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HOW OUR YOUNG MEN BECOME CONSULTANTS

By
Kurt Salmon

When we interview undergraduates or Master's candidates on college campuses, it is not infrequent that the young men confide to us their desire to be helpful in all facets of managerial endeavors. Forecasting, long range planning, operations research, production and inventory control, all these and many more are areas of interest to our young would-be-consultants, because they have been exposed to the importance of an organized approach along these lines and they are inspired and eager to try their hands at it.

This is commendable. It is also the reason why we try to recruit industrial engineers for our Engineering Division--preferably with a Master's Degree--rather than apparel engineers. We want our men to have the broadest, possible educational background, knowing that we can convey the product and process knowhow to them ourselves, while we are not equipped to give them a course in English Literature or other such courses which go into the making of a well-balanced individual.

Many of our competitors--especially among our generalist consultant friends--wonder how we have the nerve to hire young college graduates and straight away (or after a year's training) turn them into consultants. They rather marvel that we succeed in this. The reason for their incredulity has to do with the generally accepted belief that a man should have five to ten years industry

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MY MOST INTERESTING ASSIGNMENT

By
Ted Theodorsen

It is not very difficult for me to pick the assignment. No doubt many of you have chosen as your most interesting assignment, your very first large installation on which you were to a large extent "on your own," and this is what I have done. I am referring here to the dress installation we did for Smoler Brothers in Herrin, Illinois.

I had never met Karl Striegel prior to this assignment. We were to meet at the St. Louis Airport on Sunday and then drive to Herrin. For those of you who are not familiar with Karl's ability to "exude" confidence, I would like to relate a little story.

Firstly, I had not been with KSA very long and secondly, we had no previous, real dress bibles as an example to follow. The survey was impressive and I had read it thoroughly. For a 144 operator plant (now 350) the annual labor savings were estimated at well over \$150,000. Needless to say, I was very anxious to meet this Karl and find out "how" we planned to do this. In my concerned state, I almost greeted him as he came off the plane with a "HOW?", but managed to restrain myself.

During the drive to Herrin, we talked about everything except the job. To add to my consternation, the St. Louis Cardinals were playing somebody and the radio was on. As I remember it, when the game was over, the first thing Karl actually said about the job was that he

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experience behind him, before he could presume to be a consultant to industry.

How do we get by with it? By dint of two facts: First, we start out by specializing our men--industry-wise. Thus, we do not have to teach them so many processes or technologies. Next, we do not start them out as consultants; we start them out as engineer-technicians and maintain a sufficiently low ratio of supervisors to staff that we can supplement their early efforts to a degree designed to yield the proper product (consulting product, that is) for our client.

A man just out of college cannot become a marketing or financial consultant to industry. He needs not only experience but also some age and acceptance. In these areas, industrialists are not ready to accept the advice of 23-year olds.

So, how does the young man become a consultant on a broader plane eventually? He does so via four principal routes:

1. He becomes a good technician (in Time and Motion Study, Production Control, Statistical Quality Control, Incentive Plans, Materials Handling, Supervisory Training, Payroll Systems, etc.) Thus, he wins the confidence of the clients, who gradually turn to him for advice in other fields. To be prepared for these opportunities, he:

2. Keeps up to date through collateral reading.

3. Informs himself through conversation and collaboration with his superiors and colleagues of other Divisions, our Research Director and through participation in our Seminars, etc.

4. He gains maturity of judgment with the passage of time. (This is sort of automatic.)

The foregoing may explain, why a young man cannot start out as an all-around consultant; it may inform on how he can eventually broaden his scope; it does not explain why we have chosen to go to

the university campuses and get men that young and inexperienced. We do so in an effort to avoid making compromises which we might later regret. We have some fine men on our staff who, though experienced, when they came with us, were by no means compromises. I need only to mention two names to illustrate this point: Bill Cagnon and Stig Kry. Yet, the danger is ever-present of being blinded by a man's industry knowhow to his shortcomings in more fundamental qualities such as judgment, tact, mental alertness, drive, etc. These qualities, in the long run, prove ever so much more important than acquired knowledge.

We feel that, if we go to enough schools, see enough men--none of whom are supposed to know anything other than what they learned in school--we can put the emphasis on these basic characteristics and, ultimately, build the best staff.

Thus, we urge you to keep your outlook broad but build on a basis of solid experience in traditional I.E. techniques. Our clients will be there with their problems by the time you are really ready to solve them!

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didn't really know what we were going to do or what we would start on. He said we would spend the next few days just looking for a starting point. He added that although he didn't know where we'd start, he was sure when he made the survey that things were so bad there that we could help them and that his savings estimates were conservative.

By all rules, this really should have shook me up, but actually the reverse happened. My confidence, through Karl, was supreme and even while we sweated out two or three days attempting to find a starting point, somehow confidence reigned.

Needless to say, we found our starting point and, after about 15 months we con-

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cluded the program. It may be interesting for some of you to hear how a dress shop installation (full style shop) differs from even a multiple garment shop and I should like to enumerate some of the differences:

1. For the most part, table design work is almost nil. Each machine must be kept generalized so as to perform a great variety of operations. For example, regarding attachments, it was not even practical to install chain cutting feet on the Dart Sew operation, since these machines, at times, performed other operations. The number of darts per dress varied from zero to fourteen and while we usually had a "mix", the work content could vary greatly.

2. Balancing the unit can not be performed daily by keeping track of dozens. In fact, "dozens" loses its meaning entirely as a balance tool. Most balance is done visually and you can see here that the relative value of a good forelady is much greater than in a staple shop.

3. Forelady training occupies, I believe, a much more important position than in staple shops. We had two levels of supervision and management. We met with the upper level once a week, at night, for two hours. The entire group also met once a week for one to two hours after work on Thursday. We discussed problems and solutions and for nearly eight months had regular written quizzes.

4. "Followup" also becomes much more of a problem, and results actually in a continuous program. Once again, "Dozens Dated" has no meaning and thus since we used piece rates, a forelady had to add money and divide by time. Our bundle tickets showed \$/dozen and \$/unit and total units, but not price per bundle--and bundles varied from one to fifty units. Thus, it is obvious that when a forelady times one bundle, it is no easy task to convert this to \$/hour figure which was the equivalent of a performance rating. All of our foreladies could

perform this on a slide rule. Each had a six-inch slipstick. Each of our foreladies spent from two to four hours a day on followup. An operator was clocked out during this time to handle the bundles.

5. There is no operation which you can count on being performed on every style, and the work content can vary greatly. I remember that buttons ranged from 0 to 42 in number and from small shirt button sizes to two inches in diameter and, of course, both flat and shank, and some shanks were self-buttons and shaded. Some dresses had no buttonholes but could have many decorative buttons. One other example will suffice to drive home the point: Bottom hems varied from about 4" up to 13" and might be done on blind or single needle machine.

6. Raw edges don't phase the dress industry. They are the rule rather than the exception. But, strange as it may seem, the chain stitch is not generally acceptable.

7. At Herrin, we usually had 60 to 80 styles a season and most cuts ran from 60 to 100 dozen in six sizes and three to four colors. On many of the 60-80 styles we only had one cut while "hot" items might produce eventually six to eight cuts and even carry over into the next season. We had two main seasons and each season about 80% of the styles were new (a 20% carryover, as we expressed it). Further, we didn't sew only dresses, but made some two-piece suits, skirts and wrap-arounds. Our materials covered nearly the whole range of possibilities in lower priced piece goods, although cotton, linen, and Bemberg predominated.

8. The bible does not take the usual form. Style numbers do not appear anywhere in it. Basically, it is a Standard Data System. As a style is analyzed, each rate must be built up from smaller elements. This must appear to be a tremendous task when 80% of 60 to 80 styles must be worked up about every six months--but we had one girl engineer (a former supervisor) who did all this work. Be-

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cause of certain short-cuts and her efficiency, it would take her, on an average, about two hours per garment--it took me four or more!

As I look back over this list, it seems as if a monster has been created by me. Actually, this type of work has many "plusses". One is that there is generally much more "meat" to be obtained from an operation such as this, when compared with a staple shop, nor are the final rates so finely worked out or the production goal so stringent. Not to be overlooked either is the fact that if you goof on a rate, the chances are good that it will die a natural death next season!

I don't think this type of installation should be classed as a "dream assignment" as Zeb classed his in the last issue of the KSA News; nevertheless, I think that this type might be a healthy change and I would like to see more of this type of job come our way.

In conclusion, I must admit that this assignment did hold one further great interest for me. My wife, Irene, was their office manager!

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NEW EMPLOYEES

Martin H. Haley came with us on June 19, which was too late for the announcement in our last issue. We'd like to welcome him now, along with those who have since joined us. His 15 years of experience in the Marketing field has well qualified him for his work in our Marketing Division under Hank Wedemeyer.

July 5 brought Jerrold W. Kavanaugh to our Systems Division with his Finance and Accounting MBA from the University of Virginia. He, too, is working out of the New York office.

Cecil M. Truluck came next--July 26.

With an IEBS degree, he joined our Engineering Division as a trainee. After the usual indoctrination period in Washington, he followed the prescribed path for engineers and proceeded to McRae. He can now be found in Greenville, South Carolina where he is learning the fine art of shirtmaking from our dress shirt "Pro", Bill Cagnon.

The Engineering Division scored again when Donald R. Burkhalter became associated with us on August 28. Having had several years' experience in our industry and being quite familiar with our work, it took only a couple of weeks to prepare him for his first assignment in Waco, Texas under Dan Blich's supervision.

Like the Engineering Division, Systems scored a second time when Douglass A. Young joined us on October 30. With his vast experience in Systems Work at Westinghouse, he is expected to contribute a great deal to our Systems Division.

Best wishes for many years with KSA.

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PROMOTIONS

As you will recall, Stig Kry has been in London all of this year as Managing Director of our British affiliate. He has now been made our European Managing Director, in charge of our affiliates in London, Paris, and Darmstadt.

Stig has done an outstanding job of getting KS-PEA in the black and we wish him every success in his subsequent efforts to assist our French and German companies in doing the same.

At the beginning of the current fiscal year, Freddie Wood's status was raised

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to that of Executive Supervisor. He has been doing outstanding work and justly deserved this recognition.

The latter part of September, Freddie departed from our shores to become a Director of KS-PEA, and now resides in London. Since his arrival in England, he has been briefed thoroughly by Stig and we know that under Freddie's capable guidance and with the spasmodic assistance of Stig Kry, KS-PEA's progress will continue.

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Zeb Roberts has also been made an Executive Supervisor, as well as District Manager of the Nashville territory.

Zeb, too, has been doing an excellent job down there in Tennessee and had worked closely with Bill Egolf; he was, therefore, ready to take over, when Bill resigned. He and Karl have been working hard to further develop that territory and we feel certain that the fruits of their efforts will be forthcoming from that area in due time.

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FOREIGN VISITORS

As of this writing, Bob Fitze is still in the States, however, is expected to return to Europe on or about December 17. At the present time he is studying up on our SQC and Systems procedures. Besides his training in American methods and procedures, he has been of tremendous assistance to us because of his linguistic abilities. In addition to acting as interpreter for our German visitors, he has done a great deal of translating English into German for the new company.

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Walter Pieper, Technical Director of our new German firm, who has spent over 20 years in the clothing industry in Germany, arrived in July and spent a busy seven weeks visiting factories and studying American methods. He was joined

here during the last two weeks of his stay by his charming wife. Since his return to Germany, he has been quite busy showing our films and telling the German industry about KSA. As a result, three surveys have been sold--two to very important firms--and we are looking forward to getting the new firm off to a good start. Lutz Kohnagel, who happened to be vacationing in Germany was nabbed just before his return so that he could assist with these three surveys.

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When Helmut Blettenberger arrived from Germany for his State-side training, Bob Fitze was called back to Washington again to assist him. Helmut is busily making the rounds of several factories and participating in a survey. He speaks some English, which has been of help to him, and he is expected to complete his orientation here and return to Germany sometime in February.

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Our New York people enjoyed a visit by Mr. Hugh McGregor, Managing Director of Production Engineering, South Africa and a Director of Production Engineering, Ltd., London. It was a pleasant experience to exchange points of view and learn about the penetration of the South Africa market which Mr. McGregor had achieved.

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J. W. EGOLF RESIGNS

It is with deep regret that we tell you of Bill's resignation. On April 21, 1962 he would have been with us 20 years. During these many years, our work together has always been very pleasant and, we hope, mutually profitable.

Bill will be missed by his many friends in KSA who all speak as one in wishing him every success, good health and much happiness in his future endeavors (which may include some parttime consulting in behalf of KSA).

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Guess we just couldn't compete with the Florida sunshine and fishing!!

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PUBLIC RELATIONS ACTIVITIES

By
Joe Scheines

Public relations activities for KSA during the Fall were carried on in several directions at once.

During October, finishing touches were put on a 16-page article for Apparel Manufacturer Magazine which outlined the flexibility an engineering consultant can bring to bear upon problems in soft goods manufacturing. The article appeared over a KS by-line in the magazine's November issue, and reprints will be distributed by both KSA and Apparel.

Also during October, a half-hour presentation was worked out with Jack Ullman for his appearance at a workshop meeting of the Tufted Textiles Manufacturers Association (in a shortened version) to all TTMA members and to the press. We are presently collecting notices that appeared in various textile magazines.

A two-day trip to Atlanta and Dalton followed this, with the purpose of gathering on-the-spot information for use in future articles on KSA tufting activities. Personal contacts were made with TTMA officials and some clients. One immediate result was an article on the need for stronger management in tufting companies over JJU's by-line, that is scheduled for appearance in the TTMA annual directory. With Jimmy Adams' help, photos of KSA engineers were taken in tufting plants to stress the article's thesis that outside consultants can contribute a broad range of help to tufting manufacturers in all areas of management.

Other activities included the writing and placement of straight publicity items; setting up the KSA exhibit booth at the National Outerwear and Sportswear Association show; editing a film on mobile trouser production for presentation

at an International Association of Clothing Designers meeting (delivered by Ross Runnels), and planning an important article about the history of KSA, which will appear in the January issue of Apparel Manufacturer Magazine. The questionnaires that were sent out to all staff members at the end of November will provide important information for this project, as well as future public relations efforts.

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WEDDING BELLS

Ted Theodorsen came with KSA on September 21, 1953 as a bachelor and remained so until October 24 when he was married to Mary Irene Margherio, the very attractive and charming office manager he met in Herrin, Illinois over five years ago.

Is it any wonder that Ted's "Most Interesting Assignment", which appears in this issue, was the Smoler Brothers one, where he met Irene? Perhaps some of you other bachelors can find out how he handled Rule XYZ in the Trainee Manual--something to the effect that KSA men should not date the client's personnel!!

After a honeymoon in France and Italy, Ted and Irene are now living in Bayside, New York. We are all looking forward to meeting Mrs. TET, but in the interim shall use this means to wish them never-ending health, happiness and prosperity.

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AND NOW, SAN QUINTON

Mother always said that some day I'd be in San Quinton, but I never took her seriously. I am writing this article from San Quinton--San Quinton Motel, that is, in Dalton, Georgia.

I can't say that I wasn't duly warned about life as a KSA wife. Being from McRae, Georgia, I knew a number of KSA couples who lived there during the time Don and I were courting. As soon as one of the wives noticed that "matrimonial

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gleam" in my eye, she began telling me that while KSA wives DO have the adventure of travel, etc., they rarely EVER have that vine covered cottage with picket fence which is a standard part of every girl's dream.

I heard them tell of being moved to a new location on a few days notice; of not being able to find an apartment, or of moving to a town like Winder, Georgia and renting the only furnished apartment in town; of living in motels; and of moving only the barest necessities in a U-Haul while their dearest possessions were packed away at Mother's. I even laughed at some of their stories because I thought surely they were exaggerated! But when Don and I were married, we packed our dearest possessions away at Mother's, loaded only the barest necessities into a U-Haul, and moved (on two days notice) to Winder, Georgia, where we rented the only furnished apartment in town. I decided to forget about the picket fence. I had joined a band of gypsies!

Our next move was to Cornelia, Georgia where we were to stay a whole year. But after six months (a record so far for us) the plant was sold halfway through the installation and we had to move. We were then sent to Hartwell, Georgia for three weeks and lived in the hotel there for several months.

Don's next assignment was Wadley, Georgia, and we again became excited over the prospect of being there a whole year. We were thoroughly enjoying life in Wadley when the plant was sold halfway through the installation and we had to move.

We were feeling very sorry for ourselves at this point, then the notice came to go to Visalia, California for six weeks. No more doom and gloom! We were going West! The drive to the West Coast was like a vacation. We saw the Grand Canyon (in eighteen inches of snow), drove across the desert (in the pouring rain) and saw all the sights along the way. Our stay in California was extended into three months and we couldn't have been

more delighted! Even Motel life there was a pleasure.

On our way to Colorado we stopped off in Las Vegas for a very exciting but unusual Christmas. Broke, cold, and tired from driving through the mountains in a bad snow, we arrived in Greeley, Colorado on New Year's Eve. We were to be in Greeley for only five or six weeks so again we moved into a motel.

Three months later, we got the word to move again, but no one knew exactly where. We were to head East, and call in along the way to check. Finally we were told that York, Pennsylvania was to be our next home. We arrived in York on our second anniversary and it marked our seventh move with KSA.

We were told that it would be safe to sign a year's lease on an apartment in York, because we would be there at least a year. So we signed, and two weeks later the plant closed. We were sent to Erie, Pennsylvania for a week while Don surveyed the sewing room of seven operators in a casket plant; on to Fitchburg, Massachusetts for a couple of weeks; and down to New York for a short stay. When the plant in York reopened, we happily returned to finish out our year. Five months later we were sent to Dalton for two months.

We are in Dalton now and THEY SAY that we will return to York after the first of the year. We are very fond of Dalton and for the first time are in the same town with other KSA couples. As always when we are motel dwellers, there is a lovely EMPTY swimming pool. (We always seem to be out of season!)

This past year has been one of travel and adventure for us, and we have thoroughly enjoyed it. We have celebrated nearly every holiday this year in a different state. Last Thanksgiving in California, Christmas in Nevada, New Year's in Colorado, May Day in Massachusetts, July 4th in Pennsylvania and Halloween in Georgia. Not many people can make that statement!

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BE WRONG!
By
Kurt Salmon

Not long ago, a client of ours commented on one of our newer engineers: "He has a lot of good ideas and a lot of enthusiasm which helped him to sell his ideas to our people, but the thing we admired most in him is that he is big enough to admit it, when he is wrong!"

Surprised? I was! Most clients are satisfied with a good batting average on the part of our men. Yet, the occasional client who says, "When I pay \$1200 per week for a man, I expect him to have his mistakes behind him!" could be pardoned for feeling this way, too. How refreshing, therefore, to have a client single out this quality for special commendation.

I have thought much about this and I think I have figured out "why". Nobody likes a smart aleck or a know-it-all. To be constantly lectured to or shown up by a man who is never wrong is a blow to people's ego. This is so, regardless of whether the man is a consultant or someone's superior.

When you probe deeply enough, it becomes obvious that nobody can be right all the time. Therefore, it's but the mark of a small mind--a small man--for a fellow not to be big enough to admit that he is wrong or has made a mistake--even worse, to try to shift the blame on others.

So, let our motto be:

1. Try to avoid making mistakes by (a) avoiding snap answers and (b) checking out the problem (by yourself or with your supervisor).
2. Be man enough to admit a mistake, when you have made one.
3. Try never to make the same mistake twice.

If you are someone's supervisor, your men will have more respect for you, if you act in this human, humble manner.

If you are someone's consultant, you will

establish and/or maintain better rapport with your client's personnel, if you learn to "come clean" when you are wrong.

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DIAPER LINE

Howard and Carol Cooley are the proud parents of a son, Jon Todd, born July 11.

Howard claims that his wife left the "h" out of Jon in order to save time in filling out forms, etc. With her penchant for saving time--a valuable commodity--Carol would appear to be an ideal wife for an efficient engineer.

Congratulations, Cooleys!

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BLITCH'S BLOOPER

Recently Dan Blitch got a new Voicewriter, which was his first experience with dictating equipment.

Millie had no trouble at all with the transcription--usually the faster a person talks, the harder it is to understand when transcribing, but with Dan's Southern drawl, it was a breeze.

Near the end of the record, when we asked "What's funny?" she said, listen to this: "Sorry this memo is so long, but this Viceroy"--a sudden pause and then "Boy, the laugh's on me, I'm not even a thinking man!" What he meant to say was "but this Voicewriter makes dictating so easy that I talked on and on."

Dan, we'd like to compliment you on the quality of your first Viceroy--oh, we mean Voicewriter work.

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PAYROLL DIVISION

Phil Lutz feels that the letter from the president of one of our client companies quoted below is a terrific testimonial to the fact that our clients will entrust us with almost any of their prob-

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lems, regardless of complexity:

"We are using your system currently and our payroll clerks are having difficulty in locating the proper ball point pen to use inasmuch as there seems to be a coating that covers the ball point pens that we are currently using. We have tried several brands and possibly you are aware of some pen that would be superior. Awaiting your reply, I wish to remain,"

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ACCIDENTS DO HAPPEN

Stig Kry was the unfortunate one--he had an accident in London in December, which put him in the hospital for a few days. We are glad to report that he is now back at work.

We hear that his Jag was quite badly smashed up, since it came to a dead stop against a lamp post after a collision

with another car. We are very thankful that it was the car that needed the most repair, rather than Stig.

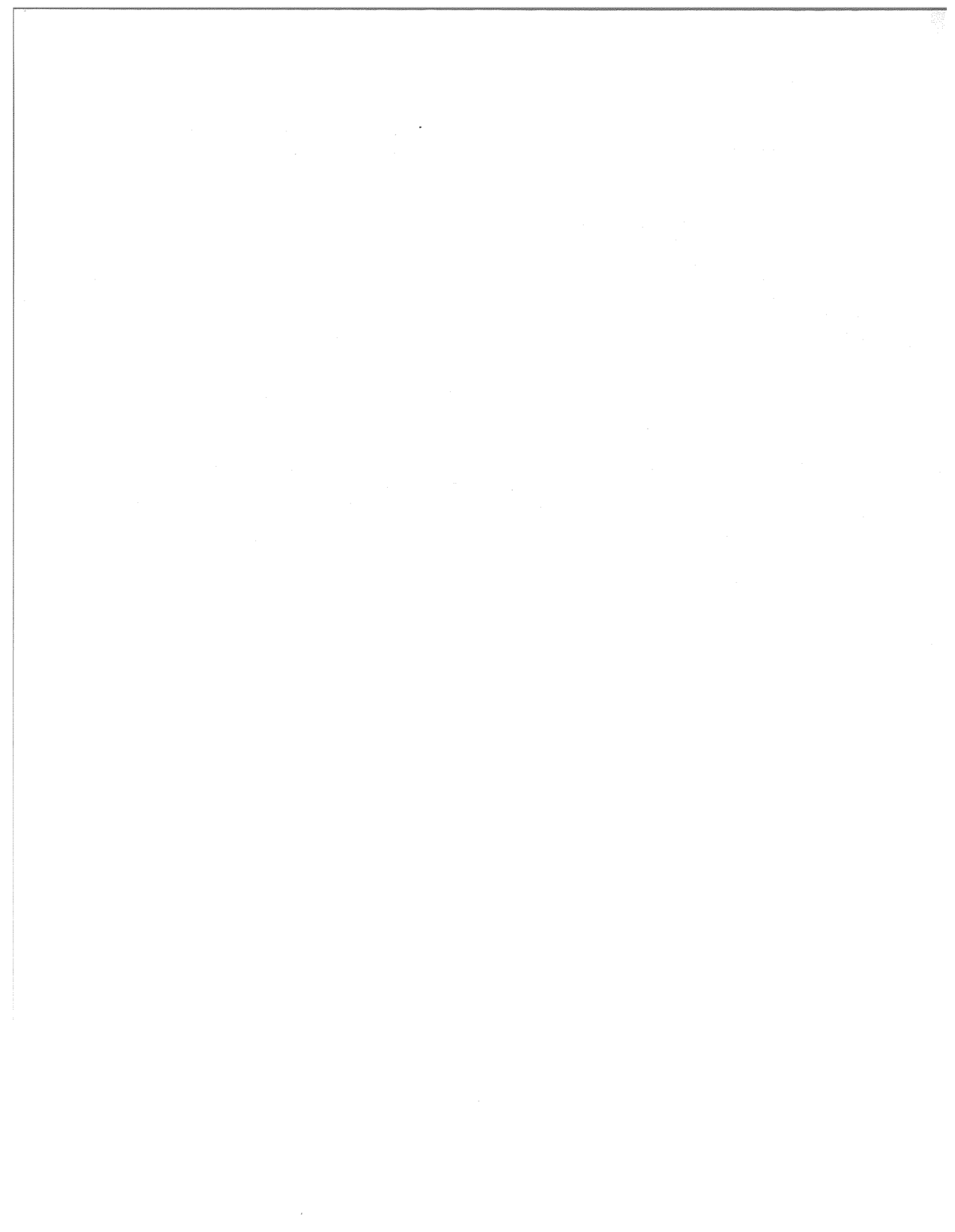
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SORRY WE'RE LATE

Our apologies for being so late with this issue. The occasion: A severe bout with the flu which laid up our "Assistant Editor and Makeup Man"--Mary Baach--for three weeks. We are glad to report she is back now.

We do hope that if you have not already done so, that you will take the flu shots!

P.S. from Assistant Editor: And I hope the shots work better for you than they did for me!! (In all fairness, guess I should admit that I have been taking flu shots for the last six years and this is the first time I have had it--which is not too bad an average.

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H A P P Y
N E W Y E A R



Scheines

January 12, 1961

TO: USA Staff
cc: AEK
FROM: KS

SUBJECT: 1961 Mercedes 220S Sedan Available (Less than 10,000 miles)

Adham Kosht obtained possession of a beautiful, blue Mercedes at their factory last February. He now wishes to buy a new one and put it in his wife's name, because the Egyptian government is confiscating Frenchmen's property and he fears reprisals.

The specifications are as follows:

- 1961 Model
- Blue with grey wool interior
- Four door
- Power brakes
- Automatic clutch
- Two-speed wipers
- Tubeless, white wall tires
- Radio Becker (FM & AM with automatic selector)
- Complete seat adapter (front)
- Special safety locks on rear doors

We have checked out the 1962 price of this car with local Mercedes dealers and find that the price f.o.b. Washington for a new car thus equipped, plus automatic transmission is \$5463.08.

Shipping costs to the U.S. (New York or Baltimore harbor) are reported by AEK as amounting to \$350.00 and duties (depending on price paid), at \$309.00.

AEK is hoping to realize \$3640 Net (with above estimated shipping costs and duties to be added, in other words), but will "entertain bids".

He advised it would take ten days to New York or three weeks to Baltimore from the day of shipment (which has to be a Friday). He further advises that the day he receives the buyer's name, he'll immediately send a selling document legalized at the U.S.A. Consulate in Paris.

No, we (KSA) get no commission and are acting merely as friendly broker here. We do have this one request: If you buy the car, please use your weekend to fly up and get it, as we would not like to lose \$240-\$500 billing as a result of our having lent a hand. Because of distance, getting the car out of customs on a weekend, etc., this may (?) make sense mostly for those of you located in or near New York or Baltimore.

If more information is needed, please write us and we'll try to get it. Don't forget to mention price you are willing to pay, if interested.

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11/11/11

The following information was obtained from the records of the
Department of Health and Human Services, Office of the
Inspector General, regarding the activities of the
American Medical Association (AMA) and its members.

The AMA is a national organization of medical professionals
in the United States. It is the largest and most influential
of the medical associations in the country. The AMA's
primary purpose is to advance the interests of its members
and the public. The AMA is a non-profit organization
and is subject to the same laws and regulations as other
non-profit organizations.

The AMA has a long history of advocacy on behalf of its
members and the public. It has been instrumental in
the development of many of the laws and regulations that
govern the medical profession in the United States.

The AMA has also been a leading voice in the fight
against the HHS's proposed regulations regarding the
ACA. The AMA has argued that these regulations would
interfere with the ability of doctors to provide
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