley, Wisconsin State Representative

Honorary Members:

Hon. Willie Brown, Mayor, San Francisco
James A. Johnson, Fannie Mae
Hon. Rosemary Mulligan, Illinois State Representative
John Sweeney, AFL-CIO

Members:

Decker Anstrom, National Cable Television Association
Tonica Biggins, Heidrick & Struggles
Barbara Davis Blum, BDB Investment Partnership
Iris Burnett, Broad Confidence in Women
Maxine Champion, Nestle USA, Inc.
Hon. G. Spencer Coggs, Wisconsin State Representative
Hon. Garnet Coleman, Texas State Representative
Nancy A. Donaldson, Downey Chandler, Inc.
Hon. Rodney Ellis, Texas State Senator
Carol Emerling
Jack D. Gordon, Hospice Foundation of America
Spencer Hathaway, Hathaway & Associates
Hon. Tony Hill, Florida State Representative
Gloria Johnson, Coalition of Labor Union Women
Hon. Mary Landrieu, U.S. Senate
William Lucy, AFSCME
Julianne Malveaux, Economist and Journalist

Ellen Malcolm, The Windom Fund
Norman Y. Mineta, Lockheed Martin
Hon. Bessie Moody-Lawrence, South Carolina State Representative
Hon. Hermina Morita, Hawaii State Representative
Hon. Grace Napolitano, U.S. House of Representatives
Marylouise Oates, Author
Ron Orr, Orr & Associates
Hon. Rochelle Pingree, Maine State Senator
Steve Protulis, The National Council of Senior Citizens
Miles Rapoport, Democracy Works
Hon. Allyson Schwartz, Pennsylvania State Senator
Juan Sepulveda, The Common Enterprise
Peter Shapiro, Swap Financial Group, LLC
Irving Stolberg, International Solutions
Hon. Roy Takumi, Hawaii State Representative
Mary Elizabeth Teasley, NEA
Hon. Maxine Waters, U.S. House of Representatives
Vernon Watkins, AFSCME, AFL-CIO
Hon. Miguel Wise, Texas State Representative

* *Organizational affiliation for identification purpose*



FAX BACK SPONSORSHIP FORM

1999 ANNUAL AWARDS DINNER

JUNE 24, 1999 NATIONAL PRESS CLUB WASHINGTON, DC

"State Leaders Strengthening our Democracy"

To: Erica Ryu or Jayme McLellan

Fax 202-986-2539

Phone 202-387-6030 x203

Please sign _____ up as a(n):
Company/Organization Name

Please circle:

- ◆ **BENEFACTOR-\$10,000+:**
One Host Table at the Dinner (8 guests) with preferential seating with Honored Guests and Elected Leaders; Special Table Banner and Promotions; Full-Page Silver Advertisement.
- ◆ **LEADER-\$5,000:**
One Half of a Host Table at the Dinner (4 guests) with preferential seating with Elected Leaders; Full-Page B&W Advertisement.
- ◆ **SPONSOR- \$2,500:**
Seating at the Dinner for 3 guests; Half-Page B&W Advertisement.
- ◆ **SUPPORTER-\$1,000:**
Seating at the Dinner for 2 guests; Quarter-Page B&W Advertisement.
- ◆ **INDIVIDUAL-\$250**
____ Enclosed is \$ _____ payable to the Center for Policy Alternatives for ____ individuals.
____ I/we cannot attend, but wish to make a tax deductible contribution of \$ _____.

I/we cannot attend, but would like an advertisement in the Summit on the States program:
(Please circle.)

- ◆ **LEADER- \$5,000:** Full Page Silver advertisement. (Dimensions: 6.5" X 10")
- ◆ **SPONSOR-\$2,500:** Full Page B&W Advertisement. (Dimensions: 6.5" X 10")
- ◆ **SUPPORTER-\$1,000:** Half-Page B&W Advertisement. (Dimensions: 6.5" X 10")

Name:

Phone:

Title:	Fax:
Address:	Credit Card: Visa or Master Card (circle one) Card # and Exp date:
City/State/Zip:	Signature:
The Center for Policy Alternatives is a 501(c)3 organization.	

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007b. fax	Jenny Lang to Teresa re: phone number (1 page)	06/15/1999	P6/b(6)
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COLLECTION:

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

FOLDER TITLE:

Speaking Engagements (April, May June 1999) [3]

2011-0747-S
rc421

RESTRICTION CODES

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

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

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

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RR. Document will be reviewed upon request.

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

- b(1) National security classified information [(b)(1) of the FOIA]
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- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- 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]



FAX

To:	Teresa	From:	Jenny Lang
Company:	Christopher Jennings office	99/06/15	15:43:57
Fax Number:	202-456-5557	No. of Pages:	5

Teresa,
Thank you for passing this information along to Christopher. If you or he have any questions please give me a call at P6/(b)(6) 60963
I look forward to hearing from you soon.
Jenny Long

from the desk of:

John Wilcox
Special Projects Coordinator
Center for Policy Alternatives
1875 Connecticut Avenue, NW #710
Washington, DC 20009

phone: (202) 387-6030
fax: (202) 956-7261
email: jwilcox@cfpa.org
web: <http://www.cfpa.org>



Market Street
600
San Francisco, CA 94104

415-434-3388
800-445-8106 (in CA)

415-434-3508 Fax

info@caregiver.org

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Statewide Resources
Consultant

Corporate Eldercare
Consultant

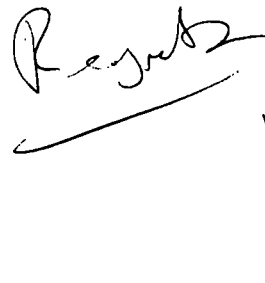
Research and Policy
Development

Education & Training

Online Services/
CareLinks

June 9, 1999

Mr. Chris Jennings
216 OEOB
The White House
Washington, DC 20502



Dear Mr. Jennings:

Family Caregiver Alliance is pleased to invite you to the first national invitational, state policy conference on family caregiving. ***Family Caregivers: Partners in Long Term Care*** will be held in San Francisco, California on October 29-30, 1999. You are one of a select number of national or state leaders to whom we are extending this invitation.

San Francisco-based Family Caregiver Alliance (FCA) is organizing this important event in cooperation with a National Advisory Committee of experts representing: AARP; Council of State Governments; Long Term Care Campaign; National Academy for State Health Policy; National Alliance for Caregiving; National Conference of State Legislatures; National Health Council; and the New Jersey Division of Senior Affairs. Funding for the conference, to date, is from the Archstone Foundation, AARP, and the True North Foundation.

The purpose of the conference is to *stimulate the development of state policies and programs to support family and informal caregivers of frail elders and persons with disabilities*. We hope to accomplish this by engaging you and other state-level policymakers in meaningful discussions leading to actions that will benefit family caregivers.

Caregiver support is increasingly becoming a priority for many state governments because of the high costs of *not* taking any action. As the long term care needs of America's aging population grow, coupled with the high cost of long term care, state policymakers are increasingly looking for ways to provide help for caregivers and strengthen their role in long term care without massive new expenditures of funds.

At the conference, you will:

- Be exposed to cutting-edge thinking from leaders in long term care and caregiving.
- Learn about "best practice" model programs in other states.
- Meet peers in other states who shape state policy for family caregivers.
- Exchange ideas and strategies with your peers in in-depth facilitated discussions.
- Enjoy being in beautiful San Francisco!

June 9, 1999

Page 2

This conference will bring together state legislators, administrators in the executive branch (governors' offices, state department directors, key staff) and national and state advocates to highlight what is being done in the public sector to support caregiving families. Participants will have the opportunity to discuss strategies and develop blueprints for policy development and legislation at the state level.

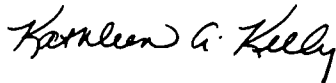
Attendance at this state policy conference on caregiving is by invitation only. Please complete and return the enclosed form by **July 15, 1999** to confirm your attendance. If you or a designated representative are unable to attend, your space will be offered to another leader.

Those who indicate that they plan to attend the conference will be sent written confirmation, hotel registration information, and a preliminary conference agenda in July, 1999. For your information, the hotel rate at the conference hotel, Holiday Inn-Financial District/Chinatown, is \$139.00 for a single or double room. Continental breakfasts and lunches will be provided.

FCA is the lead agency in California's statewide system of Caregiver Resource Centers (CRCs). Serving as California's Statewide Resources Consultant, FCA operates an information clearinghouse on brain impairments and caregiver assistance; develops and disseminates publications; coordinates training and education programs; conducts policy and applied research; carries out public policy and program development; maintains a comprehensive website on long term care; and provides technical assistance to California's CRCs and other organizations nationwide.

Please contact Lynn Friss Feinberg, Project Director, with any questions at: (415) 434-3388, e-mail: lfeinberg@caregiver.org, or fax: (415) 434-3508. We truly hope that you are available to join us in San Francisco for this important event!

Sincerely,

A handwritten signature in cursive script that reads "Kathleen A. Kelly".

Kathleen A. Kelly
Executive Director

Attachment

PRE-REGISTRATION FORM

Family Caregivers: Partners in Long Term Care

San Francisco, CA. October 29-30, 1999

Please print clearly or type all information

Please check one of the following boxes:

- ☐ **I WILL be attending the conference** – please complete form and return
- ☐ **MY REPRESENTATIVE WILL attend** – please complete form and return
- ☐ **I will NOT be attending the conference** – please fill in your name only and return form

Conference Attendee:

First Name: _____ Last Name: _____

Title: _____

Mailing Address: _____

City: _____ State: ____ Zip/Postal Code: _____

Phone Number: _____ Fax Number: _____

e-mail: _____

Please **FAX** this form to Family Caregiver Alliance at: (415) 434-3508
or

Mail to: Family Caregiver Alliance
690 Market St., Suite 600
San Francisco, CA. 94104

by

July 15, 1999