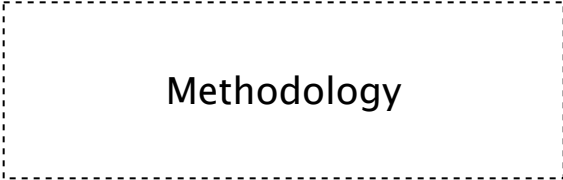


**2008 national
payor survey**

03 . 07 . 2008

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Methodology

Survey designed and implemented by nationally-recognized research firm – Fabrizio, McLaughlin and Associates.

Interviews were completed online through a web survey host portal.

Respondents were screened to ensure that they were responsible for negotiating contracts with major health plans.

Potential respondents were contacted through email, U.S. postal mail, fax, and/or telephone and asked to complete the survey on an anonymous basis.

Respondents from 44 states and Washington, D.C. completed the survey.

Data was collected from January 22 through February 18, 2008.

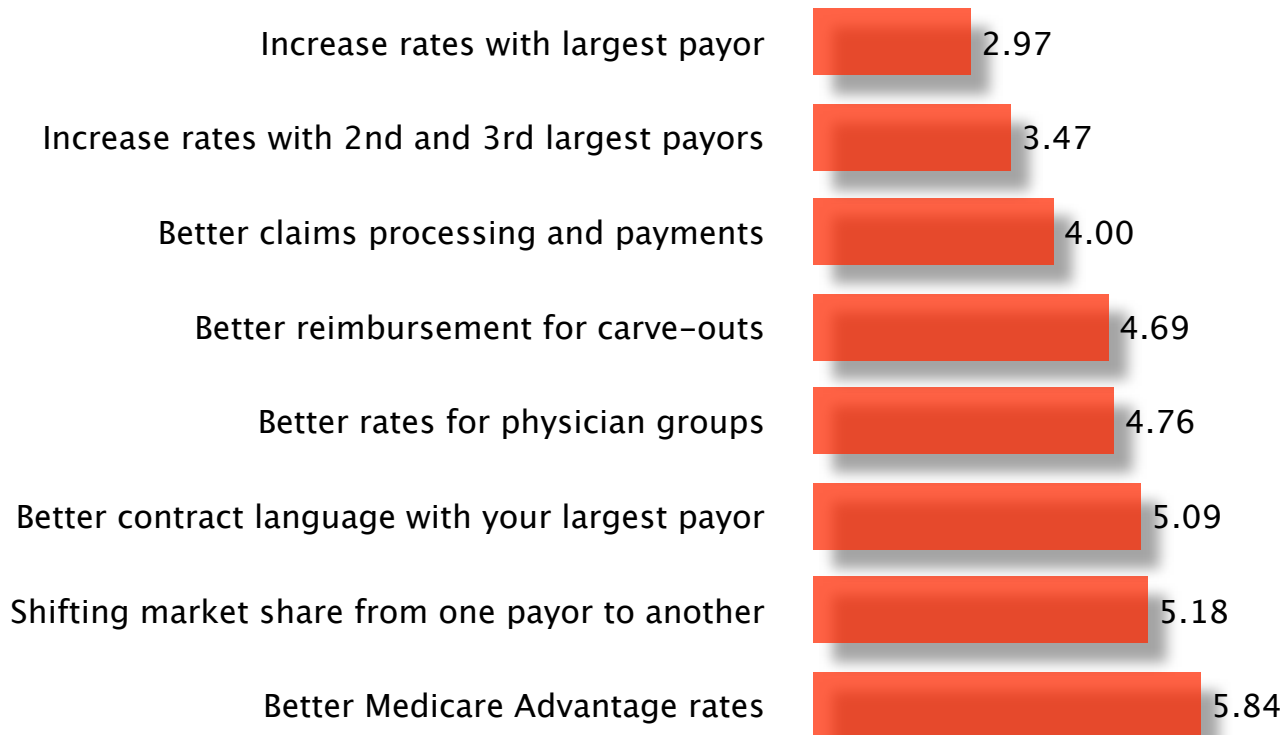
Methodology

113 interview respondents representing more than 500 hospitals, or at least 10% of all hospitals in the U.S.

Questions focused on payor negotiating behavior, business practices, and personal interaction.

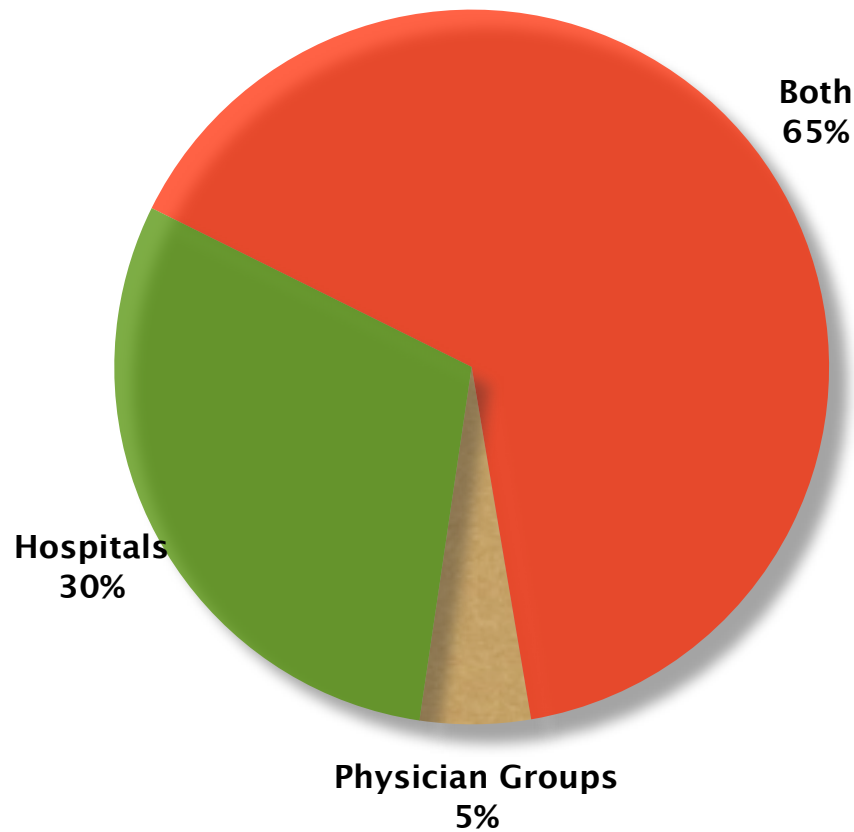
PRIORITIES FOR 2008–2009

Thinking about your health plan contracting priorities over the next year, please rank each of the following issues in the order of importance to your organization's success. 1 is most important and 8 is least important.



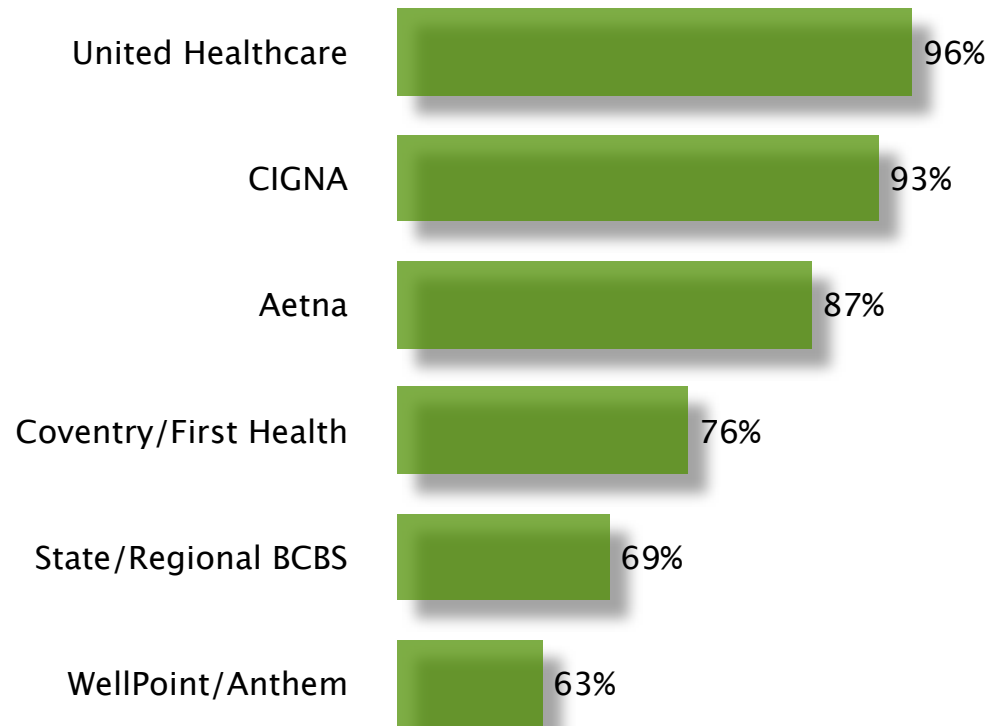
NEGOTIATING RESPONSIBILITY

Do you currently negotiate contracts with major health plans for hospitals, physician groups or both?



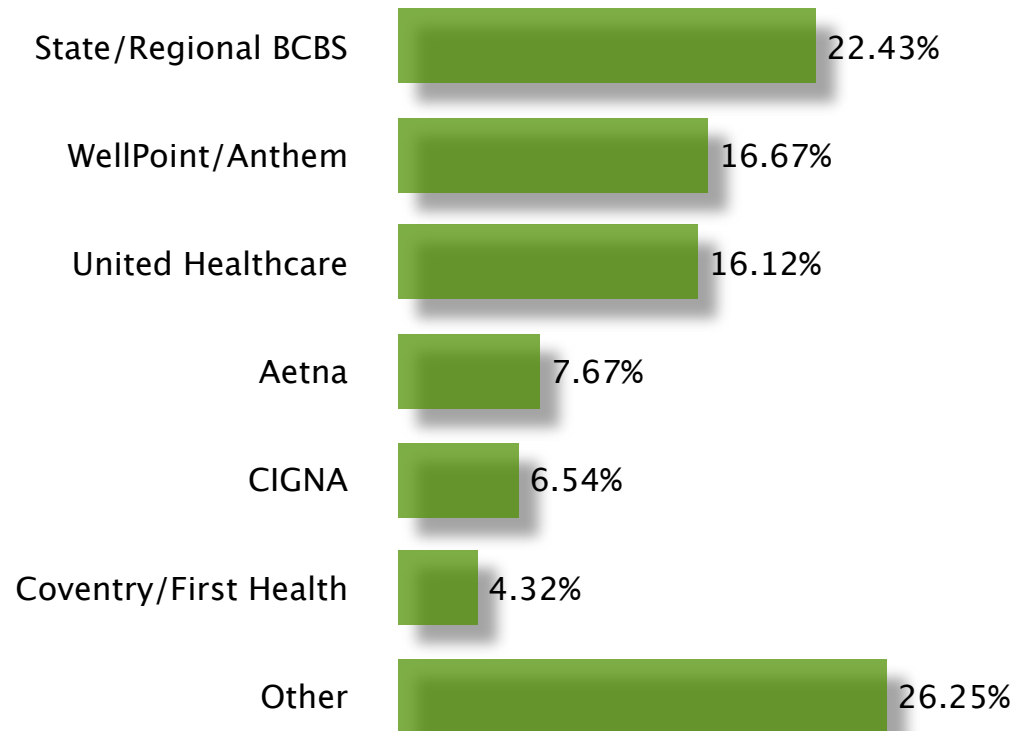
PAYORS IN THE MIX

Which of the following major health plans do you negotiate contracts with? Please select ALL health plans that you negotiate with.



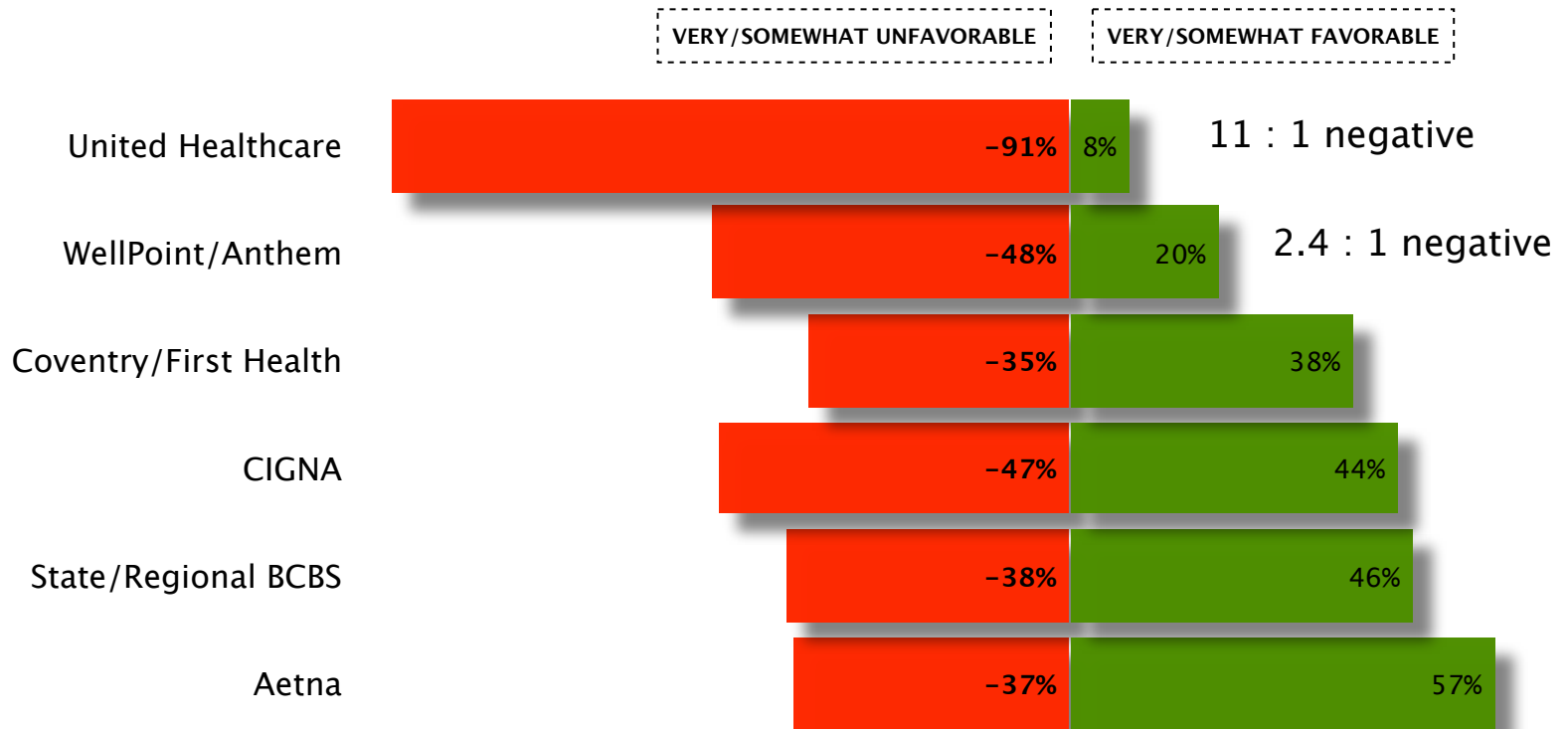
REVENUE BY PAYOR

What percentage of total revenue paid from insurance companies to the organizations you negotiate on behalf of is paid by each payor?



PAYOR IMAGE AND REPUTATION

For each health plan listed below, please indicate whether you have a very favorable, somewhat favorable, somewhat unfavorable, or very unfavorable opinion of that health plan. If you have no opinion or never heard of them, just indicate that.



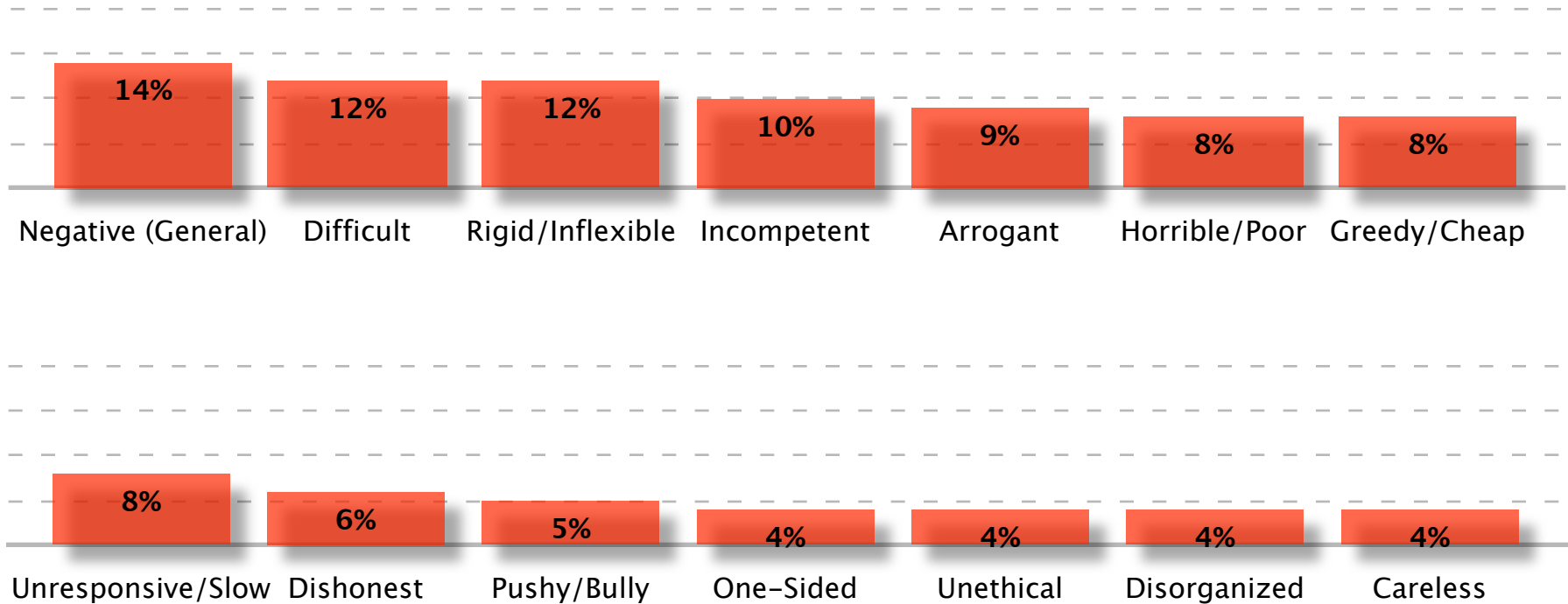
WORDS THAT DESCRIBE UNITED HEALTHCARE

In your opinion, what ONE or TWO words would BEST describe United Healthcare when it comes to dealing with hospitals and physician groups.

United Healthcare



IMAGE/REPUTATION



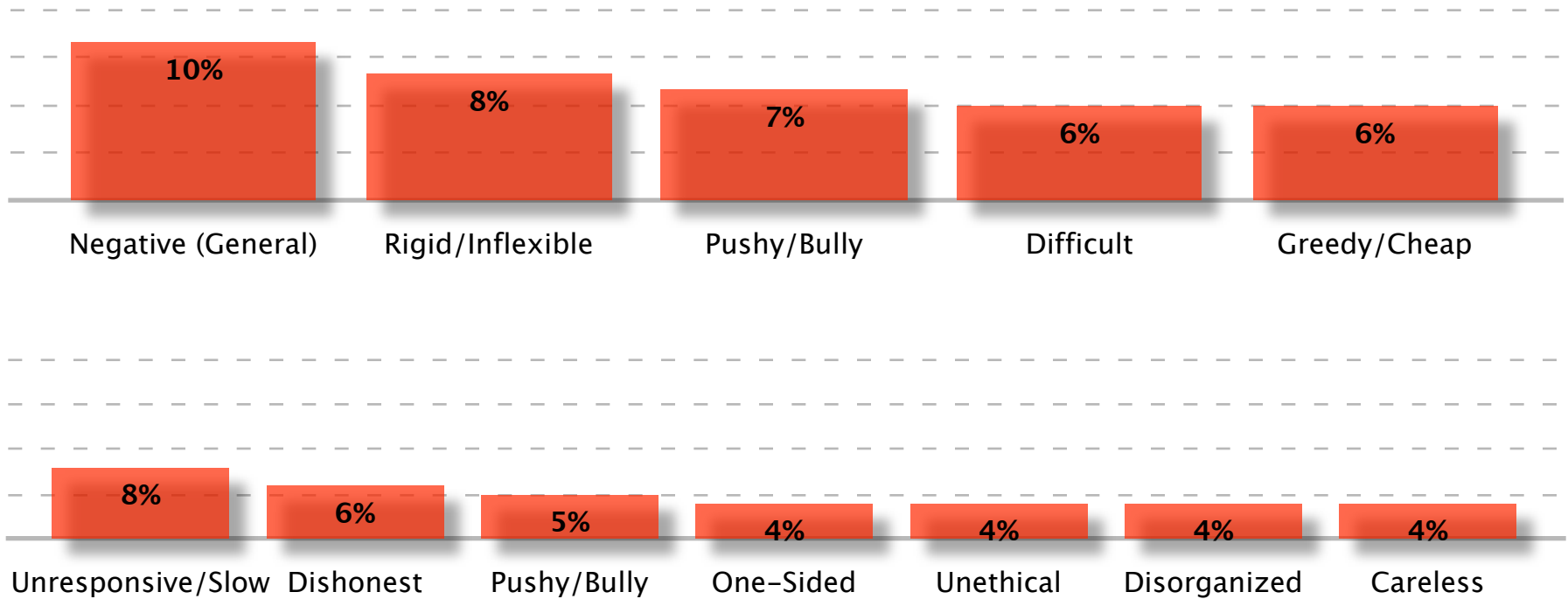
WORDS THAT DESCRIBE WELLPOINT/ANTHEM

In your opinion, what ONE or TWO words would BEST describe WellPoint/Anthem when it comes to dealing with hospitals and physician groups.

WellPoint/Anthem



IMAGE/REPUTATION



WORDS THAT DESCRIBE COVENTRY/FIRST HEALTH

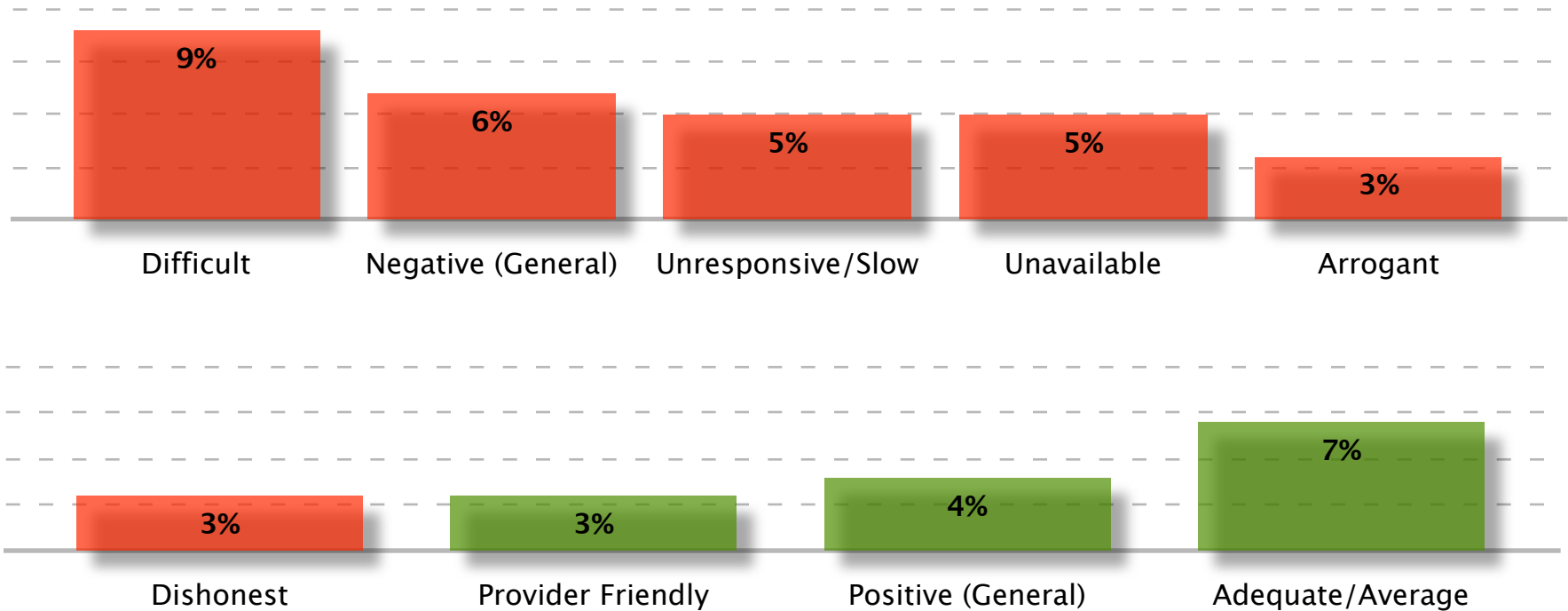
In your opinion, what ONE or TWO words would BEST describe Coventry/First Health when it comes to dealing with hospitals and physician groups.

Coventry/First Health

-35%

38%

IMAGE/REPUTATION

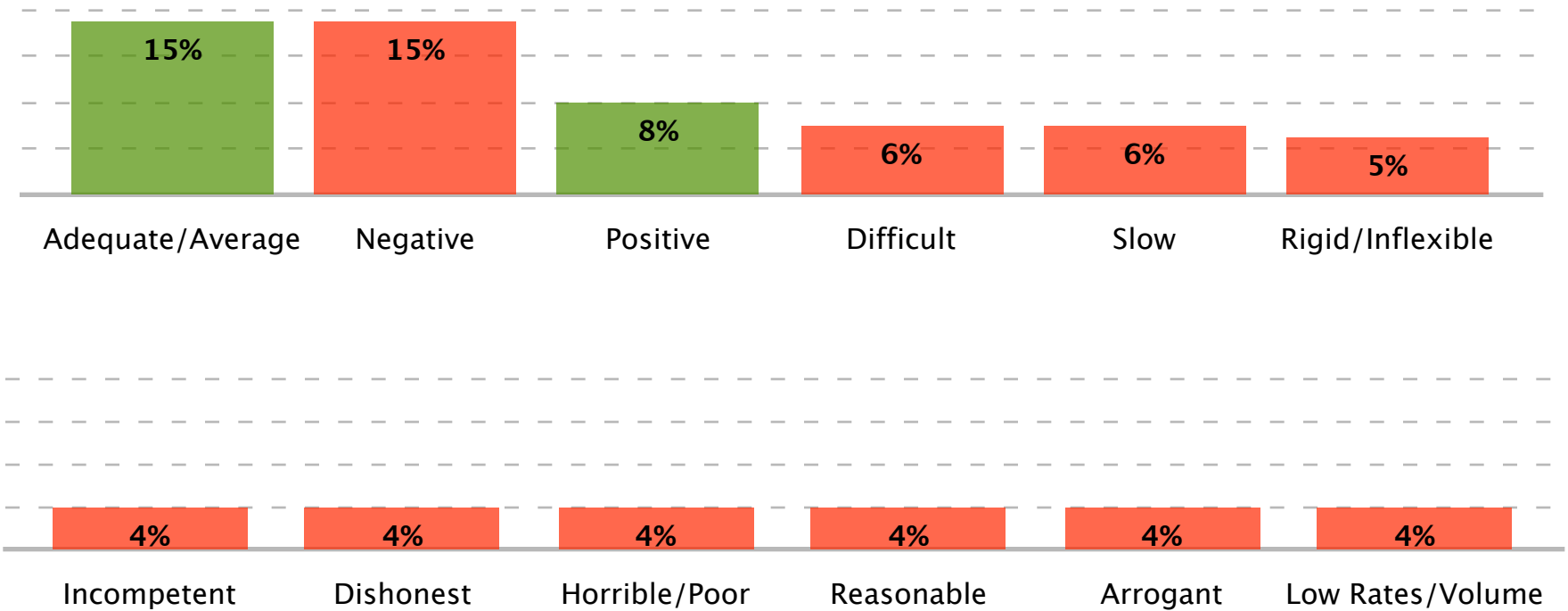


WORDS THAT DESCRIBE CIGNA

In your opinion, what ONE or TWO words would BEST describe CIGNA when it comes to dealing with hospitals and physician groups.



IMAGE/REPUTATION



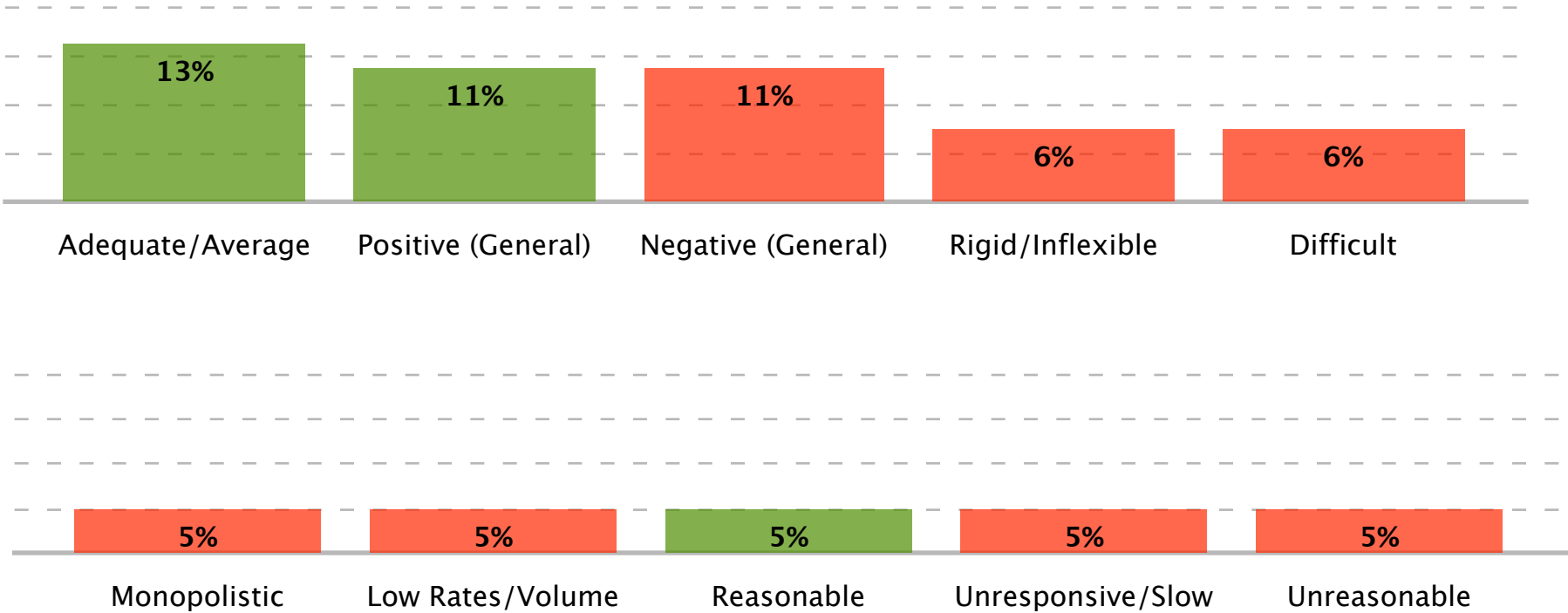
WORDS THAT DESCRIBE STATE/REGIONAL BCBS

In your opinion, what ONE or TWO words would BEST describe your state Blue Cross or Blue Shield plan when it comes to dealing with hospitals and physician groups.

State/Regional BCBS

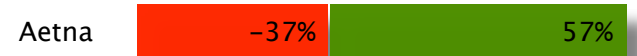


IMAGE/REPUTATION

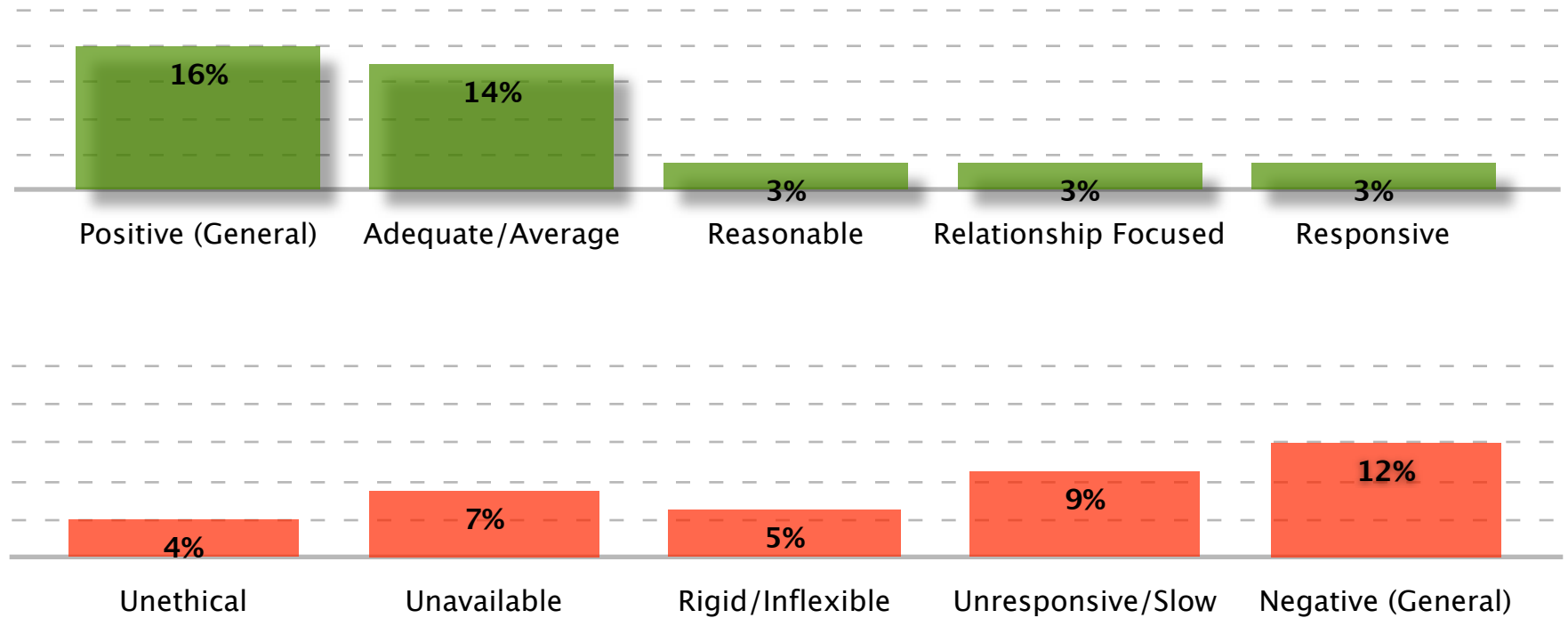


WORDS THAT DESCRIBE AETNA

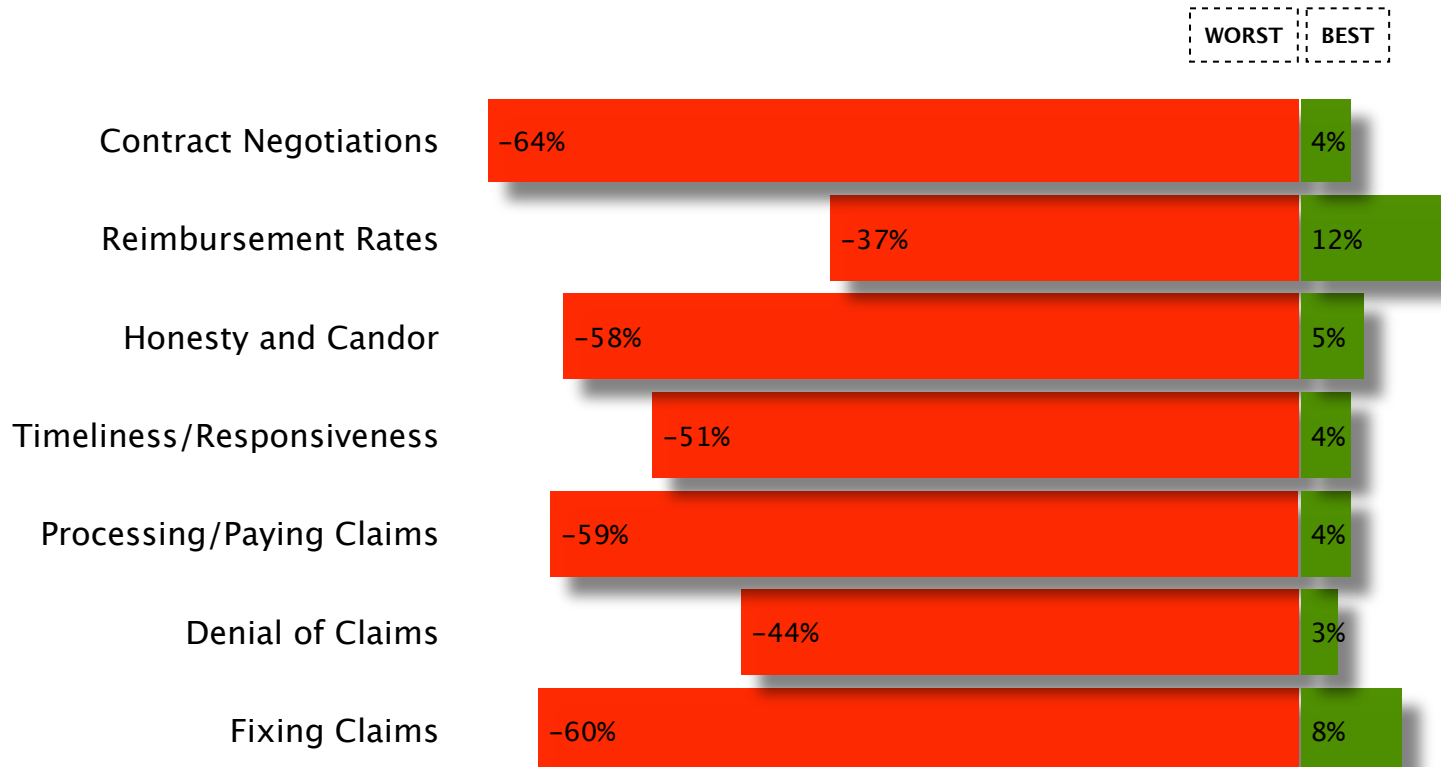
In your opinion, what ONE or TWO words would BEST describe Aetna when it comes to dealing with hospitals and physician groups.



IMAGE/REPUTATION

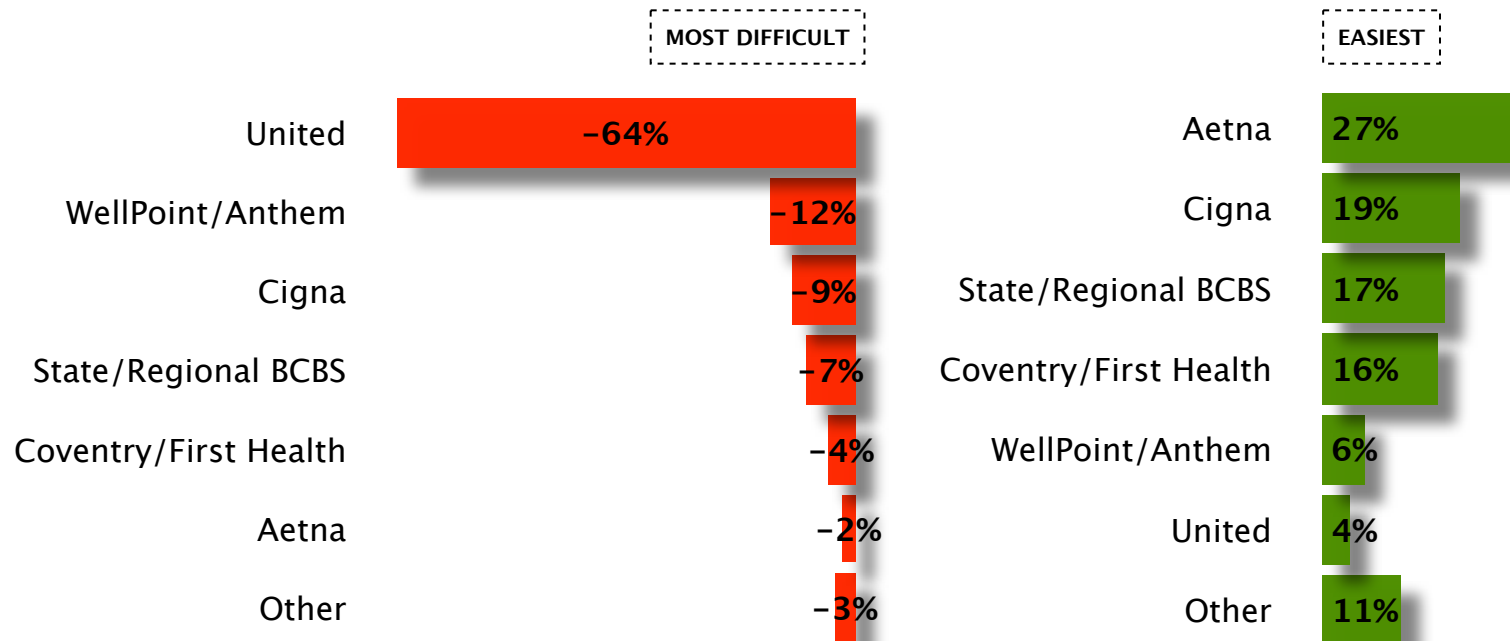


UNITED IS A CLEAR OUTLIER AMONG PAYORS



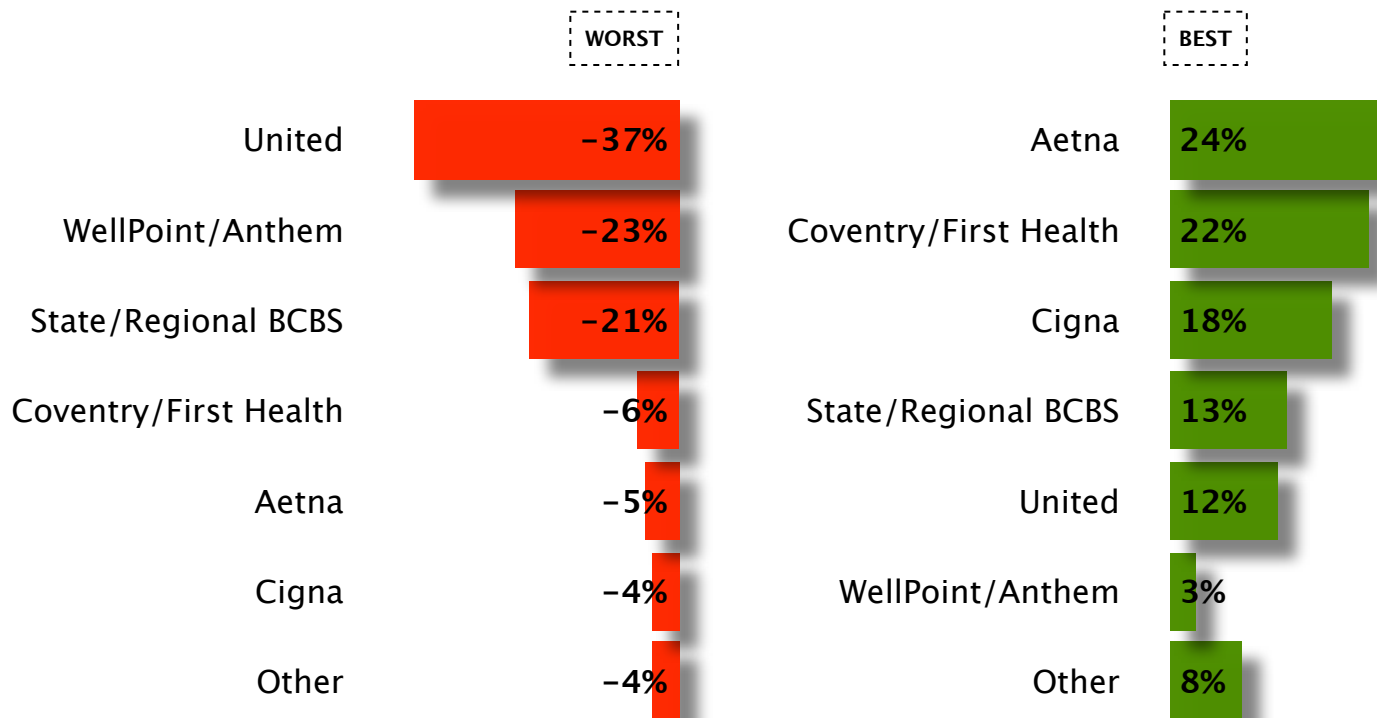
HEALTH PLAN CONTRACT NEGOTIATIONS

Specifically from the health plans you negotiate contracts with, in your experience which is the EASIEST and MOST DIFFICULT to negotiate with?



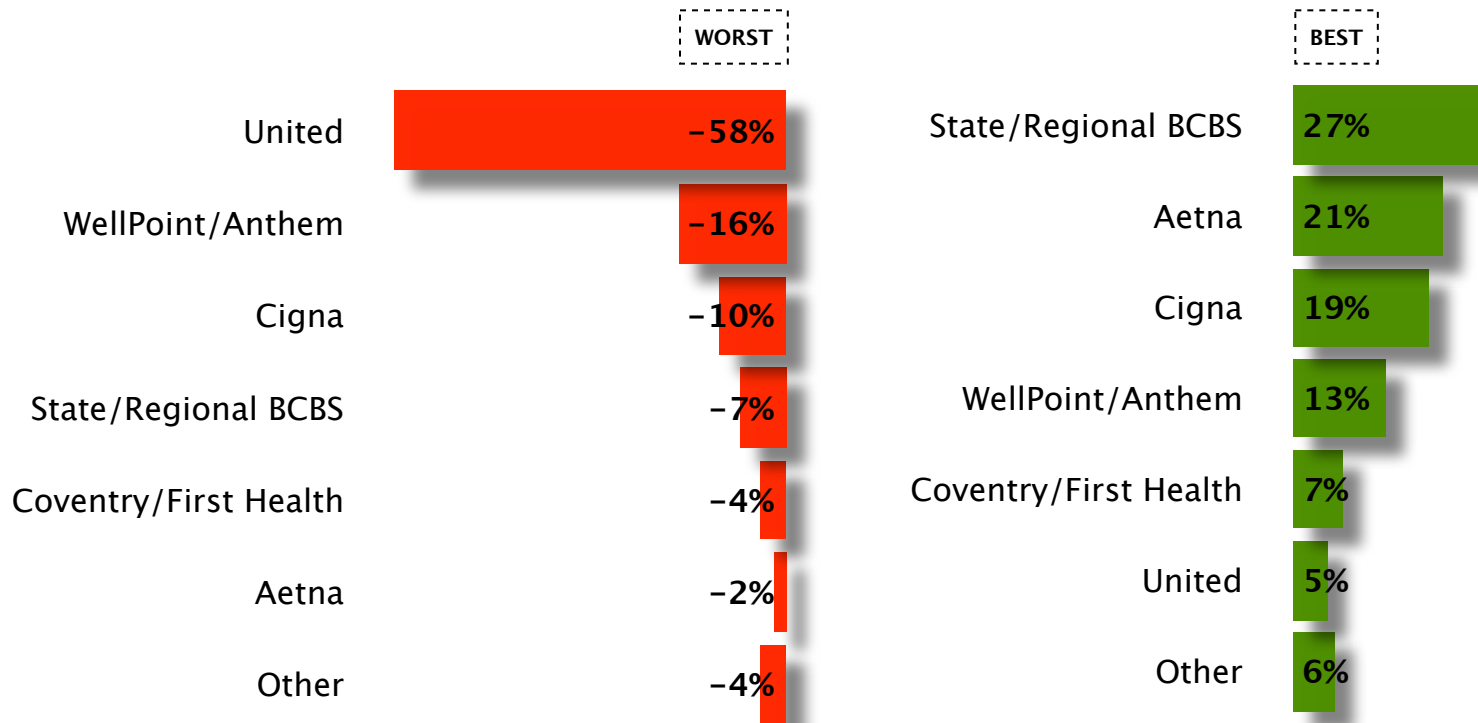
REIMBURSEMENT RATES

Specifically from the health plans you negotiate contracts with, in your experience which is the BEST and WORST in terms of rates they pay for reimbursement?



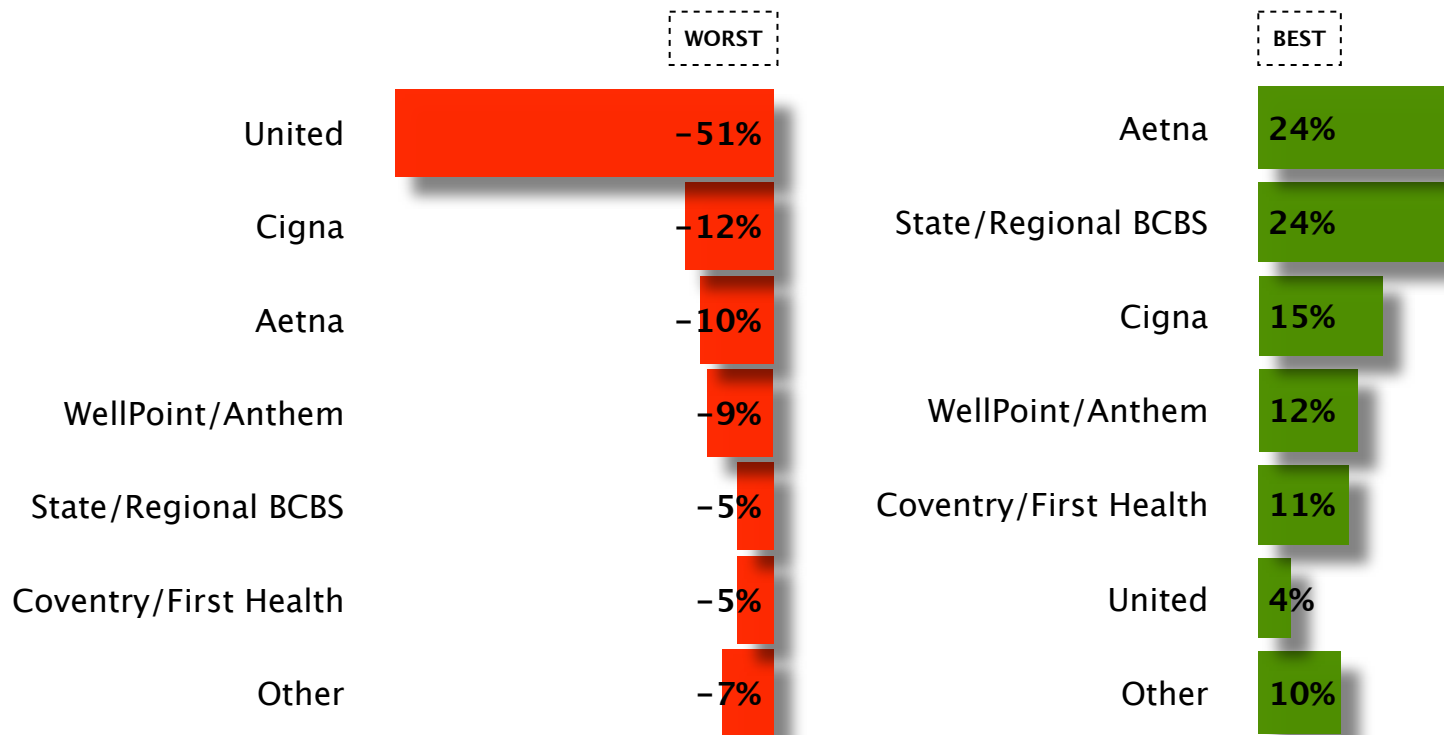
HONESTY AND CANDOR IN CONTRACT NEGOTIATIONS

Specifically from the health plans you negotiate contracts with, in your experience which has the BEST REPUTATION and WORST REPUTATION for honesty and candor in contract negotiations?



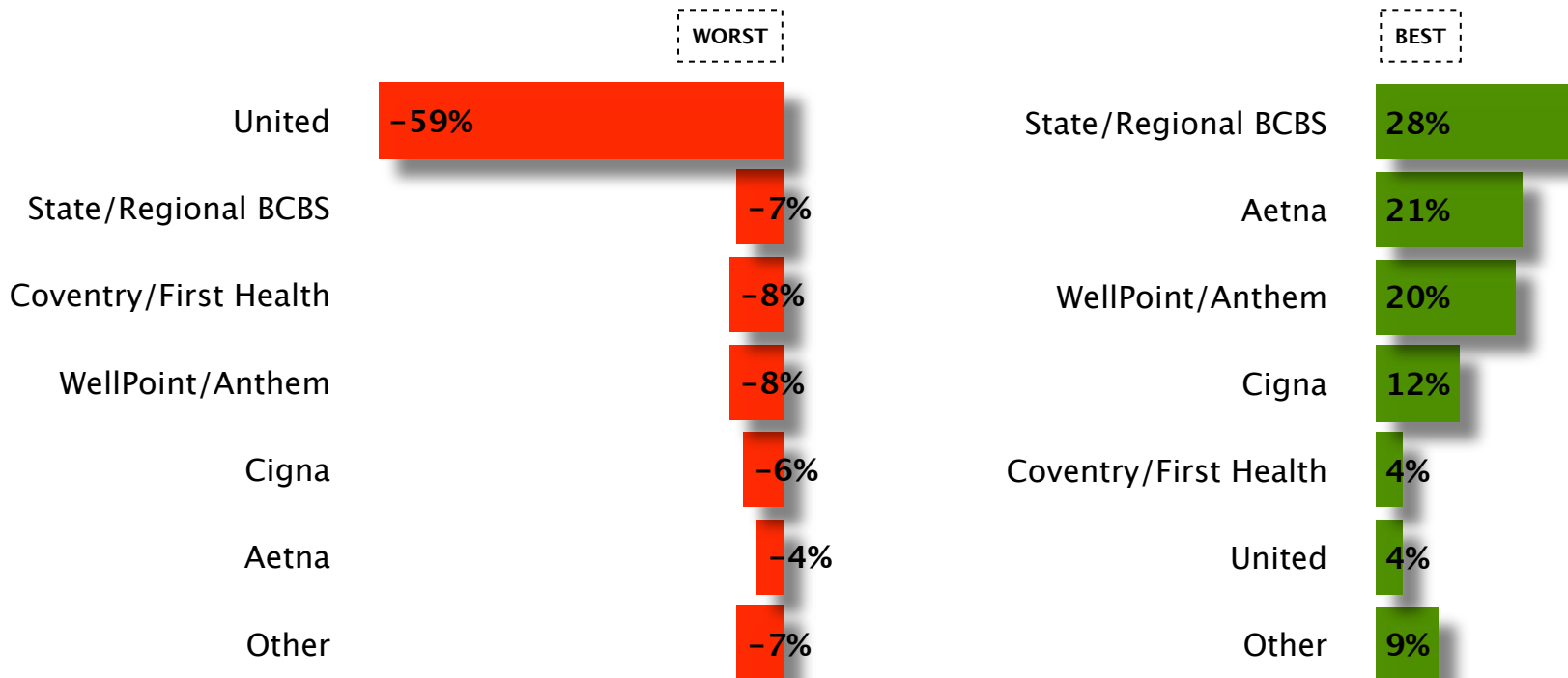
TIMELINESS AND RESPONSIVENESS IN CONTRACT NEGOTIATIONS

Specifically from the health plans you negotiate contracts with, in your experience which is the BEST and WORST in terms of timeliness and responsiveness in contract negotiations?



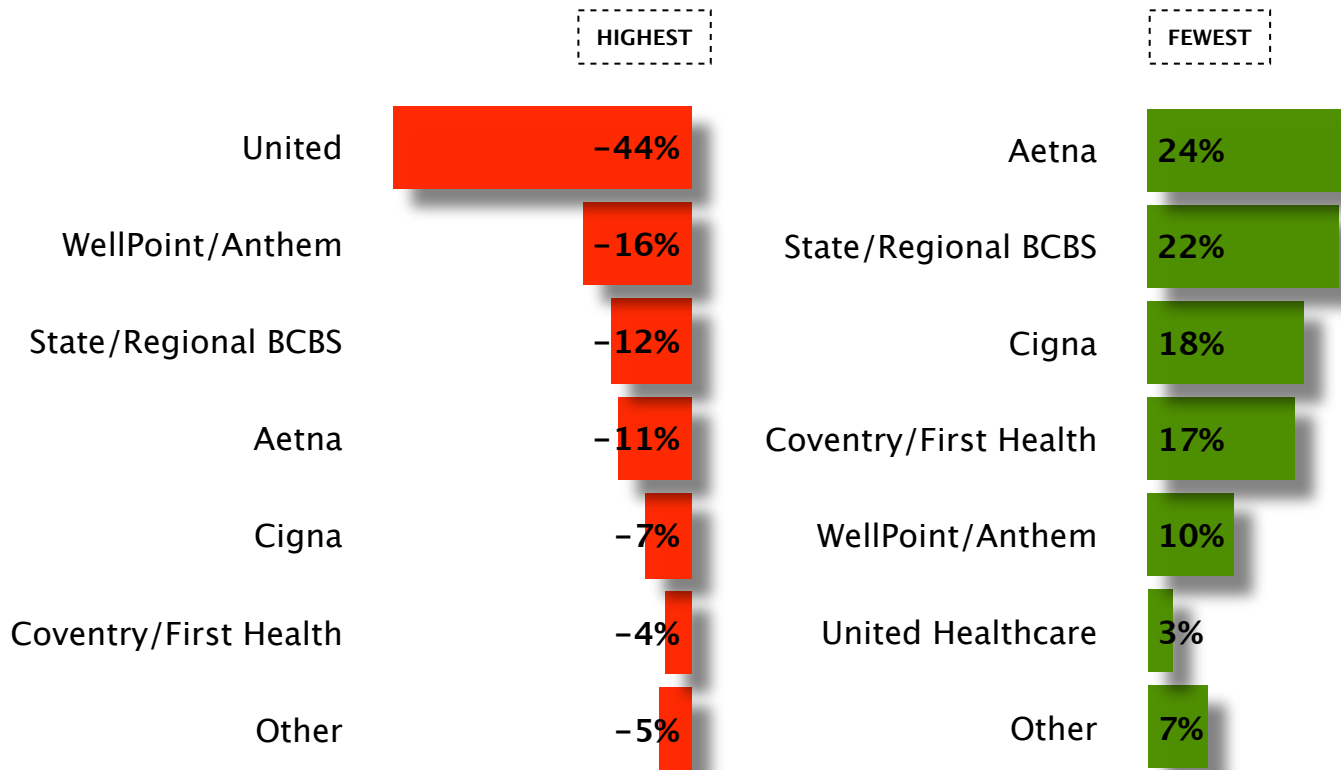
TIMELINESS IN PROCESS AND PAYING CLAIMS

Specifically from the health plans you negotiate contracts with, in your experience which is BEST and WORST in timeliness and responsiveness of processing and paying claims?



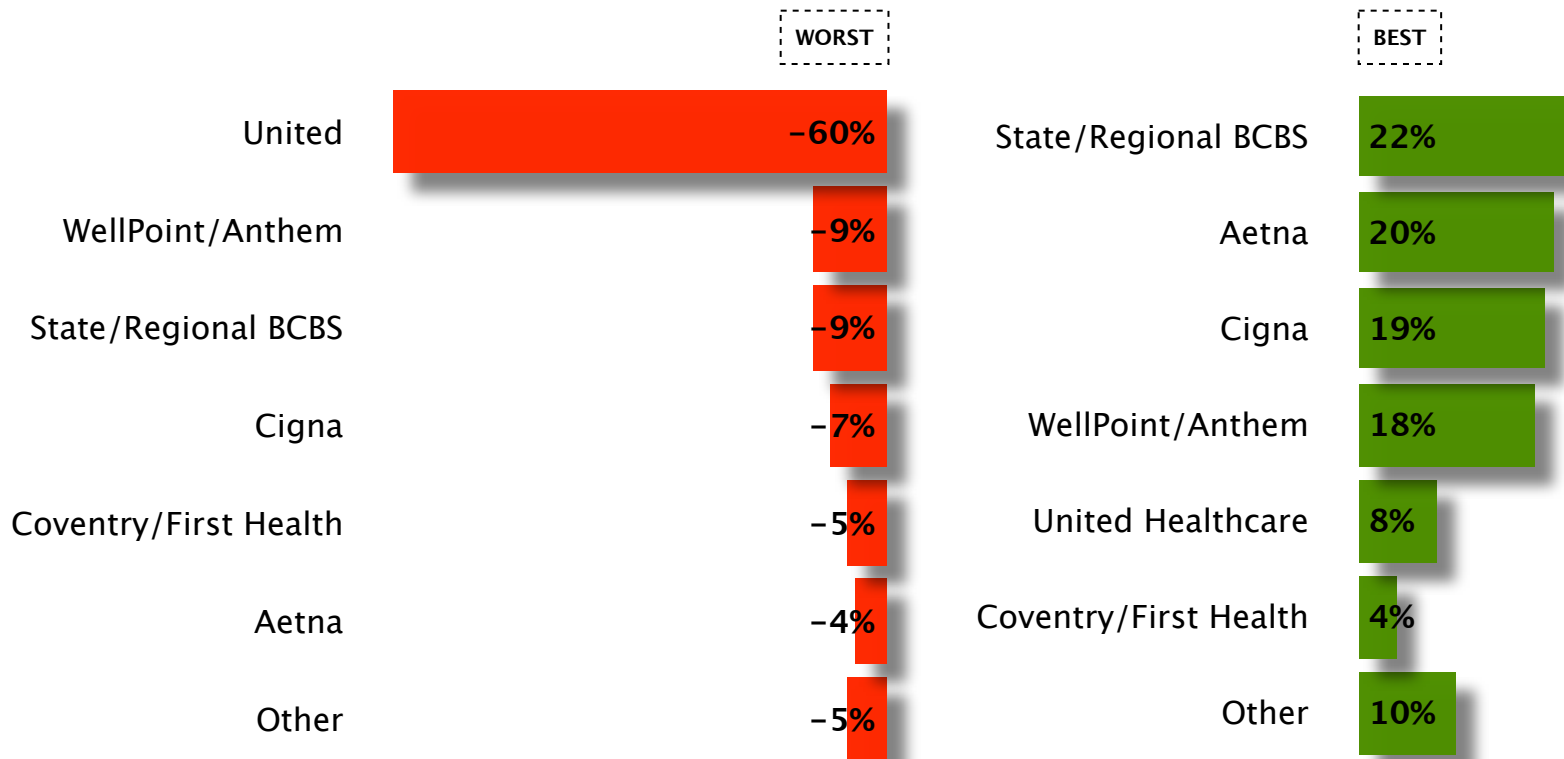
DENIAL OF CLAIMS

Specifically from the health plans you negotiate contracts with, in your experience which one denies the FEWEST and HIGHEST number of claims?

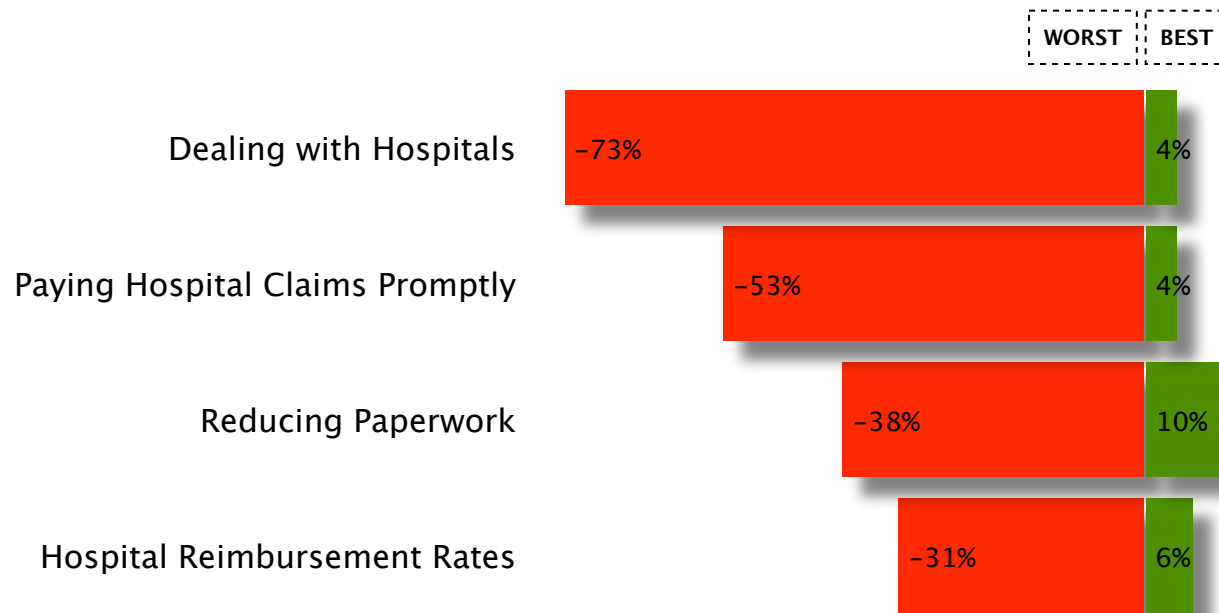


FIXING CLAIMS IN A TIMELY MANNER

Specifically from the health plans you negotiate contracts with, in your experience which is the BEST and WORST in terms of fixing or correcting claims that are wrong in a timely manner?

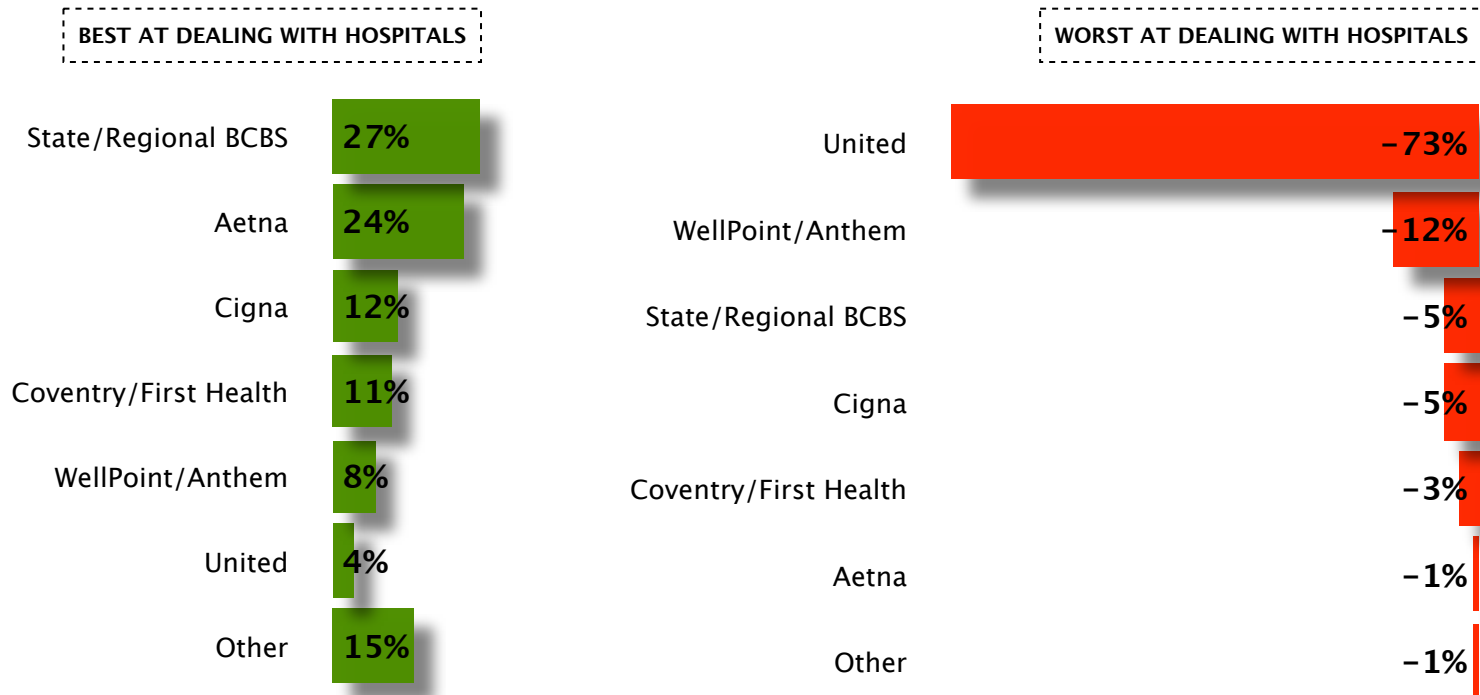


UNITED'S REPUTATION IS THE WORST FOR DEALING WITH CRITICAL HOSPITAL ISSUES



THE BEST/WORST PAYORS FOR DEALING WITH CRITICAL HOSPITAL ISSUES

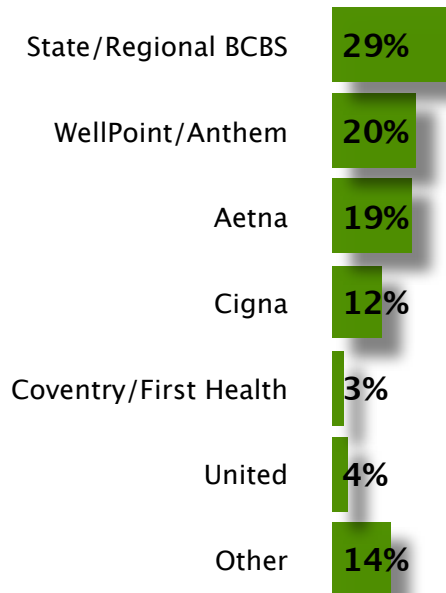
Generally speaking, from either your personal experience or what you've heard, which of the following health plans has the BEST & WORST REPUTATION for dealing with HOSPITALS?



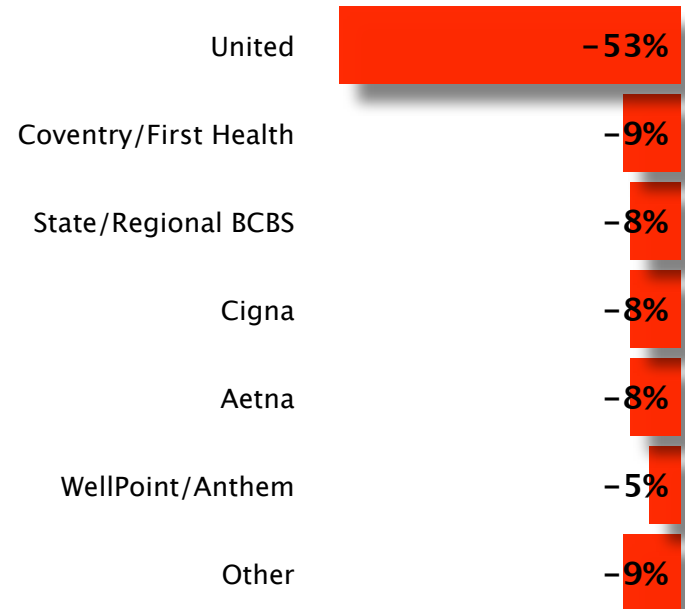
THE BEST/WORST PAYORS FOR DEALING WITH CRITICAL HOSPITAL ISSUES

Generally speaking, from either your personal experience or what you've heard, which of the following health plans is BEST and WORST at paying HOSPITAL claims promptly?

BEST FOR PAYING HOSPITAL CLAIMS PROMPTLY



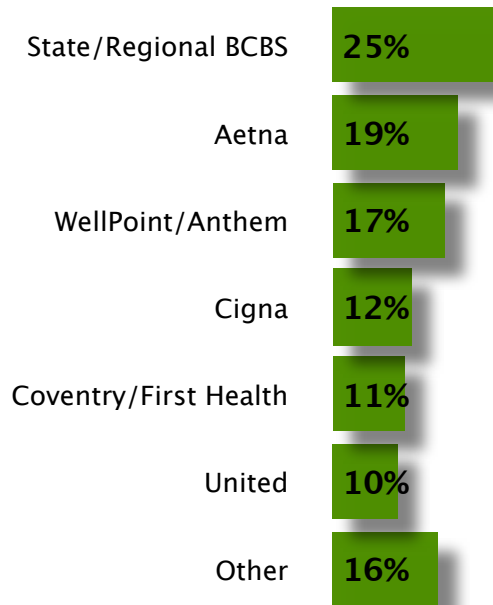
WORST FOR PAYING HOSPITAL CLAIMS PROMPTLY



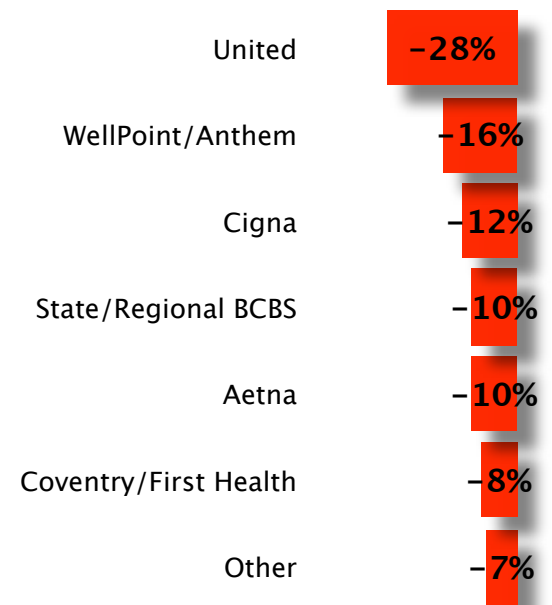
THE BEST PAYORS FOR DEALING WITH CRITICAL HOSPITAL ISSUES

Generally speaking, from either your personal experience or what you've heard, which of the following health plans is BEST and WORST at reducing paperwork for HOSPITALS?

BEST AT REDUCING PAPERWORK FOR HOSPITALS



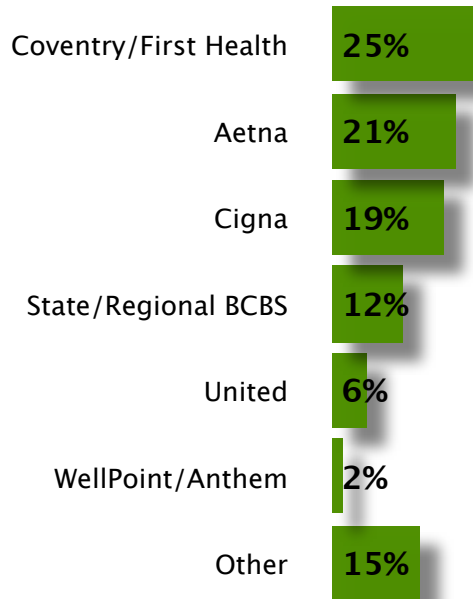
WORST AT REDUCING PAPERWORK FOR HOSPITALS



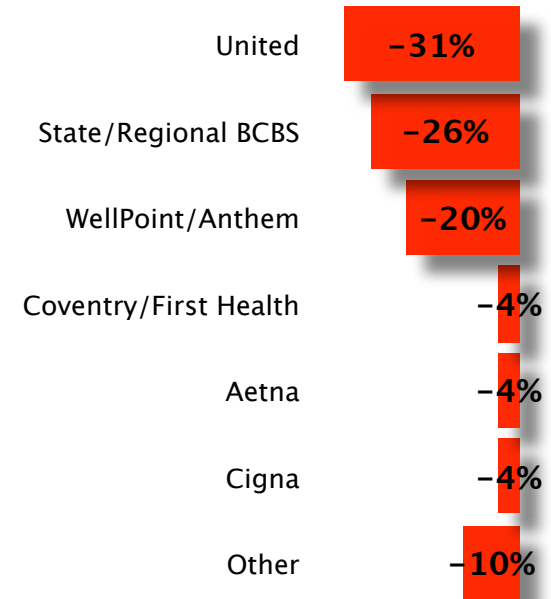
THE BEST PAYORS FOR DEALING WITH CRITICAL HOSPITAL ISSUES

Generally speaking, from either your personal experience or what you've heard, which of the following health plans pays the HIGHEST and LOWEST rate for HOSPITAL reimbursements?

BEST HOSPITAL REIMBURSEMENT RATES



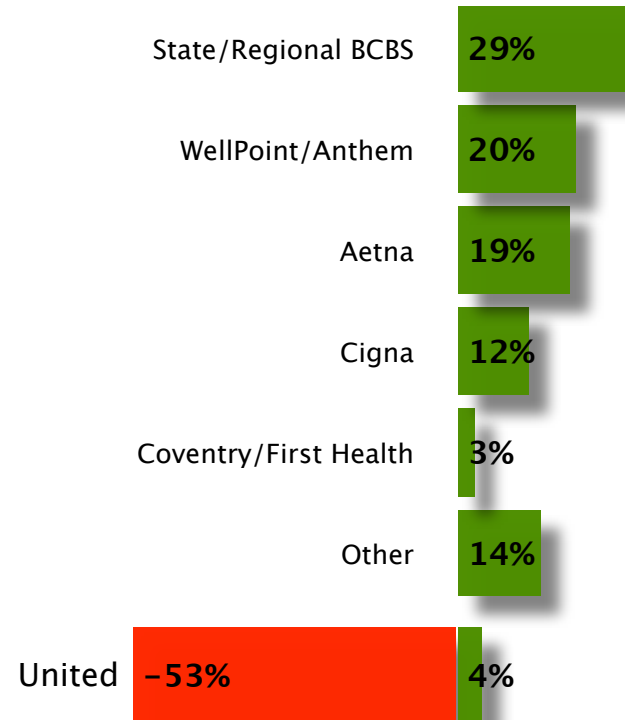
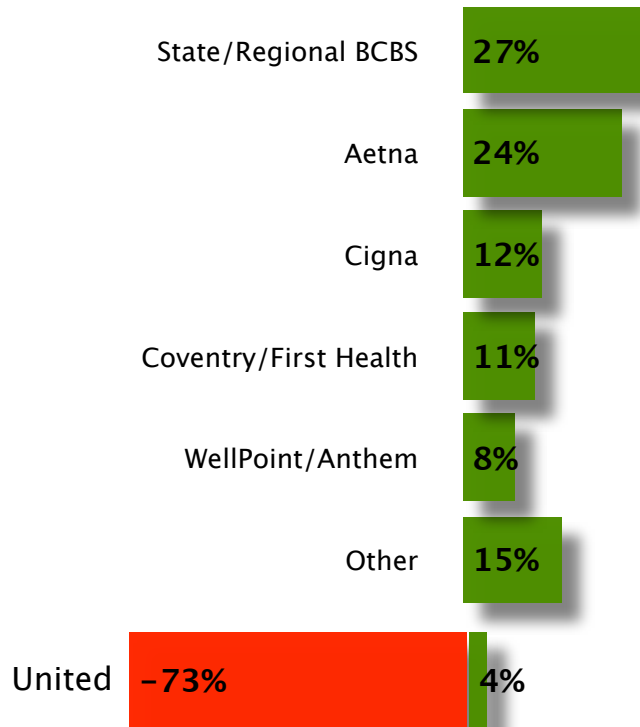
WORST HOSPITAL REIMBURSEMENT RATES



COMPARING BEST TO WORST: THE BEST PAYORS FOR DEALING WITH CRITICAL HOSPITAL ISSUES

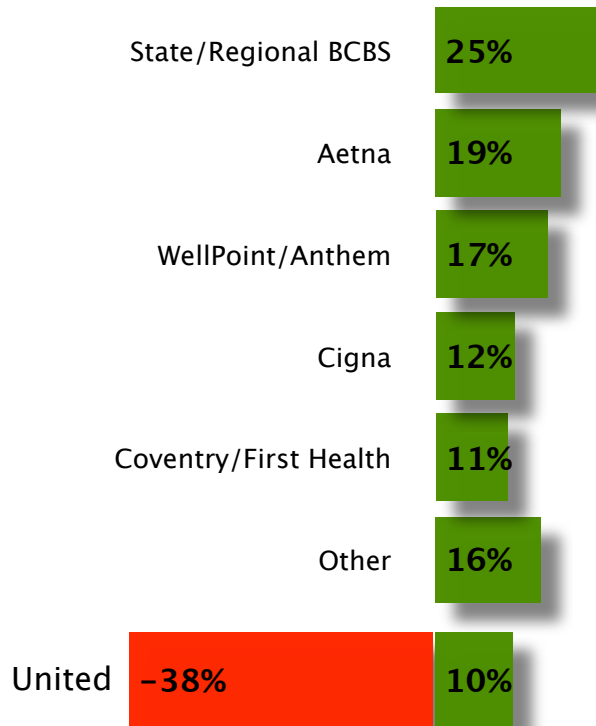
DEALING WITH HOSPITALS

PAYING HOSPITAL CLAIMS

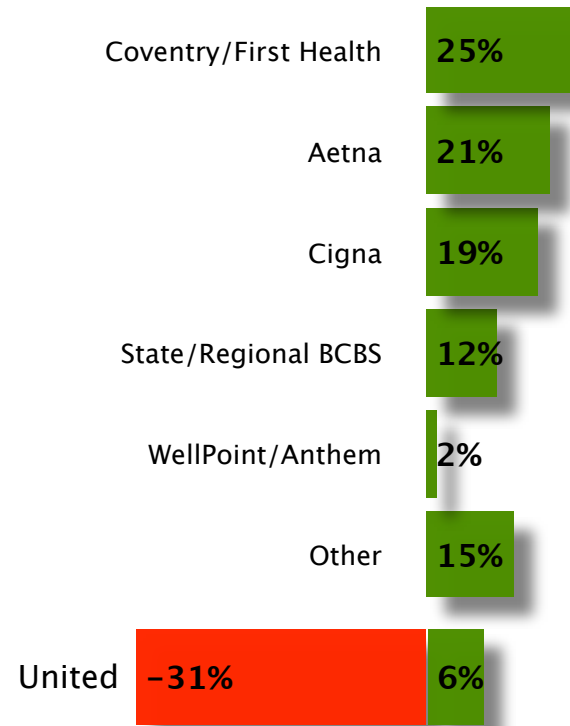


COMPARING BEST TO WORST: THE BEST PAYORS FOR DEALING WITH CRITICAL HOSPITAL ISSUES

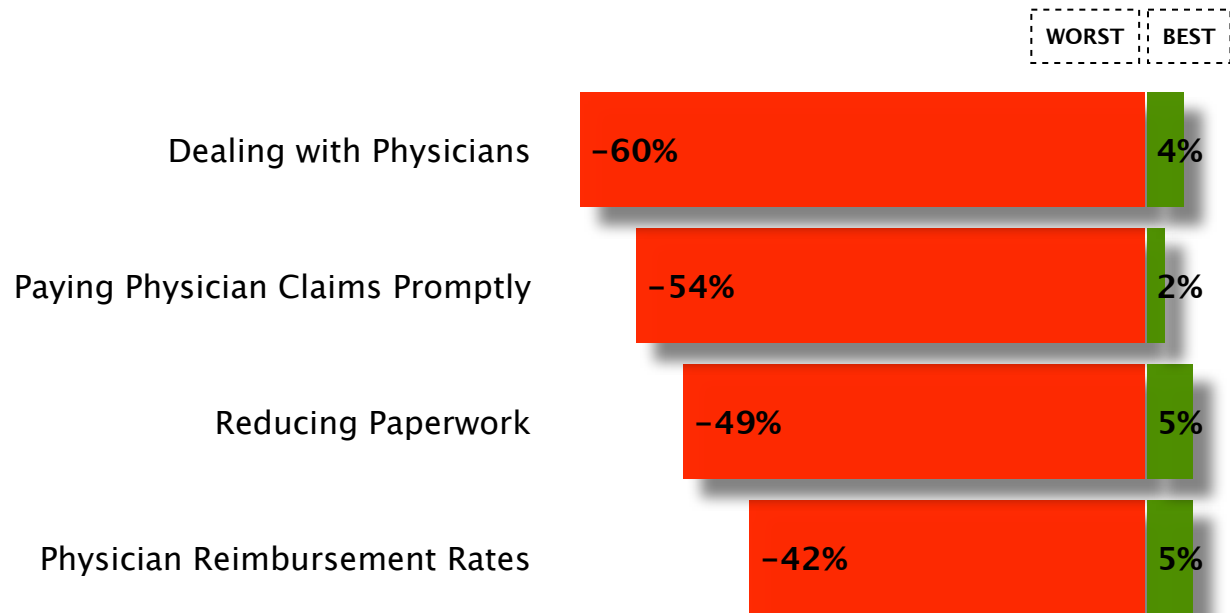
REDUCING PAPERWORK FOR HOSPITALS



BEST/WORST HOSPITAL REIMBURSEMENT RATES



UNITED HAS SERIOUS PHYSICIAN TROUBLES



What Hospitals Can Do to
Share the Results

Physicians

Share the fact sheet and cover letter with physicians, present results to MedExec meeting, share select results in physician newsletter

Media

Share the press release with your local media and help them understand, meet with local editorial boards

Employers

Share the fact sheet and cover letter with local employers, share with Chamber of Commerce, present results at a Chamber board meeting or other employer organization

Brokers and Benefits Consultants

Share the fact sheet and cover letter with local brokers, invite brokers to a meeting at hospital and present the results

Elected Officials

Share the fact sheet and cover letter with local elected officials and healthcare advocacy groups