

Providing Care That Patients Will Recommend

Ideally, hospital patients and families feel cared for and supported in the midst of whatever challenges they face. The Beryl Institute defines patient experience as the sum of all interactions, shaped by an organization's culture, that influence patient perceptions across the continuum of care.

Hospital mission statements across the country affirm that job #1 is to provide quality care and treat patients and their families well. Yet experience as reported by patients varies wildly—despite ongoing efforts to improve. If not for lack of effort, why the continued disparity?

It turns out that some things matter more to patients than others. While analyzing patient experience survey results for 3,939 hospitals, Healthgrades found that not all attributes weigh equally when it comes to the ultimate test of an experience—a patient recommending a service or product to friends and loved ones.

Compared to those at other U.S. hospitals, staff members at 447 hospitals have demonstrated that they excel in ways their patients value most. Healthgrades recognizes these hospitals as recipients of the 2014 Outstanding Experience Award™, distinguished as the top 15% of hospitals nationally, based on how their own patients responded to the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey for visits occurring between April 2012 and March 2013.

Measures Matter Differently

Healthgrades' analysis of HCAHPS data reveals that patients are more likely to recommend an organization to friends and family and give it a high overall rating if they have positive experiences with: a) nurse communication, b) pain control, c) receiving discharge instructions, d) receiving help quickly, and e) how well staff explained medications.

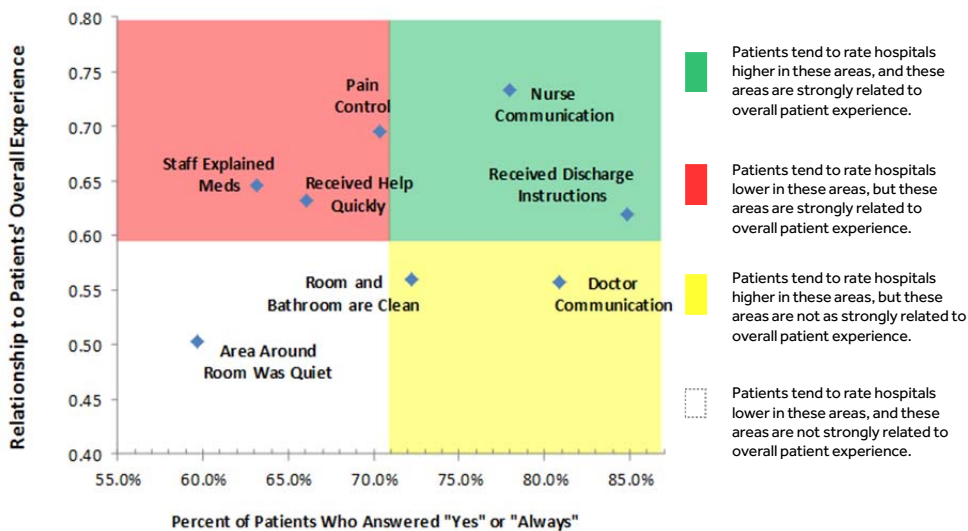


Figure 1: Relationship Matrix of Percent of Positive HCAHPS Responses to Patients' Overall Experience (HCAHPS data from patient discharges between April 2012 and March 2013)

PATIENT EXPERIENCE: WHY IT MATTERS

In Healthgrades' recent *Voices of America's Best: Strategies That Sustain Quality* report, leaders from America's top hospitals reported that they've redefined quality as improved clinical outcomes and patient experience. These members of Healthgrades America's Best Hospitals Award™ recipients shifted emphasis to their patients' wellbeing during and beyond their hospital stays.

An ever-increasing number of hospitals rank patient experience as a top priority. They've found that doing well by patients leads to success in other areas, including cost.

THE FINANCIAL INCENTIVES

The HCAHPS was the first national, standardized, and publicly reported survey of patients' perspectives on the care they receive in the hospital. The stakes are high. This 27-question survey represents 30% of the Value-Based Purchasing (VBP) equation. Hospitals have up to 1.5% of their reimbursements adjusted either positively or negatively as part Medicare's value-based incentive program.

- **1,400 hospitals were penalized** in 2014 in the VBP category (not including re-admissions category)
- **1,490 hospitals saw their performance decline** in 2014 (not including re-admissions category)

Source: Kaiser Health News, Nov. 14, 2013

THE MEASURES

The HCAHPS survey asks 27 questions that roll up to 10 distinct measures:

1. Overall Satisfaction
2. Willingness to Recommend to Family/Friends
3. Communication with Doctors
4. Communication with Nurses
5. Responsiveness of Hospital Staff
6. Pain Management
7. Communication Regarding Medications
8. Discharge Instructions
9. Cleanliness of Rooms and Bathrooms
10. Quietness

PATIENT EXPERIENCE DEFINED

The Beryl Institute defines the patient experience as the sum of all interactions, shaped by an organization's culture, that influence patient perceptions across the continuum of care.

Source: The Beryl Institute, *State of Patient Experience in American Hospitals 2013*

Our analysis reveals that efforts aimed at improving overall patient experience need to focus on performing well in the areas plotted above the midline of the chart (those in green and pink). On average, hospital patients report better experiences with nurse communication and receiving discharge instructions than they do with pain control, receiving help quickly, or having their medications explained well.

In this report, we share case study summaries on how specific hospital teams have improved in three of the domains most likely to influence whether patients recommend a hospital or give it a high overall rating (as measured by HCAHPS):

- Pain Control
- Nurse Communication
- Receiving Help Quickly

The Beryl Institute and the Robert Wood Johnson Foundation originally documented and published these case studies. We also offer links and resources from organizations committed to helping hospitals improve their patients' experiences.

Pain Control: A Targeted Process Within a Culture of Concern

The Beryl Institute, Patient Experience Case Study: Maple Grove Hospital. Improving Pain Management Through a Process and Culture Change.

In 2011, at Maple Grove Hospital in Maple Grove, MN, Maple Grove's Director Team challenged the hospital leadership to improve performance in pain control on HCAHPS. Hospital leaders created a Pain Management Team with the understanding that each patient has a right to have their pain assessed and managed. In alignment with the hospital's mission and philosophy of care, the team developed policies and procedures to address expectations for pain management, and helped procure new PCA and PCEA pumps (patient-controlled analgesia and patient-controlled epidural analgesia pumps).

They also developed a new process that has markedly decreased pain for their patients.

Soon after admission, every Maple Grove surgical/medical patient sets a comfort goal. Nurses discuss these goals with patients and their families. Nurses also discuss these goals with doctors, at shift reports, and on daily team rounds. The nurses are required to document any pharmacologic and integrative interventions they take to close the gap between current pain scores and comfort goals. Integrative approaches include ice, changing position, and other therapies.

Ask 'Are you comfortable?'

Leaders at Maple Grove Hospital in Maple Grove, MN created an interdisciplinary Patient Experience Advisory Team (PEAT) made up of clinicians, housekeeping and guest services staff, respiratory therapists, and those in materials management—all focused on creating the best possible experience for every patient and family. They committed to cultivating a workplace where everyone on staff has a role in patient experience.

The PEAT team also wanted to help the hospital's HCAHPS pain control scores improve. As they worked together over several breakout sessions, the team began to focus on pain as a measure of comfort and reduced anxiety. According to the Beryl Institute, who published this case study, "A member of the environmental services (team) noted she always asked the patient if there was

TIPS FOR SUCCESS

- Strong, visible support from leadership
- Clinical managers who are engaged and supportive of patient experience efforts
- Formalized process review and improvement focused on patient experience
- Clear methods to track and measure accountability at all levels of the organization
- Ongoing communications about patient experience to include expectations for behavior and recognition of achievements
- Recognizing that patient experience is not an initiative, but rather an operating standard you can never stop addressing

EMPOWER STAFF TO CREATE POSITIVE EXPERIENCES

"Experience is not just another initiative you can measure and plan your way through. It requires direct, personal and in-the-moment efforts to achieve the greatest results."

- The Beryl Institute, *The State of Patient Experience 2013*

SUCCESSFUL IMPLEMENTATION

Authors of one *Aligning Forces for Quality* report from the Robert Wood Johnson Foundation found themes common to the successful implementation of patient experience improvements:

- Leadership and empowerment of frontline staff
- The Plan-Do-Study-Act approach
- Pilot demonstrations
- Continual education and feedback
- Better communication and engagement with patients is a core imperative

Sources:

Robert Wood Johnson Foundation, Improving Patient Experience in the Inpatient Setting: A Case Study of Three Hospitals, April 2012.

The Beryl Institute, State of Patient Experience in American Hospitals 2013.

The Beryl Institute, Patient Experience Case Study: Maple Grove Hospital, Improving Pain Management Through a Process and Culture Change.

anything else they needed after cleaning the room and asked if they were comfortable.”

The RUC campaign was born. RUC stands for “Are you comfortable?”

Every person on staff now sees it as his or her job to finish every patient encounter by asking the question: Are you comfortable? The staff even has RUC buttons to wear.

When a patient asks the Maple Grove Hospital security guard what the RUC button he’s wearing stands for, she learns that the guard, like everyone at Maple Grove, is concerned that she and her family are as comfortable as possible.

The hospital’s Clinical Effectiveness Department reports that that gap scores have decreased by almost 50% since the nurse checklists were first implemented.

The hospital’s pain management positive responses on the HCAHPS climbed from 66.5% in February 2011 to 76.5% in November 2011 and recently to 79.6% in September 2013.

Nurse Communication Helps Decrease Anxiety, Pain

Robert Wood Johnson Foundation’s Aligning Forces for Quality Case Study. Improving Patient Experience in the Inpatient Setting: A Case Study of Three Hospitals

Clinical and executive leaders at Allina Hospitals & Clinics examined why their patient experience scores were only average, despite high marks in clinical quality. They zeroed in on lower-than-average pain management scores and found that patients often did not know when to expect their next dose of pain medication.

“While pain goals were being assessed and discussed with the patients verbally, it was difficult for patients to recall this information later or even to understand fully how their pain goals fit into their overall care plan,” wrote Michelle Ferrari of The Shaller Consulting Group, author of *“Improving Patient Experience in the Inpatient Setting: A Case Study of Three Hospitals”* from the Robert Wood Johnson Foundation’s Aligning Forces for Quality effort.

Allina staff began to include the following information on the patients’ white boards: 1) the patient’s pain goals; 2) the patient’s pain plan, including when the next pain medication would be available; and 3) any non-pharmacologic options available.

In part because this approach wasn’t applied equally among its 11 sites, Allina’s pain management committee co-chairs—a clinical nurse specialist and patient care manager—created a networking map of individual pain management “experts” by surveying staff at three pilot sites. In their survey, they asked staff members who they routinely work with on pain management, who gives them new ideas or inspiration to help in pain management efforts, and who they’d like to work with in the future on pain management.

They then asked the pain management experts on their network map what worked best for managing patients’ pain, one key common practice emerge—they used the white boards. When word got out, white board use increased, as did cross-unit collaboration on best practices for pain management.

HOW DO OUTSTANDING PATIENT EXPERIENCE AWARD RECIPIENTS MEASURE UP?

Healthgrades Outstanding Patient Experience Award™ hospitals, on average, when compared to the bottom 15% of hospitals, have the following qualities:



38% more patients gave the hospital an overall rating of 9 or 10 (10 being the highest possible).



42% more patients reported that they would definitely recommend the hospital to their family or friends.

“ASK 3/TEACH 3” IMPROVES MEDICATION CLARITY

The 11 Cleveland Clinic Hospitals experienced gains in HCAHPS medication communication scores after harnessing an Ask 3/Teach 3 program: Patients and their families are encouraged to “Ask 3” questions for each medication that is offered to them:

- 1) What is the name of that medication?
- 2) Why do I need to take it?
- 3) What are the possible side effects of the medication?

These three questions are printed in patients’ admission folders and it is everyone’s responsibility to encourage and support patients to Ask 3.

The “Teach 3” component sharpens the communication around the delivery of the medication, and encourages other caregivers to also become more engaged in the medication communication by teaching:

- 1) This medication is [insert medication name]
- 2) This medication was prescribed for [insert medication reason]
- 3) The potential side effects of this medication are [insert side effects].

Developed by an interdisciplinary team in 2011, the Ask 3/Teach 3 program helped Cleveland Clinics raise HCAHPS medication communication scores from 60% in the top box in 2011 to 64% top box in 2013.

Sources:

Association for Patient Experience, Improving Medication Communication with Ask 3/Teach 3

Robert Wood Johnson Foundation, Improving Patient Experience in the Inpatient Setting: A Case Study of Three Hospitals, April 2012.

Health Affairs, Nursing: A Key to Patient Satisfaction, 2009.

Communication Improves Patient Engagement & Satisfaction

Communication bridges the gap between high quality safe care, and how patients feel during their hospital stays. Patients are out of their home environments, at the mercy of others, and sometimes not able to do something as simple as use the restroom by themselves. According to the Picker Institute, evidence shows that patients who are more involved in their care are better able to manage complex chronic conditions. It is nurses who, through strong communication, often help patients to understand their care and empower them to play an active role in healing.

In the mean percentage of patients who would definitely recommend a hospital, a 2009 study revealed a 10-point difference between those cared for in facilities with better nurse work environments (69.9%) or poor nurse work environments (59.6%). The data included responses from 20,984 staff nurses who provided direct patient care in 430 acute care hospitals, and HCAHPS patient responses from those hospitals.

In the study, published 2009 in Health Affairs, better nurse environments were primarily defined as a higher nurse-patient ratio, translating to lower workload and more time with each patient.

"Receiving Help Quickly" Scores Linked to Proactive Rounding

Robert Wood Johnson Foundation's Aligning Forces for Quality Case Study. Improving Patient Experience in the Inpatient Setting: A Case Study of Three Hospitals

Recognizing that they were falling short of the national HCAHPS 50th percentile score, the nursing leaders at Cleveland Clinic set out in 2009 to improve their performance, particularly in communication and responsiveness. They piloted purposeful hourly rounding during the day (and every two hours at night) focused on addressing the "Four Ps." They checked to see if their patients needed or would soon to need to use the restroom (Potty) or change Position. They asked patients to rate their Pain level on a scale of 1 to 10. And they checked Placement to ensure everything the patient needed was easily within his reach. Nurses let the patients know they would check in on them every hour, or every other hour overnight.

"This shared understanding both helps patients to feel more attended to and allows nursing staff to work more efficiently, making better use of time to address a patient's total needs while in the room and decreasing the need to respond reactively to call lights," wrote Ferrari.

Since first piloting purposeful nurse rounds in 2009, the Cleveland Clinic's Heart and Vascular Institute saw its scores for the HCAHPS staff responsiveness composite (the percentage of "always" responses) increase from 55% in the first quarter of 2009 to 68% in the third quarter of 2011. During the same time span, the Institute's nurse communication composite score rose from 73% to 80%.

IMPROVEMENT RESOURCES

- *Achieving an Exceptional Patient and Family Experience of Inpatient Hospital Care* is a white paper developed by the Institute for Healthcare Improvement filled with exemplars, tips on how to get started, and references.
- The American Hospital Association and Institute for Family-Centered Care offer *Strategies for Leadership: Patient- and Family-Centered Care Toolkit*, an intro to patient- and family-centered care complete with video, discussion guide, and self-assessment inventory.
- The Picker Institute offers *Profiles of High-Performing Patient- and Family-Centered Academic Medical Centers*. A new Tool Box section of the *Picker Institute's Always Events® website* features tools and strategies in use by hospitals and other healthcare organizations.
- *The newly designed HCAHPS website* features quality improvement podcasts and presentations.
- *The Beryl Institute's website* offers case studies, publications, research and a number of resources all on improving patient experience.

TOUCH POINTS ARE THE POINT

"The data reveal that organizations are starting to realize the experience happens at every touch point and can be addressed in any moment. That real data based on in the moment interactions trumps information gains post facto."

"Fifty percent of U.S. hospitals rank regular/hourly rounding by clinical staff as one of the key components in their efforts to improve patient experience."

~ The Beryl Institute, The State of Patient Experience in American Hospitals 2013: Positive Trends and Opportunities for the Future.

The Human Touch Makes the Difference

Experiences that correlate highly to patients' satisfaction and willingness to recommend a hospital share a common thread—the personal touch. Providing excellent communication, controlling pain, providing help quickly, explaining medications well, and offering clear and helpful discharge instructions all require that staff ask and listen to how a patient is doing and take the time to ensure that the patient understands.

It's key to train and empower staff members so they know what to say and how to say it in a way that patients and their families feel safe, supported, cared for, empowered, and engaged in their healing.

At the core of a patient's experience is a team of people dedicated to that patient's health, healing and comfort. Leading patient experience researchers recommend that hospital leaders take the time to define patient experience and strategically weave improvement efforts into every aspect of care. Hospital leaders who saw improvement in these areas prioritized improving how the patients felt about their care and took action that supported engagement in the process. Committing time and training, while encouraging collaboration, helped to drive targeted improvement efforts.

How Healthgrades Determines Outstanding Patient Experience Award™ Recipients

To be eligible for the Healthgrades Outstanding Patient Experience Award™, a hospital must meet the clinical quality threshold for this award and have data for a minimum number of HCAHPS surveys:

- **Clinical Quality Threshold** – A hospital must be in the top 80% of hospitals for clinical quality as ranked by weighted composite z-score across the conditions and procedures that Healthgrades evaluates using Medicare data. Hospitals that have patient experience data but no Healthgrades ratings, such as cancer centers, are included in the “0 conditions and procedures evaluated” category. (See step 1 below, *Categorize eligible hospitals into groups*).
- **Minimum Number of HCAHPS Surveys** – A hospital must have data for at least 100 HCAHPS surveys to reliably assess performance.

Healthgrades groups eligible hospitals into five categories and creates standardized patient experience scores for each hospital using data from the HCAHPS patient survey reported by CMS. Healthgrades then identifies hospitals in the top 15% with the highest overall patient experience scores from each of the five hospital categories. Specifically, the process involves the following four steps:

1. Categorize eligible hospitals into groups.

Healthgrades groups hospitals into five categories based on the number of conditions and procedures that Healthgrades evaluated: 0, 1 to 5, 6 to 11, 12 to 16, and 17 or more conditions and procedures evaluated.

2. Create standard scores for each HCAHPS measure.

Healthgrades creates a standard score for each HCAHPS measure for each hospital. The standard score estimates how the hospital scored compared to the average for all eligible hospitals within each group.

3. Create an overall patient experience score.

To create an overall patient experience score for each hospital, Healthgrades calculates a weighted average of the 19 HCAHPS standardized scores. In the weighting process, two measures receive more weight than the others did. The “Overall” HCAHPS measure and the “Recommendation to Family/Friends” HCAHPS measure each carried a weight of 25%. All other scores are weighted equally accounting for the remaining 50%.

4. Designate recipients of the Outstanding Patient Experience Award™.

Healthgrades lists hospitals from each category according to their overall patient experience score, from highest to lowest. Hospitals in the top 15% with the highest overall patient experience scores in their respective categories receive the Outstanding Patient Experience Award™.

For more detailed information, please see Healthgrades *Outstanding Patient Experience Award™ Methodology* at www.healthgrades.com/quality.

Healthgrades Outstanding Patient Experience Award™ Recipients 2014

The following hospitals are recipients of the Healthgrades Outstanding Patient Experience Award™ in 2014. To be evaluated for patient experience and to be eligible for the award, hospitals had to meet certain criteria, such as the number of beds, number of survey responses, and clinical-quality thresholds. Information on the award recipients and the rating methodology is available at Healthgrades.com.

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Alabama	Baptist Medical Center East	Montgomery
	East Alabama Medical Center and Skilled Nursing Facility	Opelika
	Helen Keller Hospital	Sheffield
	Jack Hughston Memorial Hospital	Phenix City
	Russell Medical Center	Alexander City
	Saint Vincent's Birmingham	Birmingham
	University of Alabama Hospital	Birmingham
Alaska	Fairbanks Memorial Hospital	Fairbanks
Arizona	Flagstaff Medical Center	Flagstaff
	Mayo Clinic Hospital	Phoenix
Arkansas	Arkansas Heart Hospital	Little Rock
	Arkansas Surgical Hospital	North Little Rock
	Chambers Memorial Hospital	Danville
	Nea Baptist Memorial Hospital	Jonesboro
California	Community Hospital of the Monterey Peninsula	Monterey
	Fresno Heart and Surgical Hospital	Fresno
	Huntington Memorial Hospital	Pasadena
	John Muir Medical Center - Walnut Creek	Walnut Creek
	Kaiser Permanente Anaheim Medical Center	Anaheim
	Kaiser Permanente Fresno Medical Center	Fresno
	Kaiser Permanente Santa Clara Medical Center	Santa Clara
	Kaiser Permanente Woodland Hills Medical Center	Woodland Hills
	Patients' Hospital of Redding	Redding
	Peninsula Medical Center	Burlingame
	Santa Barbara Cottage Hospital	Santa Barbara
	Scripps Green Hospital	La Jolla
	Sharp Coronado Hospital	Coronado
	Sharp Memorial Hospital	San Diego
	St. Helena Hospital	Saint Helena
	Stanford Hospital and Clinics	Stanford
	Sutter Auburn Faith Hospital	Auburn
Sutter Davis Hospital	Davis	

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Colorado	Animas Surgical Hospital	Durango
	Exempla Good Samaritan Medical Center	Lafayette
	McKee Medical Center	Loveland
	Medical Center of the Rockies	Loveland
	Mercy Regional Medical Center	Durango
	Poudre Valley Hospital	Fort Collins
	Valley View Hospital	Glenwood Springs
	Yampa Valley Medical Center	Steamboat Springs
Connecticut	Middlesex Hospital	Middletown
Florida	Gulf Breeze Hospital	Gulf Breeze
	Homestead Hospital	Homestead
	Mayo Clinic	Jacksonville
	Memorial Hospital Miramar	Miramar
	Sacred Heart Hospital On the Emerald Coast	Miramar Beach
	Sacred Heart Hospital On the Gulf	Port Saint Joe
	South Miami Hospital	South Miami
	West Kendall Baptist Hospital	Miami
Georgia	Emanuel Medical Center	Swainsboro
	Emory University Hospital	Atlanta
	Gordon Hospital	Calhoun
	Hughston Hospital	Columbus
	John D. Archbold Memorial Hospital	Thomasville
	Northside Hospital - Forsyth	Cumming
	Redmond Regional Medical Center	Rome
	St. Mary's Health Care System	Athens
	Tanner Medical Center - Carrollton	Carrollton
Hawaii	Castle Medical Center	Kailua
	Pali Momi Medical Center	Aiea
	Straub Clinic & Hospital	Honolulu
	Wilcox Memorial Hospital	Lihue
Idaho	St. Luke's Regional Medical Center	Boise
	St. Luke's Wood River Medical Center	Ketchum
Illinois	Abraham Lincoln Memorial Hospital	Lincoln
	Adventist La Grange Memorial Hospital	La Grange
	Advocate Lutheran General Hospital	Park Ridge
	Cancer Treatment Centers of America at Midwestern Regional Medical Center	Zion
	Central Dupage Hospital	Winfield
	Cgh Medical Center	Sterling

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Illinois <i>(continued)</i>	Gibson Area Hospital & Health Services	Gibson City
	Illinois Valley Community Hospital	Peru
	Katherine Shaw Bethea Hospital	Dixon
	Memorial Hospital of Carbondale	Carbondale
	Mendota Community Hospital	Mendota
	Osf Holy Family Medical Center	Monmouth
	Osf Saint Joseph Medical Center	Bloomington
	Presence St. Mary's Hospital	Kankakee
	Rush University Medical Center	Chicago
	Saint Joseph s Hospital	Breese
	St. Mary's Hospital	Centralia
Indiana	Community Heart and Vascular Hospital - North	Indianapolis
	Community Hospital	Munster
	Dupont Hospital	Fort Wayne
	Floyd Memorial Hospital and Health Services	New Albany
	Good Samaritan Hospital	Vincennes
	Hendricks Regional Health	Danville
	Indiana Orthopaedic Hospital	Indianapolis
	Indiana University Health Goshen Hospital	Goshen
	Indiana University Health North Hospital	Carmel
	Indiana University Health West Hospital	Avon
	Kentuckiana Medical Center	Clarksville
	Memorial Hospital and Health Care Center	Jasper
	Parkview Whitley Hospital	Columbia City
	Saint Joseph Hospital and Health Center	Kokomo
	Schneck Medical Center	Seymour
	St. Vincent Heart Center of Indiana	Indianapolis
The Heart Hospital at Deaconess Gateway	Newburgh	
Iowa	Jennie Edmundson Hospital	Council Bluffs
	Mary Greeley Medical Center	Ames
	Mercy Iowa City	Iowa City
	Mercy Medical Center - Cedar Rapids	Cedar Rapids
	Mercy Medical Center - Dubuque	Dubuque
	Myrtue Medical Center	Harlan
	Orange City Area Health System	Orange City
	Pella Regional Health Center	Pella
	The Finley Hospital	Dubuque
	Trinity Regional Medical Center	Fort Dodge
	Waverly Health Center	Waverly

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Kansas	Kansas City Orthopaedic Institute	Leawood
	Kansas Heart Hospital	Wichita
	Kansas Medical Center	Andover
	Lawrence Memorial Hospital	Lawrence
	Manhattan Surgical Hospital	Manhattan
	Mercy Regional Health Center	Manhattan
	Saint Luke's South Hospital	Overland Park
	Salina Surgical Hospital	Salina
	Shawnee Mission Medical Center	Shawnee Mission
	Summit Surgical	Hutchinson
	University of Kansas Hospital	Kansas City
	Via Christi Hospital Wichita Saint Teresa	Wichita
Kentucky	Baptist Health Lexington	Lexington
	Baptist Health Louisville	Louisville
	Baptist Health Paducah	Paducah
	Our Lady of Bellefonte Hospital	Ashland
	Pikeville Medical Center	Pikeville
	Saint Joseph - Berea	Berea
	Saint Joseph London	London
	Taylor Regional Hospital	Campbellsville
	TriStar Greenview Regional Hospital	Bowling Green
	Westlake Regional Hospital	Columbia
Louisiana	Central Louisiana Surgical Hospital	Alexandria
	Cypress Pointe Surgical Hospital	Hammond
	Doctors Hospital at Deer Creek	Leesville
	Fairway Medical Center	Covington
	Green Clinic Surgical Hospital	Ruston
	Heart Hospital of Lafayette	Lafayette
	Lafayette General Medical Center	Lafayette
	Lafayette Surgical Specialty Hospital	Lafayette
	Louisiana Heart Hospital	Lacombe
	Monroe Surgical Hospital	Monroe
	Our Lady of Lourdes Regional Medical Center	Lafayette
	P. and S. Surgical Hospital	Monroe
	Physicians Medical Center	Houma
	Saint Elizabeth Hospital	Gonzales
	Specialists Hospital Shreveport	Shreveport
St. Tammany Parish Hospital	Covington	

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Louisiana (continued)	Thibodaux Regional Medical Center	Thibodaux
	Willis Knighton Bossier Health Center	Bossier City
	Willis Knighton Medical Center	Shreveport
Maine	Cary Medical Center	Caribou
	Maine Coast Memorial Hospital	Ellsworth
	Mercy Hospital	Portland
	Miles Memorial Hospital	Damariscotta
	Mount Desert Island Hospital	Bar Harbor
	Parkview Adventist Medical Center	Brunswick
	Redington - Fairview General Hospital	Skowhegan
	Saint Joseph Hospital	Bangor
	Saint Mary's Regional Medical Center	Lewiston
	York Hospital	York
Maryland	Anne Arundel Medical Center	Annapolis
	The Johns Hopkins Hospital	Baltimore
Massachusetts	Brigham and Women's Faulkner Hospital	Boston
	Brigham and Women's Hospital	Boston
	Fairview Hospital	Great Barrington
	Massachusetts General Hospital	Boston
	Milford Regional Medical Center	Milford
	Mount Auburn Hospital	Cambridge
	New England Baptist Hospital	Boston
	Newton - Wellesley Hospital	Newton
	Winchester Hospital	Winchester
Michigan	Bronson Methodist Hospital	Kalamazoo
	Carson City Hospital	Carson City
	Chelsea Community Hospital	Chelsea
	Holland Hospital	Holland
	Mercy Hospital - Cadillac	Cadillac
	Metro Health Hospital	Wyoming
	Munson Medical Center	Traverse City
	Oaklawn Hospital	Marshall
	Oakwood Southshore Medical Center	Trenton
	Portage Health	Hancock
	Saint Francis Hospital	Escanaba
	Saint Joseph Mercy Hospital	Ypsilanti
	Saint Mary's Health Care	Grand Rapids
Sparrow Clinton Hospital	Saint Johns	

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Michigan <i>(continued)</i>	Spectrum Health - Butterworth Hospital	Grand Rapids
	Spectrum Health United Hospital	Greenville
	Spectrum Health Zeeland Community Hospital	Zeeland
Minnesota	Bigfork Valley Hospital	Bigfork
	Cuyuna Regional Medical Center	Crosby
	Essentia Health - Saint Joseph's Medical Center	Brainerd
	Fairview Northland Medical Center	Princeton
	Healtheast Woodwinds Hospital	Woodbury
	Lakeview Hospital	Stillwater
	Mayo Clinic Methodist Hospital	Rochester
	Mayo Clinic Saint Marys Hospital	Rochester
	Meeker Memorial Hospital	Litchfield
	New Ulm Medical Center	New Ulm
	Ridgeview Medical Center	Waconia
	Riverwood Healthcare Center	Aitkin
	Saint Cloud Hospital	Saint Cloud
	Saint Francis Regional Medical Center	Shakopee
	Saint Joseph's Area Health Services	Park Rapids
Saint Joseph's Hospital	Saint Paul	
Stevens Community Medical Center	Morris	
Mississippi	Baptist Memorial Hospital - Union County	New Albany
	King's Daughters Medical Center - Brookhaven	Brookhaven
	Lawrence County Hospital	Monticello
	North Mississippi Medical Center	Tupelo
	Saint Dominic - Jackson Memorial Hospital	Jackson
Missouri	Barton County Memorial Hospital	Lamar
	Capital Region Medical Center	Jefferson City
	Hannibal Regional Hospital	Hannibal
	Saint Francis Medical Center	Cape Girardeau
	Saint Luke's East - Lee's Summit	Lees Summit
	Saint Luke's Hospital of Kansas City	Kansas City
	Saint Luke's North Hospital - Barry Road	Kansas City
	Southeast Hospital	Cape Girardeau
	SSM Saint Joseph Hospital West	Lake Saint Louis
St. Luke's Hospital	Chesterfield	
Montana	Billings Clinic	Billings
	Great Falls Clinic Medical Center	Great Falls
	Saint Patrick Hospital	Missoula

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Nebraska	Alegent Creighton Health Bergan Mercy Medical Center	Omaha
	Alegent Creighton Health Lakeside Hospital	Omaha
	Alegent Creighton Health Midlands Hospital	Papillion
	Bellevue Medical Center	Bellevue
	Brodstone Memorial Hospital	Superior
	Bryan Health Medical Center - East	Lincoln
	Faith Regional Health Services	Norfolk
	Mary Lanning Healthcare	Hastings
	Midwest Surgical Hospital	Omaha
	Nebraska Heart Institute and Heart Hospital	Lincoln
	Nebraska Orthopaedic Hospital	Omaha
	Saint Francis Medical Center	Grand Island
	The Nebraska Methodist Hospital	Omaha
New Hampshire	Concord Hospital	Concord
	Exeter Hospital	Exeter
	Frisbie Memorial Hospital	Rochester
	Wentworth - Douglass Hospital	Dover
New Jersey	Deborah Heart & Lung Center	Browns Mills
	Valley Hospital	Ridgewood
New York	Highland Hospital	Rochester
	Northern Westchester Hospital	Mount Kisco
	Putnam Hospital Center	Carmel
	Saint Francis Hospital Roslyn	Roslyn
	White Plains Hospital	White Plains
North Carolina	CarolinaEast Medical Center	New Bern
	Carolinas Medical Center - Lincoln	Lincolnton
	Carolinas Medical Center - Mercy	Charlotte
	Carolinas Medical Center - Northeast	Concord
	Carolinas Medical Center - University	Charlotte
	Duke University Hospital	Durham
	Firsthealth Moore Regional Hospital	Pinehurst
	Gaston Memorial Hospital	Gastonia
	Hugh Chatham Memorial Hospital	Elkin
	Mission Hospitals	Asheville
	New Hanover Regional Medical Center	Wilmington
	North Carolina Specialty Hospital	Durham
	Park Ridge Health	Hendersonville
	Rex Hospital	Raleigh

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
North Carolina (continued)	The Outer Banks Hospital	Nags Head
	University of North Carolina Hospital	Chapel Hill
	Vidant Bertie Hospital	Windsor
	Vidant Chowan Hospital	Edenton
	Vidant Medical Center	Greenville
	Vidant Roanoke-Chowan Hospital	Ahoskie
Ohio	Aultman Hospital	Canton
	Blanchard Valley Hospital	Findlay
	Bluffton Hospital	Bluffton
	Christ Hospital	Cincinnati
	CHWC Bryan Hospital	Bryan
	Cleveland Clinic	Cleveland
	Dublin Methodist Hospital	Dublin
	Institute for Orthopaedic Surgery	Lima
	Magruder Hospital	Port Clinton
	Mary Rutan Hospital	Bellefontaine
	Mercy Health - Clermont Hospital	Batavia
	Mercy Health - Fairfield Hospital	Fairfield
	Mercy Hospital of Defiance	Defiance
	Mercy Saint Anne Hospital	Toledo
	Mercy Willard Hospital	Willard
	ProMedica Bay Park Hospital	Oregon
	ProMedica Defiance Regional Hospital	Defiance
	Saint Elizabeth Boardman Health Center	Boardman
	The Bellevue Hospital	Bellevue
	University Hospitals Conneaut Medical Center	Conneaut
West Chester Hospital	West Chester	
Wood County Hospital	Bowling Green	
Wooster Community Hospital	Wooster	
Oklahoma	Bailey Medical Center	Owasso
	Cancer Treatment Centers of America at Southwestern Regional Medical Center	Tulsa
	Northwest Surgical Hospital	Oklahoma City
	Oklahoma Heart Hospital	Oklahoma City
	Oklahoma Heart Hospital South	Oklahoma City
	Oklahoma Spine Hospital	Oklahoma City
	Oklahoma Surgical Hospital	Tulsa
	Stillwater Medical Center	Stillwater
Tulsa Spine and Specialty Hospital	Tulsa	

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Oregon	Legacy Meridian Park Hospital	Tualatin
	Providence Newberg Medical Center	Newberg
	Salem Hospital	Salem
	Silverton Hospital	Silverton
Pennsylvania	Advanced Surgical Hospital	Washington
	Bryn Mawr Hospital	Bryn Mawr
	Chester County Hospital	West Chester
	Doylestown Hospital	Doylestown
	Dubois Regional Medical Center	Du Bois
	Lansdale Hospital	Lansdale
	Meadville Medical Center	Meadville
	Monongahela Valley Hospital	Monongahela
	Oss Orthopaedic Hospital	York
	Paoli Hospital	Paoli
	Physician's Care Surgical Hospital	Royersford
	Rothman Orthopaedic Specialty Hospital	Bensalem
	Saint Clair Hospital	Pittsburgh
	St. Mary Medical Center	Langhorne
Surgical Institute of Reading	Wyomissing	
Rhode Island	Miriam Hospital	Providence
	South County Hospital	Wakefield
South Carolina	Bon Secours Saint Francis Hospital	Charleston
	Bon Secours St. Francis Health System	Greenville
	East Cooper Medical Center	Mount Pleasant
	Greer Memorial Hospital	Greer
	Mary Black Memorial Hospital	Spartanburg
	McLeod Regional Medical Center	Florence
	Musc Medical Center	Charleston
	Patewood Memorial Hospital	Greenville
	Roper Hospital	Charleston
	Self Regional Healthcare	Greenwood
	Village Hospital	Greer
	Waccamaw Community Hospital	Murrells Inlet
South Dakota	Avera Heart Hospital of South Dakota	Sioux Falls
	Avera Queen of Peace	Mitchell
	Avera Sacred Heart Hospital	Yankton
	Black Hills Surgical Hospital	Rapid City
	Dakota Plains Surgical Center	Aberdeen

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
South Dakota (continued)	Lewis & Clark Specialty Hospital	Yankton
	Sioux Falls Surgical Hospital	Sioux Falls
	Siouxland Surgery Center	Dakota Dunes
Tennessee	Fort Sanders Regional Medical Center	Knoxville
	Franklin Woods Community Hospital	Johnson City
	Memorial Healthcare System	Chattanooga
	Parkwest Medical Center	Knoxville
	Saint Thomas Hospital for Spinal Surgery	Nashville
	Saint Thomas West Hospital	Nashville
	University of Tennessee Medical Center	Knoxville
	Vanderbilt University Hospital	Nashville
Wellmont Hawkins County Memorial Hospital	Rogersville	
Texas	Baylor Jack and Jane Hamilton Heart and Vascular Hospital	Dallas
	Baylor Medical Center at Trophy Club	Trophy Club
	Baylor Orthopedic and Spine Hospital at Arlington	Arlington
	Baylor Regional Medical Center at Plano	Plano
	Citizens Medical Center	Victoria
	Covenant Medical Center - 19th Street	Lubbock
	East Texas Medical Center - Gilmer	Gilmer
	Glen Rose Medical Center	Glen Rose
	Heritage Park Surgical Hospital	Sherman
	Hill Country Memorial Hospital	Fredericksburg
	Houston Physicians' Hospital	Webster
	Lubbock Heart Hospital	Lubbock
	Memorial Hermann Memorial City Medical Center	Houston
	Methodist Mansfield Medical Center	Mansfield
	North Central Surgical Center	Dallas
	Quail Creek Surgical Hospital	Amarillo
	Seton Medical Center Hays	Kyle
	St. David's Medical Center	Austin
	St. David's North Austin Medical Center	Austin
	St. David's South Austin Medical Center	Austin
	St. Joseph Regional Health Center	Bryan
	Sugar Land Surgical Hospital	Sugar Land
	Texas Health Center for Diagnostics and Surgery	Plano
Texas Health Harris Methodist Hospital Southlake	Southlake	
Texas Health Harris Methodist Hospital Stephenville	Stephenville	
Texas Health Presbyterian Hospital Plano	Plano	

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Texas <i>(continued)</i>	Texas Health Presbyterian Hospital Rockwall	Rockwall
	The Heart Hospital Baylor Plano	Plano
	The Methodist Hospital	Houston
	The Physicians Centre Hospital	Bryan
	United Regional Health Care System	Wichita Falls
	University Medical Center	Lubbock
	Usmd Hospital at Fort Worth	Fort Worth
	Ut Southwestern University Hospital - Zale Lipshy	Dallas
	Wise Regional Health System	Decatur
	Woodland Heights Medical Center	Lufkin
Utah	Alta View Hospital	Sandy
	Bear River Valley Hospital	Tremonton
	Dixie Regional Medical Center	Saint George
	Intermountain Medical Center	Murray
	Lds Hospital	Salt Lake City
	Logan Regional Hospital	Logan
	Ogden Mckay-Dee Hospital Center	Ogden
	University of Utah Health Care	Salt Lake City
	Valley View Medical Center	Cedar City
Vermont	Southwestern Vermont Medical Center	Bennington
Virginia	Carilion Giles Community Hospital	Pearisburg
	Lynchburg General Hospital	Lynchburg
	Martha Jefferson Hospital	Charlottesville
	Sentara Norfolk General Hospital	Norfolk
	Sentara Princess Anne Hospital	Virginia Beach
	Sentara Williamsburg Regional Medical Center	Williamsburg
	Virginia Hospital Center - Arlington	Arlington
Washington	Central Washington Hospital	Wenatchee
	Island Hospital	Anacortes
	Legacy Salmon Creek Hospital	Vancouver
	Providence Mount Carmel Hospital	Colville
	Pullman Regional Hospital	Pullman
	St. Elizabeth Hospital	Enumclaw
	University of Washington Medical Center	Seattle
	Virginia Mason Medical Center	Seattle
	Wenatchee Valley Hospital	Wenatchee
Whitman Hospital and Medical Center	Colfax	
West Virginia	Mon General Hospital	Morgantown
	Saint Mary's Medical Center	Huntington

Table 1. Healthgrades Outstanding Patient Experience Award™ Recipients 2014 (continued)

State	Healthgrades Outstanding Patient Experience Award™ Recipients 2014	City
Wisconsin	Appleton Medical Center	Appleton
	Aurora BayCare Medical Center	Green Bay
	Aurora Medical Center	Summit
	Aurora Medical Center - Oshkosh	Oshkosh
	Aurora Medical Center in Grafton	Grafton
	Aurora Medical Center Manitowoc County	Two Rivers
	Bellin Memorial Hospital	Green Bay
	Froedtert Health - Froedtert Hospital	Milwaukee
	Gundersen Lutheran Medical Center	La Crosse
	Lakeview Medical Center	Rice Lake
	Mayo Clinic Health System - Franciscan Medical Center	La Crosse
	Mayo Clinic Health System Eau Claire Hospital	Eau Claire
	Mercy Medical Center	Oshkosh
	Midwest Orthopedic Specialty Hospital	Franklin
	Ministry Door County Medical Center	Sturgeon Bay
	Monroe Clinic	Monroe
	Oakleaf Surgical Hospital	Eau Claire
	Oconomowoc Memorial Hospital	Oconomowoc
	Orthopaedic Hospital of Wisconsin	Glendale
	River Falls Area Hospital	River Falls
	Riverview Hospital	Wisconsin Rapids
	Sacred Heart Hospital	Eau Claire
	Saint Elizabeth Hospital	Appleton
	Saint Mary's Hospital	Madison
	Saint Mary's Janesville Hospital	Janesville
	Sauk Prairie Memorial Hospital	Prairie Du Sac
	Stoughton Hospital	Stoughton
	Theda Clark Medical Center	Neenah
	University of Wisconsin Hospitals And Clinics	Madison
	Vernon Memorial Healthcare	Viroqua
	Waukesha Memorial Hospital	Waukesha
	Waupun Memorial Hospital	Waupun
	Wheaton Franciscan Healthcare - Franklin	Franklin

About Healthgrades

Since 1998, Healthgrades has collected, reported and explained the importance of health quality outcomes to consumers. We provide consumers with critical information at the time they need it most: when selecting a physician or hospital to care for themselves or family members. In addition, by reporting quality information to the public, Healthgrades is on the forefront of driving high-quality performance by doctors and hospitals.

Over 250 million annual visitors have made the Healthgrades family of web properties the premiere destination for objective, comprehensive, consistent and credible consumer healthcare information.

Healthgrades consumer information includes:

- Risk-adjusted hospital quality outcomes based upon analysis of the Centers for Medicare and Medicaid Services (CMS) MedPAR data.
- Risk-adjusted hospital quality outcomes based upon analysis of All Payer data from hospitals representing 18 states.
- Hospital patient experience metrics based on Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) data.
- Hospital patient safety performance outcomes for 14 indicators of patient safety developed by the Agency for Healthcare Research and Quality.
- Information on more than 1 million physicians in all 50 states and the District of Columbia.

Healthgrades awards hospital quality achievements for cohort-specific performance, specialty area performance, and overall best performance in these categories. Detailed performance information, such as cohort-specific outcomes data and quality achievements for individual hospitals may be found at www.healthgrades.com/find-a-hospital.

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