

15 Top Health Systems, 2020

Competitor Report

Prepared for:
Sample Health System

Date

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Background and Approach

In this analysis, <Health System's> performance and rate of improvement are compared to that of seven client-selected competitors, using the 15 Top Health Systems and 100 Top Hospitals® measures and methodologies.

Measures included in this analysis:

- OVERALL performance score
- Inpatient mortality
- Complications
- Healthcare-associated infections
- Influenza immunization
- Mean 30-day mortality
- 30-day hospital-wide readmission
- Average length of stay
- Emergency dept throughput
- Medicare spend per beneficiary
- HCAHPS top-box (overall rating quest)

Results are displayed as the rank percentile of each health system's performance and rate of improvement compared to all U.S. health systems within each system's 15 Top peer group.

Conversion to percentiles allows direct comparison of all selected health systems, without regard to peer group.

Profiled client health system and competitors

- **Client health system**
- Profiled Competitor 1
- Profiled Competitor 2
- Profiled Competitor 3
- Profiled Competitor 4
- Profiled Competitor 5
- Profiled Competitor 6
- Profiled Competitor 7

Overall national performance

- Client health system falls into the __ percentile nationally for 2018 performance and the __ for 2014-2018 rate of improvement
- __ competitors out-performed client system in 2018 with competitor __ leading this group with a percentile of __, based on performance on all 15 Top health systems measures

Where client system is strong among peers and improving

- Curabitur pulvinar dui a erat placerat gravida. Nunc non felis eu ante vestibulum posuere ultricies at neque.
- Donec vehicula lorem feugiat enim congue, quis blandit metus suscipit. Mauris vel elementum velit. In at dictum arcu.

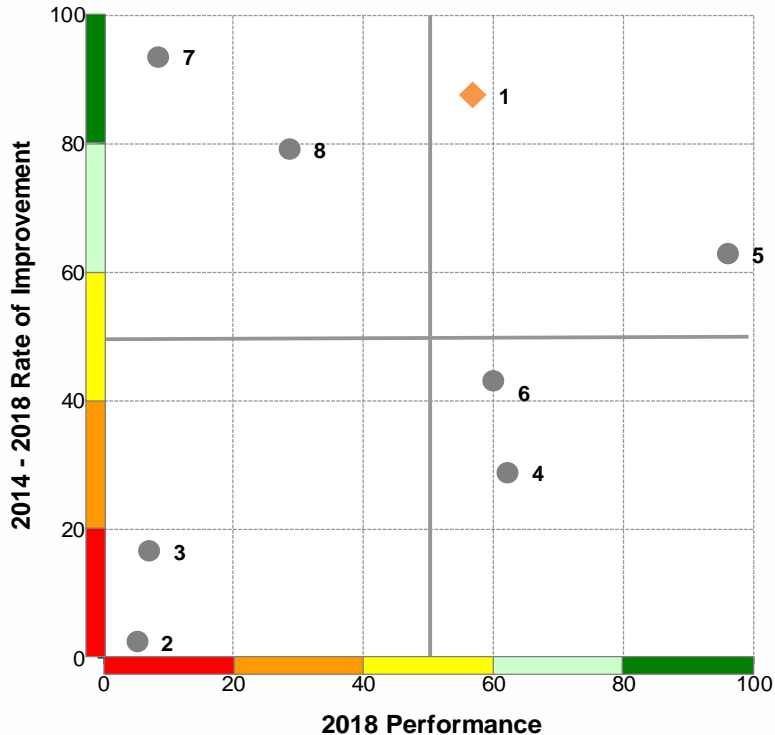
Where client system might have significant opportunity to improve nationally, and compared to these competitors

- Phasellus vitae egestas felis. Sed libero ante, dignissim id massa commodo, iaculis tincidunt neque.
- Pellentesque volutpat, sapien eget bibendum lobortis, sem leo feugiat odio, nec ornare neque sapien at leo.

Overall performance

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Overall performance



Health System key

1 Client System

- 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

Performance measures

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Inpatient mortality performance

Health System Key

1 Client System

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

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Complications performance

Health System Key

1 Client System

- 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

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Healthcare-associated infections performance

Health System Key

1 Client System

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

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Influenza immunization performance

Health System Key

1 Client System

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

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Mean 30-day mortality performance

Health System Key

1 Client System

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

15 Top Health Systems, 2020

30-day hospital-wide readmissions performance

Health System Key

1 Client System

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

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Average length of stay performance

Health System Key

1 Client System

- 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

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Emergency department throughput performance

Health System Key

1 Client System

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

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Medicare spend per beneficiary performance

Health System Key

1 Client System

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

15 Top Health Systems, 2020

HCAHPS top-box performance

Health System Key

1 Client System

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

Methodology overview

15 Top Health Systems 2020, Overview

12 years of research

Definition of a system

- Minimum of two acute care general hospitals with separate provider IDs
- Cardiac, ortho/surg, women's and CAH member hospitals also included
- Hospital cost reports must identify the parent system
- All identified member hospitals' valid data are rolled-up to system level
- Uses public data to produce national norms and benchmarks (*not a convenience sample*)

Measures performance on a balanced scorecard

(clinical and extended outcomes, operational efficiency, patient experience)

- Uses peer-reviewed Watson Health and CMS methodologies

Unique view of 'systemness' – measures the ability of a system to deliver consistent top performance in all member hospitals, in all communities served, over time; tracks competitive position

Current Performance (2018)

- We use the most current public data available for each measure (various data sets ending in 2018)
- Systems are ranked on each measure, independently, by comparison group
- Ranks are weighted, summed and the sum is re-ranked by comparison group to determine each system's overall performance score
- **Winners** are the top overall performers in each comparison group

5-Year Rate of Improvement (2014-2018)

- 5 data points are trended for each measure
- Systems are ranked on the regression line t-statistic for each included measure, by comparison group
- Ranks are weighted, summed and the sum is re-ranked by comparison group to determine each system's overall rate of improvement score
- Trended results are presented to guide leadership decision-making. They are not used in the selection of winners

National Comparison Groups

System Comparison Groups	Categorization by Member Hospital Criteria	2020 Winners	2020 Total
Large Health System	<ul style="list-style-type: none"> • $\geq 2.5B$ total operating expense OR • $\geq 1.5B$ tot oper exp and member hospitals in ≥ 3 states OR • $\geq 1.5B$ tot oper exp and member hospitals ≥ 5 short-term acute care 	5	126
Medium Health System	<ul style="list-style-type: none"> • $\geq 1.0B$ total operating expense OR • $\geq 800M$ tot oper exp and member hospitals ≥ 5 short-term acute care 	5	93
Small Health System	Does not meet large or medium health system criteria	5	113
Totals		15	332

Scorecard domains, measures and rank weights

Domain	Performance Measure	2018 Weight	Trend Weight
Clinical outcomes	Risk-adjusted inpatient mortality index	1	1
	Risk-adjusted complications index	1	1
	Mean healthcare-associated infections index	1	1
Process of care	Influenza immunization rate	1	1
Extended outcomes	Mean 30-day mortality rate (AMI, HF, PN, COPD, STK)	1	1
	30-day hospital-wide readmission rate	1	1
Efficiency	Severity-adjusted average length of stay	1	1
	Mean emergency department throughput (<i>time to admit, time to discharge</i>)	1	1
	Medicare spending per beneficiary index	1	1
Patient experience	HCAHPS top box rate (overall rating question)	1	1

Data sources and time frames

Performance Measure	2017 Performance (15 Top Health Systems Award)	5-Year Trend
Inpatient mortality Complications	MEDPAR Federal Fiscal Year (FFY) 2017 and 2018*	MEDPAR FFY 2013-2018*
Healthcare-associated infections (HAI)	CMS Hospital Compare (CMSHC) CY 2018	CMSHC CY 2014, 2015, 2016, 2017, 2018
30-day mortality rates	CMSHC July 1, 2014-June 30, 2017	CMSHC 3-yr data sets ending June 30, 2014, 2015, 2016, 2017, 2018
30-day readmission rates	CMSHC July 1, 2017 - June 30, 2018	CMSHC 1-yr data sets ending June 30, 2014, 2015, 2016, 2017, 2018
Average length of stay	MEDPAR FFY 2018	MEDPAR FFY 2014-2018
Emergency department wait times	CMSHC CY 2018	CMSHC CY 2014, 2015, 2016, 2017, 2018
MSPB HCAHPS top box	CMSHC CY 2018	CMSHC CY 2014, 2015, 2016, 2017, 2018

**Two years of MEDPAR data are combined to calculate each study year data point.*

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