The papers of Walter J. McNerney have been archivally arranged and described by Laura Lorenzana and Bruce Kenamore, M.D., of Kenamore and Klinkow, archivists.

The attached description and inventory are available to aid researchers using the collection. The McNerney papers are available for on-site use in the Center for Hospital and Healthcare Administration History, sponsored jointly by the American Hospital Association and the American College of Healthcare Executives and coordinated by the AHA Resource Center.
Biography

Walter J. McNerney was born on June 8, 1925, in New Haven, CT. During his college years, Mr. McNerney served a two-year term in the U.S. Navy. He graduated from Yale University in 1947 with a degree in industrial administration. He completed one year of post-graduate work in economics before attending the University of Minnesota, where he earned a master’s degree in hospital administration in 1950.

Mr. McNerney’s career in the health care field began with an administrative residency at Rhode Island Hospital, Providence, RI, in 1949. Following the year of the residency, he was offered a position at the University of Pittsburgh Medical Center, Pittsburgh, PA. His role was a combination of administrator, coordinator, and educator: administering one of the hospitals in the medical center; serving as assistant coordinator of the clinics and hospitals of the medical center; and helping to start a program in hospital administration and serving on the faculty of the university’s School of Public Health.

In 1955, Mr. McNerney was invited to join the staff of the University of Michigan to establish a program in hospital administration in the school of business. He felt strongly that any program in health administration should run on three mutually reinforcing tracks: education, research, and community service. While in Michigan, he gained recognition on a national level when he directed a major study detailing the availability, use, quality, finance, and politics of health care across the state. The research was later published by the Hospital Research and Educational Trust.

Mr. McNerney became president of the Blue Cross Association (BCA) in 1961. BCA joined with the American Hospital Association (AHA) in the national debate over financing health care for the aged and low-income groups in the early 1960s. Mr. McNerney was a central player in Congressional hearings and bargaining sessions before and after the enactment of legislation that created the Medicare and Medicaid programs in 1965. During the Nixon administration, Mr. McNerney chaired a blue-ribbon task force that called for sweeping changes in the Medicaid program.

When the Blue Cross Association merged with the Blue Shield Association in 1977, Mr. McNerney became president and chief executive officer of the combined Blue Cross and Blue Shield Association (BCBSA). In the late 1970s, BCBSA participated in the Voluntary Effort, a private sector initiative that brought together hospitals, physicians, and insurance plans around a common interest in cost containment.

Following his retirement from BCBSA in 1981, Mr. McNerney became a professor of health care policy at Northwestern University’s Kellogg School of Management. He remained an active leader in the field, serving as a consultant and on numerous commissions and boards. In 1986, he chaired the committee that produced a landmark report for the Institute of Medicine on the impact of for-profit enterprise in health care.

Mr. McNerney passed away on July 29, 2005. He was survived by his wife, Shirley Ann (née Hamilton), four sons, one daughter, and 22 grandchildren.
**Education**

1947  Yale University, B.S.

1950  University of Minnesota, M.H.A.

**Professional Career**

1947  Yale University, Research Assistant, Labor-Management Center

1947-1948  Hopkins Preparatory School, Instructor in Advanced Mathematics

1949-1950  Rhode Island Hospital, Administrative Resident

1950-1955  University of Pittsburgh, Assistant to Coordinator of Hospitals and Clinics, and Medical Centers, and Administrator of one of the Medical Center Hospitals

1953-1955  University of Pittsburgh, Instructor then Assistant Professor of Hospital Administration and Medical Administration

1955-1958  The University of Michigan, Associate Professor and Founding Director of the Program in Hospital Administration

1958-1961  The University of Michigan, Professor and Director of the Program and Bureau in Hospital Administration

1961-1977  Blue Cross Association, President

1977-1981  Blue Cross and Blue Shield Association, President and Chief Executive Officer

1981-1996  Northwestern University, J. L. Kellogg Graduate School of Management, Herman Smith Professor of Hospital and Health Services Management
Professional Activities

Agency for health Care Policy and Research
   Vice Chairman, Advisory Council

American College Health Association
   Member, Task Force on Program Development and Administration for Comprehensive Health Programs in College Communities

American College of Hospital Administrators
   Fellow

American Medical Association
   Member, National Commission of Cost of Medical Care

American Public Health Association
   Fellow
   Membership Committee
   Member of Committee on Private Philanthropy and Public Needs

Association of Academic Health Centers
   Visiting Committee

Association of Teachers of Preventive Medicine
   Member

Blue Cross Foundation
   President

Campaign for Yale
   National Chairman, Major and Special Gifts

Delta Sigma Pi
   Member

Executives Club of Chicago
   Member, Executive Committee

Group Health Association of America
   Director

Harvard College
   Board of Overseers

Harvard Medical School
   Member, Board of Advisors on Comprehensive Prepaid Health Care
Health Service Incorporated
   Member, Board of Governors
   Secretary

Health Services Foundation
   President

Health Services Research Fellowships Program
   (University of Chicago and University of Michigan)
   Member, Advisory Committee

Hospital Research and Educational Trust (now Health Research & Educational Trust)
   Member, Board of Trustees

Institute of Medicine of the National Academy of Sciences
   Member
   Member, Council of Management
   Member, Program Committee
   Chair, Board on Health Services
   Chair, Board on Special Initiatives
   Chair, Committee on Assessing Health Care Reform
   Chair, Committee on Implications of For-Profit Enterprise in Health Care

International Executives Service Corps
   Director

International Federation of Voluntary Health Service Funds
   President, Council of Management

International Hospital Federation
   Member

Management Executives Society
   Member

Medical Care
   Editorial Consultant

Medical Outcomes Trust
   Chair, Board of Trustees

National Center for Health Education
   Member, Board of Directors
National Chamber Foundation
   Member, National Policy Health Study Group

National Executives Service Corps
   Trustee

National Health Council
   Director
   President

Northwestern University Graduate School of Management
   Member, Advisory Council

Nuffield Provincial Hospitals Trust – King’s Fund (English)
   Fellow

Office of Technology Assessment (U.S. Congress)
   Member, Advisory Panel on Assessment of Medical Technology

Opportunity Funding Corps
   Director
   Member, Finance and Investments Committee

Pennsylvania, University of
   Institute of Health Economics
   Member, Advisory Council

Physician Payment Review Commission (U.S. Congress)
   Member

Pittsburgh, University of
   Director, Graduate School of Public Health

President’s Committee on Health Education 1972-1973
   Member

Royal Society of Health
   Member

Sigma Xi
   Member

Task Force on Medicaid
   Chair
U.S. Department of Health, Education and Welfare
   Chair, Task Force on Medicaid and Related Programs
   Member, National Committee on Vital and Health Statistics
   Member, National Council on Health Planning and Development

U.S. Department of Transportation
   Member, Industrial Advisory Committee

University of Michigan Medical Center
   Advisory Committee

Urban Coalition
   Task Force on Health Care to Residents of Inner Cities
      Member

Yale Alumni
   Member, Assembly

Yale University
   Chair, Development Committee
   Member, Advisory Council to the Dean, Yale School of Medicine
Honors and Awards

American College of Healthcare Executives
   Silver Medal Award

American Hospital Association
   Award of Honor
   Justin Ford Kimball Award

American Medical Association
   Special Award for Meritorious Service

Forum for Healthcare Planning
   Award of Merit

Hospital Management
   Editorial Award

Institute of Medicine
   Adam Yarmolinsky Medal

Life Magazine
   Named one of 100 most important young men and women in the United States, 1962

Modern Healthcare’s Hall of Fame

Rush University
   Doctor of Humane Letters

University of Minnesota
   Outstanding Achievement Award

U.S. Department of Health, Education and Welfare
   Secretary’s Unit Citation

Yale Medal
Bibliography

Articles


McNerney, W. J. We have much to learn from other countries. Internist. 33(4):23, Apr. 1992.


McNerney, W. J. "Problems since the 30s and 40s have changed...we need a new framework." *Hospital Financial Management*. 30(9):50, Sep. 1976.


McNerney, W. J. Formal education beyond the master’s degree. *Hospital Administration (ACHA).* 5:71-88, Winter 1960


**Books**


McNerney, W. J. *How We Got To Where We Are . . .and Where Are We Going Next?* Chicago: Foundation of the American College of Healthcare Executives, 1988.


McNerney, W. J. Hospital and Medical Economics; a Study of Populations, Services, Costs, Methods of Payment, and Controls. Chicago: Hospital Research and Educational Trust, 1962.

**Related resources**


Description of the Collection

The papers of Walter J. McNerney span the years 1950 to 1997 and comprise 212 boxes. The collection includes correspondence, articles, speeches, photographs, reports, publications, and other documents. For the most part, files were retained according to Mr. McNerney’s organization of the material.

Provenance

The collection was donated to the Health Research and Educational Trust on behalf of the Center for Hospital and Healthcare Administration History in December 2006, by the family of Walter J. McNerney. The collection was arranged and described by Laura Lorenzana and Bruce Kenamore, M.D., of Kenamore and Klinkow, archivists, in November 2007.
The Papers of Walter J. McNerney

Table of Contents


2007-5, Boxes 22-25. Role of Blue Cross in Medicare. Pg. 27.


2007-18, Box 210. Early Correspondence from Blue Cross. Pg. 132.

2007-19, Box 211. Yale University Material. Pg. 133.

Acronyms Frequently Used in the McNerney Papers

BCA – Blue Cross Association
BSA – Blue Shield Association
BC/BS and/or BCA/BSA – Blue Cross/Blue Shield

AAFMC – American Association of Foundations for Medical Care
AAMC – Association of American Medical Colleges
ACHA – American College Health Association
AHA – American Hospital Association
AHPA – American Health Planning Association
APHA – American Public Health Association
ASIM – American Society of Internal Medicine
AUPHA – Association of University Programs in Health Administration
CEB – Corporate Executive Board
DHHS – Department of Health and Human Services
DRG – Diagnostic Related Group
EDP – ??
EEO – Equal Employment Opportunity
FEP – Federal Employee Program
GHAA – Group Health Association of America
GHC – ??
HASS – Hospital Administrators Study Society
HEW – Health, Education & Welfare, Department of
HIMA – Health Industry Manufacturers Association
HRET – Health Research and Educational Trust
IAMAT – International Association for Medical Assistance to Travelers
IFVHSF – International Federation of Voluntary Health Services Funds
IHA – Illinois Hospital Association
LAMBS – ??
LEAD – Leadership Education and Development
LRSP – Logical Resource Solutions Performance
MAA – Medical Assistance of the Aged
MES – ??
MHA – Michigan Hospital Association
MRL – ??
NABSP – National Association of Blue Shield Plans
NIH – National Institute of Health
OAA – Old Age Assistance
PPO – Preferred Provider Organization
SSA – Social Security Administration
UAW – United Auto Workers
VE – Voluntary Effort
Personal and Business Files ca 1961-1981 (5 boxes, # 1-5)
2007-1

Scope and Content Note: These files, ranging in date from the 1961 to 1981 are the personal and personal business files of Walter McNerney from his office at Blue Cross/Blue Shield.

Personal

Box 1.

2. Club Affiliations.

Box 2.


Personal Business

Box 3.

2. Book – Various research materials all with notation “File Book”.

Box 4.

3. Photo Album – Photos (unidentified) from retirement dinner at Whitehall Hotel 1981.
4. Slide carousel – Slides and presentation copy of “This is your life, Walter McNerney” (satirical presentation; slides are of images not associated with McNerney) 1981.

Box 5. (oversize)

Large album with letters from BCA/BSA offices from around the world commenting on the resignation/retirement of McNerney; also includes invitations to various retirement events, 1981.
Michigan Hospital Service and University of Michigan Staffing 1957-1961 (1 box, #6)
2007-2

Scope and Content Note: This box contains miscellaneous files concerning the Michigan Hospital Service and departmental staffing at the University.

Box 6.

Michigan Hospital and Medical Economics Study 1957 – 1963 (5 boxes, #7-11)
2007-3

Scope and Content Note: This collection consists of correspondence, data, and drafts of a study commissioned in 1957 by a study group appointed by the Governor of the State of Michigan. According to the study, the purpose was, ”generally, to examine the operation of existing pre-payment plans and to make recommendations of ways to achieve reductions in costs of present services, and ways to expand present coverages, and ways to extend coverage to additional people.” The University of Michigan was contracted to do the study and Walter McNerney was the Study Director.

Box 7.

0. Excerpts from Report of Commission on Financing of Hospital Care - U.A.W., 1956.
1. Prospectus: Study of Hospital and Medical Economics, 1957.
4. Outline of the Study (ring binder), n.d.
8. Indices of Quality of Medical Care, 1958-1959.

Box 8.

1. Inventory of Health Manpower, n.d.
8. Control Study Outline, 1961(?).
13. Intermediate Draft, 1959(?).
Box 9.

4. Questionnaires for Insurance Companies (ring binder), 1959.

Box 10.


Box 11.

This box contains various bound materials pertaining to the study. Some is a critique of the study by the Michigan Hospital Service.

1. Introduction, Study of Hospital and Medical Economics, n.d.
Medicare 1963-1970 (10 boxes, #12-21)

2007-4

Scope and Content Note: These files contain McNerney’s testimony before Congress concerning Medicare, BC/BS internal memos concerning Medicare, as well as information and training material for intermediaries, hospitals, and clinics. Note the chronological list of testimony before Congress in Box 21.

Box 12.


Box 13.

2. HR4029 (Health Insurance Benefits Bill), 1963.
3. HR21 (Bow Bill), 1963.

Box 14.

8. HR3920 (King-Anderson Bill), 1963-1964.
Box 15.


Box 16.


Box 17.

2. R. Evan’s Testimony Before Senate Special Committee on Aging, 1964.
3. McNerney’s Testimony Before Senate Special Committee on Aging, 1964.
5. J.M. Ensign’s Testimony Before Senate Special Committee on Aging, 1964.
Box 18.

1. S2705 (Saltonstall Bill), 1964.
2. S2431 (Javits Bill), 1964.
8. BC/Bs President’s Forum, 1964.
13. BC/BS Communications re Medicare (bound), 1965.

Box 19.


Box 20


Box 21.

4. Chronological Listing of Testimony by the Blue Cross Association and the Blue Shield Association, 1976(?)
Role of Blue Cross in Medicare 1965-1966 (4 boxes, #22-25)
2007-5

Scope and Content Note: This is a series of files concerning the role Blue Cross was to play in the Medicare era. It covers efforts to be named the financial and administrative intermediary for Medicare insurance, internal organization, and development of Medicare supplementary insurance.

Box 22.


Box 23.


Box 24.

Box 25.

3. BC Proposal to SSA for Electronic Transfer of Eligibility Data (ring binder), 1965.
Kellogg Graduate School of Management Files 1983-1997
(32 boxes, #26-57)
2007-6

Scope and Content Note: This group of files reflects McNerney’s activities while he was the Herman Smith Professor of Health Policy at Northwestern University, Evanston, Illinois. The files include his lecture notes and a small amount of other University related material. Much more of the material concerns McNerney’s activities with various government commissions, non-governmental organizations, and corporate boards. Of particular note are the files concerning his successful fight to save the Agency for Health Care Policy and Research when it was threatened by powerful Congressional lobbying groups. The numerous letters of recommendations he wrote for friends and students and his meticulous travel expense notes are also included. There are chronological correspondence files for 1991, 1993, and 1994-1996. There are also copies of his daily calendar for 1991 and 1992. Much of the material is filed by organization, but some by the name of a particular member of an organization.

Box 26.


Box 27.


Box 28.

Box 29.


Box 30.


Box 31.

In 1990, McNerney became a member of the National Advisory Council for the Agency for Healthcare Policy and Research (AHCPR). This was the same time the Agency was beginning to develop clinical practice guidelines. The guidelines were based on objective data and peer reviewed. They were controversial because many physicians felt they limited their clinical autonomy and others felt they hurt them economically. The Advisory Council material and the Agency material are filed together.

**Box 32.**


**Box 33.**


**Box 34.**

Box 35.

4. NAC. This folder includes material concerning McNerney’s personal efforts to preserve AHPCR. File 17, 1995.
5. NAC. File 18, 1996.
7. NAC. File 20, 1996.

Box 36.


Box 37.

11. Association of University Programs in Health Administration, 1994.

Box 38.

9. Blue Ribbon Panel on Sizing DOD Medical Treatment Facilities, 1985

Box 39.

12. Chicago Commonwealth Club,

Box 40.

The following group of files labeled “D-45” are lecture notes and other material prepared for McNerney’s course in the Executive Masters Program of the Kellogg School of Management. The course title was “The Financing and Delivery of Health Services”.


Box 41.

Box 42.
Box 43.


Box 44.

Box 45.


Box 46.


Box 47.

5. Indiana University, 1996.

Box 48.


Box 49.

Box 50.

26. Managed Care Solutions, 1996.
27. Mary Hitchcock Memorial Hospital, 1993.

Box 51.

Box 52.


Box 53.


Box 54.

2. Report of Special Committee on Federal Funding of Mental Health and Other Health Services, 1982.

Box 55.

Box 56.


The following folders are a collection (most likely incomplete) of articles, reports, book chapters and lectures by McNerney during the time he was a professor at Northwestern University.

Box 57.

Scope and Content Note: These files, ranging in date from the 1964 to 1965 are files pertaining to the conception, testimony, passage and role of BCA/BSA in the Medicare amendment of the Social Security Administration law from the office of Walter McNerney at Blue Cross/ Blue Shield.

Box 58.


Box 59.

1. An Act, January 1, 1965; A Bill, March 24, 1965; Amendments, May 18, 1965; includes notes on Long Amendment #188; all have handwritten notes.

Box 60.

2. Research, memos, etc., 1964.
Box 61.

1. Project “Lusty Winter”, 1964-1965 (plan for operation by BCA of a Federal program of health benefits to elderly persons; see page 5 for derivation of name for project—Shakespeare: As You Like It. “My age is as a lusty winter, Frosty, but kindly.”).
2. Kerr-Mills Program, 1964-1965 (H.R. 12580, September 9, 1960; also known as “Social Security Amendments of 1960” includes Medical Assistance of the Aged or ‘MAA’ and Old Age Assistance or ‘OAA’, which are the portion known as Kerr-Mills).
3. “Health Insurance Coverage, By Age and Income” by Mortimer Spiegelman; Congressional Proposals to Finance Medical Care for the Aged, 89th Congress, c. 1965.
5. King-Anderson, Senate Bill 1 (S.1) and House Bill 1 (H.R. 1), 1965.

Box 62.

1. McNamara, Senate Bill 65 (S.65), 1965.
4. Hill-Harris, Senate Bill 596 (S.596) and House Bill 3140 (H.R.3140), 1965; “Report to the President, A National Program to Conquer Heart Disease, Cancer and Stroke”, 1964.
17. Manuscript Notes; District IX, 1965.
Regionalization 1957- c. 1963 (3 boxes, #63-65)

Scope and Content Note: These files, ranging in date from 1957 to c. 1963 are correspondence, meeting minutes, and reports that pertain to the research and reporting of hospital regionalization performed by Walter McNerney for University of Michigan. Also see oversize Box 1.

Box 63.

7. Edits to draft, copies of statistical information, “22nd Annual Report, Little Traverse Hospital, Petoskey, Michigan, August 31, 1961”.

Box 64.

2. Correspondence – final edits, foreword, biographies, 1962.

Box 65.

1. Draft, n.d.
2. Full draft with edits, n.d.
Medicaid Task Force 1968 – 1970 (8 boxes, #66-73)  
2007-9

Scope and Content Note: These files, ranging in date from the 1968 to 1970 are the 
correspondence, meeting minutes, research and reports generated for and by the Medicaid 
Task Force from the office of Walter McNerney at Blue Cross/ Blue Shield.

Box 66.

2. Correspondence to/from Robert Finch, Secretary of Health, Education and Welfare, 
1970.
3. Theme Report (in black binder, 2 copies), n.d.
5. The Issue of Long Term Care (not final), 1970.

Box 67.

1. Background Final Report, Reports to Secretary of Health, Education and Welfare 
(Robert Finch), 1970.

Box 68.

1. Background Final Report, Health, Education and Welfare Organization, Planning, etc., 
2. Correspondence – General, 1969 (1 of 2).
3. Correspondence – General, 1969 (2 of 2).
Box 69.

5. Correspondence and miscellaneous, 1970.

Box 70.

5. Staff (includes biographies and resumes), July 1969.

Box 71.


Box 72.

Box 73.

1. Interim Recommendations, November 1969.
Voluntary Effort 1978 – 1981 (4 boxes, #74-77)
2007-10

Scope and Content Note: These files, ranging in date from the 1978 to 1981 are general information, National Steering Committee meeting notes/minutes and correspondence pertaining to the U.S. government’s Voluntary Effort program from the office of Walter McNerney at Blue Cross/Blue Shield.

Box 74.


Box 75.

5. Literature, Information, etc., n.d.

Box 76.

5. National Commission on Cost of Medical Care, July 2, 1980.

Box 77.

4. Meeting with Vice President George Bush, July 31, 1981.
Aged – 1957-1963 (3 boxes, #78-80)

Scope and Content Note: These files, ranging in date from the 1957 to 1963 are general information, National Steering Committee meeting notes/minutes and correspondence pertaining to issues regarding health care for the aged (elderly). Note: Box 3 File 1 includes original letters from U.S. Senators and Representatives in response to a request for support from Mc Nerney.

Box 78.

7. Special Committee on Aging, Senator Pat McNamara 1962.
8. NY Joint Legislative Committee 1957.

Box 79.

3. National Committee on health care for the Aged (Javits Committee) 1963.
Box 80.

1. Government Responses 1962 (original letters from U.S. Senators and Representatives in response to request for support from McNerney, index follows).

U.S. Senate:
Alabama – Sparkman, John
California – Kuchel, Thomas H.
Connecticut – Bush, Prescott
Delaware – Williams, John J.
Georgia – Talmadge, Herman E.
Hawaii – Long, Oren E.
Illinois – Dirksen, Everett McKinley
Kentucky – Cooper, John Sherman
Massachusetts – Saltonstall, Leverett
Michigan – Hart, Philip A.
Missouri – Long, Edward V.
New Jersey – Case, Clifford P.
Oklahoma – Monroney, A.S. Mike
Texas – Tower, John G.
Washington – Magnuson, Warren G.
West Virginia – Randolph, Jennings
Wisconsin – Proxmire, William
Wyoming – McGee, Gale W.

U.S. House of Representatives:
Alabama, 9th – Huddleston, George, Jr.
Arkansas, 1st – Gathings, E.C.
Arkansas, 4th – Harris, Oren
Arkansas, 6th – Norrell, Catherine D.
California, 14th – Hagen, Harlen
Connecticut, 1st – Daddario, Emilio
Florida, 6th – Rogers, Paul G.
Georgia, 7th – Davis, John W.
Hawaii – Inouye, Daniel K.
Illinois, 13th – Church, Marguerite Stitt
Indiana, 3rd – Brademas, John
Kansas, 1st – Avery, William H.
Maine, 3rd – McIntire, Clifford G.
Maryland, 6th – Mathias, Charles McC., Jr.
Maryland, 7th – Friedel, Samuel N.
Massachusetts, 1st – Conte, Silvio O.
Michigan, 3rd – Johansen, August E.
Michigan, 8th – Harvey, James
Minnesota, 1st – Quie, Albert H.
Minnesota, 9th – Langen, Odin
Mississippi, 5th – Winstead, Arthur
Missouri, 2nd – Curtis, Thomas B.
Nebraska, 1st – Weaver, Phil
New York, ? – Powell, Adam C.
New York, 10th – Kelly, Edna F.
New York, 13th – Multer, Abraham J.
New York, 15th – Ray, John H.
New York, 27th – Barry, Robert R.
New York, 37th – Robison, Howard W.
New York, 38th – Weis, Jessica McCullough
North Carolina, 3rd – Henderson, David N.
North Carolina, 9th – Alexander, Hugh
North Carolina, 10th – Jonas, Charles Raper
Pennsylvania, 10th – Scranton, William W.
Pennsylvania, 16th – Kunkel, John C.
South Carolina, 2nd – Riley, John J. (secretary)
South Carolina, 3rd – Dorn, William Jennings Bryan
Tennessee, 5th – Loser, J. Carlton
Vermont – Stafford, Robert T.
Virginia, 1st – Downing, Thomas N.
Virginia, 5th – Tuck, William M.
Washington, 3rd – Hansen, Julia Butler
West Virginia, 1st – Moore, Arch A., Jr.
Wisconsin, 1st – Schadeberg, Henry C.
Wisconsin, 4th – Zablocki, Clement J.
Wisconsin, 8th – Byrnes, John W.

4. Blue Cross Voluntary Programs 1962 (1 of 2).
5. Blue Cross Voluntary Programs 1962 (2 of 2).
Blue Cross Association/Blue Shield Association 1970 – 1981 (5 boxes, #81-85)
2007-12

Scope and Content Note: These files, ranging in date from 1970 to 1981 are correspondence, meeting minutes, and reports pertaining to the corporate philosophy, operation and consolidation of BCA/BSA from the office of Walter McNerney at Blue Cross/Blue Shield.

Box 81.

6. Committee on Role and Structure, 1974-1979.

Box 82.

2. Minutes of Joint Meeting BCA and BSA Executive Committees, June and July 1977.
4. Interim Management (Oversight) and Financial Oversight Committees 1977.
5. Joint Executive Committee Meeting Minutes, December 1977.
6. Position Descriptions – Senior Vice President, Executive Vice President, November 1977.

Box 83.

2. Joint Executive Committee Meeting Minutes, Chicago, September 18, 1979.
5. Joint Executive Committee Meeting research and notes, January 1980.
6. Joint Executive Committee Subcommittee on Structure Meeting Minutes, March 26, 1980.
7. Joint Executive Committee Meeting Minutes, October 1980.
Box 84.


Box 85.

1. LRSP (Logical Resource Solutions Performance) Meeting agenda, September 1980
2. LRSP – License agreement meeting, October 27, 1980.
5. Composition of the BCA and BSA Board of Directors, November 14, 1980.
Blue Cross/ Blue Shield Transition 1978 – 1981 (11 boxes, #86-96)  
2007-13

**Scope and Content Note:** These files, ranging in date from 1978 to 1981 are correspondence, meeting minutes, and reports, pertaining to the operation, ongoing consolidation of and executive transition at BCA/ BSA from the office of Walter McNerney at Blue Cross/ Blue Shield.

**Box 86.**

6. Physician Fee Study (Rochester, MN) 1981.

**Box 87.**

1. Financial Statement, Period ending September 30, 1981 (note: beginning pages have severe damage due to rodents).
2. Joint Executive Committee Meeting Minutes, September and October 1981.

**Box 88.**

Box 89.


Box 90.

3. System-wide Planning – BCA Coordinated Planning correspondence and Report 1970 (note, while this file is out of order chronologically speaking, it was among planning and budget documents providing context).
7. LCM (Larry Morris) Meeting, March 24, 1981 – include information on Kaiser’s entry into the Washington D.C. market.

Box 91.

2. Planning, Programs and Budget Committee Meeting Materials, September 17, 1979.
3. Planning, Programs and Budget Committee Meeting Materials, May 12, 1980.
5. Planning, Programs and Budget Committee Conference Call, June 26, 1980.
Box 92.

4. Planning, Programs and Budget Committee Meeting Materials, August 31, 1981
   See oversized box for the following two files.
5. Actual Budget as of May 1981.

Box 93.


Box 94.

Box 95.


Box 96.

International Federation of Voluntary Health Services Funds 1968-1979
(6 boxes, 97-102)
2007-14

Scope and Content Note: These files, ranging in date from 1968 to 1979 are correspondence, meeting minutes, and reports pertaining to the founding, purpose and operation of the International Federation of Voluntary Health Services Funds. See also Speeches, Box 180.

Box 97.


Box 98.

8. Africa Trip to Rhodesia (Zimbabwe) and South Africa 1972 (note: correspondence re: human rights violations, BCA plans as social vehicle against race discrimination.
Box 99.

3. Briefs on Health Services 1972 – Belgium, Canada, New Zealand, United Kingdom.
8. Correspondence, member list 1979.

Box 100.

1. International Social Security Association – Constitution, information, correspondence 1971
2. International Association for Medical Assistance to Travelers (IAMAT) – correspondence 1968-1972
3. Correspondence (general) – 1968-1971
4. Correspondence (general) – 1971-1973 (1 of 2)
5. Correspondence (general) – 1971-1973 (2 of 2) (includes list of members, brochure 1979)

Box 101.


Box 102.

1. Correspondence (general) – 1981.
2. Correspondence (general) – 1981.
Subject Files ca 1959-1979 (33 boxes, #103-135)
2007-15

Scope and Content Note: These files, ranging in date from the 1959 to 1978 are the office subject files of Walter McNerney from his office at Blue Cross/Blue Shield. As much as possible the original file names and order have been followed. Rarely a file has been renamed for clarity and occasionally files have been combined or divided for space reasons.

Box 103

3. Abortion, n.d.

Box 104.

Box 105.


Box 106.

2. Blue Cross/Blue Shield Audit Committee, 1981.

Box 107.

1. Blue Cross early material: Discussion of Benefit Package to be Recommended to Board, 1957.
Box 108.

3. Blue Cross early material: Michigan Governor’s Study Commission (includes clippings), 1957.
4. Blue Cross early material: Michigan Governor’s Study Commission, 1957.

Box 109.


Box 110.

1. Capacity (Excess Hospital), 1981.
5. CLASS (Coordinated Logistic And Services System), 1971.
Box 111.


Box 112.

1. Competition early material (ideas for speeches), n.d.

Box 113.


Box 114.

Box 115.


Box 116.

2. Economics, Hospital, 1967.

Box 117.

5. Executive Committee Meeting, 1967.

Box 118.

Box 119.

4. European Hospital Administration Programs, 1964.
5. Future Programs Committee, 1969.

Box 120.


Box 121.


Box 122.

Box 123.


Box 124.


Box 125.


Box 126.

1. Hypertension
Box 127.


Box 128.


Box 129.

Box 130.


The following several files contain information about philanthropy in general, philanthropy in the healthcare field, and reports from various organizations interested in philanthropy.


Box 131.


Box 132.


Box 133.

Box 134.

7. State Mandated Health Insurance, 1980.

Box 135.

Speech Ideas 1960-1985 (5 boxes, #136-140)
2007-16

Scope and Content Note: These files, ranging in date from the 1960 to 1981 are research, reports, and government documents pertaining to subjects for speeches to be presented by Walter McNerney.

Box 136.

2. Government, 1965 – Expected Increase in Federal Employees; Job Openings in Health Field; National Association of State Mental Health Program Directors; Statement on H.R. 6675 with testimony from others.
7. Government, 1966 – Testimony on H.R. 6675 by P.Hanchett, Chicago Memorial Association; Health Insurance Association of America; Raymond King, Jr., National Association of Life Underwriters; “‘Creative Federalism’ and the Great Society”, Fortune Magazine; Public Witnesses, week beginning May 10, 1965; Cruikshenck, AFL-CIO.
Box 137.


Box 138.


Box 139.

5. Financing Health Services, 1964 – reference, research and correspondence (2 of 2).

Box 140.

2. Financing Health Services, 1965 – Congressional Testimony.
Speech Files 1951-1986 (69 boxes, #141-209)
2007-17

Scope and Content Note: These files, ranging in date from the 1951 to 1986 are speeches, lectures and published material presented and/or written by Walter McNerney. They also include other published materials related to the subject of McNerney’s presentations; most of the latter were written by contemporaries of McNerney and were published in academic or medical journals. The last nine boxes of this collection are believed to be the transition files between McNerney's last years at BC/BS and when he began keeping files at Kellogg; they were received separately from the “Speech” materials and are in chronological order.

Box 141.

1. Index of Speeches (1954 - 1967) and Lectures (1955 - 1967); includes Title, Meeting, Date and Place.
2. Correspondence.
3. Ideas for Articles (most undated, one dated 1952).
4. Blue Cross Hospital Forum (Lecture); place and date unknown.
8. “Financing Hospital Care” (Lecture), Graduates in Nursing Administration, University of Pittsburgh, 1955.
10. “Methods Improvement from the Hospital Administrator’s Point of View”, University of Pittsburgh Nursing Institute, March 25, 1955.
12. “Graduate Program in Hospital Administration”, University of Michigan, Ann Arbor, MI, November 17, 1955.
13. Mercy Hospital Fund Raising Campaign, Jackson, MI, January 17, 1956
Box 142.

5. “Education in Hospital Administration”, University of Michigan Hospital, Ann Arbor, MI, January 25, 1957.
17. “Furthering Professional Growth in Accounting”, 16th Annual Institute on Hospital Accounting and Finance, Bloomington, IN, July 14, 1958”.
Box 143.

3. BC-BS Executive Training, “Proposals to Reduce Hospital Costs”, University of Michigan, Ann Arbor, MI, August 4, 1958.
4. BC-BS Executive Training, “Relations between Blue Cross & Hospitals”, University of Michigan, Ann Arbor, MI, August 5, 1958.
5. BC-BS Executive Training, Session IV, University of Michigan, Ann Arbor, MI, August 6, 1958.
6. BC-BS Executive Training, “The Future”, University of Michigan, Ann Arbor, MI, August 7, 1958 (Note: on page 17 of photocopied document, McNerney highlighted a paragraph that begins, “The gen’l (sic) ability of institutions (such as BC) to change varies…” and codifies his philosophy on institutional survival).
8. “Formal Education Beyond the Master’s Degree”, National Symposium on Graduate Education for Hospital Administration, University of Chicago, December 12-13, 1958.
Box 144.

3. The University of Michigan Studies Dealing With Hospital and Medical Utilization and Insurance APHA Annual Meeting, Atlantic City, NJ, October 20, 1959.
12. The Economics of Medical Care in the Sixties and the Challenge to Voluntary Prepayment; from speech at Program Session, Blue Shield Plans, Los Angeles, CA, April 7, 1960; HA Trustee Meeting, Grand Rapids, MI, May 9, 1960.
13. Trends in Medical Care (Report on How Effective Hospitals are being Used), Upper Midwest Hospital Conference, Minneapolis, MN, May 11-13, 1960 (Note: No copy of remarks/speech).
Box 145.

2. Hospital and Medical Economics in Michigan, Michigan Hospital Association, Traverse City, MI, June 20, 1960.
4. Hospital & Medical Economics (Trends In), Senior Medical Students of University of MI, Ann Arbor, MI, September 14, 1960; Michigan Society of Internal Medicine, Flint, MI, December 3, 1960; BC/BS Member Council, Lansing, MI, January 11, 1961.
10. Hospital & Medical Economics (Trends In), Michigan Society of Internal Medicine, Flint, MI, December 3, 1960 (See also September 14, 1960 and January 11, 1961.
15. Blue Cross – Blue Shield Rate Increase Hearing, Michigan Department of Insurance, Detroit, MI, February 7, 1961; includes memo from McNerney to Senator Patrick McNamara (MI) dated December 1, 1959 regarding Health Care of the Aged and Aging.
Box 146.

6. The Commission for the Promotion of Non-Profit Health Prepayment Plans as Seen by Blue Cross, comments by McNerney at Annual Blue Shield Meeting, Chicago, IL, April, 1961.
8. “Can We Reduce the Cost?”, “Is the Quality of Medical Care Improved…”, Panel Discussions at the American Society of Internal Medicine, Miami, FL, May 5-7, 1961.
Box 147.

4. “McNerney Likes to Get Things Moving”, The Modern Hospital, July 1961 (article chronicling McNerney’s move to Blue Cross).
12. “Medical Care & Hospital Costs As Seen By the Non-Profit Plans, Illinois State Chamber of Commerce, Chicago, IL, October 19, 1961.
Box 148.

8. “Role of Blue Cross in Hospital Care of Older Persons”, Special Meeting of Member Blue Cross Plans, Chicago, IL, January 3-4, 1962.
Box 149.

Box 150.

7. “Hospital – Blue Cross Relations”, Hospital Council of Western Pennsylvania, Pittsburgh, PA, June 29, 1962; also Vermont Hospital Association, Lake Champlain, VT, October 10, 1962.
Box 151.

3. “Hospital – Blue Cross Relations”, Hospital Council of Western Pennsylvania, Pittsburgh, PA, June 29, 1962; also Vermont Hospital Association, Lake Champlain, VT, October 10, 1962

Box 152.

4. “Research in Hospital Use” (Hospital & Medical Studies), AHA Conference, Chicago, IL, January 22-23, 1963.
7. “Where Do We Go From Here”, Proceedings, 3rd National Congress on Voluntary

Box 153.

13. “Hospital Financing with Particular Reference to the Hospital-Blue Cross Relationship”, Texas Hospital Association, Dallas, TX, May 19, 1963.
1. Dedication of Blue Cross of Western Pennsylvania building, Pittsburgh, PA, June 28, 1963.
5. “Hospital & Community In A Modern Setting”, Comments on Dr. L. L. Terry’s Speech (U.S. Surgeon General), Maryland-District of Columbia-Delaware Hospital Association, October 16 1963.
8. “Organizing, Financing & Controlling Hospital and Medical Care”, American Management Association, Fall Insurance Conference, Chicago, IL, November 18, 1963; also, Third Detroit Institute for Hospital Trustees, January 22, 1964; Interagency Institute for Hospital Administrators, Washington, DC, January 27, 1964; Trans-Canada Medical Plans, Montreal, Quebec, Canada, March 6, 1964; St. Louis Plan Annual Meeting, June 17, 1964; American Institute of Hospital Accountants, June 18, 1964.
12. “Some Economic Implications of Hospital Utilization”, American Association for the Advancement of Science, Cleveland, OH, December 26, 1963.
1. “Organizing, Financing & Controlling Hospital and Medical Care”, Third Detroit Institute for Hospital Trustees, January 22, 1964; also, American Management Association, Fall Insurance Conference, Chicago, IL, November 18, 1963; Interagency Institute for Hospital Administrators, Washington, DC, January 27, 1964; Trans-Canada Medical Plans, Montreal, Quebec, Canada, March 6, 1964; St. Louis Plan Annual Meeting, June 17, 1964; American Institute of Hospital Accountants, June 18, 1964.
10. Remarks of the President at the Annual Meeting of BCA, April 2, 1964; includes Annual Report of the President, Blue Cross Association.
1. Statement to the Subcommittee on Health of the Elderly of the United States Senate’s Special Committee on Aging, April 29, 1964.
7. “Voluntary Health Insurance & The Hospital”, Centennial of Boston City Hospital, Boston, MA, June 4, 1964.
9. “Organizing, Financing & Controlling Hospital and Medical Care”, St. Louis Plan Annual Meeting, June 17, 1964; also, Third Detroit Institute for Hospital Trustees, January 22, 1964; American Management Association, Fall Insurance Conference, Chicago, IL, November 18, 1963; Interagency Institute for Hospital Administrators, Washington, DC, January 27, 1964; Trans-Canada Medical Plans, Montreal, Quebec, Canada, March 6, 1964; American Institute of Hospital Accountants, June 18, 1964.
13. President’s Report, Special Meeting of Member Plans, Chicago, IL, August 25, 1964.
Box 157.

4. “What the Public Expects of BC & Hospitals”, Nebraska Hospital Association, Omaha, NE, October 1, 1964.
7. “What the Public Expects of BC & Hospitals”, Indiana Hospital Association, October 27-29, 1964; also, Nebraska Hospital Association, Omaha, NE, October 1, 1964.
8. Summary – President’s Forum, Oak Brook, IL, November 11-13, 1964.
12. Lecture to Harvard University Third Year Medical Students, Boston, MA, December 30, 1964.
Box 158.

2. Lecture at University of Michigan, Ann Arbor, MI, January 15, 1965.
5. “The Internist and His Hospital”, American Society of Internal Medicine, Panel Discussion, Chicago, IL, March 20, 1965.
8. Lecture at University of Chicago, Hospital Administration, April 16, 1965.
10. 25th Anniversary, Hospital Service of Iowa, Iowa City, IA, April 27, 1965.
Box 159.

7. “Professional Education for Hospital Administrators as Viewed by Purchasers of Care”, Lecture at University of Michigan Program in Hospital Administration, June 3-4, 1965.
Box 160.

5. “Where Do We Go From Here?”, Enrollment Conference, Atlanta, GA, November 1, 1965.
9. AHA – Program Committee (Knowles), Chicago, January 11, 1966.

Box 161.

3. Lecture at University of Michigan for Students in Hospital Administration, February 16, 1966.
Box 162.

3. Illinois Hospital Association Annual Meeting, Peoria, IL, November 3, 1966

Box 163.

Box 164.


Box 165.

2. Audio tape from interview between McNerney and Hague (?), May 2, 1967 (7” reel audio tape).
8. Tape – Blue Cross Association Objectives, Taped speech given Member Plans, August 21, 1967.
Box 166.


Box 167.

4. AHA Board Meeting, Chicago, IL, November 16, 1967.
Box 168.

9. Report, Secretary’s Advisory Committee on Hospital Effectiveness, AHA, Chicago, IL, March 13, 1968.
12. Lecture at University of Michigan School of Public Health Program in Hospital Administration, Ann Arbor, MI, March 27, 1968.
Box 169.

6. “How to Measure the Effectiveness of a Hospital”, 8th Annual Hospital Administration Seminar, Veterans Administration Hospital and Greater Cincinnati Hospital Council, Cincinnati, OH, May 22, 1968.
7. 25th Anniversary, Puerto Rico Blue Cross, San Juan, Puerto Rico, May 25, 1968 (Note: includes some correspondence from prior trip in September, 1965).
9. “The Future of Voluntary Financing of Health Care, North Carolina Hospital Association, Wrightsville Beach, NC, June 25, 1968, includes photo of McNerney at meeting; also University of Minnesota, July 19, 1968 (NOTE: in interoffice memo from Duane Carlson to McNerney dated June 20, 1968, there is a factoid about the “first” BC baby, born December 8, 1933).
ename 1. Introductory Remarks, 4th National Congress on Health Quackery, Chicago, IL, October 2, 1968.
3. Lunch with Edwards/Danielson at Chicago Club, October 11, 1968 (Dr. Charles Edwards, VP, Booz, Allen & Hamilton; Mr. John Danielson, EVP, Evanston Hospital), re: hospital and neighborhood health centers.
4. BCA Lawyer’s Workshop, Chicago, IL, October 16-17, 1968.
8. “Joan Rivers Show” and “Metromedia-TV”, taped in New York City on October 24, 1968
10. “New Concepts for Hospital Effectiveness” or “Hospital Effectiveness of the Future”, Oklahoma Hospital Association, Tulsa, OK, November 6, 1968.
Box 171.

Box 172.

3. Cook County School of Nursing, 40th Birthday Luncheon, Chicago, IL, March 20, 1969. (includes copy of “Citizens Committee on Cook County Government, Study of Health and Hospital Services, by Dr. Richard R. Manegold, Nov. 1967).
16. 20th Anniversary Conference of U.S. National Committee on Vital and Health Statistics (McNerney was participating as member of Committee), Washington, D.C., June 3-5, 1969.
1. “The Health Administration Establishment: Underachiever”, 19th Annual Group Health Institute, New York, NY, June 5, 1969 (also presented to the U.S. Senate to be included in the Congressional Record, June 18, 1969 and includes article from Employee Benefit Plan Review, July 1969 with quote from McNerney “major challenge facing the health system is to purge itself of old fogies…”).
11. Testimony of Blue Cross Association on Medicare and Medicaid Programs before the Committee on Ways and Means, United States House of Representatives, Washington, DC, November 5, 1969.
Box 174.

8. American Airlines Astrojet Golf Classic, Phoenix, AZ, February 5-8, 1970 (note: participants with McNerney in 1970 were Ernie Banks of Chicago Cubs, Joel Horlen of Chicago White Sox, Ron Santo of Chicago Cubs and Brian Piccolo of Chicago Bears…quote from website http://www.bearshistory.com/lore/brianpiccolo.aspx “In February, Piccolo was invited to a celebrity golf tournament in Phoenix, where he played for three days with Chicago Cub Ernie Banks. After the second day, he discovered a lemon-sized lump on his chest. As soon as he returned to Chicago, he had it checked out by a doctor friend, who stated it could be a pulled muscle. Another chest x-ray revealed spots within the left lung in addition to the pectoral mass…Brian Piccolo finally succumbed to his disease on June 16, 1970 at the age of 26…”).
Box 175.

Box 176.


Box 177.

11. Meet the Press, WNBC-TV, April 11, 1971 (note: includes photo of McNerney on set with panel, transcript of show and letter from President of NBC along with correspondence McNerney wrote in thanks to letters in regard to the program).
12. Association of Western Hospitals, Young Administrators Forum Second General Assembly, Las Vegas, NV, April 19, 1971; note: copy of notes from AMA Board “Think Session on NHI”, Point Clear, AL, January 21, 1971 included, though original folder not found).
(IA) Plan Annual Meeting, May 2-5, 1971; includes note re: Iowa BC Board and Executive Staff, Monterey, CA, on January 3, 1971, Rotary L.A. on February 5, 1971 and BC & Group Practice on June 9, 1970 (see reference for that date).

Box 178.

1. Blue Cross Member Hospital, Washington, DC, June 2, 1971.
4. Meeting with Howard Hiatt of Beth Israel Hospital (Harvard Medical School), Boston, MA regarding proposal for a “Health Technology Laboratory”, July 23, 1971.
6. USC Hospital Administration Course, Honolulu, HI, August 14-25, 1971.
15. BCA Management Staff Meeting, Chicago, IL, December 9, 1971.
Box 179.

5. 1972 Annual Business Meeting of Blue Shield Plans, Chicago, IL, April 8, 1972.
7. ACHA Annual Meeting, Chicago, IL, April 25, 1972.

Box 180.

9. International Federation of Voluntary Health Service Funds, South Africa and Rhodesia (Zimbabwe), August 1972 (See also IFVHSF series).
10. Statement of the Blue Cross Association before the Committee on Resolutions (Platform), Republican National Committee, August 15, 1972.
Box 181.

2. President’s Forum, Newport, RI, October 15-18, 1972.
   (1 of 3).
   (2 of 3).
   (3 of 3).

Box 182.

4. Speech on Name & Mark, Chicago, IL, December 6, 1972.
Box 184.

5. “Special Problems of Teaching Hospitals”, Western Regional Council on Teaching Hospitals (of AAMC), Salt Lake City, UT, March 29, 1974.
10. GHAA Meeting, Cleveland, OH, June 12, 1974.
12. Iowa Blue Cross Plan Millionth Member Dinner, July 23, 1974 (includes photo of McNerney).
15. “Preparation for Careers in General Management”, Graduate School of Management of Northwestern University, Evanston, IL, September 23, 1974.
4. Conference on Environmental Disease and National Health Policy, Virginia, August 6-8, 1975.
11. Comments on “Government and Health” by T.C. Schelling at Institute of Medicine, November 6, 1975.

1. Martin Luther King, Jr. Dinner, Rosemont, IL, January 17, 1976.
5. Blue Cross of Indiana, Jim Herod Retirement Dinner, Indianapolis, IN, March 24, 1976.
Box 188.

3. Recording for Retirement of Vernon Burt (Cleveland Plan), September 27, 1976.
4. 17th President’s Forum, Atlanta, GA, October 11-12, 1976.
10. AMA Commission on Costs of Medical Care, November 23, 1976.
Box 189.

1. BC/BS National Management Development Institute, Chicago, IL, September 2, 1977
4. BSA Board Meeting, Chicago, IL, September 17-18, 1977.
6. MES Meeting, Greenbriar, October 6-8, 1977.
15. Canadian Speech, 1976-1977 (Note, includes information on Yale Alumni
25. HASS, Carefree, AZ, March 5-10, 1978.
Box 191.

1. Lovelace Medical Center, Albuquerque, NM, May 5-6, 1978.
6. BC/BS Health Care Institute, Ann Arbor, MI, June 14, 1978.
28. President’s Report, BCA/BSA, Special Meeting of Member Plans, Chicago, IL, December 11-12, 1978.
Box 192.

2. FEP, Jackson Hole, WY, January 24-26, 1979.
6. AMA Convention, Chicago, IL, July 22-26, 1979.
8. The Professional & Provider Relations Course, Naperville, IL, August 2, 1979.
17. James Hamilton Roast, Minneapolis, MN, October 11, 1979 (McNerney’s father-in-law).
7. HASS Meeting, Cancun, Mexico, March 2-5, 1980.
11. AHA, Minneapolis, MN, April 4, 1980.
15. GHAA Annual Meeting, Boston, MA, May 4-8, 1980.
Box 195.

3. Voluntary Effort Key State Executive Meeting, Chicago, IL, June 9, 1980.
5. AMA and American Society of Law & Medicine, Physicians Negotiating in a Fee-For-Service Environment, Washington, DC, June 16-17, 1980.
6. Hartford Hospital House Staff Graduation and Alumni Reunion, Hartford, CT, June 20, 1980.
7. BCA/BSA Professional & Provider Affairs, Lisle, IL, July 14, 1980.
10. LAMBS meeting, Montreal, QB, July 29, 1980 (includes membership roster 1979-1980).
11. National Management Development Institute, Northwestern University, Evanston, IL, August 29, 1980.
15. Hartford Foundation Board of Trustees, New York, NY, October 8, 1980.
17. EDP Roundtable, Williamsburg, VA, October 27, 1980.
Box 196.

2. AHA Faculty Institute, AUPHA, Chicago, IL, November 13, 1980.
15. CEO Forum, April 8-9, 1981.
16. ASIM’s President Elect’s Advisory Council Meeting, Williamsburg, VA, April 24, 1981.
Box 197.

4. BC/BS National Healthcare Institute, Ann Arbor, MI, June 10, 1981.
5. Management Report to Board(s), June 18, 1981.
7. Ohio Plan Presidents’ Meeting, Toledo, OH, June 29, 1981.
8. Blue Shield of North Dakota Meeting, Napa, CA, July 29, 1981 (Note first comments about McNerney’s resignation from BC/BS occur here).
19. MES, October 9-11, 1981.
Box 198.

3. AYA, Yale, October 23, 1981.
5. AAMC – Implementing Competition in a Regulated Health Care System, November 2, 1981.
11. AMA Special Award for Meritorious Service (recipient), Las Vegas, NV, December 6, 1981.
15. ACHA Congress on Administration, Chicago, IL, March 6, 1982.
21. Centennial Symposium, University of Illinois College of Medicine, Chicago, IL, June 3-4, 1982.
22. Commencement Speech, Rush University, Chicago, IL, June 4, 1982.
6. “Where Do We Go From Here?”, Second Annual Richard L. Fulton, M.D. Memorial Seminar, Riverside Methodist Hospital, Columbus, OH, November 9, 1982.
8. “Key Issues Facing Health Insurance Industry”, Control Data Corporation, Dallas, TX, November 18, 1982.
10. Northwestern University, Marketing Conference, Evanston, IL, December 1, 1982.
15. ACHA Breakfast, Utah Hospital Association Convention, Salt Lake City, UT, March 25, 1983.
19. Rush University, Students in Health Administration, Chicago, IL, May 24, 1983.
24. Grand Rounds, Michael Reese Hospital and Medical Center, Chicago, IL, June 15, 1983.
25. Preceptors Conference, University of Minnesota, Minneapolis, MN, June 17, 1983.
27. Hospice Symposium, Horizon Hospice, Chicago, IL, September 23, 1983.

Box 200.

Box 201.

(1982 - June, 1983)
11. University of Michigan Executive Committee, Medical Center/University Officer's Seminar, September 7, 1982.
13. "Key Issues Facing Health Insurance Industry", Control Data Corporation at Dallas, TX, November 18, 1982.
15. Marketing Conference, Northwestern University, December 1, 1982.
23. PPO, Scottsdale, AZ, April 21, 1983.
25. HRET Meeting - Commonwealth Fund, April 26, 1983.
Andersen & Company Health Care Industry meeting, April 28, 1983.

Box 202.

(July, 1983 - June, 1984)
3. "Hunting for Solutions:  Are DRGs Just Another Potshot?" The Internist, August, 1983
12. MES meeting, October 14, 1983.
Box 203.

(April 1984 –June 1995.)
20. Providence Medical Center at Portland, OR, October 22, 1984.
27. Mediflex Staff Meeting, December 17, 1984.
32. Fairview General Hospital Trustee Retreat at Cleveland, OH, March 16, 1985.
38. Arnot-Ogden Memorial Hospital, May 17, 1985.
(July 1985 - Correspondence, 1982-1985)
9. The Valley Hospital Trustee/Medical Board Retreat, NJ, October 25, 1985.
17. "Demise of Cost-Based Payment", n.d.
23. "The Social Transformation of American Medicine" (Paul Starr), Evanston Hospital, n.d.
25. "Implications for IHA", December 5, n.y.
26. Miscellaneous handwritten notes on various subjects, undated.
27. Correspondence received with reference material for "Speech" file (most items have McNerney's handwritten notation "speech file"), 1982-1985.
Speech Reference Material - McNerney's handwritten notes on speeches/articles by others
Box 205.

6. Works by others for reference, miscellaneous, various dates.

Box 206.

1. Reference Material, various dates.
2. Reference Material, various dates.
4. Reference Material, various dates
Box 207.

1. Reference Material, various dates.
2. Reference Material, various dates.
4. Reference Material, various dates.

Box 208

1. Reference Material, various dates.
2. Reference Material, various dates.
4. Reference Material, various dates.

Box 209.

1. Reference Material, various dates.
2. Reference Material, various dates.
4. Reference Material, various dates.
5. Audio Tapes:
   a. Interview for Hospitals.
   b. Interview for AMA News.
   c. Interview for Modern Healthcare.
Early Correspondence Files from Blue Cross
2000-18 (One Box, #210)
Scope and Content Note: this box contains letters to/from McNerney from 1961 to 1964. Essentially they are chronological files for that time. However letters concerning talks he was requested to give are filed in a box separately.

Box 210.

2. Correspondence, 1962.
Scope and Content Note: this box contains letters and memos concerning McNerney’s efforts on behalf of Yale University to gather major donations from alumni. There is also some material concerning his work on the Dean’s Council especially concerning the Yale School of Public Health.

Box 211.

Oversized Material

Box 212.