

CITIZENS' HEALTH CARE WORKING GROUP  
WORKING GROUP PUBLIC MEETING

Discussion of Report  
Community Meeting Committee Update  
Communication Committee Update  
Budget and Work Plan

Intermountain Health Care  
Suite 16 South 1 and 2  
36 South State Street, 16th Floor  
Salt Lake City, Utah

Thursday, July 21, 2005

1:00 p.m.

Present:

Randall L. Johnson, Chairperson  
Catherine G. McLaughlin, Vice Chairperson  
Frank J. Baumeister, Jr. Member  
Dorothy A. Bazos, Member  
Montye S. Conlan, Member  
Richard G. Frank, Member  
Therese A. Hughes, Member  
Brent C. James, Member  
Patricia A. Maryland, Member  
Michael J. O'Grady, Member  
Aaron Shirley, Member  
Deborah R. Stehr, Member  
Christine L. Wright, Member

Also Present:

Larry Patton, Designated Federal Representative  
George Grob, Executive Director  
Andy Rock, Senior Program Analyst  
Caroline Taplin, Senior Program Analyst  
Jill Bernstein, Research Director  
Rebecca Price, Program Analyst  
Rachel Tyree, Program Analyst  
Paige Smyth, Program Analyst  
Jessica Federer, Program Analyst  
Mary Ella Payne, Staff to Pat Maryland

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Adjourn

P-R-O-C-E-E-D-I-N-G-S

(1:15 p.m.)

1  
2  
3 VICE CHAIR McLAUGHLIN: We hope to have a  
4 version online that is colorful, that will have-- it  
5 won't just be black ink on a white screen. It will have  
6 colored boxes and graphics so that it fits more with  
7 what people think of as website writing as opposed to a  
8 book. But you will be able to punch printable version  
9 and get a version that is printed so that if you want to  
10 have it to work up, to write on, to give copies to other  
11 people, that will be available for you.

12 In that version, we will distill all of the  
13 things that we have accumulated in that really big bulky  
14 file online and have a more coherent story. That's what  
15 we sent you last week, the first draft of that. And I  
16 don't--it's not the first draft that we've worked on.  
17 But it's the first time all the pieces were put together  
18 and were sent to the report committee. We got their  
19 feedback. We did not receive everyone's feedback in  
20 time to make those changes. But over the weekend Jill  
21 and I, already with the staff, were saying, Well, how  
22 can we respond to this comment by Richard and that  
23 comment by John, you know, how can we in fact try to be  
24 responsive to that?

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1           And that's the one I was saying to all of  
2 you, you know, let us know. You don't have to let us  
3 know everything right here today. Keep it coming,  
4 because we're going to be here all weekend. And at  
5 first I thought that the Courtyard didn't have internet,  
6 because I couldn't get on. I thought--where are we  
7 going to work all weekend. But I found out that you  
8 can, in fact, go to the front desk and get it. So we  
9 will probably be in my room or somebody's room slavishly  
10 working away trying to respond to your comments from  
11 today, from tonight, from tomorrow. But that doesn't  
12 mean that if you didn't receive it and you look at it  
13 next week and you have some urgent things you want us to  
14 know, please let us know. Because this is going to be  
15 another several weeks of iteration and getting things  
16 improved.

17           What we wanted for today was to say, Okay,  
18 this was our overall approach. What do you think? Do  
19 you think we totally missed the boat? Do you think that  
20 we're missing something that's really critical? Do you  
21 think we're opening the door to an issue that probably  
22 we don't want to go there? Those kind of global  
23 responses. Although, individual very particular points  
24 are welcomed as well. Like on page .6, you said this,

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1 "I can't buy that." Or I think you need to add another  
2 sentence or you need to rephrase it. So please give us  
3 those comments as well.

4 So that report we see as printing a small  
5 number of copies for release in the fall and, you know,  
6 for potential groups. But really it's going to be  
7 online. And we'll advertise the website heavily. We'll  
8 advertise its availability online. And people can, in  
9 fact, download it.

10 The third kind of report is what we've been  
11 calling the ten pager. The ten pager is going to be  
12 very visual. We will have a version of it on the  
13 website. But quite frankly, the version that you can  
14 put on the website isn't going to be very interesting.  
15 The 25 pager is going to be the thing that you're going  
16 to be able to print and get a lot of information.

17 The ten pager is designed to be very visual.  
18 It's the one that's going to be written at the fifth  
19 grade reading level. It's going to be very story  
20 oriented, very succinct, very to the point so that it's  
21 accessible to a lot of people. And that's the one that  
22 we had envisioned printing thousands of copies of. And  
23 we're hoping to make camera ready copies of it available  
24 to other people who like the League of Women Voters or

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1 to ARP or to any group who may want to print their own  
2 to distribute, the Chamber of Commerce. We've been  
3 discussing all kinds of groups that may be interested,  
4 the Black Churches, all kinds of groups that may be  
5 interested in printing it for their membership.

6 This is the one that we did not send you,  
7 because we were waiting for the graphic design artist at  
8 GPO to get back to us. And that's a whole other story.

9 And, you know, Jill and the staff and I spent a lot of  
10 hours over the weekend and all day Monday and all day  
11 Tuesday. And my secretary, Jackie, yesterday went to  
12 Colossus and finally got one copy at 4.50 a page. So we  
13 didn't bring them for everybody. But we wanted you to  
14 see what is it that we are thinking of, rather than just  
15 send it to you electrically. Of course, yesterday if you  
16 sent it, you wouldn't have gotten it anyway. It's hard  
17 on a computer screen--it's even hard on this screen--to  
18 visualize what we're talking about.

19 But we really need this to be like an 8-1/2  
20 by 11 booklet that we can give to people. And on the  
21 front page we would have, you know, some graphic and  
22 health care that works for all Americans, Citizens'  
23 Health Care Working Group, whatever we decide we want to  
24 have. And then you would open the page. And there

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1 would be, you know, a letter, you know, "Hi, everybody.  
2 This is what we're doing." Some of the stuff we talked  
3 about this morning. And then you would open it up to  
4 what I was saying--there will be five story boards, the  
5 first one of which--this is our draft--our first draft  
6 of what we would have it be in which you can see that  
7 it's a lot-- pictures of a lot of people behind it. And  
8 we want some feedback from you of whether this would be  
9 legible, whether people would be able to read it. All  
10 right. That was one of my concerns. The graphic design  
11 artists like this. Do we need to make it even paler?  
12 Or is that a bad idea altogether, and we should get rid  
13 of it?

14 But this was what we talked about saying  
15 that health care system is very complicated. And using  
16 the nets from our April meeting, stories that some of us  
17 told of saying, Boy, it works really--boy, I had a great  
18 experience. I had a terrific experience with  
19 technology, but it was really tough to get what I  
20 needed. Or I didn't have such a great experience, and  
21 things didn't work out so well. Or it's very costly.  
22 Gosh, I'm worried about that.

23 Basically, setting the scene for some of the  
24 stories that we wanted to tell through the rest of the

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1 report. Some of the information that we want to share  
2 about the current health care system, what's good about  
3 it, what's not so good about it, and therefore needs to  
4 be changed.

5 So one of the themes that you saw on the 25  
6 pager is that--and I have it on here now-- what are the  
7 good parts that we want to preserve, and what are the  
8 not so good parts that we might want to try to improve?

9 And that's what the part of the discussion we talked  
10 about this morning, that that's part the discussion we  
11 want to engage in with the American public. What do you  
12 like about the system? What works well for you? What  
13 didn't work so well for you? And see if we can figure  
14 out a way to preserve what works well and fix what  
15 doesn't work very well. And so that's part of what  
16 we're trying to set up at this point.

17 Then people will open the second page and  
18 get to, Where does the money come from, where does it  
19 go? Then, what services do we buy, how much it costs.  
20 I'm going to pass this around for people to look at,  
21 because you can see at 4.50 a page, I didn't want  
22 to--how do I do lights so they can see? Does anybody  
23 know how to turn lights off in here so that you guys  
24 stay awake but can see? I would think it would be this,

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1 but this doesn't seem to be doing anything.

2 MR. GROB: The other white one there.

3 VICE CHAIR McLAUGHLIN: There we go. Can  
4 people see this?

5 MS. BAZOS: We can see the colors.

6 MS. HUGHES: You might have to close the  
7 blinds back there.

8 VICE CHAIR McLAUGHLIN: I'm passing around--  
9 what we're trying to do now--I should point out to  
10 you--we will have time to talk about actual test. What  
11 we want now is, do we even go back to the graphic design  
12 artist to start reforming this or do we throw this out?

13 Do we throw this out and say, This isn't going to work,  
14 this isn't what we had in mind. Because a month ago we  
15 talked to you briefly about where the report committee  
16 was going. We sent e-mails two weeks ago. We sent  
17 another e-mail last week. But this is the first time  
18 that you've seen what that would look like. And so I  
19 just wanted you to see what we had in mind and if you  
20 like it. Then we talk about actual words. All right?

21 CHAIRPERSON JOHNSON: So as we're passing  
22 this around, you just want us to look at the concept,  
23 not the text.

24 VICE CHAIR McLAUGHLIN: Exactly. I'm going

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1 to now go slide by slide up here. I just want you  
2 to--if you look here, Randy, I thought it's hard for  
3 somebody to understand this. This would be a page, a  
4 booklet that opens up. Right? Whereas if you have this  
5 and then you can--if you look at it, we can send this  
6 first page on. If you have this, you can see better,  
7 how we had envisioned it. Richard.

8 MR. FRANK: Can we step back for a second  
9 and say what we're doing here this afternoon? Because  
10 I've said a lot. Yeah--

11 VICE CHAIR McLAUGHLIN: Yes, we can. I  
12 wanted to spend about 15 minutes--

13 MR. FRANK: Let me finish my question.

14 VICE CHAIR McLAUGHLIN: I was answering your  
15 question--

16 MR. FRANK: Right. I didn't finish it.

17 VICE CHAIR McLAUGHLIN: --do this afternoon.

18 MR. FRANK: Yeah. But what are we going to  
19 do this afternoon, colon--

20 VICE CHAIR McLAUGHLIN: It's a two-part  
21 question.

22 MR. FRANK: Yeah. And the second part is,  
23 are we talking about accepting as done the substance--

24 VICE CHAIR McLAUGHLIN: No.

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1 MR. FRANK: --and then becoming amateur  
2 graphic designers?

3 VICE CHAIR McLAUGHLIN: No.

4 MR. FRANK: Or are we talking about-- and  
5 so--

6 VICE CHAIR McLAUGHLIN: We're talking about,  
7 do you like this layout? If you like this layout, then  
8 we can talk about substance and whatever. But do you  
9 even like these five story boards? We've presented the  
10 five story boards in Jackson. We talked about them  
11 again on a conference call. I sent everybody e-mail  
12 talking about them. But, you know, now that we sort of  
13 tried putting some of the pieces together, is this still  
14 where we want to go? And what I had thought, Richard,  
15 was spending about 15 minutes laying out the five story  
16 boards and then having some discussion about that. But  
17 we also need to talk about the 25 pager.

18 MR. FRANK: That's what I was wondering, how  
19 those two fit together.

20 VICE CHAIR McLAUGHLIN: Yes.

21 UNIDENTIFIED SPEAKER: I hate to interrupt.  
22 But is this going to be pretty much an organizational  
23 meeting? We came on the idea that we were going to be  
24 able to give some kind of medical impose.

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1 CHAIRPERSON JOHNSON: Sir, thank you for  
2 your question. The Citizens' Health Care Working Group  
3 is appointed by the U.S. comptroller general. And in  
4 this stage of our work, what we're in the process of  
5 doing is conducting hearings and hearings principally  
6 for invited guests. Those invited guests will be  
7 tomorrow.

8 Today we're merely going through some of the  
9 progress of work to get and make preparations for  
10 communicating with the American public. And we'll issue  
11 the report that Catherine's just been talking about  
12 probably in early October. And following that there  
13 will be input opportunities by American citizens. But  
14 today the content or the discussion will be only of the  
15 working group members themselves.

16 UNIDENTIFIED SPEAKER: There will be no  
17 input from the public until after the October--

18 CHAIRPERSON JOHNSON: That's correct.

19 UNIDENTIFIED SPEAKER: There's going to be  
20 an awful lot of work done before--

21 CHAIRPERSON JOHNSON: And beyond that, there  
22 will be community meetings that will be held that will  
23 both start initially in October, late October, and  
24 they'll continue through April of next year. So before

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1 any recommendations are addressed to the Congress or the  
2 President, we'll have those community meetings  
3 nationwide. We'll put out a--an initial report for the  
4 public to then consider recommendations. And then after  
5 input from the public, we'll go back to the Congress and  
6 President of recommendations at that time. So we are  
7 not-- we're just in the beginning stages of developing  
8 an additional report to citizens for their feedback.

9 UNIDENTIFIED SPEAKER: Well, that's what we  
10 were hoping to do is have some input on the initial  
11 report. Where are you going to get your information  
12 from the initial report?

13 CHAIRPERSON JOHNSON: From experts who have  
14 experience in the medical delivery world, certain  
15 representatives of certain bodies and so forth. But that  
16 hearing, which will be inviting individual input on,  
17 will be tomorrow. And, again, there's an agenda that's  
18 been put out. And it will be--the input will come from  
19 invited guests only. Not from citizen at this stage.  
20 Citizens at a later stage will be able to provide their  
21 input. And then our recommendations would be  
22 potentially adjusted based on that input.

23 UNIDENTIFIED SPEAKER: Well, I get different  
24 information from Dr. James. I called down months ago to

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1 see if we need to get on the agenda. And I was assured  
2 that I didn't need to, all I had to do was show up.

3 CHAIRPERSON JOHNSON: Okay. I apologize for  
4 the misunderstanding.

5 UNIDENTIFIED SPEAKER: Do you have an agenda  
6 for tomorrow?

7 VICE CHAIR McLAUGHLIN: Caroline is getting  
8 a copy of it.

9 CHAIRPERSON JOHNSON: Thank you for your  
10 input.

11 VICE CHAIR McLAUGHLIN: I should preface,  
12 too, that the report we're talking about today is not  
13 recommendations at all. This is--and there's some  
14 confusion between the report that we were asked by the  
15 legislation to put together and recommendations, which  
16 will be a year from now after all these community  
17 meetings. This is just letting the average American  
18 know how much money do we spend on health care, where  
19 does it go, what are some of the issues. This is not  
20 so-- this is a fact finding, not recommendations.

21 UNIDENTIFIED SPEAKER: Have you seen the  
22 information we've already supplied to Dr. James?

23 VICE CHAIR McLAUGHLIN: I'm not sure what  
24 information you supplied.

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1 UNIDENTIFIED SPEAKER: It's about 90 pages  
2 with computer printouts, with all tables, where the  
3 money's been going, where it is now.

4 VICE CHAIR McLAUGHLIN: I personally  
5 haven't, but Dr. James can certainly--he's on the report  
6 committee.

7 UNIDENTIFIED SPEAKER: I know he is.

8 CHAIRPERSON JOHNSON: Okay. Sir, we're  
9 going to have to move along with our agenda. And I'm  
10 sorry for the misunderstanding that we've had.

11 VICE CHAIR McLAUGHLIN: So, one of the  
12 things that I've added since this was printed out  
13 yesterday was some of the key points that are being  
14 illustrated by these stories. Because it's important to  
15 remember that the point of this first story board was  
16 not to educate the public about us. That was not the  
17 point. The point was to use our stories to illustrate  
18 some of the complexity and some of the issues, good and  
19 bad, in the health care system today. And we could be  
20 making--we talked about this--we can make up fictional  
21 people to use--have the same plan. We're trying to  
22 respond to John Iglehart's strong recommendation to make  
23 it personal, use stories. Story telling is how people  
24 are going to walk through this door and want to learn

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1 more. If that first door is a bunch of tables and  
2 graphs, they're going to close the book.

3 And the only way we're going to get them to  
4 walk through that door is through stories. So we could  
5 make up people. But we thought why not try using  
6 stories from the working group members that were told in  
7 April at the first working group meeting. They're part  
8 of the public testimony. And use those stories, because  
9 we had some amazing stories around the table that  
10 illustrated some of the successes and some of the  
11 failures of the health care system, that talked about  
12 the importance of prevention, education, low cost  
13 intervention, high cost technology, long-term chronic  
14 diseases. We have all kinds of stories. And we thought,  
15 gosh, between us, we actually have most of the issues  
16 that we would tell if we made up stories, right?

17 So what I realized is maybe we needed to put  
18 in some of these words of what is it that's complex,  
19 what is it that's varied about the health care system,  
20 and put in some of the words that are being illustrated  
21 by these stories. A secondary benefit, in my mind, of  
22 doing our stories was--it would reinforce the issue that  
23 we talked about this morning, that we are, in fact, just  
24 like everybody else in America. We all participate in

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1 the health care system in some way.

2 So my only participation in health care  
3 system is not being a healthy economist who studies it,  
4 right? Your only participation in the system isn't  
5 running venice clinic. I mean, all of us have  
6 participated in the system as a spouse, as a parent, as  
7 a child, as a patient, as a provider. So we are--our  
8 vision of the system will be different because of that.

9 So that was sort of the goal of doing this.

10 It was to try to use the story telling to draw people  
11 in and illustrate core points. And certainly what are  
12 in these words, in these phrases, can be changed. I may  
13 not have captured the right ones. I may not have gone  
14 the right way. The staff worked--looking through all  
15 the vignettes that were told. Maybe we chose the wrong  
16 ones. And I'm happy to talk about that. But before we  
17 spend any more time on the vignettes, we wanted to make  
18 sure you guys, now that you see it, still think that's  
19 the way to go. All right?

20 So let me--do you want to talk about that  
21 now, or do you want to go to second page and see the  
22 construct of the second page?

23 MR. O'GRADY: Given most of us haven't  
24 really seen this yet, hadn't had much chance to digest

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1 and think about it, why don't you move on? I mean, to a  
2 certain degree, I know you hesitate to send things  
3 electronically. But if we are going to have a chance  
4 to--even if it's not quite right on our screens--get a  
5 chance to digest it and be ready to give constructive  
6 discussion. It would be helpful to see it before.

7 VICE CHAIR McLAUGHLIN: Right. Right. The  
8 25 pager we did send electronically on Friday.

9 MR. O'GRADY: Oh.

10 VICE CHAIR McLAUGHLIN: Yes. We sent it to  
11 everybody Friday. Well, no. Sorry. To report  
12 committee. I'm sorry. To the report committee.

13 MR. O'GRADY: I got a hard copy.

14 VICE CHAIR McLAUGHLIN: And they got a hard  
15 copy. You didn't get the--

16 MR. O'GRADY: I didn't get it  
17 electronically.

18 CHAIRPERSON JOHNSON: I think we received it  
19 hard copy.

20 VICE CHAIR McLAUGHLIN: Well--

21 MR. O'GRADY: In terms of thinking about  
22 making comments electronically.

23 VICE CHAIR McLAUGHLIN: Our problem was we  
24 didn't have the graphic design artist's stuff in time to

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1 send it to you.

2 MR. O'GRADY: No, no, no. I'm just saying  
3 in terms of these things, this one and the 25 pager,  
4 whatever it's--it's just--you know, I mean, I can write  
5 on the margin. But for you to incorporate a number of  
6 people, it strikes me--if we can see it electronically,  
7 we can work on it a lot more efficiently.

8 VICE CHAIR McLAUGHLIN: Right. No. I  
9 think, Mike, the--definitely in terms of specific  
10 comments--and we have copies of this to hand to you,  
11 because literally they were just printed yesterday--to  
12 get specific comments, you have to be able to walk away  
13 with copies of this and look at it. But what I was  
14 hoping is to get some sense of whether you think-- it's  
15 even worth getting specific comments at this stage or  
16 should we scrap it.

17 MR. O'GRADY: Let's--let it kind of rotate a  
18 little bit.

19 MR. FRANK: Catherine, let me tell you  
20 just--the thing that's hard to make a judgment about is  
21 to look at this and try to figure out what--

22 VICE CHAIR McLAUGHLIN: Oops, that changed,  
23 didn't it? I don't know what I did. But anyway, go  
24 ahead.

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1 MR. FRANK: I think the thing that makes it  
2 difficult for us sitting here is to look at this and to  
3 try to figure out how the story emerges. And, you know,  
4 my feeling is there are a lot of nice graphic ways of  
5 doing it. But just looking at this--I can read the big  
6 things, which certainly are relevant titles. But I  
7 don't know whether if I read this whole thing the story  
8 would emerge and that it would be easy to take away the  
9 lessons that we intend. And my judgment about it will  
10 depend entirely on that.

11 VICE CHAIR McLAUGHLIN: So your--even  
12 whether you want us to use stories depends on what  
13 stories we have.

14 MR. FRANK: No, no. I think--no, you're not  
15 getting me.

16 VICE CHAIR McLAUGHLIN: That's why I asked.

17 MR. FRANK: Stories are fine, but somehow  
18 they have to be aligned and maybe with text around them  
19 so that people walk away with the big picture story at  
20 the end of the day. And you can't tell.

21 VICE CHAIR McLAUGHLIN: Oh, okay. But--so  
22 that suggests that we do, in fact, go to the next slide.  
23 I'll show you at this stage. This one unfortunately  
24 isn't all incorporated in one--you can see how it looks,

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1 but we aren't able to get it all on one slide here. But  
2 this would be the top half of the second story board.  
3 So this is part--I mean, I think this is part of your  
4 thing, Richard, of where are those stories on first  
5 story boards supposed to take us.

6 MR. FRANK: Or after reading them do  
7 you--are you walking away with messages that we hope to  
8 impart?

9 VICE CHAIR McLAUGHLIN: Well, we're hoping  
10 you're walking away with "I want to learn more," and you  
11 turn the page. Not that you stop at that first page and  
12 walk away with messages you need to know.

13 MR. FRANK: Okay.

14 VICE CHAIR McLAUGHLIN: Right? It's like  
15 reading the first chapter of the book and thinking you  
16 understand the point of the book. Sometimes you do.  
17 Sometimes you can tell the butler did it in the first  
18 chapter. But, I mean, that's something to talk about.

19 The way we had it now--and, again, this is  
20 just the first draft of the graphic, from the  
21 graphic--well, it's actually not. It's about the tenth.

22 But it's the first time that he actually was able to  
23 get some of the issues the staff was trying to get to,  
24 was to have a whole bunch of people here and these--if

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1 they can't do it, then we have to change it. But it was  
2 supposed to be taxes, premium payments, charitable  
3 contributions out of pocket, because the text that goes  
4 underneath this--and you guys have that sheet of paper  
5 going around--maybe we should just give them the  
6 handouts, Jill. But the text underneath it says, Where  
7 does the money come from? It comes from 290 million  
8 Americans. It comes through different kinds of taxes.  
9 It comes through premium payments. It comes through  
10 charitable contributions. It comes from all of us.  
11 That's where the money comes from.

12 And then it enters into this health accounts  
13 building. As we said, it gets funneled through a whole  
14 bunch of different payers, a whole bunch of public  
15 payers and private payers. And that's partly because  
16 there is this belief that, oh, the money comes from Blue  
17 Cross, the money comes from Medicare. The money comes  
18 from my employer. And we want to make sure they know  
19 that 1.7 trillion dollars comes from 290 million people  
20 in one way or the other.

21 It goes through these. And these bars--as  
22 you can see, you can't read any of the numbers as they  
23 are now--so we would need work if we're going to keep  
24 this. These bars, though, the height of these bars

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1 reflect the percent of the 1.7 trillion that goes  
2 through that pair. So we have the dollar amounts,  
3 right? Medicare is 283 billion. Medicaid is 154  
4 billion. Public health. And so you can see that they  
5 get-- private health insurance is the biggest one at 600  
6 billion.

7 And then up here we have administrative  
8 costs. Because some of this costs money for  
9 administration. And that money does not then come out  
10 the other side of the building and pay for health care  
11 services. So the money--some of the money, all but  
12 this, comes through the system and buys hospital  
13 services, physician nursing health care provider  
14 services, drugs and medical supplies. We've already  
15 told them he has to get rid of the wheelchair. But we  
16 keep trying to tell him, You have to get rid of the  
17 wheelchair. But--okay. It's not that this goes to  
18 disabled people. It goes to medical supplies. So--

19 MS. BERNSTEIN: Long term care.

20 VICE CHAIR McLAUGHLIN: Long term care.  
21 This is long term. I thought this was medical supplies.

22 MS. BERNSTEIN: No. Long term.

23 VICE CHAIR McLAUGHLIN: Oh, well, there you  
24 go. We have to do something else for that. And here we

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1 are trying to get--proportional how much money, what  
2 percent of that money goes to hospital services versus  
3 professional health care services, drugs, and long term  
4 care. I've been saying the wrong thing all this time.  
5 So it makes it clear that the graphic isn't clear. So  
6 this was to try to tell Richard to start the money flow.

7 Where does the money come from, and where does it go?  
8 Again, in a very visual way. As you see--

9 MR. FRANK: Can I ask a question?

10 VICE CHAIR McLAUGHLIN: Yes.

11 MR. FRANK: I asked a question. Now, let's  
12 go back.

13 VICE CHAIR McLAUGHLIN: Oh, you don't want--  
14 the text that goes underneath it?

15 MR. FRANK: No. My question is, maybe this  
16 is just because of where I sit. But I find this  
17 somewhat patronizing.

18 VICE CHAIR McLAUGHLIN: Well, you know,  
19 Richard, we tried all kinds of things. I should tell  
20 you my secretary loved it.

21 MR. FRANK: I'm just saying I'm not a good  
22 judge.

23 VICE CHAIR McLAUGHLIN: You aren't and  
24 neither am I.

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1 MR. FRANK: But what I'm saying is that I  
2 would like to get other opinions.

3 VICE CHAIR McLAUGHLIN: Right. Absolutely.  
4 And I--so I asked a bunch of people back where I am and  
5 I asked my in-laws. I asked my secretary. I asked  
6 several of the people who are working in the office who  
7 don't know health stuff. They loved it. They said, you  
8 know, health care is so complicated. This makes it less  
9 scary to me. This makes it more understandable to me.  
10 And they loved it. Now, that doesn't mean we should  
11 stick with it.

12 MR. FRANK: No, no.

13 MR. O'GRADY: Let me just ask. That's very  
14 anecdotal. Can we be more scientific? Do we have funds  
15 to do like a focus group of what we think would be the  
16 kind of population that we would like--I mean, most of  
17 my dealings with this kind of stuff is with seniors,  
18 trying to describe it. And this is way too noisy for  
19 that. And God knows this thing of small fund size.

20 VICE CHAIR McLAUGHLIN: Yeah.

21 MR. O'GRADY: You know, they--

22 VICE CHAIR McLAUGHLIN: Absolutely.

23 MR. O'GRADY: They would never make it past  
24 the first page.

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1 VICE CHAIR McLAUGHLIN: Absolutely.

2 MR. O'GRADY: And they would be frustrated.

3 And that would be it. So, I mean, just in terms of  
4 thinking about kind of--because it is extremely--every  
5 other time I've tried to do this process, it's extremely  
6 hard, especially for people who work in the field, or  
7 even--if you go down the hall and, you know, I give it  
8 to the welfare guys, because they're not health guys.  
9 You know, I mean--and it's still--

10 VICE CHAIR McLAUGHLIN: This is what the  
11 fund size would be. And my father-in-law who is blind  
12 in one eye and disabled in other eye could read it, 89  
13 years old. So I just want to say, we did, in fact,  
14 check that.

15 MR. O'GRADY: Well, he's motivated then.  
16 Because I'm thinking we're going to--

17 VICE CHAIR McLAUGHLIN: I'm not talking  
18 about dollar numbers. I'm talking about the text.

19 MR. O'GRADY: No, no, no.

20 VICE CHAIR McLAUGHLIN: Are you looking at  
21 text?

22 MR. O'GRADY: Yeah.

23 VICE CHAIR McLAUGHLIN: Oh, I said this has  
24 to be changed.

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1 MR. O'GRADY: Yeah. I has to be--but let's  
2 just talk for a second. We all have this stuff about  
3 kind of very-- and it's cute. I--you know, I like it in  
4 that sense. Health accounts, you know, that kind of  
5 stuff. But it's taking up tons of the space here. I  
6 mean, you know, this is a nice graphic in terms of--I  
7 mean, I like it in one sense. I just question whether  
8 it will be effective in communicating to the type of  
9 population we want to communicate to, just because I  
10 think there's too much going on. It's our graphics guy  
11 I think run amuck a little bit in terms of--sure, it's a  
12 lot nicer to have buildings, facades, and do it this  
13 way. But I think the main message is what's in the  
14 little type in the center. And I'm afraid that might  
15 get lost.

16 VICE CHAIR McLAUGHLIN: Well, the little type  
17 has to change. I wanted to show you this. This fun  
18 size is good. This is terrible. I said this has to  
19 change. And if they can't fix it, we have to change it.  
20 I mean, I absolutely agree with you. This is not  
21 legible on the building.

22 MR. O'GRADY: But, I mean, when you think of  
23 a graphic like this, whenever I have done them myself,  
24 you try to grow that fun size in the center-- things

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1 are--I mean, I would--if it were me and I was doing it  
2 just solo, I would--

3 VICE CHAIR McLAUGHLIN: Make the prints  
4 smaller.

5 MR. O'GRADY: --health accounts building  
6 would be, yeah--I would--they would lose ground in my  
7 book.

8 VICE CHAIR McLAUGHLIN: I don't know if--I  
9 mean, Jill, you can talk to Guy and see if he could do  
10 this. But if this were rotated so that the front of the  
11 building--you know what I'm saying? If this is three  
12 dimensional, it's rotated so the side of building is  
13 this big and the front of the building is only that big.  
14 So this has a lot more room.

15 CHAIRPERSON JOHNSON: Mike, am I hearing you  
16 say that in general before we were to proceed much  
17 further, it would be good to have a focus group give  
18 feedback not only on the fun side, but the concepts that  
19 Catherine's presenting.

20 MR. O'GRADY: Yeah. My experience has been  
21 in this in terms of once--and we do this a lot with  
22 prevention and Medicare. You know, once you move out of  
23 areas that are traditional areas of expertise, I would  
24 never claim to be a marketing expert or a graphic design

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1 expert. And it's just that--to turn to people who are  
2 experts in that field to help kind of field test, it to  
3 see are we targeting, what is the message that gets  
4 across? And keeping our fingers across is the message  
5 we're hoping to get across versus something else. And  
6 it just strikes me that there are people who are  
7 specialists in this area and experts. I'm not one of  
8 them. So rather than--I mean, I've done with Catherine,  
9 Well, you know, I take it home and show it to wife. I  
10 show it to--well, you know, that's hit or miss. It just  
11 hasn't worked that well for me in the past. There are  
12 people who are expert in this. I'm not one of them. I  
13 would see if there's some way to draw in their input.

14 VICE CHAIR McLAUGHLIN: We had talked about  
15 who should vet it. I mean, we listed people to vet it.

16 Obviously, it has to be vetted through the government  
17 because of who we are.

18 MR. O'GRADY: I think that--

19 VICE CHAIR McLAUGHLIN: No. I'm just  
20 saying, but that is part of the vetting too is saying--

21 MR. O'GRADY: Yeah. I guess just in terms  
22 of one thing. Just to give you an example, because I  
23 finally thought of a good one. When the FDA decided  
24 they were going to do the food group, which we all see

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1 every time we pick up something, they had the very  
2 innovative notion to not do it in the government, to go  
3 down--and I think they went to the feds right where the  
4 guys are. They went in there, and they got who was the  
5 best marketing graphic design guy in the private sector  
6 doing that sort of--and how do you shape it and how do  
7 you get the message, and how do you make sure it's  
8 really got a lot of content to it without losing people.

9 And, you know, the FDA--it's the only  
10 government agency I ever heard of, you know, won a  
11 design award for food label. And they deserve it. But,  
12 I mean, they didn't think you could go down the hall  
13 and have the people who typically do the real small type  
14 at the bottom of your prescription do it. They went  
15 outside to experts. And I don't know what our budget is.

16 I don't know what we could do. But given it's part of  
17 what we're trying to do here-- effective communication.

18 If we do have the budget to do it in, it might be good  
19 to do field testing or get that kind of--

20 DR. BAUMEISTER: I've always personally  
21 lived on this kind of thing, sort of a comic book  
22 approach. And I sort of got the feeling it kind of  
23 trivialized what you're trying to get across. And then I  
24 was--served on a task force in mental health task force,

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1 getting some points across back and forth. And this  
2 lady--who was on there, who sent me a book by a fellow  
3 in California. It's called Visual Language. And it was  
4 a beautifully written book. And it deals with just this  
5 issue. And it sort of changed my view of it. Because a  
6 lot of people are coming along now that really are  
7 visual. And so I think it has promise.

8 VICE CHAIR McLAUGHLIN: I think we need--I  
9 mean, that--remember the 25 page report is going to be  
10 what we're used to reading. And there are going to be a  
11 lot of people who want that 25 page report. But we have  
12 to reach out not just to senior citizens, Mike, but to  
13 the 25-year-old, the 35-year-old, the 45-year-old, the  
14 55-year-old, because when we're talking about shared  
15 experiences, shared gains, shared sacrifices, et cetera,  
16 we need those people to understand it.

17 And, Montye--I don't want to pick on  
18 Montye--but Montye sent me an e-mail a while ago saying,  
19 Please make it visual, that there are men in her family  
20 who are not readers. They cannot read well. They will  
21 not--if it's all words on a page and little boxes and  
22 pie charts, they will not read it. They will not  
23 continue. And so we're trying to come up with a balance  
24 where the bottom of this page would be this. So for the

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1 people who don't like the comic book, the graphics, here  
2 are the words. And there's even this box that gives you  
3 data. You know, 85 percent of people under the age of  
4 two years saw a dentist in 2002. In 2003, over seven  
5 million people have hearing aids. Yet it is projected  
6 that the United States will spend over 7.5 billion  
7 dollars in 2008 on health care equipment. I mean--so  
8 for the people who are more fact oriented, we've got the  
9 box that gives them facts. For the people who are  
10 textual, we have text. So we were trying to combine the  
11 three. But Mike is right. There's an opportunity cost.

12 If you have a big visual, you have to make it big  
13 enough that they can read it. And it takes up a lot of  
14 landscape, as they say in the business.

15 DR. BAUMEISTER: Do you have to put it all  
16 together, though, on one page. I mean, make the  
17 graphics bigger. And then--I mean, you can have like  
18 links on the paper, you know, websites and things, that  
19 will point to more data if you need it.

20 VICE CHAIR McLAUGHLIN: Well, we do--on the  
21 website we can do that.

22 DR. BAUMEISTER: But even the graphics, even  
23 in the comic book edition, you can have references at  
24 the bottom, you know, directing people.

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1 VICE CHAIR McLAUGHLIN: We can. And where's  
2 the--

3 MR. O'GRADY: It's right there.

4 VICE CHAIR McLAUGHLIN: One of the ones that  
5 we all talked about was trying to make the color  
6 distinctions better and do away with the numbers and  
7 just have the colors tell the story of-- clearly private  
8 spending is the big winner here. You know, private  
9 health insurance has the biggest amount. And these are  
10 smaller. I don't know, because we don't want to be  
11 misleading and we don't--I don't know.

12 MS. HUGHES: Am I to understand you that  
13 this page--

14 VICE CHAIR McLAUGHLIN: It would look just  
15 like this, this size and this picture, because it would  
16 be a 8-1/2 by 11 book. So you will open up the page.  
17 And this is what it would look like.

18 CHAIRPERSON JOHNSON: It would be front and  
19 back. Is that correct? So on the opposite side of  
20 those two pages, there would be something else you would  
21 be reading.

22 VICE CHAIR McLAUGHLIN: It would be like  
23 this. You would have the book. And you would open the  
24 first page. And it would look like this. Then you

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1 would open the second page. And it would look like  
2 that. Just like in a book.

3 DR. BAUMEISTER: But if you extended the  
4 picture, the graph to the whole page, we would get away  
5 from the smaller print. Then you could put the text  
6 on--

7 VICE CHAIR McLAUGHLIN: We could or, you  
8 know--

9 DR. BAUMEISTER: Because that's a nice  
10 depiction of what goes on.

11 VICE CHAIR McLAUGHLIN: Well, I'm glad you  
12 said it, Frank, because--when I first saw it, I was  
13 like, hmm. But my secretary printed it for me. And this  
14 is--so her father's a professor. But she didn't go to  
15 college. I mean, she's one of those sort of mixed kind  
16 of levels of education. And she came in. She said, I  
17 love this. I love this. She's never said that to me in  
18 all my years of my research. She said, I love this.

19 MR. O'GRADY: And it wasn't bonus time or  
20 anything.

21 VICE CHAIR McLAUGHLIN: And it was not bonus  
22 time. And she took it home to her husband to look at,  
23 who is a chicken man at Whole Foods, you know, with a  
24 high school education. And he went, This is the first

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1 time I've ever even tried to understand the health care  
2 system. Now, you're right. It's anecdotal, but my  
3 point is--

4 DR. BAUMEISTER: And I suspect he understood  
5 it from the photograph.

6 VICE CHAIR McLAUGHLIN: He did.

7 DR. BAUMEISTER: Not from the text.

8 VICE CHAIR McLAUGHLIN: He didn't read any  
9 of the text. Right.

10 MS. HUGHES: I think the idea of having the  
11 picture on two pages is that two pages is a much better  
12 idea for several reasons. First of all, these little  
13 bags of money that are going in here, nobody can read  
14 what those are.

15 VICE CHAIR McLAUGHLIN: I know.

16 MS. HUGHES: Second of all--

17 VICE CHAIR McLAUGHLIN: But this is the two  
18 pages, Therese.

19 MS. HUGHES: No. This is on one-- that's  
20 right. But there's words at the bottom.

21 VICE CHAIR McLAUGHLIN: Okay.

22 MS. HUGHES: It needs to be--the visual  
23 picture needs to be--

24 VICE CHAIR McLAUGHLIN: Extend it this way,

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1 not this way.

2 MS. HUGHES: And I think that that's what--

3 DR. BAUMEISTER: The text detracts from the  
4 picture.

5 MS. HUGHES: Exactly. And then that way you  
6 have an idea to see what better--what's going on,  
7 because it--what's going on. But I-- what's going on.  
8 Well, what I'm saying--I guess, you know, I don't like  
9 the shadows that are on it. I mean, do you want these  
10 kind of comments now or not?

11 VICE CHAIR McLAUGHLIN: Not those kind.

12 MS. HUGHES: Okay.

13 VICE CHAIR McLAUGHLIN: But the other kind,  
14 yes.

15 MS. HUGHES: Okay. Then I think if you use  
16 the picture for the whole page that would be more  
17 understandable.

18 VICE CHAIR McLAUGHLIN: But it is  
19 interesting, because Richard's saying it's patronizing.

20 MR. FRANK: No, no. I didn't say that. I  
21 asked whether it was.

22 VICE CHAIR McLAUGHLIN: Right.

23 MR. FRANK: I just think you're always  
24 juggling that balance--

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1 VICE CHAIR McLAUGHLIN: Exactly.

2 MR. FRANK: --which is making it simple and  
3 treating people like they're stupid.

4 VICE CHAIR McLAUGHLIN: Exactly.

5 MR. FRANK: I just think that you want to  
6 make sure that if you're going to err you're not going  
7 to err towards--

8 VICE CHAIR McLAUGHLIN: I agree.

9 MR. FRANK: I'm just saying I don't know.

10 VICE CHAIR McLAUGHLIN: This is why we  
11 wanted feedback from you guys.

12 MS. MARYLAND: But I think because you offer  
13 other alternatives, 25 page report, summary--10 page  
14 report, then this that, you know--

15 VICE CHAIR McLAUGHLIN: This is the summary  
16 ten page report.

17 MS. MARYLAND: Is that the summary ten page?  
18 That there--will there be--so there are two choices?.

19 VICE CHAIR McLAUGHLIN: There's the big huge  
20 non-printable thing, the 25 pager that you guys got a  
21 copy of the draft. And then this is the ten page  
22 printable.

23 MS. HUGHES: Catherine, can I ask you this?  
24 Can you make the picture larger?

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1 VICE CHAIR McLAUGHLIN: And the text  
2 smaller.

3 MS. HUGHES: Make the picture larger with  
4 the words on it so that people can read that. And then  
5 put in boxes in the empty space what your words are  
6 here--

7 VICE CHAIR McLAUGHLIN: Oh. Uh-huh  
8 (affirmative).

9 MS. HUGHES: --so that you have, you know,  
10 connections--

11 VICE CHAIR McLAUGHLIN: I hear you.

12 MS. HUGHES: --for the long term care.

13 MS. WRIGHT: You need a legend.

14 VICE CHAIR McLAUGHLIN: Or a legend.

15 MS. HUGHES: Yeah.

16 VICE CHAIR McLAUGHLIN: We can definitely  
17 experiment.

18 MS. HUGHES: Then--I don't mean to say you  
19 need to get away from this--away from--but this isn't  
20 going to work.

21 VICE CHAIR McLAUGHLIN: Okay.

22 MS. MARYLAND: You know what? I wasn't  
23 trained in graphics. I think it may be well worth  
24 taking your concept--the idea and having someone else

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1 review it, and see if they can--

2 VICE CHAIR McLAUGHLIN: We tried. We have  
3 these two graphic design artists from GPO that have been  
4 doing this. And the first thing they gave us was a  
5 little three dimensional pie chart. That was their idea.

6 So we've been actually trying to push them. And  
7 originally I had hoped that we would try to find them,  
8 out of the box graphic design artist. But it just--it  
9 hasn't happened. We had GPO. And this is--and, in  
10 fact, the only reason this looks like this is because an  
11 undergrad who works for me who is an electrical engineer  
12 at the University of Michigan managed to decode an Adobe  
13 Acrobat file that he sent, because he had a doctor over  
14 here that was this big. He had--I won't tell you what  
15 he had. She was able-- she worked long hours Thursday  
16 night--Friday night. I want to think it was Monday  
17 night. Boy time flies. Monday night just so that we  
18 could have this. So it's been slow going, as Jill can  
19 tell you.

20 MS. MARYLAND: I think it's an excellent  
21 start. And I just wonder whether or not if we need to  
22 define it further.

23 VICE CHAIR McLAUGHLIN: I like Mike's  
24 idea--my interpretation of Mike's idea making this

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1 facade smaller, which will make this bigger, and then  
2 stretch it down a bit, and then see if it becomes more  
3 legible. And there will be white space where we can use  
4 boxes.

5 MS. HUGHES: I think if you put ideas off to  
6 the side that point to where they--

7 VICE CHAIR McLAUGHLIN: What I want to know  
8 is should we--because we're paying him by hour. Is that  
9 true? Yeah. We're paying the GPO guy--

10 MS. BERNSTEIN: Unless we know exactly what  
11 we want him to do.

12 VICE CHAIR McLAUGHLIN: Right. And so we  
13 didn't want to ask him to tweak anymore until we knew  
14 whether we should even keep tweaking this.

15 MR. O'GRADY: As the only member of the  
16 working group that's actually a Federal employee,  
17 although George is director, I don't think you're  
18 getting good service from GPO. I--this is not-- you  
19 know, I mean, if you have certain constraints you have  
20 to stay within the government, given some charter,  
21 something. But they're going to give you off the  
22 shelves. I mean, this is not as innovative as I think  
23 you're trying to get to. And if you can't get it through  
24 GPO, find out if you can just go around and go to people

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1 you want to go to.

2 MR. GROB: We can go to others to get it. I  
3 think if I can make a comment in terms of this document.

4 I think it isn't just a question of the pictures. I  
5 think it's how the pictures play with the words and how  
6 they read and whether by leafing through it a story  
7 emerges. So I think it's one thing for it to be  
8 whether--the graphic itself is intelligible and  
9 understandable. But I think it's also another question  
10 of whether there's almost too much on the page no matter  
11 what you do with the graphic. This is as a general  
12 rule. It's a question. I think it needs that kind of  
13 consideration.

14 DR. BAUMEISTER: The graphics have to tell  
15 the story.

16 VICE CHAIR McLAUGHLIN: Right. Right.

17 MS. CONLAN: Can I say, No .1, I'm in love  
18 with the 25 page one. But I'm a little less  
19 enthusiastic about this. And this is only a first  
20 impression, because this is the first time I'm seeing  
21 it. But there's just way too much stuff. I can't  
22 understand the picture. I'm sorry. And some of the  
23 stuff about media is inaccurate. But I just--and I  
24 think if the recommendation to have a focus group is

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1 excellent. Because I would be interested to see what  
2 other people say about it. But my first reaction to it  
3 is it kind of misses the mark.

4 VICE CHAIR McLAUGHLIN: What about it misses  
5 the mark? That's what I want to hear.

6 MS. CONLAN: There's too much.

7 VICE CHAIR McLAUGHLIN: Too much  
8 information?

9 MS. CONLAN: Too much of everything.

10 MS. WRIGHT: Patricia, are you familiar with  
11 the Krames little handouts and folders and books that we  
12 gave patients?

13 MS. MARYLAND: Yes.

14 MS. WRIGHT: I wish I had one now to show  
15 you. They're like--

16 DR. BAUMEISTER: What are they? I'm sorry.

17 MS. WRIGHT: Krames, K-R-A-M-E-S. And  
18 they're educational handbooks we used for years and  
19 years in hospitals. They're like four or five pages  
20 long. They have lovely sometimes stick figures. I  
21 think they've gotten better at that. They present it in  
22 the terms that we need. It fits the right length that  
23 we need. They have done studies that patients or their  
24 families will read, you know, anything--there's too

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1 much, anything fact finding. So, I mean, I would love  
2 to send you an example. I'm sure they're on the website  
3 too. I used to get samples all the time.

4 VICE CHAIR McLAUGHLIN: So you think this is  
5 too complicated.

6 MS. CONLAN: I think, you know, in terms of  
7 me looking at the page, there's just too much there for  
8 me to digest. I've got words--

9 VICE CHAIR McLAUGHLIN: Like this one.  
10 You're saying this one.

11 MS. CONLAN: Yeah. Words of different  
12 resolution and superimposed pictures. And all of it's  
13 good in and of itself, but all together--

14 VICE CHAIR McLAUGHLIN: It's too busy.

15 MS. CONLAN: --it's just too much. And then  
16 this, I just can't see well enough to process. This  
17 one--

18 MS. WRIGHT: Krames has done something as  
19 simple as this to explain osmosis and diffusion that we  
20 teach renal failure patients about or kidney failure.  
21 So--I mean, you know . . .

22 MS. CONLAN: This one you get no rest.

23 VICE CHAIR McLAUGHLIN: I know. Well, I  
24 just--I mean, I'm trying to be just the presenter here.

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1 But I didn't ask for full page pictures behind this.  
2 This was what the graphic design artist gave us. I find  
3 it really overwhelming also. And when I saw this,  
4 they'll tell you I went back and say, How are people  
5 supposed to read the words on top of these pictures?  
6 But I was told--I mean, I'm just telling you that's what  
7 the, quote, experts were recommending.

8 MS. CONLAN: I think you made good choices  
9 to prioritize. What is important here? And so you don't  
10 include everything. You've got to focus on the  
11 important things to communicate the information. You  
12 can communicate information through pictures.

13 VICE CHAIR McLAUGHLIN: Will this work  
14 without all the pictures behind it, though?

15 MS. CONLAN: I don't know. It's hard for  
16 me--I would have to see it.

17 MS. HUGHES: Catherine, I would like to say,  
18 it's possible it could work without the pictures. Okay.

19 Number 1. But No. 2, more importantly, I think that if  
20 we can go to somebody outside of the GPO to get an idea,  
21 we would be better starting over. If you want this as  
22 your product and you want us to correct this product,  
23 then I'm willing to give you responses to correct it.  
24 However, I think if the message is what we're handing to

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1 people, the message is not going to be received. And I  
2 would like to ask that we get someone that's--especially  
3 in light of what, you know, Mike has said, that we get  
4 somebody that is out of the box.

5 VICE CHAIR McLAUGHLIN: How about at this  
6 stage, then, I send you--I have the staff do this for  
7 me--or I might be able to do it, actually. We get rid of  
8 the pictures in the back and just have the text to get  
9 your feedback about whether these are even the five  
10 story boards and then talk about a graphic finding, some  
11 kind of graphics. Because now we're focusing on the  
12 graphics. But another part--and I'm not arguing against  
13 you guys with the full pictures in the back. I had the  
14 same concerns. But I wanted everybody to see it. All  
15 right? But whether some of the points we're putting on  
16 there is off the mark as well.

17 MS. HUGHES: I can't tell you what the  
18 points are.

19 MR. O'GRADY: We can't read them.

20 MS. HUGHES: We can't read them.

21 VICE CHAIR McLAUGHLIN: I got you.

22 MS. STEHR: I like this, except I don't like  
23 the health accounts building, because it may imply we're  
24 all for health savings accounts. There are some groups

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1       opposed to that.    If it was health care spending or  
2       something to that effect.

3                   VICE CHAIR McLAUGHLIN:    Or just health  
4       building.

5                   MS. STEHR:    Something, but not the accounts.

6                   MS. BAZOS:       The one thing that was  
7       interesting to me and George was one of the PR firms  
8       that we went to on Monday or Tuesday--we have a mandate,  
9       we got our messaging down.   And then we have this--they  
10      seem really excellent-- doing.   One of the firms  
11      particularly took issues and developed graphics that go  
12      with the message, that go with the issues.   It's sort of  
13      a package.   It seems what we did is we have these  
14      wonderful stories this great data.   They're looking for  
15      a way to package it all together, not just get a graphic  
16      artist, but sort of someone who's really good at  
17      packaging it all so that you look at it, and you get  
18      this ah-ha, I know exactly where I'm going.

19                   So I wonder, George, if this is something--I  
20      wonder if where we need to go is to a firm who does this  
21      whole piece packaging or just--I'm a little worried if  
22      we go to another graphic artist, bump it up a little  
23      bit.   We're still not going to get what we want, which  
24      is this package deal.

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1 MS. HUGHES: What is the package deal?

2 MS. BAZOS: Package is that you really--your  
3 pictures--you can tell from looking at the picture  
4 exactly what's going to be in those in the--it leads you  
5 directly to what's in your narrative. They're just so  
6 married together. One plays off the other so, so well  
7 throughout the whole thing. It's--and there is--you  
8 know, there's just tremendous flow.

9 MS. HUGHES: Why do you think that a graphic  
10 artist who thinks outside of the box couldn't come up  
11 with that?

12 MS. BAZOS: I really don't have that much  
13 experience. I just know that we went to a PR firm that  
14 does issue based campaigns that what I thought about the  
15 materials that they showed me was that they were  
16 just--just fit so very, very well together, every  
17 heading, every picture, every piece. Just the narrative  
18 and the pictures were just so married together.

19 VICE CHAIR McLAUGHLIN: Well, that's a  
20 campaign.

21 MS. BAZOS: Yeah.

22 VICE CHAIR McLAUGHLIN: And we don't  
23 have--you know--not just the money, but the time.

24 MR. FRANK: Catherine, let me ask you a

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1 question about that. It seems that we are obligated in  
2 the statute to produce a report. Now, the 25 pager meets  
3 that requirement, right? And then the other question  
4 is--and that does that. But, you know, that has a life  
5 of its own. But then it seems to me that we are a little  
6 bit more flexible in terms of when we release and do a  
7 mailing on this. And so maybe it's okay to take--you  
8 know, to, you know, engage a set of--I think if it's  
9 going to make our getting the message of the 25 pager  
10 out there a lot more effective and therefore be more  
11 useful to our community meetings--so that's--

12 VICE CHAIR McLAUGHLIN: Well, the community  
13 meetings start at the end of October.

14 MR. FRANK: Right. Well, that's--

15 VICE CHAIR McLAUGHLIN: But what I've  
16 learned painfully, Richard, is the vetting system--I  
17 mean, we have to get ASPE. We have to get, you know,  
18 other people--

19 MR. O'GRADY: I'm just asking. What? You  
20 know how hard those people are.

21 VICE CHAIR McLAUGHLIN: Right. To approve  
22 the words. And so, yes, it buys us more time. But what  
23 I told you guys was that I basically--by August 15 even  
24 to be by October 5--by August 15 we have to have it to

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1 them to look at.

2 MR. FRANK: I understand the 25 pager is  
3 constrained that way, right?

4 VICE CHAIR McLAUGHLIN: No. But I'm saying  
5 even the ten pager, if it goes before the community  
6 meetings, it has to be ready by the middle of October.

7 MR. FRANK: Oh.

8 VICE CHAIR McLAUGHLIN: That's the wake up  
9 call.

10 MR. FRANK: No, no. I guess what I'm  
11 proposing is a trade off.

12 VICE CHAIR McLAUGHLIN: And not have these  
13 before the community meetings.

14 MR. FRANK: Well, have them before some of  
15 the community meetings, but not all the community  
16 meetings. I mean, what I'm trying to figure out is what  
17 is that trade off? How are we willing to go in terms of  
18 honing the message to be more effective and perhaps  
19 missing something? And I just don't know the answer.  
20 I'm just saying maybe that's what we ought to discuss  
21 here.

22 MR. GROB: Can I suggest something? Stepping  
23 back for a moment. Let me look forward to the community  
24 meetings now just for a second. What we need for those,

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1 almost certainly, is a video, some combination of slide  
2 show or a video that would be about maybe eight minutes  
3 long, ten minutes long, that tells the story we're  
4 trying to tell. And that story would be voice over. It  
5 would have some of the words of the story, you know, on  
6 the screen. And it would be supplemented by various  
7 videos as well, pictures of people talking and carrying  
8 on discussion, you know, other enrichments at that  
9 point. And such a video would probably be the basis of  
10 people holding discussions at community meetings of  
11 almost any kind, whether they were intense interactive  
12 meetings or whether they were you know, web cast type  
13 meetings. It would be the fundamental study. That  
14 could be supplemented by a slightly more conventional  
15 pamphlet type thing.

16 That kind of a video can and I think has to  
17 be produced within the next couple of months. And the  
18 production of it primarily depends on whether we can  
19 interface-- intellectually say what that story line is  
20 in an easy set of what I would call story boards, much  
21 like this--like one frame after another. And you could  
22 almost imagine someone with a good voice sort of just  
23 reading off the ten lead sentences that when they  
24 complete it there is the story each one of which is

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1 slightly elaborated on with various meanings.

2           And with that kind of a story, you know,  
3 where we had the intellectual point where we can tell  
4 the story in a simple way, that can be turned over to  
5 one of these companies, and then they can pull together  
6 everything that's required in terms of the videos and  
7 that. I think that it would be not productive to think  
8 of this as a problem of graphics. It's really a  
9 question of story telling, telling the story.

10           VICE CHAIR McLAUGHLIN:       That's Dotty's  
11 point.

12           MR. GROB: You know, which is a combination  
13 of what the story is, of what the language of it is, and  
14 what graphics go along with it. And I think if they  
15 produced a video, then it's an easy out shoot to produce  
16 basically the slide show version of it as well.  
17 Probably what we would deliver to them would be the  
18 standard slide show, which is, you know, in essence, a  
19 nice--

20           VICE CHAIR McLAUGHLIN:       What about the  
21 report as opposed to a slide show--

22           MR. GROB: Well, again--

23           VICE CHAIR McLAUGHLIN:       --which I think is  
24 Richard's question.

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1 MR. GROB: Yeah.

2 VICE CHAIR McLAUGHLIN: What's the timing of  
3 this?

4 MR. GROB: Well, again, that just depends I  
5 think on where you end up when you finish the process,  
6 because the slide show--the video along with a slide  
7 show version of it, which would be a little slower and  
8 allow for someone who wanted to get a little deeper that  
9 could click in, is probably what you would use at all  
10 the meetings that you're going to have. And I think  
11 that that would be--I think we should-- it's like this  
12 for its content and for its story, and try to tell the  
13 story the other way. And then what I would do is  
14 something that is along the lines of what Mike  
15 suggested, which is when we visited these firms--and we  
16 visited five or six of them--they all had different  
17 things that they do. And they all wanted a piece of our  
18 business as we were talking about this morning. But the  
19 one thing that every one of them offered to do and  
20 wanted to do was that video, because that is the story  
21 right there. That's the eight to ten minute thing that  
22 people watch. And they see the story. And then the  
23 slide show aspect of it is separate. And that is  
24 something they can do.

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1                   VICE CHAIR McLAUGHLIN:       With all due  
2                   respect, how many people will see the video? We need to  
3                   have something that's going to go out to hundreds of  
4                   thousands of people.

5                   MR. GROB:     Well, again, if I can address  
6                   that.

7                   VICE CHAIR McLAUGHLIN:   So--

8                   MR. GROB:     Okay. No. I'm going to address  
9                   it. I believe that an appropriate slide show version of  
10                  that video can be a printable document, much along these  
11                  lines. In fact, this might well work right. But I  
12                  believe that probably everyone who attends any meeting  
13                  that we have of any form would see that video. And I  
14                  also think that anyone who wants to get on the web and  
15                  sort of take the instruction them self would probably  
16                  watch the video and then answer the questions. A slower  
17                  version, they could use the slide slow version of it.

18                  And I would imagine that--trying to reach  
19                  out to people, we would probably be reaching out to them  
20                  to connect with either the video or the slide slow  
21                  version of that as the documents they would use. I  
22                  would say that once you got--I think that the situation  
23                  here is with--is the main line of the story, certainly  
24                  simple version of the story, with the appropriate

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1 graphics that go with it. I think you can generate from  
2 that--I think that's your starting point. Then you can  
3 generate--you can basically divide from that a printed  
4 version that, you know, could be distributed broadly.  
5 But I think that when we open up for business what  
6 you're going to open up with is the 25 page report and  
7 the video that people will watch if they go on the  
8 website.

9 CHAIRPERSON JOHNSON: Let me follow up and  
10 maybe ask a similar question. Am I understanding  
11 Dotty's comments and yours to be implying that if we  
12 were to use an organization to help the videotape, they  
13 would take the report content that the report committee  
14 has developed and apply graphics to that that would be  
15 consistent with the video and that would help  
16 communicate our messages even more?

17 MR. GROB: We saw several versions of them  
18 and I will describe them to you. One of them would be  
19 as if we were to have done a slide show presentation  
20 from Mike, you know, in order to get a presentation of a  
21 policy to run through his office. That would stay a cut  
22 above what the staff would do. It's the story. It's  
23 the--let me tell you--one, two, three, four, five--with  
24 better graphics than we would bother from Mike usually.

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1 You know--Mike would know what I mean. It would be the  
2 kind of graphics that the firm would come show you when  
3 they want you to buy their product. Okay? If we have  
4 that and not until we have that, would the firm be able  
5 to produce the video? Basically they can make a nice  
6 professional graphic video signed version if we can give  
7 them the intellectual story. That's the one thing they  
8 would depend on us. They would work with us. And, you  
9 know, we try a story out on them. They would then work  
10 with us as coaching back and forth. And that would be  
11 part of their ordinary service to do that. And they can  
12 crash that out. This whole thing could be done within  
13 two months easily. The price we have to pay for it is  
14 to crash and produce what I would call the slide show  
15 presentation, that if I work for Mike--and I've worked  
16 with him many years--that Mike would say to the judge,  
17 you know, We got to make this presentation to the  
18 secretary in a week, and I need to see it two days  
19 before. Then you've got two days to do it. And it's got  
20 to look better than the usual stuff we do. And we--but  
21 we were already to the point where we are. We do know  
22 the story. I think your 25 pages, you know, with  
23 additions and intros and ends, you know, the usual  
24 stuff. I mean, I think we're 75 percent there in terms

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1 of telling the story.

2 That version of it, which we would do if we  
3 had to--if Mike told me--if I were working for him--he  
4 had no choice. I have to see it on Wednesday. I would  
5 have a good product for him on that. That's what we  
6 need to bring to the people to produce the really nice  
7 version and a printable version and that would be the  
8 core of the presentation that would be-- everyone would  
9 use who don't want to read the 25 page report. You would  
10 derive from it similar versions there. And there you  
11 get--I think Mike was going there-- what--you had the  
12 graphics people work with you on the label, was more  
13 than a graphic. It was how the words and label play  
14 together, how the words read.

15 MR. O'GRADY: Well, it's that messaging  
16 notion I think Dotty was getting across.

17 MR. GROB: Right.

18 MR. O'GRADY: And you're absolutely right.  
19 When they put together a video like this, the way you  
20 test it out before you waste all your money with studio  
21 time and all the rest. It's just this sort of story  
22 board. So they're giving you--they're walking you  
23 through. And, George, you know, it's a step up from  
24 PowerPoint, what we would normally think. So you're

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1 getting that sort of mock up of it, which then--if I'm  
2 reading what George is trying to go--if you go ahead and  
3 you make the video, then for an additional product, you  
4 now have the real shot, not just the kind of graphic  
5 mockup that you did sort of.

6 But back to Dotty's, point the reason you  
7 want that story board is you really want to see that  
8 this message hangs together, that you're not all of a  
9 sudden--this one's too noisy or this one's sort of  
10 getting off track in some way. And that leaves you then  
11 with an ability to have a video--to run a video. I  
12 would also ask them if they can--and I think they can  
13 now--that that could be linked on the web.

14 MR. GROB: That would be the--

15 MR. O'GRADY: So you could do that. And then  
16 allow you to have these satellite products that I think  
17 could potentially--

18 VICE CHAIR McLAUGHLIN: I'm beginning to  
19 hear that we should think about the ten pager as the end  
20 product rather than beginning. And so basically, you  
21 know, the report committee's been trying to do this.  
22 But it sounds to me like this should be part of the  
23 communications committee and what you're doing with the  
24 PR firm. And we should just stop working on the ten

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1 pager and talk about the 25 pager. And that's where we  
2 should as a committee and staff focus on the 25 pager,  
3 right? Is that--am I getting it?

4 MR. GROB: I think if we can get the 25  
5 pager right.

6 VICE CHAIR McLAUGHLIN: So let's stop right  
7 now. And we have an hour to talk about the 25 pager.  
8 Is that--

9 CHAIRPERSON JOHNSON: Dotty had some  
10 comments that she wanted to make.

11 MS. BAZOS: Well, all I wanted to say is  
12 that--just the idea of messaging and framing this came  
13 after going to the PR firms. When we went to them, I  
14 was thinking in my mind about getting space between  
15 community meetings and the recommendations. That's what  
16 we were kind of talking to the PR firms about. When we  
17 hear the story, it was the story of community meetings.

18 I wasn't actually thinking about it as far as starting  
19 from the report and having that on the web. But now  
20 when you show this I went, Whoa, we could start from the  
21 report. And we could actually--I have no idea, George,  
22 but sort of build on our stories when we have community  
23 meetings, the video clips, kind of changes. We go  
24 across country, build on that or include the community

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1 meeting so it sort of follows us through.

2 VICE CHAIR McLAUGHLIN: I think we need--I  
3 mean, you guys need to think about what you want in  
4 October, what you want for the big event, and then let  
5 the report committee know. Because, you know, from--I  
6 think from what Mike and Dotty were saying and what  
7 George was saying, a whole different way to think about  
8 the ten pager is, as I said, to have it be the end  
9 product of the PR, whatever firm you end up hiring, and  
10 what they come back to you with as the deal. And the  
11 staff's looking at me going, yeah, I mean, we would be  
12 happy to basically abandon the ten page report the ten  
13 pager at this point. I mean--

14 MS. BAZOS: Not the merit.

15 MS. HUGHES: Yeah. Will the narrative,  
16 which is here, which I can't read, but which I assume  
17 is--quality of work be what is used as the words in the  
18 video?

19 MR. GROB: Maybe and maybe not. There's  
20 several different options. And I would like to--I don't  
21 want to detract a lot. I could pick up this more if you  
22 want me to when I do the budget presentation, you know,  
23 later on, because it fits the budget that I'll present.  
24 And I'll have one part that is relatively

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1 straightforward and another part that's left wide open.

2 And if for the sake of your report work, I think I  
3 could integrate that easily into the remarks that I  
4 prepared. And I think it would be useful to do that.  
5 If you would like to concentrate on the 25 page report,  
6 you know, for what you're doing now.

7 VICE CHAIR McLAUGHLIN: Right.

8 MR. GROB: And I would be more than happy to,  
9 in various ways, collaborate with Dotty and others to  
10 explain--to put this into motion. And I can crush  
11 through and make it happen. It's quite possible. We  
12 did talk to the firms. This was the one universal thing  
13 that we found every place we went.

14 MS. HUGHES: Well, I happen to agree. I  
15 think this is a good idea, because there are still  
16 people who read. But the majority of people do watch  
17 videos.

18 VICE CHAIR McLAUGHLIN: Right.

19 MS. HUGHES: They watch, you know, the  
20 television and things like that. And this will not get  
21 out to the majority of the people. So I'm in total sync  
22 with you in terms of having a video that comes together.

23 In terms of a slide show, I'm a little less in sync  
24 with you, because I think the slide show is--I think

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1 that instead of being a slide show maybe it should be  
2 created to do a ten pager like this with story boards,  
3 because the slide show and this would--in some respects,  
4 would be repetitive. And we don't need it.

5 MR. GROB: Here's what I had in mind. But  
6 this--I would say the thing that's cooked in every mind  
7 I talk to was the video, universal. And the schedule for  
8 doing it and the method, universal. The idea of a slide  
9 show is another idea that needs a lot more back and  
10 forth on--but one concept is if the slide show is  
11 basically the story boards that they use to create the  
12 video for, we want to coagulate those. If you would  
13 like to learn more about this, then click here, and can  
14 serve up this kind of material, and then click back  
15 there--are things that can be done. But I would not  
16 propose to try to sell anybody on the idea here today.  
17 It requires too much conception.

18 VICE CHAIR McLAUGHLIN: The only thing--I  
19 mean, the-- internet's great, you know, but there are a  
20 lot of people who can't afford the monthly bill. There  
21 are a lot of people who aren't going to be able to stand  
22 at the library and wait for the one computer with  
23 internet. I just want to make the plea that I don't  
24 think that many people are going to see the video, quite

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1 frankly. You're talking about 150 people at 24 community  
2 meetings. That's not even a drop in the bucket. That's  
3 not even a little spray from the bucket.

4 And if we really want to have a dialogue  
5 with the American people, I agree with you, Therese,  
6 that a lot of people don't read anymore. But that's why  
7 I think we need visual on paper. That's readily  
8 accessible and distributed like through Costcos and  
9 magazines and--you know, I'm happy to have that be the  
10 end of the--Dotty's not there--but, you know, I was  
11 persuaded by her argument all along. I thought we  
12 needed a vision, you know. And we haven't gotten a PR  
13 firm, but--you know, to have somebody do that and to  
14 have this be the end result. But I really don't see a  
15 video as a substitute for a ten pager, nor a slide show.

16 MS. HUGHES: No. That's not what I'm  
17 saying. I don't see the slide show as a substitute for  
18 this either. I don't see video.

19 VICE CHAIR McLAUGHLIN: Slide show.

20 MS. HUGHES: I don't at all.

21 MR. GROB: I think that I'm in agreement.

22 VICE CHAIR McLAUGHLIN: And the 25 pager,  
23 I'm thrilled that you like it, Montye. But, again, as  
24 you said, there's a lot of people who they'll read 25

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1 pages.

2 MS. CONLAN: I think we need a ten page  
3 publication. And I think it needs to be visual. And I  
4 think it needs to be interesting. And I think the  
5 audience needs to be that--other groups that, you know,  
6 responds to the visuals. But I'm just not sure this is  
7 the way it is, is the product that we need.

8 VICE CHAIR McLAUGHLIN: Well, it hasn't  
9 been.

10 MS. CONLAN: That doesn't mean abandon it  
11 and go to video.

12 MR. GROB: No. Well, I'll have to-- again,  
13 I'm trying to make sure that I don't detract from the  
14 discussion of your report. But I would agree with you.  
15 The concept that I would have is I think what's  
16 not--what doesn't jump off this page is the story, you  
17 know, what's the sequence.

18 MS. CONLAN: Well, that's just a problem  
19 with the format.

20 MR. GROB: Well, that's correct.

21 MS. CONLAN: Doesn't mean it couldn't. We  
22 got to have a different format.

23 MR. GROB: That's what I'm saying. So I  
24 think you start with the story and you build the support

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1 for it. And what I would envision is just what you're  
2 saying, just the way you described it a moment ago.

3 VICE CHAIR McLAUGHLIN: But we don't want  
4 the story to conflict with what Dotty and George and the  
5 PR come up with is my issue, right?

6 MR. FRANK: The story is the 25 page paper,  
7 right?

8 MS. MARYLAND: It should be.

9 MR. FRANK: The story is the 25 page paper,  
10 and everything--that is the idea part. And everything  
11 else after that is presentation of that story so that  
12 different people can receive it in different ways that  
13 are appropriate to them, right? Twenty-five page is the  
14 ideas.

15 MS. CONLAN: You got it there. You're right  
16 on the mark. Catherine, I think for that--

17 MR. GROB: No. I'm agreeing with Catherine.

18 MS. CONLAN: Stick with that as your guide,  
19 not introduce this new thing about a video and other  
20 people saying what should be.

21 MS. HUGHES: See, that's my concern. My  
22 concern is that this should be the message for the 25  
23 page.

24 VICE CHAIR McLAUGHLIN: This is just a

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1 distillation of the 25 pager, right?

2 MS. HUGHES: Then this needs to be the  
3 message.

4 VICE CHAIR McLAUGHLIN: The ten pager is  
5 five parts--

6 MS. CONLAN: Right.

7 VICE CHAIR McLAUGHLIN: --written  
8 simultaneously with the 25 pager.

9 MS. HUGHES: My concern is if this is the  
10 distillation, then we need to see the print in another  
11 format so we can read it, No. 1. But, No. 2, I would  
12 expect that when you take it to the PR firm, you would  
13 hand it to them and say, This is what we want the words  
14 to be. You can have James Earl Jones say it or you can  
15 have Walter Cronkite say it. But this is what we want  
16 said.

17 MR. GROB: I'm in complete agreement that we  
18 need to have a short ten page version and it's a printed  
19 product that people can walk away with in their hands.

20 DR. BAUMEISTER: With graphics.

21 MR. GROB: With graphics, that's correct.  
22 Whether--

23 VICE CHAIR McLAUGHLIN: But my concern is  
24 that I don't know what to say the graphics should be

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1 when we don't have what Dotty said is this vision of--

2 MR. GROB: And I agree.

3 VICE CHAIR McLAUGHLIN: --how to present it.  
4 And none of us is an expert in that. And, you know, as  
5 I said, I try not to tell tales outside of school, but I  
6 expressed reservation to George in the very beginning  
7 about this GPO guy. So I'm really--Mike's comments. He  
8 doesn't have a vision either. He's not a visionary guy.

9 And we tried, but the fact of the matter is, you know,  
10 if you're talking about these PR firms--well, we heard  
11 this morning is consistent too. You've got to be  
12 consistent somehow.

13 MR. FRANK: I think the resolution of that  
14 is for us to work real hard on the things that we're  
15 good at, which is getting the 25 pager right. We know  
16 how to do that. That's our advantage. And then buy the  
17 expertise, the support that we need, to take those ideas  
18 that we then have bedded and all agree on and turn them  
19 into stuff that people can take--walk away with, turn  
20 into a video that people can watch in a place, you know,  
21 turn it into, you know, a public service announcement,  
22 you know. I don't know what.

23 VICE CHAIR McLAUGHLIN: A song.

24 DR. BAUMEISTER: Animated video. Make an

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1 animated video that tells the story. And then out of  
2 the animated video you can take the stills and turn them  
3 into a document like this.

4 MR. GROB: I think that if we--again, I was  
5 just going to say that the story board versions of the  
6 report, what I'm going to call the slide show--but the  
7 story board version of the report is primarily the  
8 series of significant statements that carry that  
9 message. And if--the report that you have is largely  
10 based around that kind of thing, the 25 page report.  
11 You story board that thing. And that's the starting  
12 point for getting help to put it into these other  
13 formats that serve a variety of purposes, including a  
14 printed version and including something that will show  
15 up on the screen that people would look for there. The  
16 part they can't start with is that story. They can help  
17 you refine the story.

18 VICE CHAIR McLAUGHLIN: Let's talk about the  
19 story.

20 MR. GROB: Yes.

21 VICE CHAIR McLAUGHLIN: Who has comments  
22 about the 25 pager?

23 MS. CONLAN: I have lots of them.

24 MR. O'GRADY: Want to go page by page?

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1 DR. BAUMEISTER: No.

2 MR. FRANK: No.

3 VICE CHAIR McLAUGHLIN: Can we do an  
4 overall, first, whether you like it by sections of the  
5 story that is being told?

6 MR. O'GRADY: Sure.

7 MS. CONLAN: I like the tone. I thought it  
8 was an excellent conversational tone. I kept reading it  
9 thinking that it was like Catherine telling a health  
10 care bedtime story. And I just love that. You know, you  
11 just made it so clear and so interesting and simple.  
12 And I love that. And you just went through step by  
13 step, just kind of like you were telling that bedtime  
14 story. And I could imagine if I read this bedtime story  
15 or you read it to me every night after a while just like  
16 little kids I would be able to know the sequence and say  
17 what Catherine--

18 VICE CHAIR McLAUGHLIN: You skipped that  
19 page.

20 MS. CONLAN: Right. And so that's how clear  
21 I thought it was. And--

22 VICE CHAIR McLAUGHLIN: Well, thanks for  
23 giving me credit. But it's this whole team that's  
24 working on this.

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1 MS. CONLAN: And just, like I said, my first  
2 impression of this is so--I like the simplicity and  
3 clarity in going step by step in that conversational  
4 tone as if you're only talking to me.

5 VICE CHAIR McLAUGHLIN: I sort of  
6 was--Montye. No, I'm just kidding. Did people find the  
7 story that they wanted? I mean, that's the more broad  
8 thing.

9 MS. CONLAN: Yeah. And I loved the ending,  
10 because the ending brought us right to. You know, that's  
11 what I'm saying, bringing us to where we need to be in  
12 the statute. And you did it in this way. I'm not going  
13 to say roundabout way, but in a sequential way, bringing  
14 us to the end of where we need to be, why we're here,  
15 and why we're listening to this story, and what it's  
16 about.

17 MS. MARYLAND: And I would concur with  
18 Montye. I thought it was excellent in terms of the  
19 layout and simplicity in terms of read. The one area  
20 that--and this is just a general comment--that I'm  
21 concerned about when we talked about the four basic  
22 approaches for raising health care costs--

23 CHAIRPERSON JOHNSON: What page are you on,  
24 Pat?

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1 MS. MARYLAND: I'm on page .27. And you  
2 quoted work from Blumenthal and Ginsberg. I was really  
3 concerned that it seemed to have a slant towards  
4 prescriptive--no, not prescriptive--more health care  
5 hospital costs from that perspective. And when you look  
6 at some of the data that's presented to us earlier on, I  
7 don't know if this is a fair enough assessment, you  
8 know, in terms of all that we can do. I don't know  
9 whether or not we are biased by the two individuals who  
10 did that research, Ginsberg and Blumenthal. And I don't  
11 know enough about the research from both of these  
12 individuals to be able to make that statement. But I  
13 thought this was one sided in terms of its approach.

14 MS. CONLAN: You're talking about page .27.

15 MS. MARYLAND: Twenty-seven.

16 MS. CONLAN: I didn't like the order. I  
17 thought it was the wrong order.

18 MS. MARYLAND: But I'm thinking about the  
19 content here. I felt it was truly biased more in terms  
20 of a great deal of rising costs of health care due to  
21 hospitalization to--because there was nothing in here at  
22 all about pharmaceuticals. Again, I'm going back to  
23 some of the earlier presentations that were made. We  
24 did look over time at what were the factors that created

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1 the rising costs of health care. I'm not sure if this  
2 reflects what we heard earlier. That's just a general  
3 comment.

4 VICE CHAIR McLAUGHLIN: One of the things I  
5 should--

6 MR. O'GRADY: The question is very specific.  
7 I mean, we have a number of things here. Can I just  
8 quickly say, I liked it a lot. I thought that the--you  
9 know, I was skeptical about telling stories. That's  
10 certainly not the way I write my papers. And  
11 that's--you know, but it worked. Number of things here  
12 adjusting--it is just--you know, I think Pat brought up  
13 a good one here. Just a little bit of balancing out a  
14 few of the sites there, couple too many from advocacy  
15 groups--you know, the census bureau data. I think we  
16 stick real vanilla real--nobody with a dog in this fight  
17 one way or the other. And--but, you know, to go and do  
18 what Richard told me to, because I always do what  
19 Richard told me to--tells me to. You know, like the  
20 overall. And I think with some tweaks here in terms of  
21 adjustment-- evening out a little bit few more  
22 perspectives, I think you're in good shape.

23 MS. MARYLAND: Right. I would agree.

24 MS. WRIGHT: I would have to say one big

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1 pull out prize, whereas, you know, I got through the  
2 whole report, loved it--you know, where did this come  
3 from?

4 VICE CHAIR McLAUGHLIN: See, that was part  
5 of our problem that we didn't want to be prescriptive.  
6 And so we wanted to be sort of agnostic and just say  
7 this is sort of where the experts are. This is what  
8 most people are pointing to and are talking about as  
9 opposed to this is what we think.

10 MS. MARYLAND: No. But I'm not sure--I  
11 think Blumenthal and Ginsberg represent.

12 VICE CHAIR McLAUGHLIN: They supposedly were  
13 summarizing what people in the field are doing from  
14 their sites.

15 MR. FRANK: Those sites are not original  
16 research. Those are--

17 VICE CHAIR McLAUGHLIN: Right.

18 MS. MARYLAND: But I'm going back to some of  
19 the earlier presentations that we had to help us develop  
20 that foundation in looking at the trends that CRS came  
21 in and presented to us. This does not really represent  
22 that.

23 VICE CHAIR McLAUGHLIN: I understand.

24 MS. MARYLAND: And that's why--

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1                   VICE CHAIR McLAUGHLIN: I know. What I'm  
2 asking then is for guidance that--here is part of our  
3 problem, that--as I said, we didn't want to be  
4 prescriptive, because that's not what this report's  
5 supposed to be. It's supposed to be these are the  
6 facts. This is descriptive not prescriptive. And the  
7 whole point of going out to community meetings is to  
8 find out from people. And so what we had thought in that  
9 section was, again, it's descriptive. It's saying these  
10 are the cost containment strategies that are being  
11 employed. We may think they all stink. We may think  
12 they're all rotten. But this is what people are doing,  
13 as opposed to these are--here's some really cool ideas  
14 of cost containment, because then we're sounding  
15 like--you know what I'm saying--that we're recommending  
16 stuff. So I don't know--I hear exactly what you guys  
17 are saying, but I'm not sure how to handle it, whether  
18 we even talk about it, whether we--you know what I'm  
19 saying?

20                   MR. FRANK: Can I make a proposal--

21                   VICE CHAIR McLAUGHLIN: Absolutely.

22                   MR. FRANK: --on this? It seems that this  
23 is kind of tying a concern I had for one phrase, which  
24 is that I don't think we described the cost control

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1 problem, the cost problem enough.

2 MS. MARYLAND: Right.

3 MR. FRANK: And so one way to get there is  
4 to sort of--in this section, instead of saying, Here are  
5 the solutions, to say, Here are the real nature of the  
6 problem and here's why we need to fix it. And not  
7 necessarily talk about--

8 MS. MARYLAND: I agree.

9 MR. FRANK: Because we're never going to do  
10 it justice to the set of proposals out there. But say,  
11 Look, here are the pressing things, you know.

12 VICE CHAIR McLAUGHLIN: From our collective  
13 view?

14 MS. MARYLAND: No. I think from the  
15 report--if you're asking, I thought that was really well  
16 done.

17 MR. FRANK: No. I would suggest that CRS  
18 give us a piece, a fairly contrasted piece. It was a  
19 wonderful piece.

20 MR. O'GRADY: Is this the one that they did  
21 orally?

22 MR. FRANK: Yeah.

23 MR. O'GRADY: I mean, I didn't want to  
24 embarrass--there was a lot--there--that didn't jibe with

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1 data I've seen.

2 MR. FRANK: Wait a second. Let me finish on  
3 this. And I think that we've got plenty of material,  
4 not only from CRS, but from the people who talked about  
5 what the nature of the cost problem was and why it  
6 needed to be fixed. And I think that we could set that  
7 out in a fairly balanced way that everybody, whether  
8 they are right or left, would agree for the most part  
9 that, yes, this is the problem, yes, this is fixed, and  
10 yes, this is what we're up against and stop it. And  
11 then say, There are a lot of people who have a lot of  
12 ideas about this. And one of the things we're going to  
13 be doing as part of our band-aid--one of those four  
14 questions--is we're going to be taking this up with you  
15 all in detail.

16 VICE CHAIR McLAUGHLIN: Jill just reminded  
17 me of one thing. The other dance that we're dancing  
18 here, we--I mean, this morning we kept going back to the  
19 statutory language. The statutory language is very  
20 prescriptive for the report. It has a whole list of  
21 things that have to be included, one of which is a  
22 summary of ways to finance health care coverage. And  
23 there's also one about the cost containment. So that's  
24 one of our problems that we've been looking through--we

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1 made a matrix of the statutory requirements. And then  
2 went across on what we were doing. And then we've been  
3 checking off the boxes to make sure that if down the  
4 line somebody says, Wait a minute, the Federal  
5 government paid you money to do this report, where the  
6 heck is this item? That we can say, Oh, it's right here  
7 on page .16.

8 CHAIRPERSON JOHNSON: I think we're going to  
9 hear more--

10 VICE CHAIR McLAUGHLIN: --know what we're  
11 talking about.

12 CHAIRPERSON JOHNSON: We're going to hear  
13 more tomorrow than in any other hearing that we've heard  
14 on the questions you're raising. And we're going to  
15 hear from very profound experts. And then they're going  
16 to say not only what the problem is, but some others are  
17 going to say--and here's what's being done about it.  
18 And so even-- whether or not we agree that there are  
19 solutions, we can report this is what's being done  
20 today.

21 VICE CHAIR McLAUGHLIN: Well, we can change  
22 the tone, Pat.

23 MR. O'GRADY: You know, we can balance it  
24 out. It's not like--

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1 VICE CHAIR McLAUGHLIN: We can the change  
2 tone.

3 MR. O'GRADY: Health care system is fixed on  
4 the back--and I don't think anybody meant to say that.

5 MS. MARYLAND: The issue for me is, as you  
6 look at all of the factors of great health care, I do  
7 not believe that this section represents that well.  
8 What I felt when we had the earlier presentations, it  
9 may not have come from CRS--but after hearing from all  
10 of those, you know, two days of presentations, I felt a  
11 good sense of--you know, it's coming from many factors.  
12 And there was some data provided to us in terms of what  
13 portion when you look over time the trends of what  
14 components were increasing, which decreasing. That was  
15 laid out very nicely. I don't know who made that  
16 presentation.

17 MR. O'GRADY: What this section is--in the  
18 lead up does very well, where it makes--yeah.

19 CHAIRPERSON JOHNSON: CMS.

20 MR. O'GRADY: The lead up to this is very  
21 nice. How do you want to think about it? There's a lot  
22 of different variables that go in here. And every tool  
23 in the tool box will be necessary to sort of--you know,  
24 I mean, it's not like you can point to one thing and say

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1 that's the problem. The other thing--and I don't know  
2 whether we want to do it is there's a number-- again,  
3 with this idea of being sort of balanced-- there's a  
4 number of references to--that we pay more than other  
5 countries. At the same time, there's not the--in other  
6 countries, just stopped building hospitals. That's a  
7 great way to control hospital costs. You just don't  
8 build anymore. And you have waiting lists, you know,  
9 that go on and on and on. And now, I don't know that we  
10 want to get much into international comparisons here,  
11 but there's any number of different ways here. But,  
12 again, just how do we want to give up a complete--

13 CHAIRPERSON JOHNSON: Actually, that was  
14 referenced in the press conference yesterday we had a  
15 question, how do we compare with other nations in terms  
16 of our spending?

17 MR. O'GRADY: And there's no doubt about it.  
18 We are higher. We also have many more, you know,  
19 nursing homes. And, you know, there's a number of  
20 things that we do.

21 MR. FRANK: There's a lot of research on  
22 this.

23 MR. O'GRADY: Yeah.

24 MR. FRANK: And I think it's not

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1 controversial. It's a huge--I mean, the vast majority  
2 of the difference is because we pay our hospitals more,  
3 we pay our doctors more. We pay more for drugs. The  
4 economy's--there's the article that the price is stupid.  
5 I think that's basically right.

6 MR. O'GRADY: And I don't--we can go to the  
7 OACD stuff. There's a whole bunch of OACD studies that  
8 we don't pay much attention to in the United States that  
9 have to do with waiting lists--you know, the list in  
10 England versus--and it's just not an issue here. So  
11 when you see those sort of charts--

12 VICE CHAIR McLAUGHLIN: I want to get back  
13 to this one, because this is an illustration of the  
14 problem phase. The page that Pat pointed us to-- when  
15 we were reporting our approaches that are currently  
16 being explored, we don't say whether we think they will  
17 be successful. We don't say whether we think they're  
18 approaching the right thing. An easy way to accommodate  
19 the concerns that you and Chris and potentially others  
20 had is to add a paragraph saying something along the  
21 lines of, There are other approaches that could be  
22 taken. One of the goals of this working group is to  
23 discuss more of those approaches, blah, blah, blah.  
24 Because--I mean, I think--we don't want to get

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1 prescriptive and start saying, Well, these are the four  
2 approaches that are taking place over the country. Man,  
3 none of them are going to succeed.

4 MS. WRIGHT: To me it was four to pick from.

5 VICE CHAIR McLAUGHLIN: So--

6 MS. CONLAN: I thought you were going to  
7 trigger some fears with that. And that's why I  
8 suggested putting--changing the order. Don't start out  
9 with the things that will trigger the fears, maybe bury  
10 that at the end. You know, put your message out first  
11 or a positive message. I'm sorry. I interrupted Chris.  
12 I'm sorry.

13 MS. MARYLAND: I think your point is--  
14 please restate it, Chris.

15 MS. WRIGHT: I was reading all along. And  
16 when I got to this point, I all of a sudden side tracked  
17 and said, Whoa, here are my four choices. If I was  
18 reading this, I have four choices. And this is it,  
19 where if you just approach this by saying, There are  
20 many people out there that have many different  
21 approaches on how to fix this.

22 VICE CHAIR McLAUGHLIN: We framed it poorly  
23 is what I'm hearing. And I agree with you that the set  
24 up needed to be better. And then we needed that

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1 concluding paragraph that--because, you know, just like  
2 with an insured, there are a lot of approaches out there  
3 to try to keep--and almost none of them have worked. So  
4 we might all be able to come up with some great ideas  
5 that we think would work. But, you know, what we were  
6 doing is just reporting what's already out there. But I  
7 think--

8 MS. MARYLAND: Both of these authors  
9 represent--

10 (Several people speaking at once.)

11 VICE CHAIR McLAUGHLIN: --that can take  
12 place.

13 MS. MARYLAND: Do these two individuals  
14 represent--

15 VICE CHAIR McLAUGHLIN: They're reflecting--

16 MR. FRANK: Where's the literature review?

17 MR. O'GRADY: But that's a fundamental thing  
18 here that we're to a certain degree limited by. You can  
19 do literature. You can look at the--but that means it  
20 will be dominated by--no offense--by academics. But  
21 when we look at the changes that have come to health  
22 over the last 20 years, they come out of employers.  
23 They come out of insurers. They come out of--you know,  
24 they come from a wide range. And certainly all the

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1 ideas are not coming from the academic community where  
2 your way of communicating and implementing is to write a  
3 journal article.

4 VICE CHAIR McLAUGHLIN: Right. Now, with  
5 the Ginsberg is from nine years of going to 12  
6 communities and talking to hospital administrators,  
7 insureds, Blue Cross/Blue Shield. I mean--and that's  
8 what the Ginsberg paper is. He's reporting on what they  
9 had found in these 12 communities, the Center for  
10 Health--

11 MR. FRANK: His reflection--

12 VICE CHAIR McLAUGHLIN: Right. So it is  
13 not-- he's not academic, first of all. Second, it is  
14 not--

15 MR. O'GRADY: All I'm saying that in terms  
16 of--when you think about this throughout, when you say,  
17 Where is the innovation coming from, that, you know,  
18 there's a whole body of health services research that is  
19 done in this area. But mostly he is describing what  
20 other sectors are doing. It's not attempting to say,  
21 Being prescriptive, I think you ought to try this or  
22 that. It's just--it's sort of--you know, it's sports  
23 casters.

24 VICE CHAIR McLAUGHLIN: Right. Exactly.

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1 MR. O'GRADY: It's not football players.

2 VICE CHAIR McLAUGHLIN: And a lot of it is  
3 what we're supposed to be doing in this report is  
4 reporting what's out there.

5 MR. O'GRADY: Yes. And I think so. But I  
6 think--if I'm hearing Pat right--part of it is there's,  
7 you know--this is not a complete picture.

8 VICE CHAIR McLAUGHLIN: It's reporting--

9 MR. O'GRADY: --doing a great job of  
10 reviewing--

11 (Several people speaking at once.)

12 VICE CHAIR McLAUGHLIN: --it's reporting  
13 what's being done.

14 MR. O'GRADY: Right.

15 VICE CHAIR McLAUGHLIN: But it is not  
16 reporting what some people are trying to say is the  
17 problem.

18 CHAIRPERSON JOHNSON: And it's not  
19 adequately reporting what's being done either.

20 MS. HUGHES: I would just like to go at this  
21 from my second view point. And, of course, you know  
22 what my view point is going to be. Nobody wants to have  
23 transplant surgery until it hits them. Okay. That was  
24 not a goal in my life. So I think that the transplant

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1 surgery--if you can use obesity--obesity causes more  
2 problems in America that result in transplant surgery.  
3 Obesity affects the heart, diabetes, asthma. It affects  
4 the bones. It affects the muscles. It is a  
5 significantly larger problem than transplantation. When  
6 you're on dialysis, transplantation is much less  
7 expensive than dialysis. So this is--if this--

8 VICE CHAIR McLAUGHLIN: What are you  
9 pointing to?

10 MS. HUGHES: Well--sorry. I'm pointing to  
11 the first paragraph that--you know, in the four  
12 approaches.

13 MR. O'GRADY: An example is transplant  
14 surgery, page .27.

15 MS. HUGHES: No, no, no. But I'm just  
16 saying that transplantation can be an end result of many  
17 factors that--to restrict the number of people--we are  
18 restricted right now. I waited seven and-a-half years  
19 for a transplant.

20 VICE CHAIR McLAUGHLIN: Therese, let me say  
21 once again--since this message hasn't gotten through--we  
22 are reporting here what health plans are doing. They  
23 are, in fact, restricting the number of people who can  
24 have transplant surgeries each year. We are not saying

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1 that that is morally correct. We're not even saying if  
2 it's financially wise. So that's the difference.

3 DR. BAUMEISTER: Maybe you were getting  
4 tired toward the end of the report here. But this seems  
5 to be a very contentious area.

6 MS. HUGHES: Catherine, I don't know what  
7 health plans are reporting that. And where is it? I  
8 have not seen literature on health plans looking--saying  
9 that if somebody on dialysis is more effective health  
10 wise and cost wise than transplantation. And this  
11 is--and the only reason I'm tackling this is because I  
12 know what this is about. And I know that this comment  
13 here is an inaccurate comment. And that's that dialysis  
14 is the biggest cost for Medicare. So, you know, if it's  
15 getting--if it's there for this cost, then this is not a  
16 way to address rising health care costs, because this is  
17 only going to increase rising health care costs. So I  
18 guess I'm saying maybe another example should be used.  
19 And maybe the example that should be used is what the  
20 President is putting out, what everybody's looking into.  
21 And that's obesity.

22 VICE CHAIR McLAUGHLIN: Therese, with all  
23 due respect, they just came out a little while ago with  
24 an article saying, Oops, we made a mistake with those

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1 obesity data last year. And guess what? It doesn't  
2 really cost all the money we thought it did. So that's  
3 not going to be a good example either. So we will  
4 rethink this page. We will rethink this page.

5 MR. O'GRADY: I think there's a good point  
6 here. And I think we need another example. We can talk  
7 on the side about the original people didn't say they  
8 made a mistake in obesity. Another team said that.

9 VICE CHAIR McLAUGHLIN: Oh, I understand  
10 that.

11 MR. O'GRADY: But they both have it as a  
12 fairly serious problem.

13 DR. BAUMEISTER: The heading here is what  
14 can be done to improve the health system. What can be  
15 done to improve it? And then you leap--you make a  
16 quantum leap, four basic approaches is for addressing  
17 rising health care costs.

18 VICE CHAIR McLAUGHLIN: You've given me the  
19 answer. We were tired by the time we got here. So let's  
20 move to the beginning.

21 DR. BAUMEISTER: Okay. We'll get off your  
22 case.

23 VICE CHAIR McLAUGHLIN: Beating a dead horse.  
24 We said we're going to change this page.

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1 MR. FRANK: Well, no. Let's think about  
2 whether this is about tweaking a few examples--

3 VICE CHAIR McLAUGHLIN: It's not.

4 MR. FRANK: --or maybe changing what we're  
5 doing here. And here's--I--my--here is that we haven't  
6 explained to people, why they have to make difficult  
7 cost trade offs very well. And I think that you need to  
8 do that, because one of the things--this is a great  
9 example, because in a sense we just spent the morning  
10 talking about how we're going to sit there and make  
11 people that trade offs now. We just spent the  
12 morning--half hour deciding none of us wants to trade  
13 off--

14 VICE CHAIR McLAUGHLIN: Hospitals aren't  
15 going to give up. We're not going to do transplant  
16 reductions.

17 MR. FRANK: I'm just saying what I think we  
18 need to do--

19 VICE CHAIR McLAUGHLIN: Sacrifice.

20 MR. FRANK: No. I think that we need  
21 to--the urgency and the need to solve the problem, and  
22 then maybe in a more generic way talk about directions.  
23 And so like--basically we can--and here's the way I  
24 would do it. I would say, You can affect prices. You

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1 can affect quantities, you know, and maybe you can slip  
2 around the edges at things like waste fraud and abuse.  
3 But those are the three things that you got.

4 MR. O'GRADY: P times Q.

5 MR. FRANK: Right.

6 DR. JAMES: Rich, can I throw something in?  
7 Anticipating a little bit what I think we'll hear  
8 tomorrow--

9 MR. FRANK: Let me just finish my thought.  
10 And I think that way we need the statutory requirements  
11 to point to the directions, put it in a context of  
12 setting--explain to people why--explain it to ourselves  
13 why this is urgent, because we clearly don't buy into  
14 this group, and then save anything that smacks  
15 prescriptiveness to when we actually have gone back and  
16 forth with the world.

17 VICE CHAIR McLAUGHLIN: A year from now.

18 MR. FRANK: Or six months from now, eight  
19 months from now, whenever.

20 DR. JAMES: I have no idea what Dave Walker  
21 will say. But I can tell you what Don Berwick will say  
22 and what Jack Wennberg will say. They are well published  
23 on it. And we've been talking about it. Don's going to  
24 point out there's a massive chasm. I'm on the group No.

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1 2 committee--America--where we are, where we could be.  
2 He's going to talk about some of the things you can do  
3 to fix it and then what it represents in cost assists  
4 in--pro-quality. Current estimates run 25 to 40 percent  
5 of the total cost of health care, just so you'll know.

6 VICE CHAIR McLAUGHLIN: What did you say?

7 DR. JAMES: Pardon me.

8 VICE CHAIR McLAUGHLIN: Can you repeat that?

9 DR. JAMES: Twenty-five to forty percent of  
10 the total cost of health care is going to waste  
11 associated with particular forms of wastes associated  
12 with quality failures. Jack Lindberg is going to get up  
13 and review his data--once Medicare patient, showing  
14 that--how his main example is that patients under  
15 Medicare in Florida improperly adjusted. He has what I  
16 think is a very robust methodology for saying he's  
17 giving a fair comparison. People in Florida under  
18 Medicare currently consume about two and-a-half times  
19 more resource per individual than do people living in  
20 Minnesota. Interestingly, that's not the extremes of  
21 the distributions. Extremes are Utah to Louisiana,  
22 interestingly. Two and-a-half times more resource per  
23 person. Elliot Fisher's work shows that we get worse  
24 medical outcome with additional resource consumption.

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1 And it implies, again, that you're seeing about 40  
2 percent over- consumption within the health care system  
3 to produce a worse result in the system. I believe that  
4 those are going to have to play a role in this report.

5 MS. CONLAN: I have a question about--

6 DR. JAMES: This can't be ignored. And so  
7 what I would say, Rich, is just reaction to one word, so  
8 taking advantage of you here.

9 MR. FRANK: Right.

10 DR. JAMES: I don't think that waste is  
11 dipping around the edges.

12 VICE CHAIR McLAUGHLIN: What happens--

13 MR. FRANK: I think that--you can agree  
14 about--with every number you just said and not interpret  
15 it as waste. So, for example, you look at life care,  
16 you press Elliot a little bit. He'll say, Well, some of  
17 the things are preferences. And then he'll ask you the  
18 question, Can we afford those preferences?

19 DR. JAMES: No. That's not the way they're  
20 really said. I've just seen data coming out of their  
21 group that if you give patients information about the  
22 preference sensitive conditions, utilization drops from  
23 40 to 60 percent. I just saw that three days ago.  
24 Forty to sixty percent because the patients are more

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1 risk averse when presented with a fair choice than are  
2 the physicians. Physicians tend to be much more  
3 aggressive in their therapies than patients presented  
4 with a fair choice are. What it does is basically  
5 reduce man curve. And frankly, I'm troubled by it,  
6 because it suggests that we as physicians are pushing  
7 treatments on patients they don't really want and very  
8 often harm them.

9 CHAIRPERSON JOHNSON: I've had exposure to  
10 similar people making this same statements. Regardless  
11 of whether we call it waste or not, it's still potential  
12 savings that can be gained by improving the quality of  
13 care and improving. And that's why I was trying to say  
14 earlier I hope that our report will reflect the hearings  
15 tomorrow as well as other data that's coming out.

16 MR. O'GRADY: But back to the specific of  
17 it. I think, Richard, you know, you do have methodology  
18 to sort of talk about this stuff without going to the  
19 direction that Pat wanted to. I think if you want to,  
20 you can also take a step further and say there's  
21 enough--you know, there's a range of different things  
22 that are both being-- you know, that have been thought  
23 about, that are being thought about. And you can--we  
24 can even say, you know, Do you want to have a government

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1 based approach, or do you want a more market based  
2 approach? And how do you sort of interact between those  
3 sorts of--

4 VICE CHAIR McLAUGHLIN: But do we want that  
5 in the report? And that's where George and I started  
6 talking about this discussion guide issue of, you know,  
7 something that is going to motivate the community  
8 meetings and set it out in a way of, you know, sort of  
9 preferences or rankings or whatever--does that go in  
10 this 25 page report, which is supposed to just sort  
11 of--this is the way--this is the story of a system, or  
12 is that a separate document that says--

13 MR. O'GRADY: I don't think so. I mean, you  
14 may leave it as kind of a hanging question there. But  
15 it doesn't get this sort of, you know, we're going to  
16 give you a checklist of different things that are  
17 approaches that-- Ginsberg found when he, you know, went  
18 around and talked to people, which clearly there is some  
19 discomfort--it just sort of sets up and says, you know,  
20 there's these different areas that have-- and it's a  
21 nice kick off--and I've got some comments in here again,  
22 just some of the stuff that is, you know, it is the  
23 Lindberg. It's sort of the over supply of providers in  
24 certain sub areas and what that--you know what I mean?

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1 VICE CHAIR McLAUGHLIN: Right.

2 MR. O'GRADY: You can sort of balance this  
3 stuff out. And you can tee it up in a nice way. But  
4 part of what we're trying to do is--I think, is give  
5 somebody who does not spend all their time working on  
6 this, kind of a nice conceptual framework to be able to  
7 go forward on. So I'm more than comfortable saying  
8 there's a number of--you know, it is what you pay for,  
9 how much you consume of it, is this the right mix of  
10 consumption, is this--

11 VICE CHAIR McLAUGHLIN: Do we--do this  
12 government--I mean, that's where you were headed.

13 MR. O'GRADY: I would be tempted to-- I  
14 mean, without saying, you know, you have to be a premium  
15 support guy versus a Medicare for all guy. I mean--but  
16 people to a certain degree when they see these things in  
17 the paper and they're trying to help--I mean, I don't  
18 know. And I don't want to be--you know, I did just  
19 finish the whole Medicare prescription drug. And  
20 there's all this cynicism. And I was--you know, come  
21 on. Is it real surprising Republicans went for a--based  
22 approach and the Democrats went for a government based  
23 approach. That's why they're Republicans, and that's  
24 why they're Democrats. I mean, that shouldn't surprise

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1 anybody.

2 VICE CHAIR McLAUGHLIN: Right.

3 MR. O'GRADY: You know, that doesn't mean  
4 bag the cash or passing under the table. That's just how  
5 they think about people.

6 VICE CHAIR McLAUGHLIN: So why put that in  
7 the report?

8 MR. O'GRADY: Because I think we're trying  
9 to help people to be able to think about when they see  
10 things over the next few years that are--as here are  
11 things to address to health care system. I thought part  
12 of what we were trying to do is just sort of help them  
13 to be able to have some framework to--

14 VICE CHAIR McLAUGHLIN: I'm trying to figure  
15 out which framework we talking about. That's why I'm  
16 pushing you. I want you to be more explicit. Which  
17 framework are you talking about?

18 MR. O'GRADY: Well, the framework--as you  
19 lead up to this point where you're sort of saying, Okay,  
20 what do we do about this? It seems to me that there's  
21 this--Richard has laid out a nice step where he sort of  
22 said there's a couple of different major parameters here  
23 that will help you think about health care spending in  
24 the United States. What you pay for it, how much you

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1 consume of it, whatever--you know, whatever the price  
2 is.

3 VICE CHAIR McLAUGHLIN: There's also a who  
4 there.

5 MR. O'GRADY: Okay. And then--and there's  
6 certainly the--who's consuming, who is paying, and who  
7 is subsidizing whom. And that's sort of getting back to  
8 Senator Wyden's original--

9 MR. FRANK: I think it's a fairly generic.

10 MR. O'GRADY: That keeps it fairly generic,  
11 but without going to--

12 VICE CHAIR McLAUGHLIN: --talking about.

13 MR. O'GRADY: Okay. But you're up to that  
14 point. I guess what I'm saying is if you want to take  
15 it one step further, if you do, and I still think you're  
16 on safe ground. I don't-- rather than saying, for  
17 example, let's limit transplants. I think you're at a  
18 much safer ground and it's much more productive for the  
19 reader to say, you know, of the various approaches that  
20 come in terms of thinking about how you deal with this  
21 situation, you know, I would--you know, they fall into  
22 two camps. One is going to have-- mostly have the  
23 government, you know, dealing with this problem. Other  
24 ones that have the market to deal with. And that's--I

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1 don't think that's stepping on political toes, you know.  
2 Republicans say they're more comfortable with a market  
3 based approach. I'm more comfortable with a market  
4 based approach--

5 DR. JAMES: Whose language are you willing  
6 to label as ration--is it rational approach?

7 MR. O'GRADY: No. I mean, you just  
8 described an excellent example of resources going out  
9 the door. Do you consider fixing that over- consumption  
10 problem as rational?

11 DR. JAMES: No. I think in the end, though,  
12 we end with how the government's ration--

13 MR. O'GRADY: Yeah. But what I thought we  
14 were trying to do here was to be able to talk to the  
15 American people without being patronizing or  
16 condescending in a way that got away from that kind of  
17 rhetoric of the--you know, the guys who are pulling  
18 grenades and telling them, you know, if you are going to  
19 throw--you know, all that kind of malarkey that goes on  
20 out there. We're trying to put it in terms that sort of  
21 just--

22 MR. FRANK: So let me try to get one good  
23 specific, because it seems like one thing we can do is  
24 say, Okay, you know, how much you pay, how much you use,

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1 who's using--et cetera. Then you say, Okay, well, we  
2 can deal with how much you pay either through a mock  
3 up--through specifics, and you can deal with quantities  
4 to try managed care, which is a market based approach.  
5 It's been tried in other places more directly by  
6 capacity control.

7 MS. BAZOS: And outcomes.

8 MR. O'GRADY: Are you talking about  
9 medication expansion?

10 MR. FRANK: Still about 20,000 feet and then  
11 stop there. Is that reasonable?

12 MR. O'GRADY: In terms of trying to take  
13 somebody who just wants to read this thing to move up  
14 the learning curve and think about this, that seems  
15 reasonable.

16 MR. FRANK: Then you keep it at a fairly  
17 high level, and you don't force people to get into the  
18 details of wind up leading to grenades.

19 MS. BAZOS: But you know where we get to the  
20 grenades? This is my issue, always has been. These  
21 questions that we take to the American public list it  
22 like this at the end of the report or list it  
23 anywhere--I think are the grenades, because they bring  
24 them right down to, whoa, this is where--you know, list

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1 the discussion of a list--the discussion of rash. I  
2 think we need to be--we're not trying to do that, are  
3 we?

4 CHAIRPERSON JOHNSON: George has been trying  
5 to get in a comment for about 15 minutes, so--

6 MR. GROB: And I controlled myself.

7 VICE CHAIR McLAUGHLIN: Well, you should be.

8 MR. GROB: Well, I would like to--and what I  
9 tried to do consistently is pose comments about the  
10 content that are related to where is this product going  
11 and what are the dates that we have to meet and what is  
12 it that we'll produce. So it's in that light that I  
13 offer this.

14 And I see a couple of intellectual  
15 decisions, which I think Catherine was trying to tease  
16 out as part of the conversation. I would like to try to  
17 pose another way, but I would like to give you a  
18 framework for thinking about it. I would like to let  
19 you all know that I think we've all been thinking wrong  
20 about what the schedule is. I think we've been thinking  
21 that we were going to issue a report and that later we  
22 were going to have community meetings in which we would  
23 solicit input from citizens. The report issue date now  
24 has moved into the first week of October and now into

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1 the latter part of that week. Okay? The first community  
2 meeting was going to occur on a trial basis around  
3 October the 15th, seven days later.

4 The materials that we need to conduct the  
5 community meetings are now, for all practical purposes,  
6 the same day we issue the report. I'll put it another  
7 way. The day we issue the report, what we're really  
8 doing is turning our website on and telling people about  
9 the report. And we're saying we would like to hear from  
10 you. That's what's going to happen that day. The day  
11 that we issue the report we're going to have to have  
12 questions on the internet for people to ask. So any  
13 idea that we can say, We'll worry about describing  
14 things now and figure the questions out later, it's  
15 gone. We've got to do them together.

16 Now, the question that I have been tormented  
17 with over the last several weeks is the one Catherine  
18 has been raising, which is, does the series about  
19 options that we serve up to people belong as to lasting  
20 in the report are the first thing in the questionnaire?

21 In other words, if we are going to say take--force them  
22 out in a way--wrap their mind around them, we would  
23 need-- and it's always been a dilemma to me--to give  
24 them a little bit of information about why they should

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1 choose one or the other. If you--whatever way we  
2 formulate these questions, there has to be some little  
3 help to say, Well, you know, would you do this even if  
4 this would happen or some other way of wording it? But  
5 something like that. And I have not been able to  
6 resolve the dilemma. I do have a surveyor who is  
7 working with us now, trying to formulate various ways of  
8 doing that. And it's always the dilemma that Catherine  
9 is asking about, Does it go here or there?

10 I've now concluded in my mind that we need  
11 to do it and then decide where it goes. Because whether  
12 it goes in the beginning of the questionnaire or at the  
13 end of the report, it has to be done on the same day.  
14 And the connections between the report and the  
15 questionnaire that we're asking, you know, has to be  
16 there, has to be that link, wherever it goes. So I  
17 think that it would be better for us to think about what  
18 that presentation is and then decide where we put it.

19 And for that reason, I would like to offer a  
20 suggestion, which I think is along the lines of what  
21 I've been hearing about this last section. I also, like  
22 everyone else, thought this report was wonderfully  
23 readable. I mean, I was just actually amazed at how  
24 well it read to someone being introduced to complexes, a

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1 very nice language, very nice tone, very logical, easy  
2 to understand. Like others, I think there's probably  
3 some stuff missing, probably stuff we'll hear in the  
4 next couple days that we'll need to put in there. Other  
5 than that, I have my share of tweaks along with  
6 everybody else. But I thought fundamentally we were  
7 there filling in the missing pieces.

8 So the thing that threw me about that last  
9 section--and it was the same page--there's no question  
10 on it, but let me tell you where it was.

11 VICE CHAIR McLAUGHLIN: Please.

12 MR. GROB: Is that we were in a section here  
13 that was basically describing whether we're getting our  
14 monies worth, you know, in the section. And then  
15 suddenly we introduce the next chapter, which is what  
16 should we do about all this. And I don't think that  
17 belongs in there. I think that thing that says what can  
18 be done to improve the health care system is beginning  
19 of a new chapter or beginning of the next discussion.  
20 And when I saw this, this gave me--what can we do to  
21 improve the health care system? It gave me a page  
22 and-a-half on four options under health containment or  
23 cost containment. And it gave me one paragraph about  
24 quality and one paragraph about IT. And in my mind I

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1 was going, quality deserves a couple of pages. IT  
2 deserves a couple of pages. Very earlier in there are  
3 some options of what people are doing to improve access.

4 The thought that I had about doing this was that all  
5 the sections of the report could be well served by some  
6 description of what various people are trying to do  
7 about whatever problem we're talking about. So there's  
8 a section in there that talks about what are people  
9 trying to do to improve access. It largely talks only  
10 about--it largely talks about what I call community  
11 issues, as opposed to--there's a bunch of other  
12 people--may be doing too--you want to say, what are  
13 people doing? You can have a longer list. What  
14 insurance companies are doing, what health care  
15 provides, what state, local governments are doing, what  
16 communities are doing.

17 The same thing when we talk about excessive  
18 pricing, excessive--you can have a section in there too  
19 about what are various people trying to do to come to  
20 grips with this. It doesn't have to be very deep. It  
21 could just be same context. Same thing when you are in  
22 quality. What are people--and we'll see a lot of this  
23 tomorrow. What are people trying to do to improve  
24 quality? It can be generic or more detail. Then you

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1 come to the great divide. What should we do? And then  
2 there's that part that sort of tries to prevent some  
3 framework for how we should make our choices. It  
4 connects it to some closed ended questions that people  
5 can get on the internet and answer and maybe a few open  
6 ended ones that tells us your story, tells us what  
7 you're concerned about, tells us what your  
8 recommendations are. And I--something I never conclude,  
9 whether that bridging section that sort of discusses the  
10 pros and cons of some generic approaches belong in the  
11 report are the other thing. But right now my feeling is  
12 I would rather see it and then decide whether I want to  
13 put it at the end of report or beginning of the  
14 questionnaire. Because you could say at the end of the  
15 report that now we need to get serious here, we got some  
16 questions to ask. I would like to know what you think.  
17 Click here if you would like to take a survey. Click  
18 here if you would like to--you know--so that's what I  
19 was thinking.

20 MR. O'GRADY: Randy, just a thought. In  
21 terms of--and I'm thinking back to when the senators  
22 made their comments at the first meeting--to a certain  
23 degree, I'm a little hesitant to go in the direction  
24 of--and here's four ideas or on this one here's six

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1 ideas. Because I thought the whole point here was, you  
2 know, the senators can hold hearings, and they do. And  
3 they sat through endless hearings. And they've heard  
4 from this industry and that industry, and this expert  
5 and that expert. And they've heard that before. Part  
6 of what was supposed to be unique about us was this  
7 going out. And so I'm afraid that if we say, Here's the  
8 four things to think about in terms of costs, or here's  
9 three on quality, that we then--we've sent them down a  
10 track. And they will respond to that, because that's,  
11 in effect--I mean, to a certain degree that's an easier  
12 thing--to respond to someone else's point is easier than  
13 coming up with your own.

14 But if there's something out there that--and  
15 maybe we will or maybe we won't--I mean, you know--I  
16 think you can question the senators' original notion  
17 that somehow Washington is so insulated that if there  
18 was some great idea going on in Seattle that nobody  
19 would have ever heard about it. And--but if there's a  
20 great idea in Seattle, we're supposed to hear about it.

21 You know what I mean? We're supposed to be that kind  
22 of a mechanism. So I just hesitate. I would be more  
23 comfortable I think--but I'm ready to be talked out of  
24 it--with the idea that you sort of--this is a great

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1 document. It moves people up the learning curve. It  
2 lays out the--you know, it's just the facts, man. And  
3 it doesn't talk down to people. At the same time, it's  
4 very straightforward. But, you know, where I would stop  
5 is--I would--you know, I talk about price, quantity,  
6 sort of how you do that, you know. And then I would be  
7 willing to take the next step and say, you know, These  
8 different things, you know, you some people are more  
9 comfortable with government doing it. Some people are  
10 more-- but hold on. But I would stop there. And if you  
11 want to stop the step before--

12 VICE CHAIR McLAUGHLIN: I want to stop the  
13 step before.

14 MR. O'GRADY: Okay.

15 MR. FRANK: There's a lot of ways to do it.

16 MR. O'GRADY: Yeah. But it's sort of-- at  
17 this point, I don't want to have us--you know, I don't  
18 want to narrow down what we're going to hear.

19 MR. GROB: And I do agree with you that I  
20 was--my goal is to suggest a different way in which this  
21 material could be used, because I didn't think it  
22 belonged where it was. But another way to solve it is  
23 not to use that material, for example. And that's--that  
24 would be fine with me too. So it was just a question

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1 that--there is a bridge between the report and the  
2 closed ended questions we will ask people that require  
3 an understanding that isn't quite in the report and  
4 maybe doesn't belong there. And it will be a struggle  
5 for us. The thing I'm trying to impress on everyone is  
6 that struggle will occur over the next three or four  
7 weeks, because when we get--it's all going to be done at  
8 once. We don't have two phases anymore. We're in one  
9 phase.

10 MR. FRANK: But I think mentally and  
11 contentiously they are separable. And I--

12 MR. GROB: And I have no trouble with that  
13 either. I just--I'm willing to let everyone know where  
14 we are in the process. Because--we may be--I think  
15 we're parallel processing here.

16 MR. O'GRADY: Can I take 30 seconds just for  
17 one thing? You brought up the process and the  
18 timelines. And I want to clarify something. In terms  
19 of the idea of the role of ASPE and my staff in terms of  
20 this, it is strictly collegial. It is simply that  
21 checking and balance. It is not anything. It's just  
22 sort of catching stuff that might have slipped through.

23 MR. GROB: Can I just--there's one thing.

24 VICE CHAIR McLAUGHLIN: That was just

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1 transcribed.

2 MR. O'GRADY: Yeah, yeah. Should not be on  
3 the official record. Thank you very much.

4 MR. FRANK: I feel much better now.

5 MR. GROB: There's a key--let me--this was  
6 the one thing I was going to talk about before we move  
7 on, and press your button hole--but let me just try this  
8 on you. And then you tell me, George, let's talk  
9 later--I want others to hear it too. The schedule that  
10 we have to get this done everyone was telling me was  
11 impossible when we started it. I think we need to--but  
12 one key part of this thing is a report needs to be clear  
13 in the department. And the problem with a clearance is  
14 if it is cleared, then we're not an independent  
15 commission making our own statement.

16 MR. O'GRADY: Yeah.

17 MR. GROB: I thought of a way to do this.

18 MR. O'GRADY: Well, I mean, hold on the  
19 notion of--

20 MR. FRANK: We don't need to share.

21 MR. O'GRADY: The notion of cleared, I  
22 mean--

23 MR. GROB: Of public affairs, legislation.

24 MR. O'GRADY: I'm not sure that that's

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1 correct.

2 MR. GROB: The thought that occurred to me  
3 that I just offered to you, the secretary is a member of  
4 this commission.

5 MR. O'GRADY: Yes.

6 MR. GROB: And you represent him.

7 MR. O'GRADY: I do.

8 MR. GROB: And so we will get--all of our  
9 commissioners will make their comments on the report,  
10 and the commission will be settling one. And if that's  
11 the kind of clearance that we have from the department,  
12 I think we're just fine and we don't need it. We can  
13 always say reviewed that way.

14 MR. O'GRADY: I tend to view this as an  
15 independent--I will seek clarification back at  
16 headquarters. But as far as I know, you should go for  
17 it-- double-check the footnotes, and make sure--you  
18 know, make comments about balance if there's something  
19 that's a concern among staff. But that's--

20 MR. GROB: It's--

21 MR. O'GRADY: Congress set up this group,  
22 not Department of Health and Human Services.

23 MR. GROB: Of all the things, that's the one  
24 relief I got today.

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1 MR. FRANK: I have two substantive issues  
2 that I wanted to put on the table.

3 MS. MARYLAND: Are you assuming that the  
4 earlier issues weren't substantive?

5 MR. FRANK: Two additional substantive  
6 issues about the report, but one of them has to do with  
7 the way we begin. And I like introducing ourselves. I  
8 don't think necessarily by telling as many stories about  
9 us in the introduction is the most effective use of the  
10 stories. I think that, you know, saying that we are who  
11 we are is fine. And I'm very comfortable with that and,  
12 you know, saying that we all live private lives in  
13 Antarctica is fine.

14 I think that we're not using the stories  
15 that we use up front to the greatest effect. Because I  
16 think they have--they're very powerful and they're very  
17 persuasive. And they could be used in the text to  
18 highlight some of the points we've made even more  
19 dramatically than we do. And so, for example, there's  
20 the Montye story that--right in the introduction there.  
21 Well, there's a story later--we make--we present some  
22 data, we make a point about the connection between work  
23 and insurance disability. And I said, Gee, why don't we  
24 move the story there, because it's so gripping. And I

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1 was just--a suggestion that we perhaps move some of the  
2 stories that we present up front to the points where  
3 they'll just highlight these points.

4 The other thing is even a somewhat smaller  
5 scale. I still remain uncomfortable with the  
6 administrative cost fees. And I'm uncomfortable a  
7 little bit with the way it's presented here. And I was  
8 really uncomfortable with it in the picture of the  
9 factory or whatever it was. Because it implied that  
10 it's pure waste. And I just think that's--there's no  
11 doubt some of it is pure waste. But there's a whole  
12 bunch of it that ain't. And that actually, if we didn't  
13 have administrative systems, we wouldn't get--

14 VICE CHAIR McLAUGHLIN: Richard, there's two  
15 paragraphs on administrative. And one of them--

16 MR. FRANK: I know.

17 VICE CHAIR McLAUGHLIN: --is--although it's  
18 not director related, some of them are necessary for the  
19 health care system to run smoothly. They pay for  
20 medical records.

21 MR. FRANK: I read the sentence. I  
22 understand that. I'm saying the overall sense I get  
23 from that section is still not quite balanced, you know.  
24 I was actually talking to Jill saying, Gee, what I'm

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1 going to do is figure out what IBM's administrative  
2 costs are. You know, something like that. But I just  
3 think there's-- it's too easy to set a point to it as a  
4 freebie that we can get out there. And I think that--  
5 anyhow, I'm uncomfortable with the way it reads.

6 MR. O'GRADY: Do you prefer having it-- the  
7 point I thought on that one, which is just what we see  
8 in practices--do nothing. You just sort of hand out  
9 money and write checks and never follow up and never  
10 think about how the care is being coordinated and  
11 whatnot. They run amazingly low administrative rates.

12 MR. FRANK: Two percent.

13 MR. O'GRADY: I've heard--right. Just crank  
14 up the computer and let it shoot out checks. And I  
15 think there's a strong argument-- that there was an  
16 argument that was made in FHVP when the plans wanted to  
17 move from their traditional fee for service into their  
18 PPO and their sort of managed fee for services--they  
19 tried to call themselves at one point--that they had to  
20 come in and justify a higher administrative low, but it  
21 would bring a lower total premium.

22 MR. FRANK: I think that because the public  
23 has gotten so hip with administrative costs are sort of  
24 a freebie, I think if we're really doing our job of sort

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1 of creating that informed basis, I think we've got to  
2 say, Look, some of it is problematic, but some of it  
3 serves its purpose.

4 VICE CHAIR McLAUGHLIN: That's what we  
5 thought we did. So maybe we need to rephrase it.

6 MR. FRANK: My suggestion is just that  
7 we--not that I think that there aren't nuggets here and  
8 there, but that somehow the balance needs to be.

9 VICE CHAIR McLAUGHLIN: I mean, in terms of  
10 just shared space, we did a paragraph on each side of it  
11 and tried to give lists.

12 MR. FRANK: No. I understand.

13 VICE CHAIR McLAUGHLIN: But I--the thing is  
14 that the other side--and we're already getting this  
15 right here on other issues in the last, you know, 45  
16 minutes--that, you know, everybody has their view of it.  
17 And the other sides going to be saying, Oh--come on.  
18 Why aren't you really attacking those administrative  
19 costs? And why aren't you really attacking all those  
20 unnecessary profits? Why aren't you out there really  
21 attacking the drug industry and all those unnecessary  
22 problems and the waste and foreign abuse and all  
23 those--I mean, no matter what we do there is going to be  
24 somebody who thinks--

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1 MR. FRANK: Both sides will say that to us.

2 VICE CHAIR McLAUGHLIN: And they are.

3 MR. O'GRADY: But that's the nature of the  
4 process.

5 VICE CHAIR McLAUGHLIN: Right. But I'm just  
6 letting Richard know that he's unhappy with it, but you  
7 should know one person has already told me, You should  
8 be building up administrative costs more.

9 MR. O'GRADY: One person that's on this  
10 group?

11 VICE CHAIR McLAUGHLIN: Yes.

12 MR. O'GRADY: Okay. Well, then we should  
13 have that discussion.

14 VICE CHAIR McLAUGHLIN: Exactly. I'm just  
15 letting you know.

16 MR. FRANK: Giving my two cents worth.

17 VICE CHAIR McLAUGHLIN: I know what you're  
18 saying.

19 MR. FRANK: I wrote it down too.

20 MS. CONLAN: I want to go back to the first  
21 point that Richard made. I like that. And if you were  
22 to consider this for a minute--what you call dramatic  
23 piece, think of the impact of a foreshadowing and then  
24 coming back to it later. And I think that it has more

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1 impact in the way you're describing to come back. Have  
2 the introduction with a foreshadowing, and then come  
3 back to it where it's most impactful. That's effective.

4 VICE CHAIR McLAUGHLIN: You should know that  
5 we thought of this sort of as companion pieces, the 10  
6 page and the 25 page in that sense. And the very  
7 first--two--big two page spread of the ten pager are  
8 quotes and fuller quotes, much fuller. I mean, we don't  
9 even use quotes in the 25 pager now. And, in fact, the  
10 latest version, it's down to like three--two or three  
11 sentences per person as illustration. So we've really  
12 minimized that--for the 25 pager, thinking this would be  
13 different to a different audience. And it would be  
14 complemented by the ten pager where you didn't try to  
15 summarize it with text. You let the stories speak for  
16 themselves.

17 Now, based on what happened earlier this  
18 afternoon, the ten pager may be going away or it may be  
19 totally not looking like that at all, in which case,  
20 shoot, yeah, we put all those quotes in here throughout  
21 the report. But I think that's a decision we have to  
22 make. Are these two separate documents? Or are they  
23 complements? Because if they are complements, I don't  
24 think we should have all of--because that takes up a lot

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1 of space. I mean, this already, you guys, are saying,  
2 Well, I want you to add more on quality and more on IT  
3 and more on this. It's going to become a really big  
4 document really soon. And an opportunity cost that  
5 everybody can add at some point. I'm just adding--I'm  
6 just throwing that out, Montye, that, you know,  
7 originally we had--and we took them out to make little  
8 short stories and instead had it be seen as  
9 complementary to the ten pager. But that may not be the  
10 right call. And I'm--that's why I'm--

11 MS. CONLAN: Foreshadowing doesn't mean keep  
12 the introduction the full length that you have it. It's  
13 a little teaser, in a way, or just a little reference  
14 and then take out--extract out those parts and put them  
15 where Richard suggests and leave it alone.

16 VICE CHAIR McLAUGHLIN: You mean the really  
17 short parts that aren't quotes--

18 MR. FRANK: Or something in between. I  
19 think--I just think doing something--you know, we're  
20 introducing some concepts here--a bit complicated--in  
21 addition to the work--and just sort of make it real by  
22 telling it--like a live human being story will--suddenly  
23 they say--

24 VICE CHAIR McLAUGHLIN: I know. But what

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1 I'm saying is, do we have it--that much at that level of  
2 detail on 25 pager as well as the 10 pager? That's my  
3 question.

4 MR. FRANK: See, the way I'm looking at this  
5 is that this becomes the basis for everything we do.  
6 And it's--

7 MS. BAZOS: It's complementary. I'm looking  
8 at it as the ten pager would feed off-- ten pager is the  
9 shorter version, just like before. But it's in a  
10 different format. So we still use the story boards. I  
11 mean, George, we weren't--were you thinking that? But  
12 we ask a PR firm to help us develop in a way that it can  
13 be used to build every other product that we need.

14 MR. GROB: I think this document is, in  
15 fact, the source of everything else.

16 MS. BAZOS: Right. Okay. So we're all in  
17 agreement on that.

18 VICE CHAIR McLAUGHLIN: So I just want to  
19 make sure I understand. You saw today, we have about 8  
20 or 9 of the 15 of us have a quote like this in the ten  
21 pager now. Do we use that length of a quote as those  
22 side bars in the 25 pager?

23 MS. BAZOS: No. I think you use them to  
24 make your point as you see fit. I would.

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1 MR. GROB: If I could just say you--the  
2 miracle that you performed was to write a report that is  
3 incredibly readable both in terms of the language that's  
4 used in its outlined in the way the story flows and with  
5 the reach of materials. It's almost a miracle that you  
6 did it. And you should make this document good. What  
7 you do with this document should have nothing to do with  
8 any other document except that this one should be  
9 refined from what it is. So the question of whether you  
10 should do something because it's already there is not a  
11 good question. The only question is, is there anything  
12 you want to do to this document to make it better?

13 VICE CHAIR McLAUGHLIN: Right.

14 MR. GROB: Not should we try to rescue  
15 something that we wrote someplace else.

16 VICE CHAIR McLAUGHLIN: What I'm asking is,  
17 in order to make it better, do I use, Richard, the two  
18 or three sentences that we have now that are not quotes,  
19 just two or three sentences summarizing the main point  
20 from a person sprinkled later into the report, or do we  
21 put it back into the evocative, the--make it be a quote  
22 and then put it under Montye Conlan and--because we  
23 don't have names as it is now--the 25 pager.

24 MS. CONLAN: I don't think it has to be in

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1 25 page thing.

2 MR. FRANK: But I think it has to be  
3 descriptive enough to some people see a real person.

4 CHAIRPERSON JOHNSON: We've got about two  
5 minutes more before we have to adjourn here from this  
6 section. Are there any--and, Catherine, what I heard  
7 you say earlier--and I'm assuming that you're still  
8 expecting that the report committee would like to see  
9 written comments.

10 VICE CHAIR McLAUGHLIN: Yes, we would love  
11 to.

12 CHAIRPERSON JOHNSON: And earlier better than  
13 later.

14 VICE CHAIR McLAUGHLIN: It sounds like Mike  
15 has written some and Montye, several of you. We would  
16 love to see them.

17 CHAIRPERSON JOHNSON: Okay. Any last--we've  
18 got--we only have a couple minutes, so don't talk about  
19 the less than big picture summary statements that we  
20 have to all hear. Or, Catherine, if you have any  
21 further comments you would like to make.

22 VICE CHAIR McLAUGHLIN: No. I just wish I  
23 had another two hours to listen to you.

24 CHAIRPERSON JOHNSON: Okay.

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1 MR. FRANK: I have a comment. I think the  
2 staff has just done an unbelievable job.

3 VICE CHAIR McLAUGHLIN: Yes, please.

4 MR. FRANK: I mean, I showed up at a hotel  
5 in Milan, and there was this thing in three parts with  
6 clear instructions on what I was to do the rest of the  
7 trip.

8 CHAIRPERSON JOHNSON: Well, that's what we  
9 started our session with. And that's what we would like  
10 to end our comments with. And thank you all to each of  
11 you who worked on this and the staff people. My guess  
12 is that a few of you, at least--and I know a couple of  
13 you personally will need to take a break right about  
14 now. And that's probably a good idea for the rest of us  
15 too. So why--can we take ten minutes and keep it to  
16 that? And then we need to adjourn by 5:00. So we'll get  
17 into the community meetings and then through the  
18 communications.

19 (Recess taken.)

20 CHAIRPERSON JOHNSON: Okay. We're scheduled  
21 to have an update from the community meeting committee  
22 at this point. And, Aaron, if you would begin.

23 DR. SHIRLEY: Okay. First of all, we're  
24 going to be brief. But I would like to-- those of you

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1 who were in Jackson were introduced to a retired  
2 research chemist who--one of his hobbies was doing  
3 groups. And you heard a little blues piece done related  
4 to that. And I think he might have given some of those  
5 out. He sent an updated version of his blues pieces.  
6 And he wanted each of you to have one. So I think I  
7 gave you one. Did I give you one of these?

8 MS. CONLAN: Sure.

9 DR. SHIRLEY: So I hope you have a computer,  
10 hope you have good sound. And you'll hear some blues.  
11 See how he has very innovatively translated into the  
12 tune of some blues and to the tune of storming.

13 CHAIRPERSON JOHNSON: Will we smell fried  
14 green tomatoes and cat fish?

15 DR. SHIRLEY: Unfortunately, we haven't  
16 learned how to--

17 VICE CHAIR McLAUGHLIN: To export that.

18 DR. SHIRLEY: Yeah. But give us a couple of  
19 weeks.

20 MS. STEHR: Aaron, who did that anyway? What  
21 was his name?

22 DR. SHIRLEY: Edgar Smith. It will be on  
23 the--what did you call that? You called it something.

24 MS. STEHR: Intro.

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1 DR. SHIRLEY: Yeah.

2 MR. GROB: I'll figure out how to run it on  
3 my computer. Before we leave here, I'll show you.

4 DR. SHIRLEY: The community meeting  
5 sub-committee has not had a formal meeting since we were  
6 last together. But we have had a series of informal  
7 conversations amongst ourselves, some of us. And as a  
8 result of those conversations-- and working with the  
9 staff--by the way, the staff has been extremely  
10 helpful--we have--first of all, we recognize the  
11 importance of the community meetings in the budget, in  
12 the budget that George has handed out. You'll see that  
13 significant amount of corporation is dedicated to the  
14 community meetings process. And what we will be  
15 discussing in our formal meeting tomorrow or Saturday--

16 MR. GROB: Saturday.

17 DR. SHIRLEY: What you want to do--and this  
18 is--these are based on some of the discussions we had.  
19 And we're hoping to--adding to this--to these items that  
20 we hope to discuss on Saturday. First of all, we've got  
21 to decide-- first of all, a number of communities that  
22 we are attempting to reach, where they'll take place and  
23 the criteria that we would use in deciding which States  
24 and which sites will be sponsoring the meetings. The

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1 meetings structure, how the meeting will be carried out,  
2 format, duration, materials that will be needed to  
3 assure that the meeting is carried out properly,  
4 how--who will be talking to participate in those  
5 meetings. We expect up to 150 people per site at any  
6 given site. And we're looking at some innovative  
7 methods in which we might need to expand the reach of  
8 those meetings by plugging in some sites beyond the main  
9 site, something like smaller sites that would be posted  
10 by those.

11 We've had some good conversations with the  
12 extension services in Mississippi who have indicated  
13 that they have capabilities of two-way video  
14 conferencing. And they have indicated that not only  
15 those capabilities exist in Mississippi, they exist in  
16 many States that have significant rural populations.  
17 And they have agreed that they would help us think  
18 through how--if we are satisfied with what they may be  
19 able to do in Mississippi--plug us in with their  
20 counterparts in other States to see if people will do  
21 the same.

22 We recognize that communities differ and  
23 within communities there are some individuals who have  
24 special needs. And we want to be sure that we can

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1 accommodate those individuals with special needs,  
2 translation, handicapped accommodations. We want to be  
3 sure that that is going to be something that will be on  
4 Saturday, the participation. And then we've got to  
5 define the roles of our community, of our committee  
6 members, what will your role of member versus a staff,  
7 responsibilities. Those are some issues that we'll be  
8 passing out on Saturday.

9 Even beyond the larger meetings that we  
10 might be planning, we may be--it's possible that we  
11 would be looking at smaller meetings in some places  
12 where we feel that special populations that wouldn't be  
13 reached in the larger setting. So in a nutshell, we  
14 have had informal conversations. Those conversations are  
15 structured. These comments and the agenda that we will  
16 be using, I'm hoping that our agenda on Saturday, even  
17 though is in print and there might be some issues that  
18 we haven't thought of, that folks will be free--we  
19 invite all of you who do not--you have  
20 not--sub-committees to participate with us and helping  
21 us through these meetings. And based on the sum of the  
22 conversations today, it is obvious that you can help us  
23 out.

24 We think we're looking at the schedule

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1 beyond further down the road that than you mentioned  
2 today. So it's obvious that we have quite a challenge.

3 And, Montye, Dotty, Therese, feel free, you've been  
4 involved in some of the informal conversations that we  
5 had. Hopefully this reflects mostly what we covered in  
6 our conversations.

7 MR. O'GRADY: Question. Is it all right to  
8 ask--are you ready for questions?

9 DR. SHIRLEY: Uh-huh (affirmative).

10 MR. O'GRADY: I'm kind of excited about  
11 this. You said extension service seems to have kind of  
12 caught onto this. Can you give an example? I mean,  
13 what do they have in mind? What do they do? Do they  
14 have like a video connection they can do for people in,  
15 you know--

16 DR. SHIRLEY: They have--

17 MR. O'GRADY: How are they going to get  
18 this--how do they do this dissemination--

19 DR. SHIRLEY: They have studios in various  
20 facilities across the State. This--it's under the  
21 administration of the Mississippi State University. And  
22 they have remarkable--and sometime next week they're  
23 going to have a demo. They have listed the counties  
24 where they can accommodate individuals. They

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1 have--they're looking at the facilities that best fit  
2 our needs. They work closely with their sister component  
3 in Arkansas and Louisiana. And if we have a community  
4 meeting in Mississippi, they have assured us that they  
5 can extend the reach of that meeting into those two  
6 States. So it's possible that they might be able to  
7 extend it beyond, like in the southeast part of the  
8 country.

9 MR. O'GRADY: Got you.

10 DR. SHIRLEY: And I think, given if it is a  
11 State institution, Federal USD--

12 MR. O'GRADY: I was going to say, census  
13 service center I think of as USD.

14 DR. SHIRLEY: Right. I suspect that there  
15 will be better cost effect.

16 MR. O'GRADY: I'm trying to think, you know,  
17 in Virginia I've seen--which is kind of close to  
18 DC--where in the more agriculture areas, they'll  
19 provide, you know, half hour show or, you know--crop up  
20 dates and things like that. But it's clear that they're  
21 sort of producing spots, if you want to think about it  
22 that way. And then they'll make them available to local  
23 cable.

24 DR. SHIRLEY: They have their own hook ups.

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1 MR. O'GRADY: They have their own hook ups  
2 So like the folks in Arkansas know channel 33 is  
3 extension services, something like that.

4 DR. SHIRLEY: It's the closed--

5 VICE CHAIR McLAUGHLIN: Closed circuit TV.

6 MR. O'GRADY: I see. So they can go to  
7 certain sites, and then they can see it there.

8 DR. SHIRLEY: They're already wired. The  
9 people in the community already know that they are  
10 there, because they provide continued education already.

11 They even provide off site credit courses in some of  
12 those facilities. So many of the sites would already be  
13 known. Now, one caution they mention from their  
14 experiences in some of the smaller communities where  
15 they are in a smaller group, the individuals that we are  
16 mostly concerned about sometimes are intimidated  
17 by--they have offered to provide, if we would like, some  
18 of their facilitators who have--the local people are  
19 familiar with, they've agreed that they will provide  
20 those facilitators to us in the event we would like to  
21 use them.

22 MR. O'GRADY: Great. Now, and I--you know,  
23 I think this has a lot of promise. I also think it's  
24 nice, you know, we talked about sponsored meetings, some

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1 of the things we discussed before some of the concerns  
2 Brent brought up in the prior meeting. You know, I  
3 think that that's got a lot of advantages over some of  
4 the other corporate sponsors or someone else who has  
5 more of a--is a State holder in some of these  
6 discussions, USDA and the State extension service. That  
7 seems nice and neutral, but effective.

8 MS. STEHR: I would like to add Iowa has  
9 that too. And ours is owned by the State of Iowa called  
10 the Iowa Communications Network. Colleges use it--a lot  
11 of them are hooked up into our local school systems,  
12 hooked up in the libraries. I've participated in some  
13 like-- Department of Human Services has held trainings.  
14 But you can definitely do--need to have a facilitator at  
15 the site, because they are kind of intimidating when you  
16 don't know exactly how to use the stuff. But I think  
17 that is an effective way to reach people, particularly  
18 out in rural areas.

19 VICE CHAIR McLAUGHLIN: Do we want to talk  
20 about that?

21 MS. STEHR: I just wanted to add at this  
22 point.

23 VICE CHAIR McLAUGHLIN: I just want to know  
24 about hearing rather than--because that's all them

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1 listening to us, listening to our information. And the  
2 community meetings, as I saw it, were-- that was--and  
3 the majority is our listening to them and face to face.

4 And I thought when Frank was saying what makes us so  
5 different and something that's never been done before  
6 is, in fact, community meetings where we--maybe only one  
7 of us--is presenting. But we're out there listening to  
8 them and exchanging information with them face to face,  
9 real time.

10 DR. SHIRLEY: I think you've concluded that  
11 at these community meetings a member of this committee  
12 will be present.

13 VICE CHAIR McLAUGHLIN: Right. I'm just  
14 getting to this thing that we were sent by George about  
15 citizen engagement and the budget. And you mentioned  
16 that a huge portion of the budget is going to this. And  
17 just now Mike was asking, Well, what about the budget  
18 and getting innovative graphic design for a ten pager.  
19 And the report so far has been on a shoe string. I  
20 mean, as I told you, I had an undergrad doing some of  
21 this stuff for free. Well, I'm paying her. And my  
22 secretary is doing stuff. And I'm doing stuff. And  
23 these guys are doing stuff. We haven't reached out to  
24 any expensive firm, much less even an inexpensive

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1 creative firm to help us with any of the graphics on the  
2 report, any of the reports.

3 And so it may sound self-centered for me to  
4 talk about it. But I did--when I did read this I  
5 noticed that it seemed--a lot of the community meetings  
6 were structured as these community meetings that last a  
7 half a day, each one there are 150 people in 24 sites.  
8 And you didn't give us, George--at least I didn't see--  
9 what percent of the two million was going to those.

10 But I found myself thinking--that might be  
11 too much, too much of a budget going to many of those.  
12 And it wasn't clear to me after 12 of them how  
13 much--what the marginal information would be of the 13,  
14 14, because these are half days with the key time  
15 sharing and everything else. These are not--and it's  
16 invitation only. It's stratified sample. I think about  
17 this guy who was here this afternoon. That's none of  
18 that. When are we going to actually go out and talk to  
19 people? Where is that in here? And I just didn't see  
20 that in here.

21 I mean, it's--each meeting--each one of  
22 these meetings is averaging \$75,000, 24 of them, 150  
23 people at each one that are an invitation only  
24 stratified sample. And I just thought, Well, when are

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1 we going to do the--let's just go out and talk to people  
2 and advertise it. You know, Randy was saying  
3 originally, let's put it on TV and everything else and  
4 people can just get in their trucks or get in their cars  
5 or ride the bus or whatever and come on Sunday from 6:00  
6 to 9:00 or whatever and--whether in the church or town  
7 hall. Or where is that?

8 DR. SHIRLEY: I mentioned the potential for  
9 smaller, not related to the larger meetings, where that  
10 forum is deemed to be the best way to engage the  
11 individuals. And we can use that model rather than  
12 the--

13 VICE CHAIR McLAUGHLIN: You have to  
14 understand, I would like to see the key punching ones  
15 cut in half, which should free up a heck of a lot of  
16 money for more of us to go to more of the other meetings  
17 and for us to get a better report.

18 MS. CONLAN: See, Catherine, I think what's  
19 happened is we really haven't had discussions. This has  
20 come out--it's kind of the head--budgeting for things we  
21 haven't even discussed or decided on. So I don't know  
22 how much you should be worried about that until we have  
23 those discussions and make decisions.

24 DR. SHIRLEY: This is for discussions on

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1 Saturday. And this is what we're going to ask.

2 VICE CHAIR McLAUGHLIN: Full working group--  
3 our input on it.

4 MS. CONLAN: No. We have to have a  
5 discussion first.

6 VICE CHAIR McLAUGHLIN: That's right. Is it  
7 too late to hire a graphic design artist if report--

8 DR. BAUMEISTER: As far as the meeting, I  
9 am--I talked a little bit here about what they did in  
10 Oregon with the Oregon health decisions. And I talked to  
11 Ralph Crawshaw, who I got a letter from -- Michael  
12 Garland, who is at University of Oregon and organized  
13 all these meetings in the State of Oregon. And then  
14 they--according to them--and I haven't discussed it with  
15 them at all--they had communication with other States.  
16 And there is an organization American Health Decision  
17 that grew out of Oregon health decision in 17 States.  
18 Word of mouth. I mean, I don't know the States. I  
19 don't know anything about it. All I know is that now the  
20 epistle here from Ralph Crawshaw dated July 13, in which  
21 he says, Ways the OHD succeeded--in item--let's  
22 see--somewhere in it he says that they got 17 States  
23 involved. Number 8 here, OHD through Oregon Health  
24 Decision initiative 17 other State health decision

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1 organizations to form American Health Decisions. So  
2 potentially these people are out there waiting--these  
3 organizations to take this kind of ball and run with it.

4 MS. WRIGHT: You know, that was one of my  
5 e-mails to you too. What is the national government  
6 association? What have they come up with? Where--have  
7 they taken to the people? I need to know what  
8 they--what their plan has come up with, when they're  
9 willing to join anybody else. And I know, like you  
10 said, there's other organizations out there. I did run  
11 across that group also.

12 CHAIRPERSON JOHNSON: What I'm hearing is  
13 that--Aaron, you're going to have your team together on  
14 Thursday--or Saturday.

15 DR. SHIRLEY: Saturday.

16 CHAIRPERSON JOHNSON: And would you be able  
17 to bring recommendations, your thoughts and  
18 recommendations within a week or two to a telephone  
19 committee--telephone working group meeting?

20 DR. SHIRLEY: I should be. I think we  
21 should be able to come up with funds working with the  
22 staff, yes, hook up with all interested parties.

23 CHAIRPERSON JOHNSON: Okay.

24 MS. WRIGHT: Randy or George, maybe you can

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1 answer this. And if I missed the meeting, I'm sorry.  
2 But I didn't see it at any follow up meetings. And I  
3 thought there was a telephone conversation call at one  
4 time--and you may be addressing this Saturday--if not,  
5 can you get it on your agenda? We had asked, you know,  
6 what was our capabilities of going out to Blue Cross and  
7 Blue Shield and asking them for money to put on this  
8 program down at the civic center. Or can we tap into  
9 some of our large foundations or hospitals to say--and I  
10 have not heard that answer.

11 MR. GROB: We can do that now or we can do  
12 it on Saturday. But we did do the research on that.  
13 And we do--I can give a quick answer for that.

14 CHAIRPERSON JOHNSON: Go ahead.

15 MR. GROB: I'll go ahead and do that now.  
16 Basically when we checked with our lawyers, we really  
17 are not--we are not free to accept gifts, because it's  
18 not in our statute. But we certainly cannot accept  
19 money. There's a limited amount in kindness that we can  
20 accept. It was mostly centered on cases that they  
21 decided if someone wants to offer us a facility, a room,  
22 help getting there, you know, sort of as we have done at  
23 our hearings. There's already cases on that. But  
24 beyond that we're really not.

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1                   What we do have the ability to do, though,  
2 is to produce materials so that anyone who wants to do  
3 it on their own is welcome to take them from us. Our  
4 whole enterprise to multiply out to these other  
5 organizations is to engage them in such a way that they  
6 would know that they could steal from us blindly and  
7 that we can have materials available to them that would  
8 be easy for them to get and either host their own  
9 meetings-- are things that we will discuss on Saturday  
10 in greater detail--where we would be able to have them,  
11 for example, drive an audience to some of the meetings  
12 that will be able to help, through web casting or  
13 through the kinds of things that Dr. Shirley is talking  
14 about. So a lot of those ideas that you're talking  
15 about we have done some staff research on. And they are  
16 precisely kinds-- many things that we discussed at the  
17 meeting.

18                   MS. HUGHES: I--

19                   MR. FRANK: Go ahead.

20                   MS. HUGHES: Okay. I just have a very quick  
21 question. How long was the discussion time wise about  
22 your report? I mean, how long was our--

23                   CHAIRPERSON JOHNSON: Two and-a-half hours.

24                   MS. HUGHES: How long?

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1 CHAIRPERSON JOHNSON: Two and-a-half hours.

2 MS. HUGHES: And how long does the community  
3 meeting have on Saturday?

4 CHAIRPERSON JOHNSON: It was scheduled to be  
5 30 minutes.

6 MR. GROB: It's from 7:30 to 11:00. And then  
7 not only that the--after that there will be a joint  
8 meeting with the communications committee, picking up at  
9 11:00. And so there will be another hour. I think  
10 it--7:30 to 10:00, then from 10:00 until we get  
11 exhausted or people have to fly home. We have a joint  
12 meeting with the communications committee-- because it  
13 came out in discussion this morning that once you start  
14 going out to all these groups as you're talking about,  
15 engaging them on a mammoth scale, you're certain the  
16 communications committee would be doing as well,  
17 interested in--

18 MS. HUGHES: I wanted to know, because I  
19 felt that this morning's discussion was the first time  
20 discussion with everybody. And I felt that if we're  
21 having our first time discussion with our committee as a  
22 whole, that we needed a certain amount time to discuss--

23 MR. GROB: And that's exactly what we had in  
24 mind. And, in fact, by doing this, it made it possible

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1 for our staff to sneak away and work on the report over  
2 the weekend. So I think they would have to do a lot of  
3 work here and love it.

4 VICE CHAIR McLAUGHLIN: You can tell they're  
5 excited.

6 MR. GROB: So that was how we managed to  
7 solve the very problem that you're raising-- with report  
8 time here so that we can work on the consequences of it.

9 DR. SHIRLEY: I will suspect that I  
10 will--deliberations raise your community meeting have  
11 less academic debate than here.

12 MR. O'GRADY: I wouldn't count on it.

13 CHAIRPERSON JOHNSON: Thank you, Aaron. One  
14 last question. Then we'll--

15 MR. FRANK: Yeah. It's just a question of  
16 interpretation, because I know we've gone around this  
17 several times. So if a foundation decided that they  
18 wanted to host a meeting and wanted to use exactly the  
19 same framework and questionnaires as we did, they would  
20 be free to do that. And, in fact, we would be allowed  
21 to give them whatever materials they needed and perhaps  
22 even intend if we wanted to. Is that right?

23 MR. GROB: That's exactly right.

24 MR. FRANK: And so there's--nothing

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1 prohibits us from encouraging a foundation to possibly  
2 get involved in that.

3 MR. GROB: I would actively encourage them  
4 to do that.

5 MS. HUGHES: Can you say that again? I just  
6 want to make sure I understand what you're saying.

7 MR. GROB: Okay. I'll give you the simple  
8 answer to it. You think in your head of any  
9 organization of human beings in the United States of  
10 America just to name any one that you want.

11 MS. HUGHES: Simplify it, George.

12 MR. O'GRADY: Okay. No Canadians.

13 MS. HUGHES: Is what Richard said.

14 MR. GROB: He gave one example. And  
15 I'll--multiply that by a thousand groups--okay-- the  
16 national government association.

17 MS. WRIGHT: AARP.

18 MR. GROB: AARP. any group you want to  
19 name.

20 MS. HUGHES: Okay.

21 MR. GROB: We are hopefully going to find a  
22 way on a massive scale to let every one of them know  
23 that they can go to our website and pull down materials  
24 that consist of easily viewable materials, doctor

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1 materials. And they can have their own meetings. And  
2 then they can get on the web. They can go to our  
3 website at the meeting. And they can answer the same  
4 questions everybody else will answer. And we'll have a  
5 computer that's so big that it can't be crashed.  
6 Everybody answering it. 800 telephone number that they  
7 can answer. They can write us a letter if they want, or  
8 they can encourage their members to fill out with a No.  
9 2 blue pen--and that we would be able to reach that  
10 extension. We're trying to think of ways in which we can  
11 on a mammoth scale get organizations to want to do that  
12 and to make it easy for them to do it. That's one kind  
13 of meeting.

14 MS. HUGHES: And we can attend that meeting.

15 MR. GROB: We can attend as many--how many  
16 hours a day do you have?

17 MS. HUGHES: So I can go to California  
18 Health Care Foundation and say to them, I would like to  
19 offer you the opportunity to participate in Citizens'  
20 Health Care Working Group and ask them to host a  
21 meeting, pulling the materials off the website, and that  
22 they're hosting the meeting and providing everything.  
23 And then they would go to the website during the meeting  
24 to get--pull off the questions off the website and do

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1 that.

2 MR. GROB: Or after the meeting.

3 MS. HUGHES: Or after the meeting. But I  
4 can take those words and use those words.

5 MR. GROB: Absolutely.

6 MS. HUGHES: That's what I wanted to hear.

7 CHAIRPERSON JOHNSON: Well, that's George's  
8 thought. But let's make sure that the committee agrees  
9 with--

10 MR. GROB: Exactly.

11 CHAIRPERSON JOHNSON: --that thinking, and  
12 we come back and the working group says, Yes, let's do  
13 it. That probably will be--ended up where-- that will  
14 probably be where we'll be ending up. But that's a  
15 George idea that we should get the committee's buy in  
16 and working groups buying it.

17 MS. HUGHES: When are we looking at doing  
18 that?

19 CHAIRPERSON JOHNSON: Well, the committee  
20 meeting is Saturday. And what Aaron said, they'll be  
21 ready to give recommendations on a Friday call.

22 MS. HUGHES: I'm sorry. What?

23 CHAIRPERSON JOHNSON: Aaron's saying that  
24 he'll be ready to give recommendations within a week or

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1 two on a Friday call.

2 MS. HUGHES: But those recommendations  
3 aren't--

4 MR. FRANK: Saturday you're talking about.

5 MS. HUGHES: What I want to do is when I go  
6 back to California is I want to be able to start  
7 contacting people that I know in the foundations in the  
8 different areas and say to them exactly what I just said  
9 to you. So I would like to ask that all of you consider  
10 this so that we can do this.

11 MR. O'GRADY: I would like to bring up  
12 something that may--

13 MS. HUGHES: Dampen that.

14 MR. O'GRADY: A little bit. Having lived  
15 with government ethics rules forever, my entire  
16 professional career, there is a notion of what the  
17 lawyers tell you can do versus what your good judgment  
18 in terms of--we have this notion of impropriety and the  
19 appearance of impropriety. So, yes, can you do  
20 different--you know, yes, say I can take the trip to see  
21 the factory that just happened to be in Las Vegas. Yes,  
22 I could. It was better to go to the one in New Jersey  
23 that was just off exit 27 and, you know--so, I mean,  
24 there is that sort of--there's that sort of a judgment

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1 call. Think about who the State holders are. Think  
2 about, you know, the health accounts building and the  
3 money going in and the money going out, and be very  
4 careful that you're talking to a--as neutral a third  
5 party as you can.

6 MR. GROB: You mentioned foundations.

7 MR. O'GRADY: I think that that's probably  
8 safe. But you also mentioned it earlier--can I go to  
9 hospitals? Can I go to insureds? I would not.

10 MR. FRANK: I think Therese said it very  
11 specifically in mind.

12 MR. O'GRADY: For that very specific thing.  
13 But, you know, of that list that was mentioned before,  
14 I guess you were--no, I wouldn't go to major State  
15 holders.

16 CHAIRPERSON JOHNSON: Therese, can you give  
17 us until August 5?

18 MS. HUGHES: I'll give you whatever you  
19 want.

20 CHAIRPERSON JOHNSON: If we can give--if you  
21 all can give us until August 5, so we decide all this  
22 hopefully in our working group meeting, that would be  
23 helpful so that--Mike's raising a question right now.  
24 But there will be other potential questions.

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1 MR. O'GRADY: Yeah. That's like Aaron  
2 finding USDA--nice, neutral. They don't--you know, this  
3 isn't even really their policy area. But they're  
4 interested and they're willing to help, so--

5 MR. FRANK: They can teach us how to buy--

6 CHAIRPERSON JOHNSON: We've got 45 minutes  
7 to deal with an hour and-a-half of discussion--two hours  
8 of discussion, actually. And so my question is, you and  
9 Dotty, how would you like--can we do the budget tomorrow  
10 afternoon, or do we need the budget today?

11 MR. GROB: Whatever you want. I would say  
12 Dotty should give her report. And then I can do the  
13 budget if there's time left over. Or if there's not, we  
14 can do it another time.

15 CHAIRPERSON JOHNSON: Is it possible to do  
16 it tomorrow afternoon? How do we feel about that?

17 MR. GROB: Tomorrow afternoon--

18 CHAIRPERSON JOHNSON: 3:15 is when we're  
19 scheduled--

20 MR. GROB: Oh, you know, then we may have  
21 that other event scheduled.

22 MS. BAZOS: I only need ten minutes. I've  
23 actually given most of this report by phone at our last  
24 phone conference call. So unless people and e-mail--I

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1 don't think I need to belabor this report unless people  
2 have specific questions. So I think I could be ten  
3 minutes.

4 MS. HUGHES: Can Aaron just finish up?

5 DR. SHIRLEY: Related to Rich's question, if  
6 no one in the full group has a problem with the idea and  
7 the committee comes forward Saturday recommending that  
8 the group she wants to work with, if there's no  
9 objection now and the responsibility be placed on George  
10 to determine where the--this group can appropriately,  
11 legally, whatever, carry out that function, then we  
12 might be able to short circuit the time between Saturday  
13 and the time--

14 MR. GROB: And I think that's the question  
15 we can talk about on Saturday.

16 CHAIRPERSON JOHNSON: Why don't you go  
17 first?

18 MS. BAZOS: Okay. First of all, I just want  
19 to say a couple of things. I think that the work that  
20 we're trying to do is very hard, very complex, and  
21 actually under-funded. Having said that, I think that  
22 George and the staff are just incredible, that we did a  
23 brilliant job by hiring George, and that our staff is  
24 absolutely wonderful. And I got to spend two days in

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1 Washington this week going with George and his staff to  
2 some PR firms. When I arrived early in the morning at  
3 7:00, the staff was there, George was there.

4 Catherine, your staff, I didn't think had  
5 legs. They sat at their desks. And when I came back at  
6 7:00 at night, they were still there. So I just think  
7 that sometimes-- particularly I think around some of the  
8 communications work that we're trying to do, getting the  
9 message out about who we are, getting reporters, knowing  
10 who we are, setting these things up--I think sometimes  
11 it looks as though we're doing this on a wing and  
12 prayer. And actually we are. But the staff is doing a  
13 fabulous job. And I think that's the nature of the game  
14 sometimes. What I learned--I mean, I said when--I said  
15 I would be chair of the committee, I didn't know  
16 anything about it. But I'm going to feel like I have a  
17 Ph.D. when I'm done working for them. I've learned a  
18 lot. And what I've learned is it's very complicated and  
19 that actually a lot of the things that you need to do to  
20 set these things up don't fall into place until the last  
21 minute. So I would ask that all of us just appreciate  
22 the staff and plan to be a little bit unsettled always  
23 about these communication issues.

24 And having said that, I'll get to my report.

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1 I'm just going to go through it quickly, because I  
2 think we already heard about it. I think everyone's  
3 heard about the web. Andy--GPO platform. We got our  
4 URL. Jessica had a brilliant idea to purchase that in  
5 Spanish, which we are doing. Also, we're reviewing  
6 websites that we all like, particular committee members,  
7 like Montye, are just being brilliant about showing us  
8 sites that are great. We've drafted a document that  
9 we'll be looking at the final time that sort of frames  
10 the layers of the website. So that's really rolling  
11 along. It's coming out great.

12 What I learned from George was new language.  
13 And he talks about communications and PR. He talks  
14 about things that I had been particularly worried about,  
15 is the daily grind. This is stuff that George does in  
16 his sleep. And he's got it pretty much set up between  
17 him and the staff in Washington. And that's really  
18 thinking about how do we right now get ourselves known  
19 and start this thing he calls the bus. And he's doing a  
20 wonderful job with staff in doing that. Very  
21 opportunistic about getting us press, getting news  
22 reporters knowing who we are, getting interviews when we  
23 can. He had a wonderful interview himself in  
24 Washington, which really got us knowing inside the belt

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1 way. And I asked Jessica--do we have that?

2 MS. FEDERER: Uh-huh (affirmative).

3 MS. BAZOS: Jessica has brought the press  
4 clippings. So I'll pass them around and you can all  
5 look at them. What we've agreed is that every month  
6 she'll send you a package of press clippings. So we  
7 don't have to worry about whether we've been in the  
8 news. We can read it ourselves at our leisure.  
9 We'll--also those press clippings, we'll put them in our  
10 internet site so that we post it there so you can go and  
11 look and read it for yourselves and see whether we  
12 succeeded in our training or as a faux pas that we're  
13 making when we're out there speaking.

14 Ongoing communication to the hill, that's,  
15 you know, just the daily grind. Jessica sends people  
16 on--the staff on the hill messages about what we're  
17 doing, updates. She's now getting feedback from the  
18 hill. They appreciate the feedback. They're getting to  
19 know who we are. They want to know where we're going  
20 and what we're doing. So this kind of creating the buzz  
21 seems to be going really well.

22 As far as our hearings and doing the PR work  
23 around the hearings, Rachel's been very involved in  
24 that, Jessica's been very involved in that, and George.

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1 And they've been trying to do--we've been trying to do  
2 is capitalize on the locations where we're going and the  
3 expertise and the location and create press events  
4 around specific things that would be of interest in the  
5 areas where we're going. For example, Mississippi we  
6 had a tour of the mall. Here in Salt Lake City, we  
7 really--I mean, the staff had a real problem with  
8 getting anyone interested in us, because they have  
9 Pioneer Days here. But we got this great tour of the  
10 hospital. It was wonderful. We got great press from  
11 that. We'll see the clippings. We already heard that  
12 we'll be in the news in Boston. We're going to  
13 capitalize on the committee forums that they already  
14 have. We need to--still have a lot of discussions about  
15 how that will take shape, what it will look like. We'll  
16 talk about that at the community meetings and hearings,  
17 communications meetings and hearings committee.

18 We were charged with looking at PR firms and  
19 trying to find out what we could actually purchase from  
20 PR firms knowing that we have a very limited budget.  
21 And this is where I--after I talked to PR firms, I  
22 realized we do have a very limited budget. We talked  
23 about having \$100,000. And they go, Oh. But I will  
24 tell you we may short list--Peter Garrett. And

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1 Catherine recommended him. And he also came highly  
2 recommended from the HR, Hugh and other organizations.  
3 It was absolutely wonderful. We went to--Jeff White is  
4 still going to call us. He does a lot of work in the  
5 government. He's very well known. He's great. He was  
6 recommended by my brother-in-law working for the State  
7 department. We still need to talk to him. We talked to  
8 Ed Howard who was the chair of the pep commission. And  
9 then we talked to the major big firms, Edelman.  
10 Actually, I didn't bring my notes today, George. So  
11 Ogilvie, Porter Novelli and GMMB.

12 What I learned--and George could help me  
13 here and fill in--was that everyone is really  
14 interested. And I think that those meetings helped me  
15 to see how we are tremendously unique. And what's really  
16 unique about us is that we are asking to hear from  
17 American citizens. So I think we really need to  
18 remember that. And that really needs to be in all of  
19 our messages. And we're asking them to help us form  
20 these recommendations. When the PR firms heard that  
21 they were extremely excited. Peter Garrett said he  
22 would love to work with us. But he felt that he is  
23 tremendously over booked. But he thought he could  
24 squeeze in a little time for us on a-- you know, an ad

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1       hoc basis to sit down and have a conversation and help  
2       us with a big strategy.

3                   I think that Ed Howard was so excited that  
4       he felt he could probably do the same thing. The bigger  
5       firms--it was Senator Widen who sent us to Edelman. I  
6       think Edelman thought that for a big strategy it--it  
7       wouldn't be too expensive. The other firms, we're still  
8       talking to them. They were willing to actually draft up  
9       for us a list of what they could do for what price and  
10      then talk to us later. Now, we were very, very clear.  
11      I mean, George brought a begging bowl to say that, Look,  
12      we have a small amount of money. We don't want to buy  
13      this big package. We really don't want to buy a big  
14      package. We can't afford it. We were pretty clear  
15      about what our message is. We need to know how to  
16      really, really develop this message so it has impact.  
17      We need to know what to do, and we need legs on the  
18      ground. How do we maximize the expertise of our  
19      committee members? How do we maximize our own  
20      intellectual capacity here? And they were very, very  
21      excited. So we're waiting for them to get back to us.  
22      And during our meeting we'll be talking about the  
23      strategy of how we can best use the PR firms, how we can  
24      best use the budget that we have to really move us

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1 forward for the communications work that we want to do.

2 So on Saturday what we will be talking about at our  
3 meeting are basically and we talked to the PR firms  
4 about this. We've got four main events coming up. We  
5 have to announce the beginning of our dialogue with the  
6 American public. And that will be announced through the  
7 release of our report, through the--what do you call it  
8 when you open up your website?

9 VICE CHAIR McLAUGHLIN: Launch.

10 MS. BAZOS: The hard launch of our website.

11 MR. O'GRADY: Sounds like a crash landing.

12 VICE CHAIR McLAUGHLIN: We'll write down  
13 soft launch.

14 MS. BAZOS: Community meetings kick off, the  
15 preliminary recommendations kick off, and then the final  
16 recommendation. So what we want to talk about at our  
17 community meeting is, how are we going to do that? We  
18 want to brain storm a little bit and then talk about how  
19 to use the PR firms to help us do this in the best way  
20 with biggest bang possible. And then we'll be working  
21 with the community meeting committee, which is very hard  
22 to say, to talk about where there are overlaps. And  
23 that will be around the mile stone events, as well, and  
24 also this kind of discussion about, how can you maximize

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1 using other companies to actually help us get the word  
2 out and help us listen to citizens across the United  
3 States? We feel like that's sort of where the overlap  
4 is. And that's what we'll be focusing on at our  
5 meetings. So that's--so are there any questions?

6 MS. MARYLAND: I would like to just add, I  
7 think the point of how do we take advantage of other  
8 organizations, help the message out to our citizens is  
9 very important.

10 MS. BAZOS: Exactly. We're going to have to  
11 use.

12 MR. GROB: I would like to make one comment  
13 about that. I was expecting when we went to the media  
14 firms that they were going to try to sell us on the big  
15 pitch and the elaborate roll out. And one did. Okay?  
16 But the others didn't. They basically said we had it  
17 right, that basically a good press coverage of an event  
18 is worth one good press coverage of one event. Because  
19 three days later it's not losing anymore. And they--what  
20 I was really impressed was that they made the point  
21 you're making. They said what you really got to do is  
22 you've really got to extend your reach to everybody.  
23 And the ones that were interested were the ones who said  
24 that's what we do--among the specialties, yes, they can

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1 give you--but they were emphasizing that bang for the  
2 buck was exactly what you said. How can you organize  
3 your relationships to other organizations on a very  
4 continuing basis word about what you're doing, word  
5 about your communications--is an ongoing means. And  
6 then three of them had the same idea, which was there  
7 was like a virus that grows, a part of your outreach  
8 strategy is to use the outreach you give to the other  
9 people to join us or other organizations--so that point  
10 that you're making was central to what they were  
11 recommending as opposed to the posterior, the blowout.  
12 It was really the communication. And I just thought I  
13 would share that with you. Again, more about that when  
14 we meet on Saturday. But that was really central to a  
15 lot of their ideas.

16 MS. BAZOS: And concretely covered exactly  
17 that way--I believe that we met with is a PR firm,  
18 really issue based PR firm. And that's--you know,  
19 that's sort of how they created--they called it a virus.  
20 That sort of spreads--interest.

21 VICE CHAIR McLAUGHLIN: But they weren't  
22 restricted the way--of who our partners can be. I mean,  
23 we have to sort of do an under the radar buyers. You  
24 know what I'm saying? I mean, we can't be open about

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1 getting them to help us. I mean, Mike was just warning  
2 us. We can't do that.

3 MR. O'GRADY: Well, I just think you want to  
4 go to as many partners as you possibly can. You just do  
5 not want to leave the impression from anyone that you're  
6 somehow, you know, neutral on the side of so and so. I  
7 mean, balance is just very, very important to our  
8 credibility. I can think of any number of very nice,  
9 you know, not only groups like this, but national  
10 academy of science studies and--you know, that if they  
11 come away with an impression that they were not balanced  
12 it--you know, it goes on the shelf. And that's it.

13 MR. GROB: If I could comment on that again  
14 more discretionary. But in the presence of the whole  
15 working group--raise concerns--address it. We have  
16 actually had quite a few discussions about that in a  
17 variety of people, including, you know--I won't say  
18 quite yet lawyers. But I think we have to get over  
19 that, but--

20 MR. O'GRADY: Law students?

21 MR. GROB: No. Well, but my--I'm not a  
22 lawyer, but law degree. Okay. But we did talk to  
23 lawyers about the question you asked me earlier about  
24 our authority to take free gifts. Okay. And that was

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1 settled with the lawyers. Okay. But the other part they  
2 warned us about when we talked to the lawyers about that  
3 was there's one question--you can't increase your  
4 appropriateness--but then he said, That's the legal  
5 question. The other question is the appearance  
6 question.

7 So the lawyers that we talked to about the  
8 allocation of appropriations said you got to distinguish  
9 your issue. And then raise the issue your way. And  
10 their advice, as well as the advice of others, is--has a  
11 unique solution for us. The way you get that balance is  
12 to go to everybody, in other words. So oddly enough,  
13 the way to solve the problem of--you know, of making  
14 sure you don't look like your connected with anybody is  
15 to go to everybody. So the very solution to the  
16 appearance problem is the solution to our problem with  
17 getting out.

18 MR. FRANK: That makes me nervous. And it  
19 makes me nervous for the following reason, because you  
20 go out to everybody, some hit, some don't hit. And, you  
21 know, even though you know that you called everybody,  
22 only three of them called you back. And you wind up  
23 doing business with them. You can get the same  
24 perception in balance. And so my suggestion would be to

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1 sort of say, Here is a group of folks that automatically  
2 are above the bar, because we bedded them, things like  
3 that. And, you know, they'll be people that we can talk  
4 to, that we can go to, you know, foundations, you know,  
5 the like. And then I would be very nervous after that,  
6 you know. And that doesn't mean that we shouldn't  
7 engage in opportunism, because, you know, we should.  
8 But then I think that needs to get over a higher bar,  
9 because I just think that even with the best of  
10 intentions you can wind up easily sort of slipping off  
11 into balance.

12 MR. O'GRADY: Well--and I would support that  
13 any idea I have seen shot gun, but there are only--you  
14 know, different groups that have deeper pockets than  
15 others. So you shot gun, and then-- but it's really  
16 only the industry guys who have the kind of cash to do  
17 that sort of stuff, so then all of a sudden it's lined  
18 up that way. But I thought you had a very good point  
19 here about the idea. And the way I think of this--  
20 everything we're doing here is with taxpayers dollars.  
21 And so we don't own any of it. It's all public domain.

22 And so the idea of you produce the best things, you try  
23 to be as smart as you can about your communications, the  
24 way you do this stuff. And then it is available to any

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1 citizen or non-citizen--you know, it's just on the  
2 website. It's available. And you go from there. But  
3 it's a little more passive. We produce, and we make  
4 available, rather than we're working on an ongoing basis  
5 with this particular party or that party.

6 VICE CHAIR McLAUGHLIN: As I said, this is  
7 what we thought about for the ten pager. We would have  
8 a camera ready copy. Anybody asked for it--they can get  
9 it. They can print it. You know, they can go to a  
10 printer and have it.

11 MR. FRANK: I had a question for Dotty,  
12 which was, have you thought--I mean, in a sense a lot of  
13 what you've talked about is sort of driven externally in  
14 a way. I was just wondering--you know, a lot of groups  
15 do things, generate stuff that creates buzz, such as  
16 writing off ed pieces, placing editorials in like New  
17 England Journal of Medicine, things that will then get a  
18 lot of attention. And it just seems like given the  
19 people we have and the working group that are on the  
20 staff, you know, for example, we could perhaps craft  
21 some of those things--I would say either under Randy's  
22 name or under the work groups name.

23 VICE CHAIR McLAUGHLIN: Well, remember I  
24 talked about that fourth report that would, in fact,

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1 have data about life tone expenditures or utilization,  
2 or what do we know about prevention, what do we know  
3 about medical effectiveness-- disease, right? And that  
4 we would have pieces written with that that would change  
5 maybe every other week on the website, that, again, then  
6 people could go to, to try to drive reporters to our  
7 website. And they can go to our website list--

8 MS. BAZOS: Would you think that we would do  
9 that before we launched?

10 MR. FRANK: Let me give you an idea. One  
11 idea would be sort of an off ed piece saying something  
12 like--the left out piece in the health care reform  
13 debate. It would be a story about-- has anybody talked  
14 to the American people. I don't think so, you know.  
15 And then just sort of say, Well, you know, the last 47  
16 proposals have all started in Washington and ended in  
17 Washington, and really not gotten very far. And, you  
18 know, you could sort of write something like that that  
19 would just sort of highlight why--

20 VICE CHAIR McLAUGHLIN: Create your own  
21 buzz.

22 MR. FRANK: It creates a buzz, but it also  
23 makes a substantive point like getting this information  
24 back is going to be a big deal.

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1 MS. BAZOS: That's great. And that would be  
2 a great way to highlight the fact that-- I mean, I think  
3 what's key for us, too, that all of the PR firms were so  
4 excited about, is this notion of having informal  
5 dialogue. The fact that we were actually going to take  
6 the time.

7 MR. FRANK: What do you need to do to engage  
8 people? That would be another one. And I think that  
9 you could--you know, we could probably craft something  
10 like that because of the various talents we have here.  
11 And it could go out, you know--who cares--

12 MS. TYREE: Richard, this is something  
13 that--this is part of what I put in the media plan as  
14 part of our ongoing media relations, exactly what you  
15 said is the out bed of pieces, the letters to editors  
16 and the working group members, keeping that buzz. And  
17 not only that, but having editorial board meetings where  
18 every community that you go to for community meeting you  
19 spend the day before meeting with a local paper, an  
20 editorial board. So it's exactly the point.

21 MS. BAZOS: It's a good idea to think about  
22 it now. I was thinking about those things later.

23 MS. TYREE: This issue of going out--and  
24 listen to the people could, in fact--

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1 MR. FRANK: Right. The hard launch.

2 MS. BAZOS: Thank you. That's great.

3 VICE CHAIR McLAUGHLIN: Thank you, Dotty,  
4 for all your work.

5 MR. FRANK: Actually, my commentary from  
6 MPR.

7 MR. O'GRADY: Can I just--a little frosting  
8 on that? It would be very nice given that we have two  
9 senators that are interested in this group. I mean, you  
10 know, you said pride of authorship should not be it.  
11 But, I mean--you know, you're thinking about placement  
12 and whatnot. If it's coming from them, it's going to get  
13 a lot more play than--

14 MR. GROB: All the more reason.

15 MR. FRANK: Not to worry about authorship.

16 VICE CHAIR McLAUGHLIN: We write it, but  
17 they put their names on it.

18 MR. FRANK: That's fine, you know.

19 CHAIRPERSON JOHNSON: Okay. Dotty, anything  
20 else?

21 MR. FRANK: I've written things much less  
22 respectable.

23 MR. GROB: Yeah. I think we can do budget  
24 if someone can help me get back on their-- Andy, can you

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1 help me to--

2 Okay. Let me say this to you, that I think  
3 that over a period of time it's been pretty difficult to  
4 step into an operation as big, as complicated, and as  
5 fraught with the schedules and the immensity what we're  
6 doing. Every meeting that I attended with all the  
7 health staff and with everyone that I met who has tried  
8 to do things like this just have always said, George,  
9 this is impossible.

10 To give you the standard thing would be--as  
11 we went around the hill, we talked about the fact that  
12 we have to report to American people in October. They  
13 said, Oh, boy, that's going to be hard to get that done  
14 in a year and three months. And I said, No, it's this  
15 October, not a year and three months from now. So that  
16 is the kind of thing that we all know what we're up  
17 against.

18 It was hard for me as your executive  
19 director, as well, to sort of put together one of the  
20 marching orders I received from Andy the day I took the  
21 job, which is to prepare a plan and a budget so that we  
22 could work off of it. Finally, after enough  
23 familiarization, I was able to do something for your  
24 consideration. And what you have that I sent you is

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1 just that. It's a document for your consideration. I'm  
2 not asking you to approve a budget today. The norm that  
3 I do--present something for you to consider, something  
4 to discuss.

5 I was going to suggest that we have a  
6 conference call meeting. We have scheduled already a  
7 conference call meeting on August the fifth. Remember  
8 we asked you to hold your calendars? I'm going to send  
9 that schedule around to everybody again to make sure  
10 they all see those dates. I will do it. But we said,  
11 Lock up your calendars, because we can't meet every  
12 time. And I'm going to suggest to you that the budget of  
13 the subject of that August 5 conference call-- so we can  
14 see what decisions about the budget we want to make at  
15 that time if we can. We may not make them all. But we  
16 can make some of them.

17 Similarly, that's well within our reach in  
18 terms of decisions about some parts of the community  
19 hearings, meetings, and things of this nature, community  
20 meetings conference.

21 So please accept this as an offering for  
22 your consideration. You've probably read the document  
23 and you have questions on it. What I would like to do  
24 is tell you a few things about two aspects of the budget

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1 for your consideration. One of the things that we can't  
2 do very much about that we have to pay the rent and pay  
3 staff and get the computers running. And I would like  
4 to show you how much that consumes, where the leeway is  
5 there, and then offer you consideration of some things  
6 that I think we really must do. So that's sort of like  
7 the automatic part. And I'll tell you now, that  
8 represents about half the budget.

9 The other part is the big hunk on the  
10 community meetings, about which we have considerable  
11 discretion, and which, if we did almost anything at all  
12 would drive the biggest part of our budget, for which we  
13 must watch the dollars very carefully.

14 Based on all the research I had done, the  
15 many meetings I attended, and the many people that I  
16 talked to, I've prepared the budget that you've  
17 received. However, I can tell you that the subject of  
18 the best way to communicate with people out there in a  
19 disciplined way has been an emerging discussion of  
20 incredible depths and speed. And you'll see when I come  
21 to that that I think for that part of the budget, which  
22 is the other half, that I would simply like to present  
23 some of the ideas that as I was asked to do for you as  
24 your staff director was to at least research those

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1 things and feed them back to you. But you would be much  
2 better to consider them as just for the--of our  
3 discussion on Saturday, not as--please approve this  
4 budget or go with this. So if you can accept it in that  
5 light, that truly is the way that I intended. Plus, I  
6 will never stay stupid. And I can tell you that the  
7 amount I've learned in last two or three weeks has been  
8 pretty heavy duty and would affect some of the things  
9 that I did there. So with that kind of introduction,  
10 let me show you a few things here.

11 First of all, how much money do we have.  
12 The answer is, we have two appropriations. The first  
13 half of which we received approximately \$3,000,000. It  
14 was across the board cut that every office in Utah had  
15 to take an eight-tenth of a percent that carved  
16 3,000,000 down. Because of the way we did it and the  
17 staff on the hill are in complete agreement on this, we  
18 had the unusual ability to transfer funds from one  
19 fiscal year to the other. So we don't have to obligate  
20 all of this money in this year--through this fiscal  
21 year. It can carry over.

22 CHAIRPERSON JOHNSON: Why don't you identify  
23 what the fiscal year is?

24 MR. GROB: It will come. There it is right

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1 there. It will come up next. But for now it's October  
2 1 to September 30. And it will be in my next chart too.  
3 Okay.

4 And the same thing is true now as far as '06  
5 is concerned. The money has been requested for the  
6 second \$3,000,000. And it is in the Senate  
7 appropriations bill, but it's not in the House bill.  
8 However, we have every reason to believe that it will  
9 make it through. There's pretty strong support for it  
10 now. There wasn't initially, but now there is. And the  
11 language has been--exactly the form that we needed.  
12 And, again, by talking to the hill, we have reached an  
13 agreement with them and with arc, who's our housekeeper,  
14 that that money, too, can be carried across the next  
15 fiscal year, which doesn't mean a lot, except for  
16 something I'll tell you when I come to it.

17 So basically if the process runs well and  
18 we've really pushed it along pretty hard and we're  
19 fairly hopeful that we'll get that \$3,000,000 and get it  
20 soon, which would be very unusual--appropriations bill  
21 this year before the fiscal year begins. First time in  
22 ten years, no chance. Okay. But we should be able to  
23 use continuing resolution.

24 MR. O'GRADY: But in terms of this, George,

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1 the way you've--you've got one coming in at three,  
2 you've got the other coming in at zero. Let's, of  
3 course, be optimistic. But we should be having a  
4 back-up plan saying, What if we end up at 1.5.

5 MR. GROB: Yeah. Exactly. That's correct.  
6 Yes. That's correct. And I agree with that. Okay.  
7 So the way that--the more detailed answer to your  
8 question. The fiscal year begins on October the first  
9 to September 30. The only place it really matters for  
10 us is in middle year, because we got a late start in  
11 this one, February--when he was appointed. So the money  
12 is for the rest of that year. And then what we have  
13 here--what you see in '07 is our project really ends  
14 here at the end of that year, but after--

15 CHAIRPERSON JOHNSON: Fiscal year '05 to  
16 '06, or '05 to '05, February '05 to September '05?

17 MR. GROB: I made a typo. Thank you very  
18 much. It was brilliant to put it up there, but I should  
19 have put it up there right. It's October '06  
20 to--no--it's October '05 to September '06.

21 MR. FRANK: No. September '05.

22 MR. GROB: Yeah. That's what's wrong. Go  
23 ahead.

24 MR. FRANK: That fully allocates the '05

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1 money. And I assume that the reason you were telling us  
2 all that stuff about carry over five minutes ago was  
3 because you expect carry over.

4 MR. GROB: Yes.

5 MR. FRANK: Okay. So what does that look  
6 like?

7 MR. GROB: I don't understand the question.  
8 I'm sorry.

9 MR. O'GRADY: I think that's what he's got,  
10 that we'll spend--

11 MR. FRANK: All of it he's got spent.

12 MR. GROB: I see what you're saying. I put  
13 it there because it was the easiest way to express it.

14 MR. FRANK: I'm just asking you to tell me--

15 MR. O'GRADY: I thought that's what-- okay.  
16 Never mind.

17 MR. GROB: Actually, I would obligate it all  
18 under two circumstances here. I would obligate it  
19 see--I don't need to spend it. I just need to obligate  
20 it. Okay. Now--

21 MR. FRANK: I see.

22 MR. GROB: I would obligate it all.

23 MR. FRANK: I got it.

24 MR. GROB: If I was assured I was going to

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1 get something there--but I'm not going to obligate it  
2 all if I need--as you were saying--to make sure--give me  
3 some contingency plan in case we really need to save  
4 money for the following year, because if we don't get a  
5 lot of money, I still have to pay those expenses. So  
6 it's going to be nip and tuck, but we're heading toward  
7 that nip and tuck, period.

8 MR. O'GRADY: And you can only roll over so  
9 much so long.

10 MR. GROB: Yeah. So the reason for looking  
11 at this over here is that when we end at the September  
12 30, '06, it's after we end the work that the President's  
13 comments. And then it will be, oddly enough, the next  
14 year, April or May, when a new Congress can convene that  
15 will hold hearings, because when their time comes up,  
16 there won't be a Congress. It will be like November 15.  
17 They'll be gone. So we're going to need--we can't do  
18 anymore work on our report. That's all going to be  
19 done--recommendations.

20 However, they're going to ask several of you  
21 to testify. They're going to ask a lot of questions.  
22 They're going to want to know where this number came  
23 from. So we need to be able to carry on for a while in  
24 order to keep that going.

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1           So that's just a scheme. And, again, the  
2 way I put the numbers together was to basically say, Let  
3 me look at the--kind of the people, the expenses here,  
4 and then the big citizen engagement, which is the big  
5 fat thing where you have all that discussion. And this  
6 is for 200,000 for--to produce many copies of a shark  
7 report that can be used in the community meetings. But I  
8 don't know what the numbers--I know I've got an  
9 estimate. That number is what it would cost to produce  
10 200,000 copies of a ten page report to be used at  
11 community--

12           VICE CHAIR McLAUGHLIN: 20,000.

13           MR. GROB: 20,000 for community meetings,  
14 initially. But we'll know when we get there what we're  
15 really going to have to spend it on. Now, here's some  
16 things now--that--now I'm going to get global on you.  
17 Okay. Some issues. How many meetings should we have,  
18 the working group? Should we meet every month? Should  
19 we meet every two months? Should we meet periodically?

20           Every meeting we have costs us \$50,000. If it's a--two  
21 days of meetings and a day of--you know, an extra day of  
22 travel-- three days involved with our members and four  
23 staff people--okay--about \$50,000. What I did in  
24 preparing the budget, all of this is changeable as soon

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1 as we talk about it. I wasn't sure what you wanted to  
2 do. So I assumed you would meet every other month. And  
3 that's how much money I put in the budget. I didn't say  
4 which months it would be. I just put that much in. But  
5 you might well want to decide now that you would like to  
6 meet every month as we're meeting now during next year,  
7 instead of just every other month. That's your choice  
8 as to how much you want to physically get together and  
9 meet, because during that next fiscal year we're going  
10 to be mostly out doing all the community meetings,  
11 except we have to worry about the recommendations for  
12 which we need to do a lot of talking. So I offer that  
13 as something for you to consider as to how often you  
14 want to meet. We just moved the money in. But every  
15 meeting costs \$50,000.

16 CHAIRPERSON JOHNSON: So am I understanding?  
17 What you're going to do is go through this and then take  
18 questions at the end.

19 MR. GROB: Yes. And it will go--I'm just  
20 showing you where I think key decisions are. If I get  
21 answers to certain questions, then I can redo the budget  
22 the way you want. I tried to form the questions that I  
23 thought you would want to weigh in on so that I could do  
24 all the calculations. Okay.

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1 I'm looking at the clock. I know I've only  
2 got five more minutes. Staff, I don't want you to dwell  
3 on it. The main thing here is I want to let you know  
4 what we have by way of staff, except the three key  
5 people will disappear on us in about a month, maybe  
6 less. And so we won't have the analyst that had--now,  
7 I've got them on contingency. I can pay them by the  
8 hour while they're gone and run things by them. And  
9 that will be very valuable. They've already agreed to  
10 that. I don't want to interfere with--

11 VICE CHAIR McLAUGHLIN: Everybody turn and  
12 stare at them.

13 MR. GROB: So we can still pick their  
14 brains. But we got to fill that gap in, because what's  
15 going to happen is after that--I think Catherine has  
16 said--there will be a continuous refinement of report.  
17 Many questions about where we got that data. And we're  
18 going to have to do many more analyses as we get results  
19 back in-- begin formulating our recommendations and  
20 really want to be quite confident of that. So I'm  
21 proposing that we hire one mid-level analyst and one  
22 beginning analyst to support Jill. And I think you need  
23 to know, Jill is only with us for sure through November,  
24 because it was a six-month arrangement. At that point,

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1 we can re-engage that question as whether Jill can  
2 continue--

3 VICE CHAIR McLAUGHLIN: I thought it was  
4 through October, not through November.

5 MR. GROB: Okay. End of October.

6 VICE CHAIR McLAUGHLIN: It's even worse.

7 MR. GROB: Early November. So we're going  
8 to be in critical need if we don't fill that. The other  
9 thing I put down there at the bottom is public affairs.  
10 You know, Rachel's been really helping--Jessica's been  
11 under studying. But we already need almost a person  
12 and-a-half for this. So it seems to me that--and we'll  
13 have many other things that Jessica does and others do  
14 that--as you said, the outreach--community matters is  
15 almost like a full-time product of what we do as well as  
16 support function. So we're probably going to need some  
17 part of a person, a whole person or another person, plus  
18 more money later for some of these public relation firm  
19 services.

20 MR. O'GRADY: But right now--we have an  
21 in-house staff doing some notion of public relations--

22 MR. GROB: That's correct. And I think what  
23 we'll end up with is a mix, that we will have competent  
24 in-house staff and being able to draw on one or more of

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1 the firms that we talked to according to their  
2 specialties.

3 MR. O'GRADY: I guess I'm looking--just  
4 because the budget might be tight--could you go back one  
5 slide for a sec?

6 MR. GROB: Sure.

7 MR. O'GRADY: Okay. So what you've got  
8 there is in terms of senior program analyst III from  
9 some amazingly generous government agency.

10 MR. GROB: Yes.

11 MR. O'GRADY: But isn't the Department of  
12 Labor still on paper?

13 MR. GROB: Yes.

14 MR. O'GRADY: So I guess I was just  
15 wondering, at least in terms of--if you're not seeing  
16 what you requested before, is there at least a potential  
17 for someone from like government labor public affairs?

18 VICE CHAIR McLAUGHLIN: Then we have two.

19 MR. GROB: There might be. I think  
20 certainly we're pursuing any free help we can get. And I  
21 would agree with that.

22 CHAIRPERSON JOHNSON: I talked with DOL a  
23 month ago. I--

24 MR. O'GRADY: Some.

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1 MR. GROB: This, again, is for your  
2 information--is a contractor support group, that we  
3 currently use the website development. When I say  
4 contractor I have some personal service countries--I've  
5 got someone helping with the survey development, an  
6 editor. Financial, legal help we're obliged to get from  
7 GSA, because we're a commission. It's not a lot of  
8 money, but it's there. And then--so we have that. The  
9 biggest cost will be the cost of conducting those  
10 community meetings however many there are. They're big.  
11 And so we'll contract--internet meetings is another  
12 thing. We're going to get contractor help to project  
13 those meetings way out there by doing various things to  
14 drive audiences to them or to do the technology of  
15 getting them out there. That's possible use of a  
16 contractor.

17 Outreach management is--has a lot to do with  
18 what we were talking about. And that would be some of  
19 these firms who may want to help us, once our boundaries  
20 can be straightened out, in terms of how--with that.  
21 The interactive survey is simply a fairly cheap thing  
22 that we can get that will allow us to get questions  
23 answered on our website. And with a pretty large  
24 database, 800 telephone numbers, and again, more of the

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1 public affairs I was talking about. Okay.

2 Here's the issue for you. Okay. And,  
3 Catherine, I beat you to the punch. Read the whole  
4 thing. I priced them out, you know, at-- between 50 to  
5 \$80,000. That includes \$5,000 for the travel of two of  
6 you and one staff person to be at these rather elaborate  
7 ones, includes the type of--the problem of driving the  
8 audience to it, all of that kind of thing, you know, to  
9 run the meetings, stage them, do the whole thing with  
10 trained facilitators. The budget proposal I had showed  
11 24 broadly--representative, another 8 targeted, spending  
12 \$2.4 million. And now you see what I'm saying, is I  
13 recommend that we reconsider that for many of the  
14 reasons Catherine mentioned. It's an awful lot of money.  
15 And there may be more effective ways to reach people.  
16 We just need to figure out--

17 VICE CHAIR McLAUGHLIN: Just to add another  
18 number, the 24 is 3,600 people, the 1.8 million.

19 MR. GROB: And there's no question  
20 whatsoever that a major change in our thinking is--that  
21 since we want to reach more than 100,000,000 people,  
22 we're not going to do it that way. We're going to do it  
23 through the web. We're going to do it through those  
24 other methods that we mentioned. However, most of those

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1 methods are much cheaper than those meetings. But one  
2 feature of them is that we can exploit those meetings  
3 and the material we prepare for them in order to do the  
4 other really cheap things.

5 VICE CHAIR McLAUGHLIN: I just--you know,  
6 this is the marginal cost, this is the average cost for  
7 this, right? It's 7,500. And what I suggest here is  
8 the marginal benefit declines fairly rapidly.

9 MR. GROB: Yes, that's right.

10 VICE CHAIR McLAUGHLIN: And at the point  
11 where the marginal is equal to 7,500--75,000 to get rid  
12 of them.

13 MR. GROB: That's right.

14 VICE CHAIR McLAUGHLIN: And my guess is that  
15 happens 424.

16 MR. GROB: You see, I'm with you on that.  
17 We have to reconsider that.

18 MS. STEHR: Have you explored--if you're  
19 going to use contractors, facilitating contractors, why  
20 don't we look at what States do we want to hold them?  
21 And then, is there a--is there somebody within that  
22 State you can hire that's going to be cheaper because  
23 they're outside the Beltway?

24 MR. GROB: The cost of that--again, that's a

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1 good thing to say for being--I'm watching the clock.  
2 I'm not trying to avoid the question. But that is  
3 something--

4 VICE CHAIR McLAUGHLIN: We heard the little  
5 preparation this morning. We know how the--what you're  
6 doing.

7 MR. GROB: No. I'm just saying, I think  
8 it's a good question. But I would like to give you a  
9 thorough answer to that question. And we're about to  
10 the end of our meeting time right now. So--but there  
11 are reasons why it's that way, but maybe not good  
12 reasons. We need to talk them through and get an  
13 understanding on that. So--community engagement, I'm not  
14 going to mention. You know, we're not going to do them  
15 now. This was in keeping with the remarks that we had.

16 There's a lot to discuss here. And these options--I  
17 was just trying to fulfill your request that we consider  
18 things for you to discuss. And so here's a list of--

19 MR. FRANK: We're doing this on the phone  
20 next week.

21 MR. GROB: We're going to do it with the  
22 committee here on Saturday. And then they  
23 are--hopefully, we'll come up with a plan that would be  
24 proposed--

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1 MR. FRANK: Talking about the budget.

2 MR. GROB: That--I'm proposing that we do the  
3 budget on August 5. That's correct.

4 MR. FRANK: That's fine.

5 MR. GROB: Then, again, we don't have to do  
6 it then. That's my suggestion.

7 MR. FRANK: Well, I think--you know, it  
8 sounds like what your suggestion is that--look, you need  
9 time to chew on this. And then we need some real time  
10 to discuss it, so . . .

11 MR. GROB: Right.

12 MS. HUGHES: Will these slides that you just  
13 put up here, can they be printed out? I haven't been  
14 able to write fast enough.

15 MR. GROB: Of course, they can.

16 MS. HUGHES: Thank you.

17 CHAIRPERSON JOHNSON: Or sent by electronic  
18 mail.

19 MR. GROB: Yes. Well, that was it. Those  
20 were, I thought--what I tried to list for you were the  
21 questions that I thought--if I had answers to those  
22 questions, I can do the math, basically. I'll come up  
23 with more options. So that's what I wanted to offer for  
24 your consideration here. The biggest things will be the

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1 strategies and the--so . . .

2 CHAIRPERSON JOHNSON: Let's see if tomorrow  
3 afternoon at the end of the hearing, if we have some  
4 extra time before people leave, maybe we can have some  
5 additional discussion on this in a larger group--if  
6 that's what you would like to do. If you had all the  
7 information you need until August 5, that's fine. But  
8 are there any major issues or questions that we need to  
9 hear from George on right now that anybody would like to  
10 raise?

11 MR. FRANK: I appreciated how nicely you  
12 laid it out, even if it's not all printed.

13 MR. GROB: It truly is open. I wanted to  
14 find a way to respond to your policies rapidly.

15 CHAIRPERSON JOHNSON: Okay.

16 (Hearing concluded at 5:05 p.m.)

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