

CITIZENS' HEALTH CARE WORKING GROUP
WORKING GROUP PUBLIC MEETING

HEARING AND COMMITTEE MEETINGS

PUBLIC HEARING

City Hall
1221 SW 4th Avenue
Portland, Oregon

Thursday, September 22, 2005

8:30 a.m.

Present:

Mr. Randall L. Johnson, Chairperson
Ms. Catherine G. McLaughlin, Vice Chairperson
Mr. George Grob, Executive Director
Dr. Frank J. Baumeister, Jr. Member
Ms. Dorothy A. Bazos, Member
Ms. Montye S. Conlan, Member
Mr. Joseph Hansen, Member
Ms. Therese A. Hughes, Member
Ms. Patricia A. Maryland, Member
Dr. Aaron Shirley, M.D., Member
Ms. Deborah R. Stehr, Member
Ms. Christine L. Wright, Member
Ms. Connie Smith, Staff
Ms. Jessica Federer, Staff
Mr. Andy Rock, Staff
Ms. Jill Bernstein, Staff

Also Present:

Tish VanDyke

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

2 8:30 a.m.

3 CHAIRMAN JOHNSON: Hope you had a good
4 dinner last night and a good night of sleep. My focus
5 was on the sleep rather than the dinner. I overslept
6 this morning but I still got up earlier than most I
7 bet. I'm trying to stay on Central Time and Eastern
8 Time.

9 We have two items of business I would just
10 like to talk about briefly. The first one let me just
11 start by saying this way. As we get to be my age we
12 all find that we have parents who are aging and who
13 are going through struggles. In our stories we have a
14 story of Pat Maryland's mother and what happened to
15 her as she dealt with health problems.

16 I personally have been dealing with some
17 in the last several weeks. In fact, I took a couple
18 days off a week or so ago just to deal with my mom. I
19 think, at least, some of you are aware that
20 Catherine's father-in-law passed away. We would be
21 remiss if we just didn't say our condolences to you,
22 Catherine.

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1 VICE CHAIR MCLAUGHLIN: Thank you.

2 CHAIRMAN JOHNSON: In the spirit of
3 knowing how these issues touch us personally.

4 VICE CHAIR MCLAUGHLIN: As I told Randy,
5 it was interesting that it happened after Boston
6 because my father-in-law at 89 definitely had what
7 they said was a good death so our family is actually
8 rejoicing that he had a good death. Thank you.

9 CHAIRMAN JOHNSON: Just another matter
10 that we want you to be aware of. Michael O'Grady has
11 decided to retire. I don't know if we caused him to
12 do that or not but he has. He called me a couple of
13 days ago just to let me know that. He said it will be
14 out in the press within a day or so, and it is, as I
15 understand it.

16 In his conversations he indicated that the
17 likelihood is that he would be replaced by someone who
18 the Secretary of Health and Human Services would
19 appoint to replace him. I indicated that I was not
20 speaking as the Working Group, just personally, but I
21 wondered to what extent he would be open to continuing
22 to service as the Secretary's designee if the

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1 Secretary, who has the authority to appoint and we
2 don't, but if the Secretary would be open to doing
3 that.

4 So my question to you for your
5 consideration, and maybe we can come back to it at the
6 end of the morning after you've had a chance to
7 reflect on it a little bit, to what extent would you
8 like us to consider that as a working group? The way
9 we would do it is we would go back to the Secretary of
10 Health and Human Services and say something like,
11 "Since Mike has been with us he has a foundation of
12 knowledge and experience in working with us.

13 If you were to have him stay on as an
14 appointed person, we would be supportive of that. If,
15 on the other hand, you're uncomfortable with such an
16 approach, we'll let it drop. It's just an idea for
17 you as a working group to consider. That's why I'm
18 bringing it up.

19 MR. HANSEN: I don't want to think about
20 it but what's the other side of it? Who would replace
21 Randy -- replace Mike? I just saw that little blurb
22 somebody had -- you had yesterday. It looked like

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1 Mike was going to start his own business. Would he be
2 able to --

3 CHAIRMAN JOHNSON: I talked with him just
4 briefly. I have not had a lengthy conversation but,
5 first, there is some speculation of who might take his
6 place but that's not known to the best of my
7 knowledge. When I talked with him it was not known.
8 He said it's still the Secretary's appointment to
9 make. A person who has been contemplated, whose name
10 has been thrown around, and who was potentially going
11 to come to this meeting, is Don Young.

12 With respect to his job, my comment to him
13 was if he were merely to be in some consulting where
14 he is doing some middle-of-the-road stuff, and I
15 didn't term it that but that was the concept, that
16 might be something that the working group could live
17 with.

18 If he were going to go to work as a
19 lobbyist for a drug company or DAMA or for the
20 business round table or AARP, we probably would not be
21 able to have him continue to serve. I think he
22 understand that. Let's reflect on that and then we'll

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1 come back and talk about that in just a little bit.

2 PARTICIPANT: Didn't he also serve on the
3 Medicaid Commission?

4 CHAIRMAN JOHNSON: He is serving on the
5 Medicaid Commission.

6 PARTICIPANT: Will he drop off of that?

7 CHAIRMAN JOHNSON: I don't know. Didn't
8 ask him.

9 Just before we get into the meeting
10 proper, I would like to introduce Tish VanDyke. What
11 I would like to do is go around the circle. Do we
12 have anybody else who is here for the first time that
13 we need to talk to? Okay. Let's introduce Tish. Has
14 Christian gone home?

15 PARTICIPANT: No. Christian is in the
16 hotel working to get changes made on memory sticks and
17 things like that.

18 CHAIRMAN JOHNSON: Okay. Thank you. Why
19 don't we introduce Tish. Why don't we start with you,
20 Catherine.

21 VICE CHAIR MCLAUGHLIN: I am Catherine
22 McLaughlin.

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1 MS. CONLAN: Montye Conlan.

2 DR. SHIRLEY: Aaron Shirley.

3 MS. WRIGHT: Chris Wright.

4 CHAIRMAN JOHNSON: Andy Rock. You've met
5 Andy.

6 MS. MARYLAND: Patricia Maryland.

7 MR. HANSEN: Joe Hansen.

8 MS. HUGHES: Therese Hughes.

9 CHAIRMAN JOHNSON: And do you know our
10 colleagues over here?

11 PARTICIPANT: I think I do. Yes.

12 CHAIRMAN JOHNSON: Okay. What I would
13 like to do is share some reflections and some
14 alternatives this morning. It's going to take me a
15 few minutes to go through my comments as we get
16 started. I would like to ask -- give me a few minutes
17 and I know that you will, and then we'll open our
18 discussion up.

19 The first is some reflections on where we
20 have been and what we've been doing. When we were at
21 Salt Lake City we talked about two reports and there
22 were some comments made in the Salt Lake City meetings

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1 regarding both reports. As you recall, we also didn't
2 have lots of time. We probably didn't get all of our
3 comments on the table.

4 But, in fact, in my estimation -- and I'm
5 going to speak from my perspective now for the next
6 several minutes and you'll have a chance to do the
7 same thing. From my perspective our long report was
8 not as compelling as we needed it to be. We said that
9 we are going to review this again in Boston.

10 When we came to Boston, in my judgment,
11 but others as well, our report was still bland and not
12 compelling, the long report. I personally felt the
13 clock was running out. We needed to make more
14 progress and more sufficient progress. As a result of
15 that, we identified a PR firm -- I wish Frank was here
16 because I would like to make some comments that would
17 be for his benefit in light of his comments.

18 When he comes back I might do that. We
19 have not employed a PR firm to put spin on our report.

20 What we've done, from my perspective, is to hire a PR
21 firm for the reports to make them more understandable,
22 more easily communicative, and to have them more

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1 readily and more likely to be read.

2 I did not select Edelman. That was a
3 process that included the Communication Committee and
4 the staff. I have to say that I have been pleased
5 with their work. In my history, my personal history,
6 I personally don't believe that the people who work at
7 a consulting firm are necessarily just because they
8 work at a consulting firm they don't walk on water.
9 We don't worship the consultants.

10 My suggestion would not be just because
11 they are consultants we take their word and we follow
12 what they're doing. But, in fact, they do have in
13 this particular case experience in doing the kind of
14 work that has been successful in the past.

15 We set up a time table a number of
16 meetings ago based on 9/29. My sense has been that
17 it's been very difficult for us to accept the time
18 table for whatever reason. I think we have a number
19 of reasons in our minds but, in fact, we have felt it
20 necessary to set up a time table that would be
21 something that we would follow out of necessity
22 because as we look at 9/29 we need some time to

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1 develop final recommendations.

2 Then we have recommendations that have to
3 be exposed to the public for 90 days. That gets us
4 back to potentially our thought processes by May 1st.

5 Then we felt we needed to have a certain period of
6 time for the meetings. We started with a four-and-a-
7 half month period of time and we've ended up going
8 from November 1st through May 15th -- April 15th. We
9 backed up from that to have a 10/6 press conference.
10 Let me stop there for just a second.

11 Tish, let me introduce you to Dr. --
12 what's your name? Frank Baumeister. For all of you,
13 this is Carolyn Dell. She works with Margaret and
14 George and Connie and has been helpful to us in
15 setting up schedules and meetings and so forth.

16 MS. DELL: If you have any requests like
17 problems with your hotel rooms or anything to do with
18 the facility, just let me know. I'm around.

19 CHAIRMAN JOHNSON: Okay. Thanks, Carolyn.

20 So, Frank, just before you came in, a
21 comment I wanted to make to clarify was that we have
22 not employed Edelman to put spin on the report. We

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1 have employed Edelman to help us make the report more
2 readable. We haven't made that -- maybe I haven't
3 made that as clear as we should have but that has been
4 the intent.

5 I made a comment yesterday regarding
6 another report. In my estimation I said that other
7 report is quite good. My guess is that because I said
8 it's quite good, when it comes out if you happen to
9 see it, you'll say, "My report is better than that
10 one." It's just our nature.

11 My intent isn't to say that our report
12 needs to be like anyone else's. It's merely to say
13 that when we go -- when I go to any place, Capitol
14 Hill, to a press conference, to a community meeting, I
15 have to -- I need to feel very comfortable and pleased
16 that this is a document that we can be feeling okay
17 with.

18 I also indicated yesterday that I'm
19 unwilling to give my proxy to the report committee for
20 approval of the report. I would like to clarify that.

21 Do I have respect for the report committee? Of
22 course. Do I have respect for their ability? Of

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1 course. Each of our report committee members has just
2 a wealth of experience and a wealth of expertise and
3 lots of intelligence.

4 In that respect I just want to make sure
5 that it's understood. The perspective of the report
6 committee is different than mine and it's different
7 than yours. If we have some of you who would like to
8 just like to yield your proxy to the report committee
9 or yield your proxy for part of the report to the
10 report committee, that is certainly up to you. That's
11 your call.

12 As I've looked at the report I have not
13 looked at the footnotes. I'm saying I understand that
14 Jill Bernstein, Catherine McLaughlin, and Richard
15 Frank, Brent James, and George Grob and Michael
16 O'Grady, they are smart about that stuff and that's
17 not where I bring any added value at all.

18 It's not only trusting them to have
19 footnotes correct but it's trusting them to have good
20 data as well. But their perspective is different.
21 Their experience is different than mine. Catherine
22 and I probably the very first time we met we talked

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1 about one subject where she and I have a difference of
2 opinion in part because of my experience compared with
3 hers.

4 Our philosophies are different and we are
5 different in a number of ways. That is why I am
6 personally not willing to yield my proxy to the report
7 committee. Nor would I give it to anybody else. I
8 feel it's incumbent on me to represent my best insight
9 and input.

10 So let me stop there. I think before I
11 talk about options as I see them, what I would like to
12 do is ask George Grob to share input. We shared these
13 reports with both Senator Wyden and Senator Hatch.
14 I'm going to ask you, George, to share the feedback
15 that you have received from both of them for the
16 report committee to understand. Then what I would
17 like to do is talk about options and where do we go
18 from here.

19 MR. GROB: So we did share them and we
20 have received comments from both offices. Senator
21 Wyden's comments had basically two sets of comments.
22 The first really was in the presentation and

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1 introduction of the report. He wanted us to
2 strengthen the part of his report that would tend to
3 convince the reader that the Congress and the
4 President, particularly the Congress, could use the
5 information.

6 We had said in our introduction that the
7 Congress would consider the information. He thought
8 that was too bland, that he wanted to say that the
9 Congress would hold hearings. He wanted to be very
10 concrete about that. He also said to take action, to
11 accept or decline the recommendations. The words that
12 he gave us were really to emphasize that point.

13 By the way, I had mentioned to you all
14 before that I thought I had it covered with a general
15 statement but he just wanted to be more concrete about
16 that and that was the only thing in the introduction.

17 The other thing is, you know, we did
18 include in the report some sample questions. For four
19 of those questions he offered some wording changes and
20 the wording changes were primarily to bring them down
21 to Earth. There was no real change in the concept of
22 them but in the way they were worded. He had just an

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1 ability to sort of relate this to many people so he
2 offered some different expressions.

3 CHAIRMAN JOHNSON: For about four or five
4 questions.

5 MR. GROB: I think four or five. That
6 really did not reach the substance of the matter.
7 Now, as far as Senator Hatch is concerned, they raised
8 a variety of issues. They requested that we include
9 the information in both reports on the research. The
10 first time around he had many editorial comments.

11 You will all recall that we were only
12 including the scope of our direct health care services
13 to people. We were not -- well, we had talked about
14 the funding for it in a general way but we were not
15 making recommendations about health care research or
16 anything like that.

17 Senator Hatch is a very strong supporter
18 of health research. You've heard him talk about it.
19 He wants us to include some information. He believes
20 that health research should be part of the scope of
21 our work. They wanted references in both the short
22 and the long versions to that effect.

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1 VICE CHAIR MCLAUGHLIN: Do you mean health
2 services research?

3 MR. GROB: Biomedical research.

4 VICE CHAIR MCLAUGHLIN: Biomedical
5 research. Okay. I just wanted you to be clear.

6 MR. GROB: I'm sure when it comes to
7 health services research, too.

8 VICE CHAIR MCLAUGHLIN: Let's put an
9 updated section on that.

10 MR. GROB: Like I said, we had limited our
11 scope to the services that are actually performed.

12 VICE CHAIR MCLAUGHLIN: Okay.

13 MR. GROB: So we did not take a comment
14 but --

15 CHAIRMAN JOHNSON: We took the comment but
16 we just didn't change anything.

17 MR. GROB: Yes, we considered it. We took
18 the comment but we didn't adopt it. There just has
19 not been the time in the last day. We are going to
20 get back to them and explain to them each and every
21 one of them. The subject came up while Senator Hatch
22 was taping his presentation speech for the October 6th

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1 event. He spent some time on this on the research.
2 Patty mentioned to him that this had not been covered
3 and please cover it.

4 The other one has to do with mental
5 practice insurance. The way we have it right now in
6 the report we have a short paragraph about medical
7 malpractice in the section called, "What Accounts for
8 the Cost?" We took that out of the short version
9 because we just didn't need to cover everything.

10 Senator Hatch does not believe that
11 medical malpractice is really driving costs. They
12 asked us to remove that from the report. I took it
13 out of the short version but I left it in the long
14 version because others were interested in it but I
15 modified it to reflect the fact that -- our statement
16 was really that it was not a big driver but,
17 nevertheless, physicians and others were quite
18 concerned about it. That was a kind of softening of
19 what was in there before.

20 I have not heard back from them on that
21 but I am expecting that they are going to want us to
22 take that out of the long report, too. She hasn't

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1 come back and said that to me yet but I just wanted to
2 let you know that was a comment that they gave that we
3 didn't use, we didn't take.

4 VICE CHAIR MCLAUGHLIN: Here's an out that
5 reflects what Jill and I originally had for
6 malpractice which is certain positions and certain
7 specialties in certain geographic locations are, in
8 fact, withdrawing from the market, particularly OBs,
9 because of malpractice premiums so it could go into
10 the quality or access issue where we talk about the
11 fact.

12 We don't have it as a driver for cost
13 because I agree totally with Senator Hatch and have
14 all along, but we do say -- in fact, you can get
15 figures. I hate to say that because Jill will send
16 darts my way. That means I have to get the figures,
17 but there have been reports on shortages, particularly
18 OB, because of high malpractice premiums that they
19 face.

20 That might be a way to be quite honest
21 about the effect of malpractice which I think we need
22 to be. At the same time honor Senator Hatch's

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1 concerns which I think the research certainly supports
2 his opinion on malpractice and cost.

3 MR. GROB: Some of you had many line item
4 kind of things from Senator Wyden the first time they
5 sent this out. None rose to the level of these two.
6 So those were the comments that we received from them.

7 MS. MARYLAND: You know, what's
8 interesting about -- excuse me for interrupting but I
9 just need to make this statement. If there had been
10 transparency so that the full committee could have
11 seen that feedback, it might have been very helpful as
12 we looked to some of the changes that were made to the
13 report. The transparency wasn't there.

14 I didn't know that those were the comments
15 because I was the one that kept talking about the fact
16 that it may not be the most significant driver for
17 health care cost. However, it is a concern from my
18 end of quality and access and soften the language to
19 at least appease their needs but, at the same time,
20 not lose the context of making sure that was the
21 statement that was made in the report I think was
22 important.

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1 DR. BAUMEISTER: It's interesting. I
2 remember the first meeting we had in Rockville that
3 Senator Hatch made a big point about. That was one of
4 his major contentions with the trial lawyers that
5 suing was raising the cost. That was one of the major
6 issues he made. The other issue he made was about the
7 FDA. Those were his two big points.

8 CHAIRMAN JOHNSON: I'm not sure that I
9 would agree with George's take on Hatch's comment. I
10 think Hatch didn't like the statement that we said
11 there's not much of a cost differential. I think
12 that's Hatch's perspective that, in fact, he differed
13 with that comment and, therefore, he wanted it
14 removed.

15 MR. GROB: There were actually two
16 statements, one of which was, "But, on the other
17 hand..." I took it that he was taking exception to
18 the "on the other hand" statement.

19 CHAIRMAN JOHNSON: No, I don't think so.

20 MR. GROB: In fairness, we have not --
21 they have not come back to us on the malpractice one
22 the way they came back to us on the research one. I

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1 can leave it alone or I think your suggestion of
2 moving it to the access makes more sense because we
3 have it in the cost driver section and they say it's
4 not a driver so it seems a little condescending but
5 that's an easy fix.

6 CHAIRMAN JOHNSON: My personal concern
7 about that is that if we address it regardless of how
8 we address it, it's going to be challenged. We are
9 not going to add much value on the medical malpractice
10 subject because the stakeholders are firmly aligned in
11 Washington on this already so we are not going to add
12 much value. To the extent that we put one position or
13 another in the report, we just alienate them, 50
14 percent of the stakeholders.

15 VICE CHAIR MCLAUGHLIN: I think this is a
16 good example, Randy, as some of these were talking
17 about yesterday. Putting in -- I totally agree with
18 you. President Bush made a big deal about malpractice
19 and lawyers. We all know he made a big deal about
20 lawyers all together in the last campaign. He clearly
21 has a firm stake and a lot of Republicans over there
22 in that camp with him that it's the lawyers' fault and

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1 we have to have court reform, etc., etc.

2 The fact of the matter is that even
3 lawyers in the health care field who have studied this
4 agree with the research that shows it is not a primary
5 driver. This is something that Mike O'Grady and
6 Richard and I would not feel -- you were saying no
7 matter which way we go we would not feel comfortable
8 putting information in this report that suggest it's a
9 major driver because it's just not true.

10 That doesn't mean it's not a political
11 issue. I totally agree with you. Then the question
12 is what do we do? We certainly are going to alienate
13 some people if we bring it up with truth. Mike
14 O'Grady and Richard and Brent James and I are not all
15 on the same political team so this is not a political
16 issue. This is just reflecting research and what the
17 evidence tells us.

18 The evidence tells us it is not the
19 primary driver. What we all agree to, however, and we
20 talked about this in Salt Lake City, is that for
21 certain physicians there is good evidence that the
22 malpractice premium pushed them over the edge in terms

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1 of labor supply and they are marginal affects.

2 No one thing does everything but the
3 malpractice premium increases in the last 10 years
4 pushed them over and they went, "I'm retiring," or,
5 "I'm not delivering babies anymore." It did change
6 their practice. That we are willing to stand behind.
7 Okay, fine.

8 Then the question is do you draw them all
9 together? We had this discussion. If we drop
10 anything about malpractice because we're going to
11 offend all the people who think it is the lawyers'
12 fault who want reform. The question from people then
13 is, "Why are you not practicing here?" That's why I
14 bring this up.

15 This is a good example of if we as a
16 working group want to have research integrity in our
17 report, then there are certain things we cannot say
18 even though we know some people out in the political
19 world won't be annoyed by that. Do we stick with what
20 research supports or do we not say anything at all
21 when we know people will then say, "They don't have
22 malpractice in here. Why isn't malpractice in here?"

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1 I think that is the kind of question that we have to
2 talk about.

3 We talked about it explicitly with respect
4 to malpractice back in Salt Lake City, the reports
5 that we did. Administrative cost is another one we
6 talked about for the same reason. There are some of
7 these things that all four of us and we come
8 -- we really do have different political -- we are
9 diverse, the four of us. We talked about these and
10 tried to come to some kind of agreement. It's up to
11 the working group to decide how are we going to handle
12 this.

13 CHAIRMAN JOHNSON: Well, that's one
14 subject but a small subject of our total report. Joe,
15 if you have a final comment on this, let's take it.

16 MR. HANSEN: I have comments on what you
17 said and what he said. I'll start at the end then. I
18 am a little concerned about the signer's involvement.
19 Are they doing the writing? Are they doing the
20 editing of this? Is this their report or is it our
21 report? That's a fundamental question.

22 CHAIRMAN JOHNSON: We had a discussion on

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1 this and here is where at least I come out and the way
2 I've been approaching this. One of the senators likes
3 to be involved. The other one said, "No, you go off
4 and do what you want to do." Up until now neither of
5 them have pushed us on any particular policy.

6 Both of them have endorsed doing whatever
7 we can to expose the working group and its project to
8 the rest of the world. They have been very -- Senator
9 Wyden especially has been very geared toward exposing
10 the working group to as many people, getting the name
11 out there.

12 He's had a huge desire to make this
13 project work. He has not come to us and said, "This
14 is a policy position I want to endorse," or, "This is
15 exactly something that you have to have in the
16 report." The one comment we've had regarding that,
17 Pat, has been this one from Senator Hatch on the
18 research.

19 He really reemphasized that yesterday and
20 the reason it really became an issue is he talked
21 about it for several minutes on this videotape and
22 then he learned that we don't have it in our report.

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1 that's why he came back or his colleague came back.

2 MS. CONLAN: Plus the fact he's not the
3 only one. Remember I brought it up.

4 CHAIRMAN JOHNSON: We have, at least I
5 have, and I think this is George's position as well.
6 They have talked principally with George and Catherine
7 and myself, although my guess is that Senator Wyden
8 and Frank talked as well. That's a doctor and
9 personal relationship rule or whatever but I'll just
10 speak for myself. He may have talked with more of you
11 and I'm not aware of it but I'll just speak for
12 myself.

13 If the idea that he brings, I believe, is
14 worthy of consideration, I'm going to treat it just as
15 if my brother gave it to me or my mother or a work
16 colleague or Andy Stern. On the other hand, if I
17 differ with it, I'm not going to personally take it.
18 That's kind of the approach I've taken. It's a work
19 from my perspective. It's a working group report.
20 It's a working group product and it's got to be
21 working group recommendations.

22 MR. HANSEN: That is not the way it

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1 sounded to me a few minutes ago when George gave his
2 report. It sounded to me like they were actually
3 doing some editing. I certainly think that they ought
4 to be involved in looking at it and talk to all of us
5 about that. They've got to carry the water for this
6 once we get it done so I don't have a problem with it
7 if that's the case.

8 CHAIRMAN JOHNSON: Senator Hatch didn't
9 look at the report, I don't think. I think he had his
10 associates look at it. Senator Wyden has and Senator
11 Wyden has wanted our language to be such that it would
12 be readable and understanding. That's why when George
13 talked about the questions, Senator Wyden did have
14 some input on the questions as well.

15 MR. HANSEN: We didn't even get to the
16 questions. Let me just respond to a couple of things
17 you said when you opened it up because they kind of
18 left. They were pressed for time.

19 CHAIRMAN JOHNSON: Yeah. I would like to
20 go through some scenarios as I see them for us but if
21 you want to talk first, go ahead.

22 MR. HANSEN: You laid out some things that

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1 make me somewhat uncomfortable and you said them
2 again. We talked about the time table and I know
3 there's time limits but the dates are somewhat
4 arbitrary. If it can't be October 6th, maybe it's
5 October 10th or something like that but I understand
6 there are some time limits.

7 What really kind of got me thinking last
8 night was this other report that you referred to and
9 you brought it up again. Every week that goes by
10 somebody is issuing a report or they are coming out
11 with stuff like that. You put big emphasis on it last
12 night and the word you used, I think, was compelling.

13 I will be concerned what's in that report
14 if we are going to have competing reports or if
15 there's things in that report that came out of some of
16 the meetings we had here. Those are the type of
17 things that are going through my mind, Randy, and I'm
18 not going to leave them buried.

19 VICE CHAIR MCLAUGHLIN: Just one thing.
20 Can you give us the date on that report? You said two
21 weeks.

22 CHAIRMAN JOHNSON: No, I don't know what

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1 it is.

2 MR. HANSEN: Catherine, let me just
3 finish.

4 VICE CHAIR MCLAUGHLIN: I'm trying to
5 figure out how close it was, Joe.

6 MR. HANSEN: So, you know, it does bring
7 some concerns. There is also something that you said,
8 you know, that maybe we can't do a report and we got
9 into this whole thing about proxy. I don't think
10 anybody -- when Patricia said that she wasn't going to
11 give her proxy, she clarified that very well at the
12 end. But I don't think it's your report or
13 Catherine's report or Montye's report or my report. I
14 think we all need to sign on.

15 I think that we have come too far. We've
16 heard too much data. Many of you put all types of
17 time into this. I put some staff into it and stuff
18 like that. I think we've got to work this thing
19 through. If we don't, you know, we are running the
20 risk of having one report and having a minority
21 opinion out there which would be bad for us and bad
22 for the Senators.

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1 I think we all need to sign on and I think
2 we are all willing to work to make that be done. I
3 just don't think we can get it done in a couple of
4 hours. The other question was about the Senator's
5 writing and their attitude to the reports and you
6 answered that already.

7 CHAIRMAN JOHNSON: Okay. Let me respond
8 to the reports and then I would like to go into
9 options as I see them and invite the rest of you all
10 to talk.

11 Joe, my reason for coming back to talk
12 about "the other report" today is to say I was just
13 using that as a reference to say that report is
14 compelling. I have not tried to take anything from
15 that report into ours or vice versa. It's a different
16 subject although it deals with health care. This
17 report should stand on its own without regard to that.

18 That's what I was trying to say just a few
19 minutes ago because I realize that there were some
20 questions about my comments. I would like to share
21 four option with you. I don't know that any of them
22 are going to be acceptable to all of you, or any of

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1 you maybe, but let me share them.

2 Option No. 1 is we take the report that we
3 have seen so far and approve that. Pilot test it,
4 announce it on the 6th of October, and use questions
5 from the short report. That's Option No. 1.

6 Option No. 2 is to take the report with
7 Richard's refinement yesterday that George discussed
8 and staff edits to the extent possible to pilot test
9 that and to have a 10/6 press conference and to use
10 questions from the short report.

11 Now, Joe, you made a statement yesterday I
12 actually agree with. Honestly I agree with most of
13 your statements but that is that you are not willing
14 to sign off on something you haven't seen. So part of
15 Option 2 is that George and staff would get out to us
16 by the end of the day today the edits that's they've
17 made including Richard's language.

18 Option No. 3 is to rewrite the report
19 taking all the comments that have been made and try to
20 rewrite the report in a way that takes all of the
21 comments and more completely digests them and puts
22 them into a report format.

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1 The challenge with that is our comments
2 don't agree. Richard's and Catherine's comments don't
3 agree. Dottie's and mine don't agree. It's not only
4 Dottie's and mine but Dottie's and some of the others
5 and mine and some of yours don't always agree. What
6 we would have is a real challenge.

7 Second issue is time precludes us from
8 doing that before the press conference so we would not
9 be able to have a 10/6 press conference and we would
10 not pilot test any of the information.

11 By the way, the readability and what makes
12 sense could come out of the pilot test, pilot focus
13 groups I should say. When we run focus groups that
14 might help us get at what is readable. It's pretty
15 unknown on which we would agree.

16 Joe made some comments yesterday that he
17 has concerns about. Dottie has made comments about
18 which she's had concerns. Richard and Catherine have
19 both made comments and so I'm not sure if we would get
20 to a point of agreement but it would take some time to
21 get there in all likelihood.

22 I'm not sure when we would have a press

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1 conference. We have set up the date of 10/6 some
2 weeks, if not months, ago to get everybody there.
3 When we get everybody there for the future I don't
4 know, in part because we don't know when we get a
5 report done but to schedule senators and even us is a
6 problem.

7 DR. BAUMEISTER: Randy, what are you
8 willing to compromise on?

9 CHAIRMAN JOHNSON: Well, let me just go to
10 the -- I'm almost done. I have personally read all
11 the reports and I have read almost all of your
12 comments. I have to admit when I saw the comments of
13 one person I kind of gave up in this time. But I've
14 read all the comments of just about all of you and
15 I've dedicated -- I'm going to talk just for about 35
16 seconds on a personal basis.

17 I dedicated an awful lot of time to this
18 project in the last five months. I've got to get back
19 to my real job starting tomorrow and I'm out of pocket
20 personally for two weeks. I'm missing a board meeting
21 this week because of the working group and I'm
22 scheduled to be at another board meeting on the 6th

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1 which I have scheduled to miss.

2 I know all of you are missing stuff from
3 your job as well. I personally am not able to
4 continue to dedicate the time that I have been
5 dedicating to this project. When we would get to a
6 report that everyone would have buy-in to, I don't
7 know how many more editions that would take but I'm
8 really questioning can we do that.

9 That gets to my last comment. Joe has
10 almost addressed it already. Maybe we just come to a
11 conclusion -- that's Option 4. I'm not recommending
12 it but it is an option -- we're not going to come to
13 an agreement on what we want put on this report. I
14 mean, if we can't come to an agreement on a report,
15 how in the world will we come to an agreement on
16 recommendations.

17 This is merely what we've heard from
18 others, not what we think is the right thing to do.
19 The recommendation is a totally different story.
20 Those are the options that I see. Frank, to your
21 comment, I have already compromised. I haven't told
22 anybody here what I've compromised on but I have

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1 already compromised a whole bunch of stuff.

2 When I read the report, I haven't looked
3 at particular words. I have not tried to edit that.
4 That is something that the staff and the firm who
5 writes this stuff who are experts in this. Not me.
6 Just like I haven't tried to review all the footnotes
7 and those kinds of things. I have done a whole bunch
8 of compromising already.

9 What I am unwilling to compromise on,
10 Frank, is including the initiatives that we have heard
11 in our hearings and just having a report that reflects
12 what all the think tanks and research have found
13 because if we were going to do that, then we didn't
14 need to go to all the hearings.

15 DR. BAUMEISTER: Including or not
16 including?

17 CHAIRMAN JOHNSON: They have to be -- in
18 my estimation they have to be in the report because
19 they give a foundation for potential ideas for the
20 public to say, "Yes, I can buy into some of those,"
21 or, "No, I can't." Those are the options that I see.
22 Now let me listen to you. Do you want to start,

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1 Aaron?

2 DR. SHIRLEY: I would think that your
3 question should be asked of all of us.

4 VICE CHAIR MCLAUGHLIN: We did that
5 yesterday. Randy went around the table to each one of
6 us and asked, "Are you willing to sign off? If not,
7 what are the sticking points?" We actually -- Randy
8 had all of us state that yesterday.

9 CHAIRMAN JOHNSON: We didn't hear from
10 you. I don't know, would you like to share your
11 perspective or is it premature for that?

12 DR. SHIRLEY: I think that this community
13 is made up of a group of reasonably intelligent human
14 beings. We have been working together for --

15 PARTICIPANT: Reasonably but very
16 stubborn.

17 DR. SHIRLEY: Intelligent and reasonable
18 human beings. I really think it would be a travesty
19 if we can't agree on the report. I just would hope
20 that everybody would be willing to give and take so
21 that we can come out with something that will make a
22 difference.

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1 CHAIRMAN JOHNSON: Go ahead, Montye.

2 MS. CONLAN: I wanted to say yesterday,
3 but we got out late, about the initiatives. I had at
4 one point suggested maybe we have -- I don't think I
5 would call it an appendix but a list of initiatives
6 because I know at one point you put out the word are
7 there additional initiatives that you would like to
8 submit.

9 I kind of invested some time and energy in
10 bringing some to Catherine. I was concerned in the
11 very beginning that the hearings committee would be in
12 a sense skewing some of the results by making some
13 choices and inviting some people to participate in the
14 hearing. At that time I kind of felt like that was
15 dismissed but this seems to be a way to address that
16 concern to include an expanded list of initiatives.

17 I hope everybody submitted some more.
18 Well, I did so I would like to see them on the list of
19 initiatives and maybe enlist everybody's support.
20 Maybe there are other ones that we could include. I
21 felt that was mandated by the statute so that was a
22 central request that we could meet to just list them.

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1 That was a simple request that we could meet to just
2 list them.

3 CHAIRMAN JOHNSON: Here is what I would
4 like to do if we can. I would like to put a pretty
5 narrow parameter around our discussion. The parameter
6 that I would like to include is what steps do we take.

7 Tish was flown here -- where in the world are you
8 from? Washington, D.C., to help us on PR discussions
9 so we would be remiss if we didn't take some part of
10 our time to do that. If we can dedicate potentially
11 an hour to this discussion and then plan to cut it off
12 then and see what our next steps are. That would be
13 helpful. Pat.

14 MS. MARYLAND: Your one recommendation
15 that we would take Richard's input and revise the
16 report accordingly and try to still meet the October 6
17 date concerns from the perspective that you put
18 together -- you formed a report. I'm going to go back
19 to what I stated yesterday.

20 The report committee is made up of four
21 individuals all coming from slightly different
22 backgrounds and approaches. I don't understand why we

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1 don't use that committee in its totality to filter
2 comments and feedback to see if they can come up with
3 a revised version that will be more satisfactory to
4 the full group.

5 I appreciate Joe's comments earlier about
6 the fact that I never gave up my proxy. The term that
7 I used was filter. My filter is how the members of
8 the report committee feel about the report because I'm
9 concerned about the accuracy of the information and
10 I'm relying on that committee to make sure that
11 whatever we put out there is supported by research, by
12 documentation, by publications.

13 That was my intent in terms of what I was
14 saying. Then, of course, I'm going to support if the
15 report committee feels that it is reliable, valid
16 information that is being presented. And if I feel
17 comfortable that the other filter is the PR firm to
18 say is it something that can be well understood and is
19 written in a way that can be well understood by the
20 general public, then I'm okay with the report and I'm
21 willing to sign off on it.

22 CHAIRMAN JOHNSON: Pat, can I just respond

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1 to that? Thank you for your comment. In option 2 I
2 think there would be an opportunity for what you would
3 like to do happen because what I suggested would be
4 that we would review this and George and staff would
5 send it out for an up or down vote. We would all have
6 to understand what the ramifications are.

7 If you wanted to discuss and get hold of
8 the report committee and ask them, "What is your
9 opinion on this? Are you signing off?" you could
10 certainly do that but we would need to take that kind
11 of action and pilot test some of this if we are going
12 to pilot test it. If, in fact, we are not willing to
13 do it that quickly, that gets into an extended date.
14 Thanks for your comment.

15 Go ahead, Joe.

16 MR. HANSEN: One and two are problematic.
17 One is right where I was yesterday. Two does not
18 incorporate some of the other comments that were made.
19 What I am mulling over in my mind here is how
20 difficult a rewrite would be with the committee. In
21 my mind it comes down to -- there's two problems. One
22 is the style and that goes to the language. That

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1 works and we can figure out stuff like that with our
2 help.

3 I don't think the language is right. I
4 think it's too bland. I think when you say ethnic
5 minorities instead of Blacks, Native Americans,
6 Latinos, I think that loses emphasis and stuff like
7 that, but those are words. Those are easy things, you
8 know, stuff like that. The substance, I think, is a
9 little bit harder but I don't know if it's that hard
10 that it couldn't be done on a very short track.

11 Yesterday and today was the first time we've had
12 a real discussion about the substance of the report.
13 We didn't do it in Boston. We skirted around it and
14 all the rest as been e-mails. I don't see it as a
15 surmountable problem, Randy, that the committee
16 couldn't get a revision. We are all going to have to
17 be somewhat reasonable and compromise is part of this
18 situation.

19 That's what I've been doing for 40 years
20 so I certainly know how to do that but I think we can
21 still do that and maintain some core principles here.

22 I would like to give that a shot if the committee is

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1 willing to do it.

2 I would try to put some help into that as
3 far as the technical stuff if that would help. It is
4 something we all want to be proud of not only as the
5 substance of it but all types of people are going to
6 be reading this. I read it again this morning and I
7 still get that feeling of dismay, that it doesn't get
8 the job done.

9 MS. BAZOS: I just wanted to clarify and
10 respond to your comments from yesterday. You said
11 that you thought I wanted the whole report rewritten,
12 start from ground zero. Perhaps it is the way you
13 read my comments but I actually don't feel that is
14 true. Last night I took that to heart and I went, "I
15 really can't let this go because it's not true."

16 I think that what we have in the report is
17 really the nugget of the good report. Just like
18 Richard is sort of focused on the end, I'm sort of
19 focused in my mind what it didn't do to me was help
20 the average American understand well enough for him to
21 understand the initiatives and how they would be
22 interrelated. So I took responsibility for that last

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1 night and did what George does. Woke up in the middle
2 of the night, sweated a lot, and said, okay, if
3 someone said to me fix it the way I want it fixed,
4 what would you do?

5 Everybody has things that they want fixed.

6 Maybe we need to think then if you've got this
7 brilliant idea about what you need, what will fix it?

8 I actually think a table or a chart that actually
9 pictorially or graphically showed the fragmentation of
10 the payer and delivery system and how the system was a
11 little more interrelated added to the report would be
12 helpful.

13 My other major concern was the way we leap
14 into the language of tradeoffs. I don't think it
15 would take weeks or months or negotiation to change
16 that. I think it would take some sensitivity to how
17 it's read. A lot of my comments were not about
18 rewriting the report but reading it really, really
19 carefully to say, "Okay, what is missing? What's not
20 missing? Are we getting the message across?"

21 I actually think I had a responsibility to
22 read it line by line and to comment line by line

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1 because some of the changes that I was suggested line
2 by line I thought made it much more clear. I just
3 wanted to say I was not suggested to throw the baby
4 out with the bath water. I think we did that once and
5 I think it was a mistake. I'm trying to figure out
6 what happened.

7 At Salt Lake City we had a report we
8 thought we heard but Senator Wyden thought it didn't
9 grab us enough. I remember the report committee then
10 bolstered themselves and everybody else in the room to
11 get more comments, putting comments. There was
12 another read by the committee and edit but I never saw
13 anything back from that.

14 Then we did take it then to Edelman but
15 not only was it pepped up but some content was changed
16 so we sort of -- we kind of made a little more work
17 for ourselves, I think, in the process so we are going
18 back to -- it's like we're reading a new report which
19 I think has been a little bit inefficient. However, I
20 don't think that we need to be -- I think we can still
21 make the October 6th deadline.

22 I think there is another alternative that

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1 we could think about that we didn't mention yesterday.

2 What do we need by October 6? We need a report that
3 is going to go on the web. We would like to drive
4 people to the website to answer some questions. Do we
5 need -- I think we need to ask ourselves do we need
6 the 10-pager on October 6th? Does that have to be an
7 out?

8 I think if we come to some agreement about
9 the 25-pager, that it's a dynamic report, which we all
10 agreed about to begin with, that it would change as we
11 go out to all the communities, then it would be easier
12 I think for us to come to consensus on the report if
13 we agree that it's dynamic, if we agree that it tells
14 the story, it's good enough, it can be read, it's up
15 there on the web, we could still on the 26th go and
16 announce the roll-out of the report but the start of
17 the dialogue as well.

18 It is another option that we can think
19 about and meanwhile really work hard on the 10-pager
20 which we really haven't discussed and the questions
21 which we haven't discussed which I think are going to
22 take a great deal of discussion. I think there is --

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1 I don't think we disagree.

2 I don't think we are this far apart,
3 Randy. I think we're only this far apart. I do think
4 it would take -- I do think a lot of coming to
5 consensus is sitting in a room and really talking
6 about the content and writing it down and getting it
7 down together. We haven't talked about the contents
8 until now.

9 CHAIRMAN JOHNSON: Thank you.

10 VICE CHAIR MCLAUGHLIN: Just to build on
11 what Dottie was saying, I think that several of the
12 things embodied in your options, Randy. One is,
13 again, the thing that was brought up yesterday about
14 pilot testing the long report. That is something that
15 we didn't originally have in mind. We were only going
16 to pilot test the short report.

17 That's what was discussed in Salt Lake
18 City and, in part, because, as I reiterated yesterday,
19 the short report is going to be printed and you can't
20 say, "Oh, gosh. We just printed 10,000 and found out
21 it's not clear." Whereas, the long report only on the
22 web the pilot test is really having it up on the web

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1 and having people respond to it. That's not the
2 accuracy thing.

3 You want to be accurate when you go up
4 there. Joe was saying it goes on the web and people
5 are going to read it so it has to be accurate. It
6 cannot have mistakes. But the introductory paragraph
7 if we find that people don't understand it can be
8 changed. Right? That's the beauty of having
9 something up on the website.

10 If you find out that certain segments of
11 the population that were driving are saying, "I don't
12 understand this first page." That can be changed.
13 This is what I was saying in Boston. The report that
14 we gave you in Boston, I said, "I can tell you this is
15 safe. It's been vetted heavily by researchers. It's
16 safe."

17 There was nothing in there that was false,
18 that was fabrication that we would be caught short
19 saying, "That's not 30 percent. Where did you get
20 that number?" It was safe. It was not compelling.
21 It was not exciting. It was safe.

22 Frank is going to keep saying to us,

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1 "Isn't that what we want? Why do we have to have the
2 long report? Let's focus the PR and everything else
3 on the short report, make that compelling." I think
4 we do need to think that. I agree with Dottie. I
5 think we could have a long report on the web by
6 October 6th. I really do. I agree with Dottie.

7 I think yesterday we talked about
8 separating clearly initiatives from ideas making it
9 clear the initiatives we heard in the hearings. Be
10 very clear about it so that people know we got this
11 from the hearings. We went out there and we did what
12 we were supposed to do which fulfills your sense of
13 obligation. I think that's correct.

14 It also is presented as dynamic in saying,
15 "So let us hear about your initiatives." We keep
16 updating it. I think there are several issues that we
17 are really not that far away from and that there are
18 other ones that will take a little bit more work but
19 since we are not going to print it, and I don't think
20 we need to pilot it, the long report, I think we can
21 make October 6th.

22 The bigger one for piloting to me is the

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1 report in brief. I think that needs a lot of work. I
2 agree with Dottie about the questions. We've never
3 discussed the questions. Yesterday some of us talked
4 about them and it's quite clear that I think the
5 majority of the working group is quite unhappy about
6 the questions. When you say two of your options were
7 to pilot test the long report, blah, blah, blah,
8 December -- I mean, December. Ugh -- October 6th and
9 use the questions from the short report.

10 I think that is where we may not be ready
11 by October 6th. We may be ready with some very broad
12 questions but I'm not sure we are going to be ready
13 since this is it. We don't have another meeting.
14 October 6th is in two weeks which is why I was asking
15 you when you said your report is in two weeks,
16 supposedly our report is released in two weeks so I
17 was thinking oh, my gosh, Randy, you're going to be
18 running from one roll-out to another.

19 CHAIRMAN JOHNSON: I'm not involved with
20 the other roll-out. I've just seen the report.

21 VICE CHAIR MCLAUGHLIN: I'm just saying
22 the dates, though. That's why, Joe, I was asking two

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1 weeks. That's ours is two weeks so it's like oh, my
2 gosh, the same week. I think that does argue --

3 The third piece I just want to add -- I'm
4 sorry I'm taking so long -- that Dottie and I were
5 part of a conference call with Tish and Connie talking
6 about the roll-out event in which it became clear to
7 me from the information they had sent me and from the
8 discussion that the roll-out, the press conference in
9 October, is no longer about the report.

10 As I said in that conference call, that's
11 probably a good thing that the focus has been
12 introduced who we are. That's what Tish and Connie
13 are pitching to us on the communications committee.
14 Make the roll-out who we are. We're here. It's not
15 about the report anymore. That's not the piece de
16 resistance.

17 In some ways that makes -- why go through
18 this? You're saying figure out when the senators are
19 available. Stick with October 6th. I don't think we
20 need the report in brief October 6th to still have the
21 press event that Tish and Connie have been pitching to
22 us. They haven't been relying on the report for the

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1 President.

2 I think having a long report on the
3 website available that day, as Dottie said, as part of
4 the announcement of, "Here is our website and we've
5 got all these resources on our website. We've got
6 links and we've got this and we've got that and we
7 have this detailed report, as Frank is saying, it
8 really gives you the facts.

9 It puts it all together in one piece.
10 Blah, blah, blah. You can get state stuff, you know.

11 The website will still be interesting, will still be
12 of value, and the report, the long report, will be up
13 there. I think we can do it.

14 CHAIRMAN JOHNSON: Hang on. I want to
15 make sure that all of the working group members have a
16 chance to share their perspective. Tish, I'm going to
17 ask both you and Connie to share your perspective in
18 such a little bit. I would like to give some feedback
19 regarding what I've heard as well but I want to give
20 everybody else a chance to talk.

21 MS. CONLAN: I guess I think this is
22 instead of an obstacle an opportunity to kind of

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1 practice what we preach, and that is that we are not
2 the experts that know everything. We are not
3 dictating to people. We have gone through this
4 process. It doesn't have to be all controlled and
5 perfect.

6 Get all our ducks in a row before we have
7 this big day but this is our best effort and some sort
8 of disclaimer not identified as such but letting the
9 public know that this is dynamic, this is the process.

10 That is included and the report is open to comments
11 and all of that and we will consider that, I think. I
12 think it's an opportunity to demonstrate that.

13 CHAIRMAN JOHNSON: Other comments? Deb,
14 you want to say anything?

15 MS. STEHR: No.

16 CHAIRMAN JOHNSON: Chris?

17 MS. WRIGHT: I heard what Catherine just
18 said. I think we can meet that October 6th deadline.

19 I think that is not a compromise. In order to stay
20 on time we have to go out with something on October
21 6th. I think what we have in the long report were
22 things that we have heard. Have we heard everything?

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1 No. What we are starting to now want to
2 include are our own personal, or some of our personal
3 opinions as far as malpractice. Did I miss something
4 in one of these hearings about malpractice? Okay,
5 thank you. I mean, I think that long report needs to
6 incorporate what we've heard in the hearings. Will it
7 stimulate -- at the beginning is to stimulate more
8 discussion and to open up the discussion with the
9 American people.

10 It's not to give them answers or solutions
11 or narrow them down one path because I guarantee you
12 depending on whatever population I'm talking to
13 whether it's blue collar workers they are going to be
14 worried about the insurance and the cost to the
15 employer.

16 If I'm talking to a group of physicians at
17 the AMA, they are going to bring up the malpractice to
18 me and what's happening. We have a solid background
19 here. I think it just needs a little tweaking but we
20 need to hold to that deadline.

21 CHAIRMAN JOHNSON: A couple comments and
22 then I would like to turn to Connie and Tish and

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1 George for any comments that you've heard-- comments
2 that you have regarding what you've heard. I was told
3 once that when you are making a presentation you get
4 10 seconds to create your first impression and we've
5 got one paragraph to create our first impression.

6 We have already had a press conference
7 where the group was introduced. We had ABC there. We
8 had a bunch of other folks there. We've had that
9 press conference already. Now, if we want to
10 reintroduce ourselves again, you know, that is
11 something that --

12 PARTICIPANT: What press conference was
13 that?

14 CHAIRMAN JOHNSON: When Senator Hatch and
15 David Walker and Senator Wyden introduced the
16 Citizens' Working Group they announced who we were on
17 the 28th of August -- the 28th of February. Not all
18 of us were there, of course, but we were introduced
19 then and we've had other press conferences, the day
20 before yesterday. In fact, yesterday morning we had a
21 meeting. Now, was this a broad nation-wide thing?
22 No. That would be my first response and, again, look

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1 to Tish and Connie for their thoughts.

2 I'm not sure that we will get what we want
3 if we think we are going to revise the 25-pager. The
4 25-pager is not going to be read more than once and in
5 my mind the primary customers, if I can put it that
6 way, for the 25-pager are going to be the staff
7 members who are going to be invited to the press
8 conference to hear about what we've heard so far.

9 It will be something that can be used by
10 our nurses, our employee benefits folks, and so forth.

11 It's not going to be read by most people but the
12 primary people who will read this that we want to try
13 to influence are those folks who are going to have to
14 address some of the issues that we have. That's the
15 25-pager.

16 If we don't have this prepared in such a
17 way that they will read through it, then our effort is
18 not going to be as effective as it might have been
19 otherwise. Those are some feedbacks to you for your
20 consideration. Connie, you wanted to talk. Before
21 you do, Therese has another comment.

22 MS. HUGHES: I guess I'm concerned on this

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1 level and I'm speaking solely for myself so please
2 understand that. I happened to agree that we have one
3 chance to get our first impression out as a group in a
4 report. I'm sure that many of you here at the table
5 agree with that as well.

6 I also happen to agree that we need to
7 stick to the October 6th date. I think it does not
8 pull us together with respect to say we can't meet the
9 date because the majority of the people here have said
10 we need to meet the date. I think that we need to
11 refocus on how we are going to meet the date.

12 I think it is critical that the report,
13 which will be read, and we all have difference
14 audiences we want to read the report, but when we're
15 looking at the final outcome of what we are as a
16 committee, this report has to resonate to the people
17 on the Hill. Whether you like it or not it has to
18 resonate to them.

19 I agree that they are the primary people
20 that it has to go to because they are the policy
21 makers that are going to listen to us down the road
22 again and we are just opening the door to them.

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1 Having said that, I think it is also critical that we
2 get this short report out and that be done so that it
3 can go to focus groups whenever the dates are or the
4 times are that has to be done.

5 However, I have a very small concern and
6 my small concern is that we need to put on the table
7 what our concerns are. I've heard from Catherine and
8 Catherine's concern is accuracy. I've heard from
9 Montye and Montye's concern is initiatives that
10 represent everybody. I don't know what your concerns
11 are. I don't know what Aaron's concerns are.

12 Dottie's concerns are that it's readable to the
13 majority of the people. Pat's concerns are that it
14 reflects the audiences -- that it is accurate and that
15 it reflects the audiences that we all work with. All
16 of us work with very similar audiences in the same
17 level of where business is.

18 I have to say I don't know exactly what
19 your concerns are. I could guess and I would be -- I
20 could be way out of line but I could guess that one of
21 your concerns might be, and this is assuming, and we
22 know what assuming does, is that the report may be too

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1 left tended. I could be wrong but maybe some of what
2 you want is for it to be equally left tended and right
3 tended. Okay?

4 I'm just saying I don't know but this is
5 just something I -- which would provide a balance
6 which would be important to have. I think that one
7 thing we all need to do is to -- I think if we as a
8 whole -- if all of us agree that whether the report is
9 important as it's written, if it's written well enough
10 for on the Hill, everybody doesn't have your
11 experience and my experience and your experience in
12 working with Hill people.

13 Some people do and some people don't but I
14 think if it doesn't meet the highest standards for the
15 Hill, you know what? I'm willing to go with that
16 because it's all of us. I can't help but think that
17 with the experience that we have at the table that
18 it's not going to meet those standards.

19 The points that are pulling us -- that are
20 not allowing us to -- that we haven't arrived at yet
21 are maybe smaller points than what we realize.
22 Everybody at the table has to give and take and we're

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1 not there yet.

2 CHAIRMAN JOHNSON: Let me just respond,
3 Therese. Thank you for your comments. An example of
4 the compromise I would just like to share an example
5 that Catherine had in compromise because on some of
6 the initiatives she had a suggestion that at least for
7 some of us would work.

8 When we talked with Richard, and the idea
9 was to put some of the initiatives in some boxes,
10 Richard was not of the opinion that needed to be eased
11 in trying to keep the initiatives right in the text so
12 I'm up front. I haven't apparently communicated very
13 well.

14 MS. HUGHES: Well, I --

15 CHAIRMAN JOHNSON: Let me just continue.
16 I personally am willing to sign off on Option 1 or
17 Option 2. Option 2 probably, in my mind, makes a
18 better report because it does include some of the
19 input from us as a working group and it includes
20 Richard's suggestions which I think have merit. I'm
21 inclined to go along with that.

22 I am also wondering who helped the

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1 readability, if I can put it that way, for those who
2 are not going to be inclined to even look at the seven
3 to 10-page report. Was it Dottie that suggested maybe
4 a three-page report that is even simpler, shorter,
5 briefer than the 10-pager.

6 MS. BAZOS: It might have to work for
7 three years.

8 CHAIRMAN JOHNSON: Is that an alternative
9 that would help us get to close the door on the whole
10 process here and allow us to move forward? We haven't
11 discussed that but I'm just wondering aloud.

12 VICE CHAIR MCLAUGHLIN: I have two things.
13 One, I'll have to report to Richard how important he
14 has become and how wonderful it is that you and George
15 keep saying -- in fact, the whole option is if we do
16 Richard's. But Dottie and Joe, I think, yesterday
17 made a very valid point about the system and doing a
18 better job.

19 I don't think we do a good job at the
20 beginning. I mean, we had the health care building on
21 the 10-page which was our attempt of trying to saying
22 something about the system. I think it has fallen

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1 away so quite frankly I don't think it's enough just
2 to do Richard's refinement.

3 I would like to respond to Dottie's and
4 Joe's comments because I think they are equally valid
5 and they made clear yesterday that they would not sign
6 off unless there is a response. I do think we need to
7 do something about the system both at the beginning of
8 the report and at the end of the report because
9 otherwise one of my comments about the initiatives is
10 that none of them are looking at the system. It's
11 presented in the report now with the language lots of
12 initiatives to deal with the complex system and that's
13 not true. None of those initiatives.

14 All of them are piecemeal which is then in
15 another paragraph but I do think that is an
16 opportunity to come back to the system issue and to
17 have at the beginning so I would encourage the staff
18 to try to respond to their comments as well because I
19 thought they were very valid and when they said it
20 yesterday I went, "You know, they are right." They
21 articulated them again today and I still think they
22 are right.

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1 The second thing is we do need to think
2 about -- I mean, you guys are alluding to the fact
3 that the Hill, that's the audience, the staff. If
4 that is the case, then we should only pilot test it to
5 the staffers. We're saying we want the staffers to
6 read it.

7 PARTICIPANT: The long report.

8 VICE CHAIR MCLAUGHLIN: I'm talking about
9 the long report. I wasn't sure what focus groups.
10 Kristen didn't really know yesterday who was in the
11 focus groups. If for the long report the primary
12 target is the HR folks and the staff, then that's who
13 our focus group should be that we tested it to. If we
14 are not trying to get to a broad swath of people with
15 the long report, then we shouldn't spend the time.
16 The focus groups that Edelman has come up with should
17 be again on the short report and the questions.

18 The third thing is I think you both are
19 right, that the first impression is important and Joe
20 pointed this out yesterday. I think that is actually
21 true. However, that doesn't mean that the long report
22 can't be dynamic. It may be that people only read it

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1 once.

2 You may be right. There are ways, because
3 I've seen other sites do it, of letting people know
4 what's new. You say, "We've added more initiatives."

5 There are ways of getting people to look at different
6 pieces. But I think you are absolutely right. The
7 first paragraph matters. I agree.

8 CHAIRMAN JOHNSON: Let's take a second to
9 hear from you who are kind of our experts. Why don't
10 we start with you, Connie, and then Tish and then
11 George, and just hear your perspectives.

12 MS. SMITH: For those of you who don't
13 know it, my background is in radio and in radio we say
14 you are only as good as your last mike break. If your
15 last mike break was in February, nobody knows who you
16 are. The event on October 6th has many layers to it.

17 As Catherine said, we had the phone call and I tried
18 to express the several layers that we are putting
19 together for that event so that people get the
20 totality of what is going on.

21 Yes, we are reintroducing the working
22 group. Yes, the report is playing a significant role.

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1 You as working group members, one of the concepts
2 behind the October 6th event is to really get the
3 working group members, which is the whole citizen
4 piece, to sit front and center. Yes, it's wonderful.

5 It will be on the Hill. It's wonderful. The
6 senators are going to be there but because this is a
7 citizen led initiative, that is what is making the
8 difference. The concept was for us to
9 really play up the citizen initiative and to shine in
10 the sense that these are the many vehicles that we
11 have lined up to engage this whole process, the
12 website roll-out, discuss the community meetings, and
13 all the things, the time line, so it's many layers to
14 October 6th.

15 The report may initially in concept have
16 been the whole event but because we've got a major
17 task with many layers, that October 6th has to reflect
18 all the layers that the working group is working on.
19 I don't want you to think if we decide to do something
20 different with the report, it doesn't matter. Yeah,
21 it does matter because the report is a big layer of
22 October 6th and I don't want that to get glossed over

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1 in any way.

2 MS. VANDYKE: I agree with everything that
3 Connie said to start and just to tell you a little bit
4 about my background, where I come from. I actually
5 started out in neuroscience and if you want something
6 difficult to communicate, that's where it is. It was
7 during the decade of the brain and some of you may
8 have remembered that and been involved in that.

9 Like Connie said, you know, you are as
10 good as your last mike break or if someone remembers
11 the seven-second sound byte you got. That is
12 something in communications we know as very true and
13 that sound byte is getting shorter and shorter and
14 shorter as the world of communications becomes larger
15 and larger and larger meaning more cable networks,
16 more radio networks, more vehicles online to get your
17 word out, things like that.

18 Your sound byte has gone from seven
19 seconds 20 years ago to probably four or five seconds
20 today if you watch news reports or anything like that.

21 What I see as really important here is what we've
22 talked to Dottie about and George and Randy and

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1 everybody and Catherine as we've been on the phone or
2 in meetings which is how do you get this out so that
3 real citizens are part of this?

4 It is -- what we have heard from the very
5 beginning when you all introduced yourselves to us was
6 we are citizens and this is about citizens making a
7 difference. This is about, you know, real people
8 coming together to put together a report and asking
9 real people for feedback. This is not about special
10 interest. It's not about behind closed doors.

11 This is a true exercise in democracy. If
12 that's the case, that goes along right with what
13 Connie is saying. This is about real citizens and
14 that's what makes you special and different. We
15 really saw the event on the 6th as emphasizing that
16 piece of it with the 25-page report to back you up
17 knowing that the average American, especially when it
18 comes to health care, doesn't have the time in their
19 day to read a 25-page report.

20 You know, I know for work I have to read
21 them all the time. What I do is I take them home at
22 night. I get maybe halfway through it if it's a good

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1 and then I fall asleep. Then I try to make up for it
2 on the Metro the next day whether I'm going to work,
3 coming home from work, that kind of thing, to finish
4 but I don't always finish them so the reality is a 25-
5 page report does not resonate with everyone and we
6 know that but we've got to try to make it resonate
7 with people who are really going to have time to read
8 it. There are going to be people out there whether on
9 the Hill or otherwise, you know, employee benefit
10 managers.

11 You know, people in -- you know, there's
12 just a lot of different folks who will be interested.

13 Even the media as we have discussed. Robert Pear
14 from the New York Times will be interested and C. C.
15 Connelly from the Washington Post, Julia Appleby from
16 USA Today. Folks like that.

17 But I think the other thing we've got to
18 remember here is that there are other vehicles like
19 Connie said. Catherine, you came up with at one point
20 a very nice piece that we could take and turn into
21 maybe a brochure type piece that could be printed and
22 used for community meetings and it would give snippets

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1 and sort of -- I hate to use this word because I know
2 some of you don't like it in the short report --
3 snapshot of what health care is about in this country.

4 There is no reason why we couldn't take
5 that and use the graphic design that we are using on
6 other pieces of material and apply it and turn it into
7 something that could be used.

8 The slide show certainly is something that
9 if we -- what we tried to do with the slide show is
10 make it -- bring people in and make it try to tell a
11 story and make it interesting and give them, dare I
12 say it again, a snapshot of what is going on in the
13 health care system.

14 Also, we've got to -- I mean, the other
15 thing we need to think about with the event on the 6th
16 is, okay, great, we are sitting in a room on capital
17 hill and we have Senators Wyden and Hatch up there
18 saying, "We don't agree on everything but we agree on
19 that, that this is an exercise in democracy and we are
20 reaching out to people and we are going to get however
21 many millions of people and get their feedback.

22 We are going to try -- you know, we are

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1 going to hold these committee hearings and we are
2 going to make this into something. We've got the
3 Citizens' Health Care Working Group out there helping
4 us to do that.

5 I mean, that is going to be really
6 important but the question is, okay, so you've got the
7 Citizens' Health Care Working Group. You've got the
8 vehicles that are going to communicate everything, the
9 reports, the report in brief, and the brochure, if we
10 decide to use that, and the slide show and the video.

11 How do you reach people?

12 You reach them -- think about in your
13 daily life how you get information just through
14 talking to people, through hearing about things in the
15 media, whether it's reading the paper in the morning
16 or seeing something on TV or getting something from a
17 colleague or getting something, a newsletter from a
18 group you belong to. "Oh, there's a little piece in
19 there about this and that looks interesting so maybe
20 I'll go in and look at it."

21 We need to think about the different
22 vehicles that get to the citizens who we are trying to

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1 reach so that needs to be thought through as well
2 because you can have great, terrific materials but
3 you've got to get people to use them so that is the
4 other thing I think we need to think through in all of
5 this.

6 I know that adds yet another layer to the
7 multi layers we're talking about. I think also, if I
8 can just say, maybe on the 6th I think we are closer
9 on the 6th with some of the -- what I'm seeing in the
10 long report is if we just have a long report for the
11 6th I worry that's not going to be enough.

12 We need to have something on the 6th we
13 can give to not only Robert Pear but that we can give
14 to the producers at Good Morning America and they will
15 actually understand. I've done a lot of focus groups
16 with folks on the Hill who say to me, "Don't give me a
17 25-page report. Don't give me a 50-page report. Give
18 me three pages with bullets because like all of us
19 they don't have the time in their day to go through
20 that stuff.

21 MS. BAZOS: But that's different. I'm
22 asking a question. Is that different than producing a

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1 shorter 10-page document than would be used to lay the
2 framework for community meeting? I mean, is that
3 different? I mean, if we are thinking about bullets
4 for the press, that's a different thing than what I
5 thought our 10-page report was supposed to be.

6 That's an opportunity for really
7 compromising here if we are worried about getting a
8 10-pager for the average citizen so they understand
9 and are informed versus getting a 10-pager for the
10 press to go, "This is the nugget." It's very
11 different. Maybe that would be a helpful conversation
12 to have.

13 DR. SHIRLEY: I was thinking your comments
14 were more event specific for the 6th and that whatever
15 we have available wouldn't necessarily be the report
16 or the 10-pager but an attention grabber. I didn't
17 see her comments as replacing.

18 MS. VANDYKE: What you could do is
19 actually, if need be, keep the date of the 6th, have
20 your event, have one or two things ready to go. The
21 website will be ready to go and those things should be
22 on the website.

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1 As we talked about with many of you in our
2 meetings and on calls, you've got to think through
3 that the 6th may be one event but you've got to also
4 think about what are the key milestones following the
5 6th that are going to continue generating interest and
6 continue the momentum that you build on the 6th.
7 Maybe with the community meetings and the finalization
8 of the long report and the report in brief, you use
9 those as yet another milestone that you can use.

10 VICE CHAIR MCLAUGHLIN: That's the thing.

11 We could have a press kit that has the bullets for
12 those people. But I think having the website, and
13 those of us in the communication community already had
14 a preview, I think that's going to be cool when it's
15 going to be ready.

16 Having the long report on the web is not
17 going to be the Robert Pear find but in the press kit,
18 as Aaron was saying, we have the bullet. But the
19 community meetings, having a map with the community
20 meetings community and then the working group can
21 decide where those meetings are going to be which
22 maybe we'll get to. That could be part of the 6th,

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1 too, as you said, an introduction of the community
2 meeting.

3 MS. VANDYKE: I also have the slide show
4 ready for the 6th. And if we could do this brochure,
5 I think that might be useful, too.

6 CHAIRMAN JOHNSON: Joe and then Pat and
7 then Dottie.

8 MR. HANSEN: When we started this thing we
9 talked about the report, the press event on October
10 6th wasn't even talked about. I always looked at the
11 long report as the bedrock of what we were going to do
12 all the way to the end and that would be the basis of
13 what we worked off at the community meetings, the big
14 meetings, and everything else.

15 Now this October 6th event is taking on
16 another life. It's not a criticism. It's not a bad
17 life but really the report has nothing to do with it,
18 you know. It's what we can do to get attention to
19 kick this thing off. That's what I hear you say.

20 Whether that's a slide show, the short report, a
21 three-page report, I think we've got to separate them
22 and that again reaches back to why I think the big

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1 report has got to have more thought and something that
2 I think we can all agree upon.

3 MS. MARYLAND: I shouldn't raise my hand
4 but I guess I would reiterate what Joe said. I think
5 the larger report is key. It's key to all our
6 reputations, too. That's an important piece. I don't
7 need to go any further than that. The credibility of
8 the information in that report and whether or not we
9 feel that we can stand on this is that we believe in
10 it and that we deal on many different constituencies
11 throughout our lives given our profession.

12 I want to be able to proudly say when I
13 meet with physicians or meet with a group of other
14 health care executives that this report is sound and
15 it's based on sound science. That's why I've been
16 really key on the academic types have the time to
17 validate the data. That's all I have to say.

18 The report committee is made up of
19 academic types who can help validate the data so that
20 when I stand before a group of individuals, I am
21 comfortable that data represents exactly what's
22 happening in the field and that it's been tested and

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1 it is reliable. Nothing to do with what we're talking
2 about but that's been in the forefront of my mind for
3 a while that I just want us to reiterate.

4 MS. BAZOS: I just think playing out this
5 scenario if we need to stay with the October 6th date,
6 I mean, we did set it and I understand it was from
7 working backwards but I always think you can change
8 dates. However, going with October 6th we have enough
9 of the report that we agree on actually now. A lot of
10 it is already in the slide show.

11 For the hour-long presentation that we do
12 and, Catherine, you would be doing this so I'm asking
13 you, you could talk about the fact that we are
14 developing a report. It is getting whatever language
15 we use but you could talk about what's in it now
16 because there is enough of it that we all do agree on,
17 that these are the major contents of it at the October
18 6th meeting.

19 CHAIRMAN JOHNSON: Twenty minutes ago I
20 asked if George would be available to share his
21 perspective and we need to have a little bit of
22 thought regarding that.

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1 Tish, I would like to ask you when George
2 is done, we've had some discussion regarding the
3 bullet nature of the short report. It's been prepared
4 in that format for a reason. I would like to ask you
5 to discuss that if you would.

6 George, we've got 20 minutes left before
7 we are going to put a halt to this discussion. We
8 need to come to a closure on it, I think. You have
9 been hearing all of this. Tell us what your thoughts
10 are.

11 MR. GROB: I have mixed thoughts. I would
12 like to preface the remarks by telling you where I'm
13 coming from in making these comments if I may. I need
14 to be very clear about one thing. I do want to assure
15 you all that the one thing that I have no bias on
16 whatsoever is the substantive direction of the
17 recommendations of the content of that. I spent a
18 whole career and would have never survived doing
19 everything that I've done if I really --

20 CHAIRMAN JOHNSON: George, it's hard for
21 everybody to hear. Why don't you speak forward.

22 MR. GROB: I just want to make sure

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1 because, you know, I've heard some questions about
2 tendencies of thought. I have always been in the
3 middle. I enjoy being there. I just want to clear
4 the air. Nothing that I have to say has anything to
5 do with the kind of recommendations we'll make or the
6 emphasis of the report at all.

7 I would like to address my remarks to two
8 things. One is just the logistics of the enterprise.

9 I promise to you that I will meet any deadline you
10 give me. I think I kept that promise so far and I'll
11 do it again. If you say October 6th is what we're
12 going to do, we'll do October 6th and get it done.

13 I would now like to venture into new
14 ground which is I would like to call upon my own
15 career of being in the report writing business, the
16 report selling business, someone who is engaged the
17 Congress, engaged the public in a very good way. I'm
18 going to make some very stark comments here to share
19 with you that I would like to lay on the table.

20 My first comment is that if October 6th
21 consist of the reintroduction of our group and the
22 posting of the large report on the website, then I

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1 think it would be a deadly blow to our future. I
2 believe that would be an absolute killer. I think it
3 would cause people to yawn in Washington, to create
4 negative publicity, to deride our effort, to say that
5 we have nothing important to do and that we are a
6 bunch of amateurs floating around the country. That
7 is my stark statement to you.

8 As far as the 25-pager is concerned, I
9 have established in my own mind and discussed that the
10 criteria would be that, of course, it would be
11 absolutely settled. I also thought it needed to be
12 compelling so somebody would be like, "My gosh, we
13 better do something." I thought it should be engaged
14 which is the people of the country will embrace it.
15 That's a pretty high combination of things which I
16 don't think is impossible.

17 I would tell you that there was no person
18 that I know of who have read the 25-page report who
19 did not immediately come back to me and say, "This is
20 a sleeper. This will not engage anybody. It's
21 difficult to read. It's hard to say what this thing
22 means." My concentrated efforts have been to say,

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1 first of all, what does it say? Let alone how
2 compelling is it but simply can I reduce it to what I
3 call the Mom test, found it extremely difficult to do.

4 I thought that when we decided upon the
5 three things, the quality and the access and the cost,
6 that sort of did the trick, that was compelling. I
7 think that the part about the systems which is very
8 important to all of us was something that most people
9 I talked to felt that they were obliged out of
10 responsibility to slob their way through and it stood
11 in their way in the middle of the report of getting to
12 the thing that everyone would want to get to. I'm not
13 saying it shouldn't be there. I'm just sort of saying
14 that's what it is.

15 I think that if we are going to have an
16 event to introduce ourselves with the website and
17 other things, I would say that there has to be some
18 content there. I would say that I don't see the point
19 of telling the world that we exist and have a 25-page
20 report. I think if they are going to go on the
21 website, we are telling them that we want to engage
22 them. If we don't have questions for them to answer,

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1 I don't see the point of telling them we would like to
2 hear from them.

3 If we don't have information that is easy
4 when we're saying that we are trying to get them to
5 understand, and if we don't have a variety of material
6 available for them easily so they can understand, then
7 I think so many people in this country of all
8 different levels that we need to have a variety of
9 materials so that each one can find the type of
10 presentation that they are feeling comfortable with
11 that I don't think that anything will happen.

12 I don't think we will be engaging the
13 nation and I don't think that people will respond
14 favorably to it. I don't really think we have all
15 that much to say beyond that there's another
16 commission in Washington and another technical report.

17 It is my own view that unless we have a pretty full
18 package that the October 6th event, that there's not
19 much traffic in it.

20 Now, the question then is can we get to
21 October 6th with a set of materials that would do
22 that? I believe that an intense effort on our part

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1 could get us some questions that we could feel
2 comfortable posting. We may need to generalize them
3 and we may need to limit them to the four that are in
4 the law.

5 We may need to do some other things, a
6 smaller list. There is a series of questions I think
7 we all agree should be there and many that we can't
8 agree yet should be there but I think we can find
9 enough that would engage the public.

10 I think the 25-page report does need
11 another round and I do think that can be done, at
12 least to get it ready for being on the computer -- on
13 the web. I'm less doubtful unless you took the option
14 of sort of seeing what we did with comments you've
15 already given us including a healthy review by
16 everyone involved. I am less confident that we could
17 have a printed version ready by October 6th. I think
18 you would only have a web version which is what we've
19 suggested. I think the other material --

20 CHAIRMAN JOHNSON: How detrimental or what
21 are the pluses and minuses of that. I would like you
22 and Tish to comment on that.

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1 MR. GROB: I think that if you had -- I'm
2 going to give you an opinion now which will be a new
3 thought for you. I believe that the 10-page report
4 that Edelman has produced is a good practical summary
5 of what we've done. It is not the engaging report but
6 it may very well be the kind of brief version of the
7 report that if we weren't in the mode we're in now, if
8 we were in any other mode say, "Well, here's a 10-page
9 version of what we have," and say, "Here it is."

10 My guess is that could do the trick and
11 that the 25-page reference could be the deeper
12 reference. I think we could declare that the 10-pager
13 is the report to the American people and the other one
14 is a resource to back it up.

15 In the form it's in now it actually looks
16 like a formal report instead of that engaging document
17 that we had talked about earlier and were all
18 attracted to. I think a separate engaging document in
19 various forms could still be used for all these other
20 purposes.

21 I would defer to Tish and others as to
22 whether we could see our way through to that by

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1 October 6th. My sense is unless we have the full
2 package of the questions on the web, the opening of
3 the web, materials that of a broad cross section of
4 the country could relate to, a report to hand out that
5 looks like a report, that I don't see what we are
6 offering except a boring commission in Washington.
7 That's my opinion.

8 CHAIRMAN JOHNSON: Tish, can you talk
9 about just briefly George's comments including the
10 idea of not giving out a printed 25-pagers and just
11 putting it on the website?

12 MS. VANDYKE: Okay.

13 CHAIRMAN JOHNSON: And just putting other
14 materials on the website. Take this home, Tish.

15 MS. VANDYKE: Okay. One thing I just want
16 to add to what George is saying. My sense is from
17 what Connie and myself and George are saying, we all
18 pretty much on the same page. Hopefully you are
19 hearing that because that's what I'm hearing. One
20 think I think hasn't been said here which is -- this,
21 once again, makes the Citizens' Health Care Working
22 Group very different from anything else in Washington.

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1 I want to emphasize that not only do you
2 have a report which is trying to have -- trying to
3 inform people about what we call this health system is
4 all about and trying to get them to understand there
5 are problems and possible solutions and that kind of
6 thing.

7 Not only are you going to be telling
8 people you are going to have these community meetings
9 which is going to create dialogue and hopefully
10 discussion around not only the report but what are the
11 problems in the health care system and what are the
12 things we need to do? What are the payoffs and what
13 are the tradeoffs?

14 What are the kinds of things, decisions we
15 need to make to really make it better and fix that
16 system. The final thing is a call to action.
17 Basically what makes this different is that we are
18 actually saying to people, "We want your input."

19 Now, we're not saying we are going to take
20 100 million people, or however many million people,
21 and we are going to get their feedback on very easy
22 questions and say, "Okay, Congress, X percent said

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1 this, X percent said this, and X percent said this."

2 But what we're doing is we are saying is,
3 "We want your feedback. We want your input. We want
4 you to go to this site or we want you to call this 800
5 number and answer a set of questions for us." That is
6 a call to action and that also makes it very different
7 from a lot of other commissions that are out there. I
8 think that point is very important in all of this.

9 Now, as far as only being available on the
10 web, you all know as well as I do that not everyone in
11 this country gets things only on the web. Many of us
12 have Internet capability in our offices. Many of us
13 have them at home but we are not the average person.
14 What we've got to be concerned about when we are out
15 there talking to the media is, "Great that you're out
16 there and great you're on the web," but what about
17 those people who don't have web access?

18 If the situation down in New Orleans
19 taught us one thing it was how huge the gaps are in
20 this country between the haves and the have-nots.
21 That is really an important point here. Not everyone
22 has web capabilities. If you are really looking for a

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1 wide variety of feedback, we need to keep that in mind
2 so we need to have an 800 number or we need to have
3 another way that we are telling people this is going
4 to be available to them.

5 VICE CHAIR MCLAUGHLIN: He was talking
6 only about October 6th not having a printed version.
7 That not we wouldn't have one but the importance of
8 only having on the web October 6th. It may be in the
9 press October 15th but it's only on the web October
10 6th. I just want that clarification. I don't think
11 Randy had any intention of not having a printed
12 version. Maybe multiple printed versions.

13 MS. VANDYKE: Okay.

14 VICE CHAIR MCLAUGHLIN: Just October 6th.

15 MS. VANDYKE: Okay. I think, yes, we can
16 do that but we need something on October 6th that is
17 going to be some hard copy of something. Something I
18 think has confused a lot of people, and I was talking
19 about this just this morning. I was talking to George
20 about it.

21 The draft of things you've seen are
22 purposely text only at this point because we need to

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1 come to an agreement on text before we can take
2 something and give it to designers to put into that
3 sort of compelling, engaging look that everyone is
4 looking for.

5 When you come up, and many of you have
6 worked on reports before, you know that you've got to
7 get the text down before you can give it to a graphics
8 person to get it into place to make it look pretty to
9 put all the cool in it whether it be boxes or pictures
10 or graphs, whatever. That is really important.

11 What we have delivered to you has solely
12 been with the exception of a slide show which we
13 wanted to put some graphics in there as well as --
14 when I say graphics I mean design type stuff and we
15 want to get the graphs and charts in there so you
16 could see eventually what things are going to look
17 like.

18 As far as the actual report whether it's
19 the 25 or the 10-pager, at this point we need some
20 agreement on common language before we can get that
21 design built into it. Does that make sense?

22 CHAIRMAN JOHNSON: You still haven't

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1 answered the question, Tish. The question is to what
2 extent do we have to give something -- two questions,
3 actually. To what extent do we have to give something
4 out, i.e., the 25-pager, in this press conference as
5 opposed to merely saying we have this report on the
6 web.

7 MS. VANDYKE: I think you could say --

8 CHAIRMAN JOHNSON: And then the other
9 question I would ask, if you would respond to, is you
10 did the 10-pager, the brief report, in somewhat of
11 what some of us have been calling the bullet format.
12 Talk to us a little bit just briefly, moving on, why
13 you did that.

14 MS. VANDYKE: Okay. I think you can have
15 the 25-pager on the website but I think somebody like
16 Catherine is going to have to be up on the platform or
17 whatever, the podium, on the 6th to talk about in
18 about 15 minutes what's in that 25 brief page report
19 and give a very top-line view of it and then encourage
20 people to go online to see it. But I also think if
21 you are going to do it that way and you are not going
22 to have a printed 25-page version of the report,

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1 you've got to have the 10-pager ready. Does that make
2 sense?

3 Then to answer -- I'm sorry. I'm not
4 answering all your questions as you ask them. The 10-
5 pager, the reason why we did that in bullet format, is
6 because we know from these kinds of reports even when
7 we did the 9/11 commission report last year, which was
8 a good example of a very long complex report, that you
9 have to.

10 When we work with California Health Care
11 Foundation, which is probably closer to some of the
12 stuff we're talking about here, when you release a
13 report that is so substance heavy you are quite
14 correct. The 25-page report is a synthesis of a lot
15 of different data and outcomes and research that's out
16 there.

17 The way people read things, and George
18 said it, which is the people he's talked to it doesn't
19 pass the Mom test because it's text heavy. What you
20 need to do, and we know this from experience, we need
21 to give people something that is visually engaging and
22 also reads in a way that they feel like they can get

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1 quick snippets of what you are talking about.

2 That's what bullet points do. When you're
3 trying to get -- we are trying to get to a huge
4 audience here, it's really just for readability
5 purposes more than anything else. It's a way of
6 helping people making it easier for people to read
7 more than anything else because if you have dense
8 paragraphs, people tend not -- it's not as easy for
9 people to get through. This is heavy stuff.

10 CHAIRMAN JOHNSON: Okay. We've been
11 talking -- thank you very much. We've been talking
12 for two hours and Catherine's departure has reminded
13 me that we've been talking for two hours and probably
14 need to take a stretch break. Let's take 10 minutes,
15 if we can, and reconvene and then come back and see if
16 we can come to a course of action. Thank you for the
17 good dialogue. It's been helpful and hopefully you
18 are finding it to be informative as well.

19 (Whereupon, off the record.)

20 CHAIRMAN JOHNSON: You noticed probably
21 that during the break I asked both George and Tish and
22 Connie for their comments. Let me try a couple of

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1 things for your consideration.

2 First, I'm going to share a recommendation
3 with you that will include some project dates and then
4 I'm going to be quiet and ask Tish and George and
5 Connie if I've got their understanding what is doable
6 correct and go from there.

7 What I have understood is that at least
8 most of you would like to see us try to hit 10/6. So
9 then the question is what can be done and what are the
10 garget dates for 10/6. One thing that we can continue
11 is to do the focus groups that were planned today
12 using the current materials that we have for the 10-
13 page report. That will give us some feedback that
14 will be helpful to us. Then the question is if we
15 are not going to try to put the 25-pager on the web --
16 I'm sorry, if we're not going to try to give that out
17 -- excuse me.

18 PARTICIPANT: I'm sorry.

19 CHAIRMAN JOHNSON: I think what we are
20 coming to is a conclusion that we could put the 25-
21 pager on the website but not give it out in printing.
22 That will save us some time. The other thing that we

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1 could do is take some feedback from the focus groups
2 and see to what extent they have comments that we
3 should consider.

4 If we do that, George and Tish, as I
5 understand it, have said that they have to have the
6 report exactly ready to go to print on Wednesday of
7 next week. If, in fact, we try to do that, then the
8 question is when can we get materials out to you that
9 will take into consideration all the comments that we
10 can get into these reports that would be information
11 that would reflect our comments and discussion to the
12 extent that we can.

13 We probably would need to take some time
14 to do that but potentially get that out by the end of
15 the day tomorrow. And to help some of us with -- we
16 haven't discussed this with Catherine but my
17 recommendation, Catherine, would be to the extent that
18 you would be willing to work with George and the staff
19 to do that, that would help us facilitate some of
20 that.

21 That would be a recommendation if you are
22 willing to do that. Here is what we are thinking of

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1 as a proposal and I'm going to ask again George,
2 Connie, and Tish to see if I get it right. Focus
3 groups tonight and the materials that we have
4 including the 10 questions that are in the short
5 report.

6 Materials refined to the extent that we
7 can and sent out to the working group at the end of
8 the day tomorrow with comments from Catherine. Final,
9 no further changes Wednesday, which would mean that if
10 we were to get changes to George on Wednesday night,
11 it's too late because we have to have them finalized
12 at that time.

13 It's almost a sign-off of what George and
14 team are sending out tomorrow. If we don't sign off
15 on that, then the result is whatever changes are made
16 the rest of the working group wouldn't see them. Have
17 I presented your thoughts, Connie, first?

18 MS. SMITH: Yes.

19 CHAIRMAN JOHNSON: And what we would
20 provide in the press conference would be the 25-pager
21 on the website with some comments regarding that. The
22 short report with the potential to come a -- I'm going

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1 to use a three-pager but it might not be three pages
2 but it might be a brochure or something to catch the
3 attention of people who might not want to read even
4 the 10-pager or the report. That may not be done by
5 the press conference because of everything else that
6 would have to be done.

7 Tish, go ahead.

8 MS. VANDYKE: No, that's fine. That's
9 exactly --

10 CHAIRMAN JOHNSON: Okay.

11 VICE CHAIR MCLAUGHLIN: What 10 questions
12 are we talking about because I'm not seeing ten.

13 CHAIRMAN JOHNSON: There are 10 questions
14 that are included in the --

15 VICE CHAIR MCLAUGHLIN: On the long or
16 short?

17 CHAIRMAN JOHNSON: Short.

18 PARTICIPANT: Let me just say for the
19 focus groups tonight what we are trying to do --

20 CHAIRMAN JOHNSON: Don't go there.

21 PARTICIPANT: Oh, sorry.

22 VICE CHAIR MCLAUGHLIN: I want to make

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1 sure I understand because reports, reports, reports.
2 I'm getting lost. What is it that you want to have as
3 a target for primetime on December 6th? October. Why
4 do I keep saying that.

5 PARTICIPANT: You're wishing it was
6 December.

7 VICE CHAIR MCLAUGHLIN: Exactly. October
8 6th is the long report on the web but what print is
9 the handout? That's where you lost me.

10 CHAIRMAN JOHNSON: The short report.

11 VICE CHAIR MCLAUGHLIN: The 10-pager. The
12 one that we never even got to talk about yesterday.

13 CHAIRMAN JOHNSON: Correct. That's the
14 proposal. Now, as a group we can say no, we're not
15 going to do that, but if we don't do that, then --

16 VICE CHAIR MCLAUGHLIN: Because once the
17 10-pager is printed, it's printed. I guess I would
18 have a friendly adjustment to that. Speaking for
19 myself, I don't think we are going to be ready on the
20 10-pager to have it get to the printer and the
21 graphics and look nice and everything else by October
22 6th.

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1 What may be ready is an abbreviated
2 version of what you guys did which is part of a press
3 kit that is bullets. You don't even need pretty
4 graphs. It's not mass produced, mass printed. I'm
5 just worried. I don't know. Maybe I'm wrong but so
6 many people come up to me about the style and liking
7 what I did much better than the bulleted kind of
8 thing.

9 Not what I did really, Jill back in July
10 before she left for Spain, and the team did. I'm not
11 sure we're going to come to agreement with me working
12 with Jill and George and Craig before we go to Frank's
13 tonight and then I don't know when tomorrow because we
14 have public hearings tomorrow.

15 CHAIRMAN JOHNSON: You want to comment
16 further just regarding the proposal?

17 MR. GROB: The only thing I can say is
18 that we did request comments on both the short and the
19 long versions and we received them. We received the
20 members' comments on both the short and long. I have
21 all those comments.

22 VICE CHAIR MCLAUGHLIN: Yesterday when we

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1 talked about it, George, I thought that almost
2 everybody had not given you comments on the short on
3 the short report.

4 MR. GROB: It was a mixture. I would say
5 some did and some gave comments on both. I have the
6 comments I received. I did receive them. I didn't
7 get many real comments on the 10-pager in the sense
8 that people said, "Yes, this is an easy read. I
9 understand it." There were some things.

10 In fact, when we prepared, I actually
11 could turn the material over there. When we got the
12 comments I basically spent about two hours with Tish
13 where we simply assembled all the comments that we got
14 on the short report as well as comments on both and we
15 systematically went through every single one of them.

16 VICE CHAIR MCLAUGHLIN: Okay. Yesterday
17 my recollection is that I even held my up and said I
18 have tons of comments on here that I did on the plane.

19 Dottie and several other people said, "Yeah, I read
20 it on the plane yesterday and have lots of comments,"
21 and we didn't talk about it because we ran out of
22 time.

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1 MR. GROB: What I'm referring to is the
2 reports that led up to the preparation of this thing.
3 When it went out on the 19th, this one reflected the
4 comments that I received.

5 VICE CHAIR MCLAUGHLIN: You don't mean the
6 19th. You do mean the week before.

7 MR. GROB: Yes.

8 VICE CHAIR MCLAUGHLIN: The 19th was this
9 one.

10 MR. GROB: The one that led to -- on the
11 16th. Thank you very much. That reflected the
12 comments that I received from sending it out.

13 CHAIRMAN JOHNSON: Now, if the focus
14 groups will tell us to what extent this is readable or
15 understandable so whether it's a bullet format or
16 whatever, the focus groups will help us provide
17 information. And it would be our intent before we
18 send information out to you to take the feedback from
19 the focus groups and share that with you.

20 VICE CHAIR MCLAUGHLIN: I think the thing
21 is, Randy, that we haven't talked about the 10-pager
22 at all on the questions.

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1 CHAIRMAN JOHNSON: And the questions are a
2 central part of what --

3 MS. BAZOS: I'm getting a little
4 frustrated. I'm sure everybody else is. I think what
5 George said about us being dead in the water if we
6 just put out a 25-page report. I we should listen to
7 that. But then that leads me to believe that the
8 press or the hoopla that makes us different are the
9 questions.

10 Since we have not talked about them yet,
11 I'm really worried that by pushing a decision about --
12 we're focusing on the report. The question is so we
13 have the 25-pager. We are going to talk about the 10-
14 pager. The question to me is the question. How or
15 when -- what is the process for us agreeing on the
16 questions that are going to be -- that's going to be
17 the story on the 6th. I'm very, very worried about
18 that.

19 CHAIRMAN JOHNSON: What are your
20 suggestions?

21 MS. BAZOS: Well, I think, first of all,
22 we need to ask people did they love the questions, yes

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1 or no, up or down. If they didn't, then I think -- I
2 don't know. I just think we've got to agree on the
3 questions. The questions will be I think the key to
4 our engagement with the public when we get out of the
5 box. I think we are close on the 25-pager.

6 I don't think people have given all of
7 their comments on the 10-pager. I think we are coming
8 to agreement on different things about the 10-pager.
9 I think the crux of the conversation that we need to
10 have that I thought we were going to talk about today
11 were actually the questions. I'm a little worried
12 that we're not going to agree on the questions in time
13 to do the October 6th.

14 I'll say that right now. If we don't
15 agree on the questions, my vote then would be that we
16 set the date of October 6th. It's a date that was
17 set. I know working back I don't think it would kill
18 us to wait four weeks, set another date, and get it
19 all out of the box at the same time if it is something
20 that we agree. I'm sure that we can come to an
21 agreement. I don't want to go out there with
22 questions that make us look like amateurs. That's my

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1 worry.

2 CHAIRMAN JOHNSON: Okay.

3 MS. HUGHES: I've voiced pretty much that
4 I have concerns about the questions. I will say this
5 today that listening to some of the things that have
6 been said about the processes of which some aspects
7 are new to me, I'll be honest, so I'm prey to the
8 biases of somebody who thinks they know but doesn't
9 know.

10 I think that if we -- I don't know how
11 much we will agree or disagree on the questions. I
12 think we ought to discuss the questions because they
13 are the thing that make us different. I think we need
14 to discuss that.

15 CHAIRMAN JOHNSON: Okay.

16 MS. HUGHES: And then the other thing is I
17 wanted to ask you the focus group looks at all of this
18 and they don't see it with any -- they just see it as
19 we have it here.

20 MS. VANDYKE: Yes. They will see the
21 latest version. I don't know because I wasn't here
22 last night or yesterday to get that but I know Kristen

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1 is getting those materials back to the east coast
2 because the focus group is actually starting in about
3 three hours. What they are looking at is specifically
4 do you understand this. If you read this, would you
5 be motivated to go and go further into this website
6 and answer questions? Would you be willing to go look
7 at other materials we have on the website? It's that
8 kind of thing. Okay.

9 MS. HUGHES: Okay. It's readability,
10 usability, ease of use, that kind of stuff that we are
11 really looking at. Are there things in here that you
12 have no idea? When we talk about access does that
13 definition of access mean anything to you? Do you
14 need to clarify further?

15 Things like that is what the focus group
16 is doing so when this comes back to us after having
17 gone to the focus group, are you going to track and
18 change it with highlights so we can see what the
19 differences are rather than just having to sit down
20 and compare ourselves what are the differences?

21 CHAIRMAN JOHNSON: Let me just respond to
22 that and ask Connie and George. I would expect that

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1 if they were going to make any changes they would
2 merely give a summary of the comments back to us and
3 then we would have to decide to what extent are we
4 going to respond to it.

5 MS. HUGHES: Okay. Where do I fit in that
6 process? I'll just be selfish and ask where do I fit
7 into that process?

8 MR. GROB: Well, the standard way would be
9 for us to see whether we would want to suggest some
10 changes to the report based upon the feedback that we
11 got and then send that revised version out to you
12 tomorrow late.

13 MS. HUGHES: So that's what we're talking
14 about here for this time line that you just presented.

15 MR. GROB: Here the time works for us that
16 if Tish sends us the results of the focus group
17 discussion, we will probably get them by noon
18 tomorrow.

19 MS. VANDYKE: I'm meeting with the
20 research people at 11:00 east coast time tomorrow.
21 They are going to give me feedback. I told George,
22 Connie, and Randy that what I will do is take those

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1 and put them in an e-mail -- it's not going to be in
2 an attachment so nobody has to worry about that -- in
3 an e-mail to these guys tomorrow so they can turn that
4 over to you and you will see the feedback from this.
5 It will be top line. It takes about five to seven
6 days to get the actual report pulled together but it
7 would be top line feedback from the focus groups that
8 are taking place tonight.

9 MS. HUGHES: What does top line mean?

10 MS. VANDYKE: Top line means sort of the
11 overview, the big comments. Then what they do is they
12 go into more sort of scientific and they pull quotes
13 and all that kind of stuff. They won't have time to
14 do that tonight but what they will be able to say is
15 overall they don't care that Congress wants their
16 feedback. Overall these questions motivate them.
17 They want to go in and talk about this. Overall
18 quality, access, and cost means nothing to them. That
19 is the kind of feedback we are going to be getting.

20 MS. HUGHES: Okay. Okay.

21 MR. HANSEN: Does it matter what we think
22 about these questions at all then?

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1 MS. HUGHES: That's what I was going to
2 ask, too.

3 VICE CHAIR MCLAUGHLIN: Does it matter
4 that these are the questions to which we want answers
5 whether or not they want to give us those answers. I
6 think that is the point that Dottie has been making
7 and Joe and some other people. The comments last week
8 and again this week is that you only get answers to
9 the questions you ask and so the questions are not
10 just important in terms of clarity.

11 They are not just important in terms of
12 inspiring people to answer. The questions are
13 critical for determining what information we get. We
14 will steer the conversation, the dialogue, with the
15 American public through the questions that we ask
16 them. There has been some e-mail exchange, comments,
17 responses to George expressed by some members that
18 they don't think these are the right questions.

19 That's part of the problem, Tish. I think what
20 you guys are doing sounds terrific. It sounds exactly
21 on target. The problem is that we may get feedback
22 about questions that most of the working group doesn't

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1 really care about hearing about. That, I think, is a
2 big part of the problem.

3 CHAIRMAN JOHNSON: The nature of some of
4 the feedback that we've had on the questions has been
5 that the working group is widely divided in their
6 thoughts. We have some feedback that would say that
7 our questions should be, "Tell us about your
8 experience with health care." It would be very broad,
9 very open and that would be the type of questions.

10 Another person has said the question
11 should be much more specific. Tell us how you would
12 feel about increasing the deductible. Some of them
13 are yes or no types of questions with a very short
14 limited type response.

15 The questions that are in the report
16 basically are intended to try to be middle of the road
17 in terms of some closed, some open, but an attempt to
18 balance those two perspectives to be somewhat more in
19 the middle and to deal with some of the topics that we
20 need to deal with. There is no doubt, Dottie, we
21 haven't had a full discussion. And, Catherine, we
22 haven't had a full discussion of this.

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1 MS. STEHR: Looking at the questions I
2 think they are reasonable questions and not everybody
3 is going to answer all of them. You are just going to
4 concentrate on what areas you are familiar with but
5 nobody is going to answer all of them. I think in a
6 way it is a good mix of questions. It may not answer
7 everything we want to know but I think it is a fairly
8 decent set of questions.

9 CHAIRMAN JOHNSON: George, what we have
10 does not request some of the changes to the questions
11 that you have received. Correct?

12 MR. GROB: I actually have not received
13 any comments that have been specific to a particular
14 question. The only time I received any questions is
15 the general one that you mentioned that I got from
16 Richard who felt that the orientation should be much
17 more to finding that to be the experience.

18 CHAIRMAN JOHNSON: And Pat gave us
19 feedback.

20 MR. GROB: And Pat did, too, on the
21 earlier version. That's correct. They were opposite
22 in the sense that Richard's questions were more

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1 generalized to experience. Pat's questions tended to
2 focus in on particular policy options. On the policy
3 options that we put in there, we basically tried to
4 find the middle ground that is sort of a broader
5 statement of policy.

6 CHAIRMAN JOHNSON: I think also that as we
7 move along we will need to expand the questions based
8 on the responses we've received to what is in this
9 report. We are going to have additional questions
10 that will take place in different settings in the
11 future. But, in fact, this would be a starter set, so
12 to speak.

13 VICE CHAIR MCLAUGHLIN: I mean, for
14 example, in the access the three questions here are
15 only about insurance so we are not going to find out
16 anything about access for disparities. We are not
17 going to get any information on it. The quality ones,
18 there's nothing there about technical versus
19 interpersonal aspect of quality, what they value, what
20 they are willing to trade off.

21 There's nothing about whether they want
22 more of a regulatory mechanism as is true in the

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1 airline industry or the restaurant industry for safety
2 and to reduce medical errors. Most of the questions
3 in the quality section are really about cost and
4 efficiency. They are not really about quality.

5 The ones on the cost, they are two very
6 broad ones that -- well, one very broad one but
7 nothing really about what tradeoffs you are willing to
8 make in order to have your personal cost reduced, what
9 tradeoffs you foresee -- we can use different words,
10 Dottie. I'm just using those to have our vernacular -
11 - to have the cost of the whole system be reduced.

12 For me, George, it was difficult to give
13 you a response. As you can see, I gave you lots of
14 response details that I haven't turned over to you yet
15 -- I had them yesterday by the deadline -- that aren't
16 there. It's the type one versus type two thing.

17 There's just a lot I am interested in hearing
18 about with people's values, people's -- you know, how
19 they are viewing this that aren't even there. Yes, I
20 can give you responses to these questions like that
21 question is not worded quite right or it doesn't quite
22 get at it or blah, blah, blah. But the bigger thing

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1 for me are the missing questions quite frankly.

2 In the computer world we say garbage in,
3 garbage out. You put data into the computer and then
4 you analyze those data but you only then get answers
5 that the data will allow you to get. These are data
6 generators. These are generating data for us. I look
7 at this and I see half of these questions and I don't
8 really care what we find out about them because those
9 aren't the data that I want.

10 Then there are all these missing data that
11 we are not going to be able to analyze because we are
12 not even asking them. That's my problem with the
13 questions, Randy. It has nothing to do with whether
14 they are general or specific. I believe we should
15 have a mixture. I think that is absolutely right.

16 This came up yesterday. We should have
17 some true/false, some scales, some long. I mean, I
18 think we should have a mixture. The point with these
19 10 questions is that I don't think they hit the mark.
20 I think we missed the opportunity.

21 MS. BAZOS: But the question is why do we
22 have the questions in the report?

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1 CHAIRMAN JOHNSON: Why?

2 MS. BAZOS: Yeah. We originally had --

3 CHAIRMAN JOHNSON: The reason why is
4 because we are saying we are going -- you are asked to
5 make tough choices so the intent is to say, "Here are
6 some of the questions that you need to begin to think
7 about and we would like your response on it." That's
8 what we're saying. Otherwise, it's the engagement
9 thing, Dottie, that you've been talking about.

10 MS. BAZOS: I understand but I think what
11 we have set up is the same thing we kind of set up
12 with the initiative. It's like once you make the --
13 it's the same issue we had with who should sit on the
14 stage. It's like once you make the list, then you
15 have automatically excluded a group, either the people
16 who are sitting on the stage or questions that aren't
17 asked.

18 I mean, I think the engagement piece is,
19 yes, we are going to ask questions. We are going to
20 have hopefully, George, a survey of questions that
21 none of us have seen yet. Catherine's initial
22 question about the questions is what would they be

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1 used for?

2 I guess my question about the questions is
3 are these the questions we would use at the community
4 meeting? Are these an example because, if they are an
5 example, it didn't come across as an example and there
6 would be more. I just think that plunking them down
7 at the end of the report seems to me that this is what
8 we are going to focus on.

9 It seemed to narrow the field and narrow
10 the conversation immediately. That is my concern with
11 the questions so I didn't really give much of a
12 response to George yet because I just read them on the
13 plane.

14 CHAIRMAN JOHNSON: Go ahead, George.

15 MR. GROB: Just a technical thing. We
16 actually prepared, and I have with me a larger set of
17 questions that we sent around to everybody. Indeed,
18 in the report here these were meant to be. These are
19 some examples of the kinds of questions that we would
20 ask you so I think it actually says that in the short
21 report.

22 Then in the long report then we said let's

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1 go ahead and just use the same one. We have a
2 slightly longer version but I think for now they
3 should be set as examples. I do have that larger set
4 of questions. That wasn't made available. The
5 purpose of that larger set of questions, which might
6 pick up some of the persons that you were interested
7 in --

8 MS. CONLAN: I never knew there was a
9 larger set of questions.

10 MR. GROB: Yeah, it was sent to --

11 PARTICIPANT: Monday at 6:00. Montye was
12 just saying, of course, she wasn't there so she didn't
13 get it.

14 MR. GROB: Okay. And those questions the
15 way we had it set up the longer set was for the
16 website. The longer set. Yes, thank you. The one
17 you have there. It was for the website.

18 PARTICIPANT: Oh, I thought these were the
19 same ones.

20 MR. GROB: For the website. Then the
21 shorter one, which is in the report, were meant to be
22 examples of the kinds of questions that people would

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1 be asking. That the technical answer to your
2 question.

3 DR. SHIRLEY: I don't know how much time
4 was spent on the report yesterday but this morning we
5 spent about two hours and it looks like we are about
6 to get into another marathon on questions. It seems
7 to me that our purposes could be better served if
8 anyone has problems with the questions rather than put
9 aside the questions, come up with what you would
10 suggest is the better option.

11 CHAIRMAN JOHNSON: Aaron, we would welcome
12 those kinds of comments. I think what we are dealing
13 with is a need to come to a conclusion quickly, I
14 think, regarding what our action plan is going to be.

15 George has made a comment that I neglected to make.
16 We say that these are examples of questions.

17 Obviously they are going to have to be more and
18 we'll have to vet more and we'll be able to put more
19 on the website. These will be questions that would be
20 in the short report potentially. In our meetings we
21 can build on these. We don't have to be limited to
22 these. This is, as I mentioned, a starter set.

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1 Let me come back to what we indicated was
2 a proposal for your consideration. I'm not trying to
3 push this. I'm just throwing it out there for your
4 comments to try to bring together not everyone's idea
5 about what we should be doing but try to bring back
6 different pieces of feedback regarding how we might
7 approach.

8 The concept is we work to get out a
9 revised 25-pager and revised 10-pager to reflect
10 comments by tomorrow night and that we have final
11 sign-off by Wednesday, whatever that date is, next
12 Wednesday, and that we try to continue with the press
13 conference. The press conference would have a handout
14 of the short report.

15 It would have a reference to a website and
16 we would have some other things that would be part of
17 the press conference. In fact, we would not have the
18 25-pager handout. If we don't take an approach
19 similar to that, then we end up pushing back the press
20 conference. We have no idea when that will be, when
21 we get the senators together.

22 I personally think the earliest would be

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1 no earlier than two weeks from the 6th of October in
2 all likelihood because we are still unsettled as to
3 what we would include in all these reports. Who knows
4 what we would have as a potential press conference.
5 Then when do we start the meetings? Those are some --
6 it goes back to what we talked about earlier.

7 Joe, you look like you have a problem.

8 MR. HANSEN: Yeah, I do. I think -- you
9 didn't say the questions because I think we need
10 questions on October 6th whatever they might be. I
11 don't have a comment on the questions one way or the
12 other. I haven't thought about them yet as much as I
13 do about the extra questions. I think that the
14 October 6th date is probably doable along those lines,
15 Randy. My only problem is comments on the 25-page
16 report by tomorrow night which is going to be pretty
17 hard for me.

18 CHAIRMAN JOHNSON: No, no. What would
19 happen is George would work together with staff to try
20 to assemble a lot of but not all of the comments to
21 try to assimilate those.

22 PARTICIPANT: How are you going to get it

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1 out to people?

2 CHAIRMAN JOHNSON: It is basically a
3 response, Joe, to your comments earlier that you
4 didn't want to sign off on anything that you hadn't
5 seen so it would be bringing together to the extent
6 that we can a consolidated 25-pager and what I'm going
7 to call a 10-pager with feedback from the focus groups
8 and everybody would have a chance to look at that and
9 say yeah or nay. We would have to do that by
10 Wednesday in order to do the 10/6 press conference.

11 MR. GROB: Would it be helpful for you to
12 know what the nature of the revisions would be on the
13 25-pager?

14 MR. HANSEN: No. I want to live in
15 suspense for a while. I'm just trying to get it
16 clear. The 10-pager might need some revision. That
17 would has got to be solid, though, by Wednesday.

18 MR. GROB: I would say by tomorrow I can
19 promise you that we would send you the comments from
20 the focus groups, the 10-pager, and along with, if you
21 wish at that time, a rewrite of the 10-pager based on
22 the staff's view of handling the comments for your

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1 approval or disapproval by Wednesday of the 10-pager.

2 MR. HANSEN: We have made October 6th such
3 a date and what concerns me is there will be
4 tremendous pressure from both Wyden and Hatch to keep
5 that date. I think we have to be mindful of that so
6 we have to have something. It's whether we have
7 something of substance that I'm trying to get my arms
8 around. A 10-pager, the questions, a grabber piece.
9 Is that still part of it? A three-pager or something
10 like that? Maybe, maybe not.

11 CHAIRMAN JOHNSON: What's that?

12 MR. HANSEN: A grabber piece or something.

13 MR. GROB: It's hard to say. I guess Tish
14 would know.

15 CHAIRMAN JOHNSON: That is something that
16 I think we would like to be responsive to. At least
17 it would be my hope that we could but we wouldn't
18 necessarily have it in the press conference.

19 MR. GROB: And the 25-pager on the
20 website.

21 MR. HANSEN: That might be harder to do.

22 PARTICIPANT: You refer to a participant's

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1 guide in this 10-pager.

2 MR. GROB: We could change that to just
3 the short report.

4 CHAIRMAN JOHNSON: Okay. It's 20 after
5 11:00. I'm going to ask to go around the corner and
6 just say are you open to doing this? Is this
7 something you'll agree to or not? Then we are going
8 to have to decide.

9 Pat, you have a comment first?

10 MS. MARYLAND: The only comment would be
11 we have the rest of this afternoon. I know we have an
12 agenda for the committee meeting but I wonder whether
13 or not it might be better served to take time to walk
14 through and to get the input today from everybody
15 about this for the 10-pager so that we can come to
16 some closure on that before we leave here. I mean,
17 can we not change the agenda in order to serve the
18 needs of getting this 10-pager report closer to
19 something that will meet most of our needs, or is that
20 problematic?

21 CHAIRMAN JOHNSON: Let me talk to Aaron
22 and Dottie. You have committees that you wanted to

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1 get together. What are your thoughts about that?

2 DR. SHIRLEY: We can defer most of it. We
3 just completed our recommendations. If we can -- I
4 would recommend that our committee be as flexible as
5 possible so that we can bring closure to this
6 morning's discussion.

7 CHAIRMAN JOHNSON: Dottie.

8 MS. BAZOS: I think it would really help
9 as a group to work together on something concrete like
10 the 10-pager. Catherine has her 10-pager that she
11 started with. We have this other 10-pager. I'm
12 really worried that no matter how much we rush the
13 process if we don't have a face-to-face meeting we are
14 not going to come to an agreement on this on what is
15 going to happen on the 6th or whether we can approve
16 or buy into what is going to go on.

17 I think it would be very helpful to change
18 the agenda to all work on the 10-pager, to learn from
19 each other and see where we can get to by the end of
20 the day. It certainly will give staff input. It will
21 help us, I think, to articulate what it is we disagree
22 on. I think working together would just help this

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1 group.

2 Unless someone from the communications
3 committee feels strongly, we have a lot of work ahead
4 of us. We can't really do our work without some
5 content at this point. It's very hard to think about
6 PR and what we're going to do when we haven't yet
7 agreed as a group about content.

8 CHAIRMAN JOHNSON: George, in your mind
9 what does it do to change the agenda? What are the
10 ups and downs of that?

11 MR. GROB: I think that can be handled. I
12 think that can be worked by October 6th is proceeding
13 the case. I'm not aware of any decisions about that
14 that need to be brought to the working group for
15 decision making. I think the same thing is true for
16 the community meetings group that should work. I
17 think October 6th is a good time to bring a lot of
18 decisions for that. We have something here. If you
19 are asking me, I think that can be done.

20 DR. SHIRLEY: May I suggest if there is a
21 room in this building that has a strong lock, all of
22 the members who have differences lock them up, give

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1 them two hours.

2 PARTICIPANT: Put down mats so they can
3 wrestle?

4 DR. SHIRLEY: No water, no toilet.

5 CHAIRMAN JOHNSON: Okay. Any other
6 comments or suggestions? It sounds like we have some
7 concurrence. We haven't had any objectives to
8 changing -- objections to changing the agenda for this
9 afternoon. Frank is going to have enough wine and
10 booze, I suppose, to drown our sorrows this evening.

11 PARTICIPANT: I don't know about that.

12 CHAIRMAN JOHNSON: You don't think he's
13 got enough?

14 Okay. How would you then like to proceed
15 assuming that we are able to iron out some differences
16 this afternoon as we have been proposing to you? Is
17 there anybody who would object to that?

18 MS. MARYLAND: I think that we will all be
19 better served if the process is transparent today. We
20 get all the issues on the table and try to work
21 through as many of them as possible and leave with a
22 document that hopefully will meet 95 percent of all of

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1 our needs so that we can check and know that we are
2 going to be prepared for October 6th. That's my
3 opinion.

4 MR. HANSEN: We're talking about this 10-
5 page thing?

6 MS. MARYLAND: Yes, the 10-page document.

7 MR. HANSEN: But that's going to a focus
8 group while we speak. Right?

9 MS. MARYLAND: Right.

10 MR. HANSEN: Okay. So there will be
11 some --

12 MR. GROB: There will be some reaction to
13 that, too. I think if we meet this afternoon on it,
14 including how we want it to be, we can then adapt as
15 well in the focus groups, turn that around tomorrow
16 based on what we did today and get that out for you.

17 CHAIRMAN JOHNSON: Say that again, George.

18 MR. GROB: Basically if we meet today
19 we'll have a body of comments from the members on the
20 10-pager tomorrow by noon. Again, remember that noon
21 is 3:00 your time. We would then have the reactions
22 of the focus groups. There is a big meeting here

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1 tomorrow. Right?

2 But some of the staff that we have don't
3 need to be at that meeting to the extent that we can
4 make a quick determination about where that stands we
5 ought to be able to turn that around, the 10-pager.
6 It's not that long. The question is how do we handle
7 the comments that we get.

8 MS. VANDYKE: I think, too, if I can about
9 the focus group because I don't want people to get
10 worried that we are going into focus groups today and
11 think, "Oh, my gosh. You all are going to be sitting
12 here working on this stuff today."

13 Really in a focus group that is two hours
14 long with eight people sitting around the table, they
15 are not going to be able to get down into the weeds
16 the way you guys can. Their comments are really going
17 to be, like I said, about usability and tone and does
18 this motivate you to want to go to other places on the
19 site to do more, to answer more questions, to look at
20 more information, that kind of stuff.

21 Really you guys are the experts and you
22 are the ones who really can inform. Like so many of

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1 you have said, really bring the credibility to the
2 reports whether it's the 25-pager or the 10-pager that
3 needs to be brought. What the focus groups are
4 telling you is simply they are giving you feedback on,
5 "Okay, I don't understand this word access and I don't
6 understand this definition that you have given me."
7 So it's giving us the feedback, all of us, "Okay,
8 we've got to simplify that a little bit."

9 They are not going to get down in the
10 weeds. They are not going to change what the report
11 is about. They are not going to change the
12 credibility of the report. I think that is something
13 very important to remember.

14 MS. SMITH: If I may, Randy, this is not
15 the only focus group. There will be another focus
16 group because, Catherine, I know you have a lot of
17 concerns in terms of the questions so there's time to
18 sweep the questions and get them to the place where
19 all the working group members are comfortable for the
20 next one.

21 CHAIRMAN JOHNSON: When is the next focus
22 group?

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1 MS. VANDYKE: Actually it's not until
2 after October 6th so I was going to suggest -- I am
3 sorry because I'm fairly new to all of this. I've
4 only been working on it for two weeks. I didn't
5 realize that the questions -- that some of the
6 questions that are in the report, we have been under
7 the impression that those are examples of questions
8 that are going to be on the site that we are going to
9 be looking at feedback.

10 That's the way we have proceeded with the
11 questions. I was also going to suggest as we talk
12 about milestones and momentum and that kind of stuff,
13 another thing we could possibly think about doing,
14 hopefully your web people won't have a heart attack
15 with this idea, is during the course of this project
16 putting different questions up at different times
17 along the way.

18 CHAIRMAN JOHNSON: We've already discussed
19 that.

20 MS. VANDYKE: Okay. I'm sorry. Okay.

21 MR. GROB: Can I clarify a couple things
22 to help clarify the objectives? I think that it is

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1 true that these were clearly meant to be examples of
2 questions with a longer list but here we are. My
3 guess is that I think it may be achievable to agree
4 upon a starter set of questions that do correspond to
5 what is in the report, although that wasn't the
6 initial intention but the idea that we have more time
7 to lengthen it out and to get a broader set of
8 questions on the website.

9 I'm not as optimistic that we could create
10 a set of questions for the website that is a full list
11 this afternoon. If you all would like to work on
12 that, I am willing to do it. I'm trying to be
13 realistic in terms of what can be achieved.

14 MR. HANSEN: Some of the questions, not
15 the additional questions that were not on the report,
16 I was looking at those and some of those have
17 preconceived answers to the questions. The very
18 first one kind of blamed the doctors for the problem.

19 Then you are going to turn it over to the insurance
20 companies to make judgments. If it comes down to
21 questions like that, my vote is no.

22 CHAIRMAN JOHNSON: Joe, that is one of my

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1 concerns about some of the questions that we've had
2 submitted to us, as well as some of those that you are
3 referencing. There has been an attempt -- I'm going
4 to share a few personal things now because I'm not
5 going to be here this afternoon. I'm very bothered by
6 the fact that we are going to have discussions and I
7 don't have a chance to participate.

8 MR. HANSEN: Either will I, Randy.

9 CHAIRMAN JOHNSON: But the questions are
10 intended to not lead a reader to a conclusion or to
11 imply a problem where there is a leading potential
12 answer to the question. Some of the questions that
13 we've had have had that. The questions that we have
14 now in the report are really trying to avoid that.

15 They are examples but they are trying to
16 avoid leading a person to an answer. It's really in
17 my mind pretty important to do that. I'll share a
18 couple of other biases with you before we close. You
19 can do with it what you want. I personally like the
20 10-pager and I like the bullets because that's the way
21 people with whom I associate read.

22 I'm more inclined to do that than more of

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1 a prose kind of 10-pager so to speak. The focus
2 groups hopefully will help us come to a conclusion on
3 that. I'm comfortable with the tone and I have liked
4 the language of both the 10-pager and the 25-pager.
5 Not because I read it -- not because I wrote it but
6 because I read it and feel it helps us move along.

7 It's not exactly how I would write it but
8 that's a given. It's not going to be exactly how
9 anybody else here would write it either. I hope we
10 can come to a report that will not be too far off
11 actually what we have and what, at least, some of the
12 comments that have been submitted. And that we'll
13 have the initiatives clearly indicated as potential
14 consideration by people who read the report. Other
15 comments before we adjourn?

16 MR. HANSEN: I won't be here this
17 afternoon either, Randy. The 10-pager I didn't look
18 at that close. I just told Therese on page three some
19 of the suggestions there I thought were weak but they
20 can deal with that this afternoon.

21 VICE CHAIR MCLAUGHLIN: That's the same
22 problem as in the long report.

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1 MR. HANSEN: We talked about the long
2 report.

3 VICE CHAIR MCLAUGHLIN: Exactly. It's the
4 same list so the same problem.

5 CHAIRMAN JOHNSON: Okay.

6 MS. STEHR: I do have one question. If we
7 do devote the afternoon to working on the shorter
8 documents, we just did have a discussion and suggested
9 that the bulleted documents might serve our purposes
10 on October 6th. I think what I heard was then we
11 wanted to print something that was more engaging with
12 graphics.

13 CHAIRMAN JOHNSON: That's my point in
14 responding to that. I believe that what we have can
15 be printed and be used as a short-term, shorter,
16 briefer report.

17 MS. VANDYKE: And we will put graphics
18 into that. Like I said earlier, at this point that
19 document doesn't have it because what we need to do is
20 get it to the point where everyone is in agreement on
21 the text before we can start designing it.

22 VICE CHAIR MCLAUGHLIN: I understand if

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1 that is a different format which I think we talked
2 about yesterday when you weren't here. It's a
3 different format than having something like this where
4 you open it up and you see it like that. This has
5 graphics but it's different --

6 MS. VANDYKE: That's what we're trying to
7 get to.

8 VICE CHAIR MCLAUGHLIN: -- than a list of
9 bullet items where you open the story boards as it
10 were.

11 MS. VANDYKE: That's what we're trying to
12 get to but we've got to agree on the text before we
13 can put it into graphics.

14 CHAIRMAN JOHNSON: Again, the focus groups
15 will tell us whether that is effective or not and
16 we'll have a chance to --

17 VICE CHAIR MCLAUGHLIN: But our focus
18 group is going to see something like this to see
19 whether or not it's effective.

20 MS. VANDYKE: The focus groups right now
21 are seeing this.

22 VICE CHAIR MCLAUGHLIN: The slide show.

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1 MS. VANDYKE: They are seeing the 10-pager
2 as you have it text only. We are talking about
3 language in that. Then they are looking at the 25-
4 pager as it is now which is not designed, it's only
5 text.

6 CHAIRMAN JOHNSON: Are we ready to adjourn
7 for the morning then and reconvene at 12:30?

8 PARTICIPANT: 12:30 or 1:00. It said 1:00
9 originally. When do you want us back?

10 CHAIRMAN JOHNSON: What time would you
11 like to reconvene?

12 MR. GROB: At your convenience. I just
13 need food.

14 CHAIRMAN JOHNSON: Okay. Catherine will
15 reconvene us all.

16 (Whereupon, off the record for lunch to
17 reconvene at 12:30 p.m.)

18

19

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1 A-F-T-E-R-N-O-O-N S-E-S-S-I-O-N

2 12:30 p.m.

3 VICE CHAIR MCLAUGHLIN: I think we have
4 everybody. Okay. We have a couple of things we have
5 to do this afternoon. Aaron did ask me just now if we
6 can try to stay on a fairly tight line because he does
7 want at least a short meeting of the community meeting
8 committee. We have to keep things on track.

9 The other thing is that Dottie did want
10 Andy to have the chance to show us the website so we
11 are going to do that as well. It won't take very
12 long. We saw it yesterday. It did not take very
13 long. As we get into this, if we need a bright spot,
14 we'll ask Andy to show us the website because I will
15 reveal to you already that the communications
16 committee was very excited about it so it's something
17 that is going in the right direction and we are making
18 lots of progress which we may need that boost in the
19 arm in a little bit.

20 Caroline.

21 MS. TAPLIN: Everyone is here except
22 Aaron. Can I just make an announcement about getting

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1 to Frank's tonight?

2 VICE CHAIR MCLAUGHLIN: Sure.

3 MS. TAPLIN: We are supposed to meet in
4 the lobby of the hotel at 6:30 and all will be
5 revealed.

6 PARTICIPANT: Black tie, right?

7 VICE CHAIR MCLAUGHLIN: If you have one.

8 MS. TAPLIN: Black tie and white socks.

9 VICE CHAIR MCLAUGHLIN: Okay. Since we
10 are going to talk about the report, I would like the
11 three of you guys to come up to the table because at
12 lunch it was quite clear that we have some questions
13 about the report. If Randy's desires are met, you
14 guys are going to be incorporating comments later
15 today and tomorrow. It would be great if we start
16 that right now. Also, just one second, Deb. If you
17 can keep --

18 PARTICIPANT: This is Chris.

19 VICE CHAIR MCLAUGHLIN: You know why?
20 Because I was looking at Deb. I was. I was looking
21 at Deb. Chris, can you let me finish one second? I
22 want somebody to make sure to take good notes. I

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1 don't know whether Caroline is the best note taker.

2 MS. TAPLIN: I don't have my laptop with
3 me.

4 VICE CHAIR MCLAUGHLIN: Hand notes.

5 MR. ROCK: This is actually on the public
6 record.

7 VICE CHAIR MCLAUGHLIN: I understand but I
8 meant for the staff to then make changes. We need
9 really good notes so that Jill and Craig know what to
10 look up. That's what I meant, Andy. I know you're
11 taking notes of the general conversation. I thought
12 Tish and Kristen were coming but I guess they're not?

13 PARTICIPANT: Tish left. She had a flight
14 to take.

15 VICE CHAIR MCLAUGHLIN: I see. Okay. I
16 guess we won't get her expert advice then. Several
17 people had proved this out yesterday because Dottie
18 had asked me to and asked me to bring it. Montye had
19 looked at it. Aaron asked to look at it this morning
20 and so I copied over my fun key just to have it up
21 here to have a start.

22 What we need to do is come up with an idea

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1 of what we want the short report to look like and what
2 the content will be. We are going to get feedback
3 from the focus groups sometimes tomorrow according to
4 Tish about the version that they put together with the
5 bullet items. It was brought to my attention that we
6 may have to make a decision.

7 Before we start going through all those
8 bullet items, make a decision about what style we as a
9 working group want. We heard from Randy and -- oh, I
10 forgot. You had your hand up. I'm sorry. I forgot,
11 Jennifer.

12 MS. WRIGHT: I'm not upset -- upset or not
13 upset that he's not here but I did hear Randy say that
14 he was uncomfortable because he wouldn't be here this
15 afternoon for the discussions.

16 VICE CHAIR MCLAUGHLIN: Yes.

17 MS. WRIGHT: I just want to make sure I'm
18 not wasting all of our time or any of us are wasting
19 our time this afternoon with whatever we suggest to
20 Randy and then he says no, he doesn't like it. I
21 think what is decided here this afternoon we have
22 decided as a group and that he as the Chair doesn't go

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1 back then and change it and say, no, it's not
2 satisfactory to him because I'll walk out now.

3 I guess what I'm saying is if we come up
4 with ideas and this is what we like by the end of the
5 day, then this is what we as a group stick to and it's
6 not, "I sort of like it and I sort of don't. If we
7 did this it would be all right."

8 VICE CHAIR MCLAUGHLIN: I hear you.

9 MS. BAZOS: In that light I also think
10 that at the end of this meeting we should then see
11 where we are and really decide if we do think we can
12 get the product that we are talking about agreed on
13 for the October 6th meeting which kind of says the
14 same thing.

15 If we go one way and then we are going to
16 get a day or something to look at it, if it's wrong, I
17 think we all need -- not wrong but if it's
18 considerably changed, then I think we need to agree to
19 forget October 6th and spend more time at it until we
20 get it the way we want it.

21 VICE CHAIR MCLAUGHLIN: I'm not sure we
22 can, in fact, make that decision. I think Randy would

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1 come back and say -- I think that is probably when he
2 would overrule, Dottie.

3 MS. BAZOS: The October 6th you mean?

4 VICE CHAIR MCLAUGHLIN: Yes.

5 MS. WRIGHT: But if you're telling me
6 everything is good --

7 VICE CHAIR MCLAUGHLIN: I don't know,
8 Chris.

9 MS. WRIGHT: -- then we should just meet
10 in our separate focus groups. There would be nothing
11 accomplished today.

12 VICE CHAIR MCLAUGHLIN: I do not know. I
13 think it's a legitimate point.

14 PARTICIPANT: So what don't you know?

15 VICE CHAIR MCLAUGHLIN: Whether, in fact,
16 let's say -- where I was headed, Chris, was that some
17 people were saying instead of putting up the Edelman
18 10-pager and wordsmithing, changing, approving,
19 disapproving, if that's not the base that we want but
20 instead we want a base more like this, why not start
21 here and edit this and come to agreement on this?

22 That is right totally what Chris was just

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1 saying. Randy may come back and say, "You spent three
2 hours making this look like what you wanted but I
3 don't find it acceptable because I wanted bullet
4 items." So I think Chris' point, I hadn't thought
5 about it but it's a good point.

6 MS. HUGHES: Maybe I misunderstood because
7 I thought her point was that we were going to all
8 stick together on whatever we decided on in the room.
9 Am I wrong?

10 VICE CHAIR MCLAUGHLIN: We'll try to come
11 to an agreement but are we going to try to come --
12 okay. We could play it safe and make changes at the
13 margin and look at the Edelman report and just tweak
14 it, make minor changes with confidence that Randy
15 would probably be willing to accept it unless we put
16 in something really outrageous that he disagrees with.

17 Just like Pat was talking about her
18 constituents and he has his constituents which are the
19 HR folks. He doesn't want anything in there that his
20 HR people won't say, "Randy, I can't believe you let
21 that go through." So we have to be aware that he has
22 those constraints just like all of us do. One way is

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1 to play it relatively safe, though, Therese.

2 What some people are talking to me about
3 is let's see about doing something that is really very
4 different. I think Chris' point is well taken that
5 Randy may come back and say, "I'm sorry. I just don't
6 find this acceptable."

7 MS. HUGHES: I would like to just add to
8 the conversation this. The Edelman product is going
9 to -- the 10-pager as we have it is going to focus
10 groups.

11 VICE CHAIR MCLAUGHLIN: Yes.

12 MS. HUGHES: Now, and we're going to come
13 back with opinions and comments on it.

14 VICE CHAIR MCLAUGHLIN: Yes.

15 MS. HUGHES: And there is validity, in my
16 opinion, for us to look at it and to make the changes
17 and to see where it is because it has moved into
18 another arena and I think that if we are going to get
19 any type of compromise at the table in terms of sign-
20 off, that we need to see how many people want to go
21 with your report the way it is and start with that as
22 the basis and how many people want to go with the

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1 Edelman.

2 VICE CHAIR MCLAUGHLIN: I would rather
3 call this the Salt Lake City report than my report.
4 It's not Cathy's report. Jill Bernstein and the
5 summer interns and the four members of the report
6 committee put together.

7 MS. HUGHES: Okay, Catherine, I --

8 VICE CHAIR MCLAUGHLIN: It happens to be
9 on my thumb key.

10 MS. HUGHES: Okay. I'm sorry I used the
11 words "your report." I think that the report that is
12 put up here we need to decide first what we are going
13 to look at.

14 VICE CHAIR MCLAUGHLIN: Great. That's
15 where I was headed.

16 MS. HUGHES: Because I think --

17 VICE CHAIR MCLAUGHLIN: That's exactly
18 where I was headed.

19 MS. HUGHES: Okay. Because I think the
20 fact that it's going to the focus group is going to
21 give us more information.

22 VICE CHAIR MCLAUGHLIN: I understand. Let

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1 me make a comment about that. It is a very strategic
2 move to send a place strategies and pieces of a
3 strategy and then ask for opinion midstream and then
4 people are reluctant to change where you're going. It
5 is, in fact, the case that the focus group is going to
6 be looking at the Edelman report tonight. Right? We
7 have been told Monday or Tuesday that maybe they
8 wouldn't do the focus groups, or yesterday afternoon.

9 It became quite clear that they are going
10 ahead and doing the focus groups based on the Edelman
11 report. All right? However, in economics there is
12 this concept that we talk about as subcost. Right?
13 Sometimes you put into place something and down the
14 line you realize that we don't want to keep throwing
15 good money after bad.

16 We don't want to keep going that way.
17 Instead of saying, "Oh, but we have..." you say,
18 "Let's say where we are now and where do we want to go
19 from here?" and look at the marginal benefit and the
20 marginal cost of going from here.

21 MS. HUGHES: I understand that.

22 VICE CHAIR MCLAUGHLIN: I totally

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1 understand the value of the focus group's responses to
2 the Edelman report but if we don't like the Edelman
3 report, I don't think we should feel like we have to
4 go with it just because that's the one that we'll get
5 focus group response to.

6 MS. HUGHES: Okay. I guess I don't think
7 that we have to go to it just because it went to the
8 focus groups.

9 VICE CHAIR MCLAUGHLIN: I agree.

10 MS. HUGHES: I don't think we've discussed
11 the short report.

12 VICE CHAIR MCLAUGHLIN: I agree.

13 MS. HUGHES: I don't know how people -- I
14 can't say I like this or I like this.

15 VICE CHAIR MCLAUGHLIN: I agree.

16 MS. HUGHES: I like the format of this. I
17 don't like the format of this.

18 VICE CHAIR MCLAUGHLIN: I agree.

19 MS. HUGHES: We haven't discussed it so if
20 we are going to start with this --

21 VICE CHAIR MCLAUGHLIN: We're not. I just
22 put this up because we don't have copies of this. We

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1 have copies of Edelman short report. All I was going
2 to do, Therese, is flash this up on the screen so that
3 you guys could see what that is. Then we would have a
4 conversation and say which do we want to do?

5 Do we want to say, "Okay, that's fine but
6 we're not going there. This is what we have and let's
7 work on it or not." That's all I was going to do. I
8 was not going to go page by page and discuss this.

9 MS. BAZOS: I think we need to keep in
10 mind there are two things to think about. One, give
11 content. The other is presentation. They are totally
12 different. Let's just not mix them up.

13 VICE CHAIR MCLAUGHLIN: I'm talking about
14 presentation, not content.

15 MS. BAZOS: Catherine is talking about
16 presentation. I think what happened was when Edelman
17 sat there they said -- they looked at Catherine's
18 report and went, "That's where we're going but we want
19 to get the content right first." As I understand,
20 you're putting this up to remind us what the
21 presentation might be.

22 There was a discussion about whether the

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1 presentation should be bullets or something more
2 graphic. Then we've got to get into the content and
3 the content is -- we've got content from the 25-pager.
4 We've got content from the 10-pager. We've got
5 content from here. That is where I'm hoping we'll
6 have some really lively discussion.

7 VICE CHAIR MCLAUGHLIN: Let's take 30
8 seconds, which is all I want to do, to remind people
9 of the different stories so it's not just the look.
10 It's also how you are telling the story. In this case
11 remember there was that but then there was this thing.
12 This is a very different beginning is all I'm saying,
13 Therese. I just want to say do we want to stick with
14 this or do we want to have it be gone.

15 Again, this is a different way. This is
16 not bullet items. Now, I'm not asking you to look at
17 the content here. That wasn't what I was going to do.

18 Just say opening it up to be a story board like this,
19 a two pager, is very different than the 8.5 by 11
20 flipping of pages. The both have their advantages.
21 They both have their disadvantages. I'm just saying
22 it does do something different.

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1 This way you get equal amount of space to
2 each of the three because each set of two pages. In
3 their version you can have this much on quality, this
4 much on access, this much on cost. That is one of the
5 advantages. This way, you know, you are sort of stuck
6 with the two pages per each one of the three topics.
7 Then the very solution.

8 This is what I tried to tell Randy. We
9 already had solutions. We just had them organized
10 differently, worded differently. We had ideas over
11 there and the statutes and coverage. We say these
12 have been proposed. We just did it differently.

13 That's all I want to do is say, all right,
14 that's one way to do it where the construction does,
15 in fact, change how the story is and how it's told. I
16 don't care how we spend the rest of our time now
17 thinking about what we want to do in the content. I
18 would just say remind us what that looked like.
19 That's all I wanted to do.

20 MS. BAZOS: Can I ask a question, though?

21 VICE CHAIR MCLAUGHLIN: Yeah.

22 MS. BAZOS: If we agreed on a content, if

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1 we agree on 100 bullets framed in a certain way,
2 couldn't that content then be portrayed --

3 VICE CHAIR MCLAUGHLIN: Within the
4 distribution constraint.

5 MS. BAZOS: Yes, within that constraint
6 but also in a bulleted report?

7 VICE CHAIR MCLAUGHLIN: It can be small
8 bullets that are there instead of small paragraphs.

9 MS. BAZOS: No, I'm not saying within --
10 I'm saying couldn't it be -- Randy was -- at least,
11 that's how I understood it, concerned about people who
12 are reading things in a certain way.

13 VICE CHAIR MCLAUGHLIN: Right.

14 MS. BAZOS: Bullet format, something that
15 looks more like a report.

16 VICE CHAIR MCLAUGHLIN: Right.

17 MS. BAZOS: We are trying to get something
18 that jumps off the grocery store shelf to someone. If
19 the content is the same, if we all agree on the
20 content, then couldn't we have both? I mean, I just
21 don't understand why it's an either/or. Then we can
22 decide which one is ready for the 6th.

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1 VICE CHAIR MCLAUGHLIN: None of our
2 communications people are here. I think the either/or
3 is that we have to decide what we are going to have on
4 December -- why do I keep doing this? -- October 6th
5 and what we are going to settle our money printing and
6 having translated and, you know --

7 MS. BAZOS: Braille.

8 VICE CHAIR MCLAUGHLIN: I don't think
9 we're going there.

10 DR. BAUMEISTER: I'll never forget many
11 years ago there when Time and Life were the two big
12 magazines. There had been some article in Time
13 magazine that somebody had just really objected to and
14 they wrote this stinging letter to the editor of Time.
15 He said they read both magazines and they had become
16 convinced that Life was a magazine for people who
17 could think but didn't take time to read, and that
18 Time was for people who could read but didn't have
19 time to think.

20 VICE CHAIR MCLAUGHLIN: Which are we?

21 DR. BAUMEISTER: I'm not sure. I remember
22 we discussed all this before and I've been sort of

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1 here and you today and stayed out of this because I
2 got sort of -- if I opened my mouth again I would
3 accuse the PR people of selling soap and that didn't
4 go over well. I remember we were going to write a
5 long report and it was going to be a scholarly
6 treatise on health care. Then we were going to put
7 together a comic book.

8 VICE CHAIR MCLAUGHLIN: Right.

9 DR. BAUMEISTER: Sort of classic comics of
10 health care that you could understand in a homeless
11 shelter down in Burnside. That has totally evolved
12 now that the short form is for Robert Pear and for
13 other notables who read things very quickly when they
14 are standing on the train. Is that right? The short
15 form has become a way of informing the intelligentsia
16 who are in a hurry.

17 VICE CHAIR MCLAUGHLIN: I think as
18 articulated this morning, and I'm happy for anybody to
19 jump in and tell me I didn't hear it right or I'm not
20 recollecting it right, that the short form is now
21 being seen for the press, for the staff, the Hill
22 staff.

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1 DR. BAUMEISTER: The upshot of that is
2 that nobody can read the long form which I think is
3 really an error. I think that's a grievous mistake.
4 I think academics are going to read the long form. I
5 think deans of medical schools will read the long
6 form. I think that benefits managers, if they have a
7 brain, will read the long form. I think leaders of
8 medical societies, leaders of advocacy groups will
9 read the long form.

10 VICE CHAIR MCLAUGHLIN: And that doesn't
11 have to be snappy to get them to read it.

12 DR. BAUMEISTER: I think I can read this
13 thing in about an hour, you know, and understand it.
14 I think most people can and most people will. This
15 stuff is on everybody's minds and I don't think you
16 have to dumb it down. I don't know, that's just --

17 VICE CHAIR MCLAUGHLIN: I mean, Dottie's
18 comment was sort of what I was asking this morning and
19 I don't think I got a really clear response from
20 Connie and Tish who was following up on Therese's
21 comment about needing something for the Hill staff and
22 whatever. I said is what we have on October 6th -- I

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1 did it. Major breakthrough -- October 6th, can that
2 be like a four or five-page bullet thing with no
3 graphics, no people's faces, nothing. Just be the
4 fact sheet kind of thing that they are used to.

5 DR. BAUMEISTER: Bare bones.

6 VICE CHAIR MCLAUGHLIN: And it's not mass
7 printed. It's not colorful and that we have a
8 different thing that is cartoony colorful that will be
9 mass produced. George has been talking to Costco and
10 Target and all these different places. It's not mass
11 produced, Dottie, but it's like, you know, a five-page
12 version of this.

13 MS. BAZOS: I think that's a compromise.
14 It's a good compromise.

15 VICE CHAIR MCLAUGHLIN: But I'm not sure
16 that meets the PR side of it of yawn, yawn, who cares?
17 I mean, wasn't that the response that they gave me
18 sort of this morning of just having a summary, a
19 bullet summary of the long report? We might as well
20 not have it. Wasn't that right, George? Isn't that
21 sort of the response that we got?

22 MR. GROB: Yes. Basically what I took it

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1 to be was that we should distribute something that we
2 can call a report on the event. That is just the
3 usual papers won't cut it that way.

4 VICE CHAIR MCLAUGHLIN: One of the things
5 I need to point out is that the long report, as Frank
6 said, the 25-pager that is now going up to 50 pages,
7 the long report is the Health Report to the American
8 People. We made a decision for a variety of reasons
9 two months ago because Larry Patton pointed out to us
10 that there was no money in the appropriation for us to
11 do the report.

12 That was a legislative mix-up. Fine,
13 fine, fine. Whatever. We didn't get that other money
14 so the thing that's titled the Health Report to the
15 American People can't be some fancy slick production.

16 It can be on the website as a scholarly report that
17 is factually accurate. If that is the case, this
18 thing that is 25 pages, call the 25-pager report, we
19 are legislatively mandated to include a long list of
20 things. All right?

21 Jill and Caroline and I sat back in June
22 and did a matrix where we went through that long list

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1 of things and made sure that if anyone ever questions
2 us, we can sit down and show them where we addressed
3 everyone of them. There was a long list in that
4 statute of items to be covered in the Health Report to
5 the American People. We will never get that in either
6 this or this.

7 The fact of the matter is the report that
8 we have to have October 6th almost by definition has
9 to be the long report that is on the web because that
10 is the only one where if we are ever questioned we can
11 say we did not get -- we did not use the money. We
12 did not use all this money for it. Right?

13 We just did it with existing stuff. We
14 didn't do new stuff. We didn't focus group it. We
15 could stand by that if the IG office ever gets us.
16 Right? And, two, that we can say we've covered every
17 single thing that is in the statute. The 25-pager is
18 the only one that is statutorily correct and is
19 defensible and we will not get into trouble.

20 DR. BAUMEISTER: I agree with that.

21 VICE CHAIR MCLAUGHLIN: So October 6th the
22 Health Report to the American People has to be some

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1 version of that 25-pager and it cannot be colorful,
2 snappy, mass produced. It cannot or we could be in
3 trouble.

4 MR. GROB: I doubt that we would be but I
5 do agree with everything you're saying.

6 MS. BAZOS: I think we are talking about
7 -- we have this 10-pager that Randy seems to like the
8 format. This is what people read and that type of
9 thing. This is actually -- Pat just gave me the word
10 -- this is like an executive summary of the 25-pager.

11 VICE CHAIR MCLAUGHLIN: It is.

12 MR. GROB: It is.

13 MS. BAZOS: I don't understand why we
14 can't have this on the 6th and say, "In addition, we
15 have created a report that looks like this for anyone
16 who doesn't read this kind of thing." I don't
17 understand. And the one that we are going to make a
18 thousand million copies of is going to be the one that
19 the average person on the street would pick up. I
20 don't understand why we need to spend -- I just don't
21 want to spend the next two hours deciding that. If we
22 agree on content, then we could do both.

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1 VICE CHAIR MCLAUGHLIN: George, are we in
2 trouble if on October -- I have to really think about
3 it to say it -- October 6th, we say, "We've got this
4 25-pager, which is actually 50 pages, but never mind.

5 We call it the 25-pager. It's the Health Report to
6 the American People. We were mandated to do it and,
7 boy, we did.

8 It's scholarly and accurate and we are
9 really proud of it. It tells you where the money
10 comes from and where the money goes, what it buys, who
11 uses it. We did all the stuff we were supposed to do.

12 Aren't we great. Boy, it's up there and we hope a
13 lot of you will read it because we hope you'll learn
14 stuff," and blah, blah, blah, blah, blah, blah, blah,
15 blah.

16 Boy, it's up there and we can print copies
17 for the press that show up knowing that they won't
18 read it that instant but maybe they will read it
19 later. Then if we have the executive summary, the
20 bulleted items, so that it's reader friendly for
21 staffers and Robert Pears and all this kind of stuff,
22 and we then talk about committee meetings and the

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1 website and dialogue and shake hands and listen to
2 people and key pads and questions, is that enough or
3 do you still feel as though we have to have something
4 like this that is mass produced?

5 MR. GROB: I'll give you may answer but
6 remember it's an opinion. I think that -- I'm going
7 to use the word graphics now to distinguish it from
8 graphs, although it is a combination just as yours is.

9 The patina of it as well as the graphs contribute to
10 that.

11 What I understood and it's something I
12 believe, too, and is also what I thought that I was
13 hearing, is that it would be appropriate for us to
14 have a document which is very report like in its
15 format that would then be this but it's not just like
16 pages because there would be a cover to it.

17 Maybe as well some kind of -- I'm guessing
18 but if you look at the slide show and they have the
19 page across the top. Something that gives it a style
20 that, in fact, does look like the executive summaries
21 that are often made available for reports. That would
22 be very important to have. That would be the kind of

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1 thing that you could -- that would be a good handout
2 to give to people.

3 VICE CHAIR MCLAUGHLIN: So you would have
4 maybe 100 copies of it.

5 MR. GROB: Whatever you would need that
6 would be available. Yes, then you have something that
7 you could give to the members of the committees. That
8 is something that you -- I think the thought was you
9 do have to have a report like document that you are
10 giving away and so the idea of converting is not to
11 your initial concept which I feel very warm to.

12 I've always told you that, Catherine. But
13 that there is this other crowd of people who think in
14 terms of, "Well, where is that report?" I think it
15 goes beyond the Congressional staffers. I do think
16 there are professional people throughout the country
17 that would appreciate having a document that looks
18 like that.

19 VICE CHAIR MCLAUGHLIN: With little
20 bullets.

21 MR. GROB: Well, again, yes.

22 VICE CHAIR MCLAUGHLIN: I'm sorry. I

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1 didn't mean the bullets were small. I meant little
2 short one sentence as opposed to Frank saying it takes
3 you one hour to read the 25-pager.

4 MR. GROB: Yes. I think that people
5 usually appreciate that. I have never been to any
6 place where an important report was issued that they
7 didn't primarily traffic in the 10-page version of it
8 that looks like the report.

9 VICE CHAIR MCLAUGHLIN: Right.

10 MR. GROB: I would say that would be -- I
11 would say for the people I deal with which, again, is
12 not the country that you all deal with but at the
13 levels of the interest groups that it would almost be
14 regarded as impolite if you didn't have something to
15 give them.

16 VICE CHAIR MCLAUGHLIN: Right. But that
17 is not what the focus group -- the participants are
18 not those people from what she said. The focus group
19 that they are doing are the everyday people that --
20 I'm not holding this up as the thing but that we
21 wanted it to be more engaging but not an executive
22 summary.

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1 MR. GROB: But I would say, and I want to
2 assure you this is your meeting and I want to be of
3 service so I'm just going to give you my best honest
4 answer. I would say these kind of reports do have an
5 even broader following than the professional staff.
6 There's many people that will read it and can
7 understand it. I do see a bit of ambivalence because
8 of what you're saying in terms of who the focus groups
9 are.

10 I think a professional looking report
11 could, in fact, be used for any people, particularly
12 in the style that this report is given. Again, I
13 think that there was a point to say that people Evans
14 and Lopus were attempting to reach all Medicare
15 beneficiaries throughout the country and that this
16 style is the kind of style that they were required to
17 use for that purpose.

18 VICE CHAIR MCLAUGHLIN: Because if you're
19 invited it's not to the staffers. That's not
20 executive summary. But then the second page, and I
21 think that's what Dottie is alluding to, once you get
22 to the second page, the rest of it is executive

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1 summary.

2 MS. BAZOS: I don't know why we can't make
3 an executive summary for the 6th and then work on a
4 document that we'll get back from Edelman, feedback
5 from this. We have other language and graphics. I
6 mean, we have always said that we want to make this
7 available to everyone so what I'm hearing is, "Hey,
8 there's a bunch of people who want bulleted reports,"
9 so we do an executive summary that is full of bullets
10 and a couple of graphs, whatever it is.

11 Period, done, finished and everybody is
12 happy. In addition we do a 10-pager that's got
13 graphics that jumps off the grocery store shelf. And
14 I think we should do a three -- you know, this thing
15 that I think of as a trifold for people who just go,
16 "Whoa. They want to hear from me?" Third grade
17 language, whatever it takes.

18 I mean, isn't that what we said we would
19 do? We are making the rules. I don't understand why
20 we get so -- let's make them to work. That's what I
21 think. I don't think -- I think if we agree -- my
22 point is if we agree on the content, then you can put

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1 it into any of those formats. I think what this group
2 has not done is agreed on the content.

3 VICE CHAIR MCLAUGHLIN: So should we start
4 with the executive summary piece and agree to the
5 content?

6 MS. BAZOS: I would like to suggest that
7 we start with the executive summary.

8 PARTICIPANT: So we're up to three reports
9 now. Is that right? We have the long form and the
10 executive summary and the comic book.

11 MS. BAZOS: But you know what? You do
12 that. I mean, there's one report. There's one
13 report. We're up to one report. We said we would put
14 it in formats for anyone anywhere.

15 MS. HUGHES: I have to agree with Dottie.
16 We need to look at content and then the content can
17 go in many forms. If we are willing to translate it
18 into Spanish and other languages, we need to be
19 willing to look at the fact that we need it at
20 different levels for other people.

21 I'm not married to the idea that we just
22 need a 10-pager and a 25-pager. I think that we need

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1 to look at the content and move forward and then get
2 all of us in agreement on content and then come up
3 with an executive summary to come out ahead of the
4 report.

5 VICE CHAIR MCLAUGHLIN: This bullet one --
6 let me call it the bullet one.

7 MS. HUGHES: We'll call it the executive
8 summary.

9 VICE CHAIR MCLAUGHLIN: Yeah, it is an
10 executive summary. Okay. The executive summary then,
11 the first page and the last page probably are going to
12 be very different from what they are now. That's the
13 only reason why I'm waffling on that. Then on the
14 content, are we going to accept the general order of
15 things that are already in the long report? Dottie is
16 saying there is only one report.

17 It is just presented in different lengths
18 and different languages where language is not just
19 Spanish version, it's English, which is Therese's
20 point. That's okay. One of the things that Randy and
21 George were pointing out in a conversation I had a
22 couple of weeks ago was that means that, for example,

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1 if the 25-pager is cost, quality access, this has to
2 be cost, quality and access. The trifold has to be
3 cost, quality and access. Do we want to say that
4 first before we start going page by page?

5 MS. BAZOS: That's a good starting point.
6 Let's start there.

7 VICE CHAIR MCLAUGHLIN: Okay. Whew.
8 First I want to say are we in agreement and that is
9 okay with us. I didn't hear -- oh, we're not.

10 MS. BAZOS: I just want to talk about it
11 for a minute because in the report we do talk about
12 cost, quality and access.

13 VICE CHAIR MCLAUGHLIN: Right. Remember
14 it used to QCC and people said QCC is not the way to
15 go so we changed it to cost, quality and access.

16 MS. BAZOS: What happened to where does
17 the money come from and where does the money go?
18 Cost, quality and access issues.

19 VICE CHAIR MCLAUGHLIN: Right. But you
20 want a layer before that. Is that what you're saying?

21 MS. BAZOS: Yes.

22 VICE CHAIR MCLAUGHLIN: Okay. But once

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1 you do the layer before it, that system thing before
2 it, you're okay with cost, quality, access because Pat
3 and a couple of you were saying, "I want access
4 first." Are we okay as a group sticking with cost,
5 quality, access? Let me see a show of hands if that
6 is okay.

7 MS. MARYLAND: Are you saying in that
8 order?

9 VICE CHAIR MCLAUGHLIN: Yes.

10 MS. MARYLAND: I'm willing to concede.

11 VICE CHAIR MCLAUGHLIN: I concede it, too.

12 I wanted coverage first but I conceded that one weeks
13 ago. Okay. Randy has asked us all to compromise. He
14 has asked us to meet him half way. All right? We
15 just all compromised. Let there be a record we have
16 all compromised. Many of us did not want cost,
17 quality, and access.

18 PARTICIPANT: Could we make sure we're
19 talking about those are the issues, that is not the
20 system?

21 VICE CHAIR MCLAUGHLIN: That's correct.

22 MS. BAZOS: Thank you.

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1 VICE CHAIR MCLAUGHLIN: Those are the
2 issues. We are okay with it going cost, quality,
3 access which I know will make George very happy
4 because that is what the long report is and to switch
5 it around would be a whole other rewrite so I think
6 we're okay.

7 We'll keep that in mind that for the
8 executive summary and the cartoon -- no, the comic
9 book and the trifold cost, quality, access. Okay.
10 Later before that there were some people who wanted
11 something about the system.

12 MS. BAZOS: I want something about the
13 system and then I want where the money goes and where
14 it comes from.

15 VICE CHAIR MCLAUGHLIN: Okay. All right.
16 So where do we start now? Do we look at the actual
17 cost, quality, and access that has been here and see
18 how we want to change that content?

19 MS. BAZOS: I think we have to address the
20 fact and make a decision on whether the questions are
21 going in the report or not. Not exactly which
22 questions.

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1 VICE CHAIR MCLAUGHLIN: Okay. That's the
2 ending part. You are absolutely right. I hadn't gone
3 there yet. You're right.

4 MS. BAZOS: But I thought it might
5 drive --

6 VICE CHAIR MCLAUGHLIN: You're right.
7 Here is the deal. I think -- we talked a little bit
8 about this at lunch so I was just going to share that
9 because a little group of us had this discussion at
10 lunch. Having questions as a question -- do we have
11 the questions again? I think most of us say yes.
12 It's just what level of questions.

13 At a minimum it was suggested that we have
14 the four questions from the statute that we were asked
15 to ask the public. I think fitting again our
16 statutory requirements, I think we do need to say, "We
17 have been asked to ask you guys, the American public,
18 what sources do you want, how do you want them
19 financed delivered." We don't use the exact wording I
20 don't think but we have to somehow bring those four
21 questions. Can we agree that we have to have that in
22 all the different reports at a minimum.

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1 MS. HUGHES: I would just like to throw
2 something in here and I'm sorry but the four questions
3 are under community meetings. The four questions are
4 not in the law and the report.

5 VICE CHAIR MCLAUGHLIN: That's correct.
6 That is absolutely correct.

7 MS. HUGHES: I'm just putting this out on
8 the table.

9 VICE CHAIR MCLAUGHLIN: That's absolutely
10 correct.

11 MS. HUGHES: Neither of these are required
12 in the report.

13 VICE CHAIR MCLAUGHLIN: That's right.
14 That's why I'm asking do we want to do it. We don't
15 have a choice of whether we say some things.

16 MS. HUGHES: I think that for the report
17 we have to include at least the things that we talk
18 about.

19 VICE CHAIR MCLAUGHLIN: Right. Right now
20 they are in the long report.

21 MS. HUGHES: Right now the four questions
22 are in the long report.

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1 VICE CHAIR MCLAUGHLIN: Some of them got
2 dropped?

3 MS. HUGHES: Probably.

4 VICE CHAIR MCLAUGHLIN: Oh, no.

5 MS. HUGHES: Wait a sec. The questions do
6 not have to be in the report. That's what I just
7 said.

8 VICE CHAIR MCLAUGHLIN: I know. That's
9 why I was asking, Therese. I didn't ask do you think
10 we should put in blah, blah, blah if it's in the
11 statute because we don't have a choice but we do have
12 a choice about the questions.

13 MS. HUGHES: Just so that's on the table
14 so we know legally where we're coming from and this is
15 how we have to word it.

16 VICE CHAIR MCLAUGHLIN: Exactly.

17 MS. HUGHES: Okay.

18 MS. BAZOS: Then we could separate our
19 thinking in the report and then the packaging of the
20 report.

21 VICE CHAIR MCLAUGHLIN: We don't have to
22 have the questions in the 25-pager.

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1 MS. BAZOS: We don't?

2 VICE CHAIR MCLAUGHLIN: We don't have to
3 have them in any of them.

4 MS. BAZOS: That's what I'm saying.

5 VICE CHAIR MCLAUGHLIN: What you're saying
6 is we don't really have to have them in the 25-pager.

7 MS. BAZOS: What I am saying, and I do
8 want to finish it, so we've got the 25-pager and then
9 we have this executive summary. Then we have our
10 cartoon. Somewhere I think what we wanted to do was
11 to package at least the cartoon or something as a call
12 to action.

13 VICE CHAIR MCLAUGHLIN: Right. That's
14 where I think you have to have some kind of questions.

15 MS. BAZOS: And I think maybe what we
16 should do is tie the questions to the -- I mean, as an
17 additional thought is we could say talk about the
18 report one way and then talk about how they get
19 packaged. The one that gets packaged as a call to
20 action gets questions.

21 We don't have to decide which questions
22 but they get questions so they are exciting or

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1 whatever. Then even in the executive summary or the
2 report there can be a piece that says, "And we are
3 going to ask questions."

4 VICE CHAIR MCLAUGHLIN: Right.

5 MS. BAZOS: They are going to be focused
6 around blah, blah, blah.

7 VICE CHAIR MCLAUGHLIN: I think that the
8 executive summary and the long report can at the end
9 say we are mandated to enter into a dialogue, blah,
10 blah, blah, blah, blah, and ask the American public.
11 We can talk about tone.

12 MS. BAZOS: So there's the report and then
13 there's how you package it.

14 VICE CHAIR MCLAUGHLIN: Yeah.

15 MS. BAZOS: And maybe separating the
16 question piece into the packaging helps us think
17 through that issue.

18 VICE CHAIR MCLAUGHLIN: For the thing that
19 is mass produced I think the questions have to be part
20 of it because -- same with the trifold because there's
21 not going to be a packet of things. There's just
22 going to be that thing.

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1 MS. BAZOS: I don't mean package it
2 physically. I mean like --

3 VICE CHAIR MCLAUGHLIN: Okay. Got it. I
4 gotcha.

5 MS. BAZOS: The thinking around how you're
6 going to end this kind of thing.

7 MS. MARYLAND: But the questions are key
8 to all of your materials because what we have to do is
9 a call to action. We have to get a call to action.
10 To read the report with nothing following that will
11 then lead us into the community meetings, the only way
12 you can do this is through your questions, the call to
13 action.

14 MS. FEDERER: Just going on what Dottie
15 said, if you go to the actual physical packaging, and
16 this also goes with what you said, Pat. It would be
17 very simple to do a cover page that would go on every
18 version of the report that would say we are going to
19 be having these community meetings.

20 We are going to be asking these four
21 questions and then have a sentence that says, "Call to
22 Action." Just have that be a standard cover page that

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1 lists the four questions. It's a call to action and
2 says we are going to be engaging citizens as a cover
3 to every version of the report. Actually it's easy to
4 do as an inside cover, cover page.

5 MS. BAZOS: Actually, when I was talking
6 about packaging I was really thinking about we have
7 the report and we all agree on content of the report.

8 Get that over with. Then we think about what are we
9 actually going to use this particular report for and
10 think about how it should be packaged. For example,
11 for the grocery store report, something that people
12 can pick up, we need to think about that needs to be
13 packaged as a call to action for the average citizen
14 to read it and respond and get to our website. For
15 the executive summary, how is that sort of --

16 VICE CHAIR MCLAUGHLIN: Chris.

17 MS. WRIGHT: Am I confused? Edelman's is
18 a public relations firm period?

19 VICE CHAIR MCLAUGHLIN: Yes.

20 MS. WRIGHT: They are not a communications
21 and they are not a marketing?

22 PARTICIPANT: They do everything. It's a

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1 big global --

2 MS. WRIGHT: Okay. I think we're spinning
3 our wheels here because I'm not an expert in
4 communication and marketing but I'm going to them and
5 saying, "I need a 25-page report to talk to the
6 doctors and PhDs and economic geeks, I need a simpler
7 report to hit these workers, and I need a comic book
8 version.

9 VICE CHAIR MCLAUGHLIN: Right.

10 MS. WRIGHT: We tell them what we want and
11 they come back to us with examples.

12 VICE CHAIR MCLAUGHLIN: Right.

13 MS. WRIGHT: We're sitting here, I feel,
14 trying to battle out what we need and what we look
15 like.

16 VICE CHAIR MCLAUGHLIN: I think how that
17 will happen is they were told that the 25-pager is not
18 for the Ph.D.s and the docs and the econ geeks. They
19 were told to make a 25-pager for everybody. Right?
20 Robert Pear, Hill staff. I think they gave us what
21 they were told to give us.

22 MS. HUGHES: I don't think so. I thought

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1 the executive summary was for Robert Pear and the Hill
2 staff. I really did.

3 VICE CHAIR MCLAUGHLIN: No, because you're
4 invited to become part of the historic discussion. We
5 are not inviting Robert Pear to be part of our
6 historic discussion. Well, we are but -- and you need
7 to take part because as a consumer I think --

8 MR. GROB: I want to be of service to you
9 but I recognize I'm not a member so I would invite
10 some guidance from you as to how much you would like
11 me to pipe in to clarify things.

12 VICE CHAIR MCLAUGHLIN: You can raise your
13 hand like everybody else.

14 VICE CHAIR MCLAUGHLIN: You can raise your
15 hand like everybody else, George.

16 MR. GROB: Okay. I just wanted to be
17 sure. I understand that distinction and I don't want
18 to violate it but if it would be helpful for you for
19 me to clarify things that happened or were intended
20 to, it might be useful.

21 Therese, I do have one for what you are
22 talking about right now. I can tell you I don't think

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1 that our instructions need to be as specific as people
2 are saying right now. I think we said to them that we
3 needed a 25-pager but while that did serve the purpose
4 of the deep research that we did, it also had to be
5 interesting and readable.

6 We didn't need to say just because
7 something was more of an academic background that it
8 didn't need to be interesting to even make that
9 readable. I think that's what they responded to. I
10 gave them, and I think you ought to know, you had
11 provided me, Catherine, you know, whatever version you
12 had of this at the time.

13 VICE CHAIR MCLAUGHLIN: Right.

14 MR. GROB: I provided that to them. I
15 provided other documents like that. We need another
16 version of the report that will bear more traffic that
17 can be used in a much broader setting. We didn't say
18 it would be the national news writers. We just said
19 we need another version that will tell the story and
20 can be used in many settings so we would like your
21 advice about that.

22 They did have these various versions and

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1 they then said, "If you need to reach many people,
2 this is how we would advocate that you write it," and
3 then gave it to the person who for better or worse did
4 that for reaching 30 million Medicare beneficiaries.

5 VICE CHAIR MCLAUGHLIN: So this was not
6 put out as an executive summary.

7 MR. GROB: No. It was just another
8 version of the report.

9 MS. HUGHES: That was just the
10 recommendation.

11 VICE CHAIR MCLAUGHLIN: Right, right,
12 right. No, I'm saying Therese that this was not
13 written for Robert Pear.

14 MS. HUGHES: No, I know. I understood
15 that.

16 VICE CHAIR MCLAUGHLIN: All right. What
17 several people here are recommending is that we change
18 this to something written for Robert Pear and the HR
19 people and busy executives who don't have time to read
20 the long report, but that it is still written for
21 basically the college graduate who is real interested
22 in it but doesn't have enough time to read the whole

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1 report. We then have a different document that is
2 written at high school level and that is more
3 engaging. I mean, that is what some people are
4 saying. Am I right? Did I summarize this correctly?

5 MR. GROB: I think people are saying it's
6 not what Edelman gave us.

7 VICE CHAIR MCLAUGHLIN: I know.

8 MR. GROB: Thank you.

9 VICE CHAIR MCLAUGHLIN: But I think what
10 Edelman did give us can fit that need with a different
11 beginning and ending. Or do you think this beginning
12 is still okay?

13 MS. HUGHES: I think that -- I think that,
14 like you started out saying, we need to mirror the big
15 report so we've got the cost, quality, and access
16 part. If we are starting out the large report with
17 the "you're invited," then I think we need to mirror
18 that.

19 VICE CHAIR MCLAUGHLIN: Is that how the
20 large report starts off?

21 MS. HUGHES: No, but we agreed that
22 however it started the first paragraph -- the first

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1 page needed reworking. I think that one of the
2 concepts should be if we keep, like Dottie suggested,
3 everything put together, then we need to keep a format
4 a certain way.

5 VICE CHAIR MCLAUGHLIN: Do we start with a
6 snapshot?

7 MS. HUGHES: If we start with snapshot,
8 then we should start this one with snapshot.

9 VICE CHAIR MCLAUGHLIN: No. They've got,
10 "How would you make health care work for all
11 Americans?"

12 MS. BAZOS: I'm getting myself totally
13 confused here.

14 MR. GROB: Could I add something?

15 VICE CHAIR MCLAUGHLIN: Absolutely.

16 MR. GROB: The report that you have is not
17 the one that I gave to Edelman. There is a change I
18 would like to show you.

19 VICE CHAIR MCLAUGHLIN: What do you mean
20 gave to Edelman? You mean today?

21 MR. GROB: Yes.

22 VICE CHAIR MCLAUGHLIN: Oh, that you gave

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1 Edelman today.

2 MR. GROB: Yeah, for the focus groups.

3 VICE CHAIR MCLAUGHLIN: Little one or big
4 one?

5 MR. GROB: The little one.

6 VICE CHAIR MCLAUGHLIN: Little one. That
7 would be great.

8 MR. GROB: Just so we're all on the same
9 page. I'll tell you just briefly, as I pass it out,
10 what I did to it from the version that you had gotten
11 earlier. One is we did request them to do some
12 graphics and their response was to put three graphs in
13 knowing that's not enough and so there are three
14 graphs in this.

15 The other thing is that I told you we
16 received the comments from the two members, the two
17 senators. I did adapt the language for them. They
18 are very minor changes in the beginning. It's what I
19 told you they were and I had received that comment.

20 Finally, Catherine, you will be happy to
21 know that I now talk about the 45 percent of adults.

22 VICE CHAIR MCLAUGHLIN: No, 55 percent.

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1 MR. GROB: Fifty-five percent of adults,
2 yeah. Whatever the phrase is. I copied it from your
3 memo. Basically I absorbed the comments that I had
4 received. I thought it was easier now not to explain
5 later the version that you have. You might want to
6 put a mark on it so you know this is the one.

7 VICE CHAIR MCLAUGHLIN: Okay. We need to
8 get some work done, guys. Okay. We need to make a
9 decision and I think it may be easiest to deal with
10 the cost, quality, access piece of it and then work
11 out. If we start at page 2, cost, quality, and
12 access.

13 I don't know about you guys but I would
14 like some -- I didn't think Pat's story fit here and I
15 don't think it made any sense for here.

16 MS. MARYLAND: I agree.

17 VICE CHAIR MCLAUGHLIN: And I also think
18 if this is, in fact, becoming the executive summary, I
19 don't think we should have any of the story quotes in
20 here.

21 MS. BAZOS: But then I've got to say we've
22 got to separate now because I do make mistakes --

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1 sorry, George, which probably will confuse everybody.

2 VICE CHAIR MCLAUGHLIN: What?

3 MS. BAZOS: If Edelman wrote this for the
4 average citizen, then perhaps what we need to do is
5 review this document as though it were going to go
6 into the comic book and then think about --

7 VICE CHAIR MCLAUGHLIN: Why can't we
8 review it for the comic book later but review it for
9 the product for October 6 now?

10 PARTICIPANT: I agree.

11 VICE CHAIR MCLAUGHLIN: We need to have
12 that done.

13 MS. BAZOS: Will that make sense?

14 VICE CHAIR MCLAUGHLIN: We need to have
15 that done.

16 DR. BAUMEISTER: This is going to become
17 the executive summary?

18 VICE CHAIR MCLAUGHLIN: Yes. Exactly.

19 MS. BAZOS: Okay. That would make sense.

20 VICE CHAIR MCLAUGHLIN: I agree. We can
21 get the comic book later. So I think the story goes
22 out. Agreement? Okay. Moving right along.

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1 PARTICIPANT: You're saying that all the
2 stories go out?

3 VICE CHAIR MCLAUGHLIN: I would recommend
4 all the stories go out. You don't usually get
5 executive summaries with stories.

6 MS. HUGHES: This is not relevant to the
7 section but some of the stories are relevant.

8 MS. BAZOS: I don't think that all the
9 stories should go out.

10 VICE CHAIR MCLAUGHLIN: Let's look at them
11 one at a time.

12 MS. HUGHES: I think Pat's doesn't belong.

13 VICE CHAIR MCLAUGHLIN: It definitely
14 doesn't belong.

15 MS. HUGHES: So Pat's needs to come out.
16 The reason I think we need to have the stories in is
17 because it makes it a little more personal.

18 DR. BAUMEISTER: I would take them out. I
19 wouldn't leave them in the executive summary. I would
20 leave them in the comic book.

21 VICE CHAIR MCLAUGHLIN: Me, too. And in
22 the -- yeah, I totally agree.

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1 MR. GROB: Whatever you recommend here I
2 would give you the reason why they are in there. When
3 you all responded to the last report, the most common
4 comment was that you wanted to put the stories back
5 in.

6 DR. BAUMEISTER: Can we change our mind?

7 MR. GROB: No, that's okay.

8 VICE CHAIR MCLAUGHLIN: I think they want
9 the stories in the comic book, George. They still
10 want stories in the comic book.

11 MR. GROB: They followed our request.

12 VICE CHAIR MCLAUGHLIN: I understand.
13 Definitely Pat's goes out. We can make that decision.
14 It does not belong here.

15 MS. HUGHES: It does not belong here. I
16 agree.

17 VICE CHAIR MCLAUGHLIN: All right. So we
18 have this definitions of cost, quality, and access.
19 That is what the focus group is going to give us
20 responses to of whether they understand that. I think
21 we should wait and hear from the focus group for
22 definitions. Does that make sense?

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1 What about the sentence right before it,
2 Dottie? You were saying that you felt you should
3 offer changes. "Our health care system is complicated
4 to understand but much easier if we think of how well
5 it works in terms of three basic ideas." If you could
6 think of a different -- that is part of your point,
7 that you don't want people thinking these three things
8 are the system.

9 MS. BAZOS: These, I think, are the issues
10 of the health system.

11 VICE CHAIR MCLAUGHLIN: I'm saying do you
12 want that sentence rewritten to make that clearer?

13 MS. BAZOS: And we are looking at this for
14 the executive summary?

15 VICE CHAIR MCLAUGHLIN: Right.

16 MS. BAZOS: For the executive summary, if
17 this were to be the executive summary, I would have
18 just the paragraph that said something about the fact
19 that our system is extremely complex. We have a
20 fragmented service and payment system, blah, blah.

21 VICE CHAIR MCLAUGHLIN: That's going to
22 come in the part before this, right? Or do you want

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1 it right here?

2 MS. BAZOS: Oh, okay. We're just doing
3 cost, quality, and access. Okay. Just say this has
4 got to be rewritten to say this is an issue.

5 VICE CHAIR MCLAUGHLIN: Okay. These are
6 basic ideas.

7 MS. BAZOS: That's what leads you to think
8 about system, right?

9 VICE CHAIR MCLAUGHLIN: Right. Take out
10 all that part and say it's much easier if we focus on
11 three issues.

12 MS. BAZOS: But it's not much easier.
13 It's not much easier. This is about issues.

14 VICE CHAIR MCLAUGHLIN: Okay. The staff
15 will come up with some language to run by us.

16 MS. BAZOS: It's the issues that are
17 complicated.

18 VICE CHAIR MCLAUGHLIN: That's right.

19 MS. BAZOS: I mean, the system is
20 complicated but we're talking about issues.

21 VICE CHAIR MCLAUGHLIN: Right. Okay. So
22 there are big problems that need new thinking and

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1 creative solutions. This is the one that Joe talked
2 about before he left. Those are his final words on
3 the short report. This has the same problems that
4 Richard and I had with them in the long report.

5 MR. GROB: On the amendment I made to
6 reflect it the best I could in the short version is
7 the paragraph that follows it.

8 VICE CHAIR MCLAUGHLIN: Where are you?

9 MR. GROB: Page 4. That was my attempt.

10 VICE CHAIR MCLAUGHLIN: Those three
11 sentences?

12 MR. GROB: Yes. It was the idea to say
13 that a few of them are easy to do. Some will prove
14 themselves. We have some hard work cut out. That was
15 an attempt to in a general way accommodate the idea
16 that nothing is settled yet.

17 DR. BAUMEISTER: That was Richard's --

18 MR. GROB: That was Richard's point.

19 VICE CHAIR MCLAUGHLIN: But it hasn't been
20 run by us.

21 MR. GROB: No. I just wanted to let you
22 know.

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1 VICE CHAIR MCLAUGHLIN: Right. That's
2 what I'm saying. Richard hasn't seen those three
3 sentences --

4 MR. GROB: That's correct.

5 VICE CHAIR MCLAUGHLIN: -- and said, "Yep,
6 that does it for me."

7 MS. BAZOS: This goes at the end of the
8 report.

9 VICE CHAIR MCLAUGHLIN: I agree. I think
10 it belongs at the end.

11 MS. BAZOS: First we introduce those three
12 terms.

13 VICE CHAIR MCLAUGHLIN: And then we go
14 somewhere else. I agree, Dottie.

15 MR. GROB: I'm having a hard time
16 following you. The whole thing about there are big
17 problems?

18 VICE CHAIR MCLAUGHLIN: That whole thing
19 gets moved and start, "In health care everything is
20 related to everything else."

21 MS. BAZOS: Except we say we've got three
22 major issues, cost, quality, and access.

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1 VICE CHAIR MCLAUGHLIN: And then we say,
2 "In health care everything is related to everything
3 else. Cost, quality, and access are not independent
4 of each other. Our health care system is a lot like
5 our natural environment." Right? That's what I think
6 we're saying. Move that whole section, "There are big
7 problems," somewhere after we talk about cost,
8 quality, and access.

9 MS. CONLAN: And that kind of pays
10 acknowledgement to your idea of the system. We are
11 going to focus on those three ideas but knowing that
12 those issues are not isolated. They fit together in
13 this ecosystem. Then what we are going to do is look
14 at each one separately in the next part. I think that
15 brings up your idea of the system.

16 MS. BAZOS: It reinforces it.

17 VICE CHAIR MCLAUGHLIN: Okay. So --

18 MS. CONLAN: It would go right after the
19 issues which are mentioned, just three. Then it puts
20 them in the context that these aren't three isolated
21 things. They work in unison and there is a ripple
22 effect throughout this ecosystem. Then we go on and

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1 discuss each one individually.

2 MS. HUGHES: Can I make a suggestion?

3 VICE CHAIR MCLAUGHLIN: Absolutely.

4 MS. HUGHES: I would like to suggest that
5 this part, the largest part of page 3, and the bullet
6 and the paragraph on the top of page 4 go into page 10
7 after No. 4. The reason is, well, we're talking about
8 it being at the end.

9 VICE CHAIR MCLAUGHLIN: Right.

10 MS. HUGHES: Mentioned at the end. Then
11 it goes into, "Congratulations. You have mastered
12 three important concepts." And that's the end. It
13 needs to -- if we are going to follow what you
14 suggested, Dottie, that this was at the end in the
15 large report, then we need to put it here in the
16 smaller report.

17 VICE CHAIR MCLAUGHLIN: Right.

18 MS. HUGHES: I'm just saying let's remove
19 this and put it here after the third bullet on No. 4
20 on page 10.

21 MR. GROB: Clarification. On page 4 there
22 is a part that is going to be moved including, "In

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1 health care everything --

2 MS. HUGHES: No.

3 VICE CHAIR MCLAUGHLIN: No, no, no. It's
4 just that section.

5 MR. GROB: I wasn't clear. Okay.

6 VICE CHAIR MCLAUGHLIN: And we can argue
7 later whether it goes before congratulations, after
8 congratulations, how it's done. It's going to be on
9 page 10.

10 MS. HUGHES: After No. 4.

11 VICE CHAIR MCLAUGHLIN: Okay. So, "In
12 health care everything is related to everything else."

13 MS. BAZOS: Then it comes back around,
14 "What are the facts within the issues?" Then you are
15 going to examine --

16 VICE CHAIR MCLAUGHLIN: Right. Right.

17 MS. BAZOS: That makes more sense that
18 way.

19 VICE CHAIR MCLAUGHLIN: Are people okay
20 with what it says or did you want more system stuff in
21 there, Dottie? I think it's probably okay given what
22 this section is supposed to deal with.

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1 MS. HUGHES: I would like to say this.
2 Not everybody understands our system and I am aware of
3 that, but people know that if they need care they have
4 to go somewhere. I think that if we pepper throughout
5 the system when we're talking about three specific
6 issues that we are hoping will grab them, we're going
7 to have problems.

8 VICE CHAIR MCLAUGHLIN: Oh, I just meant
9 in this section is it okay that we are just focusing
10 on these three issues.

11 MS. HUGHES: I guess I'm supporting you by
12 saying that I think that we need to do that.

13 MS. BAZOS: The only thing I would ask in
14 this is we say that cost, quality, and access can
15 support each other and fail each other. Then our
16 examples, unless I'm not reading them correctly, are
17 all about failing. There is the notion that you could
18 improve quality and decrease cost. Some people are
19 thinking about that.

20 There is the notion that you could ration
21 care that you don't need and have better health
22 outcomes. You don't really call it rationing but pay

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1 for performance is a type of rationing. You no longer
2 get the surgery that doesn't improve outcome. You
3 begin to think about decreasing the number of days you
4 spend in ICU, end-of-life care.

5 VICE CHAIR MCLAUGHLIN: After we say "poor
6 quality care," blah, blah, blah, etc., we could say
7 "on the other hand" or "in reverse" or "in contrast"
8 or "at the same time" and we could give a positive
9 example.

10 MS. BAZOS: And then I think we need a
11 statement that says when we think about reform or when
12 we think about something, I mean something to wrap it
13 up so we need to always be cognizant that they are
14 interrelated because of the unintended consequences of
15 fiddling over here and what we get over there.

16 VICE CHAIR MCLAUGHLIN: The next paragraph
17 we can adjust to that. I think, staff, if you could
18 come up with a one-sentence example of a positive
19 reinforcement between the three, then the next
20 paragraph then does this, Dottie.

21 MS. BAZOS: I don't think it's true that
22 we can't have our cake and eat it, too, because in

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1 some places we do.

2 VICE CHAIR MCLAUGHLIN: I understand what
3 you're saying but it gives the point that we have to
4 be careful. I'm saying this is where we could add.
5 This is where I think we should add a sentence for
6 your point that any change to any one of these things,
7 you have to be aware of the fact that you are going to
8 affect the other. It could be positive or negative.

9 MS. BAZOS: Cake throws us off here.

10 VICE CHAIR MCLAUGHLIN: Cake throw us off.

11 MS. BAZOS: "You can't have your cake and
12 eat it, too" I think would be very dangerous to say.

13 VICE CHAIR MCLAUGHLIN: Let them eat cake.

14 MS. BAZOS: It's on page 4. "It's one
15 reason why the choices you have to make are so tough.
16 You can't have your cake and eat it, too." That just
17 does not make sense.

18 VICE CHAIR MCLAUGHLIN: Okay. So we need
19 another sentence, you guys, about the fact that -- not
20 unintended consequences, I don't think, but just
21 somewhere on those lines and that they can be positive
22 or negative but we have to understand that any change

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1 that we make to any one of these --

2 MS. BAZOS: "You can't have you cake and
3 eat it, too" means you've got to ration care. They
4 are saying either/or. I'm saying it's not always
5 either/or.

6 VICE CHAIR MCLAUGHLIN: Right. Dottie,
7 the staff is going to try to come up with a sentence
8 or two that talks about positive or negative
9 unintended consequences. You always have to be aware
10 of that when you are recommending changes in anything.

11 MS. BAZOS: And what Pat says kind of
12 wraps it around. Maybe it's not true. You're the
13 accountant.

14 MS. MARYLAND: With limited resources.

15 MS. BAZOS: It's almost like if you
16 thought about just using the resources we have and
17 improving the system. I know you can go there but
18 it's kind of like what they are trying to say is with
19 limited resources if you wanted to fix one piece or
20 the other you're going to end up with tradeoffs.

21 DR. BAUMEISTER: Do you want us to add
22 that in there or not?

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1 MS. BAZOS: No. We're asking. We're
2 trying to figure out a way to kind of wrap this and
3 maybe that's not the right --

4 VICE CHAIR MCLAUGHLIN: I think at the end
5 when we talk about different initiatives. The staff
6 did offer some language in the longer report that no
7 one of them is looking at the whole system. We could
8 add that none of the initiatives that are already out
9 there are trying to fix the whole system.

10 MS. BERNSTEIN: Although what we added do
11 involve quality and efficiency and some payment stuff
12 and some access stuff. Some of them in multiple
13 parts.

14 VICE CHAIR MCLAUGHLIN: Exactly. But that
15 none of them do and remind people that we have to be
16 aware that one could affect the other. Then what was
17 the third thing you just said that I thought was good
18 that they should put there at the end? Oh, shoot.
19 What did you say, Dottie?

20 MS. BAZOS: About wrapping it around
21 limited --

22 VICE CHAIR MCLAUGHLIN: Oh. And that if

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1 we are going to recognize the fact that a lot more
2 money is not going to be thrown into the health care
3 system, we have to understand that we have to start
4 thinking about ways that are either win/win or that if
5 it's win/loss what losses are we willing to take to
6 get those wins.

7 MS. BAZOS: Win/win sounds good. We've
8 got to have some win/wins in there.

9 VICE CHAIR MCLAUGHLIN: That's upbeat and
10 also getting to the stuff that you and Joe and others
11 are saying let's think about this as a system and not
12 all the little piecemeal things. And also Wyden and
13 Hatch both said, "1.7 trillion we ought to be able to
14 do it."

15 MS. BAZOS: Yeah, and that's what
16 communities are saying. They are saying, "Look, we're
17 not going to give you more money." That's what the
18 guy from Salt Lake City said. "Don't ruin my piece by
19 fiddling with something else." I think we need to --

20 VICE CHAIR MCLAUGHLIN: So that might be a
21 nice setup of the initiatives, the list of
22 initiatives. That might be a good way to set it up.

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1 And then to also say, "And now this what we're going
2 to do. We're going to come out and talk to you guys
3 and say --

4 MS. BAZOS: What do you think.

5 VICE CHAIR MCLAUGHLIN: Yeah.

6 MS. CONLAN: I think if you use limited
7 resources, that's going to --

8 VICE CHAIR MCLAUGHLIN: We can't use that.

9 MS. MARYLAND: If you say that, then it's
10 going to reinforce the fears that are already out
11 there.

12 MS. BAZOS: But it gets to --

13 MS. CONLAN: Just the more intelligent
14 design of "Here's the money we've got. How can we use
15 it?"

16 VICE CHAIR MCLAUGHLIN: Oh, yeah. You
17 can't use that phrase.

18 MS. CONLAN: But that's what I'm trying to
19 say. We have what we have.

20 VICE CHAIR MCLAUGHLIN: We can't go there.
21 Chris already left. She's abandoned us. We can't go
22 there.

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1 MS. CONLAN: We have what we have and we
2 can work together but not using limited resources.

3 MS. MARYLAND: Unlimited resources.

4 VICE CHAIR MCLAUGHLIN: Exactly.

5 MS. MARYLAND: That's the positive way of
6 saying it. The only pet peeve I have here is, "There
7 are no silver bullets." Silver bullets are used to
8 kill vampires. I don't like that.

9 VICE CHAIR MCLAUGHLIN: Meanwhile, back at
10 the ranch. Okay. We're making progress.

11 MS. MARYLAND: I like Chris' story. You
12 can't beat a dead horse.

13 VICE CHAIR MCLAUGHLIN: I asked her to
14 make sure it was accurate, \$80,000.

15 MS. MARYLAND: Where is Chris anyway?

16 VICE CHAIR MCLAUGHLIN: She abandoned us.

17 PARTICIPANT: She had to take a phone
18 call.

19 MS. MARYLAND: Okay.

20 MS. BAZOS: The only thing I didn't like
21 about her story is she says -- I don't know if I'm
22 reading it wrong -- that, "The 20 percent of the bill

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1 that I would have had to pay." Did she pay it?

2 VICE CHAIR MCLAUGHLIN: Well, that's what
3 I have always asked her to be -- this is what was from
4 a transcript that Caroline --

5 MS. BAZOS: My question is if she didn't
6 pay it and it got absorbed. I mean, I want to know
7 did she pay it. Did she have to pay that much money.

8 VICE CHAIR MCLAUGHLIN: It might be that
9 they had complimentary insurance.

10 MS. CONLAN: I think that's it. I think
11 she got it waived.

12 VICE CHAIR MCLAUGHLIN: Complimentary
13 insurance, coordination of benefits kind of thing so
14 they didn't have to pay it but she is saying -- I
15 don't know.

16 MS. CONLAN: This isn't a fact or an
17 issue.

18 DR. BAUMEISTER: The stories aren't going
19 in, right? We decided no stories were going in?

20 MS. CONLAN: You and I did but other
21 people didn't agree with us, Frank.

22 DR. BAUMEISTER: Can we vote again?

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1 VICE CHAIR MCLAUGHLIN: She thinks the
2 stories should be out, too. It's not a fact or an
3 issue.

4 MS. CONLAN: Begin by asking what are the
5 facts, what are the issues. Then the next little
6 thing is that a fact or an issue.

7 MS. MARYLAND: I see what you're saying.
8 That's a good point.

9 VICE CHAIR MCLAUGHLIN: Say that again,
10 Montye.

11 DR. BAUMEISTER: The wording of this
12 report, with all due respect, in their infinite wisdom
13 the whole complex is changed here if this report is
14 going to go to benefits managers who can't read.

15 PARTICIPANT: They are going to skip that
16 part.

17 VICE CHAIR MCLAUGHLIN: It's true. Montye
18 is right, they are not going to read that.

19 MS. CONLAN: They are not going to read
20 that. It's not a fact or an issue anyway.

21 DR. BAUMEISTER: It's like it's directed
22 to an elementary school student.

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1 PARTICIPANT: But that's what they wrote
2 it for. That's what George is saying.

3 VICE CHAIR MCLAUGHLIN: George clarified
4 that for us.

5 DR. BAUMEISTER: I understand that but --

6 VICE CHAIR MCLAUGHLIN: They tried to get
7 this report to show too many focuses.

8 DR. BAUMEISTER: But we now have a
9 different audience.

10 PARTICIPANT: That's what I was saying.

11 VICE CHAIR MCLAUGHLIN: Exactly. That's
12 what I said, too.

13 DR. BAUMEISTER: So "citizens like you"
14 sounds like a civics class, you know.

15 PARTICIPANT: We're not on that part.
16 We're on page 4.

17 DR. BAUMEISTER: I understand that but
18 it's the whole --

19 VICE CHAIR MCLAUGHLIN: He's a speed
20 reader. He's a speed reader.

21 DR. BAUMEISTER: The whole format is so
22 infantile for a benefits manager or from an editor of

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1 a newspaper to cram through 10 pages.

2 VICE CHAIR MCLAUGHLIN: It's getting down.
3 It's going. We're cutting it, Frank.

4 PARTICIPANT: But I think Frank's overall
5 comment is quite good.

6 VICE CHAIR MCLAUGHLIN: This is how I
7 started off by saying "you're invited" is not what our
8 beginning is going to be.

9 MS. MARYLAND: The audience has changed.

10 DR. BAUMEISTER: "You need to take part."
11 Children of the world, you know.

12 MS. BAZOS: That was my question. Can we
13 edit this? George, you can help me. You thought we
14 could. We talked about the executive summary. Can we
15 make -- is it a waste of our time to try to make this
16 an executive summary or do we take the 25-pager and
17 make an executive summary and rewrite -- agree on this
18 so it goes into the more graphic.

19 MR. GROB: I think you all have to decide
20 what you want to produce. I'll just tell you what the
21 intention was. The intention was to reach a broad
22 audience.

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1 MS. BAZOS: Right, and we still want to do
2 that but in a different report.

3 MR. GROB: But then you would want to
4 write a different report. This one was intended for a
5 broad audience.

6 MS. BAZOS: It was done at the 6th grade
7 level. It was intentionally done at the middle school
8 level. He told me that specifically today.

9 MR. GROB: The standard they used was the
10 kind of material for Medicare beneficiaries. They
11 were required to meet that grade level and this is the
12 style that they used for that purpose. If they want
13 to reach a broad level, this is the way they have to
14 write for it. That is their belief and that is the
15 contract they had with CMS to do it for the Medicare
16 program. That's what they wrote because we asked them
17 to write a document that could reach a broad audience.

18 MS. BAZOS: So if we are going to review
19 this document, I think we should review it and agree
20 on it as something that would reach a broad audience.

21 For example, something that would go into the comic
22 book. That's what I said. I didn't know that we

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1 could -- I thought it would be difficult to review
2 this as though it were going to be an executive
3 summary because it's not written as an executive
4 summary.

5 MR. GROB: My opinion is it's a very
6 different style of writing. You'll have to start from
7 scratch if you're going to do that. I think it's
8 simply a document that is a version that could be made
9 available to many people.

10 VICE CHAIR MCLAUGHLIN: Remember that what
11 we were supposed to do is talk about content.

12 MR. GROB: Right.

13 DR. BAUMEISTER: So this will be focused
14 as the graphic health care for dummies.

15 MS. BAZOS: Yes.

16 MR. GROB: What I heard her say is
17 something in between, that when we settled on content
18 this would be published in a more graphical way than
19 it is now. Rather, it would be the one that would
20 sort of -- I think that, Catherine, what you said. We
21 ought to go there, too. I couldn't tell whether this
22 was going there or whether there was going to be

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1 another one that would go there or some combination

2 VICE CHAIR MCLAUGHLIN: I think she
3 thought this was going there. I think what she meant
4 by that was not to do the two-pager but to have one
5 page but they were going to put some graphics in it
6 but it was still going to be bullets.

7 MR. GROB: Something like that, yes.

8 VICE CHAIR MCLAUGHLIN: That's what I
9 thought.

10 MR. GROB: I think that's correct.

11 VICE CHAIR MCLAUGHLIN: It was going to be
12 colorful like this but the content was going to be
13 this exactly. Exactly.

14 MS. MARYLAND: Are we comfortable handing
15 something like this out October 6th to the group that
16 is going to be there in Washington, D.C.? This is not
17 appropriate for that audience we're talking about.
18 We're talking about editors, newspapers, members of
19 Congress and staff.

20 MR. GROB: If I were to hand in those two,
21 what I would do is the night before I would hit the
22 print button on my website, take it down to Kinko's

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1 and run a hundred copies of it and give it to them. I

2 MS. HUGHES: I would agree with you on
3 that. I guess the thing that I'm aware of, as I'm
4 sure we all are, is that if -- I hate to say this but,
5 you know, I'm just going to say it anyhow. If Randy
6 felt this was okay for his -- what do you call these
7 people, HR people?

8 DR. BAUMEISTER: I'm glad they're not
9 coming to dinner.

10 MS. HUGHES: I agree.

11 VICE CHAIR MCLAUGHLIN: He said he liked
12 the tone and the style.

13 MS. HUGHES: He said he liked this for his
14 HR people. He said he liked this for them, the short
15 one.

16 VICE CHAIR MCLAUGHLIN: He liked the
17 bullet format.

18 MS. HUGHES: He liked this for his people.
19 I'm just saying.

20 MS. BAZOS: George, we're going through
21 this exercise. I mean, that's why I do feel
22 frustrated. We're going like around the barn because

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1 we want to actually come to agreement and get a
2 product. We would like to compromise with Randy who I
3 think he said he liked this but a lot of us don't.
4 Help us understand. Now I'm thoroughly confused about
5 what it is we are trying to do.

6 DR. BAUMEISTER: We're no longer on the
7 three reports. We're back to two reports.

8 PARTICIPANT: We forgot about the
9 executive summary. George says that when all the
10 dignitaries show up for the press conference, he will
11 give them copies of the 50-pager.

12 MS. BAZOS: George, you've been in
13 meetings with Randy and I'll ask you will he be happy
14 with that do you think? I mean, I'm asking you to
15 guess.

16 MR. GROB: Randy always felt strongly that
17 the 50 -- that had to be available to people. What he
18 reacted to today wasn't his desire to not do that but
19 could it be printed in time and I said no. On the
20 schedule we're on now --

21 PARTICIPANT: The 50-pager?

22 MR. GROB: I said that it could not be

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1 printed.

2 VICE CHAIR MCLAUGHLIN: The 50-pager isn't
3 going to be printed.

4 MR. GROB: No. She's asking what Randy
5 was thinking.

6 VICE CHAIR MCLAUGHLIN: Yeah, I know,
7 but --

8 MR. GROB: What I'm saying is that Randy's
9 desire all the time was that we would issue a
10 complimentary copy of the 50-page report --

11 VICE CHAIR MCLAUGHLIN: To the attendees.

12 MR. GROB: -- to the attendees and the
13 reporters and this kind of thing because they are
14 accustomed to getting reports like that and absorbing
15 it. His reaction this morning about not doing that
16 was in response to my answer to his question that I
17 don't think we can print it in time. I think we can
18 get it on the web but I don't think we can get it
19 printed.

20 VICE CHAIR MCLAUGHLIN: Print it the day
21 before.

22 MR. GROB: The printing we were talking

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1 about was the style layout, the report that looks more
2 professional in style.

3 DR. BAUMEISTER: A bound copy.

4 VICE CHAIR MCLAUGHLIN: A bound copy. Oh.

5 And that's what he wanted. He wanted like a bound
6 copy of the 50-pager.

7 PARTICIPANT: And George told him no.

8 MR. GROB: I told him that I could not
9 promise that I could get it here and then have GPO
10 convert it to that format.

11 VICE CHAIR MCLAUGHLIN: All right. I'm
12 with you.

13 MR. GROB: That's why he kept asking.

14 VICE CHAIR MCLAUGHLIN: We're only going
15 to do like 100 of those.

16 MR. GROB: He was going to do more, maybe
17 500. There are many members of Congress and things of
18 this nature.

19 VICE CHAIR MCLAUGHLIN: Of the big one.

20 MR. GROB: Yeah, of whatever it would
21 take.

22 VICE CHAIR MCLAUGHLIN: The heavyweight.

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1 MR. GROB: Yes, the heavyweight one.
2 That's why he kept asking Tish now, "Can we have a
3 successful event if we don't hand that out on that
4 day?" You suggested it could come later. A week
5 later we'll do that. He kept asking but he was
6 skeptical.

7 VICE CHAIR MCLAUGHLIN: We were talking
8 across each other. I was thinking about this a week
9 later, the lightweight.

10 MR. GROB: So basically he reluctantly
11 went along with the idea that it would be sufficient
12 to stick it on the thing. Tish's answer was, "That's
13 okay as long as you have something else."

14 VICE CHAIR MCLAUGHLIN: Right. Which is
15 what we are now trying to talk about.

16 MR. GROB: It kind of looks like a report.

17 VICE CHAIR MCLAUGHLIN: Right. That's
18 what we're now talking about.

19 MS. BAZOS: No, no, no. No, it's not.

20 VICE CHAIR MCLAUGHLIN: Yes, it is.

21 MS. BAZOS: But --

22 VICE CHAIR MCLAUGHLIN: But, but, but.

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1 MS. BAZOS: What are we talking about?

2 VICE CHAIR MCLAUGHLIN: Okay. Here was
3 why I had my hand up.

4 MR. GROB: The young lady with her hand
5 up.

6 VICE CHAIR MCLAUGHLIN: Thank you. The
7 staff who are going to do all this work, remember, had
8 a sidebar with me that they can create an executive
9 summary by taking the heavyweight, you know, this
10 afternoon, tomorrow morning, and you cut and paste and
11 make an executive summary where you actually use the
12 same titles, the same words. How many of us think the
13 staff ought to do this?

14 MR. GROB: I can't promise you I can do
15 that. My experience with executive summaries is you
16 just don't snip things up.

17 VICE CHAIR MCLAUGHLIN: No, but we just
18 meant instead of working on this where Frank was
19 saying this was written -- what did somebody say, 6th
20 grade? -- middle school level and working from the
21 middle school level why not work from the 50-pager
22 which was written at a more appropriate level for an

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1 executive summary.

2 MR. GROB: Okay. Again, you can do what
3 you want.

4 VICE CHAIR MCLAUGHLIN: Yes.

5 MR. GROB: I'm just saying that --

6 VICE CHAIR MCLAUGHLIN: Chris, I'm doing
7 that on purpose. I know it's not --

8 MS. STEHR: George was just saying he
9 could go to Kinko's the night before and print out the
10 whole 50-page one. Okay. Then let's take -- so that
11 goes into the press packet.

12 VICE CHAIR MCLAUGHLIN: Right.

13 MS. STEHR: Okay. Then let's take -- so
14 that goes into the press packet.

15 VICE CHAIR MCLAUGHLIN: Right.

16 MS. STEHR: Then we do this one as the
17 simple version, the one that is going to go to
18 everybody so that both examples are in the press
19 packet. Does that make sense?

20 VICE CHAIR MCLAUGHLIN: But we don't have
21 it ready to be the comic book one that goes to
22 everybody.

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1 MS. STEHR: Okay. We won't have that
2 ready.

3 MR. GROB: I think what she told me she
4 could have ready was a version of this that had a
5 graphic look to it. I'm telling you what she said and
6 then you can decide what you want. She used the slide
7 show as an example of the kind of graphic look that
8 this one could have. Something about like that. That
9 could be done in time.

10 VICE CHAIR MCLAUGHLIN: I understand but
11 that's why I started this off two hours ago that will
12 not be this.

13 MR. GROB: Right.

14 VICE CHAIR MCLAUGHLIN: And we would not
15 be starting off with our stories and boxes. It would
16 not be an open-up storyboard. It would still be
17 something like this that is a page at a time but has
18 like a slide show with a little border across the top.

19 MR. GROB: That's correct.

20 VICE CHAIR MCLAUGHLIN: And it's bullets.
21 It's very different. It doesn't mean it's wrong.
22 I'm just saying --

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1 MS. HUGHES: I guess I --

2 VICE CHAIR MCLAUGHLIN: Yes, ma'am.

3 MS. HUGHES: Thank you.

4 VICE CHAIR MCLAUGHLIN: The lovely lady
5 from the west.

6 MS. HUGHES: I guess -- everything has so
7 many layers I guess I think that because we have to be
8 fluid and because I would like to continue on this, on
9 going through it to see how things are, and I would
10 like, I mean, me personally, my idea for doing it is
11 that even though this would not be the executive
12 summary I would choose to present to everybody, but
13 since our chair is comfortable with it, not meaning we
14 can't change parts of it and things like that but --

15 VICE CHAIR MCLAUGHLIN: How would you see
16 Robert Pear responding or Susan Denser respond to
17 this? What story would she write?

18 MS. HUGHES: I don't think that -- rather,
19 I do think that they would look at it as two different
20 audiences. I think that it's appropriate to look at,
21 like I said, for different audiences. I think they
22 would look at it for different audiences.

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1 MR. GROB: I think the way you would do
2 Robert Pear is you would have a meeting with him and
3 you would sit down and say, "Here's where we are. We
4 got this report. Here's a copy for you. Now, we've
5 prepared another report to reach a broader audience.
6 Here's a copy." And he would see that's what it is.

7 MS. HUGHES: Right. And I think Susan
8 would do the same thing, Catherine.

9 VICE CHAIR MCLAUGHLIN: But then we don't
10 have an executive summary.

11 MS. HUGHES: I just want to say if Randy
12 wants to call this an executive summary --

13 VICE CHAIR MCLAUGHLIN: But then this also
14 then becomes -- do we ever do the comic book version
15 or is this the comic book version?

16 MR. GROB: I understood Tish to say that
17 she still wanted to get where you were at.

18 MS. HUGHES: I agree.

19 VICE CHAIR MCLAUGHLIN: But that was, I
20 think, like a two or three page --

21 MR. GROB: Actually, I think she was
22 impressed with that. She thought we can get there but

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1 we can't get there by October 6th but we ought to try
2 to get there. Randy also suggested to her that by
3 October 6th that there be a trifold or a three-page, a
4 more easily printable broadcast version. I saw the
5 look on her face, "Okay, boss. Yes, I think we can do
6 that."

7 VICE CHAIR MCLAUGHLIN: The trifold will
8 not have stories. The trifold will not have all those
9 graphs.

10 MR. GROB: Yes.

11 VICE CHAIR MCLAUGHLIN: I mean, it won't.

12 MR. GROB: Again, I'm just saying that she
13 reacted to that in my opinion like it would be a hard
14 road to get that ready by October 6th. That's sort of
15 what I heard personally.

16 PARTICIPANT: She kind of wanted to give
17 you a yes answer.

18 MR. GROB: Yes. She's working for us.
19 Whether she can do it or not, could she make it
20 happen, yes, I think so. But I would agree with you,
21 Catherine, that is not --

22 PARTICIPANT: She's trying to sweeten you

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1 up.

2 VICE CHAIR MCLAUGHLIN: I am.

3 MR. GROB: I'm happy to let that happen,
4 you know.

5 VICE CHAIR MCLAUGHLIN: I believe in
6 bribes. I'm a mom, remember?

7 MS. BAZOS: I just want to go back. What
8 do we need for October 6th? I think we need to make a
9 decision. We are reviewing this for the wrong
10 purpose. This is not an executive summary. If we are
11 going to do an executive summary, I would like to
12 suggest that the staff do it. The question is does it
13 make any sense to try to do an executive summary to
14 have that bound on October 6th?

15 MR. GROB: I don't think I can do it.

16 MS. BAZOS: Okay. Then that's fair.
17 That's good. Let's can the idea of an executive
18 summary.

19 MR. GROB: Right.

20 MS. BAZOS: Then let's -- of course, we
21 have to ask. That's what I would suggest. Then I
22 would suggest if we are going to review this -- oh,

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1 thank God -- we'll review this as it was written for
2 content for a broader version, the graphical document.

3 Then we argue about what the graphics look like and
4 whether they are little boxes and that kind of thing
5 after.

6 MR. GROB: She said if we get the content
7 right, then you can bring it to design but you can't
8 bring it to design until we get the content right.
9 Again, I want to be careful to understand that I am
10 trying to describe what I think people said. I don't
11 want to advocate any particular thing. I'm just
12 trying to describe what happened.

13 I think this was intended to be a report
14 for a broad audience. I think their consideration was
15 given to also prepare one along the lines of what
16 Cathy worked on, possibly a three-pager or trifold or
17 something, other means to reach people. The question
18 is what can we achieve by October 6th. What can we
19 get done. We can do the 50-pager but we can't stylize
20 it. We don't have time for that but we can get it on
21 the Internet.

22 This one we could stylize as a somewhat

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1 professional looking document with some graphical
2 aspects to it so it looks kind of nice. That still
3 doesn't turn it into what Catherine has been
4 advocating. I think that many of us relate to one and
5 would like to see happen. I heard her say, "We should
6 get there but we can't get there by October 6th.

7 And the question that Randy was asking her
8 is would that do it. She said, "Yes. It's okay if
9 you have your document on the Internet but you've got
10 to give them something that does look like it's
11 something of a report-like document." She said, "With
12 this one we could do it."

13 VICE CHAIR MCLAUGHLIN: We're going to
14 have the 50-pager. The 50-pager is a report-like
15 document. I understand that you don't think we can
16 get it pretty and bound and printed.

17 MR. GROB: Right.

18 VICE CHAIR MCLAUGHLIN: It can be done.
19 Sorry but it can be. The other thing is that I'm
20 sorry but I do think that in the next two weeks, which
21 is what we have, the staff could come up with a
22 serviceable executive summary-like thing.

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1 MS. STEHR: We have to come up with a
2 press summary anyhow and the press package is going to
3 have to have written at the Robert Pear level, a two-
4 page thing inside that says what the report says
5 because you have to do that and the Robert Pear level
6 is not the 6th grade level.

7 VICE CHAIR MCLAUGHLIN: No. Definitely
8 not.

9 MR. GROB: Clarification.

10 VICE CHAIR MCLAUGHLIN: No. Wait until I
11 finish.

12 MR. GROB: Go ahead.

13 VICE CHAIR MCLAUGHLIN: Then the question
14 is do we also have this as it now stands ready for
15 October 6th knowing that we are not going to -- we
16 really are not going to have this by October 6th.
17 It's just not going to happen. We are not going to
18 have the participant's discussion guide, get the
19 dialogue started, that is inviting, welcoming, etc.

20 This is supposed to be -- this is what
21 Edelman saw at the middle school level participant's
22 guide. I think we need to decide is it worth having

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1 us spend another minute, which is Chris' point two
2 hours ago, another minute on this? Will it be used?

3 MS. HUGHES: I would like to respond.

4 VICE CHAIR MCLAUGHLIN: Yes, ma'am.

5 MS. HUGHES: I want to say this out front
6 because a number of people have asked me exactly what
7 it is I'm trying to do. I'm trying to -- there's a
8 lion in the cave and the lion's paws hurt and I'm just
9 trying to make a bridge so that what the lion is
10 handling can come together with what the rest of the
11 people can handle.

12 I think there is some validity. I think
13 there is a great deal of validity to going through
14 this because if it pulls the thorn out of the lion's
15 paw and we can go forward on other things, then I
16 think we should do it because I think we should do it.

17 VICE CHAIR MCLAUGHLIN: Here's what I'm
18 asking. It's one thing to print 100 of these with the
19 minor changes we've made. Just minor. In other
20 words, stay with this style, have it be a
21 participant's guide, "You're invited," middle school
22 level which includes 6th grade -- middle school level,

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1 print 100 of them, 500. Okay, 500, not even -- you
2 know, hand them out but make no pretense that this is
3 what we're going to print 10,000 copies of over the
4 next four months.

5 MS. HUGHES: I think -- okay. I'll take
6 it one step further. I think if we were to do this
7 today and come up with an approval of it, we have
8 given Randy something that he wants except that there
9 would only be 400 or 500 printed and that we read this
10 at the discussion of the warmer piece and the more
11 friendly piece and we unite on that as well.

12 I don't think it has to be an either/or
13 today and that's what I'm advocating for. I
14 understand that -- I know you can say it's the framing
15 of the question and we are down the road and what's
16 the sum cost. Well, I would take the risk to work
17 through this to get it approved so that it meets all
18 the criteria that you academics know, that is
19 comfortable for me, that is comfortable for the other
20 people, and then focus on this warmer piece and have
21 equal unity behind it as well as is behind this.

22 I just think that for us to look at

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1 changing everything at this point in the game the lion
2 is going to roar. It's not that it's wrong that the
3 lion roars but you don't always have to meet lions
4 head on.

5 VICE CHAIR MCLAUGHLIN: She's saying Randy
6 is a lion and he's got a thorn in his paw because we
7 don't like this.

8 MS. BAZOS: He just wants to have the
9 meeting on October 6th.

10 VICE CHAIR MCLAUGHLIN: No, I think he
11 likes this. He really likes this. This is his style.

12 MS. HUGHES: This is what he likes,
13 Dottie. Really. If he's comfortable with this, this
14 is what he likes.

15 VICE CHAIR MCLAUGHLIN: My issue is,
16 Therese, and I'll play Joe's point, this is the
17 working group. This is not Randy's group. It's not
18 Randy's product. It's the working group product.
19 Yesterday there was little support from the working
20 group for this.

21 MS. HUGHES: I don't remember that. I
22 didn't read it. I don't think -- I didn't think we

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1 discussed this yesterday.

2 VICE CHAIR MCLAUGHLIN: Okay.

3 MS. HUGHES: I like what you have. I
4 think what you have is going to appeal to a lot of
5 people.

6 VICE CHAIR MCLAUGHLIN: Well, but clearly
7 not the Randys.

8 MS. HUGHES: Right.

9 VICE CHAIR MCLAUGHLIN: This is what is
10 going to appeal to the Randys.

11 MS. HUGHES: Right.

12 VICE CHAIR MCLAUGHLIN: His constituency.

13 MS. HUGHES: Right.

14 MR. GROB: Again, a clarification. I
15 think Randy likes it because Randy has throughout his
16 career helped produce brochures that goes to employees
17 and to others that are enrolled in things, as well as
18 to his peers at the higher executive levels.

19 I think --

20 VICE CHAIR MCLAUGHLIN: How about benefit
21 design?

22 MR. GROB: Yes.

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1 VICE CHAIR MCLAUGHLIN: As Richard
2 reminded us when we heard Chet, we are not about
3 benefit design.

4 MR. GROB: I'm just saying in terms of a
5 writing style for broad distribution. Could I answer
6 your question about the executive summary since you
7 asked me? If by executive summary you meant like the
8 two or three-pager, yes.

9 VICE CHAIR MCLAUGHLIN: That's what I
10 meant.

11 MR. GROB: I thought you were talking
12 about the 10-page executive summary. That I don't
13 think I could do.

14 VICE CHAIR MCLAUGHLIN: When Tish was here
15 I was saying why can't we have this press packet like
16 a three-page bullet thing.

17 MR. GROB: Again, this is your decision,
18 but her response was that you need to have something
19 that is report like in its general appearance.

20 VICE CHAIR MCLAUGHLIN: We do. We have a
21 50-pager.

22 MR. GROB: No, something else. Something

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1 that looks like a professional report that is stylized
2 with graphics that could reach a broad audience. You
3 have to have something like that. That was her answer
4 to Randy's question as to whether you could get by
5 with only having the 50-pager on the web. You've got
6 to have something you can give out that looks
7 professional.

8 MS. BAZOS: Let me ask you, George. If we
9 then took this document that Randy likes as a way to
10 talk about the content and ready to go forward and
11 have October 6th as a way to meet a lot of people
12 needs. If we review this and agreed on the content
13 and put it together as a document written at the 6th
14 grade level, what would we call it?

15 MR. GROB: I don't think you need to have
16 this discussion. I think you can call it anything you
17 want.

18 MS. BAZOS: I'm not trying to be
19 difficult.

20 PARTICIPANT: Report in brief.

21 MS. BAZOS: Report in brief?

22 VICE CHAIR MCLAUGHLIN: This is a report

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1 in brief written at the 6th grade level.

2 MS. BAZOS: But why would we -- I'm just
3 curious.

4 VICE CHAIR MCLAUGHLIN: Because it starts
5 off, "You're invited," you know. That is not a report
6 in brief. A report in brief will get rid of the first
7 page and a half and I think the last page and a half.

8 Then it would be a report in brief. Instead of
9 executive summary it would be a middle school summary.

10 MS. BAZOS: My question is what would we
11 say it was for? It's not for the press because it's
12 not at their level. You know, is it a call to action
13 to the American people? We know it's not the comic
14 book. It's not the executive summary. My question is
15 if we were to spend more time on it and agree on it
16 and develop it, what is it and what would we use it
17 for?

18 MR. GROB: You would use it for a broad
19 audience as you would use it as a basis as a way of
20 showing that you are trying to engage citizens of the
21 United States in a way --

22 VICE CHAIR MCLAUGHLIN: It is the

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1 substantive for the comic book. Let's be honest,
2 George.

3 MR. GROB: It's today's substitute.

4 VICE CHAIR MCLAUGHLIN: It is a substitute
5 for the comic book. That's what this is being pitched
6 as.

7 MS. BAZOS: I understand that but if we --

8 MR. GROB: That can be produced by October
9 6th.

10 MS. BAZOS: Okay. So we need to know what
11 we are looking at it for and what it would be and
12 then --

13 VICE CHAIR MCLAUGHLIN: And what do we
14 tell the people who show up? We say this is what --
15 this is our substitute for the comic book.

16 MS. HUGHES: I think as we just said in
17 the press packet we have the heavy, the executive
18 summary. Then we just show this as one of the means
19 we are doing outreach with and just leave it at that.

20 MS. MARYLAND: I think it's a call to
21 action to the citizens in this country. That's what
22 it is.

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1 MS. GOODMAN: Yes.

2 MS. MARYLAND: If you look at the
3 beginning of this, I mean, the first thing it states
4 on page 1 is, "You need to take part because you are a
5 consumer, taxpayer, citizen."

6 VICE CHAIR MCLAUGHLIN: Exactly. The
7 audience of this is not the press, it's not the Hill
8 staff, it's not the Robert Pears.

9 MR. GROB: You are revealing on the day we
10 are now in touch with the citizenry of the United
11 States.

12 VICE CHAIR MCLAUGHLIN: Right. And what
13 we were saying, George, is some of us don't think --
14 I'm not proud of this. Randy kept talking about
15 yesterday we wanted to be proud of this. I'm not
16 proud of this as our call to action to the American
17 people. All right? That is beyond factual accuracy.
18 I'm just saying I'm not excited about this at all.
19 It leaves me cold. Right? But if the group decides
20 this is what we want as our call to action, I'm not
21 going to say no.

22 I will give you all my little comments

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1 about things I think are inaccurate or misleading but
2 I never meant to suggest that I'm holding out for
3 this. I am not. I just thing this is -- I would be
4 much more excited about this format as a call to
5 action than this. I don't really care if we add
6 little pictures to the top. I just don't think that
7 is going to change what this is.

8 Now, Randy likes what it is. That's fine.

9 As Randy said this morning, this is not the first
10 time he and I have disagreed and it may be the last
11 time but it is not likely. That's fine. I believe in
12 a democratic process and I don't give a tinker's damn
13 if he's the lion. I believe in a democratic process.

14
15 This is the working group report and if
16 the majority of the members of the working group like
17 this call to action, then let's go for it and let's
18 just work on tweaking wording here and there for
19 accuracy so that when they get back with the focus
20 group we have all the data, as Therese said, and then
21 let's stop wasting our damn time which is Chris'
22 point.

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1 I'm not interested in wasting anymore of
2 my time. I've wasted a lot of time in the last five
3 months. Quite frankly, I'm not interested in wasting
4 anymore time. George, quite frankly, you're digging
5 in your heels and you are trying to shove this down
6 our throat.

7 I understand you're trying to do your job
8 and you are trying to make a deadline and that's fine
9 but if that's the agenda and you and Randy are going
10 to shove this down our throats, then fine. Let's just
11 see what there is in here that we can not accept and
12 stop all this wasting of time about style,
13 presentation, and everything else because it ain't
14 getting us anywhere.

15 MR. GROB: I would like to reply to that.

16 VICE CHAIR MCLAUGHLIN: I'm drinking water
17 and not Coke and I'm still agitated.

18 MR. GROB: I generally am pretty reticent
19 about any implied criticisms of myself or any one
20 questioning my motives, but when I hear something I
21 think is a personal affront, I would like to take the
22 opportunity to do it.

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1 I am not Randy's partner in trying to
2 shove anything down anybody's throat. I just would
3 like to establish that. I'm trying to be of service
4 here. I do believe this is correct but, like you, I
5 appreciate, Catherine, the first time I saw your
6 written comments --

7 VICE CHAIR MCLAUGHLIN: Let's forget this.
8 Let's talk about this.

9 MR. GROB: That would be fine. I just
10 wanted to clarify the remark. I did take that as a
11 personal affront and I would like to correct it.

12 VICE CHAIR MCLAUGHLIN: I didn't mean it
13 as a personal affront that you are partners. I just
14 meant that I think you and Randy both agree that this
15 is the way to go. That's what I meant by it, not that
16 you are partners, but that you both agree this is the
17 way to go. You got the product from Edelman that you
18 think is appropriate and that this is the way to go.

19 MR. GROB: I would agree with that.

20 VICE CHAIR MCLAUGHLIN: That's all I
21 meant.

22 MR. GROB: Okay.

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1 MS. CONLAN: I'm afraid to say anything.
2 I don't want you to pounce on me.

3 VICE CHAIR MCLAUGHLIN: I would never
4 pounce on you.

5 MS. CONLAN: Is it possible that --

6 VICE CHAIR MCLAUGHLIN: I only pounce on
7 the big guys like George. We have lions and we have
8 George of the Jungle. I mean, you know.

9 MS. CONLAN: Is it possible that we could
10 have different paths and different calls to action?

11 VICE CHAIR MCLAUGHLIN: It's possible but
12 down the line we might get this.

13 MS. CONLAN: Why does it have to be one?
14 Why is it mutually exclusive with other calls to
15 action?

16 VICE CHAIR MCLAUGHLIN: It's what we have
17 now.

18 MS. BAZOS: I think the problem is that we
19 have a deadline. Come on, guys. That's the problem.

20 Let's decide do we want to go for October 6th or not?

21 Personally, I think that is the decision before we
22 get to anything else. If we want to go to October 6th

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1 we are paying Edelman very big bucks. What do you
2 need? You have to have the big report. It has to be
3 on the web and you have to have something to hand out.

4 We've got to have something to hand out. If we can't
5 agree on what we're going to hand out, then we are not
6 going to go to October 6th. We've got to change the
7 date. Let's just decide that and then maybe right
8 after we decide that, decide are we going to have a
9 temporary thing? Is this going to be --

10 VICE CHAIR MCLAUGHLIN: I think, Dottie,
11 that was part of my point. I don't get the feeling
12 that either George or Randy are recommending this be a
13 temporary thing. I think they are recommending that
14 this be our call to action at the middle school level.

15 MS. BAZOS: But let's just decide is the
16 problem is the question. I guess it is, George.
17 Maybe you can help. Maybe the focus groups will do it
18 all. It's too bad the focus groups don't have -- you
19 know, it really is too bad. It's kind of very
20 difficult. I think we need a couple of things,
21 content, but it is too bad we don't have something in
22 graphic form because it's very hard to see what it

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1 might look like. If we had to have a call to action
2 for October 6th, I guess the question is does that
3 exclude having other products down the line.

4 MR. GROB: It doesn't.

5 MS. BAZOS: That's what I'm saying.

6 VICE CHAIR MCLAUGHLIN: That's what I'm
7 saying. We can see it as part of the process.
8 Exactly.

9 MS. CONLAN: And you said from the very
10 beginning we were going to reach different audiences
11 in different ways.

12 VICE CHAIR MCLAUGHLIN: Right. But these
13 are both geared toward 6th grade. That's all I'm
14 saying.

15 MS. CONLAN: Okay. So we have 6th graders
16 in two different ways. Not every 6th grader is the
17 same.

18 MS. MARYLAND: Obviously not every
19 executive is the same. Some executives don't have
20 time. They want the bullet summary.

21 MS. CONLAN: Hey, this is what he likes.
22 But George just said they could do a three-page

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1 executive summary so there's another form.

2 MS. MARYLAND: I am concerned. I will
3 agree to that. Fine, if this is the document you want
4 to use, that's great, but for October 6th handing it
5 out to -- I wouldn't hand this out to any of the
6 constituents that I deal with. I just wouldn't.

7 MS. BAZOS: This was my original question.
8 Would you hand it out as describing this as what is
9 going to be handed out to people at the 6th grade
10 level or however you are going to describe it?

11 MR. GROB: Could I ask you all a favor
12 again? It has come up several times. I will give you
13 my advice. It's advice I would give Randy. Randy
14 doesn't always agree with the advice that I give him.

15 This is my advice. It's not anyone else's advice but
16 my advice and you are the ones that have to decide
17 what to do with it.

18 I believe that on October 6th if we do not
19 have a presentation that shows that we are trying very
20 much to engage the public of the entire United States
21 and we have only something that is like the 50-page
22 report and the press kit and the little executive

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1 summary, we will bomb out. I said that before. We
2 will bomb out.

3 However, we do have within our near reach
4 some exciting things, I think, that will engage
5 people. I think we have the website which already has
6 had 5,000 people call it up and want to speak to us
7 and a better one coming. I think the slide show is a
8 good basis, too.

9 I think that this is a good thing to reach
10 out to people with because of its format and because
11 of the language that's in it, because of the language
12 style. I think it does speak to our trying to reach
13 them. It also has disadvantage. It can be completed
14 by October 6th but the other ones can't be.

15 If we want to have our document along with
16 the others that can be part of this package, this is
17 achievable. I have all along advocated that there are
18 so many different people out there that we probably do
19 need to have coming out a variety of products.

20 I've been a great supporter all along of
21 the kind of approach that Catherine took but I again
22 say that we can put together a total package that will

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1 be available on October 6th if we work our way through
2 this. This is my advice to you all. This is not
3 Randy speaking. This is not someone trying to shove
4 anything down your throat. It's my advice to you.

5 MS. WRIGHT: I think for someone with as
6 many years of experience as George has, we should heed
7 his advice. He's the guy who has been in it all these
8 years and I haven't.

9 VICE CHAIR MCLAUGHLIN: George, with a due
10 respect, has not been trying to reach the American
11 people. He's been in the federal government writing
12 reports for the Hill and for certain constituencies
13 but not mass middle schoolers to try to do a call to
14 action. We keep being told this is historic. It has
15 never been done before. None of us have experience in
16 this, Chris, including George.

17 MS. WRIGHT: That's what we've hired the
18 communication and marketing firm for. We are still
19 sitting here an hour later trying to figure it out
20 when I said this is what we've hired the communication
21 and marketing firm for.

22 VICE CHAIR MCLAUGHLIN: But I think the

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1 problem with this is we don't agree on the content.

2 MS. WRIGHT: Then we need to stop right
3 now because we're not going to agree and there are six
4 of us missing. If we want a consensus, there's not
5 six of us here.

6 VICE CHAIR MCLAUGHLIN: Right.

7 PARTICIPANT: We are going to print, what
8 did we say, 100 copies of this, George?

9 MR. GROB: Well, maybe 400 or 500 for the
10 first time and then we'll see how much we would use it
11 after that.

12 PARTICIPANT: Can we print 400 or 500
13 copies of that, too?

14 PARTICIPANT: Not by October 6th.

15 MS. BAZOS: What George is saying is we
16 can't get that done by October 6th.

17 PARTICIPANT: But as that is could we?
18 I'm not talking about the new tabloid form that you're
19 talking about with the two-page thing but just like
20 that.

21 VICE CHAIR MCLAUGHLIN: I don't think
22 Randy would accept that.

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1 PARTICIPANT: With this?

2 VICE CHAIR MCLAUGHLIN: With this.

3 MS. HUGHES: I would like to suggest that
4 we look at that to go to the community meetings. I
5 don't know if that's possible but I really think that
6 something like that going to the community meetings is
7 going to be more to our advantage than this is. I do
8 think that a lot of people will read this. I do think
9 that a lot of people will like this.

10 I can't give you a percentage but I think
11 a lot will. This is my preference and my preference
12 is at the community meetings. I would like to suggest
13 that we have that available at some point for a
14 minimum of half the community meetings so that it can
15 be worked on to get that.

16 DR. BAUMEISTER: Explain to me what we're
17 going to show up with on October 6th, George?

18 MR. GROB: We would be unveiling the
19 website.

20 DR. BAUMEISTER: Go through the scenario.
21 I need a visual here. Is there a podium?

22 MR. GROB: There would be a Senate meeting

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1 room and about 80 people could go in there. There
2 would be members of the press invited and possibly
3 others. We are still working on who those might be.
4 It would be, though, primarily in the form of a press
5 conference and it would feature the two senators
6 making statements.

7 It would probably feature some footage of
8 David Walker with support on this. It would feature
9 presentations made by members, particularly talking
10 about the report, the 50-page report. It would
11 feature the opening of the website. It would feature
12 the availability of the --

13 DR. BAUMEISTER: That would be shown on a
14 screen?

15 MR. GROB: We are thinking of that, right.
16 We are featuring the availability of the 50-page
17 report. We would be showing that we are trying to
18 engage the American public in a variety of different
19 formats. They would see that we have the slide show.
20 They would see that we have this. They would see the
21 tone of the different values.

22 They would see that some are written

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1 inside, some are written more to the public. They
2 would see there's a variety of ways to do it. We
3 would be telling people that we are this committee.
4 We are open for business. We want to talk to people
5 and we have an initial series of documents that would
6 do that.

7 DR. BAUMEISTER: And then there would be
8 questions?

9 MR. GROB: Probably from the press. The
10 time of the event could be probably an hour at the
11 most. Most press conferences are half hour but I
12 think we would have --

13 DR. BAUMEISTER: This would be in the
14 packet as an example.

15 MR. GROB: It would be featured --

16 DR. BAUMEISTER: As an example.

17 MR. GROB: -- of how we are trying to
18 communicate with the public.

19 DR. BAUMEISTER: This is how we are
20 reaching out.

21 MR. GROB: As one way. That's correct.

22 DR. BAUMEISTER: Your tired, poor, and

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1 huddled masses.

2 MR. GROB: Exactly.

3 VICE CHAIR MCLAUGHLIN: But if there's 500
4 copies, it's more than just that day. It's going to
5 be distributed to a lot of people.

6 MR. GROB: Yes, that's right.

7 DR. BAUMEISTER: And this can be changed
8 later on. Is that right?

9 MR. GROB: Sure.

10 DR. BAUMEISTER: It's just show business.

11 MR. GROB: It's a start. No, it's a
12 start. It is a document that would be used.

13 DR. BAUMEISTER: Sure. Here's what we've
14 got.

15 MR. GROB: Other documents would follow
16 for different events. Other versions.

17 DR. BAUMEISTER: And Andy will be back
18 there trying to show the website on the big screen.

19 MR. GROB: We actually had talked about
20 having the senators go up there and turn it on and
21 actually answer some questions. We don't know whether
22 they will go along with that but that would be the

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1 kind of idea that we have in mind.

2 PARTICIPANT: It seems to me that the
3 basic difference between the two documents, and
4 correct me if I'm wrong --

5 DR. BAUMEISTER: This is important.

6 PARTICIPANT: What's that?

7 DR. BAUMEISTER: That this is an example
8 in the packet and they are not going to read it to
9 educate themselves. They are going to read it to see
10 how we are trying to reach out to the public. If
11 Robert Pear reads it, Robert Pear is not going to get
12 a Ph.D. in health care from this. All he's going to
13 say is, "Hey, they've done a pretty good job in
14 reaching out to the public." Is that right?

15 MR. GROB: Yes.

16 VICE CHAIR MCLAUGHLIN: Do you think
17 Robert Pear will think this is a good job of reaching
18 out to the public?

19 DR. BAUMEISTER: I don't know but it
20 changes the whole way I look at it.

21 VICE CHAIR MCLAUGHLIN: I think it's naive
22 to think that it's only going to be put in a packet

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1 and not read by anybody and be seen as an example of
2 how we are going to reach all the public. I think it
3 is going to be used --

4 MR. GROB: I agree with that.

5 VICE CHAIR MCLAUGHLIN: -- as a way to
6 reach out to the public. It actually is, in fact,
7 going to be mass produced and distributed.

8 DR. BAUMEISTER: But it's not going to be
9 used by those 80 people who are there at that coming
10 out.

11 VICE CHAIR MCLAUGHLIN: There won't be
12 anything that is used by them because the 50-page is
13 not going to be ready.

14 MR. GROB: It will be in the wings.

15 DR. BAUMEISTER: They will use the
16 experience of having been there.

17 MR. GROB: Most of those people would
18 rather not get it. They would rather go to the web
19 and pull it down.

20 DR. BAUMEISTER: Sure.

21 VICE CHAIR MCLAUGHLIN: You said we have
22 to have a report that we hand out.

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1 MR. GROB: A report-like document and I
2 think this satisfies -- Tish's answer was that this
3 would satisfy that purpose.

4 MS. FEDERER: I know Dottie is not here.

5 MS. BAZOS: I am here.

6 MS. FEDERER: I mean Connie. Connie is
7 not here but from her communication standpoint we are
8 saying on this date that we are reaching out to the
9 American public to invite them to be part of something
10 that has never been done before which is try to do
11 something about the problems we are facing in health
12 care.

13 To help them join that discussion, we have
14 written this little report to help you get involved in
15 the discussion. I think that is where Frank's
16 distinction is really important because this is an
17 example of one of the ways that we are inviting
18 Americans to get informed enough to join this dialogue
19 and participate.

20 We can be announcing that we are coming
21 out with other reports. We're doing this and doing
22 that but here is an example of a way that we are going

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1 to allow every individual American to get informed
2 enough to join this big important discussion.

3 PARTICIPANT: But Catherine is looking
4 beyond that day, right?

5 MR. GROB: Yes. I think we all are.

6 DR. BAUMEISTER: I think under those
7 circumstances that's fine.

8 MS. HUGHES: I'm certainly looking beyond
9 this.

10 PARTICIPANT: Why can't we have that as
11 one example? If we are going to have one example
12 here, why can't we have one example there?

13 DR. BAUMEISTER: Why can't we have them
14 both?

15 PARTICIPANT: Right.

16 PARTICIPANT: When we looked at this we
17 didn't like it initially.

18 VICE CHAIR MCLAUGHLIN: It had garish huge
19 colors on the back.

20 PARTICIPANT: And we couldn't read it.

21 DR. BAUMEISTER: We got it because the
22 Government Printing Office wasn't equipped to deal

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1 with graphics of that complexity. That's what we were
2 told.

3 VICE CHAIR MCLAUGHLIN: I did it. I did
4 this on my little lap top. It's very complex.

5 PARTICIPANT: Catherine, other than the
6 layout --

7 DR. BAUMEISTER: That's what was said,
8 though. That's what Michael O'Grady said. We could
9 have some other agency work it up and make it more --

10 VICE CHAIR MCLAUGHLIN: That's what
11 Michael O'Grady recommended, that we hire a company
12 other than GPO who could do really snappy nice
13 graphics.

14 DR. BAUMEISTER: Because GPO had the
15 colors overlapped.

16 VICE CHAIR MCLAUGHLIN: Exactly. That we
17 have that company do the focus groups and everything
18 else and make sure it's legible and attractive and it
19 captures people.

20 PARTICIPANT: But the question for me is
21 what is the difference in the content in these two
22 documents? Can you describe it?

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1 VICE CHAIR MCLAUGHLIN: It's a lot. First
2 of all, we picked different facts to highlight.
3 Second, that has a lot of the facts presented in
4 graphical form or bar graph form so that you see the
5 whole range of numbers.

6 DR. BAUMEISTER: But are they the same
7 facts?

8 VICE CHAIR MCLAUGHLIN: No. That's what
9 I'm saying. They come from the same 50-page document,
10 right? But we selected some different facts and
11 because that has the graphs and bar graphs, etc.,
12 taking up a lot of the space, it doesn't just pick out
13 one number or two numbers. It gives you all the
14 numbers and the ages or whatever so that if you want,
15 you get more numbers. Then it has text boxes where it
16 gives you factoids.

17 DR. BAUMEISTER: Can't you just adjust
18 them so the numbers are the same?

19 VICE CHAIR MCLAUGHLIN: Uh --

20 DR. BAUMEISTER: I mean, look at one and
21 if they don't match, just make them match. What's so
22 difficult about that? Turn bullets into the pictures

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1 and say, "Here's two ways that we are going to reach
2 out to you."

3 VICE CHAIR MCLAUGHLIN: The bullets can
4 become like the text boxes but it can't become like
5 the graphs. The bullets can become like a text box or
6 vice versa. Here.

7 DR. BAUMEISTER: You may not want to come
8 back here.

9 VICE CHAIR MCLAUGHLIN: I actually think
10 we ought to talk about the actual content of this one.
11 I basically have given up, thrown in the towel.
12 Right? Let's feed the lion and make sure this is
13 accurate. Some people weren't happy about some of the
14 content and had comments. Right? Then there's the
15 issue should we do this at all or should we just wait
16 for the focus group?

17 MR. GROB: The answer to that, if I could
18 again offer, was that I think Tish said she wanted to
19 make sure that we were comfortable with the content.
20 If you wait for the focus group, you'll have their
21 comments and you'll still have this document. Their
22 comments will be of a general nature. If there are

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1 things that are troubling here --

2 VICE CHAIR MCLAUGHLIN: So far, just to
3 recap for you, we have made the decision to move,
4 "There are big problems that need new thinking," that
5 whole section to the end of the report and to keep it
6 cost, quality, and access so that it's in the same
7 order as the big report, not to change the order of
8 the issues.

9 And to ask the staff to change the
10 language from implying that those are the three
11 components of the system and instead make it clear
12 these are three issues that we are addressing and
13 giving people information about because they need
14 attention. Right?

15 Then we also had language about how it all
16 fits together, some positive examples, not just
17 negative examples of how they interrelate. We removed
18 Pat story. It's staying within the context of this
19 document. We know longer are going to change this to
20 an executive summary. We are not going to change the
21 language.

22 We are not going to make it Robert Pear,

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1 another language. We are going to keep it middle
2 school language level and we are going to keep it as a
3 participant's guide that starts off, "You're invited,"
4 as opposed to the more executive summary of the facts.

5 I think that's where we've ended up.

6 MS. BAZOS: But why have you dismissed
7 that?

8 VICE CHAIR MCLAUGHLIN: Just being
9 realistic. It's just not going to happen. Maybe it
10 will happen in a few months but it's not going to
11 happen.

12 MS. BAZOS: These are the only graphs that
13 are going to go in?

14 MR. GROB: We don't know.

15 VICE CHAIR MCLAUGHLIN: But to keep it
16 short, there can't be many more graphs.

17 MS. BAZOS: You know, the 10 pages is an
18 arbitrary thing.

19 VICE CHAIR MCLAUGHLIN: But I think it's
20 the reality, Dottie, that people aren't going to read
21 much more than 10 pages. Right? Deb and I talked
22 about this. We don't think they are even going to

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1 read these 10 pages. Pat was saying she's not going
2 to show this to her constituents. They won't read it
3 either. I think it is betwixt and between.

4 PARTICIPANT: They will read the 50-page
5 report because that is the very nature of what they
6 do.

7 VICE CHAIR MCLAUGHLIN: Exactly. This one
8 the language level is insulting to a certain group.
9 The way it's presented is not engaging enough for the
10 people who have a 6th grade reading level. That's
11 what Rosy was saying.

12 None of the people she's talking to at a
13 6th grade reading level are going to read this. With
14 all due respect, I just don't think -- I understand
15 why this was done and everything else but I don't
16 think it's going to be useful for either audience but
17 that's just me. Let's move on.

18 Andy.

19 MR. ROCK: I had another thought to throw
20 into this mix. You could actually use this document
21 without characterizing it with a title as such. You
22 could actually -- I was just looking at the beginning

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1 of this again.

2 Actually just have at the beginning of it
3 and say, "An invitation to the citizens of the United
4 States." That could be the introduction. And then
5 what follows in a sense is kind of like this is a way
6 to help you start thinking and get into it a little
7 bit without having to say all this.

8 You basically are giving people 10 pages
9 as a place that they start. You could even think of
10 it, if you did that, that it's something that is for
11 the press kit if it's more palatable that way to think
12 of it in those terms.

13 That makes sense because why are we here?

14 In other words, what is the press event about? They
15 are kicking us off or getting us started. Then we
16 give you the escape of is it an executive summary, is
17 it a report in brief, or is it an X, Y, Z kind of
18 thing.

19 DR. BAUMEISTER: If you did that, wouldn't
20 you take it out of second person and quit talking
21 about you and talk about citizens or people or my
22 beloved or whatever rather than say, "To become part

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1 of...citizens like you..." Knock that out. "...get
2 to tell what you like, they like, and don't like. We
3 hope citizens will be a part of..." "That's why it's
4 not another one of those," etc. "Citizens need to
5 take part because as consumers they..." That would
6 make it more -- I don't know.

7 PARTICIPANT: Is October 6th start the
8 dialogue day?

9 VICE CHAIR MCLAUGHLIN: Yes.

10 PARTICIPANT: So can this be the
11 invitation to start the dialogue?

12 MS. BERNSTEIN: A sidebar down here that
13 emerged was -- it happened at lunch, too, is you are
14 trying to do two different things in this document
15 which I think is part of the problem. Doing this call
16 to action and PR, engage the people, get them all
17 excited thing.

18 We are doing, "Here are the basic facts
19 about the health care system that 6th graders should
20 be able to understand" thing. I was wondering if they
21 could be two separate pamphlets? Basically you've got
22 your call to action in the front of the folder and

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1 right behind it for anybody you want to give this to
2 in your family here's a thing that maybe it will be
3 helpful. You can cross reference them somehow.

4 You could say, "In the pamphlet we've got
5 a little folder attached that gives you some of the
6 basic facts that we'll be talking about at the
7 community meetings." All the PR stuff that Edelman is
8 good at is in the Edelman thing which is the call to
9 action. This is the first time in the history of the
10 universe that we ever talked about health reform or
11 anybody has asked your opinion. The second part is,
12 "Here are the basic facts about the health care
13 system."

14 VICE CHAIR MCLAUGHLIN: We'll have the
15 lies and the facts. I'm being facetious.

16 MS. BERNSTEIN: I'm clearly pretty good at
17 that myself. Part of the problem is that when you mix
18 the two things, that's when we get uncomfortable.
19 Basically in the long report we came to the conclusion
20 that Edelman couldn't deal with the inside chapters
21 very well because every time they dummed it down they
22 made it wrong. We spent endless hours going back and

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1 forth in the middle chapters which weren't the problem
2 chapters.

3 VICE CHAIR MCLAUGHLIN: Right.

4 MS. BERNSTEIN: The problems were the
5 beginning and the end which is the Edelman stuff.

6 VICE CHAIR MCLAUGHLIN: Right.

7 MS. BERNSTEIN: What I'm thinking is, at
8 least in the stuff for the average people, we need to
9 separate them a little bit more. I don't know if that
10 will work either. I don't think it's hard to do.
11 They clearly have been written by different animals
12 anyhow if you look at the reports, especially the long
13 report. The front and back don't match the middle and
14 that happened for the last three iterations.

15 MS. BAZOS: That's an excellent insight
16 because one of the things that I really did not like
17 about this is it's just issues and it doesn't -- you
18 take out these creative solutions and put them in the
19 back in an appendix and we have to talk about those.
20 I don't think the questions are at 6th grade level.
21 We've got to talk about those. The rest of it is
22 pretty thin.

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1 VICE CHAIR MCLAUGHLIN: It is really thin.

2 MS. BAZOS: It's really thin. I'm trying
3 in my mind to compare it to what you did here. I
4 think the difference that Catherine is trying to
5 articulate with this and why she's married to this is
6 because you really do get a better sense of the story
7 very quickly. Although I would say it's a little hard
8 to tell which box to go to first or second, you know,
9 with all due respect.

10 VICE CHAIR MCLAUGHLIN: Ecosystem. Lilly
11 pods.

12 MS. BAZOS: If we were to think about what
13 Jill said, if we were to take the Edelman call to
14 action and we had a call to action, three-pager, two-
15 pager, whatever it took, there is a big problem. And
16 then we had a document and we did -- Catherine, could
17 you -- I'm going to end this because I'm tired but
18 could you take this and this and could we develop
19 something for citizens using both together?

20 VICE CHAIR MCLAUGHLIN: I agree with
21 Chris. I think this is a waste of our time. I think
22 we made be able to talk about this down the line, down

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1 the lane in the future, whatever the express is.
2 Right now I think we have to talk about whatever is
3 going to go in the packet.

4 I think we can talk about separating this
5 into a primer written at the 6th grade level and then
6 take out the front and the back and make it the call
7 to action but then it's not really a participant's
8 guide anymore. I think the reason why they did this
9 is they were mimicking what George and I saw in Maine
10 which was a participant's guide which had a lot of
11 facts about the situation in Maine followed by the
12 very specific questions that they designed that day to
13 address.

14 MS. BAZOS: It was very different.

15 VICE CHAIR MCLAUGHLIN: Exactly. This is
16 trying to do that but we're not setting up a five-hour
17 day and we're trying to describe a lot more. I think
18 that is where they got this idea of merging the two.
19 I don't know whether they'll work separate. As Chris
20 has pointed out, I'm not the PR expert. I don't know
21 whether they'll work as two separate documents. I
22 think about what Therese says, you know, going out to

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1 Randy's constituency and going out to whatever.

2 MS. BERNSTEIN: But when we actually do
3 these meetings there really will be something, a guide
4 or a piece of -- a packet of paper --

5 VICE CHAIR MCLAUGHLIN: For the 10
6 meetings.

7 MS. BERNSTEIN: -- for the meetings.
8 That's a participant's guide.

9 VICE CHAIR MCLAUGHLIN: Right. My guess
10 is that you thought it was going to be adjusted to
11 this.

12 MR. GROB: I never liked the title.
13 Again, I'll give you my opinion. I never liked
14 calling it a participant's guide. I just thought that
15 it was a document that would speak to a broad
16 audience. I thought that narrowed it too much and I
17 would take that off and give it some other title.

18 MS. TAPLIN: But I do think it was our
19 intent to give it to the people developing the
20 participant's guide as raw material for that.

21 MR. GROB: Right. It would save a step
22 because it would have to go through this process.

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1 Again, I just would like to make this comment. Any
2 attempt at this point to start from scratch to develop
3 some other document simply cannot be done.

4 There are no hours left. Tomorrow we will
5 be engaged in a meeting. That will end at 2:30. We
6 have staff that can work at something but if I were to
7 write to you now a three-page document, a two-page
8 document, a 10-page document, I would have to vet it
9 with all of you. You would not like many of the
10 phrases that I use.

11 We would then sit around and once again
12 say, "Why did you pick this fact rather than that
13 fact? Why did you put this first rather than second?"

14 We would all be then meeting until midnight having a
15 meeting on that three-page document instead of this
16 document. The clock is simply out on this.

17 The idea of original writing right now,
18 there isn't anybody who has any time to do original
19 writing while we simultaneously try to get this
20 through the vetting process. It just isn't possible.

21 The question that I was asked is what can be done by
22 October 6th? We ended up here. That was an answer

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1 that I gave that could be done.

2 MS. MARYLAND: We take this document and
3 add a little bit more substance to it.

4 MR. GROB: I think the idea would be if
5 someone now could suggest what that would be, we could
6 go through this and say what the content was that we
7 wanted. Yes, we can do a little bit of that because
8 Jill and Craig are here. They can work tomorrow on
9 this and the other report.

10 VICE CHAIR MCLAUGHLIN: I'm not sure why
11 you want more substance to this.

12 MS. MARYLAND: It won't be any prettier.

13 VICE CHAIR MCLAUGHLIN: I guess, Pat, the
14 reason I'm saying that goes back to what I said five
15 minutes ago. If it's going to go to something other
16 than the middle school level, then this is the thing
17 Frank pointed out. The language isn't right. If the
18 language is the 6th grade level, then this is already
19 too long. It already has too much in it.

20 It should be cut, I think, by quite a bit.

21 If we are going to make it more substantial, then the
22 language has to change. George is right, we don't

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1 have time. It's just one of those unfortunate things
2 that what has happened in the last month has led to a
3 product that some of us aren't happy about but now
4 it's too late is what we're hearing. It's too late.

5 MS. MARYLAND: Call it something else
6 then.

7 MR. GROB: I would call it something else.

8 VICE CHAIR MCLAUGHLIN: Call it something
9 else.

10 MS. MARYLAND: Yes, please.

11 MR. GROB: A call to action. That makes
12 sense to me.

13 MS. MARYLAND: Invitation to the citizens
14 of this country. Let's call it something that is not
15 a report.

16 MR. GROB: Yeah, I would agree.

17 VICE CHAIR MCLAUGHLIN: No, it's not a
18 report.

19 MR. GROB: An invitation. We have to work
20 on a phrase like that, an invitation, because that is
21 what it is. It is an invitation.

22 MS. MARYLAND: I guess can we at least

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1 come to some agreement that we call it something else
2 and it will be acceptable with the modifications that
3 were recommended?

4 VICE CHAIR MCLAUGHLIN: Were there other
5 modifications?

6 MS. MARYLAND: Well, the movement of the
7 one section.

8 VICE CHAIR MCLAUGHLIN: Or do we wait?

9 MS. MARYLAND: The movement of the one
10 section.

11 MR. GROB: I've been taking notes of the
12 changes you were talking about. Those are easy to
13 make.

14 VICE CHAIR MCLAUGHLIN: So the key facts.
15 Do people think those are the key facts? Were there
16 specifics that people wanted to talk about?

17 PARTICIPANT: None of us have read it.

18 VICE CHAIR MCLAUGHLIN: It's just the
19 same, I think.

20 George, what's changed besides the
21 addition of those three sentences on page 4?

22 MR. GROB: The wording before the change

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1 you can see for yourself what they were. They were
2 more to --

3 VICE CHAIR MCLAUGHLIN: What about the key
4 facts? Are they all the same?

5 MR. GROB: As far as I know. I did
6 correct one or two that you suggested but other than
7 that I did not attempt to change any key facts.

8 VICE CHAIR MCLAUGHLIN: So the key facts
9 are the same.

10 MR. GROB: Right.

11 VICE CHAIR MCLAUGHLIN: Page 4 you added
12 three sentences.

13 MR. GROB: Yes.

14 VICE CHAIR MCLAUGHLIN: All right. Then
15 the questions are different. Is that it?

16 MR. GROB: Yes.

17 PARTICIPANT: Are the questions different?

18 MR. GROB: The wording of some of the
19 questions as reported that Senator Wyden had suggested
20 to bring them more down to earth.

21 VICE CHAIR MCLAUGHLIN: Is that the what's
22 important? Oh, no. The questions that begin on page

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1 10.

2 MR. GROB: I think it doesn't matter in
3 the sense that you either like the questions or you
4 don't. I can figure that out.

5 MS. STEHR: I can tell you which ones.

6 VICE CHAIR MCLAUGHLIN: Okay.

7 MS. STEHR: The one that jumps out at me
8 page 10 in the new report under cost. "Health care
9 benefits are now tax free to workers under an employer
10 plan. Do you believe this should be changed so as to
11 create an incentive for everyone to try to contain
12 cost while promoting personal responsibility?"

13 I don't like the language of that at all.
14 It's horrible. I think the original line, "Should
15 some or all of the health insurance premiums that
16 employers pay for their employees be considered income
17 and be subject to federal taxes?" That question
18 sounds better because this one is like suggesting
19 that's what has to be done. I do not like the
20 question.

21 MR. GROB: Which one?

22 MS. STEHR: The second one.

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1 VICE CHAIR MCLAUGHLIN: It's also mixing
2 two things. It's mixing two things. This question on
3 page 10 was not in the old one. It didn't say
4 anything about personal responsibility. It didn't say
5 anything about containing cost.

6 MR. GROB: So let me make sure I get the
7 notes. So on page 10 the question -- which question
8 again?

9 DR. BAUMEISTER: No. 2 under cost.

10 MR. GROB: Okay.

11 PARTICIPANT: You are absolutely right.
12 That is not an answerable questions.

13 MS. BAZOS: I have a suggestion. I would
14 just like to say this. I just think proposing these
15 questions at this point just like writing a new
16 document is going to be impossible. I don't think we
17 are going to agree on the questions. I would like to
18 take them out. I would like to say that, "We are
19 legislated to focus on four questions. These are the
20 big four questions. We will be developing questions
21 after that and you'll get them when we have a
22 community meeting."

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1 VICE CHAIR MCLAUGHLIN: That is one
2 approach that I brought up an hour and a half ago
3 saying at a minimum -- as Therese correctly pointed
4 out, we are not required to include any questions at
5 all in any of these reports. I think we all agree now
6 that I don't think this is a report. That is what Pat
7 stated quite strongly.

8 This is not a report. It's not a report
9 in brief. It's not a short report. It's not a
10 report. A report doesn't say, "We need you." I mean,
11 that's what Uncle Sam says, "We need you." Okay.
12 That's just not what this is. We are statute free on
13 this. There's nothing telling us what has to be in
14 it. We're not required to include anything in this.

15 We are totally free to decide and the same
16 with the questions. I agree with you, Dottie, we can
17 decide whether or not we want to ask any questions and
18 if we do, what kinds of questions. Now, the PR aspect
19 of this, which George talked about and Tish talked
20 about this morning, the PR is saying, "We want your
21 involvement."

22 Certainly on the website they wanted

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1 questions then after this press event for people to be
2 able to go on the website and there's questions ready
3 for them to answer. Before we have questions on the
4 website that people are going to answer, it's possible
5 that in this all we have to say is, "We've been
6 instructed by the statute to ask people the following
7 four questions. Please go to our website to see some
8 of the ways we are trying to get input from you on
9 those four general questions." That is one strategy.

10 PARTICIPANT: Do we ask them to suggest
11 questions?

12 DR. BAUMEISTER: I think the level at
13 which this document is written is a much more -- what
14 do I want to say? The questions are more complex.

15 VICE CHAIR MCLAUGHLIN: They are not 6th
16 grade level. That's for damn sure.

17 DR. BAUMEISTER: The document is written
18 simplistically and the questions are written by a
19 Ph.D. economist that have conferences.

20 VICE CHAIR MCLAUGHLIN: How much of the
21 Government promo on paper. I mean, that is something
22 that there are Ph.D.s all over trying to talk about

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1 that. Is it a public good? What are the
2 externalities? These are very complicated questions.

3 MS. MARYLAND: I think the four questions
4 we should have in there. The basic four questions I
5 think should be there.

6 DR. BAUMEISTER: In the legislative.

7 MS. MARYLAND: Yes. And no more than
8 that.

9 MR. GROB: Could I make a slight change to
10 that? If you want to go that way, what I would
11 recommend would be to ask those four questions and
12 then to ask the last three that are on here as well.

13 MS. BAZOS: Those are the general ones.
14 And on that day for the web if we haven't vetted the
15 questions by then, George, we could have those three
16 on the web to begin with.

17 DR. BAUMEISTER: The basic four and the
18 added three. Seven is a lucky number.

19 VICE CHAIR MCLAUGHLIN: Do we have
20 agreement on that?

21 ALL: Yes.

22 VICE CHAIR MCLAUGHLIN: Andy.

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1 MR. ROCK: Could I just confirm something
2 you're all saying?

3 VICE CHAIR MCLAUGHLIN: Yes.

4 MR. ROCK: Are you all agreeing on that
5 second half of what Dottie said that it has
6 implications for the web and what neighborhood America
7 is doing for us. Do we put the four questions on law
8 and those last three on the web as well?

9 MR. GROB: My view is that everyone has
10 said when we start deciding what questions we ask we
11 are getting into some pretty heavy dealings among
12 ourselves. If we don't have the opportunity to have
13 that kind of dealing or comfort level, then I think it
14 does drive you where you're suggesting. Again, those
15 four questions --

16 MR. ROCK: Until we have that
17 conversation.

18 MR. GROB: Exactly. That's correct.

19 PARTICIPANT: We are going to put the same
20 thing on the big report?

21 MR. GROB: Yes, I think they should be the
22 same.

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1 PARTICIPANT: And on the slide show.

2 VICE CHAIR MCLAUGHLIN: What about the key
3 facts? Are people okay with the key facts? These are
4 the ones that were not changed.

5 PARTICIPANT: Can we change the ones that
6 are wrong?

7 VICE CHAIR MCLAUGHLIN: Yes, we can
8 certainly change the ones that are wrong. Supposedly
9 these are ones that some of you already looked at on
10 the plane.

11 PARTICIPANT: But they didn't make all the
12 changes.

13 MR. GROB: There should be to the extent
14 that any of the facts that are inconsistent with the
15 report, they should be corrected.

16 PARTICIPANT: There are a couple of things
17 that didn't get -- I mean, you sent notes how to
18 correct them and they corrected them but they are not
19 correct.

20 MR. GROB: They can be fixed easily. They
21 should be totally compatible.

22 DR. BAUMEISTER: We had already decided

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1 somehow or another that cost would be listed first.
2 Is that right? Rather than access.

3 VICE CHAIR MCLAUGHLIN: Also, I mean,
4 there are certain wording things. This gets to the
5 point that Jill said. You can't expect Kristen, who
6 has never worked on health before in her life
7 apparently, to understand the nuances. As she tried
8 to make this language friendlier, she loses some of
9 it.

10 An example is page 6, the third point,
11 that says, "Older Americans use more health care than
12 younger people. During the first half of your life
13 you might spend only about one-fifth of the money."
14 You may spend nothing or you may spend 100 percent.
15 It all depends on what your insurance is and
16 everything else. Again, it sounds like a pedantic
17 difference but as it's currently stated it's wrong.

18 MR. GROB: Can you help me find that
19 again?

20 VICE CHAIR MCLAUGHLIN: Jill and I have
21 worked through this language so many times, George.
22 I'm sorry to sound impatient but we keep explaining to

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1 people that it may be the cost of the care you
2 received or the expenses incurred because of but it's
3 not what you as an individual spend.

4 MR. GROB: It should be corrected.

5 DR. BAUMEISTER: Does it have to be in
6 there at all?

7 VICE CHAIR MCLAUGHLIN: I don't know,
8 Frank. I'm just saying somebody said -- Montye said
9 to me, "Catherine, did you find things?" I was using
10 this as an example, "Yes, I found things in here that
11 because of wording changes they are no longer
12 accurate."

13 MS. HUGHES: Is it my turn?

14 VICE CHAIR MCLAUGHLIN: Yes.

15 MS. HUGHES: I would like to say that this
16 should be in there because it says -- otherwise, if
17 focuses on those of us who have chronic conditions and
18 that really is totally unfair. I mean, it really is
19 totally unfair. The bullet, the second bullet, it
20 says, "Managing these illnesses can be expensive."
21 Let's get real. It is expensive. It is expensive.

22 VICE CHAIR MCLAUGHLIN: No, it's not

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1 always. I mean, I'm allergic to cats. Managing that
2 chronic illness is not expensive.

3 DR. BAUMEISTER: Couldn't it be rewritten,
4 though, so it's not quite so damning to old people and
5 people with chronic diseases?

6 MS. HUGHES: I would like it rewritten but
7 I think we need to have some balance because if you
8 only have the first two parts, then, you know, those
9 of us --

10 MR. GROB: My suggestion on handling that,
11 because I was thinking about that, is that we all use
12 -- we all use more care when -- we don't all but to
13 put it in we as opposed to those old people.

14 VICE CHAIR MCLAUGHLIN: Those old people.

15 MR. GROB: I think that's what the
16 objection is, that we are somehow --

17 DR. BAUMEISTER: Yeah. I mean, it says
18 nothing about crack babies. Crack babies are quite
19 young and they cost a lot of money.

20 VICE CHAIR MCLAUGHLIN: We have some
21 language in the big report and why it was not followed
22 here is a mystery to me.

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1 DR. BAUMEISTER: I don't know why it was
2 left there.

3 VICE CHAIR MCLAUGHLIN: I think, Frank,
4 the original purpose of it, right? The original
5 purpose of having that kind of information in the
6 report back in Salt Lake City days was -- the way we
7 tried to phrase it was to try to say, "We are all in
8 this together."

9 DR. BAUMEISTER: It can be written better
10 than that then.

11 VICE CHAIR MCLAUGHLIN: That's how we
12 originally had it. We all are going to use health
13 care at some point. We are all going to dip into the
14 well at some point. We are all going to count on that
15 pool of money that all of us contribute to sometime in
16 our life. That is exactly how we had it written.

17 MS. STEHR: It also came out of the
18 language in the law that talked about --

19 VICE CHAIR MCLAUGHLIN: Exactly. Some of
20 the things we were required to have in the official
21 report which this is not. We don't have to have it in
22 this report.

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1 MR. GROB: Are you saying in your big
2 report you do have the wording of this?

3 VICE CHAIR MCLAUGHLIN: We did. God knows
4 what it is now but we did.

5 MS. STEHR: I really can't cancel it that
6 easy without hurting our credibility.

7 DR. BAUMEISTER: What's the word to use,
8 the alternative wording there?

9 MS. STEHR: "At different periods in our
10 lives we need more or less medical care. Both the
11 cost of the care we receive and our ability to pay for
12 it changes over the course of our lives. Young adults
13 ages 19 to 39 are less likely..." Is that the one?
14 That was what I started reading. "... are less likely
15 to have insurance whereas young children and the
16 elderly are more likely to be covered in part because
17 of access to public insurance. Many factors includes
18 both the health care expenses for a family as well as
19 the insurance coverage they have for those expenses."

20 VICE CHAIR MCLAUGHLIN: So that's the
21 coverage but the beginning waxes and wanes.

22 MR. GROB: To me this is simple. Jill and

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1 her magic will find the appropriate language and
2 insert it here.

3 DR. BAUMEISTER: This kind of points
4 fingers at old people and chronically ill people.
5 We're all in it together.

6 VICE CHAIR MCLAUGHLIN: That's how our
7 original thing is written, we are all in this
8 together.

9 MS. BERNSTEIN: Catherine, the other point
10 we are trying to make it got mixed up. One is we are
11 all in it together. The other is most of our health
12 care money is actually spent on people who are
13 actually sick.

14 VICE CHAIR MCLAUGHLIN: I know, and need
15 it.

16 MS. BERNSTEIN: And need it which is what
17 you need to understand when you start to talk about
18 consumer-driven health care.

19 VICE CHAIR MCLAUGHLIN: That's right.

20 MS. BERNSTEIN: Actually putting the
21 burden on individuals who are sick is probably not a
22 good idea. That got lost.

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1 MS. HUGHES: Can we go to page 7?

2 DR. BAUMEISTER: We're not through with 6.

3 MS. HUGHES: That's what I'm asking.

4 DR. BAUMEISTER: We're talking about
5 lifestyle decisions. We don't mention booze. We
6 don't mention smoking. We don't mention substance
7 abuse. We don't mention any of the others.

8 VICE CHAIR MCLAUGHLIN: We just say
9 obesity and exercise.

10 DR. BAUMEISTER: We talk about obesity.

11 VICE CHAIR MCLAUGHLIN: That's trendy.

12 MS. BERNSTEIN: It would be easy to put in
13 about substance abuse, smoking, lots of other things
14 that also affect our health if that's what people
15 want.

16 MR. GROB: Your choice is either to
17 broaden it out or to eliminate it. Either broaden it
18 out to other risky things. I think it should be
19 broadened out. I don't like the idea of picking on
20 the obese.

21 VICE CHAIR MCLAUGHLIN: You know the one
22 that is just by orders of magnitude more expensive

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1 than any of the others is drunk driving. Much more
2 expensive than alcohol, plain alcohol consumption,
3 tons more expensive than obesity, tons more expensive
4 than smoking because, I hate to say it, smokers die so
5 young that they end up saving us money because they
6 don't collect social security and Medicare and
7 pensions.

8 I'm sorry but that's just the statistical
9 thing. We are hoping you're not in that category but
10 that's a statistical thing. The one that ends up
11 being unbelievably expensive for society is drunk
12 driving and that is because they kill innocent people.

13 MS. BAZOS: It might be nice if we said
14 our lifestyle decisions affect cost and quality of
15 life.

16 MS. HUGHES: And then use drunk driving.

17 MS. BAZOS: It does affect your quality of
18 life and the literature does say that.

19 DR. BAUMEISTER: Lifestyle decisions
20 affect our health and, consequently, the cost of
21 health care.

22 MS. CONLAN: Remember how you wanted

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1 something to balance the negative in terms of the
2 system?

3 VICE CHAIR MCLAUGHLIN: Don't call on us.

4 MS. CONLAN: If we're going to say
5 lifestyle decisions affect cost and quality of life,
6 can we balance out those poor people with chronic
7 diseases who can save money by --

8 PARTICIPANT: Dying?

9 MS. CONLAN: No.

10 VICE CHAIR MCLAUGHLIN: We've lost it down
11 here, Montye. Don't count on us to be upbeat.

12 MS. CONLAN: -- managing their disease
13 through things like exercise and all of that?

14 MS. BAZOS: The only thing, Montye, about
15 saying that, I'll tell you, is in the 1970s the
16 Canadian Minister looked at why people were dying in
17 his country and decided that a lot of reasons people
18 were dying were for preventable reasons. In the 1970s
19 if you go back and look at what happened is we got
20 these books about jogging and books about exercises.
21 All the focus about saving cost and improving health
22 the onus was put on the individual.

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1 I'm not saying the individual shouldn't
2 participate and get some skin in the game, but later
3 research has really shown that what you can do about
4 your -- what all of us can do about our health habits
5 is influenced by our social environment and physical
6 environment where we live. It's not as simple as
7 saying to someone, "Get out and exercise." Maybe I'm
8 70 years old and I can't walk around the block because
9 I'm afraid of violence.

10 VICE CHAIR MCLAUGHLIN: Exactly. You go
11 outside your door and you might be shot.

12 MS. BAZOS: You might be shot. Maybe you
13 can manage your health care because you can read. I'm
14 just saying that it's just not that simple and I want
15 to be really careful about our language that we don't
16 go back to pointing the finger at individuals like
17 it's their fault, it's their responsibility. It's
18 like cost shifting. This is just blame shifting.

19 MS. HUGHES: That's right. I agree.

20 MR. GROB: The think the idea here is to
21 eliminate or go for broaden.

22 PARTICIPANT: It's both but which one to

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1 do?

2 MR. GROB: I think people said broaden.

3 PARTICIPANT: I think it should be
4 broadened. Drunk driving. Let's get the drunk
5 drivers.

6 MS. WRIGHT: And also change because it
7 says this means they are at a higher risk? They could
8 be at a higher risk.

9 MR. GROB: That's fine.

10 MS. MARYLAND: Could I ask the chair, we
11 were to close by 4:00 today so it's 4:00.

12 VICE CHAIR MCLAUGHLIN: Yes.

13 MS. MARYLAND: Do we want to come to some
14 conclusion about the report?

15 VICE CHAIR MCLAUGHLIN: Yes.

16 MS. MARYLAND: Can we see the webpage
17 because that would be a nice uplifting --

18 VICE CHAIR MCLAUGHLIN: See how positive
19 I'm being? Yes. Yes. Andy, can you go to the
20 website now? As he's doing that, I think it's
21 incumbent upon each of us to send an e-mail to George,
22 and it can be copied to everybody, if on the way home

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1 or tonight or tomorrow you see a key fact or something
2 that you really find inappropriate, inaccurate,
3 misleading, chime in, but basically what we've done is
4 reorder that one piece.

5 We want some cautionary language added --
6 the three sentences aren't quite enough for me --
7 about those different options. We ask for additional
8 language from staff on a couple of key pieces. We
9 have asked for some facts to be changed. We want this
10 to be called something other than report, report in
11 brief.

12 MR. GROB: It will be an invitation to
13 something.

14 VICE CHAIR MCLAUGHLIN: It's going to be
15 designed as something else. We want the questions
16 taken out and have four plus three, right?

17 PARTICIPANT: So we are taking out cost,
18 quality, and access.

19 VICE CHAIR MCLAUGHLIN: We're taking out
20 the questions at the end and we're just having the
21 four plus three questions. We understand that this is
22 going to become our middle school level reaching out

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1 to people about who we are and what we're doing.

2 PARTICIPANT: First draft.

3 VICE CHAIR MCLAUGHLIN: No.

4 MR. GROB: It's going to be ready on
5 October 6th.

6 VICE CHAIR MCLAUGHLIN: I don't think it's
7 a first draft.

8 MR. GROB: The other documents we use for
9 meetings, for other things, for other purposes.

10 MS. BAZOS: We also decided to take out
11 Pat's story.

12 VICE CHAIR MCLAUGHLIN: Yes, Pat's story.

13 PARTICIPANT: All stories.

14 VICE CHAIR MCLAUGHLIN: We're taking out
15 all stories. Once we decided what the purpose of this
16 was, we voted to take out all stories.

17 MS. BAZOS: The stories go out. We are
18 not calling it a participant's guide so the first
19 bullet goes out. We'll have to rewrite that section.

20 Please join in. What are we doing with -- what are
21 we doing with the "here is the big problem" thing? We
22 moved it to the end but we never talked about the

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1 content of that.

2 MS. HUGHES: I think the suggestion should
3 be to forward it to George.

4 VICE CHAIR MCLAUGHLIN: I agree. In
5 particular given that we are going to be seeing
6 responses from the focus group and we'll see whether
7 they have anything on the problems, the ideas, but I
8 think there is some language that is consistent with
9 Richard's and my concerns on the big report and the
10 language for that that we'll share. We're all going
11 to see another version of this tomorrow night or
12 whatever.

13 MR. GROB: The schedule would be --

14 VICE CHAIR MCLAUGHLIN: Because we get the
15 focus group response at noon tomorrow or --

16 MR. GROB: We'll all be meeting for the
17 big event tomorrow. Right?

18 VICE CHAIR MCLAUGHLIN: Right.

19 MR. GROB: But Jill and Craig will be
20 behind the scenes.

21 VICE CHAIR MCLAUGHLIN: At noon tomorrow
22 you get the focus group stuff and then we have until

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1 next Wednesday to look at our they incorporated those
2 comments and get specific feedback. Basically we are
3 doing this style. Also in the packet is going to be
4 the website. The only thing that we are going to hand
5 out to them is this --

6 MR. GROB: Hand out to them?

7 VICE CHAIR MCLAUGHLIN: We are not going
8 to give them a report. We are just going to give them
9 this.

10 MR. GROB: That's correct.

11 MS. HUGHES: And the executive summary.

12 PARTICIPANT: No.

13 MS. HUGHES: Oh, the big report?

14 PARTICIPANT: No there's going to be a
15 press conference.

16 MR. GROB: Well, I said I could. We can
17 ask about that. The times they are a changing. I
18 talked to Kevin Murray and no one does that anymore.
19 The people like the report but they would just rather
20 go to the web. Don't bother me with all that paper.
21 It's a different day today. He said all you really
22 need --

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1 MS. HUGHES: A lot of them that I've seen
2 they just do a summary.

3 MR. GROB: He said, "Look, don't waste
4 your money. Just print a brochure, trifold.

5 VICE CHAIR MCLAUGHLIN: Okay. Any, are
6 you ready?

7 MS. TAPLIN: Can I ask one just to make
8 absolutely clear that in terms of the questions that
9 are in this report, the long report, on the web and --

10 VICE CHAIR MCLAUGHLIN: Right. Those
11 questions are no longer in there.

12 MS. TAPLIN: Right. The only questions
13 and they are the same in -- oh, in the slide show, and
14 all four things are the four and three.

15 VICE CHAIR MCLAUGHLIN: Right.

16 PARTICIPANT: In the big report?

17 MS. HUGHES: The big report as well.

18 VICE CHAIR MCLAUGHLIN: It's four and
19 three.

20 MS. HUGHES: Four and three.

21 VICE CHAIR MCLAUGHLIN: In this to-be-
22 named document four and three.

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1 MS. HUGHES: Website?

2 VICE CHAIR MCLAUGHLIN: As of now on the
3 website four and three. We haven't even started
4 talking about this list of questions you gave us.
5 Slide show, four and three.

6 MS. TAPLIN: I just wanted to be clear.

7 VICE CHAIR MCLAUGHLIN: Is that right?

8 MS. TAPLIN: Eventually there will be four
9 more on the website.

10 VICE CHAIR MCLAUGHLIN: Four more on the
11 website.

12 PARTICIPANT: And at the community
13 meeting.

14 VICE CHAIR MCLAUGHLIN: One of the things
15 that we talked about at community meetings is do we
16 want the same questions as the focal point for the
17 community meeting or do we want to target?

18 MS. HUGHES: No, we want to target.

19 VICE CHAIR MCLAUGHLIN: That was one of
20 the things we talked about ages ago. Okay.

21 PARTICIPANT: Nice website effect.

22 WEBSITE: There are some serious problems

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1 in our health care systems that need your attention.
2 The President and Congress have asked the Citizens'
3 Health Care Working Group to make recommendations that
4 will result in health care that works for all
5 Americans.

6 We face some tough choices. What health
7 care benefits and services should be provided? How do
8 Americans want health care delivered? How should
9 health care be financed? What tradeoffs are we
10 willing to make in how we pay for the services we
11 want, how those services reach us, and how we give
12 high quality care? There has been enough talk about
13 the problems. Now is the time for action. To help
14 make health care work for all Americans, we need to
15 hear from you.

16 Your input will be used to prepare a
17 citizens' roadmap that the President will respond to
18 and that Congress will hold hearings on. Help us find
19 solutions that will lead to health care that works for
20 all Americans. Make your voice and your preferences
21 known.

22 (Applause.)

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1 PARTICIPANT: Let's go some place. Take
2 us on a little tour.

3 MR. ROCK: This is where the report will
4 be. It's blank right now so we won't go there. This
5 is whatever we call the next document.

6 PARTICIPANT: Let's skip the report stuff.

7 MR. ROCK: The slide show they were
8 actually able to put up, the one that you saw.
9 Loading is an issue, PowerPoints and things. Fifty-
10 five slides is a big document.

11 VICE CHAIR MCLAUGHLIN: Doesn't the Health
12 Report to the American People have to be the 50-pager,
13 not the slide show?

14 PARTICIPANT: That's not called the Health
15 Report to the American people.

16 VICE CHAIR MCLAUGHLIN: Oh, I thought he
17 clicked on the Health Report to the American People.

18 PARTICIPANT: He clicked on slide show.

19 VICE CHAIR MCLAUGHLIN: Got it.

20 MR. ROCK: Those are the slides. You have
21 to run it yourself once it comes up the way it is
22 right now. We won't go through all 55 of those. It's

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1 the same show that you saw. It needs to be shorter if
2 we do it there. That was the one about health care.
3 Then we actually have the webcast that was done in
4 Boston.

5 DR. BAUMEISTER: Is there any way we can
6 delete that?

7 MS. MARYLAND: I had to leave for that.

8 PARTICIPANT: It's too long.

9 MS. MARYLAND: Oh, is it controversial?

10 MR. ROCK: Some of these went out after I
11 actually was leaving for the plane.

12 (Phone ringing.)

13 VICE CHAIR MCLAUGHLIN: Oh, an interesting
14 citizen is calling.

15 MR. ROCK: It's probably Randy.

16 MS. FEDERER: Speaking of people
17 participating, tomorrow we will have representatives
18 from the Association of Health Care Journalists and
19 four of the local TV stations have it on their books
20 to attend. Just so you will know while this is
21 loading, we will have more people hopefully watching
22 us tomorrow.

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1 MR. ROCK: We have to come back to that
2 because it's not working right now.

3 MS. BAZOS: Location of meetings. That
4 could be a map Catherine said. This is all changeable
5 internally.

6 PARTICIPANT: It would be nice as a map.

7 MS. BAZOS: We can put red blinking lights
8 on where we are today and where we're going, blue for
9 tomorrow.

10 MR. ROCK: This is Dottie's slide.

11 MS. BAZOS: That's my slide?

12 MR. ROCK: I don't know why this is coming
13 up so big here. We'll leave that up there is you will
14 agree with everything else, Dottie.

15 MS. BAZOS: You can't buy me off that
16 easily. George, if you offered me ice cream I might
17 consider it.

18 MR. ROCK: It's not the right size. I'm
19 not sure why it's so large. Upcoming events. We have
20 to populate these things.

21 VICE CHAIR MCLAUGHLIN: Fill in things.
22 Anything that exist just fill them in.

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1 MR. ROCK: Press kit. These things are
2 also have to be filled in. This is the media center.
3 Then this is where we put things about the meetings
4 and the hearings we've had under the resources
5 category as well as other things. Kind of a reading
6 room for people looking for Federal Registers,
7 agendas.

8 MR. GROB: What was that topic list, Andy?
9 The one that was right above that.

10 MR. ROCK: Resources?

11 MR. GROB: Yes.

12 MR. ROCK: Topic index. This is a
13 preliminary, you know, taking things we've done and
14 then grouping.

15 MR. GROB: And then you can click on every
16 one of them and then it brings up a PowerPoint show?

17 MR. ROCK: Yes.

18 MR. GROB: That is really good, Andy.

19 (Applause.)

20 MR. ROCK: Again, I'll have to see whether
21 they fit inside the screen. They do.

22 MR. GROB: That's really excellent.

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1 Excellent. There's a lot of information already
2 there. That really is excellent.

3 MS. BAZOS: You know the difference in
4 that really, George, really is that in this there is
5 no more information in here than the other one but
6 this one because it's a story you don't have to
7 account for everything that is missing. I know we
8 can't go anywhere but I just wanted -- I've been
9 trying to grapple with why am I more satisfied with
10 this.

11 MR. GROB: Because there are different
12 people in the room. Some people like a implies b, b
13 implies c, a is true, therefore, c is true. Other
14 people like to say, "Let's talk. This is what I value
15 more important. Could we talk?" People are simply
16 different so some people will relate to that and other
17 people will relate to the bullets because we are all
18 different.

19 I'll repeat there are none of us in this
20 room who haven't felt warm to what Catherine has tried
21 to do. I'll repeat, there are none of us in this room
22 who haven't felt warm to what Catherine has tried to

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1 do. We hope it will be successful. There are other
2 people who prefer to talk like this so we'll do what
3 we can now and do more later.

4 MS. BAZOS: I would feel better, though,
5 if we could make a commitment to put something
6 together like this for those people who prefer it.
7 Can we make a commitment to do that?

8 MR. GROB: I think we can but not by
9 October 6th.

10 MS. BAZOS: No. I agree.

11 DR. BAUMEISTER: For the community
12 meetings, you mean?

13 MS. BAZOS: Yes.

14 MR. GROB: Sure. I think many of us are
15 strongly committed to that.

16 MR. ROCK: Keep me informed of the time
17 and place for divisions and organizations. Basically
18 these are listservs and we are trying to make them
19 simple. Tell a friend would be to get your e-mail
20 address and friend's name. Then this box needs to be
21 bigger.

22 We actually did this as a preliminary

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1 thing. Start writing the note so they could change it
2 and then they could just go ahead and send it as an
3 easy way to pass it on. The logo on all these
4 actually takes you home. It takes you to the home
5 page by clicking the logo. Then we have the public
6 comment section.

7 PARTICIPANT: It worked yesterday.

8 MR. ROCK: Yes, it worked yesterday. They
9 may be making modifications on it.

10 MR. GROB: What does it do?

11 MR. ROCK: It takes you to the
12 questionnaire. It will take you to the seven
13 questions.

14 MR. GROB: Actually for those you could
15 just have seven buttons to choose. You said earlier
16 some people will answer one question.

17 MR. ROCK: This is actually attached to
18 our current website. It's not live now. Technically
19 it is live but it's under demo so you don't know it's
20 there and you won't go looking for it. This gives you
21 two options here, CDC database of stuff by state.

22 PARTICIPANT: Andy, why are there three

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1 colors?

2 MR. ROCK: Why are there three colors?

3 Good question. I don't know.

4 PARTICIPANT: Okay.

5 PARTICIPANT: Each, central, west.

6 PARTICIPANT: But it's not time zones?

7 PARTICIPANT: No, it's not time zones.

8 MR. ROCK: Good question. I don't know

9 the answer to that.

10 PARTICIPANT: That would be interesting to
11 find out.

12 MR. ROCK: Then you have a link to the
13 state health facts which is Kaiser who did an
14 interface page for us that we still have on our site.

15 It has the states. It has a lot of data. Lots of
16 individual facts, teen birth rate. All of these
17 windows you just close out the window and you're back.

18 Well, it was supposed to go back.

19 MS. BAZOS: Actually, the slide show
20 people are saying it's a little long. It's a good
21 educational tool but you might want to think about,
22 George, is to shorten it.

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1 MR. GROB: Yes, I could do that.

2 MS. BAZOS: A short one for download but a
3 long one for -- you know, some people would learn
4 through --

5 MR. GROB: I just feel that we are --

6 PARTICIPANT: That's not true.

7 MR. GROB: -- going to be engaged for
8 another --

9 VICE CHAIR MCLAUGHLIN: I think we're
10 finished. Thank you very much, Andy. Thank you, Don,
11 for your wonderful stewardship of this project. You
12 and Andy made a great team and we are very grateful to
13 you for it.

14 MS. FEDERER: And when it's live use the
15 Tell a Friend feature. Everybody use the Tell a
16 Friend feature when this website goes live.

17 VICE CHAIR MCLAUGHLIN: My daughter will
18 send it to every one of her friends.

19 MS. FEDERER: Yes, in 7th grade. You
20 click on Tell a Friend and a box will pop up where you
21 can put in anybody's e-mail address and it will be
22 from you to whoever you send it to and you can type

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1 in, "I thought you might want to check out this
2 website." You can send it to whoever you want.

3 (Whereupon, the meeting was adjourned.)
4
5

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