

Online Only Content 

Appendix 1. Hospital Leaders' Views on Public Reporting of Health Care



Baystate  
Health

## Hospital Leaders' Views on Public Reporting of Health Care Quality



How long will this take?  
**Less than 10 minutes!**

**Appendix 1. Hospital Leaders' Views on Public Reporting of Health Care (continued)**

Please indicate your level of agreement with the following statements concerning different performance measures of quality, as reported by the Hospital Compare website. Hospital Compare provides the following definitions for quality measures:

- **Mortality** rates report whether patients died within 30 days of their hospitalization.
- **Readmission** rates report whether patients were hospitalized again within 30 days.
- **Process Measures** show, in percentage form or as a rate, how often a health care provider gives recommended care for a specified condition (e.g., the percentage of patients with acute myocardial infarction who were discharged on a beta blocker).
- **Patient Experience** refers to a national, standardized survey of hospital patients about their experiences during a recent inpatient hospital stay.
- **Costs** refer to the midpoint of all Medicare payments to the hospital for a specified condition.
- **Volume** refers to the number of Medicare patients treated at a given hospital.

**1. Public reporting of these performance measures stimulates quality improvement activities at my institution.**

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**2. Our hospital is able to influence performance on these measures.**

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Appendix 1. Hospital Leaders' Views on Public Reporting of Health Care (continued)**

**3. Our hospital's reputation is influenced by public reporting of these measures.**

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**4. These measures accurately reflect quality of care for the conditions being measured at our hospital.**

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**5. Performance on these measures can be used to draw inferences about the general quality of care at our hospital.**

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Appendix 1. Hospital Leaders' Views on Public Reporting of Health Care (continued)**

**6. Measured differences in performance are large enough to differentiate between hospitals (They are they meaningful).**

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**7. Risk-adjustment methods used by the Centers for Medicare and Medicaid Services (CMS) are appropriate to account for differences in patient case mix across hospitals.**

*(Currently, CMS risk-adjusts the hospital mortality and readmission rates reported on the Hospital Compare website for patient age, gender, and clinical characteristics, but does not apply risk adjustment for hospital measures of processes of care, patient experience, costs, or volume.)*

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**8. Efforts to maximize performance on these quality measures may result in the neglect of other more important matters (i.e., “teaching to the test”).**

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Appendix 1. Hospital Leaders' Views on Public Reporting of Health Care (continued)**

**9. Hospitals may attempt to maximize their performance on this measure primarily by altering documentation and coding practices (i.e., gaming).**

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**10. Random variation (chance) is likely to affect my hospital's performance on these measures.**

|                    | Strongly Disagree        | Disagree                 | Agree                    | Strongly Agree           | Not Applicable           |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mortality          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Readmission        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Process Measures   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Patient Experience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Costs              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volume             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**11. How are publicly reported performance measures used at your institution? (Please check all that apply.)**

- Performance levels are incorporated into annual goals / objectives of the hospital.
- Performance is regularly reviewed with hospital Board of Trustees.
- Performance is regularly reviewed with senior administrative and clinical leaders.
- Performance is regularly reviewed with frontline clinical staff.
- Performance is used in variable compensation / bonus program of senior hospital leaders.
- Performance is used in variable compensation / bonus program of hospital-based physicians.

**Appendix 1. Hospital Leaders' Views on Public Reporting of Health Care (continued)**

**12. What is your gender?**

Male  Female

**13. What is your age?**

- < 40 years
- 40 – 44 years
- 45 – 49 years
- 50 – 54 years
- 55 – 60 years
- > 60 years

**14. Please indicate your professional or advanced degrees. (Please check all that apply.)**

- |                              |                              |  |
|------------------------------|------------------------------|--|
| <input type="checkbox"/> MD  | <input type="checkbox"/> MPH | <input type="checkbox"/> RN / BSN / MSN                |
| <input type="checkbox"/> DO  | <input type="checkbox"/> JD  | <input type="checkbox"/> MS / MA                       |
| <input type="checkbox"/> PhD | <input type="checkbox"/> MBA | <input type="checkbox"/> Other (Please specify): _____ |

**15. How many years have you been involved in quality measurement and improvement work?**

- Fewer than 5 years
- 5 to fewer than 10 years
- 10 to fewer than 15 years
- 15 or more years

**16. What is your current title?**

- |  |  |
|--|--|
| <input type="checkbox"/> Chief Quality Officer / Vice-President of Quality | <input type="checkbox"/> Vice-President of Medical Affairs |
| <input type="checkbox"/> Chief Executive Officer / President               | <input type="checkbox"/> Medical Director of Quality       |
| <input type="checkbox"/> Chief Medical Officer                             | <input type="checkbox"/> Chief of Staff                    |
|  | <input type="checkbox"/> Other (Please specify): _____     |

**17. How many years have you been in your current position?**

- Less than 1 year
- 1 to fewer than 3 years
- 3 to fewer than 5 years
- 5 to fewer than 10 years
- 10 or more years

**18. How would you describe your hospital's service area?**

Urban  Rural

**Appendix 1. Hospital Leaders' Views on Public Reporting of Health Care (continued)**

**19. What is the bed size of your hospital?**

- Fewer than 200 beds
- 201 to 400 beds
- 401 or more beds

**20. Is your hospital a teaching hospital? (as defined by CMS: “a hospital with one or more approved Graduate Medical Education Residency Programs.”)**

- No  Yes

**21. Please share your additional thoughts about publicly reported measures of health care quality, including strengths or weaknesses of current measures, ideas for new measures, etc.**