

Figure 1. The Propensity Score Approach to High Expectation in ACO Participation in A State:  
A Conventional Approach:

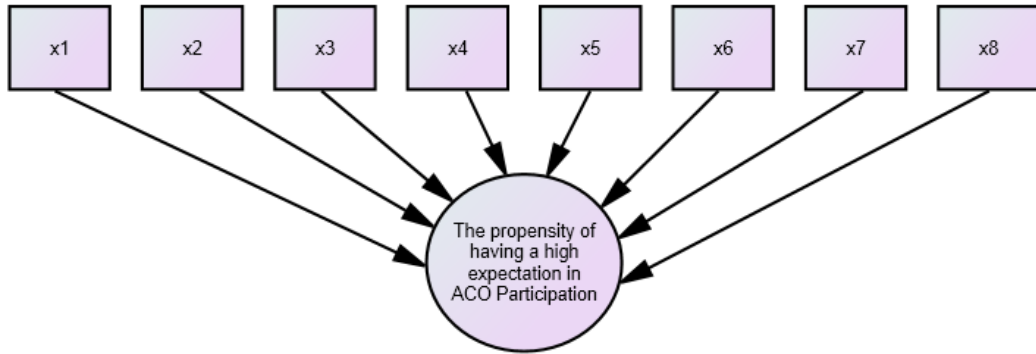


Figure 2. The Measurement Model of High Expectation to ACO Participation in A State: A Latent Variable Approach to Propensity Score

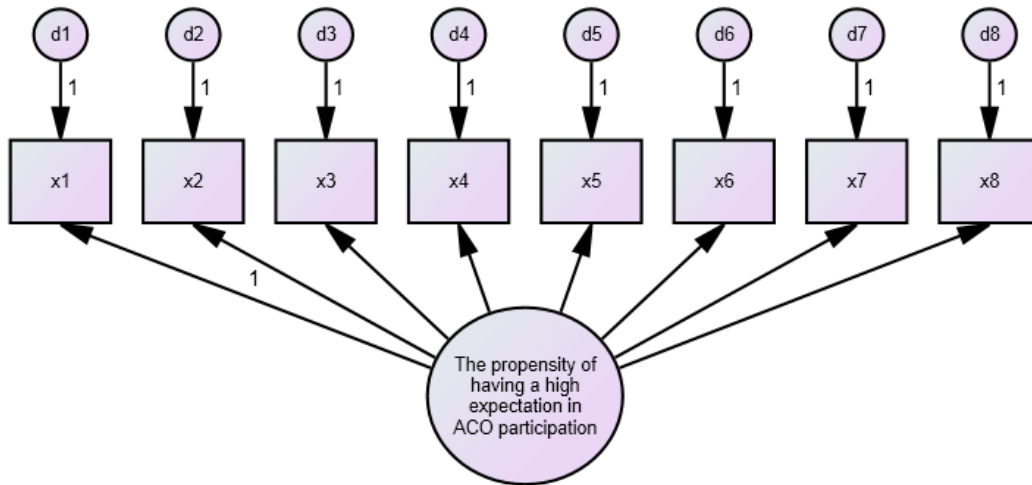


Figure 3. Predictors of the Willingness to Participate in ACOs With the Propensity Score As An Adjuster

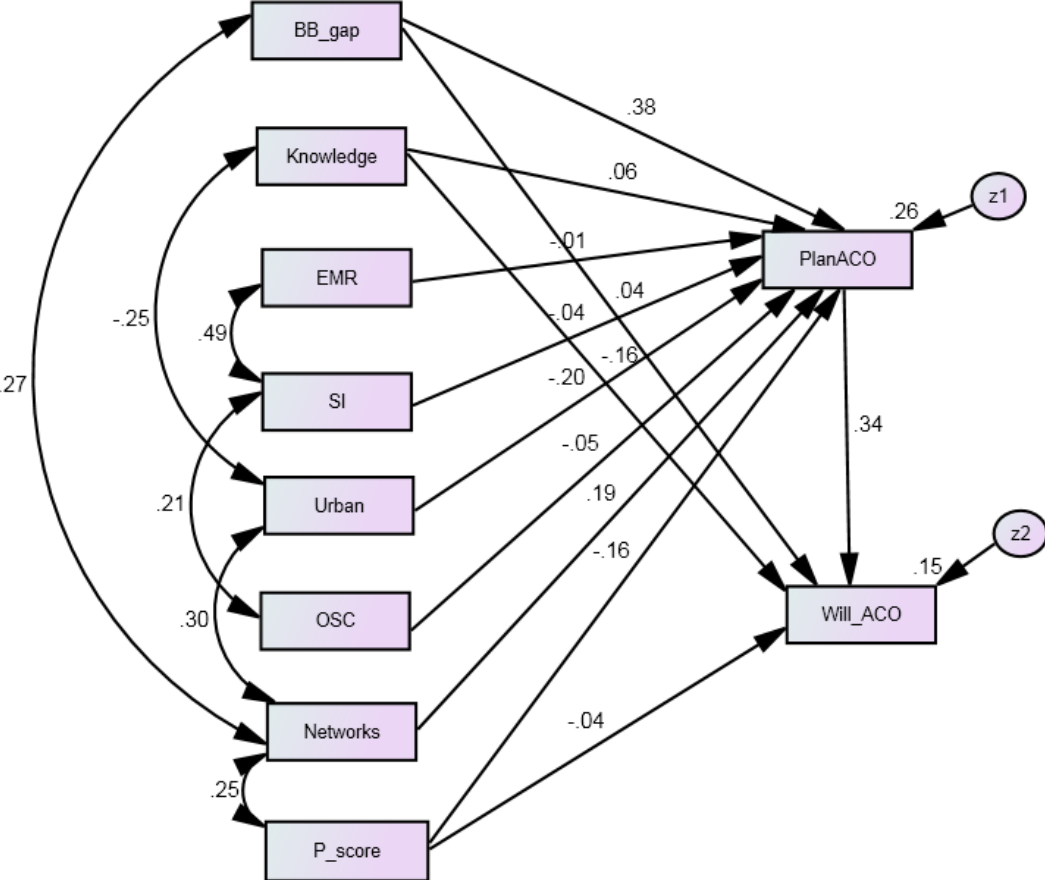


Table 1. The Propensity Score Matching and Analysis with High-Expected Adoption of Accountable Care Organizations (ACOs) by State

	<b>State</b>	<b>Region IV</b>	<b>HE_ACO</b>	<b>Propensity Score</b>
1	Alabama	1	0	0.86046
2	Alaska	0	0	0.19298
3	Arizona	0	1	0.36021
4	Arkansas	0	0	0.29953
5	California	0	1	0.47567
6	Colorado	0	0	0.30197
7	Connecticut	0	0	0.50394
8	DC	0	0	0.54926
9	Delaware	0	0	0.43616
10	Florida	1	1	0.92313
11	Georgia	1	1	0.89567
12	Hawaii	0	0	0.44173
14	Illinois	0	1	0.48695
15	Indiana	0	1	0.30586
18	Kentucky	1	1	0.85773
19	Louisiana	0	0	0.35612
21	Maryland	0	0	0.55485
22	Massachusetts	0	1	0.50958
23	Michigan	0	1	0.25019
24	Minnesota	0	1	0.28057
25	Mississippi	1	1	0.83651
26	Missouri	0	0	0.28896
29	Nevada	0	0	0.51181
30	New Hampshire	0	1	0.34412
31	New Jersey	0	1	0.43061
32	New Mexico	0	0	0.25554
33	New York North	0	1	0.68055
34	Carolina	1	1	0.88091
36	Ohio	0	0	0.32047
38	Oregon	0	0	0.23302
39	Pennsylvania	0	1	0.35202
40	Rhode Island South	0	0	0.50394
41	Carolina	1	1	0.85773

43	Tennessee	1	1	0.88786
44	Texas	0	1	0.32830
45	Utah	0	0	0.25202
46	Vermont	0	1	0.26016
47	Virginia	0	0	0.44432
48	Washington	0	0	0.30675
49	West Virginia	0	0	0.31397
50	Wisconsin	0	1	0.21121
51	Wyoming	0	0	0.27071

---

Note: High expected adoption rate = 2 or more ACOs in the state.  
Low expected adoption rate < 2 ACOs. Nine unmatched cases include: Idaho, Iowa, Kansas, Maine, Montana, Nebraska, North Dakota, Oklahoma, and South Dakota.

Table 2. Means and Standard Deviations of the Study Variables by Region for 84 Respondents

Variable	Region IV <sup>+</sup>		Other Region		F- value
	Mean	SD	Mean	SD	
Propensity score (0 to 1)	0.890	0.249	0.331	0.135	220.816*
Perceived ACO Benefits (0 to 5)	4.308	0.947	3.380	1.735	0.137 (NS)
Perceived ACO Barriers (0 to 7)	1.539	1.761	1.775	2.173	0.650 (NS)
BB_gap	2.769	2.006	1.761	2.452	1.954 (NS)
Level of knowledgeable about ACO (0 to 3)	1.462	0.877	1.662	0.940	0.509 (NS)
Urban (%)	0.692	0.480	0.606	0.492	0.343 (NS)
Rural health clinics affiliation (%)	0.462	0.519	0.225	0.421	3.217 (NS)
EMR level (0 to 5)	0.323	1.639	3.507	1.664	0.310 (NS)
Systems integration	3.615	1.325	3.401	1.902	0.141 (NS)
No. of health networks	4.384	2.256	2.056	1.963	14.763*
Plan_ACOs (1 to 4)	2.615	0.768	2.732	1.055	0.145 (NS)
Org. Social Capital	18.077	3.499	18.507	2.848	0.233 (NS)
Willingness to participate in ACOs (1 to 10)	5.231	1.739	5.014	3.770	0.880 (NS)
Number	13		71		0.041 (NS)

Notes: <sup>+</sup> Region IV includes Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee.

\* Statistically significant at 0.05 or lower level.

NS = not statistically significant.

Table 3. One-Way Analysis of Variance for the Willingness to Participate in ACOS (WP\_ACOs) by Specific Perceived Benefits

Perceived Benefits	<u>Mean WP ACOs</u>		<u>SD WP ACOs</u>		F-value
	With a benefit	Without a benefit	With a benefit	Without a benefit	
Improvement in coordinated health care services	4.904	3.076	5.281	4.199	0.225 (NS)
Improvement in the patient care outcomes	5.010	3.054	5.107	4.833	0.914 (NS)
Reduction in the hospital's total costs.	4.794	3.117	5.810	4.546	0.255 (NS)
Increase in the hospital's profit margins	5.145	3.387	4.773	3.963	0.174 (NS)
Increase physicians and other healthcare providers' participation to improve health	5.032	3.212	5.095	4.436	0.005 (NS)
Other benefit	5.909	4.721	4.918	3.332	0.753 (NS)

Note: \* NS = not statistically significant at 0.05 or lower level.

Table 4. One-Way Analysis of Variance for the Willingness to Participate in ACOS (WP\_ACOs) by Specific Perceived Barriers

Perceived Barriers	<u>Mean WP ACOs</u>		<u>SD WP ACOs</u>		F-value
	With a barrier	Without a barrier	With a barrier	Without a barrier	
Lack of leadership support or commitment	2.615	5.493	2.399	3.529	7.930*
Inadequate financial incentives	3.581	5.906	2.953	3.574	9.362*
Legal and regulatory barriers	3.636	5.548	3.215	3.519	5.006*
Fear of losing autonomy	4.000	5.206	3.098	3.578	1.119 (NS)
Lack of adequate capital for HIT infrastructure	4.313	5.221	2.960	3.644	0.858 (NS)
Inadequate number of PCPs and other specialists	5.136	5.016	2.916	3.739	0.019 (NS)
Inadequate number of patient population served by the facility	4.474	5.215	3.356	3.582	0.648 (NS)
Not having affiliated with any healthcare networks	4.750	5.097	2.896	3.635	0.099 (NS)

Note: \* Statistically significant at 0.05 or lower level.

NS = not statistically significant.

Table 5. Summary Statistics from Regression Analysis of the Level of Strategic Plan for ACO Development (Plan\_ACOs) and the Willingness to Participate in ACOS (WP\_ACOs) by Selected Predictors

Predictors	Standardized Regression Coefficient	Unstandardized Regression Coefficient	Standard Error	T-value
<u>Plan_ACOs predicted by</u>				
EMR	-0.014	-0.009	0.067	-0.129
Systems integration	-0.042	-0.024	0.063	-0.378
Org. social capital	-0.053	-0.018	0.034	-0.546
No. of health networks	0.188	0.088	0.050	1.743
Knowledge about ACOs	0.055	0.060	0.107	0.563
<i>Benefit-barrier gap</i>	<i>0.381</i>	<i>0.161</i>	<i>0.042</i>	<i>3.867*</i>
Urban location	-0.198	-0.405	0.211	-1.917
Propensity score	-0.159	-0.679	0.418	-1.625
R-square value	0.261			
<u>WP_ACOs predicted by</u>				
Benefit-barrier gap	0.042	0.062	0.165	0.376
Plan_ACOs	0.343	1.192	0.395	3.020*
Knowledge about ACOs	-0.164	-0.622	0.387	-1.608
Propensity score	-0.040	-0.594	1.508	-0.394
R-square value	0.152			

Note: \* Statistically significant at 0.05 or lower level.

Goodness of fit statistics for the model includes: 1) Chi-square= 30.870 with 27 degrees of freedom and P=0.277; 2) GFI = 0.930, AGFI =0.858, and CFI = 0.951; and 3) RMSEA = 0.042.



Appendix 1. Summary Statistics of the Measurement Scales Used

Measure	Items/Scale	Mean	SD	Cronback's Alpha Coefficient	Average Intra-Class Correlation Coefficient
Organizational Social Capital	6/ Likert scale (0 to 24)	18.440	2.939	0.849	0.839
Electronic Medical Record Uses	5/ Yes-No (0 to 5)	3.460	1.639	0.785	0.785
Systems Integration	5/ yes-no (0 to 5)	3.441	1.819	0.847	0.847
Perceived Benefits	6/ yes-no (0 to 6)	3.655	1.533	0.611	0.611
Perceived Barriers	8/ yes-no (0 to 8)	1.738	2.106	0.800	0.800
Benefit-Barrier Gap	Total benefits-total barriers	1.917	2.406		
Knowledge About ACOs	1/ Likert scale (1 to 4)	2.631	0.929		
Health Networks	8/ yes-no (0 to 8)	2.417	2.169		
Plan_ACOs	1/ Likert scale (1 to 4)	2.714	1.013		
WP_ACOs	1/ Analog scale (0 to10)	5.048	3.523		