

Appendix A

Methodology

This survey was conducted online by Harris Interactive on behalf of The Commonwealth Fund among 214 opinion leaders in health policy and innovators in health care delivery and finance within the United States between June 4, 2007 and July 1, 2007. No weighting was applied to these results.

The initial sample for this survey was developed using a two-step process. Initially, The Commonwealth Fund and Harris Interactive jointly identified a number of experts across different sectors and professional sectors with a range of perspectives, based on their affiliations and involvement in various organizations and institutions. 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 people. Then in 2006, The Commonwealth Fund and Harris Interactive joined forces with *Modern Healthcare* to add new members to the panel. The Fund and Harris were able to gain access to *Modern Healthcare*'s database of readers. The Fund, Harris, and *Modern Healthcare* identified readers in the database considered opinion leaders and invited them to participate in the survey. The final list included 1,467 people.

Harris Interactive sent out individual e-mail invitations containing a password-protected link to the entire sample. Data collection took place between June 4, 2007 and July 1, 2007. A total of four reminder emails was sent to anyone who had not responded. A total of 214 respondents completed the survey.

With a pure probability sample of 214 adults one could say with a 95 percent probability that the overall results have a sampling error of +/- 6.7 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.

About Harris Interactive

Harris Interactive is the 13th largest and fastest-growing market research firm in the world. The company provides research-driven insights and strategic advice to help its clients make more confident decisions which lead to measurable and enduring improvements in performance. Harris Interactive is widely known for *The Harris Poll*, one of the longest-running, independent opinion polls and for pioneering online market research methods. The company has built what could conceivably be the world's largest panel of survey respondents, the Harris Poll Online. Harris Interactive serves clients worldwide through its offices in the United States, Europe, and Asia; its wholly-owned subsidiary Novatris in France; and through a global network of independent market research firms. The service bureau HISB provides its market research industry clients with mixed-mode data collection, panel development services as well as syndicated and tracking research consultation. More information about Harris Interactive may be obtained at www.harrisinteractive.com. To become a member of the Harris Poll Online, visit www.harrispollonline.com.