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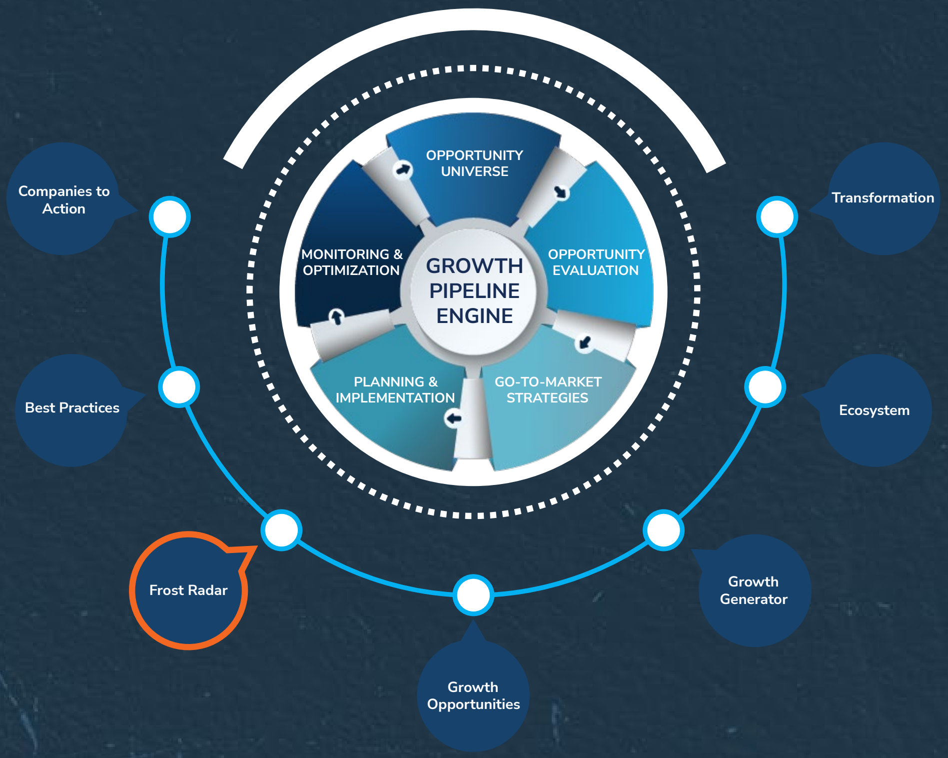
Frost Radar™: US Population Health Management, 2026

A Benchmarking System to Spark Companies to Action - Innovation That Fuels New Deal Flow and Growth Pipelines



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Strategic Imperative and Growth Environment

Strategic Imperative

- **Population health is evolving from analytics platforms to execution-oriented operating systems:** Healthcare organizations increasingly expect PHM platforms to move beyond retrospective analytics and risk identification toward direct execution of clinical, operational, and financial interventions. Buyers are prioritizing platforms that can connect insights with action through embedded workflows, care coordination, patient engagement, risk adjustment, quality management, and value-based care execution. As a result, PHM vendors are evolving into population health operating systems that orchestrate activities across providers, care teams, and patients while reducing workflow fragmentation and administrative burden.
- **Payer-provider data convergence is becoming the foundation of value-based care success:** As organizations assume greater financial accountability through Medicare Advantage, MSSP, ACOs, and other risk-based arrangements, PHM success increasingly depends on the ability to unify clinical, claims, quality, utilization, and financial data. Vendors are investing heavily in longitudinal patient views, attribution management, risk adjustment, cost and utilization analytics, and interoperability frameworks that enable actionable intelligence across payer and provider ecosystems. Data activation is becoming a critical competitive differentiator as organizations seek a complete view of population performance.
- **AI is shifting from insight generation to workflow orchestration and intervention prioritization:** Artificial intelligence is rapidly moving beyond predictive analytics and reporting into operational decision support, workflow automation, and intervention management. PHM vendors are increasingly deploying AI to identify diagnosis gaps, prioritize patient outreach, optimize care coordination, automate administrative processes, and improve resource allocation. However, market adoption is favoring practical, explainable, and workflow-integrated AI rather than fully autonomous decision-making, making transparency, traceability, and clinician oversight critical success factors.

Growth Environment

- The PHM market continues to benefit from increasing provider participation in risk-based reimbursement models, including Medicare Advantage, MSSP, and other value-based care arrangements. As organizations assume greater financial accountability, demand is growing for platforms that can improve quality performance, optimize resource utilization, and support population-level risk management.
- Healthcare organizations are increasingly prioritizing solutions that translate insights into action. While analytics and risk stratification remain foundational, buyers are seeking platforms that embed care coordination, patient engagement, quality management, and performance improvement directly into clinical and operational workflows. This shift is accelerating demand for workflow-centric PHM platforms that support measurable outcomes rather than reporting alone.
- The growing availability of clinical, claims, pharmacy, and social determinants data is increasing the need for unified population health strategies. Organizations are seeking platforms that can activate disparate data sources to support longitudinal patient visibility, risk adjustment, attribution management, and financial performance improvement. Vendors that effectively connect and operationalize data across payer and provider ecosystems are strengthening their competitive positions.
- AI adoption within PHM is expanding beyond predictive analytics into workflow automation, intervention prioritization, diagnosis gap identification, and care orchestration. Market demand is increasingly focused on practical, explainable, and workflow-integrated AI capabilities that improve productivity and support proactive population management while maintaining clinician oversight.
- Healthcare organizations continue to rationalize fragmented technology environments and reduce reliance on multiple point solutions. As a result, demand is increasing for broader population health platforms that combine analytics, care management, patient engagement, interoperability, quality performance management, and value-based care enablement within a unified ecosystem.

Source: Frost & Sullivan

Growth Environment

- The PHM market is transitioning from a period focused primarily on data aggregation and retrospective analytics to one centered on workflow-enabled execution, financial accountability, and AI-assisted intervention management.
- Future market leaders will be defined not only by their ability to generate insights, but also by their ability to activate those insights across clinical, operational, and financial workflows while supporting increasingly complex value-based care environments. Vendors that successfully combine data convergence, workflow integration, and AI-enabled orchestration will be best positioned to capture the next phase of market growth.

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Frost Radar™ US Population Health Management, 2026

Frost Radar™: US Population Health Management, 2026

In the US population health management market with 50+ qualified participants, Frost & Sullivan independently evaluated the landscape and selected just 16 companies to be benchmarked in this Frost Radar™. This small, carefully chosen group represents organizations that rise above the broader market, demonstrating not only strong growth but a clear capacity to innovate and lead. Inclusion is not simply recognition; it signals that a company is operating at the forefront of its industry.

This evaluation is led by Frost & Sullivan's experienced global analyst team, combining deep domain expertise with a rigorous, fact-based approach. Using our proprietary, multi-dimensional benchmarking methodology, applied consistently and validated by analysts, Frost & Sullivan ensures a fair, globally comparable, and defensible assessment of true market leadership.

Source: Frost & Sullivan

Frost Radar™: Competitor Categories

GROWTH CHAMPIONS

- Achieve significant market growth through effective execution
- Leverage proven technologies and scalable business models
- Maintain competitiveness via operational efficiency and customer focus
- Require increased innovation investment for sustained leadership

VISIONARY LEADERS

- Market leaders with a strong balance of innovation and growth.
- Deliver transformative technologies, business models, and processes.
- Influence industry direction and set new benchmarks.
- Combine strategic vision with operational excellence for market dominance.

CONTENDERS

- Emerging players with modest market presence and cautious strategies
- Often new entrants or niche participants establishing their positions
- Emphasizes continuous improvement and ensures operational reliability
- Hold potential for growth through innovation, alliances, and market expansion

INNOVATORS

- Drive technological advancement with disruptive ideas and solutions
- Prioritize R&D, IP development, and pioneering concepts
- Strong innovation foundation with opportunities to accelerate commercialization and scale
- Benefit from strategic partnerships and targeted go-to-market strategies

Source: Frost & Sullivan

Frost Radar™ Competitive Environment

- Innovaccer is a leading population health operating system provider, combining data activation, care management, patient engagement, and value-based care enablement within a unified platform. Its AI-driven capabilities, expanding ecosystem, and strong innovation focus support its leadership position in the PHM market.
- CedarGate differentiates through its integrated value-based care platform that combines clinical, financial, and operational performance management. Its ability to connect analytics, care workflows, and contract performance management positions it among the market's most comprehensive PHM vendors.
- Optum remains one of the most influential PHM participants due to its scale, extensive payer-provider relationships, and broad portfolio of population health, analytics, and value-based care solutions. Its market presence and growth momentum continue to reinforce its leadership position.
- Arcadia has established a strong position as a PHM-native platform provider with strengths in data aggregation, interoperability, risk adjustment, and value-based care enablement. Its strong presence among ACOs and risk-bearing provider organizations reinforces its competitive position.
- Health Catalyst differentiates through its operational intelligence and performance improvement capabilities, helping healthcare organizations translate data into measurable clinical and financial outcomes. Its growing focus on workflow enablement and patient engagement further strengthens its market position.
- athenahealth leverages its cloud-based, network-enabled platform to embed population health and value-based care activities directly into provider workflows. Its extensive ambulatory footprint and workflow-centric approach support strong market growth and customer adoption.

Source: Frost & Sullivan

Frost Radar™ Competitive Environment

- Epic continues to expand its PHM capabilities through deep workflow integration within its widely adopted clinical platform. Its provider reach, interoperability investments, and support for value-based care contribute to its strong growth position in the market.
- Lightbeam focuses on enabling value-based care through analytics, quality improvement, risk stratification, and performance management capabilities. Its sustained growth reflects strong adoption among provider organizations participating in risk-based care models.
- Oracle Health is strengthening its PHM position through investments in healthcare data platforms, interoperability, analytics, and AI-enabled population health capabilities. Its broader healthcare transformation strategy supports its emergence as an innovation-focused market participant.
- Medecision is evolving from a traditional care management vendor into an AI-enabled orchestration and workflow intelligence platform. Its focus on intelligent automation, care coordination, and interoperability strengthens its innovation profile within the PHM market.
- NextGen is expanding beyond its ambulatory EHR foundation through investments in population health, value-based care enablement, and workflow-integrated analytics. Its Population Intelligence strategy supports its emergence as an innovation-focused PHM participant.
- Evolent differentiates through its expertise in specialty care management, utilization management, and value-based care enablement. Its focus on improving clinical and financial performance for risk-bearing organizations supports a unique position within the broader PHM ecosystem.
- ZeOmega maintains a strong position in care management and population health operations across payer and provider organizations. Its integrated care coordination capabilities and value-based care focus continue to support market relevance.

Frost Radar™ Competitive Environment

- eClinicalWorks leverages its large ambulatory customer base to deliver population health, quality reporting, and care management capabilities. Its strength lies in workflow integration and broad adoption among physician practices and community-based providers.
- Azara Healthcare differentiates through its focus on community health, health equity, and underserved populations. Its population health capabilities are particularly aligned with FQHCs and community-based value-based care initiatives.
- HealthEdge participates in the PHM market through payer-focused solutions supporting care management, utilization management, and population analytics. Its continued investments in health plan performance and value-based care capabilities support its competitive positioning.

Source: Frost & Sullivan

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Frost Radar™ Companies to Action

Medecision

INNOVATOR

INNOVATION SCORE **4.15**

GROWTH SCORE **3.40**

INNOVATION

- Medecision is positioned as a real-time population health and care orchestration platform provider with strong differentiation in governed agentic AI, workflow automation, payer-provider operational orchestration, and longitudinal care management enablement. The company's innovation strategy is centered on closing the gap between insight generation and operational execution by combining real-time intelligence, interoperable data activation, and AI-driven workflow orchestration within a scalable and governance-focused platform architecture.
- A major differentiator for Medecision is its emphasis on AI trust, governance, and operational accountability. The platform incorporates multi-tiered human oversight frameworks, risk-based governance methodologies, model intake and documentation processes, continuous post-deployment monitoring, and auditable AI outputs with explainability and citation capabilities embedded into workflow execution. The company also emphasizes PHI protection, adversarial testing, and alignment with CMS, NIST, HITRUST, and NAIC governance frameworks, positioning governance as a core architectural principle rather than a compliance overlay.
- Medecision's innovation narrative is further strengthened by its unified data platform strategy. The platform supports ingestion of raw and unformatted data directly from data warehouses and operational systems, reducing dependency on pre-structured data environments commonly associated with legacy analytics platforms. Medecision also supports real-time event-driven data streaming and intervention triggering across clinical and operational workflows, enabling organizations to activate care interventions based on live ADT events, claims activity, utilization signals, and clinical status changes.

Medecision (continued)

INNOVATION

- The company supports interoperability across more than 90 EHR integrations through FHIR-based APIs aligned with CMS-0057 requirements, while normalizing and standardizing claims, EHR, pharmacy, lab, CRM, document, and SDoH data using Medecision-owned logic to support trusted AI execution and workflow automation.
- Unlike traditional care management vendors that primarily focus on workflow administration or analytics-driven PHM vendors that emphasize retrospective insights, Medecision increasingly positions itself as an operational orchestration layer capable of integrating with existing ecosystems rather than replacing them. The platform orchestrates workflows across EHRs, claims systems, data warehouses, analytics tools, and care management environments to support coordinated execution and intervention management across payer and provider ecosystems.
- The company has also strengthened its implementation and operationalization capabilities through the acquisition of Excell Consulting, which extends Medecision's value proposition beyond software deployment into organizational readiness, AI adoption strategy, workflow redesign, governance operationalization, and post-deployment scaling support. This enhances Medecision's ability to help healthcare organizations successfully adopt and scale AI-enabled technology platforms, addressing the people, process, and change management barriers that most often derail digital transformation initiatives.

Source: Frost & Sullivan

Medecision (continued)

GROWTH

- Medecision's growth trajectory is driven by increasing demand for operationally actionable PHM platforms capable of supporting payer-provider coordination, workflow automation, and AI-enabled care orchestration within increasingly complex value-based care environments. As healthcare organizations move beyond retrospective analytics toward real-time intervention and operational execution, Medecision's positioning around orchestration and governed AI aligns well with evolving market expectations.
- The company reports 93 million lives managed within its platform, indicating substantial scale and market penetration, particularly within commercial and Blues plan ecosystems.Its positioning is further supported by measurable operational outcomes such as 20% reported improvements in gaps-in-care closure rates, 10% reductions in emergency room utilization, and 20% efficiencies in administrative costs across deployed environments. Platform coverage spans key specialty areas including Behavioral Health, Vision, and Pharmacy, further broadening its applicability across diverse member populations.
- The company has historically established strong traction within payer and care management environments, particularly among organizations seeking to modernize utilization management, care coordination, member engagement, and population-level intervention workflows.However, Medecision is increasingly expanding its positioning into the government and public sector segment, as well as provider-sponsored plans, ACOs, risk-bearing provider organizations, and third-party administrators (TPAs) as PHM workflows increasingly converge across payer and provider ecosystems.
- Additionally, the Excell Consulting acquisition strengthens Medecision's ability to support broader enterprise readiness and implementation initiatives, improving adoption scalability and helping organizations operationalize AI-enabled workflows more effectively across all facets of health plan operations.

Source: Frost & Sullivan

Medecision (continued)

FROST PERSPECTIVE

- Medecision represents one of the clearest examples of PHM market evolution from analytics to execution, with a strong emphasis on workflow orchestration, automation, and operational scalability.
- Medecision is strongly positioned to benefit from increasing demand for AI-driven workflow automation, particularly within payer and government segments facing cost pressures and operational complexity.
- The company must expand its positioning in financial and contract performance management, which is becoming central to PHM decision-making. This includes value-based contract modeling, risk attribution, total cost of care analytics, and performance tracking against quality and utilization benchmarks. Medecision's capabilities in cost modeling, attribution, and contract optimization require stronger market visibility to compete effectively in this segment.
- Additionally, Medecision should continue expanding visibility across provider-sponsored plans, ACOs, and risk-bearing provider organizations while reinforcing its interoperability and workflow orchestration capabilities within provider-facing environments.

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Best Practices & Growth Opportunities

Best Practices

1 Prioritize Workflow Integration Over Standalone Functionality

2 Build a Unified Data Foundation Across Clinical, Claims, and Financial Sources

3 Focus on actionable and explainable AI

Growth Opportunities

1. Expand Beyond Analytics into Workflow-Oriented Population Health Execution
2. Capitalize on Growing Demand for Financial Performance and Risk Management
3. Leverage AI to enable proactive intervention and care orchestration

Source: Frost & Sullivan

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Frost Radar™ Analytics

Frost Radar™: Benchmarking Future Growth Potential 2 Major Indices, 10 Analytical Ingredients, 1 Platform

Growth Index

Growth Index (GI) is a measure of a company's growth performance and track record, along with its ability to develop and execute a fully aligned growth strategy and vision; a robust growth pipeline system; and effective market, competitor, and end-user-focused sales and marketing strategies.

GI1

MARKET SHARE (PREVIOUS 3 YEARS)
This is a comparison of a company's market share relative to its competitors in a given market space for the previous three years.

GI2

REVENUE GROWTH (PREVIOUS 3 YEARS)
This is a look at a company's revenue growth rate for the previous 3 years in the market/industry/category that forms the context for the given Frost Radar.

GI3

GROWTH PIPELINE
This is an evaluation of the strength and leverage of a company's growth pipeline system to continuously capture, analyze, and prioritize its universe of growth opportunities.

GI4

VISION AND STRATEGY
This is an assessment of how well a company's growth strategy is aligned with its vision. Are the investments that a company is making in new products and markets consistent with the stated vision?

GI5

SALES AND MARKETING
This is a measure of the effectiveness of a company's sales and marketing efforts in helping it drive demand and achieve its growth objectives.

Frost Radar™: Benchmarking Future Growth Potential 2 Major Indices, 10 Analytical Ingredients, 1 Platform

Innovation Index

Innovation Index (II) is a measure of a company's ability to develop products, services, and solutions (with a clear understanding of disruptive megatrends) that are globally applicable, able to evolve and expand to serve multiple markets, and aligned to customers' changing needs.

II1

INNOVATION SCALABILITY
This determines whether an organization's innovations are globally scalable and applicable in both developing and mature markets, as well as in adjacent and non-adjacent industry verticals.

II2

RESEARCH AND DEVELOPMENT
This is a measure of the efficacy of a company's R&D strategy, as determined by the size of its R&D investment and how it feeds the innovation pipeline.

II3

PRODUCT PORTFOLIO
This is a measure of a company's product portfolio, focusing on the relative contribution of new products to its annual revenue.

II4

MEGATRENDS LEVERAGE
This is an assessment of a company's proactive leverage of evolving long-term opportunities and new business models as the foundation of its innovation pipeline. An explanation of megatrends can be found here.

II5

CUSTOMER ALIGNMENT
This evaluates the applicability of a company's products/services/solutions to current and potential customers, as well as how its innovation strategy is influenced by evolving customer needs.

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Next Steps: Leveraging the Frost Radar™ to Empower Key Stakeholders

Significance of Being on the Frost Radar™

Companies plotted on the Frost Radar™ are the leaders in the industry for growth, innovation, or both. They are instrumental in advancing the industry into the future.

GROWTH POTENTIAL

Your organization has significant future growth potential, which makes it a Company to Action.

Best Practices

Your organization is well-positioned to shape Growth Pipeline™ best practices in your industry.

COMPETITIVE INTENSITY

Your organization is one of the key drivers of competitive intensity in the growth environment.

CUSTOMER VALUE

Your organization has demonstrated the ability to significantly enhance its customer value proposition.

PARTNER POTENTIAL

Your organization is top of mind for customers, investors, value chain partners, and future talent as a significant value provider.

Source: Frost & Sullivan

Frost Radar™ Empowers the CEO's Growth Team

STRATEGIC IMPERATIVE

- Growth is increasingly difficult to achieve.
- Competitive intensity is high.
- More collaboration, teamwork, and focus are needed.
- The growth environment is complex.

LEVERAGING THE FROST RADAR™

- The Growth Team has the tools needed to foster a collaborative environment among the entire management team to drive best practices.
- The Growth Team has a measurement platform to assess future growth potential.
- The Growth Team has the ability to support the CEO with a powerful Growth Pipeline™.

NEXT STEPS

- **Growth Pipeline Audit™**
- **Growth Pipeline as a Service™**
- **Growth Pipeline™ Dialogue with Team Frost**

Frost Radar™ Empowers Investors

STRATEGIC IMPERATIVE

- Deal flow is low, and competition is high.
- Due diligence is hampered by industry complexity.
- Portfolio management is ineffective.

LEVERAGING THE FROST RADAR™

- Investors can focus on future growth potential by creating a powerful pipeline of companies to action for high-potential investments.
- Investors can perform due diligence that improves accuracy and accelerates the deal process.
- Investors can realize the maximum internal rate of return and ensure long-term success for shareholders.
- Investors can continually benchmark performance with best practices for optimal portfolio management.

NEXT STEPS

- **Growth Pipeline™ Dialogue**
- **Opportunity Universe Workshop**
- **Growth Pipeline Audit™ as Mandated Due Diligence**

Frost Radar™ Empowers Customers

STRATEGIC IMPERATIVE

- Solutions are increasingly complex and have long-term implications
- Vendor solutions can be confusing
- Vendor volatility adds to the uncertainty

LEVERAGING THE FROST RADAR™

- Customers have an analytical framework to benchmark potential vendors and identify partners that will provide powerful, long-term solutions.
- Customers can evaluate the most innovative solutions and understand how different solutions meet their needs.
- Customers gain a long-term perspective on vendor partnerships.

NEXT STEPS

- **Growth Pipeline™ Dialogue**
- **Growth Pipeline™ Diagnostic**
- **Frost Radar™ Benchmarking System**

Source: Frost & Sullivan

Frost Radar™ Empowers the Board of Directors

STRATEGIC IMPERATIVE

- Growth is increasingly difficult; CEOs require guidance.
- The growth environment requires complex navigational skills.
- The customer value chain is changing.

LEVERAGING THE FROST RADAR™

- The Board of Directors has a unique measurement system to ensure oversight of the company's long-term success.
- The Board of Directors has a discussion platform that centers on the driving issues, benchmarks, and best practices that will protect shareholder investment.
- The Board of Directors can ensure skillful mentoring, support, and governance of the CEO to maximize future growth potential.

NEXT STEPS

- **Growth Pipeline Audit™**
- **Growth Pipeline as a Service™**

Source: Frost & Sullivan

Next Steps

Transformation | Ecosystem | Growth Generator | Growth Opportunities | FrostRadar™ | Best Practices | Companies to Action

JOIN:
Growth Council

APPLY:
Companies to Action

ENGAGE:
Growth Dialog

PARTICIPATE:
Growth Council Think Tank

Does Your Current System Support Rapid Adaptation to Emerging Opportunities?

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