### TABLE 1 APPROPRIATE AND REALISTIC TARGETS TO REDUCE COST GROWTH

"In 2009, health care will account for almost 17% of the nation's economy (gross domestic product [GDP]). It is currently projected to increase to 21% of GDP by 2020.

In developing policies to reduce cost growth, what do you think is an appropriate and realistic target to try to achieve by 2020?"

Note: Percentages may not add up to 100 percent due to rounding or no response

Base: 211 Respondents

	Total (n=211)	Academic/ Research Inst. (n=95)	Health Care Delivery (n=48)	Business/ Insurance/ Other Health Care Industry (n=57)	Government/ Labor/ Consumer Advocacy (n=26)
	%	%	%	%	%
Lower than 16% of GDP	19	19	13	16	27
16% of GDP (percentage in 2005)	14	8	13	12	23
17% of GDP (current percentage)	22	22	31	19	8
19% of GDP (halfway between current and					
projected percentage)	41	44	40	49	38
21% of GDP (projected percentage for 2020)	4	6	4	4	4
Higher than 21% of GDP	-	-	-	-	-

#### TABLE 2 PERCEPTION OF SGR MECHANISM

"The Sustainable Growth Rate (SGR) mechanism is a formula that was enacted by Congress to control Medicare physician spending growth by reducing fees when spending exceeds a target amount. In recent years, it has produced a series of scheduled across-the-board physician fee reductions that have been superseded by legislation. Policymakers have proposed modifying or eliminating the SGR mechanism, but that would result in higher Medicare spending and an increased federal budget deficit.

Please indicate which of the following statements about the SGR best describes your view." Note: Percentages may not add up to 100 percent due to rounding or no response

Base: 213 Respondents

	Total (n=213)	Academic/ Research Inst. (n=96)	Health Care Delivery (n=48)	Business/ Insurance/ Other Health Care Industry (n=58)	Government/ Labor/ Consumer Advocacy (n=26)
	%	%	%	%	%
The SGR should be enforced as written, to slow the growth of Medicare spending.	3	4	-	3	8
The SGR should be repealed, to avoid sharp reductions in physician fees that might hinder Medicare beneficiaries' access to services.	4	7	2	-	-
The SGR should be replaced with separate spending targets for different physician services, to cut fees for services that have contributed most to cost growth while avoiding cuts in fees for other services.	14	17	17	10	19
The SGR should be replaced with separate category-specific spending targets for both physician and other types of Medicare services.	9	9	2	12	8
The SGR should be replaced with fundamental provider payment reform.	66	60	71	72	58
Unable to judge.	4	2	8	2	8

### TABLE 3 PERCEIVED EFFECTIVENESS OF POLICY STRATEGIES FOR CONTROLLING HEALTH CARE COSTS

"How effective do you think each of the following broad policy strategies would be in controlling costs while maintaining or improving quality?"

Note: Percentages may not add up to 100 percent due to rounding or no response

Base: 213 Respondents

		Total	Academic/ Research Inst	Health Care Delivery	Business/ Insurance/ Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
	n=	213	96	48	58	26
	Extremely effective/					
Danastina information on	Very effective (Net)	30%	26%	31%	36%	23%
Reporting information on provider quality and	Extremely effective	10%	5%	6%	19%	8%
efficiency.	Very effective	20%	21%	25%	17%	15%
emerency.	Somewhat effective	52%	55%	54%	43%	54%
	Not effective	17%	19%	13%	21%	19%
	Not sure	0	-	2%	-	4%
	n=	211	95	48	57	26
	Extremely effective/					
Pay-for-performance,	Very effective (Net)	45%	31%	46%	61%	42%
with rewards for high-	Extremely effective	9%	5%	13%	16%	4%
quality and efficient	Very effective	35%	25%	33%	46%	38%
providers.	Somewhat effective	44%	55%	40%	26%	42%
	Not effective	10%	14%	13%	12%	12%
	Not sure	1%	1%	2%	-	4%
	n=	212	96	48	57	26
	Extremely effective/					
	Very effective (Net)	24%	16%	42%	23%	12%
Malpractice liability	Extremely effective	8%	5%	17%	9%	8%
reform.	Very effective	16%	10%	25%	14%	4%
	Somewhat effective	42%	43%	38%	46%	46%
	Not effective	32%	42%	15%	32%	38%
	Not sure	2%	-	6%	-	4%
Provider payment	n=	213	96	48	58	26

reform, moving away	Extremely effective/					
from fee-for-service toward more bundled payment.	Very effective (Net)	70%	72%	69%	64%	77%
	Extremely effective	32%	28%	35%	41%	31%
	Very effective	38%	44%	33%	22%	46%
	Somewhat effective	22%	21%	19%	33%	19%
	Not effective	3%	3%	4%	-	-
	Not sure	5%	4%	8%	3%	4%

	n=	210	95	48	56	26
	Extremely effective/					
	Very effective (Net)	40%	42%	35%	36%	31%
All power rate setting	Extremely effective	17%	17%	15%	20%	12%
All-payer rate setting.	Very effective	22%	25%	21%	16%	19%
	Somewhat effective	31%	34%	27%	29%	46%
	Not effective	16%	12%	19%	21%	8%
	Not sure	13%	13%	19%	14%	15%
	n=	213	96	48	58	26
	Extremely effective/					
T	Very effective (Net)	35%	25%	40%	50%	38%
Incentives for patients to choose high-quality,	Extremely effective	12%	4%	15%	19%	4%
efficient providers.	Very effective	23%	21%	25%	31%	35%
efficient providers.	Somewhat effective	49%	56%	48%	29%	46%
	Not effective	15%	16%	13%	19%	15%
	Not sure	2%	3%	-	2%	-
	n=	211	96	48	56	26
	Extremely effective/					
	Very effective (Net)	19%	17%	17%	29%	19%
More consumer cost	Extremely effective	7%	4%	8%	9%	12%
sharing.	Very effective	13%	13%	8%	20%	8%
	Somewhat effective	48%	48%	52%	45%	54%
	Not effective	31%	35%	27%	27%	27%
	Not sure	1%	-	4%	-	-

# TABLE 4 LEVEL OF SUPPORT FOR MEDICARE STRATEGIES TO CONTROL HEALTHCARE PRICES

"Medicare is the largest payer for health services in the United States. Total Medicare spending depends on both the prices charged for care and the amount of care provided. Please indicate your level of support for each of the following strategies focused on the prices Medicare pays for health care."

Note: Percentages may not add up to 100 percent due to rounding or no response

Base: 213 Respondents

Base: 213 Respondent		_	Academic/		Business/ Insurance/	Government
		Total	Research Inst.	Health Care Delivery	Other Health Care Industry	/ Labor/ Consumer Advocacy
		%	%	%	%	%
	n=	213	96	48	58	26
Medicare should	Strongly support/ Support (Net)	82%	81%	88%	76%	88%
negotiate	Strongly support	56%	56%	67%	45%	62%
pharmaceutical	Support	26%	25%	21%	31%	27%
prices.	Oppose	8%	9%	4%	10%	4%
	Strongly oppose	6%	3%	4%	12%	8%
	Not sure	4%	6%	4%	2%	-
	n=	213	96	48	58	26
Payment for durable	Strongly support/ Support (Net)	91%	92%	90%	90%	96%
medical equipment	Strongly support	49%	54%	46%	38%	58%
should be based on	Support	42%	38%	44%	52%	38%
competitive bidding.	Oppose	3%	3%	4%	3%	-
	Strongly oppose	1%	1%	2%	-	-
	Not sure	5%	4%	4%	7%	4%
	n=	212	95	48	58	26
Medicare should reduce payment	Strongly support/ Support (Net)	55%	62%	40%	55%	62%
updates for providers	Strongly support	18%	20%	13%	16%	27%
in high-cost	Support	37%	42%	27%	40%	35%
geographic areas.	Oppose	24%	24%	27%	22%	12%
geograpine areas.	Strongly oppose	5%	4%	17%	3%	4%
	Not sure	16%	9%	17%	19%	23%
Differential payment	n=	213	96	48	58	26
rates among payers should be narrowed over time, bringing up Medicaid and Medicare and	Strongly support/ Support (Net)	72%	65%	77%	76%	77%
	Strongly support	23%	26%	23%	21%	23%
	Support	48%	39%	54%	55%	54%
	Oppose	16%	22%	8%	16%	12%
lowering commercial	Strongly oppose	2%	1%	6%	2%	4%
payments.	Not sure	10%	13%	8%	7%	8%

#### TABLE 5

#### PERCEIVED IMPORTANCE THAT VARIOUS POLICIES BE INCLUDED IN THE FIRST PHASE OF A PHASED APPROACH TO UNIVERSAL COVERAGE

"The following is a list of specific policies that have recently been proposed as a means of slowing the rate of health care cost growth in Medicare. Please indicate your level of support for each of the following strategies."

Note: Percentages may not add up to 100 percent due to rounding or no response

Base: 214 Respondents

Dasc. 214 Respondent		Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance/ Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
	n=	214	97	48	58	26
Increase prescription drug coverage	Strongly support/ Support (Net)	64%	61%	71%	67%	50%
premiums for	Strongly support	14%	11%	21%	19%	4%
beneficiaries with	Support	50%	49%	50%	48%	46%
higher incomes.	Oppose	23%	26%	25%	19%	27%
ingilor incomes.	Strongly oppose	8%	9%	2%	9%	12%
	Not sure	5%	4%	2%	5%	12%
	n=	213	96	48	58	26
Bundle payments to	Strongly support/ Support (Net)	86%	91%	73%	88%	85%
reward hospitals	Strongly support	28%	27%	23%	40%	31%
with low 30-day	Support	58%	64%	50%	48%	54%
readmission rates.	Oppose	6%	4%	15%	5%	8%
	Strongly oppose	2%	-	6%	2%	-
	Not sure	7%	5%	6%	5%	8%
	n=	212	96	48	57	26
Bring payment of Medicare managed	Strongly support/ Support (Net)	77%	81%	77%	68%	73%
care plans in line	Strongly support	43%	52%	46%	28%	50%
with the traditional	Support	34%	29%	31%	40%	23%
fee-for-service	Oppose	10%	7%	10%	16%	8%
Medicare program.	Strongly oppose	2%	1%	-	4%	8%
	Not sure	10%	10%	13%	12%	12%
	n=	212	96	47	58	26
	Strongly support/					
Dagragga novements	Support (Net)	21%	24%	11%	26%	27%
Decrease payments	Strongly support	2%	2%	-	2%	8%
to home health	Support	18%	22%	11%	24%	19%
agencies.	Oppose	43%	46%	43%	38%	27%
	Strongly oppose	8%	7%	17%	9%	-
	Not sure	28%	23%	30%	28%	46%
		040	00	40	50	00
	n=	213	96	48	58	26

Strongly support/					26
Support (Net)	94%	98%	92%	93%	96%
Strongly support	59%	63%	54%	62%	69%
0 7 11					27%
* *		-			-
1.1		-		1	-
					4%
					26
	63%	62%	52%	67%	81%
					15%
					65%
* *				ł	8%
* *					
0, 11					4%
					8%
	212	96	48	57	26
					73%
- · · · ·					15%
* *	49%	50%	42%	58%	58%
Oppose	14%	11%	21%	11%	12%
Strongly oppose	7%	1%	21%	4%	4%
Not sure	14%	19%	10%	14%	12%
n=	211	94	48	58	26
Strongly support/					
Support (Net)	87%	84%	90%	84%	85%
Strongly support	31%	24%	25%	41%	31%
Support	55%	60%	65%	43%	54%
Oppose	6%	6%	2%	10%	4%
Strongly oppose	1%	-	2%	3%	8%
Not sure		10%			4%
n=	213	96	48	58	26
Strongly support/					
Support (Net)	97%	99%	94%	93%	96%
Strongly support	57%	52%	56%	62%	62%
Support					35%
Oppose		-			-
11		-			4%
U					70
	Support Oppose Strongly oppose Not sure  support (Net) Strongly support Support Oppose Strongly oppose Not sure  n= Strongly support/ Support (Net) Strongly support/ Support (Net) Strongly support Support Oppose Strongly support Support Oppose Strongly oppose Not sure  n= Strongly support/ Support (Net) Strongly support/ Support (Net) Strongly support/ Support Oppose Strongly support/ Support Support Oppose Strongly support (Net) Strongly support/ Support (Net) Strongly support/ Support (Net) Strongly support/ Support (Net)	Support         35%           Oppose         2%           Strongly oppose         0           Not sure         3%           n=         211           Strongly support/         63%           Strongly support         18%           Support         45%           Oppose         18%           Strongly oppose         3%           Not sure         16%           Strongly support/         65%           Strongly support         16%           Strongly oppose         7%           Not sure         14%           Strongly support/         87%           Strongly support         55%           Oppose         6%           Strongly oppose         1%           Not sure         6%           Strongly support/         55%           Oppose         6%           Strongly support/         97%           Strongly support         57%           Support (Net)         97%           Strongly support         57%           Support (Net)         97%           Strongly support         57%           Support (Net)         97% <td< td=""><td>Support         35%         35%           Oppose         2%         -           Strongly oppose         0         -           Not sure         3%         2%           n=         211         94           Strongly support/           Support (Net)         63%         62%           Strongly support         18%         17%           Support         45%         45%           Oppose         18%         16%           Strongly oppose         3%         3%           Not sure         16%         19%           Strongly support/         65%         69%           Strongly support         16%         19%           Support         49%         50%           Oppose         14%         11%           Strongly oppose         7%         1%           Not sure         14%         19%           Support (Net)         87%         84%           Strongly support         55%         60%           Strongly support         55%         60%           Strongly support         97%         99%           Strongly support         57%         52%      &lt;</td><td>Support         35%         35%         38%           Oppose         2%         -         4%           Strongly oppose         0         -         -           Not sure         3%         2%         4%           n=         211         94         48           Strongly support/           Support (Net)         63%         62%         52%           Strongly support         18%         17%         13%           Support         45%         45%         40%           Oppose         18%         16%         29%           Strongly oppose         3%         3%         6%           Not sure         16%         19%         13%           Estrongly support/         65%         69%         48%           Strongly support         16%         19%         6%           Support         49%         50%         42%           Oppose         14%         11%         21%           Strongly oppose         7%         1%         21%           Not sure         14%         19%         10%           Strongly support         55%         60%         65%</td><td>Support         35%         35%         38%         31%           Oppose         2%         -         4%         2%           Strongly oppose         0         -         -         2%           Not sure         3%         2%         4%         3%           n=         211         94         48         57           Strongly support/         63%         62%         52%         67%           Strongly support (Net)         63%         62%         52%         67%           Strongly support (Net)         45%         45%         40%         46%           Oppose         18%         16%         29%         14%           Strongly oppose         3%         3%         6%         4%           Not sure         16%         19%         13%         16%           Strongly support/         5%         69%         48%         72%           Strongly support (Net)         65%         69%         48%         72%           Strongly support         16%         19%         6%         14%           Strongly oppose         7%         1%         21%         4%           Not sure         14%</td></td<>	Support         35%         35%           Oppose         2%         -           Strongly oppose         0         -           Not sure         3%         2%           n=         211         94           Strongly support/           Support (Net)         63%         62%           Strongly support         18%         17%           Support         45%         45%           Oppose         18%         16%           Strongly oppose         3%         3%           Not sure         16%         19%           Strongly support/         65%         69%           Strongly support         16%         19%           Support         49%         50%           Oppose         14%         11%           Strongly oppose         7%         1%           Not sure         14%         19%           Support (Net)         87%         84%           Strongly support         55%         60%           Strongly support         55%         60%           Strongly support         97%         99%           Strongly support         57%         52%      <	Support         35%         35%         38%           Oppose         2%         -         4%           Strongly oppose         0         -         -           Not sure         3%         2%         4%           n=         211         94         48           Strongly support/           Support (Net)         63%         62%         52%           Strongly support         18%         17%         13%           Support         45%         45%         40%           Oppose         18%         16%         29%           Strongly oppose         3%         3%         6%           Not sure         16%         19%         13%           Estrongly support/         65%         69%         48%           Strongly support         16%         19%         6%           Support         49%         50%         42%           Oppose         14%         11%         21%           Strongly oppose         7%         1%         21%           Not sure         14%         19%         10%           Strongly support         55%         60%         65%	Support         35%         35%         38%         31%           Oppose         2%         -         4%         2%           Strongly oppose         0         -         -         2%           Not sure         3%         2%         4%         3%           n=         211         94         48         57           Strongly support/         63%         62%         52%         67%           Strongly support (Net)         63%         62%         52%         67%           Strongly support (Net)         45%         45%         40%         46%           Oppose         18%         16%         29%         14%           Strongly oppose         3%         3%         6%         4%           Not sure         16%         19%         13%         16%           Strongly support/         5%         69%         48%         72%           Strongly support (Net)         65%         69%         48%         72%           Strongly support         16%         19%         6%         14%           Strongly oppose         7%         1%         21%         4%           Not sure         14%

#### **TABLE 6** EFFECTIVENESS OF DIFFERENT APPROACHES TO OPTIMIZING UTILIZATION OF **HEALTH CARE SERVICES**

"How effective do you think each of the following approaches would be in reducing avoidable, duplicative, or unnecessary utilization of health care services?"

Note: Percentages may not add up to 100 percent due to rounding or no response

Base: 212 Respondents

Base: 212 Respondent		Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance/ Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
Enhance the role of	Extremely effective/ Very effective (Net)	212 50%	96	48 65%	58 53%	25 40%
primary care through	Extremely effective	17%	15%	31%	14%	20%
implementation of the	Very effective	33%	31%	33%	40%	20%
'medical home' model.	Somewhat effective	38%	39%	31%	38%	40%
	Not effective	5%	6%	2%	7%	4%
	Not sure	7%	9%	2%	2%	16%
	n=	214	97	48	58	26
Improve disease	Extremely effective/ Very effective (Net)	58%	56%	67%	55%	54%
management for patients	Extremely effective	24%	19%	33%	22%	23%
with high-cost or chronic conditions.	Very effective	34%	37%	33%	33%	31%
conditions.	Somewhat effective	36%	39%	27%	34%	38%
	Not effective	5%	4%	6%	10%	8%
	Not sure	0	1%	-	-	-
Develop evidence-based medicine guidelines or protocols to help	Extremely effective/ Very effective (Net)  Extremely effective	57%	97 51%	67%	55%	50%
providers determine	Very effective	23%	15%	27%	24%	31%
when and for whom a	Somewhat effective	34% 37%	35% 40%	40% 31%	31% 40%	19% 50%
given test or procedure should be done.	Not effective	6%	9%	3170	5%	50%
should be dolle.	Not sure	0	-	2%	-	
	n=	214	97	48	58	26
Expand the availability and interoperability of	Extremely effective/ Very effective (Net)	58%	53%	63%	59%	62%
health information technology, including	Extremely effective	20%	14%	29%	19%	15%
electronic medical	Very effective	39%	38%	33%	40%	46%
records and decision	Somewhat effective	37%	41%	33%	36%	35%
support.	Not effective	4%	5%	2%	3%	4%
	Not sure	1%	1%	2%	2%	-

	n=	213	97	47	58	26
	Extremely effective/					
	Very effective (Net)	55%	49%	60%	60%	58%
Reward more efficient	Extremely effective	22%	19%	21%	28%	12%
providers/penalize less efficient providers.	Very effective	34%	31%	38%	33%	46%
efficient providers.	Somewhat effective	37%	44%	28%	33%	27%
	Not effective	6%	3%	13%	7%	12%
	Not sure	2%	3%	-	-	4%
	n=	213	97	48	57	26
	Extremely effective/					
	Very effective (Net)	18%	18%	23%	19%	23%
Require patients to pay a	Extremely effective	3%	2%	2%	5%	8%
substantially higher share of their health care costs.	Very effective	15%	15%	21%	14%	15%
of their health care costs.	Somewhat effective	36%	32%	31%	46%	38%
	Not effective	43%	49%	40%	30%	38%
	Not sure	2%	1%	6%	5%	-
	n=	214	97	48	58	26
	Extremely effective/					
Require prior	Very effective (Net)	23%	20%	21%	28%	27%
authorization for	Extremely effective	5%	4%	6%	9%	4%
expensive or high- volume health care	Very effective	18%	15%	15%	19%	23%
services.	Somewhat effective	56%	61%	50%	52%	58%
	Not effective	18%	16%	27%	19%	12%
	Not sure	3%	3%	2%	2%	4%
	n=	212	96	48	57	26
Require that patients be	Extremely effective/					
provided with objective	Very effective (Net)	44%	42%	50%	44%	50%
information on risks and benefits of alternative	Extremely effective	14%	9%	21%	18%	19%
treatment approaches	Very effective	30%	32%	29%	26%	31%
before undergoing	Somewhat effective	45%	43%	40%	46%	42%
invasive procedures.	Not effective	10%	15%	8%	11%	8%
_	Not sure	1%	1%	2%	-	-
	n=	214	97	48	58	26
Provide improved	Extremely effective/					
transitional care for patients who are being discharged from the hospital or other institutional setting.	Very effective (Net)	62%	58%	69%	64%	73%
	Extremely effective	19%	16%	29%	22%	19%
	Very effective	43%	41%	40%	41%	54%
	Somewhat effective	34%	35%	29%	34%	27%
	Not effective	1%	2%	-	-	-
	Not sure	3%	5%	2%	2%	-

# TABLE 7 EFFECTIVENESS OF DIFFERENT PROPOSALS TO REDUCING GROWTH OF HEALTH CARE COSTS

"How effective do you think each of these proposals for structural change in health services markets would be in reducing the growth of health care costs?"

Note: Percentages may not add up to 100 percent due to rounding or no response

Base: 214 Respondents

Base: 214 Respondent		Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance/ Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
Increase the supply of	n=	213	97	48	57	26
primary care providers	Extremely effective/					
and public health	Very effective (Net)	49%	42%	60%	53%	58%
practitioners through	Extremely effective	23%	18%	35%	23%	23%
loan repayment	Very effective	27%	25%	25%	30%	35%
programs, training	Somewhat effective	38%	40%	35%	33%	35%
grants, and infrastructure	Not effective	10%	14%	2%	11%	4%
support.	Not sure	3%	3%	2%	4%	4%
Increase the supply of	n=	214	97	48	58	26
primary care providers by raising payments for	Extremely effective/ Very effective (Net)	61%	55%	65%	67%	69%
primary care services, providing additional payments for providers	Extremely effective	29%	25%	48%	29%	27%
who serve as a patient- centered medical home	Very effective	32%	30%	17%	38%	42%
accountable for quality and efficiency, rewarding providers for high-	Somewhat effective	27%	28%	31%	21%	27%
quality and coordinated care, and offer incentives	Not effective	10%	13%	4%	10%	4%
that encourage patients to enroll in medical homes.	Not sure	2%	4%	-	2%	-
Establish a public/private	n=	214	97	48	58	26
center for comparative	Extremely effective/					
effectiveness to produce and disseminate information on effectiveness, guide clinical practice, and	Very effective (Net)	54%	52%	58%	52%	62%
	Extremely effective	22%	15%	31%	22%	35%
	Very effective	32%	36%	27%	29%	27%
	Somewhat effective	39%	39%	40%	41%	35%
	Not effective	5%	6%	2%	7%	4%
inform benefit design.	Not sure	1%	3%	-	-	-

10

	n=	214	97	48	58	26
Provide funding to accelerate the adoption	Extremely effective/					
of health information	Very effective (Net)	50%	44%	60%	47%	58%
technology, promote	Extremely effective	19%	19%	31%	16%	4%
uniform standards for interoperability, and	Very effective	31%	26%	29%	31%	54%
establish health	Somewhat effective	43%	47%	35%	45%	38%
information exchange networks.	Not effective	7%	8%	2%	9%	4%
networks.	Not sure	0	-	2%	-	-
	n=	212	96	47	58	26
	Extremely effective/					
	Very effective (Net)	31%	20%	51%	33%	19%
Deform the melanestics	Extremely effective	12%	7%	23%	5%	8%
Reform the malpractice liability system.	Very effective	19%	13%	28%	28%	12%
naomty system.	Somewhat effective	44%	47%	38%	50%	50%
	Not effective	23%	32%	6%	16%	31%
	Not sure	2%	1%	4%	2%	-
	n=	213	96	48	58	26
	Extremely effective/					
	Very effective (Net)	62%	64%	60%	53%	73%
Promote the growth of	Extremely effective	25%	27%	31%	14%	31%
integrated delivery	Very effective	37%	36%	29%	40%	42%
systems.	Somewhat effective	27%	26%	31%	28%	23%
	Not effective	6%	7%	4%	10%	4%
	Not sure	5%	3%	4%	9%	-

## TABLE 8 TYPE OF EMPLOYMENT

"How would you describe your current employment position?"

Base: 211 Respondents

	%
Policy analyst	24
Researcher/Professor/Teacher	30
Dean or department head	5
Policymaker or policy staff (federal)	2
Policymaker or policy staff (state)	2
CEO/President	24
Management/Administration	18
Lobbyist	1
Consultant	14
Physician	18
Other health care provider (not physician)	3
Consumer advocate	8
Health care purchaser	8
Foundation officer	6
Retired	4
Other	4

## TABLE 9 PLACE OF EMPLOYMENT

"Which of the following best describes the place or institution for which you work or if retired last worked?"

Base: 212 Respondents

	%
Academic and Research Institutions	45
Medical, public health, nursing, or other health professional school	19
University setting not in a medical, public health, nursing, or other health professional school	8
Think tank/Health care institute/Policy research institution	15
Foundation	7
Government	1
Non-elected state executive-branch official	1
Professional, Trade, Consumer Organizations	22
Medical society or professional association or organization	6
Allied health society or professional association or organization	2
Hospital or related professional association or organization	6
Health insurance and business association or organization	4
Labor/Consumer/Seniors' advocacy group	5
Health Care Delivery	16
Hospital	6
Nursing home/Long-term care facility	1
Clinic	2
Physician practice/Other clinical practice (patient care)	5
Health insurance/Managed care industry	5
Pharmaceutical Industry	2
Drug manufacturer	2
Other Industry/Business Settings	27
CEO, CFO, Benefits Manager	5
Health care consulting firm	10
Health care improvement organization	8
Accrediting body and organization (non-governmental)	2
Other	7