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

**Current State**

- Post-Discharge Follow-up: 25%
- Chronic Care Management: 30%
- Assessing ROI: 40%
- Care Standardization: 45%
- Real-Time Data Access: 50%
- Business Intelligence: 55%
- External Interoperability: 60%
- Impossibility: 70%
- Eligibility Verification: 80%

**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**

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.

**Financial Impact**

Positive reported financial results from value-based payments in 2017 compared to 2015.

- 2017: 74%
- 2015: 51%

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

Source: HFMA, HFMA Executive Survey: Value-Based Payment Readiness, 2017