

---

# CASE STUDY OF <ORGANIZATION NAME> AS A MODEL OF 'POPULATION-BASED ACCOUNTABLE CARE'

Project Funded by: **USAID India Health Finance & Governance Project**

Project Implementation Partner: **Abt Associates India**

---

## CASE STUDY OBJECTIVES:

### 1. Profiling:

To examine the salient features of the case study organizational model from the perspective of accountable care foundational principles and functional components<sup>a</sup>

*Objective stated in terms of the population-based accountable care framework:*

To depict the strategic and operational model of the case study organization in terms of the principles and functional components of population-based accountable care (PBAC).

➤ *To identify salient processes, practices and innovations which facilitate (and/or inhibit) the implementation of accountable care principles in health care delivery.*

### 2. Maturity:

To explore the extent to which the case study organization has implemented and institutionalized accountable care practices.

➤ *To trace the evolution of the organizational model and servicescape, so as to identify if implementing accountable care practices entails a path-dependent trajectory.*

*Objective stated in terms of the population-based accountable care framework:*

- To examine the “level of maturity” of accountable care practices in the case study organization based on the different functional components of the population-based accountable care framework.

- The overall rating of the maturity level to the case study organization will represent its successful experience in implementing accountable care principles.

### 3. Normative Foundations

To explicate the underlying value systems which key respondents in the case study organization believe are essential to introduce and sustain accountable care systems. The manner in which these organizational values and cultural traits (e.g. transparency, equitable access, etc) are operationalized in the case study organization and challenges to its introduction and sustainability will also be explored.

### 4. Contextual Model

To examine the socio-economic and policy context within which the case study organization operates and to assess its influence on the implementation of accountable care practices. Based on this assessment, a customized framework appropriate to the characteristics of the healthcare sector in India would be formulated.

The strategic and operational model of the case study organization would be revisited in light of the proposed model contextualized for the local environment and healthcare sector characteristics.

### 5. Emergent Issues

- Institutional Structure/Organization & Governance Systems compatible with PBAC practices.
- Incentive systems/ Motivational mechanisms to introduce and sustain PBAC practices.
- Environmental constraints/challenges to sustain PBAC and coping responses.

### 6. Implications for Policy and Practice:

- To derive implications of the case studies for health policy reform in India, particularly with regard to current reform priorities such as Universal Health Coverage, National Health Assurance, Health Systems Strengthening programmes by State Governments, and regulatory reform of the private health sector..

- 
- a. *Taken together, the identified processes would constitute the 'accountable care system' of the case study organization).*
  - b. *Maturity levels for the different functional components will be assessed based on a consolidation of scoring by key respondents from relevant stakeholder groups in the case study organization.*
-

## CONSTRUCTING AND STATING THE CASE STUDY AIMS, QUESTIONS & OBJECTIVES:

### Purpose

(Statements of the expected *impact* of a study – in terms of its influence on an identifiable domain of policy and practice)

#### └ Aims of a study

(Statements which derive from the purpose and attempt to explicate the desired *outcomes* of the study– in terms of its ability to resolve ‘problems’ within a limited conceptual field and context of application).

#### ≈ Research Questions

(Statements which derive from the aims, and serve as a bridge between the general study aims and specific objectives. The research questions would include a reference to a theoretical perspective and an attendant methodology to guide the conduct of the study)

#### ⇒ Objectives

(Statements which seek to address the research questions in a form that can guide the process of constructing the output or content of the study)

## RESEARCH QUESTIONS:

### Main questions

- **Subsidiary questions** [*Questions that derive from a main question – and therefore should be answered (in the writing-up) after the answering of the main question*].
  - **Contributory questions** [*Questions that work toward the answering of the main question --- and therefore should be answered before the answering of the main question*].
    - *Elements of the Contributory Questions*

[Reference: Richard Andrews, *Research Questions*, Continuum Research Methods Series, London/New York, 2003]

## OBJECTIVES:

### ⇒ Stated Objectives:

#### ❖ Underlying Objectives

#### ✚ Emergent Objectives

---