**Interview Questions for Health Institution Leaders**

1. **What is your current position at your hospital? How do you interact with hospitalists in your current position?**
2. **How did the hospitalist program arise at your current hospital?**
3. **Can you please describe the value you feel hospitalists bring to your hospital?**
4. **Please tell me about a time you were surprised to find value in the hospitalists when you didn’t expect it? (Alternative prompts if no response: 1) consider domains like finance, relationships, leadership, or care quality 2) Instead, was there a time when you sought additional value from hospitalists that they were not delivering?)**
5. **Do you have a formal process to define return on investment of your hospital medicine group?** 
   1. **If yes – “What is it? Are there any parts of it that you struggle to measure or achieve consensus around?”**
6. **Pretend you were looking to hire a replacement hospital medicine group for your hospital. List the metrics and principles you would use to evaluate their proposal**
7. **Please describe the indirect non-financial effects that you feel hospitalists have at your hospital. (If unable to answer, prompt with “For example, what effect do hospitalists have on medical staff culture, other departments or professions”)**
8. **How are the indirect benefits of hospitalists incorporated into executive decisions regarding the hospitalist group? Can you provide an example of such a circumstance?**
9. **We are interested in how hospitalists participate in risk-sharing contracts, such as ACO’s. To start, can you please estimate the portion of your hospitalized patients who currently participate in risk-sharing contracts?** 
   1. **For patients with risk sharing contracts, how do you measure and value the performance of hospitalists?**
   2. **Please imagine a future in which a large portion of your hospital’s business is from ACOs or shared risk contracts. How would you value your hospitalists in that environment?**
10. **These questions may not have covered all aspects of how you value hospitalists. Do you have any additional thoughts to share?**