

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Participants in April 28 Meeting on Medicare Projections Social Security numbers redacted (1 page)	4/18/97	P6/b(6)
002. resume	Resume (4 pages)	nd	P6/b(6)
003. letter	Mary Jane England to Chris Jennings re: Appointment of Chris Qucram (2 pages)	4/15/97	P2

COLLECTION:

Clinton Presidential Records
 Domestic Policy Council
 Chris Jennings (Subject File)
 OA/Box Number: 23753 Box 16

FOLDER TITLE:

Medical Errors and Patient Safety

gf36

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 advise 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]



The American Health
Quality Association

work w/ Sharon
Arnold
to respond.

June 9, 1997

Chris Jennings
Deputy Assistant to the President for Health Policy
216 Old Executive Office Building
Washington, DC

Dear Mr. Jennings:

Even though there are many strongly-held opinions in Congress about how to achieve a balanced budget, when it comes to Medicare and Medicaid reform, everyone agrees that the **quality of health care** must be maintained. In the past year, quality has become the critical health care issue – particularly for America's vulnerable elderly and low income populations.

That's why it's so important that Congress ensure that the Balanced Budget Amendment's Medicare and Medicaid provisions retain current requirements for protecting and enhancing the quality of care the elderly and low income populations receive as a result of the work of Quality Improvement Organizations (QIOs), also known as Peer Review Organizations.

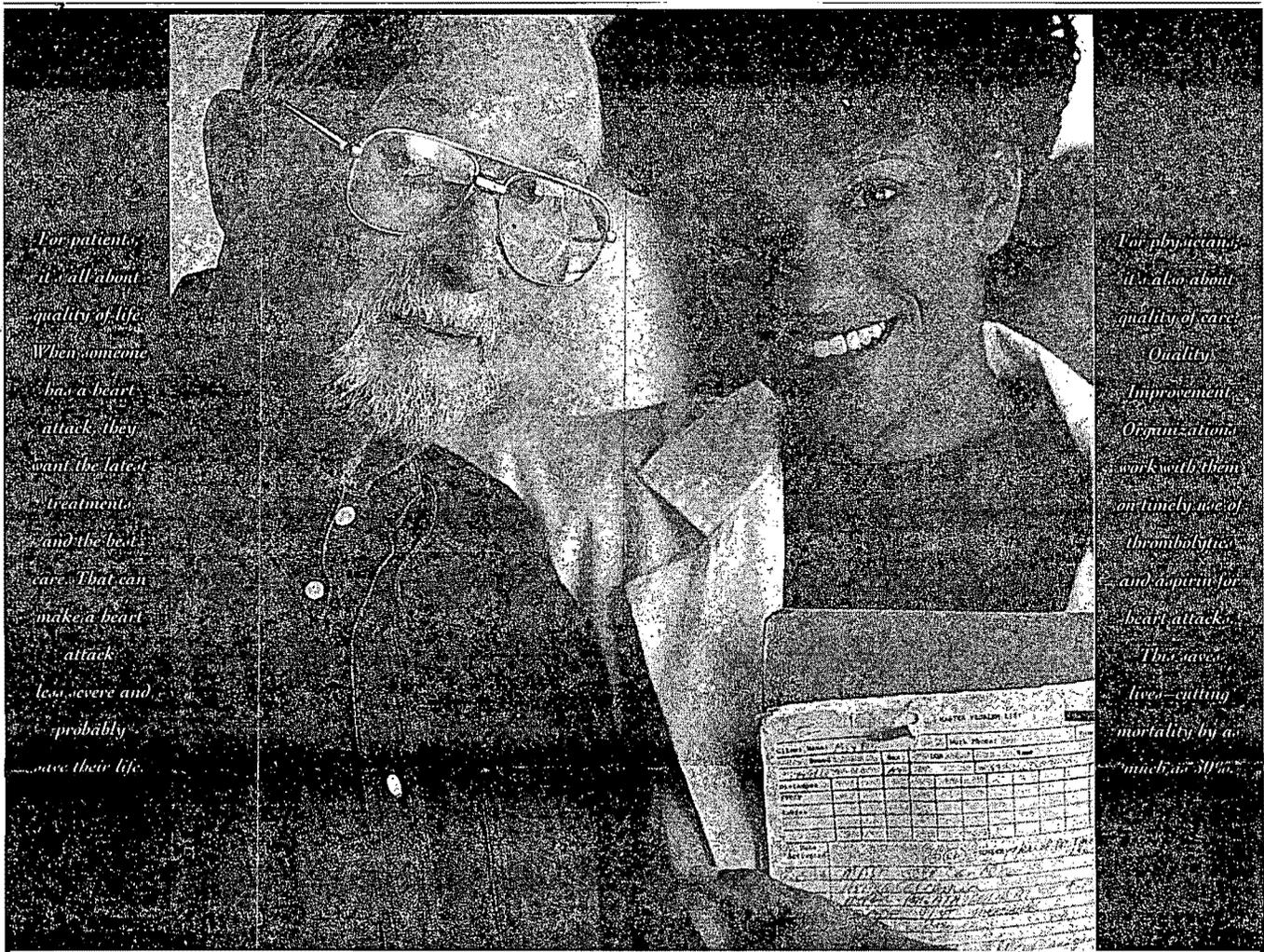
For more than 20 years, and currently through nearly 1,000 projects, QIOs have been saving lives. Our work has reduced mortality from **pneumonia**, prevented **stroke**, and improved the treatment of **congestive heart failure and breast cancer**.

As Congress considers Medicare and Medicaid reform, we urge you to contact the relevant committees so that strong safeguards are implemented to ensure that seniors and the low income population receive the benefits of a genuine commitment to quality care. QIOs are the only community-based, community-lead, independent, objective organizations dedicated to that goal, through meaningful clinically-oriented quality measurement and improvement.

Attached to this letter is a copy of an advertisement about this issue. Please do not hesitate to call Julie Gately at (202) 331-5790 should you require additional information. Thank you.

Sincerely,

Richard E. Burney, M.D.
President



*For patients,
it's all about
quality of life.
When someone
has a heart
attack, they
want the latest
treatments
and the best
care. That can
make a heart
attack
less severe and
probably
save their life.*

*For physicians,
it's also about
quality of care.
Quality
Improvement
Organizations
work with them
on timely use of
thrombolytic
and aspirin for
heart attack.
This saves
lives—cutting
mortality by as
much as 30%.*

QUALITY MUST BE THE HEART OF HEALTH CARE REFORM.

QUALITY IMPROVES LIFE AND LONGEVITY.

For more than 20 years, and currently through nearly 1,000 different projects nationwide, Quality Improvement Organizations (also known as Peer Review Organizations) have been saving lives. In one project alone, mortality of pneumonia patients has decreased 14%. Annually, many of the 150,000 strokes that otherwise would have resulted in deaths and disability are being prevented. Treatment of congestive heart failure, the most common diagnosis of seniors, is improving as newer treatments avoid hospitalization and enhance longevity.

QUALITY MEANS MORE THAN ACCREDITATION.

What is needed is ongoing review of, and improvement in, actual care—using data on health care patterns to identify opportunities for improvement—and sharing information across health plans and providers to promote best medical practices.

Quality Improvement Organizations assure and improve the care of the most medically vulnerable through Medicare and Medicaid. As Congress moves to offer more choices and reform Medicare and Medicaid, Quality Improvement Organizations must be retained. Quality is the heart of good medicine.

DON'T CUT THE HEART OUT OF MEDICARE & MEDICAID.



*The American Health Quality Association • 1140 Connecticut Avenue, NW • Suite 1050 • Washington, DC 20036
For more information on preserving and improving quality in health care, call 202-531-5790 or email at ahqa@ahqa.org.*

The American Health Quality Association

PHOTOCOPY PRESERVATION

JERRY KLECZKA

4TH DISTRICT, WISCONSIN

WAYS AND MEANS COMMITTEE
HEALTH SUBCOMMITTEE

2301 RAYBURN BUILDING
WASHINGTON, DC 20515-4904
(202) 225-4572
FAX: (202) 225-8135
e-mail: jerry4wi@hr.house.gov



Congress of the United States
House of Representatives

May 14, 1997

5032 WEST FOREST HOME AVENUE
MILWAUKEE, WI 53219-4589
(414) 297-1140
FAX: (414) 327-6151

414 WEST MORELAND BOULEVARD
SUITE 105
WAUKESHA, WI 53188-2441
(414) 549-6360
FAX: (414) 549-6723

Mr. Christopher Jennings
Advisor To the President
Health Policy
Old Executive Office Building
1600 Pennsylvania Avenue
Washington, D.C.

Dear Mr. Jennings:

I write to express my support for the nomination of Christopher Queram to President Clinton's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

Mr. Queram has a wealth of experience in the health care field. As CEO of the Employer Health Care Alliance Cooperative in Madison, Wisconsin, Mr. Queram's business experience will be vital to the Commission's efforts in reviewing changes to the health care system and making recommendations to ensure quality and patient protection. Mr. Queram has also served as the Vice Chair of the Board of Directors of the National Business Coalition on Health, affording him a unique understanding of health policy from the perspective of an employer. I am certain, with over 20 years of broad-based health care experience, Mr. Queram would be an invaluable addition to the Commission.

Realizing this is a matter solely under your discretion, I urge your support of Mr. Queram's nomination and appointment. Thank you in advance for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Jerry Kleczka".

JERRY KLECZKA
Member of Congress

GDK/kc

The Alliance

37 Kessel Court Ste 201, Madison, WI 53711

FAX



Employer Health Care Alliance Cooperative
P.O. Box 44365
Madison, WI 53744-4365 • 37 Kessel Court, Suite 201
Phone (608) 276-6620 • FAX (608) 276-6626

Date: 5-2-97

Number of pages including cover sheet: 3

To: CHRISTOPHER JENNINGS

Phone: _____

Fax phone: _____

CC: _____

From: CHRIS QUELAM

Phone: (608) 276-6620

Fax phone: (608) 276-6626

REMARKS: Urgent For your review Reply ASAP Please comment

Mr. Jennings -

The originals of these letters have been sent to you via overnight mail and should be in your office Monday.

Chris Quelan

Confidential: The information contained in this facsimile message is privileged and confidential information intended only for the use of the above listed receiver. If you are neither the intended recipient or the employee/agent responsible for delivering this information to the intended recipient, you are hereby notified that any disclosure is strictly prohibited. If you have received the information in error, please notify the sender immediately at the telephone number above.



RICHARD G. SEARER
PRESIDENT

May 2, 1997

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

Dear Chris:

I understand that Chris Queram, CEO of the Employer Health Care Alliance Cooperative (The Alliance) of Madison, Wisconsin, is being considered for appointment to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

Oscar Mayer Foods was one of the seven charter member employers who helped form the Employer Health Care Alliance Cooperative (The Alliance) in October of 1990. The "Alliance" organization has helped area employers be ensured that their employees receive the highest quality health care available while managing the costs of these programs. Mr. Queram joined the "Alliance" in June of 1993 and helped grow the organization from the seven pioneering companies in 1990 to over one hundred employers today. Chris has achieved this significant growth while continually focusing on promoting quality health care standards for over 75,000 insured lives. Approximately thirty two hundred active and retired Oscar Mayer Foods employees are currently participating in the Alliance program which accounts for almost 5,700 total insured lives.

Mr. Queram's four years with the "Alliance" has provided him with an excellent understanding of the "employer perspective" as it relates to managing a high quality health care benefit plan. Mr. Queram should be able to add significant value to the President's Advisory Commission.

Sincerely,



OSCAR MAYER FOODS
MADISON, WI 53707-1000



May 1, 1997

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

Dear Chris:

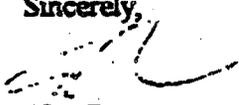
It has come to my attention that Chris Queram, CEO of The Employer Health Care Alliance Cooperative in Madison, Wisconsin is being considered for appointment to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. As a member company of The Alliance, I am pleased to lend my support to his nomination.

The Alliance is unique in that its membership includes large and small employers, and both self-funded and insured plans. Ameritech is a founding member of the group, through Wisconsin Bell (now Ameritech Wisconsin). Under Chris' leadership, the Alliance has been able to make a difference in the quality of health care enjoyed by our employees, and those of other Alliance clients, through an aggressive agenda centered on quality improvement and provider accountability.

Chris is also Vice Chair of the Board of the National Business Coalition on Health (NBCH). Through NBCH, Chris can bring the wealth of experiences and expertise of its over 100 coalition members, and their local marketplace responses to national questions about the changes occurring in the delivery of medical care.

In summary, Chris Queram has both the strong knowledge and appropriate experience needed to make a contribution to the Commission. I strongly support his appointment

Sincerely,



Alan Peres
Manager-Health Care Policy.



OSCAR MAYER FOODS



RICHARD G. SEARER
PRESIDENT

May 2, 1997

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

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Sincerely,

A handwritten signature in dark ink that reads "Rick Seaver".



OSCAR MAYER FOODS
MADISON, WI 53707 608-285-3311

Buyers Health Care Action Group

Steve Wetzell
Executive Director, Policy and Public Affairs
Ph. (612) 896-5190
FAX (612) 896-5184

Norwest Financial Center
Suite 2420
7900 Xerxes Avenue South
Bloomington, MN 55431

May 1, 1997

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

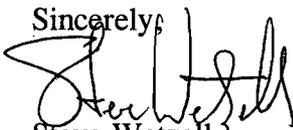
Dear Mr. Jennings:

I am writing on behalf of the Buyers Health Care Action Group (BHCAG) and our member employers to endorse Mr. Chris Queram to serve on the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

Mr. Queram is a well informed and respected voice for employers and employer purchasing coalitions. We believe his credentials make him an ideal candidate to represent the interests of group purchasers in this important national policy discussion.

Thank you for considering Mr. Queram to serve on the commission.

Sincerely,



Steve Wetzell

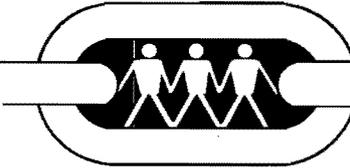
c: Mr. Chris Queram

encl: List of BHCAG member employers

Buyers Health Care Action Group Member Employers
May 1997

American Express Company
AmerUs Group
Bemis Company, Inc.
Cargill, Inc.
Carlson Companies
Cenex
Ceridian Corporation
Dayton Hudson Corporation
First Bank System
General Mills, Inc.
Honeywell Inc.
Jostens
Land O' Lakes
Minnegasco
Minnesota Mutual
Norwest Corporation
Northern States Power Company
Pfizer
Pillsbury Company
Rosemount Engineering
Rosemount Aerospace
Sioux Empire Employers Health Care Group
SUPERVALU INC.
Target
TENNANT
3M

Greater Detroit Area



Health Council, INC.

Suite 4100 Penobscot Building • 645 Griswold Street • Detroit, Michigan 48226-4209
(313) 963-4990 • Fax (313) 963-4668

May 1, 1997

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

Dear Mr. Jennings:

You may recall that I copied you in a letter to Secretary Shalala of March 17, 1997 expressing support for the President's Commission on Consumer Protection and Quality in the Health Care Industry.

I write, again, this time to strongly support consideration for appointment to the Commission of Mr. Chris Queram, CEO of the Employer Health Care Alliance in Madison, Wisconsin.

Mr. Queram has demonstrated exceptional health reform leadership in Wisconsin and throughout the nation in his capacity as chair-elect of the National Business Coalition on Health (NBCH).

We are hopeful you will draw upon Mr. Queram's special expertise in both small and large employer health matters and his special commitment to quality of care issues. Mr. Queram has also been an active proponent of community health status improvement efforts.

Please contact me if I can provide any additional information.

Cordially,

James B. Kenney, Ph.D.
President and CEO

Serving Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne Counties.



A United Way Agency



May 1, 1997

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

Dear Chris:

It has come to my attention that Chris Queram, CEO of The Employer Health Care Alliance Cooperative in Madison, Wisconsin is being considered for appointment to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. As a member company of The Alliance, I am pleased to lend my support to his nomination.

The Alliance is unique in that its membership includes large and small employers, and both self-funded and insured plans. Ameritech is a founding member of the group, through Wisconsin Bell (now Ameritech Wisconsin). Under Chris' leadership, the Alliance has been able to make a difference in the quality of health care enjoyed by our employees, and those of other Alliance clients, through an aggressive agenda centered on quality improvement and provider accountability.

Chris is also Vice Chair of the Board of the National Business Coalition on Health (NBCH). Through NBCH, Chris can bring the wealth of experiences and expertise of its over 100 coalition members, and their local marketplace responses to national questions about the changes occurring in the delivery of medical care.

In summary, Chris Queram has both the strong knowledge and appropriate experience needed to make a contribution to the Commission. I strongly support his appointment

Sincerely,

A handwritten signature in black ink, appearing to read "Alan Peres".

Alan Peres
Manager-Health Care Policy.





National Business Coalition on Health

1015 18th Street, NW Suite 450 Washington, DC 20036

(202)775-9300 Fax: (202)775-1569 E-Mail: NBCH@compuserve.com

Web Page: <http://www.nbch.org/nbch/>

Fax Cover Sheet

Keep in your
"Chris Queram's" file

Date: 4-30-97

Number of pages including cover sheet: 5

To:

Chris Jennings

Phone: 456-5560

Fax phone: 456-5557

CC:

From:

Sean Sullivan

Phone: (202)775-9300

Fax phone: (202)775-1569

REMARKS:

Urgent

For your review

Reply ASAP

Please comment

Message: Copies of letters of support for Chris Queram's appointment to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

Thanks for your consideration.

If you do not receive this fax transmission in full, please contact the National Business Coalition on Health at (202)775-9300.

Original to follow by mail: Yes or No

The Benefits Association.



Association of Private Pension and Welfare Plans

April 18, 1997

James A. Klein
President

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

Dear Chris:

I appreciate the inquiry from your office about Chris Queram, CEO of the Employer Health Care Alliance Cooperative (The Alliance) for appointment to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

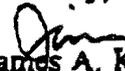
The Alliance is a very well-regarded leader in the effort to promote the highest quality health care standards for its 75,000 subscribers. Chris would bring a unique and valuable perspective as the CEO of an organization representing companies of all sizes. There are several large employers, both public and private, among the 700 plan sponsor members of The Alliance.

I am sure you are familiar with the path-breaking role that the coalition movement has played in advancing the highest quality results for the nation's health care consumers and for employer sponsors. Chris is the Vice-Chair of the Board of Directors of the National Business Coalition on Health, which is the leading organization representing 105 coalitions in 35 states representing 8000 employers who provide health benefits to 35 million Americans. A significant element in my own enthusiasm for Chris Queram is the extraordinarily high regard with which he is held by my colleague Sean Sullivan, President and CEO of the NBCH, whose knowledge and judgment on these matters I greatly value and trust.

The perspective and breadth of experience that Chris and NBCH would bring to the Advisory Commission would add a very valuable dimension to its important work. Through Chris, the Advisory Commission would be able to draw upon not only his considerable personal expertise and that of the Alliance, but also the wealth of experience and technical assistance that the National Business Coalition on Health has to offer.

Please contact me if I can provide any additional information on Chris Queram's unique and valuable qualifications for the Advisory Commission.

Sincerely,


James A. Klein
President

APR 29 '97 12:21PM

NAM National Association
of Manufacturers

Sharon F. Cannon

Vice President

Entitlement Policy

April 29, 1997

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

Dear Chris:

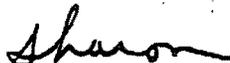
It has come to my attention that Chris Queram, CEO of the Employer Health Care Alliance Cooperative (The Alliance) of Madison, Wisconsin, is being considered for appointment to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. The NAM is pleased to support Chris' candidacy for this position for a number of reasons.

Mr. Queram brings a wealth of experience in the health care field, first as a hospital administrator and since 1993 as the CEO of the Employer Health Care Alliance Cooperative (The Alliance). Since joining the Alliance, which serves over 100 corporations, he has been a leader in promoting quality standards for the group's 75,000 insured lives. The Alliance includes many of NAM's small and large member companies in Wisconsin who have looked to the group for guidance in such areas as bringing down the rates of C-sections, developing clinical management guidelines in various diagnostic areas, adapting HEDIS reporting measures for pediatric immunizations and cervical cancer screenings and providing expertise with other quality initiatives.

Outside of the Alliance, Mr. Queram serves as the Vice Chair of the Board of Directors of the National Business Coalition on Health (NBCH), which represents 105 coalitions in 35 states. The coalition movement, as you know, continues to take a leadership role in developing quality standards for health care consumers. Mr. Queram's involvement with the NBCH puts him in a unique position to understand the employer perspective nationally as well as from the grass roots hands-on level. Further, he would be able to draw on this rich information base in helping the President's Commission respond to its ambitious charge.

In summary, I believe Mr. Queram has the right combination of practical experience and technical knowledge to serve on the Commission and the NAM strongly supports his appointment to this important panel.

Sincerely,

*Manufacturing Makes America Strong*

1331 Pennsylvania Avenue, NW, Washington, DC 20004-1790 • (202) 637-3124 • Fax (202) 637-3182



NATIONAL EMPLOYEE BENEFITS INSTITUTE FOUNDATION, INC.

An educational foundation serving the employee benefits interests of large employers.

April 25, 1997

Chris Jennings
Deputy Assistant to the President for Health Policy
Old Executive Office Building, Room 216
1700 Pennsylvania Ave., NW
Washington, D.C. 20502

Dear Chris:

Re: Application for President's
Advisory Commission on
Consumer Protection and Quality
in the Health Care Industry

I wish to recommend Chris Queram as a candidate for your consideration for the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

Mr. Chris Queram CEO of the Employer Health Care Alliance Cooperative, also known as the "Alliance." This national organization comprises over 700 large, medium and small public and private employers. Chris would bring to the President's Advisory Commission the unique experience of working towards a healthcare system which individuals have access to quality health care at an affordable price.

Mr. Queram also serves as the Vice-Chair of the Board of Directors of the National Business Coalition on Health. As you may know, the NBCH represents nearly 8000 employers who provide health benefits to more than 35 million Americans.

Through his service to both the Alliance and the NBCH, Mr. Queram is unrivaled in his knowledge of the health care issues facing large and small and public and private, employers and their employees. Please contact me at 202-737-9656, if you have any questions about Mr. Queram's qualifications.

POLICY BOARD*

Archer Daniels Midland Company
Atlantic Richfield Company
B&W
Browning-Ferris Industries, Inc.
Chevron Corporation
ENRON
Georgia Pacific Corporation
Marathon Oil Company
Pitney Bowes
Puritan Corporation
TRW OVA Corporation
TRW Inc.

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Festus, OH 45320
(412) 422-2121

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P.O. Box 8162
Walrus Creek, CA 94566
(510) 947-4703

Michelle Amosyn, Chief Emeritus
Senior Benefits Analyst
Chevron Corporation
P.O. Box 7843
San Francisco, CA 94120-7843
(415) 634-6311

John E. Lanz, Chair Emeritus
Vice President,
Employee Benefit Services
TRW Inc.
1900 Richmond Road
Cleveland, OH 44124
(216) 291-7634

EXECUTIVE STAFF*

Steven O. Huff
Executive Director

Daniel L. Gluckman
Managing Director

Denise P. Coarzen
Director

Joseph Sarno
Director

Sincerely
COPY

Daniel Glucksman
Managing Director

9928

The Benefits Association



Association of Private Pension and Welfare Plans

April 18, 1997

James A. Klein
President

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

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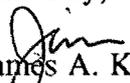
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The perspective and breadth of experience that Chris and NBCH would bring to the Advisory Commission would add a very valuable dimension to its important work. Through Chris, the Advisory Commission would be able to draw upon not only his considerable personal expertise and that of the Alliance, but also the wealth of experience and technical assistance that the National Business Coalition on Health has to offer.

Please contact me if I can provide any additional information on Chris Queram's unique and valuable qualifications for the Advisory Commission.

Sincerely,


James A. Klein
President

The Benefits Association



Association of Private Pension and Welfare Plans

FYI

April 18, 1997

James A. Klein
President

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

RE: President's Advisory Commission

Dear Chris:

We appreciate very much that you have sought the APPWP's input on a number of candidates who are under consideration for the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

While I simply do not know some of the candidates, I am pleased to provide whatever information possible on the few who I either do know personally, or know of by reputation, for whatever help that may be to you and your colleagues. Fortunately, you have a few very qualified individuals under consideration who would make a significant contribution to the Commission.

Enclosed is some information which confirms what I have shared with your office. As ever, please do not hesitate to contact me if I may be of help in any way.

Sincerely,


James A. Klein
President

enclosures

The Benefits Association



Association of Private Pension and Welfare Plans

April 18, 1997

James A. Klein
President

Mr. Christopher Jennings
Deputy Assistant to the
President for Health Policy
Office of the Domestic Policy Council
Room 216 Old Executive Office Bldg.
Washington, D.C. 20502

Dear Chris:

It is both a personal and professional pleasure for me to write on behalf of Kathleen Angel of Digital Equipment Corporation, who has been nominated for appointment to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

Kathleen would be a superb choice in terms of the leadership both she, personally, and Digital have demonstrated in promoting the highest levels of health care quality for the 58,000 active employees and family members covered by Digital's plans, and for the nation.

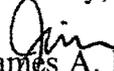
Kathleen's role in developing HEDIS and Digital's own HMO performance standards, as well as the extraordinary commitment to illness prevention, wellness promotion and disease management are among the experiences that I believe would well serve the mission of the President's commission.

As you know from the materials you already have, Kathleen serves on several prestigious boards, including the National Committee for Quality Assurance. She is a thoughtful person of great intellect, integrity and fairness who understands the needs to consider all views.

Chris, both Digital and Kathleen are viewed as leaders within the employer community in caring about the level and quality of health care provided to Digital's workforce. They have earned that respect with a proven track record for creativity and commitment in meeting that foremost objective.

Both the President and the members of his commission would be well-served by the appointment of Kathleen Angel to this important position. Please feel free to contact me if I can provide you with any additional information.

Sincerely,


James A. Klein
President

The Benefits Association



Association of Private Pension and Welfare Plans

April 18, 1997

James A. Klein
President

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

Dear Chris:

I appreciate the inquiry from your office about Ray Brusca, Vice President of Benefits, for The Black & Decker Corporation, for a position on the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

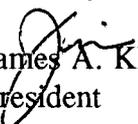
While I provided information over the phone, I did want to take this opportunity to confirm in writing the high regard with which he and Black & Decker are held in the area of health benefit design and the promotion of high quality health care for those served by Black & Decker's plans.

I do not know Ray Brusca personally, though I have spoken with him and have learned quite a lot about his broad experience and the innovative work that Black & Decker has engaged in under his leadership. Even more relevant, however, is that people whose opinions I greatly value and trust, such as Mary Jane England at WBGH and Terry Thompson at Hewitt Associates hold him in the highest regard.

Because the President's Advisory Commission is comprised of representatives of diverse perspectives and interests, Ray Brusca's personal background with health plans, a legal practice and large employer plan sponsors, makes him eminently qualified to fairly and openly approach the difficult issues the Advisory Commission will be asked to consider. His service on the Board of Directors of the Utilization Review Accreditation Commission, which itself is a diverse board like the President's Advisory Commission, is particularly valuable experience for the assignment which an appointee will be asked to undertake.

I heartily endorse Ray's appointment to the Advisory Commission. Please do not hesitate to contact me if I may provide any further information on this very worthy nominee.

Sincerely,


James A. Klein
President

NAM National Association
of Manufacturers

Sharon F. Canner

Vice President

Entitlement Policy

April 29, 1997

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

Dear Chris:

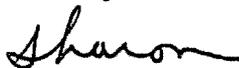
It has come to my attention that Chris Queram, CEO of the Employer Health Care Alliance Cooperative (The Alliance) of Madison, Wisconsin, is being considered for appointment to the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. The NAM is pleased to support Chris' candidacy for this position for a number of reasons.

Mr. Queram brings a wealth of experience in the health care field, first as a hospital administrator and since 1993 as the CEO of the Employer Health Care Alliance Cooperative (The Alliance). Since joining the Alliance, which serves over 100 corporations, he has been a leader in promoting quality standards for the group's 75,000 insured lives. The Alliance includes many of NAM's small and large member companies in Wisconsin who have looked to the group for guidance in such areas as bringing down the rates of C-sections, developing clinical management guidelines in various diagnostic areas, adapting HEDIS reporting measures for pediatric immunizations and cervical cancer screenings and providing expertise with other quality initiatives.

Outside of the Alliance, Mr. Queram serves as the Vice Chair of the Board of Directors of the National Business Coalition on Health (NBCH), which represents 105 coalitions in 35 states. The coalition movement, as you know, continues to take a leadership role in developing quality standards for health care consumers. Mr. Queram's involvement with the NBCH puts him in a unique position to understand the employer perspective nationally as well as from the grass roots hands-on level. Further, he would be able to draw on this rich information base in helping the President's Commission respond to its ambitious charge.

In summary, I believe Mr. Queram has the right combination of practical experience and technical knowledge to serve on the Commission and the NAM strongly supports his appointment to this important panel.

Sincerely,



Manufacturing Makes America Strong

1331 Pennsylvania Avenue, NW, Washington, DC 20004-1790 • (202) 637-3124 • Fax (202) 637-3182

Tennessee Nursing Home Tax

Background:

The Medicaid Voluntary Contribution and Provider Specific Tax Amendments of 1991 established certain limitations on Federal financial participation under Medicaid when States receive funds from providers. The law establishes a definition of the types of health care related tax revenues that States are permitted to receive. In general, these taxes must be broad-based, apply to all health providers in a given class in a uniform manner, and not hold providers harmless from their tax costs.

Tennessee's Tax

Tennessee has a nursing home tax that is applied at a rate of \$2,600 for each licensed bed. This tax is applied to all nursing facilities, including facilities owned and operated by the State. The State indicated that there are no exclusions, deductions, or adjustments applied to the tax of any licensed facility different from any other such facility.

Simultaneous with the nursing home tax, the State enacted a grant assistance program for financial support for eligible individuals residing in licensed nursing homes. Individuals eligible for this assistance must not have their nursing home care paid for in whole or in part, by Federal, State, or combined Federal/State medical program.

HCFA Actions

HCFA believes the grant assistance program represents a direct repayment of the tax to non-Medicaid taxpayers. Consequently, the grant assistance program would violate the hold harmless provision of the 1991 Provider Tax legislation (Regulation -- 42 CFR 433.68 (f)(1)).

The last correspondence HCFA had with the State was a December 19, 1994 letter in which HCFA informed the State that its tax program violated the hold harmless provisions. Tennessee was one of seven States notified at that time. The disallowance is estimated to be approximately \$176 million.

No action has been taken on processing the disallowance at this time.

Potential Impacts

UNITED STATES SENATE
COMMITTEE ON LABOR AND HUMAN RESOURCES
DEMOCRATIC STAFF

FAX COVER SHEET

DATE: April 18, 1997 TIME: 2:52 pm

TO: PERSON RECEIVING: Mr. Christopher C. Jennings
ORGANIZATION: Domestic Policy
The White House
TELEPHONE NUMBER: (202) 456-5560
FAX NUMBER: (202) 456-5557

FROM: PERSON SENDING: Bill Dauster
TELEPHONE NUMBER: (202) 224-3961
FAX NUMBER: (202) 224-5128
E-MAIL: bill_dauster@labor.senate.gov

NUMBER OF PAGES (including this one): 2

Chris,

Here is our proposed list for the April 28 meeting. We may want to try to add or change a name. We would appreciate it if you would let us know whom we might expect from the administration. Thanks for your help on this.

All the best,



The contents of this transmission are confidential. If you receive this transmission in error, please return it to the above address by mail and notify the sender immediately by telephone. Thank you.

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Participants in April 28 Meeting on Medicare Projections Social Security numbers redacted (1 page)	4/18/97	P6/b(6)

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Clinton Presidential Records
Domestic Policy Council
Chris Jennings (Subject File)
OA/Box Number: 23753 Box 16

FOLDER TITLE:

Medical Errors and Patient Safety

gf36

RESTRICTION CODES

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Participants in April 28 Meeting on Medicare Projections

Kenneth G. Manton, Ph.D.

[REDACTED]
Duke University Center for Demographic Studies; Durham, NC
(919) 684-6126 phone; (919) 684-3861 fax

P.J. Eric Stallard, ASA, MAAA

[REDACTED]
Duke University Center for Demographic Studies; Durham, NC
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Robert W. Fogel, Ph.D.

[REDACTED]
University of Chicago Graduate School of Business; Chicago, IL
(773) 702-7709 phone; (773) 702-2901 fax

Albert Owens, MD

Johns Hopkins Medical Center; Baltimore, MD

Herbert Pardes, MD

[REDACTED]
Columbia University College of Physicians and Surgeons; New York, NY
(212) 305-3681 phone; (212) 305-8012 fax

H. Dennis Tolley, Ph.D.

[REDACTED]
Brigham Young University Department of Economics; Provo, UT
(801) 378-6668 phone; (801) 378-5722 fax

Arthur D. Ullian, Chairman

[REDACTED]
Task Force on Science, Health Care, and the Economy; Boston, MA
(617) 338-7777 phone; (617) 338-4266 fax

Observers:

Leslie R. Kenney

[REDACTED]
Task Force on Science, Health Care, and the Economy; Boston, MA
(617) 338-7777 phone; (617) 338-4266 fax

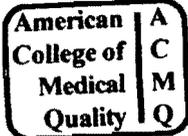
Dmitri Shey-khet

[REDACTED]
[Mr. Ullian's personal care attendant; Mr. Ullian requires wheel-chair access.]
Newton, MA

Bill Dauster

[REDACTED]
Committee on Labor and Human Resources, United States Senate
(202) 224-3961 phone; (202) 224-5128 fax

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PHOTOCOPY



PAUL K. BRONSTON, M.D., FACMQ, FACEP
National Chairperson, Ethics Committee
Vice-President, California Chapter

1 Jib Street, Suite 202 • Marina del Rey, CA 90292-5982
Tel (310) 301-9426 • Fax (310) 823-2433

April 10, 1997

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

*Advis Panel
~~Selected~~
announce
last month.*

RE: The Advisory Commission on Consumer Protection
and Quality in the Health Care Industry

*→ long process
some fall
consider*

Dear Mr. Jennings:

I am writing to express my strong desire to be a member of the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

*1000
names*

As a practicing Emergency Medicine Physician, the national chairman of the Ethics Committee of the American College of Medical Quality (ACMQ), the national co-chairman of the Ethics Committee of the American College of Legal Medicine (ACLM), and as an expert advisor to virtually every California Health Care Regulatory State Agency, I believe I would be able to contribute valuable insights to the President's Commission on the "Health Care Bill of Rights" (please see enclosed cv and bio). I have a long-standing commitment to and expertise in the development of health care delivery systems. The goal of these systems is to provide access to the highest quality of medical care delivered in an efficient and cost-effective manner. In the era of shrinking health care dollars, maintaining quality of care, the safety net to our citizens, and providing tools to assess quality of care remains a challenge.

I have dedicated my career to the education of other health care providers and payors, protecting patients' health care rights, and combating fraud in the health care industry. There are enormous problems facing our country today and I believe we are at a health care cross-road. The President's charge to the Commission to develop a "Consumer Bill of Rights" will add focus and bring clarity to the health care debate and the ensuing legislation that will result.

Having read the list of the outstanding members who have already been selected to be on the Commission, I believe that my participation would bring added perspective and dimension to the Commission in dealing with the multitude of problems facing our nation's health care system. I am a practicing physician who is still on the front lines of medical care and am sensitive to the needs of patients and the physicians who take care of them. Coupled with my national expertise in health care delivery systems, being a member of the Executive Committee and Board of Trustees of the American College of Medical Quality (ACMQ is the only physician specialty organization with expertise in quality assurance and utilization review to be recognized by the American Medical Association), I would complement an already outstanding list of participants on the President's Commission.

Thank you for taking the time to consider my request.

Sincerely,

A handwritten signature in black ink that reads "Paul K. Bronston MD". The signature is written in a cursive style with a large initial "P" and a long horizontal stroke at the end.

Paul K. Bronston, MD, FACEP, FACMQ
National Chairman Ethics Committee,
American College of Medical Quality,
National Co-Chairman, Ethics Committee,
American College of Legal Medicine,
Emergency Medicine Physician

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002. resume	Resume (4 pages)	nd	P6/b(6)

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gf36

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National Business
Coalition on Health

March 29, 1997

Ms. Donna E. Shalala
Secretary of Health and Human Services
200 Independence Avenue, S.W.
Washington, DC 20201

Dear Secretary Shalala:

I am writing to express my concern about the lack of business representation on the President's Advisory Commission on Consumer Protection and Quality in the Health Care Industry. Employers as purchasers of health care for their employees have been leading the way in creating a health care system based on the measurement and improvement of quality. The health plans and provider systems represented on the Commission are responding to the demands of employers for quality and value. These employers have a vital contribution to make to the work of this new commission, and should be strongly represented on it.

The National Business Coalition on Health has 105 member coalitions in 35 states, representing 8000 employers who provide health benefits to 35 million Americans. Through educational conferences, publications, and technical assistance efforts we have been helping these coalitions and employers to advance the quality of health care across the nation. We would be very pleased to offer the benefit of that broad and in-depth experience to the work of the Commission. For this purpose, I would like to propose that Christopher Queram, CEO of The Alliance in Madison, Wisconsin, serve on the Commission.

Chris and the Alliance represent an ideal cross section of large and small employers. They also are nationally acknowledged leaders in promoting quality health care, not just for their own employer members, but for the larger community as well. In addition, Chris is the Vice Chair of our board and, as such, can represent thousands of employers in all parts of the United States. He can be contacted at The Alliance, P.O. Box 44365, Madison, Wisconsin 53744 (ph. 608/276-6620, fax 608/276-6626, alliance@execpc.com).

Thank you for the opportunity to recommend that the Commission seek representation from the employer coalition movement.

Cordially,

Sean Sullivan
President & CEO

1015 18th Street NW, Suite 450
Washington, DC 20036
FAX 202-775-1569

202-775-9300

File Paul Ellwood



JACKSON HOLE GROUP

Paul M. Ellwood, M.D.
President

March 25, 1997

MEMORANDUM

TO: Chris Jennings
FROM: Paul M. Ellwood, M.D.

Restoring trust in the American health system needs presidential leadership but, like most health issues, it's loaded. President Clinton will need to give some very specific directions to the Commission on Health Care Quality, if we are to preserve the progress in containing health care inflation, while redirecting regressive legislation and settling seemingly unresolvable conflicts between those who are committed to assuring quality health care.

For the Commission to be effective, its report ought to be available in 6-7 months and should concentrate on a new, unambiguous institutional quality framework that matches the restructured health industry. If the Commission's deliberations take longer, while prescribing actual quality standards, the Administration will experience Managed Competition II. As it is, a useful Commission proposal for a quality framework will have to deal with hot topics like the federal regulation of insurance and the ERISA preemption. Unfortunately, unlike the managed competition aftermath, there isn't any private sector consensus or momentum to compel price sensitive health plans to compete on quality. My skepticism about the health industry muddling through the quality issue should not be interpreted as demeaning new and superb consumer-driven outcome standard-setters like the Foundation for Accountability. Any new quality framework will be judged by its ability to take advantage of programs like the FACCT approach, and for the first time, the opportunity to identify the impact of the routine workings of the new health system on health. I believe the ideal way to get a sound product from the Commission is to start it off with a specific and circumscribed charge from the President. In no particular order, here are some ideas on a charge to the Committee.

short time-frame

-2-

ACCOUNTABLE HEALTH ORGANIZATIONS

The Commission needs to do some redefining. What kinds of organizations have the appropriate mix of financial and medical care responsibility to be permitted to do business as independent accountable health organizations? It will have to wrestle with a fluid health industry where the bulk of financial risk in the most advanced markets is shifting away from traditional Health Plans to increasingly large, risk-taking clinical enterprises that contract with HMOs. They should avoid the trap of specifying "staff model this" and "point of service that", but organizations that are structurally incapable of following what they are doing to patients or demonstrating results are problematic as accountable sound sources of health care.

QUALITY FRAMEWORK

Creating a regulatory framework for the restructuring health industry will be the Commission's real challenge. I haven't observed any real consensus on organizational hierarchy or associated processes to assure quality. Overseeing the health sector is as complex and more dynamic than banking or securities, but health care has no real accepted quality accounting principles, no tradition of public disclosure of health outcomes, no methods for rewarding those whose high quality attracts the worst financial risks, and little evidence that consumers respond to comparative information on quality. But the President's charge can get things started by asking for a quality regulatory framework, however imperfect, that forces the health system to improve rather than locking in traditional criteria for assuring quality and selecting sources of medical care. The Commission should be asked to devise a quality framework that describes organizational structures, responsibilities, processes, and financing for at least one national accrediting entity plus a hierarchy of others that enables the country to authorize accountable health organizations to sell their product to the public.

The Commission's quality framework proposals should describe a set of organizations and processes that: (1) assure the public that federally-qualified health plans are capable of providing quality health care; (2) that health plans provide understandable standardized and valid information to consumers that will enable them to choose on the basis of health plans' ability to maintain health and to satisfy its enrollees; and (3) establish and operate a mechanism

-3-

that identifies when health risks are inequitably distributed between health plans and a means for fairly redistributing revenues to those plans that are effectively serving the sickest patients. The need for this latter risk-adjusted mechanism demonstrates how critically interrelated the quality accountability mechanisms are to each other. We can't have the best health organizations going broke because they're good at helping the sickest patients.

The institutional framework needs to be described by the Commission in sufficient detail to draft Presidential recommendations for establishing in addition to the accrediting organizations, entities that might test and recommend measures that can be the basis for quality and risk adjustment and, finally, a system of independent auditing needs to be identified that confirms the information from health plans is being accurately reported to the accrediting bodies and the public. Should the auditing and standards development activities be separated from the accreditation process?

PREVAILING AUTHORITIES AND OTHER COMMISSION RECOMMENDATIONS

In recommending a quality framework, the Commission should take into account the roles that should be assumed by prevailing authorities such as the JCAHO, NCQA, federal and state legislation and regulation. Should there be a federal preemption of state laws for health plans that agree to be federally-qualified? Do ERISA plans escape the quality rules? Finally, what does the Commission regard as the most urgent areas for standards development or application?

Oh yes, then there are the patient record confidentiality questions. The Commission needs to clarify the public interest importance of the quality assurance and market choice information, while also providing assurances against compromising privacy.

See what I mean about Managed Competition *deja vu* ?

If the Administration has second thoughts about involving itself in the quality morass or wants to do a sure thing for quality in parallel to the Commission's work, it can make a huge difference as a consistent quality purchaser. By combining forces in only buying from quality health plans which report to the public on their health outcomes and by establishing a risk adjustment mechanism, the federal government is in a better position to drive the health system than the private sector. HCFA (through Medicare)

buy from quality framework

-4-

and the Office of Personnel Management (through the FEHBP) is already establishing some good precedents in cooperating on quality purchasing of health care. It would further strengthen the federal government's leverage if the VA and the Department of Defense and Indian Health Service also pursued the same quality health care policies.

These are, of course, all things you know, but a little reinforcement doesn't hurt.

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. letter	Mary Jane England to Chris Jennings re: Appointment of Chris Qucram (2 pages)	4/15/97	P2

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