

E-mails and documents produced  
through investigation into closed-door  
health care negotiations

June 8, 2012 Memorandum

Footnote 3



1000 Potomac St, NW \* Suite 500 \* Washington, DC 20007

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April 29, 2009

Ms. Michelle Nawar  
Assistant Director of Legislation  
Service Employees International Union  
1800 Massachusetts Ave, NW  
Washington, DC 20036

Dear Ms. Nawar:

Healthy Economy Now is a tax-exempt non-profit organization operating in accordance with section 501(c)(4) of the Internal Revenue Code. Health Economy Now's mission is to promote social welfare by building momentum behind public policies that will reform health care and build a stronger economy.

As you can see from the attached materials detailing our mission statement and scope of work, we have a full slate of activities planned for the upcoming months and hope your organization will consider making a donation of \$100,000 to Healthy Economy Now in order to help us achieve our goals.

As a 501(c)(4), Healthy Economy Now can accept unlimited contributions from individuals, corporations, labor organizations and associations. Donations to Healthy Economy Now are not tax deductible as charitable contributions. Donations of more than \$5,000 will be disclosed to the IRS on the organization's annual return, but we are not required to publicly disclose donation amounts. Should your organization choose to make a donation, we will list the name of your group as a supporter of the organization on the Healthy Economy Website. If you prefer your name not be included in this list, please let us know.

Contributions for Healthy Economy Now can be mailed to the address listed above. Checks should be made payable to "Healthy Economy Now." Domestic wire transfer contributions can be directed to Healthy Economy Now [REDACTED]

Thank you in advance for your support. Should you have any questions about making a donation, please contact our Treasurer, Carrie Schuyler, [REDACTED]

Sincerely,

Nick Baldick  
Director

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**Online Soon @**  
**[www.HealthyEconomyNow.org](http://www.HealthyEconomyNow.org)**



1000 Potomac St, NW \* Suite 500 \* Washington, DC 20007

## ADVERTISING BRIEF

April 2009

- Objective:** Raise awareness about the urgent need to reform America's health care system and build political will to pass legislation this year.
- Strategy:** Conduct a brief, targeted advertising campaign to frame the debate surrounding the Senate Finance Committee's work to draft health reform legislation. Shape the narrative so that the dominant story line emerging over the next several weeks makes clear the link between reforming the American health care system and revitalizing the economy. (Note: this strategy represents the first phase of a broader strategy. Once the link between reform and the economy/jobs is established, it will also be necessary to reinforce that reform will ensure that all Americans will have their choice of quality, affordable health care options).
- Audience:** Policymakers, news media, and opinion leaders in Washington, DC and in targeted states
- Message:** Skyrocketing health care costs are dragging down our economy -- making it difficult for America's families to make the most of their hard earned money and putting a strain on businesses, particularly small businesses, like never before. That means fewer jobs, smaller family budgets and a weaker economy. We need health care reform now to bring costs under control and help our families and businesses prosper.
- Ads:** Create at least two TV ads as well as online advertising (rich media). The first ad will focus on the connection between rising health care costs, jobs and the economy. The second ad will explain the "hidden tax" on Americans due to the high cost of health care and the rising number of uninsured.
- Media Buy:** Two flights (of 3-4 weeks each) consisting of:
- National cable networks. Top-rated opinion leader programs on CNN, MSNBC, FoxNews and Comedy Central.
  - Spot markets. A combination of broadcast and cable TV placements (primarily news and other opinion leader programming) in 6-8 target markets across the country.
  - Washington, DC. A combination of broadcast TV and local cable networks on top-rated opinion leader programs (e.g. Sunday news programs and cable systems that reach into Congressional offices).
  - Online video (rich media) placements on key opinion-leader sites such as WashingtonPost.com, CNN.com, NYT.com, Daily Kos and Huffington Post.

**Online Soon @  
HealthyEconomyNow.Org**



1000 Potomac St, NW \* Suite 500 \* Washington, DC 20007

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**To: Interested Parties**  
**From: Healthy Economy Now**  
**Date: April 27, 2009**  
**Re: About Us**

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This memo is intended to provide more information about Healthy Economy Now and our mission. Should you have any questions about our organization, please do not hesitate to contact us.

### **About Us**

Healthy Economy Now represents a coalition of workers, businesses and organizations that understand improving our health care system is a key to revitalizing the American economy.

Our mission is to build momentum for quick action on health care reform in order to accelerate America's economic recovery. While our supporters come from all ends of the ideological spectrum, they all agree that health care reform is the cure America's economy needs today.

Healthy Economy Now broadly supports making it possible for all Americans to have quality, affordable health insurance. However, we believe the first step is demanding action from Washington now. Our job is not to create policy. It is to build political will, so that Americans receive better health care and the American economy is no longer crushed by skyrocketing costs.

### **Our Mission**

Family budgets, small businesses and taxpayers are all being crushed by the current health care system. Rising costs and inefficiencies are straining family and government budgets, crushing small businesses and delaying America's economic recovery.

Healthy Economy Now's mission is to raise awareness about the crucial link between reforming the American health care system and revitalizing the American economy. Our organization supports making American health care better and the economy stronger. We are urging Washington to stop talking and to start working on reforming our broken health care system by making sure every American has the ability to get quality, affordable care.

Healthy Economy Now believes that health care reform is one key to economic strength. It will create jobs, spur innovation, expand quality care and serve as an important and timely investment in America.

Health care reform is the cure the American economy needs, and we need it now.

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**Online Soon @  
HealthyEconomyNow.Org**

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Footnote 4

**From:** Jeffrey Forbes [REDACTED]  
**Sent:** Tuesday, July 07, 2009 7:28 PM  
**To:** Bryant Hall  
**Subject:** Re:

Weird - I think they are doing this to pressure plans

Jeffrey Forbes  
CFW  
[REDACTED]

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**From:** Bryant Hall  
**To:** Jeffrey Forbes  
**Sent:** Tue Jul 07 19:27:41 2009  
**Subject:** Re:

Dumb. They just got us and hospitals. WTF?

---

**From:** Jeffrey Forbes  
**To:** Bryant Hall  
**Sent:** Tue Jul 07 19:25:29 2009  
**Subject:** Re:

Said [REDACTED] pushing recon - see email just sent

Jeffrey Forbes  
CFW  
[REDACTED]

---

**From:** Bryant Hall  
**To:** Jeffrey Forbes  
**Sent:** Tue Jul 07 19:25:29 2009  
**Subject:** Re:

Just they will be on other side prob. [REDACTED] Still ok. I shouldn't say bad.

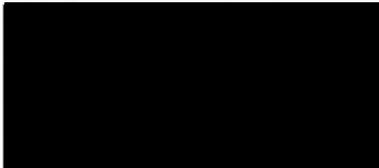
What was [REDACTED] react?

---

**From:** Jeffrey Forbes  
**To:** Bryant Hall  
**Sent:** Tue Jul 07 19:23:08 2009  
**Subject:** Re:

Won't stand by senate? Someone on help said 12 may not even hold up in committee

Jeffrey Forbes  
CFW



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**From:** Bryant Hall  
**To:** Jeffrey Forbes  
**Sent:** Tue Jul 07 19:18:02 2009  
**Subject:** Re:

Yes. Bad on FOBs but we will work it.

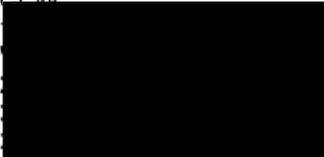
I will tell you more on phone.

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**From:** Jeffrey Forbes  
**To:** Bryant Hall  
**Sent:** Tue Jul 07 19:16:22 2009  
**Subject:** Re:

Love it

Jeffrey Forbes  
CFW



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**From:** Bryant Hall  
**To:** Jeffrey Forbes  
**Sent:** Tue Jul 07 19:16:14 2009  
**Subject:** Re:

I saw Rol Call.

Went great. No reason to go reconciliation. We are ready to goo. 100 percent.

Rahm asked for Harry and Louise ads thru third party. We've already contacted the agent.

----- Original Message -----  
**From:** Jeffrey Forbes <>  
**To:** Bryant Hall  
**Sent:** Tue Jul 07 19:12:51 2009  
**Subject:**

How was wh mtg?

I think [REDACTED] is ready to go to reconciliation unless this is just duvalk

Jeffrey Forbes  
CFW



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Footnote 5

**From:** Messina, Jim [REDACTED]  
**Sent:** Tuesday, December 15, 2009 1:13 AM (GMT)  
**To:** LeaMond, Nancy [REDACTED]  
**Subject:** Now that byou support the bill (tomorrow am)

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Can we get immediate robo calls into Nebraska urging nelson to vote for cloture?

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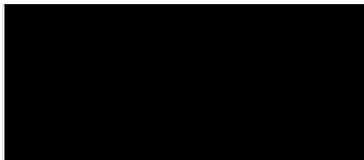
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Footnote 6

**From:** Jeffrey Forbes [REDACTED]  
**Sent:** Monday, April 13, 2009 12:14 PM  
**To:** Bryant Hall  
**Subject:** Re: Meeting on Healthcare

You are the groups doing money - he wanted to do you separate and we may get there but I thought you would want to know what they are saying to seiu etc - remember we talked about this

Jeff Forbes  
CFW



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**From:** Bryant Hall  
**To:** Jeffrey Forbes  
**Sent:** Mon Apr 13 12:11:11 2009  
**Subject:** FW: Meeting on Healthcare

Weird group. We are in much different place than many of these guys.

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**From:** [REDACTED] **REDACTED**  
**Sent:** Monday, April 13, 2009 12:07 PM  
**To:** 'Michelle Nawar'; 'Ignagni, Karen'; 'dsloane [REDACTED] Bryant Hall; 'Austin, Amanda'; 'Miller, Bill'  
**Cc:** 'jmessina [REDACTED] ksheehy [REDACTED] **REDACTED**  
**Subject:** Meeting on Healthcare  
**Importance:** High

Folks –

Messina and I are organizing a meeting on health reform at the DSCC on Wednesday afternoon at 3:30 pm.

Looking forward to seeing you or your reps on Wednesday.

**REDACTED**

**From:** Andy Stern  
**Sent:** Wednesday, April 22, 2009 8:04 PM  
**To:** Anna Burger  
**CC:** Michelle Nawar; Dennis Rivera; Dennis Rivera; Amy Dacey  
**Subject:** Re: Confidential

Ok with me

Andy Stern  
[REDACTED]

On Apr 22, 2009, at 4:54 PM, "Anna Burger" <[REDACTED]> wrote:

It seems like the right framework... a little from us and a lot from them

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**From:** Michelle Nawar  
**Sent:** Wednesday, April 22, 2009 4:50 PM  
**To:** Andy Stern; Anna Burger; Dennis Rivera; Dennis Rivera  
**Cc:** Amy Dacey  
**Subject:** Confidential

Last week I was invited to a meeting by Baucus's COS at the DSCC. Also present was Jim Messina, and my counterparts at AARP, NFIB, PhRMA, AHIP and the Chamber. They basically want to see adds linking HC reform to the economy and the need to do HC reform now. there were not a lot of details but we were told that we wd be getting a phone call. well that call came today. Nick baldick called and he is setting up a C4 called Help the Economy Now. they want a budget of \$6 million, a million a week to do tv ads in DC and in conservate D states and moderate R states. They plan to hit up the "bad guys" for most of the \$ and will also go the Blues, AMA, AdvaMed. They want us to just put in enough to be able to put our names in it—he is thinking @\$100K. I told him I would talk to our leadership and get back to them. but basically they want to get out as much \$ as they can out of groups like NFIB before they jump ship and they know that is when they will need us to put in more. I think we should see if these groups bite and if they really do put in real \$, then I'd recommend we put in a modest amount. Please let me know how you would like me to proceed.

Best,

michelle

Michelle Nawar

**From:** Selib, Jon (Baucus) [REDACTED]  
**Sent:** Monday, April 13, 2009 4:07 PM (GMT)  
**To:** 'Michelle Nawar' [REDACTED]; 'Ignagni, Karen' [REDACTED]  
Sloane, David [REDACTED]; 'Bryant Hall' [REDACTED]; 'Austin,  
Amanda' <Amanda.Austin@[REDACTED]>; 'Miller, Bill' <[REDACTED]>  
**Cc:** 'jmessina' [REDACTED]; 'ksheehy' [REDACTED]; Lam, Lai (Baucus)  
[REDACTED]; Rogers, Brianne (Baucus)  
[REDACTED]  
**Subject:** Meeting on Healthcare

---

Folks –

Messina and I are organizing a meeting on health reform at the DSCC on Wednesday afternoon at 3:30 pm.

Looking forward to seeing you or your reps on Wednesday.

Jon

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**From the Report of the Federal Integrated Advocacy Campaign Governance Committee to the Board of Directors, May 4, 2009:**

“Our campaign field infrastructure, grassroots, partnerships, and advertising have shifted to focus predominately on the Senate to emphasize our three priorities in health care reform. Our efforts include:

- Mobilizing grassroots efforts in 17 states through letters, calls, meetings, opinion editorials, intercepts and other communications from key stakeholders (employees, vendors, patients, economic development, academics, seniors, pharmacists, minority groups, labor unions, etc);
- Working in key partnerships with national organizations to advocate on core health care reform issues. The groups we are working closely with include Families USA, America's Agenda, Partnership to Fight Chronic Disease, Pharmaceutical Labor Management Association, International Sheet Metal Workers, National Consumer's League, American Pharmacists Association, Healthcare Leadership Council, American Cancer Society, the National Health Council and many more.
- Launching a targeted [Healthy Economy Now] coalition advertising campaign in 8 to 10 states to support health care reform with potential partners to include the AARP, AHIP, Business Roundtable, NFIB, PhRMA, SEIU and others.”

**From the Board of Directors Teleconference Minutes, June 23, 2009:**

**“2. Discussion of Health Care Reform Legislation and Financing Options**

Mr. Tauzin provided an update on health care reform legislation and discussions with the White House and Senate Finance Committee on legislative financing to be provided by the biopharmaceutical sector. He described the elements of the legislative financing commitments negotiated by the Board leadership with the Senate Finance Committee and White House leaders, including expanded Medicaid rebates, a CBO score for follow-on biologics legislation (if included in health reform legislation), mandatory legislative discounts for Part D beneficiaries in the coverage gap and a health reform fee. Mr. Tauzin stressed that all legislative financing commitments were within the total \$80 billion range authorized previously by the Board. The Board delegated responsibility for negotiating the structure of the health reform fee to PhRMA staff and the Board leadership group.”

**From the Report on Health Care Reform to the Federal Integrated Advocacy Campaign Governance Committee, July 14, 2009:**

“PART II: PUBLIC AFFAIRS STRATEGY

Summary

As part of our agreement, PhRMA needs to undertake a very significant public campaign in order to support policies of mutual interest to the industry and the Administration/Baucus. The goals would be: a) help ensure that the policy agreement holds throughout the committee, conference and floor process; b) help position and create momentum for the Baucus version of health care reform; and c) persuade members of the Senate and House who are potential, but not certain, ‘yes’ votes.

Our principal strategy now is to make a significant public push for ‘Consensus Health Reform (The Baucus bill)’ in order to properly position that bill and generate momentum to get the bill through the Finance Committee and passed on the Floor.

At the same time, we believe we must continue to defend Medicare Part D and to leverage the policy agreement on the donut hole. This will help us accomplish three things: 1) Continue to position Part D as a success, especially in the House. 2) Engage the senior vote on Health Care Reform by highlighting the policies on donut hole; and 3) If the deal falls apart, it allows us to pivot messaging to protect Part D.

As we move through the legislative process, we also need to continue to advocate on our core policy issues, such as Biosimilars. Recently, several groups -- AARP and PCMA (trade association representing PBMs) -- have launched aggressive advocacy and communications campaigns generating calls, letters and advertising to restrict patent protections on biologic medicines. AARP recently announced that it will not support HCR if it does not include a pro-generic biologics bill.

As part of the 2009 plan, we have included a significant amount for advertising to express appreciation for lawmakers’ positions on health care reform issues. Our hope is to make our policy agreement stick, create momentum for consensus health care reform (Baucus bill), help it pass, and then acknowledge those senators and representatives who were instrumental in making it happen and who must remain vigilant during implementation. Finally, we should note that we also expect to help fund some outside groups who support health care reform. What groups we support and how much support we give them are yet to be

determined and will be based on how each group's agenda fits with PhRMA's overall strategy.

### Strategic Overview

In order to give us the best positioning and leverage in the health care reform legislative debate, PhRMA and its member companies have already implemented a significant public affairs campaign. This campaign has demonstrated our key potential role and our willingness to be positive advocates for positive health care reform. We have also built a campaign infrastructure inside the beltway and in key states to advocate on our core policy issues, such as Medicare Part D.

Our initial strategy has been successful. We are now viewed as a key stakeholder among leading policymakers and constituency groups on health care reform and our 'seat at the table' has enabled us to reach a policy agreement on our legislative contribution to health care reform 'pay-fors,' while defending policies that promote access to medicines and prevent the establishment of new government price controls.

Our next challenge is the toughest: holding the policy agreement together, creating momentum for Senator Baucus's consensus Health Care Reform bill, and helping pass health care reform while maintaining our bright lines and minimizing the overall dollar offsets to the biopharmaceutical companies.

To succeed, we believe it is important to utilize campaign tactics which:

- Clearly establish that PhRMA is a dependable ally and partner in the effort to pass consensus health care reform;
- Continue to communicate our bright lines on health care reform in a positive but forceful way;
- Pro-actively position the Senate Finance bill as the best approach for patients;
- Continue to oppose the creation of new Medicare Part D price controls in the House bill;
- Continue to establish direct linkages between the decisions made in Washington and the impact on local economies and jobs in the biopharmaceutical homestates; and,
- Support and defend Democrats and Republicans who support the best policies for patients and for medical innovation, can help make our agreement hold, and can help ensure the successful passage of health care reform.

Now that we are viewed as a potentially helpful ally, we also believe that we must be a dominant voice in health care reform so that we will continue to be

seen by Congressional leaders and the Administration as a ‘tipping point’ between success and failure in health care reform because of our resources and our demonstrated willingness to use them.

We believe this strategy, which is customized on the basis of each legislative target and will evolve with the legislative calendar, will give us the best opportunity to hold the policy agreement and pass health care reform while preserving future innovation. Because of our activities to date, there is already a growing belief among key Members of Congress and the Administration that we have the resources to help them pass health care reform if we stand with them, or help defeat it if we stand on the other side. We also expect our standing to be strengthened if, as we expect, other affected parties begin to have second thoughts about health care reform and whether they are better off with or without it.”

**From the Report of the Federal Integrated Advocacy Campaign Governance Committee, August 6, 2009:**

“Our core strategy remains focused on enacting the highly anticipated bipartisan Senate Finance Committee bill while keeping our policy agreement intact. We will accomplish this despite the negative public comments from the White House and a bad bill in the House. The House bill was expected and is why we negotiated the best possible policy agreement with the Senate Finance Committee, with the support of the White House. Our agreement protects our bright policy lines, gives us leverage on other policy issues, and unfavorably positions the House bill. At the same time, the anticipated Senate bill is seen by almost all in the health care debate as the best opportunity for a moderate approach. Given the successful execution of our strategy to date, we are recognized as the tipping point in health care reform. Our resources can help support or oppose specific policies and overall reform, so it is in the best interest of the White House, the Senate Leadership, and Chairman Baucus to keep us supportive of our agreement. The most up-to-date developments on these issues will be discussed during our meeting.” . . .

“Political Considerations

The realities and assumptions that accompany the successful execution of our strategy remain the same. The following seven points continue to serve as a guide for this plan:

1. We currently have the best possible policy agreement on health care reform. The White House and Chairman Baucus are very committed to our policy agreement, despite some unfortunate, recent public comments from the President. We have reaffirmed support for our agreement with the White House, and

Chairman Baucus has not wavered in his acknowledgment and support of our agreement.

2. To make this policy agreement hold, we must help health care reform to pass in 2009. Many lawmakers and pundits agree that health care reform will be won or lost over the August recess. The White House and other supporters of health care reform are shifting their communications to focus on 'insurance reform,' and are specifically highlighting what reform means to patients. It is in our interest to help shape that vision and ensure that it does not result in policies that ultimately will restrict patients' access to medicines.

3. We must continue to protect our bright lines on our core policy issues. Given the Energy and Commerce Committee bill, we need to sharpen our messages about what we are for and against and have done so in emphasizing our opposition to the House bill.

4. Chairman Waxman and other House members are strong advocates of a Medicare Part D rebate on dual eligibles. To help stave off repeal of the noninterference clause and the potential for new government price controls, we must support Chairman Baucus' anticipated bipartisan bill with our agreement intact. This is our best strategy to avoid the imposition of provisions contained in the House's Tri Committee bill recently marked up and reported to the full House.

5. We must be visible in our own name as well as in partnerships with other groups. While significant resources should not go solely to coalitions, it will be necessary to engage in some strategic partnerships.

6. We must continue to advocate on key issues, especially biosimilars and comparative effectiveness, and to oppose harmful provisions such as giving MedPAC or the HHS Secretary broad authority to make Medicare payment and coverage changes on an expedited basis and with little or no congressional involvement.

7. We must continue our proactive efforts to reduce the negative political spotlight on the industry so that we will not be a campaign and political foil in the future." . . .

#### "2. Seat at the Table for Health Reform Initiatives

- Our advertising and other advocacy efforts have enabled us to be a participant in developing health care reform legislation and a partner to help to pass it.
- We were invited as one of the few private sector health parties to the White House's health reform summit.
- We are in a better position to win on key legislative issues - Medicare price controls, importation, biosimilars, comparative effectiveness, and intellectual property issues."

**From the Report of the Federal Integrated Advocacy Campaign Governance Committee, September 4, 2009:**

“1. Americans for Stable Quality Care

One of the main coalitions supporting Health Care Reform is the Americans for Stable Quality Care, a fully transparent group that includes the American Medical Association, Families USA, Federation of American Hospital Systems, PhRMA, and SEIU. The coalition’s goal is to build momentum for enactment of a Health Care Reform bill, specifically focusing on the Senate. This group was formed in May and was originally called Healthy Economy Now (HEN), linking Health Care Reform to economic recovery. HEN originally included 8 national groups, including AARP, which dropped out of the coalition in August because of AARP’s support for the House Health Care Reform bill.

When polling and focus groups indicated that voters needed to know more specifically what Health Care Reform means to them, the coalition began to pivot its messaging to ‘health insurance reform’ and changed its name to Americans for Stable Quality Care (ASQC).

The coalition was created and is managed by Hilltop Public Solutions. Through the coalition, Hilltop Public Solutions retained two advertising consulting firms - GMMB and AKPD - to produce and place the coalition’s advertising. Both firms were prominent consultants to the 2008 Obama for President Campaign. David Axelrod was the managing partner of AKPD until he sold his business interests and is now the Special Advisor to the President. ASQC has been criticized recently in the press by the House Republican Leadership for its perceived connection to the White House through David Axelrod’s old firm AKPD. The White House and AKPD denied any connection. PhRMA does not have any connection with or control over what consultants are hired by the coalition and AKPD was hired by Hilltop Public Solutions before PhRMA joined the initial coalition.” . . .

“PhRMA’s support for Health Care Reform is contingent on our policy agreement and bright line policy issues. If these are violated as the bill moves through the legislative process, we need to be in a position to rapidly pivot our positioning and advocacy.”

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Footnote 9

**From:** Mimi Simoneaux Kneuer  
**Sent:** Wednesday, April 15, 2009 9:41 PM  
**To:** Wes Metheny; Bryant Hall  
**CC:** Sandie Dickerson  
**Subject:** RE: Great Opportunity

Let's talk about this in the context of the bigger picture. Have you been able to meet with the team on phase II? Happy to make time to review this week or set up time on Monday. Don't want to delay good ideas, but also want to talk about in the broader context.

-----Original Message-----

**From:** Wes Metheny  
**Sent:** Wednesday, April 15, 2009 5:21 PM  
**To:** Bryant Hall; Mimi Simoneaux Kneuer  
**Subject:** Great Opportunity

We need to get up with the Factory ad. WH and Senate looking to link economy and health care (per mtg with Bryant). . . Great opportunity to demonstrate immediate results. Idea to spend 500K next two to three weeks inside the beltway.

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Footnote 16

**From:** Michelle Nawar  
**Sent:** Wednesday, April 29, 2009 2:09 PM  
**To:** [REDACTED] Dennis Rivera; Andy Stern; Anna Burger  
**CC:** Amy Dacey  
**Subject:** formal request to do ads  
**Attachments:** HEN.SEIU.pdf; HEN.Ad.Brief.pdf; HEN.Mission.pdf

**Due By:** Tuesday, January 02, 1601 2:00 PM

Attached is the formal request from the new C4 to put in \$100K for ads. The chamber is not putting any \$ in. I don't think NFIB is either. PhRMA has committed. AHIP & AMA may also put in. I spoke with AARP and they were asked to put in \$200K (they don't know how much we were asked for). they will probably put in but maybe not that amount. It is hard to see how they will come up with enough \$ to do this. But given who is behind this ask, I think we shd support—if they can get the \$. If you are ok with that, I wd like to pull in Lori Lodes to get back to him on messaging. And we shd also loop Brice in as well. Let me know if we shd proceed accordingly.

---

**From:** Nick Baldick [REDACTED]  
**Sent:** Wednesday, April 29, 2009 10:56 AM  
**To:** Michelle Nawar  
**Subject:** Healthy Economy Now Materials

Michelle

Sorry about the lost email address. Thank you for calling me back again.

As we discussed, I have attached three documents. Please let me know or have your communications person let me know if you have any suggestions on wording etc...

Thanks

Nick

Nicholas Baldick  
Hilltop Public Solutions



  
HilltopPublicSolutions

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**Talking Points:**

The pharmaceutical industry reached an agreement in June with the White House and Senate Finance Committee Chairman Max Baucus to contribute up to \$80 billion over ten years to health reform legislation.

The White House and the Finance Committee determined the \$80 billion number, not the industry. Despite reports from critics, this agreement caused considerable concern within the industry. However, considering the importance of fundamental reform to the system, the pharmaceutical industry was the first group to put real money on the table.

Under the \$80 billion agreement, the industry agreed to:

- A proposal to close the Medicare Part D “doughnut hole.” Pharmaceutical companies will pay half the cost of drugs in the coverage gap under Medicare Part D.
- An increase and expansion of the Medicaid rebate, the size and scope to be determined pending CBO scores.
- A Health Reform Fee, to be determined pending CBO scores.

Under the \$80 billion agreement, the White House and Senator Baucus agreed that:

- Price controls in Medicare Part D, repeal of non-interference, and the creation of a government-run Medicare Part D plan will not be included in a bill that is signed into law.
- The White House will oppose the [REDACTED] proposal to impose price controls in Medicare Part D on dual eligible beneficiaries to fund a further narrowing of coverage gap. CBO found this proposal would increase Medicare Part D premiums for all beneficiaries by about 50%.
- Any savings from a Follow-on Biologics (FOBs) proposal signed into law as part of health reform will be applied to the total \$80 billion commitment from the industry, regardless of the underlying policy. There was no agreement on any policy regarding FOBs.

Because access to high quality, affordable insurance coverage is a goal of the industry, we are fully supporting health reform efforts and have been over the last 18 months.

- Healthy Economy Now -- The industry provides the majority of financial support for positive TV ads advocating passage of health reform.
- Harry and Louise – PhRMA and Families USA are running ads bringing back Harry and Louise, but this time in favor of passing reform.
- SCHIP -- The industry provided the majority of the financial support for a series of TV ads designed to thank lawmakers that supported efforts to expand SCHIP.

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Footnote 22

**From:** Steve McMahon [REDACTED]  
**Sent:** Wednesday, June 03, 2009 4:42 PM  
**To:** Bryant Hall; Wes Metheny  
**Cc:** Wendy Gregg  
**Subject:** White House/FamUSA mtg Weds at 5p

Here is Pollack's request.

I will represent everyone if neither of you guys can make it.

Sent from my Verizon Wireless BlackBerry

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**From:** "Bryant Hall"  
**Date:** Mon, 1 Jun 2009 20:36:39 -0400  
**To:** <rpollack [REDACTED] <smcmahon [REDACTED]>; Wes Metheny [REDACTED]>  
**Subject:** Re: Two Rough Cuts

Yes.

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**From:** Ron Pollack  
**To:** Steve McMahon ; Bryant Hall; Wes Metheny  
**Sent:** Mon Jun 01 20:38:11 2009  
**Subject:** Re: Two Rough Cuts

Bryant, Wes, and Steve, The team that is working with the White House on health care reform -- Andy Grossman, Erik Smith, John Del Cecato, and Larry Grisolano -- would like to get together with us on Wednesday, at approximately 5:00 p.m., to discuss our ad campaign. As I mentioned previously, I wanted to get some guidance from the White House about their messaging and how our effort can be consistent with that. Finally, we have got the opportunity to talk this through.

Can y'all do this? Let's talk tomorrow. I can be reached at [REDACTED] Best regards,  
Ronny

>>> "Steve McMahon" < [REDACTED] > 5/30/2009 7:52 PM >>>  
Ron/Bryant/Wes-

Take a look. Here are two rough cuts. Lots still to be done. Endcards. Music and mix. But pretty good stuff.

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Footnote 27

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**From:** Steve McMahon [REDACTED]  
**Sent:** Thursday, June 04, 2009 7:09 AM  
**To:** Bryant Hall  
**Subject:** Re: Chris Dodd ad

I hear ya.

Sent from my Verizon Wireless BlackBerry

---

**From:** "Bryant Hall"  
**Date:** Thu, 4 Jun 2009 05:01:13 -0400  
**To:** <smcmahon [REDACTED]>; Wes Metheny < [REDACTED]>  
**Subject:** Re: Chris Dodd ad

We need some assurances before we do this. We aren't getting any. 100B is not reasonable.

---

**From:** Steve McMahon  
**To:** Bryant Hall; Wes Metheny  
**Sent:** Wed Jun 03 23:38:47 2009  
**Subject:** Fw: Chris Dodd ad  
Bottom line:

The WH-designated folks really like the testimonials and want them on the air;

They like our "be a hero" strategy;

They would like us to start to define what "consensus health care reform" means, and what it might include;

What we want to highlight and what they want to highlight can probably be blended in a way that gets us both what we need;

They understand that we a lot of resources and have some bright lines, and if they are violated, we walk, or worse;

I told them we are watching developments to determine whether and to what degree we want to engage right now, and that we can't get too far out there on a bill that we may not ultimately be able to support if our lines are violated;

They definitely want us in the game and on the same side;

Kindler was sent the message we wanted sent, according to Andy.

For reference, and to understand the players and their roles, Grossman, Grizzalano, and DelCecato are very close to Axelrod (Griz and DelCecato are partners in Ax's firm). They have been put in charge of the campaign to pass health reform.

Our email traffic from tonight is below.

Sent from my Verizon Wireless BlackBerry

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**From:** John Del Cecato  
**Date:** Wed, 3 Jun 2009 23:24:42 -0400  
**To:** smcmahon [REDACTED] Andy Grossman [REDACTED]  
**Subject:** Re: Chris Dodd ad  
Thanks Steve... Look forward to talking about next steps..

Best,  
JDC

--

John F. Del Cecato  
Partner  
AKPD Message and Media



We can. And we will evolve the message as we move forward. The Dodd ad is on the air now, but if you guys like the strategy, there will be more. And the goal was always to do--over time--what you suggest: First, to establish that the member has always been there on issues that matter, like making health care more affordable; second to say that now they are leading the way on consensus health care reform; and finally, to define what consensus reform is--quality affordable health care that can't be taken away, even if you lose your job; a choice of plans and your choice of doctors; a promise that you can keep your coverage if you like it--at a price that even small businesses and working families can afford...The funder has some things they need to say in these, but I think it is relatively easy to accommodate everyone, and directionally, I think we are very much on the same page. So if you like this strategy, we should talk further about how we might get it executed. Thanks, guys. Steve

Sent from my Verizon Wireless BlackBerry

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**From:** John Del Cecato  
**Date:** Wed, 3 Jun 2009 22:39:39 -0400  
**To:** smcmahon [REDACTED] Andy Grossman [REDACTED]  
**Subject:** Re: Chris Dodd ad

I think the strategy is right on the money — just thought it was missing some of the emotion from testimonial spots & some of the substance (bring down costs, make quality HC affordable for businesses creating jobs/families facing rising premiums, protect choice of doctor/insurance) which define the consensus plan so far... I know you can't get everything in one spot — just wondering if we could tweak a bit

My hope is that we will be doing both. Testimonials that would be for atmospheric and run nationwide. And targeted ads for specific members to give them political cover/support and encourage them to "be a hero" by supporting consensus health care reform--ie a bill that can get to 60 or more votes in the Senate. Make sense to you guys?

Sent from my Verizon Wireless BlackBerry

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**From:** John Del Cecato

**Date:** Wed, 3 Jun 2009 22:24:10 -0400

**To:** Steve McMahon [REDACTED]

andrew [REDACTED]

**Subject:** Re: Chris Dodd ad

Thanks for this... I know you wanted to do a "thank you" ad here, but I have to say I'm partial to the testimonials...

John/Andy-

It was good seeing you guys today and I hope that we can find a lot of ways for phrma/familiesUSA to be helpful.

Here's a copy of the Dodd ad we discussed. Wyden has a very similar one up now, and Reid will get one soon. Others may follow.

As I indicated, it would be very helpful to have someone reach out to Jeffrey Kindler, the CEO of Pfizer and a huge Dem, to let him know a) that you folks understand and appreciate all the industry is doing to be helpful; and b) that you hope they will not only continue doing it, but will do more at the appropriate time; and c) we have talked and we plan to continue talking as we move forward to pass health care reform. When that's done, assuming it is, it would be helpful if you could let me know.

Thanks, guys. And let's stay in touch.

Steve  
[REDACTED]

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Footnotes 30-31

**From:** Steve McMahon [REDACTED]  
**Sent:** Wednesday, June 03, 2009 10:09 PM  
**To:** Bryant Hall  
**Subject:** RE: Get the Reid ad up.

Will do. Sent them the Dodd ad, too.

---

**From:** Bryant Hall [REDACTED]  
**Sent:** Wednesday, June 03, 2009 8:45 PM  
**To:** smcmahon [REDACTED]; Wes Metheny  
**Subject:** Re: Get the Reid ad up.

Perfect. And the 100B needs to come down. I understand that the hospitals got a big number tossed at them by Finance and they basically plan to tell em to fuck off. You can tell them that on the phone.

We aren't doing that. We are treating stuff seriously.

---

**From:** Steve McMahon  
**To:** Bryant Hall; Steve McMahon ; Wes Metheny  
**Sent:** Wed Jun 03 20:41:55 2009  
**Subject:** Re: Get the Reid ad up.

They described the advertising they wanted, and what they described was what we had done. When we showed them the ads, they were very complimentary and very happy.

They asked when they were going up, and what the spend was, and I said that depends on how things develop. Then they said, "didn't they (phrma) have a good meeting yesterday and a good day today?" (Referring to the WH move on re-importation).

I told them there were bright lines, but phrma was serious about reform. We agreed that we would talk on a regular basis about what they wanted and what we might be able to do.

I also told them if the lines were violated the money would go elsewhere "and that wouldn't be good." They get it.

All the guys we met with are folks I've known a very long time, so I was pretty candid. Two were Axelrod's partners, and another ran the DSCC for 2 cycles. They are generally in town Tuesdays and Wednesdays and I told them they should meet you guys, which they want to do.

I also told them that the industry needs to hear from the admin that it appreciates all it is doing. They asked who, specifically, should hear that, and I said Bryant and Kindler. They said they would take care of it.

Now that this line of communication is officially opened, we can have very direct conversations with them. I suggested regular contact, and they want that.

Sent from my Verizon Wireless BlackBerry

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**From:** "Bryant Hall"  
**Date:** Wed, 3 Jun 2009 20:22:04 -0400  
**To:** <smcmahon [REDACTED]>; Wes Metheny [REDACTED]  
**Subject:** Re: Get the Reid ad up.

Give us a flavor.

----- Original Message -----

From: Steve McMahon <[REDACTED]>  
To: Bryant Hall; Wes Metheny; Steve McMahon <[REDACTED]>  
Sent: Wed Jun 03 20:21:41 2009  
Subject: Re: Get the Reid ad up.

Done.

Intersting and very good meeting today with Pollack and the WH folks. Will de-brief tomorrow.

-----Original Message-----

From: Bryant Hall  
To: Metheny, Wes  
To: Steve McMahon  
Sent: Jun 3, 2009 8:19 PM  
Subject: Re: Get the Reid ad up.

Bam.

----- Original Message -----

From: Wes Metheny  
To: 'smcmahon' <[REDACTED]>  
Cc: Bryant Hall  
Sent: Wed Jun 03 20:18:46 2009  
Subject: Get the Reid ad up.

We are a go.

Sent from my Verizon Wireless BlackBerry

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Footnote 32

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**From:** John Del Cecato

**Date:** Wed, 3 Jun 2009 22:24:10 -0400

**To:** Steve McMahon [REDACTED]

andrew [REDACTED]

**Subject:** Re: Chris Dodd ad

Thanks for this... I know you wanted to do a "thank you" ad here, but I have to say I'm partial to the testimonials...

John/Andy-

It was good seeing you guys today and I hope that we can find a lot of ways for phrma/familiesUSA to be helpful.

Here's a copy of the Dodd ad we discussed. Wyden has a very similar one up now, and Reid will get one soon. Others may follow.

As I indicated, it would be very helpful to have someone reach out to Jeffrey Kindler, the CEO of Pfizer and a huge Dem, to let him know a) that you folks understand and appreciate all the industry is doing to be helpful; and b) that you hope they will not only continue doing it, but will do more at the appropriate time; and c) we have talked and we plan to continue talking as we move forward to pass health care reform. When that's done, assuming it is, it would be helpful if you could let me know.

Thanks, guys. And let's stay in touch.

Steve  
[REDACTED]

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Footnote 33

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**From:** Steve McMahon [REDACTED]  
**Sent:** Tuesday, July 21, 2009 5:07 PM  
**To:** David Nicoli; Bryant Hall; Chip Davis; Wes Metheny; Steve McMahon  
**Subject:** Re: Obama

I saw it, too. He was at a school when he did it. And he did it yesterday, too.

I called Erik Smith, who's one of the guys running the WH health care reform campaign, and pointed it out. Said it wasn't helpful. He understood, and said he would talk to Messina and the WH folks about it.

Sent from my Verizon Wireless BlackBerry

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**From:** "Nicoli, David P"  
**Date:** Tue, 21 Jul 2009 17:00:54 -0400  
**To:** <bhall [REDACTED]>; Davis, Chip< [REDACTED]>; < [REDACTED]>; <smcmahon [REDACTED]>  
**Subject:** Re: Obama  
I saw him on CNN saying what Roll Call reported. So it happened. He was reading from paper, not a teleprompter.

-----  
Sent from my BlackBerry Wireless Handheld

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**From:** Bryant Hall < [REDACTED]>  
**To:** Nicoli, David P; Davis, Chip; Wes Metheny <WMetheny [REDACTED]>; smcmahon [REDACTED]; <smcmahon [REDACTED]>  
**Sent:** Tue Jul 21 16:59:43 2009  
**Subject:** Re: Obama

<http://www.cnn.com/video/#!/video/politics/2009/07/21/sot.obama.f22.statement.cnn>

This is the only link I've found from today in Rose Garden. He attacks insurers and praises us for our deal. Roll Call reported what you did but I can't find it.

---

**From:** Nicoli, David P  
**To:** Davis, Chip ; Wes Metheny; Bryant Hall; smcmahon [REDACTED]  
**Sent:** Tue Jul 21 16:20:12 2009  
**Subject:** Obama  
Today took a shot at insurance Cos and drug companies in complaining about opponents of reform. I saw on CNN this afternoon.

I sure as heck hope we are weighing in w/WH on this. Blatantly unfair, and not only unnecessary but counterproductive.

What in heck are we running Harry & Louise when they are using Bully Pulpit to demonize us.

David P. Nicoli, Esq.  
Vice President, Corporate Affairs  
AstraZeneca Pharmaceuticals LP  
[REDACTED]



---

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From: Bryant Hall  
Sent: Wednesday, July 22, 2009 10:42 PM  
To: 'jjohnson' [REDACTED]  
Subject: Fw: NY Times: More Cost Cuts Sought From Drug Industry

The nuance was lost on the NYT reporter. It would be good to have Rahm call Kindler to say "deal is deal." I know what Obama is saying here - that the very people who are opposing MedPac are the same ones grouching about the 80b.

Anyway - lost on NYTimes and all CEOs here tmrw to vote on the big spend.

----- Original Message -----

From: Bryant Hall  
To: Jennifer Wall; Tom Moore; Steve Tilton; Daniel Durham  
Sent: Wed Jul 22 22:39:37 2009  
Subject: Re: NY Times: More Cost Cuts Sought From Drug Industry

QUESTION: And as a subsidiary question, what do you think about taking it out of the political realm and giving it to an outside body of experts to take the politics out of Medicare?

OBAMA: Well, on the second point, that's exactly what our proposal is. It's called the MedPAC program. By the way, it was originally a Republican idea. I want to give credit where credit is due.

The Republican Congress passed a bill that created a panel of health care experts to make recommendations to Congress on how we could get better quality, lower cost. The problem is, every year, it would just go on a shelf and nobody would act on it.

So what we said is, let's give that body some power. Let's require Congress to vote on the proposals that they're making every year. Congress can still reject them, so it's not completely removing it from politics, but they have to reject or accept it as a package. And that, I think, would incentivize and empower important changes.

But here's the thing I want to emphasize, Chip. It's not going to reduce Medicare benefits. What it's going to do is to change how those benefits are delivered so that they're more efficient.

Let me give you a very specific example. You've heard that, as a consequence of our efforts at reform, the pharmaceutical industry has already said they're willing to put \$80 billion on the table. Now, why is that?

Well, the reason is, is because there's probably even more waste than \$80 billion in terms of how the drug plan in Medicare is administered. We might be able to get \$100 billion out or more, but the pharmaceutical industry voluntarily said, "Here's \$80 billion."

You know what that -- what that means? That means that senior citizens who right now have a so-called donut hole in their plan, where after spending a certain amount on prescription drugs suddenly they drop off a cliff and they've got to pocket the entire cost, suddenly half of that is filled. That's a hard commitment that we already have.

So that's a change in how we are delivering Medicare. But you know what? It turns out that it means out-of-pocket savings for seniors. That's why AARP has endorsed us. OK.

----- Original Message -----

From: Jennifer Wall

To: Bryant Hall; Tom Moore; Steve Tilton; Daniel Durham

Sent: Wed Jul 22 22:30:57 2009

Subject: NY Times: More Cost Cuts Sought From Drug Industry

The New York Times

July 23, 2009

THE WORK-UP

More Cost Cuts Sought From Drug Industry

By DUFF WILSON

The pharmaceutical industry has remained relatively unscathed so far in Washington's effort to overhaul the nation's health care system. But it is too soon for drug makers to declare victory — especially now that the cost of health care has become a central issue in the debate.

Despite the much publicized 10-year, \$80 billion cost-saving promise the drug industry made to President Obama and the chairman of the Senate Finance Committee last month, some House leaders do not think the drug makers have given enough.

And Mr. Obama seemed to agree Wednesday night in a nationally televised news conference focused on health care reform. He praised the pharmaceutical industry for making a hard commitment, but added, "We might be able to get \$100 billion out of them, or more." Mr. Obama offered no specific plans to increase the companies' contribution to health care savings.

Chief among the Congressional critics of the drug industry is Henry A. Waxman, chairman of the House Energy and Commerce Committee, which is playing a lead role on the health overhaul.

For starters, Mr. Waxman wants the drug industry to give up an additional \$63 billion over the next decade. That would come by reversing a 2006 policy change that removed millions of low-income elderly from Medicaid drug coverage and had them pay higher prices for the same drugs under Medicare — a move he has called a "windfall for drug companies."

Billy Tauzin, head of the drug industry's main trade group, said that his members could not support that change. "What Waxman is trying to do, you not only break the deal, you break the bank for us," said Mr. Tauzin, president of the Pharmaceutical Research and Manufacturers of America.

Mr. Waxman is also looking for a much tougher bargain with drug makers on another pivotal piece of the cost puzzle — the effort to allow generic competition in so-called biologic drugs, which represent the most expensive and fastest growing part of the market. The drugs, many of them used against cancer, can cost tens of thousands of dollars a years.

As a trade-off for opening that market to generic competitors for the first time, the Senate health committee last week voted 16 to 7 to give the name-brand drug companies 12 years of exclusive marketing rights before a copycat biologic drug could go on the market. "That was a huge vote," Mr. Tauzin said.

But Mr. Obama still wants to hold the line at seven years, his aides said Tuesday. And Mr. Waxman wants to offer the brand-name industry only five years of profit protection.

It is not remarkable that a top Democrat like Mr. Waxman would be taking a hard line against drug makers. After all, the pharmaceuticals industry has long been a target of attack by the Democrats who now rule Washington.

What is more notable is that on many other issues in the health care debate, the drug industry seems to have staved off some of the measures it most feared. None of the legislative packages now favored by the Democratic leadership, for example, include long-simmering proposals to let Americans buy cheaper drugs from Canada. Nor is there a push to end the tax breaks for drug advertising that some critics say promote the unnecessary use of costly pills.

And seemingly off the table is any talk of giving the federal government new powers to negotiate drug prices with the pharmaceutical industry.

"PhRMA's biggest worry is price negotiation," said Steven Findlay, a health policy analyst at Consumers Union, using the nickname for the drug industry group. "They would like to keep that totally off the table — this year and forever."

John Rother, executive vice president of AARP, the lobby for older Americans and a longtime critic of the drug industry, described PhRMA as "one of the big winners so far in health care reform."

"It's only surprising in the context of calls that everyone should give something and that we need to slow down the rate of health care costs," Mr. Rother said. "So you don't expect then to see an industry coming away with huge wins."

Mr. Tauzin, PhRMA's president, has led the group since shortly after he left Congress in 2005, where as a Louisiana Republican he was chairman of the same House committee now headed by Mr. Waxman.

Mr. Tauzin has helped PhRMA build a compelling public policy argument on behalf of prescription drugs: they account for only 10 percent of the nation's health care spending. They help people avoid hospitalization and other more costly medical treatments and their profits pay for research and innovation that result in newer, better drugs.

Mr. Tauzin, who has been battling intestinal cancer for several years, credits drugs for his own survival.

"All we have to do is convince America we are trying to save lives," he said, citing studies that each dollar spent on drugs saves six dollars in other health costs.

It is an argument backed by an army of lobbyists and a huge political war

chest.

Drug companies have invested nearly \$1 billion in lobbying over the last decade, more than any other industry, according to the nonprofit Center for Responsive Politics, and more than \$100 million in campaign donations, increasingly to Democrats. And the drug industry in the last three months has increased its spending, according to reports filed Tuesday: PhRMA spent \$6.2 million during that period and 10 drug companies each spent over \$1 million.

A crucial moment for the industry came a month ago when Mr. Obama and Max Baucus, chairman of the Senate Finance Committee, announced that PhRMA had agreed to come up with \$80 billion in drug savings for seniors and federal health programs over the next decade.

About \$36 billion of that would come from a 50 percent discount on name-brand drugs when people using the Medicare Part D drug program enter the so-called doughnut hole — a built-in gap in the federally subsidized coverage when enrollees must pay for their drugs out of their own pockets.

A Deutsche Bank stock analyst termed the 50 percent offer "a palatable form of concession" since it would also raise new revenue from people who would otherwise stop buying the drugs or switch to lower-priced generics. A Barclays Capital analyst called the offer "less than what meets the eye."

But it was the first industry group to make a savings pledge, and it came at a time Mr. Obama's health care agenda needed a political kick-start.

On July 7, Rahm Emanuel, Mr. Obama's chief of staff, and Mr. Baucus assured at least five pharmaceutical companies during a White House meeting that there would be no provision in the final health care package to allow the reimportation of cheaper drugs from Canada or elsewhere, according to Mr. Tauzin.

The industry's message, Mr. Tauzin said, was, "Don't put us in a big negative fight over this issue while we're trying to help you pass something that would be good for the American public."

The meeting included chief executives from Pfizer, Merck, Amgen, AstraZeneca and Abbott Laboratories.

"This time our industry has a seat at the table and our voice is being heard," Richard T. Clark, Merck's chief, said in a conference call Tuesday with stock analysts.

Reid H. Cherlin, a White House spokesman, said Tuesday that the administration was happy with the "unprecedented commitment" from "an industry that has opposed health reform efforts in the past."

The rest of the \$80 billion cost-savings package tentatively includes more than \$15 billion in higher rebates for Medicaid drugs, much of which Mr. Obama was already seeking in his budget. The pledge also projects about \$9 billion in federal savings from the advent of generic competition in biologic drugs, and additional billions from imposing some sort of new fee on the industry.

The details are expected to emerge from Mr. Baucus's bill, which is still under cloak as he negotiates concessions from other industries.

"We'll do it in a way they want," Mr. Tauzin said.

Meanwhile, Mr. Tauzin met last weekend with the Blue Dog Democrats, who control the swing votes on Mr. Waxman's committee. He said the fiscally conservative group — which he had co-founded in 1994 before he switched parties — gave PhRMA a good reception.

Even if PhRMA feels secure in its understanding with the White House and Mr. Baucus, the industry knows it must still try to bring Mr. Waxman's committee and the House around to its way of seeing things.

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Footnotes 34-35

From: Bryant Hall  
Sent: Wednesday, July 29, 2009 2:43 PM  
To: 'JForbes' [REDACTED]  
Subject: Re: From potus

Let's talk. He beat the piss out of us again in N Car today - home to GSK - one of largest employers in the state, so don't know if the reps would even do it. It's Axelrod.

----- Original Message -----

From: Jeffrey Forbes <[REDACTED]>  
To: Bryant Hall  
Sent: Wed Jul 29 14:38:20 2009  
Subject: FW: From potus

can we engage sales reps?

-----Original Message-----

From: Messina, James A. [mailto:[REDACTED]]  
Sent: Wednesday, July 29, 2009 2:21 PM  
To: Jeffrey Forbes  
Subject: FW: From potus

-----Original Message-----

From: DeParle, Nancy-Ann M.  
Sent: Wednesday, July 29, 2009 2:05 PM  
To: Jarrett, Valerie; Munoz, Cecilia; Tchen, Tina; Strautmanis, Michael; Messina, James A.  
Subject: Re: From potus

Thx, looping in Messina

----- Original Message -----

From: Jarrett, Valerie  
To: Munoz, Cecilia; Tchen, Tina; Strautmanis, Michael; DeParle, Nancy-Ann M.  
Sent: Wed Jul 29 14:04:13 2009  
Subject: Re: From potus

Looping in Nancy-Ann too.

----- Original Message -----

From: Munoz, Cecilia  
To: Tchen, Tina; Jarrett, Valerie; Strautmanis, Michael  
Sent: Wed Jul 29 14:03:02 2009  
Subject: From potus

Per Reggie: He got a question from someone in a pharmaceutical company - wants more reps from the industry out there on hlth reform. I have the card of the person who triggered this.

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Footnote 39

Last Name	First Name	M.I.	Time of Arrival	Time of Departure	Appointment Date	Total People	Visitee Last Name	Visitee First Name	Meeting Location	Meeting Room
TAUZIN	WILBERT	J			2/4/2009 3:30:00 PM	50	POTUS		WH	EAST ROOM
TAUZIN	WILBERT	J			2/4/2009 5:00:00 PM	215	TCHEN	TINA	WH	EW
TAUZIN	WILBERT	J			3/25/2009 4:30:00 PM	2	CANNISTRA	JENNIFER	OEOB	196
TAUZIN	WILBERT	J			5/11/2009 11:00:00 AM	22	POTUS		WH	ROOSEVELT
TAUZIN	WILBERT	J	5/19/2009 9:31:21 AM	5/19/2009 10:06:11 AM	5/19/2009 9:30:00 AM	3	FENN	SARAH	OEOB	196
TAUZIN	WILBERT	J	6/2/2009 3:28:41 PM	6/2/2009 4:24:23 PM	6/2/2009 3:30:00 PM	6	FENN	SARAH	WH	WW
TAUZIN	WILBERT	J	6/24/2009 6:00:00 PM	6/24/2009 6:00:00 PM	6/24/2009 6:00:00 PM	131	GALLAGHER	CLARE	WH	EAST ROOM
TAUZIN	WILBERT	J	7/7/2009 2:20:43 PM	7/7/2009 3:26:48 PM	7/7/2009 2:30:00 PM	8	MESSINA	JIM	WH	WW
TAUZIN	WILBERT	J			7/22/2009 3:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
TAUZIN	WILLIAM	J	3/5/2009 12:30:00 PM		3/5/2009 12:30:00 PM	106	POTUS		WH	EAST ROOM
HALL	BRYANT		6/26/2009 10:05:24 AM	6/26/2009 10:51:56 AM	6/26/2009 10:00:00 AM	2	SHEEHY	KRISTIN	WH	WW
HALL	JAMES	B			3/23/2009 11:30:00 AM	100	NELSON	GREG	OEOB	450
HALL	JAMES	B	3/25/2009 3:58:54 PM		3/25/2009 4:30:00 PM	2	CANNISTRA	JENNIFER	OEOB	196
HALL	JAMES	B	5/19/2009 9:31:45 AM	5/19/2009 10:06:17 AM	5/19/2009 9:30:00 AM	3	FENN	SARAH	OEOB	196
HALL	JAMES	B	6/2/2009 3:27:54 PM	6/2/2009 4:24:53 PM	6/2/2009 3:30:00 PM	6	FENN	SARAH	WH	WW
HALL	JAMES	B	7/7/2009 2:19:43 PM	7/7/2009 3:33:36 PM	7/7/2009 2:30:00 PM	8	MESSINA	JIM	WH	WW
HALL	JAMES	B	7/22/2009 3:46:13 PM	7/22/2009 4:39:03 PM	7/22/2009 3:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
SMITH	RICHARD	I			5/11/2009 11:00:00 AM	22	POTUS		WH	ROOSEVELT
SMITH	RICHARD	I	5/19/2009 9:31:32 AM	5/19/2009 10:56:44 AM	5/19/2009 9:30:00 AM	3	FENN	SARAH	OEOB	196
SMITH	RICHARD	I	6/2/2009 3:28:11 PM	6/2/2009 8:35:58 PM	6/2/2009 3:30:00 PM	6	FENN	SARAH	WH	WW
SMITH	RICHARD	I	7/7/2009 2:20:03 PM	7/7/2009 3:27:15 PM	7/7/2009 2:30:00 PM	8	MESSINA	JIM	WH	WW
SMITH	RICHARD	I	7/24/2009 2:35:34 PM	7/24/2009 5:50:41 PM	7/24/2009 2:30:00 PM	6	FENN	SARAH	OEOB	66
FORBES	JEFFREY		2/4/2009 10:34:27 AM	2/4/2009 11:21:03 AM	2/4/2009 10:30:00 AM	2	SHEEHY		WH	WW
FORBES	JEFFREY		4/23/2009 3:01:04 PM	4/23/2009 3:34:36 PM	4/23/2009 3:00:00 PM	2	SHEEHY	KRISTIN	WH	WW
FORBES	JEFFREY		6/17/2009 4:07:54 PM		6/17/2009 4:00:00 PM	3	SHEEHY	KRISTIN	WH	WW
FORBES	JEFFREY		6/22/2009 6:16:47 PM	6/22/2009 11:35:23 PM	6/22/2009 6:15:00 PM	7	SHEEHY	KRISTIN	WH	WW
FORBES	JEFFREY				7/20/2009 1:00:00 PM	2	SHEEHY	KRISTIN	WH	WW
FORBES	JEFFREY		7/22/2009 3:36:51 PM	7/22/2009 4:39:11 PM	7/22/2009 3:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
FORBES	JEFFREY		7/24/2009 9:59:12 AM	7/24/2009 2:22:17 PM	7/24/2009 10:00:00 AM	4	SHEEHY	KRISTIN	WH	WW
POLLACK	RON				6/29/2009 12:00:00 PM	89	RICHARDSON	KAREN	OEOB	350
POLLACK	RON				8/14/2009 3:00:00 PM	30	RICHARDSON	KAREN	OEOB	450
POLLACK	RON		8/14/2009 3:55:49 PM		8/14/2009 4:00:00 PM	28	RICHARDSON	KAREN	OEOB	450
POLLACK	RON				9/9/2009 6:00:00 PM	17	RICHARDSON	KAREN	WH	WW
POLLACK	RONALD	F			2/4/2009 3:30:00 PM	50	POTUS		WH	EAST ROOM
POLLACK	RONALD	F	2/4/2009 5:00:00 PM		2/4/2009 5:00:00 PM	215	TCHEN	TINA	WH	EW
POLLACK	RONALD	F	2/18/2009 7:00:00 PM		2/18/2009 7:00:00 PM	31	POTUS		WH	BLUE ROOM
POLLACK	RONALD	F	2/23/2009 12:30:00 PM		2/23/2009 12:30:00 PM	59	POTUS		WH	EAST ROOM
POLLACK	RONALD	F	3/5/2009 12:30:00 PM		3/5/2009 12:30:00 PM	106	POTUS		WH	EAST ROOM
GROSSMAN	ANDREW	I	4/25/2009 11:23:41 AM	4/25/2009 12:15:58 PM	4/25/2009 11:30:00 AM	1	SHEEHY	KRISTIN	WH	WW

GROSSMAN	ANDREW	I	4/28/2009 12:02:51 PM			4/28/2009 11:45:00 AM	1	GASPARD	PATRICK	WH	WW
GROSSMAN	ANDREW	I	5/12/2009 6:24:35 PM	5/12/2009 7:09:42 PM		5/12/2009 6:30:00 PM	5	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I	6/1/2009 1:51:11 PM			6/1/2009 2:00:00 PM	4	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I	6/16/2009 3:52:40 PM	6/16/2009 5:47:05 PM		6/16/2009 3:30:00 PM	1	SCHMUCK	ROBERT	OEOB	115
GROSSMAN	ANDREW	I				6/16/2009 4:15:00 PM	5	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I				6/22/2009 1:30:00 PM	5	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I	6/29/2009 12:05:06 PM			6/29/2009 12:00:00 PM	89	RICHARDSON	KAREN	OEOB	350
GROSSMAN	ANDREW	I	6/29/2009 1:38:07 PM	6/29/2009 3:54:09 PM		6/29/2009 1:40:00 PM	4	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I	6/29/2009 4:09:27 PM	6/29/2009 4:47:50 PM		6/29/2009 4:00:00 PM	2	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I				7/6/2009 1:30:00 PM	5	BROWN	AMANDA	WH	WW
GROSSMAN	ANDREW	I	7/8/2009 2:01:38 PM			7/8/2009 2:00:00 PM	1	BROWN	AMANDA	WH	WW
GROSSMAN	ANDREW	I				7/13/2009 3:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I	7/17/2009 4:19:14 PM			7/17/2009 4:30:00 PM	6	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I				7/20/2009 1:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I				7/27/2009 1:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I				8/3/2009 1:00:00 PM	5	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I	8/4/2009 4:06:22 PM	8/4/2009 4:34:19 PM		8/4/2009 4:00:00 PM	1	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I	8/24/2009 1:36:37 PM	8/24/2009 2:58:26 PM		8/24/2009 1:30:00 PM	5	SHEEHY	KRISTIN	WH	WW
GROSSMAN	ANDREW	I				9/15/2009 4:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J	6/3/2009 3:58:54 PM			6/3/2009 4:00:00 PM	27	WICKS	BUFFY	OEOB	160
SMITH	ERIC	J				1/20/2009 11:30:00 PM	151	DOEBLER	MAX	WH	RESIDENCE
SMITH	ERIC	J	2/5/2009 10:21:24 AM			2/5/2009 10:30:00 AM	2	MESSINA	JIM	WH	WW
SMITH	ERIC	J	3/11/2009 2:51:35 PM	3/11/2009 10:52:53 PM		3/11/2009 3:00:00 PM	5	JARRETT	VALERIE	OEOB	146
SMITH	ERIC	J	4/3/2009 2:28:28 PM	4/3/2009 4:53:23 PM		4/3/2009 3:00:00 PM	1	BURNOUGH	EBS	OEOB	EW
SMITH	ERIC	J	4/14/2009 5:58:11 PM			4/14/2009 5:45:00 PM	2	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J	4/20/2009 4:02:01 PM			4/20/2009 4:00:00 PM	4	BROWN	AMANDA	OEOB	476
SMITH	ERIC	J	4/24/2009 4:04:07 PM	4/24/2009 4:04:37 PM		4/24/2009 4:30:00 PM	2	ARMBRUSTER	SALLY	WH	EW
SMITH	ERIC	J	4/25/2009 10:38:56 AM	4/25/2009 12:16:08 PM		4/25/2009 10:30:00 AM	1	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J	5/11/2009 8:57:38 AM	5/11/2009 9:44:49 AM		5/11/2009 8:47:00 AM	3	BAIA	ASHLEY	OEOB	248
SMITH	ERIC	J	5/11/2009 2:37:23 PM	5/11/2009 3:58:17 PM		5/11/2009 2:00:00 PM	6	BAIA	ASHLEY	OEOB	248
SMITH	ERIC	J				5/11/2009 3:00:00 PM	3	SCHMUCK	ROBERT	OEOB	115
SMITH	ERIC	J				5/11/2009 3:00:00 PM	9	GIPS	DONALD	OEOB	130
SMITH	ERIC	J	5/12/2009 6:28:32 PM	5/12/2009 7:01:22 PM		5/12/2009 6:30:00 PM	5	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J	5/18/2009 3:59:31 PM	5/18/2009 6:40:11 PM		5/18/2009 4:00:00 PM	7	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J				5/26/2009 10:00:00 AM	136	POTUS		WH	EAST ROOM
SMITH	ERIC	J	6/1/2009 1:51:23 PM	6/1/2009 3:22:07 PM		6/1/2009 1:30:00 PM	3	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J	6/2/2009 8:08:26 AM	6/2/2009 8:55:21 AM		6/2/2009 8:00:00 AM	1	JACOBSON	DAVID	OEOB	192
SMITH	ERIC	J	6/2/2009 7:36:21 PM	6/2/2009 8:56:19 PM		6/2/2009 7:30:00 PM	9	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J	6/4/2009 11:54:28 AM			6/4/2009 12:00:00 PM	44	VALENCIA	STEPHANIE	OEOB	350
SMITH	ERIC	J	6/8/2009 1:24:21 PM	6/8/2009 2:13:30 PM		6/8/2009 1:30:00 PM	3	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J	6/16/2009 4:07:09 PM	6/16/2009 5:06:31 PM		6/16/2009 4:15:00 PM	5	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J	6/17/2009 12:50:00 PM			6/17/2009 12:50:00 PM	97	POTUS		WH	EAST ROOM
SMITH	ERIC	J	6/22/2009 1:35:33 PM	6/22/2009 2:18:11 PM		6/22/2009 1:30:00 PM	5	SHEEHY	KRISTIN	WH	WW
SMITH	ERIC	J	6/25/2009 12:08:12 PM	6/25/2009 1:41:28 PM		6/25/2009 12:00:00 PM	1	AXELROD	DAVID	WH	WEST WING
SMITH	ERIC	J	6/27/2009 12:43:23 PM			6/27/2009 12:40:00 PM	4	HITCHCOCK	ADAM	WH	WW

SMITH	ERIK	6/29/2009 1:43:58 PM	6/29/2009 3:53:46 PM	6/29/2009 1:40:00 PM	4	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK			6/30/2009 12:45:00 PM	157	POTUS		WH	EAS
SMITH	ERIK			7/4/2009 7:30:00 PM	1889	POTUS		WH	S.LAWN
SMITH	ERIK	7/6/2009 1:28:50 PM	7/6/2009 2:46:57 PM	7/6/2009 1:30:00 PM	5	BROWN	AMANDA	WH	WW
SMITH	ERIK	7/7/2009 5:28:02 PM	7/7/2009 6:36:44 PM	7/7/2009 5:30:00 PM	1	MESSINA	JIM	WH	WW
SMITH	ERIK	7/13/2009 3:45:05 PM	7/13/2009 4:37:34 PM	7/13/2009 3:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK	7/17/2009 4:19:49 PM	7/17/2009 6:37:18 PM	7/17/2009 4:30:00 PM	6	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK	7/20/2009 1:32:58 PM	7/20/2009 3:01:01 PM	7/20/2009 1:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK	7/22/2009 3:27:47 PM	7/22/2009 4:38:52 PM	7/22/2009 3:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK	7/27/2009 1:33:53 PM	7/27/2009 2:46:13 PM	7/27/2009 1:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK			7/30/2009 3:00:00 PM	1	AXELROD	DAVID	WH	WW
SMITH	ERIK	8/3/2009 1:07:45 PM		8/3/2009 1:00:00 PM	5	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK	8/10/2009 1:39:19 PM		8/10/2009 1:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK	8/14/2009 11:58:31 AM	8/14/2009 1:03:17 PM	8/14/2009 12:00:00 PM	2	SIEGEL	AVRA	WH	WW
SMITH	ERIK	8/24/2009 1:37:40 PM	8/24/2009 2:58:17 PM	8/24/2009 1:30:00 PM	5	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK	9/14/2009 1:38:41 PM	9/14/2009 2:48:26 PM	9/14/2009 1:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
SMITH	ERIK			9/15/2009 4:30:00 PM	4	SHEEHY	KRISTIN	WH	WW
DELCECATO	JOHN	3/4/2009 11:34:09 AM	3/4/2009 1:18:59 PM	3/4/2009 12:00:00 PM	1	AXELROD	DAVID	WH	WW
DELCECATO	JOHN			6/19/2009 10:45:00 AM	9	LIPSKY	JOSHUA	WH	RESIDENCE
DELCECATO	JOHN	6/19/2009 11:59:21 AM	6/19/2009 1:42:22 PM	6/19/2009 12:00:00 PM	9	AXELROD	DAVID	WH	WW
GRISOLANO	JOHN	3/18/2009 11:56:35 AM	3/18/2009 1:29:58 PM	3/18/2009 12:00:00 PM	1	GASPARD	PATRICK	WH	WEST WING
GRISOLANO	JOHN			4/22/2009 1:15:00 PM	1	AXELROD	DAVID	WH	WW
GRISOLANO	JOHN			6/17/2009 1:15:00 PM	3	AXELROD	DAVID	WH	WW
BALDICK	NICHOLAS	5/8/2009 3:49:15 PM	5/8/2009 4:27:25 PM	5/8/2009 4:00:00 PM	1	SHEEHY	KRISTIN	WH	WW

**Request 2: A list of each meeting, briefing, or telephone call (including conference calls or video conferences) regarding reforms or changes to the health care system, between any employee or representative of the PhRMA and any employee, detailee or any other representative of the WHOHR, the White House, or HHS. Please provide the following information about any such meetings, briefings, or telephone calls: the date, the duration, the names of the individuals present and their organization, office, or employer, and the subject matters discussed.**

1. Meeting on March 5, 2009 (White House Forum on Health Care); PhRMA representative: Billy Tauzin; also present: policy makers and representatives from other health care, business, consumer and labor groups
2. Meeting on May 11, 2009; PhRMA representatives: Billy Tauzin, Richard Smith, Richard Clark; also present: representatives from other health care and labor groups
3. Call on May 13, 2009; PhRMA representative: Richard Smith; also present: representatives from other health care and labor groups
4. Meeting on May 19, 2009; PhRMA representatives: Billy Tauzin, Richard Smith
5. Call on May 26, 2009; PhRMA representatives: Lori Reilly, Richard Smith; also present: representatives from other health care and labor groups
6. Meeting on June 2, 2009; PhRMA representatives: Billy Tauzin, Bryant Hall, Richard Smith, Jeff Kindler, Miles White, Kevin Sharer
7. Meeting on July 7, 2009; PhRMA representatives: Billy Tauzin, Bryant Hall, Richard Smith
8. Meeting on July 22, 2009; PhRMA representatives: Billy Tauzin, Bryant Hall
9. Meeting on July 24, 2009; PhRMA representatives: Lori Reilly, Richard Smith; also present: representatives from other health care and labor groups

PhRMA may supplement or revise this response as its review continues.

In responding to these requests, PhRMA has used its best efforts to be as accurate and responsive as possible within the time frame set by the Committee for responses and based on PhRMA's understanding of the terms used in the request. The representations herein are based on PhRMA's current information and belief.

In providing information and documents in response to the Committee's requests, PhRMA does not waive, nor does it intend to waive, any of its rights or privileges with respect to this inquiry by the Committee, including any applicable attorney-client, work product or other evidentiary privilege, or any objection to the letter request from the Committee.

E-mails and documents produced  
through investigation into closed-door  
health care negotiations

June 8, 2012 Memorandum

Footnote 47

**From:** Rebecca Kuhn  
**Sent:** Tuesday, June 02, 2009 1:00 PM  
**To:** Mimi Simoneaux Kneuer; Bryant Hall; Rick Smith  
**Cc:** Wendy Gregg; Kathleen D'Amore; Sandie Dickerson; Lori Pemberton; Neal Comstock  
**Subject:** White House Meeting Today at 3:30 pm and Hill Meeting at 4:30 pm--ALL SET & CONFIRMED

**Importance:** High

Updates will be sent for your calendars. Schedule for this afternoon is as follows:

**2:45 pm** - CEO's arrive for mtg. w/BT in OTP. (Kindler, Sharer, White)

**3:00 pm** - Above group, plus Bryant and Rick depart OTP for White House via Cap.Classic. (Shakeel, [REDACTED])  
(Driver will wait & take you to Hill after this mtg.)

**WHITE HOUSE ENTRANCE:** Enter White House at NW gate on Penn Ave. All security information for clearance to enter has been emailed to White House. Give name and show photo ID. Walk up driveway to West Wing Lobby. Meeting in Roosevelt Room, West Wing

**3:30 pm** - Above group meeting with Jim Messina w/White House

**4:00 pm-4:10 pm** -- Depart for Hill via Capitol Classic. Remember, you will have to leave in plenty of time to connect with the driver. (Contact: Shakeel, cell [REDACTED])

**4:30 pm** - Meeting with Senator Baucus w/above group in 511 Hart

**5:00 pmish** - Depart for PhRMA via Capitol Classic.

Becky Kuhn  
Manager  
Office of the President and CEO  
PhRMA  
[REDACTED]

E-mails and documents produced  
through investigation into closed-door  
health care negotiations

June 8, 2012 Memorandum

Footnote 48

**From:** Singiser, Dana E. [REDACTED]  
**Sent:** Wednesday, June 03, 2009 2:10 PM  
**To:** Bryant Hall; DeParle, Nancy-Ann M.  
**Subject:** RE:

I will track down whoever said that and make sure they correct impression.

---

**From:** Bryant Hall [REDACTED]  
**Sent:** Wednesday, June 03, 2009 2:09 PM  
**To:** DeParle, Nancy-Ann M.  
**Cc:** Singiser, Dana E.  
**Subject:** Re:

Leg. Affairs (don't know who) is telling Senate staff that the WH is "staying out of it," specifically - Senator [REDACTED] office.  
Can you help?

---

**From:** DeParle, Nancy-Ann M.  
**To:** Bryant Hall  
**Cc:** Singiser, Dana E.  
**Sent:** Wed Jun 03 10:33:15 2009  
**Subject:** Re:

Yes--I pushed this, everyone (Messina, Rahm) is in Egypt w POTUS but Phil Schiliro, Dana Singiser and I made decision, based on how constructive you guys have been, to oppose importation on the bill. It's my understanding that this is being conveyed--let me know if that is not the case.

---

**From:** Bryant Hall  
**To:** DeParle, Nancy-Ann M.  
**Sent:** Wed Jun 03 08:23:15 2009  
**Subject:**

Is there any progress on the importation front? Can we get someone to weigh in from FDA or HHS? The Rs are getting all ginned up - [REDACTED] etc.

E-mails and documents produced  
through investigation into closed-door  
health care negotiations

June 8, 2012 Memorandum

Footnote 52

From: Bryant Hall  
Sent: Tuesday, May 05, 2009 1:03 PM  
To: Billy Tauzin  
Cc: Mimi Simoneaux Kneuer; Neal Comstock; Sharon Marshall; Rebecca Kuhn;  
Rick Smith; Wes Metheny  
Subject: DeParle

Nancy Ann DeParle left you a voice mail message on your cell. You can reach her on her cell number below:

**REDACTED**

As we discussed, this is a great opportunity to reiterate all we are doing to move health reform in a way no one can - including AHIP. We have brought considerable resource to the table. We can bring more as you discussed with her in her office.

We also want to be positive and productive in the goals they want to accomplish - including bending the cost curve, but we would appreciate the ability to do that in our own voice.

Pls let us know of the outcome of your call when you can. Thanks.

E-mails and documents produced  
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Footnote 53

**From:** Bryant Hall [REDACTED]  
**Sent:** Sunday, August 09, 2009 1:06 PM  
**To:** smcmahon [REDACTED]; Bob Filippone; dmohler [REDACTED]; Wes Metheny  
**Subject:** Re: Another great read

I don't think the ceos will accept "more ads" as a blunt instrument\fix to the problem.

---

**From:** Steve McMahon  
**To:** Bryant Hall; Bob Filippone; dmohler [REDACTED]; Wes Metheny  
**Sent:** Sun Aug 09 11:46:01 2009  
**Subject:** RE: Another great read

Bryant's right, it could go either way. But until it's clear which way it will go, I think what we should consider doing is largely the same.

I think we need to do the HEN ads, for the WH. At least as long as we have a chance of holding the agreement.

I think we need to do other stuff for ourself. On FOBs and to protect what we can in Part D.

And as long as the stuff we do for ourself makes the case for HCR at the same time, it is both defensible to the WH and smart for the industry.

The WH and the press are inciting our opponents to action. I think if we don't do anything to defend our bright lines around Part D, we are likely to see non-interference eventually repealed--either as part of HCR or apart from it--and folks will ask why we didn't do more to defend.

If we defend and lose, then at least they will know we did everything we could.

I am not suggesting negative ads; my thought is that we make the case in a way that is positive with an edge: "part D is working; seniors are happy and saving money--and taxpayers are saving billions...Now we can strengthen and improve Medicare and save millions of seniors up to 1800 dollars a year by passing HCR and filling in the donut hole, etc." This can be done on cable television with a "call congress" call-to-action to send the message that we will defend part D, and be done in the mail with a "call congressman smith" call to action--either to give our allies cover or to convince those on the fence that seniors can be engaged on our agreed-upon deal.

I recognize that every course at this point has some danger associated with it. But it seems to me that the greater risk right now is not being present, engaged, and loud.

---

**From:** BHall [REDACTED]  
**Sent:** Sunday, August 09, 2009 11:07 AM  
**To:** BFilippone [REDACTED]; smcmahon [REDACTED]; dmohler [REDACTED]; WMetheny [REDACTED]  
**Subject:** Re: Another great read

We are being lampooned in the nat'l media - along with the Administration.

This thing could break one of two ways: Baucus and the Admin could tell these guys "sorry you don't like it but shut the f up and let's pass hcr because we are dead if we don't" or "f the drug industry. If we go back on our word, the leftie media will be cool and we can then give in on some other stuff to the left."

----- Original Message -----

**From:** Bob Filippone  
**To:** Bryant Hall; 'smcmahon [REDACTED]; DMohler [REDACTED]; Wes Metheny  
**Sent:** Sun Aug 09 11:03:37 2009

Subject: Re: Another great read

Do we have a choice? If the WH thinks it helps and want the ads then we need to run them, if we are going to have any chance of the deal holding.

Unfortunately this is mostly a self-inflicted wound. CEOs demanding public assurances with BT throwing gasoline on the flame.

Bob Filippone, Ph.D.  
Vice President, Federal Affairs  
PhRMA



----- Original Message -----

From: Bryant Hall

To: 'smcmahon'; [redacted] dmohler; [redacted] dmohle; [redacted] Wes

Metheny; Bob Filippone

Sent: Sun Aug 09 10:24:45 2009

Subject: Another great read

I ask - do we get hammered by doing the ads. This is the sentiment I fear. They now have the deal exposed. Unfortunately for us, we are famous.

Now - they also know that we are running ads....it isn't good

Is Obama Punking Us?

By FRANK RICH

While it's unlikely that the chorus of President Obama's most strident doomsayers will be proven right, there is growing cause for concern that the president is not the reformer he promised to be.

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Footnote 54

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**From:** Steve McMahon [REDACTED]  
**Sent:** Thursday, June 04, 2009 7:09 AM  
**To:** Bryant Hall  
**Subject:** Re: Chris Dodd ad

I hear ya.

Sent from my Verizon Wireless BlackBerry

---

**From:** "Bryant Hall"  
**Date:** Thu, 4 Jun 2009 05:01:13 -0400  
**To:** <smcmahon [REDACTED]>, Wes Metheny [REDACTED]  
**Subject:** Re: Chris Dodd ad

We need some assurances before we do this. We aren't getting any. 100B is not reasonable.

---

**From:** Steve McMahon  
**To:** Bryant Hall; Wes Metheny  
**Sent:** Wed Jun 03 23:38:47 2009  
**Subject:** Fw: Chris Dodd ad  
Bottom line:

The WH-designated folks really like the testimonials and want them on the air;

They like our "be a hero" strategy;

They would like us to start to define what "consensus health care reform" means, and what it might include;

What we want to highlight and what they want to highlight can probably be blended in a way that gets us both what we need;

They understand that we a lot of resources and have some bright lines, and if they are violated, we walk, or worse;

I told them we are watching developments to determine whether and to what degree we want to engage right now, and that we can't get too far out there on a bill that we may not ultimately be able to support if our lines are violated;

They definitely want us in the game and on the same side;

Kindler was sent the message we wanted sent, according to Andy.

For reference, and to understand the players and their roles, Grossman, Grizzalano, and DelCecato are very close to Axelrod (Griz and DelCecato are partners in Ax's firm). They have been put in charge of the campaign to pass health reform.

Our email traffic from tonight is below.

Sent from my Verizon Wireless BlackBerry

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**From:** John Del Cecato  
**Date:** Wed, 3 Jun 2009 23:24:42 -0400  
**To:** smcmahon [REDACTED] Andy Grossman [REDACTED]  
**Subject:** Re: Chris Dodd ad  
Thanks Steve... Look forward to talking about next steps..

Best,  
JDC

--

John F. Del Cecato  
Partner  
AKPD Message and Media



We can. And we will evolve the message as we move forward. The Dodd ad is on the air now, but if you guys like the strategy, there will be more. And the goal was always to do--over time--what you suggest: First, to establish that the member has always been there on issues that matter, like making health care more affordable; second to say that now they are leading the way on consensus health care reform; and finally, to define what consensus reform is--quality affordable health care that can't be taken away, even if you lose your job; a choice of plans and your choice of doctors; a promise that you can keep your coverage if you like it--at a price that even small businesses and working families can afford...The funder has some things they need to say in these, but I think it is relatively easy to accommodate everyone, and directionally, I think we are very much on the same page. So if you like this strategy, we should talk further about how we might get it executed. Thanks, guys. Steve

Sent from my Verizon Wireless BlackBerry

---

**From:** John Del Cecato  
**Date:** Wed, 3 Jun 2009 22:39:39 -0400  
**To:** smcmahon [REDACTED] Andy Grossman [REDACTED]  
**Subject:** Re: Chris Dodd ad

I think the strategy is right on the money — just thought it was missing some of the emotion from testimonial spots & some of the substance (bring down costs, make quality HC affordable for businesses creating jobs/families facing rising premiums, protect choice of doctor/insurance) which define the consensus plan so far... I know you can't get everything in one spot — just wondering if we could tweak a bit

My hope is that we will be doing both. Testimonials that would be for atmospheric and run nationwide. And targeted ads for specific members to give them political cover/support and encourage them to "be a hero" by supporting consensus health care reform--ie a bill that can get to 60 or more votes in the Senate. Make sense to you guys?

Sent from my Verizon Wireless BlackBerry

---

**From:** John Del Cecato

**Date:** Wed, 3 Jun 2009 22:24:10 -0400

**To:** Steve McMahon [REDACTED]

andrew [REDACTED]

**Subject:** Re: Chris Dodd ad

Thanks for this... I know you wanted to do a "thank you" ad here, but I have to say I'm partial to the testimonials...

John/Andy-

It was good seeing you guys today and I hope that we can find a lot of ways for phrma/familiesUSA to be helpful.

Here's a copy of the Dodd ad we discussed. Wyden has a very similar one up now, and Reid will get one soon. Others may follow.

As I indicated, it would be very helpful to have someone reach out to Jeffrey Kindler, the CEO of Pfizer and a huge Dem, to let him know a) that you folks understand and appreciate all the industry is doing to be helpful; and b) that you hope they will not only continue doing it, but will do more at the appropriate time; and c) we have talked and we plan to continue talking as we move forward to pass health care reform. When that's done, assuming it is, it would be helpful if you could let me know.

Thanks, guys. And let's stay in touch.

Steve  
[REDACTED]

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Footnote 55

**From:** Axelsen, Kirsten  
**Sent:** Wednesday, June 10, 2009 7:24 PM  
**To:** Beaty, Sandra J.; Principi, Anthony; Simon, Greg; Hughson, Melody; Damas, Raul A;  
Barry.Direnfeld [REDACTED]  
**Subject:** Today's meeting with Nancy Ann

We met today (me, Rick Smith, Bryant Hall, Nancy Ann, John Selib, Jim Messina, Tony Clapsis, Jack Rogers, Guy King, Russ Sullivan). To discuss the expected financial gain from health reform. We raised the points we are all familiar with – there was little movement or agreement. They heard the 6% number from the Goldman analyst and believe that they are making coverage better for enough people that we will experience a significant increase in volume that will offset rebates. Some of the arguments that Medicare part D wasn't a big revenue increase did seem to resonate as did the 70% share of generics and the billions going off patent and flat growth in the next five years. However, I don't get the sense that they are sold on the 6% number because of great analytics – it just provides a justification to extract significant pay fors from the industry.

The second part of the conversation went to the pay fors. Rick and Bryant will likely be convening a call this afternoon to discuss. Nancy Ann said that they are planning to put a 15% rebate across the board (dual, non-dual) in Medicare part D to raise 90B over 10 years (slightly lower than the CBO estimate which assumes that inflation penalty starts at 0 in 2010 but grows over time) on the table on Saturday.

[REDACTED]

Redacted - Not Responsive

They would still want the other pay fors are still on the table in addition to the Medicare rebate:  
Medicaid Increase to 22-3% 20B  
FOBs 9B  
Non deduction of DTC expenses 10B (they think it will raise this much).

Would still be on the table even with the Medicare part D rebate. They are looking for over 100B from the pharma industry. They are still assuming that \$600B will come from savings and \$600B from revenues. They think that Pharma is in a relatively similar position to gain compared to hospitals from health reform.

In addition Nancy Ann said that she would like to close the donut hole either with donated product or money and that they planned to spend some money closing the donut hole. (-\$2.8B, or -\$1.4B post tax NPV if closed up to 300% FPL with 50% participation). Rick countered emphasized that the donut hole should be closed only for lower income people if done at all.

Bryant thought that this was a reach and trying to get us to put a # on the table.

Kirsten Axelsen

[REDACTED]

Redacted - Not Responsive

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**From:** Currie, Rodger [REDACTED]  
**Sent:** Monday, July 06, 2009 10:26 AM  
**To:** Bryant Hall  
**Subject:** RE: White House tomorrow

Wow. That will be a very interesting discussion.

I guess the White House feels it can just slam [REDACTED] on the duals rebate... and stuff)?

---

**From:** Bryant Hall [REDACTED]  
**Sent:** Monday, July 06, 2009 10:24 AM  
**To:** Currie, Rodger  
**Subject:** Re: White House tomorrow

Sure. I can't believe that you haven't been told about this.

It's just to go over the principal elements of the deal w Rahm, Messina and DeParle. We haven't had a principals mtg since the deal was cut.

So it's duals and price controls, 80b cap, proportionality (if bill falls apart, we get a price break), importation, and a discussion on fobs, cer, public plan.

---

**From:** Currie, Rodger  
**To:** Bryant Hall  
**Sent:** Mon Jul 06 10:19:09 2009  
**Subject:** RE: White House tomorrow  
Thanks. Can you say a tad more about what that means? I know you gotta be busy.

---

**From:** Bryant Hall [REDACTED]  
**Sent:** Monday, July 06, 2009 10:18 AM  
**To:** Currie, Rodger  
**Subject:** Re: White House tomorrow

CEO mtg of this Gang of 5 to affirm the "deal."

---

**From:** Currie, Rodger  
**To:** Bryant Hall  
**Sent:** Mon Jul 06 10:14:28 2009  
**Subject:** White House tomorrow  
Bryant,

Hope you had a great 4<sup>th</sup> of July. What is this meeting tomorrow?

---

**From:** Wells, Loren  
**Sent:** Monday, July 06, 2009 10:08 AM  
**To:** Currie, Rodger;  
**Subject:** RE: READ: KWS in DC on July 6, 7

I just spoke to Marie – Kevin arrives tonight for meetings at the WH tomorrow afternoon. The schedule (from PhRMA) is as follows:

12:30 – Pre-meeting  
2:30 – WH Meeting  
3:30 – Debrief meeting/Depart

He has to get back to CA tomorrow night for a Board meeting on Wednesday.

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Footnote 58

**From:** Jeffrey Forbes [REDACTED]  
**Sent:** Tuesday, July 07, 2009 7:28 PM  
**To:** Bryant Hall  
**Subject:** Re:

Weird - I think they are doing this to pressure plans

Jeffrey Forbes  
CFW  
[REDACTED]

---

**From:** Bryant Hall  
**To:** Jeffrey Forbes  
**Sent:** Tue Jul 07 19:27:41 2009  
**Subject:** Re:

Dumb. They just got us and hospitals. WTF?

---

**From:** Jeffrey Forbes  
**To:** Bryant Hall  
**Sent:** Tue Jul 07 19:25:29 2009  
**Subject:** Re:

Said [REDACTED] pushing recon - see email just sent

Jeffrey Forbes  
CFW  
[REDACTED]

---

**From:** Bryant Hall  
**To:** Jeffrey Forbes  
**Sent:** Tue Jul 07 19:25:29 2009  
**Subject:** Re:

Just they will be on other side prob. [REDACTED] Still ok. I shouldn't say bad.

What was [REDACTED] react?

---

**From:** Jeffrey Forbes  
**To:** Bryant Hall  
**Sent:** Tue Jul 07 19:23:08 2009  
**Subject:** Re:

Won't stand by senate? Someone on help said 12 may not even hold up in committee

Jeffrey Forbes  
CFW



---

**From:** Bryant Hall  
**To:** Jeffrey Forbes  
**Sent:** Tue Jul 07 19:18:02 2009  
**Subject:** Re:

Yes. Bad on FOBs but we will work it.

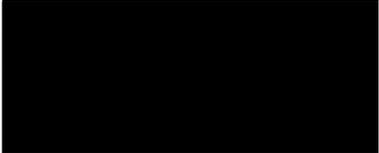
I will tell you more on phone.

---

**From:** Jeffrey Forbes  
**To:** Bryant Hall  
**Sent:** Tue Jul 07 19:16:22 2009  
**Subject:** Re:

Love it

Jeffrey Forbes  
CFW



---

**From:** Bryant Hall  
**To:** Jeffrey Forbes  
**Sent:** Tue Jul 07 19:16:14 2009  
**Subject:** Re:

I saw Rol Call.

Went great. No reason to go reconciliation. We are ready to goo. 100 percent.

Rahm asked for Harry and Louise ads thru third party. We've already contacted the agent.

----- Original Message -----

**From:** Jeffrey Forbes   
**To:** Bryant Hall  
**Sent:** Tue Jul 07 19:12:51 2009  
**Subject:**

How was wh mtg?

I think [REDACTED] is ready to go to reconciliation unless this is just duvalk

Jeffrey Forbes  
CFW



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Footnotes 61-63

**From:** Nick Baldick [REDACTED]  
**Sent:** Thursday, July 30, 2009 2:14 PM  
**To:** Bryant Hall  
**Subject:** Re: Urgent: heads up on Bloomberg story

If you shoot me the reporter, I will have our press folks call from HEN

On 7/30/09 2:12 PM, "Bryant Hall" [REDACTED] wrote:

Yes - we can spin whatever, but just depends on who is talking to Bloomberg and what they are saying.

---

**From:** Nick Baldick  
**To:** Bryant Hall  
**Sent:** Thu Jul 30 14:10:56 2009  
**Subject:** Re: Urgent: heads up on Bloomberg story  
Couldn't we - HEN say we picked consultants

Your person can just say, AKPD is not working for PhRMA - even say who is

On 7/30/09 1:23 PM, "Bryant Hall" [REDACTED] wrote:

This is a big problem.

---

**From:** Ken Johnson  
**Sent:** Thursday, July 30, 2009 1:21 PM  
**To:** Mimi Simoneaux Kneuer; Bryant Hall; Wes Metheny; Neal Comstock  
**Subject:** Urgent: heads up on Bloomberg story

I want to alert everyone to a potential problem. Bloomberg is getting ready to report that "political consultants" close to the White House - more specifically close to Rahm Emanuel - will be running our 100 million plus dollar campaign to try to pass comprehensive health care reform. I simply told them "no final decisions have been made and any discussion about what we will or will not do this fall would be wildly speculative."

I also get the impression from talking to the reporter that we will get a heavy dose of criticism for selecting these particular consultants. Unless we're prepared to deny that they are going to be working for us, there's not much else that I can do and we'll just have to live with the story. They claim they have multiple sources corroborating their report.

Ken Johnson  
Senior Vice President  
Pharmaceutical Research & Manufacturers of America  
[REDACTED]

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[REDACTED]

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**From:** [REDACTED] >  
**Sent:** Thursday, April 26, 2012 5:02 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** PhRMA

[REDACTED]

You asked PhRMA to provide the amount spent by PhRMA in connection with the entities Healthy Economy Now and Americans for Stable Quality Care on its "advertising effort" in support of health reform legislation. PhRMA's response is set forth below:

Healthy Economy Now

· 2009: \$10,200,000

Americans for Stable Quality Care (later called Citizens for Strength and Security)

· 2009 - 2010: \$59,480,399

We trust that this information meets your needs. We appreciate your understanding of how important it is for PhRMA's member companies to inform both the public and the Congress of its views on important issues facing health care and the research biopharmaceutical industry as well as the critical role that PhRMA plays in helping facilitate that message.

We respectfully request the Committee to treat this submission as confidential and protect against its disclosure. We also respectfully request advance notice of any contemplated disclosure of PhRMA's confidential information and a reasonable opportunity to object. Please direct any such notice to me.

In providing information and documents in response to the Committee's requests, PhRMA does not waive, nor does it intend to waive, any of its rights or privileges with respect to this inquiry by the Committee, or any objection to the letter request from the Committee.

[REDACTED]

[REDACTED]

[Redacted text block]

---

[Redacted text block]

[Redacted text block]

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Footnotes 75-76

**From:** Steve McMahon [REDACTED]  
**Sent:** Friday, August 14, 2009 10:33 PM  
**To:** Wes Metheny  
**Subject:** Fw: Memo

Wes-

The script below is a cut together version of an Obama Saturday morning radio address that the WH folks would like to cut into a television ad to test.

Do you: a) think it's okay to test; and b) do you think we can get it approved by Monday afternoon?

I can send to Diane and follow it thru, but wanted to get you in the loop first.

Sent from my Verizon Wireless BlackBerry

---

**From:** Nick Baldick  
**Date:** Fri, 14 Aug 2009 20:19:54 -0500  
**To:** smcmahon [REDACTED]  
**Subject:** Re: Memo

Here is the transcript of the Obama tap that we would like to run

President Obama: In recent days and weeks, some have been using misleading information to defeat what they know is the best chance at reform we have ever had.

And that's why it's important for you, the American people, to have all the facts

So let me explain what health insurance reform will mean for you.

We'll require insurance companies to cover routine checkups and preventive care like mammograms and colonoscopies so we can avoid chronic illnesses that cost too many lives and too much money.

We'll stop insurance companies from denying coverage because of a person's medical history.

With reform, insurance companies will also have to limit how much you can be charged for out-of-pocket expenses

And insurance companies will no longer be allowed to drop or water down coverage for someone who has become seriously ill.

Your health insurance ought to be there for you when it counts. And reform will make sure it is.

But let's never forget that this isn't about politics. This is about people's lives. This is about people's businesses. This is about America's future.

---

**From:** Steve McMahon [REDACTED]  
**To:** Nick Baldick; Steve McMahon [REDACTED]  
**Cc:** Pete Brodnitz [REDACTED]  
**Sent:** Fri Aug 14 19:51:21 2009  
**Subject:** Re: Memo

Nick-

I can get it approved. Just send it when you are ready.

Regarding the AMA, I think it's good, it certainly isn't the AARP, but at least they've heard of it. Maybe we can

test something like that Weds?

And if you guys have stuff you want to explore that is "forbidden," by the strict rules, perhaps we can discuss how you can do that, too.

Let me know. Happy to help however I can.

Steve

Sent from my Verizon Wireless BlackBerry

---

**From:** Nick Baldick  
**Date:** Fri, 14 Aug 2009 18:42:27 -0500  
**To:** smcmahon [REDACTED]  
**Subject:** Re: Memo

Thanks

I tried two things

1. A boring truth script that cited aarp, but as expected and understood - I was shot down - so we are trying to get ama to agree to be the main cite - do you think that will work?
2. We created the obama radio address "what it means for you" ad. If you two could help us to get it approved that would be great.

---

**From:** Steve McMahon [REDACTED]  
**To:** Nick Baldick  
**Cc:** Pete Brodnitz [REDACTED]  
**Sent:** Fri Aug 14 17:31:49 2009  
**Subject:** Fw: Memo

Nick-

Attached is Pete's report from Wednesday.

We should discuss what your needs are for Weds to make sure you're covered.

My cell is [REDACTED] Feel free to call any time.

Have a good weekend.

Steve

Sent from my Verizon Wireless BlackBerry

---

**From:** Peter Brodnitz  
**Date:** Fri, 14 Aug 2009 15:22:35 -0700  
**To:** Metheny, Wes [REDACTED]; Steve McMahon [REDACTED]  
**Subject:** Memo

You guys going to send to Nick?

Pete

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**From:** Bill Samuel  
**To:** Jim\_Messina [REDACTED]  
**Date:** 12/4/2009 3:19 PM  
**Subject:** Re: RELEASE - New Ad

We are purposefully avoiding key Senate states. WH and Reid have known about these ads since before Thanksgiving. And while we have postponed running ads several times, the WH has gotten more aggressive in favor of the tax. You'll hear from our presidents on Mon how strongly they feel. There is nothing I can do to stop it.

-----Original Message-----

**From:** "Messina, Jim" [REDACTED]  
**To:** Bill Samuel [REDACTED]

**Sent:** 12/4/2009 3:08:07 PM  
**Subject:** Fw: RELEASE - New Ad

Bill: dc buy is fine, you guys run this ad in key senate states and you are declaring war

-----  
**From:** Andrew Grossman [REDACTED]  
**To:** Messina, Jim; Gaspard, Patrick; Dillon, Patrick; Tamarin, Nathanael P.  
**Sent:** Fri Dec 04 14:56:23 2009  
**Subject:** FW: RELEASE - New Ad

**From:** Jennifer Palmieri [REDACTED]  
**Sent:** Friday, December 04, 2009 2:55 PM  
**To:** Andrew Grossman  
**Subject:** Fw: RELEASE - New Ad  
**Importance:** High

Woof

-----  
**From:** Tara McGuinness  
**To:** Jennifer Palmieri  
**Sent:** Fri Dec 04 14:52:33 2009  
**Subject:** FW: RELEASE - New Ad

here we go

-----  
**From:** Eddie Vale [REDACTED]  
**Sent:** Friday, December 04, 2009 2:47 PM

To: Eddie Vale  
Subject: RELEASE - New Ad  
Importance: High

Bet that subject line got your hearts all a flutter!

I will have more on this in the coming days, so as they say, don't change the channel.....

For Immediate Release

Contact: Amaya Tune/Eddie Vale: 

New AFL-CIO TV Ad: "Pass Health Care. Don't Tax Health Benefits"

Two Week Ad Buy Begins Sunday

<http://www.youtube.com/watch?v=X0W16chXsC0>

Washington, Dec. 4, 2009 - In a two-week television ad buy, the AFL-CIO is calling on working families to tell their senators: "Pass Health Care. Don't Tax Benefits." The ad, released today, will launch this Sunday.

The ad features diverse workers who say passing health care reform is a must, not an option—but taxing workers' health benefits is wrong. The ad emphasizes that taxing benefits will lead companies to cut benefits and will shift cost burdens to families that can't afford it. It urges Congress to pass health care reform all Americans can afford.

The ad follows release of a new study showing that a tax on health benefits like the one included in the Senate health care bill would cause two-thirds of employers to shift the costs to workers by raising premiums and co-pays. And according to CBO, one out of five workers with benefits would be hurt soon after enactment of the Senate bill, and numbers would grow over time.

The ad will run inside the Beltway beginning Sunday, then in key Senate states to be announced on Monday.

With 57 member unions, the AFL-CIO represents 11.5 million working men and women, including the members of its community affiliate Working America.

To view the ad go to: <http://www.youtube.com/watch?v=X0W16chXsC0>

###

Eddie Vale

Media Specialist, AFL-CIO



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Footnotes 81-84

**From:** Bill Samuel  
**To:** Jim\_Messina [REDACTED]  
**Date:** 12/4/2009 4:19 PM  
**Subject:** Re: RELEASE - New Ad

We'll review ND

-----Original Message-----

**From:** "Messina, Jim" <[REDACTED]>  
**To:** Bill Samuel [REDACTED]

**Sent:** 12/4/2009 4:17:48 PM  
**Subject:** RE: RELEASE - New Ad

Why north Dakota, he is down 16 points. Bill, that's madness

-----Original Message-----

**From:** Bill Samuel [mailto:[REDACTED]]  
**Sent:** Friday, December 04, 2009 3:27 PM  
**To:** Messina, Jim  
**Subject:** Re: RELEASE - New Ad

To be clear-they are running in Virginia, Delaware, ND, and Indiana..  
NOT in Louisiana, Nebraska, Arkansas, Maine or Connecticut.

-----Original Message-----

**From:** "Messina, Jim" <[REDACTED]>  
**To:** Bill Samuel [REDACTED]

**Sent:** 12/4/2009 3:08:07 PM  
**Subject:** Fw: RELEASE - New Ad

Bill: dc buy is fine, you guys run this ad in key senate states and you  
are declaring war

-----  
**From:** Andrew Grossman [REDACTED]  
**To:** Messina, Jim; Gaspard, Patrick; Dillon, Patrick; Tamarin, Nathanael  
P.  
**Sent:** Fri Dec 04 14:56:23 2009  
**Subject:** FW: RELEASE - New Ad

**From:** Jennifer Palmieri [REDACTED]  
**Sent:** Friday, December 04, 2009 2:55 PM  
**To:** Andrew Grossman  
**Subject:** Fw: RELEASE - New Ad  
**Importance:** High

Woof

---

From: Tara McGuinness  
To: Jennifer Palmieri  
Sent: Fri Dec 04 14:52:33 2009  
Subject: FW: RELEASE - New Ad

here we go

---

From: Eddie Vale [REDACTED]  
Sent: Friday, December 04, 2009 2:47 PM  
To: Eddie Vale  
Subject: RELEASE - New Ad  
Importance: High

Bet that subject line got your hearts all a flutter!

I will have more on this in the coming days, so as they say, don't change the channel.....

For Immediate Release  
Vale [REDACTED]

Contact: Amaya Tune/Eddie

New AFL-CIO TV Ad: "Pass Health Care. Don't Tax Health Benefits"

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<http://www.youtube.com/watch?v=X0W16chXsC0>

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The ad features diverse workers who say passing health care reform is a must, not an option-but taxing workers' health benefits is wrong. The ad emphasizes that taxing benefits will lead companies to cut benefits

and will shift cost burdens to families that can't afford it. It urges Congress to pass health care reform all Americans can afford.

The ad follows release of a new study showing that a tax on health benefits like the one included in the Senate health care bill would cause two-thirds of employers to shift the costs to workers by raising premiums and co-pays. And according to CBO, one out of five workers with benefits would be hurt soon after enactment of the Senate bill, and numbers would grow over time.

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With 57 member unions, the AFL-CIO represents 11.5 million working men and women, including the members of its community affiliate Working America.

To view the ad go to: <http://www.youtube.com/watch?v=X0W16chXsC0>

###

Eddie Vale

Media Specialist, AFL-CIO



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Footnote 85

**From:** Gerald Shea  
**To:** Bill Samuel; Jane McDonald; Nathanael\_P.\_Tamarin [REDACTED]  
**Date:** 12/7/2009 9:34 AM  
**Subject:** Re: i still have not heard

I'm [REDACTED] and [REDACTED]

>>> Bill Samuel 12/7/2009 8:07 AM >>>  
Mine is [REDACTED]. Gerry and Jane: pls send security info to Nate for today's meeting..

-----Original Message-----

From: "Tamarin, Nathanael P." <Nathanael.P.\_Tamarin [REDACTED]>  
To: Bill Samuel <Bsamuel [REDACTED]>

Sent: 12/7/2009 7:59:22 AM  
Subject: RE: i still have not heard

You're sending me security info asap?

From: Bill Samuel [mailto:[REDACTED]]  
Sent: Friday, December 04, 2009 5:58 PM  
To: Tamarin, Nathanael P.  
Subject: Re: i still have not heard

I believe it is just Chuck; I'll confirm. Do you need security info from Arlene, Gerry and me? NW Gate?

>>> "Tamarin, Nathanael P." [REDACTED] 12/4/2009 5:54 PM >>>

Lovely. What abt afscme? Coming?

---

From: Bill Samuel [REDACTED]  
To: Tamarin, Nathanael P.  
Sent: Fri Dec 04 17:50:04 2009  
Subject: Re: i still have not heard

the 3 pm call - as expected. (1) lots of heated rhetoric about how bad this is politically - i.e. even if we get rolled and support the bill anyway, our members will not support Dems who tax their benefits. (2) several restatements of why we are right on the merits; i.e. it won't bend the cost curve, simply lead to fewer benefits, higher co-pays; (3) some anger that about being lead on by the WH; i.e. being asked not to fight it in Finance and not to run ads, even as the WH, especially Orzag, ramped up its campaign in support of the policy (op eds, economists letter, etc.). All in all, should be one of the more fun meetings I've been to in the West Wing.

rin, Nathanael P." [REDACTED] 12/4/2009 4:43 PM >>>

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Footnotes 86-87

**From:** DeParle, Nancy-Ann M. [REDACTED]  
**Sent:** Tuesday, October 6, 2009 3:44 PM (GMT)  
**To:** Richard Deem [REDACTED]  
**Subject:** RE:

---

Working on it, will call asap

---

**From:** Richard Deem [REDACTED]  
**Sent:** Monday, October 05, 2009 6:06 PM  
**To:** DeParle, Nancy-Ann M.  
**Subject:**

Nancy Ann

Within in the next 24 hrs , I have to answer two questions.

First, do I tell my colleagues at AMA headquarters to proceed with a \$2m TV buy on a permanent SGR fix without agreement on the pathway that will get the provision through conference and signed into law.

Second, tomorrow at noon, I will be discussing with the four large physician groups (Family Physicians, Surgeons, Internal Medicine and Osteopaths) the grassroots and lobbying strategy for the Senate floor. This includes permanent SGR repeal, Medicare Commission and other outstanding concerns with the physician provisions in the Finance package.

We are running out of time. The AMA and other physician groups can not let another day go by waiting for our friends in the Senate to confirm their intended course of action.

I would appreciate a meeting with you and Jim Messina as soon as possible to discuss how we can possibly resolve the current situation in a manner that is satisfactory to all the interested parties.

Rich

**From:** Richard Deem <[REDACTED]>  
**Sent:** Monday, October 5, 2009 10:40 PM (GMT)  
**To:** Jim\_Messina [REDACTED]  
**Cc:** rich [REDACTED]  
**Subject:** FW:

---

Jim

Would like to sit down with you and Nancy Ann as soon as possible to resolve the pathway for repealing the SGR that get us through conference and signed into law.

Physician leaders are getting very restless about the situation. The family physicians, surgeons and the AMA have upcoming membership meetings with a growing segment of disgruntled physicians. We fear that our constituents may direct us to alter our course on health reform without evidence that pending issues are on track to be favorably resolved.

Below is my message to Nancy Ann

Rich Deem

---

**From:** Richard Deem  
**Sent:** Monday, October 05, 2009 6:06 PM  
**To:** DeParle, Nancy-Ann M.  
**Subject:**

Nancy Ann

Within in the next 24 hrs , I have to answer two questions.

First, do I tell my colleagues at AMA headquarters to proceed with a \$2m TV buy on a permanent SGR fix without agreement on the pathway that will get the provision through conference and signed into law.

Second, tomorrow at noon, I will be discussing with the four large physician groups (Family Physicians, Surgeons, Internal Medicine and Osteopaths) the grassroots and lobbying strategy for the Senate floor. This includes permanent SGR repeal, Medicare Commission and other outstanding concerns with the physician provisions in the Finance package.

We are running out of time. The AMA and other physician groups can not let another day go by waiting for our friends in the Senate to confirm their intended course of action.

I would appreciate a meeting with you and Jim Messina as soon as possible to discuss how we can possibly resolve the current situation in a manner that is satisfactory to all the interested parties.

Rich

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Footnotes 89-90

**From:** Messina, Jim [REDACTED]  
**Sent:** Tuesday, December 15, 2009 12:49 PM (GMT)  
**To:** LeMond, Nancy [REDACTED]  
**Subject:** Hey

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We need barry rand to go meet with ben nelson personally and just lay it on the line. "We will be with you, we will protect you. But if you kill this bill, seniors will not forget."

We are at 59, we have to have him

**From:** Messina, Jim [REDACTED]  
**Sent:** Tuesday, December 15, 2009 8:44 PM (GMT)  
**To:** LeaMond, Nancy [REDACTED]  
**Subject:** Re:

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Thank you

----- Original Message -----

**From:** LeaMond, Nancy [REDACTED]  
**To:** Messina, Jim  
**Sent:** Tue Dec 15 15:41:10 2009  
**Subject:** RE:

He called him a few hours ago. Nelson will call post WH visit.

Nancy A. LeaMond  
Executive Vice President  
AARP Social Impact Group

-----Original Message-----

**From:** Messina, Jim [REDACTED]  
**Sent:** Tuesday, December 15, 2009 3:40 PM  
**To:** LeaMond, Nancy  
**Subject:** Fw:

----- Original Message -----

**From:** Recos  
**To:** Messina, Jim  
**Sent:** Tue Dec 15 15:36:42 2009  
**Subject:**

Get barry rand to call nelson

**From:** Messina, Jim [REDACTED]  
**Sent:** Tuesday, December 15, 2009 1:13 AM (GMT)  
**To:** LeaMond, Nancy [REDACTED]  
**Subject:** Now that byou support the bill (tomorrow am)

---

Can we get immediate robo calls into Nebraska urging nelson to vote for cloture?

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Footnote 91

**From:** Messina, Jim [REDACTED]  
**Sent:** Wednesday, November 4, 2009 1:15 AM (GMT)  
**To:** LeaMond, Nancy [REDACTED]  
**Subject:** FW:

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-----Original Message-----

From: Turton, Daniel A.  
Sent: Tuesday, November 03, 2009 12:02 PM  
To: Dillon, Patrick; Messina, Jim; Schiliro, Philip M.  
Subject: Re:

Latest top 25 targets list from house leadership

Boyd  
Cooper  
Costa  
Giffords  
Kirkpatrick  
Maffei  
Michaud  
Perriello  
Space  
Bean  
Carney  
Herseth sandlin  
Klein  
Lipinski  
Schrader  
Adler  
Bocchieri  
Cardoza  
Chandler  
Kissell  
Kosmas  
Massa  
McMahon  
Murphy, scott (ny-20)  
Teague

----- Original Message -----

From: Dillon, Patrick  
To: Turton, Daniel A.  
Sent: Tue Nov 03 10:59:59 2009  
Subject: RE:

Can you shoot that new list of 25 to me when it's available

-----Original Message-----

From: Turton, Daniel A.  
Sent: Tuesday, November 03, 2009 9:32 AM  
To: Dillon, Patrick  
Subject: RE:

We are meeting with the speakers office to get a list of 25 she wants us to work -- the list from the speakers office last night was given to labor as a list of members she wanted to get thanked with ads after the vote

-----Original Message-----

From: Dillon, Patrick  
Sent: Tuesday, November 03, 2009 8:17 AM  
To: Turton, Daniel A.  
Subject:

Is there a new list today?

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Footnote 92

**From:** Aronson, Lauren [REDACTED]  
**Sent:** Friday, July 24, 2009 12:15 PM (GMT)  
**To:** Super, Nora M. [REDACTED]  
**Subject:** RE: need to talk about the IMAC proposal

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I am in a staff meeting. will call you shortly.

---

**From:** Super, Nora M. [REDACTED]  
**Sent:** Friday, July 24, 2009 8:14 AM  
**To:** Aronson, Lauren  
**Subject:** Re: need to talk about the IMAC proposal

Hi Lauren,  
I tried to call and you were out. We really need to talk. Our calls against reform are coming in 14 to 1. President makes it sound like we've endorsed IMAC, which we haven't. We support senate approach that keeps MedPAC in the legislative branch. We may release a statement today to make that clear.  
Nora Super  
AARP, Government Relations & Advocacy  
Sent by my Handheld  
Please excuse typos

---

**From:** Aronson, Lauren  
**To:** Super, Nora M.  
**Sent:** Thu Jul 23 19:13:49 2009  
**Subject:** Re: need to talk about the IMAC proposal

Hi nora - feel free to give me a call at my office [REDACTED]

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**From:** Super, Nora M.  
**To:** Aronson, Lauren  
**Sent:** Thu Jul 23 17:58:33 2009  
**Subject:** need to talk about the IMAC proposal  
Can you give me call asap? Thanks, Nora

Nora Super  
Director  
Federal Health & Long-Term Care  
AARP Government Relations and Advocacy  
[REDACTED]

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Footnote 93

**From:** Widger, Ann [REDACTED]  
**Sent:** Friday, November 6, 2009 5:02 PM (GMT)  
**To:** Rother, John [REDACTED]  
**Subject:** RE: any work on Barry for the taping?

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Okay got it.

Ann

Ann Widger  
Office of Public Engagement  
The White House  
[REDACTED]

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**From:** Rother, John [mailto:[REDACTED]]  
**Sent:** Friday, November 06, 2009 12:01 PM  
**To:** Widger, Ann  
**Subject:** RE: any work on Barry for the taping?

Ann, I think we will try to keep a little space between us and the White House on the issue. Our polling shows we are more influential when we are seen as independent, so we want to reinforce that positioning. So schedules would be a problem in any event, but the larger issue is how to best serve the cause.

John Rother, EVP  
AARP  
[REDACTED]

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**From:** Widger, Ann [REDACTED]  
**Sent:** Friday, November 06, 2009 11:24 AM  
**To:** Rother, John  
**Subject:** RE: any work on Barry for the taping?

John –

Is Jennie Chin Hanson available? We would really like AARP to participate in this roundtable.

Just called your office, Sherita said you were on the hill, please give me a call if you would like to discuss further.

Ann

Ann Widger  
Office of Public Engagement  
The White House  
[REDACTED]

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**From:** Rother, John [REDACTED]

**Sent:** Friday, November 06, 2009 11:09 AM  
**To:** Widger, Ann  
**Subject:** Re: any work on Barry for the taping?

He's not available, sorry.

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**From:** Widger, Ann  
**To:** Rother, John  
**Sent:** Fri Nov 06 11:06:53 2009  
**Subject:** any work on Barry for the taping?

Ann Widger  
Office of Public Engagement  
The White House



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Footnote 94

**From:** Messina, Jim [REDACTED]  
**Sent:** Monday, November 16, 2009 3:25 PM (GMT)  
**To:** LeaMond, Nancy [REDACTED]  
**Subject:** Re: Survey Finds AARP Members Back Critical Provisions of Health Care Reform Legislation

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Excellent

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**From:** LeaMond, Nancy  
**To:** Messina, Jim; DeParle, Nancy-Ann M.  
**Sent:** Mon Nov 16 10:13:19 2009  
**Subject:** Survey Finds AARP Members Back Critical Provisions of Health Care Reform Legislation  
We just released this national survey. We will follow with a number of state surveys. All of them reinforce this message.

FOR IMMEDIATE RELEASE  
November 16, 2009

Contact  
David Allen or Jordan McNerney  
[REDACTED]

#### Survey Finds AARP Members Back Critical Provisions of Health Care Reform Legislation

WASHINGTON—A new poll of AARP members released today finds strong support across party and ideological lines for elements of health care reform included in the Affordable Health Care for America Act, which recently passed the House of Representatives. The bill, which strictly limits how much more insurance companies can charge based on age and closes the Medicare prescription drug doughnut hole, was endorsed by AARP.

Among AARP members, strong majorities reported that many of the bill's key provisions were convincing reasons to support the legislation. These include strictly limiting insurers from charging much higher premiums because of age (68%), closing the gap in Medicare's prescription drug coverage known as the doughnut hole (69%) and improving coverage for critical preventive services like cancer screenings (77%).

"This survey demonstrates what we've been hearing from our members for a long time," said Nancy LeaMond, AARP Executive Vice President. "Despite an inflammatory debate on a very personal and important issue, our members—across party and ideological lines—support health care reform that protects Medicare, lowers the price of prescription drugs, increases their access to coverage and protects their choice of doctors."

While a partisan divide was evident when respondents were asked about the current plan in Congress, AARP members supported the legislation by more than a 2-1 (63%-30%) margin. More than half of self-described independents indicated support for the plan.

Other reform elements with high levels of support among AARP members included ensuring Americans can see the doctor of their choice (76%), stopping insurance companies from denying coverage because of a person's health history (75%) and ensuring Americans can keep their current coverage (78%). Majorities of self-identified Republicans supported most of the reform elements presented, including stopping discrimination because of pre-existing conditions (66%), covering routine preventive care (64%) and allowing Medicare to negotiate lower drug prices (64%).

LeaMond added: "The bill recently passed by the House incorporates the reforms that our members care most about. We'll continue the fight for these critical elements as the Senate takes up its own legislation in the coming weeks. Our members, and all older Americans, are counting on lawmakers to reform the health care system this year."

Starting on Tuesday, November 17th, AARP will launch a new national television ad on a mix of news, lifestyle, cable and sports channels. The ad, entitled "HELP," demonstrates that people from all walks of life are feeling stranded by the current health care system. It calls attention to the need for the kind of health care reform AARP has been fighting for: reform that will put patients first, protect Medicare, bring down drug costs and ensure that no one can be denied affordable health care because of their age or health history.

AARP surveyed its members on key health care reform provisions supported by AARP, as well as other contentious issues being discussed in the debate. The telephone survey, fielded October 30 to November 8, 2009, was conducted with randomly selected members of AARP. The nationally representative sample of 803 AARP members has a margin of error of +/- 3.5%.

The complete survey is available at <http://www.aarp.org/research/surveys/care/health/hcreform/articles/hrhcr.html>.

AARP is a nonprofit, nonpartisan membership organization that helps people 50+ have independence, choice and control in ways that are beneficial and affordable to them and society as a whole. AARP does not endorse candidates for public office or make contributions to either political campaigns or candidates. We produce AARP The Magazine, the definitive voice for 50+ Americans and the world's largest-circulation magazine with over 35.5 million readers; AARP Bulletin, the go-to news source for AARP's nearly 40 million members and Americans 50+; AARP Segunda Juventud, the only bilingual U.S. publication dedicated exclusively to the 50+ Hispanic community; and our website, AARP.org. AARP Foundation is an affiliated charity that provides security, protection, and empowerment to older persons in need with support from thousands of volunteers, donors, and sponsors. We have staffed offices in all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands.

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