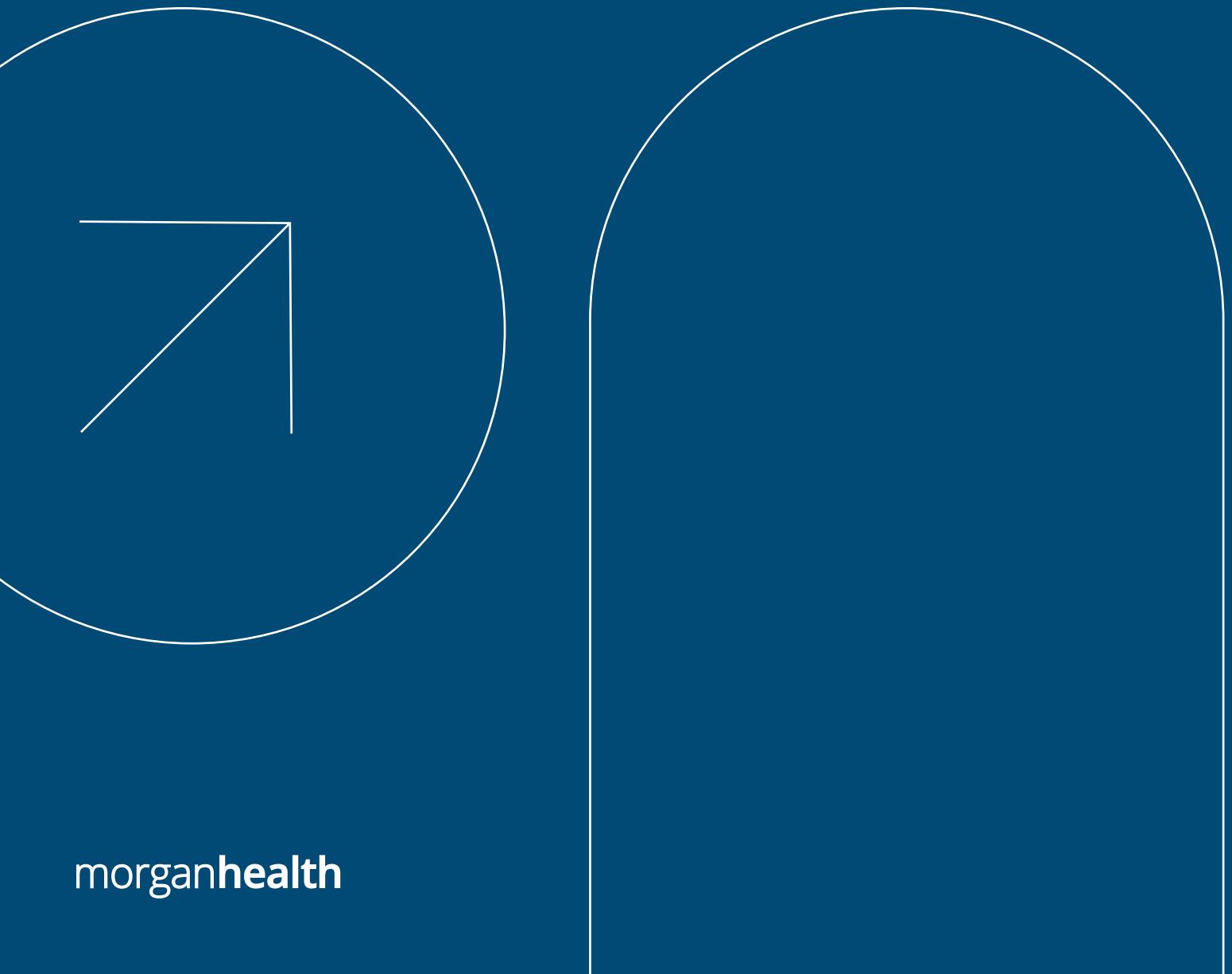


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# Time to Adjust: Setting Realistic Expectations for Advanced Primary Care Success



The graphic consists of two large, thin-lined circles that overlap. The left circle contains a white triangle pointing towards the right. The right circle is mostly empty, with a thin vertical line extending downwards from its top edge.



## Overview

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**Advanced primary care (APC)** is a comprehensive, team-based approach to delivering primary care that emphasizes prevention, chronic disease management and coordinated services to improve health outcomes and patient experience.

Employers are increasingly adopting APC solutions with goals of improving employee health, enhancing employee satisfaction, and in some cases, reducing costs. A survey of large employers found that 54%–63% planned to leverage at least one APC strategy this year.<sup>1,2,3</sup> However, APC's ability to deliver on these goals may require a long-term commitment, and outcomes may vary by employer.

Market insights and data have been limited on this front. As Morgan Health advances its mission to improve employer-sponsored health care, we want employers to have more resources on APC and understand what to expect in terms of results and engagement. Morgan Health also partners closely with the JPMorganChase benefits team to deploy APC strategies within our employee population.

## Setting Realistic Expectations

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While employers may see early signs of progress from APC, such as increased employee engagement and improved access to care within the first year, the most significant improvements in health outcomes and potential cost savings may take several years to achieve. It's important to note that outcomes may vary based on factors like employee churn, population diversity, and varied models of implementation. The journey toward improved population health and wellness is a continuous, gradual process that requires sustained effort. Employers should avoid walking away from APC investments too soon, as the most meaningful results may emerge over time.

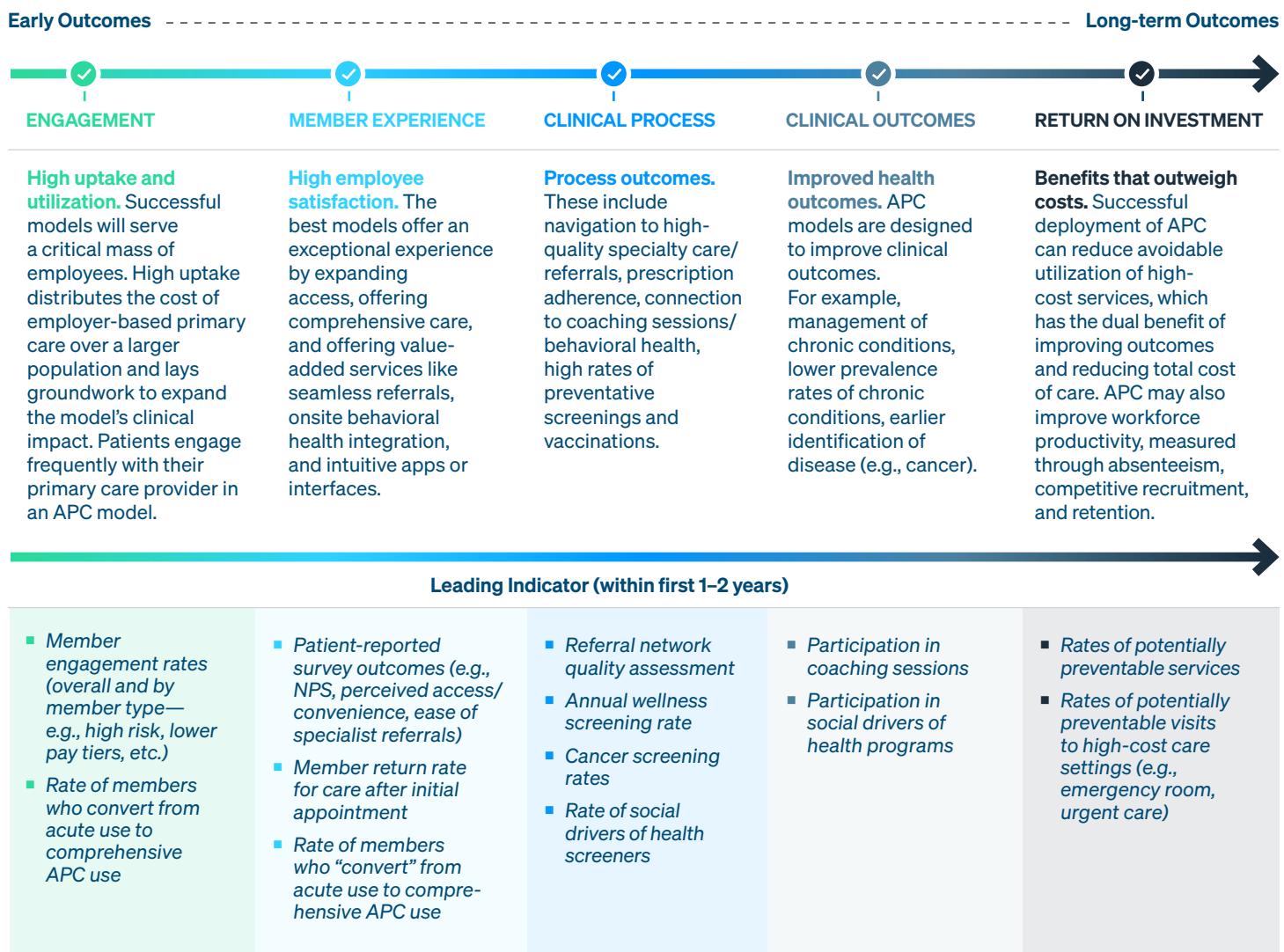
To help accelerate outcomes, employers can consider strategies like employee incentives or lowering financial barriers, improving access through onsite or virtual care, customizing communications, and holding vendors accountable through performance guarantees.



## Domains to Track: Near, Mid and Long-Term

The graphic below highlights expected outcomes at each stage and identifies leading indicators—early, measurable signals that help employers track progress toward long-term goals.

*A successful APC implementation should demonstrate:*





## Role of Leading Indicators

Historically, employers have prioritized short-term outcomes—such as access, engagement, and satisfaction—because they are easier to measure and less affected by factors like employee churn. However, even for employers with high turnover, APC can provide value in both the short and long term. The full value—such as reducing avoidable utilization, lowering associated costs, and improving control of chronic conditions—takes time to materialize. As a result, employers often face challenges in evaluating these long-term outcomes when making decisions about program renewal or expansion.

Leading indicators can bridge this gap by offering early signals of program trajectory. Examples include:

- **Return for care:** The proportion of employees who seek care and return for additional visits, indicating ongoing engagement.
- **Conversion rate:** The rate at which members transition from acute care use to comprehensive APC use, reflecting deeper engagement.
- **Chronic condition preventive screening:** The rate at which employees participate in chronic condition screenings for early identification and proactive management of conditions.
- **Coaching session participation:** The rate at which employees participate in coaching sessions to proactively manage and improve long-term health outcomes.

By consistently tracking these leading indicators, employers can make informed decisions, guide necessary adjustments, and anticipate long-term outcomes—even before those results are fully realized.

## Measurement & Transparency

To realize the full value of APC investments, employers need clear, consistent measures of success that enable benchmarking and informed decision-making. Currently, there is no industry standard for evaluating APC outcomes. Stakeholders use varied approaches to measure employee engagement, cost of care, and population health outcomes. This lack of standardization complicates benchmarking efforts.

Independent data sources can serve as a starting point for assessing program performance. Using such sources ensures that measures are consistent and transparent, which helps employers make data-driven decisions, drive continuous improvement, and accelerate adoption of proven APC models. Additionally, strategic incentives—such as performance guarantees for vendors and rewards for employee participation—can motivate all parties to achieve shared goals.



## JPMorganChase's Experience

JPMorganChase is piloting APC clinics with a focus on measuring key drivers of both early and long-term success. The APC model has driven strong engagement and high satisfaction among employees, and improved control of some chronic disease, supported by incentives that encouraged participation in screenings and preventive care. Tracking leading indicators such as engagement rates, preventive screenings and coaching session participation gave an early read on the potential for clinical improvements, including better chronic disease management.

## Conclusion

Realizing the full potential of APC programs requires a sustained, data-driven approach to measurement. Organizations are encouraged to define success not only by long-term cost reductions, but also by early and mid-term indicators such as increased engagement, preventive screenings, and reduced avoidable ED visits. By prioritizing ongoing member engagement and leveraging targeted incentives, organizations can accelerate lasting improvements in employee health.

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1. [Health Care Delivery | Business Group on Health](#)
2. [Primary Care Sector Spotlight Spring](#)
3. [Advanced Primary Care: More Employers Adopting to Curb High Hospital Bills](#)

### Practical Steps for Employers

- **Set clear goals** for APC models to guide implementation, vendor selection and accountability.
- **Recognize that outcomes take time**, but leading indicators can provide early insight into success. Performance guarantees can hold vendors accountable to delivering on anticipated results.
- **Ensure access to unbiased data and independent analysis** to accurately assess APC outcomes; independently verify vendor-reported results whenever possible.
- **Target employee engagement, and data-driven decision making** to accelerate impact and improve ROI.

### About Morgan Health

Morgan Health is a JPMorganChase division focused on improving employer-sponsored health care. Through its investments and the advancement of accountable care, Morgan Health is working to improve the quality, equity and affordability of employer-sponsored health care for JPMorganChase employees, their families and the U.S. health system.

For more information, visit  
[www.morganhealth.com](http://www.morganhealth.com).