



Current Model is Not Sustainable for Employers

Manage health & health care costs

OR

Redefine Role:
Move from plan manager to facilitator

The Sector-Spanning Equation

$$\text{VALUE} = \frac{\text{QUALITY}}{\text{COST}}$$

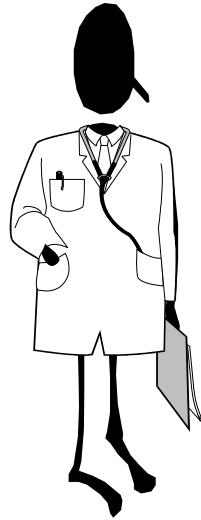
For a Sore Throat in Schenectady...



Exam by your in-network primary physician	\$65
In-network Urgent Care Center	\$90
Out-of-network Urgent Care	\$130
Out-of-network specialist	\$325
ER visit	\$800



Will Too Big to Fail Come to Healthcare?



Doctors

Hospitals



Integration


Consolidation

Improved Outcomes
Lower Costs

Higher Prices
Unchanged Outcomes

Provider Market Power: What Can We Do to Enhance Competition?

Price is the leading driver of health care cost growth today



CATALYST
FOR
PAYMENT
REFORM

Provider Market Power in
the U.S. Health Care Industry:
Assessing its Impact and
Looking Ahead

