

Current research agenda for commercial leaders

Topic	What we're researching	Why it matters
Specialty care market trends	<ul style="list-style-type: none"> What key changes in each of the major service lines (oncology, cardiovascular, neurosciences, orthopedics, obesity care, and women's)* are the most impactful to care delivery and service line strategy? 	Commercial leaders need to understand specialty care market dynamics to anticipate disruption, identify opportunities, and support their provider customers more effectively.
Geographic market archetypes	<ul style="list-style-type: none"> How do different healthcare markets compare based on demographic, population, and healthcare supply factors? 	Commercial leaders need to understand different markets based on their volumes and growth profile to meet the needs of their customers.
Strategic planners survey	<ul style="list-style-type: none"> What are the intentions of health system strategy leaders related to spending, growth, operations and partnership? 	Commercial leaders need to understand the priorities of health system strategists to meet the needs of their customers.
VBC in specialty care	<ul style="list-style-type: none"> Which specialists are most engaged in value-based care today—and which will be in the next 3 years? How are specialists participating in ACO-style models without overburdening primary care or disrupting hospital demand? Where does it make more sense to prioritize procedural risk over specialist inclusion in ACO models? 	Specialists drive the majority of healthcare costs. Commercial leaders must understand how VBC models are evolving to engage specialists and how this affects product value and reimbursement.
AI for clinical and coverage decision-making	<ul style="list-style-type: none"> How are stakeholders investing in AI for clinical decision-making? What are their future plans, partnership strategies, and barriers to adoption? What potential futures and inflection points should leaders anticipate? 	AI is reshaping clinical decisions. Commercial leaders must understand how this affects evidence generation, product adoption, and payer-provider dynamics.
AI in revenue cycle and payment integrity operations	<ul style="list-style-type: none"> How is AI transforming revenue cycle management, including claims processing, coding, and prior authorization? How does AI enhance payment integrity by detecting underpayments, fraud, and missed reimbursement opportunities? 	AI-driven RCM tools impact how providers get paid and how value is assessed. Commercial leaders must align pricing, contracting, and value propositions with these evolving systems.

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State of the nursing workforce	<ul style="list-style-type: none"> • What disconnects exist between what nurses need and what their roles and work environments provide? • What are the most urgent gaps in physical and psychological safety, staffing, workload, flexibility, and career development? • What actionable strategies can health systems use to address these gaps? 	Healthcare workforce strain is intensifying. Commercial leaders must understand the root causes of dissatisfaction and turnover to support their health system customers around sustainable staffing models.
Health plans growth strategy	<ul style="list-style-type: none"> • What is the current competitive landscape in Medicare Advantage and employer-sponsored insurance? • What major initiatives are shaping the regulatory environment for these lines of business? • How are plans evolving product design and growth strategies? • What approaches are employers taking to manage high-cost drug spend? 	Understanding payer growth strategies helps commercial leaders anticipate coverage shifts, align contracting strategies, and support payer partnerships more effectively.
10 trends impacting health systems	<ul style="list-style-type: none"> • What are the major highlights, messages, and data points about and impacting health systems? 	Commercial leaders need to understand the trends impacting health systems so that they can address the needs of their clients.
State of pediatric hospitals	<ul style="list-style-type: none"> • What is the financial outlook for pediatric hospitals, especially in light of OBBBA? • What cohort-specific margin insights can be drawn from pediatric hospital performance? • What pediatric-specific solutions are emerging to address financial sustainability, including strategies around margin management, family financial experience, and new growth avenues? 	Pediatric hospitals face unique financial pressures and operational challenges. Commercial leaders must understand these dynamics to better support pediatric care delivery, align partnership strategies, and anticipate shifts in demand and investment across pediatric service lines.
Health system purchasing	<ul style="list-style-type: none"> • How are hospitals and health systems evolving their purchasing priorities amidst financial sustainability concerns? • What are the top goals for VACs and P&T committees over the next year? • Which metrics do VACs and P&T committees use when making decisions? • How are purchasing decisions evolving to account for procedural cases shifting to ambulatory care settings? 	Health systems are evolving their purchasing strategies in the pursuit of financial sustainability, using new tools and new measures of value to inform purchasing decisions for supplies, drugs, and medical devices. Commercial leaders need to understand how purchasing priorities are evolving to ensure they are providing the right data to support their products' use.