

HealthGrades 2012 America's Best Hospitals Report

When it comes to evaluating hospital quality, more measures are publicly available than ever before. U.S. hospitals are now required by the federal government to report on measures of:

- **Process:** How frequently a patient receives evidence-based care for certain conditions such as receiving aspirin to initially treat a heart attack.
- **Patient Satisfaction:** How well the hospital performed from the patient perspective in terms of communication, pain control, and noise.
- **Outcomes:** How well the patient fared during the hospital stay in terms of preventable complications and mortality.
- **Patient Safety:** How well the hospital prevented complications related to staying in the hospital, such as pressure ulcers or certain types of infections.

Since 1998, HealthGrades has been publicly reporting on the quality of U.S. hospitals and making that information available to consumers at HealthGrades.com. Given the scope of services that hospitals provide to patients, most hospitals have service areas where they excel and areas where they have room for clinical improvement. Hospitals may also improve in some areas and regress in others.

However, some hospitals show consistent clinical quality across service areas year over year. Using 12 years of Medicare data and 150 million patient hospitalization records, for 26 different diagnoses and procedures, HealthGrades has identified America's 50 and 100 Best Hospitals based on their consistent clinical outcomes over time.

Recognizing Consistent Quality Outcomes

Recognizing consistent quality outcomes is an important performance benchmark. HealthGrades America's Best Hospitals are those hospitals that have ranked among the top 5% in the nation for clinical quality year over year.



America's 50 Best Hospitals Award recipients had risk-adjusted mortality and complication rates low enough to place them in the top 5% of hospitals for the last seven to ten years of study. The next 50 hospitals to complete the list of **America's 100 Best Hospitals** were in the top 5% for all of the last four years of study. These elite organizations represent the best of the top-performing hospitals and set the quality standard for American hospitals.



Quality Matters

Collectively, during 2008 through 2010, HealthGrades America's 50 and 100 Best Hospitals had nearly a 30% lower risk-adjusted mortality across 17 procedures and diagnoses.

From 2008 through 2010, if all hospitals performed at the level of America's 50 and 100 Best Hospitals, 179,593 Medicare deaths may have been prevented.

Who Are America's Best Hospitals

America's 50 and 100 Best Hospitals are located in 88 cities in 25 states. The majority of America's 50 and 100 Best Hospitals are non-profit (87%), 7% are for profit, and 6% are government owned. America's 50 and 100 Best Hospitals range from 100 beds to more than 500, with 45% having less than 350 beds and 55% having more than 350 beds.

PATIENTS AT AMERICA'S BEST HOSPITALS HAVE BETTER SURVIVAL RATES AND FEWER COMPLICATIONS

HealthGrades has studied the impact of clinical quality variation on potentially preventable in-hospital mortality and complications for more than a decade. Consistently we have found that variation in care quality costs lives and contributes to avoidable morbidity. At America's 100 Best Hospitals, patients have nearly a

30%
lower chance of dying
compared to all other hospitals
across 17 procedures and diagnoses

From 2008 through 2010, if all hospitals performed at the level of America's 100 Best Hospitals:

179,593
Medicare deaths
may have been prevented

AMERICA'S BEST HOSPITALS ARE NON-PROFIT AND LARGER IN SIZE

Ownership Status of
America's 100 Best Hospitals

Status	A100B Hospitals		Eligible Hospitals	
	No.	%	No.	%
For Profit	7	7.0	227	15.4
Government	6	6.0	176	11.9
Non-profit	87	87.0	1,075	72.7
Total	100	100.0	1,478	100.0

Number of Beds in
America's 100 Best Hospitals

No. of Beds	A100B Hospitals		Eligible Hospitals	
	No.	%	No.	%
0-99	0	0	22	1.5
100-249	22	22.0	651	44.0
250-349	23	23.0	337	22.8
350-499	34	34.0	265	17.9
500+	21	21.0	203	13.7
Total	100	100.0	1,478	100.0

Traits of America's 50 and 100 Best Hospitals

What makes a top hospital and drives consistent quality results year over year? HealthGrades reached out to a sample of America's Best Hospitals and learned the following about their organizations.

Long C-Suite Tenure

According to the American College of Healthcare Executives, the average tenure for a hospital CEO is six years. America's Best Hospitals report having average and above average C-level tenure:

- 63% reported the average tenure of senior executives is more than five years.
- 36% responded that the average tenure is greater than 10 years.

Positive Operating Margins

In 2009, the median operating margin for U.S. hospitals was 2.3%¹. America's 50 and 100 Best Hospitals reported positive operating margins. In fact, 72% indicated that their operating margins were greater than 2%, and 36% indicated greater than a 4% margin.

Achievement Oriented

America's Best Hospitals are achievement oriented with:

- 82% reported that striving for external awards motivates them.
- 73% indicated that their physicians were motivated by public measures of quality.

Believe That Patients are Engaged in Quality

More than half (55%) of the hospitals responded that they believe patients in their community rely on public measures of quality to choose a provider.

Main Drivers of Success

When asked what the main contributing factor to their success is:

- 54% indicated that physician buy-in was the number one factor.
- 27% reported leadership was the main contributing factor.
- 9% reported either government quality mandates or dedicated quality resources as the main contributor.

Community Differentiation

When asked what most differentiates these top hospitals in their community, America's Best Hospitals responded with: Quality outcomes (27%), unique service offering (27%), location (18%), reputation (18%), and patient satisfaction (9%).

Identifying Hospitals in the Top 5% for Clinical Outcomes

HealthGrades America's Best Hospitals Award recognizes hospitals that have been in the top 5% for clinical outcomes for the most consecutive years. Quality measures were based on risk-adjusted mortality and in-hospital complications across 26 of the most common diagnoses and procedures in the Medicare population.

Mortality-based Procedures & Diagnoses

Bowel Obstruction	Heart Failure
Chronic Obstructive Pulmonary Disease	Pancreatitis
Coronary Bypass Surgery	Pneumonia
Coronary Interventional Procedures (Angioplasty/Stent)	Pulmonary Embolism
Diabetic Acidosis and Coma	Resection/Replacement of Abdominal Aorta
Gastrointestinal Bleed	Respiratory Failure
Gastrointestinal Surgeries and Procedures	Sepsis
Heart Attack (Acute Myocardial Infarction)	Stroke
	Valve Replacement Surgery

Complication-based Procedures & Diagnoses

Back and Neck Surgery (Spinal Fusion)	Peripheral Vascular Bypass
Back and Neck Surgery (except Spinal Fusion)	Prostatectomy
Carotid Surgery	Total Hip Replacement
Cholecystectomy	Total Knee Replacement
Hip Fracture Repair	

AMERICA'S BEST HOSPITALS PLAN FOR HEALTHCARE REFORM

The Affordable Care Act has many provisions that affect American hospitals. In addition to potentially having many newly insured individuals, the Hospital Value-Based Purchasing Program marks the beginning of a change in the way that hospitals are paid.

Under the initiative, hospitals will be paid not just for the services they provide, but for the quality of that care based on measures of patient satisfaction and measures linked to improved clinical processes.

In addition, Medicare will begin to link payments to how well hospitals coordinate care across settings through the creation of Accountable Care Organizations.

When asked about whether the Affordable Care Act will improve the quality of care delivered to patients:

- 46% believe it will improve the quality of care
- 36% are neutral
- 18% disagree or strongly disagree

America's Best Hospitals are focused on implementing various initiatives:

- 81% are focusing on evaluating their performance against the value-based purchasing measures
- 45% are participating in *bundled payments* pilot programs to test new payment structures that encourage coordinating care during the 30-day period, starting with hospitalization for specific procedures
- 27% are actively pursuing shared savings programs that promote improved health through coordination of care between physicians, hospitals, and other healthcare providers

How well do America's Best Hospitals feel that they coordinate care across settings today?

- 18% report that they coordinate care seamlessly
- 27% believe that they coordinate seamlessly about half of the time
- 55% believe that they have substantial room for improvement

FIND AN AMERICA'S BEST HOSPITAL IN YOUR AREA

Find and compare the quality of hospitals in your community at www.HealthGrades.com.

REFERENCES

¹ Modern Healthcare. S & P sees improvement in median operating margins. July 2010. Available at: www.modernhealthcare.com/article/20100719/N_EWS/307199964. Accessed 2/29/2012.

HealthGrades America's 50 Best Hospitals Award Recipients 2012

HealthGrades America's 50 Best Hospitals are those hospitals that have, year over year, ranked among the top 5% in the nation for clinical quality. These elite organizations represent the best of the top-performing hospitals and set the quality standard for American hospitals.

Find the closest America's 50 Best Hospitals Award™ hospital in your area. Award hospitals are listed alphabetically by state and Designated Market Area.

Designated Market Area*	America's 50 Best Hospitals Award Recipients 2012**	City	State
Phoenix - Prescott, AZ	Banner Del E. Webb Medical Center	Sun City West	AZ
	Mayo Clinic Hospital	Phoenix	AZ
Los Angeles, CA	Hoag Memorial Hospital Presbyterian	Newport Beach	CA
	Saint John's Health Center	Santa Monica	CA
	Saint Vincent Medical Center	Los Angeles	CA
Colorado Springs - Pueblo, CO	Centura Health - Penrose St. Francis Health Services	Colorado Springs	CO
	<i>including:</i> Saint Francis Medical Center	Colorado Springs	CO
Jacksonville, FL	Flagler Hospital	Saint Augustine	FL
Miami - Ft. Lauderdale, FL	Kendall Regional Medical Center	Miami	FL
Orlando - Daytona Beach - Melbourne, FL	Munroe Regional Medical Center	Ocala	FL
Panama City, FL	Bay Medical Center	Panama City	FL
Tampa - St. Petersburg - Sarasota, FL	Sarasota Memorial Hospital	Sarasota	FL
West Palm Beach - Ft. Pierce, FL	Boca Raton Regional Hospital	Boca Raton	FL
	Delray Medical Center	Delray Beach	FL
	Jupiter Medical Center	Jupiter	FL
	Martin Memorial Medical Center	Stuart	FL
	<i>including:</i> Martin Memorial Hospital South	Stuart	FL
Cedar Rapids - Waterloo - Iowa City - Dubuque, IA	Saint Luke's Hospital	Cedar Rapids	IA
Chicago, IL	Advocate Good Samaritan Hospital	Downers Grove	IL
	Alexian Brothers Medical Center	Elk Grove Village	IL
	Evanston Hospital	Evanston	IL
	<i>including:</i> Highland Park Hospital	Highland Park	IL
	Glenbrook Hospital	Glenview	IL
	Palos Community Hospital	Palos Heights	IL
	Saint Alexius Medical Center	Hoffman Estates	IL
	Skokie Hospital	Skokie	IL
Chicago, IL: IN Hospitals	Community Hospital	Munster	IN

* Designated Market Areas are geographic areas defined by The Nielsen Company as a group of counties that make up a particular television market.

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HealthGrades America's 50 Best Hospitals Award Recipients 2012 (continued)

Designated Market Area*	America's 50 Best Hospitals Award Recipients 2012**	City	State
Baltimore, MD	Franklin Square Hospital Center	Baltimore	MD
	Good Samaritan Hospital	Baltimore	MD
	Greater Baltimore Medical Center	Baltimore	MD
Detroit, MI	Beaumont Hospital - Troy	Troy	MI
	Providence Hospital	Southfield	MI
	Saint Mary Mercy Hospital	Livonia	MI
Flint - Saginaw - Bay City, MI	Genesys Regional Medical Center	Grand Blanc	MI
Traverse City - Cadillac, MI	Munson Medical Center	Traverse City	MI
Minneapolis - St. Paul, MN	North Memorial	Robbinsdale	MN
St. Louis, MO	St. Luke's Hospital	Chesterfield	MO
Raleigh - Durham - Fayetteville, NC	Rex Hospital	Raleigh	NC
	Hackensack University Medical Center	Hackensack	NJ
New York, NY: NJ Hospitals	Community Medical Center	Toms River	NJ
Cincinnati, OH: OH Hospitals	Christ Hospital	Cincinnati	OH
Cincinnati, OH: KY Hospitals	St. Elizabeth Edgewood	Edgewood	KY
Cleveland - Akron - Canton, OH	Akron General Medical Center	Akron	OH
	Hillcrest Hospital	Mayfield Heights	OH
	Marymount Hospital	Garfield Heights	OH
	South Pointe Hospital	Warrensville Heights	OH
Dayton, OH	Grandview Medical Center	Dayton	OH
Erie, PA	Hamot Medical Center	Erie	PA
Harrisburg - Lancaster - Leganon - York, PA	Lancaster General Hospital	Lancaster	PA
Philadelphia, PA	Lehigh Valley Hospital	Allentown	PA
Wilkes-Barre - Scranton, PA	Regional Hospital of Scranton	Scranton	PA
Chattanooga, TN	Memorial Healthcare System	Chattanooga	TN
Houston, TX	Memorial Hermann Healthcare System - Southwest	Houston	TX
	<i>including:</i> Memorial Hermann Northwest Hospital	Houston	TX
	Memorial Hermann Southeast Hospital	Houston	TX
	Memorial Hermann The Woodlands Hospital	Shenandoah	TX
Richmond - Petersburg, VA	Henrico Doctors' Hospital	Richmond	VA
	<i>including:</i> Parham Doctors' Hospital	Richmond	VA
	Retreat Doctors' Hospital	Richmond	VA

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HealthGrades America's 100 Best Hospitals Award Recipients 2012

The following 50 hospitals ranked among the top 5% in the nation for clinical quality for at least the last four years. Added to the America's 50 Best Hospitals, these hospitals complete the list for America's 100 Best Hospitals.

Find the closest America's 100 Best Hospitals Award™ hospital in your area. Award hospitals are listed alphabetically by state and Designated Market Area.

Designated Market Area*	America's 100 Best Hospitals Award Recipients 2012**	City	State
Los Angeles, CA	Garfield Medical Center	Monterey Park	CA
	Huntington Memorial Hospital	Pasadena	CA
San Diego, CA	Scripps Memorial Hospital Encinitas	Encinitas	CA
	Scripps Mercy Hospital	San Diego	CA
	<i>including:</i> Scripps Mercy Hospital Chula Vista	Chula Vista	CA
San Francisco - Oakland - San Jose, CA	John Muir Medical Center - Walnut Creek	Walnut Creek	CA
	Peninsula Medical Center	Burlingame	CA
	<i>including:</i> Mills Health Center	San Mateo	CA
	Sequoia Hospital	Redwood City	CA
Denver, CO	North Colorado Medical Center	Greeley	CO
Hartford - New Haven, CT	Hartford Hospital	Hartford	CT
	Middlesex Hospital	Middletown	CT
Ft. Myers - Naples, FL	Lee Memorial Hospital	Fort Myers	FL
	<i>including:</i> HealthPark MC / Lee Memorial	Fort Myers	FL
Jacksonville, FL	Baptist Medical Center	Jacksonville	FL
	<i>including:</i> Baptist Medical Center - South	Jacksonville	FL
Miami - Ft. Lauderdale, FL	Cleveland Clinic Florida	Weston	FL
	Mercy Hospital - A Campus of Plantation General	Miami	FL
West Palm Beach - Ft. Pierce, FL	Sebastian River Medical Center	Sebastian	FL
Atlanta, GA	Gwinnett Medical Center - Lawrenceville	Lawrenceville	GA
	<i>including:</i> Gwinnett Medical Center - Duluth	Duluth	GA
	Northeast Georgia Medical Center	Gainesville	GA
Macon, GA	Houston Medical Center	Warner Robins	GA
Chicago, IL	Ingalls Memorial Hospital	Harvey	IL
	Provena Saint Joseph Medical Center	Joliet	IL
Indianapolis, IN	Indiana University Health Methodist Hospital	Indianapolis	IN
	<i>including:</i> Indiana University Health University Hospital	Indianapolis	IN
	St. Vincent Indianapolis Hospital	Indianapolis	IN
	<i>including:</i> St. Vincent Women's Hospital	Indianapolis	IN
Wichita - Hutchinson, KS	Via Christi Hospital	Wichita	KS

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HealthGrades America's 100 Best Hospitals Award Recipients 2012 (continued)

Designated Market Area*	America's 100 Best Hospitals Award Recipients 2012**	City	State
Baltimore, MD	Harbor Hospital	Baltimore	MD
	Saint Joseph Medical Center	Towson	MD
	Sinai Hospital of Baltimore	Baltimore	MD
	Peninsula Regional Medical Center	Salisbury	MD
Grand Rapids - Kalamazoo - Battle Creek, MI	Spectrum Health Butterworth Hospital	Grand Rapids	MI
	<i>including:</i> Spectrum Health Blodgett Hospital	Grand Rapids	MI
Duluth, MN / Superior, WI	Saint Luke's Hospital	Duluth	MN
Minneapolis - St. Paul, MN	Fairview Southdale Hospital	Edina	MN
Springfield, MO	Skaggs Regional Medical Center	Branson	MO
St. Louis, MO	Missouri Baptist Medical Center	Saint Louis	MO
	SSM Saint Mary's Health Center	Richmond Heights	MO
New York, NY	New York - Presbyterian Hospital / Weill Cornell	New York	NY
	<i>including:</i> New York - Presbyterian Hospital / Columbia University Medical Center	New York	NY
	New York - Presbyterian Hospital / Allen Pavilion	New York	NY
Cincinnati, OH	Bethesda North Hospital	Cincinnati	OH
	Good Samaritan Hospital	Cincinnati	OH
Cleveland - Akron - Canton, OH	Aultman Hospital	Canton	OH
	EMH Regional Medical Center	Elyria	OH
Dayton, OH	Miami Valley Hospital	Dayton	OH
Pittsburgh, PA	Alle Kiski Medical Center	Natrona Heights	PA
Greenville - Spartanburg, SC / Asheville, NC	Anmed Health	Anderson	SC
Houston, TX	Memorial Hermann Memorial City Medical Center	Houston	TX
	Saint Luke's Episcopal Hospital	Houston	TX
	San Jacinto Methodist Hospital	Baytown	TX
	The Methodist Hospital <i>including:</i> Diagnostic Center Hospital	Houston	TX
Harrisonburg, VA	Augusta Health	Fishersville	VA
Richmond - Petersburg, VA	Bon Secours Memorial Regional Medical Center	Mechanicsville	VA
La Crosse - Eau Claire, WI	Gundersen Lutheran Medical Center	La Crosse	WI
Milwaukee, WI	Aurora Saint Luke's Medical Center	Milwaukee	WI
	<i>including:</i> Aurora Sinai Medical Center	Milwaukee	WI
	Saint Luke's Medical Center	Cudahy	WI
	West Allis Memorial Hospital	West Allis	WI

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