

Community-based Medicaid health plan advances affordability and sustainable growth

The vision

A mission-driven health plan has expanded access for its high-risk Medicaid member population and supported local providers for 30 years. Amid rising cost pressures and increased capital needs, leaders faced a defining moment: stabilize the organization, improve financial resilience, and build an enterprise affordability function to sustain high-quality care for their most vulnerable populations.

Co-creating the solution

The health plan partnered with HealthScape Advisors, a Chartis Company, to confront these urgent financial and regulatory pressures. Together, the team established an affordability framework to focus efforts and embed analytics to enable faster, data-driven decisions. They also created a cost-of-care committee that improved accountability and transparency with senior leaders and the board. The work spanned payment integrity, medical management, network, and revenue improvement, emphasizing rapid prioritization and near-term financial gains while building sustainable capabilities that strengthened the organization for the future.

Believe in better

Within a year, the health plan achieved positive financial performance. The team improved tracking capabilities to manage trends proactively, reducing silos and creating a clear enterprise view of financial implications for decision-making. Leaders' planning confidence increased, bolstered by a regular operating cadence. With affordability embedded as an enterprise practice, the health plan is positioned to continue to grow and deliver on its mission.

Meaningful outcomes

3%+

margin improvement within
12 months

\$50M+

cost-of-care savings
identified

50%

risk-based capital sufficiency
improvement

Building to better

Key actions for community-based health plans to establish financial sustainability include:

- Treat affordability as a repeatable operating discipline
- Embed analytics and governance into operations for informed decision making
- Balance quick financial impact with sustainable affordability initiatives

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