# Voices of America's Best:
## Strategies That Sustain Quality

Hospitals face numerous challenges to provide quality care—yet 100 hospitals in the United States have found strategies that enable them to deliver superior clinical outcomes in multiple conditions and procedures, year after year. These hospitals are designated by Healthgrades as *America's 100 Best Hospitals*<sup>TM</sup> *2014*.

### Many Challenges, Many Choices

Once designed to help physicians deliver acute care to the very ill, hospitals today are expected to be allies in wellness for patients, their families, and the community as a whole. Yet the current environment hardly fosters such success. Cost escalation threatens the financial health of both patients and the industry. Healthcare professionals make mistakes and machines malfunction. Increasing public awareness of these errors makes consumers wary of hospitals as healing environments. Numerous organizations and agencies are watching, penalizing and providing little help.

Countless tools and methodologies put strategies and data at hospital leaders' fingertips. Yet figuring out how to identify the actions to take and successfully communicate quality initiatives across levels, departments, locations, and shifts can leave many leaders scratching their heads. How does the hospital leadership take an idea that sounds great on paper, such as teamwork or engagement and culture, and then engage every team to strive toward quality?

We asked those who appear to have found a way to do just that—members of the Healthgrades 2014 America's Best Hospitals Award™ recipients. They herald from all over the United States, from hospitals that are large and small, for-profit and nonprofit, teaching and nonteaching. They have in common the hard-earned honor of achieving a top priority: clinical outcomes that are better than expected in the majority of the most common procedures for at least four consecutive years.

### Executive Leaders Share Insights

The chief executive, medical, and operating officers and other leaders in the areas of quality, safety and patient experience have faced the same challenges as other hospital leaders. Yet they have found a way through these challenges.

They have shifted paradigms to be patient and outcome focused. They have set and met aggressive goals they previously considered impossible. They have focused on the highest impact objectives, innovated to achieve those objectives, measured the impact, standardized what works, and redesigned team structures to be aligned to meet each challenge.

They succeed where others struggle. They struggle until they succeed. They choose to put value before volume, only to discover that value can make growth sustainable.

These leaders agreed to share their wisdom anonymously, in part because what they have to say is more important than who said it.

Their comments may surprise you, yet the words they use are familiar: focus, partnership, engagement, alignment, patient-centered, consistency and transparency—to name a few. They provide practical advice that pulses with real-life experience. Healthgrades thanks these leaders for sharing what it really takes to improve health and healthcare.

## HEALTHGRADES AMERICA'S BEST HOSPITALS



Healthgrades America's Best Hospitals

From 2010-2012, if all hospitals performed at the level of America's 100 Best Hospitals:
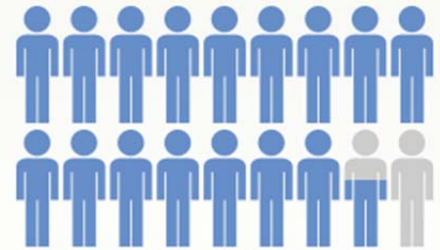
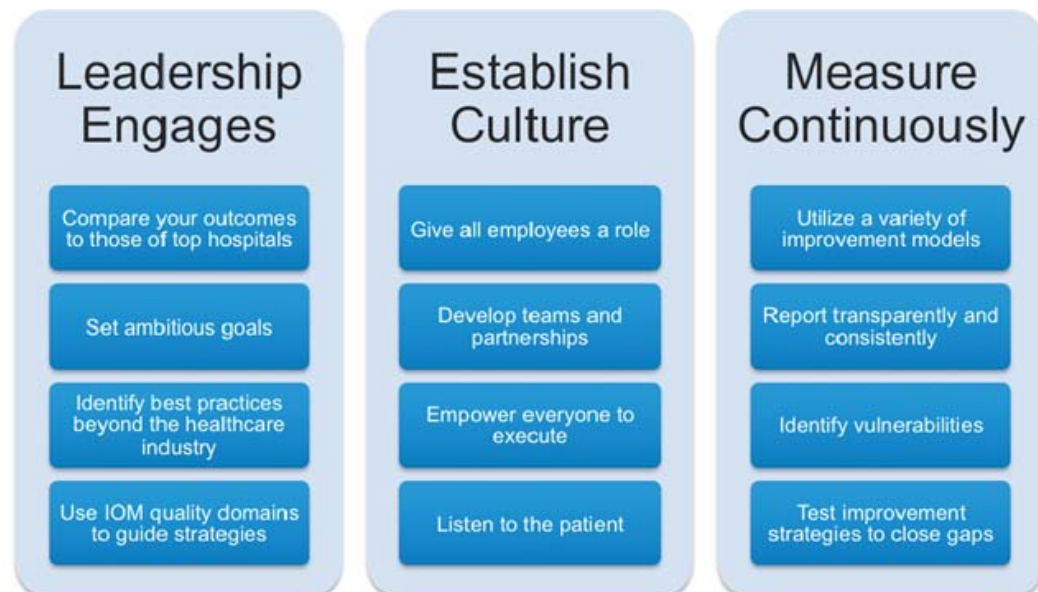**160,701 lives** could have potentially been saved.

## HOSPITALS INTERVIEWED

Healthgrades thanks the following recipients of the 2014 America's Best Hospitals Award for sharing their insights. Half have no formal relationship with Healthgrades, while half use Healthgrades services. All were generous in sharing their time and experience.

| | |
|---|---|
| Bon Secours Regional Medical Center | Mechanicsville, VA |
| Cedar-Sinai Health System | Los Angeles, CA |
| Hackensack University Medical Center | Hackensack, NJ |
| Kaiser Permanente Woodland Hills Medical Center | Woodland Hills, CA |
| Lee Memorial Hospital | Fort Myers, FL |
| North Colorado Medical Center & McKee Medical Center | Greeley, Loveland, CO |
| Ochsner Health System | New Orleans, LA |
| Scripps Mercy Hospital | San Diego, CA |
| Spectrum Butterworth Hospital | Grand Rapids, MI |
| University of Kansas Hospital | Kansas City, KS |

## Leadership, Culture, Measurement

Participants in our interviews outlined three themes as core to their success. Their commitment and execution make the difference in outcomes.

| Leadership Engages | Establish Culture | Measure Continuously |
|---|---|---|
| Compare your outcomes to those of top hospitals | Give all employees a role | Utilize a variety of improvement models |
| Set ambitious goals | Develop teams and partnerships | Report transparently and consistently |
| Identify best practices beyond the healthcare industry | Empower everyone to execute | Identify vulnerabilities |
| Use IOM quality domains to guide strategies | Listen to the patient | Test improvement strategies to close gaps |

## Leadership

### Set Ambitious Goals

Leaders at America's Best Hospitals set the bar to unprecedented highs because that's how they get closer to achieving consistently great outcomes.

> "When we tackle a problem like hospital-acquired infections, our reach is basically the theoretical limit," one chief told us. "With regard to our reach, our reach is zero defect. It's not 99 percent or 98 percent. The way we approach the issues is to say to ourselves, 'You know, let's adopt an approach, let's analyze this situation, and let's come up with solutions that we think can get us to zero defects.'"

These executives aim beyond meeting the standards, seeking to raise them. They push beyond reaching the top quartile in order to move the medical experience forward. With the Institute of Medicine's quality domains in mind, leaders at America's Best Hospitals select tailored, high-impact goals based on data and experience. Leaders of top-performing hospitals increasingly look to safety standards outside the hospital industry to challenge what is possible.

> "We use the airline industry and nuclear industry to think about higher reliability…If you do not engineer your systems to achieve 99.9%, you've failed in that quality space."

To aim for perfection requires commitment from everyone.

> "I have spoken to other organizations that, when we would share with them our kind of zero-defect reach concept, there's a jaw-dropping moment. And there are some people who would say, 'Well, we would like to do that, but I am not sure we can commit to that.'"

To truly commit to quality is to take buzzwords from theory to action.

> "We used to say, 'If you are on a ventilator, you're going to get pneumonia and you are going to get it about 13 percent of the time,' and we just accepted that as normal, and it's not normal," one hospital leader said. "By stretching to an altogether new normal," he said, his hospital staff saves lives. "All of our Intensive Care Units in the organization last year did not have one ventilator-associated pneumonia."

# Culture

## Listen to the Patient

Leaders at America's Best Hospitals are at the helm of a transformation in healthcare: Putting patients at the center of their quality efforts.

> "What we've got and a lot of our focus historically has been on providing really superior sick care. We have done that well," said one veteran leader. The focus was on making sure doctors and facilities had what they needed to provide excellent care in acute situations.

Leaders at America's Best Hospitals reported that they've expanded their definition of quality to include their patients' well-being during and beyond their hospital stay.

> "There wasn't a lot of focus on managing the health and the well-being of the community because there weren't financial resources there to do that."

Despite that real challenge, they prioritized what was right for the patients only to discover that improved outcomes sustain their efforts.

> "Everything is patient-centered, identifying not just the patient's primary condition that they came in with, but with any secondary correlated needs and also them as a person," said one respondent.

## Patient and Community Input Contributed to Success at Several of America's Best Hospitals

America's Best Hospitals routinely invite and apply feedback from patients formally and informally, during and after care, on advisory boards and safety councils, in follow-up phone calls and patient surveys.

> "I think our investment around Patient and Family Councils... our organization has really taken the nation's lead," one leader said. "When you put a patient on a process improvement event, you have a completely different perspective. That voice is really important. We've had over 60 rapid improvement events where patients have participated in the last year."

Acting from the patient's perspective proves a huge advantage.

> "You know, healthcare is more than just a product one receives off the shelf. It is something that is very personal and even intimate at times. And so that is the challenge, I think, is how do we do that in a way that provides healing and restoration to a family?"

One hospital team made it a practice to ask every patient what one thing would help the most on any given day. The answers surprised them—what made the difference could include items not found in central supply. It might be a photo of a new grandchild, or a particular blanket from home.

> One leader said, "The first question to ask is 'Is the care right?' The next is: 'It is right, but is it healing?' And healing from the perspective of the patient and family in their journey. It may be right and it may be equitable, efficient, timely, patient-centered, effective, safe; but it may not also be healing at the same time. How do we bring those things together?"

Voices of America's Best Hospitals agree: Thinking of patients first is the key to quality. Patient-centered care and improving patient outcomes are the gold standard around which everything must orbit

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### WHY QUALITY MATTERS

**Healthgrades America's Best Hospitals**

From 2010-2012, Recipients of America's 100 Best Hospitals as a group had an overall:

**24.53% lower risk-adjusted mortality rate** across 19 procedures and conditions where in-hospital mortality was the clinical outcome, compared to all other hospitals.

### PATIENTS AT THE CENTER OF ALL QUALITY EFFORTS



Respondents provided the following examples as actions to take within each of the above steps:

*Lay the Groundwork*:  Hire and onboard employees with the mindset that a quality culture is everyone's responsibility and all employees play a role.

*Encourage Teamwork*:  De-emphasize hierarchies in favor of a team approach to quality.

*Empower Everyone to Execute*:  Ensure that every employee is a change agent in a quest for continuous improvement.

*Listen to the Patient*:  Make the patient and their needs the center of decision making.

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## Quality Initiatives Require Teamwork to Succeed, Period.

While many organizations have hospitalist, intensivist, and trauma teams, teams who aren't empowered or don't take ownership for patient outcomes will fall short of the goal.

Historically, hospital cultures have been hierarchical, closed, and resistant to change. Leaders shared that some of that history hangs on and impacts patient care.

> "As the Chief Medical Officer at a facility (in the past), if I made rounds and had some suggestions for nursing, they would say, 'Wow, that sounds like a really great idea. We will bring that up to our CNO, our Chief Nursing Officer.' But at this hospital, when I would suggest something, I had to be careful because I would come by the next day and they would say, 'We have done that. What do you think? Do you want to come and check it out?' I was like 'Whoa.'"

Our respondents unanimously empower employees to take ownership. Regardless of role or level, America's Best Hospitals emphasize that every employee can and should contribute to good outcomes.

> "To me, engagement translates to a simple concept...behaving like an owner, and an owner doesn't always get what she wants, as you know, but her voice counts," one leader said.

Regardless of implementation method, be it dyad /triad models or other techniques, teams drive quality. And quality drives other benefits.

> "...the consistent result will be not only top-tier clinical outcomes and quality, but top-decile performance in patient experience and also—as the data consistently demonstrates—top-tier financial performance as well."

## The Good, the Bad, AND the Ugly

No matter how many tools are in use or how many data points collected, people and processes cannot improve unless everyone is willing to look at what's working and what's not. But that's much easier said than done.

> "Believe me," one executive said. "I don't like standing in front of the board and talking about a bad case or a bad outcome, but that is what has to be done in order to learn."

Employees need to know they won't be penalized for calling out problems. One top leader said that "Just Culture" is a running theme in his organization; it's "a very important piece for people to feel comfortable that they are reporting for the right reason and they are not going to be punished and there won't be any repercussions."

Quality efforts involve multiple layers of employees and empowering those on the front line "to bring forth quality issues and safety issues. (We) charge them to escalate, stop the line, be heard, and be vocal."

Learning from problems requires facing up to them.

> "If you truly want to be a leader, then you have to have the courage in your organization to be honest with yourself and compare yourself to the best and then tell everybody what the gaps are. How far are we from being number one? How far are we from wherever our goal is? And then vigilantly work on trying to close that gap."

### STRATEGIES CREDITED FOR SUSTAINED PERFORMANCE:

We asked hospital leaders for three words that describe their strategies for maintaining high-quality performance. Familiar themes emerged.



### DETERMINING AMERICA'S 100 BEST HOSPITALS & AMERICA'S 50 BEST HOSPITALS

*The America's Best Hospitals Awards recognize those hospitals that have achieved superior performance and sustained that performance year over year.*

*Achieving the Distinguished Hospital Award for Clinical Excellence™ is the prerequisite for consideration for the America's Best Hospitals Award. All 260 recipients are evaluated, with those hospitals achieving this distinction year over year rising to the top of the list.*

*The complete methodology, including statistical processes used to delineate the top 50 from top 100, is available in the methodology at:* **www.healthgrades.com/quality**



*America's 50 Best Hospitals*: Achieving Distinguished Hospital Award for Clinical Excellence a minimum of seven years in a row

*America's 100 Best Hospitals*: Achieving Distinguished Hospital Award for Clinical Excellence a minimum of four years in a row

# Continuous Measurement

## Finding Focus In a Sea of Data

Fifty-five thousand metrics. Fifty million patient encounters. Leaders at America's Best Hospitals admit the sheer amount of data can be overwhelming.

> "We measure a lot of stuff, some of which we probably don't need to," one said, laughing, "but we measure it anyway."

However, they share that focusing on a handful of high-impact quality goals can clear the confusion. How to do that requires some innovative thinking. Organizations report using different databases, different methodologies, and various benchmarks to identify consistent outliers. Choosing top targets helps them prioritize and accomplish change more efficiently.

> "Focus means that we're clear in the organization what the goals are which are embedded in the reach word, that we structure our resources and support and time and incentives and all that kind of stuff around the identified high-impact goals," another said. "That's focus to me."

They share a willingness to try new ideas and methods. Rather than letting a process model dictate what they will do, they use a variety of tools to meet their goals.

> "We look for processes as well as outcomes in the existing market as best practice, and then we look at the literature to identify where the environment is going, what has been accomplished, and where we want to stretch to."

Top performers invest in staff through safety and customer service trainings, and in their leaders through leadership academies and intensives. And even as they get better and better, they still look for opportunities to improve.

> "When a hospital event occurs that's tragic, the hospital staff particularly is in shock and frightened about that ever happening again for about 90 days. And after 90 days it seems, in every health system I have been in, that we begin to slightly develop a protective feeling that says, 'You know, that was a fluke. It probably could never [happen] again.' So, what we are doing is we are trying to almost continually expose ourselves to mistakes that happened either in our facilities or outside of our health system so that we can stay extremely grounded on the safety issues."

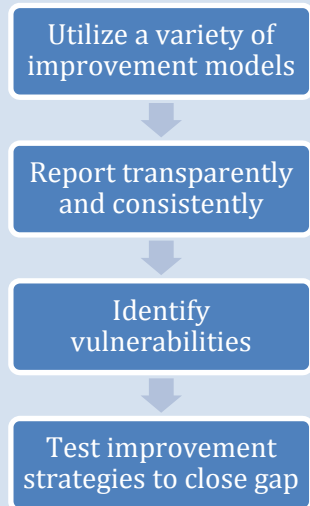## The Good News: As Quality Improves, Focus Gets Easier

Leaders say:

> "When you are doing nothing right, sometimes you don't know where to start," one leader said. "I think that one of the benefits of the sustained clinical excellence has been that it has become a little less chaotic. We actually don't have quite as much to tackle. We are starting to group things into themes. So, from our excellence, we are able to focus a little more narrowly on fewer things and really understand them better."

> "The biggest thing is that by clinical excellence, we reduce harm to our patients, to the families, and...once outcomes are met, one benefit of that is that the public begins to trust us again."

### MEASURING QUALITY

Those interviewed shared that a primary way to drive meaningful measurement was to have a framework that allowed the flexibility to adjust process to fit the goal; and provided a means to test potential changes to close any gaps.

Utilize a variety of improvement models

Report transparently and consistently

Identify vulnerabilities

Test improvement strategies to close gap

### QUALITY HAS MANY BENEFITS

Respondents shared that in addition to the obvious benefits to patient outcomes, focusing on quality provides many other positive outcomes for the organization.



Attracts talent

Boosts employee retention

Avoids costly outcomes

Demonstrates lower risk to insurers

Earns insurer incentives for quality

Earns recognition

Builds reputation

### CHALLENGES REMAIN

Despite success, hospitals report continuing challenges.



Top hospitals are still challenged to narrow their focus, continuously innovate and make healthcare equitable

FOCUS    INNOVATION    EQUITABILITY

*Focus*: Continuing to evolve focus to what matters most

*Innovation*: Identifying ways to redefine and advance care

*Equitability*: Ensuring all patients can receive care and keeping it affordable for the healthcare

# Focus on Quality, The Financials Will Follow

At America's Best Hospitals, higher quality and better outcomes drive down costs, making it feasible to grow. The human benefit to improving quality is clear. The executives we interviewed believe that quality is self-funding.

> "We are focusing on safety and quality. And the nice part is that [reducing problems] is actually very profitable for the organization, because you are preventing things that cost money. If somebody gets ventilator-associated pneumonia, it probably costs about $20,000 to take care of that patient. You can't charge people for that, so that is a cost."

Improving quality allows hospitals to care for more people with better outcomes at lower cost.

> "One infection in the ICU, a central line infection, costs (studies have said) like $50,000," another top exec said. "If you have 20 fewer of those than any other hospital, it's like a million dollars. That's just one measure. You can measure this stuff across the board and you're talking hundreds of millions and billions of dollars."

> "If we all performed at a high level, we would have plenty of money to provide healthcare to everybody, and I think that's the issue. We're going to have to get there."

## Health Professionals Want to Help Patients

How well a hospital achieves quality translates directly into helping patients.

> "I find that most healthcare professionals, they want to do the best, they want to be the best, they want to do the best work," said one interviewee. "So, if you engage them in improving their work environments, their clinical processes, they typically excel. You just have to create the structure to enable it, to make that happen, and then they just flourish. If you put an exceptional process in, you can even take good people and make them excellent."

When a hospital succeeds at quality, health professionals want to work there. Reducing turnover, in turn, reduces costs. The staff is happier and they stay longer; all contributing factors to providing the best care.

## Quality Inspires Loyalty. Longevity Sustains Quality.

Leaders report that external validation of quality from different organizations leads to workforce benefits.

> "It really led to stability in the workforce. Our turnover rates were significantly less than other hospitals. Also, it led to us being able to recruit some real superstar positions from this area and from all over the nation. So [quality] really has a lot of benefit in terms of the people that you recruit and the people that you retain."

As people stay, they consistently leverage what works.

> "A mature organization has people that stay in their positions and develop professionally. And I think you cannot get that and you cannot recruit those types of people unless you have an organization that has that type of safe, quality culture," said one interviewee.

Quality over time creates a tradition, an expectation of excellence, and continued innovation.

## DIRECT COST OF MORTALITY AND COMPLICATIONS

The 2014 Healthgrades Report to the Nation highlighted the relationship of increased complications and increased direct costs.

Healthgrades used a convenience sample of data from 57 hospital locations, which included an analysis of 258,040 patient records and direct cost data across a subset of cohorts featured in the report.

## MORTALITY INCREASES DIRECT COSTS THREE-FOLD

Mortality can increase the average risk–adjusted direct hospital costs as much as 3.3 times when measured across five of the six key mortality cohorts featured in the report.

Figure 1: Mortality: Proportion of Increase of Risk-Adjusted Direct Costs
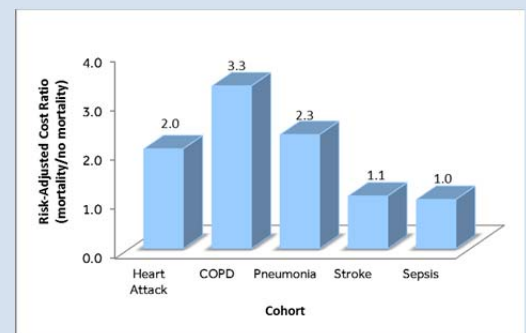


## COMPLICATIONS INCREASE DIRECT COSTS NEARLY TWO-FOLD

Complications increased the total risk-adjusted cost, on average, by 1.8 times across four key complication-based procedures. The range of risk-adjusted direct cost for procedures with complications is 1.3 to 2.3 times higher than the cost without complications.

Figure 2: Complications: Proportion of Increase of Risk-Adjusted Direct Costs
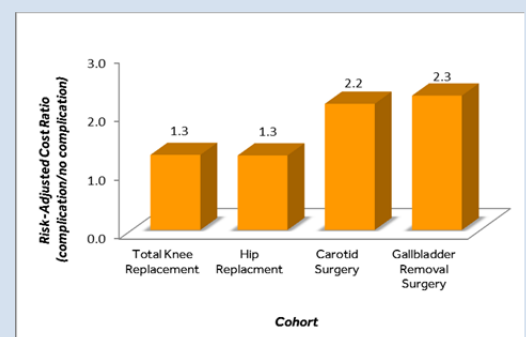
## *Healthgrades Conditions and Procedures Evaluated for Award Eligibility*

Healthgrades evaluates hospital performance for the following 30 procedures and conditions as part of the methodology to determining America's Best Hospitals.

Table 1: Healthgrades Conditions and Procedures Evaluated for Award Eligibility

### *Mortality-Based Conditions and Procedures by Specialty Area*

**Cardiac Surgery**

Coronary Artery Bypass Graft (CABG)

Valve Repair/Replacement Surgery

**Coronary Intervention**

Coronary Interventional Procedures
   (Angioplasty, Stent)

**Stroke**

Stroke

**Critical Care**

Pulmonary Embolism

Diabetic Acidosis and Coma

Sepsis

Respiratory Failure

**Gastrointestinal**

Bowel Obstruction

Colorectal Surgery

Gastrointestinal Bleed

Esophageal/Stomach Surgeries

Pancreatitis

Small Intestine Surgeries

**Heart Attack**

Heart Attack

**Heart Failure**

Heart Failure

**Pulmonary**

Chronic Obstructive Pulmonary Disease

Pneumonia

**Neurosurgery**

Neurosurgery

### *Complication-Based Conditions and Procedures by Specialty Area*

**Abdominal Aortic Aneurysm Repair**

Resection/Replacement Abdominal Aorta

**Joint Replacement**

Hip Replacement

Total Knee Replacement

**Joint Repair**

Hip Fracture Treatment

**Spine Surgery**

Back and Neck Surgery  (Spinal Fusion)

Back and Neck Surgery  (Except Spinal Fusion)

**Other Vascular Procedures**

Peripheral Vascular Bypass

Carotid Surgery

**Other Procedures**

Gallbladder Surgery

Prostate Removal Surgery

Transurethral Prostate Resection Surgery

## 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 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.

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*.

Healthgrades, headquartered in Denver, Colorado, is the leading online resource for comprehensive information about physicians and hospitals. More than 250 million visitors use the Healthgrades websites to search, evaluate, compare, and connect with physicians and hospitals that best meet their treatment needs. Consumers are empowered through use of the Healthgrades proprietary information about clinical outcomes, satisfaction, safety, and health conditions to make more informed healthcare decisions and take action. For more information, please visit *www.healthgrades.com* and *www.bettermedicine.com*.

## Healthgrades America's Best Hospitals List

Healthgrades announces America's 50 Best Hospitals™ and America's 100 Best Hospitals™. These facilities represent the top 50 (top 1% in the nation) and top 100 (top 2% in the nation) in providing better-than-expected outcomes in the majority of the most common procedures for four or more consecutive years. Hospitals achieving the top 50 designation are highlighted in yellow.

Table 2: Healthgrades America's Best Hospitals 2014

| Core Based Statistical Area | Hospital Name | City | State |
|---|---|---|---|
| **Phoenix-Mesa-Glendale, AZ** | Banner Estrella Medical Center | Phoenix | AZ |
| | Chandler Regional Medical Center | Chandler | AZ |
| | Mayo Clinic Hospital | Phoenix | AZ |
| **Los Angeles-Long Beach-Santa Ana, CA** | Cedars - Sinai Medical Center | West Hollywood | CA |
| | Hoag Memorial Hospital Presbyterian | Newport Beach | CA |
| | Huntington Memorial Hospital | Pasadena | CA |
| | Kaiser Permanente Woodland Hills Medical Center | Woodland Hills | CA |
| | PIH Health | Whittier | CA |
| | Saddleback Memorial Medical Center - Laguna Hills | Laguna Hills | CA |
| | *including*: Saddleback Memorial Medical Center San Clemente | San Clemente | CA |
| | Saint John's Health Center | Santa Monica | CA |
| | Saint Vincent Medical Center | Los Angeles | CA |
| **Sacramento-Arden-Arcade-Roseville, CA** | Sutter General Hospital | Sacramento | CA |
| | *including*: Sutter Memorial Hospital | Sacramento | CA |
| | Sutter Roseville Medical Center | Roseville | CA |
| **San Diego-Carlsbad-San Marcos, CA** | Scripps Green Hospital | La Jolla | CA |
| | Scripps Mercy Hospital | San Diego | CA |
| | *including*: Scripps Mercy Hospital Chula Vista | Chula Vista | CA |
| **San Francisco-Oakland-Fremont, CA** | Eden Medical Center | Castro Valley | CA |
| | John Muir Medical Center - Walnut Creek | Walnut Creek | CA |
| | Peninsula Medical Center | Burlingame | CA |
| | *including*: Mills Health Center | San Mateo | CA |
| **Colorado Springs, CO** | Centura Health - Penrose Saint Francis Health Services | Colorado Springs | CO |
| | *including*: St. Francis Medical Center | Colorado Springs | CO |
| **Denver-Aurora-Broomfield, CO** | Exempla Saint Joseph Hospital | Denver | CO |
| **Fort Collins-Loveland, CO** | McKee Medical Center | Loveland | CO |
| **Greeley, CO** | North Colorado Medical Center | Greeley | CO |
| **Cape Coral-Fort Myers, FL** | Lee Memorial Hospital | Fort Myers | FL |
| | *including*: HealthPark Medical Center/ Lee Memorial | Fort Myers | FL |
| **Miami-Fort Lauderdale-Pompano Beach, FL** | Boca Raton Regional Hospital | Boca Raton | FL |
| | Delray Medical Center | Delray Beach | FL |
| | Kendall Regional Medical Center | Miami | FL |
| **Ocala, FL** | Munroe Regional Medical Center | Ocala | FL |

Table 2: Healthgrades America's Best Hospitals 2014 (continued)

| Core Based Statistical Area | Hospital Name | City | State |
|---|---|---|---|
| **Port St. Lucie, FL** | Martin Memorial Medical Center | Stuart | FL |
| | *including*: Martin Memorial Hospital South | Stuart | FL |
| **Atlanta-Sandy Springs-Marietta, GA** | Piedmont Fayette Hospital | Fayetteville | GA |
| | Piedmont Hospital | Atlanta | GA |
| **Gainesville, GA** | Northeast Georgia Medical Center | Gainesville | GA |
| **Cedar Rapids, IA** | Mercy Medical Center - Cedar Rapids | Cedar Rapids | IA |
| | Saint Luke's Hospital | Cedar Rapids | IA |
| **Champaign-Urbana, IL** | Carle Foundation Hospital | Urbana | IL |
| **Chicago-Joliet-Naperville, IL-IN-WI** | Advocate Christ Hospital and Medical Center | Oak Lawn | IL |
| | Advocate Good Samaritan Hospital | Downers Grove | IL |
| | Advocate Good Shepherd Hospital | Barrington | IL |
| | Alexian Brothers Medical Center | Elk Grove Village | IL |
| | Ingalls Memorial Hospital | Harvey | IL |
| | Palos Community Hospital | Palos Heights | IL |
| | Presence Resurrection Medical Center | Chicago | IL |
| | Presence Saint Joseph Medical Center | Joliet | IL |
| | Saint Alexius Medical Center | Hoffman Estates | IL |
| **Chicago-Joliet-Naperville, IL-IN-WI: IN Hospitals** | Community Hospital | Munster | IN |
| **Indianapolis-Carmel, IN** | Indiana University Health Methodist Hospital | Indianapolis | IN |
| | *including*: Indiana University Health University Hospital | Indianapolis | IN |
| **Kansas City, MO-KS: KS Hospitals** | University of Kansas Hospital | Kansas City | KS |
| **Wichita, KS** | Via Christi Hospital on Saint Francis | Wichita | KS |
| **Owensboro, KY** | Owensboro Medical Health System | Owensboro | KY |
| **New Orleans-Metairie-Kenner, LA** | Ochsner Medical Center | New Orleans | LA |
| | *including*: Ochsner Medical Center- West Bank Campus | Gretna | LA |
| | Ochsner Hospital - Elmwood | Harahan | LA |
| **Springfield, MA** | Baystate Medical Center | Springfield | MA |
| **Baltimore-Towson, MD** | Greater Baltimore Medical Center | Towson | MD |
| | MedStar Franklin Square Hospital Center | Baltimore | MD |
| | MedStar Good Samaritan Hospital | Baltimore | MD |
| | MedStar Harbor Hospital | Baltimore | MD |
| | University of Maryland St. Joseph Medical Center | Towson | MD |
| **Detroit-Warren-Livonia, MI** | Beaumont Hospital - Troy | Troy | MI |
| | Providence Hospital | Southfield | MI |
| | Saint Mary Mercy Hospital | Livonia | MI |
| | St. Joseph Mercy Oakland | Pontiac | MI |

Table 2: Healthgrades America's Best Hospitals 2014 (continued)

| Core Based Statistical Area | Hospital Name | City | State |
|---|---|---|---|
| **Grand Rapids-Wyoming, MI** | Spectrum Health- Butterworth Hospital | Grand Rapids | MI |
| | *including*: Spectrum Health - Blodgett Hospital | Grand Rapids | MI |
| **Holland-Grand Haven, MI** | Holland Hospital | Holland | MI |
| **Traverse City, MI** | Munson Medical Center | Traverse City | MI |
| **Minneapolis-St. Paul-Bloomington, MN-WI** | North Memorial Medical Center | Robbinsdale | MN |
| | Regions Hospital | Saint Paul | MN |
| **Branson, MO** | Skaggs Regional Medical Center | Branson | MO |
| **St. Louis, MO-IL** | Barnes - Jewish Saint Peters Hospital | Saint Peters | MO |
| | Missouri Baptist Medical Center | Saint Louis | MO |
| | St. Luke's Hospital | Chesterfield | MO |
| **Asheville, NC** | Mission Hospitals | Asheville | NC |
| **Lincoln, NE** | Bryan Health Medical Center - East | Lincoln | NE |
| | *including*: BryanLGH Medical Center West | Lincoln | NE |
| **New York-Northern New Jersey-Long Island, NY-NJ-PA: NJ Hospitals** | Hackensack UMC | Hackensack | NJ |
| | Morristown Medical Center | Morristown | NJ |
| **Albany-Schenectady-Troy, NY** | Albany Medical Center Hospital | Albany | NY |
| **New York-Northern New Jersey-Long Island, NY-NJ-PA** | New York-Presbyterian/Weill Cornell Medical Center | New York | NY |
| | *including*: New York-Presbyterian Hospital/Columbia University Medical Center | New York | NY |
| | New York-Presbyterian Hospital/The Allen Hospital | New York | NY |
| **Poughkeepsie-Newburgh-Middletown, NY** | Vassar Brothers Medical Center | Poughkeepsie | NY |
| **Akron, OH** | Akron General Medical Center | Akron | OH |
| **Canton-Massillon, OH** | Aultman Hospital | Canton | OH |
| **Cincinnati-Middletown, OH-KY-IN** | Bethesda North Hospital | Cincinnati | OH |
| | Christ Hospital | Cincinnati | OH |
| **Cleveland-Elyria-Mentor, OH** | Marymount Hospital | Garfield Heights | OH |
| | South Pointe Hospital | Warrensville Heights | OH |
| **Allentown-Bethlehem-Easton, PA-NJ** | Lehigh Valley Hospital - Cedar Crest | Allentown | PA |
| **Erie, PA** | Saint Vincent Health Center | Erie | PA |
| **Lancaster, PA** | Lancaster General Hospital | Lancaster | PA |
| **Pittsburgh, PA** | Alle Kiski Medical Center | Natrona Heights | PA |
| | The Western Pennsylvania Hospital - Forbes Regional Campus | Monroeville | PA |
| **Anderson, SC** | AnMed Health Medical Center | Anderson | SC |
| **Nashville-Davidson-Murfreesboro-Franklin, TN** | Saint Thomas West Hospital | Nashville | TN |

Table 2: Healthgrades America's Best Hospitals 2014 (continued)

| Core Based Statistical Area | Hospital Name | City | State |
|---|---|---|---|
| **Houston-Sugar Land-Baytown, TX** | Memorial Hermann Healthcare System - Southwest | Houston | TX |
| | *including*: Memorial Hermann Northwest Hospital | Houston | TX |
| | Memorial Hermann Southeast Hospital | Houston | TX |
| | Memorial Hermann The Woodlands Hospital | Shenandoah | TX |
| | The Methodist Hospital | Houston | TX |
| | *including*: Diagnostic Center Hospital | Houston | TX |
| **Tyler, TX** | Mother Frances Hospital - Tyler | Tyler | TX |
| **Salt Lake City, UT** | Intermountain Medical Center | Murray | UT |
| **Richmond, VA** | Bon Secours Memorial Regional Medical Center | Mechanicsville | VA |
| | Henrico Doctors' Hospital | Richmond | VA |
| | *including*: Parham Doctors' Hospital | Richmond | VA |
| | Retreat Doctors' Hospital | Richmond | VA |
| **Staunton-Waynesboro, VA** | Augusta Health | Fishersville | VA |
| **Seattle-Tacoma-Bellevue, WA** | Virginia Mason Medical Center | Seattle | WA |
| **La Crosse, WI-MN** | Gundersen Lutheran Medical Center | La Crosse | WI |
| **Milwaukee-Waukesha-West Allis, WI** | Aurora Saint Luke's Medical Center | Milwaukee | WI |
| | *including*: Saint Luke's Medical Center | Cudahy | WI |
| | Aurora Sinai Medical Center | Milwaukee | WI |
| | Wheaton Franciscan - Saint Joseph | Milwaukee | WI |
| | *including*: Wheaton Franciscan - Elmbrook Memorial | Brookfield | WI |
| | The Wisconsin Heart Hospital | Wauwatosa | WI |
| **Wausau, WI** | Aspirus Wausau Hospital | Wausau | WI |