Finding The Keys To Quality:

Healthgrades Announces the 2014 Top 5% of U.S. Hospitals

At top-performing U.S. hospitals, patients are significantly less likely to die or experience complications while undergoing treatment for any of several common procedures and conditions compared to the majority of American hospitals. Despite the fact that every hospital aims to provide the highest quality care to every patient, only some manage to achieve superior performance across many common treatments.

Healthgrades is proud to announce the 260 Distinguished Hospital Award for Clinical Excellence™ recipients for 2014. This honor places these hospitals among the top 5% in the U.S. (See the list of recipients in *Table 3*).

Many hospitals have specific areas of expertise and produce resulting high-quality outcomes. These 260 hospitals stand out as they exhibit comprehensive high-quality care across multiple clinical specialties.*

These 260 hospitals demonstrate that widespread superior quality outcomes are achievable.

Recently, Healthgrades set out to understand what approaches, processes and perspectives are in place at hospitals that have demonstrated a high level of clinical quality across multiple conditions and procedures. We invited all 260 Distinguished Hospital Award for Clinical Excellence recipients to share information about their strategies, goals, and processes via an online survey. Healthgrades thanks those at 50 organizations who participated.

In this report, we share highlights of practices common in top-performing hospitals, as well as several proven strategies and theories to improve quality. We discuss what options exist and which options provide measurable results.

Next month, we will delve deeper into the aggregate results of the online survey and share what those at top-performing hospitals are doing to exceed expectations across many procedures. With next month's release of Healthgrades America's 100 Best Hospitals™ and America's 50 Best Hospitals™ 2014, we will recognize top performers who have figured out how to deliver superior quality outcomes among many procedures and conditions and have met those criteria for four years or more.

Healthgrades will report what we learn from in-depth interviews with executive leaders at a variety of these hospitals to discover 1) why they focus on quality; 2) how they achieve consistent, high-quality care across the majority of clinical specialties; and 3) what achieving continuous quality has done for their organizations. Hospital directors can choose from a variety of quality improvement strategies and processes. They can follow guidelines developed by industry leaders on how to build a culture of quality improvement. Yet achieving across-the-board quality can seem elusive. By sharing wisdom from top performers, we intend to inform and inspire teams to continue to improve clinical outcomes for their patients. Healthgrades congratulates this year's recipients for blazing a trail toward widespread clinical quality.

* The 260 Distinguished Hospital Award for Clinical Excellence recipients stand out among the rest for overall clinical excellence across a broad spectrum of care. During the 2014 study period (2010-2012), these hospitals showed superior performance in caring for patients in the Medicare population, as measured across at least 21 of 30 of the most common inpatient conditions and procedures with objective clinical outcomes (risk-adjusted mortality and in-hospital complications). See page 4 to learn more about how Healthgrades determines Distinguished Hospital Award for Clinical Excellence recipients.

Healthgrades Distinguished Hospitals for Clinical Excellence

From 2010 through 2012, Healthgrades Distinguished Hospitals for Clinical Excellence as a group had an overall:

26.4% lower risk-adjusted mortality rate across 19 procedures and conditions where in-hospital mortality was the clinical outcome, compared to all other hospitals.

From 2010 through 2012, if all other hospitals performed at the level of Distinguished Hospitals for Clinical Excellence:

156,036 lives could have potentially been saved.

*Statistics are based on Healthgrades analysis of MedPAR data for years 2010 through 2012 and represent three-year estimates for Medicare patients.

CONGRATULATIONS TO THESE STANDOUT HOSPITALS FOR OVERALL CLINICAL EXCELLENCE

St. Luke's Boise Medical Center

in Boise, Idaho performed better than expected in

18 out of 30 (60%)

of conditions and procedures evaluated by Healthgrades, placing them in the top 5% of hospitals nationwide for clinical excellence.

Bon Secours St. Francis Health System

in Greenville, South Carolina performed better than expected in

18 out of 30 (60%)

of conditions and procedures evaluated by Healthgrades, placing them in the top 5% of hospitals nationwide for clinical excellence.

healthgrades

Quality is ... Embedded in Culture

Those at top-performing hospitals share a fierce commitment to continuously improving clinical quality. People and departments participate in a culture of quality that permeates every aspect of care. Regardless of which strategy hospital leaders choose to reach their goals, these key fundamentals help a culture of quality improvement to thrive:[1]

- **Executive Commitment**: Top executives and physician leaders commit to quality. They emphasize that quality is pivotal to the organization's future success. They lead the quality initiatives and organizational change needed to ensure that clinical quality continues to improve everywhere at all times.

- **Quality Infrastructure**: Just as a patient needs doctors, nurses and other healthcare professionals in order to recover successfully, a team approach can help ensure clinical quality and quality improvement. Top performers employ a team dedicated to quality and composed of the administrative, technical, and organizational experts able to: identify areas in need of change; create a plan to address these areas; implement an organization-wide plan for change; and scientifically measure the impact of change.

- **Diffusion and Commitment**: Any successful organizational change engages and involves individuals at every level of the organization. Everyone must be involved to assure continuous monitoring, evaluation, and improvement within any quality initiative.

Quality is . . . Asking the Right Questions

Hospital staff know that the key to quality is to make sure providers deliver the right care to the right patient at the right time — every time. To do this, they need the right people and facilities in place, a process to ensure both are employed correctly, and outcomes measures to track how well treatment works.

There are many ways to define high-quality patient care. The Institute of Medicine outlines six domains of quality care. *Is treatment:*

Safe — Does it avoid injuries to patients from the care that is intended to help them?

Effective — Do you provide services based on scientific knowledge to all who could benefit and refrain from providing services to those not likely to benefit?

Patient-centered — Do you provide care that is respectful of and responsive to individual patient preferences, needs and values? Do you ensure that patient values guide all clinical decisions?

Timely — Do you streamline coordination to reduce wait times for those who give and receive care and eliminate sometimes-harmful delays to the extent possible?

Efficient — Do you avoid waste of equipment, supplies, ideas and energy?

Equitable — Do you provide care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status?

Quality leaders at high-performing hospitals who responded to Healthgrades' 2014 Keys to Quality online survey said they focus almost exclusively on patient safety, patient experience, and clinical outcomes regardless of the cost or resource use. More results from Healthgrades' online survey will be revealed next month in our release of Healthgrades America's 100 Best Hospitals and America's 50 Best Hospitals 2014 report.

7 STEPS TO CLINICAL IMPROVEMENT

The Institute for Healthcare Improvement (IHI) provides information, training, and resources to hospitals striving to improve. Their Plan-Do-Study-Act methodology, developed by Associates in Process Improvement,[1] outlines 7 stages to improve an organization:

• Form a Team

Effective teams will include members who are familiar with every aspect of care: executives and physician leaders, technicians, experts and those who lead daily implementation.

• Set Goals

Set clear, concise, time-specific measurable goals. Ensure everyone understands these goals and commits to meeting them.

• Establish Measures

Measurement allows a team to determine the impact changes are having on the organization.

• Select Changes

Develop specific target changes for each improvement process.

• Test Changes

Use the scientific method and outcome observation to determine if the change has resulted in improvement.

• Implement Changes

After testing changes and evaluating their effectiveness, determine how to implement effective change across the organization.

• Spread Changes

Replicate successful changes throughout the organization.

Source: IHI Knowledge Center: How to Improve http://www.ihi.org/knowledge/Pages/HowtoImprove/default.aspx

CLARITY FIRST

Before embarking on any quality improvement strategy, teams must consider and clearly define:

- What is our goal?
- What changes can be made to reach this goal?
- How do we measure movement toward this goal?

Clearly identifying goals, changes, and measurable benefits helps to provide a framework for success.

healthgrades

Quality is ... Continuous

In addition to strategies aimed to improve processes, retrospective strategies such as Root Cause Analysis (RCA)[9] are used at the majority of top-performing hospitals to identify issues that cause unwanted or poor-quality outcomes. The primary features of RCA are data collection through observation, interviews, and/or document reviews paired with data analysis to examine the timeline and determine how a failure occurred.

92.3% of quality leaders at high-performing hospitals use both prospective and retrospective process methods to improve performance (2014 Keys to Quality Survey).

Choose from among many continuous improvement strategies one that fit best within the organization's existing structure and workflow.

Some common strategies in use at hospitals include:

- Plan-Do-Study-Act[2, 3] supported by the Institute for Healthcare Improvement.
- Leadership Action Model[4] used by Hospitals in Pursuit of Excellence.
- FADE QI model[5] developed by Organizational Dynamics Institute.

Each of these strategies employs stages for identifying resources and tools needed, planning, implementing, expanding and sustaining improvement.

Many Models, One Aim: To Improve Quality

- Six Sigma (DMAIC - define, measure, analyze, improve, control)[6] is designed to identify and remove causes of errors by establishing a structure of expert personal to review and monitor daily activities.
- CQI (Continuous Quality Improvement)[7] is a methodology that focuses on the internal (hospital) and external (patients) aspects of an organization and emphasizes a system wide approach to improve quality.
- TQM (Total Quality Management)[8] is geared toward improving organizational processes by focusing on improving the customer (patient) experience.

Quality is . . . Collaborative

Teams make quality improvement possible. Expert teams outline, evaluate and implement change. They scientifically collect data on carefully chosen indicators of progress toward specific goals. They make it possible to accurately assess current and future performance. Once a change model proves effective, teams can apply that model across the organization. On an ongoing basis, teams assess to sustain progress towards goals. Teams who continue to evaluate and optimize build on proven success. They are key to leading any organization on a successful and long-lasting path towards improved quality.

Quality is ... Measurable

Every proven quality improvement strategy defines success as improvement to measureable outcomes. Without clearly defined goals and objectives, measurement —and therefore success—is impossible. Before embarking on any quality improvement strategy, leaders must define goals and objectives along with specific methods by which to measure progress toward each target. Having a clear formal framework in place allows teams to evaluate and build on success.

ENGAGE PHYSICIANS IN QUALITY IMPROVEMENT

Everyone must engage in a quality improvement initiative for it to succeed. Physicians especially play a leadership role.

82.7% of respondents at high performing hospitals believe having clinicians in leadership roles is important to success (2014 Keys to Quality Survey).

The Institute for Healthcare Improvement recommends a six-point framework to engage physicians:

- *Discover common purpose:* When doctors engage with each other toward a common purpose, it drives learning, quality, and professional satisfaction.
- *Reframe values and beliefs:* Make physicians partners, not customers.
- *Segment the engagement plan:* Identify physicians willing to champion the quality initiative and physicians willing to play key roles. Ask them to be involved to their comfort level.
- *Use engaging improvement methods:* Methods and strategies should be easy to implement, positive and optimistic.
- *Show courage:* Back up your physician leaders, make them visible, and recognize their efforts.
- *Adopt an engaging style:* Show that you value physicians' time and build a relationship of trust from the start.

Source: Reinertsen JL, Gosfield AG, Rupp W, Whittington JW. *Engaging Physicians in a Shared Quality Agenda.* IHI Innovation Series white paper. Cambridge, MA: Institute for Healthcare Improvement; 2007

*To identify Distinguished Hospital Award for Clinical Excellence recipients, Healthgrades uses 30 conditions and procedures that are based on MedPAR data. The remaining procedure, to total 31 conditions and procedures, is Appendectomy, which is based on all-payer data from those states that make their data available to Healthgrades.

How Healthgrades Determined the 2014 Distinguished Hospital Award for Clinical Excellence Recipients

To be eligible for the Healthgrades Distinguished Hospital Award for Clinical Excellence, a hospital had to have been evaluated for its performance in at least 21 of the 30 Healthgrades procedures and conditions, which are based on Medicare inpatient data from the Centers for Medicare and Medicaid Services Medicare Provider Analysis and Review (MedPAR) file (see *Table 1*).

After creating a list of eligible hospitals that met these criteria, Healthgrades took the following steps to identify Distinguished Hospital Award for Clinical Excellence recipients:

1. The overall performance score for each hospital was calculated using volume-weighted z-scores averaged across all complications, in-hospital mortality, and 30-day mortality based cohorts. Volume weights represent the proportion of patients within a given cohort and outcome. The proportion is calculated as the ratio of patients in a cohort with a specifc outcome measure over total patients across all cohorts and outcomes.

   As each mortality cohort is composed of two outcomes measures, in-hospital mortality and 30-day mortality, and complication cohorts have only one outcome measure, the individual influence of mortality and complication outcomes on the overall performance score is 2 to 1.

   Within the mortality cohorts a higher emphasis is placed on 30-day mortality (0.6) compared to in-hospital mortality (0.4) because the 30-day mortality outcome measure is considered a more significant quality indicator and this quality measure will impact hospital reimbursements in the near future.

2. Hospitals were then sorted in descending order by their overall performance score.

3. The top 260 hospitals on the list were selected as representing the top 5% of all hospitals evaluated by Healthgrades for 2014. These top 5% hospitals were designated to receive the 2014 Distinguished Hospital Award for Clinical Excellence. See our *Distinguished Hospital Award for Clinical Excellence 2014 Methodology*.

Table 1: Conditions and Procedures Evaluated for Award Eligibility

Mortality Rate-Based Conditions and Procedures by Specialty Area		
Cardiac Surgery • Coronary Artery Bypass Graft (CABG) Surgery • Valve Surgery *Coronary Intervention* • Coronary Interventional Procedures (Angioplasty, Stent) *Critical Care* • Pulmonary Embolism • Diabetic Emergencies • Sepsis • Respiratory Failure	*Gastrointestinal* • Bowel Obstruction • Colorectal Surgeries* • Esophageal/Stomach Surgeries* • Gastrointestinal Bleed • Small Intestine Surgeries* • Pancreatitis *Heart Attack* • Heart Attack	*Heart Failure* • Heart Failure *Neurosurgery* • Neurosurgery *Pulmonary* • Pneumonia • Chronic Obstructive Pulmonary Disease (COPD) *Stroke* • Stroke
Complication Rate-Based Procedures by Specialty Area		
Joint Replacement and Treatment • Hip Fracture Treatment • Hip Replacement • Total Knee Replacement *Prostate Surgeries* • Prostate Removal Surgery* • Transurethral Prostate Resection Surgery*	*Spine Surgery* • Back and Neck Surgery (without Spinal Fusion) • Spinal Fusion	*Other Vascular Procedures* • Abdominal Aortic Aneurysm Repair • Peripheral Vascular Bypass • Carotid Surgery *Gastrointestinal* • Gallbladder Removal Surgery

*New cohorts introduced in 2014 Ratings Release

healthgrades®

About Healthgrades

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. Since 1998, the company has provided consumers with critical information at the time they need it most—when selecting a physician or hospital to care for themselves or family members.

Healthgrades consumer information includes:

- Risk-adjusted hospital quality outcomes based upon analysis of the Centers for Medicare and Medicaid Services (CMS) MedPAR data.

- Hospital patient experience metrics based on Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) data.

- Hospital patient safety performance outcomes for 13 indicators of patient safety developed by the Agency for Healthcare Research and Quality.

- Information on more than 900,000 physicians in all 50 states and the District of Columbia.

How Healthgrades Measures Performance

Every year, Healthgrades analyzes three years of Medicare Provider Analysis and Review (MedPAR) data to produce a detailed report on mortality and complication rates in America's hospitals. Healthgrades findings empower consumers to evaluate and compare hospital performance. Healthgrades analyzed approximately 40 million Medicare-patient records for nearly 4,500 short-term acute care hospitals nationwide, assessing hospital performance for 31 common conditions and procedures. [*]

The Healthgrades methodology uses multivariate logistic regression to adjust for patient demographic and clinical risk factors that influence patient outcomes in significant and systematic ways. Risk factors may include age, gender, specific procedure performed, and comorbid conditions, such as high blood pressure and diabetes. Individual risk models are constructed and tailored for each of the conditions or procedures relative to each specific outcome.

Model outcomes reflect clinical-based measures of patient disposition during and after care, and include in-hospital complications or in-hospital mortality and 30-day and 180-day post-admission mortality. Detailed information on our methodology may be found in *2014 Healthgrades Hospital Quality Methodology*.

Healthgrades groups hospital quality performance into three categories:

- *5-Stars* reflect hospital performance that is statistically better than expected.

- *3-Stars* reflect hospital performance that is not statistically different than expected.

- *1-Star* reflects hospital performance that is statistically worse than expected.

Healthgrades recognizes hospitals for quality achievements by 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*.

REFERENCES

1. National Association of County and City Health Officials (NACCHO) *http://qiroadmap.org/culture-to-qi/foundational-elements-for-building-a-qi-culture/*

2. Associates in Process Improvement (API) *http://www.apiweb.org/API_home_page.htm*

3. Institute for Healthcare Improvement; How to Improve. *http://www.ihi.org/knowledge/Pages/HowtoImprove/default.aspx*

4. Leading Improvement Across the Continuum: Skills, Tools, and Teams for Success. Health Research and Educational Trust *http://www.hpoe.org/resources/hpoehretaha-guides/1455*

5. Duke University Medical Center: Patient Safety and Quality Improvement *http://patientsafetyed.duhs.duke.edu/module_a/methods/methods.html*

6. iSix Sigma DMAIC Roadmap *http://www.isixsigma.com/new-to-six-sigma/dmaic/six-sigma-dmaic-roadmap/*

7. National Learning Consortium (NLC) *http://www.healthit.gov/sites/default/files/tools/nlc_continuousqualityimprovementprimer.pdf*

8. ASQ Global *http://asq.org/learn-about-quality/total-quality-management/overview/overview.html*

9. Agency for Healthcare Research and Quality (AHRQ) *http://psnet.ahrq.gov/primer.aspx?primerID=10*

Statistics: 2014 Distinguished Hospitals for Clinical Excellence by State

Table 2: Number of Distinguished Hospital for Clinical Excellence (DHACE) Award Eligible and Award Recipient Hospitals and Percent Recipients by State

State	DH-CE Award Eligible Hospitals	DH-CE Award Recipient Hospitals	% of DH-CE Recipients Out of Eligible Hospitals	State	DH-CE Award Eligible Hospitals	DH-CE Award Recipient Hospitals	% of DH-CE Recipients Out of Eligible Hospitals
Alabama	26	0	0%	Montana	5	1	20.0%
Alaska	2	0	0%	Nebraska	10	1	10.0%
Arizona	32	10	31.3%	Nevada	12	0	0%
Arkansas	18	0	0%	New Hampshire	6	1	16.7%
California	135	50	37.0%	New Jersey	40	5	12.5%
Colorado	22	8	36.4%	New Mexico	7	0	0%
Connecticut	19	1	5.3%	New York	63	9	14.3%
Delaware	3	1	33.3%	North Carolina	32	6	18.8%
District of Columbia	4	0	0%	North Dakota	6	0	0%
Florida	107	11	10.3%	Ohio	63	14	22.2%
Georgia	38	7	18.4%	Oklahoma	14	0	0%
Hawaii	5	1	20.0%	Oregon	18	6	33.3%
Idaho	6	1	16.7%	Pennsylvania	77	11	14.3%
Illinois	67	14	20.9%	Rhode Island	5	0	0%
Indiana	37	6	16.2%	South Carolina	22	4	18.2%
Iowa	17	2	11.8%	South Dakota	4	0	0%
Kansas	13	2	15.4%	Tennessee	31	1	3.2%
Kentucky	18	1	5.6%	Texas	100	9	9.0%
Louisiana	26	1	3.8%	Utah	9	2	22.2%
Maine	4	0	0%	Vermont	1	0	0%
Maryland	29	7	24.1%	Virginia	36	6	16.7%
Massachusetts	31	10	32.3%	Washington	29	10	34.5%
Michigan	46	18	39.1%	West Virginia	10	1	10.0%
Minnesota	19	7	36.8%	Wisconsin	29	6	20.7%
Mississippi	16	0	0%	Wyoming	2	0	0%
Missouri	36	9	25.0%				

List of 2014 Distinguished Hospitals for Clinical Excellence

Table 3: Distinguished Hospital Award for Clinical Excellence Recipient Hospitals 2014

Arizona		
	Chandler	Chandler Regional Medical Center
	Glendale	Banner Thunderbird Medical Center
	Mesa	Banner Desert Medical Center
	Mesa	Banner Baywood Medical Center
	Phoenix	St. Joseph's Hospital and Medical Center
	Phoenix	John C. Lincoln Deer Valley Hospital
	Phoenix	Mayo Clinic Hospital
	Phoenix	Banner Estrella Medical Center
	Scottsdale	Scottsdale Healthcare - Thompson Peak Hospital
	Tucson	The University of Arizona Medical Center
California		
	Baldwin Park	Kaiser Permanente Baldwin Park Medical Center
	Berkeley	Alta Bates Summit Medical Center - Alta Bates Camp
	Burbank	Providence Saint Joseph Medical Center
	Burlingame	Peninsula Medical Center
		Including: Mills Health Center in San Mateo
	Carmichael	Mercy San Juan Medical Center
	Castro Valley	Eden Medical Center
	Fontana	Kaiser Permanente Fontana Medical Center
	Fremont	Washington Hospital
	Fresno	Kaiser Permanente Fresno Medical Center
	Greenbrae	Marin General Hospital
	Harbor City	Kaiser Permanente South Bay Medical Center
	Hayward	Kaiser Permanente Hayward Medical Center
		Including: Kaiser Permanente Fremont Medical Center in Fremont
	Inglewood	Centinela Hospital Medical Center
	La Jolla	Scripps Green Hospital
	Laguna Hills	Saddleback Memorial Medical Center - Laguna Hills
		Including: Saddleback Memorial Medical Center San Clemente in San Clemente
	Los Angeles	White Memorial Medical Center
	Los Angeles	Kaiser Permanente Los Angeles Medical Center
	Los Angeles	Saint Vincent Medical Center
	Los Angeles	Cedars - Sinai Medical Center
	Mission Hills	Providence Holy Cross Medical Center
	Newport Beach	Hoag Memorial Hospital Presbyterian
	Northridge	Northridge Hospital Medical Center
	Oakland	Alta Bates Summit Medical Center - Summit
	Oakland	Kaiser Permanente Oakland Medical Center
		Including: Kaiser Permanente Richmond Medical Center in Richmond

Table 3: Distinguished Hospital Award for Clinical Excellence Recipient Hospitals (continued)

California (Cont'd)		
	Oxnard	St. John's Regional Medical Center
	Pasadena	Huntington Memorial Hospital
	Redding	Mercy Medical Center Redding
	Roseville	Sutter Roseville Medical Center
	Sacramento	Sutter General Hospital *Including*: Sutter Memorial Hospital in Sacramento
	Sacramento	Kaiser Permanente Sacramento Medical Center
	Sacramento	Kaiser Permanente South Sacramento Medical Center
	San Bernardino	St. Bernardine Medical Center
	San Diego	UCSD Medical Center - Hillcrest
	San Diego	Scripps Mercy Hospital *Including*: Scripps Mercy Hospital Chula Vista in Chula Vista
	San Diego	Alvarado Hospital
	San Francisco	Kaiser Permanente San Francisco Medical Center
	San Francisco	St. Mary's Medical Center
	San Jose	Kaiser Permanente San Jose Medical Center
	San Rafael	Kaiser Permanente San Rafael Medical Center
	Santa Clara	Kaiser Permanente Santa Clara Medical Center
	Santa Maria	Marian Regional Medical Center
	Santa Monica	Saint John's Health Center
	Santa Rosa	Kaiser Permanente Santa Rosa Medical Center
	Tarzana	Providence Tarzana Medical Center
	Torrance	Providence Little Company of Mary Medical Center Torrance
	Vallejo	Kaiser Permanente Vallejo Medical Center
	Walnut Creek	Kaiser Permanente Walnut Creek Medical Center
	Walnut Creek	John Muir Medical Center - Walnut Creek
	Whittier	PIH Health
	Woodland Hills	Kaiser Permanente Woodland Hills Medical Center
Colorado		
	Aurora	University of Colorado Hospital - Anschutz Inpatient Pavilion
	Colorado Springs	Penrose-St. Francis Health Services *Including*: Saint Francis Medical Center in Colorado Springs
	Denver	Exempla Saint Joseph Hospital
	Fort Collins	Poudre Valley Hospital
	Greeley	North Colorado Medical Center
	Lafayette	Exempla Good Samaritan Medical Center
	Loveland	McKee Medical Center
	Wheat Ridge	Exempla Lutheran Medical Center
Connecticut		
	Waterbury	Waterbury Hospital

Table 3: Distinguished Hospital Award for Clinical Excellence Recipient Hospitals (continued)

Delaware		
	Newark	Christiana Care Health System - Christiana Hospital
		Including: Wilmington Hospital in Wilmington
Florida		
	Atlantis	JFK Medical Center
	Boca Raton	Boca Raton Regional Hospital
	Delray Beach	Delray Medical Center
	Fort Myers	Lee Memorial Hospital
		Including: HealthPark MC / Lee Memorial in Fort Myers
	Jacksonville	Mayo Clinic
	Miami	Kendall Regional Medical Center
	Ocala	Munroe Regional Medical Center
	Pembroke Pines	Memorial Hospital West
	Port Charlotte	Fawcett Memorial Hospital
	Saint Augustine	Flagler Hospital
	Stuart	Martin Memorial Medical Center
		Including: Martin Memorial Hospital South in Stuart
Georgia		
	Athens	Saint Mary's Health Care System
	Athens	Athens Regional Medical Center
	Atlanta	Piedmont Hospital
	Fayetteville	Piedmont Fayette Hospital
	Gainesville	Northeast Georgia Medical Center
	Lawrenceville	Gwinnett Medical Center - Lawrenceville
		Including: Gwinnett Medical Center - Duluth in Duluth
	Marietta	Wellstar Kennestone Hospital
Hawaii		
	Honolulu	Kaiser Foundation Hospital
Iowa		
	Cedar Rapids	Saint Luke's Hospital
	Cedar Rapids	Mercy Medical Center - Cedar Rapids
Idaho		
	Boise	St. Luke's Boise Medical Center
Illinois		
	Alton	Alton Memorial Hospital
	Barrington	Advocate Good Shepherd Hospital
	Belleville	Memorial Hospital
	Chicago	Resurrection Medical Center
	Chicago	Northwestern Memorial Hospital
	Downers Grove	Advocate Good Samaritan Hospital
	Elk Grove Village	Alexian Brothers Medical Center

Table 3: Distinguished Hospital Award for Clinical Excellence Recipient Hospitals (continued)

Illinois (Cont'd)		
	Harvey	Ingalls Memorial Hospital
	Hoffman Estates	Saint Alexius Medical Center
	Joliet	Provena Saint Joseph Medical Center
	Kankakee	Riverside Medical Center
	Oak Lawn	Advocate Christ Hospital and Medical Center
	Palos Heights	Palos Community Hospital
	Urbana	Carle Foundation Hospital
Indiana		
	Anderson	Saint John's Health System
	Evansville	Saint Mary's Medical Center - Evansville
	Indianapolis	Indiana University Health Methodist Hospital
		Including: Indiana University Health University Hospital in Indianapolis
	Indianapolis	Franciscan St. Francis Health- Indianapolis
	Lafayette	Indiana University Health Arnett Hospital
	Munster	Community Hospital
Kansas		
	Kansas City	University of Kansas Hospital
	Wichita	Via Christi Hospital
Kentucky		
	Owensboro	Owensboro Medical Health System
Louisiana		
	New Orleans	Ochsner Medical Center
		Including: Ochsner Medical Center - Westbank in Gretna
Massachusetts		
	Burlington	Lahey Clinic Hospital
	Falmouth	Falmouth Hospital
	Framingham	Metrowest Medical Center
		Including: Leonard Morse Hospital in Natick
	Methuen	Holy Family Hospital and Medical Center
	Newton	Newton - Wellesley Hospital
	Pittsfield	Berkshire Medical Center
	Salem	North Shore Medical Center - Salem Hospital
		Including: North Shore Medical Center - Union Hospital in Lynn
	Springfield	Baystate Medical Center
	Worcester	UMass Memorial Medical Center - University Campus
		Including: UMass Memorial Medical Center - Hahnemann in Worcester
		UMASS Memorial Medical Center - Memorial Campus in Worcester
	Worcester	Saint Vincent Hospital

Table 3: Distinguished Hospital Award for Clinical Excellence Recipient Hospitals (continued)

Maryland		
	Baltimore	MedStar Franklin Square Hospital Center
	Baltimore	MedStar Harbor Hospital
	Baltimore	Greater Baltimore Medical Center
	Baltimore	MedStar Good Samaritan Hospital
	Salisbury	Peninsula Regional Medical Center
	Silver Spring	Holy Cross Hospital
	Towson	Saint Joseph Medical Center
Michigan		
	Commerce Township	Huron Valley - Sinai Hospital
	Grand Blanc	Genesys Regional Medical Center
	Grand Rapids	Spectrum Health Butterworth Hospital
		Including: Spectrum Health Blodgett Hospital in Grand Rapids
	Grand Rapids	Saint Mary's Health Care
	Holland	Holland Hospital
	Kalamazoo	Borgess Medical Center
		Including: Pipp Community Hospital in Plainwell
	Lansing	Ingham Regional Medical Center
	Livonia	Saint Mary Mercy Hospital
	Mount Clemens	Mount Clemens Regional Medical Center
	Muskegon	Mercy Health Partners Hackley Campus
	Pontiac	St. Joseph Mercy Oakland
	Royal Oak	Beaumont Hospital - Royal Oak
	Southfield	Providence Hospital
	Traverse City	Munson Medical Center
	Troy	Beaumont Hospital - Troy
	Warren	Saint John Macomb - Oakland Hospital - Macomb Center
		Including: Saint John Macomb - Oakland Hospital - Oakland Center in Madison Heights
	Wyandotte	Henry Ford Wyandotte Hospital
	Wyoming	Metro Health Hospital
Minnesota		
	Edina	Fairview Southdale Hospital
	Fridley	Unity Hospital
	Robbinsdale	North Memorial
	Rochester	Mayo Clinic Saint Mary's Hospital
	Saint Cloud	Saint Cloud Hospital
	Saint Louis Park	Park Nicollet Methodist Hospital
	Saint Paul	Regions Hospital

Table 3: Distinguished Hospital Award for Clinical Excellence Recipient Hospitals (continued)

Missouri		
	Branson	Skaggs Regional Medical Center
	Chesterfield	St. Luke's Hospital
	Fenton	SSM St. Clare Health Center
	Lake Saint Louis	SSM Saint Joseph Hospital West
	Richmond Heights	SSM Saint Mary's Health Center
	Saint Joseph	Heartland Regional Medical Center
	Saint Louis	Missouri Baptist Medical Center
	Saint Peters	Barnes - Jewish Saint Peters Hospital
	Springfield	Cox Medical Center
		Including: Cox Walnut Lawn Hospital in Springfield
Montana		
	Billings	Billings Clinic
Nebraska		
	Lincoln	BryanLGH Medical Center East
		Including: BryanLGH Medical Center West
North Carolina		
	Asheville	Mission Hospitals
	Burlington	Alamance Regional Medical Center
	Charlotte	Carolinas Medical Center - Mercy
	Durham	Durham Regional Hospital
	Gastonia	Gaston Memorial Hospital
	Greenville	Vidant Medical Center
New Hampshire		
	Concord	Concord Hospital
New Jersey		
	Camden	Our Lady of Lourdes Medical Center
	Hackensack	Hackensack University Medical Center
	Morristown	Morristown Memorial Hospital
	Somers Point	Shore Medical Center
	Summit	Overlook Hospital
New York		
	Albany	Albany Medical Center Hospital
	Albany	Saint Peter's Hospital
	Manhasset	North Shore University Hospital
		Including: North Shore University Hospital Syosset in Syosset
	New Hyde Park	Long Island Jewish Medical Center
	New York	New York-Presbyterian/Weill Cornell Medical Center
		Including: New York-Presbyterian Hospital/Columbia University Medical Center in New York
		New York-Presbyterian Hospital/The Allen Hospital in New York
	New York	Lenox Hill Hospital

Table 3: Distinguished Hospital Award for Clinical Excellence Recipient Hospitals (continued)

New York (Cont'd)		
	Poughkeepsie	Vassar Brothers Medical Center
	Rochester	Rochester General Hospital
	Suffern	Bon Secours Good Samaritan Hospital of Suffern
Ohio		
	Akron	Akron General Medical Center
	Canton	Aultman Hospital
	Cincinnati	Mercy Health - Anderson Hospital
	Cincinnati	Christ Hospital
	Cincinnati	Bethesda North Hospital
	Columbus	Grant Medical Center
	Dayton	Miami Valley Hospital
	Dayton	Good Samaritan Hospital *Including*: Dayton Heart and Vascular Hospital at Good Samaritan in Dayton
	Fairfield	Mercy Health - Fairfield Hospital
	Findlay	Blanchard Valley Hospital
	Garfield Heights	Marymount Hospital
	Toledo	ProMedica Toledo Hospital
	Warrensville Heights	South Pointe Hospital
	Youngstown	Northside Medical Center
Oregon		
	Clackamas	Kaiser Sunnyside Medical Center
	Medford	Rogue Valley Medical Center
	Portland	Providence Saint Vincent Medical Center
	Portland	Adventist Medical Center
	Portland	Providence Portland Medical Center
	Salem	Salem Hospital
Pennsylvania		
	Allentown	Lehigh Valley Hospital
	Erie	Saint Vincent Health Center
	Lancaster	Lancaster General Hospital
	Mckeesport	UPMC McKeesport
	Monroeville	The Western Pennsylvania Hospital - Forbes Regional Campus
	Natrona Heights	Alle Kiski Medical Center
	Philadelphia	Thomas Jefferson University Hospital - Center City Campus *Including*: Methodist Hospital in Philadelphia
	Philadelphia	Penn Presbyterian Medical Center
	Reading	The Reading Hospital and Medical Center
	West Chester	Chester County Hospital
	Wynnewood	Lankenau Hospital

Table 3: Distinguished Hospital Award for Clinical Excellence Recipient Hospitals (continued)

South Carolina		
	Anderson	Anmed Health
	Charleston	Roper Hospital
	Florence	McLeod Regional Medical Center
	Greenville	Bon Secours St. Francis Health System
Tennessee		
	Nashville	Saint Thomas Hospital
Texas		
	Amarillo	Baptist Saint Anthony's Health System
	Austin	St. David's Medical Center
		Including: Heart Hospital of Austin in Austin
		St. David's Georgetown Hospital in Georgetown
	Brownsville	Valley Regional Medical Center
	Harlingen	Valley Baptist Medical Center - Harlingen
	Houston	Memorial Hermann Healthcare System - Southwest
		Including: Memorial Hermann Northwest Hospital in Houston
		Memorial Hermann Southeast Hospital in Houston
		Memorial Hermann The Woodlands Hospital in Shenandoah
	Houston	The Methodist Hospital
		Including: Diagnostic Center Hospital in Houston
	Longview	Good Shepherd Medical Center
	Temple	Scott and White Memorial Hospital
	Tyler	Mother Frances Hospital - Tyler
Utah		
	Murray	Intermountain Medical Center
	Ogden	Ogden McKay-Dee Hospital Center
Virginia		
	Fairfax	Inova Fair Oaks Hospital
	Fishersville	Augusta Health
	Harrisonburg	Rockingham Memorial Hospital
	Mechanicsville	Bon Secours Memorial Regional Medical Center
	Richmond	Bon Secours St. Mary's Hospital
	Richmond	Henrico Doctors' Hospital
		Including: Parham Doctors' Hospital in Richmond
		Retreat Doctors' Hospital in Richmond
Washington		
	Bellingham	PeaceHealth St. Joseph Medical Center
	Bremerton	Harrison Medical Center
	Everett	Providence Regional Medical Center Everett
	Kirkland	Evergreen Hospital Medical Center
	Renton	Valley Medical Center

Table 3: Distinguished Hospital Award for Clinical Excellence Recipient Hospitals (continued)

Washington (Cont'd)		
	Seattle	Virginia Mason Medical Center
	Seattle	Swedish Medical Center/First Hill
		Including: Swedish Medical Center/Ballard in Seattle
	Spokane	Providence Sacred Heart Medical Center
	Vancouver	Peace Health Southwest Medical Center
	Vancouver	Legacy Salmon Creek Hospital
West Virginia		
	Charleston	Charleston Area Medical Center
		Including: CAMC Women and Children's Hospital in Charleston
Wisconsin		
	La Crosse	Gundersen Lutheran Medical Center
	Madison	Meriter Hospital
	Milwaukee	Wheaton Franciscan Healthcare - Saint Francis
	Milwaukee	Wheaton Franciscan - Saint Joseph
		Including: The Wisconsin Heart Hospital in Milwaukee
	Milwaukee	Aurora Saint Luke's Medical Center
		Including: Saint Luke's Medical Center in Cudahy
		Aurora Sinai Medical Center in Milwaukee
	Wausau	Aspirus Wausau Hospital