



100 Top Hospitals[®], 2016
Competitor Report
Client Name
Date

Truven Health Analytics

100 Top Hospitals[®], 2016

A National Balanced Scorecard for Hospitals

- 23 years of research, development and field testing performance scorecards and national benchmarks
- Balanced scorecard theory – Norton and Kaplan, Harvard University
- Validation of hospital balanced scorecard – Griffith and Alexander, U of M
- Objective statistical analysis of public data
- Peer-reviewed risk and severity adjustment methodologies
- CMS methodologies (e.g. 30 Day rates)
- 11 measures across seven performance domains, updated annually

100 Top Hospitals[®], 2016

Facility Level Classification

Hospital Classes - The Comparison Groups	Winners	Total # Hosps
Major Teaching Hospitals – three ways to qualify: 400+ beds plus 0.25 IR/bed ratio and - 10 GME sponsored programs OR - 20 GME programs total 30 GME programs total (regardless of beds or IR/bed ratios) 0.60 IR/Bed ratio (regardless of beds or GME count)	15	202
Teaching Hospitals – 200+ beds and - 0.03 IR/bed ratio OR - 3 GME programs total	25	429
Large Community Hospitals – 250+ beds; NOT teaching	20	327
Medium Community Hospitals – 100 to 249 beds; NOT teaching	20	950
Small Community Hospitals – 25 to 99 beds; NOT teaching	20	861
2016 National In-Study Hospitals	100	2,769

100 Top Hospitals[®], 2016

Performance Domains and Measures

Domain	Measure	2016 Weights
Inpatient Outcomes	Risk-Adjusted Mortality	1
	Risk-Adjusted Complications	1
Process of Care	Core Measures Mean Percent (Stroke and Blood Clot Prevention)	1
Extended Outcomes	30-Day Mortality Rates (AMI, HF, PN, COPD, STK)	1
	30-Day Readmission Rates (AMI, HF, PN, HipKnee, COPD, STK)	1
	Quality Subtotal	5
Process Efficiency	Severity-Adjusted Average Length of Stay	1
	Emergency Department Throughput (minutes)	1
Cost Efficiency	Inpatient Expense per Discharge, AWI and Casemix Adjusted	½
	Medicare Spend Per Beneficiary Index	½
Financial Health	Operating Profit Margin	1
Patient Satisfaction	HCAHPS Score	1
	Operations Subtotal	5
	TOTAL	10

100 Top Hospitals[®], 2016

Data Sources For Current & Trend Profiles

Performance Measure	Current Performance (100 Top Award Selection)	5-Year Trend Performance
Risk-Adjusted Mortality Index (Inpatient)	MEDPAR Federal Fiscal Year (FFY) 2013 and 2014*	MEDPAR Federal Fiscal Year (FFY) 2009 and 2014*
Risk-Adjusted Complications Index	MEDPAR FFY 2013 and 2014*	MEDPAR FFY 2009 and 2014*
Core Measures Mean Percent (Stroke, Blood Clot)	CMS Hospital Compare Oct 1, 2013-Sep 30, 2014	Trend not available
Mean 30-Day Mortality Rate** (AMI, Heart Failure, Pneumonia, COPD, Stroke)	CMS Hospital Compare Jul 1, 2011-Jun 30, 2014	CMS Hospital Compare: 3-yr datasets ending Jun 30 in 2010, 2011, 2012, 2013, 2014
Mean 30-Day Readmission Rate*** (AMI, Heart Failure, Pneumonia, Hip/Knee, COPD, Stroke)	Same as for 30-day mortality	Same as for 30-day mortality
Severity-Adjusted Average Length of Stay	MEDPAR FFY 2014	MEDPAR FFY 2010-2014
Mean Emergency Department Throughput	CMS Hospital Compare Calendar Year (CY) 2014	Trend not available
Inpatient Expense per Discharge (Case mix- and wage-adjusted)	HCRIS Medicare Cost reports ending in 2014	HCRIS Medicare Cost reports ending in 2010-2014
Medicare Spend per Beneficiary Index	CMS Hospital Compare CY 2014	Trend not available
Adjusted Operating Profit Margin	HCRIS Medicare Cost reports ending in 2014	HCRIS Medicare Cost reports ending in 2010-2014
HCAHPS Score (Overall Hospital Rating)	CMS Hospital Compare CY 2014	CMS Hospital Compare 2010-2014

*Two years of data are combined for each study year data point

**Trend data for 30-day mortality does not include COPD or Stroke

***Trend data for 30-day readmissions does not include Hip/Knee, COPD or Stroke

100 Top Hospitals[®], 2016

General Methodology

■ 2014 Performance

- Hospitals are ranked on each of the included measures, by class, for the most current year(s) of data
 - 2014 & 2013 data are combined for mortality, complications
- Ranks are weighted, summed and the sum is re-ranked by class to determine each hospital's overall performance achievement relative to its class

■ 5-Year Rate Of Improvement

- Hospitals are ranked on the regression line t-statistic for each included measure, by class
- Ranks are weighted, summed and the sum is re-ranked by class to determine each hospital's overall rate of improvement performance relative to its class

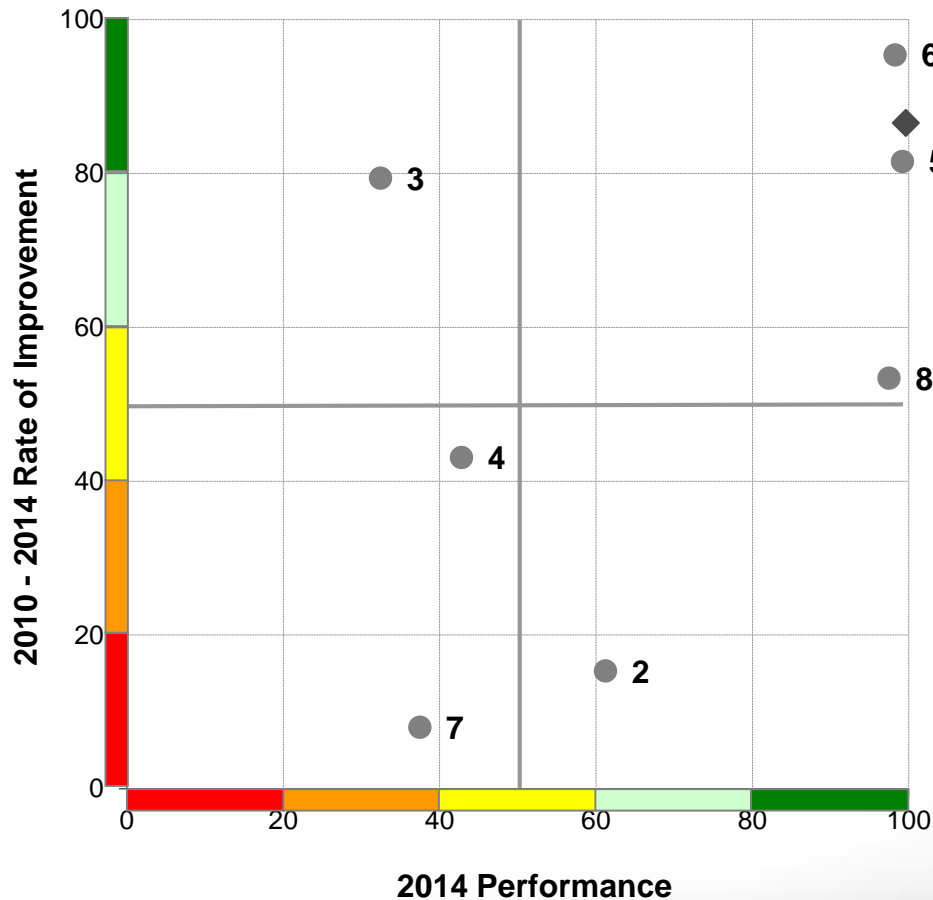
Profiled Competitors

- **Profiled Hospital**
- Competitor 1
- Competitor 2
- Competitor 3
- Competitor 4
- Competitor 5
- Competitor 6
- Competitor 7

Hospital Competitor Profile

100 Top Study – Overall Performance

2014 Performance and 5-Year Rate of Improvement



HOSPITAL KEY

- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
- 4 Competitor 3
- 5 Competitor 4
- 6 Competitor 5
- 7 Competitor 6
- 8 Competitor 7

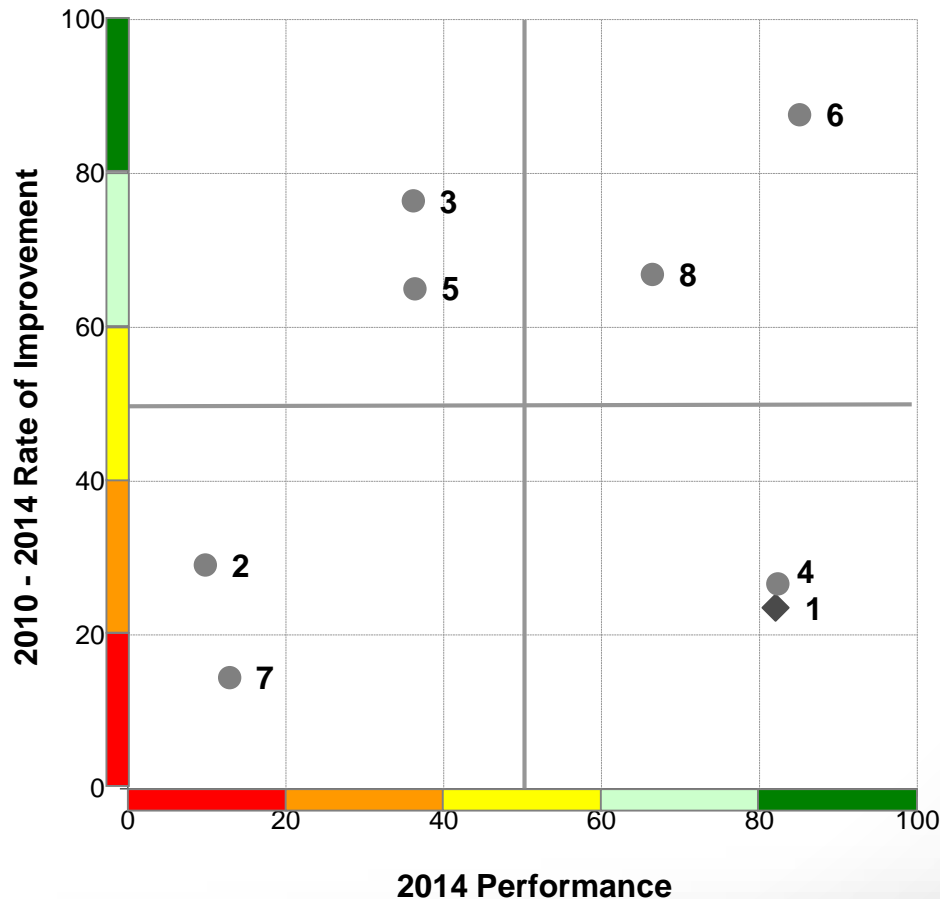
Quintile Key

- > 80 to 100
- > 60 to 80
- > 40 to 60
- > 20 to 40
- > 0 to 20

Hospital Competitor Profile

100 Top Study – Mortality

2014 Performance and 5-Year Rate of Improvement



HOSPITAL KEY

- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
- 4 Competitor 3
- 5 Competitor 4
- 6 Competitor 5
- 7 Competitor 6
- 8 Competitor 7

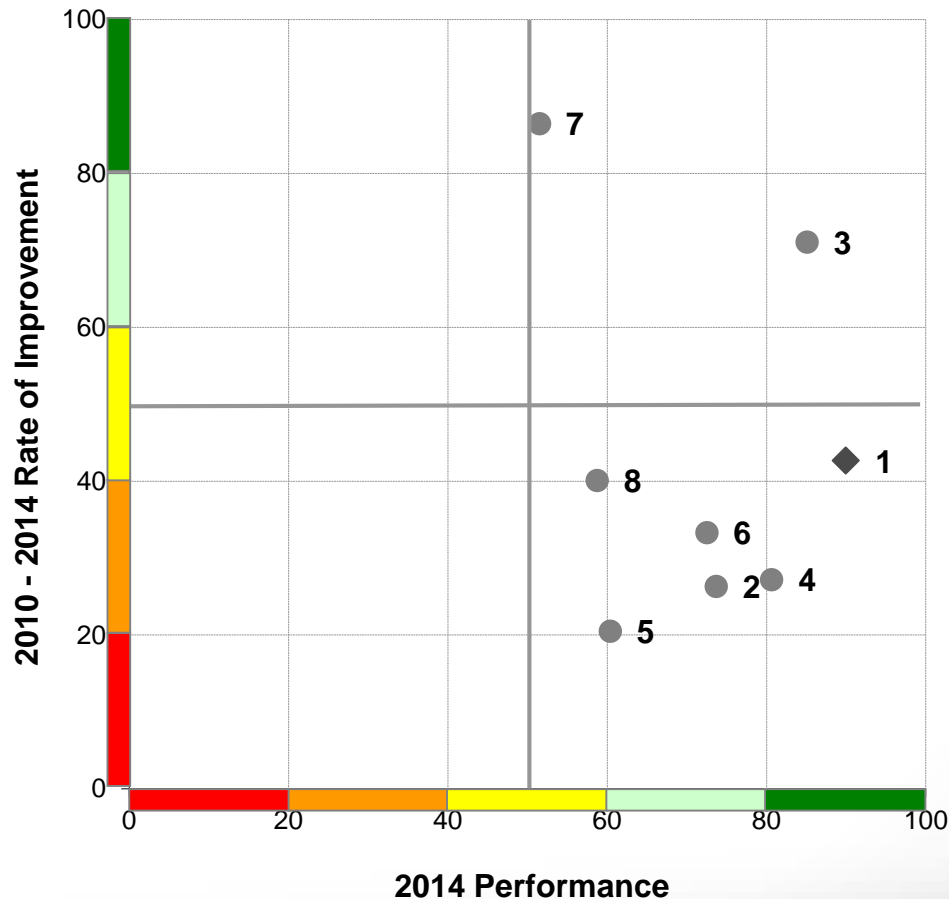
Quintile Key

- > 80 to 100
- > 60 to 80
- > 40 to 60
- > 20 to 40
- > 0 to 20

Hospital Competitor Profile

100 Top Study – Complications

2014 Performance and 5-Year Rate of Improvement



HOSPITAL KEY

- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
- 4 Competitor 3
- 5 Competitor 4
- 6 Competitor 5
- 7 Competitor 6
- 8 Competitor 7

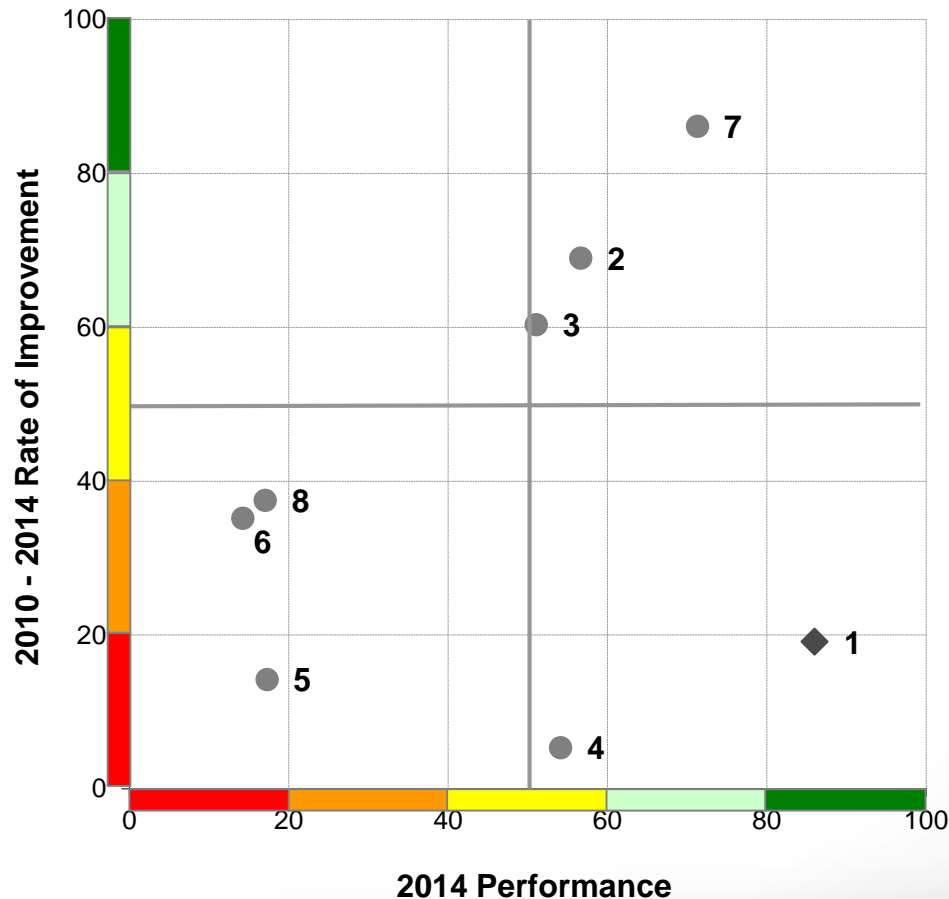
Quintile Key

- > 80 to 100
- > 60 to 80
- > 40 to 60
- > 20 to 40
- > 0 to 20

Hospital Competitor Profile

100 Top Study – 30 Day Mortality

2014 Performance and 5-Year Rate of Improvement



HOSPITAL KEY

- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
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- 5 Competitor 4
- 6 Competitor 5
- 7 Competitor 6
- 8 Competitor 7

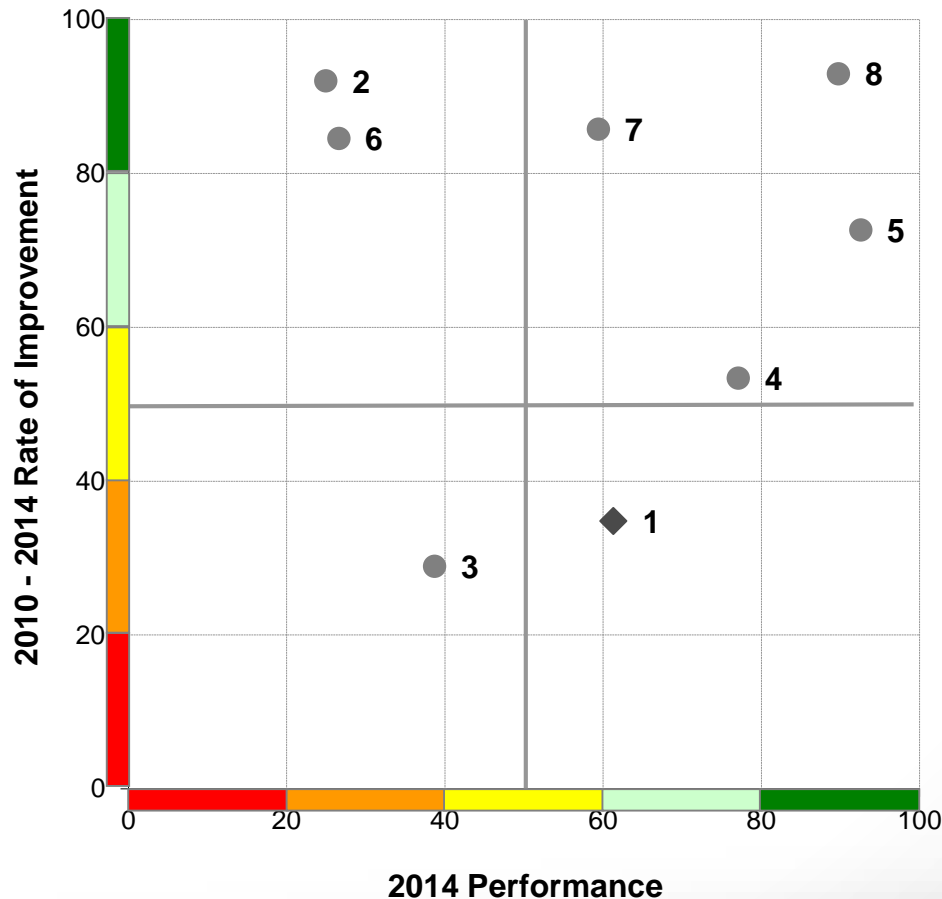
Quintile Key

- > 80 to 100
- > 60 to 80
- > 40 to 60
- > 20 to 40
- > 0 to 20

Hospital Competitor Profile

100 Top Study – 30 Day Readmission

2014 Performance and 5-Year Rate of Improvement



HOSPITAL KEY

- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
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- 8 Competitor 7

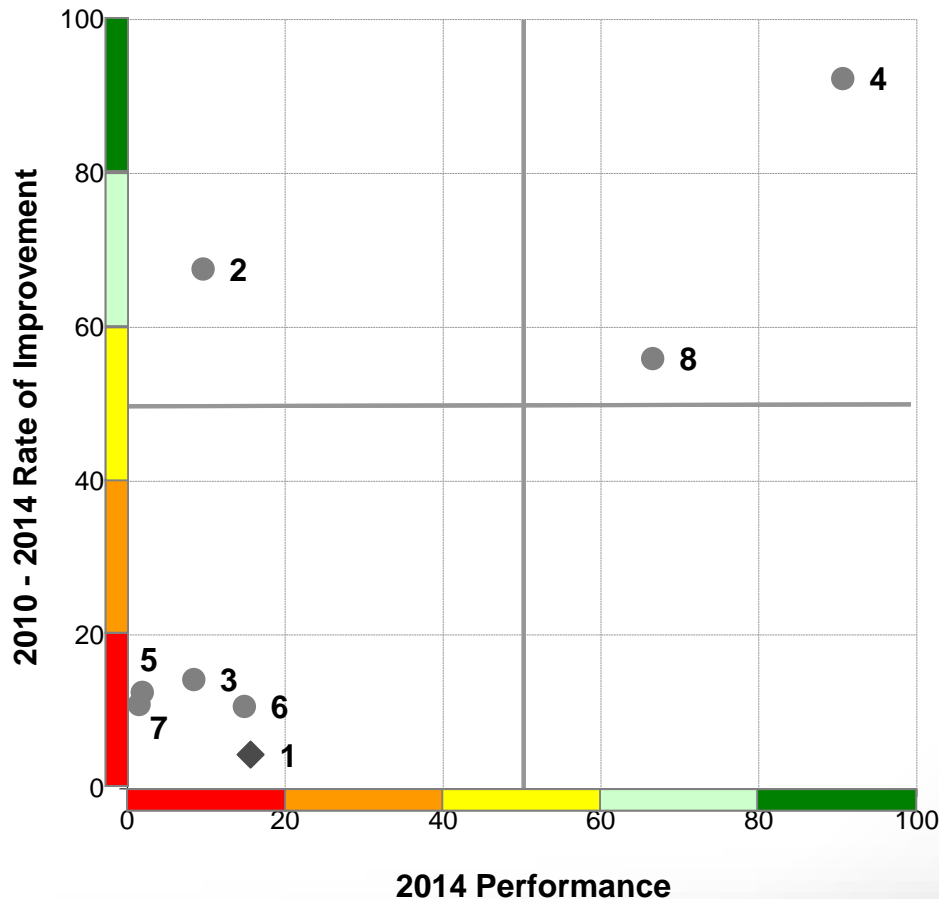
Quintile Key

- > 80 to 100
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- > 0 to 20

Hospital Competitor Profile

100 Top Study – Average Length Of Stay

2014 Performance and 5-Year Rate of Improvement



HOSPITAL KEY

- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
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- 7 Competitor 6
- 8 Competitor 7

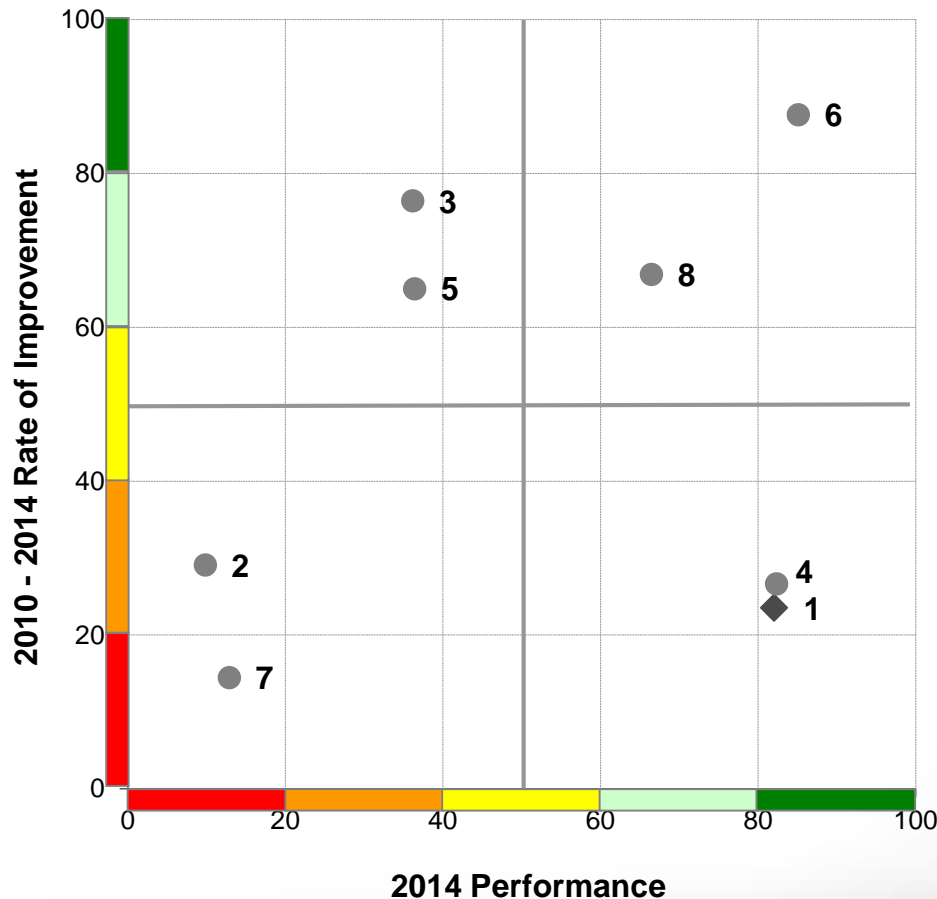
Quintile Key

- > 80 to 100
- > 60 to 80
- > 40 to 60
- > 20 to 40
- > 0 to 20

Hospital Competitor Profile

100 Top Study – IP Expense / Discharge

2014 Performance and 5-Year Rate of Improvement



HOSPITAL KEY

- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
- 4 Competitor 3
- 5 Competitor 4
- 6 Competitor 5
- 7 Competitor 6
- 8 Competitor 7

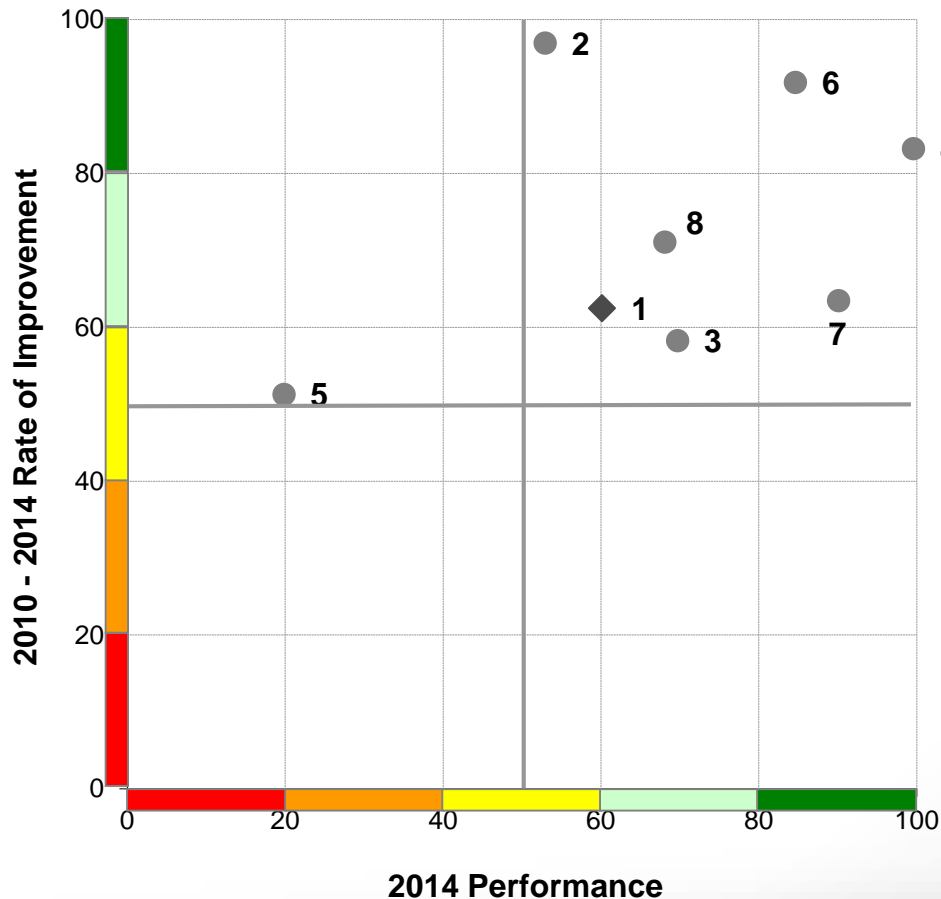
Quintile Key

- > 80 to 100
- > 60 to 80
- > 40 to 60
- > 20 to 40
- > 0 to 20

Hospital Competitor Profile

100 Top Study – Op Profit Margin

2014 Performance and 5-Year Rate of Improvement



HOSPITAL KEY

- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
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- 7 Competitor 6
- 8 Competitor 7

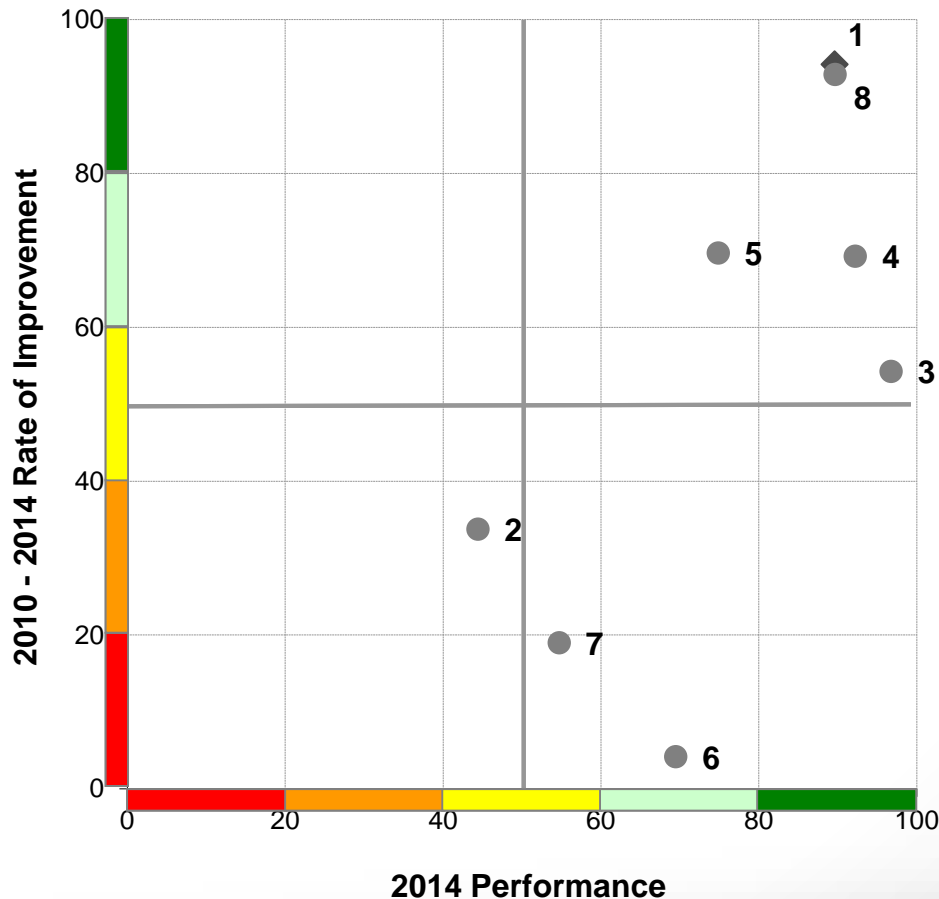
Quintile Key

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- > 60 to 80
- > 40 to 60
- > 20 to 40
- > 0 to 20

Hospital Competitor Profile

100 Top Study – HCAHPS

2014 Performance and 5-Year Rate of Improvement



HOSPITAL KEY

- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
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Quintile Key

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- > 0 to 20



More than Data. Answers.