

## Population Health Lagging: Confused Implementation Strategy



In the U.S., a national study has found slow progress in implementing population health management even though healthcare providers believe it will be important for future market success. The study synthesises survey responses from more than 300 executives and in-depth interviews with more than 100 key decision makers across U.S. healthcare delivery organisations.

Based on the results, more than half (54 percent) of survey respondents believe population health is "critically important" to the future success of their organisation, while nearly all respondents (97 percent) believe it is more than "somewhat important".

The survey was conducted by Numerof & Associates, a healthcare strategy consultancy, in collaboration with the Jefferson College of Population Health. The study provides the first in-depth, national look at the pace of transition from fee-for-service to models based on fixed payments linked to outcomes.

"U.S. healthcare organisations are entering a period of greater change and disruption than any industry this side of taxicabs," said Rita Numerof, PhD, president of Numerof & Associates. "However, our study finds that most providers are still just testing the waters with these models and to date there's still far more talk than action when it comes to population health management."

Other key findings from the study include:

- The majority of survey respondents from organisations in agreements with upside gain or downside risk said that 20 percent or less of their revenues flow through them.
- Two-thirds of respondents view their organisation's ability to manage variation in cost at the physician level as "average" or worse.
- · Only 58 percent of respondents characterised payers as more than "somewhat willing" to enter into cost/quality risk agreements.
- More respondents in New England (69 percent) reported their organisations were in an agreement with the potential for both upside gain and downside risk, compared to 43 percent in the South.

As there are many challenges to overcome in moving to this new business model, the report says "it's no surprise that organisations with a focused approach and clear leadership accountability were much further along."

Numerof & Associates says it expects "the push to value will only continue to accelerate, while the 'wait and see' approach that many organisations have adopted is highly risky."

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