100 Top Hospitals, 2017

Competitor Report
Prepared for Profiled Hospital
City, ST
Contents

• Background and Approach
• Executive Summary
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• 2015 Performance and 5-Year Rate of Improvement Graphs
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Background and Approach

• In this analysis, Sample Hospital performance and rate of improvement are compared to that of seven client-selected competitors, using the 100 Top Hospitals® measures and methodologies.

• Measures included in the analysis*
  
  • Overall Score
    • Inpatient Mortality
    • Complications
    • Mean 30-Day Mortality Rate
    • Mean 30-Day Readmission Rate
    • Average Length of Stay
    • Mean Emergency Department Throughput
    • Inpatient Expense per Discharge
    • Medicare Spend per Beneficiary
    • Operating Profit Margin
    • HCAHPS Score (Overall Hospital Rating)

• Results are displayed as the rank percentile of each hospital’s performance and rate of improvement compared to all U.S. hospitals within each hospital’s 100 Top peer group.
  
  – Conversion to percentiles allows direct comparison of all selected hospitals, without regard to peer group.

*Core Measures Mean Percent is included in the calculation of the Overall Score but is not reported because there are insufficient data years to trend.
Executive Summary

• Overall National Performance
• Performance compared to selected competitors
• Strengths and opportunities
Profiled Competitors

- Profiled Hospital
- Competitor 1
- Competitor 2
- Competitor 3
- Competitor 4
- Competitor 5
- Competitor 6
- Competitor 7
Overall Comparison

2015 Performance and 2011-2015 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
Inpatient Mortality

2015 Performance and 2011-2015 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
Complications

2015 Performance and 2011-2015 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
- Green: > 80 to 100
- Light Green: > 60 to 80
- Yellow: > 40 to 60
- Orange: > 20 to 40
- Red: > 0 to 20
30-Day Mortality

2015 Performance and 2011-2015 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
30-Day Readmissions

2015 Performance and 2011-2015 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
Average Length of Stay

2015 Performance and 2011-2015 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
Mean Emergency Department Throughput

2015 Performance and 2011-2015 Rate of Improvement

HOSPITAL KEY
1  Profiled Hospital
2  Competitor 1
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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
Inpatient Expense per Discharge

2015 Performance and 2011-2015 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
Medicare Spend per Beneficiary

2015 Performance and 2011-2015 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
Operating Profit Margin

2015 Performance and 2011-2015 Rate of Improvement

HOSPITAL KEY
1. Profiled Hospital
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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
HCAHPS Score

2015 Performance and 2011-2015 Rate of Improvement

HOSPITAL KEY
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Quintile Key
- > 80 to 100
- > 60 to 80
- > 40 to 60
- > 20 to 40
- > 0 to 20
Methodology Overview
General Ranking Methodology

• 2015 Performance
  – Hospitals are ranked on each of the included measures, by class, for the most current year(s) of data
    – 2015 and 2014 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

• 2011-2015 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
## Hospital Classification

<table>
<thead>
<tr>
<th>Hospital Class</th>
<th>Winners</th>
<th>Total Hosp</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major Teaching Hospitals</strong></td>
<td>15</td>
<td>204</td>
<td>- three ways to qualify:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>400+ beds plus 0.25 IR/bed ratio and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- 10 GME sponsored programs OR</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- 20 GME programs total</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>30 GME programs total (regardless of beds or IR/bed ratios)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.60 IR/Bed ratio (regardless of beds or GME count)</td>
</tr>
<tr>
<td><strong>Teaching Hospitals</strong></td>
<td>25</td>
<td>445</td>
<td>- 200+ beds and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- 0.03 IR/bed ratio OR</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- 3 GME programs total</td>
</tr>
<tr>
<td><strong>Large Community Hospitals</strong></td>
<td>20</td>
<td>312</td>
<td>- 250+ beds; NOT teaching</td>
</tr>
<tr>
<td><strong>Medium Community Hospitals</strong></td>
<td>20</td>
<td>933</td>
<td>- 100 to 249 beds; NOT teaching</td>
</tr>
<tr>
<td><strong>Small Community Hospitals</strong></td>
<td>20</td>
<td>846</td>
<td>- 25 to 99 beds; NOT teaching</td>
</tr>
<tr>
<td><strong>2017 National In-Study Hospitals</strong></td>
<td>100</td>
<td>2,740</td>
<td></td>
</tr>
</tbody>
</table>
# Performance Domains, Measures & Rank Weights

<table>
<thead>
<tr>
<th>Domain</th>
<th>Measure</th>
<th>Current Weights</th>
<th>Trend Weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Outcomes</td>
<td>Risk-Adjusted Inpatient Mortality</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Risk-Adjusted Complications</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Process of Care</td>
<td>Core Measures Mean Percent <em>(Stroke and Blood Clot Prevention)</em></td>
<td>1</td>
<td>NA*</td>
</tr>
<tr>
<td>Extended Outcomes</td>
<td>30-Day Mortality Rates <em>(AMI, HF, PN, COPD, STK)</em></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>30-Day Readmission Rates <em>(AMI, HF, PN, HipKnee, COPD, STK)</em></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Quality Subtotal</td>
<td></td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Process Efficiency</td>
<td>Severity-Adjusted Average Length of Stay</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Mean Emergency Department Throughput <em>(minutes)</em></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Cost Efficiency</td>
<td>Inpatient Expense per Discharge, AWI &amp; Casemix Adjusted</td>
<td>½</td>
<td>½</td>
</tr>
<tr>
<td></td>
<td>Medicare Spend Per Beneficiary Index</td>
<td>½</td>
<td>½</td>
</tr>
<tr>
<td>Financial Health</td>
<td>Operating Profit Margin</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Patient Experience</td>
<td>HCAHPS Score <em>(Overall rating question)</em></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Operations Subtotal</td>
<td></td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>10</td>
<td>9</td>
</tr>
</tbody>
</table>

*Not enough data points available to trend.
## Data Sources For Current Profile

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Current Performance (100 Top Award Selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk-Adjusted Inpatient Mortality Index</td>
<td>MEDPAR Federal Fiscal Year (FFY) 2014 and 2015*</td>
</tr>
<tr>
<td>Risk-Adjusted Complications Index</td>
<td>MEDPAR FFY 2014 and 2015*</td>
</tr>
<tr>
<td>Core Measures Mean Percent (Stroke, Blood Clot)</td>
<td>CMS Hospital Compare Jan 1, 2015-Dec 31, 2015</td>
</tr>
<tr>
<td>Mean 30-Day Mortality Rate (AMI, Heart Failure, Pneumonia, COPD, Stroke)</td>
<td>CMS Hospital Compare Jul 1, 2012-Jun 30, 2015</td>
</tr>
<tr>
<td>Mean 30-Day Readmission Rate (AMI, Heart Failure, Pneumonia, Hip/Knee, COPD, Stroke)</td>
<td>CMS Hospital Compare Jul 1, 2012-Jun 30, 2015</td>
</tr>
<tr>
<td>Severity-Adjusted Average Length of Stay</td>
<td>MEDPAR FFY 2015</td>
</tr>
<tr>
<td>Mean Emergency Department Throughput</td>
<td>CMS Hospital Compare Calendar Year CY 2015</td>
</tr>
<tr>
<td>Inpatient Expense per Discharge (Case mix- and wage-adjusted)</td>
<td>HCRIS Medicare Cost reports ending in 2015</td>
</tr>
<tr>
<td>Medicare Spend per Beneficiary Index</td>
<td>CMS Hospital Compare CY 2015</td>
</tr>
<tr>
<td>Adjusted Operating Profit Margin</td>
<td>HCRIS Medicare Cost reports ending in 2015</td>
</tr>
<tr>
<td>HCAHPS Score (Overall Hospital Rating)</td>
<td>CMS Hospital Compare CY 2015</td>
</tr>
</tbody>
</table>

*Two years of data are combined for each study year data point*
## Data Sources For Trend Profile

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>5-Year Trend Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk-Adjusted Inpatient Mortality Index</td>
<td>MEDPAR Federal Fiscal Year (FFY) 2010-2015*</td>
</tr>
<tr>
<td>Risk-Adjusted Complications Index</td>
<td>MEDPAR FFY 2010-2015*</td>
</tr>
<tr>
<td>Core Measures Mean Percent (Stroke, Blood Clot)</td>
<td>Trend not available</td>
</tr>
<tr>
<td>Severity-Adjusted Average Length of Stay</td>
<td>MEDPAR FFY 2011-2015</td>
</tr>
<tr>
<td>Mean Emergency Department Throughput</td>
<td>CMS Hospital Compare CY 2012, FFY 2013, CY 2014, CY 2015 (CY2013 not published)</td>
</tr>
<tr>
<td>Inpatient Expense per Discharge (Case mix- and wage-adjusted)</td>
<td>HCRIS Medicare Cost reports ending in 2011-2015</td>
</tr>
<tr>
<td>Medicare Spend per Beneficiary Index</td>
<td>CMS Hospital Compare CY 2012-2015</td>
</tr>
<tr>
<td>Adjusted Operating Profit Margin</td>
<td>HCRIS Medicare Cost reports ending in 2011-2015</td>
</tr>
<tr>
<td>HCAHPS Score (Overall Hospital Rating)</td>
<td>CMS Hospital Compare CY 2011-2015</td>
</tr>
</tbody>
</table>

*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