

[Archives and Special Collections, Columbia University Health Sciences Library](#)

[Michael R. McGarvey Papers](#)

**McGARVEY, MICHAEL R., 1941- .**

**Michael R. McGarvey papers, 1930s-2009 (bulk 1963-2000)**

**12.5 cubic feet (30 boxes)**

#M-0127

**BIOGRAPHICAL NOTE:** Michael Roger McGarvey, a medical student activist, physician in internal medicine, community health advocate, civil servant, and senior executive and CMO for Blue Cross Blue Shield, was born September 29, 1941 in Spokane, Washington to Michael Martin McGarvey and Ruby Ramona Rogers. His family moved to the Los Angeles area where he attended John Burroughs High School in Burbank, California. He attended Reed College in Portland, Oregon (1959-1963; B.A.); producing his senior thesis: *Assay of the crustacean diabetogenic hormone*. He went on to attend the School of Medicine at the University of Southern California (1963-1967; M.D.).

During his medical education and training, McGarvey was involved in progressive and activist issues, such as civil rights and the anti-war movement. While attending USC, he was instrumental in the foundation of the Student Health Organizations (SHO), a collective of students from schools in medicine, dentistry, nursing, and social across the United States that sought to improve health care services for underserved communities. In the autumn of 1965, twenty-five schools first assembled for a 2-day meeting at the University of Chicago. This led to a fellowship program in community health held in California in the summer of 1966, or the "Summer Health Project of 1966." The USC School of Medicine was a co-sponsor for the project, along with the Student Medical Conference of Los Angeles (USC-SMC). The fellowship supported the work of medical, dental, nursing, social work students from 40 institutions in 11 states, working in poverty areas in California. According to McGarvey, "each interdisciplinary team of students consulted with a local, community-based preceptor," giving these projects a grass-roots, community-driven voice. Student teams were required to write a final report documenting their project, including purpose, methods, accomplishments and problems encountered. These reports were assembled into a final report for each summer project. The 2<sup>nd</sup> Assembly of Student Health Organizations was held at the Bronx Community College of Nursing, co-sponsored by the College of Nursing and the Albert Einstein College of Medicine. *Encounter* magazine was the official publication for that assembly. Plans for three student health projects, in New York, Chicago and California were launched at that meeting. Subsequent assemblies were held in Detroit (1968 February 22-25), Philadelphia (1968 November 7-10) and Boston (1969), each generating plans for additional summer Student Health Projects which were funded with federal funds from the Office of Economic Opportunity (OEO) and the Department of Health, Education and Welfare (HEW).

McGarvey was also involved in a related organization, the Student Medical Conference (SMC), a professional organization based in Los Angeles for students in the "healing arts." He sat on the Interim Executive Committee and served as Chairman (1965). SMC was established by students from the USC School of Medicine, California College of Medicine, Loma Linda University, and the Los Angeles County General Hospital School of Nursing. SMC co-sponsored a fellowship

program in community health, held in California in summer of 1966 with the USC School of Medicine, known as (USC-SMC), and also a product of the First Assembly of SHO at the University of Chicago.

McGarvey and William G. Bronston (class of 1965, USC School of Medicine) presented their paper, “A Treatise on Reformation: The Health Student Movement,” at the Center for the Study of Democratic Institutions on May 17, 1967, outlining the context and development of the SHO. He also sat on the Committee for the USC Medical Student Forum, a group which sponsored symposia to “augment existing academic medical studies to deal with controversial issues related to the doctor’s role in modern society.” Topics included abortion, birth control, psychiatry, medication, and LSD with speakers such as Thomas Szasz, Alan Watts, and Alan Guttmacher.

After SHO leaders began receiving attention for their anti-war stances, the fear of cuts in federal funding prompted the founding of The Institute for the Study of Health and Society in December, 1968 and incorporated in August 1969. It held a similar purpose to SHO: to promote the interdisciplinary approach to societal problems in health care, environment, population, drug abuse, racial discrimination, and professional education by developing the planning, management and operational competencies for the creation of inter-professional service systems; and provide opportunities and resources for young professionals to experiment with new roles emphasizing public accountability. This organization was named by McGarvey, who sat on the Board of Directors. Christian N. Ramsey, Jr. was President and Edward D. Martin was Executive Director. Of note was the conference “The Environment and the Developing Professional” held in October 1969, in which plans for the first Earth Day (April 22, 1970) were conceptualized.

As a medical student, McGarvey was involved in social issues regarding the quality and availability of health services to poor and underserved communities, and encouraging minority admissions to medical schools. He carried this point of view into his professional roles as a physician. He served as Intern (1967-1968) and Resident in Internal Medicine (1972-1974) at the Albert Einstein College of Medicine and Lincoln Hospital—a public hospital located in the South Bronx, New York City.

After completing his internship at Lincoln Hospital, McGarvey entered the U.S. Public Health Service (USPHS) (active duty: July 1, 1968-July 10, 1970). He served as Special Assistant for Youth Affairs to Joseph T. English, Administrator of the Health Services and Mental Health Administration (HSMHA) in the Department of Health, Education, and Welfare, and was later appointed on October 1, 1969 as the Health Services and Mental Health Administration (HSMHA) Liaison Officer to review youth proposals for funding. During his service, he participated in a group--the “Superverts”--working towards the establishment of the National Health Service Corps. It was eventually established by the Emergency Health Personnel Act of 1970. He received an honorable discharge from the USPHS with the rank of Surgeon.

After leaving the USPHS, he gained more experience in the administration of hospitals and healthcare services in his role as Executive Assistant to the President (July 1970-June 1972) at the newly formed New York Health and Hospitals Corporation (HHC), the agency that ran New York City’s public hospitals. Joseph T. English was the first President of the Corporation.

After ending his public health service, McGarvey held positions at Hunter College of the City University of New York (Vice President for Health Affairs and Professor 1973-1978); Office of Health Systems Management in the Department of Health, State of New York (Chief Medical Officer; 1978-1981); Medical Liaison with the Department of Psychiatry at St. Vincent's Hospital and Medical Center of New York (1981-1983). His corporate positions included Vice President and Corporate Vice President at Empire Blue Cross/ Blue Shield of New York (July 1983-December 1990); Managing Director at Alexander & Alexander Consulting Group (1990-1994); and Senior Vice President & Chief Medical Officer at Horizon Blue Cross / Blue Shield of New Jersey (1994-2000).

McGarvey served on the boards of the New York Academy of Medicine, The Greater New York Hospital Association, New York Business Group on Health, the New York State Society of Internal Medicine, and the American Medical Review Research Center. By 2001, McGarvey focused his career in executive consulting for some of his former employers, along with the Commonwealth Fund, The United Hospital Fund, and Harvard University.

**SCOPE & CONTENT:** The papers document McGarvey's academic and professional career. There is very little information on his personal life. Comprised of correspondence, inter-office memoranda, manuscripts, notes, reports, speeches, transcripts, conference materials, pamphlets, articles, newsletters, reprints, journals and other publications stemming from McGarvey's professional career (1970-circa 2009); his childhood education, (1955-1959); his medical training (USC 1963-1967); and his internship (1967-1968) and residency (1972-1974) at Einstein College of Medicine/Lincoln Hospital. Printed programs, journals, newsletters, reports, meeting minutes, founding documents, posters, manuscripts, correspondence and other materials document his student activism and work with the Student Health Organizations (1964-1970), Medical Student Forum, Student Medical Conference, and the Institute for the Study of Health and Society.

Conference materials include manuscripts, speeches, correspondence, bound presentations, and color slides. Several photographs, the bulk black and white portraits; were found throughout the papers and separated into one folder. In addition to the SHO materials, records documenting the military draft involve guidelines for early career doctors. His various appointments are well-documented in personnel files arranged under respective series/subseries. Correspondence was maintained in chronological order and sorted into respective series/sub-series. Correspondence between McGarvey and his mentor, Joseph T. English, is arranged with the appropriate organizations. Other colleagues represented include Edward Dana Martin, former President of the Student American Medical Association (1969-1970) and Assistant to the Director of the Bureau of Community Health Services, Department of Health, Environment, and Welfare (HEW); and Richard A. Berman, former Director of the New York State Office of Health systems Management. Includes three video recordings from work with Blue Cross / Blue Shield.

**ARRANGEMENT/ORGANIZATION:** Collection arranged into 3 series: I. Education and Medical Training; II. Professional Work. III. Non-Print Media. Series I and II have been further arranged into sub-series.

## **SERIES I. EDUCATION AND MEDICAL TRAINING.**

### **BOX NUMBERS 1-9, 27**

Arranged by educational institution, the Student Health Organizations (SHO), and United States Public Health Service—the latter included as “training,” although post-M.D. Student records, in the form of manuscripts, grades, assessments, and letters document his undergraduate and medical school education. Material relating to his student activism is arranged with institution or “General.” Institute for the Study of Health and Society records were arranged with general professional files in Series 2. U.S. Public Service records include McGarvey’s active service records and meeting minutes relating to the National Service Corps. Lincoln Hospital records originate from his roles as Intern and Resident—those stemming from his position at HHC are found in that respective series and sub-series. USC Medical Student Forum and SHO posters have been separated due to size.

Subseries are as follows:

#### **Sub-series 1.1: General, 1963-1971 (1.5 boxes)**

Includes Primary Care Seminar materials, sponsored by the community Health Service (CHS), lists of Peace Corps physicians, Student American Medical Association materials regarding Conference on Community Health Projects (1970-1971), founding documents and printed materials for the Student Medical Conference (SMC), and “A Treatise on Reformation: The Health Student Movement” (1967), presented to the Center for the Study of Democratic Institutions by McGarvey and William Bronston. Includes proceedings and other documents relating to labor organization efforts by House Staff from Montefiore Hospital in the Bronx culminating in the First National House Staff Conference, held in St. Louis, Missouri (March 18-21, 1971).

#### **Sub-series 1.2: Primary and Secondary Schools, 1955-1959, undated (3 folders)**

Includes notebooks, student papers and essays from his childhood. His high school prom photographs were removed to Series 3.

#### **Sub-series 1.3: Higher Education, 1959-1969 (1.5 boxes)**

Includes syllabi, reading lists, and other course materials, along with McGarvey’s grades from Reed College and the University of Southern California (USC) School of Medicine. Includes alumni lists and directory (1971) for the latter. Medical Student Forum records consist of programming questionnaires and letters from guest speakers. Includes five volumes of the USC medical student journal, *Borborygmi*. Block prints by K. [Raduck?] are found with Reed College files.

#### **Sub-series 1.4: Student Health Organizations (SHO), 1966-2002, bulk 1966-1969 (5 boxes)**

Includes programs, printed material, notes, correspondence, and other materials produced and resulting from 4 assemblies organized by SHO, 1967-1969, and the printed reports for individual Student Health Projects conducted in the summers of 1966-1969, arranged alphabetically. Pamphlets and other printed matter from the Students for a Democratic Society (SDS) are filed with the 5<sup>th</sup> Assembly held in Boston, 1969. Includes journals and/or newsletters from the various branch SHO, arranged alphabetically. Includes

histories of the development of the SHO and press clippings and publicity surrounding the organization's activities.

**Sub-series 1.5: United States Public Health Service Records, 1967-1989 (.5 box)**

Includes "statements of service" records regarding McGarvey's active duty or commissioned officer status, and other personnel records; in addition to correspondence from the Veterans Administration. Includes correspondence from Joseph T. English and McGarvey's appointment letter as Special Assistant for Youth Affairs. Of note is a folder: "Superverts" Meeting Minutes and Correspondence, 1968-1971; documenting McGarvey's role in the establishment of the National Service Corps. Also contains proposal for National Health Corps legislation, authored by Laurence J. Platt, Supervert member.

**Sub-series 1.6: Albert Einstein College of Medicine and Lincoln Hospital, 1967-2001 (1 box)**

Includes personnel records regarding his residency, training documents, and correspondence regarding a grievance with a co-worker at Lincoln Hospital; in addition to patient summaries, reports. Includes issues of *Current*, official publication of Einstein College of Medicine.

**SERIES II. PROFESSIONAL WORK.**

**BOX NUMBERS 9-29**

Correspondence, speeches, by-laws, contracts, curricula vitae, conference material, reports, pamphlets, drafts and printed articles, press clippings, and publications relating to McGarvey's professional work after receiving his M.D. degree and hospital training are found in this series, and further arranged into subseries corresponding to his positions. Material not relating to a specific position, or overlapping positions, is found in subseries: General. His personnel records, including appointment and resignation letters, are well represented for many subseries.

**Sub-series 2.1: General, 1930s-2000, bulk 1960s-1980s (5 boxes).**

Includes files relating to the various professional organizations and institutes in which McGarvey participated, such the New York Academy of Medicine, Institute for the Study of Ethics & the Life Sciences, and Institute for the Study of Health and Society. The latter includes founding documents and contracts. Includes writings by McGarvey, such as *Community Based Medical Education*, co-authored by W. Donald Weston and James Blake Thomas (1970); and writings by others, arranged topically or by author. Curricula vitae and biographical blurbs are filed: Career Histories. Letters of interest for positions not represented elsewhere are filed: Applications of Employment. Writings not authored by McGarvey include publications and reprints.

**Sub-series 2.2: New York City Health and Hospitals Corporation (HHC), 1968-1974 (3 boxes)**

Includes correspondence between McGarvey and Joseph T. English, President of HHC; memos and guidelines regarding the establishment of community advisory boards, particularly for Lincoln and Harlem Hospitals; community relations; organizational charts, staff lists, staff recruitment draft by English.

**Sub-series 2.3: Hunter College of the City University of New York, 1973-1979 (1 box)**

Contains correspondence as Vice Provost of Health Affairs, the bulk carbon copies of outgoing letters in reverse chronological order; McGarvey's own personnel records; reports sent to the President's Office from McGarvey; and his lecture notes for course(s) taught as Professor in the School of Health Sciences.

**Sub-series 2.4: New York State Department of Health Office of Health Systems Management (HOHSM), 1978-1981 (4 boxes)**

The bulk contains letters, memoranda and other routine incoming and outgoing correspondence between McGarvey as Chief Medical Officer and Deputy Director, Health Facilities Standards and Control; and other city, state, and federal administrators, and professional colleagues; maintained in reverse chronological order, and titled "Daybook."

**Sub-series 2.5: St. Vincent's Hospital, 1981-1983 (3 folders,)**

Correspondence as Chief Medical Liaison to the Department of Psychiatry, invitations for talks, letters of recommendation, and thoughts on policies involving patients and other routine business. Includes one folder of personnel records for McGarvey.

**Sub-series 2.6: Blue Cross/Blue Shield (BCBS), 1984-2000 (4 boxes)**

Records stemming from both Empire BCBS of New York and Horizon BCBS of New Jersey are alphabetically arranged together, although not sequential. Material found in "Conferences and Presentations" and "Speeches and Articles" may overlap, and contain drafts, clippings, presentation slides and correspondence; the former also contain programs, and travel documents. Correspondence to Alexander & Alexander originates from McGarvey's role at BCBS. Press clippings includes those reporting the U.S. Senate subcommittee investigation into BCBS financial officer Jerry Weissman, who was eventually convicted of perjury and obstruction of justice in reporting false financial information in 1997.

**Sub-series 2.7: Alexander & Alexander, 1990-1994 (1 box)** Drafts and correspondence for articles authored by McGarvey; copies of the company's publication, *Commerce*; reports from the Health Strategies Group regarding business strategies; speeches; and McGarvey personnel records. Clippings relate to health screening and rising costs of healthcare.

**Sub-series 2.8: Consulting, 1979-2009 (2 boxes).**

The bulk consists of invoices, correspondence, and reports between McGarvey and clients, such as the United Hospital Fund and Blue Cross Blue Shield Association. Includes one floppy disk. Some correspondence comprises printed out email messages. This subseries is closed until 2020.

### **SERIES III. NON-PRINT MEDIA AND OVERSIZE, 1959-1990s**

#### **BOX 26**

Photographs, the bulk consisting of black and white headshots and group portraits, arranged chronologically. Posters for various USC Medical Student Forum talks and Student Health Project, and other events, many designed by Rick Drobner. Includes three VHS videotapes by Health Information Reporting Company (HIRCO), a development out of several Blue Cross / Blue Shield organizations, collected data from the participating control plans, formatted the data according to uniform definitions, and performed analyses to help the customer understand how their health benefits plan were being used, the cost, and to help formulate recommendations for plan improvement.

**LANGUAGES:** English.

**ACCESS:** Open for research, except Sub-series 2.8: Consulting, 1979-2009 which is closed until 2020.

Because the papers include Confidential Health Information (CHI) as defined by Columbia University policies governing data security and privacy, access is allowed only under the terms of Archives and Special Collections' [Access Policy to Records Containing Confidential Health Information](#).

**PROVENANCE:** Gift of Michael McGarvey (accessions 2013.008; 2015.015; 2017.003).

#### **PROCESSING NOTE:**

Papers processed and finding aid written by Jennifer Ulrich, April-May 2016. Duplicates discarded. Photographs and videotapes were separated and re-housed. Legal-size folders were boxes at the end.

#### **NAMES**

Bronston, William G.

English, Joseph T.

Weston, Donald.

Albert Einstein College of Medicine.

Alexander & Alexander Consulting Group.

Blue Cross Blue Shield Association.

Blue Cross Blue Shield of Greater New York.

California Student Health Project.

Chicago Student Health Project.

Cleveland Student Health Project.

Colorado Student Health Project.

Northern New England Student Health Project.

Philadelphia Student Health Project.

Institute for the Study of Health and Society.

Lincoln Hospital (New York, N.Y.)

National Health Service Corps (U.S.)

New York Academy of Medicine.

New York City Health and Hospitals Corporation.  
New York (State). Office of Health Systems Management.  
Student American Medical Association.  
Student Medical Conference.  
Student Health Confederation of California.  
Student Health Organization of Chicago.  
Student Health Project of the South Bronx.  
United States. Public Health Service.  
University of Southern California. School of Medicine. Student Medical Conference.

### **SUBJECTS**

Blue Cross Blue Shield of New Jersey.  
Community health services.  
Health insurance – New Jersey.  
Health insurance – New York (State)  
Health Insurance – New York (N.Y.)  
Health Services Needs and Demand – United States.  
Health services accessibility -- New York (State) -- New York.  
Health services accessibility -- Unites States  
Medical care – United States.  
Medical students – Political activity – United States.  
National health services.  
Public health administration.  
Social movements.  
Students, Health Occupations -- United States  
Student movements – California -- Los Angeles.  
Student movements – United States – History – 20<sup>th</sup> century.

### **GENRES**

Photographs.  
Student publications.



**McGARVEY, MICHAEL R., 1941-  
Papers, 1930s-2009 (bulk 1963-2000)  
9.6 cubic feet (30 boxes)**

**Box Folder**

**SERIES I: EDUCATION AND MEDICAL TRAINING**

**Sub-series 1.1: General**

- |           |            |   |
|-----------|------------|---|
| <b>1</b>  | <b>1</b>   | “Center for the Study of Democratic Institutions” Bronston and McGarvey presentation, 1967    |
|           | <b>2</b>   | Clippings and Printed Materials, 1963-1969  |
|           | <b>3</b>   | Correspondence, 1966-1969   |
|           | <b>4</b>   | Peace Corps Physicians, circa 1970  |
|           | <b>5</b>   | Primary Care Seminar # 1 Medicaid, 1969   |
|           | <b>6</b>   | Primary Care Seminar # 2 Economics, 1969  |
| <b>27</b> | <b>1</b>   | Primary Care Seminar # 3 American Medical Association, circa 1969                             |
| <b>1</b>  | <b>7</b>   | Primary Care Seminar # 4 Politics, 1969   |
|           | <b>8-9</b> | Primary Care Seminar # 5 Health Care Abroad, 1970   |
|           | <b>10</b>  | Printed Ephemera, 1963, undated   |
|           | <b>11</b>  | Student American Medical Association (SAMA), 1971   |
|           | <b>12</b>  | SAMA - Job Corps Summer Health Project Final Report, 1969<br>Student Medical Conference (SMC) |
| <b>27</b> | <b>2</b>   | General Materials Packet, 1965  |
|           | <b>3</b>   | Minutes and Other Documents, 1965   |
| <b>1</b>  | <b>13</b>  | Legislative Review, 1965  |
| <b>27</b> | <b>4</b>   | Operation Headstart A-V Screening, 1965   |
|           | <b>5</b>   | Volunteer Services Directory  |
|           | <b>6</b>   | Student Medical Conference (SMC), 1966  |
| <b>2</b>  | <b>1</b>   | Student Publications, Various Medical Schools, 1960s  |

**Sub-series 1.2: Primary and secondary schools**

- |          |          |  |
|----------|----------|--|
| <b>2</b> | <b>2</b> | Boy Scouts Junior League Training Camp Notebook, undated                   |
|          | <b>3</b> | John Burroughs Sr. High School: Science and Vocations Notebooks, 1955-1956 |
|          | <b>4</b> | John Burroughs Sr. High School: Manuscripts, 1958-1959                     |

**Sub-series 1.3: Higher education**

- |           |          |  |
|-----------|----------|--|
|           |          | Reed College (Portland, Oregon)                          |
| <b>27</b> | <b>7</b> | Prospectus, circa 1959                                   |
|           | <b>8</b> | Manuscripts and Prints, circa 1960-1963                  |
| <b>2</b>  | <b>5</b> | Psychology and Biology Course Materials, circa 1959-1963 |
|           |          | University of Southern California (USC) Medical School   |
|           | <b>6</b> | General, 1965-1971, undated                              |

Box	Folder	
	7	ASSM Student Council Minutes, 1965 May 21-October 14
	8	Berne, Clarence J. Course Materials, circa 1963-1967
		<i>Borborygmi</i> : Medical Student Journal
	9	Volume 1, 1964 September 8-1965 June 7
	10	Volumes 2-3, 1965 September 7-1967 May 1
3	1	Volumes 4-5, 1967 January 5-1969 December
	2	Correspondence, 1967
	3	McGarvey Assessments, circa 1963-1967
27	9	Medical Student Forum, 1965
3	4	Medical Student Forum Committee, 1964-1966
(Oversize 19"x15"		
Box 1, f. 18)		Posters and separated oversize material, circa 1964-1969

#### Sub-series 1.4: Student Health Organizations (SHO)

3	5	General, 1968
	6	Articles, 1967-1968, 1979, 2001-2002
	7	Assembly 2 (Bronx : 1967 February 10-12), 1966-1967
	8	Assembly 3 <i>Conception</i> numbers 1-2 (Detroit : 1968 February 22-25), 1968-1969
	9	Assembly 4 (Philadelphia : 1968 November 7-10)
	10	Assembly 5 (Boston : 1969), 1969-1970
27	10	Assembly 5 (Boston : 1969), 1969-1970
3	11	Bottone, Anthony, 1970
	12	<i>Catalyst</i> , volume 2, number 2-3, 1969 January-March
	13	Committee on Black Admissions, 1969
	14	Committee on Black Admissions: Minority Admissions to Medical Schools, 1969
		<i>Encounter: Bulletin of the Student Health Organizations</i>
	15	Volumes 1-2, 1965-1967
27	11	Volumes 3-4, 1968-1969
4	1	National Service Center, 1969
	2-3	Publicity, 1967-1970
27	12	Publicity Clippings, 1964-1969
	13	Student Health Confederation of California, circa 1967
		Student Health Projects: General
4	4	1966
	5-7	1967
5	1-3	1968
		Student Health Projects
	4	<i>A Demonstration of Health Science Student Participation in Community Health Services to the Poor</i> Report, 1966
7	1	Survey of Student Participants, 1968?
	2	USC SMC Working Papers, 1967
	3-4	Vilinsky Questionnaires, 1978
		Student Health Projects - Printed Reports

<b>Box</b>	<b>Folder</b>	
5	5	Appalachian, 1969
	6	California, 1967
	7	California, 1968
6	1	Chicago, 1967
	2	Chicago, 1968
	3	Cleveland, 1968
	4	Colorado, 1968
	5	Northern New England, 1968
	6	Philadelphia, 1968
	7-8	South Bronx, New York City, 1967
7	5	Writings: "A Treatise on Reformation: the Student Health Movement" and related materials, circa 1967
27	14	Writings: "A Treatise on Reformation: the Student Health Movement" and related materials, circa 1967
7	6	<i>YES: journal of the Chicago Student Health Organization</i> , volumes 1-2, 1968-1969

#### **Sub-series 1.5: United States Public Health service records**

8	7	General, 1967-1979
	8	General, 1986-1989
	9	Health Services and Mental Health Administration (HSMHA), 1969
	1	Superverts Meeting Minutes and Correspondence, 1968-1971
	2	Veterans Administration, 1973

#### **Sub-series 1.6: Albert Einstein College of Medicine and Lincoln Hospital**

9	3	Bronx Hospitals fee strike, 1968
	4	<i>Current</i> , volumes 4-5, 1967-1968
	5	Clinical Research Training Program, 2001 Correspondence
	6	General, 1973
	7	Health and Hospitals Corporation Board of Directors, 1972-1973
	8	Emergency Room, 1972
	9	House Staff and Officer Training, 1973
	10	Lewis, Irving J., 1972-1973 Lincoln Hospital
	11	General, 1972-1973
	12	3ML Nurse Staffing Study, 1972
	13	Grievance Report, 1973
	14	Patient Summaries, 1972
	1-2	Memoranda and Reports regarding Lincoln Hospital, 1970-1972
	3-4	Personnel, 1973-1974

**Box Folder**

**SERIES II: PROFESSIONAL WORK**

**Sub-series 2.1: General**

<b>9</b>	5	A.I.M.S., 1930s-1960s
	6	Applications for Employment, 1970-1979
	7	Career Histories, 1959-1980s
		Conferences
	8	Congress on Medical Education, 1973
<b>27</b>	15	Kennedy International Awards, 1971
<b>9</b>	9	Medicine in the Ghetto, 1969
	10	Correspondence, 1971-2000
	11	Correspondence: Scott Commission, 1972
<b>10</b>	1-2	House Staff Conference, 1970-1972
	3	House Staff Organizing, 1969-1972
	4	Institute for the Study of Ethics and the Life Sciences, 1971-1972
<b>27</b>	16	Institute for the Study of Health and Society, 1969
<b>10</b>	5	Institute for the Study of Health and Society: Projects, 1969-1970
<b>28</b>	1	Institute for the Study of Health and Society: Board of Directors, Correspondence, 1972-1974
<b>10</b>	6	Institute of Medicine, National Academy of Sciences: Nomination, 1972
	7	Martin, Edward: Publicity, 1971
	8	Medical Committee for Human Rights, 1965
	9	Medical Economics Editorial Advisory Board, circa 2000
	10	New York Academy of Medicine, 1976-2000
<b>28</b>	2	Publicity, 1974
<b>11</b>	1	<i>The Sciences</i> , 1971
<b>28</b>	3	Speeches, 1978-1981
<b>11</b>	2	Syracuse University Training Institute for Human Services Planning, 1974
	3	Travel Expenses, 1971-1973
	4	Writings: <i>Community Based Medical Education</i> , co-authors W. Donald Weston and James Blake Thomas, 1970
		Writings
	5	Reprints, 1966-1969
	6	Reprints, 1990-2000
	7	“Some Considerations Regarding Ethics and the Right to Health Care,” circa 1967-1977
		Writings by Others
	8	Center for the Study of Democratic Institutions, 1963, 1966
	9	Conviser, Richard, 1970
	10	Background in Health, 1967-1970
	11	Health Services Evaluation, 1940s-1960s
<b>12</b>	1	Health Services Evaluation, 1940s-1960s
	2	Marijuana, 1972

<b>Box</b>	<b>Folder</b>	
	3	Medical Records, 1968
<b>28</b>	4	Organization, 1960s
<b>12</b>	4	Pauling, Linus, 1960s
<b>28</b>	5-6	Philosophy, 1950s-1960s
<b>12</b>	5-6	Quality of Care, 1968-1972
	7	Sadler, Blair and Alfred, 1968

### **Sub-series 2.2: New York City Health and Hospitals Corporation (HHC)**

<b>12</b>	8-9	Affiliation Program, 1968-1972
<b>28</b>	7	Affiliation Program, 1968-1972
<b>13</b>	1	Agreement with the City of New York, 1970
	2	American Management Systems, 1970-1971
<b>28</b>	8	Berman, Richard: Neighborhood Health Center, Utah, 1971
	9	Community Boards, 1970-1972
<b>28</b>	10	Community Boards: Comments on Draft Guidelines, 1970
<b>13</b>	3	Community Relations, 1971-1972
	4	Corporate Statement of Purpose, 1970 September 9
		Correspondence
<b>29</b>	1	General, 1971-1972
<b>13</b>	5	Letters of Recommendation,
	6	Letters to Mayor John V. Lindsay, 1971-1972
	7	Depreciation, 1970-1972
	8	English, Joseph T.: Speeches, 1970-1971
<b>29</b>	2	English, Joseph T.: Press Clippings, 1970-1973
<b>13</b>	9	Expense Budget Request Fiscal Year 1972, submitted 1970
	10	"Financial History Highlights of the First Three Years," Draft, 1974
	11	House Staff "Doctor-draft," 1972
	12	House Staff Recruitment, 1970
	13	Newsletter (volume 1, numbers 2-3, 5), 1970-1971
	14	Medical Audit, 1971
<b>14</b>	1	Organizational Charts and Operations, 1970
<b>29</b>	3	Organizational Charts and Operations, 1969-1972
	4	Personnel: Health and Hospitals Corporation (HHC) Staff, 1970-1971
<b>14</b>	2	Personnel: McGarvey, Michael, 1972-1974
<b>29</b>	5	Publicity Regarding Lincoln Hospital, 1976
<b>14</b>	3	Quality of Care, 1970-1972
	4-5	Weston, Donald, 1970-1972

### **Sub-series 2.3: Hunter College of the City University of New York**

		Correspondence
<b>14</b>	6	1975 December – 1978 January
	7	1973 October – 1975 October

<b>Box</b>	<b>Folder</b>	
29	6	1974 January-1975 January
14	8	and Reports, 1974-1976
15	1-2	and Reports, 1974-1976
29	7	Personnel, 1973-1979
	8	Lecture Notes, 1976
15	3	Writings, circa 1973

**Sub-series 2.4: New York State Department of Health Office of Health Systems Management (HOHSM)**

	4-5	Daybook, 1978 February-May
	5	Daybook, 1978 August-December
16	1	Daybook, 1978 August-December
	2-4	Daybook, 1979 January-June
	5	Daybook, 1979 July-December
17	1	Daybook, 1979 July-December
	2-3	Daybook, 1980 January-March
	4-5	Daybook, 1980 April- August
	6	Daybook, 1980 September-December
18	1	Daybook, 1981 January- April
	2	Daybook, 1981 May- August
	3	Daybook, 1981 September-October
	4	Personnel, 1977-1981
		Speeches
	5	General, 1979-1981
19	1	
	2	“Comments on the Trigger Mechanism,” National PSRO Council, 1980 March 10
	3	Current Issues in Quality of Care, New York Academy of Medicine, 1980 September 17-18
	4	Draft Given at the Hanys Third Annual Long Term Care Membership, 1978 October 4
	5	“The Future of the Continuum of Care in New York State,” 1979 May 20
	6	Metropolitan New York Chapter of Society for Hospital Social Work Directors, Annual Meeting, 1979 June 21
	7	New York State Commitment to Ambulatory Care, 1979 April 27
	8	New York Association of Homes for the Aging, Annual Spring Institute, 1979 May 20
	9	New York Public Welfare Association Annual Conference, 1979 June 26
29	10	Patient Abuse, 1979 September 12
19	10	Patient Abuse: Law, Administration and Evaluation, 1979 September 12
	11	Patient Abuse: Legal and Adjudicative Aspects, 1980 May 2
	12	Testimony before Health Subcommittee Senate Finance Committee, 1982 April 1

**Box Folder**

**19** 13 Royal Society of Medicine Anglo American Conference on the Care of the Dying, 1979 September 10

**Sub-series 2.5: St. Vincent's Hospital**

14-15 Correspondence, 1981 November-1983 July  
16 Personnel, 1981-1983

**Sub-series 2.6: Blue Cross/Blue Shield (BCBS) of New York and New Jersey**

17 ABC *Nightline* Interviews Transcript, 1992 September 23  
18 Annual Report, 1999  
19 Bedscapes, 1995-1999  
20 Botnick, Victor, 1999  
**20** 1 CEO Magazine Interview, 1992 March  
2 Chemical Bank Benefits Utilization Report, 1984  
**29** 9 Clippings, 1993-1997  
Conferences and Presentations  
**20** 3 General, 1983-1987  
4 Advanced Management Program for Clinicians, 1996  
5 Alexander and Alexander, 1995 May 23  
6 "Best Practices in Medical Management," 1996 June 17-18  
7 "Choosing a Managed Care Plan..."1994  
8 Effects of Mental Health Care on the Use of Medical Services, 1984  
9 Integrated Health Care Systems, 1995  
10 Leadership Newark Presentation, 2000  
11 Management Retreat, 1995 August 30  
12 New Jersey Healthcare Financial Management Association Chief Financial Officer's Committee, 1995 February 1  
13 New York State Public Sector Coalition on Health Benefits, 1994  
14 Risk and Insurance Management Society (RIMS), 1996 April 21  
**21** 1 Symposium on Mental Health, 1986  
2 Tribus Seminars Health Center, 1995  
3 United Healthcare? circa 1995  
Correspondence  
4 General, 1983-1993  
5 Albert Einstein College of Medicine, 1998-1999  
6 Alexander Consulting Group, 1990, 1994  
7 Cardone, Albert, 1987-1988  
8 Data Warehousing, 1994  
9 Gertman, Paul: Articles, 1980s  
10 Health Affairs, 1985-1986  
11 Hold Harmless Provisions, 1985 June 25  
12 Howard Hughes Medical Institute, 1987

<b>Box</b>	<b>Folder</b>	
21	13	<i>IBM Corporation Benefits Utilization Report 1984, 1995</i>
	14	Local 1199 Meeting, 1987
	15	Memoranda "from the Chron Files," 1984-1990
22	1	<i>A National Account Benefits Utilization Report: 1984-1986, 1987</i>
	2-3	New York City (NYC) Healthline Program, 1986-1987
	4	Office Space, 1986-1987
	5	Personnel, 1983-1987
	6	Personnel, 1990
	7	Progress Review, 1984-1985
	8	Reorganization, 1994
		Speeches and Articles
	9	General, 1985
	10	American Management Association, 1987
	11	BCBSNJ, 1994-2000
23	1	Empire BCBS, 1983-1990
	2	<i>Financial Executive</i> Magazine, 1991-1992
	3	Health Care Law and Ethics, 1994-1995
	4	<i>Insurance Technology</i> , 1992
	5	Long Term Care for an Aging Population Meeting the Challenges, 1986 May 7
	6	Report on Information Management, <i>Financial Executive</i> , 1987
	7	Managed Care, New York Academy of Medicine, 1989-1990
	8	<i>San Francisco Chronicle</i> Editorial, 1992 November
	9	Underwriting, 1986

#### **Sub-series 2.7: Alexander & Alexander**

	10	American Association of Preferred Providers Organizations, circa 1991
	11	Clippings and Publications, 1990-1994
	12	<i>Commerce</i> pamphlet, undated
	13	Correspondence, 1990-1994
	14	Disability Management, 1992
	15	Employee Privacy, 1992
24	1	Health Care Reform Seminar, (1993 November 1), 1991-1993
	2	Health Strategies Group, 1991-1992
	3	Quality of Care, 1990-1993
	4	Personnel, 1990-1994
	5	Speeches and Articles, 1990-1994
	6	Speeches and Articles: Ethics and the Use of Health Data, 1992
	7	UST Employee Assistance Program Effectiveness Study, 1994

#### **Sub-series 2.8: Consulting, 1979-2009 [closed until 2020]**

24	1	General, 2001-2006
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**Box Folder**

	2-3	Blue Cross Blue Shield Association, 2001-2002
<b>25</b>	1-3	Blue Cross Blue Shield Association, 2001-2004
	4-5	Buck Consultants, 2001-2003
	6	Commonwealth Fund, 2001-2003
<b>29</b>	11	Commonwealth Fund, 2001-2003 [1-3.25" floppy disk]
<b>25</b>	7	Greater New York Hospital Association, 2001
<b>25</b>	8	Instituto Cubano de Amistad con los Pueblos (ICAP) Global Exchange, 2003 October 24-November 3
<b>26</b>	1	Invoices, General, 2003-2007
	2-3	Krupnick Campbell Malone Buser, 2006-2009
	4	New York University Wagner Graduate School of Public Service, Adjunct Professor, 2002-2006
	5	Rosewood Ranch, 2001
	6	Tippets, Abbett, McCarthy, Stratton, 1979
	7-9	United Hospital Fund, 2001
<b>29</b>	12	United Hospital Fund, 2001-2003
<b>26</b>	10-11	Workman's Circle, 2002-2003
<b>30</b>	1	Ziegler, Steven M., 2001-2007
<b>30</b>	2-3	Ziegler, Steven M., 2001-2008

**SERIES III. NON-PRINT MEDIA**

		Photographs
	4	General, 1965-1986
	5	High School Senior Prom Portrait, 1959
	6	McGarvey Headshots, circa 1960s
	7	Yugoslavia Group, Rochester New York, 1970
	8	Bird S. Coler Memorial Hospital and Home, Group Portrait, New York, 1972 April
	9	Blue Cross Blue Shield (BCBS) Conference, Integrated Healthcare Systems, Color Slides, 1995
<b>30</b>		Videotapes: Health Information Reporting Company (HIRCO), Blue Cross Blue Shield, circa 1980s-1990s

**Cross-index: Legal Size boxes**

**Boxes 27-29**

<b>27</b>	1	Primary Care Seminar # 3 American Medical Association, circa 1969
	2	Student Medical Conference (SMC): General Materials Packet, 1965
	3	Student Medical Conference (SMC): Minutes and Other Documents, 1965
	4	Student Medical Conference (SMC): Operation Headstart A-V Screening, 1965
	5	Student Medical Conference (SMC): Volunteer Services Directory
	6	Student Medical Conference (SMC), 1966
	7	Reed College (Portland, Oregon): Prospectus, circa 1959

**Box Folder**

	8	Reed College (Portland, Oregon): Manuscripts and Prints, circa 1960-1963
	9	Reed College (Portland, Oregon): Medical Student Forum, 1965
	10	Reed College (Portland, Oregon): Assembly 5 (Boston : 1969), 1969-1970
	11	<i>Encounter: Bulletin of the Student Health Organizations</i> Volumes 3-4, 1968-1969
	12	Publicity Clippings, 1964-1969
	13	Student Health Confederation of California, circa 1967
	14	Writings: "A Treatise on Reformation: the Student Health Movement" and related materials, circa 1967
	15	Conferences: Kennedy International Awards, 1971
	16	Institute for the Study of Health and Society, 1969
<b>28</b>	1	Institute for the Study of Health and Society: Board of Directors, Correspondence, 1972-1974
	2	Publicity, 1974
	3	Speeches, 1978-1981
	4	Writings by Others: Organization, 1960s
	5-6	Writings by Others: Philosophy, 1950s-1960s
	7	Affiliation Program, 1968-1972
	8	Berman, Richard: Neighborhood Health Center, Utah, 1971
	9	Community Boards, 1970-1972
	10	Community Boards: Comments on Draft Guidelines, 1970
<b>29</b>	1	Correspondence: General, 1971-1972
	2	English, Joseph T.: Press Clippings, 1970-1973
	3	Organizational Charts and Operations, 1969-1972
	4	Personnel: Health and Hospitals Corporation (HHC) Staff, 1970-1971
	5	Publicity Regarding Lincoln Hospital, 1976
	6	Correspondence: 1974 January-1975 January
	7	Personnel, 1973-1979
	8	Lecture Notes, 1976
	9	Clippings, 1993-1997
	10	Speeches: Patient Abuse, 1979 September 12
	11	Commonwealth Fund, 2001-2003 [1-3.25" floppy disk]
	12	United Hospital Fund, 2001-2003