

**Text about Robert A. Georgine, ULLICO Inc.**

Robert A. Georgine is Chairman and CEO of ULLICO Inc., a holding company with subsidiaries providing insurance and financial services to jointly managed trust funds, labor unions and organized employers. The company was founded in 1925 as The Union Labor Life Insurance Company by the American Federation of Labor to provide insurance to union workers and their families. Today, as a subsidiary of ULLICO Inc., Union Labor Life offers a broad spectrum of managed care products and services, including utilization review, managed pharmacy programs, provider networks (such as PPO, EPO, dental and vision PPO arrangements), traditional health indemnity insurance, and alternative funding arrangements to manage trust fund risk such as Stop Loss and minimum premium. The company covers over 1 million union workers and their families nationwide.

Robert A. Georgine is a long-time leader in the American labor movement. Mr. Georgine has served for two decades as President of the Building and Construction Trades Department of the AFL-CIO and he is the Vice President of the Federation's Executive Council, serving on many of its committees. And, since 1990, he has served simultaneously as Chairman and Chief Executive Officer of the Union Labor Life Insurance Company.

Mr. Georgine has dedicated his life to working men and women and to the communities in which they reside. He is active in numerous industry and public interest groups, ranging from the Center for Housing Policy, to the Conservation Foundation, to the American Nuclear Energy Council. He is President of the Center to Protect Workers' Rights and was a member and former Chair of the Federal Reserve Bank of Richmond. He 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, among others.

Mr. Georgine is a tireless advocate of worker-oriented endeavors and participates in a wide-range of advisory groups and community organizations. He is a member of the Advisory Committee to the Harvard-Massachusetts Institute of Technology Joint Committee

for Urban Studies, an Executive Committee member of the National Center for Productivity and Quality of Working Life, and a Board member of the National Italian American Foundation, the National Environmental Development Association and the National Resource Center for Consumers of Legal Services.

Robert Georgine's leadership and expertise in various areas of national policy have led to his appointment to presidential policy commissions under several Federal Administrations. He currently serves on the President's Committee on Employment of People with Disabilities and the President's Drug Advisory Council, and he was formerly a member of the White House Conference on Handicapped Individuals and the United States Department of Labor's ERISA Advisory Council.

Mr. Georgine has gained national recognition for his many achievements. In 1993, he was honored with the Catholic Charities of Washington's Caritas Award, and the previous year he received the Ellis Island Medal of Honor. He is a two-time recipient of the Brotherhood Award of the National Conference of Christians and Jews, and he also received the Four Freedoms Award of the Italian American Labor Council.

Robert Georgine resides with his wife, Rita, in Silver Spring, Maryland. They have four adult children and four grandchildren.

M.E.C.

Robert A. Georgine is a long-time leader in the American labor movement. Mr. Georgine has served for two decades as President of the Building and Construction Trades Department of the AFL-CIO and he is the Vice President of the Federation's Executive Council, serving on many of its committees. And, since 1990, he has served simultaneously as Chairman and Chief Executive Officer of the Union Labor Life Insurance Company.

Mr. Georgine has dedicated his life to working men and women and to the communities in which they reside. He is active in numerous industry and public interest groups, ranging from the Center for Housing Policy, to the Conservation Foundation, to the American Nuclear Energy Council. He is President of the Center to Protect Workers' Rights and was a member and former Chair of the Federal Reserve Bank of Richmond. He 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, among others.

Mr. Georgine is a tireless advocate of worker-oriented endeavors and participates in a wide-range of advisory groups and community organizations. He is a member of the Advisory Committee to the Harvard-Massachusetts Institute of Technology Joint Committee

for Urban Studies, an Executive Committee member of the National Center for Productivity and Quality of Working Life, and a Board member of the National Italian American Foundation, the National Environmental Development Association and the National Resource Center for Consumers of Legal Services.

Robert Georgine's leadership and expertise in various areas of national policy have led to his appointment to presidential policy commissions under several Federal Administrations. He currently serves on the President's Committee on Employment of People with Disabilities and the President's Drug Advisory Council, and he was formerly a member of the White House Conference on Handicapped Individuals and the United States Department of Labor's ERISA Advisory Council.

Mr. Georgine has gained national recognition for his many achievements. In 1993, he was honored with the Catholic Charities of Washington's Caritas Award, and the previous year he received the Ellis Island Medal of Honor. He is a two-time recipient of the Brotherhood Award of the National Conference of Christians and Jews, and he also received the Four Freedoms Award of the Italian American Labor Council.

Robert Georgine resides with his wife, Rita, in Silver Spring, Maryland. They have four adult children and four grandchildren.

IHC+

BIOGRAPHICAL SKETCH  
January 24, 1995

## Val J. Halamandaris

Val J. Halamandaris is President of the National Association for Home Care, a post he has held since the organization was founded in 1982. His stewardship has been one of the reasons for the success of the organization which has seen its staff increase from 3 to 65, its revenues from \$250,000 to \$10 million and its membership from 400 to more than 6,000. During this time NAHC has achieved unparalleled legislative success and has come to be regarded as one of the most progressive and highly effective organizations in Washington, D.C.

Halamandaris is a lawyer who has amassed an impressive 20-year record with Congress. He is an acknowledged expert in the fields of health care and aging, having served as Counsel to Congressman Claude Pepper's House Select Committee on Aging for five years (1978-82) and before that for 15 years as Counsel to Senator Frank E. Moss and the U.S. Senate Special Committee on Aging.

Halamandaris won national recognition for his daring investigations exposing fraud and abuse perpetrated against the elderly and for authoring hard-hitting congressional reports which resulted in legislative reforms. He authored more than 20 such reports, as well as a book, *Too Old, Too Sick, Too Bad* (1977).

Halamandaris received his B.A. degree from the George Washington University and his law degree from Catholic University of America School of Law, both in Washington, D.C. He is a member of the D.C. Bar, the bar of the U.S. District Court of Appeals, and is one of only 25,000 lawyers in America admitted to practice before the bar of the Supreme Court of the United States of America.

Halamandaris serves as editor and publisher of two national magazines, *CARING* and *Caring People*. He has authored a large number of articles on the subjects of aging, home care, management, and the power of caring. He is also the author or editor of several books, including *Profiles in Caring: Advocates for the Elderly* (1991); *Faces of Caring: A Search for the 100 Most Caring People in History* (1992), *The Columbian Orator* (1993), *Heroes of the U.S. Congress: A Search for the 100 Most Important Members of Congress* (1994), and *Caring Quotes: A Compendium of Caring Thought* (1994). He is also a producer of films, beginning in 1987 with the documentary "Suffer Not the Little Children."

Halamandaris helped found the Center for Health Care Law, a public interest law firm, in 1987. The Center has been an aggressive advocate for the rights of the elderly, the disabled, and chronically ill children in need of health care services. The Center's most significant victory resulted in the wholesale revision and liberalization of the Medicare regulations governing home care services, making these crucially important services available to those who need them. Halamandaris taught Aging and the Law at the University of Southern California in 1974.

With his brother, Bill, and former U.S. Senator, Frank E. Moss, he helped establish the Caring Institute, a nonprofit organization dedicated to the promotion of caring, integrity, and public service, to which he still volunteers much of his time. The Caring Institute each year identifies 10 men and women, from thousands of nominations, who have dedicated a large portion of their lives to community or public service. These people, identified by the Institute as "the 10 most caring men and women in America," are brought to Washington in December of each year to receive the National Caring Award in a Capitol Hill ceremony.

Using mostly volunteer work and donated materials, Halamandaris and his brother renovated the former home of abolitionist leader Frederick Douglass as a new museum on Capitol Hill, called The Frederick Douglass Museum and Hall of Fame for Caring Americans. Administered by the Caring Institute, the museum provides a permanent home for standing exhibits, videotape, and other material about recipients of the National Caring Award.

— In January of 1990, Halamandaris was selected by the Creative Thinking Association of America, along with Steven Jobs, the founder of Apple Computer, as one of the two people who will have made the greatest impact on America during the 21st Century. Halamandaris was honored for his humanitarianism and for the founding of the National Caring Awards.

Halamandaris's latest venture is the establishment of a Hall of Honor for Congress, a venture he is working on in cooperation with the U.S. Association for Former Members of Congress. Located on Capitol Hill, the Hall of Honor features portraits and biographical information on Members of Congress throughout history who have made significant contributions, through their service in the U.S. Congress, to the nation. Museum staff also conduct research, identify, and once a year through a qualifying process of nomination and selection, induct into the Hall of Honor those former Members of Congress whose contributions have been extraordinary.

## VAL J. HALAMANDARIS

Val J. Halamandaris is an acknowledged expert in the fields of health care and aging having amassed an impressive 33-year record on Capitol Hill.

Halamandaris currently serves as president of the National Association for Home Care (NAHC), a post he has held since the organization was founded in 1982. His stewardship has been one of the primary reasons for NAHC's success, which has seen its staff increase from three to over one hundred, its revenues from \$250,000 to \$14 million and its membership from 400 to more than 6,000.

Halamandaris served Congress for 20 years as Counsel to Congressman Claude Pepper's House Select Committee on Aging for five years (1978-82) and for 15 years as Counsel to Senator Frank E. Moss and the U.S. Senate Special Committee on Aging. During this time, he won national recognition for daring investigations exposing fraud and abuse perpetrated against the elderly and for authoring more than 20 hard-hitting congressional reports which resulted in significant legislative reforms.

Since 1982 Halamandaris has devoted his full energies to representing the needs of the nation's home care agencies, home health aide organizations, hospices, and the individuals they serve. As president of NAHC, Halamandaris was able to turn his personal dream into professional reality—advocating on behalf of the frail and elderly, the poor and underrepresented, the disabled and infirm.

With Halamandaris at its helm, NAHC has achieved unparalleled legislative success and has come to be regarded as one of the most progressive and highly effective organizations in Washington, D.C. With the assistance of his staff and association members Halamandaris won the expansion of home care and hospice benefits for both Medicare and Medicaid patients. Halamandaris helped enact legislation to combat fraud and abuse in the industry. Under his guidance NAHC has engendered support for home care in both the Democratic and Republican parties. Evidence of Halamandaris' achievements are easy to find:

- Fleishman-Hillard, Inc., the internationally-known marketing firm, ranked NAHC and its affiliate the Hospice Association of America number two and number one, respectively in an evaluation of the major trade associations in health care to measure for performance and acceptance on Capitol Hill.
- The American Society of Association Executives gave NAHC among the highest possible marks, ranking it in the top 10% of all national organizations.
- public awareness of home care in America has grown from 18% in 1982, when Halamandaris was hired as the president of NAHC, to more than 90% in 1995. Total industry revenues have increased from \$2.5 billion in 1982 to \$27 billion in 1995.

In 1987, Halamandaris founded the Center for Health Care Law, a public interest law firm which serves as an aggressive advocate for the rights of the elderly, the disabled, and chronically ill children in need of health care services. In addition, Halamandaris created the Home Care Aide Association of America, Hospice Association of America, Hospital Home Care Association of America, Proprietary Home Care Association of America and the North American Health Care Alliance. NAHC is the world's largest association representing home care agencies, home care aide organizations, hospices, and the people they serve.

In 1985 with his brother, Bill, and former U.S. Senator, Frank E. Moss, Halamandaris founded the Caring Institute, a nonprofit organization dedicated to the promotion of caring, integrity, and public service, to which he still volunteers much of his time. The Caring Institute each year identifies 10 men and women, from thousands of nominations, who have dedicated a large portion of their lives to community or public service. Awardees are recognized by the Institute as "the 10 most caring men and women in America," and are brought to Washington in December to receive the National Caring Award.

Using mostly volunteer work and donated materials, Halamandaris and his brother renovated the former home of abolitionist leader Frederick Douglass as a new museum on Capitol Hill, called The Frederick Douglass Museum and Hall of Fame for Caring Americans. Halamandaris received national recognition for establishing the Caring Institute. His pioneering work was featured in Parade magazine. In 1986 Halamandaris founded the Hall of Honor for Congress, a venture he worked on in cooperation with the U.S. Association for Former Members of Congress.

In January of 1990, Halamandaris was selected by the Creative Thinking Association of America along with Steven Jobs, the founder of Apple Computer, as two of the people who will make the greatest impact on America during the 21st Century.

Through Halamandaris' leadership, NAHC became a primary sponsor of HealthRIGHT, a movement designed to petition the government on behalf of ordinary citizens concerned with the nation's health care system. In 1993, as part of HealthRIGHT, NAHC launched "Speak Out, America!", a nationwide tour documenting on video testimony of ordinary American's experiences with health care. The moving footage was used to create commercials and a groundbreaking video petition to Congress that put a human face on America's health care concerns.

Halamandaris' most recent achievements are the creation of NAHC Plus, a for-profit subsidiary of the National Association for Home Care which is designed to meet the economic and business needs of the association's members. Also, in 1995, Halamandaris was elected Director General of the World Home Care and Hospice Organization.

Halamandaris serves as editor and publisher of two national magazines, *CARING* and *Caring People*. He has authored numerous articles on aging, home care, management, and the power of caring. He has also authored and edited several books, including *Too Old, Too Sick, Too Bad* (1977), *Profiles in Caring: Advocates for the Elderly* (1991), *Faces of Caring: A Search for the 100 Most Caring People in History* (1992), *The Columbian Orator* (1993), *Heroes of the U.S. Congress: A Search for the 100 Most Important Members of Congress* (1994), and *Caring Quotes: A Compendium of Caring Thought* (1994). In addition, Halamandaris has produced several films beginning with the 1987 documentary "Suffer Not the Little Children." Currently, Halamandaris is working on his latest book, tentatively titled *Women Role Models*.

Halamandaris received his B.A. degree from the George Washington University and his law degree from Catholic University of America School of Law, both in Washington, D.C. He is a member of the D.C. Bar; the bar of the U.S. District Court of Appeals, and the bar of the U.S. Supreme Court.

In a tribute that appeared in the *Congressional Record*, Congressman Claude Pepper said: "Val Halamandaris has demonstrated a deep and lasting commitment to the betterment of our country; he has done much to restore confidence in our government and to earn the respect of the Congress and the people of the United States."

HCP



CITY AND COUNTY OF SAN FRANCISCO

**SANDRA R. HERNÁNDEZ, M.D.**  
DIRECTOR OF HEALTH  
CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF PUBLIC HEALTH  
101 GROVE STREET  
SAN FRANCISCO, CALIFORNIA 94102

(415) 554-2600  
FAX (415) 554-2888

Tuesday, September 10, 1996

### Breakfast



**Sandra R. Hernández, MD**  
Director of Health  
City and County of  
San Francisco

Sandra R. Hernández, MD, is the Director of Health for the City and County of San Francisco Department of Public Health. She is the first Latina to head San Francisco's health department and in her three year tenure has established a record of innovation and foresight. Dr. Hernández leads one of the largest metropolitan HIV/AIDS public health efforts and San Francisco's homeless services initiatives are the model for cities across the nation. She has also implemented one of the first Medicaid managed care programs in a major metropolitan area and chairs the board which oversees this challenging new operation.

Throughout her career, Dr. Hernández has been a leading voice in Hispanic health. She has served on the Breast and Cervical Cancer Prevention Committee, the FDA Anti-Infective Drugs and Antiviral Drugs Advisory Committee, the National Hispanic Women's Health Initiative Steering Committee, the Board of Directors for the Corporation for Supportive Housing, and recently served as co-chair of San Francisco Mayor Willie L. Brown, Jr.'s transition team. She has been recognized by the Yale Chicano Alumni Association and has received a "Woman Who Could Be President" Award from the League of Women Voters of San Francisco.

Dr. Hernández earned her bachelor's degree from Yale University and her medical degree from the Tufts University School of Medicine. She is also an alumna of COSSMHO's Hispanic Health Leadership Program operated with Harvard University's John F. Kennedy School of Government.



Mailing Address: Brooklyn Law School  
250 Joralemon Street  
Brooklyn, New York 11201-3700

Telephone: (718) 780-7517  
Fax: (718) 780-0376

E-Mail: NHUNTER.BROOKLAW@PCM.BROOKLAW.EDU

**FACULTY APPOINTMENT**

Brooklyn Law School: Associate Professor of Law; August, 1990 to present; on leave: 1993-1996.

Courses: Health Law and Policy; Civil Procedure; First Amendment; Sexuality, Gender and the Law.

**EMPLOYMENT**

U. S. Department of Health and Human Services: Deputy General Counsel; June, 1993 to June, 1996.

Counsel to Cabinet-level Department (59,000 employees and \$350 billion annual budget); direct advisor to the Secretary and White House on matters of health care law and policy; primary responsibility for legal issues raised by health care reform proposal, including consumer protection rights, legal remedies, civil rights, medical records, malpractice, and abortion coverage; consultation with Congress and private sector organizations; chair, HHS Information Policy Committee and Inter-Agency Privacy Working Group; review of regulations and policy statements; representation of U. S. government at international conferences on human rights law; preparation of speeches and other statements by the Secretary; member of senior executive team developing management policies; development of Department positions on range of health care-related legal issues, including Medicaid, Medicare, privacy and abortion-related matters.

Accomplishments: Invited on five occasions to present testimony to Congress on legal aspects of health care reform; developed proposals for consumer bill of rights, privacy of medical information and other health policy proposals; initiated establishment of a Department-wide Data Council to coordinate data policy issues across the 11 component agencies of HHS; initiated establishment of a permanent Privacy Advocate within the Department; convened and led policy analysis of no-fault compensation fund for persons harmed by blood products; initiated a joint HHS-Justice Department project to investigate discrimination by nursing homes; organized legal training conference for Office of Civil Rights, with focus on managed care-related civil rights issues; led review

of policy on exhaustion and ripeness issues in benefits litigation; supervised oversight response to General Accounting Office; initiated consultation process between Social Security Administration and beneficiary organizations.

American Civil Liberties Union: Director, AIDS Project and Lesbian and Gay Rights Project; June, 1986 to June, 1990.

Founded and directed national ACLU policy and litigation projects; supervised federal and state court litigation concerning health care and sexuality issues; supervised legislative liaison in Washington office; provided policy consultation to public officials; raised operating funds from both foundation and individual donor sources; served as media spokesperson for ACLU.

Accomplishments: establishment of AIDS as a disability under disability discrimination law; successful challenge to mandatory employee HIV testing; obtained decision to mandate state coverage of AZT under Medicaid program; legal back-up to enactment of the Americans with Disabilities Act and the Fair Housing Amendments Act; successful litigation in the areas of the First Amendment and privacy; consultation with American Public Health Association and American Medical Association on legal issues; budget growth from \$50,000 to \$500,000; Congressional testimony; invited to speak before the President's Commission on AIDS.

American Civil Liberties Union: Staff Counsel, Reproductive Freedom Project; July, 1981 to June, 1986.

Federal court litigation of constitutional and statutory challenges to laws infringing right of reproductive choice; legislative analysis; preparation of memoranda on selected issues; public education.

Accomplishments: successful litigation of multiple cases involving women's reproductive health issues; Congressional testimony; consultation with American College of Obstetrics and Gynecology; extensive public speaking.

Hunter, Polikoff, Bodley and Bottum, Washington, D.C., 1976 to 1981.

Founding partner and attorney in community law office; general practice in areas of employment discrimination and family law.

EDUCATION

- J.D., Georgetown University Law Center, 1975  
Selected for Georgetown Law Journal (top 8 per cent of first-year class) (declined);  
instructor of legal writing and research (honors course).
- B.A. in Political Science, Northwestern University, 1971.  
Academic honors: Mortarboard.

BOOKS AND CHAPTERS IN BOOKS

- Sexuality, Gender and the Law: Cases and Materials* (Foundation Press forthcoming 1997)  
(co-author: William N. Eskridge)
- Sex Wars: Sexual Dissent and Political Culture* (Routledge 1995) (co-author: Lisa Duggan)
- "Complications of Gender: Women, AIDS and the Law," in B. Schneider and N. Stoller,  
*Women Resisting AIDS: Strategies of Empowerment* (Temple University Press 1995)
- AIDS Agenda: Emerging Issues in Civil Rights* (The New Press 1992) (co-editor: William  
Rubenstein)
- Epidemic of Fear: A Survey of AIDS Discrimination in the 1980s and Policy  
Recommendations for the 1990s* (ACLU Press 1990).
- "Time Limits on Abortion," in Taub and Cohen (ed.), *Reproductive Laws for the 1990's*  
(1988).

ARTICLES

- "Identity, Speech and Equality," 79 *Virginia Law Review* 1695 (1993).
- "False Promises: Feminist Anti-Pornography Legislation," 38 N.Y.L.J. 133 (1993)  
(co-author with Carole S. Vance and Lisa Duggan). (Reprinted in Gold, *Critical Issues:  
Race and Gender in Applied Ethics* and A. Jagger, *Living With Contradictions:  
Controversies in Feminist Social Ethics*, Westview 1994).
- "Life After *Hardwick*," 27 *Harvard Civil Rights Civil Liberties Law Review* 531 (1992)

- "Marriage, Law and Gender: A Feminist Inquiry," 1 *Law and Sexuality* 9 (1991).  
(Reprinted in D. Caudill and S. Gold, *Radical Philosophy of Law*, Humanities Press 1995.)
- "Brief Amici Curiae of Feminist Anti-Censorship Task Force, et al. in *American Booksellers Association v. Hudnut*," 21 *U. Mich. J. L. Reform* 69 (1987-1988) (co-author with Sylvia Law). (Cited and excerpted in Lockhart et al., *Constitutional Law*; Shiffrin and Stone, *First Amendment Law*; Bartlett, *Gender and Law*; Smith, *Feminist Jurisprudence*; and Frug, *Women and the Law*.)
- "Child Support Law and Policy: The Systematic Imposition of Costs on Women," 6 *Harvard Women's Law Journal* 1 (1983). (Reprinted in I. Diamond (ed.), *Families, Politics and Public Policy*, Longman Press, 1983.)
- "Custody Rights of Lesbian Mothers: Legal Theory and Litigation Strategy," 25 *Buffalo L. Rev.* 691 (1976) (co-author with Nancy Polikoff).

**PUBLICATIONS - NON-ACADEMIC**

- The Rights of Lesbians and Gay Men* (Southern Illinois University Press 1992)  
(co-author with Thomas Stoddard and Sheryl Michaelson).
- "AIDS and Civil Rights: The New Agenda," *AIDS & Public Policy Journal*, Winter 1993.
- Book Review of Richard Posner's *Sex and Reason* and Richard Green's *Sexual Science*,  
*The Village Voice*, May 1993.
- "AIDS: Illness and Injustice," *The Washington Post*, July 26, 1992 (co-author with William Rubenstein).
- "Sexual Dissent and the Family," *The Nation*, Oct. 7, 1991. (Reprinted in E. Disch,  
*Reconstructing Gender*, Mayfield 1997).
- "A Maginot Line Against AIDS," *Newsday*, May 22, 1989 (co-author with Judy Rabinovitz).
- "AIDS Drugs: For Men Only," *Newsday*, May 3, 1988 (co-author with Deborah Ellis).
- "AIDS Prevention and Civil Liberties: The False Security of Mandatory Testing," *AIDS & Public Policy Journal*, Summer 1987.
- "Reagan's Weak, Coercive AIDS Plan," *New York Times*, June 12, 1987.

"Test Anonymously and Tighten Laws To Prevent Bias," *Newsday*, April 26, 1987.

"Is AIDS A Handicap?", *American Bar Association Journal*, Feb. 1, 1987.

### **SELECTED LITIGATION**

GMHC v. Sullivan, 733 F. Supp. 619 (S.D.N.Y. 1989) and 792 F. Supp. 278 (S.D.N.Y. 1992).

Co-counsel in successful First Amendment challenge to statutory and regulatory provisions which forbade funding of AIDS educational materials on grounds of "offensive[ness]."

Finley v. National Endowment for the Arts, 795 F.Supp. 1457 (C.D.Cal. 1992), on appeal.

Co-counsel in challenge to denial of artists' grants based on content and to validity of "decency" requirement.

School Board of Nassau County v. Arline, 480 U.S. 273 (1987)

Author of American Public Health Association amicus brief in Supreme Court arguing that federal Rehabilitation Act does not exclude communicable conditions from its definition of handicap; consultant to counsel for plaintiffs.

Glover v. ENCOR, 867 F.2d 461 (8th Cir. 1989)

Author of American Public Health Association amicus brief on the illegality under Rehabilitation Act of mandatory HIV testing of staff employees in a facility for mentally retarded persons; consultant to counsel for plaintiffs.

GLSA v. Gohn, 850 F.2d 361 (8th Cir. 1988)

Lead counsel in successful First Amendment challenge to public university's denial of student activities funds to gay student organization; won ruling that denial of funding constituted unlawful state action based on content of expression.

Leckelt v. Board of Commissioners, 909 F.2d 820 (5th Cir. 1990)

Lead counsel on appeal in challenge under federal Rehabilitation Act to hospital policy of singling out employees suspected of HIV infection for mandatory HIV testing.

Chalk v. U. S. District Court, 840 F.2d 701 (9th Cir. 1988)

Brief on behalf of public health officials arguing that there was no health-related justification for the exclusion of a teacher with AIDS from the classroom.

Braschi v. Stahl Associates, 74 N.Y.2d 201 (N.Y. 1989)

Co-counsel in successful challenge to New York City rent control regulation resulting in New York Court of Appeals expanding the definition of "family member" for purposes of succession rights when named tenant dies.

Bowen v. Kendrick, 487 U.S. 589 (1988)

Co-counsel in Establishment Clause challenge to federal statute providing public funds to religious and other organizations for family planning programs which plaintiffs asserted advanced religious teachings.

Thornburgh v. American College of Obstetricians & Gynecologists, 476 U.S. 747 (1986)

ACLU amicus brief in Supreme Court arguing strict standard of review and facial unconstitutionality as to state abortion statute under due process-privacy analysis.

Eubanks v. Brown, 604 F. Supp. 141 (W.D.Ky. 1984)

Lead counsel in case where summary judgment granted on invalidity of various abortion restrictions on due process-privacy basis, including parental consent requirement.

Planned Parenthood of Rhode Island v. Bd. of Medical Review, 598 F. Supp. 625 (D.R.I. 1984)

Lead counsel in case where court struck pre-abortion husband notification requirement as violative of married woman's privacy rights.

Planned Parenthood Assn. of Utah v. Matheson, 582 F. Supp. 1001 (D. Utah 1983)

Lead counsel in successful privacy challenge to statute imposing parental notification requirement on minors' access to contraceptives.

Christman v. American Cyanamid Co., No. 80-0024, U.S. District Court, Northern District of West Virginia (consent decree entered 1983)

Co-counsel in Title VII employment discrimination action against policies at defendant's Willow Island, W. Va. plant under which women workers were forced to undergo sterilization in order to retain jobs in lead pigments section of plant; extensive discovery pertaining to industrial health and safety issues.

Scheinberg v. Smith, 550 F. Supp. 1112 (S.D. Fla. 1982)

Lead trial counsel in successful trial of challenge to restrictive abortion law.

**SELECTED PRESENTATIONS**

- "Progressive Uses of State Power," International AIDS and Law Conference, New Delhi, India, December 1995.
- "The National Information Infrastructure and Privacy," Conference on Public Health and NII, National Library of Medicine, April 1995.
- "Legal Remedies Under Health Care Reform," American Bar Association Convention, New Orleans, August 1994.
- "Rights and Entitlements in Health Care Reform," RAND Institute, Santa Monica, CA., February 1994.
- "The Legacy of the Civil Rights Movement," Columbia University Center for American Cultural Studies, March 1992.
- "AIDS-Related Discrimination: An Overview," National Commission on AIDS, Denver, June 1991.
- "The Law and Social Change," Princeton University, Wilson School of Government, October 1989.
- "AIDS and Civil Liberties," Harvard University - New York State AIDS Institute Legislative Conference, Albany, NY, May 1989.
- "Mandatory AIDS Testing: Public Health and Private Rights," 124 F.R.D. 288 (1989) (panel presentation to the Judicial Conference for the District of Columbia Circuit, Williamsburg, VA, May 1988).
- "AIDS-related Discrimination," Testimony before the President's Commission on the HIV Epidemic, Nashville, TN, March, 1988.
- "Mandatory versus Voluntary Testing for AIDS," Midwestern Legislative Conference of the Council of State Governments, Des Moines, IA, August 1987.
- "Legal Issues Concerning AIDS in the Workplace," National Bar Association, New York, July 1987.
- "AIDS Law," Judicial Conference of the District of Columbia Superior Court, Charlottesville, VA, April 1987.

"Public Health and Law: Imperatives of AIDS," Conference on HIV Testing, U. S. Centers for Disease Control, Atlanta, February 1987.

**GRANTS AND HONORS**

Principal Investigator, Ford Foundation grant, "Legal Response to the AIDS Epidemic," 1989 - 1990.

Awarded first Ford Foundation grant to a civil rights group regarding AIDS; conducted study of the impact of AIDS on legal doctrine and structures and recommended policy for the future; convened advisory groups of experts on specific issues; supervised and edited the production of in-depth policy documents; invited by Ford to present the results at the 1992 International AIDS Conference in Amsterdam.

Principal Investigator, American Foundation for AIDS Research, "Survey of AIDS Discrimination and Legal Analysis," 1988-1989.

Supervised production of report compiling and analyzing data on incidence of AIDS-related discrimination and the status of federal and state law.

Dan Bradley Human Rights Award - National Lesbian and Gay Law Association, 1990.

First recipient of award given every two years by nation's largest organization of gay lawyers.

DHCCS

**RESUME****SYLVIA DREW IVIE**

P6/b(6)

**213/295-6571 (w)**

**EDUCATION:** Oakwood School  
Poughkeepsie, New York, 1961

Vassar College  
Poughkeepsie, New York  
A.B. 1965, History & Political Science

Howard Law School  
Washington, D.C.  
J.D. 1968; Member, Law Review

**EMPLOYMENT:****Present Position - May 1988 To Date**

Executive Director  
T.H.E. Clinic For Women  
3860 West Martin Luther King Blvd.  
Los Angeles, CA 90008

Description of Work: Primary health care clinic - prenatal care, family planning, pediatrics, adult medicine, HIV testing and counseling, and clinical care for women with AIDS. \$2.5 million budget; staff of 60 serving African-American, Latina, Japanese, Thai, Vietnamese, Pilipino, Laotian, and Tongan patients.

**August 1979 to May 1988**

Executive Director  
National Health Law Program  
Los Angeles, CA 90034

Description of Work: Litigation, training, policy analysis for neighborhood legal services attorneys and their clients concerning Medicare and Medicaid entitlements, access by the poor to hospitals built with federal Hill-Burton funds, racial discrimination in health care delivery, maternal and child health, and alternative delivery and financing systems (public hospitals, capitated systems, case management, HMOs). Management of two offices (L.A. and D.C.) with a staff of 15 and an \$800,000 budget.

**August 1980 to January 1981**

Sub-Cabinet appointment by President Carter and HHS Secretary Patricia R. Harris: Director, Office for Civil Rights, U.S. Department of Health and Human Services. On leave from the National Health Law Program.

**Description of Work:** Enforcement of Title VI, Title IX, Section 504 rights in health and welfare with HHS. Management of staff of 600 in D.C. and 9 Regions, \$25 million budget.

**September 1968 to August 1974**

Assistant Counsel  
NAACP Legal Defense and Educational Fund  
10 Columbus Circle  
New York, NY  
(Jack Greenburg, Director-Counsel)

**Description of Work:** Civil rights litigation in the Southeastern United States. Federal trial and appellate court work in areas of school desegregation, housing discrimination, employment discrimination, and jury selection. Briefed and argued over 35 cases in various federal courts of appeal, and briefed several cases argued before the United States Supreme Court.

**PUBLICATIONS:**

"Discrimination Against Women And Minorities In Municipal Employment", Urban Lawyer (1975).

"Health Care Access: If You're Black, Stay Back", Health Law Bulletin (July 1977).

"Hospital Staff Physicians Accept Medicaid Patients Under Hill-Burton Community Service", 9 Clearinghouse Review 787 (1977).

"Ending Discrimination In Health Care Access: A Dream Deferred", U.S. Civil Rights Commission Health Hearings (1980).

Low Provider Participation In Medicaid: A Surmountable Obstacle To Health Care Access" (with Michael Parks), 14 Clearinghouse Review 415 (1980).

"Case Management In California", Whittier Law Review (Health Symposium Proceedings (1986).

**PRESENTATIONS:**

**"National Health Insurance: A Minority Perspective", New York University School of Law Health Symposium (1986).**

**"Health Care For The Uninsured", American Association of Law Schools (1986).**

**Since 1980, I have given testimony or presentations before the United States Senate and House Health and Government Oversight Committees, the U.S. Department of Health and Human Services, the Drew and Meharry Medical School faculties, the University of North Carolina School of Public Health, the Urban League, the NAACP, the NAACP Legal Defense Fund, the National Association of Social Workers, the American Public Health Association, the American Bar association Health Forum, the American Association of Public Health Administrators, and the American Hospital Association.**

**PAST AFFILIATIONS:**

**Member, New York Bar, American Bar Association.**

**Admitted to practice before the United States Supreme Court and the United States Courts of Appeal for the Second, Fourth, Fifth, Sixth, Eighth, and Tenth Circuits.**

**Board of Directors, Vassar College Alumnae and Alumni Association 1974-1976.**

**Member, California Health Facilities Commission, 1980-1982.**

**Chair, Finance Panel, Special Committee on the Future of Publicly Financed Health Care, California State Health Department (Beverlee Myers, Health Director), 1978-1979.**

**Chair, Organization of Legal Services Backup Centers (17 specialty poverty law firms), 1983-1984, 1985-1986.**

**Chair, Rosa Parks Sexual Assault Center Advisory Board, 1985-1986.**

**Board of Directors, Bet Tzedek Legal Services, Los Angeles, CA, 1986-1988.**

**Select Committee for Housing and Services for Skid Row Residents, 1986-1988.**

**Board of Directors, Medicare Advocacy Project, 1987-1988.**

**SHEILA LEATHERMAN**

P6/b(6)

---

---

**PROFESSIONAL EXPERIENCE**

**10/1995 - Present**    *Executive Vice President*  
United HealthCare Corporation  
Minneapolis, MN

Responsible for key strategic functions of the corporation, reporting directly to the CEO/Chairman of the Board. United HealthCare, one of the largest health care organizations in the U.S. (9 billion annual revenues), provides health care services to over 30 million Americans. Ms. Leatherman is a corporate executive officer with principle accountabilities for the conceptualization and execution of strategic positioning of the company including forecasting, advising business units of strategic environment and managing all external affairs of the corporation. Operational responsibilities include direct responsibility for the following divisions comprising 150 staff and approximately \$90 million annual budget: Government Affairs (50 states and federal), Communications, Public Affairs, Issues Management, Public and Health Policy Development, Investor Relations, Health Services Research/Evaluation (see below).

**1989 - Present**    *President*  
Center for Health Care Policy & Evaluation  
United HealthCare Corporation  
Minneapolis, Minnesota

Ms. Leatherman is the founder and President of the Center for Health Care Policy and Evaluation. The Center focuses on evaluating the performance of health care delivery systems in the areas of quality, cost, and access to improve health care delivery and to influence health care reform. The Center is composed of 40 individuals with scientific, policy, managerial and technical experience. Development efforts focus on methods and data bases to facilitate analyses of cost-benefit, appropriateness and health outcomes. The Center's work is divided between United HealthCare and a broad range of external clients including government entities, academic institutions and provider organizations for which the Center performs research and data analysis.

**7/1994 - Present**    *Academic Appointment - Senior Fellow*  
Institute of Health Services Research  
School of Public Health, University of Minnesota.

---

---

**SHEILA LEATHERMAN**

Page 2

**7/1987 - 1/1989** *Vice President*  
Medical Affairs  
PARTNERS National Health Plans  
Minneapolis, Minnesota

PARTNERS National Health Plans formerly existed as an alternative delivery system management company which had ownership or management with approximately 25 HMOs and 70 PPOs in the United States. It was bought by Aetna in 1990.

This position entailed organization of a new division of the management company to perform operations, development and consultation in areas of "managed care" for the HMOs and PPOs under contract to PARTNERS. Scope of responsibility included UR/QA measurement; MIS design; medical policy development; contract design for hospitals and physicians reimbursement; public relations regarding cost/ quality issues and development of public policy.

**7/1985 - 7/1987** *Executive Director/Chief Executive Officer*  
MedCenters Health Care, Inc.  
Minneapolis, Minnesota

Chief Executive Officer of a health maintenance organization licensed in Minnesota and Western Wisconsin which had a membership of 250,000 and annual revenues of approximately 110 million dollars. Principal duties included strategic planning, policy-setting, financial management, executive relations with health care providers (clinics, hospitals, physician practices) and corporate clients, contract negotiations and direction of sales/marketing. Accountability to American MedCenters (management company) and 15 member HMO Board of Directors.

**1979 - 1985** *Program Coordinator*  
Health Systems Management  
Veterans Administration, Department of Medicine & Surgery  
Minneapolis, Minnesota/Washington, D.C.

Responsibility for consultation, education and program development in the areas of quality management and resource management for 172 health care delivery systems in the V.A., nationally. Specific areas of focus were case-mix resource allocation planning and quality assurance systems for general medical/surgical, mental health and long term care.

**1977 - 1979** *Coordinator, Long Term Care Program*  
Veterans Administration  
Minneapolis, Minnesota

Responsibility for the contracting, accreditation and quality of care monitoring of approximately 75 nursing homes used for the long term care needs of veterans in a two-state area.

**1974 - 1977** *Psychiatric Social Worker*  
Veterans Administration Hospital  
Arkansas

**SHEILA LEATHERMAN**

Page 3

**PROFESSIONAL ACTIVITIES (abbreviated listing)****Current:****International Society for Quality of Care 1996-1998, Advisory Committee**

An international organization of leading public health officers, academicians, policy makers, and managers. Appointed member of Advisory Committee representing North America.

**National Committee on Vital and Health Statistics 1994-1997**

This committee, established by Federal law, provides advice and consultation to the Secretary of Health and Human Services on policies and plans for developing major national systems of health data collection relating to general health problems of the U.S. population, health care resources, and financing.

**National Academy of Social Insurance 1996-1997**

Member of Study Panel on the Future of Fee-for-Service Medicare

**Public Policy Institute Board of Trustees 1996**

Based in Washington, DC; affiliated with Democratic Leadership Council.

**American Association of Health Plans Board of Directors 1995-Present, executive committee member**

Trade Association for 1,000 managed care organizations in the U.S.

**Committee on Public Health Performance Monitoring 1995-1996**

Established by Institute of Medicine and National Academy of Sciences

**Association for Health Services Research (AHSR) Member, Board of Directors, 1995 - Present; Treasurer, 1996-1998**

The Association for Health Services Research (AHSR) is a national association for the conduct, dissemination, and advancement of the field of health services research in the U.S.

**The Children's Health Fund Corporate Council Member, Corporate Council Steering Committee, 1995-1998**

Established in 1991 to ensure quality health care to medically homeless children. The Council supports specific initiatives in eight states for the direct provision of health care services and policy development activity at the federal and state level to improve health care to underserved child and maternal populations.

**Consultant to US/AID (Agency for International Development) 1992 - present**

Consultant to Eastern European Bureau for development of programs related to privatization of health care, development of health information systems and quality of care evaluation. Consultations conducted in Czech Republic, Slovak Republic, Bulgaria, Romania, Poland and Russia.

**Policy Fellow, Humphrey Institute of Public Affairs, University of Minnesota 1995-1996**

Selected as one of 30 fellows based on assessment of potential for future civic/political leadership. Forum provides educational opportunities in American political and policymaking dynamics. Established by former Vice President Walter Mondale and now led by former Congressmen Vin Weber and Tim Penny.

"The Health Care 1000". Identified by Faulkner and Gray's Health Information Center as one of "The Health Care 1000", a directory of the 1000 most influential Americans in the field of health policy, 1994, 1995 and 1996.

**Outcomes Measurement and Management Newsletter Member, Editorial Board, 1991 - present****Report on Medical Guidelines & Outcomes Research Member, Editorial Board, 1994**

**SHEILA LEATHERMAN**

Page 4

**PROFESSIONAL ACTIVITIES (continued)**

Managed Care Quarterly Member, Editorial Board, 1992 - present

Pew Charitable Trust Grant for Development of National Health Services Research Information System  
Member of National Advisory Committee, 1992 - 1995  
Grantee is Foundation for Health Services Research.

Outcomes Research Digest Member, Editorial Board, 1995-Present

**Past:** (partial listing)

Joint Commission on Accreditation of Healthcare Organizations 1993 - 1995  
Member of Advisory Group on Provider Network Evaluation

Minnesota Data Institute, Board of Directors 1993 - 1995  
Established by the Minnesota Legislature to develop and implement statewide data initiatives to support the MinnesotaCare health reform legislation.

"The Health Care 500" Chosen by Faulkner and Gray's Health Information Center as one of "The Health Care 500", a directory of the 500 most influential Americans in the field of health policy, 1991, 1992, 1993.

Rand Corporation National HMO Quality Consortium Chairperson 1990 - 1993  
Chairperson of research initiative for collaborative development and implementation by 12 HMOs of quality measurement methods/tools. Funded by Hartford Foundation. The consortium was founded in 1988 and collectively represents approximately 5 million enrollees.

Robert Wood Johnson Grant - Health of the Public Project 1991 - 1993  
Member of steering committee to develop models for Medical Resource Allocation Grantee, University of Minnesota and Hennepin County Medical Center.

National Committee on Quality Assurance (NCQA), Board of Directors 1991 - 1993  
NCQA is the accreditation organization for managed care entities.

State of Minnesota Data Advisory Committee Appointed Member 1992 - 1993

Group Health Association of America National Trade Association of HMOs  
Member, Quality of Care Committee 1988 - 1992

Minnesota Coalition on Health Board of Directors and Executive Committee  
Association of health care organizations, corporations, providers, focused on issues of data, quality measurement, access and long term care.

Center for Biomedical Ethics, Center Associate University of Minnesota 1989 - 1992  
Associate appointment. Co-chair of the Minnesota Project on Ethical Frameworks for Health Care; a 3 year project of the University of Minnesota Biomedical Ethics Center to develop a broad-based community framework for ethics to guide financing, organization and delivery of health care services. Publication of work in Health Affairs, Spring 1992 edition.

Consultant, Indian Health Service, U.S. Public Health Service 1988 - 1991

**SHEILA LEATHERMAN****Page 5**

---

**PROFESSIONAL ACTIVITIES (past, continued)****Board of Directors, Quality Quest 1988 - 1990**

Non-profit organization formed by InterStudy and Paul Ellwood.

**Joint Commission on Accreditation of Health Care Organizations 1987 - 1989**

Member of Board of Directors Advisory Committee on Managed Care.

**Co-Principle Investigator, John A. Hartford Foundation Grant 1987 - 1989**

Hartford awarded \$400,000 to MedCenters Health Plan and Park Nicollet Medical Foundation (grantee) for collaborative 2 year project "Managed Care Development" to focus on monitoring and measurement of resource consumption/utilization and health outcomes in prepaid populations.

**Chair, HMO Council of Minnesota 1988**

HMO Council is comprised of 10 HMOs in Minnesota

**Leonard Davis Institute of Health Economics University of Pennsylvania, 1993 -1995**

Member of Task Force on Principles for Economic Analyses to establish voluntary guidelines for conduct and reporting of economic research of pharmaceuticals. Sponsored by 10 individual pharmaceutical companies.

---

**SHEILA LEATHERMAN**

Page 6

**PUBLICATIONS/PAPERS**

- Showstack, J.; Lurie, N.; Leatherman, S.; Fisher, E.; Inui, T. "Health of the Public: The Private Sector Challenge." *Journal of American Medical Association (JAMA)*. Accepted and pending publication.
- Leatherman, S. "Managed Care: Saint or Sinner." An invited opinion editorial distributed by Knight Ridder News Service to 400 newspapers nationally, July 1996.
- Brand D.A.; Quam, L.; Leatherman, S. "Medical Practice Profiling: Concepts and Caveats." *Medical Care Research and Review*. June 1995.
- Leatherman, S.; Chase, D.; Polich, C. "The Use of Member Satisfaction Surveys In Determining the Effectiveness of Managed Care Delivery Systems." In: Luft, H., editor. *HMOs and the Elderly*. Health Administration Press. 1994.
- Leatherman, S.; Chase, D. "Using Report Cards to Grade Health Plan Quality." *The Journal of American Health Policy*. January/February 1994.
- Leatherman, S. "The Use of Socio-economic Data for Pharmaceutical Decision-Making in Managed Care." In: Levy, E.; Champey, Y., (editors). *The Use of Socio-Economic Data on New Drug Therapies by Health Decision Makers: Proceedings of a Symposium held in Paris*. November 1993.
- Leatherman, S.; McGlynn, E. "Gathering Systematic Information on Health Plans: An Interview with Sheila Leatherman." *Journal on Quality Improvement*. July 1993.
- Leatherman, S. "Americans Don't Want a Health Care Revolution." *Wall Street Journal*. June 17, 1993.
- Quam, L.; Ellis, L.; Venus, P.; Clouse, J.; Taylor, C.G.; Leatherman, S. "Using Claims Data for Epidemiologic Research: The Concordance of Claims Based Criteria with the Medical Record and Patient Survey for Identifying a Hypertensive Population." *Medical Care*. June 1993.
- Heinen, L.; Peterson, E.; Pion, K.; Leatherman, S. "Quality Evaluation in a Managed Care System: Comparative Data to Assess Health Plan Performance." *Managed Care Quarterly*. 1993.
- Heinen, L.; Leatherman, S. "Quality Evaluation: A New State of the Art." *Group Practice Journal*. 1992.
- Brand, D.; Quam, L.; Leatherman, S. "Data Needs of Profiling Systems." In *Conference on Profiling*. No. 92-2, pp. 20-45. Washington, D.C.: Physician Payment Review Commission. 1992.
- Leatherman, S.; Peterson, E.; et al. "Quality Screening and Management Using Claims Data in a Managed Care Setting." *Quality Review Bulletin*. 17:11:349-359. 1991.

**EDUCATION**

- |                 |  |
|-----------------|--|
| 1968 - 1972     | Tulane University<br>New Orleans, Louisiana<br>B.A. Degree in Anthropology       |
| 1/1973 - 6/1974 | University of Arkansas<br>Little Rock, Arkansas<br>Masters Degree in Social Work |

## BEVERLY MALONE, PhD, RN, FAAN

Beverly L. Malone, PhD, RN, FAAN is Dean and Professor of the School of Nursing at North Carolina Agricultural and Technical State University, Greensboro. Dr. Malone received her BS in Nursing from the University of Cincinnati in Ohio; M.S. in Adult Psychiatric Nursing from Rutgers the State University in New Brunswick, New Jersey and her PhD in Clinical Psychology from the University of Cincinnati.

With ANA, Dr. Malone has served on the Board of Directors for six years, as a Director for four years and as Second Vice President for two. In addition, she has been a member of the ANA Committee on Committees, Finance Committee and chair of the Legislation Committee. As Chair of the ANA Ad Hoc Committee on Credentialing, Dr. Malone worked on advance practice nursing issues with a variety of specialty groups. At the state level, Dr. Malone has served as Vice President of the Ohio Nurses Association. Currently she is serving as Vice President of the Board of Trustees for the American Nurses Foundation and Vice Chair of the ANA Ethnic Minority Fellowship Program.

Locally, Dr. Malone has served on the Governor's Task Force on the Nursing Shortage; Commissioner of the North Carolina Commission on Health Services; Vice Chair of the Board of Trustees, Moses Cone Health System; Vice Chair of the Board of Directors, the Adolescent Pregnancy Prevention Program; and President of the NC Council of Baccalaureate Deans and Directors.

In her clinical career, Dr. Malone has worked as a surgical staff nurse, clinical nurse specialist, director of nursing and assistant administrator of nursing. She has also served as a contract negotiator at the bargaining table. Her other accomplishments include establishment of a fee-for-service consultation department within a university hospital setting, an internship with Senator Daniel Inouye, and fellowships from the National Institute of Mental Health and the ANA Minority Fellowship Program. A licensed clinical psychologist and Tavistock consultant, Dr. Malone maintains a small individual, group and family therapy practice.

**EDUCATION:**

Family Therapy Institute

Certificate: 1975  
Administrator: Ernie Andrews  
Chairman: Dr. Dember  
Degree: Ph.D.  
Completed: December, 1981

University of Cincinnati  
Cincinnati, Ohio  
Clinical Psychology Ph.D. Program

Rutgers The State University  
New Brunswick, New Jersey  
Graduate Adult Psychiatric Nursing

Chairman: Dr. Peplau  
Degree: M.S.  
Completed: May, 1972

University of Cincinnati  
Cincinnati, Ohio  
College of Nursing and Health

Dean: Dr. Dalrymple  
Degree: B.S.N.  
Completed: 1970

## BEVERLY MALONE, PhD, RN, FAAN

### EDUCATION:

Family Therapy Institute

Certificate: 1975  
Administrator: Ernie Andrews

University of Cincinnati  
Cincinnati, Ohio  
Clinical Psychology Ph.D. Program

Chairman: Dr. Dember  
Degree: Ph.D.  
Completed: December, 1981

Rutgers The State University  
New Brunswick, New Jersey  
Graduate Adult Psychiatric Nursing

Chairman: Dr. Peplau  
Degree: M.S.  
Completed: May, 1972

University of Cincinnati  
Cincinnati, Ohio  
College of Nursing and Health

Dean: Dr. Dalrymple  
Degree: B.S.N.  
Completed: 1970

### PROFESSIONAL EXPERIENCE:

North Carolina A&T State University  
School of Nursing  
October, 1994 - Present

Title: Dean and Professor

North Carolina A&T State University  
Academic Affairs  
August - October, 1994

Title: Interim Vice Chancellor

North Carolina A&T State University  
School of Nursing  
August, 1986 - August, 1994

Title: Dean and Professor

Union for Experimenting Colleges  
and Universities  
Undergraduate Studies Program  
Cincinnati, Ohio  
September 1985 - 1988

Title: Dimension Faculty

University of Cincinnati  
University Hospital  
October, 1983 - August, 1986

Title: Assistant Administrator  
Nursing

### ORGANIZATIONS:

American Nurses Association  
American Nurses Foundation  
American Academy of Nursing

Bd. Member/2nd Vice President, 1988 - Present  
Trustee/Vice President, 1990 - Present  
Secretary, 1992 - 1994

## GERALD W. McENTEE

Gerald W. McEntee was elected International President of the 1.3 million-member American Federation of State, County and Municipal Employees (AFSCME), AFL-CIO, in December 1981 and has served in that office continuously since then. He was re-elected to a four-year term in June 1992.

McEntee is a Vice President of the AFL-CIO and a member of its Executive Council. In September 1992, the Board of Trustees of the George Meany Center for Labor Studies elected McEntee to serve as a member of the board. As an officer of the AFL-CIO's Public Employee Department, McEntee often speaks officially for all public employee members of the labor federation.

As President of the union, McEntee is a key player in the effort to redesign government, traveling throughout the country speaking to such organizations as the Carnegie Institute on ways to efficiently and effectively redesign the government workplace. McEntee serves on the board of the Alliance to Reinvent Government. McEntee also has long been a leader in the fight to reform the nation's health care system. He is a member of the board of the Health Care Reform Project, a coalition of consumers, businesses, labor organizations, health care providers, and other Americans dedicated to the passage of comprehensive health care reform.

McEntee is a co-founder and Chairman of the Board of the Washington-based Economic Policy Institute. He is also co-founder of Project 500, a national effort to have progressive majorities in state legislatures across the country, and is a Vice President of Americans for Democratic Action. In addition, McEntee is a member of the board of the Child Care Action Campaign and is a member of the National Commission on Children. He also chairs the AFL-CIO's Work and Family Committee.

McEntee had a distinguished career as a labor leader in Pennsylvania before assuming the presidency of the nation's largest public employee and health care workers union. Beginning in 1958, as an AFSCME organizer in Philadelphia, he became the successful architect of the major public-sector drive to unionize more than 75,000 Pennsylvania state employees. He was elected Executive Director at the founding convention of AFSCME Council 13 in Pennsylvania in 1973, and an International Vice President of AFSCME in 1974.

McEntee holds a B.A. degree in Economics from LaSalle University in Philadelphia. In addition, he has done graduate work at Temple University and attended the Harvard Trade Union Program.

McEntee is a native of Philadelphia, where he was born on January 11, 1935. He and his wife, Barbara, live in Washington, D.C.

American Federation of State, County  
and Municipal Employees, AFL-CIO  
1625 L Street, N.W., Washington, D.C. 20036-5887  
Telephone (202) 429-1130  
Fax (202) 429-1084

OHCW



521 Wall St.  
Seattle, WA 98121  
(206) 448-6460  
(206) 448-6080 FAX



Phil Nudelman, PhD

**Phil Nudelman, PhD**  
**President and Chief Executive Officer**  
**Group Health Cooperative of Puget Sound**

Phillip M. Nudelman, PhD, is President and Chief Executive Officer of Group Health Cooperative of Puget Sound headquartered in Seattle, Washington.

Group Health is a nonprofit managed-healthcare delivery system which includes the Northwest's largest health maintenance organization, the region's first point-of-service plan, and Centers for Health Studies, Prevention and Health Promotion. Established in 1947, it is the nation's largest consumer-governed healthcare organization. Along with its eastern Washington affiliate, Group Health Northwest, the Cooperative provides services to over 600,000 people, one-in-every-ten residents of the state of Washington.

Group Health is western Washington's first health care organization to receive full, three-year accreditation by the National Committee for Quality Assurance (NCQA).

Dr. Nudelman has a diverse background, having been a commercial airline pilot, a registered pharmacist, and a hospital administrator. He holds a Doctorate in Health Systems Management. Professionally, 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.

Dr. Nudelman is very active in the community, serving on the boards of Seattle Chamber of Commerce, United Way of King County, Association of Washington Business, Pacific Science Center, Center for Wildlife Conservation, Woodland Park Zoo and Alliance for Education. He is past-Chairman of the Board of PIPE - Partners in Public Education. Dr. Nudelman also serves on the board of directors for Cytran, Ltd., SpaceLabs Medical, Inc., Cell Therapeutics, Inc., and Advanced Technology Laboratories.

**Group Health's vision for the future:**

- B**y the year 2000, Group Health Cooperative will be the nation's best managed-healthcare organization.
- W**e will have the most-satisfied customers.
- O**ur consumer governance structure will be a national model for the collaborative delivery of cost-effective, quality healthcare.

**W**e will be the Northwest's most-desirable healthcare system in which to work.

**W**e will deliver and be recognized nationally for delivering quality healthcare to all segments of our population.

**Phil Nudelman, PhD**  
**President and Chief Executive Officer**

**Group Health Cooperative of Puget Sound**  
521 Wall Street  
Seattle, Washington 98121



Phil Nudelman, PhD, has 25 years of experience in not-for-profit managed healthcare. He is the president and chief executive officer of Group Health Cooperative, and is the chair-elect of the American Association of Health Plans.

He currently leads Group Health Cooperative, a not-for-profit managed-healthcare delivery system which includes the Northwest's largest health maintenance organization, and the region's first point-of-service plan.

Established in 1947, Group Health Cooperative will soon begin celebrating its 50th anniversary. It is the nation's 7th oldest HMO and the largest consumer-governed healthcare organization. Group Health is governed by an elected, 11-person, volunteer, consumer board of trustees.

Group Health has grown to serve more than 660,000 people, or one-in-every-nine residents of the state of Washington.

Quality measures achieved under Dr. Nudelman's leadership

In 1996, Group Health received three-year, full accreditation from the National Committee for Quality Assurance—an honor that has eluded every other HMO in the Puget Sound area. The Cooperative is also accredited by the Joint Commission for the Accreditation of Health Care Organizations.

Group Health was the first HMO (in 1992) to issue to selected purchasers "report cards" on care quality, member satisfaction and utilization, based on standard measures of the Health Plan Employer Data & Information Set (HEDIS).

Group Health Cooperative serves a Medicare population of more than 51,000 people, under a risk contract with the federal government. In 1995, Group Health had the lowest Medicare complaint rate in the country, according to data from the Health Care Financing Administration. In 1996, Group Health Cooperative was the second lowest, with 0.30 complaints per 1,000 members.

More than 96 percent of Group Health staff physicians are board certified, having passed exacting competency tests in their specialties.