

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. resume	Resume - Donald Mark Berwick, M.D. Social Security number redacted (1 page)	nd	P6/b(6)

COLLECTION:

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

FOLDER TITLE:

Quality Commission- Appointees Background [5]

gf53

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]



Digital Equipment Corporation
111 Powdermill Road
(MSO2-1/D2)
Maynard, Massachusetts
01754-1499

fax

To Sarah Bianchi

Fax 202-456-5557 Phone _____

From Kathleen Angel

Vice President, Worldwide Benefits and Work/Life Solutions

Total pages including cover 4 Fax (508) 493-9193, (DTN) 223-9193

Phone (508) 493-9195 DTN 223-9195

Internet address _____

Subject Ms Bianchi

Dr. Mary Jane England asked me to forward biographical information to you. Attached is a short Bio and a full resume.

Regards

Kathleen Angel

P.S. The resume is slightly out of date. I have joined the NCAA Board since it was drafted.

If you have any problems receiving this fax, please call

Phone (508) 493-9185 DTN 223-9185

Business Group on Health and the National Committee for Quality Assurance. She also serves on the Institute of Medicine's National Roundtable on Health Care Quality and on the Steering Committee for the Affiliated Health Information Networks of New England.

3/12/97

Kathleen O. Angel

P6/b(6)

• Business: (508) 493 9195 • Home: P6/b(6)

SUMMARY

A Human Resources Executive with an extraordinary range of experience in domestic and international benefits. An accomplished innovator in benefits who has recognized as a leading health care expert, who has demonstrated the ability to energize other to meet the new challenges of continuing government legislation, changes in work force demographics, intense global competition, and radical new technologies.

SKILLS

OPERATIONS - Over 20 years in health care as a proven leader in restructuring or replacing health care delivery systems to strengthen service and improve the cost structure.

FINANCIAL - A unique background in actuarial work and underwriting provide a strong capability to forecast and link benefits design and cost structure to the strategic business plan.

ORGANIZATION - Consistent record of reengineering, using a departmental business plan.

CONSULTING - Widely considered as an expert consultant coupling in-depth knowledge with intense research and preparation to make logical and pragmatic arguments for necessary changes, while also having built the collaborative relationships necessary for success.

MARKETING - Proven ability to monitor and anticipate the changes in the benefits marketplace in order to redirect plan design or pricing, inform and build consensus among management, and communicate changes effectively to employees.

EMPLOYER

DIGITAL EQUIPMENT CORPORATION, Maynard, MA

A leading multi-national computer company with revenues in excess of \$14 Billion and 60,000 employees worldwide

1987 to Present

Vice President Worldwide Benefits and Worklife Solutions

MISSION - To execute worldwide strategic planning, communication and administration of the company's benefit plans and Worklife Balance Programs to deliver them in the most cost effective manner and enhance productivity through high quality plans. *Responsible for an annual budget of over \$500 Million.*

OPERATIONS:

- *Responsible for development of a leading edge approach to managed care negotiating, the first such arrangements with New England HMOs.*
- *Initiated active management of HMOs by developing a set of performance standards based on the principle of total quality management.*
- *Outsourced Benefits Administration to enhance productivity*
- *Redesigned company's DB retirement plan to a Cash Balance plan and implemented Digital's first 401K match*

FINANCIAL:

- *Successfully implemented a nationwide managed care strategy which resulted in a savings of over \$20 Million annually.*

ORGANIZATION:

- *Established a worldwide resource network, business plan and processes for benefits management.*
- *Reengineered internal processes within the US Benefits staff of 25 employees focusing on automation, measurement, and, where appropriate, outsourcing to enhance the department's efficiency.*

CONSULTING:

- *Led strategic redesign and implementation of the company's health care, life, disability and retirement benefits program.*
- *Key player in development of HMO Data Information Set which established the standards for a National Health Care Report Card.*
- *Chaired the Washington Business Group On Health Committee On Organized Systems of Care, creating a nationally recognized vision for the health care delivery systems of the future.*

MARKETING:	<ul style="list-style-type: none"> • <i>An in-demand speaker nationally at meetings and conferences on issues relating to health care management, data analysis and national health care reform. During such engagements, promoted Digital's point of view and, as appropriate, its products.</i> <p>PROFESSIONAL GAIN – Increased scope of exposure to benefits, and the ability to have a national impact on innovations in benefits and Worklife Balance Programs.</p>
EMPLOYER	THE NEW ENGLAND , Boston, MA A major national insurance and financial services company.
1982 to 1987	Assistant Vice President/National Accounts and Product Development MISSION – Initiate a national accounts marketing team to support the needs of major group insurance clients, liaison between underwriters, actuaries and sales staff to design new products, prepare and present quotes for business, and manage account relationships.
FINANCIAL:	<ul style="list-style-type: none"> • <i>Prepared actuarial analyses for annual dividend scale.</i> • <i>Acted as actuarial support for underwriters on financial analysis of large accounts.</i> • <i>Coordinated activities resulting in sales of several multi-million dollar accounts.</i>
ORGANIZATION:	<ul style="list-style-type: none"> • <i>Established a national accounts marketing team, developed marketing materials and processes in support of the company's business plan to enter the large case market.</i>
CONSULTING:	<ul style="list-style-type: none"> • <i>Designed new and creative product portfolios and pricing information for all size accounts.</i> • <i>Consulted on site with major customers on benefits design and administrative processes to retain their business.</i> <p>PROFESSIONAL GAIN Greatly enhanced financial, analytical skills, and development of the ability to coordinate activities over departmental lines to achieve common goals.</p>
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EDUCATION	B.A. DEGREE, NEWTON COLLEGE OF THE SACRED HEART, NEWTON, MA
PROFESSIONAL ASSOCIATIONS	<ul style="list-style-type: none"> – <i>Board of Directors, Washington Business Group on Health</i> – <i>Board of Directors, Institute of Medicine National Roundtable on the Health Care Quality</i> – <i>Committee Member, Affiliated Health Information Networks of New England</i>



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

FAX TRANSMISSION

To: Sara Bianchi

Fax: 456-5557

From: Sheri for Dr. England

Pages (including cover): 3 Date: 3-28-97

Comments: Please see the attached letter & bios. Please call if any questions.

Thank you.

MARK YOUR CALENDAR!!

**Eleventh Annual National Disability Management
Conference & Exhibit**

OCTOBER 8-10, 1997

JW MARRIOTT HOTEL

WASHINGTON, DC

Health Agenda '98

MARCH 4-6, 1998

LOWES L'ENFANT PLAZA HOTEL

WASHINGTON, DC

THE WASHINGTON BUSINESS GROUP ON HEALTH (WBGH) IS THE ONLY NATIONAL NONPROFIT ORGANIZATION DEDICATED EXCLUSIVELY TO THE ANALYSIS OF HEALTH POLICY AND RELATED WORKSITE ISSUES FROM THE PERSPECTIVE OF LARGE EMPLOYERS. WBGH MEMBERS, TYPICALLY FORTUNE 500 AND LARGE PUBLIC SECTOR EMPLOYERS, INCLUDE THE NATION'S MOST INNOVATIVE HEALTH CARE PURCHASERS WHO PROVIDE HEALTH COVERAGE FOR MORE THAN 39 MILLION U.S. WORKERS, RETIREES AND THEIR FAMILIES.

WASHINGTON BUSINESS GROUP ON HEALTH

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202.408.9320 • Fax 202.408.9332

Mary Jane England, M.D., President



March 28, 1997

Sara Bianchi c/o
Christopher C. Jennings
Deputy Assistant to the President for Health Policy
216 Old Executive Office Building
Washington, D.C. 20502

Dear Sara:

Please express my thanks to Chris for the prompt response to my letter expressing the Washington Business Group on Health's concerns regarding the composition of the Advisory Commission on Consumer Protection and Quality. As per our conversation, I would like to recommend two individuals representing large employers:

Kathleen O. Angel
Vice President, World Wide Benefits
& Worklife Solutions
Digital Equipment Corporation
111 Powdermill Road (MS02-1/D2)
Maynard, MA 10754
(508) 493-9195

David E. Scherb
Vice President, Compensation, Benefits
& Workers Compensation
Pepsico, Inc.
700 Anderson Hill Road
Purchase, NY 10577
(914) 253-2667

I have enclosed a brief bio for each of the aforementioned individuals. WBGH feels these candidates are strong leaders in health care purchasing for their employees. If these recommendations are appropriate, we will be pleased to facilitate the necessary paperwork to assist with approval process.

Again, thanks to Chris and yourself for the opportunity to recommend these individuals for consideration. Please feel free to call with any other questions or requests.

Sincerely,

Mary Jane England, M.D.

David E. Scherb is Vice President of Compensation, Benefits & Workers' Compensation for PepsiCo, Inc., a diversified consumer products company with about 500,000 employees worldwide, and sales in excess of \$30 billion. His hands-on experience managing compensation and health care plans spans over 20 years. During his tenure with PepsiCo, Mr. Scherb has developed a reputation within the company and nationally, as an innovator, particularly in the area of health care plan design and cost management. His active participation in the Health Care Reform debate led to frequent speaking engagements including testimony before the House Ways and Means Committee and Senate Finance Committee. Mr. Scherb's contributions in the Compensation field include the implementation of SharePower, PepsiCo's ground breaking stock option program for all full-time employees worldwide.

Currently, Mr. Scherb serves as Chairman of the Board of the Washington Business Group on Health. He is also on the Board of the C. Everett Koop Health Project, is a member of the Health Care Subcommittee of the U.S. Chamber of Commerce, and has been an active participant in reform deliberations of the Business Round Table Task Force and the Jackson Hole Group. Mr. Scherb serves on the Advisory Board of The American Compensation Association, various health care and compensation publications, is a member of the Conference Board's Executive Compensation Council, and the past Chairman of the Conference Board's Benefit Council. He has also served as Chairman of the Corporate Board of the International Foundation of Employee Benefits, as Trustee of the Council of Employee Benefits, and Board Chairman of the Winston-Salem Health Plan. Prior to joining PepsiCo, he held executive positions with R.J.R. Nabisco and the Metropolitan Life Insurance Company.

Kathleen Angel has over twenty-five years experience in the field of health care benefits. Her work in the insurance industry prior to joining Digital in 1987 encompassed assignments in underwriting, actuarial, national account sales and marketing, and product development. In her capacity as Vice President for Digital, Ms. Angel is responsible for Benefit and Work Life Programs covering 58,000 active employees plus their families worldwide. Ms. Angel, representing Digital, has taken a leadership position in the development of quality measures for health care, including HEDIS, the MHCA outcomes research study, and Digital's HMO Performance Standards. Ms. Angel is a member of the Board of Directors of the Washington Business Group on Health and the National Committee for Quality Assurance. She also serves on the Institute of Medicine's National Roundtable on Health Care Quality and on the Steering Committee for the Affiliated Health Information Networks of New England.

BIOGRAPHICAL SUMMARY**KATHLEEN ANGEL**

Vice President Worldwide Benefits and Work Life Solutions

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Maynard, Massachusetts

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Consumer Prot + Quality
in the Health Care Industry

Chris

Jennings

5. here are (3) Bio you don't
have and (1) update ^{on} MacDonald
Maroda

DAVID H. HOAG

- CHAIRMAN AND CEO, THE LTV CORPORATION (SINCE 1991)

- HOME ADDRESS:

P6/b(6)

- OFFICE ADDRESS:

25 WEST PROSPECT AVENUE
CLEVELAND, OH 44115
(216) 622-5300

- BIRTH DATE:

P6/b(6)

- MARRIED: PRISCILLA (BOOTH) HOAG (SINCE 1962)

CHILDREN: CYNTHIA O'DONNELL (MARRIED - 1 CHILD) - WOOSTER, OH
ELIZABETH WOLF (MARRIED) - W. MANSFIELD, OH
DAVID E. HOAG (MARRIED) - WOOSTER, OH

ONE DAUGHTER (CYNTHIA) IS VICE PRESIDENT OF A BANK;
ELIZABETH IS A VETERINARIAN; DAVID IS THE OWNER OF A RETAIL
BUSINESS.

- GRADUATED ALLEGHENY COLLEGE, MEADVILLE, PENNSYLVANIA - B.A.
EXECUTIVE COURSES AT COLUMBIA UNIVERSITY

- HOBBIES: GOLF, GARDENING, TENNIS

- EMPLOYED BY LTV AND ITS PREDECESSOR COMPANIES SINCE 1960.
CAME UP THROUGH THE SALES/MARKETING DISCIPLINE.

- OTHER CLUB MEMBERSHIPS:

DOUBLE EAGLE GOLF CLUB (COLUMBUS, OH)
PEPPER PIKE GOLF CLUB (CLEVELAND, OH)
THE COUNTRY CLUB (CLEVELAND, OH)
LAUREL VALLEY GOLF CLUB (LIGONIER, PA)
ROLLING ROCK CLUB (LIGONIER, PA)
OLD BALDY CLUB (SARATOGA, WYOMING)
DUQUESNE CLUB (PITTSBURGH, PA)
UNION CLUB (CLEVELAND, OH)

- OTHER ACTIVITIES:

ALLEGHENY COLLEGE, MEADVILLE, PA (CHAIRMAN-BOARD OF TRUSTEES)
CLEVELAND TOMORROW, CLEVELAND, OH (CHAIRMAN-BOARD OF TRUSTEES)
LUBRIZOL CORP., CLEVELAND, OH (BOARD OF DIRECTORS)
CHUBB CORPORATION, WARREN, NJ (BOARD OF DIRECTORS)
KARRINGTON HEALTH, INC., COLUMBUS, OH (BOARD OF DIRECTORS)
FEDERAL RESERVE BANK OF CLEVELAND, OH (BOARD OF DIRECTORS)
AMERICAN IRON AND STEEL INSTITUTE (MEMBER - PAST CHAIRMAN)
INTERNATIONAL IRON AND STEEL INSTITUTE (MEMBER)
GARFIELD METHODIST CHURCH, PEPPER PIKE, OH (MEMBER)

DAVID H. HOAG BIOGRAPHY

DAVID H. HOAG IS CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER OF THE LTV CORPORATION. HE WAS ELECTED TO HIS CURRENT POSITION OF CHAIRMAN AND CEO IN JUNE 1991 AND IS CREDITED WITH LEADING LTV CORPORATION'S SUCCESSFUL REORGANIZATION, WHICH WAS COMPLETED IN JUNE, 1993. HE ALSO DIRECTED THE RESTRUCTURING AND MODERNIZING OF LTV'S STEEL OPERATIONS. UNDER HIS LEADERSHIP, LTV STEEL FOCUSED ITS RESOURCES ON HIGH-QUALITY, VALUE-ADDED FLAT ROLLED STEEL PRODUCTS, AND GAINED A REPUTATION FOR EXCELLENT QUALITY AND CUSTOMER SERVICE.

MR. HOAG, A NATIVE OF PITTSBURGH, IS A 1960 GRADUATE OF ALLEGHENY COLLEGE, MEADVILLE, PENNSYLVANIA. FOLLOWING HIS GRADUATION FROM ALLEGHENY COLLEGE, MR. HOAG JOINED JONES & LAUGHLIN STEEL AS A TRAINEE IN THE COMPANY'S SALES DEPARTMENT.

IN 1977, MR. HOAG WAS NAMED J&L'S VICE PRESIDENT OF MARKETING SERVICES, AND IN 1978 WAS APPOINTED VICE PRESIDENT OF SALES WHEN J&L'S STEEL OPERATIONS WERE MERGED WITH THOSE OF YOUNGSTOWN SHEET AND TUBE COMPANY. FROM 1979 TO 1982, MR. HOAG WAS PRESIDENT OF J&L'S STEEL-EASTERN DIVISION. IN THIS POSITION HE WAS RESPONSIBLE FOR THE FULLY INTEGRATED STEEL PRODUCING OPERATIONS IN PITTSBURGH AND ALIQUIPPA, PENNSYLVANIA. HE ALSO WAS RESPONSIBLE FOR COLD FINISHED BAR PLANTS IN INDIANA, CONNECTICUT, NEW JERSEY, KANSAS, IOWA, MISSISSIPPI AND OHIO.

MR. HOAG BECAME EXECUTIVE VICE PRESIDENT OF J&L IN 1983. IN 1985 HE WAS NAMED PRESIDENT AND CHIEF EXECUTIVE OFFICER OF LTV STEEL, WHICH HAD BEEN FORMED BY THE 1984 MERGER OF THE LTV CORPORATION AND REPUBLIC STEEL CORPORATION. IN 1986, MR. HOAG WAS APPOINTED LTV CORPORATION EXECUTIVE VICE PRESIDENT-STEEL, AND WAS ELECTED A DIRECTOR OF THE CORPORATION.

HE SERVES ON THE BOARDS OF DIRECTORS OF THE LUBRIZOL CORPORATION, THE CHUBB CORPORATION, KARRINGTON HEALTH, INC., FEDERAL RESERVE BANK OF CLEVELAND, CLEVELAND TOMORROW, AND THE AMERICAN IRON AND STEEL INSTITUTE IN WASHINGTON, D.C. HE IS CHAIRMAN OF THE BOARD OF TRUSTEES OF ALLEGHENY COLLEGE AND CLEVELAND TOMORROW.

MR. HOAG HAS BEEN NAMED THE RECIPIENT OF THE BUSINESS STATESMAN OF THE YEAR AWARD FOR 1994 BY THE HARVARD BUSINESS SCHOOL CLUB OF CLEVELAND. THE AWARD HAS BEEN PRESENTED ANNUALLY FOR 35 YEARS TO A CLEVELAND-AREA CHIEF EXECUTIVE OFFICER WHO COMBINES EXCELLENCE IN BUSINESS MANAGEMENT WITH CIVIC INVOLVEMENT.

THE AMERICAN INSTITUTE OF MINING, METALLURGICAL, AND PETROLEUM ENGINEERS (AIME) HONORED DAVID H. HOAG WITH THE BENJAMIN F. FAIRLESS AWARD. PRESENTATION OF THE AWARD TOOK PLACE AT THE 123RD AIME ANNUAL BANQUET HELD IN CHICAGO ON MARCH 21, 1994. THE BENJAMIN F. FAIRLESS AWARD IS GIVEN IN RECOGNITION OF DISTINGUISHED ACHIEVEMENT IN IRON AND STEEL PRODUCTION AND FERROUS METALLURGY. THE AIME AWARD COMMITTEE PRESENTED MR. HOAG WITH THE AWARD IN "RECOGNITION OF HIS LEADERSHIP IN RESTRUCTURING A MAJOR PORTION OF THE INTEGRATED STEEL INDUSTRY IN THE UNITED STATES, HIS STRONG COMMITMENT TO FACILITY MODERNIZATION, AND HIS DEDICATION TO THE ACHIEVEMENT OF WORLD CLASS QUALITY."

MR. HOAG WAS HONORED BY THE AMERICAN IRON AND STEEL INSTITUTE BY PRESENTING HIM THEIR HIGHEST AWARD, THE GARY MEMORIAL MEDAL FOR 1995, FOR HIS ACHIEVEMENTS IN THE IRON AND STEEL INDUSTRY AT THEIR GENERAL MEETING IN CHICAGO IN MAY OF 1995.

MOST RECENTLY, MR. HOAG WAS HONORED BY THE OHIO CANCER RESEARCH ASSOCIATES AT A DINNER AT THE CLEVELAND MARRIOTT SOCIETY CENTER ON AUGUST 25, 1995 AND ON SEPTEMBER 14, 1995, HE RECEIVED THE TORCH OF LIBERTY AWARD OF THE ANTI-DEFAMATION LEAGUE OF B'NAI B'RITH AT A DINNER HELD IN HIS HONOR AT STOUFFER RENAISSANCE CLEVELAND HOTEL.

THE LTV CORPORATION IS A MAJOR AMERICAN INDUSTRIAL COMPANY. LTV STEEL, A SUBSIDIARY, IS THE NATION'S THIRD LARGEST STEELMAKER AND A LEADER IN THE PRODUCTION OF HIGH-QUALITY ENGINEERED STEEL PRODUCTS FOR DEMANDING APPLICATIONS.

#####

10/1/95

BIOGRAPHICAL SKETCH

RISA LAVIZZO-MOUREY, M.D., M.B.A.

Dr. Risa Lavizzo-Mourey is the Director of the Institute on Aging, Chief of the Division of Geriatric Medicine, Associate Executive Vice President for Health Policy and the Sylvan Eisman Associate Professor of Medicine and Health Care Systems at the University of Pennsylvania.

From 1992-1994, Dr. Lavizzo-Mourey was the Deputy Administrator of the Agency for Health Care Policy and Research within the Department of Health and Human Services. There she oversaw an annual budget of \$150 million, lead the AHCPR's expanded efforts in HIV/AIDS research and research involving minority populations and initiated a new funding program for young investigators.

Under the Clinton administration Dr. Lavizzo-Mourey was a member of the White House Health Care Policy team, including the White House Task Force on Health Care Reform where she co-chaired the working group on Quality of Care. At the conclusion of the Task Force, she was one of twenty chosen to write President Clinton's Health Security Act. As a spokesperson for the White House on health policy, she was frequently called upon to explain and analyze the Health Security Act. Dr. Lavizzo-Mourey has made numerous local and national radio and television appearances including the McNeil-Lehrer News Hour and CNN Nightly News. Throughout the Health Care Reform debate, Dr. Lavizzo-Mourey assisted Senators Kennedy, Simon and Moseley-Braun, as well as Representatives Bradley, Reed, Stokes, Ford, Cooper, Wynn and Holmes-Norton. Since leaving government service she has served as a consultant to the White House on issues of health policy.

Dr. Lavizzo-Mourey's research is at the interface of geriatric medicine and health policy, focusing specifically on disease and disability prevention as well as health care issues among persons of color. Dr. Lavizzo-Mourey's widely published in journals such as Health Affairs, The Annals of Internal Medicine, and Journals of Gerontology.

Dr. Lavizzo-Mourey has served on numerous Federal advisory committees including the Task Force on Aging Research, the Office of Technology Assessment Panel on Preventive Services for Medicare Beneficiaries, the Institute of Medicine's Panel on Disease and Disability Prevention Among Older Adults, the National Committee for Vital and Health Statistics where she chaired the Subcommittee on Minority Populations.

Dr. Lavizzo-Mourey is a Fellow of the American College of Physicians and member of the Board of Regents, the American Geriatric Society, and the Association of Academic Minority Physicians, a member of the National Medical Association, the Society for General Internal Medicine, the Association for Health Services Research, and the Gerontological Society of America. She is also sits on the American Board of Internal Medicine.

Dr. Lavizzo-Mourey earned her medical degree at Harvard Medical School followed by a Masters in Business Administration at the University of Pennsylvania's Wharton School. After completing a residency in internal medicine at Brigham and Women's Hospital in Boston, Massachusetts, Dr. Lavizzo-Mourey was a Robert Wood Johnson Clinical Scholar at the University of Pennsylvania where she also received her geriatrics training. She has also held faculty appointments at Harvard Medical School and Temple University Medical School.

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 Equity 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.

Corporate Communications
Department

One Stamford Forum
Stamford, Connecticut 06904



Biographical Information

J. RANDALL MACDONALD
Senior Vice President - Human Resources
and Administration
GTE Corporation



J. Randall (Randy) MacDonald was named Senior Vice President - Human Resources and Administration for GTE in April 1995. He reports to Vice Chairman Michael T. Masin. He also is a member of GTE's Executive Leadership Committee, a small group of senior executives that works closely with GTE's Office of the Chairman in identifying and addressing key strategic issues.

Mr. MacDonald directs GTE's worldwide Human Resources and Administration activities. The major Human Resources initiatives he oversees include GTE's employee relations; benefits/compensation programs; workforce and leadership development efforts, including succession planning, education and training; integrating the corporation's Human Resources information technologies; and, supporting GTE's increasing international efforts.

Previously, Mr. MacDonald served as Vice President - Employee Relations and Organization Development since March 1989, and as Vice President of Organization Development since July 1986. Mr. MacDonald joined GTE in 1983 as Director of Employee Relations. Prior to that, he held positions of increasing responsibility in Human Resources at Ingersoll-Rand Co. and Sterling Drug Inc.

He serves on the Board of Directors of Covance, formerly known as Corning Pharmaceutical Services. He is a member of the Human Resources Policy Institute and its Executive Board, the Human Resources Roundtable, the Cowdrick Group, the Labor Policy Association and serves on its Board of Directors, The Conference Board's Advisory Council on Human Resources Management and the Personnel Roundtable. He also serves on the Executive Committee of The Business Roundtable's Employee Relations Committee as well as on its Human Resources Coordinating Committee.

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Mr. MacDonald is an alumnus of St. Francis College (Pa.), where he received a bachelor's degree in political science in 1970 and a master's degree in industrial relations in 1971.

Mr. MacDonald and his wife, Kathy, have one child and reside in Greenwich, Connecticut.

With revenues of \$20 billion in 1995, GTE is one of the largest publicly held telecommunications companies in the world. GTE is also the largest U.S.-based local telephone company and a leading cellular-service provider -- with wireline and wireless operations that form a market area covering about one third of the country's population. Outside the United States, where GTE has operated for more than 40 years, the company serves over 6 million customers. GTE also is a worldwide leader in government and defense communications systems and equipment, aircraft-passenger telecommunications, directories and telecommunications-based information services and systems.

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November 1996

BUSINESS

S. Diane Graham (women, non-profits)
David Hoag

LABOR

Robert Georgine
Gerald McEntee (children, health care workers, public sector)
Dennis Rivera (health care workers, self insured plans)

CONSUMER

Nan Hunter (AIDS expert, health law, civil and privacy rights, consumer bill of rights)
Sylvia Drew Ivie (women's issues, family planning, poverty, minority health)
Ron Pollack (consumer protection, managed care, uninsured, affordability)
Peter Thomas (disability)
Sheldon Weinhaus (employee)

HEALTH CARE PROFESSIONALS/PROVIDERS

Val J. Halamandaris (aging, fraud and abuse, home care)
Beverly Malone (nursing, psychology, minority)
Herbert Pardes, M.D. (academic health centers, mental health)
Thomas Reardon, M.D. (managed care, state govt.)
Steven S. Sharfstein, M.D. (mental health expert)
Gail Warden (quality expert)

MANAGED CARE/INSURER

Sheila Leatherman (health delivery systems)
Philip Nudelman (pharmacist, non-profits, consumer governance, quality)
Stephen F. Wiggins (health plans)
Sandra Hernandez, M.D. (public health, AIDS, Hispanic health, city govt.)
Kathleen Sebelius (insurer, state govt., consumers, regulation, "patient rights")
Alan Weil (state govt.)

TITLE

Donald Berwick, M.D. (children, quality expert) list under health professional?
Christine Cassell, M.D. (ethics, health prof, aging)
James Chao list under providers?
Risa J. Lavizzo-Mourey, M.D. (aging)
Marta Prado (state and local govt., emergency medicine, nursing) list under health care provider
Paul Montrone (research and clinical laboratories)
Robert Ray (business) (rural health, state govt., cost containment) list under insurers
Mary Wakefield (rural, nursing)

THE WHITE HOUSE

Office of the Press Secretary

For immediate release

March 26, 1997

**PRESIDENT NAMES MEMBERS OF ADVISORY COMMISSION ON
CONSUMER PROTECTION AND QUALITY IN THE HEALTH CARE INDUSTRY**

The President today announced his intention to appoint the members of the Advisory Commission on Consumer Protection and Quality in the Health Care Industry.

The Advisory Commission on Consumer Protection and Quality in the Health Care Industry was created by Executive Order on September 5, 1996. The purpose of the Commission is to advise the President on how unprecedented changes in the health care delivery system are affecting quality, consumer protection and the availability of needed services. Through a series of public meetings, it will collect and evaluate information and develop recommendations on improving quality in the health care system. The Commission will be co-chaired by the Secretary of Health and Human Services and the Secretary of Labor.

DONALD BERWICK, M.D., of Massachusetts, is an Associate Clinical Professor of Pediatrics at Harvard Medical School and an Adjunct Associate Professor of Management at the Harvard School of Public Health. Dr. Berwick has practiced medicine as a Pediatrician at the Kenmore Center since 1979. He is President and Chief Executive Officer of the Institute for Healthcare Improvement. Dr. Berwick served on the Advisory Panel on The Quality of Medical Care, was a Board member of The American Medical Review Research Center, served on the Committee on the Future of the Patient Record at the Institute of Medicine, and was a Vice Chair on the US Preventive Services Task Force at the Department of Health and Human Services. He received an A.B., *summa cum laude*, from Harvard College, an M.P.P. from the John F. Kennedy School of Government at Harvard University, and an M.D., *cum laude*, from Harvard Medical School.

CHRISTINE CASSELL, M.D., of New York, currently serves Chairman of the Department of Geriatrics and Adult Development at Mt. Sinai Medical Center. She joined Mount Sinai in 1995 after ten years as Chief of General Internal Medicine at the University of Chicago. Dr. Cassell has been actively studying demographic and epidemiologic forecasting, social concepts of successful aging, and the care of patients at the end of life. In 1992, she was elected to

membership at the Institute of Medicine of the National Academy of Sciences. She is currently President of the American College of Physicians, a member of the Board of Directors of the American Board of Internal Medicine, and a Trustee of the Lutheran General Health System. Dr. Cassell received a B.A. at the University of Chicago and an M.D. from the University of Massachusetts.

JAMES CHAO, of Illinois, is the President of Metro Provider Service Corporation. The Corporation provides a variety of services to the health care industry, including the provision of health care services and the development of communications systems between providers. Mr. Chao received a B.S. from the University of Illinois at Chicago.

ROBERT GEORGINE, of New York, is the President of the Building and Construction Trades Department of the AFL-CIO. He is also Chairman and CEO of the Union Labor Life Insurance Company, which offers managed care products and services, including managed pharmacy programs, provider networks, traditional health indemnity insurance, and alternative funding arrangements to manage trust fund risk. Mr. Georgine serves on the Boards of the American Council of Life Insurance, the Gas Research Institute, the Committee for National Health Insurance, Citizens for Tax Justice, the National Housing Conference, and the Alliance to Save Energy. In addition, he is a member of the President's Committee on Employment of People with Disabilities and the President's Drug Advisory Council.

S. DIANE GRAHAM, of Arizona, is the Chairman and President of STRATCO, Inc., a chemical engineering firm whose alkylation technologies have been licensed in over thirty countries. In 1987, she was invited to join the prestigious "Committee of 200," a national organization of leading women entrepreneurs and business owners. Ms. Graham has served on the boards of over twenty non-profit organizations, including the Women Helping Women golf tournament, which raises money for underprivileged children and women. Ms. Graham received a Bachelors degree from Culver-Stockton College in Canton, Missouri.

VAL J. HALAMANDARIS, of the District of Columbia, currently serves as the President of the National Association of Home Care. Mr. Halamandaris served for five years as Counsel to Representative Claude Pepper's House Select Committee on Aging and for fifteen years as Counsel to Senator Frank E. Moss and the U.S. Senate Special Committee on Aging. In 1990 *UCARING*

and *Caring People*, and has also published several books on aging and home care. Mr. Halamandaris received his B.A. degree from George Washington University and his J.D. from Catholic University of America School of Law.

SANDRA HERNÁNDEZ, M.D., of California, currently serves as Director of Health for the City and County of San Francisco in the San Francisco Department of Health. She previously served as the Deputy Director of Health for Community Public Health Services and AIDS. Ms. Hernández has served on the National Hispanic Women's

Health Initiative Steering Committee, the Breast and Cervical Cancer Prevention Committee, and the FDA Anti-Infective Drugs and Antiviral Drugs Advisory Committee. Ms. Hernández received her Bachelor's degree from Yale University and her M.D. from the Tufts University School of Medicine.

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DAVID HOAG, of Ohio, is the Chairman and CEO of the LTV Steel Company, Inc. He serves on the Board of Directors of Karrington Health, Inc., the Lubrizol Corporation, the Chubb Corporation, and the Federal Reserve Bank of Cleveland. Mr. Hoag is a graduate of Allegheny College.

NAN HUNTER, of New York, is the former Director of the AIDS Project and Lesbian and Gay Rights Project for the ACLU, where she directed national ACLU policy and litigation projects concerning health care issues. She also served as the Deputy General Counsel at the Department of Health and Human Services, where she advised the Secretary on consumer protection and civil rights, as well as assisted in the development of management policies. Ms. Hunter was the Principal Investigator of the Ford Foundation grant, "Legal Response to the AIDS Epidemic" in 1989, and has published extensively on health care issues, including AIDS, privacy, and civil rights. Ms. Hunter received a B.A. from Northwestern University and a J.D. from Georgetown University Law Center.

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SYLVIA DREW IVIE, of California, currently serves as the Executive Director of T.H.E. Clinic for Women in Los Angeles, a primary health care clinic offering prenatal care, family planning, pediatrics, HIV testing, and clinical care for women with AIDS. Previously, she served as the Executive Director for the National Health Law Program in Los Angeles. Ms. Ivie is a past member of the California Health Facilities Commission and served on the Board of Directors of the Medicare Advocacy Project. She won the prestigious Mandela Award. Ms. Ivie earned an A.B. from Vassar College and a J.D. from Howard Law School.

SHEILA LEATHERMAN, of Minnesota, is Executive Vice President of the United Health Care Corporation, which provides health care services to over 30 million Americans. She is also President of the Center for Health Care Policy and Evaluation, which evaluates the performance of health care delivery systems in the areas of quality, cost, and accessibility. Ms. Leatherman currently serves on the Advisory Committee of the International Society for Quality of Care, the National Committee on Vital and Health Statistics, the National Academy of Social Insurance, and the Public Policy Institute Board of Trustees. Ms. Leatherman earned a B.A. degree from Tulane University and a Master's degree from the University of Arkansas at Little Rock.

more?
RISA J. LAVIZZO-MOUREY, M.D., of Pennsylvania, is the Director for the Institute of Aging and Associate Executive Vice President for Health Policy, and the Sylvan Eisman Associate Professor of Medicine and Health Care Systems at the University of Pennsylvania. Dr. Lavizzo-Mourey has served on numerous Federal advisory committees, including the Task Force on Aging Research, the Office of Technology Assessment Panel on Preventive Services for Medicare Beneficiaries, the Institute of Medicine's Panel on Disease and Disability Prevention Among Older Adults, and the National Committee for Vital and Health Statistics. Dr. Lavizzo-

Larry MacDonald

Mourey earned an M.D. from Harvard Medical School and an M.B.A. from the Wharton School at the University of Pennsylvania.

BEVERLY MALONE, of North Carolina, is the Second Vice President of the American Nurses Association. Additionally, Dr. Malone is Dean and Professor of the School of Nursing at North Carolina Agricultural and Technical State University. A licensed psychologist, Dr. Malone also maintains a small individual, group and family therapy practice. She has served on the Governor's Task Force on the Nursing Shortage, North Carolina Commission on Health Services, the Board of Trustees of the Moses Cone Health System, and the Board of Directors of the Adolescent Pregnancy Prevention Program. Dr. Malone received a B.S. in Nursing from the University of Cincinnati, an M.S. from Rutgers the State University, and a Ph.D. from the University of Cincinnati.

GERALD MCENTEE, of the District of Columbia, is the President of the Association of Federal, State, County and Municipal Employees (AFSCME). Mr. McEntee is a Vice President of the AFL-CIO and a member of its Executive Council. He serves on the board of the Alliance to Reinvent Government, the Health Care Reform Project, the Child Care Action Campaign, and is a member of the National Commission on Children. Mr. McEntee is co-founder and Chairman of the Board of the Economic Policy Institute. He received a B.A. from Laclay University in Philadelphia.

PAUL MONTRONE, of New Hampshire, is the President and CEO of Fisher Scientific International, Inc. He is a member of the advisory boards of Zeneca, Inc., and Sintokogio, Ltd. He was formerly a director of Abex, Inc., Mack Trucks, Inc., The Pullman Company, Tyco International Ltd., and Beacon Properties Corporation. Mr. Montrone is a member of the Federal Industry Policy Advisory Committee. He also serves on the boards of several non-profits institutions, including the Metropolitan Opera, the Wang Center for the Performing Arts, the National Foundation for Biomedical Research, and the Jackson Laboratory. Mr. Montrone graduated *magna cum laude* from the University of Scranton and holds a Ph.D. from Columbia University.

PHILIP NUDELMAN, of Washington, is the President and CEO of Group Health Cooperative Puget Sound, a non-profit managed health care delivery system. Dr. Nudelman served on the White House Task Force on Healthcare Reform and is a current member of the Board of Directors of American Healthcare Systems and the American Association of Health Plans. Additionally, he serves on the boards of the Seattle Chamber of Commerce, the Center for Wildlife Conservation, the Woodland Park Zoo and the Alliance for Education.

HERBERT PARDES, M.D., of New York, is the Vice President for Health Sciences and Dean of the Faculty of Medicine at the Columbia University College of Physicians and Surgeons. During the Carter Administration, Dr. Pardes was Director of the National Institute of Mental Health. From 1989 to 1990, he served as President of the American Psychiatric Association. He is President of the Scientific Board of the National Alliance for Research on Schizophrenia and Depression, and is a member of the National Depressive and Manic Depressive Association.

Academic Health → Fred Aschbacher → AMMC
Medical education

*Signature advised by
Business Review*

RON POLLACK, of Virginia, currently serves as the Executive Director of Families USA, a national consumer organization dedicated to high-quality, affordable health care. Mr. Pollack has recently issued a report on managed care that raises significant quality concerns and argues for the need for consumer protection. Mr. Pollack is a founding Board Member of The Long Term Care Campaign, Americans for Health, and was also a founding member of the National Academy of Social Insurance. Mr. Pollack received a B.A. degree from Queens College and a J.D. from New York University School of Law.

*Cuba
Prado*
MARTA PRADO, of Florida, is the Senior Vice President of InPhyNet Medical Management. Ms. Prado was administrator and CEO at Miami General Hospital. A registered nurse, she is former President of the Emergency Nurses Association and was the Legislative Chairperson of the Florida Nurses Association. She is a member of the Board of Directors of the Child Care Connection, and formerly served as a member of the Public Policy Committee on Aging. Ms. Prado graduated from the Jackson Memorial Hospital School of Nursing and the University of Miami Nurse Practitioner Program.

THOMAS REARDON, M.D., of Oregon, is the Medical Director of the Portland Adventist Medical Group. Dr. Reardon is a Trustee and Vice Chair of the American Medical Association. He is a member of the Board of Directors on the National Committee for Quality Assurance, a former Commissioner of the Physician Payment Review Commission and of the Joint Commission on Accreditation of Healthcare Organizations. Dr. Reardon earned a B.S. degree from Colorado State University and an M.D. from the University of Colorado.

ROBERT RAY, of Iowa, is a former Governor of Iowa, and currently serves as Co-Chair of the National Leadership Coalition on Health Care and as Chair of the National Advisory Committee on Rural Health. As Governor, from 1969-1983, Mr. Ray established the Governor's Commission on Health Care Costs. He retired in August 1996 as President and CEO of IASD Health Services Corporation. Mr. Ray has also served as a delegate to the United Nations and as Chairman of the National Governors' Association. He received both his undergraduate and J.D. degree from Drake University.

Prado
DENNIS RIVERA, of New York, currently serves as President of 1199, National Health and Human Service Employees Union, the largest health care employee organization in the United States. Mr. Rivera is the Vice Chairperson of The Pension Fund for Hospital and Health Care Employees, which provides monthly pension for 22,000 retired employees. He also serves as Chairperson of The National Benefit Fund for Hospital and Health Care Employees, the largest self-insured health care plan in the nation.

Partner
PETER THOMAS, of the District of Columbia, is a Senior Associate at the law-firm of Powers, Pylers, Sutter & Verville. A strong emphasis on Mr. Thomas's practice relates to counseling businesses, associations, and individuals on their rights and responsibilities under the Americans with Disabilities Act of 1990 and the Rehabilitation Act of 1973. He serves as Co-Chair of the Health Task Force of the Consortium for Citizens with Disabilities, and acts as General Counsel to the American Association of People with Disabilities and to the Health Services for Children with Special Needs, Inc. Mr. Thomas received a B.A. degree from Boston

College and a J.D. from Georgetown University Law Center.

KATHLEEN SEBELIUS, of Kansas, currently serves as the Insurance Commissioner for the State of Kansas and as Vice Chair of the Health Committee of the National Association of Insurance Commissioners. Previously, she served as a Member of the Kansas House of Representatives. Her efforts as Insurance Commissioner have resulted in new laws in Kansas, including a bill mandating a 48 hour minimum stay for mothers and newborns in the hospital, prohibition of an insurance deductible for payments of childhood immunizations, and extended portability for widows and divorcees in health care plans. Ms. Sebelius earned a Bachelor's degree from Trinity College and a Masters in Public Administration from Kansas University.

STEVEN S. SHARFSTEIN, M.D., of Maryland, is President, Medical Director and CEO of The Sheppard Pratt Health System. Dr. Sharfstein was a Clinical Professor at the University of Maryland and a Professorial Lecturer in Psychiatry at Georgetown University School of Medicine and at Johns Hopkins University. He is a member of many professional associations, including the American Psychiatric Association, the American College of Psychiatrists, the American Medical Association, and the Southern Psychiatric Association. Dr. Sharfstein received a B.A. from Dartmouth College, an M.D. from the Albert Einstein College of Medicine, and an M.P.A. from the John F. Kennedy School of Government at Harvard University.

nation leader mental health

SHELDON WEINHAUS, of Missouri, is an attorney representing workers in ERISA and related health care litigation, with a practice focus on employee benefits and health care.

MARY WAKEFIELD, of Virginia, currently serves as the Director and Professor of the Center for Health Policy at George Mason University. She previously served as the co-staff director of the Congressional Rural Health Caucus.

GAIL WARDEN, of Michigan, currently serves as CEO of the Henry Ford Health Systems and is a founding member of the National Commission on Quality Assurance. He is the consensus pick of the hospital community.

ALAN WEIL, of Colorado, currently serves as the Executive Director of the Colorado Department of Health Care Policy and Financing and serves as Health Policy Advisor to Gov. Roy Romer.

STEPHEN F. WIGGINS, of Connecticut, is the Founder, Chairman and CEO of Oxford Health Plans. Oxford owns and operates HMO's and insurance companies in New York, New Jersey, Pennsylvania, New Hampshire and Connecticut.

Withdrawal/Redaction Marker

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. resume	Resume - Donald Mark Berwick, M.D. Social Security number redacted (1 page)	nd	P6/b(6)

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- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential 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]

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- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
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- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

HLS

page 4

Curriculum Vitae

DONALD MARK BERWICK, M.D., M.P.P.

Date of Birth: P6/b(6)

Place of Birth: New York, New York

Home Address: P6/b(6)

Social Security Number: [REDACTED]

Home Phone: P6/b(6)

Education:

- 1968 A.B. Harvard College, summa cum laude. (Social Relations)
- 1972 M.P.P. John F. Kennedy School of Government, Harvard University (Public Policy)
- 1972 M.D. Harvard Medical School, cum laude. (Medicine)

Postdoctoral Training:

Internships and Residencies:

- 1972-1973 Intern in Internal Medicine, Massachusetts General Hospital, Boston
- 1973-1975 Junior Assistant Resident in Pediatrics, Children's Hospital Medical Center, Boston
- 1975-1976 Senior Assistant Resident in Pediatrics (Primary Care), Children's Hospital Medical Center, Boston
- 1977-1978 Senior Resident in Pediatrics, Children's Hospital Medical Center, Boston

Licensure and Certification:

- 1973 Massachusetts License Registration (=35964)
- 1979 American Board of Pediatrics Certificate (=22570)

Academic Appointments:

- 1972-1973 Clinical Fellow in Medicine, Harvard Medical School
- 1973-1974 Clinical Fellow in Pediatrics, Harvard Medical School
- 1974-1980 Instructor in Health Services, and Member of the Center for the Analysis of Health Practices, Harvard School of Public Health
- 1976-1977 Clinical Fellow in Pediatrics, Harvard Medical School
- 1978-1981 Instructor in Pediatrics, Harvard Medical School
- 1982-1986 Assistant Professor of Pediatrics, Harvard Medical School
- 1981-1992 Lecturer on Health Services, Harvard School of Public Health
- 1986-1993 Associate Professor of Pediatrics, Harvard Medical School
- 1992- Adjunct Associate Professor of Management, Harvard School of Public Health

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PHOTOCOPY

1993- Associate Clinical Professor of Pediatrics, Harvard Medical School

Hospital Appointments:

1977-1990 Assistant in Medicine, Children's Hospital Medical Center
1987- Consultant in Pediatrics, Massachusetts General Hospital
1990- Senior Associate in Medicine, Children's Hospital Medical Center

Awards and Honors:

1968 Phi Beta Kappa
1972 Alpha Omega Alpha
1984 Felton Visiting Professor, Royal Children's Hospital, Melbourne, Australia, October 22 - November 2, 1984.
1989 John Archibard Memorial Lecture, Ochsner Medical Foundation, New Orleans, LA, March 9, 1989.
1992 Flanagan Lectureship, St. Louis University, St. Louis, MO, April 1, 1992.
1993 Founders' Award, American College of Medical Quality, Washington, DC, June 10, 1993.
1994 C. Welsey Eisele Lecture, American College of Physicians, Miami, FL, April 21, 1994.
1995 Samuel P. Martin III, MD Lecture, The Leonard Davis Institute of Health Economics at the University of Pennsylvania, Philadelphia, February 15, 1995.

Major Committee Assignments:

National and Regional:

1980- Consultant, National Center for Health Services Research
1981-1983 Governor's Advisory Committee on Children and the Family (Massachusetts)
1981-1985 Health Services Research Review Subcommittee (Study Section), National Center for Health Services Research
1983 Consensus Development Conference on Liver Transplantation, (panelist), National Institutes of Health, Bethesda, MD
1983-1988 Advisory Committee, General Pediatrics Academic Development Program, Robert Wood Johnson Foundation
1983-1984 Board of Trustees, Massachusetts Committee for Children and Youth
1986-1987 Task Force on Youth Suicide, Work Group on Strategies and Recommendations, U.S. Centers for Disease Control
1986-1990 National Advisory Council, Leonard Davis Institute
1987-1988 Technical Advisory Group on Data Release Strategy, Health Care Financing Administration, Washington, DC
1987-1988 Advisory Panel on The Quality of Medical Care: Information for Consumers, Office of Technology Assessment, Washington, DC

- 1987-1989 Board Member, The American Medical Review Research Center (AMRRC), Washington, DC
- 1988-1989 Senior Examiner, Malcolm Baldrige National Quality Award, National Institute of Standards and Technology, U.S. Department of Commerce, Washington, DC
- 1989-1990 Committee on the Future of the Patient Record, Institute of Medicine, Washington, DC; Chair, Subcommittee on Users and Uses of the Patient Record
- 1989-1991 Judge, Malcolm Baldrige National Quality Award, National Institute of Standards and Technology, U.S. Department of Commerce, Washington, DC
- 1990- Board of Directors, Juran Institute, Inc., Wilton, CT
- 1990- Vice Chair, US Preventive Services Task Force, U.S. Department of Health and Human Services
- 1992-1993 Massachusetts State Quality Council

Medical School:

- 1981-1983 Admissions Committee (Subcommittee II), Harvard Medical School
- 1984-1987 Faculty Council, Harvard Medical School
- 1990-1993 Alumni Council, Harvard Medical School

Hospital:

- 1979-1985 Institutional Review Board, Harvard Community Health Plan

Memberships, Offices, and Committee Assignments in Professional Societies:

- International Society for Medical Decision Making (Vice-President 1984-1985; President-Elect 1985-1986; President 1986-1987)
- American Federation for Clinical Research (1986-1988)
- American Academy of Pediatrics
- Association for Health Services Research
- American Society for Quality Control

Editorial Boards:

- Medical Decision Making (1988-1990)
- Journal Watch
- Quality Management in Health Care
- HMO Practice
- Joint Commission Journal on Quality Improvement

Major Research Interests:

1. Health care quality assessment, management, and improvement; (Principle Investigator: National Demonstration Project on Quality Improvement in Health Care)
2. Technology assessment and cost-effectiveness analysis
3. Decision analysis and clinical epidemiology
4. Preventive medicine and clinical preventive practice
5. Clinical primary care research, especially pediatrics and mental health

Principal Clinical and Hospital Service Responsibilities:

1975-1979	Pediatrician, Comprehensive Child Health Program, Children's Hospital Medical Center
1977-1978	Director, Behavioral Pediatrics Program, Children's Hospital Medical Center
1977-1981	Medical Consultant, Failure to Thrive Team, Children's Hospital Medical Center
1979-1980	Physician, Pediatric Consultative Associates, Children's Hospital Medical Center
1979-	Pediatrician, Kenmore Center, Harvard Community Health Plan

Major Administrative Responsibilities:

1980-1983	Acting Research Director, Harvard Community Health Plan
1980-1985	Director of Quality Assurance, Harvard Community Health Plan
1983-1985	Associate Director, Institute for Health Research (a joint venture of Harvard University and Harvard Community Health Plan)
1985-1989	Vice President for Quality-of-Care Measurement, Harvard Community Health Plan
1987-1991	Principle Investigator, National Demonstration Project on Quality Improvement in Health Care
1991-	President and Chief Executive Officer, Institute for Healthcare Improvement, Brookline, MA

Teaching Experience:

Representative Medical Undergraduate and Public Health Graduate Courses:

1980-1987	HPM 257b Physician Performance: Facilitation and Constraints (HSPH). Lectures on clinical reasoning.
1981-1986	PNICE 901.0 Principles of Biostatistics and Epidemiology: An Approach to Critical Clinical Thinking (HMS). Lectures on decision analysis and use of laboratory tests.
1982-1983	HPP 262cd Health Planning and Policy for Developing Countries (HSPH). Lectures on clinical epidemiology.
1983	ID 104a. Introduction to Selected Medical Problems for Non-Physicians (HSPH). Lectures on clinical epidemiology.
1984	HPM-BIO 281d Seminar in Clinical Decision Analysis (HSPH). Lectures on utility theory and patient preferences.
1984-1986	PNICE 502.0 Medical Decision Making and Clinical Epidemiology (HMS). Lectures on decision analysis.
1984-1986	700M.23 Introduction to Clinical Medicine, Brigham and Women's Hospital (HMS). Lectures on decision analysis.

- 1984-1988 700 M.24 Introduction to Clinical Medicine. Harvard Community Health Plan (HMS). Lectures on test use.
- 1985-
1985-1987 Attending Physician, Children's Hospital Medical Center. (Janeway Service); Annual. SNPH 907.24 Developments in Health Care Delivery (HMS). Lectures on variation in practice; health care quality.
- 1985-1991
1993- Member, Core Faculty Group. Longitudinal Introduction to Clinical Medicine (HMS). HPMI 253s Quality Improvement in Health Care (HSPH). Theoretical and practical foundations of quality improvement, with emphasis on skills for clinical leaders.

Representative Teaching in Residency, Fellowships, and Continuing Education Courses:

- 1979-1987 Decision Analysis in Clinical Medicine (21 hours) (Course Director 1979-1986) Department of Continuing Education, Harvard Medical School and Harvard School of Public Health.
- 1980-1988 Internal Medicine Update. Department of Continuing Education, Harvard Medical School. Lecture on Inference in Medicine.
- 1983-1986 Primary Care Internal Medicine. Brigham and Women's Hospital. Lecture on detection and management of hyperlipidemia in office practice.
- 1981-1984 Primary Care Internal Medicine. Beth Israel Hospital.
Lecture on screening for hypercholesterolemia.
- 1980-1987 Pediatrics Review Course. Children's Hospital Medical Center. Lectures on failure to thrive, on clinical reasoning, and on screening practices.
- 1982-1986 Seminar for Kaiser Fellowship Programs in General Internal Medicine. Harvard Medical School. Lectures and seminars on HMO research, cost-effectiveness analyses, and psychiatric issues in primary care.
- 1982, 1984 Decision Analysis in Medicine and Public Health. Preventive Medicine Residency, Centers for Disease Control, Atlanta. Fifteen hour course offered on two occasions, 1982 and 1984, at CDC (with MC Weinstein, PhD, and HV Fineberg, MD, PhD).
- 1985 Beer Sheva Seminar on Clinical Decision Analysis. University of the Negev, Beer Sheva, Israel. April 15-23, 1985. Extended course on clinical decision making, utility theory, and clinical epidemiology.
- 1987 Visiting Professor, Robert Wood Johnson Clinical Scholars Program, Seattle, WA, January 29-30, 1987.
- 1987 Visiting Professor, General Pediatrics Academic Development Program, University of Rochester, Rochester, NY, February 5-6, 1987.

Bibliography:

Original Reports

1. Keeler E, Berwick DM. Effects of pooled samples. *Health Laboratory Sciences* 1976; 13:1121-128.
2. Hamilton W, Rosenthal A, Berwick DM, Nadas AS. Angina pectoris in a child with sickle cell anemia. *Pediatrics* 1978; 61:911-914.
3. Thibodeau L, Berwick DM. Variations in rate of diagnosis of otitis media. *J Med Educ* 1980; 55:1021-1026.
4. Berwick DM. Evidence against cholesterol. *J Cardiovascular Med* 1981; 6:151-153.
5. Berwick DM, Cretin S, Keeler EB. Cholesterol, children and heart disease: an analysis of alternatives. *Pediatrics* 1981; 68:721-730.
6. Berwick DM, Fineberg HV, Weinstein MC. When doctors meet numbers. *Am J Med* 1981; 71:991-998.
7. Berwick DM, Levy JC, Kleinerman R. Failure to thrive: diagnostic yield of hospitalization. *Arch Dis Child* 1982; 57:347-351.
8. Berwick DM, Komaroff AL. Cost-effectiveness of lead screening. *N Engl J Med* 1982; 306:1392-1398.
9. Berwick DM, Thibodeau LA. Receiver operating characteristic analysis of diagnostic skill. *Med Care* 1983; 21:876-885.
10. Read JL, Quinn RJ, Berwick DM, Fineberg HV, Weinstein MC. Preferences for health outcomes: comparison of assessment methods. *Med Dec Mak* 1984; 4:315-329.
11. Berwick DM. Scoliosis screening. *Pediatrics in Review* 1984; 5:238-247.
12. Berwick DM, Weinstein MC. What do patients value? Willingness to pay for ultrasound in normal pregnancy. *Med Care* 1985; 23:881-893.
13. McFadden DM, Berwick DM, Feldstein ML, Marter SS. Age-specific patterns of diagnosis of otitis media. *Clin Ped* 1985; 24:571-575.
14. Chessare JB, Berwick DM. Variation in clinical practice in the management of febrile seizures. *Ped Emerg Care* 1985; 1:19-21.
15. Berwick DM. Screening in health fairs: a critical review of benefits, risks, and costs. *JAMA* 1985; 254:1492-1498.
16. Shulman L, Berwick DM, Caulfield EA, Knapp ML. Detection of colorectal cancer. *Am Fam Phys* 1986; 33:177-181.

17. Berwick DM, Coltin K. Feedback reduces test use in a health maintenance organization. *JAMA* 1986; 255:1450-1454.
18. Berwick DM. Techniques for assessing the impact of new technologies in the neonatal intensive care unit. *Resp Care* 1986; 31:524-532.
19. Ludden JM, Berwick DM. Quality of care and the HMO physician at Harvard Community Health Plan. *Group Health J* 1986; 7:28-33.
20. Murphy J, Berwick DM, Weinstein MC, Borus JF, Budman SH, Klerman GL. Performance of screening and diagnostic tests: application of receiver operating characteristic (ROC) analysis. *Archiv Gen Psych* 1987; 44:550-555.
21. Berwick DM, Budman S, Damico-White J, Feldstein M, Klerman GL. Assessment of psychological morbidity in primary care: Explorations with the General Health Questionnaire. *J Chron Dis* 1987; 40(Suppl 1):71s-79s.
22. Klerman GL, Budman S, Berwick DM, Weissman MM, Damico-White J, Demby A, Feldstein M. Efficacy of a brief psychosocial intervention for symptoms of stress and distress among patients in primary care. *Med Care* 1987; 25:1078-1088.
23. Berwick DM, Knapp M. Theory and practice for measuring the quality of health care in an HMO. *Health Care Fin Rev* 1987; 8(Suppl):49-55.
24. Berwick DM, Goss E, Macone AB, O'Rourke EJ, Goldmann DA. Impact of rapid antigen tests for Group A streptococcal pharyngitis on physician use of antibiotics and throat cultures. *Pediatr Inf Dis* 1987; 6:1095-1102.
25. Berwick DM. Toward an applied technology for quality measurement in health care. *Med Dec Mak* 1988; 8:253-258.
26. Berwick DM. The Society for Medical Decision Making: the right place at the right time. *Med Dec Mak* 1988; 8:77-80.
27. VanMarter LJ, Berwick DM, Torday J, Frigoletto FD, Wise PH, Epstein MF. Interpretation of indices of fetal pulmonary maturity by gestational age. *Paediatr Perinat Epidemiol* 1988; 2:360-364.
28. Berwick DM. Continuous improvement as an ideal in health care. *N Engl J Med* 1989; 320:53-56.
29. Nelson EC, Berwick DM. The measurement of health status in clinical practice. *Med Care* 1989; 27(Suppl):S77-S90.
30. Weinstein MC, Berwick DM, Goldman PA, Murphy JM, Barsky AJ. A comparison of three psychiatric screening tests using receiver operating characteristic (ROC) analysis. *Med Care* 1989; 27: 593-607.
31. Perrin JM, Honer CJ, Berwick DM, Woolf AW, Freeman JL, Wennberg JE. Variations in rates of hospitalization in three urban communities. *N Engl J Med* 1989; 320:1183-1187.

32. Berwick DM, Budman S, Feldstein M. No clinical effect of back schools in an HMO: a randomized prospective trial. *Spine* 1989; 14:338-344.
33. Berwick DM. Health services research and the quality of care: assignments for the 1990s. *Med Care* 1989; 27:763-771.
34. Berwick DM. Codman and the rhetoric of battle: a commentary. *Milbank Quarterly* 1989; 67:262-267.
35. Berwick DM, Wald DL. Hospital leaders' opinions of the HCFA mortality data. *JAMA* 1990; 263:247-249.
36. Berwick DM. Commentary: peer review and quality management: are they compatible? *Quality Rev Bull* 1990; 16:246-251.
37. Ware JE Jr, Berwick DM. Patient judgments of hospital quality: conclusions and recommendations. *Med Care* 1990; 20 (Suppl):S39-S43.
38. Berwick DM, Murphy JM, Goldman PA, Ware JE, Barsky AJ, Weinstein MC. Performance of a five-item mental health screening test. *Med Care* 1991; 29:169-176.
39. Aynum JZ, Berwick DM. Do physicians have a bias toward action? a classic study revisited. *Med Decis Making* 1991; 2:154-158.
40. Banks NJ, Palmer RH, Berwick DM, Plsek PE. Improving the quality of ambulatory health care with enhanced medical information systems: using the computer to diagnose faulty clinical processes. *J Med Systems* 1990; 14:345-349.
41. Berwick DM. Controlling variation in health care: a consultation from Walter Shewhart. *Med Care* 1991; 29:1212-1225.
42. Berwick DM. Blazing the trail of quality: the HFHS Quality Management Process. *Frontiers Health Serv Management* 1991; 7:49-52.
43. Berwick DM. Practice guidelines: promise or threat? *HMO Practice* 1991; 5:174-177.
44. Berwick DM, Baker M, Kramer E. The state of quality management in HMOs. *HMO Practice* 1992; 6:26-32.
45. Berwick DM, Enthoven A, Bunker J P. Quality management in the NHS: the doctor's role. *Brit J Med* 1992; 304:235-239,304-308.
46. Berwick DM. The clinical process and the quality process. *Quality Management in Health Care* 1992; 1: 1-8.
47. Berwick DM. Health thyself or health thy system: can doctors help to improve medical care? *Quality in Health Care* 1992; 1(Suppl):S1-S7.

48. Fowler FJ, Berwick DM, Roman A, Massagli MP. Measuring public priorities for insurable health care. *Med Care* 1994; 32:625-639.
49. Berwick DM. Eleven worthy aims for clinical leadership of health system reform. *JAMA* 1994; 272:797-802.

Reviews and Educationally Relevant Publications

50. Berwick DM. The endurance of uncertainty. *Pediatrics* 1976; 58:148-149.
51. Berwick DM. Are we what we eat? *Pediatrics* 1978; 61:496-497.
52. Berwick DM. Non-organic failure to thrive. *Pediatrics in Review* 1980; 1:265-270.
53. Berwick DM. Experimental significance and experimental power: the other side of the coin. *Pediatrics* 1980; 65:1043-1045.
54. Berwick DM. Cost-effectiveness analysis in clinical practice: is truce possible? *Arch Derm* 1984; 120:1569-1570.
55. Berwick DM. Scoliosis screening: a pause in the chase. *Am J Public Hlth* 1985; 75:1373-1374.
56. Berwick DM, Weinstein MC, Cebul RD. Session II: Clinical decision making: clinical problems; how to teach problem solving strategies. *J Am Coll Cardiol* 1986; 8:471-472.
57. Berwick DM. Measuring health care quality. *Pediatrics in Review* 1988; 10:11-16.
58. Berwick DM, Hiatt III. Who pays? *N Engl J Med* 1989; 321:541-542.
59. Pantell RH, Berwick DM. Cost-effectiveness analysis in pediatric practice. *Pediatrics* 1990; 85:361-364.
60. Berwick DM. The double edge of knowledge. *JAMA* 1991; 266:841-842.
61. Berwick DM. Seeking systemness. *Health Care Forum J* 1992; Mar-Apr:22-28.
62. Berwick DM, Godfrey AB, Roessner J. Can quality management really work in health care? *Quality Progress* 1992; 4:23-27.
63. Berwick DM, Laffel G. Quality in health care. *JAMA* 1992; 268:407-409.

Book Chapters

64. Berwick DM, Keeler E, and Cretin S. Screening for cholesterol: costs and benefits. In: Liubs HA and de la Cruz F, eds. *Genetic Counseling*. New York: Raven Press, 1976: 511-534.

Biography

Christine K. Cassel, M.D., F.A.C.P.

Dr. Cassel is Chairman of the Department of Geriatrics and Adult Development of Mount Sinai Medical Center and Professor of Geriatrics and Medicine. She joined Mount Sinai in 1995 after ten years as Chief of General Internal Medicine at the University of Chicago, where she was Professor of Medicine and Public Policy Studies, Chief of the Section of General Internal Medicine, Director of the Center on Aging, Health and Society, Director of the Center for Health Policy Research, and Director of the Robert Wood Johnson Clinical Scholars Program at the University of Chicago, and George M. Eisenberg Professor in Geriatrics. Her career has brought together the biomedical, ethical and policy issues in general internal medicine and geriatrics.

Dr. Cassel received an undergraduate degree in humanities at the University of Chicago and completed her M.D. at the University of Massachusetts in 1976. Dr. Cassel took her training in Internal Medicine at Children's Hospital of San Francisco and at the University of California, San Francisco and did a Fellowship in bioethics at the University of California in 1979, and a Fellowship in Geriatrics at the University of Oregon and the Portland Oregon Veterans Administration Medical Center in 1981. In 1983, she joined Dr. Robert N. Butler and others to start the first Department of Geriatrics at Mount Sinai Medical Center in New York. On September 1, 1995 she returned to New York to assume the position of Chairman of Geriatric Medicine at Mount Sinai.

Among Dr. Cassel's numerous publications are three textbooks, Geriatric Medicine: Principles and Practice (first published by Springer-Verlag Publishers in 1984, now in its third edition), Ethical Dimensions in the Health Professions, and Nuclear Weapons and Nuclear War: A Source Book for Health Professionals. Her more than 100 articles are found in many medical, policy and scientific journals.

Dr. Cassel is involved in many areas of policy relevant research; most currently this work centers on demographic and epidemiologic forecasting, on social concepts of successful aging, and on the care of patients at the end of life. Dr. Cassel's research effort has also concerned value choices and ethical issues in the care of the elderly, particularly those with frailty, dementia and complex needs and in the ethics of research with human subjects, the social impact of genetics and other new medical knowledge, and values for health care policy decisions for our aging society.

Dr. Cassel has assumed numerous national leadership roles. She is a past president of Physicians for Social Responsibility and of the Society for Health and Human Values. In 1992 she was elected to membership in the Institute of Medicine of the National Academy of Sciences. She is currently President of the American College of Physicians, a member of the Board of Directors of the American Board of

Biography**Christine K. Cassel, M.D., F.A.C.P.****Page 2**

Internal Medicine, a Trustee of NORC (The National Opinion Research Center) and a Trustee of the Lutheran General Health System. She was appointed to the U.S. Congress Biomedical Advisory Committee in 1988, and has served as a consultant to the Veterans Administration, the Institute of Medicine, the Health Care Financing Administration, the National Institute on Aging and the Agency for Health Care Policy and Research.

JAMES C. CHAO

James Chao is the President of Metro Provider Service Corporation. Mr. Chao has over 15 years of experience in working with health care organizations. As President of Metro Provider Service Corporation he directs approximately 60 employees. Metro Provider Service Corporation and its subsidiaries are engaged in providing a wide variety of services to the health care industry ranging from the provision of health care services to clients in Northern Illinois to develop and operate communications systems between providers

Mr. Chao's prior health care industry experiences includes:

- ◆ Serving as a health care consultant with S&I Associates a reimbursement health care consulting firm based in Chicago, Illinois.
- ◆ Serving as Financial Officer for Columbia Cabrini Medical Center, Chicago, Illinois where he was responsible for finances of a three hospital system.

Mr. Chao's educational background includes receiving his undergraduate degree from the University of Illinois Chicago with BS in Economics. He is an Asian-American and received his U.S. citizenship 1988. He now resides in Naperville, Illinois, with his wife and child.

EDUCATIONAL BACKGROUND:

1955 to 1958 University of Notre Dame
Notre Dame, Indiana
B.S. Degree
Ford Scholar

1958 to 1962 University of Michigan Medical School
Ann Arbor, Michigan
Doctor of Medicine Degree

1962 to 1963 Harper Hospital
Detroit, Michigan
Rotating Internship

1965 to 1969 St. Mary's Hospital
Grand Rapids, Michigan
Residency
Specialty: Orthopedic surgery
Including: Adult and children's orthopedics; medical and
surgical treatment; trauma, arthritis, tumors, soft tissue
injuries
Subspecialty training: Neurosurgery

ADDITIONAL MEDICAL TRAINING:

1963 to 1965 United States Air Force
Flight Surgeon
Mt. Clemens, Michigan

LICENSE/CERTIFICATION

1962 to 1974 License
State of Michigan
Voluntarily terminated with permanent residency in
California

1969 to present License
State of California
License number C31255, July 8, 1969

1971 Board Certification
American Board of Orthopedic Surgeons

1973 to present Fellow
American Academy of Orthopedic Surgeons

1986 Radiography and fluoroscopy, reading and interpretation
State of California, Department of Health Services

HOSPITAL AFFILIATIONS:

1969 to 1972 University of California Davis Medical Center, Faculty
Fracture clinic

- 1969 to present Senior Attending, Staff Physician
Sutter General Hospital
2820 L Street, Sacramento, CA 95816
- 1969 to present Senior Attending, Staff Physician
Sutter Memorial Hospital
52nd & F Streets, Sacramento, CA 95816
- 1969 to present Senior Attending, Staff Physician
Mercy General Hospital
4001 J Street, Sacramento, CA 95819
- 1969 to 1983 Private Practice, Orthopedic Surgeon
2626 N Street
Sacramento, CA 95816
- 1983 to present Private Practice, Orthopedic Surgeon
3000 L Street, Suite 210
Sacramento, CA 95816

CLINIC AFFILIATIONS:

- 1970 to 1980 Wayne Pollock Memorial, Scoliosis Clinic
Sutter Memorial Hospital, Sacramento, CA 95819

MEMBERSHIPS:

- American Medical Association
- American Academy of Orthopedic Surgeons
- California Medical Association
- Irish-American Orthopedic Society
- Sacramento-El Dorado Medical Society
- California Orthopedic Association

POSITS HELD:

- Chairman Department of Orthopedic Surgery
Sutter General Hospital, Sacramento, CA
- Chairman Emergency Room Committee
Sutter General Hospital, Sacramento, CA
- Chairman Medical Assisting Advisory Board
American Association of Medical Assistants,
State of California, Inc., Sacramento Chapter
- Member Board of Directors
Sacramento-El Dorado Medical Society, 4 years
- Member Patient Care Committee
Sutter General Hospital, Sacramento, CA
- Member Governor Deukerjian's Commission on Long-term Care, Aging
Care and Disabled Care

Consultant Back Consultant, Federal Government Pilot Program,
United States Postal Service

Consultant California State Legislature and the Governor for the
following:

- 1981 Recommended Solution for the State Medi-Cal Program
- 1982/83 A Design of a Quality Affordable Healthcare System for the California State Employees
- 1984 A Recommendation for Cost Containment in the Worker's Compensation System
- 1988/89 Worker's Compensation Reform Recommendation, Early Vocational Rehabilitation
- 1990-92 For Medical Cost Containment in Worker's Compensation Involving the Independent Medical Examiner System
- 1991 Review of the Medical Aspects of Motor Vehicle Accident-Produced Cost Containment
- 1992 Quality Affordable Healthcare For America, Recommendations to the Clinton Administration
- 1993 The Independent Medical Examiner System in Motor Vehicle Accidents, Proposed New Standards

Lecturer
1970 - 1995

Involving hospitals; the Physical Therapy Association; Local Bar Association; California State University; McGeorge School of Law; private insurance carriers; private attorney firms; University of California Medical Center at Davis; worker's compensation insurance companies.
Topics -- Anatomy of the spine and extremities
Common injuries to the spine and extremities
Diagnostic studies for injuries
Conservative and surgical treatment of injuries
The projected future for people with injuries
Vocational Rehabilitation
Cost containment

Lecturer

3rd Annual Symposium, North American Spine Society
Topic - Posterior Lumbar Intervertebral Fusion
July 1988, Colorado Springs, Colorado

**Co-Moderator,
Lecturer &
Instructor**
India

Fourth International Congress on Posterior Intervertebral Fusion,
by invitation
Topics - Posterior Lumbar Intervertebral Fusion
Spinal Stenosis
Spondylolisthesis
The Future of Spine Surgery Internationally

Co-Moderator
India

The Failed Back Symposium, with a lecture on MRI's with the Use of Gadolinium

Instructor **Surgical Technique of the P.L.I.F. Procedure using cadavers**
India **October 1989, Goa, India**

Speaker **Sacramento Chiropractic Society**
Topic - Surgical Aspects and Treatment of the Back with
Emphasis on Subsequent Rehabilitation, and Current
Diagnostic Studies for Spine Care

Lecturer **Defense Insurance Industry on Current Medical Practice**
in Sacramento and its Effect on Motor Vehicle Litigation
— No Fault Insurance
February 1995, Sacramento, California

Lecturer **Major Plaintiff Firm Fall Symposium on How a Senior**
Orthopedist Evaluates the Personally Injured Patient;
Diagnosis & Treatment, and My Interpretation of the Role
of the Plaintiff Attorney
October 1995, Sacramento, California

Interview **Television interview regarding "Managed Care Horror Stories"**
Channel 10 News
February 1996
Sacramento, California

Interview **Television interview regarding HMO "Gag rules"**
Channel 3 News
February 1996
Sacramento, California

Interview **Interview regarding HMO's and gag rules**
L.A. Times, Sunday Edition (Front page with photo)
April 1996

Interview **Interview regarding managed care (front page)**
San Francisco Examiner, Sunday Edition
April 1996

Panel Member **Industrial Relations Association of Northern California**
Panel discussion of health care system issues, with
various sides of the issues represented
April 23, 1996
Sacramento, California

Speaker **Home & Family Show**
National television interview regarding HMO issues
May 17, 1996
Los Angeles, California

Consultant **Mercy San Juan Hospital Specialists Forum**
"How to Survive When Managed Care Terminates Your Contract"
September 5, 1996
Folsom, California

Interview **Radio Interview on the Phil Angelides Radio Show -**
Regarding Healthcare Issues
May 1996, Sacramento, California

Interview **National Radio Interview at the State Capital**
Regarding Gag Rules
June 1996, Sacramento, California