



Transcript provided by kaisernetwork.org, a free service of the Kaiser Family Foundation¹
(Tip: Click on the binocular icon to search this document)

**Looking Back – Looking Forward: 1970 to 2020s - Day 2
Institute for Health Policy Studies –
University of California, San Francisco
September 25, 2007**

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

[START RECORDING]

CLAIRE D. BRINDIS, PHD: On behalf of the University of California, San Francisco Chancellor's Office, the School of Medicine and the Institute for Health Policy Studies, I'd like to welcome you to part two of the celebration of Phil Lee. We come to celebrate his many accomplishments and also the renaming of the Institute for Health Policy Studies in his honor. We will be learning a great deal more about his legacy building on what we learned about yesterday.

Many stories, many voices, many reflections. And I have to say that as we go through this day and we'll do very quick introductions between the speakers, um I remember the very first day that I met Phil. And it was December 17, 1982. You may wonder why I remember December 17, 1982. Well, that happens to be my wedding anniversary. So I'll never forget it. And I was invited because I had met Pat Franks at San Francisco General working in the Family and Community Medicine Department and she told me about a new program in reproductive health that Phil Lee and Lauren LeRoy had just begun. And was wondering if I might be interested in speaking to Dr. Lee about a three month job. And I started my work at the Institute for Health Policy Studies in January of the year 1983. And I just for a moment like you to think about the first moment you met Dr. Lee, just so you can be in the moment of how your life was

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

changed, your trajectory was changed because of his presence in our lives.

It is really fitting that our first speaker today is Chancellor Bishop. As many of you know he's visionary, he's world and internationally renowned as a scientist and as a researcher in the field of immunology. He's received many, many rewards. But I think it's really fitting that I just highlight a couple of things that I think are particularly important in terms of his connections to health policy. Over the last several years UCSF has been at the forefront of working on clinical and translational sciences and Chancellor Bishop welcomed the concept of having health policy as part of UCSF's proposal to NIH. And UCSF was one of the 12 pioneers who received the Clinical and Translational Sciences Award. In fact, we got the second best score in the country, just by two points from Duke.

Many of you may not know also, his intense interest in being a translator in the policy environment. And he has done an incredible job of bringing to the attention of our congressional leaders the value and importance of investing in research, particularly NIH dollars in research which is the highest caliber of research that is conducted in our academic medical centers across the country.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

I think another nexus point for policy really has to do with the Chancellor's series on health policy. Brought to him originally with a concept from Steve Schroeder who worked closely and continues to work closely with Chancellor Bishop to bring health policy issues to the whole campus. And Chancellor Bishop has been there for every single lecture, welcoming wonderful speakers in this field.

And finally, I just want to highlight that Director Bishop also is a visionary in his work here at UCSF and has particularly established Chancellors Advisory Committees on important areas including diversity, issues of disability, issues of gay, lesbian, bisexual and transsexual as well as the issues of women. So in every aspect of his work and vision we see a commitment to excellence and I'm very delighted to have the opportunity to welcome him here. [Applause]

J. MICHAEL BISHOP, M.D.: Thank you Claire. Actually looking at the NIH budget just now I could probably have done a better job. Well it's a great pleasure and privilege for me to join in this salute to Phil Lee. It's unlikely that I could say anything that most if not all of you haven't said already or know, but I'm going to say it from a personal perspective and from the heart.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

Phil's long and distinguished career has had a remarkable span. Practicing physician, scholar, academic administrator, esteemed teacher and mentor and public servant to the highest echelons both in San Francisco and inside the beltway. I was a newly minted assistant professor when Phil assumed the chancellorship at UCSF in 1969. I had my own distractions at the time, what assistant professor does not. But I could not help but notice that Phil was a special sort of public figure whose deep social conscience lay at the core of all he did. I have held him in the highest regard ever since.

Phil presided over a time of great transition at UCSF. It was an exciting time for me as a young scientist, educator, physician. The campus had just begun to transform itself from a regional and rather parochial health center to an internationally renowned academic powerhouse. It was just awakening to its obligations to the underserved and the underrepresented. And it was racked by dissent against the war in Vietnam. Phil approached these challenges with resolute intelligence, sensitivity and courage. In the face of a hostile governor and a fractious community. It is fair to say that UCSF was a far different and a far better place when he stepped down.

There are physical monuments from Phil's tenure as Chancellor. The Ambulatory Care Center, the smoky glass

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

building as it's called, and the School of Dentistry are among these. The School of Dentistry building. But more importantly there are spiritual monuments from Phil's tenure that still animate the campus community.

After conclusion of his chancellorship Phil left another indelible mark on UCSF by helping to launch the Institute for Health Policy Studies. This was a pioneering effort. Essentially the first of its kind in the nation and it is only fitting that later this afternoon we will formally name the Institute for him.

Empathy has been one of Phil's distinguished traits. Another has been a commitment to sweet reason. In Phil's mind no debate is too thorny nor contending parties too desperate to lie beyond civil discussion and innovative solutions. So it's little wonder that he has inspired several generations of students and disciples who treasure his lessons in the memories of their time with him.

UCSF recently adopted the tagline Advancing Health Worldwide. With his personal vision and determined commitment, Phil was many decades ahead of us. His career has been a living example of the ambition to advance health worldwide.

So I want to thank Phil on behalf of the campus and for myself for the example he set for me in the very first year or two of my academic career. Now please enjoy a video made at

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

the time Phil received the UCSF medal, which of course is our surrogate for an honorary degree and the highest award that the campus can bestow. Thank you. [Applause]

[START VIDEO]

MODERATOR: It's late Spring. The outgoing Assistant Secretary for Health and Human Services is working out of his bedroom. He's between jobs. Phil Lee is returning from Washington to UCSF again. He seemed destined to mix medicine and policy. Choosing medicine was easy.

PHILLIP R. LEE, M.D.: I guess it was just both in our genes and in the family. I mean it was just, my dad said to us very early that we could either be doctors or engineers.

MODERATOR: So doctor it was. The policy part of it arose in Palo Alto in the '50s where a young Dr. Lee was struck by how many of his older patients had no insurance. Called to Washington, he soon became Assistant Secretary at HEW.

SANDRA HERNANDEZ, M.D.: Phil is the palmino [misspelled?] of public health. He is the grandfather of public health.

MODERATOR: Sandra Hernandez, now Director of San Francisco's Health Department, is a Phil Lee protégé.

SANDRA HERNANDEZ, M.D.: If you look at the history of healthcare in the United States, you sort of say what are the one or two high points. Clearly one of them was Medicare and

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

the design of the Medicare program and Phil was the architect of that.

MODERATOR: In 1969, he left Washington for UCSF becoming Chancellor, grooming its future leaders. He helped create and ran the groundbreaking Institute for Health Policy Studies. Eugene Washington is now chair of UCSF's Department of Obstetrics, Gynecology and Reproductive Sciences. He worked at the Institute with Phil and says he's a hard man to keep up with.

EUGENE WASHINGTON: At a time when he was still Director of the Institute and was President of Commission of Health for San Francisco and also head of the Commission, one of the Presidential Commissions in Washington among of activities. I had some visitors who I took to Bly Church just to experience Bly Church and low and behold at Bly Church when Reverend Cecil Williams introduces the Director of their Finance Committee, who stands up to pass the plate, but Phil.

MODERATOR: He calls Phil one of the great mentors. Sandra Hernandez knows why.

SANDRA HERNANDEZ, M.D.: The man has a big heart.

PHILLIP R. LEE, M.D.: My goal as a mentor is to support people being who they are. Not trying to recreate myself through these and this group of fellows that I've had over the years, they are one of my major sources of advice.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

Here's a picture of the First Lady and the President.
Of course, I worked with both of them.

MODERATOR: In 1993, he left UCSF to return to Washington serving in the Department of Health and Human Services as Assistant Secretary. The same title he'd had 24 years earlier. Now he's back hoping to help UCSF build a model for 21st century healthcare.

PHILLIP R. LEE, M.D.: We have to develop new kind of partnerships with the community to think about health and not just about the treatment of disease.

MODERATOR: When it's all over, what will he want said about himself?

PHILLIP R. LEE, M.D.: Well, I guess he cared, more than anything for patients, for family, for the community.

MODERATOR: Phil Lee, not just crossing the bridge between policy and medicine, but helping build it. [Applause]

[END VIDEO]

CLAIRE D. BRINDIS, PHD: As we were planning the day today, we actually thought about different aspects of your life, Phil, in terms of the kaleidoscope of who you are and the experiences you've had. So the first part of our program will be focused on your impact on policy at the local and the national level. And the first speaker will be Sandra Hernandez, who you saw just on tape. She doesn't look a day

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

different from that moment. And she is now the Chief Executive Officer of the San Francisco Foundation. She's also an Assistant Clinical Professor at UC San Francisco and maintains an active clinical practice at San Francisco General Hospital. And just to let everyone know, we're going to go fairly rapidly through my introductions today, because they're a number of people who'd like to speak. So thank you. [Applause]

SANDRA HERNANDEZ, M.D.: Well, good afternoon everybody and Phil, it's just an absolute honor to be here today. Claire suggested that we might all start with where did we first meet. And I believe I was a resident in scrubs post call and had just sort of been outraged by something that had happened at San Francisco General Hospital. And found out that there was a commission meeting that day and walked into for the first time the commission meeting at Commission Hall at 101 Grove. And I sat there, I was 20 something at the time and waited till the end of the hearing to stand up and testify about a young who I had in my general medical clinic who was undocumented and who had end-stage renal failure. And the policy at the time in the Health Department was to wait for people were uremic if they were undocumented before we would dialyzed them. And so I waited until the end of the meeting to testify in front of you and the rest of the commission and I proceeded to describe this case and I think you asked me about 25 questions.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

And it was really an extraordinary time to meet you, Phil. And over the course of the time that I've had the opportunity to serve in various capacities in the Health Department doing AIDS work and the like, I meant what I said on the video. You have an extraordinary ability to sit down and when somebody's seeking advice from you, inevitably you ask 25 questions, take copious notes and then leave. And then you wonder did I get the advice from Phil that I was seeking.

And so one of the things that I just wanted to comment on today beyond what I said in the video, is that as I've watched your public service and your leadership in public health on a variety of social issues, I've always been struck about your ability to ask questions to learn more, but also your extraordinary ability to keep your feet very much on the ground of community where these policies take impact and have impact. And I think if I've learned one thing from you it is how important that capability is.

You came to Tucson, Arizona, which is the place where I was born in your last stint as Assistant Secretary of Health and I was very excited because I had the extraordinary opportunity to introduce Phil to my father who came there. A very close family friend was going to come and serve in the Clinton administration running SAMPS. I think Dr. Chavez was here yesterday, and I went to introduce my father to Phil and I

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

said here's an extraordinary role model physician for me in my life. Dad, I want you to meet him. My Dad said something horrifically embarrassing which I won't repeat because it will embarrass me again, and you showed extraordinary grace and humility as you were standing there as the Assistant Secretary of Health welcoming a woman who really took mental health and children's mental health to another level in this country.

And your work in the area of behavioral health and in AIDS before anybody was doing it has been extraordinary. And you've been an incredible inspiration to me. So it's great pleasure for me to be here among many, many dignitaries, the Chancellor and the rest to thank you for your service, thank you for being an extraordinary role model to me and for having a big heart and for caring about community, about family and about patients. Thank you, Phil. [Applause]

CLAIRE D. BRINDIS, PHD: Dorothy Rice will be joining us now and as she walks up to the podium I just want to say that I think of Dorothy as the Grand Dom of health policy and it's so wonderful to have her here to give you a few points from her perspective. Dorothy was the Director of the National Center for Health Statistics where she led the development and management of an amazing healthcare management information system that continues to be utilized extensively in our doing our research. And her work and the economics of healthcare

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

whether it's chronic disease, disability, cost of illness, whether it's tobacco, alcohol, injury or AIDS has really been pioneer work. And Dorothy I want you to know that when I Googled you recently, there were 140,000 remarks on you. Dorothy. [Applause]

DOROTHY RICE, D.SC.: Thank you, Claire. I really am honored and privileged to be on this program so early in the program between these illustrious people. I do appreciate the honor. I'm really very thrilled and as I said privileged to know and to have known Phil a long time.

I was fortunate to have known him when he was the first Assistant Secretary for Health and I was in the Social Security administration and it was really an exciting time. It was just wonderful. And Phil, I don't remember exactly the first time that I met him, but I met him, I saw him and spoke with him often in that time. But Phil you know has been a very important part of my professional life and let me explain. I was fortunate to have known him, as I said, and when I was ready to retire from the Federal Civil Service, I was then Director of the National Center for Health Statistics, I had announced my retirement and I called Phil and told him that I was retiring. He already knew and I said but I'm not really ready to retire. Phil said, well I'll see what I can do. And he did. He really did. I think I really was very, very

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

fortunate because Carol Estes took me in. She didn't know me. I didn't know her. In the A.G. Health Policy Center because Phil had talked to her about me and it's been a great really wonderful time for me. It's 25 years that I've been here and it's been an exciting, productive, wonderful time for me.

You know I didn't know what a regents lecturer has to do at the time, but when I was offered the job in the School of Nursing, I accepted happily. And here I am 25 years later having completed a really most productive and exciting and enjoyable second career. And I owe it all to you Phil. I really thank you for allowing me to come here and continue to work because I wasn't ready to retire.

I also want to thank you for the opportunity that you gave me in participating in some lectures to the graduate students. It was just such a wonderful experience. Phil would say something and I would just fill in and I would say something and he would fill in cause we shared similar experiences in the Federal government. And it was really, really great. Phil, you are such a rare and special person. It is an honor and a privilege to know you and to call you my friend. He's so smart and so very, very knowledgeable. I was always amazed that he came up with these stories that he remembered and of course it brought memories for me. I think most important is that you are a most caring, compassionate and

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

loving person. I'm lucky to have known and worked with you all these years. My very, very best wishes to you in the future for happy, healthy, productive and influential years ahead. Thank you. [Applause]

CLAIRE D. BRINDIS, PHD: Our next component of our program are two video tapes. The first is Michael McGinnis who's a Senior Scholar at the Institute of Medicine who has intersected his life, his professional life, with Phil for many, many years. And then John Lewin or Jack Lewin, as he's known, as the CEO of the American College of Cardiology.

J. MICHAEL MCGINNIS, M.D.: Greetings to you, Phil and all of our friends gathered in your honor. Phil, you don't remember this, but I first met you 40 years ago when you visited UCLA Medical School and were introduced as the most important doctor in the nation. The UCSF Chancellor who had just returned from service as the Johnson administration's top doctor, a spearhead of the healthcare reform battle that created Medicare. Then 30 years ago when I was serving in the Carter administration, Joe Callifano said I want to get the most important doctor in the nation to help us do a Surgeon General's Report in Prevention. And that's Phil Lee. And then 15 years ago in the Clinton administration, Donna Shalala that she was going to bring in the most important doctor in the

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

nation to help her select the next most important doctor in the nation. And guess what? They both turned out to be Phil Lee.

This is a man who was in the Johnson administration the first Assistant Secretary for Health with line responsibility over all the Public Health Services Agencies. And some say he did away with the need for the Surgeon General. Then 30 years later, again as Assistant Secretary for Health in the Clinton administration, he reinvented the role as a preeminent policy voice. And some say he did away with the need for an Assistant Secretary for Planning and Evaluation. Rumor has it that he's already agreed to become Assistant Secretary for Health in the Kucinich administration and do away with the need for the Secretary.

Phil, you're a truly unique presence in the lives and careers of each of us, an indomitable spirit, boundless energy, vexing creativity, but also warm, caring and generous. One of my proudest moments was in 1995 when after you sent me out to visit all 50 states in seven months, holding town hall meetings in the Healthcare Reform campaign that was, to say the least, not as successful as its predecessor, I decided it was time for me to leave government. I recall folks that Phil called me in and said that he created an award for me. The Wilbur Cohen award. Well, you can imagine how I felt about that. Wilbur Cohen and Phil Lee, no two greater heroes could there be.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

Then a few weeks ago I was having dinner with Jim Curren and we were, of course, talking about how great Phil is and Jim said to me, yeah, and you remember when he pulled me aside one day and told me privately that I've created this Wilbur Cohen award for you. Well, Jim and I thought we should use this occasion to ask for a show of hands of all of you Wilbur Cohen award winners. But you know that's Phil. Caring, honoring, celebrating. You were born to lead. Born to create. Born to care. Born to touch and everyone of us is forever grateful to you, Phil, for how you've touched each of us and the nation. Thank you.

JOHN (JACK) LEWIN, M.D.: Thanks to Claire Brindis and UCSF Health Policies Studies for giving me an opportunity to virtually thank Phil Lee. For those of you who don't know me who may be out there, I'm Jack Lewin, CEO of the American College of Cardiology, physician friend of Phil Lee for many years. Phil, I've first come in contact with the illustrious Lee family in the 1960s I think as you remember your brother was a mentor of mine at UC Medical School and influenced me heavily in my primary care career and I'm indebted to him.

And he obviously made me aware of you back in those days when you were in Washington in your first round of being Assistant Secretary for Health and accomplishing many things there. I remember being at your brother's house for a party

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

one evening and there was a young teenager running around, a young Peter who I had no idea would later become my colleague in Health Policy at San Francisco, Pacific Business Group on Health, Peter Lee. So I feel like the family obviously is an inspired group of health policy advocates.

And a lot of credit goes to you, obviously to your Dad, but Phil, I remember back when I was a U.S. Public Health Service commissioned officer on the Navajo nation and helping to implement the Indian Self-Determination Act. You had something to do with the creation of that law allowing tribes to take over their own destiny and you were at that time establishing the UCSF Center for Health Policy Studies. And I became the Commissioner of Health, the area Director for the whole region and you had a vote still connected to the Navajo. So our history, it's amazing how these roots go back.

After practicing medicine for a while as Director of Health in Hawaii, again your back in Washington as Assistant Secretary, Clinton administration and you and I were collaborators in many ways on trying to get health insurance passed and using Hawaii as a model where I had the privilege and good fortune of being able to help implement the Hawaii Prepaid Healthcare Act, which at the time was the template for a lot of what we hoped would happen nationally. It's amazing how many of these efforts we've been through together.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

I was President of the Association of State and Territorial Health Officials as well, and we worked on so many public health issues together, Phil. It's amazing to think back about the many, many issues that have inspired both of us in years. But even when in California as the CEO of the California Medical Association we conspired together for SB2 to try to get Universal Access passed in California. And we're still working at that.

Phil, all I want to say to you today, I wish I could be there in person and unfortunately can't, but it's always been a wonderful privilege and pleasure to work with you. You're a mentor. You've helped me in many ways. You've inspired me all the way through. You've helped keep an interest, even in the early part of my career, in Public Health, in Health Policy and in the passion that you share and that you help infect me with in terms of getting universal coverage for every American.

So all I can say to you as the CEO of the American College of Cardiology now finally I'm living in Washington, Phil, we still have work to do. Congratulations and I look forward to conspiring further in the future with you my friend.

CLAIRE D. BRINDIS, PHD: So back to reality in this room, the virtual reality, and I'd like to introduce to you Michael Lerner who has also had the opportunity to work with Phil on a variety of innovative, pioneering, cross cutting

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

areas of healing and the establishment of Commonwealth. From a very small group he has established a larger group focusing on collaboration on health and environment, ocean policy and programs, and bio-monitoring resources. [Applause]

MICHAEL LERNER, PH.D.: It's wonderful to be here. Phil, as you know I owe my entire professional life for the last 32 years really to your willingness to stand beside us in our work at Commonwealth and the Jennifer Altman Foundation, the Health and Environmental Funders Network and the Collaborative on Health and the Environment.

I'll start back at the beginning. In about 1975, 77 when with Clark Kerr and Ruth Chance you were willing to take a chance that this wild haired semi-hippy from Valenis, California might do some interesting things and innovative approaches to kids with learning behavior disorders and really cutting edge approaches to children's health. And Commonwealth would not have survived its first decade without the effort that you and Clark Curren and Ruth Chance made against high odds to help us through the turbulent first years.

I think we hear about Phil's extraordinary contributions which are so well know to academic medicine and to government, but what I experienced firsthand was his willingness to work really on the frontiers of mind, body, health and environmental public health. At the time that we

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

started our work with kids with learning and behavior disorders and saw that nutrition actually did make a difference at a time when that was really heresy, Phil was willing to be there with us and to look at the clinical evidence and to look at the science and support our efforts to objectively evaluate what might be there among all the excessive claims that were being made at that time about innovative approaches to children's health.

Then when I began to work in the area of cancer, Phil was kind enough to tell me that I could destroy my career by pursuing this work and I did pursue it anyway and Phil was then kind enough to notice that I hadn't destroyed my career by doing it. And that today I come in from Commonwealth where we're doing the 136th week long retreat for cancer patients and the Commonwealth Cancer Health Program and again we have eight women, seven of them with metastatic cancer, gathered for a week that is very likely to transform their lives as it has transformed the lives of over a thousand participants in that program. And after Bill Moyer's made the program nationally visible, it really has deeply influenced the approach to cancer and other diseases at a national and to some extent international level.

But I think, Phil, your greatest contribution of all as chair of each of these four enterprises, Commonwealth, the

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

Jennifer Altman Foundation, the Health and Environmental Funders Network and the Collaborative on Health and the Environment, was that you saw very early on the power of a science based environmental public health group. And you were willing to not only to give your name and your support, but your active engagement to the work in environmental public health, which since you joined us in that work, has really become a credible, national and global movement to reduce environmental contaminants and other sources of the epidemic of chronic diseases of our time. So working closely with Steve Heilig of the San Francisco Medical Society and with me and others in the Health and Environmental Funders Network and the Collaborative on Health and the Environment, you've provided the leadership that we've needed and that we continue to need. So God bless you and thank you for all you've done for all of us. [Applause]

CLAIRE D. BRINDIS, PHD: Thank you very much. Now I want to talk with you a little bit about the transition in the program. I'm about to introduce to you a wonderful science writer for the San Francisco Chronicle and after we have David Pearlman speak with you, we will also have another tape and here we will highlight remarks by Drew Altman who's the President and CEO of the Henry Kaiser Foundation, followed by Bob Ross, President and CEO of The California Endowment and

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

then Al Jonsen who is one of the co-founders and visionaries for the Institute for Health Policy Studies will begin some of his remarks about the early history of the Institute which will then follow into a conversation which will be led by Lauren LeRoy. Lauren, I will introduce you shortly thereafter.

David, we're very delighted that you're here with us today. He has been the Chronicle Science Editor and Writer for over 50 years and as I was becoming educated about David's involvement and the cross cutting opportunities he had with Phil, I read about the fact that early in his career he was listening to a pediatrician at a press conference discussing the pancreas and the gall bladder and secretion of the bilirubin. And afterwards he approached the presenter very perplexed and said I thought it was unethical to talk about patients. Who is Billy Rubin? So David, please, welcome to the stage. [Applause]

DAVID PEARLMAN: I don't know much more about medicine today than I did then. I don't have much to say. I just want to say that I have known Phil since 1961 when maybe he got some of the feistiness from his own father, but I looked up in the San Francisco Chronicle clips and so I thought I would reminisce over that.

June 16, 1961 a group of Peninsular doctors openly fighting the American Medical Association's conservative stand

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

on old age medical care will sponsor a public meeting today. And that meeting was called by guess who, Phillip R. Lee and as a matter of fact, Lynn Hertenberg from Stanford. Phil has been that kind of young Turk ever since I've started covering AMA meetings, which would have been about 1960 or thereabouts and I'm glad to know that he's still a young Turk.

There was another time in which I found a clipping about Phil and it said as follows. The American Medical Association is waging a bitter public campaign against it as leading to socialized medicine. Phillip R. Lee, an advocate of something called Medicare. 1964, I think that might have been. And from '65 of course, Phillip R. Lee, outspoken member of a famed Palo Alto medical family has been named to the top post to the government's complex and controversial Medicare program. That was Phil.

A word about the sort of thing that Phil was able to talk about publicly, and I think with considerable effect. He made a speech now in 1966 so he had some official standing. We cannot, for example, save the lives of babies in the slums of San Francisco, Los Angeles, Chicago or New York and sit by complacently while these babies survive only to face a lifetime of squalor, unemployment, despondency and frustration. Those were Phil's words. And I think he's devoted his whole career to that theme, I think. And now I think this Institute which

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

is being named in his honor appropriately so is going to continue it. And it does have work to do because Phil is not the worlds greatest predictor.

1967. Assistant Secretary for H.E.W. It is very likely, and I'm quoting Phil, it is very likely that within five to ten years there will be no free patients in hospitals, virtually everyone will have his hospital and medical costs met in full or in part by some third party. Hasn't happened yet. Maybe this Institute will bring it about and with the kind of leadership that Phil has exercised for all of his career, it's bound to happen. I won't predict in 10 years and I bet Phil wouldn't either, but sooner or later. Thank you Phil for being a hell of a source for a newspaper man. [Applause]

DAVID ALTMAN, PH.D.: If you know Phil you know that he never met a person or a cause he didn't like. And it was on that basis that I snuck into the Phil Lee flock many years ago. I wouldn't have made it any other way. Early in the 1980s when I was at the Robert Wood Johnson Foundation, we developed the very first foundation programs on HIV/AIDS, but we couldn't sell the foundation board on the programs until we brought in Phil with his white hair to chair the board. And the trustees said okay, if Phil Lee's involved, well maybe we'll do that. And then at the Kaiser Family Foundation after there had been a great purge and we started a brand new foundation, it was Phil

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

who we made our first new trustee. We called in Phil and everything was okay.

It was almost like he sat on that hill in Portola Valley in a toga grilling his salmon like Loren Green at the Ponderosa. As some of you know, he can also cook pasta pretty well. He sat there just waiting for all of us to call to rescue people and causes like us which he did so often. As you may know, maybe you don't know, you know that white hair is actually fake. It's part of his image and it's worked. I think he has the only box of Hair for Men in white. It's specially ordered from the company.

The Lee family name is the biggest name in healthcare in California. But Phil Lee is the Cal Ripken of our field, of health policy. And over time he's been the single greatest force I think in our field and in the lives of so many of us. And UCSF was Phil Lee's special home and I'm so glad that you're honoring him in this way. And I'm privileged to be part of it and lucky that he took me into his flock 30 years ago.

[Applause]

ROBERT MOSS, M.D.: Hi, Phil. This is Bob Ross from The California Endowment. Sorry I couldn't be there this evening, but I just want to take an opportunity to thank you for providing all of us in public health careers with mentorship and leadership and support. You are truly the Yoda

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

of public health policy for those of us in the field for the last several decades. And you are the force, brother, you are the force and thank you for all that you've done and for what you've meant to all of us trying to make this community healthier and better for the underserved of our country. Thank you. [Applause]

ALBERT JONSEN, PH.D.: Pleased to add my voice to the chorus of praise for Phil's career and many accomplishments. I'd like to mention one accomplishment that is never mentioned and which Phil himself probably doesn't really think about. Phil was actually one of the founders of a new field in the area of healthcare, namely the field of bioethics. Now here's the way it happened. Phil, of course everybody knows that Phil was a collector of strays. A lot of stray people wandering around not really having a focus. Phil would pick up and focus them on something and he's done that all through his career.

Well, I was a stray president, a stray college president in 1972. I had resigned from the Presidency of the University of San Francisco and I had been about to assume the Presidency of the Graduate Theological Union in Berkley and then actually turned that down before I had a chance even to sit in the presidential seat.

So I was wandering around with nothing to do and I got a phone call from Phil and he asked me to join him in a new

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

enterprise at the University California San Francisco, namely the Institute for Health Policy. Phil and I had come to know each other quite well during his chancellorship and during my presidency at USF and he knew that my major academic interest was the field of ethics and that I had done some little work when I was a graduate student at Yale in ethics in the field of medicine and healthcare and so he thought that it would be a good thing to have an ethics component in the Institute for Health Policy. That was a really novel unique idea in 1972. There was very little being done though within the field of health policy, within the field of medical education having to do with ethics. And yet all sorts of things were changing. New technologies, new scientific approaches to care, development of new techniques, drugs and in particular, very rapid and dramatic changes in the organization of how healthcare was delivered. And all of these things had ethics implications.

So the field of bioethics was just beginning to show itself in 1971-72. Several institutions had started small programs. But what Phil did was to institute a program in bioethics directly within one of the major medical institutions in the United States. And I was pleased to be the first Professor of Medical Ethics at UCSF thanks to Phil.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

So that's the memory that I bring to this occasion. I regret very much that I'm not here with you in person both to congratulate Phil himself and to slap a few backs and tell a few jokes with my friends from the old days. So with very best regards Phil, keep going. [Applause]

CLAIRE D. BRINDIS, PHD: If we can invite Lauren and Lew Butler, Francie and Michael Parker to the table and we'll have a conversation and then as Lauren's coming up I also want to say that why we know that UCG actually runs the Institute for Health Policy Studies, Lauren LeRoy was one of the early pioneers working with you and she's currently Executive Director of Grant Makers and Health. She worked with Phil for many years in the Physician Payment Review Commission in Washington, D.C. and has been extremely instrumental as an incredible role model to me as well. So thank you Lauren. [Applause]

LAUREN LEROY: While everybody's getting settled I'll get started. I've known Phil as a teacher, a mentor, a boss, a colleague, and a friend for about 35 years, which was hard for me to imagine when I actually realized how far back we go. And everything that people have said so far has resonated with me and I'm not going to try to repeat it. But I think across everything, Phil, your ability to make people feel valued and important has really been a key to your own effectiveness as

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

well as being able to motivate people, to find within themselves capabilities that they never imagined they even had. And I think it's just a tremendous gift that keeps on giving and giving and giving. And I think it's just a wonderful, wonderful characteristic of yours and something that I will always value.

We're going to do something a little different now. We're taking a pause from the tributes and we have three sages here who are going to reveal the real history behind the Institute for Health Policy Studies. And I want to give you a little background first and then I'll introduce them.

The Institute that we celebrate today along with Phil who was its founding director began in 1972 as the Health Policy Program. But Phil didn't do this totally alone even though he is Yoda and everything else we've heard about him. He actually had some co-conspirators. Lew Butler, one member of our panel way over on the right there from me, a lawyer with high level Federal experience who did a lot of the early leg work going around the country trying to figure out what a Health Policy Program might look like. Milt Silverman, who was Phil's good friend and ally in the work that they did on prescription drug policy among other things. Mike Parker, who's sitting also at the table here, who practiced law, had been in the trenches in moving forward modest pieces of

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

legislation like Medicare in his work with Phil and others, and a lobbyist for Kaiser in the days when in his words, you could actually be a nice guy and an effective lobbyist at the same time. Steve Strickland, a political scientist who among other things was an expert in policy related to biomedical research and who didn't want to leave Washington, which is an important point that we'll get back to later. And Al Jonsen, who you just heard from, Jesuit trained, former President of the University of San Francisco who claims that he didn't know anything about health issues when Phil called him to use CSF, when he joined the team. But he's had a profound impact on the field of bioethics and the links between bioethics and policy.

Everyone of these people except for Al held high level positions in the Federal government and all had experienced the crunch of trying to make sound policy decisions in the absence of objective information on the issues, the options and their implications. And Phil's idea of creating a university based, multi-disciplinary program that would produce that kind of information and put it into the hands of policy makers when they needed it, must have struck a chord with this group, because they all agreed to join in even though they had no idea what they were getting themselves into or whether they could actually pull it off. So these are brave souls sitting up here.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

Looking back while it maybe easy now for these people to say we were just making sausage in those days, we didn't know what we were doing. I saw it very differently. I came to the Institute, which was then called the Health Policy Program, in 1972 shortly after it was launched. I was completing a masters program at Berkley. I had heard about this living legend Phil Lee and everybody told me I had to come and meet him. So I came to over to UCSF and sat in on his Politics of Health course so that I could get my fix and get over my Potomac fever now that I was back in the Bay area. And I would sort of steal myself and walk up to Phil afterwards just to ask him a question. You know to feel his aura and to have that connection and then little by little we began to develop a relationship and the rest is history.

But as these people were thinking that they were just making sausage in those early days, the Institute looked quite organized to somebody like me who had just discovered health policy and couldn't get enough of it. It really seemed like the place was quite together. And there's a good reason for that and that's the third person on our panel and that's Francie Petrocelli. It's actually the case that we had a number of people who came together who really had a lot of great policy ideas but management and administration were not their strong suit. They were smart enough, though, to turn to

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

Francie, bring her down from the Chancellor's office and you see where we are today.

So we have the benefit of my being able, I'm in the strong position of being able to ask the questions of these people, about the institute in those early days. Obviously we can't regale you in a few minutes with all the great war stories that we'd like to share. You'll have to listen to those over wine later and it actually goes better with wine. And we can't do justice to the rich history or the leagues of people who have been affected by the Institute. But what I hope we can do is to share some insights about the context that gave birth to the Institute, about the factors that have maintained and strengthened it within the University, the challenges its faced and what its contributed. So let's get started. And please make sure that you talk into the microphone and you share because otherwise people won't be able to hear your words of wisdom.

We heard the Chancellor mention very briefly the times in which Phil was Chancellor, but I wanted to start there and have you talk a little bit about what the times were really like on campus when Phil was Chancellor and he was contemplating moving to the creation of the Health Policy Program. Because there was a lot going on at that time. Don't fight over it, somebody answer.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

FRANCIE PETROCELLI: Well, only because I was there. Well, 1972, of course, was a very, very different time politically and in the whole medical and health field. So Phil had three years at being Chancellor in really trying times and in my view had always brought something to the campus that wouldn't have been there if he weren't there. And that was a calm, open approach to something that many other campuses didn't see. So he had kind of kept things under control and kept people open to what was going on.

Nevertheless, when Maggie Mahoney at Carnegie started talking to Phil about the idea of policy and doing something different, they began to hatch this plot about a Health Policy Group and he told Charlie Hitch at that time, President Hitch, that he wanted to step down. I would just say that the campus wasn't really prepared for a group like Health Policy. They didn't kind of know what to do with them. They didn't know what kind of appointments they could have. Fortunately, Phil had some access to space which he could assign to the School of Medicine, but it wouldn't have happened without Dean Crevins, because Dr. Crevins really did support the idea of a Health Policy Group. Mike and Lew really set the thing up with Phil and then Al came along, but I've never seen a group so compatible. They had a lot of fun under very trying circumstances against a campus that had no idea what they were

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

doing, were very afraid of what they were going to do, which was run up to Sacramento, get a line item in the budget, get all the money to go to Health Policy and sort of run amok down on Third Avenue. So at the beginning when the program set up, we had to actually make a report, started out weekly and then monthly, on who were these guys meeting with and what were they talking about.

So that was kind of the background. All four of them began to teach in the undergraduate medical schools and other schools and pretty soon people began to trust them. It did take a few maybe years. But bit by bit they kind of wormed their way in and we found ways to pay people that hadn't existed before and things to call people that hadn't existed. And there it is.

LEWIS BUTLER: Well, I think one thing that's worth remembering is that we're all friends of Phil's and that was one reason I think it succeeded. In my case Phil had been my job agent and counselor for about the last five years. I'd found myself in Washington inheriting his old job because we didn't have an Assistant Secretary for Health because the AMA had given seven million dollars to Richard Nixon and we didn't want the guy that Nixon wanted. So anyway we had no Assistant Secretary for Health so I find myself doing Phil's old job and so I keep up Phil what do I do, what do I do. Then I get

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

emergency calls from Phil. The Surgeon General is on the Hill in his uniform. Go get him. We were trying to keep the Surgeon General in those days under control.

So anyway by the time I couldn't stand Nixon any longer, I call up Phil and he says well, I'll find you a job. I'm a political refugee and he plants me over in the law school in Berkley for a year. And then we start with the Institute, then the Health Policy Program. And of course, Mike's experience was that he and Phil were there together in H.E.W., but as Francie mentioned, I think the key to the whole thing was that we really liked each other and we had a history of friendship and it continues to this day. And so when we find ourselves in the little house at 1326 Third Avenue and there's one bathroom upstairs, you know there's nothing like togetherness when you got the one bathroom.

So now 35 years later I just think we were so lucky and, of course, the key to the whole thing was Phil. If we had started this thing and he hadn't been the Chancellor, you know not everybody loves the Chancellor of course, but the Chancellor's has done a lot of favors for people. I meant there's a reason that we had an office and there was a reason we had a budget, a little bit of a budget. And that was because Phil could understand the Institution. He knew its strengths and its weaknesses and he had some people there that

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

didn't like him to his great credit, by the way. People that had resisted his reforms, but there were also people there, and some of them are in this room, that thought he was wonderful and that made it possible for the Institute to succeed.

LAUREN LEROY: Mike, we were talking recently and you started talking about something that I thought would be worth sharing with people here and that was the challenge of trying to introduce a policy and ethics curriculum into the Medical School, the Nursing School and the Pharmacy School. Can you talk a little bit about that?

MICHAEL PARKER: Well, after a quick comment which is to say that when Phil called me and said do you want to do this project which didn't have a name, I don't think even at that time. To me it was like being a kid you know and your friend calls you up and says come on over to the school yard. We're going to play softball. You know and you get there and there are five guys and one ball and a bat and you have to figure out how you're going to play this game. So it was maybe not making sausage but we had to imagine really what the game would be and how we'd play it and what the rules might be. And it was a lot of fun.

One of the things that I said to Lauren that struck me as we began to get into this was my wife was a physician and I had some small acquaintance with medical school education, but

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

I had no idea of how narrow it was until Phil got me to the Medical School. And so for me one of the great challenges for this program became trying to figure out how would you open up medical school education so that people in the health professions schools would learn something about economics, sociology and the kind of tough policy choices that people in government have to make where instead of just looking at your patient you have to decide well, my patient's interest might be one thing. But the public interests might be another. And how do you balance those out and how do you think about those problems for which there's no right answer and for science students, and most of these people were science students before they went to Medical School or Nursing School or Pharmacy School, very hard to be faced with someone who's saying well, there's no right answer to this question, because they were used to right answers.

LAUREN LEROY: I have some questions about the sort of Washington orientation. One has to do with, other than Steve Strickland not wanting to move to California, why you felt it was important to have a Washington office. And then the other, I'll throw both out at the same time and you can play with them, is what were the challenges that early on people found in trying to quote be helpful to decision makers in Washington, particularly in the Congress? Was it hard to avoid getting

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

caught up in the web of politics that you found on the Hill when you would try to make your rounds and provide objective information to people in a very political environment? And how difficult was it to navigate the power dynamics among the legislative staff who you found and was there an appetite for this subjective analysis that you had felt was so important during those early years when the Institute was trying to establish itself?

LEWIS BUTLER: Well, the simple fact is that the University sort of freaked out when we decided we had an office in Washington because they were back there lobbying and principally because of Phil you know we knew a lot of people on the Hill, we knew the committees. Paul Rogers was the chairman of the Health committee and he was dealing with national health insurances. We all thought at the time we'd get some form of national health policy. And Phil in particular, but some of the rest of us too, had access to those people.

So we were helping them put on hearings and doing all of that and it was a very heady time. We also got a lesson in sort of realism which is, and Lauren and I had a particular experience with this in the Senate Finance committee, congressional staffers don't necessarily think it's wonderful when you come in and tell their bosses something that they haven't told them and in fact, you may disagree with them

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

because a lot of the congressional staffers, particularly in the Senate thought they'd been elected to the U.S. Senate, not their bosses.

So it wasn't all roses, but it was wonderful because we were working with people that we knew and we were being helpful. It just happened that the climate for change, particularly for comprehensive health insurance, faded. Fortunately, it seems to be coming back now. But that's why we were in Washington. And looking back on it I think it was very worthwhile. One of the things that did occur is that it gave an opportunity for a whole range of younger people, many of whom are here today, Peter Badettie and Lauren, whatever, to be exposed to that environment all to the good of the nation, I think.

FRANCIE PETROCELLI: And I would just insert really as a sidebar that at same time there had been so much interest with when the Institute started. We'd get resumes over the transom, under the door, through the windows, people calling up everywhere and some of them actually knew a bunch of stuff. So Phil and Mike and Lew quickly got research associates and they actually knew a lot of stuff when they went back to Washington and other places. So that was part of the game.

LAUREN LEROY: Well, turning to one of the features that is a defining feature of the Institute from the very

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

beginning and that's having a multi-disciplinary faculty and staff. And again why was that considered so important and what are the challenges of trying to create a dynamic and successful working environment for this motley crew of people starting at the top because a number of you came from different backgrounds. But why was that considered so essential to the essence of the Institute?

MICHAEL PARKER: I don't know if I'm the best person to answer this question. I think Phil is the best person to answer that question. It was extraordinary that Phil managed to, and maybe Francie can speak to this, sneak into the Medical School people who were sociologists, economists, ethicists and it was really quite amazing that the Medical School and the other health professions students were exposed to these people. And for me, although I had been in Washington doing health politics really and a little bit of policy but mostly politics for quite a while, there were sets of ideas that I had never been exposed to which if I had had some exposure when I was in Washington probably I could have helped pushed things into a slightly direction. So I can't tell you what Phil's motive were but it was an extraordinary thing to see these people on the campus teaching Health Policy seminars, helping to write the Health Policy Case Book, giving these other kinds of ideas an airing on the Medical School campus.

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

LEWIS BUTLER: And one of the things that Phil instituted was something called a rip and tear session. We really didn't know how to talk to each other. We knew how to talk if you were in the same discipline, but as Mike says when we had the economists and sociologists and anthropologists and so on and we've had these sessions and basically the questions weren't exactly like this, but the meaning was what the hell are you talking about? But again because of this atmosphere of collegiality and friendship, those got to be fun instead of horror sessions. And so gradually we learned each others languages and I think to the great benefit of everybody involved.

LAUREN LEROY: You know I'm not sure how much fun I had in those rip and tear sessions but I would say that to this day, and I tell this story to people every so often, that what you learned that you gained so much from having these people who came from very different perspectives, who knew things that you didn't know and who were able to bring their experience to your work. That you always came out stronger and your work was always better after going through that process. And so even if you sort of took a deep breath before you came into the room to present whatever it was you were doing, you knew that you were going to be the major beneficiary of the battle during the rip

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

and tear. So I'm glad you brought that up because I thought it was really important.

MICHAEL PARKER: Let me add one more thought which is that it's a mark of Phil's extraordinary openness to new ideas. I never saw a man more willing to entertain something new than Phil Lee. And I would sit there sometimes when he would say we're going to have somebody for lunch today. We're going to have a seminar, a brown bag. And I would think to myself, I don't know if you ever thought this Lew, oh, my God. Who's coming through the door. What was this one going to be. But I knew it would be something interesting but we had no idea who Phil, with his continuing curiosity about everything, would bring in the door next.

LAUREN LEROY: And one thing that's always struck about you, Phil, is that you do have this incredible openness to ideas and to people. But that doesn't mean that you're wishy washy. Your values are very solid and those don't change and it actually you know makes it safe for you to be so open to things that seem way out of the realm of other peoples comfort zones. And so I think it's that combination that really is sort of a defining characteristic of who you are.

Now we don't have whole lot of time and I promised Claire that we were going to stay on time, so I have two questions I want to ask you. The first, it's a very small

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

question, what would identify as the Institute's greatest contributions over the last 35 years? Just a small question, but when you think about that what would you say?

LEWIS BUTLER: Well, I think you look around this room. It's basically the young people most of whom came there because of Phil and went on to do wonderful things.

FRANCIE PETROCELLI: And I would say if you look around the country there are many, many policy institutes now where in 1972 there were not and that many of the people who came through, the David Elwoods and others who were now Deans of various public schools, they're all out there.

MICHAEL PARKER: I don't think I can add anything better than what's been said.

LAUREN LEROY: Well, you were so efficient I'm going to ask two more questions instead of just one more. What do you think the biggest challenges are looking forward for an organization like the Institute? I know these are easy questions.

LEWIS BUTLER: Well, I mean you've got 50 million people uninsured in the United States and that subject's been off the table until recently. Now we're going to go through another unbelievably difficult period of trying to figure out how to sort that out. It's very hard to know what's going to happen but at least it looks like something's going to happen

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

and I think Institute has a huge contribution to make to that and all the research that's been done over the years, children's health, the whole range of other things. Often there was no place for that information to go because nobody gave damn in the Congress. Now people are running for President on that ticket. And auto companies are saying we can't afford 1,500 bucks worth of health care in every car. So that's the big challenge I think.

MICHAEL PARKER: I think it's to the extent that you're thinking about policy, writing about policy, teaching about policy to see these problems always within the context of constraints. There are more good things to do than can be done. And there are prices to be paid for all the good things we'd like to do. So it's very hard, I think, to teach public policy, recognizing that, Jerry Webber I want to give you credit for this one, there ain't no such thing as a free lunch. Square one in policy. You can't simply say this would be the right thing to do because you always have to face the fact that the resources you use to do it are contending with the other good things you'd like to do.

LAUREN LEROY: And finally since this is a day about you, not just about the Institute, I want to close with a question about Phil. If each of you can share what you think are the particular assets that Phil brought to the Health

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

Policy Program and later the Institute for Health Policy Studies that were critical to its success, its institutionalization within the University and its longevity?

FRANCIE PETROCELLI: Well, I'll start. I've known Phil for 40 some years and I think I've never met anyone who always looks for and finds and sees the best in people. So always that's first and mostly 90-percent of the time that's what comes forward. And that really has benefited not just the Institute but everyone he comes in contact with. I think the other thing is his mentoring of so many people and it is his greatest strength, greatest weakness that he sees only the best because he sometimes would have this long line of people following him over to the Institute. And Lew would come downstairs and say do you know who that guy is? So the openness, the just absolutely love of people and his ability to see the relationships among many, many ideas, thoughts, possibilities. He could do that, Lew, I'll just throw Lew in here, has the ability to take all those things and synthesize them and communicate them to people. So the two of them are just great together and Mike, he's the reality specialist, so he can look and say yeah, but is this going to work?

LEWIS BUTLER: Well, I just second all of that. Phil has an absolutely infinite capacity for friendship. It's astounding and to help people. I mean we could go on forever

¹ kaisernetwork.org makes every effort to ensure the accuracy of written transcripts, but due to the nature of transcribing recorded material and the deadlines involved, they may contain errors or incomplete content. We apologize for any inaccuracies.

here. It includes my wife calling him from Mexico saying my husband's an idiot. I've been bitten by a dog. Am I going to get rabies and Phil arranges for her to get on an airplane and to come back and to get an experimental rabies shot from the Centers for Disease Control. But you know it goes on and on and on. I mean there's reason that we all feel that way about Phil. It's just quite wonderful.

MICHAEL PARKER: Well, I can second all of that and just say for me it's Phil's enthusiasm for ideas and for life and for his friends.

LAUREN LEROY: So Phil on behalf of all of your friends, thank you, thank you, thank you. [Applause]

I also have the pleasure of letting you know that we are now taking a coffee break but Ross what time are we supposed to come back in, tell me. Look on the program. Oh, just a break. How long, a ten minute coffee break. So please have your coffee and hurry back.

[END RECORDING]