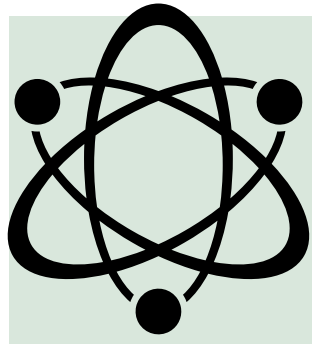


Health care delivery solutions provide a pathway to value

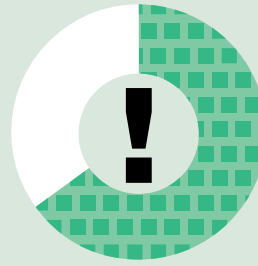
Insights from the 2017 Willis Towers Watson Best Practices in Health Care Employer Survey



Employers identify **network strategy** – assessing health care delivery strategies to maximize the purchasing value of health care services, including centers of excellence (COEs), high-performance networks (HPNs) and near-site clinics – **among their top priorities** for the next three years.

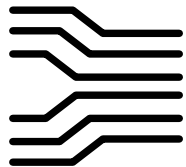


32%
of employers made significant progress over the past three years



65%
of employers said it would be important for the next three years

Market forces driving change in health care delivery



Affordability concerns

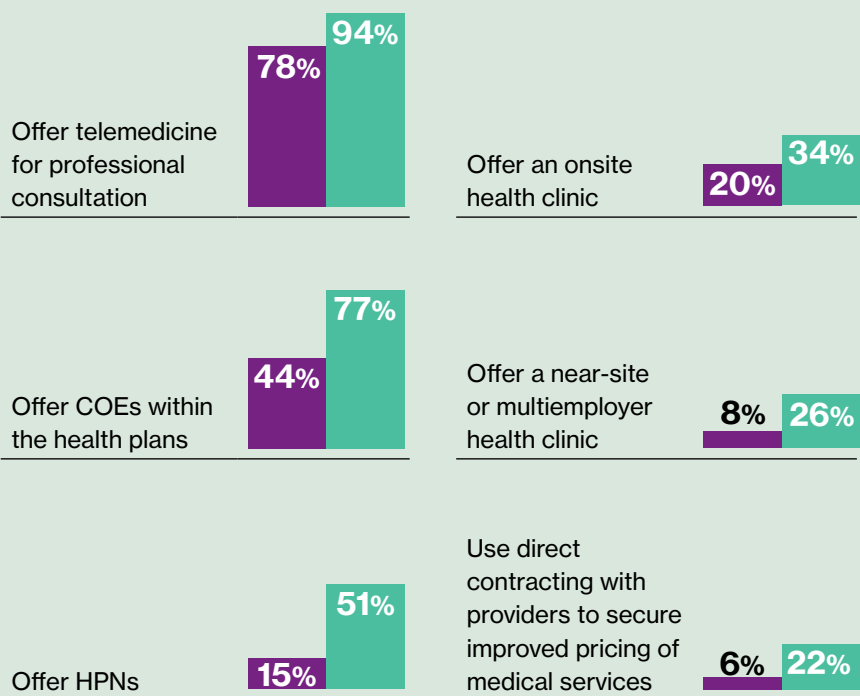
Provider consolidation

Regional cost variability

Lack of cost and quality correlation

Employers pursue new approaches to reduce cost, improve health outcomes, and pay for value and results

■ Action taken/tactic used in 2017 ■ Planning or considering by 2019



Best practices

A group of employers we define as “best performers” achieved significant competitive financial advantage by adopting best practices to control costs and improve efficiency. Related to health care delivery, they are ahead of “high-cost” companies on every measure:



Use COEs within health plans

Best performers	High-cost companies	Best performers lead by
45%	29%	16%

Offer HPNs

Best performers	High-cost companies	Best performers lead by
21%	6%	15%

Offer telemedicine for professional consultations

Best performers	High-cost companies	Best performers lead by
85%	67%	18%

Offer an onsite or near-site health clinic

Best performers	High-cost companies	Best performers lead by
32%	18%	14%

Strategies to drive employee engagement

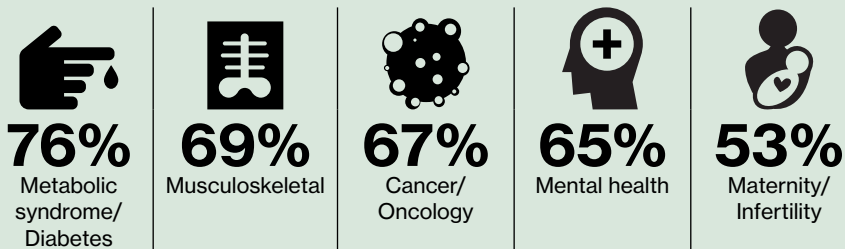
Reduce point-of-care costs for the use of a COE or HPN

Best performers	High-cost companies	Best performers lead by
23%	7%	16%

Reduce point-of-care costs for the use of telemedicine visits

Best performers	High-cost companies	Best performers lead by
47%	32%	15%

Employers target specific clinical conditions by 2019



Aligning the appropriate health care delivery options for these targeted areas will be essential to achieve higher-quality, higher-value care.

Employer actions and opportunities

