



The CMS Oral History Series

Short Biographies of Oral History Program Interviewees
in alphabetical order

During 1995–1996, Professor Edward Berkowitz, of the History Department at George Washington University, and some of his graduate students, conducted a series of oral history interviews for the Health Care Financing Administration (HCFA). This series focuses on the early years of Medicare and Medicaid and the creation of HCFA in 1977.

The following is an alphabetical list of brief biographies of the oral history program interviewees.

Brian Biles, M.D. – Staff director of the Subcommittee on Health, of the Committee on Ways and Means, of the U.S. House of Representatives (1986–1993). He currently serves as professor in the Department of Health Services Management and Policy at George Washington University. He received a medical degree from the University of Kansas and has devoted his life to the field of health policy. He has extensive service on Capitol Hill, including professional positions on the Senate Labor and Public Welfare Subcommittee on Health and the Subcommittee on Health of the Committee on Ways and Means (for which he served as staff director for seven years). He has also worked on the state level as secretary of the Maryland Department of Mental Health and Hygiene from 1983 to 1986 and on the federal level with the Assistant Secretary for Health in the Department of Health and Human Services. Before coming to academia, he was a Senior Vice President at the Commonwealth Fund.

Fred Bohen - Executive Secretary to Secretary Joseph Califano (1977–1979), Assistant Secretary for Management and Budget (1979–1981), Department of Health, Education & Welfare during the Carter Administration. Educated at and contributed to the development of Princeton University's Woodrow Wilson School of Public and International Affairs. During the Johnson Administration, assisted

Joseph Califano with the Heineman Commission. Unsuccessfully ran for Congress (1972, 1974). Chief Executive of the Rockefeller Institute; worked with the Ford Foundation, and Carnegie Commission on Higher Education.

Sheila Burke - Chief of Staff (and other positions) to Senator Dole (spent nearly two decades working for Senator Dole). Currently the Deputy Secretary and Chief Operating Officer for American Museums and National Programs at the Smithsonian Institution, received her M.P.A. from Harvard University. Trained as a nurse, she went to work with Senator Robert Dole (R-Kansas) as an advisor on health policy and ultimately served as Chief of Staff to Senator Dole in the Office of the Republican Leader. After her service with Senator Dole, she became Executive Dean at the John F. Kennedy School of Government at Harvard. As a staff member of the Senate Finance Committee, she assisted Senator Dole on important health legislation, such as the Medicare prospective payment system and much of the health care cost containment legislation of the 1980's. She currently serves as a member of the Medicare Payment Advisory Commission.

Joseph Califano - Secretary, Department of Health, Education & Welfare (1977–1979) during the Carter Administration. Served as a top civilian aide to Defense Secretary Robert McNamara during the Kennedy Administration, and as President Johnson's Special Assistant for Domestic Policy. After leaving the government in 1979, became President of the Center on Addiction and Substance Abuse at Columbia University, adjunct professor of public health at Columbia University's Medical School and School of Public Health, and a member of the Institute of Medicine of the National Academy of Sciences. Author of nine books, including *Governing America* (Simon and Schuster, 1981), *America's Health Care Revolution: Who Lives? Who Dies? Who Pays?* (Random House, 1986); *The Triumph and Tragedy of Lyndon Johnson: The White House Years* (Simon and Schuster, 1991); and *Radical Surgery: What's Next for America's Health Care* (Random House, 1995).

Hale Champion - Undersecretary, Department of Health, Education and Welfare (1977–1979), Chairman of the National Commission for Health Insurance during the Carter Administration. Other positions include: Financial Vice President, Harvard University; Vice President of Finance and Operations, University of Michigan; Director, Boston Redevelopment Authority. Lecturer in Public Policy, and former Executive Dean, JFK School of Government.

Jay Constantine - Congressional Staff (1962–1981). Joined Senate Aging Committee in 1962, Senate Finance Committee in 1965, and retired from the Finance Committee in 1981. Senior research analyst with the Blue Cross Association prior to working for Senator McNamara. In the early 1960s, Research Director for the report evaluating the Kerr-Mills program for the Senate Committee on Aging.

Rick Cotton - Deputy Executive Secretary to Fred Bohen, Department of Health, Education & Welfare during the Carter Administration. Responsible for health policy issues in HEW during the Carter Administration. Other positions include: clerked for two judges in Washington, a lawyer for the legal services program, taught law for a year, and worked for an environmental law organization.

Carolyn Davis - Administrator, Health Care Financing Administration (1981–1985) during the Reagan Administration. Served under Secretaries Schweiker and Heckler in the Department of Health and Human Services. Prior to becoming Administrator, Dean of the School of Nursing and Associate Vice President for Academic Affairs at the University of Michigan. After leaving the government, served as manager of health care at Ernst & Young, and an elected member of the Institute of Medicine, National Academy of Sciences.

Karen Davis - Deputy Assistant Secretary for Planning and Evaluation, Department of Health, Education and Welfare, and Department of Health and Human Services (1977–1980). At the end of the Carter Administration under Secretary Harris, became Administrator of the Health Resources Administration (1980). Prior to the Carter Administration, worked in the Medicare research division of the Social Security Administration, research associate at the Brookings Institute, and a visiting lecturer at Harvard University. After leaving government, became Chairman of the Department of Health Policy and Management at the School of Hygiene and Public Health at the Johns Hopkins University. Subsequently became President of The Commonwealth Fund, President of the Association for Health Services Research (AHSR), a member of the governing Council of the National Academy of Sciences' Institute of Medicine, and a member of the Kaiser Commission on Medicaid and the Uninsured.

Nancy-Ann DeParle - Administrator of the Health Care Financing Administration (1997–2000). Born and raised in Tennessee, she attended the University of Tennessee at Knoxville, graduating first in her class and winning election as student body president. She received her law degree from Harvard and became a Rhodes Scholar. She then

entered private law practice in Nashville before being selected by Governor Ned McWherter as Tennessee's Commissioner of Human Services, a post that she held from 1987 to 1989. Moving to Washington, she once again went into the private practice of law but received a call from the Clinton administration to become an associate director of the Office of Management and Budget. In this position, she oversaw all budget and policy matters related to federal health programs. After leaving the post of HCFA Administrator, DeParle became a health care consultant, senior advisor to JP Morgan Partners, and an adjunct professor at the University of Pennsylvania's Wharton School.

Bob Derzon - The first Administrator of the Health Care Financing Administration (1977–1978) during the Carter Administration. Prior to government service: served at New York University Medical Center, was the first Deputy Commissioner of the New York City Municipal Hospital System, and Director of the University of California at San Francisco Medical Center. After leaving the government, Senior Vice President of Lewin VHI and senior scholar at the Institute of Medicine, National Academy of Sciences.

David Durenberger - Senator from Minnesota (R, 1978–1995); born in St. Cloud, Stearns County, Minn., August 19, 1934. Graduated from St. John's University 1955 and University of Minnesota Law School 1959; admitted to the Minnesota bar in 1959 and commenced practice in St. Paul; served in the United States Army 1956–1963. He was elected in a special election on November 7, 1978, as a Republican to the United States Senate to complete the unexpired term of Hubert H. Humphrey ending January 3, 1983; reelected in 1982 and again in 1988 and served until January 3, 1995. He played a key role at the Senate Finance Committee on a number of Medicare bills including the enactment of physician payment reform in 1989 and the Medicare Catastrophic legislation in 1988. He was chair of the Select Committee on Intelligence (Ninety-ninth Congress); senior counselor with APCO Associates, a consulting firm in the District of Columbia, since 1995.

William Fullerton - The first Deputy Administrator of the Health Care Financing Administration, during the Carter Administration. Worked for the Social Security Administration in 1951 in the Division of Field Operations and assisted in launching the Medicare program (1961–1965). Executive Secretary, Health Insurance Benefits Advisory Council where SSA consulted with stakeholders in launching the Medicare program. Assistant Commissioner on Aging in the Administration on Aging (1966), worked at the Congressional Research

Service (1967–1970), and hired as permanent staff on the Ways and Means Committee (1970–1977).

Clifton Gaus - Administrator of the Agency for Health Care Policy and Research during the Clinton Administration. Served in the Department of Health Education, and Welfare during the Carter Administration. This interview has not been released by Mr. Gaus for public use.

Paul Ginsberg - The first Executive Director of the Physician Payment Review Commission (1986–1990s). Served in the Department of Health, Welfare and Education in the late 1960s, worked on the Economic Stabilization Program in 1972. Joined the Congressional Budget Office (1978–1984). After leaving the government in 1984, joined RAND, before returning to work for the Physician Payment Review Commission (PPRC) in 1986. President of the Center for Studying Health System Change, sponsored by the Robert Wood Johnson Foundation.

Louis Hays - Acting Administrator, Health Care Financing Administration during the Bush Administration (1989); Acting Deputy Administrator, Health Care Financing Administration during the transition to the Clinton Administration (1993). Joined the Department of Health, Education and Welfare in 1973. Head of the Child Support program (1975–1981), subsequently in the White House Office of Domestic Policy. In 1986, became Associate Administrator for Operations, Health Care Financing Administration.

Benjamin Heineman - Executive Assistant to Secretary Califano, and Acting Assistant Secretary for Planning and Evaluation, Department of Health Education and Welfare during the Carter Administration. Before joining the government, worked at the Center for Law and Social Policy. Since leaving the government, authored books on British race relations and the American presidency. Senior Vice President, General Counsel and Secretary of General Electric. Member of the Council of the American Law Institute.

Arthur Hess - Deputy Commissioner and Acting Commissioner of the Social Security Administration under Secretary Weinberger, first Social Security Administration Director of the Bureau of Disability Insurance, and First Director of Health Insurance. Recruited by the Social Security Administration in 1939, worked in the Bureau of Old Age and Survivors' Insurance (part of the Social Security Board in 1944), in the Office of Management and Planning, the Division of Program Analysis,

and the Division of Disability Operations. Played a key role in launching the Medicare program.

William Hsiao - Acting Chief Actuary for Medical Programs at the Social Security Administration during the Nixon Administration. Did actuarial work for Connecticut General Life Insurance. Recruited in 1968 by the Social Security Administration's Office of the Actuary. After leaving government service for Harvard University, served as an independent actuarial consultant for the House Ways and Means Committee and the Senate Finance Committee. Assisted in the design of President Carter's national health insurance program. In 1976, awarded a research contract by the Health Care Financing Administration (HCFA) to study competition in the physician marketplace. In 1986, awarded a HCFA research contract to lead a team of physicians and others to develop the resource-based relative value schedule (RB-RVS). In 1989, Congress enacted the RB-RVS into law as part of physician payment reform legislation.

Chip Kahn – Staff Director, House Ways and Means Committee (1996–1998). He currently serves as President of the Federation of American Hospitals. Early in his career, he directed the Office of Financial Management Education at the Association of University Programs in Health Administration. He then established himself as a Congressional staff member concerned with health issues. He served as an advisor to Senator David Durenberger (R-Minn) and Senator Dan Quayle (R-Indiana). Between 1986 and 1993, he worked as minority health counsel for the House Ways and Means Health Subcommittee. In 1993 Kahn became the Executive Vice President of the Health Insurance Association of America, where, among other things, he served as HIAA's point man in the debate over President Clinton's proposal for health care reform. He then came back to the Hill as staff director for the Health Subcommittee of the House Ways and Means Committee between 1995 and 1998. Returning to HIAA, he became the Association's president before leaving to assume the presidency of the Federation of American Hospitals in June, 2001.

Philip Lee - Assistant Secretary for Health, Department of Health and Human Services during the Clinton Administration; and Assistant Secretary for Health, in the Department of Health, Education, and Welfare during the Johnson Administration. He was a physician in group practice in the San Francisco area who publicly advocated passage of Medicare in the early 1960s. He then served in the Agency for International Development. In the Public Health Service, he assisted in the launch of the Medicare program. After leaving

government service in the 1960s and the 1990s, returned to the San Francisco area and worked in several different capacities, including at the University of California at San Francisco. Chaired the Physician Payment Review Commission (1986–1993) during the development and implementation of physician payment reform legislation.

Tom McFee - Assistant Secretary for Management, Planning, and Technology, Department of Health, Education and Welfare during the Carter Administration, Assistant Secretary for Human Resources Management in the first term of the Clinton Administration. In 1965, the Executive Secretary of a White House commission on intelligence. Joined HEW from the Defense Department in 1967 and served in a variety of positions in planning and management.

Patricia Neuman – House Ways and Means Committee Staff (1989–1994). She currently serves as Vice President of the Henry J. Kaiser Family Foundation and directs the Foundation's Medicare Policy Project. In 1989, she joined the staff of the House Committee on Ways and Means. Her portfolio consisted of Medicare reimbursement issues and issues associated with long-term care. Her period of service with the Ways and Means Committee coincided with the repeal of the Medicare Catastrophic Coverage Act of 1988. She worked with the Committee until 1994 before assuming her present job at the Henry J. Kaiser Family Foundation.

Howard Newman - Administrator, Health Care Financing Administration (1980–1981). Associate Administrator at the Pennsylvania Hospital, University of Pennsylvania. White House Fellow (1967–1968) assigned to the Director of the Bureau of the Budget, (now called the Office of Management and Budget). Returned to work for the government in 1970 as the Commissioner of the Medical Services Administration (which ran Medicaid), in Social and Rehabilitation Services, Department of Health, Education and Welfare. In 1974, became the first president of the Dartmouth-Hitchcock Medical Center. Since serving as Administrator, worked as Partner in the law firm of Powell, Goldstein, Frazer & Murphy in Washington, D.C., and member of the National Academy of Social Insurance.

Joseph N. Onek - Chief health person on the domestic policy staff for the first two years of the Carter Administration. Prior positions include: clerked for Judge Bazelon and Justice Brennan, worked for Senator Kennedy and at the Center for Law and Social Policy. Served on the Carter Administration's transition team.

Wendell Primus – House Ways and Means Committee Staff (1977–1993). Entering a career in academia, he became an assistant professor of economics at Georgetown. Working with Thomas Foley (D-Washington) and other prominent members of Congress, Primus became interested in the food stamp program. Primus then served as chief economist for the Committee on Ways and Means and Staff Director of the Subcommittee on Human Resources. In this position he edited the Committee's "Green Book" which quickly established a reputation as a reliable source of data on income maintenance and other programs under the Committee's purview. As a staff member, Primus played a central role in drafting the Gramm-Rudman law. In March 1993, Primus entered the Clinton administration as Deputy Assistant Secretary for Human Services Policy in the Office of the Assistant Secretary for Planning and Evaluation, a position he held until August, 1996. In 1997 he joined the Center on Budget and Policy Priorities as the Director of Income Security, leaving in 2003 to resume his work on the hill as a staff member of the Joint Economic Committee.

Paul Rettig - Staff Director, Health Subcommittee, Ways and Means Committee (1976–1985). Joined Social Security Administration as a management intern in 1959 working first on the disability program and then on the program that eventually became Medicare. Fellow at Princeton's Woodrow Wilson School in 1969, then returned to SSA working in the Office of Legislative Analysis. Joined Ways & Means Committee in 1974, became chief of the health staff in 1976. After leaving government, worked for a variety of provider associations.

Dorothy Rice - Director of the National Center for Health Statistics (1976–1982), and Deputy Assistant Commissioner for Research and Statistics at the Social Security Administration (1972–1976) . Joined the government as an assistant statistical clerk at the Railroad Retirement Board in 1941, worked for the War Production Board and then for the War Labor Board. Worked in the Division of Hospital Facilities in the Public Health Service; left government in 1949, returned in 1960 to the same office. After leaving government, became Professor at the Institute for Health and Aging at the University of California, San Francisco.

William Roper - Administrator, Health Care Financing Administration (1986–1989) during the Reagan Administration. Dr. Roper is currently CEO of the University of North Carolina Health Care System. He became Dean of the School of Public Health at the University of North Carolina in 1997. Dr. Roper joined Prudential HealthCare in 1993 from

his position as Director of the Centers for Disease Control and Prevention which he began in 1990. He served in a variety of key positions in the White House including Director of the White House Office of Policy Development and as Deputy Assistant to the President for domestic policy in the George H. W. Bush Administration and as a White House Fellow in the Reagan Administration. He worked in the Alabama Department of Public Health from 1981–1983 and in the Jefferson County Department of Health from 1977–1983.

Dan Rostenkowski – Chairman of the House Ways and Means Committee (1980–1995). Born in Chicago in 1928, Rostenkowski attended Loyola University and served in the U.S. Army in the period after the second world war. In 1952 he won election to the Illinois House of Representatives and began a distinguished career as a legislator. After a term in the Illinois Senate, Rostenkowski ran successfully for Congress in 1958. In 1959 he began serving the first of his seventeen terms as Congressman representing the Chicago area. A prominent member of the Chicago delegation and of the Committee on Ways and Means, Rostenkowski chaired the Ways and Means committee from the ninety–seventh through the one hundred and third Congresses. In 1995 he left Congress and became a consultant on political and public policy issues. For much of the seventies, eighties, and nineties, he played a prominent role in the formation of tax, Social Security, and health policy.

John C. Rother - Director of Policy and Strategy at the American Association for Retired Persons (1984—present), received his law degree from the University of Pennsylvania. He worked as the Special Counsel to the Committee on Labor and Human Resources with Senator Jacob Javits (R-New York) and as Staff Director and Chief Counsel for the Special Committee on Aging with Senator John Heinz (R-Pennsylvania). At AARP, Rother helped to shape the organization's response to the Medicare Catastrophic Coverage Act of 1988 and other important Social Security and health-related legislation.

Robert Rubin - Assistant Secretary for Planning and Evaluation, Department of Health and Human Services during the Reagan Administration (1981–1984). A Robert Wood Johnson health policy fellow, worked for Senator Richard Schweiker (1977–1978). Returned to Tufts as Chief of Nephrology and as Assistant Dean of Resident Affairs, and paid consultant to the Human Resources Committee. After leaving government, became a health care consultant with Lewin VHI.

Leonard Schaeffer - Administrator, Health Care Financing Administration (1978–1980), and Assistant Secretary of Management and Budget at the Department of Health, Education and Welfare (1978) during the Carter Administration. Worked at Princeton, Citibank, and as the Director of Illinois' Bureau of the Budget prior to joining the Federal government. After leaving the government, became President of Group Health Inc., subsequently became Chairman and Chief Executive Officer (CEO) of WellPoint Health Networks, Inc. Member of the National Academy of Social Insurance and Chairman of the Board of the National Health Foundation.

Patricia Schoeni- The first Director of Communications at the Health Care Financing Administration (1977–1980). Previously, Director of Communications for the Health Services and Mental Health Administration. Worked in the original anti-smoking program in the Public Health Service in 1964.

Donna E. Shalala – Secretary of Health and Human Services during the Clinton administration (1993–2001). Professor of Political Science and President of the University of Miami, received her Ph.D. from the Maxwell School of Citizenship and Public Affairs at Syracuse University. Appointed by President Bill Clinton, she served as Secretary of Health and Human Services from 1993 to 2001, the longest tenure of anyone in that office. A distinguished educational administrator, Shalala was President of Hunter College of the City University of New York 1980 to 1987 and Chancellor of the University of Wisconsin-Madison from 1987 to 1993. During the Carter administration, she held the post of Assistant Secretary for Policy Development and Research in the Department of Housing and Human Development. She is a member of the National Institute of Medicine and the National Academy of Public Administration.

Dr. Louis Sullivan – Secretary of Health and Human Services under President George HW Bush (1989–1993). After a distinguished career as a hematologist and professor of medicine at Boston University. Dr. Sullivan became the founding dean and director of the Medical Education Program at Morehouse College in 1975, the first minority medical school founded in the United States in the twentieth century. The school began operations in 1978. When the Morehouse School of Medicine began independent from Morehouse College, Dr. Sullivan served as its first president. During the first Bush administration, Dr. Sullivan took leave from the Morehouse School of Medicine to become Secretary of the Department of Health and Human Service. Among Secretary Sullivan's important initiatives was working to ban smoking

in the federal government. In 1993, Dr. Sullivan returned to Morehouse School of Medicine and served as president until his retirement on July 1, 2002. He remains a member of the School's Board of Trustees.

Bruce Vladeck - Administrator of the Health Care Financing Administration (1993–1997), received his undergraduate degree from Harvard, before going to the University of Michigan for graduate study in political science. He earned his Ph.D. in 1973. The following year he became an assistant professor of public health and political science at Columbia University. That position launched him on a career dedicated to health care policy. In 1979 he left academia to become Assistant Commissioner for Health Planning and Resources Development for the state of New Jersey. After a short stint with the Robert Wood Johnson Foundation, Vladeck served as President of the United Hospital Fund from 1983 to 1993. Tapped by President Bill Clinton to become HCFA administrator, he played a leading role in formulating the President's plan for health care reform. He also led HCFA in a major reorganization and conducted a vigorous campaign to make the agency more responsive to its customers. After leaving the federal government, Vladeck became a professor of health policy at the Mt. Sinai School of Medicine in New York.

M. Keith Weikel - Commissioner of the Medical Services Administration (Medicaid program) (1974–1977), Department of Health, Education and Welfare during the Ford Administration. Prior to government service, worked in the pharmaceutical industry. After President Nixon was elected, joined government as the Director of Health Evaluation, Office of the Secretary, HEW. After leaving government, worked for several private companies and providers.

David Weinman - Special Assistant to the Director of the Social & Rehabilitative Service, Department of Health, Education and Welfare. A career civil servant (1960s–mid 1980s). Worked with eight different agencies and fifteen programs, including the Peace Corps, Office of Economic Opportunity, the War on Poverty, Office of Management and Budget, and the Professional Standards Review Program. Lead the group that developed the organizational design for the new Health Care Financing Administration, and became the first Director of HCFA's Office of Management and Budget.

Marina L. Weiss – Senate Finance Committee Chief Counsel for Health and Income Security (1987–1993). She is currently Senior Vice President for Public Policy and Government Affairs at the March of

Dimes Birth Defects Foundation. She received a PhD in political science from Texas A & M University. She served on the faculty there and on the staff of the Center for Urban Programs. Beginning in 1980, she worked for Senator Lloyd Bentsen (D-Texas) as his legislative assistant with responsibility for health, income security, human services, and labor issues. In 1987 she joined the staff of the United States Senate Committee on Finance and served as Chief Counsel for Health and Income Security. When Senator Bentsen became Secretary of the Treasury in the Clinton administration, she became Deputy Assistant Secretary for Health Policy for the U.S. Department of the Treasury, a post she held from 1993–1995. She then left government service to become Director of Public Policy and Governmental Relations for the firm of Powers, Pyles, Sutter, and Verville.

Gail Wilensky - Administrator, Health Care Financing Administration during the George HW Bush Administration (1990–1992). She also served as Deputy Assistant to the President for policy development under President Bush in 1992. After leaving government, she became the John M. Olin Senior Fellow at Project HOPE. She served as Chair of the Medicare Payment Advisory Committee (MedPAC) in the late 1990s, an elected member of the Institute of Medicine of the National Academy of Sciences, Trustee of the Combined Benefits Fund of the United Mine Workers of America, and member of the National Academy of Social Insurance.

Paul Willging - Deputy Administrator, Health Care Financing Administration (1981–1982) during the Reagan Administration. Began public service as a management intern in the Office of Research and Statistics in the Social Security Administration. Other positions include: Deputy Commissioner, Medical Services Administration; Deputy Director, Medicaid Bureau; and the first Deputy Director, Bureau of Program Operations. After leaving the government in 1982, he became an Assistant Vice President at Blue Cross/Blue Shield (1981–1982), and then President of the American Health Care Association (a nursing home trade group).

Don Wortman - Acting Administrator, Health Care Financing Administration; Acting Administrator, Social and Rehabilitative Services; and Chairman of the Department of Health, Education, and Welfare Reorganization in 1977; Acting Commissioner, Social Security Administration in 1978 during the Carter Administration. Joined the Federal government from graduate school and worked at a number of agencies including: the Atomic Energy Commission; Office of Economic Opportunity; the Cost of Living Council; and Community Action. After

leaving HEW at the end of 1978, he became the Deputy Director for Administration, Central Intelligence Agency. He retired from the government in 1980. Former Vice President, National Academy of Public Administration.