



National Survey of Healthcare Organizations & Systems

Improving Care For All

Systems Level Questionnaire

Thank you for participating in the **National Survey of Healthcare Organizations and Systems (NSHOS)**. The results of this survey will help advance our understanding of how changes in healthcare delivery are influencing the quality and costs of care.

Survey Information

- The survey should take about 30 minutes of your time.
- Your responses will be kept confidential.
- Please reach out to colleagues if you need support to answer specific questions.
- When answering survey questions, please think specifically about:

[ENTER SYSTEM NAME]

- If you have any questions: Call 484-840-4375 or email NSHOS@dartmouth.edu

Background Information

1. What is the name of your healthcare system?

2. What is your title at the healthcare system?

3. Does your system own or manage:

	No	Own only	Manage only	Own and manage
Hospitals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical groups/practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rehabilitation or skilled nursing facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Does your system own a health insurance plan?

- No
- Yes, sole owner
- Yes, as a joint venture

5. Does your healthcare system participate in any of the following multi-stakeholder initiatives or collaboratives focused on improving healthcare?

	Yes	No
A local population health collaborative (e.g. an Accountable Community for Health)	<input type="checkbox"/>	<input type="checkbox"/>
A statewide collaborative focused on performance and quality improvement	<input type="checkbox"/>	<input type="checkbox"/>
A national payment reform advocacy initiative (e.g. an ACO Learning Network)	<input type="checkbox"/>	<input type="checkbox"/>

Reminder: When answering survey questions, think specifically about [ENTER SYSTEM NAME]

Your System's Culture

6. Which statement best describes your healthcare system?

Distribute 100 points between the 4 statements, giving the most points to the statement that best describes your system.

Our healthcare system is a very personal place. It is a lot like an extended family. People seem to share a lot of themselves.	
...is a very dynamic and entrepreneurial place. People are willing to try new things to see if they work.	
...is a very formalized and structured place. Bureaucratic procedures generally govern what people do.	
...is very production oriented. The major concern is getting the job done.	
Sum to 100 points	

7. How much influence would you say that physicians have on the setting of priorities and strategies in your healthcare system?

- None
- Very little
- Some
- A lot

8. How often does your healthcare system approach clinical care as a single, integrated group, using common guidelines and care management strategies for specific clinical populations?

- Never
- Sometimes
- Most of the time
- Always

Payment and Delivery Reform Initiatives

9. **Excluding Medicare**, prior to this year, have any of your healthcare system's hospitals or primary care medical groups participated in a contract with a pay for performance component?

- Yes
- No
- Don't know

10. How many of the hospitals/primary care medical groups in your healthcare system are currently participating in:

	None	Some	Most	All
Bundled or episode-based payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Primary care improvement and support programs, such as Comprehensive Primary Care Initiative (CPC), CPC+ and Patient Centered Medical Homes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay for performance programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capitated contracts with commercial health plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medicare ACO non-risk bearing contracts (MSSP tracks one and two)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medicare ACO risk bearing contracts (Pioneer, Next Gen, Medicare Shared Savings Program track three)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medicaid ACO contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercial ACO contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. How many ACO contracts does your healthcare system have?

(Please write in number.) →

12. How many ACO contracts does your healthcare system have with CMS?

(Please write in number.) →

13. By the end of five years, how many of the primary care patients served by your healthcare system do you anticipate will be covered by contracts with total cost of care accountability (i.e. ACO, ACO-like or capitated contracts with specific provider groups or networks)?

- None
- Some
- Most
- All

14. In the past year did your healthcare system incur any losses, penalties or cost overruns from risk-bearing or shared savings arrangements?

- Yes
- No
- Don't know

Financial Planning, Leadership, Standardization

15. What level of financial planning and revenue sharing **best** describes your healthcare system? *(Please select one.)*

- Each unit (hospital, medical group) is responsible for balancing its own revenue and expenses. Each unit retains its own profit (loss). Budgets are developed and approved at the unit level.
- Revenue is generated by each hospital/medical group and pooled system-wide. Profit (loss) is shared between the hospital/medical group and the system as a whole. The larger system organization provides budgetary guidelines, but budgets are largely developed and approved at the individual hospital/medical group level.
- Revenue is pooled system-wide. Profit (loss) is shared system-wide. All budgets are developed and approved at the system level.

16. Do the following groups have significant involvement in setting annual clinical performance improvement priorities in your healthcare system?

	Yes	No
Board of trustees	<input type="checkbox"/>	<input type="checkbox"/>
Senior/executive administrative leaders	<input type="checkbox"/>	<input type="checkbox"/>
Senior/executive clinical leaders	<input type="checkbox"/>	<input type="checkbox"/>
Front-line care clinicians	<input type="checkbox"/>	<input type="checkbox"/>

17. At what level are your healthcare system’s activities **primarily** conducted:

<i>Please select only one response per row.</i>	Local level	Regional or divisional level	System level
Strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capital budgeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Setting clinical improvement priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resource policies and practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of information technology vendors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contracting with insurers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. To what extent are these processes standardized (*done the same way*) across the hospitals/medical groups in your system?

	Not at all	Somewhat	Mostly	Fully
Physician compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance management of primary care physicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Primary care processes and team structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hospital discharge planning, notification, and follow up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting, performance review, and human resources functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial arrangements between the larger system and individual practices/hospitals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data elements included in the electronic health record	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Information Systems

19. How many electronic health record (*EHR*) systems do you have in place across your system's hospitals and primary care medical groups?

- Single EHR across all
- Multiple EHRs
- A mixture of EHR and paper systems
- No EHR capabilities at present

20. How many of the hospitals/medical groups within your healthcare system have the following health information system capabilities (*including EHRs*)?

	None	Some	Most	All
Patients have electronic access to their medical records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patients can electronically comment on and/or input information in their medical records (<i>e.g. open notes</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physicians and patients can communicate with one another via email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physicians can know whether their patients have filled their prescriptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advanced analytic systems, such as predicting future utilization, data mining, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Screening and Referral Activity

21. How many of the hospitals/primary care medical groups in your healthcare system have a process in place to screen appropriate patients for:

	None	Some	Most	All	Don't know
Tobacco use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opioid use specifically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Substance use disorders (<i>other than tobacco and opioid</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Polypharmacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low health literacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food insecurity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing instability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utility needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal violence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for financial assistance with medical bills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medicaid eligibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Care of Complex, High Need Patients

By complex, high need patients we mean those experiencing one or more of the below who require multi-faceted care and may be at high risk for hospitalization or emergency department use:

- multiple chronic conditions
- multiple functional limitations, including frailty
- severe, persistent behavioral health challenges

22. Does your healthcare system have a routine, system-wide method for identifying complex, high-need patients?

Yes

No → SKIP TO QUESTION 24

23. IF YES: To what extent does your healthcare system segment high-risk patients into subgroups with common needs (*e.g. frailty, mental illness, similar combinations of chronic conditions*)?

We do **not** subdivide high-risk patients into subgroups

We subdivide **some** high-risk patients into subgroups with common needs

We subdivide **most** high-risk patients into subgroups with common needs

24. When complex, high need patients are hospitalized in your healthcare system, how many of the hospitals routinely:

	None	Some	Most	All	Don't know
Refer to community and health-related social services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate with patient within 72 hours of discharge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do a home visit after discharge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Send discharge summaries to primary care clinician within 72 hours of discharge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standardize processes to reconcile multiple medications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adoption of Innovation

25. To what extent are the following factors a barrier to your healthcare system's use of new evidence-based clinical treatments (e.g. new drugs, new technologies)?

	Major barrier	Minor barrier	Not a barrier
Lack of a process for identifying beneficial innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of a process for disseminating information about innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not enough time to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient financial resources to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack the necessary knowledge/expertise to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of incentives to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. To what extent are the following factors a barrier to your healthcare system's use of evidence-based care delivery innovations (e.g. care transition programs, use of community health workers)?

	Major barrier	Minor barrier	Not a barrier
Lack of a process for identifying beneficial innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of a process for disseminating information about innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not enough time to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient financial resources to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack the necessary knowledge/expertise to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of incentives to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Patient Reported Measures

Patient activation refers to the degree to which a patient has the knowledge, skills, confidence and motivation needed to participate in decisions and to manage their own health and healthcare.

27. How many hospitals/medical groups in your system collect patient-reported measures of:

	None	Some	Most	All	Don't know
Physical function or disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient activation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Behavioral Healthcare

Behavioral health includes depression, anxiety, other mental illness or substance use disorders.

28. What kinds of behavioral health providers are included within your system?

	Yes	No
Psychiatrists	<input type="checkbox"/>	<input type="checkbox"/>
Nurse practitioners or physician assistants	<input type="checkbox"/>	<input type="checkbox"/>
Psychologists	<input type="checkbox"/>	<input type="checkbox"/>
Social workers providing therapy	<input type="checkbox"/>	<input type="checkbox"/>
Peer support specialists	<input type="checkbox"/>	<input type="checkbox"/>
Substance use counselors	<input type="checkbox"/>	<input type="checkbox"/>
Addiction medicine specialists	<input type="checkbox"/>	<input type="checkbox"/>

29. Does your system include:

	Yes	No
A community mental health center	<input type="checkbox"/>	<input type="checkbox"/>
A Federally Qualified Health Center (FQHC)	<input type="checkbox"/>	<input type="checkbox"/>
An FQHC look-alike	<input type="checkbox"/>	<input type="checkbox"/>

30. Within your healthcare system, how difficult is it to obtain treatment for patients with opioid use disorders?

- Very difficult
- Somewhat difficult
- Not at all difficult

31. Do any of the clinicians in your healthcare system provide drug treatment (e.g. buprenorphine) for opioid use disorders?

- Yes
- No
- Don't know

Performance and Care Delivery Reporting

32. How many of the hospitals/medical groups in your system collect and use information about individual clinician productivity (e.g. RVUs):

	None	Some	Most	All	Don't know
Collect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for internal quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for physician compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33. How many of the hospitals/medical groups in your system collect and use information about individual clinician performance for patient experiences (e.g. patient satisfaction, CAHPS scores):

	None	Some	Most	All	Don't know
Collect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for internal quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for physician compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. How many of the hospitals/medical groups in your system collect and use information about individual clinician performance for overuse of medical tests or procedures (e.g. high cost imaging):

	None	Some	Most	All	Don't know
Collect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for internal quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for physician compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35. How many of the hospitals/medical groups in your system collect and use information about individual clinician performance for acute care services (e.g. readmissions, ER use):

	None	Some	Most	All	Don't know
Collect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for internal quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for physician compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. How many of the hospitals/medical groups in your system collect and use information about individual clinician performance for clinical quality (e.g. blood pressure control, diabetes control, complication rates):

	None	Some	Most	All	Don't know
Collect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for internal quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use for physician compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evidence Acquisition

37. Other than Pharmacy and Therapeutic Committees or a formulary, does your healthcare system have a system-wide approach (e.g. a standing committee, a task force, a designated person or department) to keep up with new evidence that should change the way your system cares for patients?

- Yes
 No

38. When you have identified best patient care practices that you want to use system-wide, how often do you use the following approaches to inform clinicians about new evidence?

	Never	Rarely	Sometimes	Usually
Regular staff meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular listserv email/newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Departmental representatives or champions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An electronic database of endorsed guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decision supports tools embedded in the EHR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance improvement events (e.g. LEAN Kaizen training)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

39. Does your healthcare system use evidence-based guidelines that have been written down and approved as the preferred protocols for:

	Yes	No
Diabetes	<input type="checkbox"/>	<input type="checkbox"/>
Congestive Heart Failure	<input type="checkbox"/>	<input type="checkbox"/>
Asthma/COPD	<input type="checkbox"/>	<input type="checkbox"/>
Coronary Artery Disease	<input type="checkbox"/>	<input type="checkbox"/>
Hypertension	<input type="checkbox"/>	<input type="checkbox"/>
Depression	<input type="checkbox"/>	<input type="checkbox"/>
Serious mental illness	<input type="checkbox"/>	<input type="checkbox"/>
Preventive services (immunizations, screening tests)	<input type="checkbox"/>	<input type="checkbox"/>
Opioid use in pain management in the ED	<input type="checkbox"/>	<input type="checkbox"/>
Opioid use in pain management for discharge medications	<input type="checkbox"/>	<input type="checkbox"/>
Identification and treatment of sepsis	<input type="checkbox"/>	<input type="checkbox"/>
Targets for BMI before hip or knee arthroplasty	<input type="checkbox"/>	<input type="checkbox"/>

Continued on the back page.

40. How often does your healthcare system use any EHR-based decision-support tools to improve adherence to evidence-based care for:

	Never	Sometimes	Often	Always	Don't know
Radiology ordering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prescribing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preventive services (<i>immunizations, screening tests</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diabetes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opioid use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

41. Across all primary care practices in your healthcare system, how many currently maintain a list or registry of patients with:

	None	Some	Most	All
Diabetes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Congestive Heart Failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asthma/COPD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coronary Artery Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hypertension	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cancer screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Competition and Expansion

42. How intense is the competition for patients in the:

	Not at all	Somewhat	Very
Outpatient setting in your largest market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inpatient setting in your largest market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

43. In the past two years, has your system purchased any physician practices?

- Yes
- No
- Don't know

44. Do you have any plans to purchase physician practices within the next two years?

- Yes
- No
- Don't know

**That completes the survey. Thank you very much for your valuable time!
The results will help guide healthcare policies at the federal, state and local levels and in the private sector.**

To ensure that your survey reaches us, please return it in the enclosed postage-paid envelope to:
SSRS * PO Box 90730 * Allentown PA 18109-9945