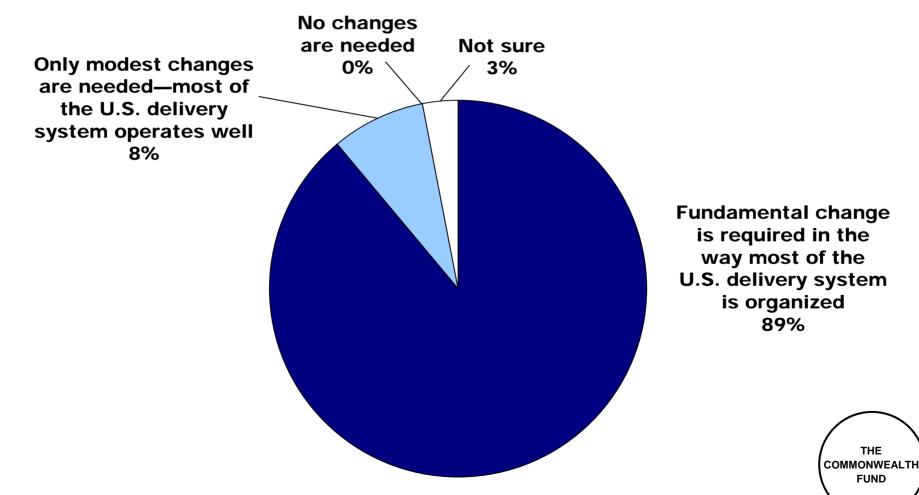
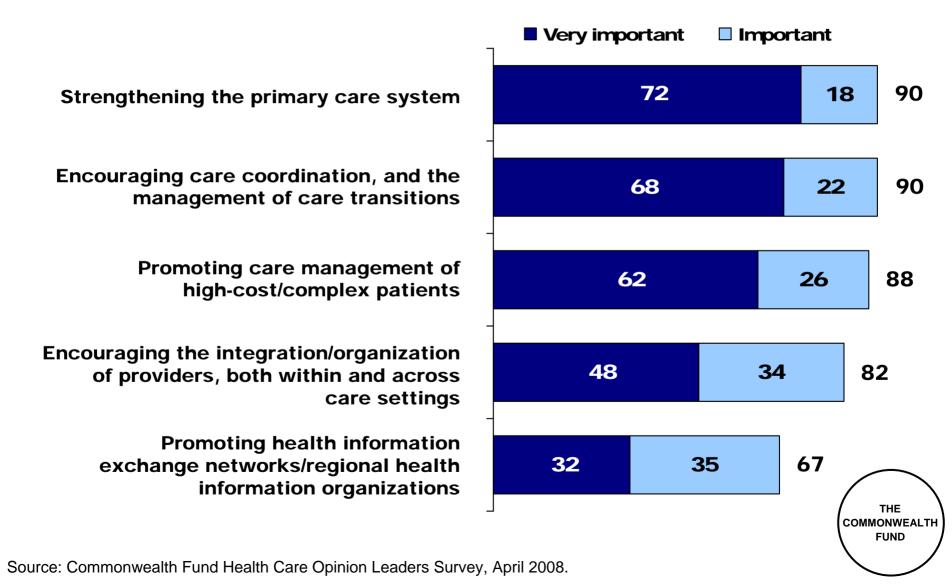
## Figure 1. Nine of 10 Health Care Opinion Leaders Think Fundamental Change Is Required to Achieve Gains in Quality and Efficiency of Care in the United States

"Overall, what is the magnitude of changes in the delivery system (the way providers are organized and care is delivered) that you believe is necessary to achieve significant gains in the quality and efficiency of care in the United States?"



# Figure 2. Policy Strategies to Improve Health Care Delivery Organization

"How important do you think each of these are in improving health system performance?"



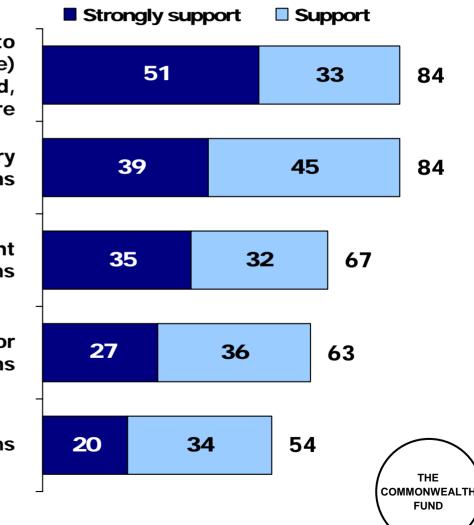
# Figure 3. Health Care Opinion Leaders Cite Payment Reform as Important Strategy to Improve Health Care Delivery Organization

"How important do you think each of these are in facilitating delivery system reform?"



#### Figure 4. Strong Support for Supplemental Payments to Primary Care Doctors for Providing High-Quality Care

"Below are some specific payment reform strategies that have been suggested to facilitate delivery system reform. Please indicate your level of support for each one."



Providing supplemental payments to primary care (on top of fee-for-service) for delivering comprehensive, coordinated, and accessible care

Incentives for avoiding unnecessary hospitalizations and rehospitalizations

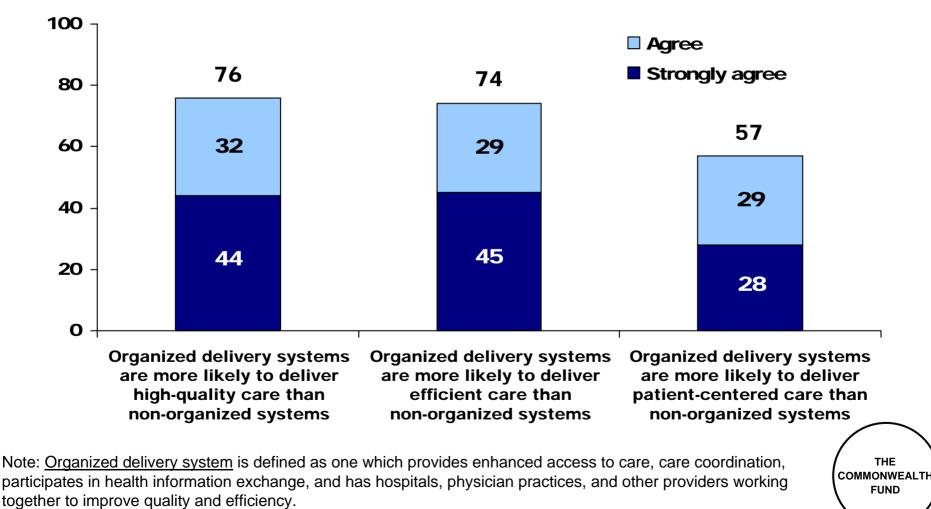
Capitation or other special payment arrangements for organized delivery systems

Episode-based payments for acute hospitalizations

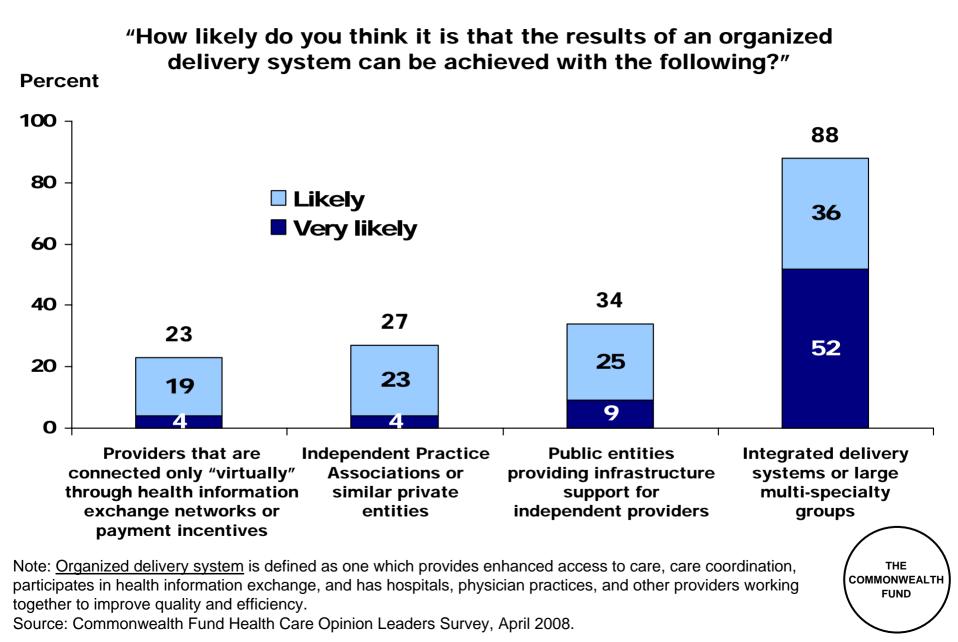
Expansion of pay-for-performance programs

# Figure 5. Three-Quarters of Health Care Opinion Leaders Think Organized Delivery Systems Are More Likely to Deliver High-Quality and Efficient Care

"Please indicate whether or not you agree with the following statements about organized delivery systems."

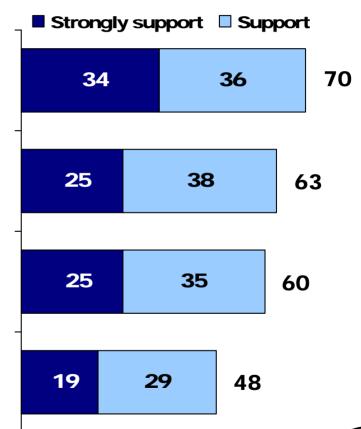


## Figure 6. Integrated Delivery Systems and Multi-Specialty Group Practices Very Likely to Achieve Organized Delivery Systems



# Figure 7. Strong Support for Special Payment Arrangements to Organized Delivery Systems

"Below are some interventions to stimulate greater participation in organized delivery systems (including informal, or "virtual" systems). Please indicate your level of support for each."



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Organized delivery systems should have access to special payment arrangements (capitation, episode-based payment, etc.)

The government should provide infrastructure support in areas where formal organized delivery systems don't naturally develop

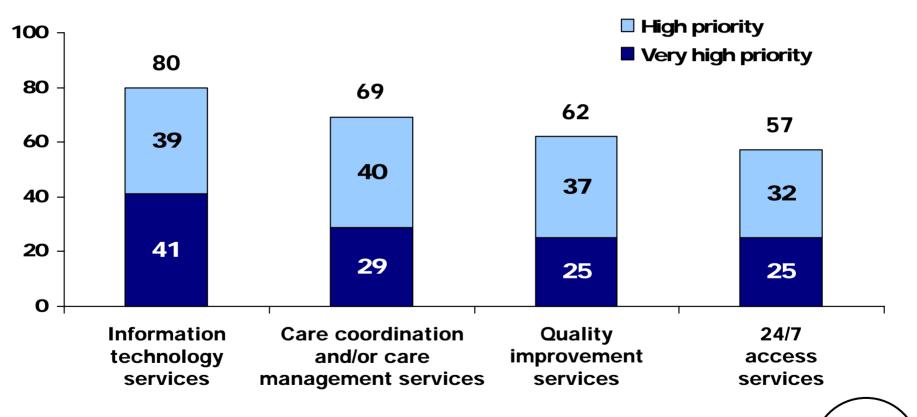
Providers should be given financial incentives to practice in an organized delivery system

Patients should be given financial incentives to join an organized delivery system

Note: <u>Organized delivery system</u> is defined as one which provides enhanced access to care, care coordination, participates in health information exchange, and has hospitals, physician practices, and other providers working together to improve quality and efficiency.

# Figure 8. Health Care Opinion Leaders Who Support Government Funding of Infrastructure Say Information Technology Services Should Be a High Priority to Develop Organized Delivery Systems

Percent of health care opinion leaders who believe that the government should provide infrastructure support in areas where formal organized delivery systems don't naturally develop



Note: <u>Organized delivery system</u> is defined as one which provides enhanced access to care, care coordination, participates in health information exchange, and has hospitals, physician practices, and other providers working together to improve quality and efficiency.

Source: Commonwealth Fund Health Care Opinion Leaders Survey, April 2008.

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#### Figure 9. Seven of 10 Health Care Opinion Leaders Agree That Medical Homes Are More Likely to Deliver Patient-Centered Care

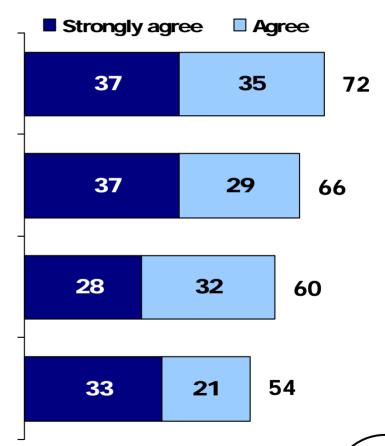
"Please indicate whether or not you agree with the following statements about medical homes?"

A health system that emphasizes medical homes is more likely to deliver patientcentered care than a system that doesn't

A health system that emphasizes medical homes is more likely to deliver highquality care than a system that doesn't

A health system that emphasizes medical homes is more likely to deliver efficient care than a system that doesn't

Overall, the U.S. health care delivery system should be based on a medical home system of care



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Note: <u>Medical homes</u> are defined as patient-centered primary care practices that are designed to offer accessible, continuous, and coordinated care. Optimally, they utilize multi-disciplinary teams and health information technology, and actively try to engage their patients in care management and shared decision-making. Source: Commonwealth Fund Health Care Opinion Leaders Survey, April 2008.

## Figure 10. Opinion Leaders Support Supplemental Payments for Certified Medical Homes

"Many functions of the medical home model of care are not currently reimbursed under the current payment system. Several payment models have been proposed to support the medical home. Please indicate your level of support for each one."

For certified medical homes, supplement fee-for-service payment with a prospective per-member/per-month capitated fee (e.g., a "case management" fee)

For certified medical homes, offer the option to replace fee-for-service payment with a comprehensive per-member/per-month capitated fee for all primary care services

Create additional fee-for-service procedure codes for medical home functions such as care coordination, case management, etc.

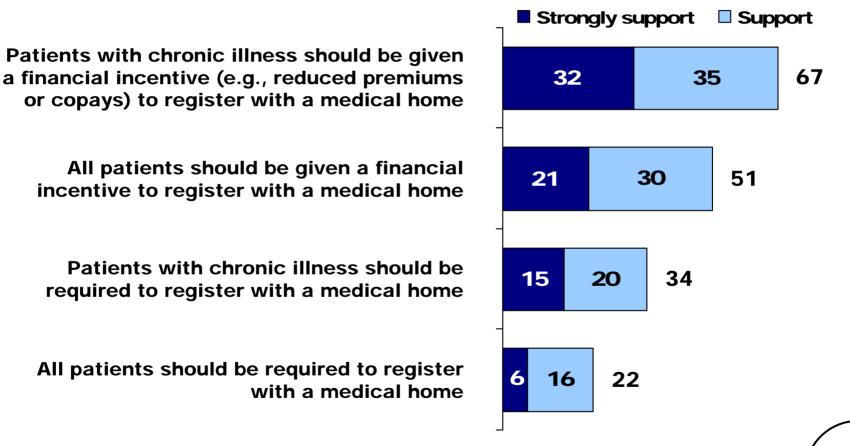
Award primary care practices an annual bonus payment based on medical home certification

Note: <u>Medical homes</u> are defined as patient-centered primary care practices that are designed to offer accessible, continuous, and coordinated care. Optimally, they utilize multi-disciplinary teams and health information technology, and actively try to engage their patients in care management and shared decision-making. Source: Commonwealth Fund Health Care Opinion Leaders Survey, April 2008.

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## Figure 11. Two-Thirds of Opinion Leaders Support Financial Incentives for Patients with Chronic Conditions to Register with a Medical Home

"Please indicate your level of support for the following mechanisms of encouraging patients to register with medical homes."

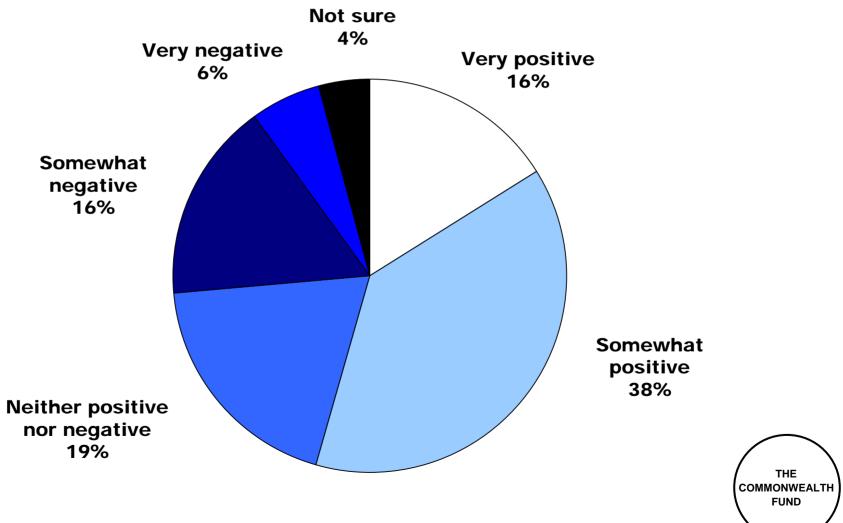


Note: <u>Medical homes</u> are defined as patient-centered primary care practices that are designed to offer accessible, continuous, and coordinated care. Optimally, they utilize multi-disciplinary teams and health information technology, and actively try to engage their patients in care management and shared decision-making. Source: Commonwealth Fund Health Care Opinion Leaders Survey, April 2008.

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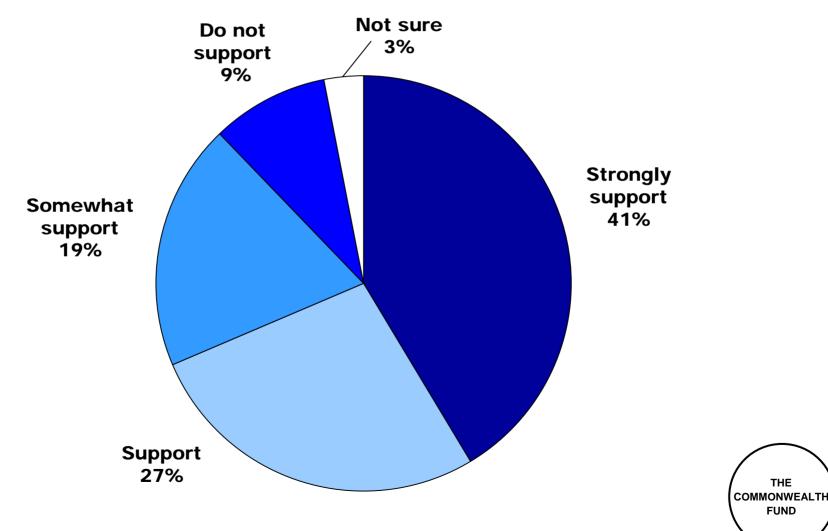
### Figure 12. Half of Health Care Opinion Leaders Think Growth of Retail Clinics Is a Positive Development

"Overall, do you think the rapid growth of retail clinics over the past two years is a positive or negative development for health care in the United States?"



#### Figure 13. Majority of Opinion Leaders Support **Coordinating Care from Retail Clinics with Regular Care**

"Do you support a requirement for retail clinics to coordinate their services with traditional health care system?"



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## Figure 14. Opinion Leaders Feel That Retail Clinics Provide More Convenient, Lower-Cost Care

"Below are some beliefs about retail clinics. Please rate your level of agreement with each of the following statements."

Percent responding "strongly agree/agree"

