

The Commonwealth Fund/Modern Healthcare Health Care Opinion Leaders Survey

HEALTH SPENDING AND REFORM IMPLEMENTATION OCTOBER 2011

Introduction

The Commonwealth Fund Health Care Opinion Leaders (HCOL) Survey was conducted by Harris Interactive® on behalf of The Commonwealth Fund and *Modern Healthcare*, with responses from a broad group of 185 of innovators and opinion leaders in health policy, health care delivery, and finance. This was the 27th and final study in a series of surveys designed to highlight leaders' perspectives on the most timely health policy issues facing the nation. This survey focused on health spending and reform implementation.

Health care opinion leaders were identified by The Commonwealth Fund, *Modern Healthcare*, and Harris Interactive as individuals who are experts and influential decision makers within their respective industries.

About the Respondents

Respondents represent a broad range of employment positions and professional settings. For analytical purposes we combined respondents into four sectors (for a more detailed description of respondents' place of employment please refer to Table 8):

- *Academic/Research Institutions* (56%)*
- *Business/Insurance/Other Health Care Industry* (22%)*; including health insurance, pharmaceutical, other industries/businesses, and health care improvement organizations
- *Health Care Delivery* (21%)*; including medical societies or professional associations, allied health societies or professional associations or organizations, hospital or related professional associations or organizations, hospitals, nursing homes/long-term care facilities, clinics, and physician or other clinical practices.
- *Government/Labor/Consumer Advocacy* (8%)*; including government, labor, and consumer advocacy.**

* Percentages add to more than 100 as respondents were able to give more than one answer.

** Respondents in these industries were combined due to the small sample sizes of the individual groups.

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TABLE 1
Importance of Implementing the Affordable Care Act

“In general, how important do you think it is for federal and state policy makers to continue to move forward in their work implementing the Affordable Care Act?”

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

Base: 185 respondents

		Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy	
	Total					
	%	%	%	%	%	
	n=	184	102	39	41	14
	Very important /Important	89%	93%	85%	83%	86%
	Very important	78%	81%	69%	76%	79%
	Important	11%	12%	15%	7%	7%
	Somewhat/Not at all important	10%	6%	15%	17%	14%
	Somewhat important	3%	-	5%	7%	14%
	Not at all important	7%	6%	10%	10%	-
	Not Sure	1%	1%	-	-	-

TABLE 2
Health Care Expenditure Growth Rate

“National health spending per capita is projected to increase 5.1% annually between 2010 and 2020, from \$8,327 per person in 2010 to \$13,709 per person in 2020. The nation’s Gross Domestic Product (GDP) per capita is projected to grow 3.9 percent annually over the same time period. What is the minimum growth rate in national health expenditures per capita that could be achieved without harming access to or the quality of health care?”

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

Base: 185 respondents

	Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy
	%	%	%	%	%
n=	185	103	39	41	14
Higher than 5.1%	2%	3%	3%	-	7%
5.1% (current projection)	2%	4%	3%	-	-
4.9% (growth in GDP per capita +1 percentage point)	14%	15%	21%	10%	7%
4.4% (growth in GDP per capita +0.5 percentage points, as President Obama proposed in his 9-19-11 plan)	18%	18%	15%	17%	36%
3.9% (growth in GDP per capita)	19%	18%	13%	24%	14%
Lower than 3.9%	23%	19%	18%	32%	21%
Not sure	22%	22%	28%	17%	14%

TABLE 3
Health Reform Law

“Below are several major elements of the health reform law. How important is it that each of the following provisions be implemented?”

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

Base: 185 respondents

		Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy	
	Total					
	%	%	%	%	%	
Medicaid expansion (to adults with incomes up to 133 percent of the federal poverty level)	n=	184	102	39	41	14
	Very important/ Important	79%	86%	64%	73%	64%
	Very important	49%	58%	26%	46%	43%
	Important	29%	28%	38%	27%	21%
	Somewhat/Not at all important	20%	11%	36%	27%	29%
	Somewhat important	11%	6%	28%	12%	21%
	Not at all important	8%	5%	8%	15%	7%
	Not Sure	2%	3%	-	-	7%
State health insurance exchanges (new organized markets that will act as the central portal where people without access to employer coverage will go to gain public and private health insurance)	n=	184	102	39	41	14
	Very important/ Important	78%	81%	72%	68%	71%
	Very important	46%	57%	33%	34%	36%
	Important	32%	25%	38%	34%	36%
	Somewhat/Not at all important	19%	15%	23%	27%	21%
	Somewhat important	13%	9%	15%	12%	7%
	Not at all important	7%	6%	8%	15%	14%
	Not Sure	3%	4%	5%	5%	7%
Premium tax credits (income-based tax credits for people earning up to 400 percent of poverty to offset the cost of health plans obtained through the state insurance exchanges)	n=	183	101	39	41	14
	Very important/ Important	68%	77%	59%	54%	43%
	Very important	39%	44%	31%	27%	21%
	Important	29%	34%	28%	27%	21%
	Somewhat/Not at all important	27%	20%	33%	39%	50%
	Somewhat important	20%	13%	23%	27%	50%
	Not at all important	7%	7%	10%	12%	-
	Not Sure	5%	3%	8%	7%	7%

TABLE 3 (CONTINUED)
Health Reform Law

“Below are several major elements of the health reform law. How important is it that each of the following provisions be implemented?”

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

Base: 185 respondents

		Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy	
	Total					
	%	%	%	%	%	
Insurance market reforms including limits on underwriting, no pre-existing condition exclusions, guaranteed issue and renewability	n=	184	102	39	41	14
	Very important/ Important	86%	88%	82%	76%	79%
	Very important	67%	75%	67%	54%	50%
	Important	18%	14%	15%	22%	29%
	Somewhat/Not at all important	14%	11%	18%	24%	21%
	Somewhat important	8%	8%	13%	12%	21%
	Not at all important	5%	3%	5%	12%	-
Not Sure	1%	1%	-	-	-	
Initiatives to develop and implement new payment and delivery system approaches (Center for Medicare and Medicaid Innovation)	n=	183	102	39	40	14
	Very important/ Important	83%	84%	85%	78%	64%
	Very important	61%	60%	59%	63%	43%
	Important	22%	25%	26%	15%	21%
	Somewhat/Not at all important	16%	15%	15%	23%	36%
	Somewhat important	11%	10%	10%	13%	29%
	Not at all important	5%	5%	5%	10%	7%
Not Sure	1%	1%	-	-	-	
A private non-profit organization to set priorities and carry out research to develop evidence on best practices in health care delivery and organization (Patient-Centered Outcomes Research Institute)	n=	181	99	39	41	14
	Very important/ Important	64%	64%	69%	59%	71%
	Very important	40%	42%	46%	34%	64%
	Important	24%	21%	23%	24%	7%
	Somewhat/Not at all important	33%	32%	31%	37%	29%
	Somewhat important	25%	26%	18%	20%	21%
	Not at all important	8%	6%	13%	17%	7%
Not Sure	3%	4%	-	5%	-	

TABLE 3 (CONTINUED)
Health Reform Law

“Below are several major elements of the health reform law. How important is it that each of the following provisions be implemented?”

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

Base: 185 respondents

		Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy	
	Total					
	%	%	%	%	%	
An independent board with a mandate to develop policies to reduce the growth of Medicare spending if it is projected to exceed specified targets (Independent Payment Advisory Board)	n=	183	101	39	41	14
	Very important/ Important	64%	70%	49%	68%	50%
	Very important	32%	40%	15%	37%	29%
	Important	32%	31%	33%	32%	21%
	Somewhat/Not at all important	34%	28%	51%	32%	50%
	Somewhat important	17%	16%	26%	10%	36%
	Not at all important	16%	12%	26%	22%	14%
	Not Sure	2%	2%	-	-	-
An Accountable Care Organization provider category in Medicare that introduces incentives for provider organizations to be accountable for the total care of patients, including population health outcomes, patient care experiences, and the cost per person	n=	184	102	39	41	14
	Very important/ Important	64%	68%	56%	61%	64%
	Very important	34%	39%	36%	24%	36%
	Important	30%	28%	21%	37%	29%
	Somewhat/Not at all important	34%	30%	41%	39%	36%
	Somewhat important	21%	19%	26%	17%	29%
	Not at all important	13%	12%	15%	22%	7%
	Not Sure	2%	2%	3%	-	-

TABLE 4
Affordable Care Act Individual Mandate

“Many of the constitutional challenges to the Affordable Care Act center on the legality of the individual mandate, a requirement that every individual obtain health insurance coverage, subject to specified affordability standards. How important is the individual mandate to achieving the law’s stated goals of reducing the number of uninsured, improving the availability and affordability of coverage, and improving overall population health?”

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

Base: 185 respondents

		Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
	n=	185	103	39	41	14
	Very important /Important	84%	85%	85%	93%	64%
	Very important	66%	65%	69%	71%	43%
	Important	18%	20%	15%	22%	21%
	Somewhat/Not at all important	16%	14%	15%	7%	36%
	Somewhat important	10%	8%	13%	2%	36%
	Not at all important	5%	6%	3%	5%	-
	Not Sure	1%	1%	-	-	-

TABLE 5
Development and Operation of Insurance Exchanges

“As of September 2011, 13 states have passed legislation giving themselves the authority to establish insurance exchanges under health reform, and several governors have issued or are planning to issue executive orders in the absence of legislation. How important do you think it is for states to develop and operate their own insurance exchanges?”

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

Base: 185 respondents

		Academic/ Research Inst.	Health Care Delivery	Business/ Insurance/ Other Health Care Industry	Government / Labor/ Consumer Advocacy	
	Total					
	%	%	%	%	%	
	n=	182	101	38	41	14
	Very important /Important	68%	69%	74%	68%	79%
	Very important	31%	34%	29%	44%	36%
	Important	37%	36%	45%	24%	43%
	Somewhat/Not at all important	27%	26%	24%	27%	14%
	Somewhat important	21%	19%	18%	22%	14%
	Not at all important	6%	7%	5%	5%	-
	Not Sure	5%	5%	3%	5%	7%

TABLE 6
National Health Spending

“How important is each of the following in slowing the growth of national health spending?”

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

Base: 185 respondents

		Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
Expanded access to health insurance coverage	n=	184	102	39	41	14
	Very important /Important	67%	64%	74%	71%	64%
	Very important	39%	36%	49%	37%	14%
	Important	28%	27%	26%	34%	50%
	Somewhat/Not at all important	30%	33%	26%	27%	36%
	Somewhat important	18%	21%	10%	15%	29%
	Not at all important	13%	13%	15%	12%	7%
	Not Sure	2%	3%	-	2%	-
Improved health care quality and outcomes	n=	183	102	39	40	14
	Very important /Important	79%	76%	82%	83%	71%
	Very important	56%	54%	64%	48%	43%
	Important	23%	23%	18%	35%	29%
	Somewhat/Not at all important	20%	22%	18%	18%	29%
	Somewhat important	13%	14%	13%	8%	14%
	Not at all important	8%	8%	5%	10%	14%
	Not Sure	1%	2%	-	-	-
More efficient models of health care delivery	n=	185	103	39	41	14
	Very important /Important	95%	94%	95%	95%	86%
	Very important	79%	76%	82%	83%	64%
	Important	16%	18%	13%	12%	21%
	Somewhat/Not at all important	5%	6%	5%	5%	14%
	Somewhat important	4%	4%	5%	5%	14%
	Not at all important	1%	2%	-	-	-
	Not Sure	-	-	-	-	-

TABLE 6 (CONTINUED)
National Health Spending

“How important is each of the following in slowing the growth of national health spending?”

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

Base: 185 respondents

		Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
Shifting from principally fee-for-service payment to bundled forms of payment-i.e., major payment system reforms	n=	184	102	39	41	14
	Very important /Important	84%	84%	77%	85%	79%
	Very important	67%	69%	56%	78%	57%
	Important	17%	16%	21%	7%	21%
	Somewhat/Not at all important	14%	13%	23%	15%	21%
	Somewhat important	10%	8%	15%	12%	21%
	Not at all important	4%	5%	8%	2%	-
	Not Sure	2%	3%	-	-	-
More competition among health care providers	n=	183	101	38	41	14
	Very important /Important	46%	50%	37%	46%	57%
	Very important	16%	17%	11%	24%	7%
	Important	31%	34%	26%	22%	50%
	Somewhat/Not at all important	50%	48%	55%	51%	43%
	Somewhat important	31%	29%	29%	32%	36%
	Not at all important	20%	19%	26%	20%	7%
	Not Sure	3%	2%	8%	2%	-
Lower payments to health care providers	n=	184	103	39	40	14
	Very important /Important	46%	50%	23%	63%	36%
	Very important	20%	23%	8%	23%	14%
	Important	26%	26%	15%	40%	21%
	Somewhat/Not at all important	49%	46%	72%	33%	57%
	Somewhat important	28%	31%	36%	10%	43%
	Not at all important	21%	15%	36%	23%	14%
	Not Sure	5%	5%	5%	5%	7%

TABLE 6 (CONTINUED)
National Health Spending

“How important is each of the following in slowing the growth of national health spending?”

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

Base: 185 respondents

		Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
More competition among health insurers	n=	185	103	39	41	14
	Very important /Important	47%	47%	56%	34%	71%
	Very important	18%	19%	28%	15%	7%
	Important	29%	27%	28%	20%	64%
	Somewhat/Not at all important	48%	49%	36%	63%	21%
	Somewhat important	30%	28%	26%	44%	21%
	Not at all important	18%	20%	10%	20%	-
	Not Sure	5%	5%	8%	2%	7%
Less government regulation	n=	184	103	39	40	14
	Very important /Important	32%	19%	54%	48%	14%
	Very important	15%	8%	23%	23%	14%
	Important	16%	12%	31%	25%	-
	Somewhat/Not at all important	63%	75%	41%	45%	79%
	Somewhat important	30%	34%	23%	38%	29%
	Not at all important	32%	41%	18%	8%	50%
	Not Sure	6%	6%	5%	8%	7%
Greater investment in disease prevention and public health activities	n=	184	102	39	41	14
	Very important /Important	70%	66%	82%	68%	79%
	Very important	39%	37%	49%	29%	36%
	Important	31%	28%	33%	39%	43%
	Somewhat/Not at all important	29%	33%	18%	29%	21%
	Somewhat important	22%	25%	18%	22%	14%
	Not at all important	8%	9%	-	7%	7%
	Not Sure	1%	1%	-	2%	-

TABLE 7
Support for Medicare/Medicaid Savings Programs

“Recently, President Obama released a framework for reducing the federal budget deficit that includes several proposals for achieving additional savings in the Medicare and Medicaid programs. Please indicate the degree to which you support the following strategies for achieving savings.”

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

Base: 185 respondents

				Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy	
	Total	Academic/ Research Inst.	Health Care Delivery			
	%	%	%	%	%	
Introduce financial incentives to encourage Medicare	n=	185	103	39	41	14
	Strongly support/Support	75%	74%	72%	71%	86%
	Strongly support	30%	34%	31%	34%	21%
	Support	44%	40%	41%	37%	64%
	Neither support nor oppose	13%	15%	10%	15%	7%
	Strongly oppose/Oppose	9%	7%	13%	15%	7%
	Strongly oppose	5%	4%	10%	5%	-
	Oppose	4%	3%	3%	10%	7%
Not Sure	3%	5%	5%	-	-	
Adjust payments to encourage efficient post-acute	n=	185	103	39	41	14
	Strongly support/Support	87%	83%	79%	90%	93%
	Strongly support	43%	48%	28%	51%	50%
	Support	44%	36%	51%	39%	43%
	Neither support nor oppose	8%	10%	13%	5%	7%
	Strongly oppose/Oppose	3%	3%	5%	2%	-
	Strongly oppose	2%	3%	3%	-	-
	Oppose	1%	-	3%	2%	-
Not Sure	3%	4%	3%	2%	-	
Align Medicare and Medicaid drug payment policies	n=	184	102	39	41	14
	Strongly support/Support	79%	78%	77%	68%	86%
	Strongly support	39%	41%	44%	27%	29%
	Support	40%	37%	33%	41%	57%
	Neither support nor oppose	10%	11%	10%	20%	7%
	Strongly oppose/Oppose	7%	7%	10%	5%	-
	Strongly oppose	5%	5%	8%	2%	-
	Oppose	2%	2%	3%	2%	-
Not Sure	4%	4%	3%	7%	7%	

TABLE 7 (CONTINUED)
Support for Medicare/Medicaid Savings Programs

“Recently, President Obama released a framework for reducing the federal budget deficit that includes several proposals for achieving additional savings in the Medicare and Medicaid programs. Please indicate the degree to which you support the following strategies for achieving savings.”

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

Base: 185 respondents

		Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
Increase state flexibility and streamline oversight in Medicaid	n=	185	103	39	41	14
	Strongly support/Support	58%	57%	67%	56%	50%
	Strongly support	21%	24%	18%	22%	7%
	Support	37%	33%	49%	34%	43%
	Neither support nor oppose	16%	16%	15%	22%	29%
	Strongly oppose/Oppose	21%	22%	18%	15%	14%
	Strongly oppose	16%	17%	15%	12%	-
	Oppose	5%	5%	3%	2%	14%
Not Sure	5%	5%	-	7%	7%	
Accelerate state innovation waivers	n=	184	103	39	41	13
	Strongly support/Support	73%	79%	72%	76%	54%
	Strongly support	23%	27%	26%	29%	15%
	Support	50%	51%	46%	46%	38%
	Neither support nor oppose	18%	14%	18%	20%	23%
	Strongly oppose/Oppose	5%	4%	3%	2%	15%
	Strongly oppose	3%	2%	-	2%	8%
	Oppose	2%	2%	3%	-	8%
Not Sure	4%	4%	8%	2%	8%	
Limit Medicaid provider taxes	n=	184	103	38	41	14
	Strongly support/Support	41%	41%	55%	34%	21%
	Strongly support	13%	14%	13%	12%	14%
	Support	28%	27%	42%	22%	7%
	Neither support nor oppose	33%	34%	18%	39%	57%
	Strongly oppose/Oppose	16%	17%	24%	7%	21%
	Strongly oppose	11%	13%	11%	2%	21%
	Oppose	5%	5%	13%	5%	-
Not Sure	10%	8%	3%	20%	-	

TABLE 7 (CONTINUED)
Support for Medicare/Medicaid Savings Programs

“Recently, President Obama released a framework for reducing the federal budget deficit that includes several proposals for achieving additional savings in the Medicare and Medicaid programs. Please indicate the degree to which you support the following strategies for achieving savings.”

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

Base: 185 respondents

		Total	Academic/ Research Inst.	Health Care Delivery	Business/ Insurance / Other Health Care Industry	Government / Labor/ Consumer Advocacy
		%	%	%	%	%
Simplify federal Medicaid payment formulas for states	n=	185	103	39	41	14
	Strongly support/Support	69%	71%	72%	68%	57%
	Strongly support	28%	32%	26%	29%	21%
	Support	41%	39%	46%	39%	36%
	Neither support nor oppose	18%	17%	10%	24%	29%
	Strongly oppose/Oppose	8%	7%	8%	2%	14%
	Strongly oppose	5%	5%	5%	2%	7%
	Oppose	2%	2%	3%	-	7%
Not Sure	5%	6%	10%	5%	-	
Reduce waste, fraud, and abuse in Medicare and Medicaid	n=	184	102	39	41	14
	Strongly support/Support	90%	87%	90%	93%	86%
	Strongly support	50%	51%	41%	56%	50%
	Support	40%	36%	49%	37%	36%
	Neither support nor oppose	8%	11%	8%	7%	14%
	Strongly oppose/Oppose	1%	-	3%	-	-
	Strongly oppose	-	-	-	-	-
	Oppose	1%	-	3%	-	-
Not Sure	1%	2%	-	-	-	

TABLE 8
Type of Employment

"How would you describe your current employment position?"

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

Base: 184 respondents

	%
Researcher/Professor/Teacher	33%
CEO/President	26%
Physician	17%
Policy analyst	15%
Management/Administration	13%
Consultant	11%
Foundation officer	5%
Dean or department head	5%
Consumer advocate	4%
Healthcare purchaser	4%
Lobbyist	3%
Policymaker or policy staff (federal)	1%
Policymaker or policy staff (state)	1%
Regulator	1%
Investment analyst	1%
Retired	8%
Other healthcare provider (not physician)	3%
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?"

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

Base: 184 respondents

	%
ACADEMIC AND RESEARCH INSTITUTIONS (NET)	56%
Think tank/Healthcare institute/Policy research institution	22%
Medical, public health, nursing, or other health professional school	21%
University setting not in a medical, public health, nursing, or other health professional school	11%
Foundation	7%
Medical publisher	1%
PROFESSIONAL, TRADE, CONSUMER ORGANIZATIONS (NET)	22%
Medical society or professional association or organization	9%
Health insurance and business association or organization	4%
Labor/Consumer/Seniors' advocacy group	4%
Hospital or related professional association or organization	3%
Allied health society or professional association or organization	2%
Financial services industry	1%
Pharmaceutical/Medical device trade association organization	-
HEALTHCARE DELIVERY (NET)	15%
Health insurance/Managed care industry	7%
Physician practice/Other clinical practice (patient care)	5%
Hospital	4%
Clinic	2%
Nursing home/Long-term care facility	1%
GOVERNMENT (NET)	3%
Staff for a state elected official or state legislative committee	1%
Staff for a federal elected official or federal legislative committee	1%
Non-elected federal executive-branch official	1%
Staff for non-elected federal executive-branch official	1%
Non-elected state executive-branch official	-
Staff for non-elected state executive-branch official	-
PHARMACEUTICAL INDUSTRY (NET)	-
Drug manufacturer	-
Device company	-
Biotech company	-
OTHER INDUSTRY/BUSINESS SETTINGS (NET)	13%
Healthcare consulting firm	7%
Healthcare improvement organization	3%
CEO, CFO, Benefits Manager	2%
Accrediting body and organization (non-governmental)	2%
Polling organization	1%

Please note that respondents may fall into more than one of these categories.

Methodology

This survey was conducted online by Harris Interactive on behalf of The Commonwealth Fund among 185 opinion leaders in health policy and innovators in health care delivery and finance within the United States between September 28 and October 25, 2011. Harris Interactive sent out individual e-mail invitations to the entire panel containing a password-protected link, and a total of five reminder emails were sent to those that had not responded. No weighting was applied to these results.

The initial sample for this survey was developed using a two-step process. The Commonwealth Fund and Harris Interactive jointly identified a number of experts across different professional sectors with a range of perspectives based on their affiliations and involvement in various organizations. Harris Interactive then conducted an online survey with these experts asking them to nominate others within and outside their own fields whom they consider to be leaders and innovators in health care. Based on the result of the survey and after careful review by Harris Interactive, The Commonwealth Fund, and a selected group of health care experts, the sample for this poll was created. The final list included 1,246 individuals.

In 2006, The Commonwealth Fund and Harris Interactive joined forces with *Modern Healthcare* to add new members to the panel. The Commonwealth Fund and Harris Interactive were able to gain access to *Modern Healthcare*'s database of readers. The Commonwealth Fund, Harris Interactive, and *Modern Healthcare* identified readers in the database that were considered to be opinion leaders and invited them to participate in the survey. This list included 1,467 people. At the end of 2006, The Commonwealth Fund and Harris Interactive removed those panelists who did not respond to any previous surveys. In 2007 recruitment for the panel continued with *Modern Healthcare* recruiting individuals through their *Daily Dose* newsletter. In addition, Harris Interactive continued to recruit leaders by asking current panelists to nominate other leaders. The final panel size for the Health Reform Implementation survey included 1,302 leaders. With this survey, we are using a new definition of the panel. One hundred eighty-five of these panelists completed the survey, for a 14.2% response rate.

With a pure probability sample of 185 adults one could say with a 95 percent probability that the overall results have a sampling error of +/- 7.21 percentage points. However, that does not take other sources of error into account. This online survey is not based on a probability sample, and therefore, no theoretical sampling error can be calculated.

The data in this brief are descriptive in nature. It represents the opinions of the health care opinion leaders interviewed and is not projectable to the universe of health care opinion leaders.

About Harris Interactive

Harris Interactive is one of the world's leading custom market research firms, leveraging research, technology, and business acumen to transform relevant insight into actionable foresight. Known widely for the Harris Poll and for pioneering innovative research methodologies, Harris offers expertise in a wide range of industries including healthcare, technology, public affairs, energy, telecommunications, financial services, insurance, media, retail, restaurant, and consumer package goods. Serving clients in over 215 countries and territories through our North American and European offices and a network of independent market research firms, Harris specializes in delivering research solutions that help us – and our clients – stay ahead of what's next. For more information, please visit www.harrisinteractive.com.