



MAIN LINE HEALTH SAVES \$46 MILLION THROUGH PERFORMANCE IMPROVEMENT EFFORTS

Initiative with Navigant integrates cost savings projects with enterprise performance transformation, leading to regional Baldrige award

CHALLENGE

In 2017, [Main Line Health](#) set an ambitious goal: eliminate disparities and preventable harm while achieving top-decile results around quality and performance, reduce costs through more informed operational decisions, and improve the patient and employee experience.

Main Line Health, a not-for-profit health system serving portions of Philadelphia and its western suburbs, adopted Baldrige as a framework in 2017 to better serve these communities. The health system sought to apply Baldrige best practices to reduce operational costs by millions of dollars and achieve next-level performance excellence throughout the system.

But the work would not be easy. Many of the “low-hanging fruit” in operational cost reduction had been optimized, and Main Line Health needed to change their culture and build new capabilities to achieve their operational goals. It would take strong leadership, dedicated oversight, expertise in change management, and deep familiarity with Baldrige principles and processes to achieve these goals.

SOLUTION

Main Line Health partnered with Navigant on the initiative, “Performance Excellence 2020,” due to its deep expertise in assisting healthcare organizations in cultural transformation and operations improvement.

Beginning in 2017, Main Line Health worked with Navigant to apply the highly structured Baldrige performance excellence framework to:

- Identify opportunities for performance improvement and cost reduction.
- Connect and coordinate with such ongoing initiatives as installing a new electronic health records system.
- Apply standardized process improvement techniques to create efficiencies, improve operational performance and clinical outcomes, and reduce care disparities.

“Our work with Navigant is helping us save tens of millions of dollars and making our processes safer, allowing us to better build the capabilities critical to our long-term success and positioning us very well for our Baldrige journey.”

JACK LYNCH, FACHE, PRESIDENT AND CEO, MAIN LINE HEALTH

Early in the initiative, Main Line Health identified \$120 million in financial performance improvement opportunities: \$60 million in clinical transformation, \$28 million in workforce efficiency, \$27 million in corporate services, and \$5 million in physician enterprise. For its FY 2018, Main Line Health's goal for cost savings is \$33.5 million.

The health system then reviewed their regional Baldrige program feedback and Navigant's Baldrige assessment to determine priorities for improving organizational capabilities. The reviews cited opportunities for improvement around "systemness," or consistency in processes and services delivered throughout the system:

- Key processes lacked evidence of being systematic, consistently understood, or utilized systemwide.
- Variation and gaps existed in the deployment of new processes across all campuses and departments.
- Significant opportunities existed to establish and consistently utilize systemwide metrics and indicators to manage day-to-day operations.

To effectively lead the team's efforts, Main Line Health established a governance structure for Performance Excellence 2020 with executive ownership; an executive steering committee; a project management office; and leaders for clinical transformation, workforce, physician enterprise, and corporate services. Each level of governance included Main Line Health and Navigant leadership trained in Baldrige principles.

Main Line Health leaders guided project design, identified best practices for areas of focus and barriers to implementation, provided clinical insight, and were accountable for achieving initiative objectives.

Navigant leaders facilitated analyses and design processes, shared actionable clinical and operational insight based on findings, and collaborated with Main Line Health's educational resources, performance improvement, and IT teams to operationalize design decisions.

Examples of projects undertaken include initiatives to:

Reduce variation in throughput and care coordination that contributed to greater-than-expected length of stay (LOS).

Main Line Health implemented standardized care-progression

tools and processes to ensure patients receive timely and appropriate care from admission to discharge. The approach included care-progression rounds, a physician escalation process, continued-stay reviews, standardization of care coordination roles and responsibilities, education on avoidable days, geometric mean LOS, and ensuring discharge to appropriate care settings.

Improve supply chain pricing and utilization in orthopedics, spine, cardiology, purchased services, perioperative, and more. The goal is to achieve top-decile pricing and reduce item variability to increase safety and reduce waste. Main Line Health completed more than 30 projects, from renegotiation of implant prices to transcatheter aortic valve repair rebates.

Enhance care for complex patients with congestive heart failure. Main Line Health implemented hospital-based standards of care and therapeutic pathways for emergency departments, observation units, and inpatient units. They also coordinated with outpatient providers to ensure appropriate care is provided across settings, improving patient satisfaction and reducing costs and readmission rates.

Create a culture of accountability. Main Line Health is focusing on clarifying leadership and work group roles, and strengthening organizational goal-setting, measurement, and performance review. Learning tools and change management approaches are deployed consistently to create a more unified systemness mindset and enhance efficiency and effectiveness.

Main Line Health achieved \$46.7 million in cost savings by July 2018, exceeding its target goal of \$33.5 million in FY 2018 improvements.

Based on its performance and its use of the Baldrige performance excellence framework in achieving clinical and operational savings, Main Line Health also received a regional award for excellence from the Mid-Atlantic Alliance for Performance Excellence Baldrige program.

IMPACT

Main Line Health Saves \$46 Million Through Performance Excellence Initiative, Earns Baldrige Recognition

By applying the Baldrige performance excellence framework, Main Line Health:

- Saved **\$46.7M in FY 2018**, exceeding its target by \$13M
- Projects a **\$109.7M** savings opportunity to date, tracking toward a **\$120M goal** by FY 2020

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