

US News Hospital Rankings 2018

How did we do? What does it mean? How can we improve?

Kate Pavlovich, MPH
Director, Analytics & Clinical Effectiveness

Matt Wolden, MPH
Executive Director, Quality

Niraj Sehgal, MD, MPH
VP & Chief Quality Officer



Nationally Ranked Hospital in
15 *Adult Specialties*
10 *Children's Specialties*



Regionally Ranked Hospital
#1 in *California*
#1 in *San Francisco* metro area



Rated High Performing in
6 *Adult Procedures/Conditions*

USN Rankings Overview & Goals

- How did we do? How does this compare to the past?
- What methodology changes occurred in 2018? What impact did the changes have for us?
- What will we do next to understand if and where meaningful improvement opportunities exist?



USN Honor Roll Ranking

	USN Ranking			Number of Points		
	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>
Mayo Clinic	1	1	1	414	415	418
Cleveland Clinic	2	2	2	385	365	378
Johns Hopkins Hospital	3	3	4	355	363	349
Mass General	4	4	3	354	358	371
University of Michigan Hospitals and Health Centers	5	6	18	324	294	195
UCSF Medical Center	6	5	7	296	303	273
UCLA Medical Center	7	7	5	267	292	331
Cedars-Sinai Medical Center	8	11	17	252	239	220
Stanford Health Care	9	9	14	250	251	227
NewYork-Presbyterian Hospital	10	8	6	242	267	296

USN Honor Roll Scoring System

12 Data-driven Specialties (scored 5 – 25 points each)

max. 300 points

Cancer	Gynecology
Cardiology & Heart Surgery	Nephrology
Diabetes & Endocrinology	Neurology & Neurosurgery
ENT/Otolaryngology	Orthopedics
Gastroenterology & GI Surgery	Pulmonology
Geriatrics	Urology

+

4 Reputation Only Specialties (scored 1 – 10 points each)

max. 40 points

Ophthalmology	Rehab
Psychiatry	Rheumatology

+

9 Procedures & Conditions (scored all or none, 0 OR 12 points each)

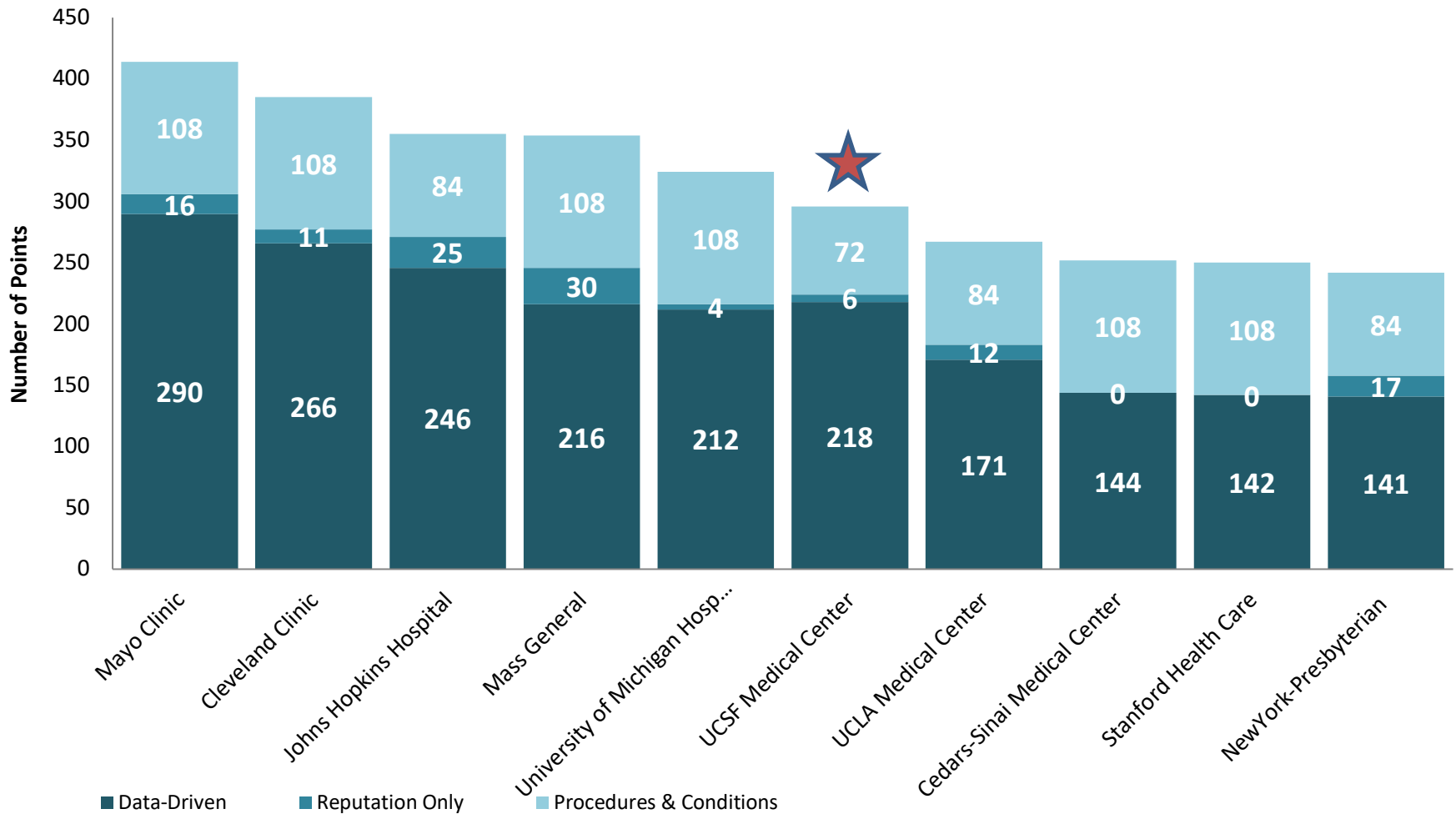
max. 108 points

Abdominal Aortic Aneurysm Repair	Heart Failure
Aortic Valve Surgery	Hip Replacement
COPD	Knee Replacement
Colon Cancer Surgery	Lung Cancer Surgery
Heart Bypass Surgery	

=

TOTAL: max. 448 points

Distribution of 2018 Points



Specialty Rankings

Top 10 Hospital Comparison

	Cancer	Cardiology & Heart Surgery	Diabetes & Endocrinology	Otolaryngology	Gastroenterology & GI Surgery	Geriatrics	Gynecology	Nephrology	Neurology & Neurosurgery	Orthopedics	Pulmonology	Urology	Ophthalmology	Psychiatry	Rehab	Rheumatology	# Specialties: Top 10	Total # of Points from <u>Specialties only</u>
Mayo Clinic	3	2	1	5	1	1	1	1	1	2	2	2		7	6	4	15	306
Cleveland Clinic	5	1	4	11	2	5	5	2	4	3	3	1	9			2	13	277
Johns Hopkins Hospital	6	11	2	8	4	2	4	3	2	10	12	2	3	4		1	13	271
Mass General	12	5	3	6	8	10	9	9	6	6	4	18	4	2	2	6	14	246
University of Michigan Hosp & Health Ctrs	15	8	13	1	6	7	2	8	9	21	5	5	8			11	10	216
UCSF Medical Center	8	30	6	7	13	8	6	4	3	7	7	4	10	11		7	12	224
UCLA Medical Center	21	16	9	9	7	4		5	10	18	9	7	5	8		8	11	183
Cedars-Sinai Medical Center	41	3	15	35	3	20	23	12	16	9	14	13					3	144
Stanford Health Care	14	13	17	2	27	25	7	10	14	13	37	17					3	142
NewYork-Presbyterian Hospital	25	4	8	21	16	11	42	6	5		21	11		3	11	3	6	158

Procedure & Conditions Rankings

Top 10 Hospital Comparison

	Abdominal Aortic Aneurysm Repair	Aortic Valve Surgery	COPD	Colon Cancer Surgery	Heart Bypass	Heart Failure	Hip Replacement	Knee Replacement	Lung Cancer Surgery	Total Procedures & Conditions Points
Mayo Clinic	High	High	High	High	High	High	High	High	High	108
Cleveland Clinic	High	High	High	High	High	High	High	High	High	108
Johns Hopkins Hospital	High	High	High	High	High	High	NR	NR	High	84
Mass General	High	High	High	High	High	High	High	High	High	108
University of Michigan Hosp & Health Ctrs	High	High	High	High	High	High	High	High	High	108
UCSF Medical Center	High	Avg	Avg	High	Avg	High	High	High	High	72
UCLA Medical Center	High	High	High	High	High	High	Avg	Avg	High	84
Cedars-Sinai Medical Center	High	High	High	High	High	High	High	High	High	108
Stanford Health Care	High	High	High	High	High	High	High	High	High	108
NewYork-Presbyterian Hospital	High	High	High	High	High	High	Avg	Avg	High	84

Note: Aortic Valve Surgery, COPD and Heart Bypass all moved to Avg performance this year, resulting in 36 points lost

UCSF Procedure & Condition Performance

Why the difference between 2017 and 2018?

	AAAR	AVS	COPD	CCS	HBS	HF	Hip	Knee	LCS	Total
2018	High	Avg	Avg	High	Avg	High	High	High	High	72
2017	High	High	High	High	High	High	High	Avg	High	96

Aortic Valve Surgery

- Nurse Magnet, Nurse Staffing were not included in 2018 (we had scored highly in both)
- Length of Stay was weighted >2x more in 2018 (we scored poorly in both 2017 and 2018)

COPD

- Nurse Magnet was not included
- 2 new variables were introduced:
 - Influenza Immunization, 2018 score = Average
 - Non-invasive ventilation, 2018 score = Low

Heart Bypass Surgery

- Nurse Magnet was not included
- Readmissions became more highly weighted (we scored Average in both 2017 and 2018)
- Discharge to Home also became more highly weighted (we scored poorly both years)

Regional Comparisons

UCSF vs CA Hospitals

National Ranking	State Ranking		Cancer	Cardiology & Heart Surgery	Diabetes & Endocrinology	Otolaryngology	Gastroenterology & GI Surgery	Geriatrics	Gynecology	Nephrology	Neurology & Neurosurgery	Orthopedics	Pulmonology	Urology	Ophthalmology	Psychiatry	Rehab	Rheumatology	# Specialties: Top 10	Total # of Points from <u>Specialties only</u>
6	1	UCSF Medical Center	8	30	6	7	13	8	6	4	3	7	7	4	10	11		7	12	224
7	2	UCLA Medical Center	21	16	9	9	7	4		5	10	18	9	7	5	8		8	11	183
8	3	Cedars-Sinai Medical Center	41	3	15	35	3	20	23	12	16	9	14	13					3	144
9	4	Stanford Health Care	14	13	17	2	27	25	7	10	14	13	37	17					3	142
---	5	UC Davis	36	34	48	20		21	14	16	28	37	26	19	37		32		0	72
---	7	UCSD	45	40				36			46	49	17	4	29	49		22	1	59
---	11	UCI							20					33					0	11

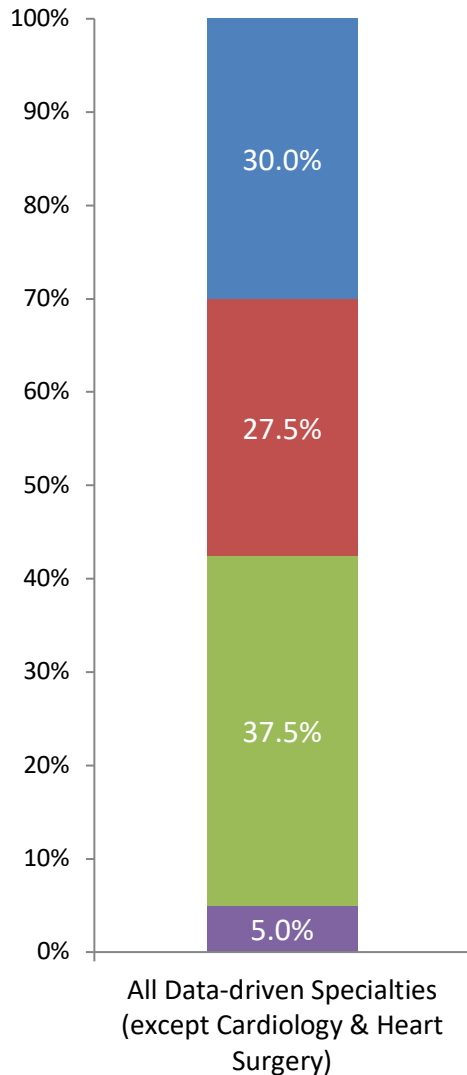
UCSF Specialty Ranking

2016 – 2018 Trends

	Cancer	Cardiology & Heart Surgery	Diabetes & Endocrinology	Otolaryngology	Gastroenterology & GI Surgery	Geriatrics	Gynecology	Nephrology	Neurology & Neurosurgery	Orthopedics	Pulmonology	Urology	Ophthalmology	Psychiatry	Rehab	Rheumatology	# Specialties: Top 10	Total # of Points from <u>Specialties only</u>
2018	8	30	6	7	13	8	6	4	3	7	7	4	10	11		7	12	296
2017	10	23	7	10	17	10	8	5	5	6	6	6	10	10		7	13	303
2016	10	45	6	11	15	15	4	3	5	10	19	7	12	12		10	8	273

Specialty Specific Methodology

Exact Same as 2017



Structure:

- Patient Volume
- Nurse Staffing & Magnet Status
- Patient Services
- Advanced Technologies
- Intensivists

Process:

- Reputation

Outcome:

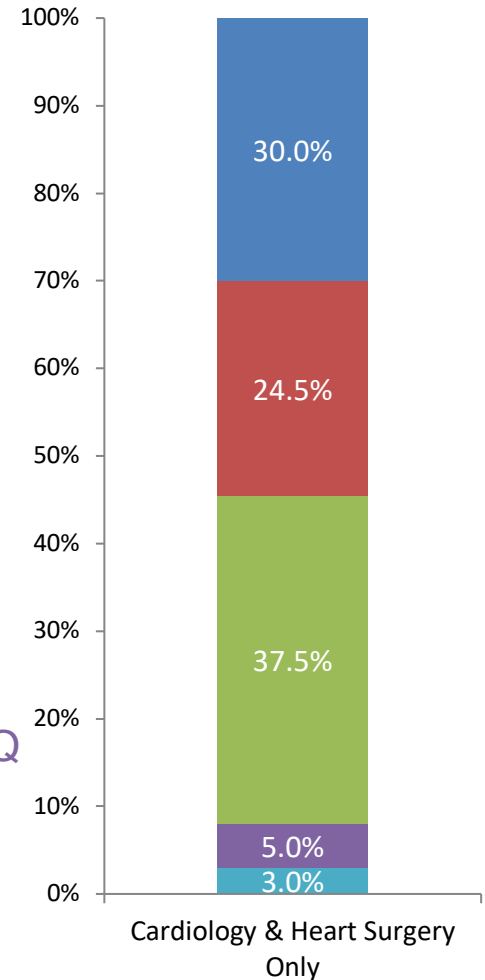
- Patient Survival Score, based on risk-adjusted Mortality ratio

Patient Safety:

- Risk-adjusted performance in four AHRQ Patient Safety Indicators

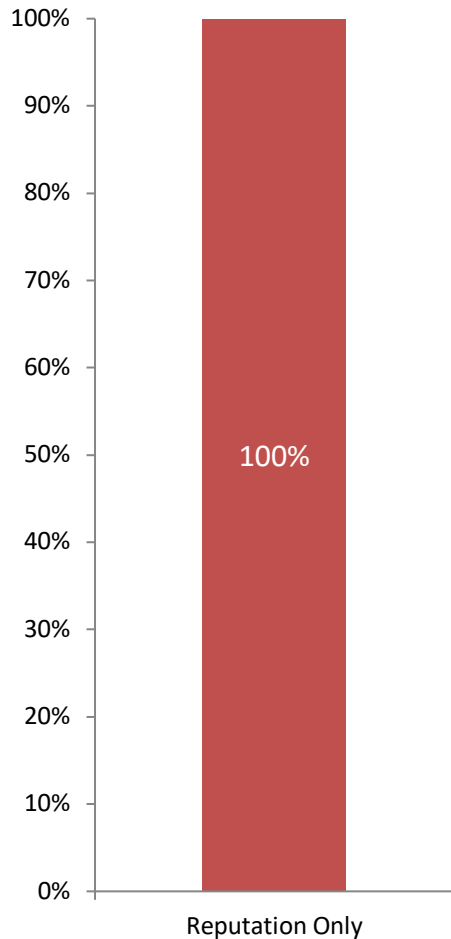
Transparency:

- Participation in Public Reporting



Reputation-Only Specialty Methodology

Exact same as in 2017



Process:

- Reputation

Ranked hospitals are those nominated by at least 5% of responding physicians within the last 3 years.

2 modes of surveying physicians: snail mail and [doximity](#) online tool

- Much higher volume of physicians are surveyed online but paper ballots are more highly weighted

Opportunity is narrow: we are really only competing for 2 slots

The image shows a survey form titled 'Best Hospitals' with the US News & World Report logo. It includes instructions for physicians to nominate hospitals. The form contains a table with columns for Hospital, City, and State, and five rows labeled a through e. Below the table, it says 'Fax response to (800) 476-9721 or return in postpaid envelope.' and 'Sponsored by RTI International'.

Hospital	City	State
a.		
b.		
c.		
d.		
e.		

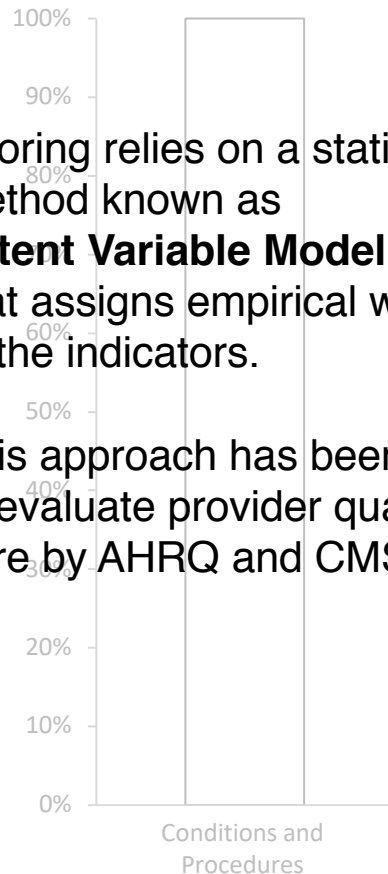
1. Where you went to medical school
2. Where you did your residency
3. Where you work today

Procedures & Conditions Methodology

Methodology same as in 2017, some variables have changed

Scoring relies on a statistical method known as **Latent Variable Modeling** that assigns empirical weights to the indicators.

This approach has been used to evaluate provider quality of care by AHRQ and CMS¹.



Structure:

- Patient Volume
- Nurse Staffing & Magnet Status
- NCI Status & Heart Failure Programs
- Intensivists

Process:

- IMM-2: Flu Immunization
- Non-invasive ventilation
- HCAHPS
- Transfusions

Outcome:

- Deaths within 30 days
- Unplanned Readmissions within 30 days
- All-cause Readmissions within 7, 60 days
- Procedure-specific surgical site infection rate
- Revisions, Complications following total joint replacement
- Length of Stay

Transparency:

- Participation in Public Reporting

¹ Keller, S., A. J. O'Malley, et al. "Methods Used to Streamline the CAHPS Hospital Survey." *Health Serv Res* 40, no. 6 Pt 2 (Dec 2005): 2057-77.

2018 Methodology Updates

	Update	Impact
Mortality/ Survival Score	Removal of Transfer Adjustment for Mortality ratio	Likely favorable ; inpatients transferred to receiving hospital are now excluded
	Survival Score based on Mortality Ratio adjusted for Volume outliers	Likely favorable ; UCSF volumes are not above the 75 th percentile
Procedures & Conditions	Inclusion of more Outcome Measures - ex. Readmission Prevention, HCAHPS Overall Score; they also received higher average loadings	Depends on the Measure ; favorable for HCAHPS, unfavorable for Readmissions
	Inclusion of new or expanded Process and Structural Measures - ex. NCI designation, IMM-2, Nurse Staffing	Depends on the Measure ; favorable for NCI Designation, unfavorable for Nurse Staffing
	Removal of VTE-2	Unfavorable ; UCSF performed well
	Risk Adjustment changes - ex. accounting for returns to SNF, interventional approach	Depends on Procedure or Condition
Conversion to ICD-10	First ranking that includes ICD-9 and ICD-10 coded SAF data: USN mapped FY2016 data with ICD-10 codes to ICD-9 for consistency	Not clear/minimal

USN Rankings Take Away Points

- How did we do? How does this compare to the past?
 - #6 in Honor Roll; still Best in the West!
 - 9 of 15 Specialties improved their ranking from 2017 to 2018
 - Biggest change (and reason for our drop to #6) were that 3 of our 9 Procedures & Conditions dropped to an Average rating
- What methodology changes occurred in 2018? What impact did the changes have?
 - Continued shift towards outcomes with less emphasis on volume/reputation
 - More risk adjustment, especially with Procedures & Conditions
 - Still challenging to fully understand methodology



USN Rankings Next Steps

- What will we do next to understand if and where meaningful improvement opportunities exist?
 - USN Data & Insights Tool: will allow for same specialty-specific analysis as last year (e.g., where did we leave points on the table), which we will provide to specialty areas over the next 2 months
 - Need to understand more about the Procedures & Conditions opportunities
 - Will continue to leverage Vizient data as a better strategy to understand true service-specific improvement opportunities (e.g., mortality)
- How does USN rankings compare with CMS Stars & Vizient?
 - See next 3 slides for background information



How do External Rankings compare?

Strong performance in US News reflected in CMS Ratings

US News Top 10

- 1 Mayo Clinic
- 2 Cleveland Clinic
- 3 Johns Hopkins Hospital
- 4 Mass General
- 5 University of Michigan Hospital
- 6 **UCSF Medical Center**
- 7 UCLA Medical Center
- 8 Cedars-Sinai Medical Center
- 9 Stanford Health Care
- 10 NewYork-Presbyterian

CMS Star Rating

- | |
|---------|
| 5 Stars |
| 5 Stars |
| 2 Stars |
| 4 Stars |
| 4 Stars |
| 4 Stars |
| 3 Stars |
| 5 Stars |
| 4 Stars |
| 4 Stars |

Vizient Q&A Top 12

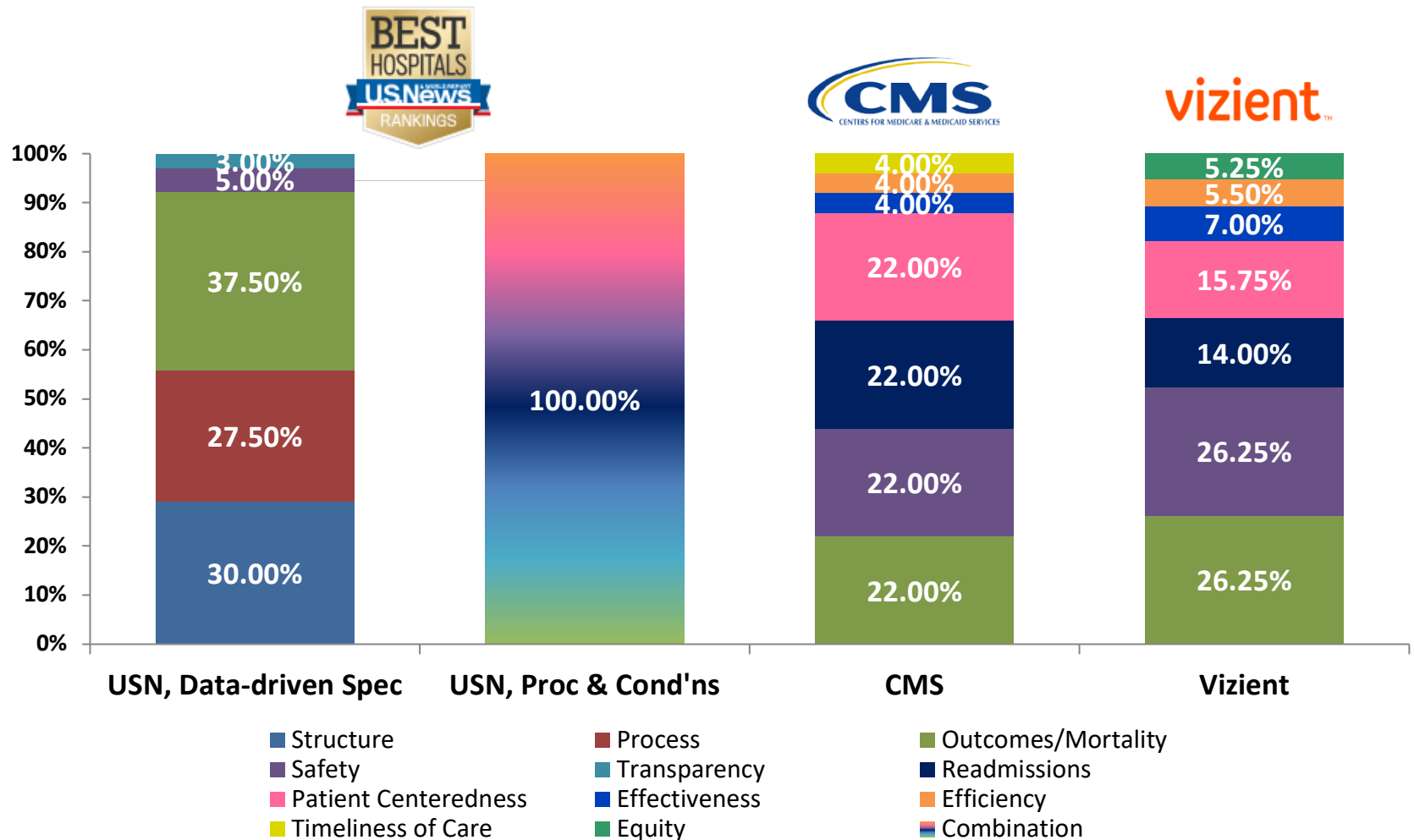
- 1 Mayo Clinic
- 2 NYU Langone Health
- 3 Froedtert Memorial Hospital
- 4 Rush University Medical Center
- 5 Penn State Health: Milton S. Hersh...
- 6 University of Utah Health
- 7 University of Colorado Hospital
- 8 Lehigh Valley Hospital
- 9 UTMB-Health
- 10 University of Kansas Hospital
- 11 Nebraska Medical Center
- 12 Oregon Health & Science University

CMS Star Rating

- | |
|---------|
| 5 Stars |
| 5 Stars |
| 4 Stars |
| 5 Stars |
| 4 Stars |
| 5 Stars |
| 3 Stars |
| 3 Stars |
| 2 Stars |
| 4 Stars |
| 3 Stars |
| 4 Stars |

How do External Rankings compare?

Vizient and CMS share many Domains, USN starting to align



When are External Rankings released?

And what time period do they represent?

