

US News Hospital Rankings 2019

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

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National Rank

15 Adult Specialties

10 Children's
Specialties



Regional Rank

#2 in California

#1 in San Francisco



High Performing

8 Adult

Procedures/Conditions

USN Rankings Overview & Goals

- How did we do? How does this compare to the past?
- What methodology changes occurred in 2019? 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 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	

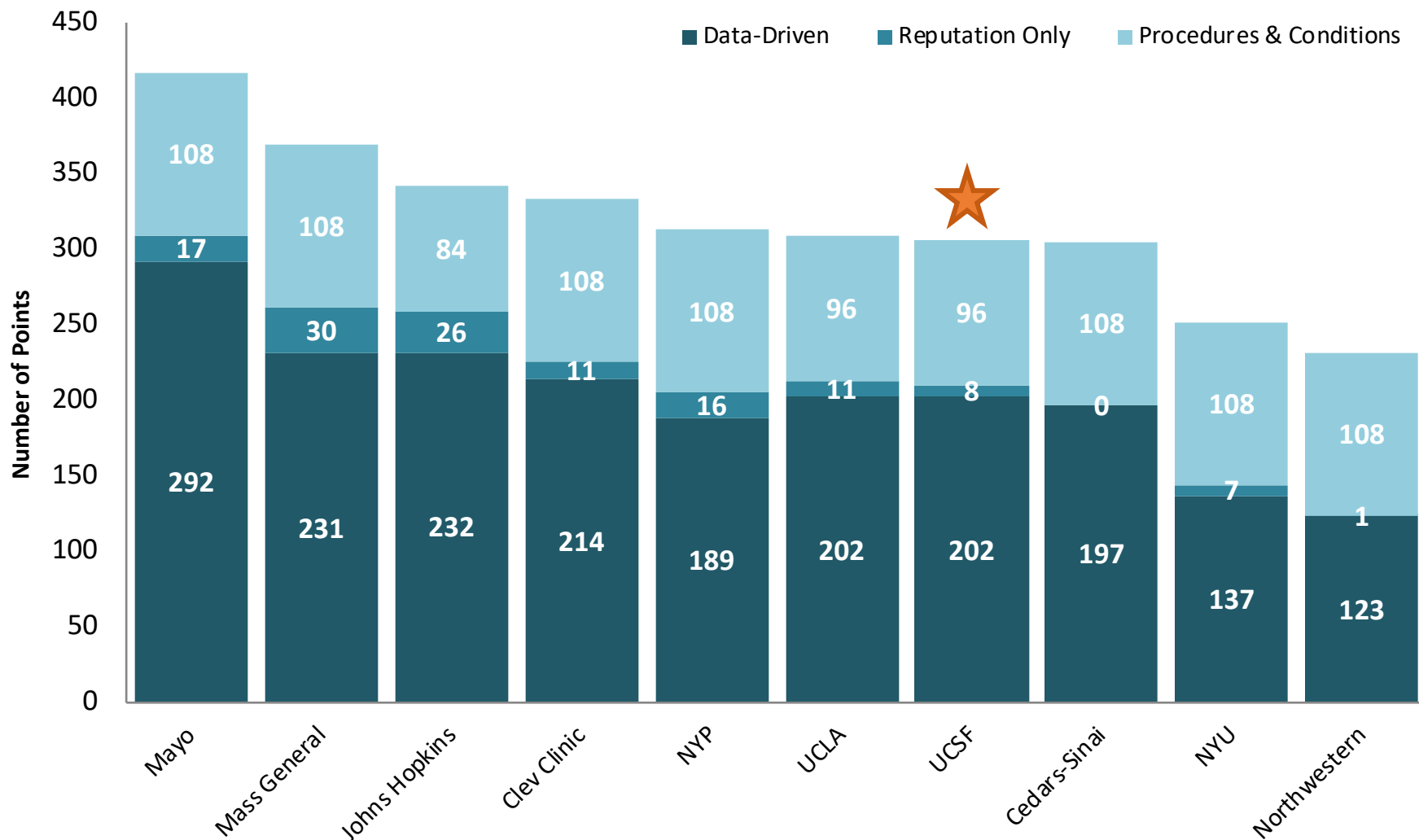
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TOTAL: max. 448 points

USN Honor Roll Ranking

	USN Ranking			Number of Points		
	<u>2019</u>	<i><u>2018</u></i>	<i><u>2017</u></i>	<u>2019</u>	<i><u>2018</u></i>	<i><u>2017</u></i>
Mayo Clinic	1	<i>1</i>	<i>1</i>	417	<i>414</i>	<i>415</i>
Mass General	2	<i>4</i>	<i>4</i>	369	<i>354</i>	<i>358</i>
Johns Hopkins Hospital	3	<i>3</i>	<i>3</i>	354	<i>355</i>	<i>363</i>
Cleveland Clinic	4	<i>2</i>	<i>2</i>	333	<i>385</i>	<i>365</i>
NewYork-Presbyterian Hospital	5	<i>10</i>	<i>12</i>	313	<i>242</i>	<i>236</i>
UCLA Medical Center	6	<i>7</i>	<i>7</i>	309	<i>267</i>	<i>292</i>
UCSF Medical Center	7	<i>6</i>	<i>5</i>	306	<i>296</i>	<i>303</i>
Cedars-Sinai Medical Center	8	<i>8</i>	<i>9</i>	305	<i>252</i>	<i>251</i>
NYU Langone	9	<i>15</i>	<i>19</i>	252	<i>208</i>	<i>194</i>
Northwestern Memorial	10	<i>13</i>	<i>13</i>	232	<i>228</i>	<i>228</i>

Distribution of 2019 Points



Data-driven Specialty Rankings

Top 10 Hospital Comparison

	Cancer	Cardiology & Heart Surgery	Diabetes & Endocrinology	Otolaryngology	Gastroenterology & GI Surgery	Geriatrics	Gynecology	Nephrology	Neurology & Neurosurgery	Orthopedics	Pulmonology	Urology	# Data-driven Specialties: Top 10	Total # of Points from Data-driven Specialties only
1 Mayo Clinic	3	2	1	1	1	2	2	1	2	2	2	1	12	292
2 Massachusetts General Hospital	8	5	2	2	5	11	6	7	13	6	5	11	9	231
3 Johns Hopkins Hospital	4	12	5	13	3	1	7	2	1	22	9	2	9	232
4 Cleveland Clinic	6	1	13	27	4	8	3	4	10	17	7	4	8	214
5 New York-Presbyterian Hospital	29	4	6	17	10	9	4	5	4	13	30	9	8	189
6 UCLA Medical Center	21	8	4	11	6	4		3	6	8	3	10	9	202
7 UCSF Medical Center	12	36	3	13	11	5	46	6	3	4	8	3	7	202
8 Cedars-Sinai Medical Center	12	3	16	38	2	12	8	10	12	3	4	12	6	197
9 NYU Langone Hospitals	19	15	17	35	11	9	34	12	7	5	26	17	3	137
10 Northwestern Memorial Hospital	10	7	37	31	20	7		25	5	26	17	13	4	123

Reputation-only Specialty Rankings

Top 10 Hospital Comparison

	Ophthalmology	Psychiatry	Rehab	Rheumatology	# Reputation-only Specialties: Top 5	Total # of Points from Reputation-only Specialties
1 Mayo Clinic		6	6	4	1	17
2 Massachusetts General Hospital	4	1	3	6	3	30
3 Johns Hopkins Hospital	3	3		1	3	26
4 Cleveland Clinic	10	11		2	1	11
5 New York-Presbyterian Hospital		4	11	3	2	16
6 UCLA Medical Center	5	8		9	1	11
7 UCSF Medical Center	9	9		7	0	8
8 Cedars-Sinai Medical Center					0	0
9 NYU Langone Hospitals			7	8	0	7
10 Northwestern Memorial Hospital				14	0	1

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 # of Points from Procedures & Conditions
1 Mayo Clinic	High	High	High	High	High	High	High	High	High	108
2 Massachusetts General Hospital	High	High	High	High	High	High	High	High	High	108
3 Johns Hopkins Hospital	High	High	High	High	High	High	NR	NR	High	84
4 Cleveland Clinic	High	High	High	High	High	High	High	High	High	108
5 New York-Presbyterian Hospital	High	High	High	High	High	High	High	High	High	108
6 UCLA Medical Center	High	High	High	High	High	High	Avg	High	High	96
7 UCSF Medical Center	High	Avg	High	High	High	High	High	High	High	96
8 Cedars-Sinai Medical Center	High	High	High	High	High	High	High	High	High	108
9 NYU Langone Hospitals	High	High	High	High	High	High	High	High	High	108
10 Northwestern Memorial Hospital	High	High	High	High	High	High	High	High	High	108

Note: COPD and Heart Bypass moved to High performance this year

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	Total # of Specialties Ranked	Total # of Points from Data-driven and Reputation Specialties
6	1	UCLA Medical Center	21	8	4	11	6	4		3	6	8	3	10	5	8		9	14	213
7	2	UCSF Medical Center	12	36	3	13	11	5	46	6	3	4	8	3	9	9		7	15	210
8	3	Cedars-Sinai Medical Center	12	3	16	38	2	12	8	10	12	3	4	12					12	197
12	4	Stanford Health Care	25	10		8		17	9	17	9	9	31	32					10	118
	6	UC Davis	28	17		12		18	16	26	30	37	39	39					10	71
	8	UCSD		44				29			40		14						4	27
	10	UCI					36	42	20										3	16

UCSF Specialty Ranking

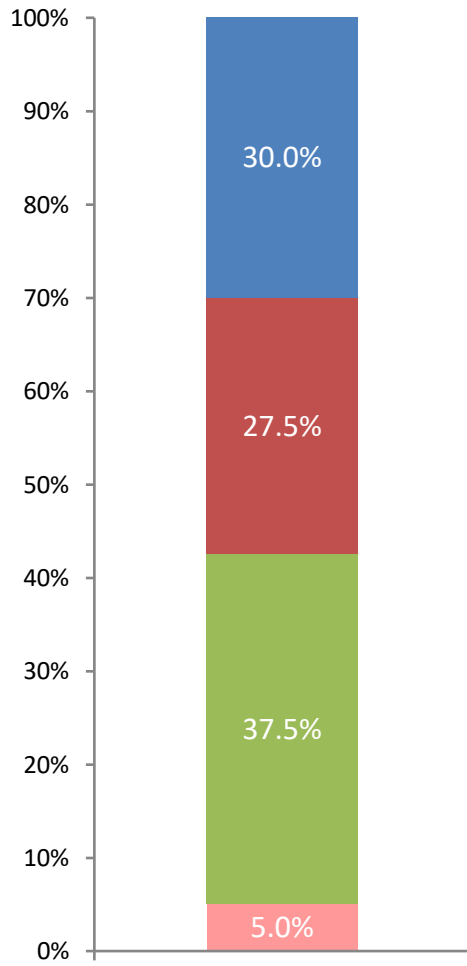
2016 – 2019 Trends

	Cancer	Cardiology & Heart Surgery	Diabetes & Endocrinology	Otolaryngology	Gastroenterology & GI Surgery	Geriatrics	Gynecology	Nephrology	Neurology & Neurosurgery	Orthopedics	Pulmonology	Urology	Ophthalmology	Psychiatry	Rehab	Rheumatology	Total # of Specialties Ranked: Top 10	Total # of Points from Overall (Specialty + P&C)
2019	12	36	3	13	11	5	46	6	3	4	8	3	9	9		7	10	306
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

10 Specialties ranked in Top 10 (vs 12 in 2018)
9 Specialties Improved or Maintained rank from 2018

Specialty Specific Methodology

Patient Experience replaced Safety in 2019



All Data-driven Specialties
(except Cardiology & Heart
Surgery)

Structure:

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

Reputation

Outcome:

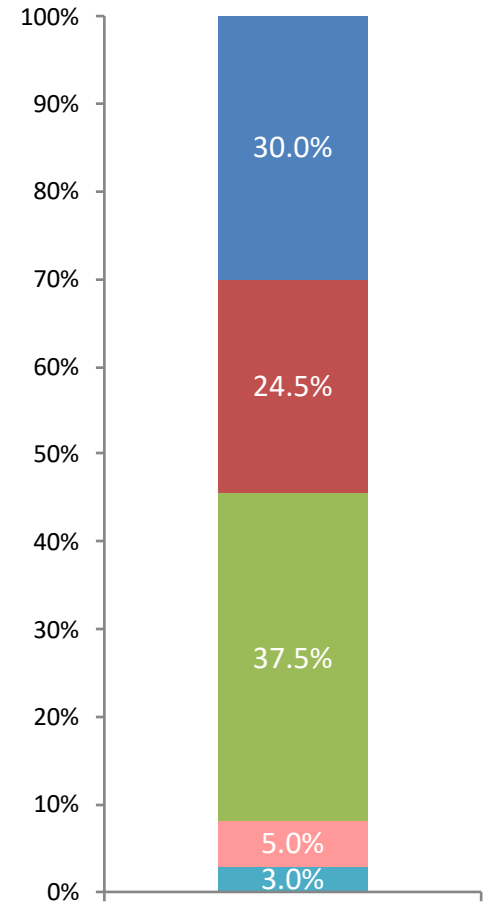
- 30 Day Patient Survival Score, based on risk-adjusted Mortality ratio
- Discharging Patients to Home

Patient Experience:

- HCAHPS Score

Transparency:

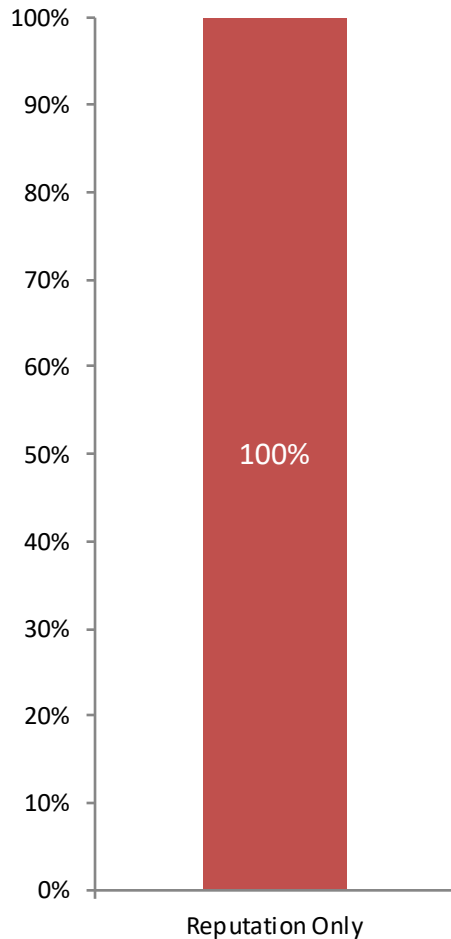
- Participation in Public Reporting



Cardiology & Heart Surgery
Only

Reputation-Only Methodology

Exact same as in 2018



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 asks respondents to name up to 5 U.S. hospitals that provide the best care in a specific specialty. The form includes a table with columns for Hospital, City, and State, and rows for a through e. Below the table, it says 'Fax response to (800) 476-9721 or return in postpaid envelope.' and 'Conducted 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

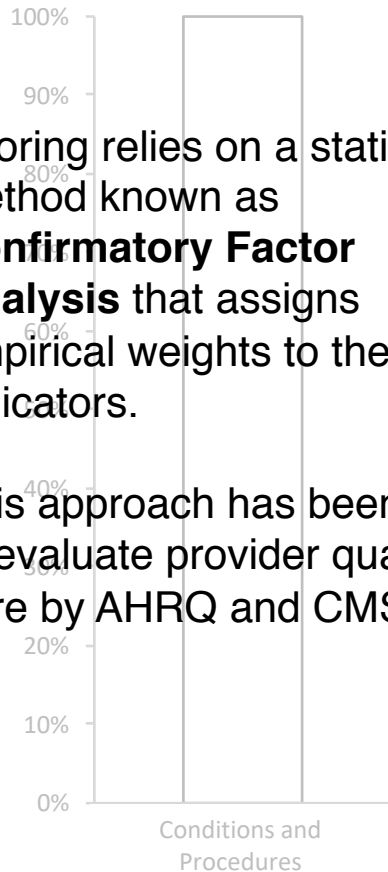
Methodology same as in 2018, some variables have changed

Scoring relies on a statistical method known as

Confirmatory Factor

Analysis 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:

- Patient & Worker Flu Immunization
- Non-invasive ventilation
- HCAHPS
- Transfusions
- Board Certification 

Outcome:

- Deaths within 30 days
- Unplanned Readmissions within 30 days
- Procedure-specific surgical site infection rate
- Revisions, Complications following total joint replacement
- Length of Stay
- Discharge to a location other than patient's home 

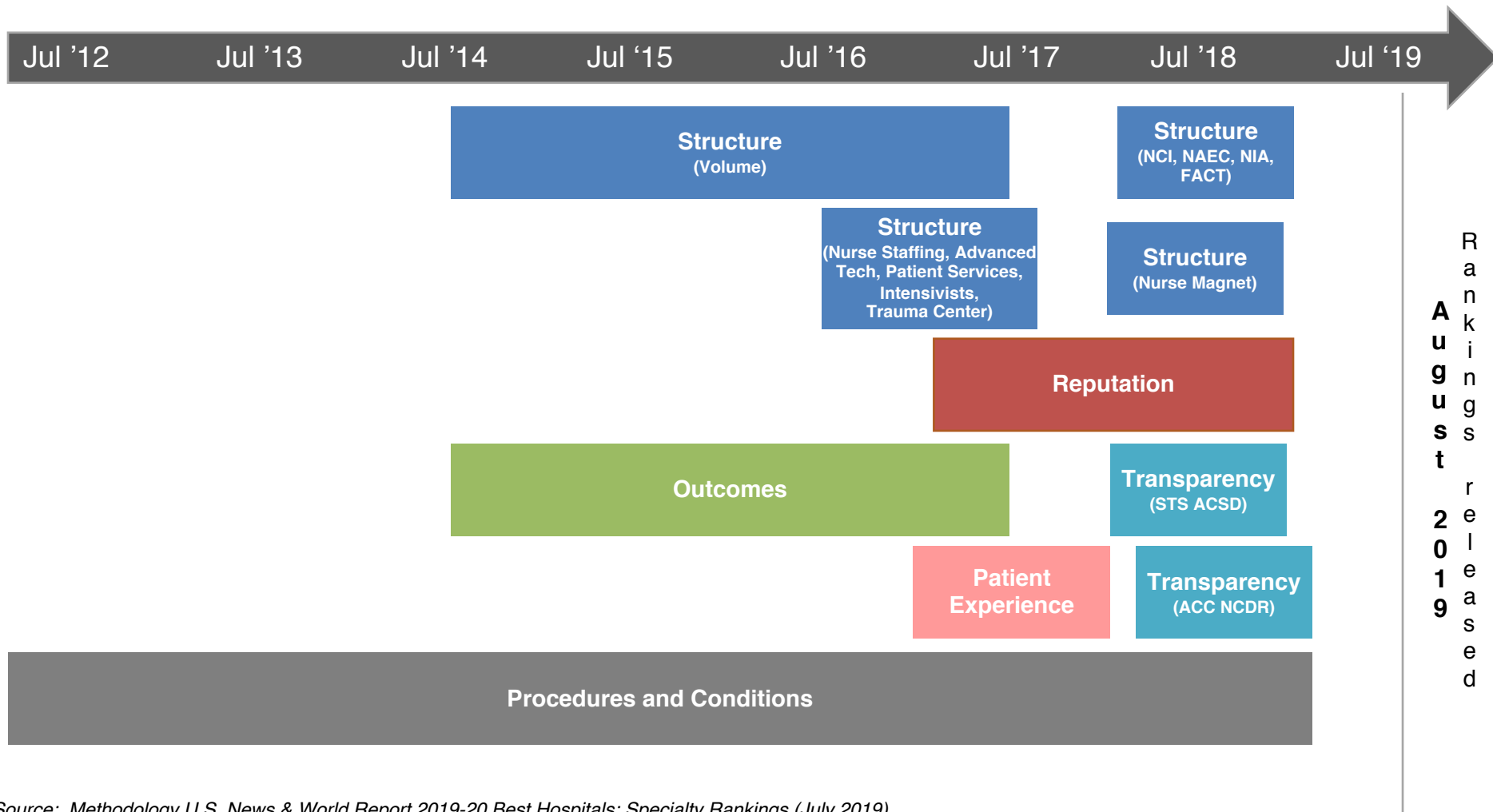
Transparency:

- Participation in Public Reporting/Registries

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.

Timeframe of Measurement

Data represent performance from as far back as 2012



Source: Methodology U.S. News & World Report 2019-20 Best Hospitals: Specialty Rankings (July 2019)

2019 Key Methodology Changes

	Update	Impact
Patient Safety	Removal of Patient Safety domain (5% weight) <ul style="list-style-type: none"> – AHRQ PSI's controversial; no longer included 	Neutral ; UCSF performed same as other Honor Roll hospitals
Patient Experience	Addition of HCAHPS score (5% weight) <ul style="list-style-type: none"> – Using mean Overall Hospital Rating, applied to all Specialties 	Likely favorable ; UCSF performs well
Outcomes	Addition of “Discharge to Home” measure	Depends on the Specialty
	New Risk-adjustment model; adoption of methodology used in P&Cs <ul style="list-style-type: none"> – Variables include age, year of hospital admission and socioeconomic status 	Likely unfavorable ; model calculates outcome “certainty” by rewarding higher volume; UCSF has lower patient volumes than most other Honor Roll hospitals
Procedures & Conditions	Changes to measures included in models: <ul style="list-style-type: none"> – Inclusion of LOS in AAA and Colon Cancer – Removal of Nurse Magnet in Hip cohort, Knee cohort and Heart Failure – Unplanned Readmission added in Knee cohort – Proportion of procedures performed by board certified Orthopedic surgeons added in Hip and Knee cohorts 	Largely unfavorable ; LOS performance is relatively poor, Nurse Magnet performance was high

USN Rankings Take Away Points

- How did we do? How does this compare to the past?
 - Dropped to #7 in Honor Roll despite earning more points overall in 2019
 - 9 of 15 Specialties improved or maintained their ranking from 2018
 - Biggest contributor to our changes were in the Survival/Outcomes from the new risk adjustment model that appears to favor larger volume centers
- What changes might we expect from USN in the future?
 - Continued shift towards outcome measures and registry participation
 - Further movement away from reputation-only specialties
 - Addition of new Procedures & Conditions
 - Addition of new external data sources, including incorporation of outpatient claims datasets being considered

USN Rankings Next Steps

- What additional analyses are we planning?
 - Specialty-specific decks will be developed and shared with clinical leadership over the next 6-8 weeks to further inform about their rankings; this will highlight the “where we did we leave points on the table” summary from previous years
 - We will also use Vizient data to recreate DRG-specific survival that mirrors the USN DRGs to assist in understanding, improving, and potentially predicting future performance
- How does USN rankings compare with CMS Stars & Vizient?
 - See next 3 slides for background information

How do External Rankings compare?

Different domains, weighting, time periods, and risk-adjustments

2019 US News Top 10

- 1 Mayo Clinic
- 2 Mass General
- 3 Johns Hopkins Hospital
- 4 Cleveland Clinic
- 5 NewYork-Presbyterian
- 6 UCLA Medical Center
- 7 **UCSF Medical Center**
- 8 Cedars-Sinai Medical Center
- 9 NYU Langone
- 10 Northwestern Memorial

2018 CMS Star Rating

5 Stars
4 Stars
2 Stars
5 Stars
4 Stars
3 Stars
4 Stars
5 Stars
5 Stars
4 Stars

2018 Vizient Q&A Top 10

- 1 Mayo Clinic
- 2 Rush University Medical Center
- 3 NYU Langone
- 4 UTMB-Health
- 5 University of Kansas Hospital
- 6 Penn State Health: Milton S. Her...
- 7 University of Utah Health
- 8 Houston Methodist Hospital
- 9 Memorial Hermann
- 10 Tufts Medical Center

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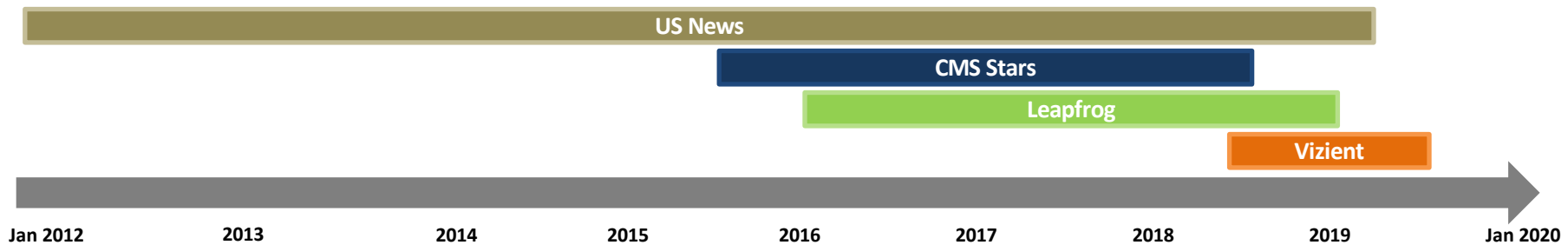
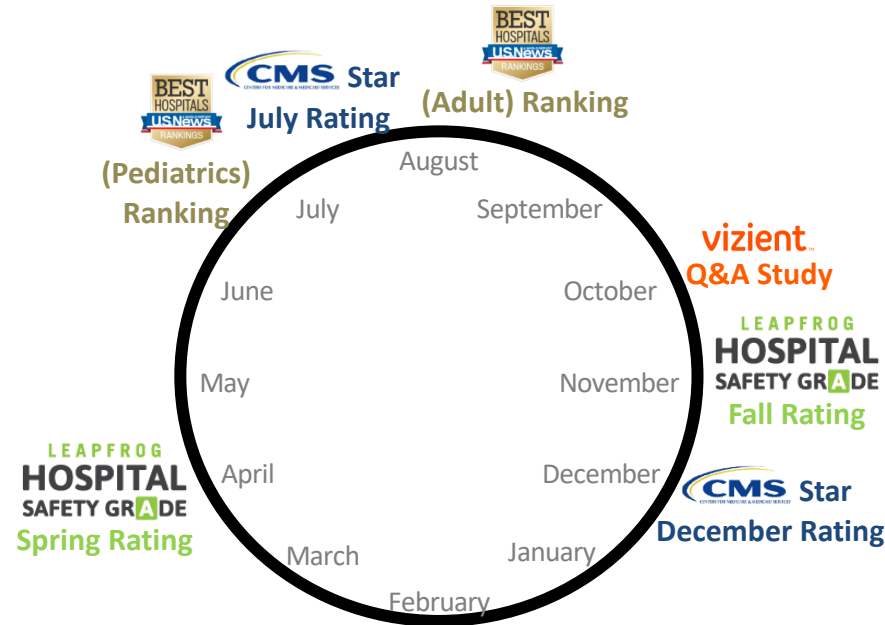
- 37 **UCSF Medical Center**
(#60 in 2017)

2018 CMS Star Rating

5 Stars
5 Stars
5 Stars
2 Stars
4 Stars
4 Stars
5 Stars
5 Stars
2 Stars
3 Stars

When are External Rankings released?

And what time period of data do they represent?



How do External Rankings compare?

Vizient and CMS share many Domains, USN starting to align

