

# Withdrawal/Redaction Sheet

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	Chris Jennings and Jennifer O'Connor to Leon Penetta et.al. Re: Recommendations to POTUS for appointment to the Advisory Commission on Quality and Consumer Protection in the Health Care Industry (2 pages)	10/9/96	P2
002. list	Chris Jennings Top 30 (recommendations for Quality Commission) (2 pages)	10/25/96	P2
003. list	Candidates for Federal Advisory Commission on Consumer Protection and Quality in Health Care (2 pages)	10/4/96	P2
004. list	Nominations to Serve on the Advisory Commission on Consumer Protection and Quality in the Health Care Industry (as of November 4, 1996) (5 pages)	11/4/96	P2

---

### COLLECTION:

Clinton Presidential Records  
Domestic Policy Council  
Chris Jennings (Subject File)  
OA/Box Number: 23744

---

### FOLDER TITLE:

Quality Commission-Appointees' Background [1]

gf49

---

### 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]

# ADVISORY COMMISSION ON CONSUMER PROTECTION AND QUALITY IN THE HEALTH CARE INDUSTRY

## I. ADVISORY COMMISSION

The President signed an Executive Order creating an Advisory Commission on Consumer Protection and Quality in the Health Care Industry to review changes occurring in the health care system and, where appropriate, make recommendations on how best to promote and assure consumer protection and health care quality.

## II. PURPOSE

The Advisory Commission will respond to concerns about the rapid changes in the health care financing and delivery system. It will provide a forum for developing a better understanding of the changes in the health system and for making recommendations on how to address the effects of those changes.

## III. IMPACT

- The Advisory Commission will provide recommendations that will allow public and private policy makers to define appropriate consumer protection and quality standards.

## IV. SPECIFIC PROVISIONS

- The Advisory Commission will be appointed by the President and co-chaired by the Secretaries of HHS and Labor will have representatives from: health care professions, institutional health care providers, other health care workers, health care insurers, health care purchasers, state government, consumers, and experts in health care quality, financing, and administration. The Vice President will review the final report prior to its being submitted to the President.
- The Advisory Commission will study and, where appropriate, develop recommendations for the President on: (1) consumer protection; (2) quality; and (3) availability of treatment and services in a rapidly changing health care system.
- The Advisory Commission will submit a preliminary report by September 30, 1997 and a final report 18 months from the date of its first meeting.

## V. BACKGROUND

The Clinton Administration has a long history of strong support of consumer protection in all health care plans, including the Medicare program. Two such examples are his support of initiatives to assure new mothers and babies have access to necessary hospital care and to protect communications between health professionals and their patients.

# WORKER TRANSITION INITIATIVE

## I. WORKER TRANSITION INITIATIVE

This provision addresses affordability of health care coverage for workers in transition from job-to-job. Through a grant program with the states, it would provide premium assistance to temporarily unemployed workers and their families for up to six months of coverage.

## II. PURPOSE

This provision would take the next logical step toward improving coverage to millions of working Americans are at risk of not being able to afford coverage. In so doing, it would assure that individuals retain the continuous health care coverage necessary to receive portability benefits under the Kennedy/Kassebaum health insurance reform bill.

## III. IMPACT

- Approximately 3 million people, including at least 700,000 children, would benefit each year.
- The program would cost an estimated \$2 billion/year.
- This program would be paid for in the context of the President's balanced budget proposal. It demonstrates that the nation can invest in important programs while still being fiscally responsible.

## IV. SPECIFIC PROVISIONS

- The program would give assistance to states to provide health care coverage to individuals who are between jobs.
- The program would give states substantial flexibility to administer the program. Under the program states could decide how to deliver benefits and whether to expand eligibility and benefits.
- Program information and applications would be made available through local unemployment offices.

## V. ADMINISTRATION HISTORY ON ISSUE

Over the past few years, the President fought long and hard for health care reform. In passing the Kennedy/Kassebaum legislation, Congress took the first steps toward meaningful reform. The next logical step is to ensure affordability of health care and to guarantee that individuals do not lose the protections gained in the Kennedy/Kassebaum legislation.

This provision has been included in all of the President's balanced budget proposals and is paid for in this context.

## **ANTI-GAG RULE**

### **I. ANTI-GAG RULE**

This initiative would prohibit health plans from restricting or prohibiting any medical communications between health care providers and their patients. The President supports extending these same protections to Medicare beneficiaries.

### **II. PURPOSE**

Currently, some health plans require doctors to sign contracts that may inappropriately limit their ability to give patients information about referrals and alternative treatment. This initiative would bar health plans from restricting doctor-patient communications.

### **III. IMPACT**

- This initiative would allow and encourage physicians to discuss a full range of treatment options with patients and increase consumers' confidence that medical providers give them full information.

### **IV. SPECIFIC PROVISIONS**

- Health plans (including ERISA plans) may not restrict or prohibit any medical communications, oral or in writing, between health care providers and their patients.
- Violation of these provisions is punishable by civil money penalties of up to \$25,000 for each violation.
- States may establish additional requirements that are more protective of medical communications.

### **V. BACKGROUND**

The President opposes "gag orders" that have been used by some health plans to restrict medical communications between doctors and their patients. Because the President believes health care providers should not be restricted in what they say to their patients, he supports legislation such as the "Patient Right to Know Act" (introduced by Congressmen Ganske and Markey) which would bar health plans from restricting doctor-patient communications. The President also supports extending these same protections to Medicare beneficiaries. This legislation is supported by 45 health care organizations including: the American Medical Association, the American Nurses Association, the National Council of Senior Citizens, and the Consumers Union.

This bill has enjoyed bipartisan support and has been approved by a unanimous vote in one of the three committees of jurisdiction. Additional committee approval is expected this fall.

## **PURCHASING COOPERATIVES/FEHBP INITIATIVE**

### **I. PURCHASING COOPERATIVES/FEHBP INITIATIVE**

This provision provides \$25 million a year for five years to develop health purchasing cooperatives (HPCs), to provide improved access and affordability of health care for small employers (and individuals, if a state so chooses). Purchasing cooperatives will be empowered to require the participation of Federal Employees Health Benefits Plan health plans to assure small business access to a wide variety of plans.

### **II. PURPOSE**

Voluntary HPCs are an effective means of lowering the cost of health insurance offered by small employers. HPCs allow small employers to exert greater leverage in the health care market, by pooling their employees and, thereby, obtain health insurance at more affordable rates.

### **III. IMPACT**

- The provision would give critical capital to help start up and initially run approximately 100 purchasing cooperatives.
- Cooperatives can lower administrative and marketing costs and provide a mechanism for negotiating lower prices on behalf of thousands of workers in small firms.
- Provides states with the flexibility to design cooperatives to operate successfully based on their population and markets.

### **IV. SPECIFIC PROVISIONS**

- Overrides state "fictitious group" laws which may prohibit employers from forming cooperatives.
- Allows HPCs to negotiate price reductions even in states where community rating laws would otherwise preclude them from doing so.
- Allow HPCs to sell all products to small businesses that the state permits other insurers to sell.

### **V. ADMINISTRATION HISTORY ON ISSUE**

The President has been a strong proponent of purchasing cooperatives as a means of increasing affordable access to health insurance for small employers. The President included such a proposal in his balanced budget proposal last year.

# Withdrawal/Redaction Marker

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	Chris Jennings and Jennifer O'Connor to Leon Penetta et.al. Re: Recommendations to POTUS for appointment to the Advisory Commission on Quality and Consumer Protection in the Health Care Industry (2 pages)	10/9/96	P2

**This marker identifies the original location of the withdrawn item listed above.  
For a complete list of items withdrawn from this folder, see the  
Withdrawal/Redaction Sheet at the front of the folder.**

### COLLECTION:

Clinton Presidential Records  
Domestic Policy Council  
Chris Jennings (Subject File)  
OA/Box Number: 23744

### FOLDER TITLE:

Quality Commission-Appointees' Background [1]

gf49

### 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]

# Withdrawal/Redaction Marker

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. list	Chris Jennings Top 30 (recommendations for Quality Commission) (2 pages)	10/25/96	P2

**This marker identifies the original location of the withdrawn item listed above.  
For a complete list of items withdrawn from this folder, see the  
Withdrawal/Redaction Sheet at the front of the folder.**

---

**COLLECTION:**

Clinton Presidential Records  
Domestic Policy Council  
Chris Jennings (Subject File)  
OA/Box Number: 23744

---

**FOLDER TITLE:**

Quality Commission-Appointees' Background [1]

gf49

---

**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]

# College of Physicians & Surgeons of Columbia University

OFFICE OF THE  
VICE PRESIDENT FOR HEALTH SCIENCES  
AND DEAN OF THE FACULTY OF MEDICINE

630 WEST 168TH STREET  
NEW YORK, NEW YORK 10032  
(212) 305-3592 FAX (212) 305-3545

Herbert Pardes, M.D., Vice President for Health Sciences and Dean of the Faculty of Medicine, and Chairman of the Department of Psychiatry at the College of Physicians and Surgeons, Columbia University, has an extensive background in psychiatry, academic medicine and government leadership in mental health. With background training in psychiatric research in the Doctor of Medicine Program at Downstate Medical Center and analytic training at the New York Psychoanalytic Institute complementing his basic education in biological sciences and medicine, Dr. Pardes brings a broad approach to the problems of health and mental health. Subsequent to his training, he was Associate Director of Residency Training, University Hospital Director and then Chairman of the Department of Psychiatry at Downstate Medical Center until 1975.

In 1975, he moved to the University of Colorado where he was Chairman of the Department of Psychiatry for three years, building programs in biological, psychological, child and developmental research, revamping education for medical students in behavioral sciences and working closely with the general psychiatric community and the state to develop closer collaboration between academia and the community delivering mental health services.

In 1978, he was recruited as Director of the National Institute of Mental Health (NIMH) during the Carter Administration and remained through the first part of the Reagan Administration. During his tenure as NIMH Director, he focused particularly on expanding the effort in science, developing the first neuroscience branch, emphasizing psychiatric disorders research, expanding budgetary support for research, enhancing reimbursement for mental health services and ensuring a broad-based inclusion of psychological, sociological and biological aspects of mental health.

In 1984, he assumed the position of Chairman of the Department of Psychiatry at Columbia. Here he has worked to develop a broad clinical, educational and research program. Included are a major new center on AIDS, one of the largest programs in the world on genetics and psychiatric disorders, increased research efforts in schizophrenia, child psychiatric disorders and geriatric disorders. He has expanded clinical programs both in the way of outreach, as well as hospital-based programs. He has recruited leaders in genetics, drug abuse, molecular biology, and as a result, made the research program at Columbia one of the most extensive and best in the world.

In 1989, he was appointed Vice President for Health Sciences at Columbia University. In that capacity, he oversees four health sciences schools, namely, the College of Physicians and Surgeons, for which he is also the Dean, the School of Public Health, the School of Nursing, and the School of Dental and Oral Surgery. In this overall position of medical leadership, he has developed a major change in the education of physicians, has enhanced the clinical and basic

science research of Columbia's health sciences, and has assumed a national role as an advocate for education, health reimbursement reform, and support of biomedical research.

From 1989-1990 he served as President of the American Psychiatric Association (APA) and Chairman of the APA's Council on Research from 1990-1994. From 1994-1995 he served as Chair of the Council of Deans of the Association of American Medical Colleges (AAMC) and is current Chair of the AAMC. He is also a board member and Chairman of the Scientific Advisory Committee of Research!America, as well as a member of the Institute of Medicine.

Dr. Pardes has an extensive record of national advocacy and interaction with government leadership. He has testified to the Congress and congressional committees extensively and has been called on as a consultant to the Congressional Office of Technology Assessment (OTA), the National Institutes of Health (NIH).

Through the 1980's he was one of the primary leaders developing alliances and facilitating a growth of citizen groups for the attack on mental illness. He serves as President of the Scientific Board of the National Alliance for Research on Schizophrenia and Depression (NARSAD), as a Charter Associate Member of the National Depressive and Manic Depressive Association (NDMDA), and a regular advisor to the National Alliance for the Mentally Ill (NAMI), the Anxiety Disorders Association of America, and the Mental Health Association. He has been given awards from most of the major citizen organizations by virtue of his aggressive advocacy on behalf of patients and their families.

He is on the Editorial Board of the Journal of Nervous and Mental Disease, the Community Mental Health Journal, the Journal of Women's Health, the Journal of Child and Adolescent Psychopharmacology, and the Psychiatric Quarterly, among others. He has written over one hundred articles and chapters on diverse topics in mental health including suicide, mental health policy, the relationship between psychoanalysis and neuroscience, genetics, the teaching of behavioral sciences, alcoholism, psychotherapy research and other topics.

He has played an international role creating and/or conducting collaborations with the former Soviet Union, China, India, Egypt and Israel and representing the NIMH and the APA regularly in their relationship with the World Health Organization.

RESUME OF

**RON POLLACK**

P6/b(6)

P6/b(6)  
(202) 628-3030 (w)

PROFESSIONAL EXPERIENCE

**FOUNDING EXECUTIVE DIRECTOR (1983 - Present)**

**Families USA**

Families USA is the national consumer organization dedicated to high-quality, affordable health care for all Americans. Families USA's numerous reports and analyses on such issues and concerns as the rising costs of health care, uninsurance and underinsurance, Medicare and Medicaid, long-term care, and varied approaches to health reform are widely cited at Congressional hearings, in the media and by consumer organizations that Families USA works with all across the country.

**DEAN (1980 - 1983)**

**The Antioch University School of Law**

The Antioch Law School program developed a unique learning model that offered the most comprehensive clinical program of any accredited law school in the country; specialized in training prospective lawyers for legal careers in the non-profit, public interest sector, and, other than the traditionally all-minority institutions, taught the largest percentage of minority, low-income and women students of any accredited law school in the country.

**FOUNDER AND EXECUTIVE DIRECTOR (1970 - 1980)**

**Food Research and Action Center (FRAC)**

FRAC is the leading national organization focused on the elimination of domestic hunger. FRAC advocates in diverse public forums, and has initiated hundreds of lawsuits in the federal courts (including two cases personally and successfully argued in the U.S. Supreme Court on the same day), to establish the WIC program and to strengthen the Food Stamp, school feeding, elderly nutrition and public assistance programs.

**ATTORNEY (1968 - 1970)**

**The Center on Social Welfare Policy and Law**

The Center is the Legal Services Corporation's national specialist on public assistance programs, such as AFDC and SSI. In that capacity, the Center served as counsel and co-counsel on the first generation of welfare law cases to reach the U.S. Supreme Court.

## RELATED EXPERIENCE

### **AUTHOR AND CO-AUTHOR**

Three books and scores of articles on health care, long-term care, the economics of aging, Social Security, Medicare and Medicaid, domestic hunger, and legal services for the poor.

### **FREQUENT MEDIA GUEST ANALYST**

Numerous appearances as a guest analyst on media news and interview programs, including NBC's Today Show, ABC's Good Morning America, CBS's This Morning, Larry King Live, Crossfire, CNN, Fox Morning News, the MacNeil/Lehrer Newshour, Nightline, and NPR's All Things Considered and Morning Edition.

### **RESEARCH FELLOW (1978 - 1980)**

A part-time appointment was held so that research and analysis could be undertaken on the opportunities for low-income people under the Comprehensive Employment and Training Act.

### **DIRECTOR, MISSISSIPPI ELECTION PROJECT OF THE LAW STUDENTS' CIVIL RIGHTS RESEARCH COUNCIL (1967)**

This national project brought numerous lawyers and law students from around the country to provide counsel and to poll watch in areas where black candidates ran for elective offices for the first time since Reconstruction.

### **CIVIL RIGHTS WORK IN MISSISSIPPI (Summers, 1966 and 1967)**

Under the aegis of the Law Students' Civil Rights Research Council and the NAACP Legal Defense and Education Fund, two summers of work were undertaken as a legal assistant in the civil rights movement, first in Bolivar County in the Mississippi Delta and then in Jackson. The work focused on school desegregation, voting rights and related civil rights.

## BOARD MEMBERSHIPS

Board Member and Secretary-Treasurer, Food Research and Action Center – 1980 to Present

Founding Board Member and Treasurer, The Long Term Care Campaign – 1988 to 1992

Founding Board Member, Americans for Health – 1986 to 1989

Founding Member, The National Academy of Social Insurance – 1987 to Present

Board President (1990 to 1991) and Vice President (1988 to 1990), Burgundy Farm Country Day School

Domestic Task Force and Program Review Board Member, U.S.A. for Africa – 1986 to 1988

Board Member (1984 to 1994) and Secretary-Treasurer (1984 to 1988), The Jewish Fund for Justice

**BOARD MEMBERSHIPS** - continued

Board Member, American Jewish World Service – 1985 to 1990

Member, D.C. Judicial Conference's Committee on Civil Legal Services – 1981 to 1983

Board Member, Self-Help Community Services (New York) – 1974 to 1977

**EDUCATION**

Queens College, B.A. (1965) – President, Student Government

New York University School of Law, J.D. (1968) – Arthur Garfield Hays Civil Liberties Fellow

**PERSONAL**

Date of Birth: P6/b(6)

Married: Rebecca Bolling Pollack

Children: Sarah, Abraham and Martin

IHCP

**BIOGRAPHICAL PROFILE**

OF

**MARTA PRADO**

Marta Prado was born in Havana, Cuba and came to the United States in 1960 on the first wave of Operation Pedro Pan. She lived in a foster home in the State of Washington for three years before her parents were able to join her. In 1963 Marta and her family relocated to Dade County. She graduated from the Jackson Memorial Hospital School of Nursing and the University of Miami Nurse Practitioner Program. she also pursued her MBA at Nova University. Marta was the youngest head nurse in Dade County's busiest Emergency Department (Jackson Memorial Hospital).

Ms. Prado was instrumental in the development of the Dade County Fire Rescue EMT/Paramedic Training Program and became a consultant to Emergency Medical Services Associates, Inc. She has performed in every facet of the company from Operations to Continuing Medical Education and advanced into her current role as Senior Vice President of InPhyNet Medical Management and Chief Operating Officer of the Government Services Division. Among Ms. Prado's strongest interests is her involvement in the political system. She served on Florida's Taxation and Budget Reform Commission as an appointee of former Speaker of the House Tom Gustafson and was a member of the Steering Committee for the Summit of the Americas.

Of great significance to Ms. Prado is her work with groups such as Outreach Broward and the Child Care Connection; these organizations deal with caring for runaway and homeless children and subsidizing low income child care.

Also important to Ms. Prado is her involvement with such community and civic groups as Leadership Florida, the Dade County Independent Review Panel, the Greater Ft. Lauderdale Chamber of Commerce and the Museum of Discovery and Science.

Ms. Prado's professional achievements include having served as past National President of the Emergency Nurse's Association and Legislative Chairperson of the Florida Nurse's Association.

## BIOGRAPHICAL PROFILE

OF

MARTA PRADO

Ms. Prado assumed her present responsibilities when InPhyNet Medical Management went public in August 1994. She continues as vice president of corrections, EMSA Limited Partnership, and vice president for marketing and business development, Emergency Medical Services Associates, which she joined as director of operations in 1980. For three years before that, she was a consultant.

Between 1985 and 1987, she was administrator and chief executive officer at Miami General Hospital. She has also served as a nurse practitioner at Biscayne Medical Center, a consultant to the Metro-Dade County Fire Department for EMS management and training, an instructor at Miami Dade Community College and a charge nurse and nurse practitioner in Jackson Memorial Hospital's Emergency Department.

She has been extensively involved in the Emergency Nurses Association, serving as president both on the state and national levels. She is also a long time member of the Florida Nurses Association and is presently on the American Nurses Association's political action committee.

Currently, she is active on the boards of directors of the Child Care Connection and Outreach Broward. Involvements also include membership on the State of Florida's Taxation and Budget Reform Commission, the Emily's List Majority Council, and the Steering Committee for the Summit of the Americas.

Ms. Prado became a registered nurse at the Jackson Memorial Hospital School of Nursing, took advanced training at the University of Miami School of Nursing and Medicine, earned her nurse practitioner (A.R.N.P.) designation and has taken MBA courses at Nova University. She is the author of nine articles on emergency department management and emergency nursing topics, and has received several citations for business achievement and community leadership.

HCP

**RESUME**

**MARTA PRADO, R.N.**  
**SENIOR VICE PRESIDENT**

**COMMUNICATIONS:** InPhyNet Medical Management, Inc  
1200 S. Pine Island Road  
Fort Lauderdale, Florida 33324  
(305) 424-3672  
(800) 424-3672

**EDUCATION:** Jackson Memorial Hospital School of Nursing, Miami, Florida, 1970  
University of Miami School of Nursing and Medicine - Advanced  
Registered Nurse Practitioner (A.R.N.P.), 1974

Florida International University - School of Business, Department of  
Business Management, EMSA Management Program, 1975

Nova University School of Business Administration, MBA Program

**PROFESSIONAL EXPERIENCE:**

- 2/96 - present Chief Operating Officer, Managed Care Division
- 8/94 - present Senior Vice President and Member, Board of Trustees, InPhyNet Medical Management
- 1991 - present Chief Operating Officer, Government Services, EMSALimited Partnership.
- 1987 - 1991 Vice President of Marketing and Business Development, Emergency Medical Services Associates, Inc., Fort Lauderdale, Florida
- 1985 - 1987 Vice President of Operations, Emergency Medical Services Associates, Inc., Fort Lauderdale, Florida
- Administrator & Chief Executive Officer, Miami General Hospital, Miami, Florida
- 1980 - 1985 Director of Operations, Emergency Medical Services Associates, Inc., Fort Lauderdale, Florida
- 1977 - 1980 Consultant, Emergency Medical Services Associates, Inc., Fort Lauderdale, Florida
- 1984 - 1985 Associate Administrator, Patient Care Services, Miami General Hospital
- 1975 - 1982 Consultant, EMS Management & Training, Metro Dade County Fire Department
- 1975 - 1979 Nurse Practitioner, Biscayne Medical Center, North Miami Beach, Florida
- 1974 - 1976 Instructor, Miami Dade Community College, Miami, Florida
- 1970 - 1978 Charge Nurse and Nurse Practitioner, Jackson Memorial Hospital, Emergency Department, Miami, Florida

**RESUME**

**MARTA PRADO, R.N.**

**PAGE 2**

**PROFESSIONAL ACTIVITIES:**

*American Nurses Association*

1986 - present Political Action Committee

*Florida Nurses Association*

1979 - present Member

1979 Chairman, Legislative Committee

*Emergency Nurses Association, 1971 - present*

**National**

1979 - 1981 President

1978 - 1980 Chairman, Legislative Committee, 1982

**State of Florida**

1977 - 1979 Chairman, ACEP/EDNA Symposium

1977 - 1978 Education Committee Chairman

1974 - 1976 President

*American Heart Association*

**Florida Chapter**

1979 - 1982 Board of Directors

**Miami Chapter**

1979 - 1988 Board of Directors

1979 - 1982 Chairman, Hispanic Affairs

1975 - 1976 Co-Chairman, CPR-ECC Committee

**Health System Agency**

1977 - 1978 Member

1975 - 1977 Member, Categorization Task Force

1974 - 1976 Member, EMS Task Force

*Miscellaneous*

1992 Board Member, Museum of Discovery and Science

1991 State of Florida's Governor's Commission for Government by the People

1990 - present State of Florida's Taxation and Budget Reform Commission

1990 - present Board of Directors, Child Care Connection

1990 Leadership Florida

1988 - present Emily's List Majority Council

1985 - present Board of Directors, Outreach Broward

1985 Leadership Broward

1985 - 1988 Board Member, New World School of the Arts

1985 Who's Who and Why of Successful Florida Women

1984 - 1988 Member, Public Policy Committee, Arca Agency on Aging

1982 - 1988 Member, City of Miami Health Facilities Authority

1982 - 1988 Member, Independent Review Panel, Dade County

1982 - 1984 Board of Directors, Urban League of Greater Miami

**RESUME**

**MARTA PRADO, R.N.**

**PAGE 3**

**Miscellaneous (continued):**

- 1982 - present Miami Dade Community College, Committee Advisory Nursing
- 1981 - 1987 Board of Directors, Guardianship Program for the Elderly of Dade County
- 1981 - 1988 ARTS (Art Recognition and Talent Search)
- 1980 - present Coalition of Hispanic American Women
- 1980 - 1986 Board of Directors, Medic Alert International
- 1980 - present Latin Business and Professional Women's Club
- 1980 - 1981 Chairman, Legislation of Florida Nurses Association, Advanced Registered Nurse Practitioner Section
- 1980 - 1981 Who's Who of American Women
- 1979 Outstanding Young Woman of America
- 1976 - 1979 Co-Chairman, State of Florida's Governor's EMS Council
- 1975 - 1976 Advisory Committee, National Health Council
- 1975 - 1976 Consultant & Author, EMT II Curriculum, Florida Regional Medical Program
- 1975 EMS Consultant, Medical I Communications, Inc.
- 1974 - 1976 Advisor, Florida Emergency Medical Technician Association

**Awards**

- 1990 YMCA - Outstanding Women of Miami
- 1987 Visiting Nurse Association Health Care Achievement Award
- 1984 Who's Who in the South West
- 1983 Who's Who in the South West
- 1982 Business and Professional Women's Club, Woman of the Year
- 1982 CHAW, Outstanding Hispanic Woman of the Year
- 1980 Who's Who of American Women
- 1981 Who's Who of American Women
- 1979 Outstanding Young Woman of America

**PUBLICATIONS:**

- "Cost Effective Management of Correctional Health Care," American Jails, October, 1992.
- "Consent Decrees and the Provision of Inmates Medical Services - When Myth Becomes Reality," Corrections Today, July, 1989.
- "Hi-Tech Health Care in the Correctional Environment - A Partnership of Cost-Containment and Security," Correct Care, August, 1989.
- "Wellness - Color My World", Florida Nurses Association Journal, 1983.
- "Rape Crisis" - EDNA, 10th Year Anniversary, Public Relations Package, March, 1980.
- "Nursing - The Fight for Greater Freedom," Emergency Medical Services, February, 1980.
- "Emergency Nursing in Underserved Areas - The Inner City," Community Health Nursing, Mosby, April, 1978.
- "The Role of the EMT," Principles of Respiratory Therapy, August, 1974.
- "Disaster Triage - Mass Casualty," Emergency Medical Symposia, March, 1974.

## CURRICULUM VITAE

**THOMAS R. REARDON, M.D.**

### **PROFESSIONAL TRAINING**

University of Colorado, Medical Degree

Baltimore City Hospital, internship 1959 - 60

Colorado State University, BS - 1956

United States Air Force, 1950 - 63

### **PROFESSIONAL ACTIVITIES**

General Practice, Portland, Oregon, 1963 - 93

Medical Director - Managed HealthCare Northwest Legacy  
Health System, 1992 - 1995

Medical Director - Portland Adventist Medical Group, 1996 -  
Present

Consultant, Blue Cross Blue Shield, 1991 - Present

### **PROFESSIONAL MEMBERSHIPS**

Multnomah County Medical Society (MCMS)

Oregon Medical Association (OMA)

American Medical Association (AMA)

Oregon Medical Political Action Committee

American Medical Political Action Committee

Alpha Omega Alpha

### **HOSPITAL AFFILIATIONS**

Active Staff, Providence Medical Center  
Portland, Oregon

Courtesy Staff, Emanuel Hospital, Portland, Oregon

**OFFICES/  
COMMITTEES**

Trustee, American Medical Association, 1990 - Present  
Vice Chair, December, 1995 to Present  
Executive Committee, 1994 to Present  
Secretary-Treasurer, 1994 - 1995

National Committee for Quality Assurance (NCQA), Board of  
Directors, 1994 to Present

Commissioner, Physician Payment Review Commission, 1986 -  
94

AMA Delegate, AMA Hospital Medical Staff Section, 1983 - 90

Commissioner, Joint Commission on Accreditation of Healthcare  
Organizations, 1993 - 94

Member, AMA Steering Committee, Hospital Medical Staff  
Section, 1983

President, Oregon Medical Association, OMA, 1984 - 85

Vice President, OMA, 1982 - 83

Chairman, Multiple OMA Committees, including Legislative  
Committee and Board of Censors, 1977 - 85

President, Multnomah County Medical Society, (MCMS), 1980 -  
81

Chairman, MCMS Grievance Committee, 1974 - 76

Member, Multiple MCMS Committees, 1968 -87

Recipient, MCMS Distinguished Service Award, 1982

Member, Greater Portland Business (Coalition) Group on  
Health, 1978 - 86

Speaker, numerous national, state and local health care forums,  
including Congressional testimony



## NATIONAL HEALTH & HUMAN SERVICE EMPLOYEES UNION, AFL-CIO

310 West 43rd Street • New York, NY 10036-6407

Telephone 212/582-1890 • Fax 212/262-4985

### DENNIS RIVERA

#### President

#### 1199, National Health & Human Service Employees Union

~ ~ ~

#### PRESIDENT

Dennis Rivera

#### SECRETARY-TREASURER

Phyllis Harris

#### EXECUTIVE

#### VICE PRESIDENTS

Norma Amsterdam

Aida Garcia

George Gresham

Sylvia Gutierrez-Grant

Gerald Hudson

Betty Hughley

Eustacia Jarrett

Edward Kay

Steve Kramer

John Reid

Michael Rifkin

#### VICE PRESIDENT

#### AT LARGE

Lonora Colbert

Occupational Safety and Health

#### VICE PRESIDENTS

Terry Alaimo

Edith Brown

James Crampton

James Crisafulli

Angela Doyle

Patricia Harris

Inell King

Coreminita Mahr

Dalton Mayfield

Phyllis Mushkin

Gerald Nordenberg

Rona Shapiro

Clare Thompson

Nelson Valdez

Juan Vasquez

Carlton Yearwood

\* Acting

President since April 1989 of the 117,000-member 1199, National Health & Human Service Employees Union, the largest health care employees organization in the United States. He was re-elected to a third three-year-term of office in April 1995.

The Union represents service, professional, technical, and clerical workers and registered nurses employed in non-profit voluntary hospitals, medical schools and nursing homes; and home care workers and employees of community health centers and retail drug stores in the New York City metropolitan area including Nassau, Suffolk, Westchester, Rockland, Dutchess, Sullivan and Ulster Counties of New York State. In many institutions 1199 represents the entire non-supervisory workforce with the exception of physicians.

As the Union's Chief Executive Officer, his duties include the coordination, guidance and supervision of all programs and activities of the Union and its officers and staff.

Throughout his presidency, he has worked closely with health care managements and consumers to seek health care funding for all and to protect and expand existing institutions and programs. 1199 lobbying efforts since 1989 have helped prevented billions of dollars in Medicaid cuts proposed by the Governor's office in Albany.

In 1994, he negotiated a contract with the League of Voluntary Hospitals of Greater New York that creates the largest group of workers in the country (and the only group covered by a multi-employer contract) with absolute guarantees of jobs and incomes. The contract creates an innovative Employment Training and Job Security Fund that is pioneering in preparing thousands of members for new jobs through coordinated, accessible, portable training. Mr. Rivera is Co-Chairperson of the Hospital League/1199 Training and Upgrading Fund. Employer contributions to the Fund are \$8 million a year.

1199 and Mr. Rivera were credited in the August 19, 1996 issue of Crain's New York Business with lobbying successfully to win \$100 million in retraining funds for hospital workers in the current New York State budget.

Mr. Rivera is Vice Chairperson of The Pension Fund for Hospital and Health

*Mr. Dennis Rivera*  
*President*  
*1199 Union*

---

2

Care Employees. The Fund's assets exceed \$3.5 billion dollars. It provides monthly pensions for 22,000 retired 1199ers.

He serves as Chairperson of The National Benefit Fund for Hospital and Health Care Employees, the largest self-insured health care plan in the nation with yearly employer contributions in excess of \$300 million dollars. The self-administered Fund, which covers more than one-quarter of a million people, provides medical, hospitalization, surgical, dental, prescription, vision care, summer camp, college scholarship, disability and death benefits for Union members and their families.

During Mr. Rivera's presidency, the National Benefit Fund has introduced innovative programs that have reduced costs while improving the quality of services delivered to members. These include preventive programs such as pre-natal care, a cancer hotline, worksite hypertension and asthma detection and treatment, a healthy heart program and substance abuse and psychology programs. In addition, the National Benefit Fund has worked in cooperation with management to create 30 managed care programs in the New York metropolitan area. These programs provide quality comprehensive care through a primary care physician with no co-pay or deductibles. Because of the success of these programs, the National Benefit Fund realized a surplus of \$130 million at the end of 1995. This allowed a reduction by 2% of gross payroll in management's contributions to the Fund. The Fund's innovations were the subject of a CBS-TV "Eye on Business" six-minute segment in the spring of 1996.

Mr. Rivera is the Co-Chairperson of the 1199/Employer Child Care Fund, which covers 50,000 members' children and receives \$6 million per year in employer contributions. The Fund is the only labor-management Taft-Hartley child care fund in the nation. It provides on-site day care, day care vouchers, summer day camp and holiday and weekend enriched educational and recreational programs.

He is also the Chair of the \$24 million, newly-formed 1199 Home Care Benefit Fund, providing 60,000 low-paid home care workers and their families first-time comprehensive health care benefits, summer camp programs and pensions.

**Mr. Dennis Rivera**  
**President**  
**1199 Union**

---

3

### **Background**

Dennis Rivera was born in Aibonito, Puerto Rico [REDACTED] P6/b(6) He studied social science at the Colegio Universitario de Cayey, affiliated to the University of Puerto Rico.

He was one of the founders of the National Union of Health Care Workers of Puerto Rico and of the Municipal Employees Union of the City of San Juan.

Mr. Rivera came to New York City in 1977 and was first employed by 1199 as a Union organizer at Albert Einstein Medical Center in the Bronx. He was elected executive vice president in 1986.

### **Other Activities**

Mr. Rivera serves on the board or is an active member of several community and civic organizations.

He is the father of a 15 year-old-son, Jaime, and a 24-year-old daughter, Melissa.

He has been the subject of numerous articles and columns in the national and local media including a profile in The New Yorker magazine by A. H. Raskin in December 1990; and a cover feature in The New York Times Magazine on May 10, 1992.



**Kathleen Sebelius**  
Commissioner of Insurance  
**Kansas Insurance Department**

Kathleen Sebelius was elected Insurance Commissioner in November, 1994, and is the first woman and first Democrat in history to hold that office in Kansas. She was one of only two Democrats in the country to defeat an incumbent Republican in a statewide election in 1994.

Kathleen has championed health reform issues in Kansas since her election. In spite of a Republican majority in the House and Senate, and a Republican governor, Kathleen has been successful in achieving significant victories of health consumers in Kansas. New laws include: a comprehensive rewrite of the statutes regulating HMOs in Kansas, a bill mandating 48 hour minimum stays for moms and newborns in the hospital, prohibition of health and life insurance companies from using incidents of domestic abuse as an underwriting guideline for denial or cancellation of insurance coverage, prohibition of an insurance deductible for payments of childhood immunizations, and extended portability for widows and divorcees in health care plans. More "patient rights" initiatives are being considered for the 1997 Legislature.

Kathleen Sebelius serves as Vice Chair of the Health Committee of the National Association of Insurance Commissioners, (NAIC), and will become Chair of that Committee in December. She is one of the 9 elected Democratic Insurance Commissioners in the country (13 of these statewide officeholders are elected; the remainder are appointed). Sebelius also serves on the Executive Committee of the NAIC.

Kathleen Sebelius brings the perspective of a former state legislator, (4 terms in the House), a consumer advocate and an insurance regulator to the discussion on managed care. She has assembled a health advisory council in Kansas which includes consumers, legislators, providers, hospital representatives, insurers and policy consultants to review emerging health issues. The result has been a comprehensive approach to complicated issues, and significant consensus on implementing change.

420 SW 9th Street  
Topeka, Kansas 66612-1678

913 296-3071  
Fax 913 296-2283  
Printed on Recycled Paper

**T Consumer Assistance Hotline**  
1 800 432-2484 (Toll Free)



**Kathleen Sebelius**  
Commissioner of Insurance  
**Kansas Insurance Department**

**KATHLEEN SEBELIUS, INSURANCE COMMISSIONER OF KANSAS**

Kathleen Sebelius, is serving her first term as Insurance Commissioner of Kansas. The Commissioner regulates all insurance sold in the state of Kansas, a \$6 billion a year industry, including workers' compensation insurance which covers more than 1 million Kansas employees.

Elected in November 1994, Sebelius, is the 23rd Insurance Commissioner of Kansas and Kansas' first woman Insurance Commissioner. Prior to being elected Insurance Commissioner, Sebelius was a four term legislator in the Kansas House of Representatives from Topeka, the state's capital.

Kathleen now serves on the Executive Committee and as Vice Chair of the Midwest Zone of the National Association of Insurance Commissioners. Sebelius is the Chair of the Regulatory Re-Engineering Committee at NAIC and serves as Vice Chair of the Health Committee. She is also a member of the Kansas Health Care Commission.

Sebelius holds a Master's Degree in Public Administration from Kansas University, and a Bachelor's degree from Trinity College in Washington, D.C. She has passed the state exam to qualify as an insurance agent in Kansas.

Kathleen is married to Gary Sebelius, a Topeka attorney, and she and her husband have two children, Ned, 15, and John, 12.

For more information  
Contact:

Joc Scranton or Kathy McLaughlin  
Kansas Insurance Department  
420 SW 9th  
Topeka, Kansas 66612-1678  
913 296-3071  
Fax 913-296-2283

420 SW 9th Street  
Topeka, Kansas 66612-1678

913 296-3071  
Fax 913 296-2283  
Printed on Recycled Paper

Consumer Assistance Hotline  
1 800 432-2484 (Toll Free)

HCT

- President, Medical Director & CEO, The Sheppard Pratt Health System, January 1992 - (Executive Vice President and Medical Director 1986 - 1992)
- Clinical Professor, University of Maryland, July 1986 -
- Professorial Lecturer in Psychiatry, Department of Psychiatry, Georgetown University School of Medicine, April 1984 -
- Lecturer in Psychiatry, Johns Hopkins University, October 1987 -
- Part Time Private Practice

#### Previous Positions

- Deputy Medical Director, APA, 1983 - 1986
- Associate Director for Behavioral Medicine, NIMH, 1980 - 1982
- Director, Division of Mental Health Service Programs, NIMH, 1976-1980
- Director, Mental Health Services, Brookside Park Family Life Center, Jamaica Plain, Massachusetts, 1972-1973

#### Education and Certification

Dartmouth College, 1960-64, B.A.; Albert Einstein College of Medicine, Graduate 1968, M.D.; John F. Kennedy School of Government, 1972-73, M.P.A. Internship in Straight Pediatrics, Bronx Municipal Hospital Center, 1968-1969; Residency - Mass Mental Health Center 1969-1972; Board certified - Psychiatry and Neurology, October 1974; Advanced Management Program, Harvard Business School, 1991

#### Professional Memberships

- American Psychiatric Association, 1972 - (Fellowship 1978)
- Maryland Psychiatric Society, 1986 -
- American College of Psychiatrists, 1979 - (Fellowship 1988)
- American Medical Association, 1983 -
- American College of Mental Health Administration, 1984 - (Fellowship 1989)
- Maryland Association of Private Practicing Psychiatrists, 1986 -
- Baltimore-Washington Society for Psychoanalysis, Affiliate Member, 1986 -
- American Association of General Hospital Psychiatrists, 1988 -
- Washington Psychoanalytic Society, Honorary Member, 1989 -
- Institute of Medicine - Advisory Panel on Biobehavioral Medicine, 1993 -

#### Current American Psychiatric Association Positions

- Secretary, 1991-1995
- Chair, Ethics Appeals Board, 1991-1995
- Committee on Managed Care, 1990 (Chair 1990-1993)
- Associate Editor, American Journal of Psychiatry, 1994 -

#### Publications

Ten authored or edited books, 40 book chapters, 140 professional articles on a variety of clinical, economic and administrative issues; Editor - "Economic Grand Rounds," Hospital and Community Psychiatry.

Steven S. Sharfstein, M.D.

Page 3

**Graduate**

**School:** John F. Kennedy School of Government  
Harvard University  
Cambridge, Massachusetts  
1972-1973  
Masters in Public Administration (M.P.A. Degree)

**Continuing Advanced Management Program**

**Education:** Harvard University  
Spring 1991

**V. APPOINTMENTS**

Clinical Fellow in Psychiatry  
Harvard Medical School, 1969-1972.

Mental Health Career Development Fellowship, National Institute of Mental Health, Public Health Service Rank: Surgeon Full Grade, 1970-73.

Ginsburg Fellow: Group for the Advancement of Psychiatry, 1970-73.

Research Fellow in Psychiatry, Harvard Medical School, Boston, Massachusetts, 1972-1973.

Consultant - Allegheny County Mental Health/Retardation Board, Pittsburgh, Pennsylvania, 1973-1974.

APA Commission on Standards and Third Party Payments, 1976-1982.

Examiner - American Board, of Psychiatry and Neurology, 1979 - .

Editorial Advisory Board, Community Mental Health Journal, 1980 - .

Editor - "Economic Grand Rounds" quarterly column for Hospital and Community Psychiatry, 1983 - .

Chairman - Budget Committee, American Psychiatric Association 1987-1990.

Publications Committee - American College of Psychiatrists, 1984-1987.

Budget Committee - American College of Psychiatrists, 1987-1989.

Governor's Advisory Council on Mental Hygiene, 1987 - .

Committee on Mandated Health Insurance Benefits, 1988 - .

Editorial Board, Journal of Mental Health Administration, 1989 - .

Chair, American Psychiatric Association Committee on Managed Care, 1990 - .

Chair, Dean Award Committee, American College of Psychiatrists, 1990 - .

Steven S. Sharfstein, M.D.

Page 4

Secretary, American Psychiatric Association, 1991-1995.

Member, Institute of Medicine Board on Biobehavioral Sciences & Mental Disorders, 1993 -

Associate Editor, American Journal of Psychiatry - 1993.

Member, Editorial Board, Relapse - 1993.

Board Liaison, Joint Commission on Government Relations (JCGR) - 1994.

Chairperson, APA Resource Development Committee, Budget Committee - 1996.

#### VI. PROFESSIONAL MEMBERSHIPS

American Psychiatric Association, 1972 - (elected to Fellowship, Spring 1978)

Washington Psychiatric Society, 1975 - (elected to Council, Spring 1982)

American College of Psychiatrists, 1979 - (elected to Fellowship, 1988)

American Orthopsychiatric Association, 1979 - (elected to Fellowship, 1992)

American Association for the Advancement of Science, 1981 -

American Psychosomatic Society, Inc., 1982 -

American Medical Association, 1983 -

Medical Society of the District of Columbia, 1983 -

American College of Mental Health Administration, 1984 - (elected to Fellowship, 1989)

American Association of Psychiatric Administrators, 1986 -

Maryland Association of Private Practicing Psychiatrists, 1986 -

Maryland Psychiatric Society, 1986 -

Baltimore-Washington Society for Psychoanalysis, Affiliate Member, 1986-

American Association of General Hospital Psychiatrists, 1988 -

Washington Psychoanalytic Society, Honorary Member, 1989 -

Southern Psychiatric Association - 1995

VII. DIPLOMATE: National Board of Medical Examiners, 1969

VIII. LICENSURE:

State of Maryland, 1973

District of Columbia, 1982

IX. BOARD CERTIFIED: Psychiatry and Neurology, October 1974.

X. AWARDS: Harry C. Solomon Prize for best research paper in psychiatry, 1974. Harvard Medical School. Title of paper: "Treatment of Mentally Ill in the Neighborhood."

Administrator's Award for Meritorious Achievement.

Alcohol, Drug Abuse, and Mental Health, Department of Health and Human Services, November 1980.

Senior Executive Service Bonus Award, January 1981.

Outstanding Service Award, Washington Psychiatric Society, 1984.

American Association of Psychiatric Administrators Award

# PETER WILLIAM THOMAS

## CURRICULUM VITAE

### EMPLOYMENT

- **Powers, Pyles, Sutter & Verville, P.C.**, Washington, DC  
**Senior Associate** (1994 to present)

Specializing in health care and employment law, Mr. Thomas has extensive experience representing the legal and legislative/regulatory interests of a wide range of clients including disability-related consumer organizations, health care provider associations, physician specialty societies, hospitals, and individuals with disabilities. Mr. Thomas has extensive dealings with the firm's clients interested in rehabilitation and disability issues. A strong emphasis of his practice relates to counseling businesses, associations, and individuals on their rights and responsibilities under the Americans with Disabilities Act of 1990 (ADA) and the Rehabilitation Act of 1973.

Mr. Thomas represents the interests of his clients in several Washington-based coalitions addressing health and disability issues including the Consortium for Citizens with Disabilities (CCD) (of which Mr. Thomas serves as Co-Chairman of the Health Task Force), the Patient Access to Specialty Care Coalition, the Coalition for Health Care Choice and Accountability, and the National Rehabilitation Caucus.

### Recent Projects Include:

- Facilitator for Health Policy Committee of National Council on Disability's National Disability Policy Summit. Assisted in drafting health policy recommendations for Achieving Independence, published on July 26, 1996;
- General Counsel to American Association of People with Disabilities (AAPD), a 501(c)(3) cross-disability consumer association incorporated in July 1995;
- Legal counsel to Health Services for Children with Special Needs, Inc., a nonprofit organization which worked with the District of Columbia to obtain approval from the U.S. Department of Health and Human Services for the first Sec. 1115 Medicaid managed care demonstration for children and adolescents with disabilities;

- Appointed Party Leader and Elected Official and Member of the Platform Committee by Democratic National Committee Chairman Ron Brown. Advised Chairman and Democratic National Committee on disability access issues during 1992 Convention;
- Secured federal contract from U.S. Department of Education to conduct legal review of all technical assistance materials distributed by the Disability and Business Technical Assistance Centers regarding compliance with disability nondiscrimination laws (i.e., ADA and the Rehabilitation Act) and related laws including workers' compensation, Family and Medical Leave Act, and ADEA.

- **White, Verville, Fulton & Saner, Washington, DC**  
**Associate** (1992 to 1994)

Practiced health care and disability law with emphasis on legislative and regulatory analysis and advocacy. Represented several national organizations before Congress and the Executive agencies. Consulted businesses, associations and people with disabilities on implementation of the ADA.

- **National Association for the Advancement of Orthotics and Prosthetics (NAAOP), Washington, DC**  
**General Counsel** (1992 to present)

Provide legal, legislative and regulatory representation and advice to Board of Directors and Officers on corporate and litigation matters, legislative and regulatory analysis and drafting, and lobbying strategy. NAAOP is a national nonprofit disability advocacy organization consisting of prosthetists, orthotists and consumers of artificial limbs and orthopedic braces.

**NAAOP President** (1990 to 1992)

Directed Washington, DC office; interacted with professional and consumer membership; lobbied Congress and the Administration on behalf of amputees and people with disabilities for beneficial health care, disability, and rehabilitation research legislation.

**NAAOP Consumer Vice President** (1987 to 1990)

Charter board member of NAAOP, formerly the American State of the Art Prosthetic Association, Assisted Executive Director in all aspects of association business; cultivated consumer (amputee) membership.

- **Siff, Rosen & Parker, P.C.**, New York, NY  
**Associate** (1989 to 1990)

Participated in all aspects of civil defense litigation; written and oral motion practice in the New York State Supreme Court and Federal District Court for the Southern District of New York; extensive research and production of legal memoranda and pleadings.

- **Kelley, Drye & Warren**, New York, NY  
**Associate** (Summer 1988)

Researched litigation and corporate matters and produced extensive legal memoranda.

## **BOARD AFFILIATIONS**

- **National Advisory Board for the Center for Medical Rehabilitation Research** (NCMRR), National Institutes of Health (NIH), Bethesda, MD  
**Vice Chairman** (1995 to 1996)  
**Charter Member** (1991 to 1996)

Appointed by the Director of the National Institutes of Health to advise the NCMRR on future research priorities in medical rehabilitation. Leadership role in coordinating and participating in two NIH Research Planning Conferences on "Prosthetic and Orthotic Research for the 21st Century" (June 1992) and "Behavioral Adaptation to the Use of Assistive Technology" (March 1995).

- **Center on Disability and Health**, Washington, DC  
**Treasurer and Charter Board Member** (1994 to present)

A national research and advocacy center focusing on health system reform from a disability perspective.

- **National Amputee Fund (NAF)**, San Diego, CA  
**Charter Board Member** (1994 to present)

NAF is a national charitable organization created to assist amputees in need of financial aid in order to obtain appropriate prosthetic care.

- **Amputee Coalition of America (ACA)**, Chicago, IL  
**Legislative Advisor** (1994 to present)  
**Legislative Director** (1991 to 1994)

Advise Association on national policy issues related to health care, rehabilitation, and disability. ACA is a nonprofit consumer organization comprised of amputees.

## PROFESSIONAL MEMBERSHIPS

- New York State Bar (admitted 5/90)
- Washington, DC Bar (admitted 3/92)

## EDUCATION

- **Georgetown University Law Center**, Washington, DC  
Juris Doctor, May 1989

Law Review: Journal of Law and Technology, Associate Editor (1987-89)  
Study Abroad: **Notre Dame Law School**, London, England (Summer 1987)  
Curriculum; International law / Jurisprudence

- **Boston College**, Boston, MA  
Bachelor of Arts, *cum laude*, Political Science, May 1986

Honors:      • Competitively selected to represent Boston College as the One Millionth Graduate from an American Jesuit College or University  
                 • Winner of the "Disabled Does Not Mean Unable" Award

Leadership: • President, Boston College Student Body (1985 - 86)  
                 • Student Representative, Boston College Board of Trustees (1985-86)  
                 • Chairman, Student Senate (1983-85)

## PUBLICATIONS

- Thomas, P., and Fersh, D., Complying with the Americans with Disabilities Act: A Guidebook for Management and People with Disabilities, Quorum Books, Greenwood Publishing Group, Westport, CT, 261 pp. (March 1993, reprinted in June, 1996): Over 2000 copies sold to date.
- "Don't Listen to Anyone," published in You're Not Alone, a book comprised of 25 personal accounts written by amputees for people with recent amputations (1991).
- Associate Editor, Journal of Law & Technology, Georgetown University Law Center, Case Comment: "Going Out On A Limb: Product Liability of Myoelectric Arm Prostheses." (Extensively quoted in "Myoelectric Liability," Ability Magazine (1989)).

**MARY KATHERINE WAKEFIELD**

P6/b(6)

Home: P6/b(6)

Work: (703) 993-1931

**EDUCATION:**

- Ph.D.* The University of Texas at Austin, Austin TX, 1985  
*M.S.N.* The University of Texas at Austin, Austin TX, 1978  
*B.S.N.* The University of Mary, Bismarck, ND, 1976  
*OTHER:* John F. Kennedy School of Government, Harvard University, Program for Senior Managers in Government, Eastman Kodak Congressional Fellow, Cambridge, MA, July-August 1991

**PROFESSIONAL EXPERIENCE:**

*Jan. 22, 1996-Present:* Professor and Director of the Center for Health Policy at George Mason University, Fairfax, VA.

- Plan and implement the Center for Health Policy program offerings, publications and scholarship activities.
- Collaborate with public and private health related organizations on policy issues and activities.
- Manage the resources of the Center for Health Policy.
- Convene the Center Advisory Board.
- Participate in teaching and research as part of the doctoral faculty.

*Jan. 11, 1993-Jan. 21, 1995* Chief of Staff for Senator Kent Conrad (D-ND), United States Senate, Washington, D.C.

- Managed 38 staff located in the Senator's Washington, D.C. office and four state offices.
- Oversaw legislative, administrative, political, budget, public and press relations of the office.
- Advised the Senator on the health related agenda of the Senate Finance Committee.
- Analyzed the impact of legislation on health care.
- Interacted with constituents, special interest groups and regulatory agencies.

*Sept. 1992-Jan. 5, 1993* Administrative Assistant to Senator Jocelyn Burdick (D-ND), United States Senate, Washington, D.C.

*Jan. 1, 1989-Jan. 4, 1993* Administrative Assistant to Senator Quentin Burdick (D-ND), United States Senate, Washington, D.C.

- Managed the Washington, D.C. office and four state offices.
- Directed legislative, administrative, political, budget, public and press relations.
- Met with constituents and representatives of professional associations.
- Worked with staff from other Senate offices on legislative issues.
- Worked with federal agencies on behalf of constituents.
- Drafted and evaluated proposed legislation.
- Co-Chaired the Senate Rural Health Caucus staff meetings.

*April 1, 1987-Jan. 1, 1989* Legislative Assistant to Senator Quentin Burdick (D-ND), United States Senate, Washington, D.C.

- Staffed the Senator for the Senate Special Committee on Aging and the Senate Labor, Health and Human Services and Education Appropriations Subcommittee.
- Co-Chaired the Senate Rural Health Caucus staff meetings.
- Drafted health and education related federal initiatives.
- Met with constituents and lobbyists.

## Professional Experience (continued)

- August, 1985-April 1987* Associate Professor and Chairperson, Nursing Professionalism and Practice Area (50% administration)  
*Tenured 1986* University of North Dakota College of Nursing, Grand Forks, ND
- Responsible for faculty development related to teaching and research, faculty assignments and evaluation.
  - Planned undergraduate and graduate course offerings; budget.
- August 1986-June 1987* Faculty, Research Methods in Nursing (graduate)
- Summer, 1986* Curriculum Evaluation
- Responsible for compiling material completed by graduate faculty and edited/wrote sections for a final draft for the Master of Science curriculum component of the Self Study for the National League for Nursing program review for initial accreditation.
- Jan. 1985-May 1986* Faculty, Nursing Research (undergraduate)
- Jan. 1985-May 1986* Faculty, Administrative-Supervision Practicum and Seminar (graduate)
- Jan. 1985-Dec. 1985* Faculty, Advanced Adult Health Clinical Specialist Practicum
- Jan.-Dec. 1984* Developmental Leave for Doctoral Study, University of Texas at Austin
- May 1982-Dec. 1983* Area Coordinator, Foundations of Nursing (30% administration)
- Administratively responsible for two team taught courses involving six faculty. Also co-taught Health Assessment Techniques and Introduction to Clinical Nursing.
- August 1979-May 1982* Faculty, Nursing Options (undergraduate)
- In charge of site development for student placement in health care facilities in North Dakota and seven other states.
- August 1979-May 1986* Staff Nurse, Part-time, The United Hospital - Grand Forks, ND
- Team leading and patient care provider in medical-surgical and pediatric areas.
- August 1978-August 1979* Instructor, Austin Community College, Brackenridge School of Nursing -Texas
- Teaching junior level diploma nursing students oncology and aging.
- Fall Semester, 1977 and Spring Semester, 1978* Academic Assistant, University of Texas at Austin, School of Nursing - Austin, TX
- August 1976-July 1977* Registered Nurse, The United Hospital - Grand Forks, ND
- Team leading and staff nursing in medical-surgical areas, primarily in Intensive Care and Coronary Care Units.
- May 1975-August 1976* Nurse Assistant and Registered Nurse, St. Alexius Hospital -Bismarck, ND
- Staff Nurse in Intensive Care Unit.

## RESEARCH ACTIVITIES:

January 15, 1988. A Study of Organizational Variables and Life Cycles in Schools of Nursing. Research presentation for the Sixth Annual Conference on Research in Nursing Education, San Francisco, CA.

October 15, 1987. Hypertension in Women Relocated as a Result of Armed Conflict: Impediments to Research in a Refugee Zone. Paper presentation at the ANA Council of Nursing Researchers' 1987 International Nursing Research Conference, Washington, D.C.; Co-Presenter, Diane Price, RN, FNP.

Fall, 1987. Reviewer for research abstracts for the National League for Nursing Annual Research Conference in Nursing Education, San Francisco, CA.

## Research Activities (continued)

July, 1987. Achieving Excellence in Scholarly Productivity of Nursing Faculty: An Exploration of Related Variables. Poster accepted for presentation at the Sigma Theta Tau International Research Congress, Edinburgh, Scotland.

January, 1987. The Relationship Between Professionalization of Nursing Faculty, Leadership Styles of Deans and Faculty Scholarly Productivity. 5th Annual Research in Nursing Education Conference, San Francisco, CA.

April, 1986. The Relationship Between Professionalization of Nursing Faculty, Leadership Styles of Deans and Faculty Scholarly Productivity. North Dakota Academy of Science, Grand Forks, ND.

1986. Wakefield-Fisher, M. & Langemo, D. - North Dakota and Entry Into Practice: A Case Study. The American Nurses' Association, Kansas City, MO.

1985 & 1986. Reviewer for research abstracts for Sigma Theta Tau-Eta Upsilon Chapter. Annual Research Day, Grand Forks, ND.

1985. Wakefield-Fisher, M. The Relationship Between The Professionalization of Nursing Faculty, Leadership Styles of Deans, and Faculty Scholarly Productivity. Unpublished Doctoral Dissertation, The University of Texas at Austin.

September, 1985. Wakefield-Fisher, M. Discussion of the Need for Adequate Nursing Education for Professional Practice and Analysis of Results on the NCLEX-RN Exam Among Types of Nursing Education Programs. Research requested by the North Dakota Nurses' Association, Bismarck, ND.

July, 1985. Wakefield-Fisher, M. & Williams, J. Critique of the North Dakota Statewide Nursing Study Phase IV—Nursing Preparation and Nursing Practice. Research Critique requested by the North Dakota State Board of Nursing, Bismarck, ND.

## PUBLICATIONS:

Wakefield, M. (May-June 1995). Medicaid Block Grants: A New Beginning or the End of an Era? Nursing Policy Forum.

Wakefield, M. (March-April 1990 to present). Public policy column published in Nursing Economics.

Wakefield, M. (Winter Edition, 1992). A Blueprint for Health Care Reform: The Clinton Plan. Connections. Publication of the NLN Council for Nursing Practice, New York.

Wakefield, M. (1992). Contemporary Issues in Government. Chapter in Policy & Politics in Nursing. Eds. D. Mason, S. Talbott & J. Leavitt, W.B. Saunders Company.

DeLeon, P., Wedding, D., Wakefield, M., VandenBos, G. (April 1992). Medicaid Policy—Psychology's Overlooked Agenda. Professional Psychology.

Sharp, N., Biggs, S., Wakefield, M. (January-February, 1991). Public Policy: New Opportunities for Nurses. Nursing and Health Care.

Wakefield, M. (1991). Contributing Ed. for The Best of Nursing Economics. Pitman, NJ: Anthony Janetti, Inc.

DeLeon, P., Wakefield, M., VandenBos, G. (1990). Chapter in Sociocultural and Service Issues in Working With Rural Clients. S.J. Jones (Ed.), The Professional Development Program, Nelson A. Rockefeller College of Public Affairs and Policy, University of Albany, State University of New York.

Wakefield, M. (March-April, 1990). Rural Health Care: A View From the Nation's Capital. Nursing Economics.

Wakefield, M. (1990). The Nursing Profession and Federal Health Policy: A View From Within. Chapter in The Nursing Profession: Turning Points. N. Chaska (Ed.). St. Louis, MO: The C. V. Mosby Company.



## **Career Overview**

### **Gail L. Warden**

### **President and Chief Executive Officer**

#### **Rush-Presbyterian-St. Luke's Medical Center**

After serving as Assistant to the President from 1965-68, Gail Warden served as Executive Vice President of Rush-Presbyterian-St. Luke's Medical Center in Chicago until December 1976. He was instrumental in the formation of the Rush Network of Affiliated Hospitals and the Rush Academic Network, which supported Rush Medical College. He assisted in the development of the ANCHOR Organization for Health Maintenance, the first HMO in Chicago, and personally directed the development of the Rush College of Nursing and the Rush College of Health Sciences. In 1968, he was named one of Chicago's 10 Outstanding Men by the Junior Chamber of Commerce and Industry and in 1972, the Young Administrator of the Year by the American College of Health Care Executives.

#### **American Hospital Association**

In 1976, Gail Warden moved to the American Hospital Association (AHA) as Executive Vice President and served in that position until 1981. During that time he was responsible for the reorganization of the Association's staff and pioneered the idea of constituencies within the AHA membership. He was instrumental in the creation of a new policy development process and created the Center for Health Promotion which was the first initiative to recognize the role that hospitals could play in health promotion and disease prevention. In addition, he was responsible for the creation of the National Commission on Nursing, which developed an information base on nursing-related issues and problems, and recommended useful, practical solutions for institutions and organizations wishing to address these issues.

#### **Group Health Cooperative of Puget Sound**

In 1981, Gail Warden was appointed Chief Executive Officer at Group Health Coopera-

tive of Puget Sound, a non-profit medical system which serves 450,000 people in Washington and Idaho.

As CEO, he was responsible for an innovative strategic planning process which resulted in a restructuring of the organization, the creation of an externally marketed major health promotion division, state-wide geographic expansion and stepped-up research activities through the Center for Health Studies. Research projects included more than \$4 million in grants from such organizations as the W.K. Kellogg Foundation for a community health promotion evaluation program, and the Centers for Disease Control for elderly fitness. While at Group Health, Warden also created the Foundation for Group Health Cooperative, introduced a comprehensive and integrated seniors program, and developed affiliations with Children's Hospital and the University of Washington.

Under his leadership, Group Health was the first HMO in the country to issue tax-exempt bonds and one of the first to be affiliated with a major medical school. He also oversaw the development of new health insurance products, the most innovative of which were HealthPays — a program to reward individuals who practice healthy lifestyles — and Security Care — a unique case-managed long-term care insurance program. While in Seattle, Warden also chaired a coalition called the Committee on Affordable Health Care, which successfully brought about the first legislation in the country to fund a program for the working poor, and chaired a committee that reorganized the Group Health Association of America.

#### **Henry Ford Health System**

At Henry Ford Health System in Detroit, Gail Warden serves as President and Chief Executive Officer of one of the nation's leading vertically integrated health care systems.

## Gail L. Warden— Career Overview (continued)

Henry Ford Health System's annual gross revenues total approximately \$1.5 billion. The Fund for Henry Ford Hospital has assets of approximately \$200 million. In 1994, the System launched an additional initiative, called The Fund for the Future, seeking to raise \$150 million over six years to create a cornerstone for the System's continued advancement in patient care, research and education. More than \$50 million already has been raised. The System includes the Henry Ford Medical Group, a 1,000-member multispecialty physician group practice with more than 30 sites serving approximately 2.5 million outpatient visits annually; Health Alliance Plan, a 500,000-member health maintenance organization; Henry Ford Hospital (903 beds); Henry Ford Cottage Hospital (175 beds); Henry Ford Wyandotte Hospital (359 beds); Kingswood Hospital (100 psychiatric beds); the Maplegrove substance abuse treatment facility (50 beds); two nursing homes (325 beds); Horizon Health System, an osteopathic subsidiary with Riverside Hospital (185 beds) and Bi-County Community Hospital (231 beds); a Diversified Services division that provides dialysis services in four states, home health services and equipment, and transfusion services; and programs in Rehabilitation, Senior Services and Behavioral Services. The Henry Ford Health Sciences Center integrates teaching, research, and advanced patient care to make Henry Ford Health System a premier academic medical center.

Since joining Henry Ford Health System, Warden has streamlined operations and governance. He also introduced a regional planning process, which has been instrumental in responding to changes in the environment and guiding resource allocation, and redeveloped the Health Sciences Center mission. In 1990, he introduced total quality management throughout the System. He also has directed the development of a major academic affiliation with Case Western Reserve University School of Medicine in Cleveland and an affiliation with Children's Hospital of Michigan to better coordinate the health care services provided to the children of Southeastern Michigan. In 1995, he oversaw a merger with Horizon Health System, which became Henry Ford's osteopathic subsidiary.

In 1993, Henry Ford Health System received the Healthcare Forum and 3M Health Care 21st Century Innovators Award for its creative planning process aimed at enabling the System to meet the future health care delivery needs of its community. In 1994, the National Committee for Quality Health Care awarded Henry Ford the first National Quality Health Care Award for Health Care Integration.

He was featured as one of the five leading health care executives in the country by Business Week in March 1990, and in 1992, he received B'nai B'rith International's National Health Care Award. In 1993, Warden received the CEO Award from the American Hospital Association's Society for Healthcare Planning and Marketing for his innovation in strategic planning, responding to the changing environment and developing local collaborative agreements with other providers.

Warden also served as an adviser to President Bill Clinton's Health Care Delivery Task Force.



## Gail L. Warden

**Gail L. Warden** is President and Chief Executive Officer of Henry Ford Health System in Detroit, one of the nation's leading vertically integrated health care systems. He is an elected member of the Institute of Medicine of the National Academy of Sciences and serves on the Institute's Governing Council. He is a member of the Robert Wood Johnson Foundation Board of Trustees and is Vice Chairman of The Hospital Research and Educational Trust, slated to become its Chairman in 1998. He chairs the Department of Veterans Affairs Associated Health Professions Review Committee and is a member of the National Commission on Civic Renewal. He also is a member of the boards of Comerica Bank and Medicus Systems Corporation. In 1995, he was Chairman of the American Hospital Association Board of Trustees.

At Henry Ford Health System, Warden has spearheaded affiliations to optimize the health care services and insurance programs delivered to Detroit area residents. In 1994, the National Committee for Quality Health Care awarded Henry Ford the first National Quality Health Care Award for Health Care Integration. In 1993, Henry Ford received the Healthcare Forum and 3M Health Care 21st Century Innovators Award for its creative planning process. Also in 1993, Warden received the CEO Award from the American Hospital Association's Society for Healthcare Planning and Marketing.

Warden is a graduate of Dartmouth College and holds a master's degree in health care management from the University of Michigan.

---

---

Published Papers

Gail L. Warden

---

---

"Unit Managers Improve Patient Care," by Norman A. Brady, James J. Herman, Gail L. Warden, Hospital Management Journal, June 1966 (Received the Editorial Award for Outstanding Article on Patient Care)

"The Service Manager Program — Its Implications for Central Service," Hospital Topics, June 1968

"The Role of the Executive," Four Views of the Future, School of Public Health, University of Michigan, 1975

"Medical School Based Sharing — Rush-Presbyterian-St. Luke's Medical Center," by Gail L. Warden and Marie E. Sinioris, Health Care Management Review Journal, Spring 1976

"Board Self-Assessment: Changing the Governing Structure to Meet Changing Times," Trustee Magazine, March 1979

"Surgeons, Hospitals and Cost Containment," Journal of the American College of Surgeons, 1979

"Technology Information Needs in the Private Sector," The Urban Institute Working Paper, 1262-1, March 1979

"Systems Capacity Project, Evaluation of the Issues," International Hospital Journal, July 1979

"HMOs and Hospitals: What are the Options?" Hospitals, August 1979

"Cost Containment: An Overview," Whittaker Journal, April/May 1981

"Consumer Sponsored Prepaid Group Practice: Reconstructing the Health Care System," Health Matrix, Vol. II, No. 1, Spring 1984

"Evolutionary Steps in the Healthcare System," Gail Warden, Wanda Jones, (H.O.M., Inc.), April 1984

"My World and Welcome to It," Vital Speeches, December 15, 1984

"Creating a Future Through the Integration of Finance and Delivery," Thirteenth Annual Rev. John Flanagan, S.J. Lecture in Hospital Administration, March 19, 1986

"Access to Basic Health Care: A Promise Unfulfilled," by Gail L. Warden, Chair, Committee for Affordable Health Care — Washington Public Policy Notes, Vol. 14, No. 2, Institute for Public Policy and Management, University of Washington, Spring 1986

"A New Style of Leadership," Commentary on David Kinzer Article "Where is Hospital Leadership Coming From?" Frontiers of Health Services Management, Vol. 3, No. 2, November 1986

"Data in a Captivated Environment; Group Health Cooperative of Puget Sound," by Gail L. Warden and Michael E. Wagner — contribution to "Symposium on Data in a Captivated Environment," Health Care Financing Review, 1986 Annual Supplement, December 1986

Review on "The Politics of Management," Douglas Yates, Jr., Journal of Health Administration Education, Vol. 5, No. 2, Spring 1987

"Washington Example Shows How Cooperation Can Foster Indigent Care Solutions," article in AHA News, July 20, 1987

## **Published Papers, cont.**

Chapter — "Managed Care: Administering Emerging Comprehensive Care Systems," A Future of Consequences: The Manager's Role in Health Services, Editor: Gary Filerman, Ph.D. (published by AUPHA, 1989)

"Ask the Right Questions: Gail Warden on Quality," Trustee Magazine, July 1988

"Marketing and Public Relations, The Role of Health Promotion," HMO Practice, 1989

"Hospitals in the Twenty-First Century: An Evolutionary Portrait," Frontiers of Health Services Management, 1989

"The Evolution of Regional Health Care Systems: A Look Into the Future," by Gail L. Warden, Michigan Hospital Management, February 1990

"Key Success Factors Three: Management Leadership," by Gail L. Warden and Vinod K. Sahney, Ph.D., Pioneers in Health Care Quality, May 1991

"Quest for Quality and Productivity in Health Service: Managing through Quality Leadership," by Gail L. Warden and Vinod K. Sahney, Ph.D., Frontiers of Health Service Management, Summer 1991 (Received the American College of Healthcare Executives 1992 Dean Conley Award and the American Hospital Association Health Care Information Management Systems Society Best Technical Paper Award)

"Creating a Leverage for Sustained Growth," by Gail L. Warden and William R. Schramm, Healthcare Executive Briefings, Volume 4, No. 1, 1991

"Transforming Health Care Organizations Through Total Quality Management," by Gail L. Warden and Vinod K. Sahney, Ph.D., Michigan Hospitals, September 1991

"Health Care's Survival in the Information Age," by Gail L. Warden and Thomas F. McNulty, Computers in Healthcare, March 1992

Total Quality Management: The Health Care Pioneers, Gail L. Warden and Vinod K. Sahney, Ph.D., contributors to book by Mara Minerva Melum and Marie Kuchuris Sinioris, American Hospital Publishing Inc., April 1992

"Healthy People Live in a Healthy World," The Belmont Vision for Health Care in America; by Rick J. Carlson, Paul M. Ellwood, Amitai Etzioni, Willis B. Goldbeck, Bill Gradison, Kathryn E. Johnson, John Kitzhaber, C. Everett Koop, Donald R. Lee, Lawrence S. Lewin, Walter J. McNerney, Robert D. Ray, Trish Riley, Kurt L. Schmoke, Samuel O. Thier, Hugh H. Tilson, Reed V. Tuckson, Gail L. Warden; Institute for Alternative Futures; October 1992

The Journal of Health Administration Education: Postgraduate Management Development (Special Issues), guest editors Lawrence D. Prybil and Gail L. Warden, Vol. II, No. 2, Spring 1993

"The Role of CQI in the Strategic Planning Process," by Vinod K. Sahney, Ph.D., and Gail L. Warden, Quality Management in Health Care, Vol. 1, No. 4, Summer 1993

"QL Perspective: Building a Culture of Participation in a Vertically Integrated, Regional Health System," by Richard D. Wittrup, Vinod K. Sahney, Ph.D., and Gail L. Warden, Quality Letter for Healthcare Leaders, Vol. 5, No. 8, October, 1993

Aligning the Organization for Success: The Executive's Guide to Hoshin Planning, by Mara Minerva Melum and Casey Collett. Published by the American Hospital Association, 1994. Gail L. Warden wrote the Forward to this book.

**Published Papers, cont.**

"Perspectives: Strategic Leadership in Systems Reform," by Gail L. Warden. National Chronic Care Consortium, Vol. 5, No. 1, January-February, 1995

"QL Perspective: Using Quality Improvement as a System-Building Strategy," by Vinod K. Sahney, Ph.D., Richard D. Wittrup, and Gail L. Warden, The Quality Letter for Healthcare Leaders, Vol. 7, No. 6, July-August, 1995

"How Can We Repair Medicare?" by Gail L. Warden, Guest Editorial, Oakland County Medical Society, April, 1995

"Health Care Trends for Five and Twenty-Five Years," by Gail L. Warden, Guest Editorial, Michigan Health and Hospitals Association Magazine, May 1995

"Using Quality Improvement as a System Building Strategy," by Vinod K. Sahney, Ph.D., Richard D. Wittrup and Gail L. Warden. The Quality Letter for Healthcare Leaders, Vol. 7, No. 6, July-August 1995

"Integrated Health Systems and Delivery Networks: Reforming Health Care Delivery," Working Paper, October 26, 1996

Gail Warden Commentary on "Managing the Transition to Integrated Health Care Organizations" by John R. Griffith, Frontiers of Health Services Management, Summer 1996

"Chaotic, Shifting Relationships of Purchasers, Plans, And Providers," by Gail L. Warden, Health Affairs, Vol. 15, No. 4, Winter 1996

"The Board Chair, CEO, and Development Officer," by Gail L. Warden and R. Glen Smiley, The Nonprofit Handbook: Fund Raising, Second Edition, Copyright 1997

Gail Warden Interview for Hospitals & Health Networks, January 20, 1997

**ALAN REED WEIL****Home**

P6/b(6)

**Office**

1575 Sherman St., 10th Floor  
Denver, CO 80203  
voice: 303-866-2868  
fax: 303-866-2828  
internet: alan.weil@state.co.us

**Employment**

**Colorado Department of Health Care Policy and Financing, Denver, 1994 - present**  
**Executive Director.** Member of Governor's Cabinet. Responsible for the Medicaid and Medically Indigent programs, health data collection and analysis functions, health policy development, and health care reform. Manage a staff of 145 and a budget of \$1.6 billion with programs serving more than 400,000 Coloradans. Serve as chief health policy advisor to Governor Roy Romer.

**Office of the Governor, State of Colorado, Denver, 1992 - 1994**

**Health Policy Adviser.** Advised Governor Roy Romer on state and national policy matters related to health. Designed and managed a two-year study of a comprehensive health care reform proposal known as ColoradoCare, involving more than 150 volunteers and culminating in a feasibility report and thirty-two public hearings. Served as health care staff liaison to the National Governors' Association while Governor Romer was co-chairman of the Health Care Leadership Team and represented the Association on Mrs. Clinton's Health Care Task Force.

**Colorado Children's Campaign, Denver, 1991 - 1992**

**Program Director.** Prepared a report on the status of children. Analyzed the effects of state and private sector policies on children, with an emphasis on health care matters.

**Department of Medical Security, Commonwealth of Massachusetts, Boston, 1990 - 1991**

**Assistant General Counsel.** Developed policies and wrote detailed legislation and regulations for universal health care programs including small group health insurance reform and health insurance for the unemployed. Provided general legal and policy advice. Developed concept, performed systems analysis, designed and coded computerized calculation and tracking system for the Commonwealth's \$320 million hospital uncompensated care pool.

**Education**

**Harvard Law School, J.D. cum laude, 1989**

Editorial Staff, Civil Rights/Civil Liberties Law Review.

**Harvard University, John F. Kennedy School of Government, Master in Public Policy, 1989**  
Concentration in Human Services. Kennedy Fellow.

**University of California, Berkeley, B.A. with honors, 1984**

Double major in Economics and Political Science. Economics department valedictorian.

## ALAN REED WEIL

Page 2

Major Accomplishments

- Expanded Colorado Medicaid HMO program from 10,000 enrollees to 80,000 enrollees in eighteen months. HMO program includes 11,000 voluntarily enrolled people with disabilities.
- Served as lead Democratic staff in the development of the National Governors' Association 1996 policy on Medicaid reform and the 1994 policy in support of universal health insurance.
- Served as transition coordinator for creation of a new department of state government, bringing together programs from four different agencies and developing a new departmental infrastructure.
- Reorganized Medicaid program along functional lines, reducing hierarchical layers and creating a team-oriented environment.
- Developed a culture of excellence and innovation in a state agency with one of the lowest administrative staffing ratios among Medicaid programs in the nation.
- Implemented second-in-the-nation mandatory electronic claims submission system for Medicaid, such that 97% of Medicaid claims are now submitted electronically.
- Implemented innovative risk-adjustment system for setting Medicaid HMO rates.
- Completely redesigned Medicaid HMO contract to require greater plan accountability for quality.

Representative Presentations

- Testimony before the Subcommittee on Labor-Management Relations, Committee on Education and Labor, United States House of Representatives, 1993.
- National Academy of Sciences, Institute of Medicine, Rosenthal Lecture, 1994.
- National Association of Public Hospitals, Policy Conference, 1996.
- Medical Group Management Association, Legislation Conference, 1993.
- American Academy of Neurology, Annual Meeting, 1994.

Other

- Admitted to legal practice in Massachusetts and Colorado.
- Denver Business Journal, Who's Who in Health Care, 1993-96.
- Modern Healthcare, Up and Comers, 1996.
- Steering Committee, National Academy for State Health Policy.
- Member, National Health Lawyers' Association.
- Extensive computer programming, database system design, and PC software experience.

Curriculum Vitae

**SHELDON WEINHAUS**

Sheldon Weinhaus is a practicing lawyer. His primary practice is one of litigating in both trial and appellate courts, health benefit and disability claims of patients covered under employer provided group benefit plans. He is often consulted on claims and litigation issues by lawyers throughout the country on a pro bono basis. He has devised cutting edge claims processing and litigation strategies and theories to obtain judicial reversals of coverage denials for life saving and cutting edge medical procedures, such as double lung transplants and high dose chemotherapy.

He graduated from Washington University School of Law, St. Louis, 1957. Order of the Coif. Associate editor, Washington University Law Quarterly, 1956-57. Chairman, Fourth National Conference of Law Review Editors, 1957. Mr. Weinhaus served as Law Clerk to the Hon. Randolph H. Weber, United States District Judge, Eastern District of Missouri, 1957-58. Partner, Levin and Weinhaus, 1958-1991; Weinhaus and Dobson, 1991 - present.

Sheldon Weinhaus serves on the Board of Directors of the St. Louis chapter of the Crohn's and Colitis Foundation. He serves on the Executive Board of Directors of the Patient Advocate Foundation, a national organization headquartered in Alexandria, VA. He was on the Missouri Task Force for Breast Cancer Coverage, and legal counsel to the group, leading to state legislative enactment of mandatory insurance coverage of high dose chemotherapy for those with breast cancer. He was successful in then assuring Blue Cross of Missouri would voluntarily effectuate that legislation earlier than the mandated date and extend coverage of such treatment to other kinds of cancer as well.

Mr. Weinhaus has been asked by members of the Experimental Treatment Procedures Committee of the National Association of Insurance Commissioners to address them on the subject of mandatory and discriminatory coverages under the Americans with Disabilities Act, and has given guidance and critiques on committee proposals.

Mr. Weinhaus is a member of the Bar Association of Metropolitan St. Louis, the Missouri and Arizona Bars, and is a member of the American Bar Association, National Employment Lawyers Association (NELA) and National Health Lawyers Association (NHLA). He is an active member of the Employment Benefits Committee of the Labor and Employment Law Section of the ABA, serves on the ABA Joint Committee on

Curriculum Vitae - continued

Employee Benefits and is Co-Chair of the ERISA Committee of NELA. He is a member of the Employee Benefits and Hospital Law committees of the Missouri Bar.

Mr. Weinhaus participates in the presentation of various programs on health benefits and claims procedures for various health groups, such as the Leukemia Society of American (in conjunction with programs sponsored by the National Heart, Lung and Blood Institute of the NIH), the Marfan Foundation, the Crohn's and Colitis Foundation of St. Louis, and various cancer groups. He often presents topics on ERISA health insurance benefit claims for national professional organizations and for his local and state bars and for the University of Missouri Law School's Continuing Legal Education program, and has presented papers on various ERISA issues and litigation strategies under the aegis of (1) the American Society of Law, Medicine and Ethics (2) the National Employment Lawyer's Association, (3) the American Bar Association, and (4) the National Health Lawyers Association.



# Oxford Health Plans

800 Connecticut Avenue • Norwalk, CT 06854 • 203-851-2255 • 800-444-6222

STEPHEN F. WIGGINS  
Chairman and  
Chief Executive Officer

## **Biography - Stephen F. Wiggins**

Stephen F. Wiggins is the founder, chairman and chief executive officer of Oxford Health Plans, Inc. Oxford owns and operates health maintenance organizations and insurance companies in New York, New Jersey, Pennsylvania, New Hampshire and Connecticut. The Company's products include traditional HMOs, point-of-service plans, self-funded managed care plans, a dental program, a Medicare program and a Medicaid program. The company began operations in January of 1987. Revenues for 1996 are expected to exceed \$3 billion.

Mr. Wiggins is a Minnesota native and received a BA from Macalester College in St. Paul, Minnesota and an MBA from Harvard University. In 1976, he began his health care career as an Assistant to the President and Executive Vice President of Health Central, Inc., a multi-unit hospital corporation that owns and operates hospitals in the midwest. He left Health Central to form Accessible Space, Inc. a non-profit health care company which develops and operates long-term care facilities for the severely handicapped and brain injured. Mr. Wiggins founded A.S.I. in 1979 and has served as the executive director or Board Member ever since. Accessible Space has grown to over 37 residential facilities located in fourteen states in the upper-midwest.

Mr. Wiggins is also the founder and original developer of Grasslands Housing, Inc., Osborne Apartments, and St. Marys Senior Housing, Inc., all non-profit organizations which own and operate congregate housing for the handicapped or elderly.

Prior to establishing Oxford, Mr. Wiggins was involved in health care investments for two New York City venture capital firms.

# Withdrawal/Redaction Marker

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. list	Candidates for Federal Advisory Commission on Consumer Protection and Quality in Health Care (2 pages)	10/4/96	P2

**This marker identifies the original location of the withdrawn item listed above.  
For a complete list of items withdrawn from this folder, see the  
Withdrawal/Redaction Sheet at the front of the folder.**

---

**COLLECTION:**

Clinton Presidential Records  
 Domestic Policy Council  
 Chris Jennings (Subject File)  
 OA/Box Number: 23744

---

**FOLDER TITLE:**

Quality Commission-Appointees' Background [1]

gf49

---

**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]

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]

- 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.

# Withdrawal/Redaction Marker

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
004. list	Nominations to Serve on the Advisory Commission on Consumer Protection and Quality in the Health Care Industry (as of November 4, 1996) (5 pages)	11/4/96	P2

**This marker identifies the original location of the withdrawn item listed above.  
For a complete list of items withdrawn from this folder, see the  
Withdrawal/Redaction Sheet at the front of the folder.**

### COLLECTION:

Clinton Presidential Records  
Domestic Policy Council  
Chris Jennings (Subject File)  
OA/Box Number: 23744

### FOLDER TITLE:

Quality Commission-Appointees' Background [1]

gf49

### 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]

James T. Parker  
Vice President  
External Relations and  
Corporate Marketing

NO. 007536 P. 2/4  
Anthem, Inc.  
120 Monument Circle  
Indianapolis, IN 46204-4903  
Tel 317 488-6959  
Fax 317 488-6306  
E-mail: jim\_parker@aici.com

**Anthem**

January 23, 1996

Mr. Jeff Richetti  
BlueCross BlueShield Association  
1310 G Street, NW  
Washington, DC 20005

Mr. John Troy  
Health Insurance Association of America  
555 13th Street, NW  
Suite 600E  
Washington, DC 20004

Dear Gentlemen:

Thank you for your consideration of Ben Lytle as a nominee to the Advisory Commission on Consumer Protection and Quality in the Health Care Industry. Separately, I am faxing each of you a copy of Mr. Lytle's resume.

In discussions with both of you, we discussed the need to raise any issues that may have a bearing on his nomination. I hope that the following narrative will give you a better understanding of Anthem's history, current status and future plans, as well as make you aware of any issues that may precipitate questions.

Ben Lytle is the President & CEO of Anthem, Inc., and Indianapolis-based insurance services company. Anthem, Inc. is known throughout the midwestern states of Indiana, Ohio and Kentucky as the provider of Blue Cross and Blue Shield health insurance products in those states. The company is the largest Blue Cross and Blue Shield company in the United States and one of the largest health care management companies in the country.

During 1996, Anthem announced plans to expand the number of Americans to whom it offers Blue Cross and Blue Shield coverage by merging with the Blue Cross and Blue Shield plans in New Jersey, Delaware and Connecticut. When these mergers are complete, Anthem will become one of the five largest health care management companies in the United States.

Anthem's objective is to combine the strength and heritage of the Blue Cross and Blue Shield tradition with a commitment to providing quality health care services to its customers. Its commitment and focus on the delivery of quality health care has been demonstrated through its pursuit of NCQA accreditation in every market in which it operates. The company has achieved full, three-year accreditation in Ohio, one-year accreditation in Indiana, and is applying for accreditation in Kentucky.

In addition, the company has been recognized nationally for its health care quality programs. Most recently, it was nationally recognized for its coronary services program. This program has fulfilled the promise of our quality mission by reduced the mortality rates for Anthem members in need of coronary services while reducing the total amount spent on these services.

### **Corporate Structure**

As you know, the health care environment is changing daily. With these changes, many organizations are considering changes to the corporate structure. I hope that the following information will clearly describe Anthem's current structure. The parent organization, Anthem Insurance Companies Incorporated, d.b.a. Anthem, Inc., is, and always has been, an Indiana-domiciled mutual property casualty insurer. It is operated for the benefit of its policyholders and, if liquidated, its assets would be the property of its members.

In 1993, Anthem merged with the Kentucky Blue Cross and Blue Shield plan; a similar merger occurred with Community Mutual Blue Cross and Blue Shield, headquartered in Cincinnati, in 1995. Each of these merger partners were mutual insurance companies, operated for the benefit of their policyholders, at the time of their mergers with Anthem. Today, these entities operate as wholly-owned subsidiaries of Anthem, Inc., and are operated for the benefit of the members of Anthem, Inc.

Each of these entities (Anthem, Inc., the former Kentucky plan and the former Community Mutual plan) were tax paying entities at the state and federal level at the time of merger. Since its formation in 1944, Anthem, Inc. and its predecessor companies have not enjoyed the luxury of any state tax exemptions, and has been subject to federal taxation since 1996.

Recently, the Attorney Generals of Ohio and Kentucky have suggested that the former Kentucky and Ohio entities may be required to surrender assets that were acquired at a time in their corporate histories when they enjoyed certain tax advantages. Anthem believes that any obligations of these former entities have already been satisfied, and is continuing to discuss this issue with these Attorneys General.

It is also important to know the current corporate forms of each of Anthem's announced merger partners. Anthem's proposed merger with New Jersey Blue Cross was announced in May, 1996. Immediately prior to that announcement, New Jersey Blue Cross announced its intent to purchase Delaware Blue Cross and Blue Shield. New Jersey Blue

Cross and Blue Shield is currently a nonprofit health services corporation. As a precursor to its merger with Anthem, it has submitted an application with the state of New Jersey to convert to a mutual insurance company. The state of New Jersey is currently considering this request.

Anthem's proposed merger with Connecticut Blue Cross and Blue Shield was announced in October, 1996. Connecticut Blue Cross is a mutual insurance company, operated for the benefit of its policyholders. This proposal is now under review by the state of Connecticut.

Anthem, Inc. also owns a number of health and insurance-related subsidiary companies. These include Anthem Prescription Management, a pharmacy benefit management company; Anthem Casualty, a property casualty insurer; American Health Network, a primary care physician organization; and SpecialMed, a specialty physician organization.

In addition, Anthem is the majority shareholder in Acordia, an insurance brokerage company. Acordia is a publicly traded company (NASDAQ). Anthem created Acordia in 1989 to be the primary distributor of its health insurance and related products and services. Extremely customer focused, Acordia has grown to become, today, the 7th largest insurance broker in the world.

There are two principle advantages to Anthem's relationship to and ownership interest in Acordia. The first is the immediate and direct feedback from the customer that Acordia provides the insurance company. As a result, Anthem is able to gauge and respond to changing customer needs and preferences extremely quickly. Second, as Acordia has grown and expanded, its market value has increased significantly. The value of Anthem's shares of Acordia stock have improved the company's financial position and given it the financial ability to make investments that otherwise would have been financed through premium contributions or regular earnings.

#### **Regulatory Issues**

Anthem has enjoyed positive, productive relationships with its regulator(s) throughout its history. The company believes that a collaborative approach to problem solving is in the best long-term interest of the company and its industry. However, the company has, from time, been faced with difficult regulatory environments. Anthem faces such a situation today in the state of Kentucky.

As a result of a series of health care reforms enacted by the Kentucky legislature during the past three years, the degree of competition within the Kentucky market has significantly eroded. Today, Anthem is the only private insurer offering health insurance products in the individual market in Kentucky. In addition, the company has found it difficult to obtain premiums for its products that will allow it to eliminate its current losses.

At a public rate hearing last fall, the Kentucky Attorney General, Ben Chandler, acting as a representative of consumers, asked Anthem to publicly divulge competitively sensitive information. Anthem released all information requested by the Attorney General for private review, but has contested its public release. This issue has been moved to the Kentucky Supreme Court for final adjudication.

You should also know that the former Kentucky Blue Cross and Community Mutual Blue Cross plans have been the subject of litigation challenging the way these companies once determined member copayment amounts. The case involving the former Kentucky plan has been settled, and a settlement involving the former Community Mutual plan is before the court. It is important to note that Anthem and its predecessor companies have always adjudicated member copayments and deductibles in accordance with state regulations governing their adjudication. Settlements in these cases were deemed to be preferable to a protracted course of litigation.

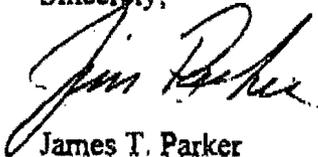
#### **Media Issues**

Like all managed care organizations, Anthem has been the subject of occasional press attention related to the management of member care. One such case received press attention in Cincinnati three years ago and involved a Cincinnati firefighter who had cancer. The member requested an experimental bone marrow transplant. The procedure was denied by a team of medical experts who concluded that the procedure itself would endanger the life of the patient. Sadly, the position of the expert team was confirmed when the firefighter received the transplant through alternative financing and passed away shortly thereafter.

Anthem also came under scrutiny as a result of an incident involving a woman who received an early discharge from a hospital following a normal delivery. In the case in question, the woman's physician and hospital made a determination that the woman should be discharged from the hospital; Anthem did not impose any requirement that would have forced the woman to leave on a particular schedule. Subsequently, Anthem has supported the passage of "48 hour delivery" proposals before the Congress and state legislatures.

I hope that this information is helpful in defusing any concerns that may be raised regarding Ben Lytle's nomination; if I can answer any other questions or be of additional help, please let me know.

Sincerely,



James T. Parker  
Vice President,  
External Relations &  
Corporate Marketing

## L. Ben Lytle

L. Ben Lytle is president and CEO of Anthem, Inc. Since taking the helm as CEO in 1989, Lytle has steered Anthem from a one-state company with a billion in revenue to a position as one of the five largest health care management companies in the United States. Before joining Anthem's predecessor company in 1976, he held positions with LTV Aerospace, Associates Corp. of North America, and American Fletcher National Bank.

Mr. Lytle serves on numerous corporate boards of directors, including IPALCO Enterprises, a publicly-traded energy company; CID Equiry Partners, a venture capital firm; Banc One Indianapolis, NA; and Duke REIT, a publicly-traded real estate investment firm. He also chairs the Indianapolis Corporate Community Council and serves on the Boards of the Indianapolis Symphony Orchestra and Museum of Art.

Anthem, Inc. is a *Fortune 500* health care management company based in Indianapolis. The company sells health and life insurance and managed care products in 50 states and is the Blue Cross and Blue Shield licensee for Indiana, Ohio, and Kentucky. Anthem recently announced plans to merge the Blue Cross and Blue Shield companies of New Jersey, Connecticut, and Delaware into Anthem.

Anthem's products include: managed care, indemnity, and integrated health care networks; workers' compensation; life insurance, and government program administration. Anthem's consolidated revenues have grown from \$1 billion in 1989, to a projected \$12.5 billion including the New Jersey, Connecticut, and Delaware Blue Cross and Blue Shield mergers.

Mr. Lytle's innovative strategies and commitment to change has been recognized by management experts across the country and was cited by Tom Peters in his book "Liberation Management," and in several periodicals. He is a frequent guest lecturer on health care and strategic planning, and has provided testimony to Congress and State Legislatures on health care reform.

Mr. Lytle is a graduate of East Texas State University and the Indiana University School of Law. He is an avid reader and on weekends is often found jogging, water skiing, or playing with his two-year old grandson, Zachary. He and his wife, Karen, travel extensively with their two sons and daughter.