

# The New York Times

## Money & Business

NE Section **3**

### Health Care, From Both Sides Now

As a senior executive of Aetna U.S. Healthcare, Dr. Arthur Leibowitz used to offer doctors a choice: our way or the highway. Now, in a surprising switch of a sort more common among lawyers than doctors, he is using his insider's knowledge on the other side of the table.

He helps doctors, patients and employers get through managed care's minefields in his role as executive vice president of Health Advocate Inc., a start-up based in West Conshohocken, Pa, outside Philadelphia.

At Aetna, Dr. Leibowitz, known as Abbie, was chief medical officer at a time when Aetna's tough tactics

infuriated doctors and helped fuel the backlash that eventually loosened some of the most bitterly resented constraints in managed care. He was among a number of executives who left Aetna two years ago, when the big managed-care company adopted a generally softer line.

A colleague, Michael J. Cardillo, a former president of Aetna U.S. Healthcare, is president and chief executive of Health Advocate, and several other Aetna alumni help run it. They sell services to employers, typically charging \$2 or \$3 a month for each covered employee.

*Milt Freudenheim*