



Innovative Leadership in America's Delayed Journey to 60 MPG Health Care

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It's Easy to Reduce Health Care Spending and Spending Growth & Advance Quality (Hey, it's Only Money)

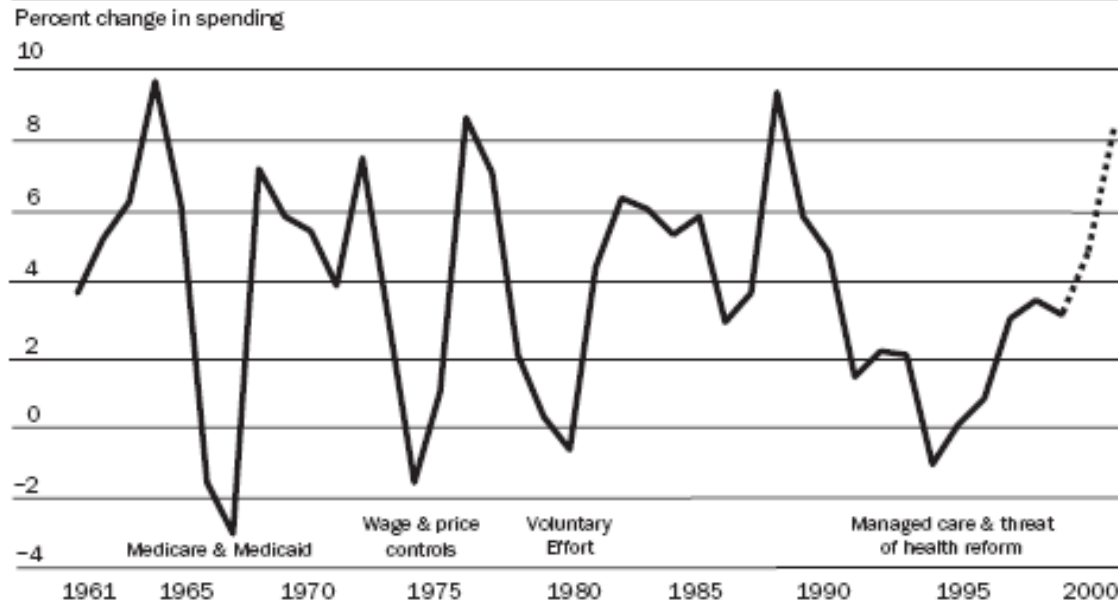




Beyond Courage, Sustained Progress Requires Creativity, Attention to Both Technical & Psychological Change Methods...and Stamina

EXHIBIT 1

Annual Change In Private Health Spending Per Capita (Adjusted For Inflation), 1961-2001



SOURCES: Henry J. Kaiser Family Foundation analysis. Private health expenditures per capita, 1960-1999, are from the Centers for Medicare and Medicaid Services (CMS). Change in private spending per capita, 2000-2001, is estimated based on average premium increases for employer-sponsored coverage from the Kaiser/HRET Survey of Employer-Sponsored Health Benefits.

NOTES: Real change in spending is calculated using the Consumer Price Index (CPI-U) all items, average annual change for 1961-2000 and July-to-July change for 2001. This analysis was inspired by an analysis done by Jeff Merrill and Richard Wassermann more than fifteen years ago. See J.C. Merrill and R.J. Wassermann, "Growth in National Expenditures: Additional Analyses," *Health Affairs* (Winter 1985): 91-96.



Since Slacking is Easy Whenever Customers are Scared & Suffering is Invisible, it Also Depends on Fidelity to Hippocratic Oath and Exemplary Clinician Leadership

