The Journey toward Accountable Care: A Draft Logic Model

**NATIONAL, STATE, AND LOCAL ENVIRONMENTAL CONTEXT**

- Emerging consensus on aims of health care system
- Payment & regulatory policy supporting delivery reform
- Measurement systems supporting accountable care
- Knowledge from research, demonstration programs, and evaluation

**LOCAL ACO AND PAYER READINESS**

- ACO Structure and Capabilities:
  - Governance and leadership
  - Strategic plan with clear aims and actionable targets
  - Organizational structure
  - HIT infrastructure and use
  - Care management in primary care and across the care continuum
  - Quality and process improvement methods
  - Internal relationships
- ACO Contract Characteristics:
  - Scope (breadth of incentives)
  - Structural requirements of ACOs
  - Contract incentives (measures, targets, thresholds, risk bearing)
  - Approach to patient assignment and engagement

**IMPLEMENTATION ACTIVITIES AND INITIATIVES**

- Creation of internal ACO governance and leadership
- Creation of internal incentives and rewards
- Implementation of care improvement / care management programs
- Implementation of HIT / HIE across providers
- Agreement to share data by provider and payer
- Development of public reporting infrastructure
- Multi-stakeholder delivery reform initiatives

**INTERMEDIATE OUTCOMES**

- Degree of advanced HIT capacity achieved
- Degree of payer alignment in measures and payment methods
- Improvement in key process measures
- Degree of integration of care achieved
- Savings achieved and their distribution
- Greater satisfaction with ACO model
- Increased provider participation in ACOs / new payment models

**IMPACT**

- Within ACO
  - Improved access and experience
  - Improved health and function
  - Reduced costs per participant
- Within Community
  - Improved access and experience
  - Improved health and function
  - Lower per-capita health care costs

ACO Formation and Implementation Activities:

- Rapid Cycle ACO Evaluation: Document capabilities and activities; develop and test theories; measure progress of ACO formation; track achievements and performance; measure impact on participants and communities; continually refine logic model; disseminate insights to participants and policy makers

Note: The authors’ recognize that influences can operate both within a column, as well as across the columns from left to right.