# AN EXAMINATION OF CONSUMER CRITERIA FOR CHOOSING HOSPITAL SERVICES

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#### AN EXAMINATION OF CONSUMER

# CRITERIA FOR CHOOSING HOSPITAL SERVICES

#### **ABSTRACT**

It is important for health care organizations to understand the consumers of their services. Part of that understanding involves assessing which factors are of importance to the consumer in the selection of a hospital and how these factors may vary in importance by certain sociodemographic characteristics. The objectives of this study were to rank order by importance, the choice factors consumers use in the selection of a hospital and to examine the results by various sociodemographic characteristics. The study will also assess if these choice factors may be changing in importance from previous research conducted.

Upon a thorough literature review of previous market research studies on health care consumers, choice factors were defined. A survey questionnaire was then developed and mailed to 200 randomly chosen individuals located in Utica, New York. Respondents were asked to rank each choice factor in importance on a scale from one to ten. A rating of ten indicates the factor was "very important", and a rating of one, "least important". An average score for each choice factor is calculated based on the responses. Survey respondents were also asked to provide certain sociodemographic information. The choice factors are then examined against the sociodemographic data to see if the choice factor responses vary by particular sociodemographic characteristics.

Quality of care received the highest average rank scoring which indicates it is the most important factor for selecting a hospital. Physician recommendation and hospital location were ranked seventh and eighth respectively in importance. This contrasts sharply with earlier studies which indicated that these two factors were of paramount importance. This shift suggests that consumer criteria for hospital selection is changing. Advertising received the lowest average score and indicates it is the least important factor for choosing a hospital.

#### I. INTRODUCTION

The changing climate of health care, demands that we understand the consumer of health care services. Of paramount significance is an understanding of what factors are important to the consumer in the selection of a hospital for his or her health care. It is of significance to hospitals, which are faced with increased competition, reduced reimbursement, the growth of health maintenance organizations, managed care initiatives, the changing lifestyle of the consumer who has become more health conscious and better informed, and state and federal pressures for health care reform. It is of importance to physicians in which the physician/hospital/insurer relationship is changing. It is important to state and federal legislators who are currently crafting health care reform. It is of importance to insurance carriers, health maintenance organizations and preferred provider organizations that contract for health care services.

The problem any organization must confront to effect success, is to recognize the needs of it's customers, and to understand what is of importance to them, particularly when the organization is undergoing change. We have not done a particularly good job in health care of understanding our customers. We need to understand our customers in order to be successful, to provide the service expected and to effect change. This research study will attempt to define and evaluate the critical factors or importance to

the consumer in the selection of a hospital for his or her health care. It is an attempt to better understand our customer, by finding out what is important to them in choosing a hospital.

There are undoubtedly many factors that influence consumer decision making in choosing a hospital. These factors may vary in importance by certain sociodemographic characteristics. These factors may also be changing in importance as consumer needs change, as our health care system changes and evolves and as our nation struggles with health care reform. What role for example, does the physician play in influencing the consumers' decision for choosing a particular hospital? Is the physician recommendation to a specific hospital, an important factor influencing the consumers' decision? Does this factor vary in importance by certain sociodemographic characteristics? In comparison to previous research studies conducted on consumer hospital choice factors, is this "physician factor" increasing in importance or decreasing in importance?

It is these types of questions that the research will attempt to answer. The findings will offer insight into consumer behavior that will be useful to those organizations and individuals that have an interest in the health care consumer. The research findings will help hospitals to develop more focused marketing plans and improve operational and administrative decision making through an enhanced understanding of consumer criteria for choosing

hospital services. The findings will provide valuable information for insurance carriers, health maintenance organizations and preferred provider organizations that contract on behalf of the consumer for health care services. The findings will also provide useful information to the physician group interconnected to the health care consumer through the physician/consumer relationship, the physician/hospital relationship and the consumer/hospital relationship.

Although the research findings should prove useful to the above mentioned groups, it should be clear that the research is limited in scope. A specific urban environment in upstate New York was targeted for data collection through a mail survey questionnaire. The conclusions drawn and inferred are drawn from a relatively small sample size. These geographic boundaries will limit generalization of the findings.

Consumer criteria can be influenced by many factors. The survey criteria will not address different types or levels of hospital health care services, (emergent care, specialty care, or routine/general care). Although there has been some research conducted to suggest that consumer hospital choice criteria may be different or vary in importance depending on the type of care sought, that is beyond the scope of this study. The type of hospital, (profit, nonprofit, teaching, community, etc.), or the religious affiliation of the hospital, or the size of the hospital, which may also be influencing factors

on consumer choice, will not be considered. Individual health insurance plans, membership in health maintenance organizations or preferred provider organizations may also influence consumer choice criteria, through limitations on that choice. These too shall not be considered a part of the investigation.

Narrowing the focus of the "influencing factors" and "consumer characteristics," should not significantly detract from the validity of the finding. The results will offer insight into consumer behavior that will be valuable to those organizations and individuals that have an interest in the health care consumer. The findings will provide useful information for marketing efforts, effect organizational decision making, suggest other areas of study and future research, and offer insight into the changes occurring and the trends developing in consumer behavior.

# II. REVIEW OF THE LITERATURE

It has not been until the last ten to fifteen years in which considerable more research has been conducted on the factors influencing consumer choice of hospitals. Previous work on consumers of health care services stressed the patient/physician relationship. Research findings generally showed that the physician played the dominate role in influencing consumer selection of a hospital.

While this role may still be prevalent, its importance may be waning. Significant changes in the health care environment have begun to occur. One of these changes is that the consumer is beginning to take a more active part in their health care decisions, (Berkowitz 1980). With these changes, health care researchers are now concentrating on a marketing orientation to health care services, (Berkowitz 1980). An understanding of consumer behavior and their needs is necessary.

The early studies on factors affecting consumer choice of a hospital as previously stated, examined the physician influence. Another important factor studied was hospital location. These two factors emerged as the primary influencing factors on consumer choice. However, more recent studies have begun to identify other factors of importance.

In 1981, Berkowitz and Flexner identified four factors important to the consumer in the selection of a hospital:

- 1. Quality of care
- 2. Cleanliness of the facility
- 3. Attitude of the hospital staff
- 4. Reputation of the hospital

These initial studies paralleled physician choice criteria. The progression of research on hospital choice, developed from an examination of factors important to the consumer in the selection of a physician, to the examination of who selected the hospital, (the physician or the patient), to the more current examination of consumer criteria for the selection of hospital care.

In 1982, Boscarino and Steiber conducted a more detailed analysis and identified ten factors frequently cited for hospital selection. Listed in rank order, they are as follows:

- 1. Nearest to home/convenience
- 2. Doctor uses
- 3. Has specialist doctors
- 4. Has best equipment or technology
- 5. Quality of facility
- 6. Know or like hospital staff
- 7. Past experience with hospital staff
- 8. Less expensive

#### 9. Size

# 10. Religious affiliation

There were two significant findings: First, that physician influence on consumer choice did not rank number one, although still important, and secondly, that other factors play a role in consumer choice. Research studies conducted by Wolinsky and Kurz (1984) and the National Research Corporation, (1984, 1985, 1986), offer a somewhat similar list of factors.

For this study and the identification of the choice factors, we have relied heavily on the previous works noted, and upon the work of Lane and Lindquist (1988), who have summarized the empirical and hypothetical findings of the 1980's on the subject. There are several issues to be recognized from these findings. First, that when a consumer has the option to select one hospital over another, there are particular "choice factors" applied in the decision making. Secondly, that the consumer is becoming more involved in decisions affecting his or her health care, and that hospital choice is an outgrowth of this.

In examining the findings within the literature, Lane and Lindquist organized the choice factors into seven categories:

- 1. Care
- 2. Staff
- 3. Physical Facilities

- 4. Clientele
- 5. Experience
- 6. Convenience
- 7. Institutional

Extrapolating from these categories and from the other works examined, a set of choice factors was defined for this study.

# III. RESEARCH DESIGN/METHODOLOGY

What are the critical factors of importance to the health care consumer in the selection of a hospital?

Critical to answering this question is the identification of those factors likely to influence consumer decision making. In order to identify these "influencing factors", a literature review was conducted. The review concentrated on similar research studies performed over the last twenty years. Prior to the 1980's, there had been "little research on the major issues in a patient's choice of a hospital", (Wolinsky and Kurz 1984, p. 59). Early studies, "... extrapolate from the available literature on how patients chose doctors...", (Wolinsky and Kurz 1984, p.59). Historically for example, "health care researchers have devoted extensive study to the relationship between patient and physician", (Boscarino and Steiber 1982, p. 15). In this relationship, the patient is the consumer of health care services and the physician, the supplier of health care services, (Balint 1957; Bloom 1964; Parsons 1975: Jaco 1978). In this situation, the patient as a consumer, chooses a physician and assumes a "dependent posture", (Berkowitz and Flexner, 1980), with the physician directing the health care services needed. The physician then plays the dominate role in hospital choice.

From the early research studies on physician choice, emerged similar influencing factors which were applied to the early studies on hospital choice.

Further refinement of hospital choice factors were developed through the use of focus groups. Here, researchers met with patients to identify critical factors. From the synthesis of this literature review, a list of eleven key choice factors have been identified:

- 1. Location
- 2. Physician Recommendation
- 3. Hospital Reputation
- 4. Modern Facilities and Equipment
- 5. Friendly/Helpful Staff
- 6. Quality of Care
- 7. Recommendation from Friend or Family
- 8. Cost
- 9. Advertising
- 10. Previous Experience
- 11. Services Available

A survey questionnaire has been designed to gather the information in an attempt to answer the question. The questionnaire has two sections. Section one surveys the eleven choice factors developed upon literature review of similar research and market surveys tested and conducted. This helps perfect the research methodology, identify potential problems or deficiencies and provides a set of response categories. Section two surveys

basic sociodemographic information. The survey questionnaire has been pretested to identify weakness or confusion, and modified as necessary.

The survey questionnaire was mailed to 200 randomly chosen individuals in the Utica, New York area, where there exits a number of hospitals to choose from. The sociodemographic characteristics to be analyzed are: gender, age, marital status, education, number of children, family income, length of residency, occupational status, health insurance coverage, primary care physician, patient status, and choice assessment.

Respondents are asked to rate each of the choice factors on a scale of one to ten in importance. A rating of ten indicates the factor is "very important", and a rating of one, "least important". An average score for each of the choice factors is calculated based on the responses and presented in rank order. The responses are then examined against the sociodemographic data, to see if the choice factors vary in importance by particular sociodemographic characteristics.

There are many factors which can influence consumer criteria in the selection of a hospital. There are also many consumer characteristics or other sociodemographic information that could be chosen for analysis. Narrowing the focus of the "influencing factors" and "consumer characteristics", could limit the validity and reliability of the study. The geographic boundaries noted and the relatively small sample size, will also

limit generalization of the findings. Finally, an ordinal rating scale for each of the choice factors is used to rank responses rather than a ratio scale to each other. The ratio scale would perhaps provide more practical information, but becomes more difficult for the survey respondents to complete. The ordinal scale however provides a relative ranking for each factor.

#### IV. PRESENTATION OF FINDINGS

A total of 87 surveys were returned for a response rate of 43.5 percent. However, 12 of the survey responses are excluded from the analysis because they were either missing data or the survey was inappropriately completed. The analysis is therefore based on a response rate of 37.5 percent (75 surveys).

Figure 1, shows graphically the average score of the response ratings for each of the 11 choice factors. As illustrated, the "Quality of Care" factor achieved the highest average score, 9.8, indicating it is the most important "Modern consider in selecting a hospital. factor respondents facilities/equipment", was the second most important factor followed closely by "hospital reputation", "services available", and "friendly/helpful staff". Rank order of the average scores of the choice factors is depicted in Table What is most interesting from the results is that, "Physician 1. Recommendation", ranked lower than six other factors in terms of importance, and that "hospital location", ranked eighth in importance. Previous studies had indicated that these two factors were of paramount importance to the consumer in selection of a hospital. "Advertising", received the lowest average score and indicates it is the least important factor when choosing a hospital.

A cross-section of the sociodemographic data is provided in Table 2. Profiles of the respondents indicate that a fairly diverse cross-section of the area population responded. The majority of the respondents were male, (56%), and 67% of the respondents were married. The largest income category was \$15,000-\$29,999, 41% of respondents. More than half (61%) of the respondents had at least some college education. What was most interesting is that 64% of respondents did not have children, 85% have lived in their communities for 16 or more years, and that almost half (47%) were This is reflective of the age distribution where 44% of the retired. respondents are 60 or over. The majority (95%) have health insurance, 88% have a prime care physician, and 64% have been a patient within the last five years. In response to the survey question "Do you feel you have a choice in choosing a hospital?", 17% answered no. This high a percentage was not expected.

The average score in importance of the hospital choice factors by sociodemographic profile is provided in Table 3. Profiles examined include; gender, age, marital status, education, income, employment status, children at home (yes or no), and patient within the last five years (yes or no). Graphs depicting the comparative scoring for each of these profile groups are displayed in Figures 2 through 9. Spearman's rank order correlation has been applied to analyze the following profile groups; gender, marital

status, occupational status (employed versus retired), children (yes versus no), and patient within last five years (yes versus no). A significance level of .05 has been established. Value of Spearman's Rho for these profile groups showed a correlation value of 0.86 or higher.

The findings indicate that there is little difference in the ordinal positioning of the 11 choice factors by gender, or by marital status, or by occupational status. Spearman's rank order correlation for occupational status did not include the unemployed group. There were only two respondents in this category. The analysis was conducted on the employed versus retired groups.

Similarly, whether there were children in the household or not, there was little difference in the ordinal positioning of the choice factors by the respondents. Finally, whether the respondent had been a patient within the last five years or not, there again was little difference in the positioning of the choice factors. In fact, the rank order correlation for this profile group is 0.94, which is significant at the .05 level.

# V. <u>SUMMARY/CONCLUSIONS</u>

This study was an attempt to more clearly understand the consumer of health care services. Specifically, we set out to determine which factors are important to the consumer in the selection of a hospital for his or her health care. Through the use of a survey questionnaire, the findings suggest that quality of care, is the most important factor in selecting a hospital.

In examining the data, we find that this particular choice factor consistently ranks the highest across the various sociodemographic profile groups studied. Rank order of the choice factors by various sociodemographic profile group is fairly consistent with the rank order of all respondents presented in Table 1. This consistency lends further support to the findings.

The data confirms that the consumer does exercise discretion and places varying importance on choice factors when selecting a hospital. This discretion appears to reflect a more proactive role on the part of the consumer in decisions affecting his or her health care.

The findings also suggest that the choice factors are changing in importance. Previous research for example indicated that hospital location and physician recommendation ranked high in importance and were key factors influencing consumer choice. Our study does not support this. The change in the importance rating of certain choice factors would suggest that

the consumer is becoming more selective.

# IMPLICATIONS/RECOMMENDATIONS

In reviewing the rank order of the choice factors, particularly the top six factors, a number of strategies for health care organizations to align more closely with their customer needs are suggested. Quality of care, friendly/helpful staff, and previous experience, ranked first, fifth and sixth respectively in importance. To address these factors, it is suggested that health care organizations begin to address patient satisfaction, quality improvement programs and patient focus care models as major initiatives. A number of health care organizations have recognized the importance of these initiatives and embraced these concepts in their mission statements.

Modern facilities/equipment ranked second in importance. This finding suggests that health care organizations need to insure investment in capital, emerging technologies and their facilities to remain competitive.

Hospital reputation and services available, ranked third and fourth respectively in importance. It is suggested that to address these factors, health care organizations broaden and market their services, market health care outcomes as a measure of quality, and market the positive aspects of their organizations. The fact that advertising was the least important factor suggests that in the absence of other information, advertising is a weak influencing factor. This finding is in support of previous research. Health

care organizations need to have strongly focused marketing programs as opposed to unfocused advertising campaigns.

# RESEARCH LIMITATIONS/FUTURE RESEARCH

The study results are drawn from a relatively small sample size. Future research should include both a larger sample size and additional target areas. We did not analyze the responses by age, education or income groups. Analysis of this data may indicate a different rank order of the choice factors. Future research should be conducted on these sociodemographic profile groups. Additionally, comparing the results from an ordinal rating scale to a ratio rating scale of the choice factors, to confirm or deny the findings, would prove helpful in understanding the consumer.

Some interesting observations of the data suggest areas for future research. Females generally rated choice factors higher in importance than males. Explanation of this difference in scoring requires further study. Similarly, the 51-60 age group also tended to rate the choice factors higher in importance than the other age groups.

One area of particular interest for future research is whether consumers feel they have a choice in the selection of a hospital. Our data indicated that seventeen percent of the respondents felt they did not have a choice. The intent of this study was not to assess whether the consumer had a choice, but that given a choice, to determine which factors are of most

importance in the selection of a hospital. Further research on this question of choice would provide additional understanding of the health care consumer, and would seem to be a vital area for investigation.

Other areas for investigation include differences in choice factor importance by different type of hospital and different types of services and levels of care needed. Certainly, further refinement of the choice factors should be considered. Given the changes occurring in the health care environment, these choice factors can be expected to change as well. Finally, understanding the impact of health insurance organizations on consumer choice is another area for investigation.

As the health care environment changes and as consumer needs change it is important for us to continue this research into consumer choice. This research not only helps us to understand these changes, but allows us to refocus our direction.

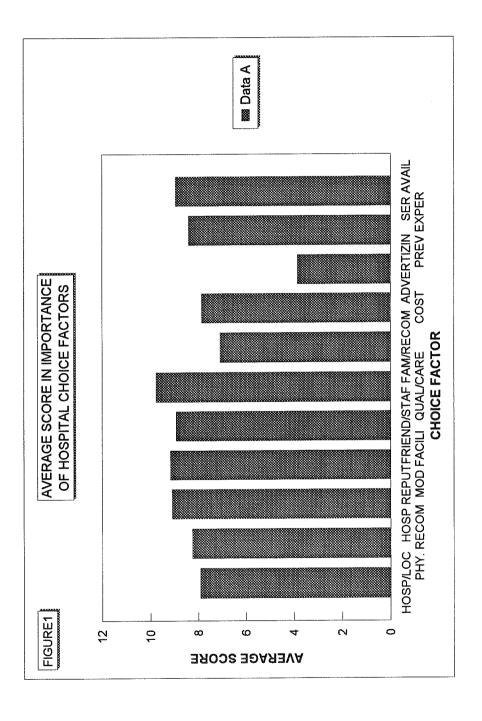


TABLE 1
RANK ORDER OF CHOICE FACTORS

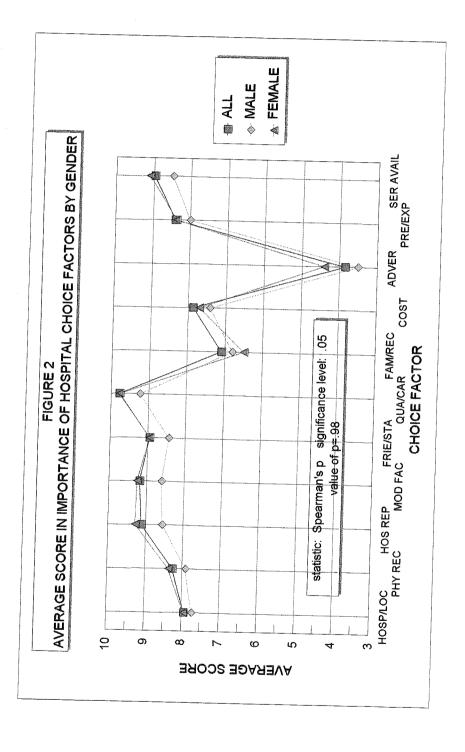
CHO	DICE FACTOR	AVERAGE SCORE
1.	Quality of Care	9.8
2.	Modern Facilities/Equipment	9.2
3.	Hospital Reputation	9.1
4.	Services Available	9.0
5.	Friendly/Helpful Staff	8.9
6.	Previous Experience	8.4
7.	Physician Recommendation	8.3
8.	Location	7.9
9.	Cost	7.9
10.	Recommendation From Friend/Family	7.1
11.	Advertising	3.8

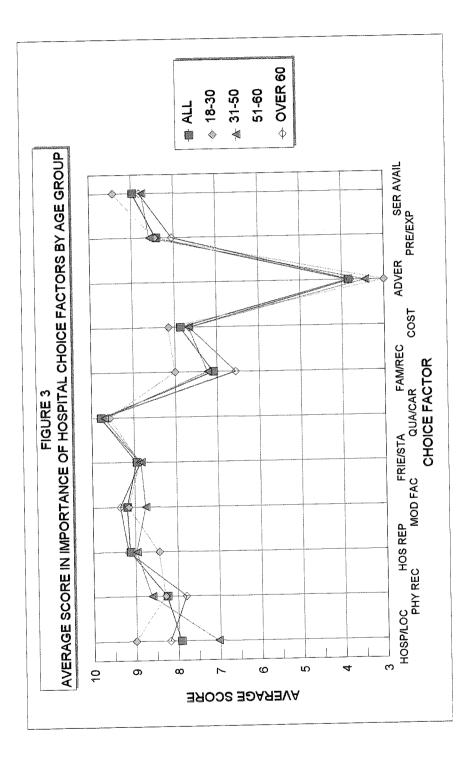
TABLE 2
SOCIODEMOGRAPHIC PROFILE

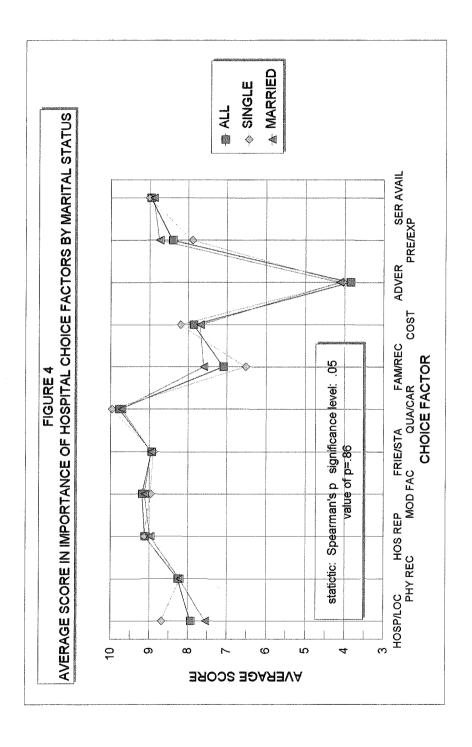
CHARACTERISTIC	NUMBER	PERCENT
Gender		
Male	42	56
Female	33	44
Age		
18-30	7	9
31-50	23	31
51-60	12	16
60 +	33	44
Marital Status		
Single	25	33
Married	50	67
Education		
Some High School	4	5
High School Graduate	25	34
Some College	16	22
College Graduate	18	24
Post College Graduate	11	15
Children		
Yes	26	36
No	47	64
Income		
Under \$15,000	6	9
\$15,000-\$29,999	28	41
\$30,000-\$44,999	16	24
\$45,000-\$59,999	14	21
\$60,000 <b>+</b>	4	6
Years Lived in Community	•	_
0-5	5	7
6-10	2	3
11-15	4	5
16+	64	85
Occupational Status	•	00
Employed	38	51
Unemployed	2	3
Retired	35	47
Health Insurance	00	77
Yes	71	95
No	4	5
Prime Care Physician	<b>-</b>	5
Yes	66	88
No	9	12
Patient within last 5 years	3	12
Yes	48	64
No	48 27	64 36
Choice in selecting hospital	21	36
Yes	00	00
No	62	83
180	13	17

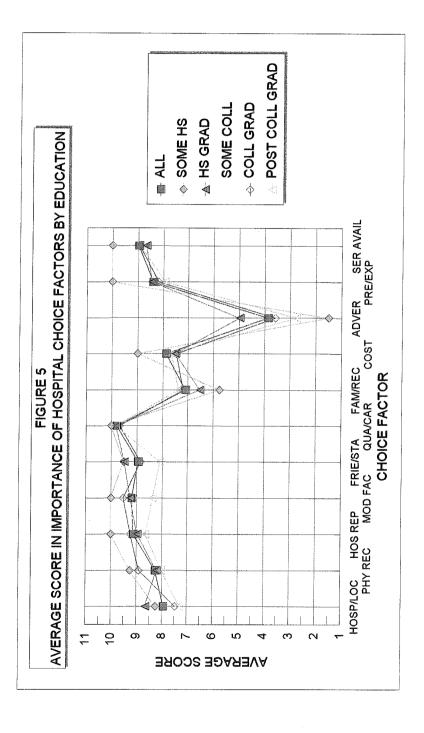
AVERAGE SCORE IN IMPORTANCE OF HOSPITAL CHOICE FACTORS BY DEMOGRAPHIC PROFILE

SER AVAIL 9.0 8.5 9.4 9.4 9.7 8.9 9.0 8.9 9.0 8.9 9.1 6.8 8.9 9.0 9.0 9.0	9.0 9.2 9.8
PRE/EXP 8.4 8.0 8.4 8.4 8.0 7.9 8.2 7.9 8.2 7.9 8.3 8.6 10.0 8.6 10.0 8.6 8.7 8.6 8.7 8.6 8.7 8.6 8.7 8.8 8.6 8.7 8.8 8.8 8.8 8.7 8.7 8.7 8.7 8.7 8.7	8.2 8.3 8.7
ADVA 3.8 3.8 3.9 3.9 3.9 4.0 5.0 5.5 5.5 5.5 5.5 5.5 5.5 5.5 5.5 5	0.4 4.0 1.4 4.0
COST 7.9 7.7 7.7 8.1 7.5 8.2 8.2 8.2 8.2 7.8 7.8 7.8 7.8 7.8 7.8 7.8 7.8 7.8	8.1 7.9 7.8
FAM/REC 7.1 6.8 6.5 6.5 8.0 7.2 7.2 7.3 7.3 7.3 7.3 7.3 7.3 7.3 7.3 7.3 7.3	7.0 7.0 7.2
QUA/CAR 9.9 9.9 9.9 9.0 10.0 10.0 9.8 9.9 9.8 9.8 9.9 9.8	o & &
RESTA 8.9 8.9 8.9 9.4 8.9 9.5 9.5 9.0 9.0 9.0 9.0 9.0 9.0 9.0 9.0	0.00 0.00 0.00
MOD FAC 8.2 8.6 9.2 9.1 8.7 9.3 9.0 9.5 9.1 9.5 9.1 9.1 9.5 9.0 9.1 9.1 9.1 9.1 9.1 9.1 9.1 9.1 9.1 9.1	က တ
HOS REP 9.1 9.1 9.2 9.2 9.2 9.3 9.3 9.3 9.3 9.3 9.3 9.3 9.3 9.0 9.0 9.0 9.0 9.0 9.0 9.0 9.0 9.0 9.0	9.2 9.0
PHY REC 8.3 7.9 7.9 8.4 8.8 8.2 8.2 8.2 8.2 8.2 8.0 8.0 8.0 7.7 7.7 8.0 8.3 8.3 8.3 8.3 8.3 8.3 8.3 8.3 8.3 8.3	8.7 5.5
HOSP/LOC 7.9 7.7 7.9 7.9 8.2 8.2 8.7 8.7 7.6 7.4 7.4 7.5 10.0	8.0 7.7
C C C C C C C C C C C C C C C C C C C	WIN 5 YRS NO

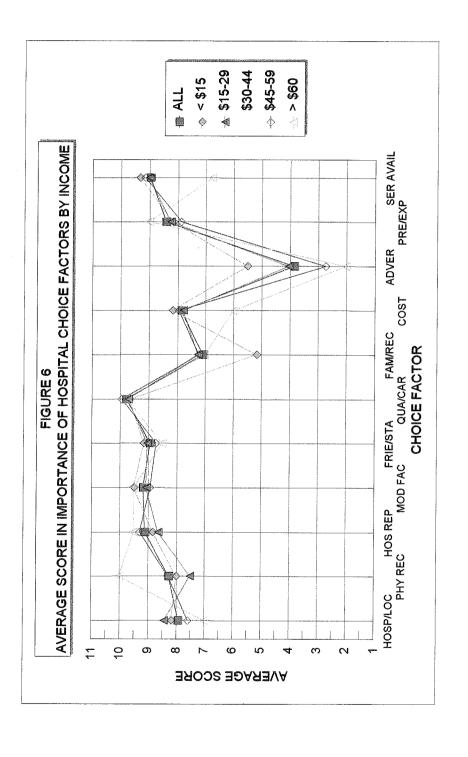


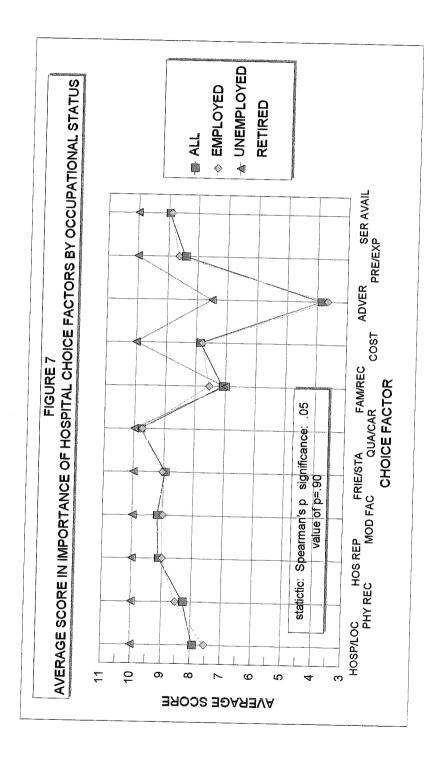


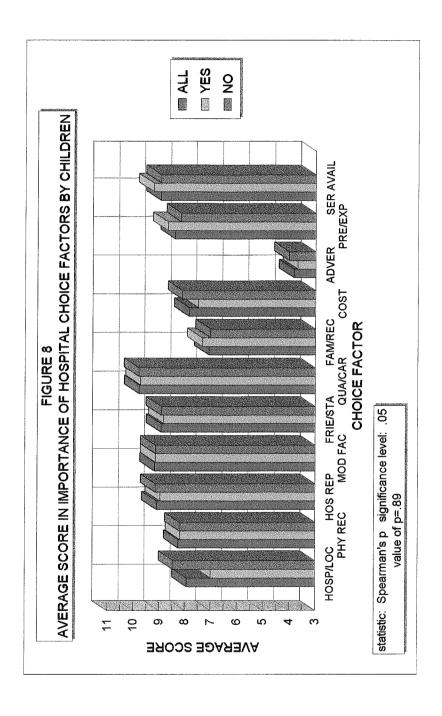


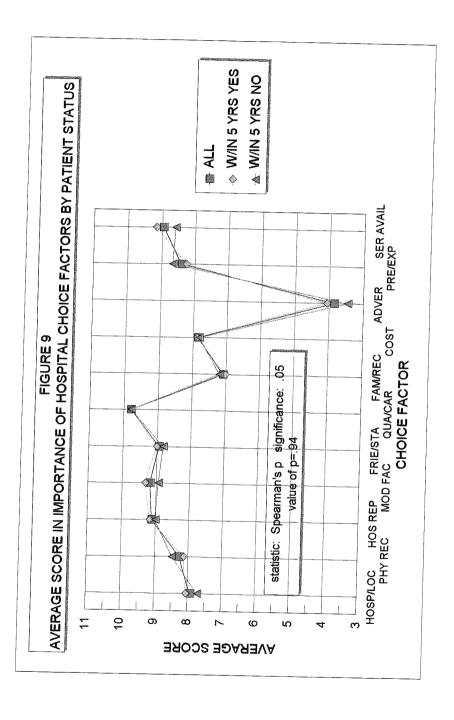












# SURVEY OUESTIONNAIRE

I. On a scale of 1 - 10, with 10 being most important and 1 being least important, please rate each of the following factors in choosing a hospital.

		<u>FACTOR</u>		(HOW IMPORTANT) SCORE
	A.)	LOCATION		
	В.)	PHYSICIAN RECOMMEND	DATION	
	C.)	HOSPITAL REPUTATION	ī	
	D.)	MODERN FACILITIES/ EQUIPMENT		
	E.) FRIENDLY/HELPFUL STAFF  F.) QUALITY OF CARE  G.) RECOMMENDATION FROM FRIEND OR FAMILY  H.) COST  I.) ADVERTISING			
	J.)	PREVIOUS EXPERIENCE		
	K.)	SERVICES AVAILABLE		
II.	Soci	odemographic Informa	tion	
	A.)	GENDER	MALE	
			FEMALE	
	B.)	AGE	18 - 30	
			31 - 50	
			51 <b>-</b> 60	
			OVER 60	
	C.)	MARITAL STATUS	SINGLE	
			MARRIED	

D.)	EDUCATION SOME	HIGH SCHOOL	-
	HIGH SCHO	OOL GRADUATE	
	5	SOME COLLEGE	
	COLLE	EGE GRADUATE	
	POST COLLE	GE GRADUATE	
E.)	CHILDREN AT HOME	YES	
		NO	
F.)	FAMILY INCOME UN	DER \$15,000	
		0 - \$29,999	
		0 - \$44,999	
		0 - \$59,999	
		000 OR MORE	
G.)	YEARS LIVED IN	0 - 5 YRS	
	COMMUNITY	6 - 10 YRS	
		11 - 15 YRS	
		16 & OVER	
H.)	OCCUPATION STATUS	EMPLOYED	
		UNEMPLOYED	
		RETIRED	
I.)	DO YOU HAVE HEALTH	YES	
•	INSURANCE COVERAGE?	NO	
J.)	DO YOU HAVE A PRIME CARI		
,	PHYSICIAN OR FAMILY DOCTOR?		
K.)	HAVE YOU BEEN A PATIENT IN A HOSPITAL IN THE LAST 5 YEARS?	NO VEC	
,			
	DADI 5 TEARS:	NO	
L.)	DO YOU FEEL YOU HAVE CHOICE IN CHOOSING	C A YES	
	A HOSPITAL?	NO	

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