DGA Partners provides rock-solid advice that really works for health systems and hospitals, other providers, health plans and contracting organizations. Our management consulting services span planning, finance, payer-provider relationships, care management and business intelligence. Our expert opinion services cover hospital-physician relationships, healthcare business transactions and litigation support.

Whether we are developing a business plan, programming a facility, structuring a new payment arrangement, or building an analytical tool, our goal is to make it happen. Our consulting is informed by unique skills in data application. Our clients know that DGA’s meticulous analysis and financial modeling, and our insistence on the highest standards of personal integrity, mean competitive advantage for them.

DGA’s senior-level staff has the industry experience to know what is successful now, and to recommend innovative approaches for dealing with the inevitable uncertainties in the healthcare future.

**A RELATIONSHIP OF TRUST**

DGA Partners has been a trusted advisor to our clients since the business was founded in 1994. Clients value our responsiveness and appreciate the climate of mutual respect and honesty we create. They rely upon the balance and credibility we bring to resolving sensitive issues. They appreciate our understanding of payer issues when working with providers, and provider issues when working with payers. They know our work results in well-grounded decisions that help their organization thrive.

As clients face new issues, many ask us to partner with them again. We’re proud that they feel that way about us, and proud of what we achieve for our clients.
To bring value to the client, a consulting firm needs innovative and intuitive thought leaders who have experience that matches the client’s business concerns. That’s what the DGA team is all about. Our business model and culture support our staff in pursuing original approaches if that is what is right for the client. Our staff – MBA’s, CPA’s, RN’s, data experts and others – offers financial, management and clinical insight that is carefully matched to the array of issues facing healthcare organizations.

Our team leaders average well over 20 years of industry consulting and operational experience. Each of DGA’s senior practice leaders brings their own combination of specialized functional expertise within the healthcare field, with a common thread of strong financial skills. They provide our clients with invaluable knowledge and solutions that work.

DGA Partners’ professionals make frequent presentations at healthcare conferences and seminars. We also share our research and ideas through professional journal articles, ongoing journal features, and our newsletter. These materials are available on DGA’s website.

THE SENIORITY OF OUR CONSULTANTS LETS US ATTACK COMPLEX PROBLEMS THAT REQUIRE SENIOR-LEVEL INTUITION AND EXPERTISE.”

Jon Pearce, DGA Director

THE DGA TEAM

SENIOR-LEVEL EXPERTISE

DANIEL M. GRAUMAN
DGA PRESIDENT & CEO, FOUNDER OF DGA PARTNERS

Brings clients a unique combination of healthcare and business acumen, commitment to integrity, and 25 years of experience ranging from strategic and business planning to expert opinion services. Has held senior level positions with the Raleigh Group/Value Health Sciences and Laventhol & Horwath. Active member of AHA Society for Healthcare Strategy and Market Development, HFMA, and American and Pennsylvania Institutes of CPAs; speaks frequently at professional conferences. Holds MBA in healthcare from Cornell and BA in Economics from Temple, and is a CPA.

H.J. “JEFF” SIMMONS III
DGA PRINCIPAL

Applies what he has learned in 35+ years as hospital executive, senior corporate officer and healthcare consultant to help DGA clients develop strategic, programmatic, physician compensation, facility and business plans and hospital-physician joint ventures. Founded company that developed and operated medical rehabilitation hospitals. Was president and CEO of Longshore • Simmons • Garafolo, a healthcare consulting and executive search firm. Holds Master’s degree in hospital administration from The George Washington University and is a diplomate of the ACHE.

JOHN M. HARRIS
DGA DIRECTOR

Twenty years of healthcare consulting, entrepreneurship and senior-level operations. Assists clients with strategic planning, financial modeling, medical staff development, provider-payer negotiations, operations and expert opinions. Founded Advance Choice, national service providing emergency access to living wills. Holds MBA in healthcare from Wharton, and BA from Dartmouth.

JONATHAN W. PEARCE
DGA DIRECTOR

Expert in healthcare financial management and advanced data management and analytics – a perfect match for clients’ clinical and financial reporting requirements. Also performs payer-provider financial modeling. Was national coordinator for reimbursement services at Laventhol & Horwath. Holds Microsoft certification, MBA from Temple, BS from Lehigh, and is a CPA.
Sound planning requires a firm financial footing based on well-founded assumptions. That’s why DGA’s planning work is based on objective market-based financial analyses. We bring unmatched credibility to the financial aspects of planning.

The healthcare “capital gap” means providers need considerable certainty about a project’s viability before allocating funds to make it real. DGA Partners helps you target limited resources effectively. Whether we are creating a business plan for a hospital-physician joint venture, or supporting a health system in strategic planning, shaping a medical staff plan or developing facility plans with unconventional approaches to financing, we thoroughly examine the market, reimbursement, and financial factors that determine feasibility, and help you set priorities. We bring equal care to assessing complex transactions of structural change such as acquisitions and divestitures.

**Planning Processes That Flex To Meet Your Needs**

The support our clients need in planning is as varied as our clients themselves. Planning processes, structures and results must be flexible and responsive to new opportunities and challenges as they emerge.

DGA customizes work process, timeframe and structure to your specific situation. Analysis is tailored to maximize certainty within the project framework. DGA may facilitate a participative planning process, or support you in responding to an urgent challenge through rapid strategic action. If the situation changes, we adapt to your new needs.

While no one can guarantee success, DGA Partners can give you the confidence that every aspect of your situation has been given thorough consideration.
Facility Planning and Financial Modeling

For a community hospital under health system auspices, threatened by a new competitor, DGA conducted facility planning and financial modeling centered on developing a replacement hospital at a more accessible site. We determined that the relocation was essential to address the competitive situation, as the hospital was no longer viable at its current location. Yet the corporate parent could not finance a new facility. DGA made the relocation possible by dividing the proposed replacement facility into a core inpatient facility and separate ambulatory care building. The hospital could then move forward with inpatient construction using system capital, while developing the ambulatory care facility with private funding.

Business Intelligence

DGA assisted a suburban mid-Atlantic hospital by transforming a 38-foot stack of paper reports from its cost accounting system into productive business intelligence. We converted the report files into On-Line Analytical Processing (OLAP) databases, allowing the data to be analyzed using ordinary spreadsheet applications. The new tools gave managers immediate access to data, allowing them to rapidly select, review and drill down into the data.

Strategic and Business Planning

A PHO associated with a New England tertiary care teaching hospital needed to develop internal consensus around offerings that would be attractive to the community’s large self-insured employers. DGA managed a strategic planning process culminating in a retreat. The options and analysis emboldened the PHO’s multiple constituents to contract directly with self-insured employers using pay-for-performance contracts. This innovative strategy made the PHO a preferred option for large employers, creating a strong market position.
MANAGEMENT CONSULTING

HEALTH PLANS AND CONTRACTING ORGANIZATIONS

DGA meets the unique needs of health plans and contracting organizations with services that extend beyond financially-based planning and business intelligence. We prepare you to negotiate contracts successfully given today’s complex arrangements for risk sharing and alignment. We perform detailed data preparation and analysis, and financial modeling of potential contract provisions, recommending terms for a new or restructured contract. We show you where you have room for flexibility and where you must hold the line. We design and structure alternative payment strategies (e.g. case-based), fee schedules and payer-specific approaches.

We also help smaller managed care organizations, who are challenged by scale, make the most efficient use of resources in medical management, financial management and claims processing. PHOs, IPAs, small health plans and PACE organizations can benefit from our support in identifying targets for effective medical management intervention, designing claims authorization policies that make sense for your organization, developing reporting systems to measure the performance of new programs, and other operational and management support as required. The needs of each client dictate whether a simple approach or more sophisticated systems will be most effective.

“YOU HAVE GOT TO RESPECT THE CLIENT AND WHAT THEY KNOW, AND THEY HAVE TO BE CONFIDENT THAT YOU’LL BE RESPONSIVE TO THEM.”

Jeff Simmons, DGA Principal
We assisted a 100,000 member health and welfare fund and the employer in eliminating a benefits budget shortfall without substantially reducing benefit coverage or increasing costs to employees. DGA cleaned, integrated and analyzed utilization and cost data from multiple datasets. We found that by creating center of excellence programs the client could control hospital price increases, the single largest driver of health cost increases in recent years. We recommended specific programs as well as specific disease management programs. The joint committee that governs health benefits implemented programs addressing DGA’s recommendations.

DGA was asked to provide support for a medical management company owned by several physician organizations, which shares risk for 50,000 covered lives. We handled claims data and reporting, actuarial support, IBNR tracking and financial reporting under a multi-year contract. We designed reporting tools, improved reinsurance recoveries, eliminated duplicate claims and strengthened a proposed payer settlement, as well as implementing outcome-based report cards and reporting capabilities to focus medical management efforts. Our accomplishments yielded a bottom line improvement of more than $600,000 for the client.

DGA helped a five-hospital health system with a large Medicaid and indigent care base decide whether to participate in a proposed quality-based pay-for-performance program. Our detailed simulation model allowed the system to assess the potential impact of the proposed agreement. They chose to move ahead with pay-for-performance; the tools and data we provided let them negotiate for effective performance goals and metrics. The health system has reported highly successful financial and operational performance with this payer arrangement.
Providers, who can expect increasing challenges in recruiting and compensating physicians, are also faced with complex regulation of these activities. DGA Partners takes care of the painstakingly detailed analysis and documentation required by these regulations, letting you keep your focus on the bigger picture.

We offer you the confidence of having an independent, third party opinion from a company of recognized integrity, with the industry knowledge and experience to make well-informed judgements.

Whether you need assistance in assessing community need for physicians, an unbiased assessment of the fair market value of compensation, or business valuation of a physician practice or enterprise, we work jointly with medical leadership, legal counsel and other constituencies in developing opinions you can trust. We also can provide litigation support to legal counsel through applied financial and economic analysis.

DGA assisted an urban tertiary care teaching hospital to assure that all compensation conformed to regulatory requirements, through an independent review of compensation for all 175 physicians.

We benchmarked compensation using data from five national surveys as well as our own proprietary market data. We found that the great majority of physicians were receiving fair market compensation, and interviewed physicians whose compensation exceeded the “safe harbor” threshold. Where the compensation level was not supported we recommended solutions. DGA also advised the hospital to move towards “base plus incentive” compensation for most employed physicians. The framework provided by this engagement will guide future hiring, support physician negotiations and control exposure to regulatory risk.

"WHEN A CLIENT SEeks OUR EXPERT OPINION, IT MUST Be OBJECTIVE AND DEPENDABLE. IT’S ALSO IMPORTANT THAT WE CONSIDER ALL THE SUBTLETIES OF THEIR INDIVIDUAL SITUATION.”

Dan Grauman,
DGA President and CEO
DGA helped a multi-hospital system conduct community physician needs assessments to support physician recruitment initiatives. The client sought to recruit more than 110 physicians over five years, with selective financial assistance arrangements.

Using rigorous standards, we found physician shortages in 15 specialty-specific studies. The client proceeded with physician recruitment efforts. The system’s board of directors adopted DGA’s policy recommendations on assessing future need, to guide on-going physician recruitment efforts.

We assessed the value of the department, considering facility cost and overhead allocations, as well as revenue streams and the potential impact of a new treatment modality. Professional services, billing and management arrangements were also evaluated from a fair market value perspective.

DGA completed the valuation under significant time constraints. The valuation conclusion was acceptable to all parties, including health system legal counsel, and the transaction closed.

DGA Partners has worked with almost every kind of health care client, helping them address a very wide range of issues. Our work is informed by deep experience with the challenges facing the industry and the many subtle differences in how clients experience those challenges.

**OUR TRACK RECORD SPEAKS FOR ITSELF:**

- Over 400 clients served
- More than 1,100 engagements
- More than 400 expert opinions rendered
- 70% of our business comes from clients asking us to help them again
SELECTED CLIENTS

HOSPITALS AND HEALTH SYSTEMS
Abington Memorial Hospital, PA
Anne Arundel Medical Center, MD
Baystate Health System, MA
Charlotte Hungerford Hospital, CT
Christiana Care Health Services, Newark, DE
Doylestown Hospital, PA
Hackensack University Medical Center, NJ
Lourdes Health System, Camden, NJ
Lourdes Hospital, Binghamton, NY
Main Line Health, Radnor, PA
Mercy Hospital of Philadelphia, PA
Meridian Health System, NJ
Middle Tennessee Medical Center, TN
Orange Regional Medical Center, NY
Pinnacle Health System, PA
Princeton Health Care System, NJ
Seton Health System, Troy, NY
St. Christopher’s Hospital For Children, Philadelphia, PA
St. Thomas Health System, Nashville, TN
Tenet Healthcare, TX
Thomas Jefferson University Hospital, PA
University of Pennsylvania Health System, PA

HEALTH PLANS AND CONTRACTING ORGANIZATIONS
Fidelity Options PPO, Hunt Valley, MD
Health Alliance Physician Organization, Syracuse, NY
Jefferson Physician Organization, Watertown, NY
Keystone Mercy Health Plan, Philadelphia, PA
Lehigh Valley Physician Hospital Organization, PA
Norman Physician Hospital Organization, OK
Partners In Care, Somerset, NJ
Renaissance Medical Management Co., PA
Select Health Network, Fort Wayne, IN
United Teachers of Los Angeles and Los Angeles Unified School District, CA
Vermont Managed Care, VT

OTHER HEALTH SERVICES ORGANIZATIONS
CCM, a PACE Organization of Beth Abraham Health Services, Bronx, NY
Delaware Hospice, Wilmington, DE
Delaware Valley Healthcare Council, PA
Interac, Philadelphia, PA
Keystone Mobile Partners, Willow Grove, PA
LIFE, a PACE Organization of the University of Pennsylvania, PA
Pottstown Area Health & Wellness Foundation, PA
The Stone Center of New Jersey, Newark, NJ
Visiting Nurse Service of New York, NY

"OUR CLIENTS KNOW WE’LL GIVE THEM A BALANCED SOLUTION THAT WILL HELP THEM ACHIEVE WHAT THEY WANT WITH INTEGRITY. ULTIMATELY, THE CLIENT WANTS TO HAVE CREDIBILITY WITH ALL PARTIES, AND DGA MAKES SURE THEY GET THAT.”
Dan Grauman,
DGA President and CEO