

April 1, 2009

The President  
The White House  
Washington, D. C. 20500

Dear Mr. President:

The undersigned companies and associations applaud your commitment to comprehensive, bipartisan health care reform, and share your belief that all Americans should have access to affordable health care coverage. As voluntary providers of health care to more than 170 million Americans, employers are leading the way in helping to improve our health care system. While firmly committed to helping workers and their families meet their health care needs, employers are also struggling with health care costs.

We have a direct and real stake in the outcome of health reform efforts. For decades, employers have provided health benefits for solid business reasons. Since 1999, however, employment-based health insurance premiums have increased 120 percent, compared to cumulative inflation of 44 percent and cumulative wage growth of 29 percent during the same period. If we fail to improve our health care system, rising health care costs will threaten the viability of U.S. businesses of all sizes and put job security, pay increases and other vital employee benefits at risk for millions of American workers.

A strategy to control costs must be the foundation of any effort to improve the health care system. Controlling spiraling health care costs benefits every American seeking access to quality, affordable care and makes it possible for employers to continue their role as voluntary sponsors of health plans for their employees. Faced with a severe and continuing economic crisis, employers simply cannot absorb new burdens, such as specific coverage levels or payment requirements, no matter how well intentioned.

Fortunately, many of the proposals to control costs can also improve quality and value. Health IT is one example, but there are many others. Employers have led the way in driving for a higher quality, evidence-based health care system and have an urgent interest in finding solutions that foster continuous quality improvement.

Any successful reform effort must build on the strengths of America's voluntary employer-based system while ensuring there is a greater variety of affordable

private health plan options in the marketplace for all. By making it easier, not harder, for employers to provide quality health coverage for workers and their families we can not only strengthen health security, we can strengthen our nation's economic security.

We are eager to work with you to find solutions for this urgent national priority.

Sincerely,

Acry Fab, Inc.  
Alcoa Inc.  
Allegiance Benefit Plan Management, Inc.  
American Administration Services Co.  
American Airlines  
American Bakers Association  
American Benefits Council  
American Boiler Manufacturers Association  
American Farm Bureau Federation  
American Hotel & Lodging Association  
American Rental Association  
American Society of Home Inspectors  
American Staffing Association  
American Veterinary Medical Association  
AmeriGas Propane, Inc.  
Aon Corp.  
Arizona Chamber of Commerce  
Associated Builders and Contractors, Inc.  
Associated Industries of Massachusetts  
Association of Equipment Manufacturers  
Association of Ship Brokers & Agents  
Assurant, Inc.  
Auntie Anne's, Inc.  
Automotive Aftermarket Industry Association  
Avaya Inc.  
Ball Corporation  
Battery Council International  
Best Buy Co., Inc.  
Birmingham (AL) Regional Chamber of Commerce  
Bison Gear & Engineering  
Boeing  
BTE Technologies, Inc.  
Buck Consultants, LLC.  
Buffalo Wild Wings, Inc.  
Business Roundtable

Case New Holland  
Caterpillar Inc.  
Chevron Corporation  
Chicopee Chamber of Commerce (MA)  
Chrysler LLC  
CIGNA  
Clark & Associates of Nevada, Inc.  
Computing Technology Industry Association (CompTIA)  
Corporate Healthcare Coalition  
Darden Restaurants Inc.  
Deere & Company  
Delta Airlines  
Deseret Mutual  
Dollar General Corporation  
DTE Energy  
Eastman Kodak Company  
EBS Advisors, Inc.  
El Paso Corporation  
Employers Council on Flexible Compensation  
Exelon Corporation  
Express Employment Professionals  
F.C. Brengman & Associates  
FMC Corporation  
Food Marketing Institute  
Ford  
Fox Entertainment Group  
Gap Inc.  
Gateway Regional Chamber of Commerce (NJ)  
General Mills  
General Motors Corporation  
Goodrich Corporation  
Great Plains Energy Incorporated  
Greater New Haven Chamber of Commerce  
Harris Corp.  
HealthCare 21 Business Coalition  
Healthways  
Honeywell  
HR Policy Association  
Independent Electrical Contractors  
Independent Office Products & Furniture Dealers Association  
Ingram Industries Inc.  
Institute of Electrical and Electronics Engineers - United States of America  
International Foodservice Distributors Association  
International Franchise Association  
International Housewares Association  
JELD-WEN, Inc.

Jostens, Inc.  
Koller Enterprises Inc.  
Kraft Foods Inc.  
Lamiglas, Inc.  
Los Angeles (CA) Chamber of Commerce  
Louisiana Business Group on Health  
Lowe's Companies, Inc.  
Manhattan Chamber of Commerce  
Maryland Chamber of Commerce  
MassMutual Financial Groups  
Medco  
Meridian Health  
MetLife  
Miles Fiberglass & Composites, Inc.  
Mobile (AL) Area Chamber of Commerce  
Monsanto Company  
Montana Chamber of Commerce  
Motor & Equipment Manufacturers Association  
Motorola, Inc.  
Mutual of Omaha  
National Association of Computer Consultant Businesses  
National Association of Convenience Stores  
National Association of Health Underwriters  
National Association of Home Builders  
National Association of Manufacturers  
National Association of Theatre Owners  
National Association of Wholesaler-Distributors  
National Burglar and Fire Alarm Association  
National Business Group on Health  
National Coalition on Benefits  
National Federation of Independent Business  
National Funeral Directors Association  
National Lumber and Building Material Dealers Association  
National Restaurant Association  
National Retail Federation  
National Roofing Contractors Association  
National Rural Electric Cooperative Association  
National Tooling and Machining Association  
New Jersey Chamber of Commerce  
Northeastern Retail Lumber Association  
Northwestern Mutual  
Palm Desert (CA) Chamber of Commerce  
Paul, Hastings, Janofsky & Walker LLP  
Pharmaceutical Care Management Association  
Phoenix Electric Mfg. Co.  
Pietzsch, Bonnett & Womack, PA

PPG Industries  
Precision Metalforming Association  
Principal Financial Group  
Printing Industries of America  
Professional Golfers' Association of America  
Quality Float Works, Inc.  
Raytheon Company  
Red Bud Industries, Inc.  
Reno Sparks (NV) Chamber of Commerce  
Retail Industry Leaders Association  
Rochester Business Alliance (NY)  
Ryder System, Inc.  
Santa Clara (CA) Chamber of Commerce  
Scottsdale (AZ) Chamber of Commerce  
Sears Holdings Corporation  
Sebago Lakes Region Chamber of Commerce (ME)  
Self-Insurance Institute of America  
Small Business & Entrepreneurship Council  
Snyder's of Hanover  
Society for Human Resource Management  
Society of American Florists  
Society of the Plastics Industry  
South Carolina Business Coalition on Health  
Specialty Equipment Market Association  
Spring Consulting Group LLC  
Stuart/Martin County (FL) Chamber of Commerce  
SUPERVALU INC.  
TechAmerica  
Tempe (AZ) Chamber of Commerce  
Textile Rental Services Association of America  
The Adhesive and Sealant Council, Inc.  
The Association for Suppliers of Printing, Publishing and Converting Technologies  
The Black & Decker Corporation  
The Council of Insurance Agents & Brokers  
The Dow Chemical Company  
The ERISA Industry Committee  
The Financial Services Roundtable  
The New Jersey Business and Industry Association  
The Savitz Organization, Inc.  
Timesavers, Inc.  
Tire Industry Association  
Tyco Electronics  
U.S. Chamber of Commerce  
U.S. Foodservice, Inc.  
Union Pacific Corporation  
United States Steel Corporation

Unum  
UPS  
Verizon Communications  
Visant Corporation  
Volvo Group North America  
Waste Management  
Wedding and Event Videographers Association International  
WellPoint, Inc.  
Western Growers  
WillisHRH  
Xerox Corporation  
Yazaki North America Inc.

cc: Members of the U.S. House of Representatives  
Members of the United States Senate