

→ CASE STUDY:

# THE TRANSFORMATIVE POWER OF EFFECTIVE

## DATA ANALYSIS IN BPCIA

*Main Line Health  
and DataGen*

### KEY FACTS

Pennsylvania-based Main Line Health comprises:



**4**  
ACUTE CARE  
HOSPITALS



**1,355**  
LICENSED  
BEDS



**1**  
REHAB  
HOSPITAL



**11,375**  
EMPLOYEES



**6** OUTPATIENT  
CLINICS



**1** DRUG AND ALCOHOL  
RECOVERY  
TREATMENT CENTER



**1** NON-PROFIT  
BIOMEDICAL RESEARCH  
ORGANIZATION

“I think I’m best  
friends with our  
data analysts now.”

TOM CENTORE,  
MANAGER OF  
CLINICAL INTEGRATION  
MAIN LINE HEALTH  
PHYSICIAN PARTNERS

### MAIN LINE HEALTH AND THE BPCIA MODEL



Main Line Health  
needed data-driven  
help choosing the best  
episodes in BPCIA.



DataGen’s reports and  
dashboards helped drive  
success in the program  
through rigorous and  
customized data analysis.



Thanks to strong  
leadership buy-in and  
support from DataGen,  
Main Line Health has  
been successful.



## BACKGROUND

Main Line Health (MLH) is a five-hospital integrated health care delivery system based just outside of Philadelphia. Their clinically integrated network is committed to creating a cohesive network of employed and independent physicians. To create a vehicle to allow that collaborative approach to thrive, they formed Main Line Health Physician Partners.

That allowed them to become more strategic about how they approached value-based care initiatives—something that's bolstered by the fact that MLH co-owns the Delaware Valley Accountable Care Organization with another large healthcare system, Jefferson Health. Additionally, MLH has their own home care and hospice agency—something that's valuable on its own, but has proven to be invaluable as MLH has ramped up their participation in value-based programs.

MLH dipped their toes into alternative payments through the Medicare Shared Savings Program in 2014. That helped them better understand what's truly necessary to thrive in value-based care arrangements while building out a strong infrastructure that could support their transformation.

“As MLH's ACO partner, we knew the knowledge gained and the skills built would be symbiotic and that our combined efforts would cause a 'positive halo effect' on both of our populations.”

BETH SOUDER, PT, MSPT,  
INTERIM VP, CLINICAL OPERATIONS & DIRECTOR, POST ACUTE NETWORK  
DELAWARE VALLEY ACCOUNTABLE CARE ORGANIZATION

When Centers for Medicare and Medicaid Services (CMS) announced the voluntary Bundled Payments for Care Improvements-Advanced (BPCIA) model, MLH jumped at the opportunity.

MLH viewed the program as a learning opportunity. They entered the program with the goal of minimizing their exposure to risk while maintaining the possibility of a positive reconciliation—but felt that breaking even in the program would still be considered a success. Still, as MLH examined their resources, they saw that achieving even that modest goal would require some outside help.



## LEADERSHIP BUY-IN

One of the biggest predictors of success in bundled programs is having buy-in from leadership—and MLH serves as an excellent example of that. Members of the C-suite at MLH are invested in the work and recognize it is essential for the viability of the health system in today's rapidly evolving healthcare landscape.

That engagement starts from the top. MLH's CEO is very committed to value-based payments and population health management activities. That level of involvement is echoed by the chief medical officer, who serves as the executive sponsor for BPCIA and similar initiatives and is very involved with the program.



## THE CHALLENGE

When BPCIA was announced, MLH felt some pressure to quickly assess the data provided by CMS. And, while MLH employed some analysts, they knew they needed a partner who was experienced with data analysis and reporting in the bundled payment space. “An integral part of the bundle work is having claims data transformed into dashboards and tools where we can glean both high level and detailed insights. Because we are focusing on patients with more complex utilization profiles, we needed a sophisticated suite of tools that could make this possible,” shared Joyce Kim, Director of Service Line Performance Improvement & Data Analysis.

MLH had an existing relationship with The American Association of Medical Colleges (AAMC), using them for for advocacy and education. AAMC identified DataGen as a resource. With more than 10 years of experience working with the type of data analysis MLH needed, DataGen could provide them with an easy way to look at and evaluate BPCIA data. Through DataGen’s robust reporting dashboards, MLH was able to see the data they needed to evaluate and monitor, and report on it quickly.

“It wasn’t until we worked with DataGen that we got a more complete picture of where our opportunities were. We could not have made a decision without that extra level of data reporting and expertise.”

TOM CENTORE

MLH also needed help determining which BPCIA episodes it should participate in. DataGen developed an episode selection data dashboard that showed their performance in the baseline time period. John Kalamaras, DataGen’s Manager of Business Intelligence Analytics, explained: “When we were first working to help MLH choose their episodes, we walked them through their historic financial and utilization data, and pointed them to the key areas to look at. We guided them through the analytic tool in the context of the program to help them make the best decision for themselves.”

Through this process, MLH decided to participate in two episode groups for performance period 1: sepsis and stroke.



## TRANSFORMATIVE POWER

Effective participation in programs like BPCIA can drive practice transformation. That is the case at MLH, where some of the changes they put in place to do well in BPCIA have spilled over into other areas.

As MLH began to build infrastructure and workflows for BPCIA, they began to identify an important success factor.

As Tom Centore phrased it, “We realized that in this program, it is essential to have all those who are caring for patients, in and out of the hospital, working together. Without this level of collaboration, it is impossible to provide safe, highly-coordinated care. Bringing together key stakeholder groups that don’t normally interact helped us facilitate the exchange of data and leading practices, plus ensure alignment on process improvement initiatives.”



## THE RESULTS

MLH entered BPCIA with the modest goal of breaking even and learning as much as they could. “We were just trying to figure out what we needed to do to successfully manage a particular population in an at-risk model,” Centore said. So when MLH found out that they’d achieved savings in the program, they couldn’t have been happier.

That success, in part, is due to the data analysis and reporting provided by DataGen. In addition to the standard reports that DataGen developed for MLH’s reporting dashboards, they also provided customized reports on key metrics as needed. Additionally, DataGen provided insights on data refreshes released by CMS, to ensure MLH understood what the data meant and why it mattered.

### ➔ BPCIA BY THE NUMBERS

**2018** Launched

**1,299** Participants

**31** Inpatient Episode Categories

**4** Outpatient Episode Categories



## CONCLUSION

BPCIA offers several benefits, but one that’s often overlooked is how effectively it can serve as a training ground to thrive in other value-based initiatives. By building the kind of infrastructure necessary and getting the right stakeholders involved throughout the organization, participating in BPCIA can improve outcomes and revenue.

Of course, the foundation of success is effectively using accurate data. As Centore said, “you don’t truly realize how much you rely [on good data] until you’re working with it day in and day out to drive the kinds of results we needed.”



We have benefited from the deep expertise of DataGen. They have been partners and advisors so that we better understand, accurately interpret, and can act on our data. While the concept of bundle payments is simple, we have also seen that the devil is in the details with these programs. Their support has enabled us to move forward in the program more confidently and continue to take risk.”

JOYCE KIM,  
DIRECTOR, SERVICE LINE PERFORMANCE  
IMPROVEMENT & DATA ANALYSIS  
MAIN LINE HEALTH  
PHYSICIAN PARTNERS

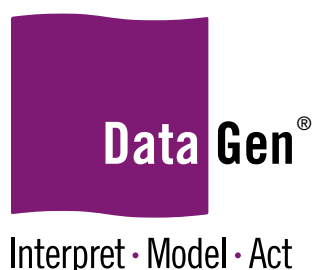


## → ABOUT DATAGEN

For more than 20 years, DataGen has been an essential partner to healthcare organizations across the country, illustrating the financial implications of payment policy changes and promoting a pragmatic view of how changes will affect revenue and profitability.

DataGen provides data analytic support to hospitals, health systems, state hospital associations, and other healthcare groups across the nation as they strive to improve quality, outcomes, and financial performance.

Drawing on specialized health policy and payment expertise, as well as in-depth understanding of the power of analytics to drive change, DataGen simplifies the complexities of healthcare payment change.



## → ABOUT MLH

Founded in 1985, Main Line Health® is a not-for-profit health system serving portions of Philadelphia and its western suburbs. At its core are four of the region's most respected acute care hospitals—Lankenau Medical Center, Bryn Mawr Hospital, Paoli Hospital, and Riddle Hospital—as well as one of the nation's premier facilities for rehabilitative medicine, Bryn Mawr Rehabilitation Hospital.

Main Line Health also includes:

- **Mirmont Treatment Center** for drug and alcohol recovery, a leading addiction treatment facility and uniquely designated behavioral health center
- **HomeCare & Hospice**, which brings home-based patients a coordinated array of health services and products, including hospice, home infusion services, extended care, and respiratory and home medical equipment
- **Main Line Health Centers**, located in Broomall, Collegeville, Concordville, Exton, King of Prussia, and Newtown Square, including primary care doctors, specialists, laboratory, radiology, rehabilitation, and other outpatient services
- **Lankenau Institute for Medical Research**, a non-profit biomedical research organization on the campus of Lankenau Medical Center, dedicated to advancing an understanding of the causes of cancer, diabetes, and heart disease to help improve diagnosis, treatment, and prevention
- **Main Line HealthCare**, one of the region's largest multi-specialty physician networks
- More than 10,000 employees and 2,000 physicians care for patients throughout Main Line Health's continuum of care.



**Main Line Health®**

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