



What is an ACO?

Is an ACO strategy right for my company?

Which ACOs are ready?

What are my network and plan design options?

How do I engage employees and align incentives?

How do I implement and evaluate an ACO?



ACO Journey Map

The ACO Journey Map is a tool to help employers assess an accountable care organization's (ACO) competencies along a maturity path. It provides employers with a framework to prompt conversations with health plans and ACO providers, and to inform decision-making about an ACO strategy. For complete instructions and definitions of each competency, see the [ACO Journey Map Scoring Guide](#).

HOW TO SCORE: Not Started In Process Complete

ACO Name: _____

COMPETENCY EXPECTATIONS

LAUNCHING
1-3 YEARS

DEVELOPING
2-5 YEARS

HIGH PERFORMING
4-8 YEARS

COMPETENCY EXPECTATIONS	LAUNCHING 1-3 YEARS	DEVELOPING 2-5 YEARS	HIGH PERFORMING 4-8 YEARS
Clinical Governance			
⇒ Provider Responsibility	Providers approve clinical and operational goals and plans	PCPs and specialists oversee quality and patient experience	Accountable for achieving sustained high performance
Network			
⇒ Primary Care (PCP)	Established	Add high-value PCPs	Optimized and refine network
⇒ Hospitals and Specialists	Identified and recruit	Add high-value hospitals and specialists	Optimized and refine network
Care Model			
⇒ Medical Home	Implementing	Established, integrating behavioral health	Optimized and complete
⇒ Risk Stratification	High-risk patients targeted	Expanded to include moderate-risk patients	All consumers targeted
⇒ Clinical Guidelines	Established for high-risk patients	EMR-based, expanded use across conditions	Complete guidelines across ACO
⇒ Quality	Siloed quality efforts	Coordinated quality efforts	Continuous quality improvement
⇒ Care Coordination	Through health plan or ACO	Shifting to ACO	ACO-driven
⇒ Site of Care	Adding low-cost sites of care	Refer to efficient sites of care	Integrated into care model
⇒ Medication	Polypharmacy and reconciliations	Evidence-based use, adherence and efficiency	Value-based, efficient across sites
Consumer Experience			
⇒ Access	24/7 access	Expanded 24/7 and same-day urgent access	Consistent 24/7 and urgent access
⇒ Proactive Outreach	Limited to high-risk patients	Expanded for moderate-risk patients	Consistent outreach to all consumers
⇒ Satisfaction	Measured for high-risk patients	Improving for high- to moderate-risk patients	Concierge model for all consumers
⇒ Portal	Basic, includes records and messaging	Addition of care plans and content	Comprehensive and mobile-enabled
Technology & Analytics			
⇒ Electronic Medical Record (EMR)	Multiple and separate EMRs	Limited data exchange between EMRs	Complete EMR interoperability
⇒ Predictive Analytics/Registries	Primary care registries only	Primary and specialty care registries	Integrated registries
⇒ Data Analytics	Limited to EMR data	Multiple data sources to identify opportunities	Use comprehensive clinical/claims data
Finance Model			
⇒ ACO Risk	Gain-sharing tied to quality and cost	Gain- and loss-sharing tied to quality and cost	At risk for total cost of care
⇒ Physician Incentives	Small incentive, limited ACO panel	Increased incentive, expanded ACO panel, introduce downside risk	Compensation with incentives tied to performance