Withdrawal/Redaction Sheet
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. letter	To constituent from Margaret A. Williams re: letter (partial) (1 page)	11/18/93	b(6)
001b. letter	To Ms. Williams from constituent re: personal (1 page)	10/23/93	b(6)
001c. envelope	To Margaret A. Williams from constituent (1 page)	10/25/93	b(6)

COLLECTION:
Clinton Presidential Records
First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 17603

FOLDER TITLE:
[Correspondence from 1993]: M [3]

2013-0359-S
ry1314

RESTRICTION CODES

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

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

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

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

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Withdrawal/Redaction Marker
Clinton Library

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001a. letter	To constituent from Margaret A. Williams re: letter (partial) (1 page)	11/18/93	b(6)

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First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 17603

FOLDER TITLE:

[Correspondence from 1993]: M [3]

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THE WHITE HOUSE

WASHINGTON

November 18, 1993

[0012]

(b)(6)

Dear (b)(6):

Thank you very much for your letter of October 23, 1993. Mrs. Clinton greatly appreciates your expression of trust and confidence in her.

To better assist you with your concerns, I have forwarded your letter to the Office of Agency Liaison. I appreciate your patience and hope that this situation is resolved satisfactorily.

Sincerely,

Margaret A. Williams
Chief of Staff to the
First Lady

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001b. letter	To Ms. Williams from constituent re: personal (1 page)	10/23/93	b(6)

COLLECTION:
Clinton Presidential Records
First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 17603

FOLDER TITLE:
[Correspondence from 1993]: M [3]

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Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001c. envelope	To Margaret A. Williams from constituent (1 page)	10/25/93	b(6)

COLLECTION:
Clinton Presidential Records
First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 17603

FOLDER TITLE:
[Correspondence from 1993]: M [3]

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THE WHITE HOUSE

Aug. 24

Dear Ted —

Congratulations / thanks for your sweet note. It came at a time when I needed it most —

Please keep in touch —

Maggie

25 Prince Street
New York, New York 10012

general personal update & sends his best wishes.

July 21, 1993

Ms. Margaret Williams
Chief of Staff to the First Lady
The White House
Washington, D.C.

Dear Maggie,

Although I did not have success in the Wshington job scramble, I am happy to tell you that I have taken the position of Director of External Affairs at Neighborhood Housing Services of New York (NHS.) NHS is a non-profit that loans funds to low- and moderate-income first-time homebuyers. As Director of External Affairs, I will be the organization's liason with local and State legislators, advocating our interests to them and keeping them informed of our needs. I will also serve as advisor to the Executive Director on developments in Federal community development policy. It is a fantastic opportunity and I am looking forward to learning a great deal.

I hope that you are doing well and are not being worked to death. Thank you for sponsoring my application for employment, I am sure it was a help to me. I wish you the best and hope for the best from the Administration and from the First Lady.

Sincerely,

Ted McCutcheon

Ted McCutcheon

DRAFT FOR Evie's signature

Dear Ms. McDonald:

Maggie asked me to thank you for taking the time to write about Barbara Allen.

Let me take a minute to thank you, also, for your time and effort. As you undoubtedly know, we would be lost without the assistance of people like you.

COMMUNITY
INFORMATION CENTER

CHRISTEL G. McDONALD

3800 N. FAIRFAX DRIVE
APT. 1001
ARLINGTON, VIRGINIA 22203
(703) 525-9755

July 25, 1993

Ms M. Williams
Chief of Staff
for the First Lady
Mrs. H. Rodman Clinton
The White House
Washington, D.C. 20500

Dear Ms. Williams,

I had the pleasure of serving as a Volunteer under the efficient leadership of Ms. Barbara Allen, Director, Health Care Correspondence, reading, sorting and routing the correspondence addressed to Mrs. Clinton on health care reform.

Needless to say that I was impressed and overwhelmed by the sheer volume of mail that reaches the White House and I am reluctant to add to that steady stream of expression of sentiment expressed by the people in this country.

I simply would like to draw your attention to the superb job Ms. Barbara Allen is doing at present. As a Foreign Service spouse I am dealing with a number of volunteer organizations and am aware of their shortcomings when it comes to organization, structure, proper planning and coordination of volunteers. Ms Allen's professionalism is noteworthy and I wanted you to know it.

Sincerely,

Christel McDonald

THE WHITE HOUSE

WASHINGTON

August 20, 1993

Ms. Christel G. McDonald
3800 N. Fairfax Drive
Apt. 1001
Arlington, VA 22203

Dear Ms. McDonald:

Maggie asked me to thank you for taking the time to write about Barbara Allen.

Let me take a minute to thank you, also, for your time and effort. As you undoubtedly know, we would be lost without the assistance of people like you.

Sincerely,

Evelyn S. Lieb

Evelyn S. Lieberman
Assistant to the Chief of Staff
for the First Lady

THE WHITE HOUSE

WASHINGTON

September 3, 1993

Patricia A. McGuire
President, Trinity College
125 Michigan Avenue N.E.
Washington, D.C. 20017-1094

Dear Pat:

Just a quick note to let you know that I have passed your requests on to Patti Solis, Mrs. Clinton's Director of Scheduling. I can't make any commitments, as you know, but I assure you that the requests will receive serious consideration.

It was great to run into you and I hope I'll be able to take you up on your kind offer. I do appreciate it--and your good wishes. Many thanks.

Best regards,

Maggie Williams

Maggie Williams
Chief of Staff to the First Lady

cc: Patti Solis

TRINITY COLLEGE

WASHINGTON

August 12, 1993

Ms. Maggie Williams
Chief of Staff to
Mrs. Hillary Rodham Clinton
The White House
Washington, DC 20500

Dear Maggie:

Good to see you the other day --- how many of us spend our lives dashing madly through Lord & Taylor late at night? Seems to be the only time we get to buy the essentials! I hope that, by the time you have received this, you have had an opportunity to get a little rest. Having just come back from vacation myself, I can attest to the wonderful restorative powers of a few days off. Do it for yourself! (Your colleagues will also appreciate it.)

I am writing informally to seek some advice. I am sure that you are quite inundated with requests for Mrs. Clinton's presence at various events. Much as I do not wish to add to your burden, as you probably suspect, we would very much like to have her visit Trinity. Since we are here in town, and given our great commitment to the education of women, we hope that she might be able to find time at some point to visit campus.

Having said that in general terms, we have two very specific ideas for the upcoming months. I realize that these may be out of the question, but I wanted to explore the ideas with you informally first, and then I would, of course, take your direction about the appropriate way to proceed.

On Friday, October 29, we will conduct our annual fall Convocation in concert with our Family Weekend at the College (formerly Parents' Weekend, but now including all families, including our adult students). As part of Convocation, we will be continuing a theme that we began last spring, namely, the exploration of the role of women in the health care arena. For the Convocation, we will specifically focus in on the leadership that Trinity women and others have brought to women's health issues in particular. We hope to conduct some seminars during the day, leading up to the formal Convocation in the middle of the afternoon.

If it were possible for Mrs. Clinton to deliver the keynote

95·Y·E·A·R·S
of Women Leading the Way

OFFICE OF THE PRESIDENT

125 MICHIGAN AVENUE, N.E. WASHINGTON, D.C. 20017-1094 202/939-5050 202/939-5134 FAX

address for this Convocation on health issues especially related to women and families, we would naturally be quite delighted. The exact timing of her participation could be open to her schedule. We would shape the event around her, of course.

If the October 29 date were not convenient or appropriate, we would also be interested in exploring an alternative date. Given our interest in the whole health care arena, we think it would be quite appropriate to have her visit campus to deliver an address or perhaps to dialogue with some audience, including our students.

In the alternative, we would also be delighted to invite Mrs. Clinton to come to Trinity to deliver the Commencement address. I am sure that she is inundated with commencement invitations, and I know that May is a busy time of year. However, if it were to be at all of interest to her and possible on her schedule, our 1994 Commencement will occur on Sunday, May 22, and we would always be delighted to have Mrs. Clinton.

Perhaps there are other ideas that would be more appropriate or convenient that we could explore. If you are so inclined, I would be happy to discuss them with you. Again, I know that you are quite busy and have many demands of this nature, and so I will look to you for advice and guidance.

Maggie, please know that you have many friends here at Trinity, and we would always be delighted to help you in any way possible. Our students are quite inspired by you, and they have been most impressed by and grateful for the attention you have already given to them. Thanks so much for all of your continuing support and interest for Trinity and our students.

As always, if you ever just want to get together for dinner --- no shop talk! --- please don't hesitate to pick up the phone and we can escape somewhere. Thanks again for all of your consideration, and I look forward to talking with you in the months ahead. Best wishes.

Sincerely,

Pat adb

Patricia A. McGuire
President

PAM/adb

THE WHITE HOUSE

WASHINGTON

July 22, 1993

John S. McIntyre, M.D.
American Psychiatric Association
1400 K Street, N.W.
Washington, D.C. 20005

Dear Dr. McIntyre:

Thank you for your letter of June 2, 1993. I have forwarded your request for a meeting to address the issues involved in the treatment of mental illness to Ira Magaziner.

Sincerely,

Maggie Williams

Maggie Williams
Chief of Staff to the First Lady

THE WHITE HOUSE

WASHINGTON

August 30, 1993

E. P. McKean-Smith
c/o Vicki's Christmas Place
430 East 16th Street
Coquille, OR 97423

Dear Mr. McKean-Smith:

Thanks so much for your nice note. We all enjoyed the articles.

Keep up the good work--and give our regards to your wife.

Sincerely,

Maggie Williams

Maggie Williams
Chief of Staff to the First Lady

Ms Maggie Williams
The White House
Washington DC 20000

7/28/93

Dear "Maggie":

As an 84 year old man, I find it difficult to write the more formal "Dear Ms Williams" when the young and delightful "Maggie" seems more apropos.

Vicki, my wife, mailed a Christmas card to the First Couple in Little Rock, January 21, 1993. We received a pleasant surprise to receive an acknowledgment, February 6, 1993, than another letter, June 6, 1993 four days before Vicki's 80th birthday.

We have sent you two copies of two clippings that you might be of interest, I hope others do so. The article is pure ego.

Thank you for your time.

Keep Happy

E. P. McKoan-Smith

Vicki's Christmas Place
430 East 16th St.
Coquille, OR 97423

Control Center

4497

Devaluation by decimal darling idea

DEC 25

By RUSSELL BAKER

NEW YORK — How would you like to have 14-cent gasoline and the nickel candy bar back again? How about the six-cent bus fare, the 50-cent movie, the $2.50 theater seat? How would you like to walk into a store and buy the best suit in the house for 30 bucks?

It is the easiest thing in all of economics. Ronald Reagan and the new Congress can to it in a twinkling, come January. All they have to do is redefine the dollar.

BAKER

They simply create a new bill called "the New Dollar" and peg its value at 10 of the existing old dollars. Until all the old dollars go out of circulation, they are worth 10 New Cents. The present penny would be worthless, as it is today, but if you saved 50 of them you could turn them in at the bank for a shiny New Nickel.

What could be easier? All you do is knock the last zero off present monetary figures. Thus $100 in present currency drops to $10, new style; $50 becomes $5; $25 becomes $2.50, and so on down the scale until the gasoline for which you now pay $1.40 retails for 14 cents and the present 50-cent candy bar goes for a nickel.

You are not suddenly rich again. Of course not. Your income is having that last zero abolished. Today's $20,000 income drops to New $2,000. People who have just reached the millionaire class are going to be restyled down to the $100,000 division.

But since the relationship between prices and income will stay the same, nobody will be made richer or poorer by issuance of the New Dollar. In that case, you might ask, why bother?

For two excellent reasons.

First, with the number of dollars in circulation reduced by 90 percent, the dollar will again become respected, as will the quarter, the dime and even the present miserable penny, now sneered at by all but the inhuman tax collector.

A dollar that can command lunch for two in a New York delicatessen once again becomes the Iron Man of finance, and the waiter will grovel for a 20-cent tip. Not that you should be so quick to oblige him, of course. Remember that those 20 New Cents will be the equivalent of $2 in today's money. Instead of overtipping, you may prefer to leave only a respectable 15 cents and keep the other nickel for a candy bar around 5 p.m. when the pastrami has worn off.

Psychologically, then, the New Dollar helps achieve the goal toward which the Federal Reserve people have been struggling without the least success: namely, to stop Americans from treating the dollar like a paper towel.

When you are getting only 2,000 pieces of that paper to see you through the year instead of the customary 20,000, you are bound to think several times before parting with a single shred. When your supply is cut from 1,000,000 to 100,000 you are apt to realize, as you should have realized all along, that living like a millionaire is better left to people with $10 to $20 million per annum.

Second, the New Dollar will put the brakes on credit buying. The Federal Reserve has been trying to accomplish this, and all it has done is give us two recessions in the past 18 months. How much easier it will be with the New Dollar.

Look, all the financial wizards nowadays tell you to hold down your credit buying by using cash, don't they? So suppose you are going Christmas shopping and you want to buy three gifts. Are you going to the bank and draw cash? Maybe so, if you have 45 minutes to spend standing in line. But how much are you going to draw out?

Say you plan to splurge and spend $100. You used to be able to get three pretty good gifts for $100, but you know what's going to happen, don't you?

Vision needed to clear debt

We are indebted to Mr. Vernon R. Brown telling us about The Townsend Plan (March 16 edition).

"Frances Everett Townsend, 1867-1960, born in Fairbury, Illinois, was originator and head of the Townsend Recovery Plan; officially, Old-Age Revolving Pensions, Ltd., proposing monthly pensions of $200 to U.S. citizens over 60. The funds were to be provided by a two percent transaction tax."

"The 66-year-old Townsend started his plan on Jan. 1, 1934, formed Townsend Clubs, established the Townsend National Weekly with a 200,000 circulation. As I recall, the Townsend Plan required that the $200 had to be spent for the current month and could not be "hoarded." I think the currency was something like food stamps and the color changed each month. The idea was to stimulate purchase power.

Many thought that the Townsend Plan was "crack-pot" idea and would ruin banking and would cause chaos in the whole economic structure.

Crack-pot or not, Townsend was the catalyst that forced Congress to establish the Social Security system a year later.

Townsend was a visionary but mostly forgotten now. But visionaries are needed desperately if we are to clean up the more than $4 trillion debt that we can never pay.

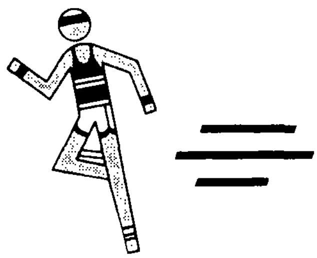
E.P. McKean-Smith
Coquille

March 26, 1993

EDWARD P. "MAC" McKEAN-SMITH

Safeway has among its employees, in its Coos Bay store, a courtesy clerk who became 80 years old July 1, 1989. He started work November 9, 1988.

"Mac" was born in Boston, Massachusetts, and was educated in private and public schools. He attended McGill University in Montreal. He graduated from the U. of O's School of Journalism after being a dropout from that institution for over 25 years. Following this, he attended a summer school at Laval University in Quebec, and a fall session at the Sorbonne in Paris.



"Mac's" work record, to say the least, was varied. He has been an auditor, a construction worker, logger, sailor, stoker, hotel manager, mill hand, a 'pond M~~d~~onkey', and an employee of the U.S. Forest Service & National Park Service.

During World War II, he served with British Signals Intelligence and was a crack investigator with the U.S. Army, stationed in Paris, with the esteemed office of the Provost Marshal General.

At an age when many are happy to be walking, Mac's running career has reached new heights. After a 52-year hiatus, Mac returned to racing at the age of 70. Recently, he completed his first road race as an 80-and-over runner. He has competed in every Prefontaine Run and plans to be at the starting line again this year for the September race. Mac usually wins his age division and says he wins because "80 percent of the time, I'm the only one in my age division".

NEW QUARTER CENTURY CLUB MEMBERS

Safeway employees, with 25 years of employment in 1989, join the prestigious Quarter Century Club. New members were introduced at the banquet on Saturday, September 23.

Congratulations to each of you.

Bryan Anderson
Charlene Beals
Jutta Bourbon
Gerald Brubaker
Dorothy Collins
Mark Davison
Leida Dewey
George Doyle
Beth Fowler
David Giessinger
Jean Haas
Jared Hayes
Mildred Hayes
Donald Heind
Paul Hill
Douglas Huffman
Douglas Jamieson
Don Jewell
William Koepke
John Krane
Dominic Lore
George Lyons
Gary McLeod
Ralph Milliron
Daniel Myers
Don Newcomb
John Phillips
Marianne Sauer
Gerhard Schultz
Siegfried Seidel
Bernice Sisney
Gary Slocum
Richard Wood
Edward Zenger

philosophy and financial results.

CUSTOMER APPEAL

THE WHITE HOUSE

WASHINGTON

[redacted]

November 18, 1993

The Honorable Denis McLean
New Zealand Embassy
37 Observatory Circle, NW
Washington, DC 20008

Dear Ambassador McLean:

Thank you for your letter of September 22, 1993. Mrs. Clinton greatly appreciates your expression of trust and confidence in her. To better address your concerns, I have forwarded your request to the Scheduling Office.

Again, thank you for writing.

Sincerely,

Margaret A. Williams
Chief of Staff to the
First Lady

NEW ZEALAND EMBASSY
37 OBSERVATORY CIRCLE, NW,
WASHINGTON, D.C. 20008

Phone: (202) 328-4800
Fax: (202) 667-5227

22 September 1993

Ms Margaret A. Williams
Chief of Staff
Office of the First Lady
The White House
WASHINGTON DC 20500

Dear Ms Williams

After speaking to Ambassador Molly Raiser, Chief of Protocol, I am writing to you to ask that you draw the attached letter to the attention of the First Lady. A copy is enclosed; another will be sent to Ambassador Raiser. I am grateful for your assistance in this matter.

With best wishes

Yours sincerely

Denis McLean

(D B G McLean)
Ambassador

Encl

27 Observatory Circle
Washington, D.C. 20008

22 September 1993

Mrs Hillary Rodham Clinton
The White House
WASHINGTON DC

Dear Mrs Clinton,

Sixteen per cent of adult Washingtonians are functionally illiterate. The Washington Literacy Council trains volunteers to help some of these men and women, many of whom cannot read a bus timetable, far less a story to their children.

The Council would be honored if you could help us raise funds by reading a love poem or a piece of prose of your choice on Valentine's Day, February 14, 1994. We propose to hold a reception at the New Zealand Embassy, with readings by six to eight eminent men and women to mark the day and celebrate literacy.

I have been associated with the Washington Literacy Council for several years. It is a privilege for me to be able to work with others to try to ease - if only in some small measure - the problems of the city. The Council trains volunteers who are at present teaching on a one-to-one basis 400 Washingtonians who are unable to read, or have difficulty in reading.

We applaud your primary involvement in health care questions, and believe that literacy impacts strongly on health status.

I do hope you will be able to join us. The need is great. The struggle of these people to achieve what the rest of us take for granted is truly noble.

Yours sincerely

Anne McLean

Anne McLean

New Zealand Embassy
37 Observatory Circle, NW
Washington, D.C. 20008

X-RAYED
BY
USSS-NEOB
RZM

Ms Margaret A. Williams
Chief of Staff
Office of the First Lady
The White House
WASHINGTON DC 20500

THE WHITE HOUSE

WASHINGTON

October 21, 1993

Dr. Janice F. McMillan
Professional Counseling Associates, P.C.
11503 Allecingie Parkway
Parkwood Building
Richmond, Virginia 23235

Dear Dr. McMillan:

Thank you for your letter of September 23. Your kind invitation to Mrs. Clinton to meet with members of the Board of the Virginians for Mental Health Equity is greatly appreciated. Since the First Lady did not visit Richmond on October 11, I have forwarded your correspondence to the Scheduling Office as an "open invitation" per your request.

Again, thank you for your invitation.

Sincerely,

Maggie Williams

Maggie Williams
Chief of Staff to the
First Lady

PROFESSIONAL COUNSELING ASSOCIATES, P.C.
SUSAN D. LEONE, M.ED.
JANICE F. MCMILLAN, PH.D.
BEVERLY MOMSEN, ED.D.

10/12 Dr. McMillan called to let us know that this an "open invitation" since HRC did not go to Richmond.

September 23, 1993

-This is an open invitation since HRC did not go to Richmond on Oct. 11
-Give to Patti?

Ms. Maggie Williams
Chief of Staff for Mrs. Clinton
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Re: Hillary Rodham Clinton's Visit to Richmond, Virginia

Dear Ms. Williams:

I am writing as a member of the Board of the Virginians for Mental Health Equity (VMHE) to request that Mrs. Clinton meet with members of our Board for 10 to 15 minutes during her visit to Richmond on October 11th. Anne Gergen, David Gergens' wife, who is also a Licensed Professional Counselor, and a member of one of the constituent organizations has suggested that we contact you to determine whether such a meeting could be arranged.

VMHE is a unique organization in that it is a coalition of many consumer groups and all of the mental health provider organizations in Virginia who have put aside a past history of divisiveness and banded together to seek improvements in mental health insurance coverage. I am enclosing a list of other member organizations as well as a list of Board members.

In the past year, this group has been quite successful in proposing and then advocating for a structural change in Virginia's mental health insurance mandate that now provides a balance mix of inpatient, partial hospitalization and outpatient services. In addition, VMHE worked successfully to include mental health benefits in Virginia's essential benefits plan.

The purpose of the meeting would be for our Board representatives to thank Mrs. Clinton for her excellent work in health care reform and especially for her recognition that mental health coverage is an essential part of any health care package. Secondly, we would like to be able to express our hope that a modification of the current plan be considered which would emphasize and improve access to outpatient mental health care. While we would like to express our concern, I believe the tone of the meeting will be quite positive because of VMHE's understanding that the Clinton plan is a major step towards achieving parity of mental health with physical health benefits.

11503 ALLECINGIE PARKWAY PARKWOOD BUILDING RICHMOND, VIRGINIA 23235
TELEPHONE 794-1681

VMHE's goal is to provide Mrs. Clinton with a cordial atmosphere in which to discuss the mental health provisions of the health reform plan with consumer representatives and providers who will be directly affected by it.

In addition, we would also like to offer Mrs. Clinton the opportunity to tour an outstanding adult or child psychiatric facility and obtain a first hand view of the integration of quality patient care with dedication to public service at the Medical College of Virginia (MCV), should her schedule permit.

I will be happy to provide you with any additional information you may require to facilitate this meeting.

Thanking you for your consideration, I am

Janice F. McMillan Ph.D., L.P.C., C.C.M.H.C.

Janice F. McMillan, Ph.D., L.P.C.
President, Virginia Association of Clinical Counselors
Member, Virginians for Mental Health Equity Board

Enclosures

VMHE ORGANIZATIONAL MEMBERS

Agoraphobics Building Independent Lives, Inc.

Family Service Council of Virginia

Mental Health Association of Virginia

National Association of Social Workers, Virginia Chapter

Virginia Association of Clinical Counselors

Virginia Association of Clinical Psychologists

Virginia Association of Drug and Alcohol Rehabilitation Counselors

Virginia Association of Marital and Family Therapists

Virginia Association of Partial Hospitalization

Virginia Clinical Nurse Specialist Association

Virginia Counselors Association

Virginia Hospital Association

Virginia Mental Health Consumers Association

Virginia Psychiatric Society

Virginia Psychological Association

Virginia Society for Clinical Social Work

Virginians for Mental Health Equity, Inc.
Board of Directors
Officers and Representatives of Organizational Members

President:
William Semones
Virginia Baptist Hospital
3300 Rivermont
Lynchburg, VA 24503
(w)804-947-4000
FAX 804-947-4670

Senior Vice President:
Joel Silverman, M.D.
Dept. of Psychiatry
Box 710, MCV Station
Richmond, VA 23298-0710
(h)804-740-2892
(w)804-786-9157
FAX 804-371-5009

Secretary:
John E. Ehrmantraut, Ed.D.
1500 Huguenot Road, Suite 101
Midlothian, VA 23113
(h)804-323-5584
(w)804-794-4482
Pager 804-256-2799
FAX 804-379-7578

Treasurer:
Lillian Lindemann, M.D.
1310-A West Main Street
Richmond, VA 23235
804-358-1125/780-4441
FAX 804-358-1125
(h) 740-4344

Agoraphobics Building Independent Lives, Inc.

Lisa Nuckolls
1608 Wilmington Ave.
Richmond, VA 23227
(804) 358-4362

Barbara Hoban
2648 Devenwood Road
Richmond, VA 23235
(804) 272-7479

Family Service Council of Virginia

Steven Jurentkuff
1518 Willow Lawn Drive
Richmond, VA 23230
(o)804-282-4255
(h)804-276-8166
FAX 285-3701

Mental Health Association of Virginia

Robert J. Gabriele, Exec. Dir.
201 W. Broad St.,Ste 503
Richmond, VA 23220
804-782-2225
FAX 782-6939

National Association of Social Workers, Virginia Chapter

Helen Henrich
1125 Hanover Green Drive
Mechanicsville, VA 23111
(o) 746-1569

Virginia Association of Clinical Counselors

Janice McMillan,Ph.D.
11503 Allecingie Pkwy
Richmond, VA 23235
(h) 804-794-2911
(o) 804-794-1681
Fax 804-378-0137

Virginia Academy of Clinical Psychologists

David L. Niemeier, Ph.D.
Suite A5
5700 Old Richmond Ave.
Richmond, VA 23226
(w)804-288-1464
(h)804-330-9599
FAX 804-288-1465
Beeper 351-3835

Virginia Association of Marriage and Family Therapy

W. Robert Floyd, D.Min
The Samaritan Center
P.O. Box 963
Chester, VA 23831
(804)748-5118
FAX 796-5638

Virginia Association of Partial Hospitalization

Bill O'Bier
St. Mary's Mental Wellness Center
2006 Bremo Road, Suite 102
Richmond, Virginia 23226

Virginia Nurses Association, Council of Clinical Nurse Specialists

Ms. Lindsay Glover
c/o Piedmont Psychiatric Professionals
1139 East Hight Street
Charlottesville, Virginia 22901
(h) 804-831-2641
(w) 804-296-9740

Virginia Counselors Association

Charlotte Chapman, LPC
1404 Claremont Avenue
Richmond, VA 23227
(h) 264-1246
(o) 262-6505

Virginia Association Drug and Alcohol Rehabilitation Counselors

J.Douglas Freeman
1008 Sharon Lane
Richmond, Virginia 23229-6529
282-1425

Virginia Hospital Association

William Semones
Virginia Baptist Hospital
3300 Rivermont
Lynchburg, VA 24503
(w)804-947-4000
FAX 804-947-4670

Mark Roth
Psychiatric Institute
of Richmond
12800 W. Creek Pky.
Richmond, VA 23238-1116
(804)329-3400/ FAX 784-5331

Virginia Mental Health Consumers Assoc.

Betty Willeford
5001 W. Broad Street, Suite 216
Richmond, Virginia 23230
804- 288-7326
FAX 288-1852

Virginia Psychiatric Society

J. Kipling Jones, M.D.
1011 Krause Rd.,#202
Chesterfield, VA 23832
(o)752-0453

Virginia Psychological Association

Molly Brunk, Ph.D.
VA Treatment Center
515 North 10th Street
Richmond, VA 23221
(h)358-9969
(w)225-4532
FAX 225-3504

Virginia Society for Clinical Social Work

Libby Schatzow, LCSW (alternate)
3007 Seminary Avenue
Richmond, VA 23227
(h)804-353-0479
(beeper)804-353-9629

Philip McLean, LCSW
4212 Kensington Ave.
Richmond, VA 223221
(o)355-9744
(h)355-1395

Others on Board of Directors mailing list:

Chuck Duvall
David Bailey
Bruce Keeney
Mary Ann Bergeron (F)330-3611
Katherine Webb
Madeline Wade (F)355-6189
Christopher J. Spanos
Lanny Morrison (F) 703-205-7651
Donna Wood (F) 912-750-2543
Thomas DeMaio (T&F) 1-971-6924
Tony McMillan 703-368-7961

THE WHITE HOUSE

WASHINGTON

June 14, 1993

Ms. Katherine McQuay
Manager, News Information
News Broadcasting Company, Inc.
30 Rockefeller Plaza
New York, NY 10112

Dear Ms. McQuay:

Thank you for your letter and expression of interest in working for the Clinton Administration. We are pleased to know that so many talented people are anxious to be a part of the team.

I have forwarded your resume on to the White House Personnel Office for consideration.

Sincerely,

Maggie Williams

Maggie Williams
Chief of Staff to the First Lady

National Broadcasting
Company, Inc.

30 Rockefeller Plaza
New York, NY 10112
212 664-2265

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... ormation
... elations

NBC

Ms. Maggie Williams
Chief of Staff, Office of the First Lady
The White House
1600 Pennsylvania Ave.
Washington, DC 20500

Dear Ms. Williams,

My name is Katherine McQuay and for almost four years, now, I have been Manger of the Press Office for NBC News in New York. It has been a tumultuous time for networks, in general, and for NBC, in particular. The good news is that it has been invaluable public relations experience.

In thinking about where I want to move next, in my career, there is only one thing at the top of my list - the Clinton Administration; in particular, the opportunity to work for the First Lady. I have also read a lot about you and your staff, and am more than eager for the chance to be a part of it.

My time at NBC has given me a great deal of experience in the area of crisis management and damage control. It has been and continues to be an exciting, rewarding job; which is why my next move is so important to me. I believe you can't help but do well at something you love, and I would love to work for the Administration. I think there is much to be accomplished in the next eight years, but I have no illusions that it will be easy. I am anxious to be a part of the process and think my experience could prove beneficial to the work that lies ahead.

I would appreciate the opportunity to meet with you or a member of your staff at your convenience. I will be in touch with your office to see if something can be arranged. Thank you for your time and consideration.

Sincerely,

Katherine McQuay

KATHERINE A. McQUAY
242 East 38th St., Apt. 4G
New York, NY 10016

Residence: (212) 682-0534 Business: (212) 664-2265

OBJECTIVE: A career position commensurate with my extensive background in media relations, public relations, news, programming and broadcasting.
A position where writing skills, oral skills, and ability to deal well with the public can be utilized.

QUALIFICATIONS SUMMARY:

- Extensive experience with national media, both print and broadcast.
- Familiar with all phases of national news operation.
- Experienced in media training, crisis management and damage control.
- Experienced in all phases of broadcast journalism: Extensive interviewing and research skills.
- Extensive personal contact with government agencies, political and entertainment figures, labor groups, public relations firms, publishers, professional associations, and media management.

EMPLOYMENT BACKGROUND:

1989 - Present NBC (National Broadcasting Company), New York, NY
MANAGER, NEWS INFORMATION
- Assist director of department in matters involving planning and issues associated with people and programs and policies of the News Division.
- Consult with news executives regarding positioning on announcements, key news activities, and controversial decisions.
- Serve as press representative for "NBC Nightly News with Tom Brokaw" including press activity surrounding Brokaw as well as general news division issues.
- Act as liaison for News Information staff with National/Foreign News Desk and NBC News Specials Unit, especially during breaking news.

1988 - 1989 The Billet Group, Baltimore, Maryland
SENIOR ACCOUNT EXECUTIVE (April 1988 - August 1989)
- Serviced major accounts, including BWI Airport, Marriott Hotels and Resorts, The Columbia Bank, Communications Systems Technology, Inc., Crystal Hill Developers, and United Way Community Partnerships.
- Created and implemented programs for clients to gain recognition in their markets.
- Responsible for all media relations with local and national press to secure suitable placements for clients.

1980 - 1988 WBAL Radio, Baltimore, Maryland

NEWS DIRECTOR (March 1987 - May 1988)

- Supervised news department of 9 full-time reporters, a meteorologist, a traffic reporter, and a financial analyst. Selected news events to cover; assigned and evaluated reporters.
- Administered $500,000 department budget.

EXECUTIVE PRODUCER (February 1984 - February 1987)

- Conducted and supervised the booking of guests and related research; created topics and themes.
- Wrote promotional materials for shows, weekly guest lists, FCC quarterly reports, and informational packets for talkers.

REPORTER/ANCHOR (January 1981 - February 1984)

- Created, developed, wrote, edited, and delivered news reports.
- Responsible for newscast anchoring, production and narration of special series, and street reporting.

NEWS EDITOR (September 1980 - January 1981)

- Responsible for story selection, assignment of reporters, conducting interviews, and supervision of editorial content.

EDUCATION:

Towson State University, Towson, Maryland, 1989
Masters Degree Candidate - Professional Writing

Johns Hopkins University, Baltimore, Maryland, 1983-1987
Graduate courses in Liberal Arts program. School of Continuing Studies in public speaking, creative writing, and advertising.

Towson State University, Towson, Maryland. **B.A. 1980**
Concentration: English and Mass Communications
Dean's List

ACCOMPLISHMENTS:

- Honored at official ceremony at Towson State University, Towson, Maryland for distinguished achievement (May 1991) by the College of Fine Arts and Communications, Towson State University. Selected as Alumni of Year.
- Selected as representative of Hearst Corporation for a national advertisement featuring outstanding Hearst media personnel.
- Contributed as a freelance writer to <u>Baltimore Magazine</u> and the <u>Towson State Alumni Magazine</u>.
- Featured in Columbia-based <u>Monday Morning</u> newspaper, geared to the business community, in a feature called "Working Wonders."

References Available Upon Request

Stephen
Blake
Mettee

8386 N. Madsen Road • Clovis, CA 93611
209/442-3400 • FAX 209/442-0850 • Residence (209) 299-9733

November 29, 1993

Mrs. Margaret A. Williams
Chief of Staff to the First Lady
Room 100, OEOB
The White House
Washington, D.C. 20500

Dear Mrs. Williams:

Thank you for considering the proposal for *LETTERS TO SOCKS, America Corresponds with the First Cat.* As you may recall, I suggested this book could be produced as a fund-raiser for the Children's Defense Fund. HarperCollins, one of the most well-respected names in publishing, has agreed to act as publisher and distributor for the book.

I have enclosed with this letter three unauthorized books capitalizing on the first family's pet. In 1991 the royalties on *MILLIE'S BOOK* amounted to $889,176. As they used to say in the old West: time's a wastin'. Let's begin work on *LETTERS TO SOCKS* and funnel some of the benefits of this cat's popularity to the American children.

By the way, *LETTERS TO SOCKS* will be more professionally illustrated and produced than these three books — HarperCollins is known for their superb design as well as best-seller content.

I am available to travel to Washington to discuss this project.

Sincerely,

Stephen Blake Mettee

Enclosures (3)

Bob Barnett
Williams + Connolly
725 Twelfth St., NW
Wash, DC 20005

THE WHITE HOUSE
WASHINGTON

2 mar 94

Hi, Bob,

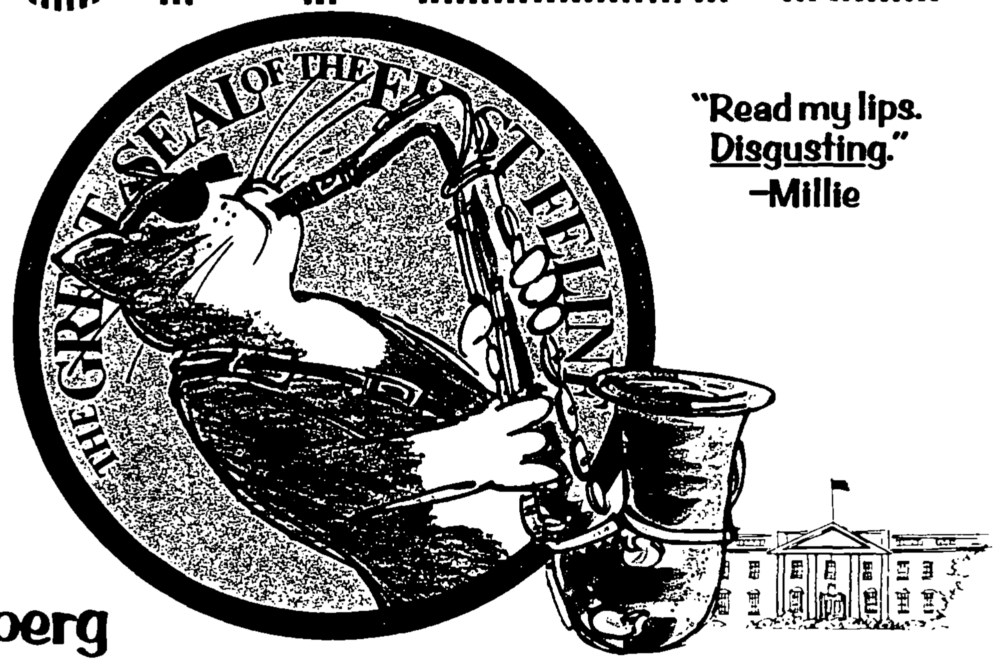
Maggie asked if you could "shut these down."

Thanks.

Evelyn

Hi, Sylvia.

FIRST FELINE



"Read my lips.
Disgusting."
—Millie

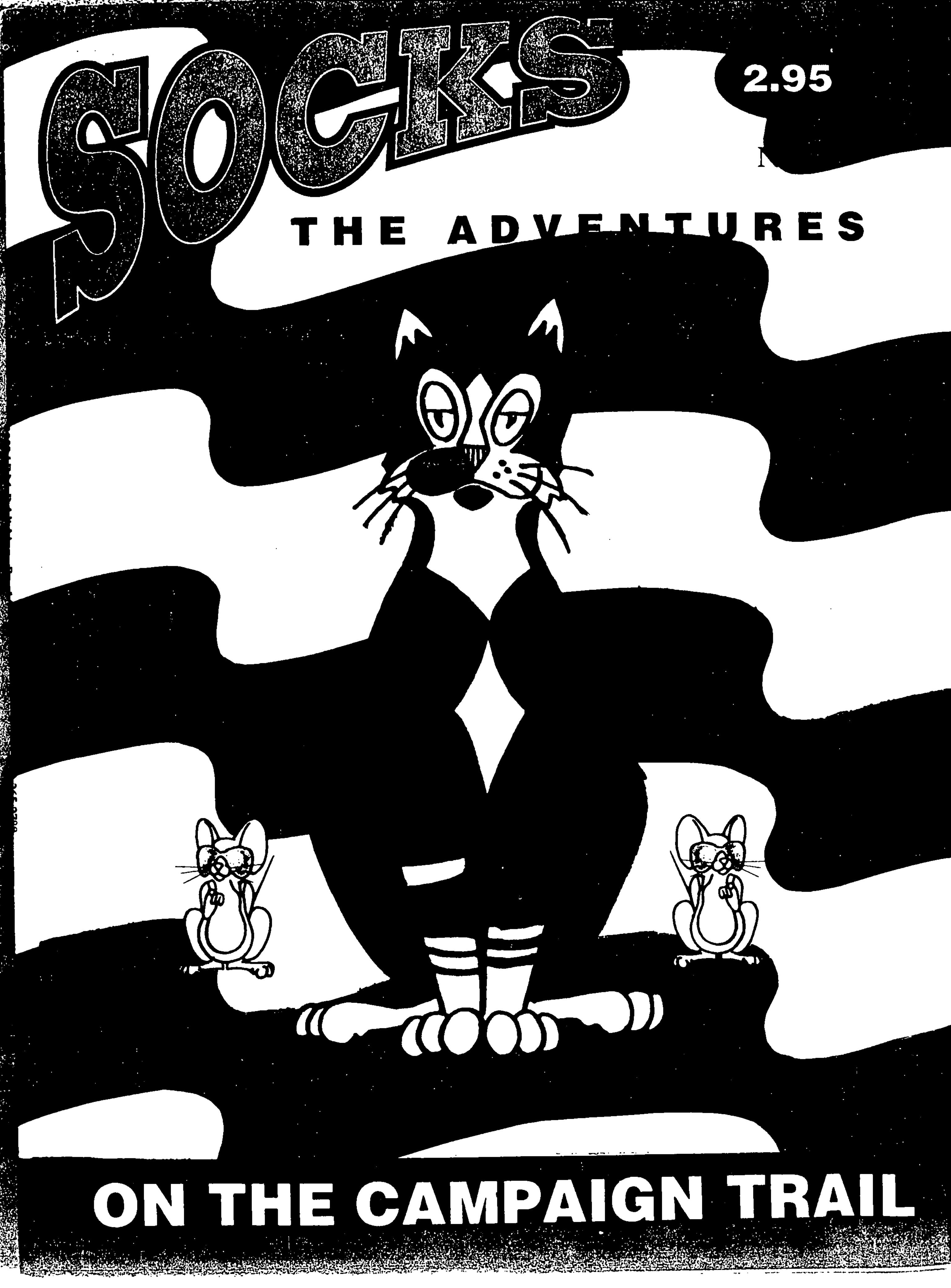
ZEBRA/0-8217-4282-5 (CANADA $5.95) U.S. $4.95

Mort Gerberg

SOCKS GOES TO WASHINGTON

MICHAEL O'DONOGHUE AND J.C. SUARÈS

THE D ARY OF AMER CA'S F RST CAT


SOCKS
2.95
THE ADVENTURES
ON THE CAMPAIGN TRAIL

THE WHITE HOUSE

WASHINGTON

June 14, 1993

Mr. Jack A. Meyer
President
Economic and Social Research Institute
1820 Discovery St. Suite 340
Reston, VA 22090

Dear Mr. Meyer:

Thank you for your letter of June 8, 1993 and the enclosed book, Building Blocks for Change: How Health Care Reform Affects Our Future. I have referred your correspondence to the health care reform group where it will receive appropriate attention.

I appreciate your continuing support of the Clinton Administration and provision of valuable materials to the health care reform group.

Sincerely,

Margaret

Maggie Williams
Chief of Staff to the First Lady

ECONOMIC AND SOCIAL RESEARCH INSTITUTE
1820 DISCOVERY STREET
SUITE 340
RESTON, VIRGINIA 22090
(703) 709-6604 FAX (703) 709-6631

JACK A. MEYER, PH.D.
PRESIDENT

June 8, 1993

Book enclosed
re - health care reform

Margaret Williams
Chief of Staff
Office of the First Lady
Old Executive Office Building
Room 100
Washington, DC 20500

Dear Ms. Williams:

Enclosed is a copy of our newly released book, *Building Blocks for Change: How Health Care Reform Affects Our Future.* Published by the Economic and Social Research Institute, the book was published as part of a grant from the Robert Wood Johnson Foundation. It explores key elements of health care reform and the impact of specific reform proposals.

The essential ingredients of any reform plan -- cost containment, access expansion, quality control, and financing mechanisms -- are discussed and evaluated. Written by leading health policy experts, the book also assesses the likely impact of specific reform proposals on future health spending, government, and various sectors of society.

I hope you will find it interesting and helpful.

Sincerely,

Jack

Jack A. Meyer
President

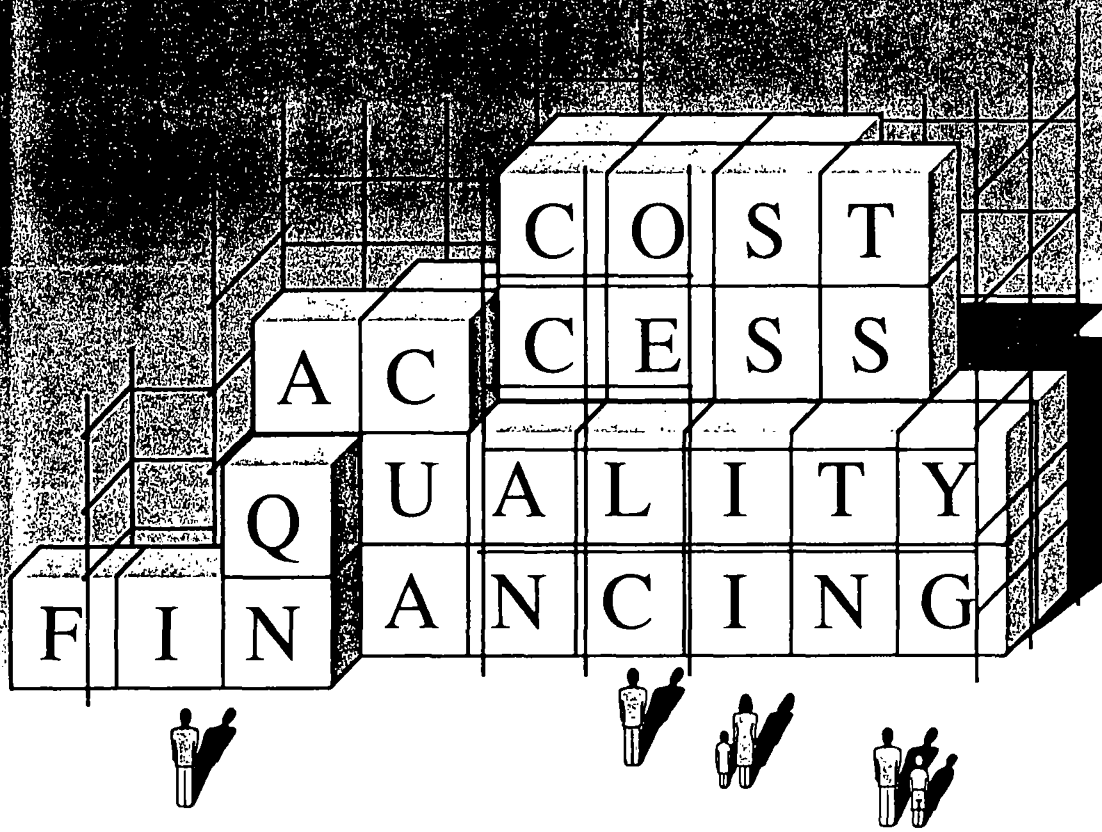
JAM/ki

ECONOMIC & SOCIAL RESEARCH INSTITUTE

BUILDING BLOCKS FOR CHANGE:

HOW HEALTH CARE REFORM AFFECTS OUR FUTURE

Edited By:
Jack A. Meyer Sharon Silow-Carroll



THE WHITE HOUSE

WASHINGTON

June 14, 1993

Mr. Jack Meyer
Economic and Social Research Institute
1820 Discovery St.
Suite 340
Reston, VA 22090

Dear Mr. Meyer:

Thank you very much for sending Mrs. Clinton a copy of the Kaiser Family Foundation's report, "Managed Competition in Health Care: Can It Work?" To give this report the special attention it deserves, I have referred it to the health care reform group.

Your ideas, and those of others, provide helpful perspectives to this very complex issue. Thank you again for your assistance.

Sincerely,

Maggie Williams

Maggie Williams
Chief of Staff to the First Lady

Health Care Reform

re: Managed Competition

Maggie

ECONOMIC AND SOCIAL RESEARCH INSTITUTE
1820 DISCOVERY STREET
SUITE 340
RESTON, VIRGINIA 22090
(703) 709-6604 FAX (703) 709-6631

JACK A. MEYER, PH.D.
PRESIDENT

News Release

For more information call:
Sharon Silow-Carroll (202) 289-3907

Embargoed for release May 19, 1993 -- 10:00 AM EST

ADDING BUDGET CAPS TO MANAGED COMPETITION REAPS HUGE SAVINGS

"Payroll Premium" can Raise Revenue for Health Reform and Limit Spending

WASHINGTON, D.C. - A health care reform plan combining managed competition and payroll tax or "premium" financing could achieve universal coverage and save approximately $3 trillion over a decade, if the payroll tax is used as a budget limit, according to a report released today by the Economic and Social Research Institute, a non-profit research organization in Washington, DC.

The report, commissioned by the Kaiser Family Foundation, is entitled *Managed Competition in Health Care: Can It Work?*. It evaluates two leading plans that contain elements likely to be incorporated in President Clinton's blueprint for health care reform.

The report was written by Jack A. Meyer, Sharon Silow-Carroll, and Elliot Wicks. "This report demonstrates that a mixed approach to health policy reform combining managed competition with firm spending limits can achieve the twin goals of universal access and cost control, while improving the efficiency of the U.S. health care system," said Dr. Meyer, President of the Institute. "But some sacrifices will be needed to achieve these goals."

Managed competition may be an effective tool for gradually reducing waste and inefficiency in the U.S. health care system, according to the report. Managed competition alone, however, will not achieve universal coverage or substantial cost control, particularly in the short term. To achieve these goals, government will need to add requirements for insurance coverage and a true national budget limit for health care.

(more)

ECONOMIC AND SOCIAL RESEARCH INSTITUTE
1820 DISCOVERY STREET
SUITE 340
RESTON, VIRGINIA 22090
(703) 709-6604 FAX (703) 709-6631

JACK A. MEYER, PH.D.
PRESIDENT

MANAGED COMPETITION IN HEALTH CARE: CAN IT WORK?

by Jack A. Meyer, Sharon Silow-Carroll, & Elliot Wicks

For more information contact:
Sharon Silow-Carroll 202-289-3907

A brief overview...

Managed competition has been adopted by President Clinton and is expected to be the centerpiece of his comprehensive reform plan. This approach combines market forces with government regulation to restructure the insurance market. There are a number of uncertainties about how this strategy would work in practice, and there are important differences among various proposals within the managed competition framework.

As assessment of leading managed competition proposals provides clear guidance for President Clinton and the Congress as they craft health reform legislation. In a newly released report commissioned by the Kaiser Family Foundation, *Managed Competition in Health Care: Can it Work?*, the Economic and Social Research Institute analyzes two such proposals that contain many of the elements certain to be included in the Administration's proposal.

The Conservative Democratic Forum (CDF) proposal, and one put forth by California Health Insurance Commissioner John Garamendi, both contain managed competition strategies that pool Americans into large regional purchasing cooperatives or "alliances," which would screen health plans and contract with a variety of competing health care networks. The CDF plan relies on financial incentives and voluntary efforts to expand access and contain costs. The Garamendi proposal combines market-based incentives with strong regulatory features to achieve these goals. These regulatory features prove to be key to this plan's astonishing cost savings and access expansion.

MANAGED COMPETITION IN HEALTH CARE:

CAN IT WORK?

by

Jack A. Meyer
Sharon Silow-Carroll
Elliot Wicks

Commissioned by

The Kaiser Family Foundation

ECONOMIC AND SOCIAL RESEARCH INSTITUTE

May 1993

THE WHITE HOUSE

WASHINGTON

February 26, 1993

The Honorable Norman Y. Mineta
House of Representatives
Rayburn House Office Building
Room 2221
Washington, D.C. 20515

Dear Congressman Mineta,

Thank you so much for your nice note and kind wishes.

We are all looking forward to the challenges ahead and we look forward also to working with you and your staff.

Best regards,

Margaret Williams

Margaret A. Williams
Assistant to the President and
Chief of Staff to the
First Lady

Evie nice Letter Back

HOUSE OF REPRESENTATIVES
WASHINGTON, D.C. 20515

NORMAN Y. MINETA
13TH DISTRICT
CALIFORNIA

February 11, 1993

Ms. Maggie Williams
Assistant to the President and Chief of Staff
for Hillary Clinton
Office of the First Lady
The White House
Washington, D.C. 20500

Dear Ms. Williams:

I extend my warmest congratulations to you in your appointment as Assistant to the President and Chief of Staff for Hillary Clinton. This is an exciting time to be a member of President Clinton's White House staff and I am sure that you welcome the challenges that lie ahead.

I look forward to working with you in what is sure to be a promising "season of change" and hope that you will call me if I can be of assistance.

Sincerely yours,

Norm Mineta

NORMAN Y. MINETA
Member of Congress

NYM:wm.i

THE WHITE HOUSE

WASHINGTON

September 29, 1993

The Honorable
John Joseph Moakley
House of Representatives
235-CHOB
Washington, DC 20515

Dear Congressman Moakley:

Thank you for the invitation extended to Hillary Rodham Clinton and my apologies for the delay in the response. As I am sure you understand, Mrs. Clinton's schedule is especially demanding since the introduction of health care reform. Therefore, I regret to say that she will be unable to give the keynote address at the Joint Conference of The National Association of Casaulty and Surety Executives on October 4.

Thank you so much for calling our attention to an extremely important forum.

Sincerely,

Maggie Williams
Assistant to the President
Chief of Staff to the First Lady

HOUSE OF REPRESENTATIVES
WASHINGTON, D. C. 20515

JOHN JOSEPH MOAKLEY
NINTH DISTRICT
MASSACHUSETTS

September 8, 1993

Ms. Maggie Williams
Chief of Staff
Office of the First Lady
The White House
Washington, D.C. 20500

Dear Ms. Williams:

I am writing regarding an invitation Mrs. Clinton received to be a keynote speaker at the Joint Conference of The National Association of Casualty and Surety Agents and The National Association of Casualty and Surety Executives on October 4, 1993 in White Sulphur Springs, West Virginia.

These two groups jointly have been meeting since 1914 and this meeting is considered the most prestigious gathering of insurance industry executives annually. Fourteen-hundred people are in attendance including all of the industry CEO's and top management along with the CEO's and top management of the nation's largest brokerage firms and independent agencies who are responsible for distribution of 70% of this nation's insurance.

This audience is ready made to describe and market the administration's health care program. I would urge you to give this invitation serious consideration as this is an important opportunity to directly address one of the major industries impacted by this proposal.

Sincerely,

Joe Moakley

JOHN JOSEPH MOAKLEY
Member of Congress

JJM:mp

THE WHITE HOUSE

WASHINGTON

November 17, 1993

Carol L. Moss
Director, Pitt Ambassadors
5th Floor Craig Hall
200 South Craig Street
Pittsburgh, PA 15260

Dear Ms. Moss:

Thank you for your letter of October 7 with the copy of your September 24 letter. Your kind invitation for Mrs. Clinton to speak at your annual scholarship dinner is greatly appreciated. I have forwarded your correspondence to the Scheduling Office.

Again, thank you for your invitation and the accompanying articles.

Sincerely,

Margaret A. Williams
Chief of Staff to the First Lady

Pitt Ambassadors

University of Pittsburgh

October 7, 1993

Ms. Margaret Williams
Chief of Staff to the First Lady
Old Executive Office Building, Room 100
Washington, DC 20500

Dear Ms. Williams:

The City of Pittsburgh has emerged as a leading provider in the health care industry. The University of Pittsburgh's Pitt Ambassadors has invited Hillary Rodham Clinton to be the guest speaker at the annual scholarship dinner. This request was delivered through Senator Harris Wofford's office.

I have attached two recent articles concerning the City of Pittsburgh, our health care industry, and a copy of the letter from the Chancellor of the University. I feel that you and Mrs. Clinton will find these articles particularly interesting and perhaps will help support the request.

Past speakers have been very prominent world leaders such as Dr. Henry Kissinger, the Honorable Margaret Thatcher and Richard Cheney. I would welcome the opportunity to provide you with any additional information required in order to make a decision.

Sincerely,

Carol L. Moss
Director
Pitt Ambassadors

Enclosures

5TH FLOOR CRAIG HALL, 200 SOUTH CRAIG STREET, PITTSBURGH, PA 15260
(412) 624-5800 FAX: (412) 624-3940

Pittsburgh Business Times
10/4-10/93

In heat of reform, hospitals will seek cost cuts, mergers

Bracing for 'a period of time when hospitals close, doctors leave'

By JANE-ELLEN ROBINET

PITTSBURGH — Hospitals in Western Pennsylvania, already hit by a declining number of inpatients and increasing financial headaches, are bracing for a period of further consolidation in services, plus the possibility of mergers and out-of-business signs.

The health care plan proposed by President Bill Clinton is expected to speed the pace of change, and estimates of how that will hit the 64,500 workers in the hospital industry in the Greater Pittsburgh labor market area (which state government defines as Allegheny, Fayette, Washington and Westmoreland counties) range from "traumatic" to painful-but-survivable.

Perspectives on Health Care Reform: See supplement

But one thing is certain: Hospitals are talking to one another more than ever before. Exploratory discussions are going on behind the scenes as hospitals attempt to position themselves to emerge intact from all the upheaval, several industry observers said, adding that such talks are still in preliminary stages.

The survivors will be the ones that work best together to form service networks in a bid to conform to the trend toward more managed care.

"Anticipating that reform legislation will be coming, hospital trustees and management are attempting to define how they can most effectively restructure delivery systems through community health networks to best serve people," said Jack Robinette, president of the Hospital Council of Western Pennsylvania.

Mr. Robinette predicts that hospitals will "tend to find partners" to make it through the consolidation period. "We will not see an increase in employment, but on the other hand, I don't see any major drops, either," he said.

Pennsylvania's high percentage of elderly residents is one factor that will keep the demand for health care services high, he added. Almost 23 percent of the combined population in Allegheny, Beaver, Butler, Washington and Westmoreland counties is over 60 years old, according to 1991 U.S. Census figures.

A more pessimistic forecast comes from Henry Mordoh, president of Shadyside Hospital.

'Traumatic to the city'

Hospitals face uncertain times under cloud of health reform

Continued from page 1

"To develop and change things here, we have to have a period of time when hospitals close, doctors leave Western Pennsylvania and the size of the industry comes down to what it should be," he said. "We'll see substantial reduction in the health care work force in Pittsburgh. We're going to have a shrinking of the economy and it will be traumatic to the city of Pittsburgh.

"I believe there are too many hospitals in Western Pennsylvania and too many tertiary care hospitals," Mr. Mordoh added. "I think there are too many physicians in Western Pennsylvania and far too many specialists. . . . Until those things are addressed, we've not accomplished very much."

The financial balance sheets of the area's hospitals leave no doubt that major consolidation is ahead. According to a Hospital Council survey of 83 of its 89 members for the first nine months of fiscal 1993, which began July 1, 1992:

- Thirty-four hospitals, or 41 percent of the reporting hospitals in Western Pennsylvania, showed a net operating margin loss in the first nine months of fiscal year 1993. A net operating margin is revenue minus expenses related to patient care.

As for total-revenue margins, which include income from interest on endowments and other sources not related to patient care, 17 hospitals reported a loss for the nine months, while 65 reported a gain.

- Bigger hospitals are faring better than smaller ones, figures show. All six hospitals with 400 or more beds reported an average net-operating-margin gain of 1.97 percent in the nine-month period. But that was down from the 3.89 percent reported for the same period last year.

Hospitals with 99 or fewer beds posted an average net operating margin loss of 1.63 percent, compared with an average gain of .3 percent in the first nine months of last fiscal year.

- Average lengths of stay fell 1.8 percent from the same period a year earlier. The drop was spurred, in part, by a 1.9 percent decrease in admissions.

- Hospital occupancy rates are down. The rate was 67.1 percent in the nine-month period, down from 68.5 percent a year earlier. The trend comes as more and more surgical operations are performed on an outpatient basis. There was an overall 3.4 percent decline in inpatient surgical operations in the nine months compared with a year earlier and a 1.9 percent increase in outpatient surgical operations.

While it's too simplistic to look at the employment outlook in terms of winners and losers, there likely will be new employment opportunities in long-term care facilities, as well as home health care services, said Margaret Brindle, an expert in health policy and a professor at Robert Morris College.

Other possible winners, several experts said, are clinical professionals, such as nurses, physical therapists and lab technicians, who have a better chance of landing on their feet in the hospital industry consolidation. Hospital clerical people could have a harder time.

But according to estimates from the state Department of Labor and Industry's bureau of research and statistics, the health-services industry in general is expected to continue in its role as a major employer in the Pittsburgh labor market. As of July, it employed 107,700 people, or 11.8 percent of the area's total jobs.

The bureau predicts the local health-services industry will grow 27.9 percent between 1990 and 2000, although the estimates were made prior to Mr. Clinton's health care reform announcement, said Roberta Wilson, labor market analyst at the bureau.

Even so, "the numbers may change but the trends may not," Ms. Wilson said, adding that while there may be a decline in hospital services, patients will still be taken care of in other settings.

"We're still going to be delivering health services to the population," Ms. Wilson said. "We may redefine how we do it and who delivers it. But the demographics of our population and our technological capabilities are two of the driving forces behind our projections."

The bureau estimates that the number of people over 80 years old in the Greater Pittsburgh labor market will expand 39.3 percent between 1990 and 2000.

The balance sheets of local hospitals leave no doubt that consolidation is ahead.

The Hospital Council's Mr. Robinette said one wave of the future will be so-called community health networks, which take a different approach than traditional health maintenance organizations. The community networks focus on specific needs of a community and aim at developing services to meet them.

For example, if a community's biggest health need would be women's services, then the network would focus on that, he said, adding that examples already exist in Dubois and in Delaware County.

Robert Morris' Ms. Brindle said she anticipates more consolidation of services — combined emergency rooms, for example — rather than for-sale signs on major hospitals.

"I don't know that we're going to feel the earth move," she said. "Some hospitals certainly are exploring their options, but I think they'll take a slower, more conservative approach."

She added that there is one piece of the puzzle in Pittsburgh that may make consolidation efforts here different than in other parts of the country: a strong sense of community that manifests itself in loyalty to community hospitals.

"This strong community sense is something that not everyone has realized or reckoned with," Ms. Brindle said. "People say, 'Well, the hospitals will just merge,' but it's not that simple."

Nevertheless, some changes are ahead, she said. "We have an overbedded market. How long can hospitals survive at 60 percent of capacity? I think some changes we're going to see we would have seen anyway."

University of Pittsburgh

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September 24, 1993

First Lady Hillary Rodham Clinton
Office of the First Lady
Old Executive Office Building
Room 100
Washington, D.C. 20500

Dear Mrs. Clinton:

On behalf of the University of Pittsburgh, I am delighted to extend our invitation for you to be the guest speaker at the 1994 Pitt Ambassadors' Scholarship Dinner. We anticipate that the dinner and an associated visit to the Medical Center and the Schools of the Health Sciences would serve as an excellent venue for you to discuss the President's proposal for health care reform. The University would be greatly honored by your presence at this distinguished annual event in Pittsburgh on a spring date of your choosing.

Your visit would be particularly meaningful as we are the home of the University of Pittsburgh Medical Center (UPMC); one of the largest and most renowned academic health centers in the nation. It encompasses several unique and outstanding specialty centers, including programs in organ transplantation; the neurosciences; as well as the Pittsburgh Cancer Institute, a National Cancer Institute designated comprehensive cancer center. Additionally, the UPMC houses close to 1,000 inpatients per day; delivers 400,000 outpatient visits per year; and serves 60,000 people per year in its emergency room. In the last decade when our smokestack industries faded, the UPMC became the largest non-governmental employer in Pittsburgh with 12,000 faculty and staff. With our Schools of Medicine, Nursing, Pharmacy, Dental Medicine, Health and Rehabilitation Sciences, and the Graduate School of Public Health, we are proud to have become both a national and statewide resource; and were recently asked by Senator Harris Wofford to lead a task force on health care reform. Should your schedule permit, we would be privileged to have you tour our facilities, meet with members of our faculty and staff, as well as selected patients.

The Pitt Ambassadors' Program, a non-profit, charitable group of prominent local business and corporate leaders, supports the University of Pittsburgh in its mission of education, research, and community service. The Ambassadors' Scholarship provides four years of full tuition for two outstanding new freshmen at the University each year. The students currently aided by the Pitt Ambassadors' Scholarship, selected from the five county region surrounding Pittsburgh, are expected to make unique contributions to their community and country upon graduation.

We are very pleased to note successful appearances at the most recent Ambassadors' dinners by Mr. Richard Cheney, Mrs. Margaret Thatcher, and Dr. Henry Kissinger. Your participation would be particularly noteworthy, and I look forward to hearing from you at your earliest convenience.

Sincerely,

J. Dennis O'Connor

bc: Mr. Romoff
✓ Mr. Weber
Mrs. Novey
Dr. Aug

New York Times 10/93

Economy in Pittsburgh Braces for Health Plan

By MICHAEL DeCOURCY HINDS

Special to The New York Times

PITTSBURGH — This city may always be known as Steel Town, but Medicine City would more accurately describe its economy today.

Health care became the dominant industry here after global competition wiped out most of the area's steel mills in the early 1980's. The health industry's steady growth, adding about 4,000 jobs a year in the last decade, helped revive the economy. The local hospitals have a worldwide reputation for transplant surgery and high-technology medicine.

Now, the prospect of a new national health care system is seen as a threat to the economic foundation of a region that has nearly as many magnetic resonance imaging X-ray devices all of Canada. The new system will challenge an industry that economists say has too many hospitals, too many administrators and too many staff members.

The health care industry buoys the local economy by providing nearly 1 of every 5 jobs and by generating $3.8 billion a year, or about 9 percent of the region's total spending.

11.8% in Health Care

Though Pittsburgh's economy is far from alone in its dependence on the medical industry, it is vulnerable because the region has 108,000 health workers, or 11.8 percent of its total work force in July, according to the Bureau of Labor Statistics. No other metropolitan area has such a high proportion of health workers.

What the nation faces will be emphasized in Pittsburgh.

If the Clinton health plan is approved and if it works as advertised, Pittsburgh's growth will stall, economists say, as its health industry becomes more efficient. The question is what will happen over the long term.

"It's clear that the health care sector here will not be a major source of growth in the future, if the Clinton plan goes as it is," said Judith R. Lave, a professor of health economics at the University of Pittsburgh. "It will be hard for Pittsburgh to adjust, but I don't think it's all gloom and doom."

As hospitals shed beds, thousands of jobs go with them. But some health economists expect that the loss of hospital jobs will be largely offset by increasing employment in the growing health sectors like home care, nursing homes and suburban clinics.

Nearly 15 percent of the region's 2.1 million residents lack health insurance. As these people obtain coverage, they will increase demand for primary and preventive services, said Margaret A. Potter, associate director of the Health Policy Institute at the University of Pittsburgh.

And because the Pittsburgh region has the nation's second-oldest population of any in the country, after Miami, economists predict that the elderly's need for health care here will continue to rise slowly through the year 2030, even as Pittsburgh's population declines.

"My gut feeling is that health care will stop adding jobs for a five-year transition period, when some job shrinkage will occur, and then jobs would start to grow again," said Paul R. Flora, regional economist for the PNC Bank Corporation here.

Many health care workers already face a revolving job market. Last December, for example, Denise Kovach lost her job as a registered nurse at Forbes Metropolitan Hospital in Pittsburgh. "You can't take a job and think it's going to last forever anymore," said Ms. Kovach, 43.

The hospital, concerned about its future in a crowded market, converted from a 175-bed general hospital to a 121-bed institution serving only convalescing patients, said Dawn M. Gideon, a senior vice president with the Forbes Health System, which runs the hospital. She said the hospital laid off 292 of its 668 employees, but in March rehired 60 of them, including Ms. Kovach, as well as 40 new employees, when the transition was completed.

Support for Clinton Plan

Hospital officials here said in interviews that they generally supported the Clinton plan, despite the spending reductions it promises. Many said the plan would accelerate some industry trends already under way.

"We believe that the plan has been pretty much anticipated, and our overall view of it is quite positive," said Jack C. Robinette, president of the Hospital Council of Western Pennsylvania.

Hospitals here are converting wards to outpatient services from outpatient ones, opening up suburban clinics that provide primary and preventive care, and canceling purchases of experimental medical equipment.

The change, Ms. Gideon of the Forbes Health System said, reduced her hospital's operating costs to an estimated $33 million this year from $46 million last year.

Tougher Times Ahead

As the pace of change quickens, however, some economists say that more workers may be out of jobs, and for longer periods. Some may have to take lower paying jobs and others may need to move out of the region to find work. The jobless rate was 6.9 percent in July, the same as the national rate. And almost none of the hospitals are unionized, so workers have few contractual protections to ease the transition.

The biggest shake-up in Pittsburgh's health industry will occur if hospitals start dealing aggressively with the

Kristin Petersen/Forbes Health Services for The New York Times

Despite growth in the health industry in Pittsburgh, competition has forced institutions to streamline, resulting in a revolving market for employees. Denise Kovach, a nurse taking care of Madeline Faggioli, lost her job at Forbes Metropolitan Hospital last year only to be rehired in March.

oversupply of beds. Pittsburgh has more than three times as many beds per capita as the nation, on average. On any one night in the metropolitan area nearly 30 percent of the 10,600 beds are vacant.

Such high hospital vacancy rates are a national problem, and pressure to eliminate the oversupply of beds would increase under a system that emphasized preventive treatment and steered more people to outpatient care.

A half-dozen hospitals have closed or merged in the last three years and, this year, hospitals have laid off 1,000 workers, from administrators to housekeepers.

A $60,000 Job, Lost

Gloria Blint moved here with her husband and two small children from Erie, Pa., last summer to take a $60,000-a-year job as director of communications at a local hospital. In April the hospital eliminated many administrative jobs, including Ms. Blint's.

"I've been out of college 13 years and I've never lost a job," she said. "This was a shock."

Ms. Blint has not been able to find a comparable job in the region and does not want to uproot her family by moving again. She is considering starting her own advertising agency. "I'm going to stay the heck out of health care," she said.

Since losing his job as a personnel director at an area hospital in February, Jim Anderson, 57, said he has sent out 900 resumes and had 17 interviews for jobs as far away as Wisconsin. "A lot of human resource people are out of work," he said. He finally got a job, starting this month, at a hospital in Rome, N.Y.

A renowned medical care industry will have to retool.

Even the region's prestigious academic medical center, the University of Pittsburgh Medical Center, is laying off workers and shifting them in large numbers. The center, a pioneer in transplant surgery and cancer research, is the region's largest private employer, with a staff of 12,000.

In June, the center laid off 250 workers and eliminated another 250 empty positions, mostly in administrative areas. The center is also shifting about 400 employees from its hospitals to new suburban clinics that will provide primary care, said Jeffrey A. Romoff, the center's president.

The center, which has a $1.3 billion annual operating budget, and the region could be hurt financially if an overhaul of health care limits peoples' choice of hospitals, Mr. Romoff said. Three-quarters of the center's patients come from outside Pittsburgh. "The Clinton plan recognizes this problem, but how it will work out is uncertain," he said.

The prospect of change in health care is also putting a damper on purchases of new medical technology. Mercy Hospital, for example, has decided against spending $3.1 million on an experimental scanning device used for studying the brain and other organs.

"We are reviewing all new requests for technology, to make sure we can manage them within our cost structure and remain competitive," said Michele Rone Cooper, a vice president of Mercy Health System, which operates the nonprofit teaching hospital.

Such caution is hurting Pittsburgh's nascent medical technology industry, which includes about 75 companies and 5,000 employees.

"Quite frankly, I don't see any new medical device companies starting up, and there is going to be a tremendous struggle for the others, without mergers or something like that," said Irene R. Skolnick, president of Dymax Corporation, a manufacturer of medical probes and scanning devices. She said declining sales had forced her to lay off three of the company's 25 employees, put two others on part-time schedules and reduce health benefits and salaries for everyone else.

But Ms. Skolnick is optimistic about her company's prospects under a changed health system. "In the long run," she said, "it will play into our hands because we're improving the effectiveness of medicine and reducing its cost."