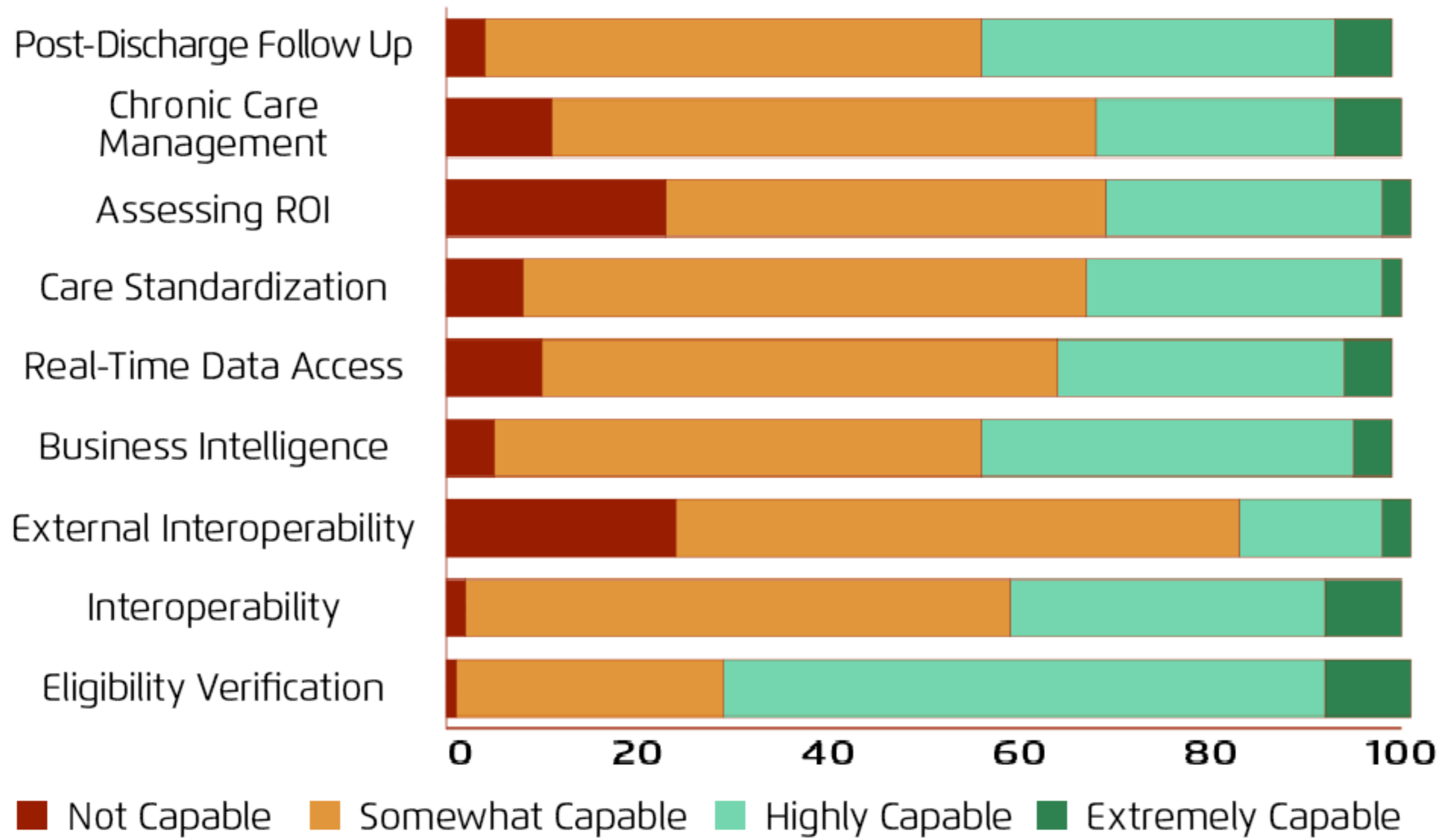


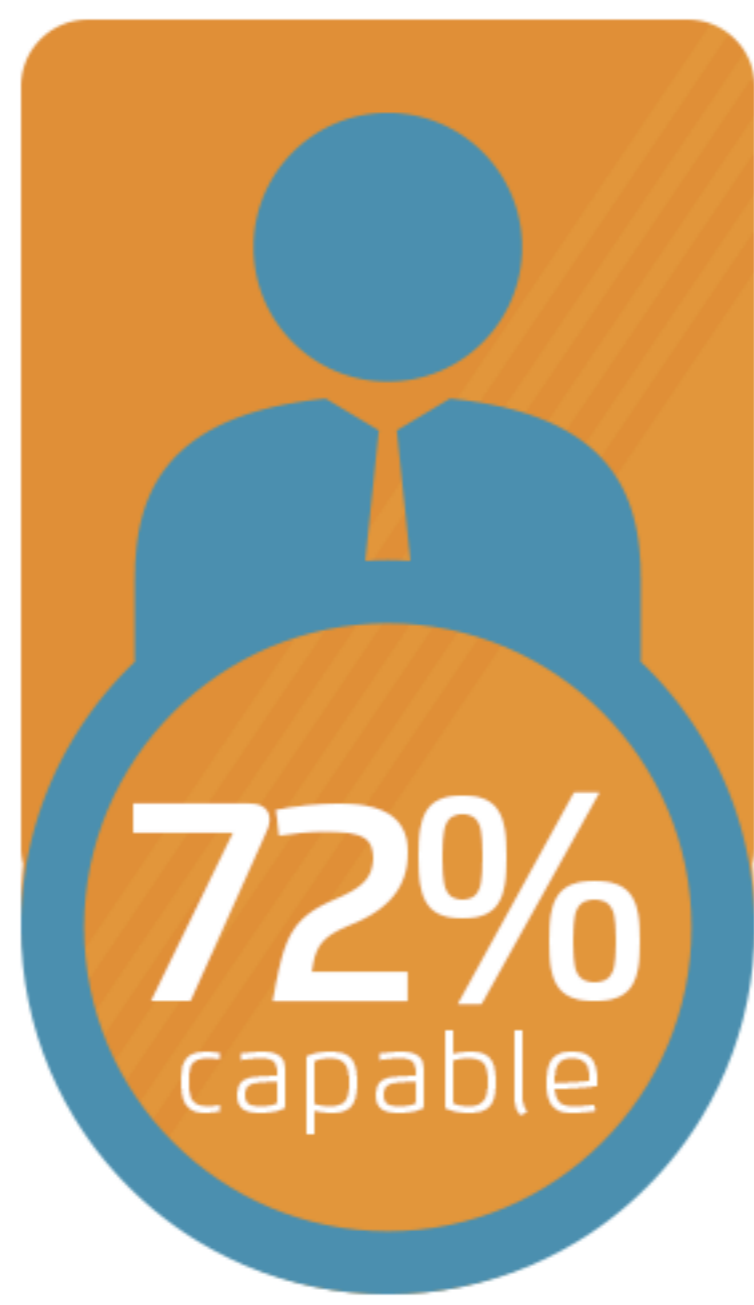
Current State

Financial executives generally **do not** view their organization as highly capable in most areas that support value-based payment.



External Interoperability

Area least likely to report feeling highly or extremely capable.



Eligibility Verification

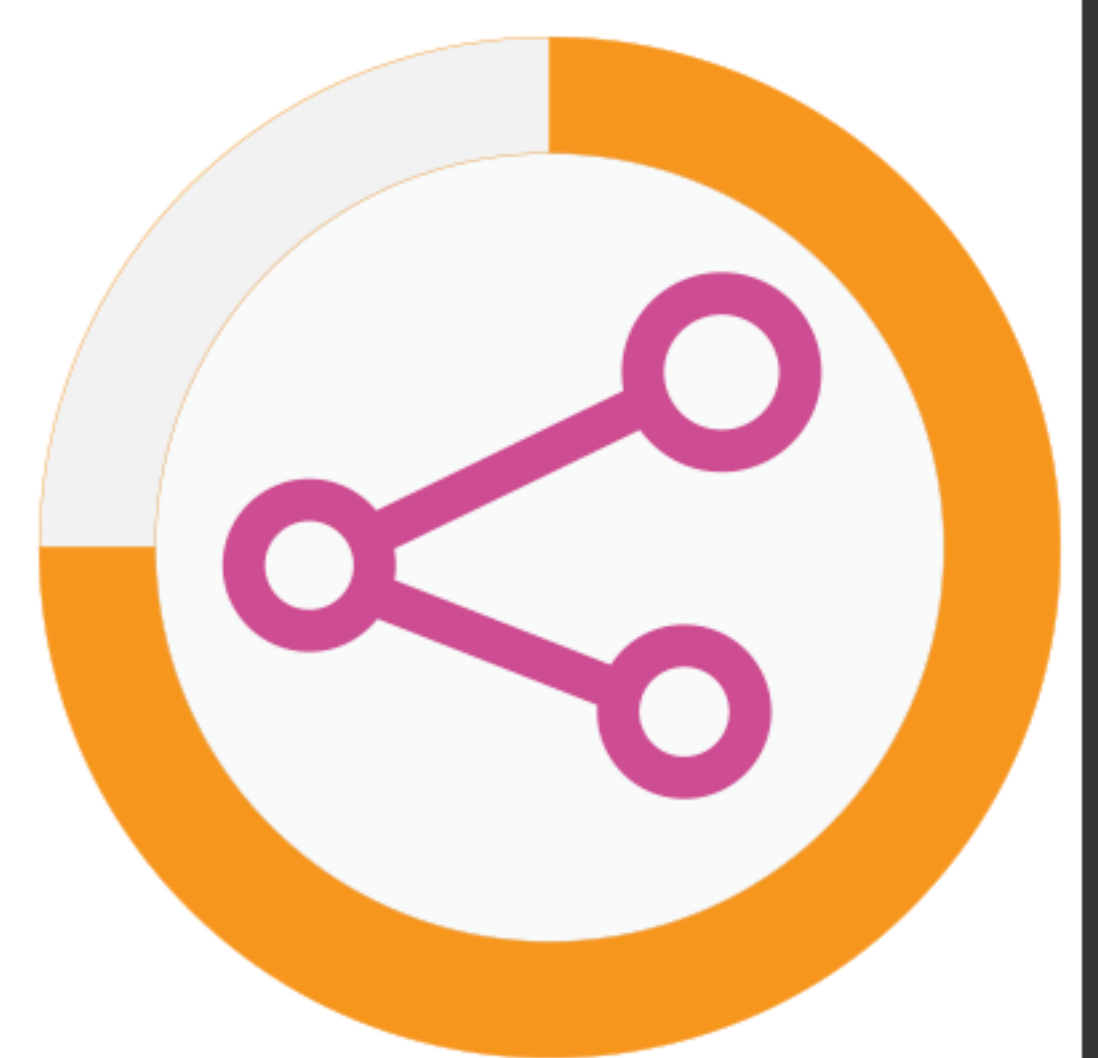
Only area rated as highly or extremely capable by more than 50%.

Projected Needs



Financial executives anticipate in **3 YEARS** that their organization need be **extremely capable** in most of the areas that support value-based payment.

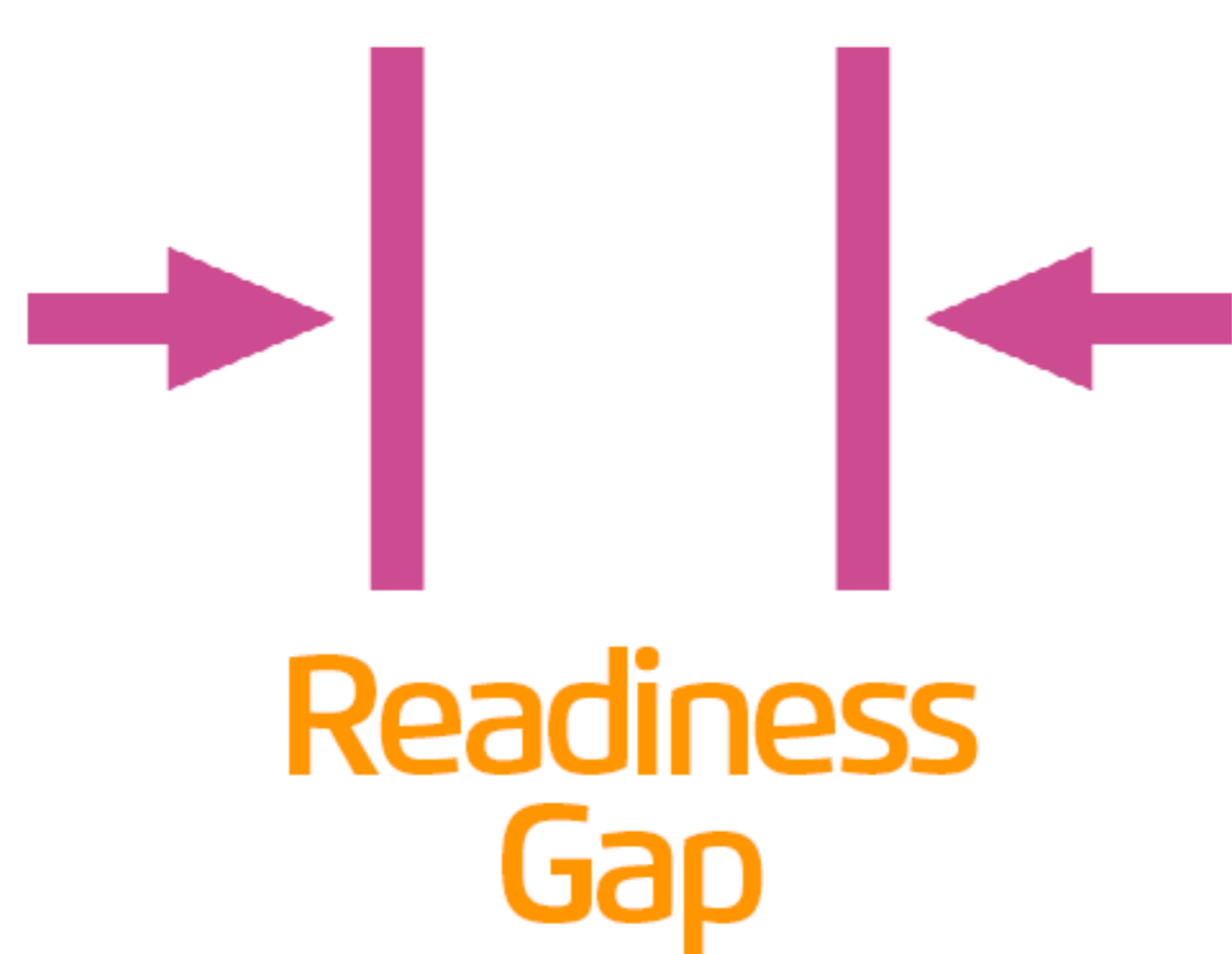
More than **70%** of financial executives anticipate an extremely important need for capabilities around **interoperability**.



External interoperability capabilities are seen as extremely important by **50%** of financial executives.

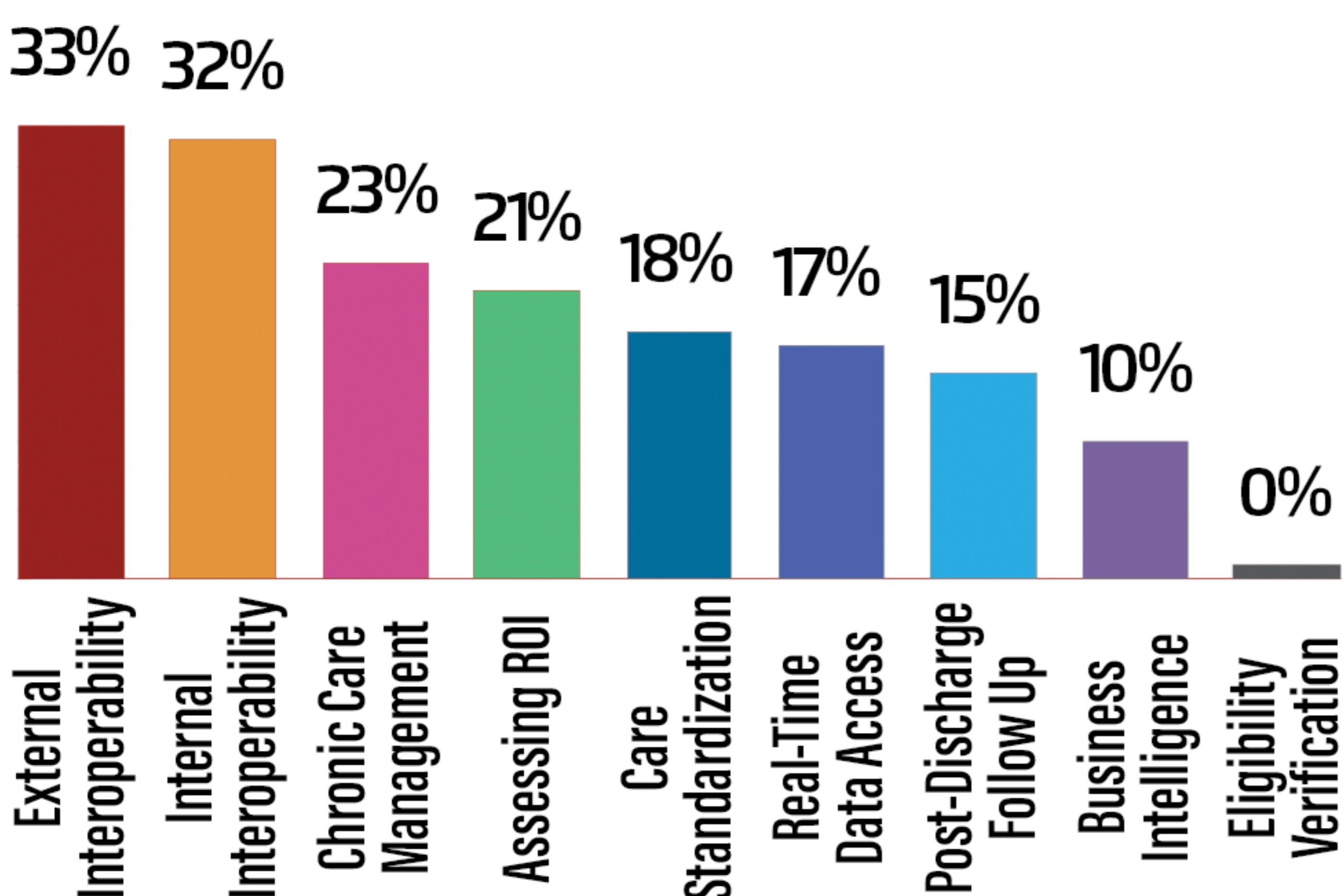
Readiness Gaps

Extremely IMPORTANT areas vs **Highly & extremely CAPABLE areas**



Readiness gaps are defined by the percentage of the areas viewed as extremely important, less the percentage the organization views as highly or extremely capable in the area.

Anticipated Gaps in Readiness



Financial Impact

Positive reported financial results



Executives reported **more positive financial results** from value-based payments in 2017 compared to 2015.

Unfavorable reported financial results

26% of executives reported **unfavorable financial results** from value-based payment programs.

