

Mass General Brigham
Performance Improvement Plan
March 2023 Update

Overview

We continue to be on track for annualized savings of \$127.8 million, which totals \$176.3 million over the full 18-month PIP reporting period (October 2022 through March 2024).

Mass General Brigham is pleased to report strong performance under our performance improvement plan (PIP), reporting \$45.3 million in savings through March 2023, the close of the 2nd quarter of the PIP reporting period. Savings were driven expansion of the Integrated Care Management Program (iCMP) as well as through contractual rate reductions. Two of the interventions (Home Hospital and MRI/CT Utilization) are trailing our forecasts through the 2nd reporting quarter due to the reasons outlined below and are receiving management attention. Data for some interventions are not yet available due to the normal lag in claims data.

Summary Results by Intervention

Intervention	Total Savings Target (\$M)	Expected Savings through March 2023 (\$M)	Savings through March 2023 (\$M)
Integrated Care Management (iCMP)	\$23.0	\$13.2	\$16.1
SNF Utilization Reduction	\$13.4	\$2.7	6 Month Data Lag
Mass General Brigham Health Plan Utilization Management	\$1.5	\$0.3	6 Month Data Lag
MRI & CT Utilization	\$6.5	\$1.3	\$0.2
Home Hospital	\$1.9	\$0.3	\$0.2
Virtual Care Discount	\$5.1	\$1.0	\$1.2
Reducing Outpatient Rates	\$86.4	\$15.6	\$16.0
Mass General Waltham Rates	\$19.1	\$3.8	\$5.3
ConnectorCare Rates	\$17.9	\$6.0	\$6.3
Other Insurance Product	\$1.5	Starting 7/1/23	
Total	\$176.3	\$44.2	\$45.3

Detailed Results Explanation by Intervention

Integrated Care Management (iCMP)

Description of Intervention	Mass General Brigham is expanding our integrated Care Management Program (iCMP) which has been proven through published studies to improve care and reduce expenses for vulnerable patients. We are focused on expanding the program to include more commercial and Medicaid patients.
Savings Methodology	Savings are calculated by multiplying the number of new patients added to iCMP by the savings for each patient.
Reported Results	As of March 2023, savings generated are calculated to be \$16.1 million for the patients added during the PIP, compared to forecasted savings of \$13.2 million through the 2 nd reporting quarter. Mass General Brigham is hiring and onboarding new staff to meet continued growth targets.

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SNF Utilization Reduction

Description of Intervention	Mass General Brigham is optimizing skilled nursing facility days through care management programs.
Savings Methodology	Savings are calculated by measuring the number of SNF days reduced from Mass General Brigham’s 2022 baseline number of SNF days.
Reported Results	Due to the lag in claims, data for this measure will not be available until fall 2023.

Mass General Brigham Health Plan Utilization Management

Description of Intervention	Mass General Brigham Health Plan is implementing utilization management to reduce unnecessary services.
Savings Methodology	Savings are calculated by multiplying the number of unnecessary services that were avoided by the cost of each avoided service.
Reported Results	Due to the lag in claims, data for this measure will not be available until fall 2023.

MRI & CT Utilization

Description of Intervention	To achieve savings for this intervention, Mass General Brigham is reducing high tech radiology services by adjusting workflows, installing new decision support, and developing new reporting.
Savings Methodology	Savings are calculated by multiplying the number of unnecessary services that were avoided by the cost of each avoided service.
Reported Results	Due to the complexity of changing workflows some interventions were delayed which impacted the savings achieved. The initial set of interventions are now in place. Savings through March 2023 were \$200,000, compared to forecasted savings of \$1.3 million through the 2 nd reporting quarter.

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Home Hospital

Description of Intervention	Mass General Brigham is expanding home-based acute care (home hospital) and its associated benefits to more of our patients across the Mass General Brigham system which will also reduce costs for our patients. Mass General Brigham's home hospital services are reimbursed at a discount from Mass General Brigham's rates for in-hospital admissions.
Savings Methodology	Savings are calculated by multiplying the discount for home hospital admissions by the number of admissions to home hospital for patients enrolled with local commercial payers.
Reported Results	As of March 2023, savings generated are \$200,000 compared to forecasted savings of \$300,000 through the 2 nd reporting quarter. Savings are behind due to a lower number of admissions than forecasted, driven by staffing challenges. Mass General Brigham has been increasing staffing to meet the PIP goal and to address shortages in hospital beds across our system.

Virtual Care

Description of Intervention	Mass General Brigham has implemented discounted rates for telehealth specialty care with local commercial payers.
Savings Methodology	Savings are calculated by multiplying the discount in rates for specialty telehealth visits by the number of specialty telehealth visits for patients enrolled with local commercial payers.
Reported Results	As of March 2023, savings generated are \$1.2 million compared to forecasted savings of \$1 million through the 2 nd reporting quarter. The savings difference is driven by higher levels of utilization of virtual care for specialty visits than had been forecasted.

Outpatient Rates

Description of Intervention	Mass General Brigham has reduced AMC Outpatient rates with local commercial payers.
Savings Methodology	Savings are calculated by multiplying the reduction in rates for all on-campus AMC outpatient visits by the number of visits by patients enrolled with local commercial payers.
Reported Results	As of March 2023, savings generated are \$16 million compared to forecasted savings of \$15.6 million through the 2 nd reporting quarter.

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Mass General Waltham Rates

Description of Intervention	Mass General Brigham has converted pricing at Mass General Brigham’s outpatient facility in Waltham to our community hospital rate schedule with local commercial payers.
Savings Methodology	Savings are calculated by multiplying the difference in rates between our academic and community hospitals by the number of visits at Mass General Waltham by patients enrolled with local commercial payers.
Reported Results	As of March 2023, savings generated are \$5.3 million compared to forecasted savings of \$3.8 million through the 2 nd reporting quarter.

ConnectorCare Rates

Description of Intervention	Mass General Brigham is committed to expanding access to consumers, particularly in ConnectorCare plans. To achieve improved access, we are focused on costs for patients that are members of Mass General Brigham Health Plan. Mass General Brigham has reduced rates within these ConnectorCare plans for services provided by Mass General Brigham providers.
Savings Methodology	Savings are calculated based on the difference in rates from the current rate schedule to the prior rate schedule.
Reported Results	Due to the known 6-month claims lag for this intervention, our \$6.3 million savings reported only include savings generated from 10/1/2022- 12/31/2022. The forecasted savings from 10/1/2022- 3/1/2022 was \$3.0 million.

Other Insurance Product

Description of Intervention	This intervention provides an incremental discount to the state through Mass General Brigham Health Plan.
Savings Methodology	Savings are calculated by multiplying the savings in rates by the utilization of medical services.
Reported Results	Savings will not be reported until late 2023 or early 2024.