

**Center for Hospital and Healthcare Administration History**

**The Papers of Walter J. McNerney**

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.

American Hospital Association  
Center for Hospital and Healthcare Administration History  
and  
Health Research & Educational Trust  
February 2008



## 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

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## **Related resources**

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## **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

<b>2007-1, Boxes 1-5.</b>	Personal and Business Files, 1961-1981. Pg. 19.
<b>2007-2, Box 6.</b>	Michigan Hospital Service and University Staffing. Pg. 21.
<b>2007-3, Boxes 7-11.</b>	Michigan Hospital and Medical Economics Study. Pg. 22.
<b>2007-4, Boxes 12-21.</b>	Medicare. Pg. 24.
<b>2007-5, Boxes 22-25.</b>	Role of Blue Cross in Medicare. Pg. 27.
<b>2007-6, Boxes 26-57.</b>	Kellogg Graduate School of Management Files, 1983-1997. Pg. 29.
<b>2007-7, Boxes 58-62.</b>	Medicare Bill (H.R. 6775). Legislative Issues, 1964-1965. Pg. 41.
<b>2007-8, Boxes 63-65.</b>	Regionalization 1957-1963. Pg. 43.
<b>2007-9, Boxes 66-73.</b>	Medicaid Task Force, 1968-1970. Pg. 44.
<b>2007-10, Boxes 74-77.</b>	Voluntary Effort, 1978-1981. Pg. 47.
<b>2007-11, Boxes 78-80.</b>	Aged, 1957-1963. Pg. 48.
<b>2007-12, Boxes 81-85.</b>	Blue Cross/Blue Shield, 1970-1981. Pg. 51.
<b>2007-13, Boxes 86-96.</b>	Blue Cross/Blue Shield Transition, 1978-1981. Pg. 53.
<b>2007-14, Boxes 97-102.</b>	International Federation of Voluntary Health Services Funds, 1968-1979. Pg. 57.
<b>2007-15, Boxes 103-135.</b>	Subject Files, 1959-1979. Pg. 59.
<b>2007-16, Boxes 136-140.</b>	Speech Ideas, 1960-1985. Pg. 69.
<b>2007-17, Boxes 141-209.</b>	Speech Files, 1951-1986. Pg. 71.
<b>2007-18, Box 210.</b>	Early Correspondence from Blue Cross. Pg. 132.
<b>2007-19, Box 211.</b>	Yale University Material. Pg. 133.
<b>2007-20, Box 212.</b>	Oversized Material. Pg. 134.

## 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.**

1. Biographical information; directions to McNerney home; signature pages; Yale Alumni Information sheet, 1971; U.S. passports, 1963-1978; "Knights of Malta" identity card, 1976
2. Club Affiliations.
3. Correspondence – General c. 1970-1979 (1 of 2).
4. Correspondence – General c. 1979-1981 (2 of 2).
5. Correspondence – AHA appointment, 1972.
6. Correspondence – Letters received from U.S. Presidents; Nixon (1971, 1974), Ford (1974, 1975).

**Box 2.**

1. Curriculum Vitae 1961-1980; Position description, President Blue Cross/Blue Shield c. 1961; application for Federal Employment, January 1961.
2. Personal Business Ventures - BKM & Company, others 1969-1977, includes Meeting minutes, "Social Manual and Instructions – Commodore McNerney".
3. Photos – Headshots, various others, n.d.
4. Purchase of site in Wexford, Ireland – correspondence, map, other 1967-1974.

**Personal Business**

5. Affiliations – Hospital Administrators Correspondence Club, 1968-1979.
6. Affiliation – LAMBS, 1973-1980.
7. Appointment Calendars 1970, 73, 75, 76, 77, 79.
8. Correspondence – regarding 10<sup>th</sup> Anniversary at BCA, 1971.

**Box 3.**

1. Correspondence – General c.1968-1980; includes letter from U.S. Senator Edward Kennedy.
  - . Writings – Research, drafts and advance copy, “Financing and Delivery of Health Services in Britain: Impressions and Questions” c.1970.
2. Book – Various research materials all with notation “File Book”.
3. “Organization Charts-Rhode Island Hospital” – W.J. McNerney, Administrative Resident, 1950.

**Box 4.**

1. Retirement – Letters from well wishers regarding resignation/retirement 1981.
2. Retirement – Response letters to well wishers regarding resignation/retirement 1981.
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.**

1. Opinion Study on Prepaid Medical Care Coverage in Michigan. Michigan Medical Society, 1957.
2. Audit: Michigan Hospital Service (2 copies), 1959.
3. Michigan Hospital Service – Board of Trustees, 1959-1960.
4. General Files: Michigan Hospital Service, 1960.
5. General Files: Michigan Hospital Service, 1960.
6. University of Michigan Staffing. CV's and Letters, 1955-1956.
7. University of Michigan Staffing. CV's and Letters, 1957-1959.
8. University of Michigan Staffing. CV's and Letters, 1960-1961.

**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.
2. Draft: Preface-Forward, n.d.
3. Acknowledgements, 1960.
4. Outline of the Study (ring binder), n.d.
5. General Study Objectives and Research Design, 1958-1959.
6. Population Survey, 1958-1959.
7. Population Survey, 1958-1959.
8. Indices of Quality of Medical Care, 1958-1959.

**Box 8.**

1. Inventory of Health Manpower, n.d.
2. Inventory of Health Manpower, 1961.
3. Draft: The Character and Effectiveness of Hospital Use – Summary Conclusions and Recommendations, n.d.
4. Objectives: Insurance and Prepayment Section, 1958.
5. Tentative Plan of Study: Changing Patterns of Care, 1959.
6. Issues: Hospitals and Allied Institutions, 1958.
7. Objectives: Hospitals and Allied Institutions, 1958-1959.
8. Control Study Outline, 1961(?).
9. Objectives: Control Study, 1958-1960.
10. Hospitals and Allied Institutions – Appendix and Tables, 1957-1958.
11. Objectives: Financing and Accounting, 1959.
12. Draft: Hospital Accounting and Finance, n.d.
13. Intermediate Draft, 1959(?).



**Box 9.**

1. Draft: The Role of Government, 1960(?).
2. First Year Progress Report, 1959.
3. Speech: "The University of Michigan Studies Dealing with Hospital and Medical Utilization and Insurance", 1959.
4. Questionnaires for Insurance Companies (ring binder), 1959.
5. Intermediate Drafts, Comments, and Rework, n.d.

**Box 10.**

1. Progress Report, 1960.
2. Next Steps, 1960.
3. Raw Data, 1960.
4. Statement Prepared for Subcommittee on Problems of the Aged and Aging, 1960.
5. Galley Proofs of pp 1-11, 1961.
6. "Hospital Care in Southern Ohio – A Study of Effectiveness, Financing, and Controls", 1961.
7. Reprints of "Hospital and Medical Economics: A Special Report on the Michigan Study". *Hospitals*, 1961.
8. Summary of Report Prepared for the Michigan Hospital Association, 1961.
9. General Study Files, 1961-1962.
10. Report and Recommendations of the Governor's study Commission on Prepaid Hospital and Medical care Plans, 1962.
11. Speech: "One Year Later". Judge George Bowles, 1963.

**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.
2. Part I of a Report to the Board of Trustees of Michigan Hospital Service on the University of Michigan Study, 1961.
3. Parts I and II of a Report to the Board of Trustees of the Michigan Hospital Service on the University of Michigan Study, 1961.
4. Summary of Parts I and II, 1961.
5. Compilation of the Recommendations and Suggestions Set Forth in the U-M Study of Hospital and Medical Economics prepared for the Michigan Hospital Association (2 copies), 1961.
6. Population Data used in the Study, 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.**

1. Early Medicare Bills: Summaries and Comparisons, 1961.
2. King-Anderson Bill, 1961.
3. Kerr-Mills Bill, 1961-1962.
4. "Senior Citizens' Healthcare Benefits Act of 1962", Draft, 1962.
5. Miscellaneous Articles *re* Medicare, 1962.
6. Reports from Washington Lobbyist, 1962-1963.
7. HR3920 (King-Anderson Bill): Miscellaneous Testimony – file 1, 1963.
8. HR3920 (King-Anderson Bill): Miscellaneous Testimony – file 2, 1963.
9. HR3920 (King-Anderson Bill): Miscellaneous Testimony – file 3, 1963.

**Box 13.**

1. HR3920 (King-Anderson Bill): Miscellaneous Testimony – file 4, 1963.
2. HR4029 (Health Insurance Benefits Bill), 1963.
3. HR21 (Bow Bill), 1963.
4. S1357-HR5839 (Smathers-Mills Bill), 1963.
5. National Committee on the Aged – file 1, 1963.
6. National Committee on the Aged – file 2, 1963.
7. Meeting with "Labor" *re* Medicare Bills, 1963.

**Box 14.**

1. Kerr-Mills (Medicare) Implementation, 1963.
2. "Financing Health Care of the Aged"- report, 1963.
3. "Measuring the Economic Status of the Aged" – report, 1963.
4. Medicare: Miscellaneous Government Reports, 1963.
5. Medicare: Miscellaneous Reports, 1963.
6. Letter to A.S. Flemming of the National Committee for Health /care of the Aged, 1963.
7. "Under Age 65 vs. Age 65 and Older. Analysis of Patient Characteristics and Payment Patterns at Grace – New Haven Hospital": Thesis of S.F. Davie, 1963.
8. HR3920 (King-Anderson Bill), 1963-1964.

**Box 15.**

1. Medicare: Miscellaneous Memos, 1963.
2. Task Force on Aged, 1963-1965.
3. HR 11865. File 1, 1964.
4. HR 11865. File 2, 1964.
5. Medicare: Miscellaneous Testimony, 1964.

**Box 16.**

1. McNerney's Testimony Before the House Ways and Means Committee – file 1, 1964.
2. McNerney's Testimony Before the House Ways and Means Committee – file 2, 1964.
3. McNerney's Testimony Before the House Ways and Means Committee – file 3, 1964.
4. Post-Testimony Material, 1964.
5. McNerney's Testimony, Bound, 1964.

**Box 17.**

1. McNerney's Testimony on Hill-Burton Extension, 1964.
2. R. Evan's Testimony Before Senate Special Committee on Aging, 1964.
3. McNerney's Testimony Before Senate Special Committee on Aging, 1964.
4. Follow-up to Monterey's Testimony, 1964.
5. J.M. Ensign's Testimony Before Senate Special Committee on Aging, 1964.
6. McNerney's Testimony Before Senate Finance Committee, 1964.

**Box 18.**

1. S2705 (Saltonstall Bill), 1964.
2. S2431 (Javits Bill), 1964.
3. S10809 (Humphrey Bill), 1964.
4. Aged Taskforce, 1964.
5. Duplicate Coverage, 1964.
6. "The OADI Trust Funds and the Pragmatic Political Process", Peterson, R.M. 1964.
7. "Financing Health Care of the Aged", Mills, W., 1964.
8. BC/Bs President's Forum, 1964.
9. Reactions to BC/BS Rate Increases, 1964.
10. Commercial Insurance in the Medicare Age, 1964-1965.
11. Health Care Systems in Other Countries – file 1, 1964-1965.
12. Health Care Systems in Other Countries – file 2, 1964-1965.
13. BC/BS Communications *re* Medicare (bound), 1965.
14. Medicare Supplements: Possible Trademarks, 1965.
15. Medicare Notes, 1965.

**Box 19.**

1. Social Service Administration Publications, 1965.
2. Memos from Bert Tollefson, 1965.
3. Memos from A.G. Singsen, 1966.
4. Medicare: Miscellaneous Memos, 1966.
5. Press Clippings *re* Medicare, 1966.
6. Medicare Intermediary Manuals. File 1, 1966.
7. Medicare Intermediary Manuals. File 2. 1966.

**Box 20**

1. Medicare Intermediary Manuals. File 3, 1966.
2. Medicare Intermediary Manuals, 1966-1977.
3. Medicare Reimbursement, 1969-1970.
4. HR 5710. Social Security Amendments of 1967.
5. Medicare: Miscellaneous Memos, 1967.
6. Medicare Clerical Training Package. File 1, 1970.

**Box 21.**

1. Medicare Clerical Training Package. File 2, 1970.
2. Medicare Clerical Training Package. File 3, 1970.
3. Report: Task Force on Medicaid and Related Problems, 1970.
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.**

1. Medicare Reimbursement, 1965-1966.
2. American Hospital Association, 1965.
3. American Hospital Association Meeting of 3/25/1965.
4. Association of American Physicians and Surgeons, 1965.
5. American Medical Association *re* King-Anderson Alternative, 1965.
6. Federal Employee Program, 1965.
7. Group Practice, 1965.
8. BC/BS Meeting with AHA, 1965.
9. AHA Summer Conference for Allied Hospital Association Executives, 1965.
10. BC/BS Proposals to SSA *re* Covering Deductibles and Co-Insurance, 1965.
11. Medicare Intermediary Contract, 1965-1966.
12. Singsen Memos, 1965.
13. Siverts Memos, 1965.

**Box 23.**

1. BC Intermediary Relationships, 1965.
2. Articles *re* Medicare, 1965.
3. Medicare: Miscellaneous, 1965.
4. Reports: Miscellaneous, 1965.
5. Medicare Part B, 1965.
6. Hospital Based Physicians, 1965.
7. AHA Bulletins, 1965-1966.
8. BC/BS Education Material *re* Medicare, 1965-1966.

**Box 24.**

1. State Certification of Blue Cross as Medicare Intermediary, 1965-1966.
2. Speeches and Statements *re* Medicare – File 1, 1965-1966.
3. Speeches and Statements *re* Medicare – File 2, 1965-1966.
4. Blue Cross Organization and Administration of Medicare, 1966.

**Box 25.**

1. Medicare Complementary Coverage – File 1, 1965-1966.
2. Medicare Complementary Coverage – File 2, 1965-1966.
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.**

1. Chronological File: November-December, 1990.
2. Alphabetical Correspondence File, 1991.
3. Chronological File: January-February, 1991.
4. Chron. File: March-May, 1991.
5. Chron. File: June, 1991.
6. Chron. File: July-September, 1991.
7. Chron. File: October, 1991.

**Box 27.**

1. Chronological File: November-December, 1991.
2. Chron. File: January-February, 1993.
3. Chron. File: March-April, 1993.
4. Chron File: May-June, 1993.
5. Chron File: July-September, 1993.

**Box 28.**

1. Chronological File: October, 1993.
2. Chron. File: November-December, 1993.
3. Chron. File: January-February, 1994.
4. Chron. File: March-April, 1994.
5. Chron. File: May-June, 1994.
6. Chron File: June-July, 1994.

**Box 29.**

1. Chronological File: August-September, 1994.
2. Chron. File: October-November, 1994.
3. Chron. File: December, 1994.
4. Chron. File: January-February, 1995.
5. Chron. File: March-April, 1995.
6. Chron. File: May-June, 1995.

**Box 30.**

1. Chronological File: July-August, 1995.
2. Chron. File: September-October, 1995.
3. Chron. File: November-December, 1995.
4. Chron. File: January-February, 1996.
5. Chron. File: March-April, 1996.
6. Chron File: May-June, 1996.

**Box 31.**

1. Day Book (Copy), 1991-1992.
2. Academy for International Studies, 1995.
3. Accreditation (Kellogg), 1992.
4. The Advertising Council – File 1, 1990-1991.
5. The Advertising Council – File 2, 1992-1996.
6. Advise and Consent, Inc. 1991-1993.
7. The Advisory Board Company, 1996.
8. Heather Altman, 1996.
9. Stuart Altman, 1996.
10. American College of Healthcare Executives, 1996.



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.**

1. Agency for Healthcare Policy and Research (AHCPR) – File 1, 1994.
2. AHPCR – File 2, 1994.
3. AHPCR: Clinical Guidelines. File 3, 1994-1995.
4. AHCPR - File 4, 1995.

**Box 33.**

1. Agency for Healthcare Policy and Research (AHCPR): Clinical Practice Guidelines for Low Back Pain. File 5, 1995.
2. AHCPR: Outcomes Survey. File 6, 1995.
3. AHCPR: Clinic Guidelines – Early Experience and Case Studies. File 7, 1995.
4. AHCPR: Political Battle. File 8, 1995.

**Box 34.**

1. AHPCR: Medical Necessity Symposium. File 9, 1995.
2. AHPCR: Clinical Guidelines – Report to Congress. File 10, 1995.
3. Advisory Council for Health Care Policy, Research and Evaluation (NAC). File 11-1990.
4. NAC – File 12, 1992.
5. NAC – File 13, 1992.

**Box 35.**

1. Advisory Council for Health Care Policy and Evaluation (NAC): Financial Disclosure. See 1995 for McNerney's *c.v.* File 14, 1993-1994.
2. NAC. File 15, 1995.
3. NAC. File 16, 1995.
4. NAC. This folder includes material concerning McNerney's personal efforts to preserve AHPCR. File 17, 1995.
5. NAC. File 18, 1996.
6. NAC. File 19, 1996.
7. NAC. File 20. 1996.
8. American College of Occupational and Environmental Medicine Conference, 1994.

**Box 36.**

1. American Express, 1994.
2. American Health Properties. File 1, 1988-1991.
3. American Health Properties. File 2, 1991-1996.
4. American Health Properties: Executive Compensation Program (Bound), 1991.
5. American Hospital Association: old papers. 1934-1952.
6. American Hospital Association, 1982-1996.

**Box 37.**

1. American Society for Parenteral and Enteral Nutrition, 1994.
2. Anderson Memorial Hospital, 1994.
3. Apache Medical Systems, 1992.
4. Arizona State University, 1988-1990.
5. Arthur Anderson and Company, 1987-1992.
6. A.S.P.E.N. – Barney Sellers, 1993.
7. Association of Academic Health Centers, 1986-1996.
8. Association for Health Services Research. File 1, 1989.
9. Association for Health Services Research. File 2, 1990-1993.
10. Association for Health Services Research. File 3, 1993-1996.
11. Association of University Programs in Health Administration, 1994.

**Box 38.**

1. Robert Ball, 1995.
2. Bruce Barkley, 1994.
3. Battle Creek Health Systems, 1992-1997.
4. Baxter Healthcare, 1988-1996.
5. Leatrice H. Berman, 1993-1994.
6. Bethesda Hospital of Cincinnati, 1992.
7. Blue Cross/Blue Shield. File 1, 1990-1993.
8. Blue Cross/Blue Shield. File 2, 1993-1996.

9. Blue Ribbon Panel on Sizing DOD Medical Treatment Facilities, 1985
10. Blue Ribbon Panel on Sizing DOD Medical Treatment Facilities (Ring Binder), 1985.
11. Boats (see also Hal Jones), 1987-1995.
12. Boone-Green Travel Associates, 1992-1996.

**Box 39.**

1. Borgess Health Alliance, 1992.
2. Boston University Medical Center, 1993-1994.
3. Richard Brunton, 1987-1994.
4. Cardiac Alliance, 1993.
5. Rick Carlson, 1987-1993.
6. The Catholic Health Association, 1995.
7. Cedars Medical Center of Miami, 1989-1991.
8. Cedars-Sinai Medical Center of Los Angeles, 1992-1993.
9. Center for Hospital and Healthcare Administration, 1991.
10. Center for Urban Affairs and Policy Research, 1993.
11. Chemical Bank, 1993.
12. Chicago Commonwealth Club,
13. Children's Memorial Hospital, 1992.
14. Clintec Nutrition, 1992.
15. CNA Insurance, 1994.
16. Coal Commission. File 1, 1990.
17. Coal Commission. File 2, 1990.
18. Coal Commission. File 3, 1990.

**Box 40.**

1. Coal Commission, File 4, 1990.
2. Coalition for Critical Care Excellence, 1995.
3. Commission on the Future Structure of Veterans Health Care, 1990-1992.
4. Commonwealth Fund, 1990-1996.
5. Congressional Research Service, 1993.
6. Connors, Roberts and Associates, 1993-1996.
7. Continental Bank – Richard Hughes, 1994.
8. Continental Loss Adjusting Services, 1994.
9. Cornell University Medical Center, 1992-1993.
10. Creighton University, 1994.

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”.

11. D-45: Course Planning. File 1, 1987-1994.
12. D-45: Course Outline. File 2, 1990-1994.

**Box 41.**

1. D-45: Course Syllabus, Reading List, and Exams. File 3, 1987-1994.
2. D-45: Course Material. File 4, 1990.
3. D-45: Course Material. File 5, 1990.
4. D-45: Course Material. File 6, 1990.
5. D-45: Aging Population. File 7, 1984-1990.

**Box 42.**

1. D-45: Community vs. Experience Rating. File 8, 1992.
2. D-45: Competition vs. Cooperation. File 9, 1992.
3. D-45: Criteria by Which to Judge Options. File 10, 1994.
4. D-45: The Employer Base for Financing Health Services. File 11, 1994.
5. D-45: Ethics. File 12, 1987-1989.
6. D-45: Financing of Health Services. File 13, 1995-1996.
7. D-45: Financing Health Services for the Underprivileged. File 14, 1983-1990.
8. D-45: The Future of Rural Health Care. File 15, 1988-1990.
9. D-45: Impact of Reform on Providers. File 16, 1994-1996.
10. D-45: Investor Owned Hospitals. File 17, 1986-1987.
11. D-45: Managed Care vs. Budgets. File 18, 1994.
12. D-45: Managing Ethical Dilemmas. File 19, 1987-1992.
13. D-45: National Health Insurance. File 20, 1989.

**Box 43.**

1. D-45: The Politics of Medicine. File 21, 1988.
2. D-45: Physician-Institution Relations. File 22, 1985-1995.
3. D-45: Rationing Health Services. File 24, 1991.
4. D-45: Suppliers. File 25, 1993.
5. D-45: Summaries. File 26, 1984-1994.
6. Martin Danielson: Memory, n.d.
7. Daughters of Charity, 1989-1993.
8. Thomas Delbanco, 1993.
9. Detroit Medical Center, 1991-1993.
10. Duke University, 1994.
11. Lynn Etheredge, 1995.
12. Leroy Fahle, 1992.
13. FHP, Inc., 1993.
14. Gail Fairhall, 1995.
15. Foundation for Health Services Research. File 1, 1990.
16. Foundation for Health Services Research: Baxter Policy Review. File 2, 1990.
17. Foundation for Health Services Research: Projects and Grants. File 3, 1990.

**Box 44.**

1. Foundation for Health Care Research: "Baxter Book". File 4, 1990-1995.
2. Garrett – Evangelical Theological Seminary Center for Ethics, 1995.
3. Georgetown University – Matthew McNulty, 1994.
4. Robert Glaser, 1995.
5. Goldman, Sachs and Co., 1996.
6. Craig Gosden, 1996.
7. The Governance Institute, 1991-1995.
8. Greater Cleveland Hospital Association, 1990-1993.
9. Greater Phoenix Affordable Healthcare Foundation, 1992.
10. Group Health Association of America, 1994.
11. Hanger Orthopedic Group, 1988-1996.
12. Health Administration Press, 1995.

**Box 45.**

1. The Healthcare Forum, 1992.
2. Healthcare Research and Development Institute, 1993.
3. Health Cleveland (Formerly Fairview Hospital), 1985-1995.
4. Health Promotion, 1989.
5. Health Services Management Program: Faculty Meetings. 1995-1996.
6. Henry Ford Health Systems, 1992-1995.
7. Herman Smith Associates, 1994.
8. Hill-Rom Company, 1995.
9. Hong Cong Visit, 1993.
10. Hospital Research and Educational Trust. File 1, 1982-1994.

**Box 46.**

1. Hospital Research and Educational Trust. File 2, 1994.
2. Hospital Research and Educational Trust. File 3, 1995.
3. Hospital Research and Educational Trust. File 4, 1995.
4. Hospital Research and Educational Trust. File 5, 1995.

**Box 47.**

1. Hospital Research and Educational Trust. File 6, 1995-1996.
2. Horizon Hospice, 1990-1995.
3. The Hutchinson House, 1992.
4. Independent Sector, 1982-1992.
5. Indiana University, 1996.
6. Infoline Conferences, 1991.
7. Institute for Alternative Futures. File 1, 1992.

**Box 48.**

1. Institute for Alternative Futures. File 2, 1992-1993.
2. Institute for Alternative Futures. File 3, 1994-1995.
3. Institute for Alternative Futures. File 4, 1995-1996.
4. The Institute of Living, 1989-1995.

**Box 49.**

1. Institute of Medicine. File 1, 1986-1990.
2. Institute of Medicine. File 2, 1991-1992.
3. Institute of Medicine. File 3, 1993-1994.
4. Intermountain Health Care, 1985-1996.
5. International Business Communications, 1994-1995.
6. International Federation of Voluntary Health Funds, 1974-1984.

**Box 50.**

1. Ireland: Southern Health Board, 1989.
2. Ireland: Tyrone House. Anthony O'Reilly. 1996.
3. Irish Consulate. (Provides Family Genealogy), 1994.
4. Al Iceman, 1991.
5. Hal Jones and Company, 1992.
6. Jury Duty, 1995-1996.
7. Kellogg Company, 1996.
8. Kellogg Foundation, 1994-1995.
9. Kieffer, Ford, and Hadelman LTD, 1993.
10. Susan Kinney – The Wayland Group, 1995.
11. Richard Lang – Kirkland and Ellis, 1994-1995.
12. Janet Kline – Congressional Research Service, 1992-1994.
13. Knowledge Data Systems, 1985-1993.
14. Dr. Kronfol, U.A.E., 1993.
15. Lahey Clinic, 1993.
16. Latrobe Area Hospital, 1989-1994.
17. Lawrence Memorial Hospital, 1990-1991.
18. Lewin-VHI Advisory Committee, 1994.
19. Lexington Clinic, 1990.
20. Sandra Lichty, 1989-1991.
21. Liability, 1986-1987.
22. Stuart Lockman, 1990.
23. Stuart Loeb, editor, Journal of Health Administration Education. 1995.
24. John Lowe, 1993.
25. Lutheran General – Parish Nurse, 1994.
26. Managed Care Solutions, 1996.
27. Mary Hitchcock Memorial Hospital, 1993.
28. Management Executive Society, 1988-1993.
29. Medicus Systems Correspondence, 1992-1993.

**Box 51.**

1. Medicus Systems Correspondence, 1993-1995.
2. Medicus Systems T& E's, 1983-1996.
3. Midwest Business Group on Health, 1985-1987.
4. National Executive Service Corporation. File 1, 1982-1991.
5. National Executive Service Corporation. File 2, 1992-1996.
6. National Opinion Research Center: Trustees' Report, 1995.

**Box 52.**

1. Nellcorp. File 1, 1991-1993.
2. Nellcorp. File 2, 1993-1997.
3. Nellcorp. File 3 (T&E's), 1991-1996.
4. New Zealand Dept. of Health Public Hospital Performance Plan, 1987.
- 4A. Health Policy: Directions for Reform. U.S. and Canada: Lessons for New Zealand, n.d.
5. Osteotech, 1992-1996.
6. Peat Marwick and Co. File 1, 1988-1990.

**Box 53.**

1. Peat Marwick and Co. File 2, 1990-1994.
2. *Physicians in the Management of Risk in Managed Care Contracts: McNerney's Summary*, 1990.
3. Physician Payment Review Commission: Meeting with Propac. File 1, 1989.
4. Physician Payment Review Commission: General Correspondence. File 2, 1987-1993.
5. Physician Payment Review Commission: T&E's. File 3, 1987- 1990.
- 5A. Physician Payment Review Commission: Medicare Part B Utilization and Quality Review. File 4, n.d.
6. Prototypes for the Care of the Indigent in a Competitive Market, 1985-1986.

**Box 54.**

1. Recommendations, 1991-1997.
2. Report of Special Committee on Federal Funding of Mental Health and Other Health Services, 1982.
3. Robert Wood Johnson Foundation, 1984-1991.
4. David E Rogers, M.D. 1993.
5. Shortell Project (HSIS), 1991-1995.
6. Shortell Project: Survey Results, 1992.

**Box 55.**

1. The Stanley Works. File 1, 1994-1996.
2. The Stanley Works: T&E's. File 2, 1987-1993.
3. United Medicorp. File 1, 1990.
4. United Medicorp. File 2, 1990.
5. United Medicorp. File 3, 1990-1991.
6. University Advisory Committee – Institute for Health Services Research and Policy Studies, 1996.



**Box 56.**

1. Value Health, 1993-1996.
2. Ventritex Corp., 1993-1996.

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.

3. "A Two Tier system of Health Care". (Book Chapter?) 1983.
4. MacEachern Lecture: "An Examination of the Ethical Issues in Provider Choice Under Prospective Payment", 1984.
5. "Managing Ethical Dilemmas". *Journal of Health Administration Education*, 1985.
6. "New Health Institution Management: Implications of Competition in a Changing Environment". *Hospital Management*, 1985.
7. "For-Profit or Not-for-Profit: Impact on Quality Care". *Administrative Radiology*, 1986.
8. "Competition in the Delivery of Health Care". *International Journal of Health Planning and Management*, 1987.
9. Lecture: "Quality of Care and Productivity: What They Mean to the Key Players – Trustees, Physicians, and CEO's". 1987.
10. Lecture: "Why It is Becoming Increasingly Important for Specialty Societies to Develop and publish Ranges of Appropriate Patient Care". Council of Medical Specialty Societies, 1987.
11. Lecture: "Financing Access to Rural Health". National Institute for Rural Health Policy, 1988.
12. "Health Care Concerns In An Election Year – and Beyond Part II". *The Observer*, 1988.
13. Lecture: "In What Direction is the Revolution Going?" IFVHSF Conference, 1988.
14. Lecture: "Conflicts of Interest: Ethical Obligations vs. Economic Gain". AMA Leadership Conference, 1989.
15. "The New RBRVS in Full Perspective". *The Internist*, 1989.

**Box 57.**

1. "The Third-Party Payers Point of View Toward Value". Draft, 1989.
2. Conference Wrap-up: American Hospital Association Leadership Retreat, 1989.
3. "Criteria and Guidelines for Reforming the U.S. Health Care System". *New England Journal of Medicine*, 1990.
4. "A Macroeconomic Case for Cost Containment". *Health Affairs*, 1990.
5. "Making the RBRVS Blueprint Work". *The Internist*, 1990.
6. "Universal Health Insurance: Current Perspectives on an Old Theme". *Frontiers of Health Services Management*, 1990.
7. "From the Beneficiary's Point of View". *The Internist*, 1991.
8. Book Chapter: "Creating More visionary Health Care Systems: The Belmont Vision Project, 1992.
9. "Outlook Bright for Provider-Owned Systems". *Healthcare Executive*, 1992.
10. "For Internists, Isolation is Risky Business". *The Internist*, 1993.
11. "The Belmont Vision: A Look at What Health Care Should be in the Next Century". *Pulse*, 1993.
12. "America's Health in Transition: Protecting and Improving Quality". Institute of Medicine, 1994.
13. "State Roles in Health System Reform". *New England Journal of Medicine*, 1994.
14. "There's a Third Revolution Under Way". *The Internist*, 1994.
15. "Where Is Health Care Reform Taking Us?" *Nutrition in Clinical Practice*, 1994.
16. "Community Health Initiatives are Widespread, Challenging Our Sense of Community Obligation". *Frontiers of Health Service Management*, 1995.
17. The Andrew Pattullo Lecture: "In Our New Competitive World, is the Health Field Headed for Investor Owned Takeover? Is it for Better or Worse?" 1995.
18. "There's Cause for Confusion – The Signals are Mixed". *The Internist*, 1995.
19. C. Rufus Rorem Health Service Award Lecture: "What's Your Vision?" 1995.
20. "Big Question for the Blues: Where to From Here?" *Inquiry*, 1996.
21. Review: *Ethics in Health Services Management*, Kurt Darr, n.d.
22. "A Second Look at Quality". *The Internist*, n.d.

**The Medicare Bill (H.R. 6675)/Legislative Issues 1964 – 1965 (5 boxes, #58-62)  
2007-7**

**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.**

1. Testimony – Research, drafts of statement to Congress, January-April 1965.
2. Testimony – Statement with supporting material May 5, 1965.
3. Proposal to Social Security Administration, June 1965.

**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.
2. Amendments – correspondence/remarks, June 1965.
3. Social Security Amendments of 1965: Report of the Committee on Finance, U.S. Senate Part II, June 30, 1965; H.R. 6675, An Act, June 30, 1965, Committee Print, Health Insurance and Related Provisions..., October 1965
4. Congressional record of Senate, July 6, 1965; Congressional record, July 9, 1965 from Karl E. Mundt (U.S. Senator, South Dakota); Press release, July 21, 1965; Conference report, July 26, 1965; Summary of Major Provisions..., 1965.

**Box 60.**

1. Articles – Miscellaneous, 1964.
2. Research, memos, etc., 1964.
3. Memos from Bert Tollefson regarding Congressional actions on healthcare, 1964.
4. American Medical Association, Legislative reviews on healthcare issues, 1964-1965.
5. Federal Employee Program - Healthcare programs for Job Corps, Vista, 1964-1965.
6. Task Force Meeting, January 14, 1965, includes outline of “Project – Lusty Winter”.

**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, 89<sup>th</sup> Congress, c. 1965.
4. King-Anderson, Senate Bill 1 (S.1), 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.
2. Saltonstall, Senate Bill 395 (S.395), 1965.
3. Bow, House Bill 21 (H.R.), 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.
5. Cramer, House Bill 22 (H.R. 22), 1965.
6. Herlong, House Bill 3727 (H.R.3727), 1965.
7. Mills, House Bill 3699 (H.R. 3699), 1965.
8. Findley, House Bill (number unknown), 1965.
9. Draft, “Child Health and Medical Assistance Act of 1965”, 1965.
10. Press Clippings – Medicare Passage, March 1965.
11. Summaries of Law, 1965.
12. Special Meeting of Member Plans, July 8, 1965.
13. Advertising and Public Relations, 1965.
14. Q & A on Medical and Related Aspects in the Operation of the New Program of Health Insurance, SSA, August 3, 1965.
15. National Association of Blue Shield Plans, 1965.
16. “Health Care for the Aged”, BCA, 1965.
17. Manuscript Notes; District IX, 1965.
18. Admission Procedure, Plan Survey, 1965.

**Regionalization 1957- c. 1963 (3 boxes, #63-65)  
2007-8**

**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 oversized Box 1.

**Box 63.**

1. Health Center Program – Evaluation Outline, c. 1957.
2. Correspondence – Program, personnel, Kellogg Grant, March 1957-February 1960.
3. Satellite Unit Development II – Rough draft, 1959.
4. Satellite Unit Development III – Rough Draft 1960 (includes correspondence, May 1959-August 1961).
5. Report – Rough Draft, June 22, 1960.
6. Draft Material 1961-1962.
7. Edits to draft, copies of statistical information, “22<sup>nd</sup> Annual Report, Little Traverse Hospital, Petoskey, Michigan, August 31, 1961”.

**Box 64.**

1. Draft with edits 1962.
2. Correspondence – final edits, foreword, biographies, 1962.
3. Correspondence – proofs, gift copies, reviews, 1962-1963.
4. Galley proof, correspondence on final edits, dust jacket, July 1962.

**Box 65.**

1. Draft, n.d.
2. Full draft with edits, n.d.
3. Full draft, 1962.
4. Brochures for book, 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.**

1. Miscellaneous Research, 1969-1970.
2. Correspondence to/from Robert Finch, Secretary of Health, Education and Welfare, 1970.
3. Theme Report (in black binder, 2 copies), n.d.
4. Final Theme Report, 1970.
5. The Issue of Long Term Care (not final), 1970.
6. Background, Introduction and Format, 1970.

**Box 67.**

1. Background Final Report, Reports to Secretary of Health, Education and Welfare (Robert Finch), 1970.
2. Report, Second Draft 1970.
3. Financing, 1969-1970.
4. Financing and Reading Material for Finance Panel Meeting, May 20, 1970.
5. Meeting in Washington, D.C., June 12, 1970.
6. Report of the Task Force on Medicaid and Related Programs, June 1970.
7. Press Releases, 1969-1970.

**Box 68.**

1. Background Final Report, Health, Education and Welfare Organization, Planning, etc., 1968-1970.
2. Correspondence – General, 1969 (1 of 2).
3. Correspondence – General, 1969 (2 of 2).
4. Correspondence – General, 1970.

**Box 69.**

1. Management of Health, Education and Welfare, c. 1970.
2. Medicare Annual Report 1966-1967; Summary of Senate Finance Committee Report, 1970.
3. Medicaid – Misc. reports and correspondence, 1970.
4. Notes written by McNerney c. 1970.
5. Correspondence and miscellaneous, 1970.
6. Official Communications, 1969-1970 (includes copy of “Recommendations of the Task Force on Medicaid and Related Programs”, November 1969).
7. Planning I, 1970 (includes “Issue Papers”).

**Box 70.**

1. A Commission Report & Intergovernmental Problems in Medicaid by Advisory Commission on Intergovernmental Relations, December 1968.
2. Report of the State-Federal Task Force on Costs of Medical Assistance and Public Assistance, U.S. Department of HEW, c. 1968.
3. Report of the Task Force on Costs of Medicaid and Related Programs, U.S. Department of HEW, 1970 (3 copies).
4. Meeting in Washington D.C., July 25, 1969.
5. Staff (includes biographies and resumes), July 1969.
6. Meeting in Washington D.C., August 7-8, 1969.

**Box 71.**

1. Meeting of Panel Chairmen, August 28, 1969.
2. Report, “Catastrophic Illnesses and Costs”, September 1969.
3. Panel on Effectiveness, September 11-12, 1969.
4. Eligibility Panel, September 1969.
5. Management Panel, September 1969.

**Box 72.**

1. Management Panel, 1969.
2. Tentative Recommendations, September 1969.
3. Panel on Effectiveness of Use, October 1969.
4. Eligibility, October 1969.
5. Materials to Arthur Hess, October 1969.
6. Recommendations (unedited), October 1969.
7. Interim Report on Recommendations, October 1969.
8. Meeting, November 1969.
9. Initial Recommendations, November 1969.

**Box 73.**

1. Interim Recommendations, November 1969.
2. Meeting with Senator Jacob K. Javits, December 1969.
3. Meeting in Washington, D.C., December 11-12, 1969.
4. Meetings, January 1970.
5. Meeting, March 11-12, 1970.
6. Meeting, March 1970.
7. Meeting, April 1970.
8. Meeting, June 1970.



**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.**

1. Correspondence, miscellaneous information, 1978.
2. BCA/BSA Plan Participation, 1979.
3. General information, January-April 1979.
4. General information, May-June 1979.
5. Staff paper, "Future of the Voluntary Effort – 1980 and Beyond", for National Steering Committee, July 1979 (2 copies).

**Box 75.**

1. National Steering Committee Meeting, July 31, 1979.
2. National Steering Committee Meeting, October 15, 1979.
3. National Steering Committee Meeting, December 18, 1979.
4. General information, August-December 1979.
5. Literature, Information, etc., n.d.

**Box 76.**

1. General information, January-March 1980.
2. National Steering Committee Meeting, March 20, 1980.
3. General information, April-June 1980.
4. National Steering Committee Meeting, July 2, 1980.
5. National Commission on Cost of Medical Care, July 2, 1980.
6. General information, July-September 1980.
7. National Steering Committee Meeting, September 29, 1980.

**Box 77.**

1. General information, October-December 1980.
2. National Steering Committee Meeting, December 18, 1980.
3. Steering Committee, 1981.
4. Meeting with Vice President George Bush, July 31, 1981.
5. Meeting with John Dunlop, November 10, 1981.

**Aged – 1957-1963 (3 boxes, #78-80)  
2007-11**

**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 McNerney.

**Box 78.**

1. News clippings 1958-1959.
2. News clippings 1959-1960.
3. U.S. Chamber of Commerce 1961.
4. Washington D.C. Visits and Reactions 1961.
5. Summary of Implementation of Kerr-Mills Act, December 5, 1961.
6. Task Force 1962.
7. Special Committee on Aging, Senator Pat McNamara 1962.
8. NY Joint Legislative Committee 1957.

**Box 79.**

1. Reports and Comments on Department of Health, Education and Welfare 1959-1962.
2. Testimony on H.R. 4222 (Health Insurance Benefits Act) 1961.
3. National Committee on health care for the Aged (Javits Committee) 1963.
4. U.S. Senate Hearing on Aged 1961-1962.
5. Health, Education and Welfare report to Committee on Ways and Means, July 24, 1961.
6. Joint Council to improve health care of the Aged.
7. Health, Education and Welfare and Administration position on the Aged 1961-1962.
8. Congressional Records 1962 (1 of 2).
9. Congressional Records 1962 (2 of 2).
10. News Clippings, 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, 9<sup>th</sup> – Huddleston, George, Jr.  
Arkansas, 1<sup>st</sup> – Gathings, E.C.  
Arkansas, 4<sup>th</sup> – Harris, Oren  
Arkansas, 6<sup>th</sup> – Norrell, Catherine D.  
California, 14<sup>th</sup> – Hagen, Harlen  
Connecticut, 1<sup>st</sup> – Daddario, Emilio  
Florida, 6<sup>th</sup> – Rogers, Paul G.  
Georgia, 7<sup>th</sup> – Davis, John W.  
Hawaii – Inouye, Daniel K.  
Illinois, 13<sup>th</sup> – Church, Marguerite Stitt  
Indiana, 3<sup>rd</sup> – Brademas, John  
Kansas, 1<sup>st</sup> – Avery, William H.  
Maine, 3<sup>rd</sup> – McIntire, Clifford G.  
Maryland, 6<sup>th</sup> – Mathias, Charles McC., Jr.  
Maryland, 7<sup>th</sup> – Friedel, Samuel N.  
Massachusetts, 1<sup>st</sup> – Conte, Silvio O.  
Michigan, 3<sup>rd</sup> – Johansen, August E.  
Michigan, 8<sup>th</sup> – Harvey, James  
Minnesota, 1<sup>st</sup> – Quie, Albert H.  
Minnesota, 9<sup>th</sup> – Langen, Odin

Mississippi, 5<sup>th</sup> – Winstead, Arthur  
Missouri, 2<sup>nd</sup> – Curtis, Thomas B.  
Nebraska, 1<sup>st</sup> – Weaver, Phil  
New York, ? – Powell, Adam C.  
New York, 10<sup>th</sup> – Kelly, Edna F.  
New York, 13<sup>th</sup> – Multer, Abraham J.  
New York, 15<sup>th</sup> – Ray, John H.  
New York, 27<sup>th</sup> – Barry, Robert R.  
New York, 37<sup>th</sup> – Robison, Howard W.  
New York, 38<sup>th</sup> – Weis, Jessica McCullough  
North Carolina, 3<sup>rd</sup> – Henderson, David N.  
North Carolina, 9<sup>th</sup> – Alexander, Hugh  
North Carolina, 10<sup>th</sup> – Jonas, Charles Raper  
Pennsylvania, 10<sup>th</sup> – Scranton, William W.  
Pennsylvania, 16<sup>th</sup> – Kunkel, John C.  
South Carolina, 2<sup>nd</sup> – Riley, John J. (secretary)  
South Carolina, 3<sup>rd</sup> – Dorn, William Jennings Bryan  
Tennessee, 5<sup>th</sup> – Loser, J. Carlton  
Vermont – Stafford, Robert T.  
Virginia, 1<sup>st</sup> – Downing, Thomas N.  
Virginia, 5<sup>th</sup> – Tuck, William M.  
Washington, 3<sup>rd</sup> – Hansen, Julia Butler  
West Virginia, 1<sup>st</sup> – Moore, Arch A., Jr.  
Wisconsin, 1<sup>st</sup> – Schadeberg, Henry C.  
Wisconsin, 4<sup>th</sup> – Zablocki, Clement J.  
Wisconsin, 8<sup>th</sup> – Byrnes, John W.

2. Analyses of Bills 1962.
3. Miscellaneous, 1962.
4. Blue Cross Voluntary Programs 1962 (1 of 2).
5. Blue Cross Voluntary Programs 1962 (2 of 2).
6. Blue Cross Voluntary Programs 1963.

**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.**

1. Organization Structure 1970.
2. BCA Performance Review 1971, 1973.
3. Subcommittee on Relationships between BCA and BS, 1973-1974.
4. Subcommittee on Relationships between BCA and BS, 1974.
5. Committee on Role and Structure, 1973-1974.
6. Committee on Role and Structure, 1974-1979.

**Box 82.**

1. Report of the Joint BCA/NABSP Coordination Committee, April 1977.
2. Minutes of Joint Meeting BCA and BSA Executive Committees, June and July 1977.
3. Report and Recommendations on the Relationship between BCA and BSA, Joint Executive Committee, September 9, 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.
7. Consolidation of Staff – Financial Issues, December 1977.
8. Joint Administration Agreement, April 25, 1978.
9. Joint Executive Committee – “Green Papers” 1978.

**Box 83.**

1. Joint Executive Committee – Status Report, April 19, 1979.
2. Joint Executive Committee Meeting Minutes, Chicago, September 18, 1979.
3. Annual Joint Executive Committee Review of Board Committee Structure, March 18, 1979.
4. Future Structure 1980.
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.**

1. Government Market Study, general reading 1979-1980.
2. Government Capacity Meeting, February 4, 1980.
3. Joint Executive Committee – Operating Plan and Budget, draft 1980.
4. Organizational Structure – Personnel 1980.
5. Systems Development Committee, September 3, 1980.

**Box 85.**

1. LRSP (Logical Resource Solutions Performance) Meeting agenda, September 1980
2. LRSP – License agreement meeting, October 27, 1980.
3. Medicare Part ‘B’ – Statistics, October 1980.
4. Joint Executive Committee Meeting Minutes, San Francisco, CA, November 5, 1980.
5. Composition of the BCA and BSA Board of Directors, November 14, 1980.
6. Quarterly and Annual Plan and Budget Report, 1<sup>st</sup> Quarter and Annual, 1980.
7. System-wide and Corporate Strategic Planning 1982-1984, May 1981.
8. Plan-Net – Report and Recommendations of Ad Hoc Subcommittee of Planning, Programs and Budget Committee 1981.

**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.**

1. Cost Containment Report 1980.
2. Cost Containment Report 1981.
3. Analyses of Group Health Insurance Market 1981.
4. Competition Vouchering 1981.
5. National Account Business Plan, Market/ Environment 1981.
6. Physician Fee Study (Rochester, MN) 1981.
7. Presentations at CEO Forum, April 1981.
8. Personal Care Plan – Announcement, 1981.
9. Overview of the BCA/ BSA Structure and Functions, September 10, 1981 (includes history of BCA/ BSA).
10. Private Sector Program Committee Meeting Materials, September 23, 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.
3. Medicare Voucher Proposal – Testimony, Washington D.C., October 1, 1981.
4. Federal Employee Program – Board of Managers’ Meeting Materials, October 1981.
5. Federal Employee Program – Board of Managers’ Response to U.S. Office of Personnel Management, October 27, 1981.
6. Federal Employee Program – Benefits and Rates 1982.
7. Federal Employee Program – Board of Managers’ Meeting Materials, January 1982.
8. “Highlights” Board of Directors Meeting, January 1982.

**Box 88.**

1. National Administrative Manual for Other Party Liability (OPL) 1981.
2. Response to AHA Council on Finance Task Force of Payment Shortfalls 1981.

**Box 89.**

1. U.S. Office of Personnel Management report “Government-wide Service Benefit Plan”, March 1981.
2. Matrix Implementation Status Report, September 11, 1981.

**Box 90.**

1. Joint Executive Committee and Planning 1981.
2. Planning Budget 1981.
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).
4. Joint Executive Committee Planning and Budget Guidance, June 10, 1980.
5. System-wide Planning for the BC/ BS System 1981-1983, August 1, 1980.
6. CY 1981 Plan and Budget, February 20, 1981.
7. LCM (Larry Morris) Meeting, March 24, 1981 – include information on Kaiser’s entry into the Washington D.C. market.
8. CY 1980 Financial Results, April 30, 1981 – includes notes from McNerney on large loss.

**Box 91.**

1. Planning, Programs and Budget Committee Meeting Materials, December 11, 1978.
2. Planning, Programs and Budget Committee Meeting Materials, September 17, 1979.
3. Planning, Programs and Budget Committee Meeting Materials, May 12, 1980.
4. Budget, 1980.
5. Planning, Programs and Budget Committee Conference Call, June 26, 1980.
6. Budget, 1981.
7. Planning, Programs and Budget Materials 1981.



**Box 92.**

1. Planning, Programs and Budget Committee Meeting Materials, July 27, 1981 (1 of 2).
2. Planning, Programs and Budget Committee Meeting Materials, July 27, 1981 (2 of 2).
3. Planning, Programs and Budget Committee 1981, 1982, and 1982-84 Budget Projection Materials, July 1981.
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.
6. CY 1981-1982 Program Worksheets.

**Box 93.**

1. Product Study – Overview, May 1978.
2. Product Study – Proposed Implementation Process, June 28, 1978.
3. Product Study – Notes from JEC Meeting, August 22, 1978.
4. Product Study – Update, December 19, 1979.
5. Product Study – Suggested draft of report to JEC, December 28, 1979.
6. Product Study – Implementation Coordination Group Meeting, February 26, 1980.
7. General information – BCA Bylaws 1980; Proceedings of the AUPHA 1981 Annual Meeting; Cost containment efforts 1981; Highlights 1981 AHA Convention; Information on Cost of Hospital Closings, etc.

**Box 94.**

1. Federal Employee Program (FEP) – Strategic Evaluation of the Federal Employee Health Benefit Program Marketplace by The Chicago Group, Inc., Volume 1 of 3, January 13, 1980.
2. Federal Employee Program (FEP) – Strategic Evaluation of the Federal Employee Health Benefit Program Marketplace by The Chicago Group, Inc., Volume 2 of 3, January 13, 1980.
3. Federal Employee Program (FEP) – Strategic Evaluation of the Federal Employee Health Benefit Program Marketplace by The Chicago Group, Inc., Volume 3 of 3, January 13, 1980.
4. Federal Employee Program (FEP) – Strategic Evaluation of the Federal Employee Health Benefit Program Marketplace by The Chicago Group, Inc., June 30, 1980.
5. A.T. Kearney Management Review – Proposal, Report, Notes, 1979-1980.
6. A.T. Kearney Management Review – Report, Discussion Notes, June 4, 1980.

**Box 95.**

1. Plan Net Business Plan, February 20, 1981.
2. Ambulatory Surgery – Policy Recommendations and Working Papers, April 23, 1981.
3. 1981 Digest of Financial Reporting Trends and Techniques, November 24, 1981.
4. National Account Benefit Program Subscriber Booklets, November 24, 1981.

**Box 96.**

1. Government Market Project – JEC Briefing, June 29, 1979.
2. Government Market Project – Executive Summary, Volume 1 of 4, August 31, 1979.
3. Government Market Project – Executive Summary, Volume 2 of 4, August 31, 1979.
4. Government Market Project – Executive Summary, Volume 3 of 4, August 31, 1979.
5. Government Market Project – Executive Summary, Volume 4 of 4, August 31, 1979.

**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.**

1. Constitution, May 3, 1968; Voting procedures for the General Assembly, n.d.; correspondence re: Incorporation in Ireland 1970.
2. Meeting minutes and correspondence regarding minutes – 1968-1973.
3. British Hospital Journal, July 31, 1970 pg. 1476 and August 7, 1970 pg. 1524; correspondence to/ from Editor A.R.J. Wise regarding articles.
4. Third International Conference, Drake Hotel, Chicago, Illinois, August 23-27, 1970; programs, biographies on speakers, correspondence.
5. Proceedings – Third International Conference, Chicago, Illinois, August 23-27, 1970.
6. Transcript of business meeting at Third International Conference, August 24, 1970.
7. Correspondence and reports received – “Alliance Nationale Des Mutualites Chretiennes” by N. Rider and R.A. Jeffs, November 1969; “National Health Planning in USSR” by Dr. J. Blanpain, October 1970; “Research Report – The Common Market” by E. Roberts, 1971; “The Health Services and Further Development” by Irish Government, January 1966.
8. Correspondence and reports received – “The Operation of the Ontario Medical Service Insurance Plan (OHSIP)” c. 1970; “A Health Policy Planning Model: The Maternity Services” by M. Spicer, June 1971; “International Federation – Blue Cross Reports” January 1971. (includes member list IFVHSF 1970); Nigerian interest in IFVHSF – “Indigenous African Social Security...” by M.O. Injerc 1967.

**Box 98.**

1. “Financing and Delivery of Health Services in Britain: Impressions and Questions” by Walter McNerney, c. 1970.
2. Nonprofit Funds and Compulsory Insurance 1970.
3. Informational Brochures c. 1971.
4. Proposed Membership booklet/ brochure c. 1972.
5. Exchange of Information, August 1970-May 1972.
6. New Zealand, Submission to Royal Commission to develop Voluntary Health Services System – correspondence, transcript of hearing 1970-1972 (1 of 2).
7. New Zealand, Submission to Royal Commission to develop Voluntary Health Services System – correspondence, transcript of hearing 1970-1972 (2 of 2).
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.**

1. President's Report, London, September 1972 – Notes, draft, final version.
2. London Conference September 4-8, 1972.
3. Briefs on Health Services 1972 – Belgium, Canada, New Zealand, United Kingdom.
4. "Hospital Charges in Various Countries", 1973; Bibliography of Published Material on or Relating to the Voluntary Health Services, 1973.
5. Out of Area Benefits – correspondence 1972-1975.
6. Jamaica Conference 1974 – Speeches: "Sick Fund Insurance in the Netherlands", L. Andriessen; "Swiss Health Insurance", F. v.Schroeder; "1974 Ronald Grieve Lecture" G. Teeling-Smith.
7. Auckland, New Zealand Conference 1976 – correspondence, research, program 1974-1976.
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.**

1. The Companies Act, Memorandum and Articles of Association, IVYHSF, 1963.
2. Committee Meeting 1967, Correspondence, memos, 1967-1968.
3. Minutes of Proceedings 1970, Correspondence, Participating Plan Agreement, 1972.
4. Correspondence including reference to Jamaica trip, 1973.
5. Correspondence (general) – 1974.
6. Correspondence (general) – 1975, 1981.

**Box 102.**

1. Correspondence (general) – 1981.
2. Correspondence (general) – 1981.
3. Association Internationale de la Mutualite XIV General Assembly. Includes McNerney Speech, 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**

1. McNerney Archive Attachment: subject file.
2. Accidents – Early Material, 1958.
3. Abortion, n.d.
4. Advisory Committee. Blue Cross Association, 1968-1971.
5. Advisory Committee. Blue Cross Association, 1972-1973.
6. Advisory Committee. Blue Cross Association, 1973-1976.
7. Aged 1. 1959-1960.
8. Aged 2. Statement of Wayne County Medical Society to the Subcommittee on Problems of the Aged and Aging, 1959.

**Box 104.**

1. Aged 3. Survey of Aged Beneficiaries of Old Age and Survivors Insurance, 1957.
2. Aged 4. Hospital and Surgical Experiences at Age 65 and Older, 1959.
3. Aged 5. Articles Dealing with the Aged, 1959-1960.
4. Aged 6. Older Insured's Anxieties About Cancellation, 1960.
5. Aged 7. Health Insurance After 65: Financing Medical Care, 1956-1960.
6. Aged 8. Hospital Care of the Aged, 1960-1962.
7. Aged 9. Housing Problems of the Aged.
8. Aged 10. Legislation Dealing With Problems of the Aged, 1959-1960.
9. Aged 11. UAW Pamphlet: Planning Your Retirement, n.d.
10. Alcoholism, 1977-1981.
11. Allied Health Professions, 1969.
12. Ambulatory Care, 1980.
13. Ambulatory Care, 1981.

**Box 105.**

1. American Assembly, 1970.
2. American Association of Foundations for Medical Care, 1972-1974.
3. American Hospital Association, n.d.
4. American Hospital Association: Relationship with Blue Cross Association, 1961-1976.
5. American Medical Association Committee on PSROs. 1972-1974.
6. Antitrust Law, 1970.
7. Association of University Programs in Health Administration, 1961-1967.

**Box 106.**

1. Association of American Medical Colleges: Liaison Committee, 1968-1974.
2. Blue Cross/Blue Shield Audit Committee, 1981.
3. Association of University Programs in Hospital Administration, 1972-1974.
4. Blood, 1973-1974.
5. "Blue Cross: What Went Wrong?" Reviews, 1974.
6. Blue Cross: Attitude of Hospital Groups, 1962.
7. Blue Cross: Public Attitude Toward Health Insurance, 1957-1958.
8. Blue Cross early material: "Health Needs and Health Care in Michigan". Michigan State College, 1950.
9. Blue Cross early Material: Professor McNerney's Recommendations for Trustees from the Community, 1961.
10. Blue Cross early material: General, 1961-1963.
11. Blue Cross early material: Purpose and Origin of Blue Cross, 1951-1959.

**Box 107.**

1. Blue Cross early material: Discussion of Benefit Package to be Recommended to Board, 1957.
2. Blue Cross early material: Stuart, "The Blue Cross Plan". 1961.
3. Blue Cross early material: Resolution *re* Blue Cross Reorganization, 1961.
4. Blue Cross early material: Blue Cross – Hospital Relationships, 1955-1960.
5. Blue Cross early material: By-Law Changes, 1960.
6. Blue Cross early material: Outside Pressures From the Press, 1960.
7. Blue Cross early material: Military Dependents' Care, 1958.
8. Blue Cross early material: Pamphlets, 1955-1960.
9. Blue Cross early material: Blue Cross *vs.* Other Insurance, 1958.
10. Blue Cross early material: Enrollment Picture, 1959.

**Box 108.**

1. Blue Cross early material: Insurance Commissioner Hearings, 1958-1959.
2. Blue Cross early material: Issues, 1961.
3. Blue Cross early material: Michigan Governor's Study Commission (includes clippings), 1957.
4. Blue Cross early material: Michigan Governor's Study Commission, 1957.
5. Blue Cross early material: President's Report, 1960.
6. Blue Cross early material: Report on Consumer and Management Attitudes Toward BC/BS, 1961.
7. Blue Cross early material: President's Report, 1962.
8. Blue Cross early material: BC and Hospital Related Problems, 1957-1959.
9. Blue Cross early material: Associated Hospital Services of Baltimore Inc., 1937-1938.
10. Blue Cross early material: BC in Other States, 1957-1960.

**Box 109.**

1. Blue Cross early material: Controls on Use, 1962-1963.
2. Blue Cross early material: Cost-Rate Increases, 1961.
3. Blue Cross early material: Cost of Overstay, 1961.
4. Blue Cross early material: "Eight Hospitals Withdraw from Philadelphia Blue Cross". Medical Economics Bulletin, 1960.
5. Blue Cross early material: Payment Formula, 1958.
6. Blue Shield early material: Controversy, 1959-1962.
7. Blue Shield early material: Strengths of the Blue Shield Approach, 1958.
8. Blue Shield early material: History, 1951-1952.
9. Blue shield early material: BS Medical Care Plans 1958-1963.
10. Boards of Directors, 1978.
11. Boards of Directors. Meetings, 1963-1970.
12. Boards of Directors. 1970-1971.
13. Boards of Directors. Portrait Project, 1964.

**Box 110.**

1. Capacity (Excess Hospital), 1981.
2. Capitation, 1980.
3. Case Mix (Capitation), 1979.
4. Case Mix (Capitation), 1979.
5. CLASS (Coordinated Logistic And Services System), 1971.
6. China, 1980-1981.
7. Commercial Carriers, 1962-1972.
8. Commission on the Cost of Medical Care, 1962-1964.

**Box 111.**

1. Commercial Carriers-Self Insurance, 1963-1964.
2. Commercial Insurance, 1962-1964.
3. Commission on Hospital and Professional Standards, 1979.
4. Commission on Cost of Medical Care, 1977-1978.
5. Committee to Plan a Study of the Influence of Social, Economic, and Environmental Factors in Surgical Practice, 1961.
6. Competition, 1977-1980.
7. Competition, 1980-1981.

**Box 112.**

1. Competition early material (ideas for speeches), n.d.
2. Computed Tomography, 1976.
3. Computed Tomography, 1977-1979.
4. Congressional Black Caucus-Health Brain Trust, 1979.
5. Coordination of Benefits, 1980.
6. Cost Containment, 1978-1981.
7. Cost Containment, 1978-1979.

**Box 113.**

1. Cost Containment. Research, 1975-1979.
2. Cost Containment. Opinion, 1976-1977.
3. Cost Containment. Programs, 1980.
4. Cost of Health Care. Early Material, 1949-1962.
5. Cost of Health Care. Early Material, 1956-1963.

**Box 114.**

1. Cost of Health Care. Early Material, 1957-1969.
2. Cost of Health Care. Early Material, 1962-1963.
3. Cost Sharing, 1975-1978.
4. Council on Wage and Price Stability, 1979.
5. Group Health Insurance Decision-Maker Study, 1980.
6. Delta Dental Plan, 1974-1975.
7. Democratic Party. Statement Before Platform Committee, 1972.
8. Demography. Early Material, 1959-1960.



**Box 115.**

1. Differential Pricing, 1980.
2. Differential Pricing, 1981.
3. Diversification, 1975-1980.
4. Diversification, 1968-1975.
5. Drug Abuse, 1979.
6. Dual Choice, 1968-1971.
7. Duke University Conference, n.d.
8. Letter to Senator David Durenberger, 1980.

**Box 116.**

1. Economics. Early Material, 1952-1963.
2. Economics, Hospital, 1967.
3. Economics, Hospital Care, 1959-1963.
4. Economics, Medical. Early material, 1949-1963.
5. Economics, Medical. Tresnowski Paper, 1963.
6. Edwards Charles C., 1973.

**Box 117.**

1. Employee Benefits. Early Material, 1955-1960.
2. Energy Conservation, Hospitals, 1978-1980.
3. Energy Conservation, Hospitals, 1979.
4. Equalization, 1979.
5. Executive Committee Meeting, 1967.
6. Federal Medical-Health spending, 1959-1965.
7. Fair Payment Practices Project, 1980.
8. Federal Employee Program, 1975-1976.

**Box 118.**

1. Federal Employee Program, 1975.
2. Federal Employee Program, 1964-1967.
3. Federal Employee Program: Management Decisions Inc. Report, 1977.
4. Federal Trade Commission, 1980.
5. Fogarty International Center: Consumer Health Education, 1975.
6. Fogarty International Center: Consumer Health Education, 1975.

**Box 119.**

1. Health Insurance in European Countries, 1964.
2. Health Insurance in European Countries, 1964.
3. European Hospital Administration Programs, 1962-1964.
4. European Hospital Administration Programs, 1964.
5. Future Programs Committee, 1969.
6. The Futures Group, 1980.
7. Graduate Medical Education: National Advisory Committee, 1981.

**Box 120.**

1. Gellhorn, Alfred, 1970.
2. Government Programs: Marketing Strategy, 1979-1980.
3. Government Programs: Marketing Strategy, 1980.
4. Griffith, John R., 1975.
5. Group Health Association of America, 1970-1976.
6. Group Health Insurance Inc., 1961.
7. Group Health Insurance Inc., 1961.
8. Hay Associates, 1981.

**Box 121.**

1. Health and Human Services Department: Secretary's Conference, 1980.
2. Health Care Services Division, 1979.
3. Health Education, 1979-1980.
4. Health Insurance Association of America: "HIAA Looks at the Blue Cross Unique Role", 1974.
5. Health Maintenance Organizations, 1978-1981.
6. Health Maintenance Organizations, 1978-1989.
7. Health Maintenance Organizations, 1979-1980.

**Box 122.**

1. Health Maintenance Organizations, 1972-1975.
2. Health Maintenance Organizations, 1970-1973.
3. Health Maintenance Organizations, 1981.
4. Health Maintenance Organizations, 1958-1960.
5. Health Maintenance Organizations, 1952-1957.
6. Health Manpower, 1974-1979.

**Box 123.**

1. Health Manpower, 1968-1969.
2. Health Manpower (Lowell Lecture), 1970.
3. Health Manpower, 1969-1970.
4. Health Manpower: Background Articles, 1967-1970.
5. Health Planning, 1979-1981.

**Box 124.**

1. Health Planning, 1968.
2. Health Planning, 1968.
3. Health Planning, 1968-1971.
4. Health Planning, 1972-1975.
5. Health Planning: Prevention, 1979.
6. Health Planning: PL93-641, 1979.

**Box 125.**

1. Health Policy, 1972-1979.
2. Health Policy, 1975-1976.
3. Health Promotion, 1980.
4. Hill-Burton Program: Early Material, 1959
5. Home Health Care, 1976.
6. Hospice Care, 1978-1980.
7. Hospital-Blue Cross Relations, 1966.
8. Hospital-Blue Cross Relations, 1976-1980.
9. Hospital and Medical Economics, 1961-1969.
10. Hospital and Review Planning Council of Western Nee York, 1960-1965.

**Box 126.**

1. Hypertension
1. Inflation: HEW Conference, 1974.
2. Inflation, 1974.
3. Inflation, 1974.
4. Intermediary Relationships-Provider Nomination, 1980.

**Box 127.**

2. International Study of National Healthcare Financing Programs, 1978-1979.
3. Joint Commission for the Promotion of Voluntary, Non-Profit Prepayment Healthcare Plans, 1967.
4. Master Plan: Voluntary Effort-Professional Providers. Kleh J.1980.
5. Labor Unions: Meetings, 1970-1971.
6. Legal Insurance (Prepaid Legal Insurance), 1974-1977.
7. Long Range Systems Planning, 1980.
8. Long Range Systems Planning, 1981.
9. Long Range Systems Planning, 1981.

**Box 128.**

1. Kellogg Foundation, 1980.
2. Management Development, 1979.
3. Maxicap/Minicap, 1980.
4. Midwest Region Performance Report, 1980.
5. Medicaid: Management Information System, 1976.
6. Medicaid- A Role for the Private Sector, 1978-1979.
7. Medical Education: Financing, Proposal for the 80's (Pub), 1980.
8. Medical Necessity Project, 1979-1980.
9. Multi-Hospital Systems, 1980.

**Box 129.**

1. New Directions: Wellness and Education, 1975-1979.
2. Nelson, S., Holistic Medicine Film, 1980.
3. National Health Insurance Seminar- National Academy of Science, 1972.
4. National Center for Health Services: Research and Development, 1968-1969.
5. National association of Retired Federal Employees (NARFE), 1980.
6. Nielsen, W. – Meeting *re* Role of Non-Profits in the Economy (Third Sector), 1978.
7. No Fault Auto Insurance, 1972-1975.
8. Occupational Health Project, 1980.
9. Perloff Report (Unified Healthcare System Proposal), 1970.
10. Perloff Report, 1971.

**Box 130.**

1. Perloff Report (Ameriplan), 1971.

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

2. Perot, H. Ross: meeting with, 1972.
3. Philanthropy (Filer Commission) 1973.
4. Philanthropy in the Health Sector, 1974-1975.
5. Philanthropy, 1977.
6. Philanthropy, 1977.

**Box 131.**

1. Philanthropy, 1977-1978.
2. Philanthropy, 1978.
3. Philanthropy, 1978.
4. Philanthropy, 1978.
5. Philanthropy, 1978.
6. Philanthropy, 1980.

**Box 132.**

1. Plan Performance Review, 1968-1973.
2. Plan Performance Review, 1973-1975.
3. Private Patients Plan (U.K. Insurance), 1974-1975.
4. Professional Standards Review Organizations 1979.
5. Product Study, 1979.
6. Product Study, 1980.
7. Product Study (National Account Business Plan), 1981.
8. Plan Services Corporation, 1981.

**Box 133.**

1. Public Welfare-Early Material, 1958.
2. Rate Regulation, 1977-1978.
3. Regionalization of BC/BS, 1978.
4. Reimbursement, 1969.
5. Reimbursement - Early Material, 1962-1963.
6. Reimbursement – Hospitals 1970.
7. Reimbursement – Paramedical Personnel, 1979.
8. Reimbursement – Physicians, 1978-1979.
9. Resumes, 1980-1981.

**Box 134.**

1. Resumes, 1979-1980.
2. Roemer Report – Health Insurance Effects, 1972-1974.
3. Rubel Report, 1978.
4. Self Insured References, n.d.
5. Second Opinion Programs, 1978.
6. Social Security and Aged – Early Material, 1957-1960.
7. State Mandated Health Insurance, 1980.
8. Sun Valley Forum on National Health, 1972.

**Box 135.**

1. Technology, 1976-1980.
2. Transportation Department – Industry Advisory Committee, 1969.
3. Utilization, 1979.
4. Utilization Review, 1976.
5. Voluntary Effort, 1978.
6. Virgin Islands, 1981.
7. Vision Care, 1979.
8. Wage – Price Policy, 1974-1975.
9. Wage – Price Policy, 1978-1980.
10. Weeks, L.E. (Interviewer of McNerney), 1980.
11. X-Rays, 1978.

**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.**

1. Government – “Health Education and Welfare Trends” 1960; American Society of Internal Medicine brochure n.d.
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.
3. Government, 1965 – H.R. 2984 (A bill to amend the Public Health Service...); Amendments to H.R. 6675; National League of Senior Citizens, H.R. 6675; AHA Bulletin 8 H.R. 6675.
4. Government, 1965 – Senate Committee on Finance, Hearing re: H.R. 6675; from BC Phil., Statement on H.R. 6675 and proposed amendment by Philadelphia Chamber of Commerce; American Bar Association Statement on portion of H.R. 6675; Statement of College of American Pathologists re: H.R. 6675.
5. Government, 1965-1966 – Developments in Aging; Public Health Economics Vol. 22 No. 11, December 1965 pg. 852; text and justifications for H.R. 6675 with amendments; Amendment 188 (Long, Louisiana); Barrons, “Cradle to Grave”; New Federal Regional Medical Programs” *New England Journal of Medicine*; BCA/BSA Emergency Survey.
6. Government, 1966 – “Statement of Consensus”, Citizen Planning; Preliminary Paper, “Health Services and the Social System: U.S., Sweden and Great Britain”; “G.O.P. Urges Tax Sharing”; Research and statistics, National Health Expenditures, 1950-1963; Reorganization of Public Health Service (HEW); “Policy Issues in Social Security” by Robert Ball.
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; Cruikshenk, AFL-CIO.

**Box 137.**

1. Government – S.849 (1963); H.R. 10606 (1962); H.R. 11865 (1964); “The Roots of Social Security” by Frances Perkins (1962); H.R. 3920 (1963); H.R. 7829 (1963).
2. Government – correspondence, reports, research 1962-1964.
3. Government – correspondence, reports, research 1965-1966.
4. Government – State of New York, Report of the Senate and Assembly Committees on Public Health 1965-1966.
5. Government – Statement for AHA re: H.R. 5710, 1967; BCA and Private Health Insurance – Special Committee on Aging 1964; A Report to the People on Health 1966.

**Box 138.**

1. Costs, 1962-1966 – miscellaneous correspondence, articles, reference material.
2. Costs, 1963-1964 – research, reference and correspondence.
3. Costs, 1965-1966 – research, reference and correspondence.
4. Social, 1964-1965 – correspondence, research and reference (1 of 2).
5. Social, 1964-1965 – correspondence, research and reference (2 of 2); includes Blue Shield Annual Program Conference, October 25-26, 1965; UAW Convention, 1964.

**Box 139.**

1. Financing Health Services – “Medical Care Financing and Utilization”, U.S. Department HEW 1962.
2. Financing Health Services – “Health Insurance Data 1962”; “Voluntary Health Insurance coverage” 1962, 1963, 1964; Report of Task Force on Principles of Payment for Hospital Care, AHA 1963.
3. Financing Health Services, 1961-1963 – reference, research and correspondence.
4. Financing Health Services, 1964 – reference, research and correspondence (1 of 2).
5. Financing Health Services, 1964 – reference, research and correspondence (2 of 2).

**Box 140.**

1. Financing Health Services, 1965 – reference, research and correspondence.
2. Financing Health Services, 1965 – Congressional Testimony.
3. Financing Health Services, 1966 – reference, research and correspondence.
4. Financing Health Services: U.S. Budget, 1967.
5. Miscellaneous Speech Material, 1970-1979.
4. Miscellaneous Speech Material, 1980-1981 – reference, research.



**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.
5. "Interaction between Culture and Mental Health in Industry in the USA and Canada", *The Bulletin of the World Federation for Mental Health*, October 1951.
6. "Alaska's Health: A Survey Report" to the U.S. Department of the Interior by The Alaska Health Survey Team (University of Pittsburgh), 1954.
7. "Role of Dietitian from Administration Point of View", Pittsburgh Dietetic Association Meeting, Pittsburgh, PA, October 5, 1954.
8. "Financing Hospital Care" (Lecture), Graduates in Nursing Administration, University of Pittsburgh, 1955.
9. "Human Relations in the Hospital: Working With Others", AHA Institute for MRL, Pittsburgh, PA, March 23, 1955.
10. "Methods Improvement from the Hospital Administrator's Point of View", University of Pittsburgh Nursing Institute, March 25, 1955.
11. "The Administrative Relationship between the Hospital Administrator and His Governing Board", Upper Midwest Hospital Conference, Pittsburgh, PA, May 12, 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
14. "An Approach to Management Problem Solving", Minneapolis Institute for Hospital Administrators, February 20, 1956.
15. "Problems of Organization & Management", ACHA Education Conference, Chicago, IL, March 12, 1956.

**Box 142.**

1. "The Head Nurse as a Counselor", Michigan State Nurses Association, East Lansing, MI, April 27, 1956 (includes "Counseling Executives: A Procedure with Demonstration Interviews" by L. Clayton Hill and Arthur S. Hann, 1952).
2. "Can Hospital Costs Be Less?", General Session, BC/BS Plans of District IX, Denver, CO, May 18, 1956.
3. "Patterns in Residency Progress", ACHA Prec. Conference, Chicago, IL, June 4, 1956.
4. "What is A Hospital Administrator", American College of Osteopathic Surgeons, Detroit, MI, October 27, 1956.
5. "Education in Hospital Administration", University of Michigan Hospital, Ann Arbor, MI, January 25, 1957.
6. "Hospital Costs", BA176, Health Insurance, Denver, CO, February 26, 1957.
7. "Blue Cross – Hospital Relations in the Decade Ahead", Blue Cross Plans District IX Meeting, Hot Springs, AR, May 16, 1957.
8. "The Relationship of the Accountant to the Administrator", Hospital Financial Management Conference, Ann Arbor, MI, October 31, 1957.
9. "The Hospital's Responsibility to the Community from the Viewpoint of the Public", Maryland-District of Columbia-Delaware Hospital Association Annual Meeting, Washington D.C., November 6, 1957.
10. "Vol. Health Insurance: BC-BS-CI", Lecture – Economics 123 (Professor Haber), Ann Arbor, MI, 1958.
11. "Determining the Need for Health Services", Rural Health Conference, Ann Arbor, MI, January 23, 1958.
12. "The Ideal Group Size", Panel Discussion, ACHA Congress, Chicago, IL, February 10, 1958.
13. "Key Issues in Financing Hospital & Medical Care", SW Hospital Council, March 31, 1958.
14. "Future Role of the County Medical Care Facility", 6<sup>th</sup> Annual Management Conference for County Medical Care Facilities & Infirmaries, Lansing, MI, May 14-15, 1958.
15. "Impact of Recession on Hospitals", General Assembly of Health and Welfare Agencies, Detroit, MI, June 10, 1958.
16. "Current Problems in Hospital Financing", MHA Annual Meeting, June 17, 1958.
17. "Furthering Professional Growth in Accounting", 16<sup>th</sup> Annual Institute on Hospital Accounting and Finance, Bloomington, IN, July 14, 1958".
18. "What the Community Requires of the Hospital", Hospital Management, August, 1958.

**Box 143.**

1. Blue Cross – Blue Shield Executive Training Program at University of Michigan, Ann Arbor, MI, 1955-1960.
2. BC-BS Executive Training, “Introduction”, University of Michigan, Ann Arbor, MI, August 3, 1958.
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).
7. “Dollars and Sense Aspects of Planning”, Management Conference for Hospital Administrators, New York, NY, December 4, 1958.
8. “Formal Education Beyond the Master’s Degree”, National Symposium on Graduate Education for Hospital Administration, University of Chicago, December 12-13, 1958
9. “A Working Philosophy” (a brief history of Blue Cross), Annual Meeting of Blue Cross Association, 1959.
10. “Careers in Health”, Michigan Rural Health Conference, East Lansing, MI, April 8, 1959.
11. “Key Issues in Financing of Hospital and Medical Care”, 40<sup>th</sup> Annual Convention Michigan Hospital Association, Detroit, MI, June 22, 1959.
12. Summary – 1959 National Hospital – Blue Cross Relations Conference, Chicago, IL, July 6-8, 1959.

**Box 144.**

1. "The Role of Blue Cross", National Enrollment Conference, Chicago, IL, September 23, 1959.
2. "Recapture Early Drive and Imagination", Blue Cross Association Bulletin, Vol. 1, No. 7, October, 1959.
3. The University of Michigan Studies Dealing With Hospital and Medical Utilization and Insurance APHA Annual Meeting, Atlantic City, NJ, October 20, 1959.
4. "Factors to Consider in Purchasing Health Insurance and Prepayment", Michigan Municipal Review, December, 1959.
5. "Health Insurance Report", 1960 Annual County Secretaries Public Relations Seminar, Detroit, MI, January 31, 1960.
6. "Why the Story Must Be Told", 1960 Midyear Conference of Presidents and Secretaries (AHA), February 3, 1960.
7. "The Economics of Medical Care in the Sixties and the Challenge to Voluntary Prepayment", Blue Shield Plans Program Session, Los Angeles, CA, April 7, 1960; HA Trustee Meeting, Grand Rapids, MI, June 9, 1960.
8. Study of Hospital and Medical Economics, Michigan Population Survey, University of Michigan, Statement for Subcommittee on Problems of the Aged and Aging, April 13, 1960
9. "The Problem of the Aged and the Implications to Hospitals", Doctors Hospital, April 19, 1960.
10. "Hospital Administration for the Health Officer", PH Administration Students, Ann Arbor, MI, April 28, 1960.
11. Research in Hospital Administration, AUPHA Meeting, Williamsburgh, VA, May 7, 1960.
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).
14. Summary: National Congress on Prepaid Health Insurance, AMA Council on Medical Service, Chicago, IL, May 13-14, 1960.

**Box 145.**

1. Progress Report: Study of Hospital & Medical Economics, Michigan Osteopathic Hospital Conference, East Lansing, MI, June 9, 1960 (no copy of comments/speech).
2. Hospital and Medical Economics in Michigan, Michigan Hospital Association, Traverse City, MI, June 20, 1960.
3. Principles of Institutional Management, Workshop for Administrators of Homes for Older Persons – Board of Hosp. & Homes Methodist Church, Ann Arbor, MI, June 23, 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.
5. “Why The Blue Cross is Changing Its Plans”, *The Modern Hospital*, October, 1960.
6. Financing Hospital Operations, 20<sup>th</sup> Annual Conference, Maryland-District of Columbia-Delaware Hospital Association, October 12, 1960.
7. Hospital Prepayment & Insurance in the Next Decade, Hospital Financial Management Conference, Ann Arbor, MI, October 19, 1960.
8. “Purchasing Health Insurance & Prepayment Plans”, *Michigan Municipal Review*, November, 1960 (also: “Grand Rapids Changes Hospitalization Insurance to a Commercial Carrier”, with correspondence from R.E. Flyer re: rebuttal).
9. “Formal Education Beyond the Masters Degree”, *The Quarterly Journal*, Vol. 5, No. 1, Winter, 1960.
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).
11. “Controls in the Medical Care Field”, Industrial Relations Research Association Annual Meeting, St. Louis, MO, December 28, 1960.
12. “What Are the Forces of Change That Affect Hospitals & Blue Cross Plans”, Hospital – Blue Cross Partnership Workshop, Chicago, IL, January 16-18, 1961.
13. “Hospital & Medical Economics in Michigan”, Wayne Medical Society – Wayne Delegation (State Legislature), Detroit, MI, January 20, 1961.
14. “Medicine & Hospitals in Michigan”, Annual County Secretaries Public Relations Seminar, Michigan State Medical Society, East Lansing, MI, January 29, 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.
16. “Trends In The Future of Private Practice”, Annual Conference of County Society Officers, California Medical Association, Los Angeles, CA, February 11, 1961; published, *The Bulletin*, March 2, 1961 and *JMSMS*, May 1961.

**Box 146.**

1. "Rising Hospital Costs", The Detroit Medical Club, Detroit, MI, February 16, 1961.
2. "Key Trends in Hospital & Medical Economics", Ingham City Medical Society, East Lansing, MI, February 16, 1961; "The Social and Economic Responsibility of the Physician", American Society of Internal Medicine, Fifth Annual Meeting, Miami Beach, FL, May 5-7, 1961.
3. "Use and Misuse of Hospitals (Fact or Myth – Economic Implications)", New England Hospital Assembly, Boston, MA, March 21, 1961.
4. "Current Status of Progress – Nursing Care Progress & Plans For the Future", Washtenaw District, Michigan State Nurses Association, Ann Arbor, MI, March 23, 1961.
5. "Hospital & Medical Economics in Michigan", Rotary Club, Ann Arbor, MI, March 29, 1961.
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.
7. "Trends in The Future of Private Practice", *Journal of the Michigan State Medical Society*, May 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.
9. "The Maintenance of Standards of Medical Practice", American Society of Internal Medicine, Miami, FL, May 5-7, 1961.
10. "The Social and Economic Responsibility of the Physician", American Society of Internal Medicine, Fifth Annual Meeting, Miami Beach, FL, May 5-7, 1961.
11. "A New Look at Blue Cross Response – To National Forces", Mid Atlantic Hospital Assembly, Atlantic City, NJ, May 19, 1961.
12. "The Need for Facts in Policy Formulation", Midwestern Conference of Blue Shield Plans, Detroit, MI, May 27-28, 1961; also published, *Compilation of Speeches Delivered at the Midwestern Conference of Blue Shield Plans*, May 1961.

**Box 147.**

1. "One Out of Six Hospital Patients Stays Too Long or Leaves Too Soon, Statewide Study Shows", The Modern Hospital, June 1961.
2. "The Communities (sic) Responsibility for Health Care", Calhoun County Community Council, June 14, 1961.
3. "Prepayment, Insurance and Government", The Economic Future of the Voluntary Hospital, Annual Convention, Michigan Hospital Association, June 18-20, 1961.
4. "McNerney Likes to Get Things Moving", *The Modern Hospital*, July 1961 (article chronicling McNerney's move to Blue Cross).
5. "Michigan Health Care Pattern", *MD*, July, 1961.
6. "Hospital and Medical Economics: A Special Report on the Michigan Study", Hospitals, August 1, 1961.
7. One Million Membership Speech, Luncheon for one-millionth Federal employee covered by Blue Cross – Blue Shield, Washington, DC, August 31, 1961.
8. Speech District V – VI, Districts V and VI Blue Cross and Blue Shield Joint Meeting, Sea Island, GA, September 6-8, 1961.
9. "Hospital and Medical Economics in the Mid-Century", Annual Meeting, American Hospital Association, Atlantic City, NJ, September 27, 1961.
10. Proceedings, Second National Congress on Prepaid Health Insurance, American Medical Association, Chicago, IL, October 14-15, 1961 (see page 70 for McNerney comments).
11. "State Regulations and Pertinent Studies: Special Studies Completed or In Process", Second National Congress on Prepaid Health Insurance, American Medical Association, Chicago, IL, October 14-15, 1961.
12. "Medical Care & Hospital Costs As Seen By the Non-Profit Plans, Illinois State Chamber of Commerce, Chicago, IL, October 19, 1961.
13. "Promoting the Interests & Progress of Voluntary Health Care Prepayment", Proceedings, Annual Program, BS Plans, Chicago, IL, October 23-24, 1961.
14. "The Relative Roles of the Voluntary System and Government", Second Alumni Institute in Hospital Administration, Minneapolis, MN, October 26-28, 1961.

**Box 148.**

1. "The Social & Economic Responsibilities of the Physician", Indiana Society of Internal Medicine, Indianapolis, IN, November 5, 1961.
2. "Importance of Statistical Method to Blue Cross & Blue Shield", Actuarial-Statistical Institute, Chicago, IL, November 13, 1961.
3. "Hospitals, Blue Cross – and the Third Partner", 25<sup>th</sup> Anniversary The Hospital Service Corporation of Western New York (Buffalo Blue Cross), Buffalo, NY, November 16, 1961.
4. "Hospital & Medical Economics in the Mid-Century", by W. J. McNerney, Hospital JAHA, Vol. 35, December 1, 1961.
5. "Blue Cross Today & Tomorrow", BC/BS Enrollment Conference, New Orleans, LA, December 13-15, 1961.
6. "Financing Health Care of the Aged: Part I", Joint AHA – BCA Task Force, 1962.
7. "Hospital and Medical Economics: A Study of Population, Services, Costs, Methods of Payment and Controls", Hospital Research and Educational Trust, Chicago, 1962.
8. "Role of Blue Cross in Hospital Care of Older Persons", Special Meeting of Member Blue Cross Plans, Chicago, IL, January 3-4, 1962.
9. "Blue Cross and Financing", Society of Medical Administrators, Key Biscayne, FL, January 18-20, 1962.
10. "The Future of Blue Cross-Hospital Relations", Chicago Hospital Council, January 24, 1962.
11. "The Significance of the New Commission for the Promotion of Voluntary Nonprofit Prepayment Health Plans", by Walter McNerney, February 1962.
12. "Health Care for the Aged", AHA Midyear Conference, Chicago, IL, February 1, 1962.
13. "What Scope Health Insurance", Annual Conference of County Society Officers, California Medical Association, Los Angeles, CA, February 17-18, 1962.
14. "Blue Cross & Hospital Utilization", American Protestant Hospital Association, Chicago, IL, February 27, 1962.



**Box 149.**

1. "Conference Summary", Proceedings, First National Conference on Utilization, Chicago, IL, March 2-3, 1962.
2. "Study of Hospital & Medical Economics", Wisconsin Hospital Association Auxiliaries Convention, Milwaukee, WI, March 14-16, 1962.
3. "Blue Cross Program for the Aged", Chicago Group Insurance Association, Chicago, IL, March 19, 1962.
4. "The Past and Future of Blue Cross", Colorado Springs, CO, April, 4, 1962.
5. "Prepayment Concepts". Lecture: University of Michigan March 28, 1962 and University of Chicago July 17, 1963.
6. "Measurement of Quality & Its Control Implications", American Society of Internal Medicine, Philadelphia, PA, April 8, 1962.
7. "Financing Health Care of the Aged", Economic Club of SW Michigan, Benton Harbor, MI, April 18, 1962.
8. "Hospital Partnership – the BCA Role", Southeastern Hospital Conference, New Orleans, LA, April 25, 1962.
9. "Blue Cross in Relation to Medical Care", Alabama Medical Association, Birmingham, AL, April 26, 1962.
10. "Issues Facing Prepayment", Alabama Society of Internal Medicine, Birmingham, AL, April 28, 1962.
11. "Hospital Utilization – Public Pressure on the Issue", Tri-State Hospital Assembly, Chicago, IL, May 1, 1962; Vermont Hospital Association, Lake Champlain, VT, October 10-11, 1962, plus pages 3- of Conference Summary, First National Conference on Utilization.
12. "The Voluntary Health Plan (Federal Government & Hospitals)", Convention of Western Hospitals, Portland, OR, May 7-10, 1962; used in combination with "Role of Government in Hospital Care", AHA Midyear Conference, Chicago, IL, January 31, 1963.

**Box 150.**

1. "The Physician and Utilization", Florida Medical Association and Blue Shield of Florida, Miami, FL, May 10, 1962; also Alabama Medical Association, May 11, 1962.
2. 'Blue Cross-Hospital Relations', notes made before Norm Andrews, Conference at Ambassador West Hotel, Chicago, IL, May 15-16, 1962.
3. "Financing Health Care for the Aged", Bronson Methodist Hospital, Kalamazoo, MI, May 17, 1962.
4. "Prepayment Concepts", University of Minnesota Lecture, Minneapolis, MN, May 21, 1962.
5. "Role of Government in Hospital Care", Middle Atlantic Hospital Assembly, Atlantic City, NJ, May 23-25, 1962.
6. "The Total Sales Concept", District XI Meeting, Carmel, CA, May 29, 1962.
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.
8. "The New Commission Promoting Voluntary Prepayment", by W. J. McNerney, Hospital, July 1962.
9. "Prepayment Concepts", University of Chicago Lectures, July 9, 11, and 13, 1962
10. "Progress Report on BCA Activities", District V & VI Meeting, Biloxi, MS, September 5-7, 1962.
11. "State Laws & Regulations Affecting Health, Welfare & Pension Trusts", and "Controls in the Prepayment and Health Field", National Conference of Health, Welfare and Pension Plans, Denver, CO, September 12, 1962.

**Box 151.**

1. "Report on Voluntary Aged Program", AHA House of Delegates (Annual Meeting), September 17, 1962.
2. "Current National Issues", Panel Discussion – Annual Blue Cross Conference, September 19, 1962.
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
4. "Hospital Utilization – Public Pressure on the Issue", Tri-State Hospital Assembly, Chicago, IL, May 1, 1962; Vermont Hospital Association, Lake Champlain, VT, October 10-11, 1962, plus pages 3- of Conference Summary, First National Conference on Utilization.
5. "Medical Benefit Plan Cost Controls – Who's Responsible?", Council on Employee Benefits, New York, NY, October 19, 1962.
6. "The Story of BCA", Oklahoma BC/BS Board Meeting, Western Hills, OK, October 20, 1962
7. "Health Care for the Aged", Milwaukee, WI, October 23, 1962.
8. "Hospital – Blue Cross Relations", Missouri Hospital Association, Kansas City, MO, October 29, 1962.
9. "The Future of BC & BS", Eighth Triennial Reunion, Ann Arbor, MI, November 1, 1962.
10. "Health Prepayment & the Nursing Home", Mid-America Nursing Home Convention, Chicago, IL, November 14, 1962.
11. Management Conference on Market Development, Chicago, IL, November 28-30, 1962.
12. "BCA's Research Program", Proceedings BC/BS Actuarial-Statistical Institute, Chicago, IL, December 3-5, 1962.
13. "Implications of Increasing Hospital Use for Prepayment Plans", University of Chicago, December 14, 1962.

**Box 152.**

1. Informal Meeting with Labor Representatives, Washington, DC, January 3, 1963.
2. "Healthcare – 1963", 25<sup>th</sup> Anniversary BC Southern California, Los Angeles, CA, January 9, 1963; also, 17<sup>th</sup> Anniversary BC of Tennessee, Chattanooga, TN, February 12, 1963 and 22<sup>nd</sup> Interagency Institute for Federal Hospital Administrators, Washington, DC, June 25, 1963.
3. "Future Directions for Research on Hospital Use", AHA Conference on Hospital Use, Chicago, IL, January 22, 1963.
4. "Research in Hospital Use" (Hospital & Medical Studies), AHA Conference, Chicago, IL, January 22-23, 1963.
5. Additional material for AHA Conference, Chicago, IL, January 22-23, 1963.
6. "Financing Health Care for the Non-Indigent Aged", AHA Midyear Conference, Chicago, IL, January 30, 1963.
7. "Where Do We Go From Here", *Proceedings, 3<sup>rd</sup> National Congress on Voluntary*

*Health Insurance & Prepayment*, February 1963.

8. "Issues Facing Blue Cross", District IX Annual Operating Committee Meeting, Chandler, AZ, Feb 6-10, 1963.

**Box 153.**

1. "Healthcare – 1963", 17<sup>th</sup> Anniversary BC of Tennessee, Chattanooga, TN, February 12, 1963; also 25<sup>th</sup> Anniversary BC Southern California, Los Angeles, CA, January 9, 1963 and 22<sup>nd</sup> Interagency Institute for Federal Hospital Administrators, Washington, DC, June 25, 1963.
2. "Where Do We Go From Here?", AMA 3<sup>rd</sup> National Congress on Voluntary Health Insurance & Prepayment, Chicago, IL, February 15-16, 1963.
3. "Issues Confronting Health Prepayment Plans", Seminar for School of Public Health, Pittsburgh, PA, February 20, 1963; also 22<sup>nd</sup> Interagency Institute for Federal Hospital Administrators, Washington, DC, June 25, 1963 and Interagency Institute for Hospital Administrators, Washington, DC, January 27, 1964.
4. "Address to the American Medical Association", *The Journal of the Kentucky Medical Association*, Vol. 61 #3, March 1963.
5. University of Michigan Lecture, Program in Hospital Administration, March 20, 1963.
6. "Effective Control of Hospital Utilization – The Challenge", New England Assembly, Boston, MA, March 25, 1963.
7. "Third Parties and Their Financial Responsibilities to Hospitals: The Responsibilities of BC", New England Hospital Assembly, Boston, MA, March 26, 1963; also Carolinas/Virginias Hospital Conference, Roanoke, VA, April 18, 1963 and Mid-West Hospital Conference, Kansas, MO, April 26, 1963.
8. "Report of the President", BCA Annual Business Meeting, Chicago, IL, April 3-4, 1963.
9. "A Role for BC in Dental Prepayment", 14<sup>th</sup> National Dental Health Conference, Chicago, IL, April 22, 1963.
10. "The Complete Comprehensive Voluntary Care Program", Convention of Western Hospitals, Los Angeles, CA, April 29, 1963.
11. "Issues Confronting Prepayment", Rotary Club of Ann Arbor, MI, May 1, 1963.
12. "A New Era of Hospital Financing", Eighth D. Spencer Berger Lecture Series, Yale-New Haven Medical Center, May 16, 1963.
13. "Hospital Financing with Particular Reference to the Hospital-Blue Cross Relationship", Texas Hospital Association, Dallas, TX, May 19, 1963.

**Box 154.**

1. Dedication of Blue Cross of Western Pennsylvania building, Pittsburgh, PA, June 28, 1963.
2. "Prepayment Concepts", Lecture, University of Chicago, July 17, 1963; also University of Michigan Lecture, March 28, 1962 (note, no folder found for this speech).
3. "Public Wants Voice in Hospital Financing", *The Modern Hospital*, Vol. 101, No. 3, September 1963.
4. "Utilization and Cost Controls", Meeting of Districts V and VI, Greenbrier, September 24, 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.
6. "Issues of Public Policy in the Field of Medical Care", Lecture, Princeton University, Woodrow Wilson School, November 6, 1963.
7. "Social Policy Issues in Medical Care for the Aged", American Public Health Association, Kansas City, MO, November 11, 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.
9. Management Conference II, Doral Beach Country Club, FL, November 20-22, 1963.
10. "What's Happening in Hospitals", live appearance on WNBC's *Open Mind*, December 8, 1963.
11. "The Economic Bridge to Medical Care", Chicago Chapter, Society of Chartered Property & Casualty Underwriters, Chicago, IL, December 16, 1963.
12. "Some Economic Implications of Hospital Utilization", American Association for the Advancement of Science, Cleveland, OH, December 26, 1963.

**Box 155.**

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.
2. "Financing Health Care of the Aged", Statement prepared for Committee on Ways and Means United States House of Representatives, Eighty-Eighth Congress, January 24, 1964.
3. "Progress Report on Blue Cross", AHA Midyear Conference, February 5, 1964.
4. "Financing & Controlling Employee Benefits", American Management Association, New York, NY, February 6, 1964.
5. "BCA Organization & Operations", District IX Meeting, Scottsdale, AZ, February 22, 1964.
6. "Hospital and Medical Facilities Amendment of 1964", Testimony of the Blue Cross Association on H.R. 10041 (Hills-Burton Act), March 16, 1964.
7. Blue Cross Hospital Forum, New England Hospital Assembly, Boston, MA, March 24, 1964.
8. "Controls: As Seen by the Purchasers of Hospital Care", New England Hospital Assembly, Boston, MA, March 24, 1964; also, Utah Hospital Association, Salt Lake City, UT, March 26, 1964, Annual Convention of Ohio Hospital Association, Cleveland, OH, April 14, 1964, Kansas City Blue Cross Plan Annual Meeting, Kansas City, MO, May 6, 1964, Philadelphia Blue Cross Plan, May 12, 1964, Enrollment & Marketing Conference, Lake Lawn, WI, September 11, 1964.
9. "Issues Facing Blue Cross", Annual Meeting of BCA Plans, Florida, April 1, 1964.
10. Remarks of the President at the Annual Meeting of BCA, April 2, 1964; includes Annual Report of the President, Blue Cross Association.
11. Annual Meeting of Members of Blue Cross Association, Florida, April 1-2, 1964.
12. Annual Meeting of Members, Blue Cross Association, April 2, 1964.

**Box 156.**

1. Statement to the Subcommittee on Health of the Elderly of the United States Senate's Special Committee on Aging, April 29, 1964.
2. Report to AHA Board, May 7-8, 1964.
3. "Blue Cross and the Future", Meeting of PR & Advertising Directors, May 8, 1964
4. Philadelphia Blue Cross Plan, May 12, 1964.
5. "Area Wide Planning of Facilities" (transcript titled, "Are Hospitals Exceptions to the Concept of Orderly Growth"), Baltimore Advertising Club, May 13, 1964.
6. District XI Meeting, Santa Barbara, CA, May 27, 1964.
7. "Voluntary Health Insurance & The Hospital", Centennial of Boston City Hospital, Boston, MA, June 4, 1964.
8. "Relationship Between Blue Cross & Hospitals", Annual Meeting of Group Hospital Service, Inc., St. Louis, MO, June 17, 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.
10. "Interest of Third Party Payers in Hospital Problems", Catholic Hospital Association, New York, NY, June 25, 1964.
11. "Financing Health Care of the Aged", Statement prepared for Committee on Ways and Means United States House of Representatives, Eighty-Eighth Congress, August 12, 1964.
12. "Hospitals – The Need for Coordinated Action", AHA Annual Meeting, August 25, 1964.
13. President's Report, Special Meeting of Member Plans, Chicago, IL, August 25, 1964.

**Box 157.**

1. "25<sup>th</sup> Anniversary, Hospital Care Corporation", Cincinnati, OH, August 31, 1964.
2. "The American Voluntary Health System", 30<sup>th</sup> Anniversary of BC of NE Ohio, Cleveland, OH, September 21, 1964; also, 25<sup>th</sup> Anniversary Rhode Island BC, Providence, RI, September 22, 1964.
3. "The American Voluntary Health System", 25<sup>th</sup> Anniversary Rhode Island BC, Providence, RI, September 22, 1964; also, 30<sup>th</sup> Anniversary of BC of NE Ohio, Cleveland, OH, September 21, 1964.
4. "What the Public Expects of BC & Hospitals", Nebraska Hospital Association, Omaha, NE, October 1, 1964.
5. "Report on National BC Developments", District V & VI meeting, Key Biscayne, FL, Oct 5-7, 1964.
6. "Financing Health Care in the 60's", Enrollment & Marketing Conference, Lake Lawn, WI, October 11, 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.
9. Minutes – Joint Commission for the Promotion of Voluntary Nonprofit Prepayment Health Plans, November 13, 1964.
10. "The Role of BC in Cost & Quality Controls", Lecture at University of Chicago Symposium on Hospital Affairs, December 12, 1964
11. "Can Voluntary Controls Do The Job", Proceedings of the Seventh Annual Symposium on Hospital Affairs, University of Chicago, December 1964.
12. Lecture to Harvard University Third Year Medical Students, Boston, MA, December 30, 1964.



**Box 158.**

1. "Medical Care: Its Social & Organizational Aspects", *New England Journal of Medicine*, 1965.
2. Lecture at University of Michigan, Ann Arbor, MI, January 15, 1965.
3. District IX Annual Meeting, Carefree, AZ, February 18-20, 1965 (Note on folder, "See: Aged brief case material for notes used to present Financing Health Care of the Aged & other progress.").
4. "Coordinated Action: A Must for the Nation's Hospitals", *Hospitals, J.A.H.A.*, March 1, 1965.
5. "The Internist and His Hospital", American Society of Internal Medicine, Panel Discussion, Chicago, IL, March 20, 1965.
6. "Blue Cross – Government Relations", BCA Annual Meeting, March 30, 1965.
7. Annual Report of the President, March 30-31, 1965.
8. Lecture at University of Chicago, Hospital Administration, April 16, 1965.
9. "The Future of Voluntary Prepayment for Health Services", Wilinsky Lecture at Harvard School of Public Health, April 22, 1965.
10. 25<sup>th</sup> Anniversary, Hospital Service of Iowa, Iowa City, IA, April 27, 1965.
11. "The Expanding World of Hospital Care", Tri-State Hospital Assembly, Chicago, IL, April 27, 1965.

**Box 159.**

1. "Voluntary Financing Mechanisms", NY Academy of Medicine Health Conference, April 29, 1965.
2. Summary of Blue Cross Association Testimony on May 5, 1965.
3. "Some Thoughts Regarding the Future of Voluntary Prepayment for Hospital & Services", Hospital Council of Greater New York, May 12, 1965.
4. "Can Blue Cross Do The Job?", Middle Atlantic Hospital Assembly, Atlantic City, NJ, May 19, 1965.
5. "Personal Philosophy of Management", Lecture at University of Minnesota, Minneapolis, MN, May 27, 1965.
6. "Development of Public Policy for Medical Care in the U.S.", Lecture at University of Minnesota, Minneapolis, MN, May 27, 1965.
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.
8. "Hospital Utilization – Whose Responsibility", 50<sup>th</sup> Anniversary of Catholic Hospital Association, St. Louis, MO, June 8, 1965.
9. "Voluntary Financing Mechanisms", Advisory Committee to Hill Family Foundation, August 10, 1965.
10. BC Internal Operations Workshop, September 8-10, 1965.
11. The Delaware Valley Hospital Council Forum, Philadelphia, PA, September 27, 1965.
12. Connecticut Hospital Association Meeting, New Haven, CT, September 28, 1965.
13. "Current Status & Plans for Implementation – The Carrier's Role", National Orientation Conference on Public Law, Chicago, IL, October 1, 1965.

**Box 160.**

1. "Voluntary Prepayment for Health Care Services, *New England Journal of Medicine*, October 2, 1965.
2. BCA Report, District V & VI Meeting, October 7, 1965 (NOTE: Includes a Kodak Super 8 Color movie reel with notation "Bob Bourland, 195").
3. "Health Insurance for the Aged: Admin. Plans & Potentials", APHA, Chicago, IL, October 19, 1965.
4. "Health Insurance & Prepayment Plans", *Medical Care*, November 1965.
5. "Where Do We Go From Here?", Enrollment Conference, Atlanta, GA, November 1, 1965.
6. "The Essentiality of Control in Health Prepayment", American Management Conference, November 9, 1965.
7. "After Medicare: Agenda for Hospitals & BC", Kansas Hospital Association, Kansas City, MO, November 12, 1965.
8. "Today's Problems in Voluntary Financing Mechanisms", *Bulletin of the New York Academy of Medicine*, Vol. 41, No. 12, December 1965.
9. AHA – Program Committee (Knowles), Chicago, January 11, 1966.
10. National Medicare Conference, Chicago, IL, January 17-18, 1966.

**Box 161.**

1. "Medicare", Lecture at Harvard Medical School, Boston, MA, January 19, 1966.
2. "Blue Cross and Medicare", AHA Midyear Conference, February 3, 1966.
3. Lecture at University of Michigan for Students in Hospital Administration, February 16, 1966.
4. Opening Remarks, AMA Voluntary Health Conference, February 17-18, 1966.
5. "Changes in the Health Environment and Implementation for Health Planning", Detroit Area Planning Council, February 23, 1966.
6. "Implementation of Medicare", Georgia Hospital Association, Jekyll Island, GA, March 18-19, 1966.
7. "New Patterns in Financing Voluntary Hospitals", New England Assembly, Boston, MA, March 29, 1966; also, Lecture at University of Minnesota, June 2, 1966.
8. Annual Report of the President, Blue Cross Association Annual Meeting, Chicago, IL, April 13, 1966.
9. Blue Shield Annual Meeting Notes, Chicago, IL, April 17, 1966.
10. "Role of Intermediary", AHA Medicare Meeting, State Association Executives, April 19, 1966.
11. "The Whole Concept of Medicare – The Fiscal Intermediary", Association of Western Hospitals, Los Angeles, CA, April 28, 1966; also, Upper Midwest Hospital Conference, Minneapolis, MN, May 4-6, 1966, Lecture at University of Minnesota, Minneapolis, MN, June 2, 1966.
12. BCA Public Relations Bulletin #27, News Release, May 1, 1966.

13. “The Whole Concept of Medicare – The Fiscal Intermediary”, Upper Midwest Hospital Conference, Minneapolis, MN, May 4-6, 1966; also, Association of Western Hospitals, Los Angeles, CA, April 28, 1966, Lecture at University of Minnesota, Minneapolis, MN, June 2, 1966.
14. Lecture at University of Michigan Management Seminar, Ann Arbor, MI, May 5, 1966.
15. “Public Policy from the Viewpoint of BC”, Lecture at University of Minnesota, June 2, 1966; based on “New Patterns in Financing Voluntary Hospitals”, New England Assembly, Boston, MA, March 29, 1966 and “The Whole Concept of Medicare – The Fiscal Intermediary”, Association of Western Hospitals, Los Angeles, CA, April 28, 1966.
16. “Personal Philosophy of Management”, Lecture at University of Minnesota, Minneapolis, MN, June 2, 1966.
17. Tennessee Hospital Association, Chattanooga, TN (spoken via telephone), June 16, 1966.
18. Earle Ludgin Business Executives Dinner, Tavern Club, Chicago, IL, June 27, 1966.
19. Coordinated Advertising Conference, University of Chicago, August 18, 1966.
20. Medicare Clinic – Part I, AHA Annual Meeting, Chicago, IL, September 1, 1966.
21. Colorado Hospital Association Annual Meeting, Colorado Springs, CO, September 30, 1966; also, Oregon Hospital Association Meeting, Gearhardt, OR, October 17, 1966, Boston Blue Cross Plan, November 9, 1966.
22. “The Private Sector of Our Market”, Enrollment – Marketing Conference, Washington, DC, October 27, 1966.
23. “Comprehensive Personal Health Care Services”, Discussion of the Report of the National Commission on Community Health Services at first general session of the 94<sup>th</sup> Annual Meeting of the American Public Health Association, San Francisco, CA, October 31, 1966.

## **Box 162.**

1. "The Private Sector of Our Market", 1966 Enrollment/Marketing Conference, Washington, DC, October 27, 1966.
2. American Public Health Association, Annual Meeting keynote speech, San Francisco, CA, October 31, 1966; includes "Health Manpower: Action to Meet Community Needs – Report of the Task Force on Health Manpower, National Task Forces Project, National Commission on Community Health Services, 1966" and "Health is a Community Affair – Report of the National Commission on Community Health Services, A Prepublication Edition Prepared for use by the 1966 National Health Forum, May 9-11, 1966" with annotation by McNerney.
3. Illinois Hospital Association Annual Meeting, Peoria, IL, November 3, 1966
4. Boston Blue Cross Plan, November 9, 1966; also Colorado Hospital Association Annual Meeting, Colorado Springs, CO, September 30, 1966, Oregon Hospital Association Meeting, Gearhardt, OR, October 17, 1966.
5. "Health Manpower", National Committee on Health Manpower, Chicago, IL, November 14, 1966.
6. "Needed Changes", H.I.B.A.C. Meeting, December 9-10, 1966.
7. "Hospital Size & Efficiency", Lecture at Ninth Annual Symposium on Hospital Affairs, University of Chicago, December 16-17, 1966.
8. "The Hospital People – The Need and The Challenge", Report by Blue Cross, 1967; "Why Hospital People Need the Nation's Help" by McNerney.

## **Box 163.**

1. "Comprehensive Personal Health Care Services", *Health Insurance*, January 1967.
2. "The Impact of Titles XVIII & XIX, Public Law 89-97", AMA Socio-Economics of Health Care, Chicago, IL, January 23, 1967.
3. Testimony, Connecticut Legislative Committee to Study Tax Exemption of Hospital and Medical Service Corporations, Hartford, CT, January 25, 1967; includes final brief submitted by Alcorn, Bakewell & Smith on behalf of Aetna, Connecticut General Life Insurance, Hartford Insurance Group, Phoenix of Hartford Insurance Companies, The Travelers Insurance Companies and brief submitted by Shepherd, Murtha and Merritt counsel to Connecticut Blue Cross, Incorporated.
4. "The Impact of Medicare", AHA Midyear Conference, February 8, 1967.
5. Progress Report on National Affairs, District IX, Phoenix, AZ, February 17, 1967.
6. Lecture at University of Michigan, Ann Arbor, MI, February 22, 1967.
7. Testimony on Social Security Amendments of 1967 (HR 5710) delivered before the House Ways and Means Committee, March 6, 1967.
8. "Where BC is Going", BCA Orientation Seminars, March 8, 1967.
9. "Industry's Mounting Medical Bill – Implications for Employees' Health Insurance Protection", 15<sup>th</sup> Annual Management Conference, University of Chicago School of Business, March 9, 1967.

**Box 164.**

1. "Financing Voluntary Hospitals in the Third Party Era", New England Hospital Assembly, Boston, MA, March 27, 1967.
2. "Comments on Utilization of Benefits Under Medicare", March 28, 1967.
3. "The First 300 Days as Intermediary for Government", Iowa Hospital Association, Des Moines, IA, April 12, 1967.
4. Annual Report of the President, Miami, FL, April 19, 1967.
5. Remarks to Press, Washington, DC, April 27, 1967.
6. AMA Board Committee, April 29, 1967.
7. "Prepayment's Task: Encourage Productivity, Stimulate Growth", *Modern Hospital*, Vol. 108, No. 5, May 1967.
8. "Financing Hospitals as a Matter of Public Policy", May 1967.

**Box 165.**

1. Telegram from McNerney to John W. Gardner, Secretary of Health, Education and Welfare in response to Gardner's telegram, May 2-3, 1967.
2. Audio tape from interview between McNerney and Hague (?), May 2, 1967 (7" reel audio tape).
3. "Social, Economic & Political Aspects of Medical Care", Lecture at University of Minnesota, May 23, 1967.
4. "Costs and Delivery of Health Services to Older Americans", Testimony prepared for the Subcommittee on Health of the Elderly, Senate Special Committee on Aging, U.S. Senate, 90<sup>th</sup> Congress, June 19, 1967.
5. "The Role of Prepayment in Achieving Effective Health Services", National Conference on Medical Costs, Washington, DC, June 27-28, 1967.
6. Video taping session, BCA Welcome at AHA Annual Meeting, August 17, 1967.
7. Video taping session, "Medicare Clinic", AHA Annual Meeting, August 21, 1967.
8. Tape – Blue Cross Association Objectives, Taped speech given Member Plans, August 21, 1967.
9. Justin Ford Kimball Award acceptance speech at AHA Annual Meeting, August 23, 1967.

**Box 166.**

1. Blue Cross Association Report to House of Delegates at AHA Annual Meeting, August 24, 1967.
2. Current and Projected Programs, Blue Cross Association, 1967-1970, August 29, 1967.
3. Testimony at Senate Finance Committee hearing on H.R. 12080, U.S. Senate, August 31, 1967.
4. 25<sup>th</sup> Anniversary New Hampshire-Vermont Hospital Service, Hanover, NH, September 12, 1967.
5. "The Challenge of Management to Blue Cross and Blue Shield Executives", BC/BS National Management Conference, Washington, DC, September 20, 1967; also District V & VI Meeting, Atlanta, GA, September 21, 1967.
6. "The Challenge of Management to Blue Cross and Blue Shield Executives", District V & VI Meeting, Atlanta, GA, September 21, 1967; also BC/BS National Management Conference, Washington, DC, September 20, 1967.
7. (1 of 2) "Improving the Effectiveness of Health Insurance and Prepayment", National Conference on Private Health Insurance, Department of Health, Education and Welfare, Washington, DC, September 28-29, 1967.
8. (2 of 2) "Improving the Effectiveness of Health Insurance and Prepayment", National Conference on Private Health Insurance, Department of Health, Education and Welfare, Washington, DC, September 28-29, 1967.

**Box 167.**

1. National Conference on Group Practice, discussion notes, October 19-20, 1967.
2. "The American Medical Center – Underachiever" or "Key Developments in Medical Economics – Their Relevance to Medical Education", Association of American Medical Colleges, New York, NY, October 28, 1967.
3. "The Current and Future Status of Health Prepayment and Insurance", Midwest Committee on Drug Investigation at University of Chicago, November 7, 1967.
4. AHA Board Meeting, Chicago, IL, November 16, 1967.
5. "Title XIX", Drake Hotel, Chicago, IL, November 20, 1967.
6. "Are Hospitals Using Capital Efficiently – A Proposal and Four Commentaries", *Modern Hospital*, December 1967.
7. "Current Events in the Health Field", HA's, Little Rock, AR, December 12, 1967.
8. Speech file, 1968 (speeches, remarks, addresses from 1967, 1968, 1972).
9. "Dynamic Interface Between Public and Private Sectors", Regional Health Planning Council, Annual Meeting, Seattle, WA, January 9, 1968.
10. "Regionalization", Regional Medical Programs Workshop, Washington, DC, January 17-19, 1968.
11. BC Proposal for Comprehensive Protection (response to request from HEW Secretary Gardner), January 22, 1968.

**Box 168.**

1. "Blue Cross Responds to Changing Patterns of Health Care", AHA Mid-year Conference, Chicago, IL, February 6, 1968; also Louisiana Hospital Association, February 21, 1968.
2. "Issues Facing Blue Cross Association and Future", Orientation for BCA Employees, Chicago, IL, February 12, 1968.
3. "Progress Report on National Affairs", District IX Meeting, Phoenix, AZ, February 15-17, 1968.
4. "Financing the American Hospital System", Paper presented at Dedication Program, Baptist Memorial Hospital, Memphis, TN, February 19, 1968.
5. "Blue Cross Responds to Changing Patterns of Health Care", Louisiana Hospital Association, New Orleans, LA, February 21, 1968; also AHA Mid-year Conference, Chicago, IL, February 6, 1968.
6. "Economics of Medical Care", Chicago Institute of Medicine Workshop, March 7, 1968.
7. "The Doctor and His Hospital", Chicago Institute of Medicine Workshop, March 8, 1968.
8. Comments at Research and Statistical Conference, Chicago, IL, March 8, 1968.
9. Report, Secretary's Advisory Committee on Hospital Effectiveness, AHA, Chicago, IL, March 13, 1968.
10. "Achieving and Assuring High Quality in Health Care – Highlights of Panel Series and Group Discussions – Paper #1-3", National Health Council, Los Angeles, CA, March 17, 1968.
11. "The Effect of Government Study Commissions in Controlling Hospital Finances", New England Hospital Assembly, New England Chapter Accountants Session, Boston, MA, March 26, 1968; also Dallas, TX, March 29, 1968.
12. Lecture at University of Michigan School of Public Health Program in Hospital Administration, Ann Arbor, MI, March 27, 1968.
13. "Challenging the Future of Blue Cross and Hospitals", BC/BS of Texas, Dallas, TX, March 29, 1968.
14. "Cost Problems Must Be Solved", *Medical World News*, April 12, 1968.



**Box 169.**

1. "Key Developments in Medical Economics", *Journal of Medical Education*, 43: 495-501, April, 1968.
2. Annual Report of the President, Annual Meeting, San Francisco, CA, April 10, 1968.
3. Walter Cronkhite CBS News Interview, April 17, 1968.
4. Response to Sir Robert Menzies, May 1, 1968.
5. "Issues Facing Blue Cross and Voluntary Health Insurance, BC/BS Management Development Institute, Ann Arbor, MI, May 17, 1968.
6. "How to Measure the Effectiveness of a Hospital", 8<sup>th</sup> Annual Hospital Administration Seminar, Veterans Administration Hospital and Greater Cincinnati Hospital Council, Cincinnati, OH, May 22, 1968.
7. 25<sup>th</sup> Anniversary, Puerto Rico Blue Cross, San Juan, Puerto Rico, May 25, 1968 (Note: includes some correspondence from prior trip in September, 1965).
8. "Dynamic Planning for Blue Cross", District XI, Pebble Beach, CA, June 4, 1968
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).
10. "The Organization and Financing of Health Services", University of Minnesota, July 19, 1968.
11. "Planning of Health Facilities and Services: A Statement of Policy, Blue Cross Association and Member Plans", September 1968.
12. Summary Remarks, Joint Product Development Conference, BCA/BS, Chicago, September 9-10, 1968.
13. "Financing and Organization of Health Services, Hospital Medical Staff Conference, Denver, CO, September 30 - October 4, 1968.

**Box 170.**

1. Introductory Remarks, 4<sup>th</sup> National Congress on Health Quackery, Chicago, IL, October 2, 1968.
2. "Financing and Organization of Health Services in the U.S.", Rotary and Kiwanas, Birmingham, AL, October 8, 1968 (includes Scotch magnetic tape RB-3, "Shrine Club")
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.
5. "How Blue Cross Can Assist in the Delivery of Health Benefits to Citizens in Depressed Areas", Chicago, IL, October 17, 1968.
6. "The Role of Insurance Plans in Private Enterprise in Ghetto Health Care", Tucker Panel at Illinois Institute of Technology, Chicago, IL, October 17, 1968.
7. Enrollment/Marketing Conference, BCA/NABSP, Miami, FL, October 22, 1968; also District V & VI Report, Hilton Head, SC, October 31, 1968.
8. "Joan Rivers Show" and "Metromedia-TV", taped in New York City on October 24, 1968
9. District V & VI Report, Hilton Head, SC, October 31, 1968.
10. "New Concepts for Hospital Effectiveness" or "Hospital Effectiveness of the Future", Oklahoma Hospital Association, Tulsa, OK, November 6, 1968.
11. "The National Blue Cross Scene", National Public Relations and Advertising Conference, Los Angeles, CA, November 11, 1968.
12. "The National Blue Cross Scene", Milwaukee Plan Dinner, Milwaukee, WI, December 2, 1968.
13. "The National Blue Cross Scene", Annual Meeting of Blue Cross of Florida, Jacksonville, FL, December 4, 1968.
14. Interview by *U.S. World and News Report*, December 9, 1968.
15. Report to the Nation, January 1, 1969.

**Box 171.**

1. Medicare Report from Secretary of Health, Education and Welfare (Cohen), January 17, 1969.
2. "Health Care and Its Future", Los Angeles Blue Cross, Palm Desert, CA, January 23-25, 1969.
3. Statement for the President's Commission on Income Maintenance Programs, Washington D.C., January 27, 1969.
4. NBC – Dorothy Gordon Youth Forum Show, New York, NY, January 28, 1969.
5. Fourth National Labor Seminar, BCA/NABSP, Chicago, IL, January 30, 1969.
6. "Does American Need A New Health System?", Economic Club, Detroit, MI, February 3, 1969 (1 of 3).
7. "Does American Need A New Health System?", Economic Club, Detroit, MI, February 3, 1969 (2 of 3).
8. "Does American Need A New Health System?", Economic Club, Detroit, MI, February 3, 1969 (3 of 3).

**Box 172.**

1. District IX Report for BCA, Chandler, AZ, February 14, 1969.
2. "Third Party Financing – Why, What, Where?", Health Industries Executive Seminar, Las Vegas, NV, March 12, 1969.
3. Cook County School of Nursing, 40<sup>th</sup> 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).
4. "How to improve medical care", interview by U.S. News and World Report, March 24, 1969.
5. "Reimbursing the Hospital", New England Hospital Assembly, Boston, MA, March 25, 1969.
6. "New Dimensions in Prepayment Benefits", Cincinnati Membership Group Annual Meeting, April 3, 1969.
7. "Major Issues in the Financing of Health /services". Rotary Club, Cincinnati, April 3, 1969.
8. Annual Report of the President, April 9, 1969.
9. BC Annual Meeting, Keynote Speech, April 10, 1969.
10. "Critical Review of Fiscal and Administrative Controls on Costs & Use in Canada", University of Chicago, AHA Headquarters, Chicago, IL, April 15-16, 1969.
11. "Creative Federalism – Partnership in Health", New York Academy of Medicine, NY, NY, April 25, 1969.
12. Colorado Hospital Service Annual Meeting, Comments to Corporate Membership, Denver, CO, April 30, 1969.
13. "Financing Health Care – Role of the Third Party in Improving Performance of Delivery Systems", 3<sup>rd</sup> General Assembly, Association of Western Hospitals, Los Angeles, CA, May 1, 1969.
14. "Personal Philosophy of Management", Public Health Lecture, University of Minnesota, Minneapolis, MN, May 27, 1969.
15. "Comprehensive Health Insurance", Group Health Institute, June 9, 1969.
16. 20<sup>th</sup> 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.

**Box 173.**

1. "The Health Administration Establishment: Underachiever", 19<sup>th</sup> 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...").
2. "Public Relations for Blue Cross", National P.R. Conference, Washington D.C., June 18, 1969.
3. "The Institute for the Study of Health and Society", Student American Medical Association, Washington, D. C., July 9, 1969 (used speech "Financing Health Care – Role of the Third Party in Improving Performance of Delivery Systems", from 3<sup>rd</sup> General Assembly, Association of Western Hospitals, May 1, 1969).
4. "BCA News and Information", videotaped for presentation at AHA Annual Convention, August 17, 1969.
5. District V and VI Annual Meeting, Biscayne, FL, September 18-20, 1969.
6. "Financing Health Care – Role of the Third Party in Improving Performance of Delivery Systems", as presented to 3<sup>rd</sup> General Assembly, Association of Western Hospitals at Western Conference of Prepaid Medical Service Plans, Sun Valley, ID, October 7-10, 1969.
7. "An Overview of National Health Insurance", President's Forum, October 15-17, 1969.
8. "Delivery of Health Services – The Major Issues", Rotary Club of Chicago, Chicago, IL, October 20, 1969.
9. "Changing the Health Care System", *American Journal of Nursing*, Vol. 69, No. 11, (Nov. 1969) pp. 2428-35.
10. "Major Issues in Health Care Delivery", The Toledo Rotary Club, Toledo, OH, November 3, 1969.
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.
12. "100<sup>th</sup> Anniversary – Providence Hospital", Centennial Banquet, Detroit, MI, November 5, 1969.
13. "M.D.s need incentives for medical efficiency", *Medical Economics*, November 10, 1969.
14. The Today Show – Interview by Hugh Downs, WNBC-TV, New York, NY, November 11, 1969.
15. "The American Health System – Its Achievements and Challenges", recorded for Forum series "American Business" for Voice of America, November 1969.

**Box 174.**

1. "Medical World News", *Medicine of the 70s*, New York, NY, December 11, 1969.
2. Retirement Dinner for Harold Maybee, Wilmington, DE, January 12, 1970.
3. "Delivery of Health Care Services", Panel of Ophthalmologists, Boca Raton, FL, January 18, 1970.
4. Society of Medical Administrators, Key Biscayne, FL, January 19, 1970.
5. "Organization and Financing of Health Care in the 1970s", University of Minnesota, as recipient of U of M Distinguished Service Award, Minneapolis, MN, January 23, 1970.
6. "Why Does Medical Care Cost So Much?", Lowell Lecture, Joint Sponsorship of Lowell Institute and Boston University Medical Center, Boston, MA, February 3, 1970; also, published in *New England Journal of Medicine*, Vol. 282, No. 26, June 25, 1970 (includes a letter from U.S. Senator and former Governor of Florida, Spessard L. Holland) – folder 1 of 2.
7. "Why Does Medical Care Cost So Much?", Lowell Lecture, Joint Sponsorship of Lowell Institute and Boston University Medical Center, Boston, MA, February 3, 1970; also, published in *New England Journal of Medicine*, Vol. 282, No. 26, June 25 – folder 2 of 2.
8. American Airlines Astrojet Golf Classic, Phoenix, AZ, February 5-8, 1970 (note: participants with Mc Nerney 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...").
9. "Prepayment Insurance and Consumer Organization", Hospital Administrators Study Society, Grand Bahamas, March 2, 1970.
10. Testimony, House Ways and Means Committee, Titles XVIII and XIX, Washington, DC, March 9, 1970.
11. "The Issue of a Health Care System", New England Hospital Assembly, Boston, MA, March 24, 1970.
12. "The Issue of National Health Insurance", Board of Governors, BCA, March 31, 1970.

**Box 175.**

1. Annual Report of the President, Annual Meeting of Members, Bal Harbour, FL, April 1, 1970.
2. "Blue Cross and Group Practice Prepayment", prepared for Annual Meeting of Members, Bal Harbour, FL, April, 1-2, 1970.
3. "A Conversation with W. J. Mc Nerney", AUPHA Dinner and Annual Meeting, Chicago, IL, April 21, 1970.
4. "Public Policy Issues – Financing & Delivery of Health Services", Alpha Omega Alpha Honor Lecture, University of Pennsylvania, Philadelphia, PA, April 29, 1970; also referred to for Johns Hopkins Medical Care Club, Baltimore, MD, May, 11, 1970.
5. "Management Reforms in the Health System – An Alternative to 'Socialized Medicine'", May 5, 1970.
6. "The Evolution of National Health Policy", Public Health Administration Seminar, Johns Hopkins University, Baltimore, MD, May 11, 1970.
7. "What are the Major Issues in Financing Health Care Services", Upper Midwest Hospital Conference, Minneapolis, MN, May 14, 1970.
8. "The Crisis in Medical & Hospital Costs", 2<sup>nd</sup> Annual Collective Bargaining Forum, New York, NY, May 18, 1970.
9. "Current Debate over National Health Insurance and the Implication for Health Prepayment", Marketing Executives Conference, Scottsdale, AZ, May 22, 1970.
10. "Blue Cross and Group Practice", Special National Meeting on Alternative Forms of Health Care, Chicago, IL, June 9, 1970.
11. "The Issue of National Health Insurance", Board of Governors, BCA, June 3-4, 1970.
12. "The Public's Health", Hilleboe Memorial Lecture, 1970 Annual Health Conference, New York State Public Health Association, Buffalo, NY, June 10, 1970.
13. "Organizing & Financing Health Services for the Future", Health Industries Association, Lake Geneva, WI, August 9, 1970.
14. "Key Public Policy Issues in the Financing and Delivery of Health Services", Hartford County Medical Association.
15. "Modern Philanthropy", United Hospital Fund of New York, New York, NY, October 5, 1970.
16. Dinner Meeting at Chicago Plan, October 27, 1970.

**Box 176.**

1. "Health Care Reforms, the Myths & Realities", Bronfman Lecture, American Public Health Association, October 29, 1970 (1 of 3) – drafts and revisions.
2. "Health Care Reforms, the Myths & Realities", Bronfman Lecture, American Public Health Association, October 29, 1970 (2 of 3) – published copies, some articles.
3. "Health Care Reforms, the Myths & Realities", Bronfman Lecture, American Public Health Association, October 29, 1970 (3 of 3) – correspondence regarding lecture.
4. "Guardian of the Nation's Cuts and Bruises: Man on the Move, Walter McNerney", *Signature*, published by Diners Club, November 1970.
5. "National Health Insurance", Detroit Blue Cross Management Seminars, November 4, 1970.
6. "The Future of Health Care in the U.S.", American Management Association Conference, Chicago, IL, November 9, 1970.
7. Blue Cross Marketing Conference, Miami, FL, November 10, 1970.
8. "Financing and delivery of health services in Britain: Impressions and questions", Oxford University Press, 1971.

**Box 177.**

1. "Wanted: A National Health Policy", 13<sup>th</sup> Annual Meeting, North Shore Senior Center, Winnetka, IL, January 18, 1971.
2. Ed Mack & Associates, January 18, 1971.
3. "Think Session on NHI", AMA Board, Point Clear, FL, January 21, 1971.
4. Statement concerning "The High Cost of Hospitalization", prepared for Subcommittee on Antitrust and Monopoly, U.S. Senate, Washington, DC, January 28, 1971.
5. "Financing and Delivery of Health Services", LA Rotary Club, Los Angeles, CA, February 5, 1971.
6. District IX Plans, Scottsdale, AZ, February 12, 1971.
7. "Aid for Blue Cross in Nixon's plan", *Business Week*, February 27, 1971.
8. "Financing and Controlling Capital Growth", HASS meeting, Runaway Bay, Jamaica, March 3, 1971.
9. "The Health Care Crisis in America", Meeting and statement given to Subcommittee on Health of the Committee on Labor and Public Welfare, U.S. Senate, Senator Edward Kennedy, Chairman presiding, Washington, DC, March 23, 1971.
10. Annual Report of the President, San Francisco, CA, April 7, 1971.
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).
13. Statement of the Blue Cross Association before the Committee on Finance of the United States Senate, Washington, DC, April 27, 1971.
14. "A Look at the Health Care Delivery System in Our Country Today", Des Moines



(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).

15. "The Organization and Financing of Hospitals and Health Services", Ireland, May 10, 1971 (note: referenced Rotary L.A. on February 5, 1971).

16. "Nation's Health Care Financing and Delivery Problems", Booz Allen & Hamilton, May 17, 1971 (note: contains copy of International Health Advisory Council Symposium, "The Organization, Administration, and Financing of Public Hospitals and Public Health Facilities", January 16-17, 1970, The Drake Oakbrook, Oak Brook, Illinois; McNerney listed as Council Member).

### **Box 178.**

1. Blue Cross Member Hospital, Washington, DC, June 2, 1971.
2. Group Health Association of American, Group Health Institute and Annual Meeting, Washington, DC, June 3, 1971.
3. North Carolina BCBS Sales & Service Conference, Myrtle Beach, SC, July 18, 1971 (note: hand written notes on file folder pieces).
4. Meeting with Howard Hiatt of Beth Israel Hospital (Harvard Medical School), Boston, MA regarding proposal for a "Health Technology Laboratory", July 23, 1971.
5. BC/BS Richmond VA, BC/BS Boards, July 29, 1971.
6. USC Hospital Administration Course, Honolulu, HI, August 14-25, 1971.
7. Kellogg/Milbank Roundtable, Philadelphia, PA, September 7-8, 1971 (note: information on Group Health Planning of Greater Philadelphia, Inc.).
8. Dedication of new building for Detroit BC/BS, September 16, 1971.
9. "Frank Groner – The National Leader", 25<sup>th</sup> Anniversary with Baptist Memorial Hospital, Memphis, TN, October 7, 1971.
10. John W. Castellucci, Retirement Luncheon and Dinner, October 8-9, 1971.
11. "Issues Confronting Carriers (Health Insurance and Prepayment) – Possible Solutions", Illinois Hospital Association, Arlington Heights, IL, October 21, 1971.
12. Statement of the Blue Cross Association before the Committee on Ways and Means, U. S. House of Representatives, Washington, DC, November 1, 1971.
13. Puerto Rico Medical Association, Panel on Health Care, San Juan, PR, November 4, 1971.
14. Health Affairs Seminar #2, Litchfield Park, AZ, November 30, 1971.
15. BCA Management Staff Meeting, Chicago, IL, December 9, 1971.

**Box 179.**

1. "The Role of Technology in the Development of Health Institution Goals and Programs", HEW Conference on Technology and Health Care Systems in the 1980's, San Francisco, CA, January 19-21, 1972.
2. "Technology and Health Care Systems in the 1980's", Proceedings of a Conference, January 19-21, 1972.
3. "The Role & Responsibility of a State in Promoting Good Health for its People", Ogilvie (Governor of Illinois) Conference, February 18-19, 1972.
4. Republican Platform Committee, Washington, DC, March 15, 1972.
5. 1972 Annual Business Meeting of Blue Shield Plans, Chicago, IL, April 8, 1972.
6. Annual Report to Member Plans, Blue Cross, Chicago, IL, April 12-13, 1972.
7. ACHA Annual Meeting, Chicago, IL, April 25, 1972.

**Box 180.**

1. "In Support of National Health Insurance", United Steelworkers of American, Conference on Prepayment & Delivery of Health Care Services, Washington, DC, April 28, 1972.
2. Kentucky Blue Cross Meeting, Louisville, KY, May 1, 1972.
3. Statement on Health Maintenance Organizations presented to the Subcommittee on Public Health and Environment, Committee on Interstate and Foreign Commerce, U.S. House of Representatives, Washington, DC, May 10, 1972.
4. "Progress Reports on National Events", Middle Atlantic Health Congress, Atlantic City, NJ, May 24, 1972.
5. "Health Education", Industrial Medical Directors Symposium, New York, NY, May 25, 1972.
6. "Forum for Medical Affairs", American Medical Association, San Francisco, CA, June 18, 1972.
7. Sun Valley Forum on National Health, Sun Valley, ID, June 26-28, 1972.
8. District IX Report, Saratoga, WY, June 29 – July 1, 1972.
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.
11. "No-fault Auto Insurance Reform: The Blue Cross View", Washington Insurance Newsletter, Inc., Vol. 13, No. 40, August 21, 1972.
12. President's Report, International Federation of Voluntary Health Service Funds, London, England, September 4, 1972.

**Box 181.**

1. "Observations on Financing of Health Services", Dallas BC Board Meeting, Dallas, TX, September 29-30, 1972.
2. President's Forum, Newport, RI, October 15-18, 1972.
3. Connecticut BC 35<sup>th</sup> Anniversary, North Haven, CT, October 26, 1972.
4. Dinner for Charles Abbott, Los Angeles, CA, October 31, 1972.
5. "Health Service Prospects: An International Survey", article produced for *Lancet* in celebration of its 150<sup>th</sup> anniversary, November, 1972 (published 1973) (1 of 3) .
6. "Health Service Prospects: An International Survey", article produced for *Lancet* in celebration of its 150<sup>th</sup> anniversary, November, 1972 (published 1973) (2 of 3).
7. "Health Service Prospects: An International Survey", article produced for *Lancet* in celebration of its 150<sup>th</sup> anniversary, November, 1972 (published 1973) (3 of 3).

**Box 182.**

1. Florida BC Meeting, Miami Beach, FL, November 27-28, 1972.
2. "Health Care Financing and Delivery in the Decade Ahead", *JAMA*, Vol. 222, No. 9, November 27, 1972 (from "Forum for Medical Affairs", American Medical Association, San Francisco, CA, June 18, 1972).
3. Health Affairs Seminar, Carmel, CA, November 28-30, 1972.
4. Speech on Name & Mark, Chicago, IL, December 6, 1972.
5. "Conference on Health Delivery Systems", Chicago, IL, December 18, 1972.
6. ASIM Meeting, Scottsdale, AZ, January 11, 1973.
7. Atlanta Rotary Club, Atlanta, GA, February 19, 1973.
8. "The Role and Financing of Investor-Owned Health Institutions", American Federation of Hospitals Meeting, February 22, 1973.
9. "What's New in Government & Politics", Princeton University, March 27, 1973.
10. "The National Health Scene", ACHA, April, 1973.
11. "Professional Standards Review Organizations", AAFMC Annual Meeting, Falmouth, MA, April 6, 1973.
12. VA Health Care Forum, Chicago, IL, April 20, 1973.
13. "Report on National Health Insurance", Annual Report of President, Hollywood, FL, May 9, 1973.

**Box 183.**

1. "The Patient's Role in National Health Insurance and the Hospital's Role in Patient Education", *Reporter*, New Jersey Hospital Association, July 1973.
2. "Evolution of Public Health Policies and Their Implications for the Pharmacist", American Pharmacy Association, Annual Meeting, Boston, MA, July 25, 1973.
3. University of Southern California Seminar, HI, August 12-16, 1973.
4. "Doctors, Hospitals and Patients: High Cost of Hospitals", WNBC-TV, August 28, 1973.
5. "Medicine Faces the Consumer Movement", *Prism*, September 1973.
6. American Osteopathic Hospital Association, Annual Meeting, Las Vegas, NV, October 15, 1973.
7. Massachusetts BC Board, Boston, MA, October 19, 1973; includes document "Report on the Environment: MA BC Plan and MA BS Plan" based on Interviews with top level executives, Aug. 29-31, 1973 re: relationship and possible consolidation of BC and BS.
8. American Congress of Rehabilitation Medicine, Washington, DC, October 23, 1973.
9. BCA-NABSP Actuarial-Statistical Research Conference , Chicago, IL, November 12, 1973.
10. "Health Services & Public Policy", Portland Oregon Rotary Club, Portland, OR, November 13, 1973.
11. "Relationship between health care delivery & socio-economic factors (Scotland's experience)", December 1973 (note: back up material only).
12. State Hospital Association Executives Forum, December 2, 1973.
13. Metropolitan Hospital Association Executives Forum, Orlando, FL, December 6, 1973.

**Box 184.**

1. Committee on Education for Health Administrators, New Orleans, LA, January 10, 1974.
2. "The Basic Issues Underlying Blue Cross System Involvement in HMOs", New York, NY, February 7, 1974.
3. "New Symbol Heralds New Era for Nation's Blue Cross Plans", February 27, 1974.
4. Meeting with Les Henry (Long-Ribicoff Bill), Washington, DC, March 19, 1974.
5. "Special Problems of Teaching Hospitals", Western Regional Council on Teaching Hospitals (of AAMC), Salt Lake City, UT, March 29, 1974.
6. Statement before the Committee on Ways and Means of U.S. House of Representatives, Washington, DC, May 3, 1974; Notes from White House Fellow Luncheon, Washington, DC, May 8, 1974.
7. IOM Spring Meeting, Washington, DC, May 8-9, 1974.
8. Annual Report, BCA Annual Meeting, San Francisco, CA, May 22-24, 1974.
9. Sixth Annual Ohio BC & BS Plan Marketing Meeting, Columbus, OH, June 7, 1974.
10. GHAA Meeting, Cleveland, OH, June 12, 1974.
11. "Challenges Facing the Blue Cross System", Public Relations & Advertising Conference, Colorado Springs, CO, July 10, 1974.
12. Iowa Blue Cross Plan Millionth Member Dinner, July 23, 1974 (includes photo of McNerney).
13. National Management Development Institute, August 30, 1974.
14. "Impact of Inflation on the Health Field", Conference on Inflation, Washington, DC, September 19-20, 1974.
15. "Preparation for Careers in General Management", Graduate School of Management of Northwestern University, Evanston, IL, September 23, 1974.
16. University of Chicago Medical School, October 4, 1974.
17. Policy Makers Conference, National Health Institute, Washington, DC, October 30, 1974.
18. "Financing & Delivery Issues", Health Resources Administration, HRA Scientific Colloquium, Dept. of HEW, Washington, DC, October 31-November 1, 1974.

**Box 185.**

1. "Financing & Delivery Issues", National Marketing Conference, Denver, CO, November 8, 1974.
2. "The Missing Link in Health Services", Association of American Medical Colleges, 85<sup>th</sup> Annual Meeting, Chicago, IL, November 13, 1974.
3. "Health Services in the United States", Moscow, U.S.S.R. (Russia), November 15, 1974.
4. "New Directions in Health Education", Health Education Conference, New York, NY, November 26, 1974.
5. "How Public is Private Giving? The Filer Commission Deliberates" NHC Forum, San Francisco, CA, December 1-3, 1974.
6. Yale Business Forum, New Haven, CT, February 11, 1975.
7. "National Health Insurance: Its Implications for the Private Sector", Institute for Hospital Trustees of the Greater Detroit Area Hospital Council, Detroit, MI, February 24, 1975
8. "Opportunities & Needs for Epidemiology & Health Stat. in the U.S.", Epidemiology Conference, Washington, DC, March 3, 1975.
9. "Perspective on NHI", IBM Meeting, Chicago, IL, March 4, 1975.
10. Health Staff Seminar, Washington, DC, April 23, 1975.
11. Council on Foundations, Chicago, IL, April 24, 1975.
12. Des Moines Plan Seminar, Des Moines, IA, April 29, 1975.
13. "The Financing of Ambulatory Care", Johnson Foundation, Chicago, IL, May 1, 1975.
14. NABSP Annual Meeting, Chicago, IL, May 17, 1975.
15. BCA Annual Report Draft, May 21, 1975.
16. BCA Annual Report, May 21, 1975.

**Box 186.**

1. Health Staff Seminar, Washington, DC, May 28, 1975.
2. Financial Analysts Federation Meeting, Chicago, IL, June 2, 1975.
3. "Financing of Hospitals – Public & Private", Maine Hospital Association, June 23, 1975.
4. Conference on Environmental Disease and National Health Policy, Virginia, August 6-8, 1975.
5. "The Leadership Challenge", American Health Congress, Chicago, IL, August 20, 1975.
6. "Blue Cross Plan Innovations Aim at Keeping People Out Of Hospital", Orthopaedic Review, Vol. IV, No. 8, August 1975.
7. "The State of the Plans", National Personnel Conference, Chicago, IL, September 17, 1975.
8. "The Role of the Executive", Twentieth Anniversary Institute, University of Michigan, Ann Arbor, MI, September 19, 1975.
9. MGMA interview with W.J. McNerney, November 1975.
10. "Comments on BC & Providers", Lawyers Workshop BCA, Chicago, October 31, 1975.
11. Comments on "Government and Health" by T.C. Schelling at Institute of Medicine, November 6, 1975.
12. Veterans Administration Forum, University of Chicago, November 14, 1975.
13. Holistic Medicine Meeting, December 10-11, 1975.

**Box 187.**

1. Martin Luther King, Jr. Dinner, Rosemont, IL, January 17, 1976.
2. "The Quandary of Quality Assessment", The J. Douglas Colman Lecture, Baltimore, MD, January 28, 1976.
3. "The Challenges Facing the Health Industry", Canyon Club Luncheon, Chicago, IL, February 10, 1976.
4. "Social, Economic & Political Forces Influencing the Health Field in the U.S.", International Federation of Voluntary Health Service Funds, Auckland, New Zealand, March 9-10, 1976.
5. Blue Cross of Indiana, Jim Herod Retirement Dinner, Indianapolis, IN, March 24, 1976.
6. "Sixty Can Be Young", Greater Cleveland Hospital Association, Cleveland, OH, March 25, 1976.
7. "Determinants of Health Status", National Leadership Conference on America's Health Policy, Washington, DC, April 29-30, 1976.
8. Annual Report, May 12, 1976.
9. Statement to 1976 Democratic Platform Committee, May 17, 1976.
10. "Background for Health Insurance Regulation – Structure of the Health Care System in the Coming Decade", American Bar Association Panel, New Orleans, LA, June 5, 1976.
11. "Health Insurance in the Medicare Years", *Public Health Reports*, July-August 1976.

**Box 188.**

1. "BC/BS National Management Development Institute", Northwestern University, September 3, 1976.
2. Wyoming Plan speech, September 7, 1976.
3. Recording for Retirement of Vernon Burt (Cleveland Plan), September 27, 1976.
4. 17<sup>th</sup> President's Forum, Atlanta, GA, October 11-12, 1976.
5. "Insuring National Health Care: The Lessons of an International Perspective", Ontario Hospital Association, October 25, 1976.
6. Annual Marketing Meeting BCA/NABSP, Atlanta, GA, October 29, 1976.
7. National Personnel Conference, Chicago, IL, November 6, 1976.
8. Bicentennial Conference on Health Policy Agendas, University of Pennsylvania, November 11, 1976.
9. Newsweek Interview, November 23, 1976.
10. AMA Commission on Costs of Medical Care, November 23, 1976.
11. Barron Grier Dinner, December 13, 1976.
12. "Role of Management in Cost Containment", U. S. Chamber of Commerce, January 27, 1977.
13. "Future Directions", Holistic Conference, New York, NY, February 15-16, 1977.
14. "Two Sides of the Same Coin, Voluntary Financing and Voluntary Management", Arthur C. Bachmeyer Memorial Address at ACHA, February 18, 1977.
15. "Environmental Forces Impacting on Hospitals", The Edward John Noble Lecture, Greenwich, CT, March 3, 1977.



**Box 189.**

1. "Contract Management – A Viable Solution to High Costs?", HASS Meeting, Carefree, AZ, March 6-11, 1977.
2. "Needed: A New Direction for our Medical System", *U.S. News & World Report*, March 28, 1977.
3. "Renewed Voluntary Spirit Needed Says Blue Cross", *Modern Healthcare*, April 1977.
4. "The Need for New Directions", American Medical Students Association, Chicago, IL, April 1, 1977.
5. "Funding Prospects Beyond 1977 (GME)", AAMC Council of Deans, Scottsdale, AZ, April 19, 1977.
6. "Managing in a Volatile Environment: The Challenge, The Response, The Implementation", National Corporate Planning Conference, New Orleans, LA, April 25, 1977.
7. Clinical Urologists, Minneapolis, MN, April 28, 1977.
8. "Financing Psychiatric Benefits in the Private Sector", American Psychiatric Association, Toronto, ON, May 5, 1977.
9. Annual Report, San Francisco, CA, May 11, 1977.
10. Hanley dinner, Cranston, RI, May 19, 1977.
11. "New Direction in Plan-Hospital Relationships", Texas Hospital Association, Houston, TX, May 23, 1977.
12. National Customer Services Seminar (BCA), June 2, 1977.
13. "Our Role for the Future in a Changing Environment", Kansas City Plan Meeting, June 7, 1977.
14. "Cost Containment from the Blue Cross Organization's Point of View", National Leadership Conference, Washington, DC, June 28, 1977.

**Box 190.**

1. BC/BS National Management Development Institute, Chicago, IL, September 2, 1977
2. Providence, September 13, 1977.
3. National Symposium on Wholistic Health Care, Oak Brook, IL, September 15, 1977.
4. BSA Board Meeting, Chicago, IL, September 17-18, 1977.
5. "Role of Industry & Intermediaries in Future of Private Sector", Duke Conference, September 21-22, 1977.
6. MES Meeting, Greenbriar, October 6-8, 1977.
7. "The Role and Perspective of the National Council on Health Planning and Development", APHA Annual Meeting Panel, Washington, DC, October 31, 1977.
8. Equal Employment Opportunity and Affirmative Action Program, Chicago, IL, November 3, 1977.
9. BC/BS Marketing Conference, New Orleans, LA, November 7, 1977.
10. Wilkes-Barre Plan Meeting, Wilkes-Barre, PA, November 10, 1977.
11. "Health Costs are Everybody's Business: The Blue Cross Viewpoint", Health Forum of Northeast Ohio, Cleveland, OH, December 8, 1977.
12. "Health Regulations", Northwestern University Panel, Evanston, IL, December 14, 1977
13. Chicago Hospital Council, December 15, 1977.
14. National Steering Committee on Voluntary Cost Containment, AMA, Chicago, IL, December 20, 1977.
15. Canadian Speech, 1976-1977 (Note, includes information on Yale Alumni
16. "Private Insurance: Problems and Perspective", Washington Journalism Center, January 18, 1978.
17. Young Health Administrators dinner speech, Washington, DC, January 18, 1978.
18. "The Significance of Cost Containment for the Blue Cross and Blue Shield Organizations", Cost Containment Conference, Chicago, IL, January 25, 1978.
19. AMA Leadership Conference, January 27, 1978.
20. Pennsylvania Blue Shield, Camp Hill, PA, February 1, 1978.
21. Northwestern University Careers Night, Evanston, IL, February 14, 1978.
22. "Factors Discouraging the Proliferation of Preventive Services", IOM Conference on Prevention, Washington, DC, February 16, 1978.
23. Voluntary Cost Containment, ACHA Congress, February 17, 1978.
24. "The Plan Provider Relationship: An Opportunity for Local Solutions to National Problems", The Sixth Annual Charles P. Cardwell, Jr. Lecture, Chicago, IL, February 17, 1978
25. HASS, Carefree, AZ, March 5-10, 1978.
26. Health Staff Seminar Presentation, Washington, DC, March 9, 1978.
27. University of Michigan Students, Ann Arbor, MI, April 13, 1978.
28. "Cost Containment – The Insurer's Perspective", American College of Physicians' Board of Governors, Boston, MA, April 15, 1978.
29. Harrisburg BC Meeting, Harrisburg, PA, April 19, 1978.
30. "New Directions in Health", Second Public Lecture, University of Leeds, England, May 2, 1978.

**Box 191.**

1. Lovelace Medical Center, Albuquerque, NM, May 5-6, 1978.
2. Annual Report to Member Plans, Chicago, IL, May 18, 1978.
3. "Health Planning and Its Many Dimensions", National Journal Conference, Washington, DC, May 23, 1978.
4. Maryland Plan Meeting, Baltimore, MD, June 6, 1978.
5. Columbia University School of Public Health, Conference on Management and Leadership Training for Women, June 8, 1978.
6. BC/BS Health Care Institute, Ann Arbor, MI, June 14, 1978.
7. "Where are we going?" IFVHSF Assembly, Toronto, ON, June 18-23, 1978.
8. "The Role of BC in Cost Containment", American Society of Hospital Attorneys, San Diego, CA, June 26, 1978 (includes certificate of participation).
9. Health Industry Manufacturers Association Board, Washington, DC, July 11, 1978.
10. Kennedy/AMA Conference, Washington, DC, July 26, 1978.
11. Blue Shield Columbus GA Plan, August 4-5, 1978.
12. Aspen Institute, August 7-10, 1978.
13. Colorado Plan Meeting, Vail, CO, August 10-11, 1978.
14. "The Environment and Health Care: Choices and Resources", National Conference on the Environment and Health Care Costs, Washington, DC, August 15, 1978.
15. National Commission on the Cost of Medical Care, AMA, August 16, 1978.
16. State Government Group Meeting, Denver, CO, August 21-22, 1978.
17. "Provider Relations: Our Critical Difference", Program Session, September 11, 1978.
18. North Carolina BC/BS, Greenbrier, September 15-16, 1978.
19. Duke Conference, Durham, NC, October 2-3, 1978.
20. MES, Sea Island, GA, October 5-7, 1978.
21. "Health Care Admin Today", ACHA Young Administrators Forum, Chicago, IL, October 11, 1978.
22. BC/BS Program Conference, Los Angeles, CA, October 12-13, 1978.
23. "Who Holds the Lid? And How?", Iowa Medical Society, Des Moines, IA, October 17-18, 1978.
24. "Cost Containment – Push or Pull?", Pennsylvania Hospital Association, Camp Hill, PA, October 19, 1978.
25. Lawyers Workshop, Chicago, IL, October 26-27, 1978.
26. Western Conference of Prepaid Medical Service Plans, Portland, OR, November 2, 1978.
27. Minnesota Plan Board, St. Paul, MN, December 6, 1978.
28. President's Report, BCA/BSA, Special Meeting of Member Plans, Chicago, IL, December 11-12, 1978.

**Box 192.**

1. "What Does the BC & BS Organization Think Should Be Done?" Health Care in America Economic Conference (BCA/BSA), San Antonio, TX, January 24, 1979.
2. FEP, Jackson Hole, WY, January 24-26, 1979.
3. "Perspective on President Carter's Voluntary Wage and Price Program...", HIMA, Boca Raton, FL, February 13, 1979.
4. Utah Leadership Conference, February 14, 1979.
5. AMA Leadership Conference, Chicago, February 16, 1979.
6. "Blue Cross/Blue Shield Act to Halt Reimbursement for Routine Tests", *American Medical News*, February 16, 1979.
7. "Management of the Third Sector in America: Challenges and Future Directions", VE Conference, Orlando, FL, February 27, 1979.
8. Congressional Black Caucus' Health Brain Trust, March 21, 1979 (Congressman Louis Stokes).
9. North Dakota Plans Meeting, Fargo/Bismark, ND, March 23-24, 1979.
10. "National Health Insurance – The Private Sector Role", State University of NY Lecture, Albany, NY, March 27, 1979.
11. "Hospital Cost Containment: Voluntary or Mandatory?", Federation of American Hospitals, Atlanta, GA, March 30, 1979.
12. S.E. Hospital Conference, New Orleans, LA, April 5, 1979.
13. "Current & Proposed Models of Health Insurance Program Alternatives", Duke University Conference, Durham, NC, April 8, 1979.
14. BC/BS CEO Forum, Chicago, IL, April 19, 1979.
15. 50<sup>th</sup> Anniversary Forum, April 19, 1979.

**Box 193.**

1. "Current National Issues: Implications for Physicians", Christ Hospital Nippert Memorial Lecture, Cincinnati, OH, June 12, 1979.
2. Cincinnati and Toledo Plan Visits, June 12-13, 1979.
3. "Where is the Health Field Headed?", Northwestern Medical School Graduation, June 16, 1979.
4. National Health Care Institute, Ann Arbor, MI, June 22, 1979.
5. Tax Aspects of Health Insurance, Testimony: Ways and Means, Washington, DC, July 10, 1979.
6. AMA Convention, Chicago, IL, July 22-26, 1979.
7. Aspen Institute for Humanistic Studies, Aspen, CO, July 22-28, 1979.
8. The Professional & Provider Relations Course, Naperville, IL, August 2, 1979.
9. "What's the Real Story on Health Care Costs?", First College of American Pathologists National Leadership Conference, Lincolnshire, IL, August 3, 1979.
10. BCA/BSA Provider Relations Forum, August 27, 1979.
11. National Association of Health Services Executives, August 28, 1979.
12. AHA Annual Meeting, VE Panel Discussion, August 29, 1979.
13. National Management Development Institute, University of Chicago, August 30, 1979.
14. "The Physician's Role in Containing Costs in the Hospital", AHA Telecast, Chicago, IL, August 30, 1979.
15. "Financing of Health Care Delivery", University of Pittsburgh, Pittsburgh, PA, September 11, 1979.
16. "The Future of Health Care in America", Texas Conference on Health, Dallas, TX, October 1, 1979.
17. James Hamilton Roast, Minneapolis, MN, October 11, 1979 (McNerney's father-in-law).
18. "Marketing Government & Private Business", Western Conference of Prepaid Medical Services Plans, Scottsdale, AZ, November 1, 1979.
19. 40<sup>th</sup> Anniversary of Rockford BCA, Rockford, IL, November 7, 1979.
20. Professional & Provider Relations Conference, Washington, DC, November 29, 1979.
21. "The Role of Business, the Provider & the Individual in Health Care", Toledo Area Chamber of Commerce; Ohio VE, November 30, 1979.
22. 50<sup>th</sup> Anniversary Symposium, Washington, DC, December 11, 1979.
23. President's Annual Report, December 13, 1979.

**Box 194.**

1. "Directions in Health Cost Containment", Blue Cross Conference on Health Economics, Portland, ME, January 18, 1980.
2. "Linkage Between Public & Private Sectors – Health", University of Chicago, January 23, 1980.
3. Illinois BC/BS, Chicago, IL, February 11, 1980.
4. "Health Care Cost Containment", Akron City Club, Akron, OH, February 14, 1980.
5. Yale Economic & Business Forum, Yale University, New Haven, CT, February 19, 1980.
6. "Health Care Cost Containment", District IX Meeting, Scottsdale, AZ, February 28-29, 1980.
7. HASS Meeting, Cancun, Mexico, March 2-5, 1980.
8. Statement on Health Incentives Reform Act of 1979, Subcommittee on Health of the Committee on Finance United States Senate, Washington, DC, March 18, 1980.
9. Comments Steve M. Weiner paper, Conference on Multi-Hospital Systems, Washington, DC, March 18, 1980.
10. "What will be the Role of Intermediaries?", Duke University, March 25, 1980.
11. AHA, Minneapolis, MN, April 4, 1980.
12. "Control of Health Care Costs in the 1980's", Sundwell Lecture, University of Michigan, April 7, 1980.
13. AMA Board, Louisville, KY, April 30, 1980.
14. "The Many Elements of Cost Control", Western Journal of Medicine, May 1980.
15. GHAA Annual Meeting, Boston, MA, May 4-8, 1980.
16. Chief Marketing Executives Conference, Key Biscayne, FL, May 18-21, 1980.

**Box 195.**

1. "The Private Sector Perspective on Health Planning", AHPA 10<sup>th</sup> Annual Meeting, San Francisco, CA, June 2, 1980.
2. 1980 National Corporate Planning Conference, Chicago, IL, June 5, 1980.
3. Voluntary Effort Key State Executive Meeting, Chicago, IL, June 9, 1980.
4. National Health Care Institute, The University of Michigan, Ann Arbor, MI, June 11, 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.
8. "Progress in Cost Containment – Experience & Results in USA", Provider Relations Forum, AHA Convention, Montreal, QB, July 29, 1980.
9. Michigan Alumni Dinner, Montreal, QB, July 29, 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.
12. "Financing and Delivery of Health Services in the USA", IFVHSF, Montreux, Switzerland, September 1980.
13. "Progress in Cost Containment – Experience and Results in the United States, IFVHSF, Montreux, Switzerland, September 22, 1980.
14. MES Report, Amelia Island, FL, October 5, 1980.
15. Hartford Foundation Board of Trustees, New York, NY, October 8, 1980.
16. American Academy for Cerebral Palsy and Developmental Medicine, Boston, MA, October 10, 1980.
17. EDP Roundtable, Williamsburg, VA, October 27, 1980.
18. "Biomedical Technology: Its Impact on Medical Education & Medical Practice", AAMC, Washington, DC, October 28, 1980.

**Box 196.**

1. Annual Report of the President, San Francisco, CA, November 6, 1980.
2. AHA Faculty Institute, AUPHA, Chicago, IL, November 13, 1980.
3. District VII Meeting, Worthington, OH, November 25, 1980.
4. "Delivery and Financing Health Care in the 80's", Los Angeles Plan, Las Vegas, NV, January 19, 1981.
5. Board of Governors Western Conference, Tucson, AZ, February 5, 1981.
6. District I Meeting, New Haven, CT, February 10, 1981.
7. International Federation of Voluntary Health Services Funds, Johannesburg, South Africa, February 16, 1981.
8. 35<sup>th</sup> Annual Meeting, BC/BS of TN, Chattanooga, TN, February 23, 1981.
9. Statement of the Blue Cross and Blue Shield Associations on S. 1968, The Health Incentives Reform Act of 1979 presented to Subcommittee on Health of the Committee on Finance United States Senate, Washington, DC, March 18, 1981.
10. Statement of the Blue Cross and Blue Shield Associations on H.R. 2480, Health Maintenance Organization Amendments of 1981 presented to Subcommittee on Health of the Committee on Energy and Commerce United House of Representatives, Washington, DC, March 18, 1981.
11. Comments on Paper by Paul Ellwood at Duke University Conference, Durham, NC, March 23-24, 1981.
12. Annual Meeting of BC/BS of Kentucky, Louisville, KY, March 26, 1981.
13. "The Role of BC & BS in Health Care in the 1980s", National Conference of Plan Coordinators, Plan Advocates and other Participants, Washington, DC, April 2, 1981
14. MES, Hobe Sound, FL, April 3-5, 1981.
15. CEO Forum, April 8-9, 1981.
16. ASIM's President Elect's Advisory Council Meeting, Williamsburg, VA, April 24, 1981.
17. "A Quest for Certainty" by Rufus Rorem, Preface, May 1981.
18. Management in Health: The MacEachern Legacy, Northwestern Seminar, Evanston, IL, May 1, 1981.
19. "The Future of Health Planning: The Blue Cross and Blue Shield Associations' Perspective", National Council on Health Planning & Development, May 8, 1981.



**Box 197.**

1. "Trends in Washington & Private Markets – How Affect Health Care Delivery & Financing in the 1980's", Airco, Madison, WI, May 13, 1981.
2. "Trends in Washington & Private Markets – How Affect Health Care Delivery & Financing in the 1980's", Ninth Annual Health Forum of Northeast Ohio, Cleveland, OH, May 15, 1981.
3. Chief Marketing Executives Conference, New Orleans, LA, May 18, 1981.
4. BC/BS National Healthcare Institute, Ann Arbor, MI, June 10, 1981.
5. Management Report to Board(s), June 18, 1981.
6. Board Information Seminar, GA and SC Plans, Hilton Head, SC, June 19, 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).
9. Western Conference Board, July 29, 1981.
10. Colorado BC/BS Boards, August 20, 1981.
11. "Consumer and Provider Behavior and the Use of Health Care Resources", Preface, September 1981.
12. Consumer Choice Program, AHA, Philadelphia, PA, September 2, 1981.
13. PR & Advertising Meeting, Los Angeles, CA, September 16, 1981.
14. "Direction Most Appropriate for a Metropolitan Community to Follow in Organizing an Area-wide Structure", Rochester, NY, September 22, 1981.
15. "The Third Party Interest in Cost and Care in the U.S.", International Hospital Federation Congress, Sydney, Australia, October 1981.
16. 1981 Distinguished Service Award (Recipient), Hospital Association of Pennsylvania, Harrisburg, PA, October 1981.
17. "What BC & BS are Doing to Meet Challenges of the Changing Environment", 1981.
18. BCA/BSA Program Conference, Washington, DC, October 1-3, 1981.
19. MES, October 9-11, 1981.

**Box 198.**

1. "The Working Role of Carrier", CEB Conference, Denver, CO, October 22, 1981..
2. Reflections on BC/BS & Future, National Utilization Review Conference, Denver, CO, October 22, 1981.
3. AYA, Yale, October 23, 1981.
4. "The Working Role of Carrier", Yale School of Management Lecture, New Haven, CT, October 30, 1981.
5. AAMC – Implementing Competition in a Regulated Health Care System, November 2, 1981.
6. Future Financing of Health Care, Iowa BC/BS Seminar, November 4, 1981.
7. Distinguished Service Awards, Anti-Defamation League, November 14, 1981.
8. Boshes Dinner, Chicago, IL, November 14, 1981.
9. Annual Report of President, November 19, 1981.(see #7 above).
10. Grantmakers in Health, Chicago, IL, December 3, 1981.
11. AMA Special Award for Meritorious Service (recipient), Las Vegas, NV, December 6, 1981.
12. "The third party interest in cost and care in the USA", World Hospitals, Volume XVIII, No. 1, February 1982.
13. "An Awareness of Social Problems in American Society", The North Shore Country Day School, Winnetka, IL, February 18, 1982.
14. University of Minnesota, Award Recipient, March 4, 1982.
15. ACHA Congress on Administration, Chicago, IL, March 6, 1982.
16. University of Michigan, Ann Arbor, MI, March 8, 1982.
17. Health Seminar, Las Vegas, NV, April 6, 1982.
18. Veterans Administration Forum, Ann Arbor, MI, April 23, 1982.
19. University of Minnesota, Minneapolis, MN, May 4-7, 1982.
20. "Health Care Coalitions: New Substance or More Cosmetics?", Michael Davis Lecture, University of Chicago, Chicago, IL, May 20, 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.

## **Box 199.**

1. "Financing Health Care: Health Insurance", Harvard Medical School Bicentennial, Boston, MA, June 9, 1982.
2. "Public Policy Issues in the Financing of Health Services", Massachusetts General Hospital Department of Psychiatry Grand Rounds, October 5, 1982.
3. "A Forecast – Facts vs. Fantasy", National Association of Children's Hospitals & Related Institutions, Chicago, IL, October 7, 1982.
4. Sisters of Mercy Health Corporation, October 14, 1982.
5. "Role & Responsibility of G(sp?) & Trustees", Evangelical Hospital Association, Lake Geneva, WI, October 16, 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.
7. "Historical & Social Perspective of the US Health Care System", Johnson & Johnson Reimbursement Seminar, Washington, DC, November 17, 1982.
8. "Key Issues Facing Health Insurance Industry", Control Data Corporation, Dallas, TX, November 18, 1982.
9. "The Politics of Health Care", JFK School of Government, Harvard University, Boston, MA, November 22, 1982.
10. Northwestern University, Marketing Conference, Evanston, IL, December 1, 1982.
11. "Will Funding Cutbacks Force Hospitals to Abandon Care for the Needy?", SE Hospital Conference, Atlanta, GA, December 4, 1982.
12. "A Perspective on the Health Care Environment in the 1980s", SMHC Trustee Seminar, Farm Hills, MI, December 9, 1982.
13. "Fringe Benefits are Out-of-Hand: What Business & Industry can Do About It", Northwestern University Associate meeting, Chicago, IL, January 13, 1983.
14. "A Two Tier System of Health Care", presented at Duke University, March 14, 1983.
15. ACHA Breakfast, Utah Hospital Association Convention, Salt Lake City, UT, March 25, 1983.
16. "The Sole Hospital: Essentials of Survival", NE Assembly, Boston, MA, March 29, 1983.
17. "The Economic Crisis in Health Care – Causes and Cures", Conference of Business Economists, New York, NY, May 6, 1983.
18. Thirteenth Annual Meeting, Hill Health Corporation, New Haven, CT, May 11, 1983.
19. Rush University, Students in Health Administration, Chicago, IL, May 24, 1983.
20. "The Future of Health Care and the Hospitals' Role", Michigan Hospital Association, Boyne Falls, MI, May 26, 1983.
21. "Social and Ethical Considerations", The Malcolm T. MacEachern Symposium "Strategic Responses to a Dynamic Environment: New Directions in Health Care Management", Evanston, IL, June 2-3, 1983.
22. "Changing Trends in Health Care Delivery & Financing", American Society of Hospital Pharmacists, Detroit, MI, June 7, 1983.
23. "Future Options: The Economic and Strategic Outlook for Hospitals", American Hospital Publishing Company, Chicago, IL, June 10, 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.
26. BCA/BSA of Iowa Annual Meeting, Lake of the Ozarks, MO, September 7, 1983.
27. Hospice Symposium, Horizon Hospice, Chicago, IL, September 23, 1983.
28. "Introduction: Financing ambulatory health care services", 1984.
29. Comments – Karen Davis Paper, n.d.

**Box 200.**

**(1977 – 1981)**

1. Funding Prospects Beyond 1977, April 19, 1977.
2. "Where Is the Health Field Headed?", June 16, 1979.
3. "Provider Relations: Our Critical Difference - A Time For Recommitment to Its Purpose & Potential", August 2, 1979.
4. BC/BS Annual Report of the President, presented by Walter McNerney, December 13, 1979.
5. Statement of BC/BS on S.1968, The Health Incentives Reform Act of 1979 to Subcommittee on Health of the Committee on Finance of the United States Senate by McNerney, March 18, 1980.
6. "Issues in Health Care for the 1980s", Sundwall Lecture, University of Michigan, April 7, 1980.
7. "NHI, Where Is It Headed?", BC/BS Program Conference, August 21-23, 1980.
8. "Current Challenges", BC/BS Institute at University of Michigan, June 11, 1980 and National Management Development Institute" at Northwestern University, August 29, 1980.
9. "The Major Issues in Research", Independent Sector National Conference on Philanthropy at Washington D.C., October 22, 1980.
10. "Biomedical Technology: Its Impact on Medical Education and Medical Practice", October 28, 1980.
11. Opening Remarks, BC/BS Demand Conference, April 6-7, 1981.
12. "Managerial Challenges for the Future as Seen by Walter J. McNerney: A Financier of Health Services", Management in Health: The MacEachern Legacy at Northwestern University, May 1, 1981.
13. "What BC/BS are doing to Meet Challenges of the Changing Environment", Prog. Conference of Plans at Washington D.C., October 3, 1981.
14. "Reflections on BC & BS Plans and the Future", October 22, 1981.
15. "The Working Role of the Carrier", CEB Conference at Denver, CO, October 22, 1981.
16. "Health Planning in an Age of Uncertainty", Conference on Future Options for Health Planning at Chicago, IL, November 9, 1981.

## **Box 201.**

### **(1982 - June, 1983)**

1. BC/BS Annual Report of the President (final for McNerney), January 18, 1982.
2. "Health Issues for the 80s", Travenol-Baxter, January 18, 1982.
3. "The Debate: Paul Roberts vs. Lester Thurow", ACHA, March 4, 1982.
4. "The Cost-Shifting Realities of 1982", American Health Planning Association at Arlington, VA, March 8, 1982.
5. "American Scene", Department of Health & Social Security, London, England, March 23, 1982.
6. Health Seminar, Las Vegas, NV, April 6, 1982.
7. "Healthcare Coalitions: New Substance or More Cosmetics", Michael Davis Lecture, University of Chicago, May 20, 1982.
8. "How Can Economics Change Medicine: A Dialogue", University of Illinois Medical Center Centennial, June 3, 1982.
9. "Financing Health Care: Health Insurance", Harvard Medical School Bicentennial, June 9, 1982.
10. Pittsburgh (PA) Meeting, July 29, 1982.
11. University of Michigan Executive Committee, Medical Center/University Officer's Seminar, September 7, 1982.
12. "Historical & Social Perspective of the U.S. Health Care System", Johnson & Johnson Officer's meeting at Washington D.C., November 17, 1982.
13. "Key Issues Facing Health Insurance Industry", Control Data Corporation at Dallas, TX, November 18, 1982.
14. "The Politics of Health Care, 1982", JFK School at Harvard, November 22, 1982.
15. Marketing Conference, Northwestern University, December 1, 1982.
16. "Will Funding Cutbacks Force Hospitals to Abandon Care for the Needy", Southeastern Hospital Conference at Atlanta, GA, December 4, 1982.
17. "A Perspective on the Health Care Environment in the 1980s", Sisters of Mercy Health Corporation Trustee Seminar at Farm Hills, MI, December 9, 1982.
18. "Taking Advantage of the Competitive Environment: Action Steps for Lowering Healthcare Benefit Costs", Henry Ford Hospital Seminar at Detroit, MI, December 13, 1982.
19. FMC Corporation, December 28, 1982.
20. Midwest Business Group for Health, January 21, 1983.
21. "A Two Tier System of Health Care: Are We Headed Toward One System for the Privileged and Another for the Underprivileged?", Duke University, March 14, 1983.
22. "Issues Involved in Implementing the Service Mission of Hospitals in a Competitive Health Economy", Multi-hospital Systems Leadership Retreat at Carefree, AZ, March 16, 1983.
23. PPO, Scottsdale, AZ, April 21, 1983.
24. "Health Care Fringe Benefits Out of Control: What Can Top Management Do About It?", Sisters of Mercy Health Corporation Business Leadership Breakfast at Ann Arbor, MI, April 26, 1983.
25. HRET Meeting - Commonwealth Fund, April 26, 1983.
26. "Impact of Legislative and Competitive Changes on the Health Care System", Arthur

Andersen & Company Health Care Industry meeting, April 28, 1983.

27. "Community Responsibilities in an Era of Competition and Funding Cutbacks", Society for Hospital Planning of the American Hospital Association at Hilton Head Island, SC, May 2, 1983.

28. Health Care Client Seminar for Seyfarth, Shaw, Fairweather & Geraldson, May 5, 1983.

## **Box 202.**

### **(July, 1983 - June, 1984)**

1. "Ballooning Health Benefit Costs & Industry's Response", AHA Annual Convention at Houston, TX, August 2, 1983.
2. "The Future Role of Insurers and Employers in the Marketing Channel". Northwestern University, March 7, 1983.
3. "Hunting for Solutions: Are DRGs Just Another Potshot?" *The Internist*, August, 1983
4. "The Changing Health Care System in the U.S.". Northwestern University, August 18, 1983.
5. "The Changing Environment & Leadership Challenges", Alleghany General Leadership Conference, September 19-20, 1983.
- 6 "Implications of Ideology for Health Services in the United States". Univ. of Wisconsin, September 23, 1983.
7. "The Myths and Realities of Health Care Cost Containment". Ohio State University, September 26, 1983.
8. "Alternate Delivery Systems: An Overview", Fairfax Hospital at Falls Church, VA, September 27, 1983.
9. "Changes We Can Expect in the Delivery & Financing of Health Care in the 1980s", Providence Foundation of Seattle at Seattle, WA, October 5, 1983.
10. University of Minnesota Alumni Association/Foundation, October 11, 1983.
11. "Turbulent Times: Opportunities Thru (sic) Innovation", University of Minnesota Alumni 12th Biennial Institute, October 12, 1983.
12. MES meeting, October 14, 1983.
13. "Assessing the Health Care Environment". AOHA, Lake Tahoe. Oct. 17, 1983.
14. Sisters of Mercy Health Corporation Physicians Advisory Council, October 28-29, 1983.
- 15.. How employers Can Get Better Value for Their Health Benefit Dollar". Univ. of New Mexico, Nov. 2, 1983.
- 16 "Environmental Assessment for Trustees". Catholic Hospital Association, Philadelphia, Nov. 3, 1983.
17. "What Lies Ahead in Health Services". SMS Forum, Scottsdale, Nov. 7, 1983.
18. "Business Initiatives in Controlling Health Care Costs: Connecticut in Perspective". Univ. of Connecticut, Nov. 17, 1983.
19. "New and Emerging Payment Systems", State Hospital Association Executive's Forum at Lake Buena Vista, FL, December 5, 1983.
20. "The Future of Health Services Research". Univ. of North Carolina, Dec. 16, 1983.
21. "Tension Between Efficiency, Justice". *Financier*, December, 1983.

22. "Health Care in the 1990s: Trends and Strategies", American College of Hospital Administrators and Arthur Andersen & Company, 1984.
23. Keynote Address: National association of Private Psychiatric Hospitals. Palm Springs, Jan. 16, 1984
24. "USA: Cost Control Strategies", January 23, 1984.
25. "Critical Underlying Issues Affecting the Financing and Delivery of Health Care for the Elderly", HRET Conference at San Diego, CA, February 13, 1984.
26. "Fundamentals of Hospital Trusteeship". Northwestern Univ., Feb. 18, 1984.
27. "Controlling Health Costs". Salt Institute, Feb. 23, 1984.
28. "The Rationale for Siting (sic) Advanced Health Technologies at Home", European Policy Forum and WHO at Brussels, Belgium, March 1, 1984.
- 29.. "Regulation vs. Competition: Understanding Each", New Jersey Hospital Association at Caneel Bay, Virgin Islands, March 21, 1984.
30. "The Financing and Delivery of Health Care". Sisters of Providence, San Diego, March 25, 1984.
31. Greater New York Hospital Association Annual Meeting, April 13, 1984.

**Box 203.**

**(April 1984 –June 1995.)**

1. "Are Health Care Costs Out of Control: The Issues & the Remedies", Northwestern University Seminar Day, April 14, 1984.
2. "The Need for Joint Strategies for Hospitals and Physicians", Orange County Hospital Association/Medical Society at Newburgh, NY, May 1, 1984.
3. "Corporate Unbundling & the Increasing Development of Non-Institutional Health Services - Implications for Hospital/Insurance Relations", United Hospital Funds of New York, May 11, 1984.
4. "Impact of Prospective Pricing & Alternate Delivery Systems on Health Care in the Future", Council of Medical Specialty Societies, May 14, 1984.
5. "Profit & Social Responsibility: The Unique Challenge of Health Care Administrators", University of Washington Alumni Association, May 25, 1984.
6. GHC, May 28, 1984.
7. "Environmental Assessment 1984: Hospital/Physician Collaboration for Improved Resource Utilization", The Hospital Research and Educational Trust, AHA, June 1984.
8. "Competition/Cooperation - How Can They be Reconciled?", Massachusetts Hospital Association, June 7, 1984.
9. "Charity Care: Ethical and Financial Issues", National Congress of Governing Boards - AHA, June 9, 1984.
10. "Environmental Assessment for Decision Makers of Catholic Health Care Facilities", Catholic Hospital Association at St. Louis, MO, June 12, 1984.
11. "Collective Imperatives: Individual Challenges", Healthcare Financial Management Association, June 18, 1984.
12. "Environmental Assessment of Decision Makers of Catholic Health Care Facilities", St. Vincent's Hospital at Portland, OR, July 18, 1984.
13. "Health Care Industry", Leadership Education and Development (LEAD) Program in Business, July 19, 1984.
14. "Refocusing Our Strengths", 13th Annual Health Affairs Conference, Health Central Corporation, August 17, 1984 (see Intermountain, June 21, 1984 file for additional parts of speech).
15. "Business/Labor Coalitions and Price Competition", Johns Hopkins Hospital, September 1984.
16. "The American Experience: Home Care & Health Systems in the U.S.A.", Prospective & Santé Publique at Versailles, France, October 11, 1984.
17. "Health Care Policies and Procedures: Recent U.S. Trends and Future Prospects", Travenol Invitational Seminar, London, England, October 12, 1984.



18. "Overview of Future Environment of Healthcare and Hospitals - Changes in Delivery System National, Regional & Local", Board Retreat of SCHA at Asheville, SC, October 17, 1984.
19. "Transition for Success", American Society for Nursing Service Administrators, October 21, 1984.
20. Providence Medical Center at Portland, OR, October 22, 1984.
21. "DRG Fallout: Implications for the Pathologist and Health Care Systems", College of American Pathologists at New Orleans, LA, October 28, 1984.
22. "Future Health Care Trends - Where, Why & How?", Robert T. Jones Lecture at Arnot-Ogden Memorial Hospital at Elmira, NY, October 30, 1984.
23. Gaylord W. Anderson Memorial Lecture at University of Minnesota at Minneapolis, MN, November 8, 1984.
24. Council of Medical Specialty Societies Assembly at Chicago, IL, November 20, 1984.
25. Kidder Peabody, November 27, 1984.
26. Meeting with Gregory S. Slater, MD, November 28, 1984.
27. Mediflex Staff Meeting, December 17, 1984.
28. National Executive Service Corps - Hospital Program at New York, NY, December 20, 1984..
29. "Impact of Increasing Competition on Ability of Providers, Employers, Insurers and Government to Finance Uncompensated Care - And to Assure Reasonable Access for the Medically Disadvantaged", American Medical Care and Review Association and National Governors Association, January 16, 1985.
30. GHC Management Retreat and Sisters of Mercy Health Corporation Retreat, January 21-22, 1985.
31. Hospital Administrators' Study Society, February 25, 1985.
32. Fairview General Hospital Trustee Retreat at Cleveland, OH, March 16, 1985.
33. "Factors That Have Shaped the Medical Market Since 1965", House Committee on Ways and Means and Congressional Research Service of the Library of Congress Retreat at Ponte Vedra, FL, March 23, 1985.
34. "Health Care: Environmental Issues, Future Prospects", Sun Alliance Second Annual Trustee Forum at Isle of Palms, SC, April 9, 1985.
35. Mount Carmel Hospital - Sisters of Mercy Health Corporation, April 16, 1985.
36. Intermountain Healthcare, Inc., Tenth Anniversary Board/Physician Seminar at Salt Lake City, UT, April 18, 1985.
37. "Health Care Diversification Strategies for the 90s", Chicago Health Executives Forum, May 2, 1985.
38. Arnot-Ogden Memorial Hospital, May 17, 1985.
39. University of Michigan Medical Center Retreat, June 25, 1985.

**Box 204.**

**(July 1985 - Correspondence, 1982-1985)**

1. Upjohn Company meeting, September 5, 1985.
2. "Ethical Issues in the Era of Cost Containment", Ingalls Health System, September 6, 1985.
3. Ron Secours Health System, September 12, 1985.
4. St. Joseph Mercy Hospital at Clinton, IA, October 7, 1985.
5. "The Insurance Perspective and Overview", Institute for the Advancement of Health at Tarrytown, NY, October 9-10, 1985.
6. Hamilton Society Dinner, October 11, 1985.
7. "New Partnerships for Health Care Delivery", Council on Employee Benefits at Washington D.C., October 17, 1985.
8. Property-Casualty Insurance Council's Fall Meeting at New York, NY, October 24, 1985.
9. The Valley Hospital Trustee/Medical Board Retreat, NJ, October 25, 1985.
10. "Perspectives on Cost Containment in the U.S.", Foothills Hospital & Community College of Health Care Executives, October 31, 1985.
11. "Innovation in Managing Health Care Costs: Purchasing Care in Tomorrow's Market", Innovations & Alliances by Puget Sound Health Systems Agency at Seattle, WA, November 19, 1985.
12. American Academy of Orthopedic Surgeons Committee Meeting, January 10, 1986.
13. "Have the Major Adjustments Been Made or Are There More to Come?", American College of Cardiology 1986 Government Relations Symposium at Atlanta, GA, March 12 1986.
14. "Not-For-Profit Values and Competition - Can & Should There Still Be a Difference?" Sun Alliance Third Annual Trustee Forum, March 15, 1986.
15. "Financial Issues", University of Toronto Student Exchange Seminar, March 27, 1986.
16. "Why It Is Becoming Increasingly Important for Specialty Societies to Develop and Publish Ranges of Appropriate Patient Care", Council on Medical Specialty Societies, September 25, 1987.
17. "Demise of Cost-Based Payment", n.d.
18. "Illinois BC/BS", n.d.
19. "Implications of Reports for Future", n.d.
20. "Can Medical Centers Service", Johns Hopkins Seminar, n.d.
21. "Local Health Care Strategy for the 70's: The Role of the Health Maintenance System", Institute on Local Health Care Systems, n.d.
22. "Personal Reflections", National Conference on Health Policy and Quality of Care for Older Americans, n.d.
23. "The Social Transformation of American Medicine" (Paul Starr), Evanston Hospital, n.d.
24. "Stories", 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.
28. Letters from/to James Conner S.J. *re* possible talk at Woodstock theological Center, 1995.

**Speech Reference Material - McNerney's handwritten notes on speeches/articles by others**

**Box 205.**

1. Outline - Speech to BC/BS Board of Michigan Plan by Bernard R. Tresnowski, July, 1983.
2. "Selective Contracting for Health Services in California: A Policy Perspective" by Lucy Johns, May 19, 1985.
3. Connors, Schumacher/McCutcheon, Hernandez, National Health Care Industry Trends, January 23, 1986.
4. "Physicians & Hospitals: The Great Partnership at the Crossroads" by Andrew G. Wallace, n.d.
5. "The Future of Work and Health", by Clement Bezold and Rick Carlson, February 1985 (with request for comments/edits).
6. Works by others for reference, miscellaneous, various dates.
7. "Financial Strategies for Survival of Catholic Health Care Facilities" by James F. Hull for Catholic Health Association, February 10, 1982.
8. Outline of remarks by Alain C. Enthoven at National Council on Health Planning and Development, March 18, 1982.
9. "DRG Evaluation Volume I: Introduction and Overview, June 1982" by Jeffrey Wasserman.
10. "Recent and Potential Trends in Health Care Capital Investment by John D. Valiante for National Council on Health Planning and Development, July 8, 1982.
11. "Private Sector Initiatives in Controlling Health Care Cost" by Montague Brown for the Health Policy Institute Conference, December 9, 1982.
12. "A Briefing on DHHS' Prospective Payment Proposal" by Allen Dobson for George Washington University, March 4, 1983.
13. "Some Thoughts about the Past, the Present and the Future" by John Alexander McMahan, June 8, 1984.
14. "Final Report of the Blue Ribbon Panel on Sizing Department of Defense Medical Treatment Facilities", June 28, 1985.
15. "To Vertically Integrate or Not?" by John G. King for the Healthcare Executives Study Society, February 1986.

**Box 206.**

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

**Box 207.**

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

**Box 208**

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

**Box 209.**

1. Reference Material, various dates.
2. Reference Material, various dates.
3. 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*.
  - d. "Managing for the Future: Enriching the Collaboration Between Management and Health Service Research. Eisenberg (Stuart?) and McNerney (Part 3 Only).

**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.**

1. Interoffice Memos, 1961-1963.
2. Correspondence, 1962.
3. Correspondence, 1963.
4. Correspondence, 1964.
5. Correspondence *re* Speeches, 1961-1963.

**Yale University Material  
2007-19 (One Box, #211)**

**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.**

1. Correspondence, 1982-1986.
2. Alumni Fund Raising, 1987-1991.
3. School of Medicine Special Report, 1988-1995.
4. Dean's Council, 1991.

## **Oversized Material**

### **Box 212.**

1. "An Evaluation of the Concept of Regionalization". Bureau of Hospital Administration- University of Michigan, 1960. (2007-8).
2. Actual Budget of May 1981. (2007-13)
3. CY 1981-1982 Program Worksheets. (2007-13)