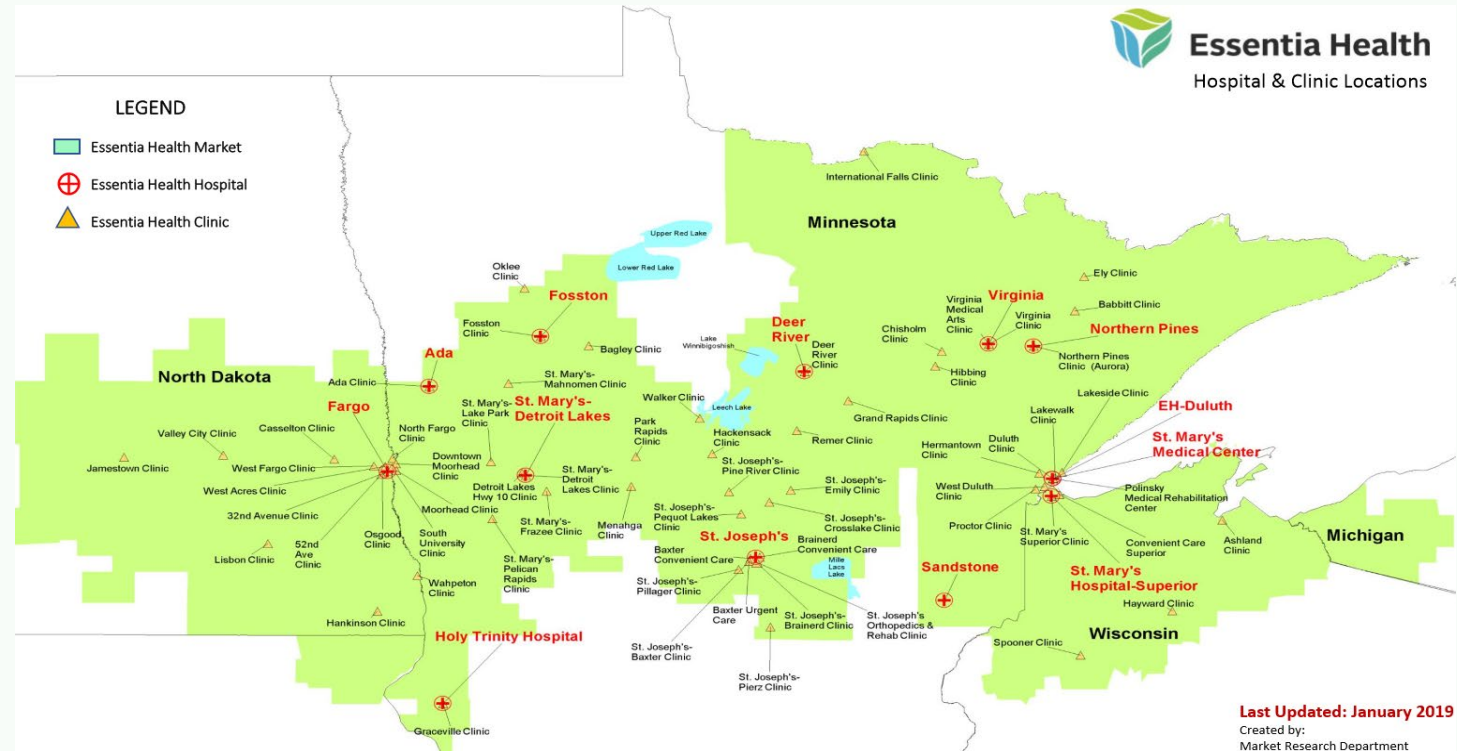# Today's Agenda

- Welcome

- Introduce the topic of Staffing Your Data Analytics Operations

- Introduce the Panelist
  - Debbie Welle-Powell, CPHO, Essentia Health System ACO
  - Stephen Knuckles, CEO Costal Caroline – Single ACO, Physician led
  - Gary Albers, CEO Imperium Health - Multiple ACOs
  - Melody Danko-Holsomback, Keystone ACO plus system and health plan
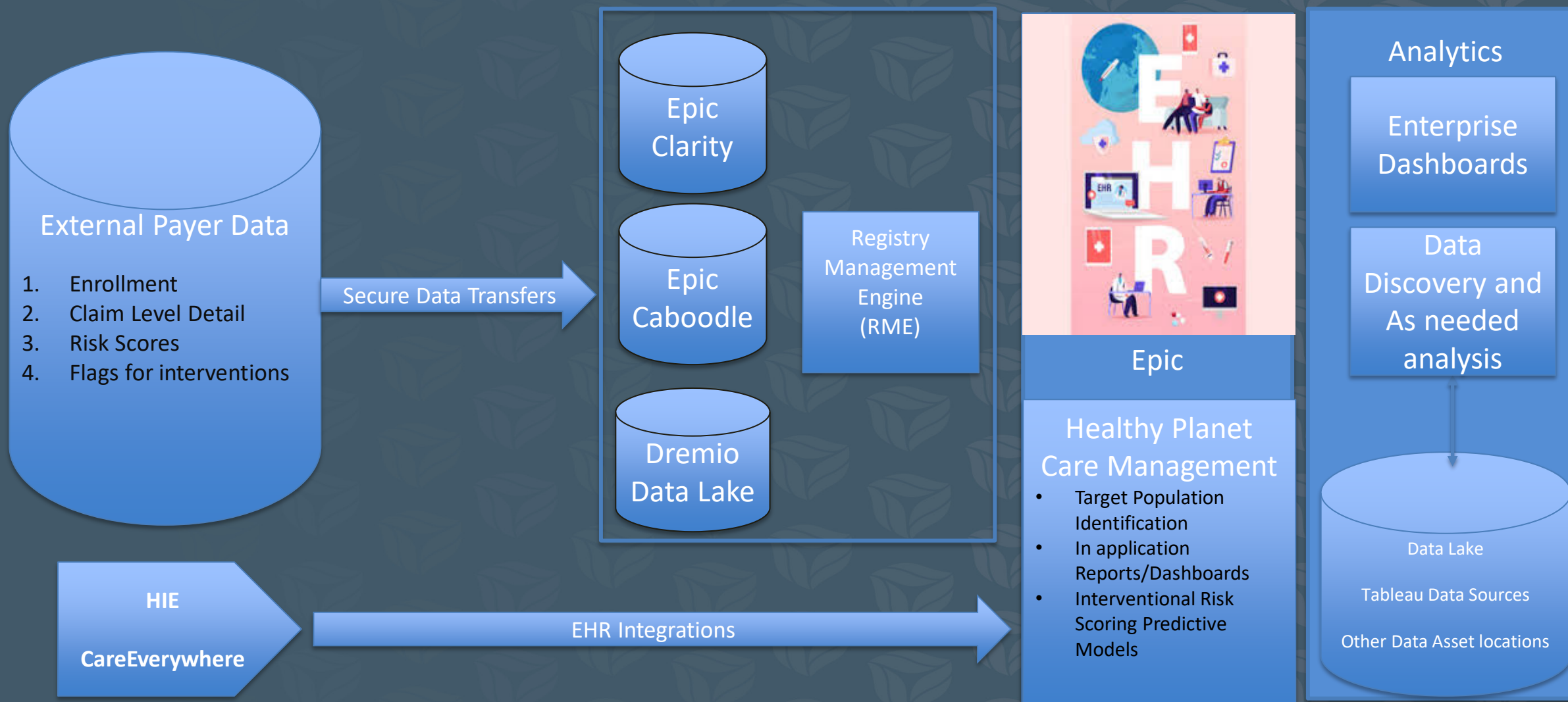
- Questions and Answers

At a glance: Essentia Health

- Nonprofit, integrated health care system headquartered in Duluth, MN

- 14,700 employees

- 15 hospitals, 75 clinics

- Serving 560,000+ unique patients in Minnesota, Wisconsin, and North Dakota

- NCQA Level 3 ACO

- 180,000 at risk Lives: Commercial, Medicare – Enhanced Track MSSP, and Medicaid

- Approximately 43% of Revenue flows through Total Costs of Care Contracts

External Population Health Data Sources

External Payer Data

1. Enrollment
2. Claim Level Detail
3. Risk Scores
4. Flags for interventions

→ Secure Data Transfers →

Epic Clarity

Epic Caboodle

Dremio Data Lake

Registry Management Engine (RME)

Epic

Healthy Planet Care Management

- Target Population Identification
- In application Reports/Dashboards
- Interventional Risk Scoring Predictive Models

HIE CareEverywhere

→ EHR Integrations →

Analytics

Enterprise Dashboards

Data Discovery and As needed analysis

Data Lake

Tableau Data Sources

Other Data Asset locations

Quality | Hospitality | Respect | Joy | Justice | Stewardship | Teamwork

Essentia Health

Epic Population Health Data Sources

Essentia Epic Instance

- Integrated Care Delivery through 1 Core System

Complete Care View

Patient Reported Outcomes

Registry Populations

Medications

Diagnoses

Claim and Financial Impact

Encounters

Admissions

Provider Info

Labs

Utilized for →

Epic

Healthy Planet Care Management

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Essentia Health

FTE Breakdown Analytics

Enterprise Analytics

Director Enterprise Analytics

Manager Analytics and Architecture

Manager Analytics

Manager Analytics

Population Health

1.0 FTE VP Finance and Analytics

| 1.5 FTE Data Engineer ETL Developer Caboodle Admin | 2.5 FTE Healthy Planet Analyst RME Analyst | 2.5 FTE Business Intelligence Developer | 1.0 FTE Business Analyst | 1.00 FTE Data Analysis |

***Enterprise Analytics not inclusive of Application Team Resources(Pam Marlatt)

Quality | Hospitality | Respect | Joy | Justice | Stewardship | Teamwork

Essentia Health

Population Health Data Management Success Stories

How have analytics been used to improve population health

- Referral management has improved due to access to payer claims data improving coordinated care of our ACO members
- Healthy Planet has enabled care management capabilities and automated workflows
- Analytics have been leveraged to evaluate care management interventions among broader affordability initiatives such as remote patient monitoring and other virtual services
- Development of community partnerships
- Social determinants of health community engagement
- Tableau Dashboards: High Costs Claims, RX Management, SNF Performance

Challenges

- **Bringing together disparate data from many different sources**
- **Data provided by payers is incomplete, often inaccurate, and not timely**
- **Competing organizational priorities**
- **Transforming data into actionable insight is a slow process**
- **Recruiting and retaining staff with strong technical skills while at the same time are experienced in population health management**
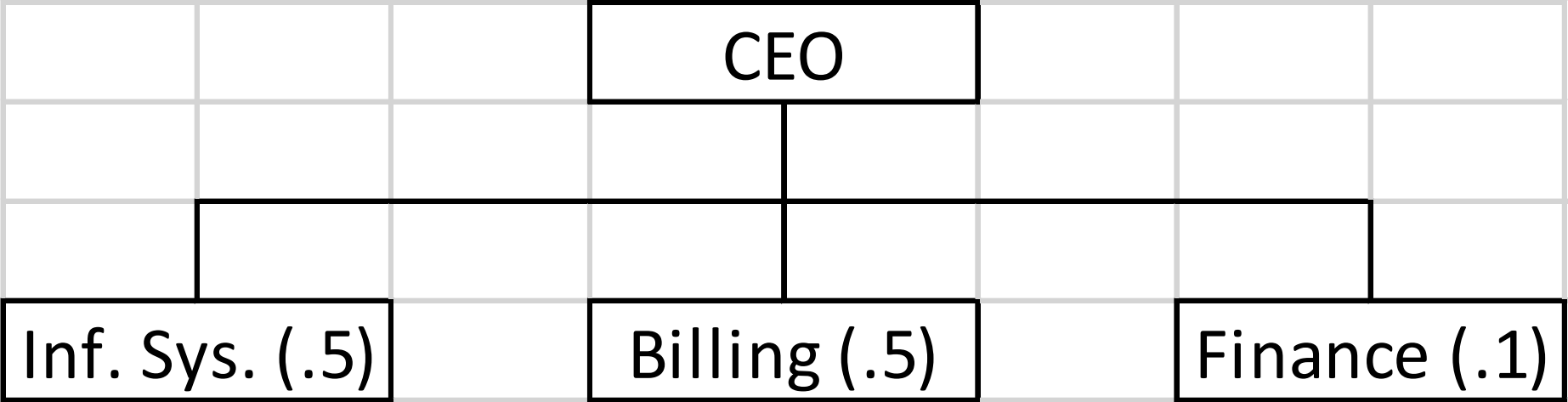- **Lack of formal data management governance structure**

Staffing Your Data Operations

A Case Study

Stephen W. Nuckolls, MAC, CEO

CCHC Coastal Carolina
Health Care, P.A.

Advanced Medicine. Trusted Care.

Coastal Carolina Overview

- Medical Practice Based ACO (2 Non-Owner Specialty Participants)
- >22,000 Attributed Beneficiaries (Medicare, BCBS of NC, Humana, UHC with $200+ Million Combined TCC Budgets
- 2-Sided Risk with MSSP & BCBS of NC

CCHC Coastal Carolina Health Care, P.A.

Advanced Medicine. Trusted Care.

Organization Chart with FTE Staff

```
                        ┌──────────────┐
                        │     CEO      │
                        └──────┬───────┘
          ┌────────────────────┼────────────────────┐
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│  Inf. Sys. (.5)  │  │   Billing (.5)   │  │   Finance (.1)   │
└──────────────────┘  └──────────────────┘  └──────────────────┘
```

Clinical and EHR Based Data Operations

- Quality Improvement (Inf. Sys.)
  - POC Dashboards
  - Monthly Reports
  - Pursuit Lists
- Quality Reporting (GPRO/eCQM) (Inf. Sys.)
- MA Gap/Quality Operations (Billing)
- Diagnosis/HCC Coding and MA Recapture (Inf. Sys/Billing)

Financial and Claims Based Data Operations

- Variation in Care (Inf. Sys.)
  - Medical Neighborhood
  - Benchmarking
- Participant Gainsharing Calculations (Inf. Sys.)
- Distribution Calculations (Finance)

CCHC **Coastal Carolina Health Care, P.A.**
Advanced Medicine. Trusted Care.

KACO Analytics
Staffing and Support

Melody Danko-Holsomback, CRNP, MSN

Keystone ACO

Keystone ACO Analytic Support Historical Experience

Utilizes a combination of internal and external support

2010-2012: Utilized Geisinger internal actuarial support that tracked and supported the PGP Demonstration to analyze data for ACO start-up.

2012- 2018: Transition to xG analytics vendor

2018 to present: Transitioned to Geisinger internal data analytics support and their subcontracted vendors

Keystone ACO's Current Analytic Structure

Geisinger contracted staff

3 dedicated analysts and

0.1 or less of other technical staff FTEs

+

Geisinger's data Vendors for claims processing and dashboard and reports

Cerner HealtheIntent and Milliman MedInsights

=

Work together under a management contract with Geisinger for services to produce all ACO analytic needs

Keystone ACO

KACO Data Support Structure

* Keystone ACO contracts the ACO Administration team from Geisinger Health who is an ACO paying partner and participant

Keystone ACO Data Support Org Chart

Geisinger Business Analytics

Participant EMR Support

.1 to .2 FTE dedication to EMR enhancements and extraction files

.1 to .2 FTE HIE Staff

3 ACO dedicated full time Business Analysts

Approx. 1 FTE Pop Health Platform Vendor Support

Ad Hoc needs from various Geisinger enterprise positions

Data Architects, EMR support Staff, Management, etc.

Keystone ACO

Analytic Service Evaluation and Procurement Considerations

Resources are available inhouse vs vendor

- Data storage and processing, file transfers
- Claims analysis
- Report coding
- Dashboards with drill down capabilities
- Number of Payors, TINS, providers, sites and beneficiaries included in analysis needs
- Population Health Platform that can aggregate multiple data sources include claims, registry and EMR data

Internal FTE and skill needs

- Number of new positions verses utilizing portion of current positions

Vendor choice

- Full analytic package (including data ingestion, processing and staffing) or carve out needs (specialty reporting, data exchange or interfacing , etc.)
- Development flexibility

Budget

- How much does one option cost over the other?
- % of budget to potential savings (size of ACO and Medicare revenue impacted by contracts)

Keystone ACO

Appendix

Dashboard and Report Examples

ED Dashboard
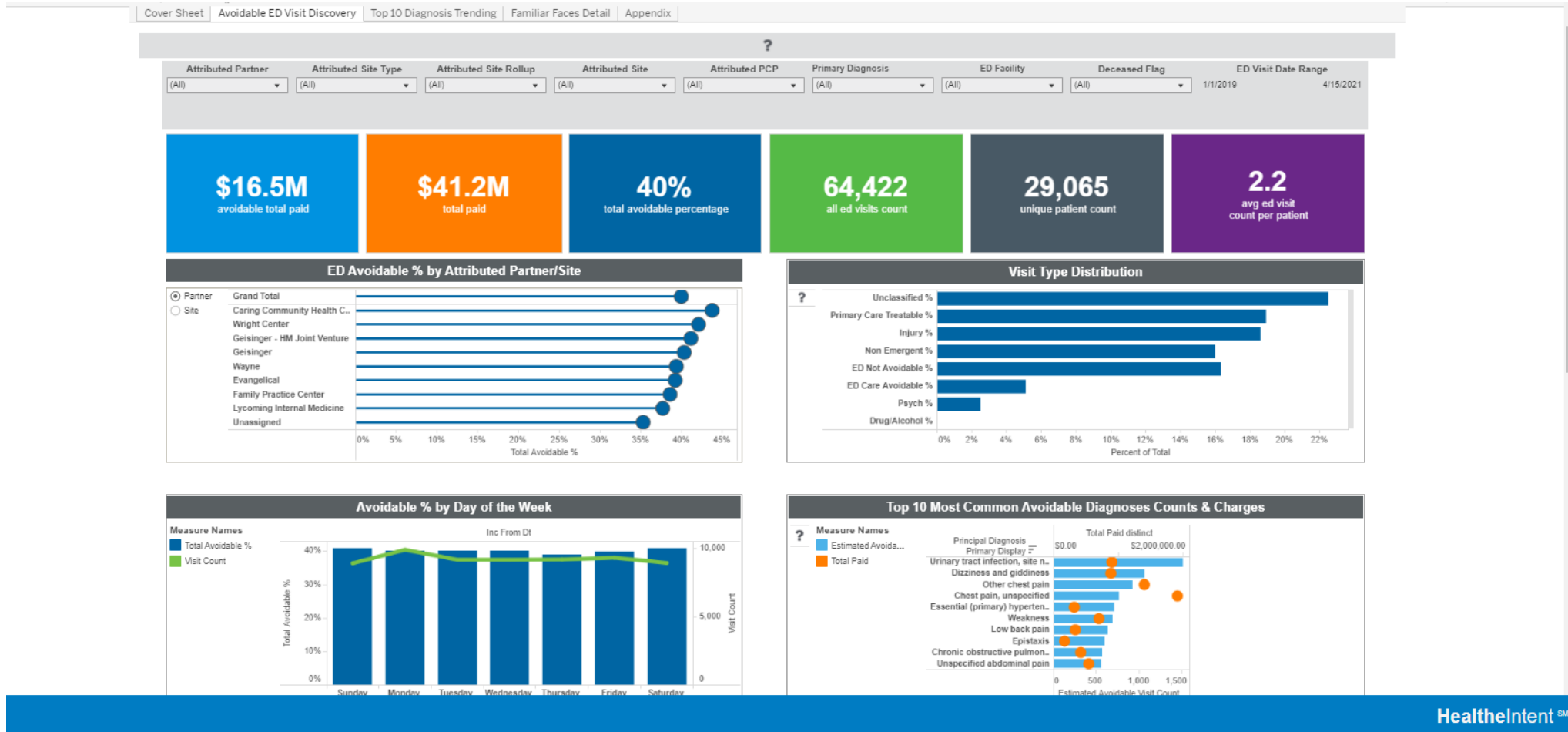
Quarterly Expenditure Dashboard

KPI Dashboard with Drill Down
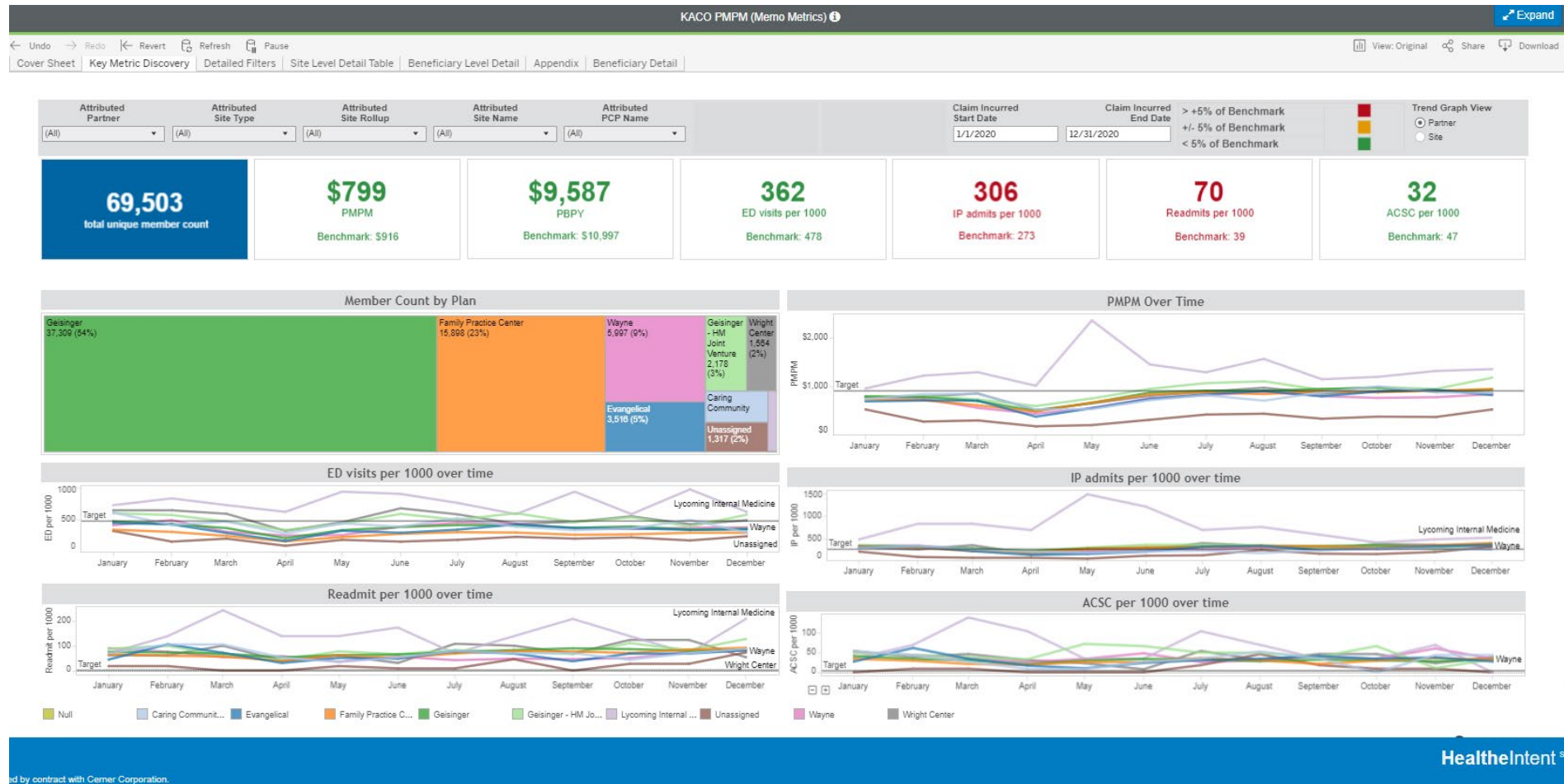
IMPERIUM – Data Teams Needed

Claims data expertise/ingestion

Analytics review/creation based on business needs

Clinical Data acquisition/integration

Intake/Evaluation team for data request review and monitoring of CMS Updates

Support Team for infrastructure questions/issues along with End User Training/Documentation

IMPERIUM HEALTH – Data Integrations (Sources)

- Sources of Data:

  - Payor Claims

  - Clinical Feeds

  - External Lab Company Feeds (LabCorp/Quest)

  - HIE Integrations

IMPERIUM – Clinical Data acquisition/integration

- Interface types:
  - Multi payor/claims
  - EMR
  - HIE
  - Hospital ADT
  - Labs

- CCD/CCDA/HL7/Flat file expertise

- Knowledge of EHR's, common data issues that occur for data governance

- Communication/management between both sides of integration tools/nuances for increased efficacy of data loads

IMPERIUM – Claims/Analytics Teams

Understanding of CCLF data, what it contains, how to ingest/modify for analytics usage

Create attribution, benchmark and financial reconciliation algorithms to the patient level

Track performance against risk-adjusted TIN and NPI specific targets and contribution to performance against national/regional benchmarks

Enable mass deployment of Analytics Reports to end users for patient level initiatives/tracking

IMPERIUM – Intake/Evaluation and Support team

Intake/Evaluation:

➢ Works closely with Analytics team to understand data available

➢ Create smooth workflow for report request intake

➢ Assess hours/ability of report to be created and alignment/value it brings with current ACO Initiatives

Support Team:

➢ Triage incoming support issues along with analytics clarification requests

➢ Work closely with Analytics team provider clarity on calculations/usage of system

➢ Understand backend calculations of reports to report true issues quickly in analytics report and assure correction in reports

➢ Identification of common poor coding practices by disease grouping

➢ Daily report detailing coding areas to consider at patient level for providers