

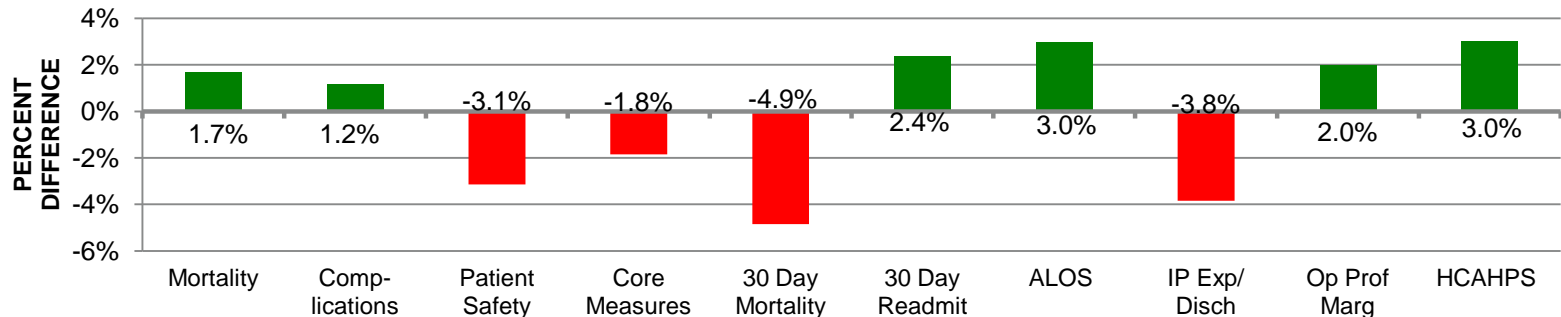
100 TOP HOSPITALS[®], 2013

**COMPETITOR REPORT
HOSPITAL NAME, CITY, STATE**

DATE

TRUVEN 100 TOP HOSPITALS[®], 2013

- A National Balanced Scorecard for Hospitals



- Tool To Guide Assessment of Hospital Strategy & Results

- **20 year development and field testing effort**
- 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 and methodologies
- CMS methodologies (AHRQ; 30 Day rates)
- 8 -10 measures across five performance domains, updated annually

100 TOP HOSPITALS[®], 2013

FIVE CLASSES FOR VALID BENCHMARKS

ADJUSTMENT FOR FACILITY-LEVEL DATA

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	198
Teaching Hospitals – 200+ beds and - 0.03 IR/bed ratio OR - 3 GME programs total	25	424
Large Community Hospitals – 250+ beds; NOT teaching	20	337
Medium Community Hospitals – 100 to 249 beds; NOT teaching	20	1,020
Small Community Hospitals – 25 to 99 beds; NOT teaching	20	943
2013 National In-Study Hospital Totals	100	2,922

100 TOP HOSPITALS[®], 2013 PERFORMANCE DOMAINS

QUALITY	WEIGHT
Risk-Adjusted Mortality Index	1
Risk-Adjusted Complications Index	1
Risk-Adjusted Patient Safety Index	1
Core Measures Mean Percent	1
EXTENDED OUTCOMES	
30 Day Mortality Rates (Heart Attack, Heart Failure, Pneumonia)	1/6 th each
30 Day Readmission Rates (Heart Attack, Heart Failure, Pneumonia)	1/6 th each
EFFICIENCY	
Severity-Adjusted Average Length of Stay	1
Inpatient Expense per Discharge (Area Wage Index and Case mix-Adjusted)	1
FINANCIAL STABILITY	
Adjusted Operating Profit Margin	1
PATIENT PERCEPTION OF CARE	
HCAHPS Score (Consumers Overall Hospital Rating)	1

Note: Trend data for 30 Day Mortality & Readmission rates not available

100 TOP HOSPITALS[®], 2013

DATA SOURCES FOR CURRENT & TREND

Measure	Data Source/Data Period
Mortality, Complications indexes	MedPAR Federal Fiscal Year (FFY) 2009-2011 <i>(Two years of data, combined, for each study year)*</i>
Composite Patient Safety Index <i>(10 PSIs in current and trend profiles)</i>	MedPAR FFY 2009-2011 <i>(Two years of data, combined, for each study year)*</i>
Core Measures Mean Percent Heart Attack (AMI), Heart Failure (HF), Pneumonia (PN), Surgical Care (Surg)	CMS Hospital Compare Q3 Releases Calendar Years 2007-2011
<i>Outpatient Core Measures (OP-4, OP-6, OP-7) *Not Ranked*</i>	<i>CMS Hospital Compare 2012 Q3 Release Calendar Year 2011</i>
30 Day Mortality Rates (AMI, HF, PN) 30 Day Readmission Rates (AMI, HF, PN)	CMS Hospital Compare 2012 Q3 Release 3 yr combined data set: July 1, 2008-June 30, 2011 <i>(Trend data not available)</i>
Average Length of Stay (ALOS)	MedPAR FFY 2009-2011
Inpatient Expense per Discharge Operating Profit Margin	HCRIS Q3 Releases Hospital Cost Reports ending in calendar years 2007-2011
HCAHPS (Overall Rating Question)	CMS Hospital Compare Q3 Releases Calendar Years 2007-2011



100 TOP HOSPITALS[®], 2013

GENERAL METHODOLOGY

- 2011 PERFORMANCE
 - Hospitals are ranked on each of the included measures, by class, for the most current year(s) of data
 - Ranks are summed and the sum is re-ranked by class to determine each hospital's overall performance achievement relative to its class
 - Individual 30 day mortality rates (AMI, HF, PN) and individual 30 day readmission rates (AMI, HF, PN) each receive $\frac{1}{6}$ weight; all other metrics have weight of 1
- MULTI-YEAR RATE OF IMPROVEMENT
 - Hospitals are ranked on the regression line t-statistic for each included measure, by class
 - Ranks are summed and the sum is re-ranked by class to determine each hospital's overall rate of improvement performance relative to its class

Note: 30 Day Mortality and Readmissions cannot be trended



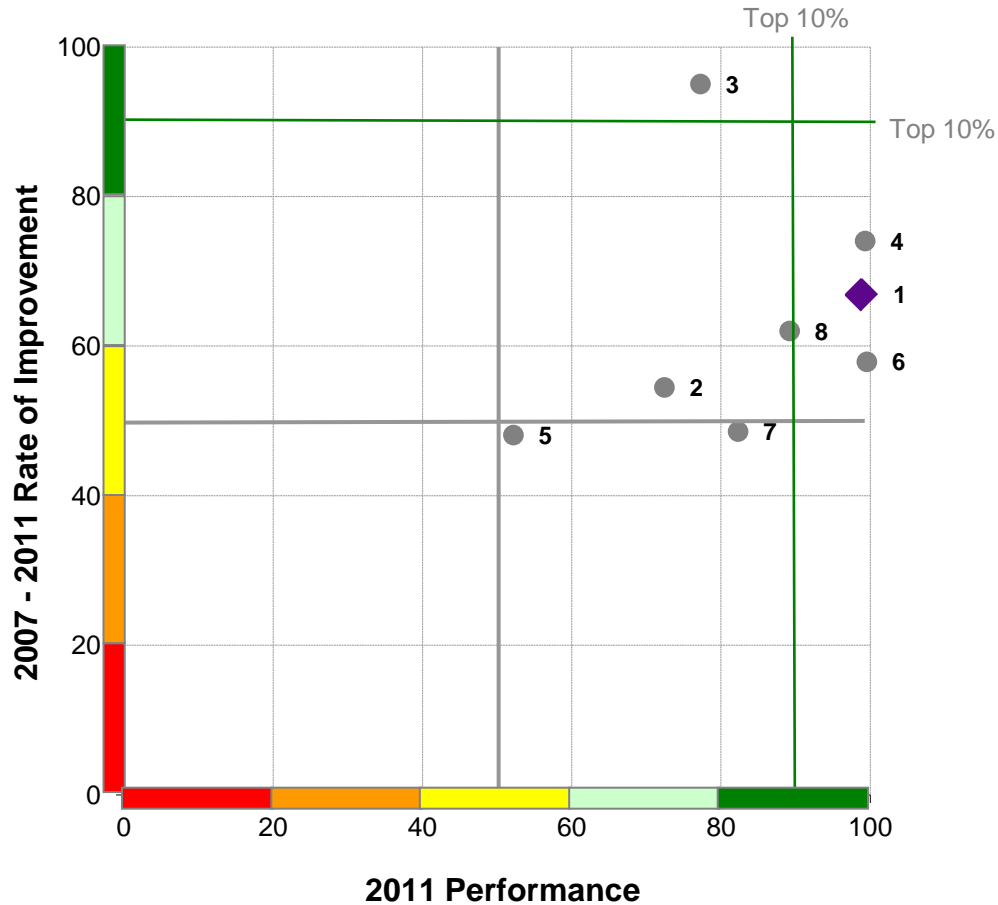
PROFILED COMPETITORS

- Client Hospital
- Competitor 1
- Competitor 2
- Competitor 3
- Competitor 4
- Competitor 5
- Competitor 6
- Competitor 7

HOSPITAL COMPETITOR PROFILE

100 TOP STUDY – OVERALL PERFORMANCE

2011 PERFORMANCE VERSUS 5-YEAR RATE OF IMPROVEMENT



HOSPITAL KEY

Quintile Performance Key:

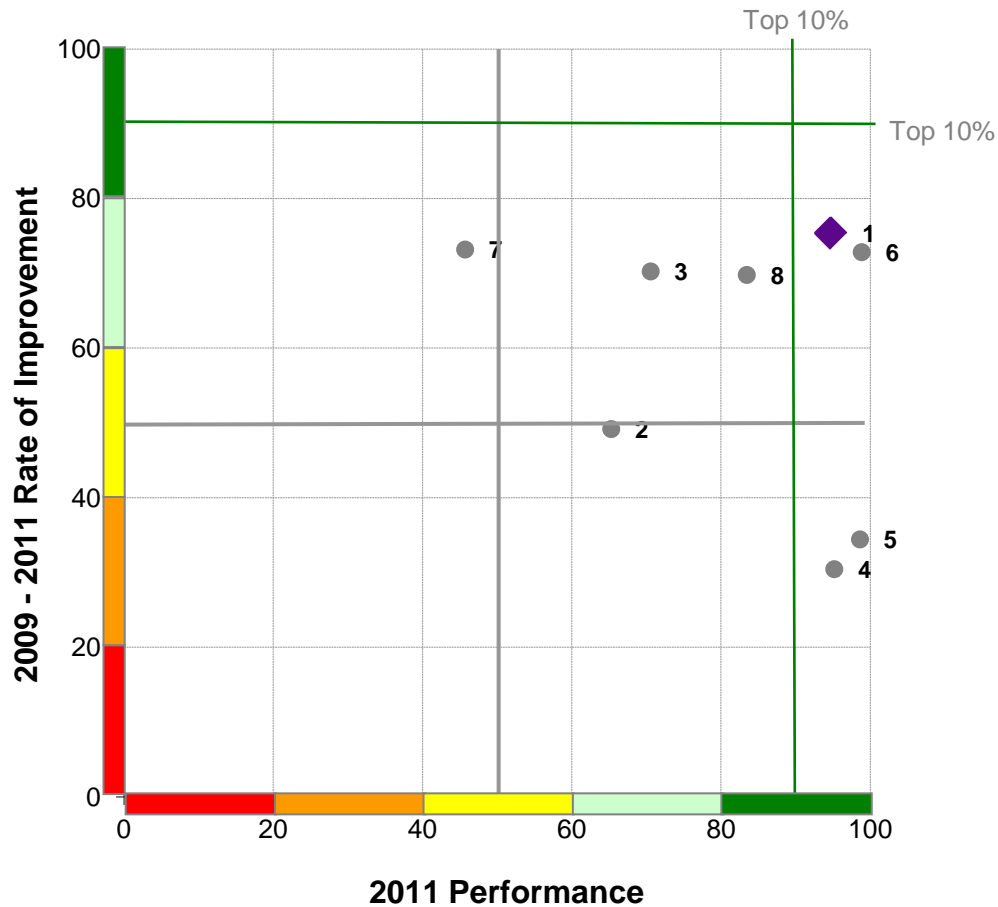
Quintile	Percentile Range	Performance Level
1	>80 to 100	Best
2	>60 to 80	
3	>40 to 60	
4	>20 to 40	
5	> 0 to 20	Worst

* Note: Mortality, complications, patient safety and average length of stay include 3 years of trend data (2009-2011)

HOSPITAL COMPETITOR PROFILE

100 TOP STUDY - MORTALITY

2011 PERFORMANCE VERSUS 3-YEAR RATE OF IMPROVEMENT



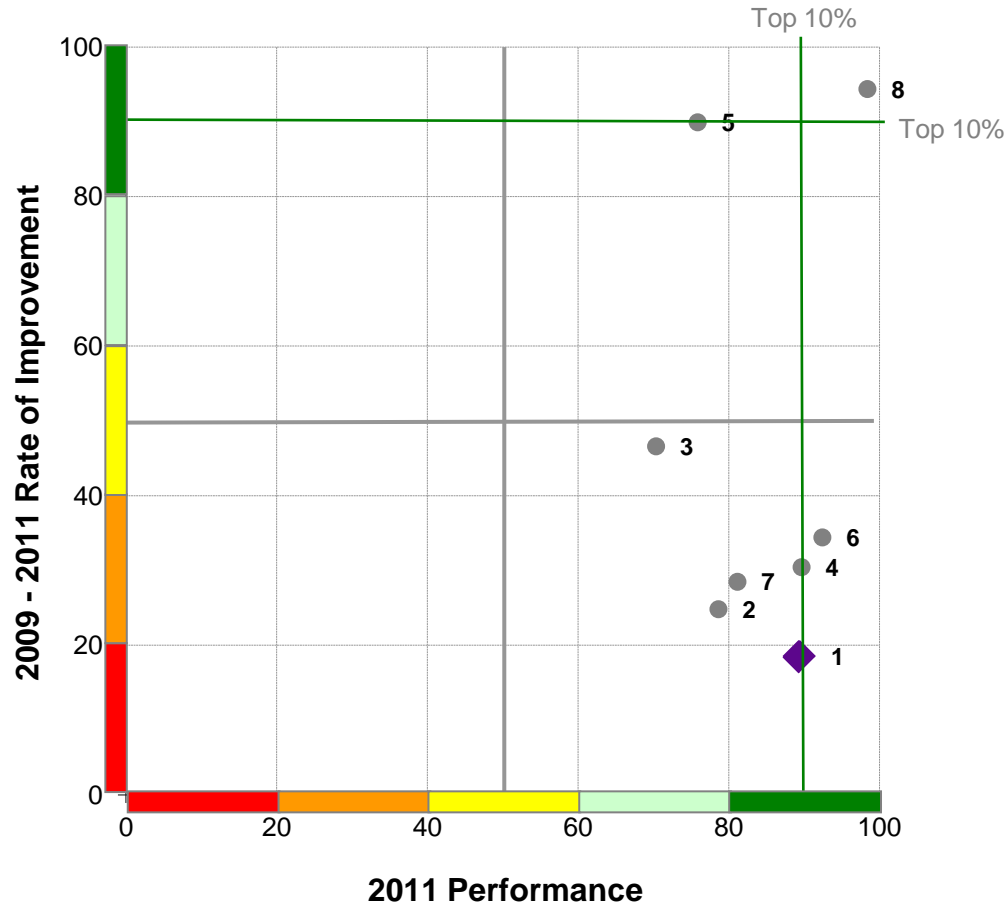
HOSPITAL KEY

Quintile Performance Key:

Quintile	Percentile Range	Performance Level
1	>80 to 100	Best
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HOSPITAL COMPETITOR PROFILE 100 TOP STUDY - COMPLICATIONS

2011 PERFORMANCE VERSUS 3-YEAR RATE OF IMPROVEMENT



HOSPITAL KEY

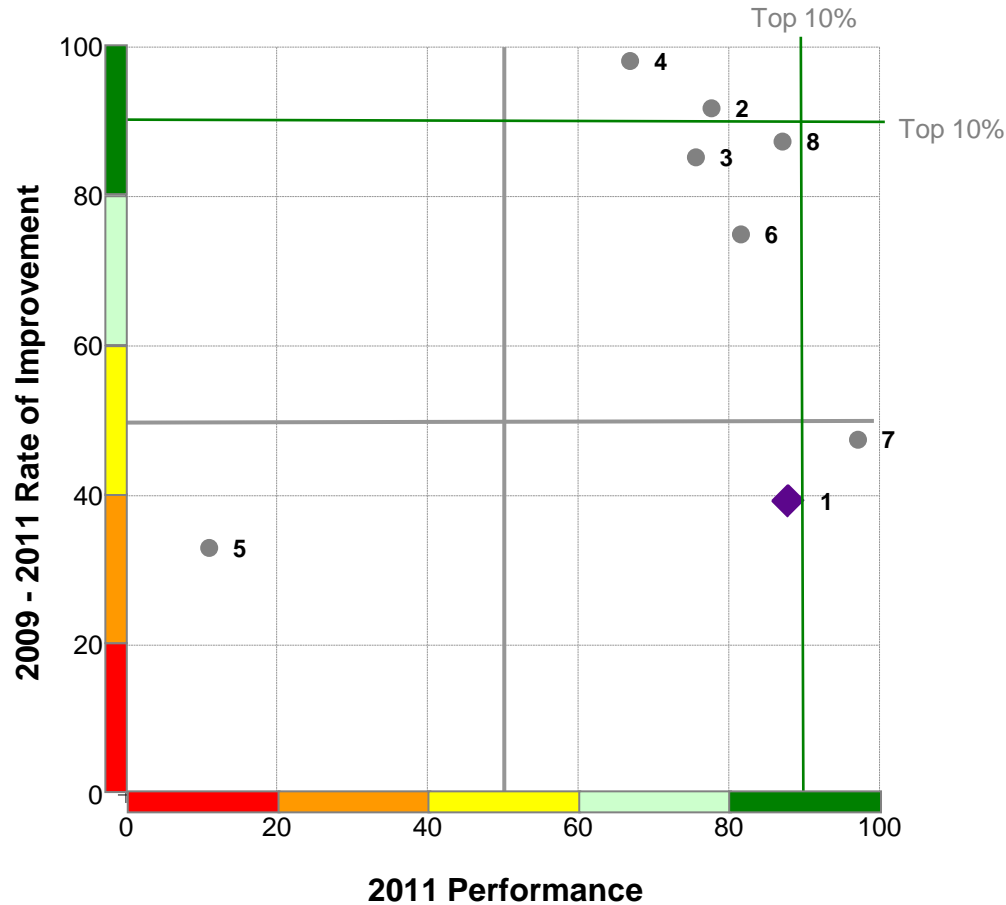
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HOSPITAL COMPETITOR PROFILE

100 TOP STUDY – PATIENT SAFETY

2011 PERFORMANCE VERSUS 3-YEAR RATE OF IMPROVEMENT



HOSPITAL KEY

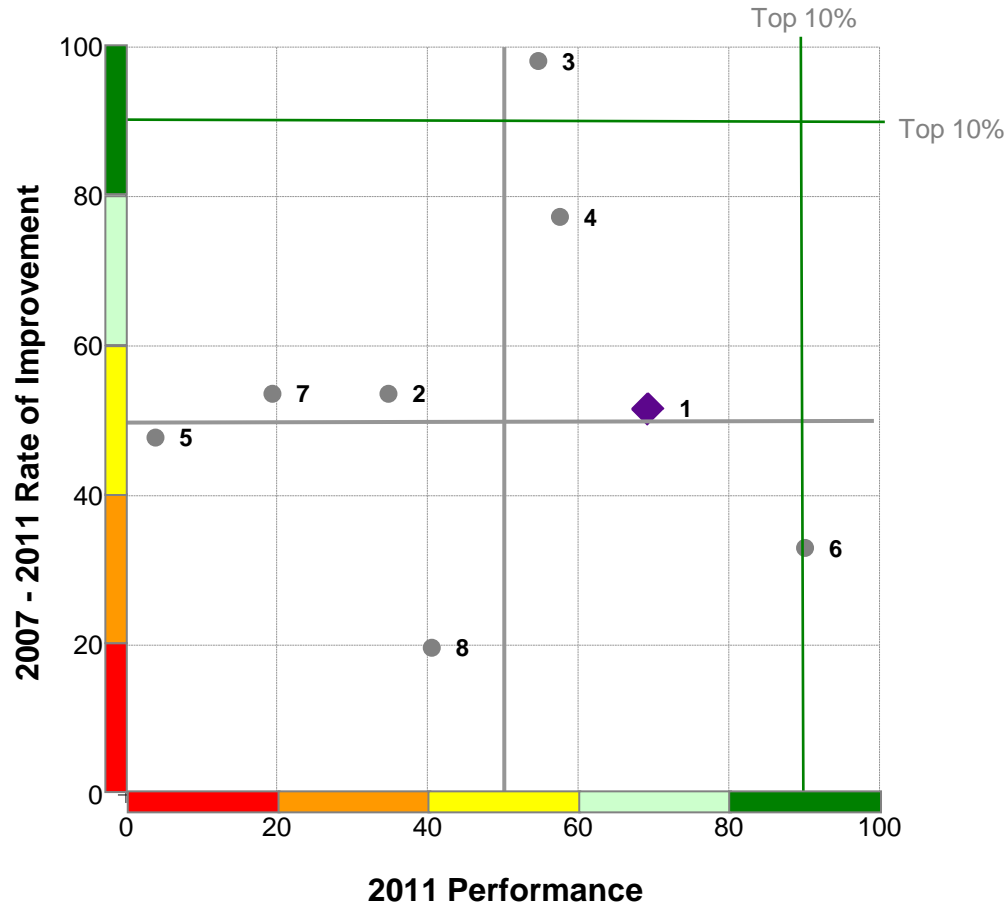
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HOSPITAL COMPETITOR PROFILE

100 TOP STUDY – CORE MEASURES

2011 PERFORMANCE VERSUS 5-YEAR RATE OF IMPROVEMENT



HOSPITAL KEY

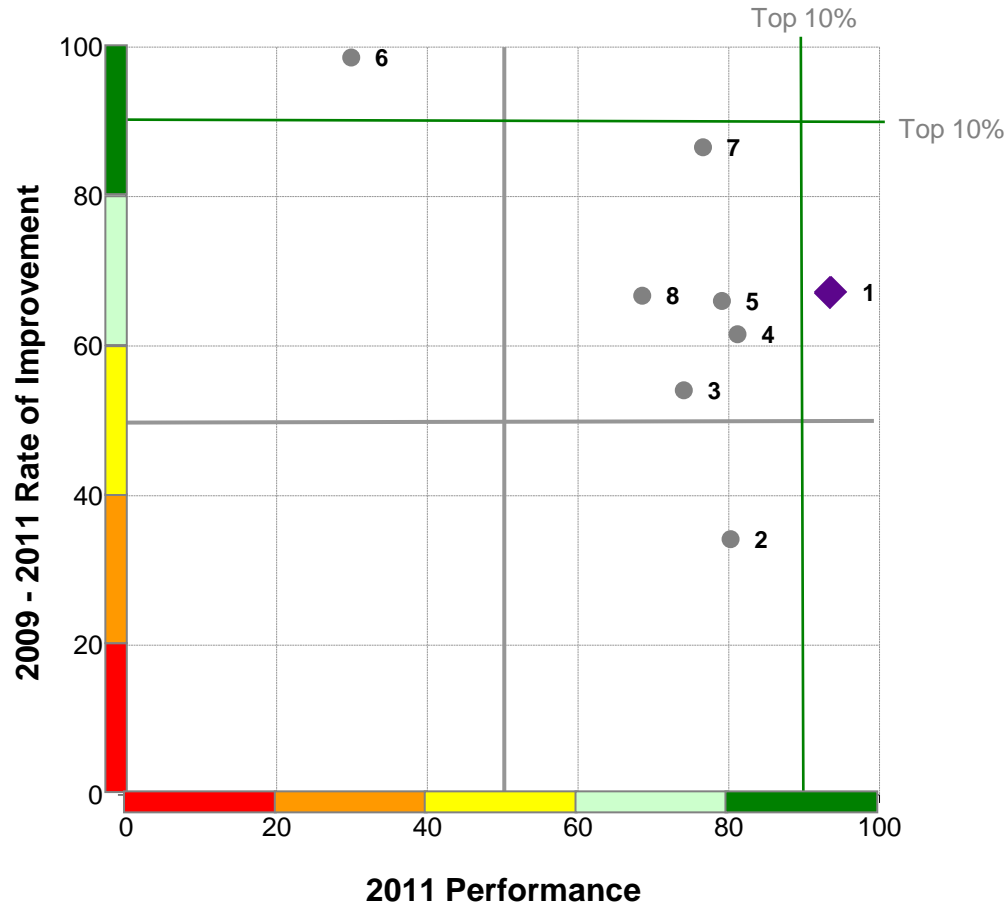
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HOSPITAL COMPETITOR PROFILE

100 TOP STUDY – AVERAGE LENGTH OF STAY

2011 PERFORMANCE VERSUS 3-YEAR RATE OF IMPROVEMENT



HOSPITAL KEY

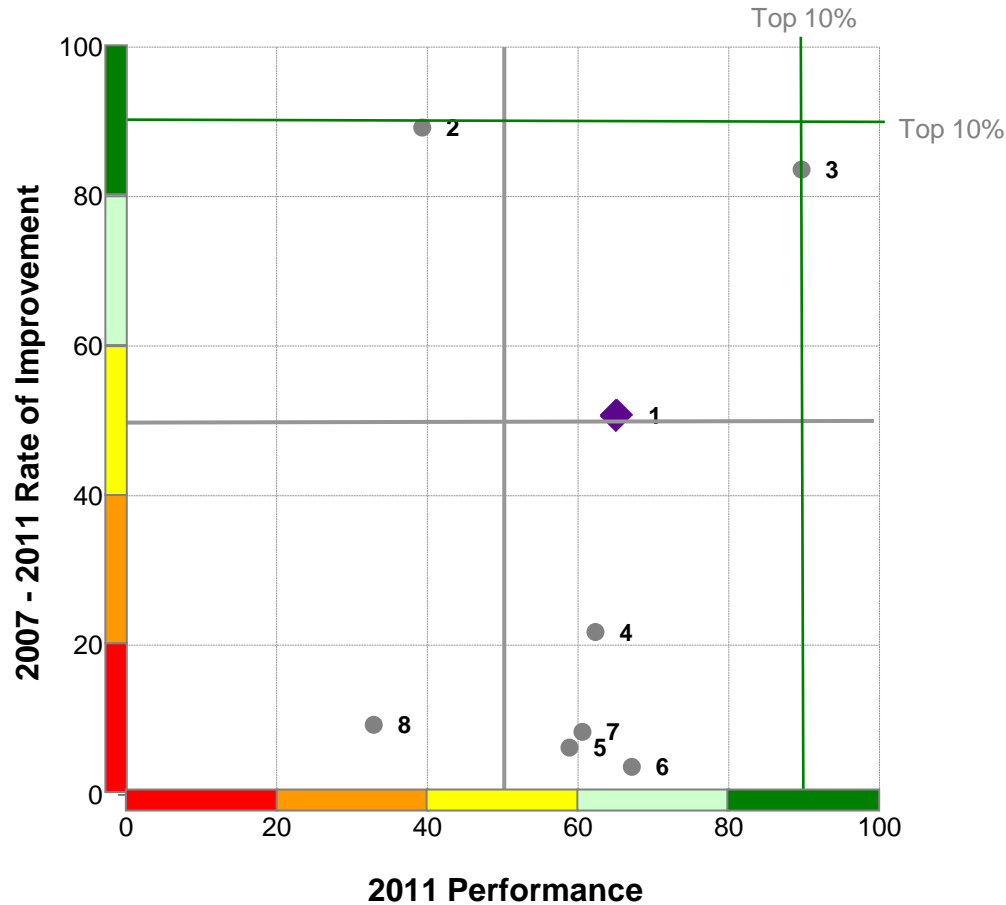
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HOSPITAL COMPETITOR PROFILE

100 TOP STUDY – IP EXPENSE / DISCHARGE

2011 PERFORMANCE VERSUS 5-YEAR RATE OF IMPROVEMENT



HOSPITAL KEY

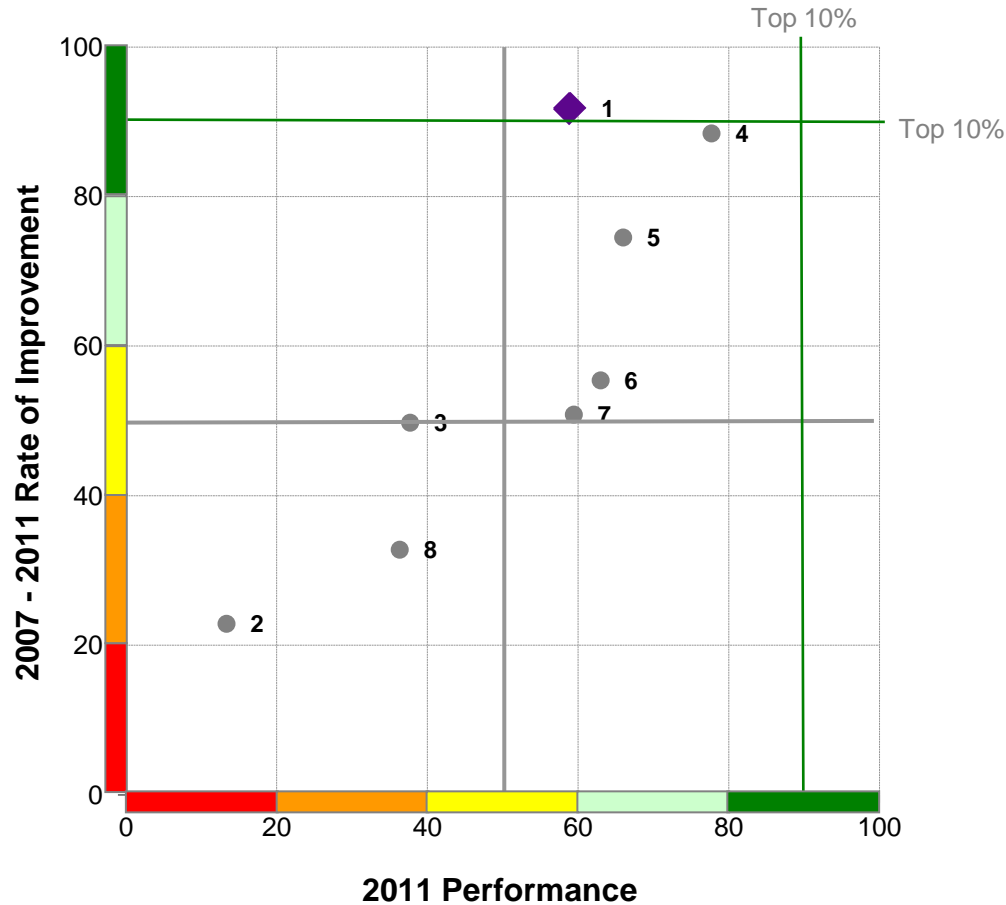
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HOSPITAL COMPETITOR PROFILE

100 TOP STUDY – OP PROFIT MARGIN

2011 PERFORMANCE VERSUS 5-YEAR RATE OF IMPROVEMENT



HOSPITAL KEY

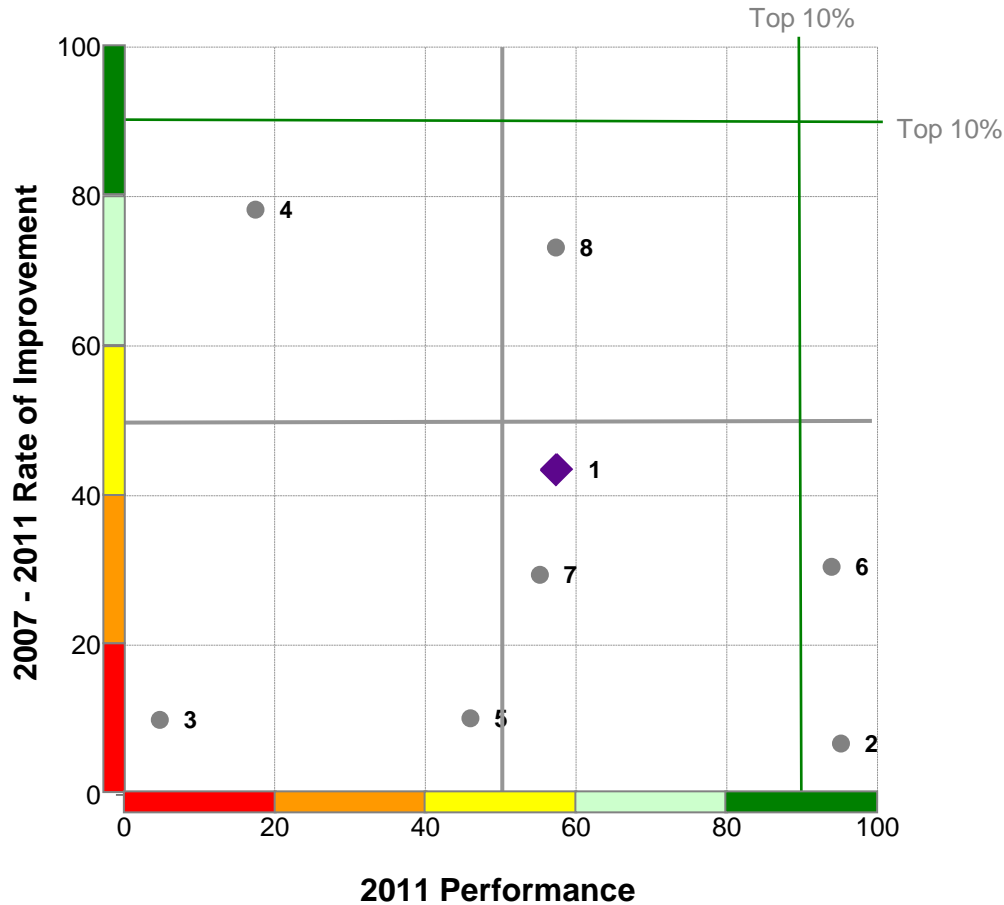
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HOSPITAL COMPETITOR PROFILE

100 TOP STUDY – HCAHPS

2011 PERFORMANCE VERSUS 5-YEAR RATE OF IMPROVEMENT



HOSPITAL KEY

Quintile Performance Key:

Quintile	Percentile Range	Performance Level
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