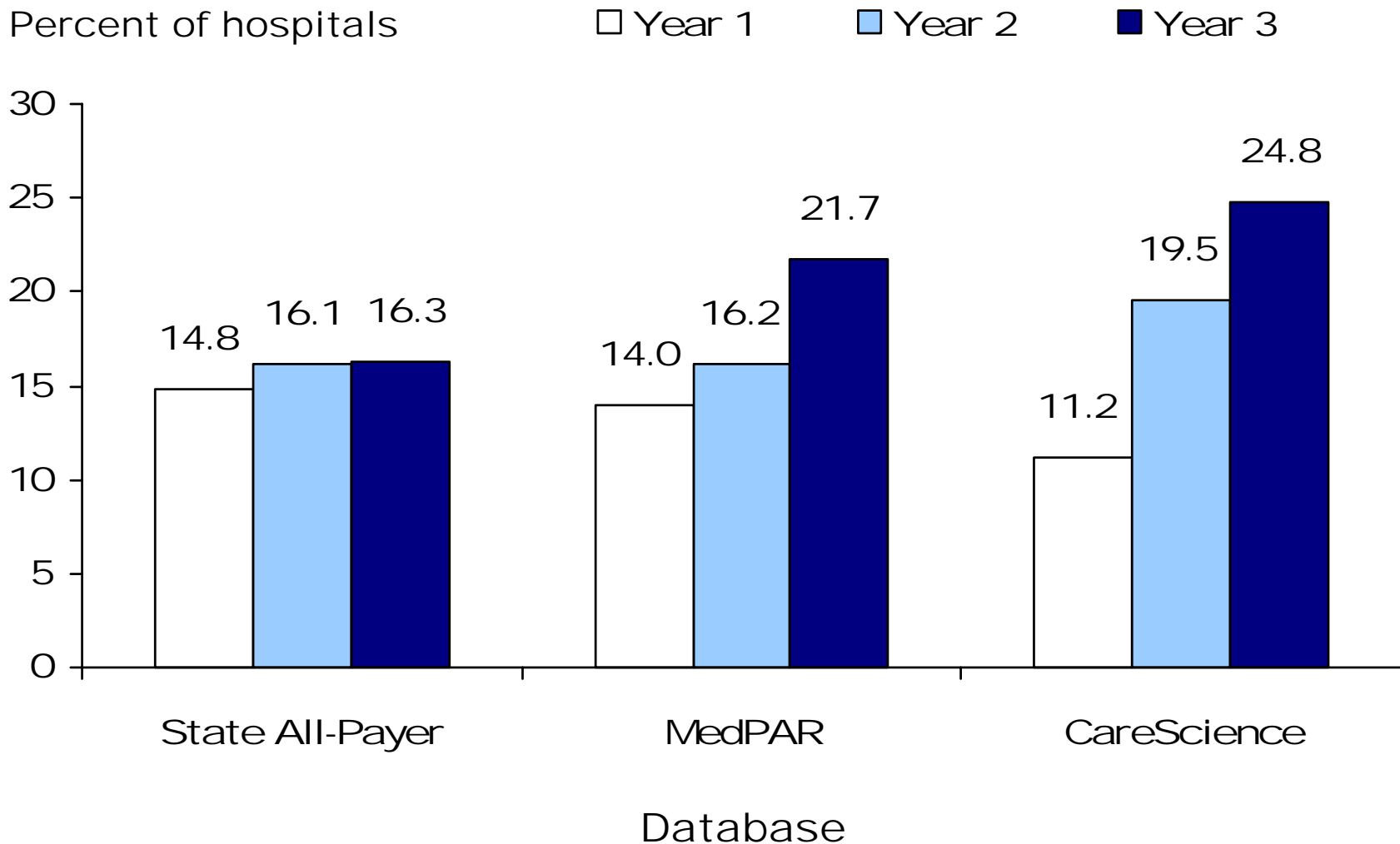


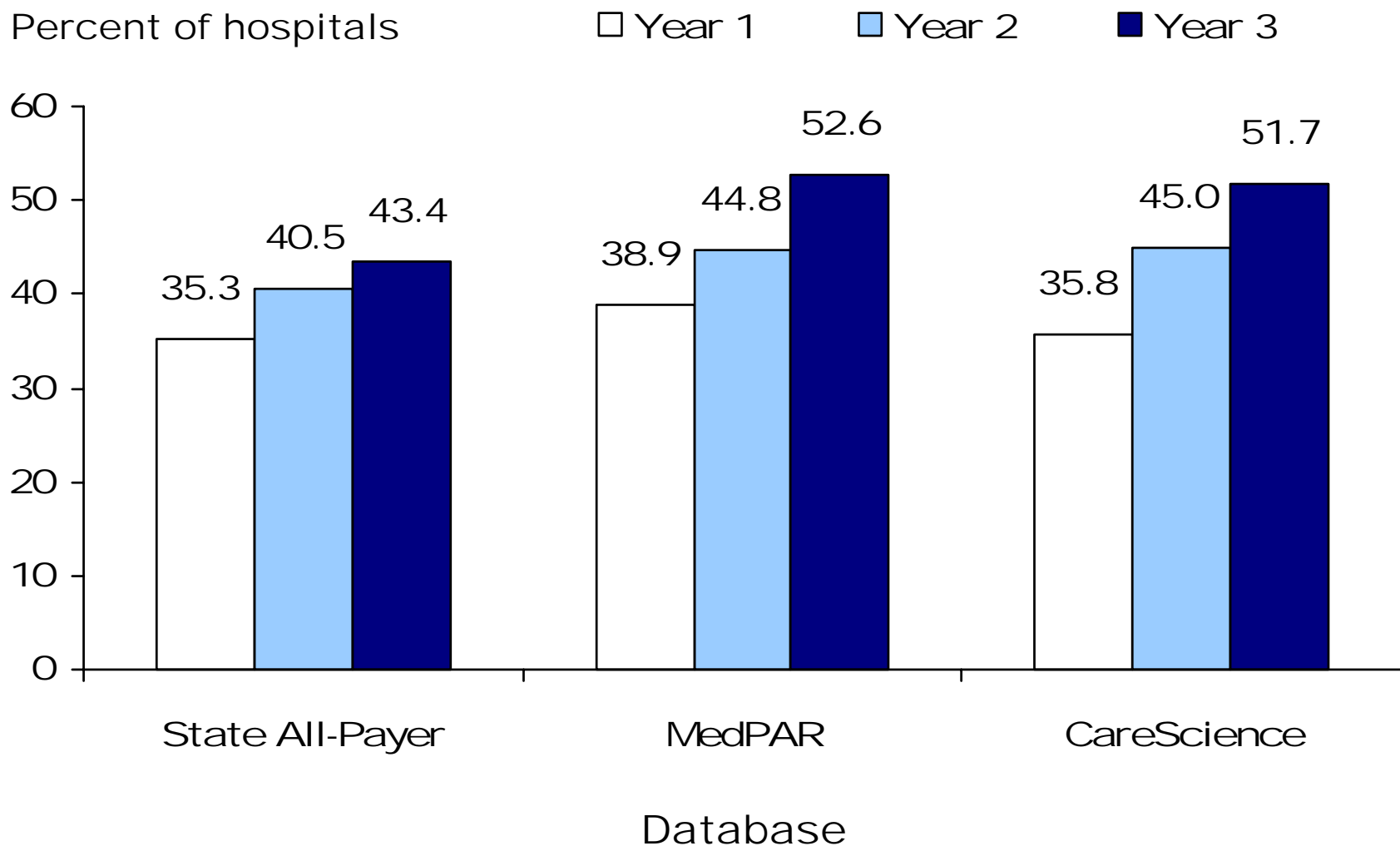
Figure ES-1. Select Practice* over Time



* Hospitals in the top two quintiles for both quality and efficiency.

Source: Authors' analysis.

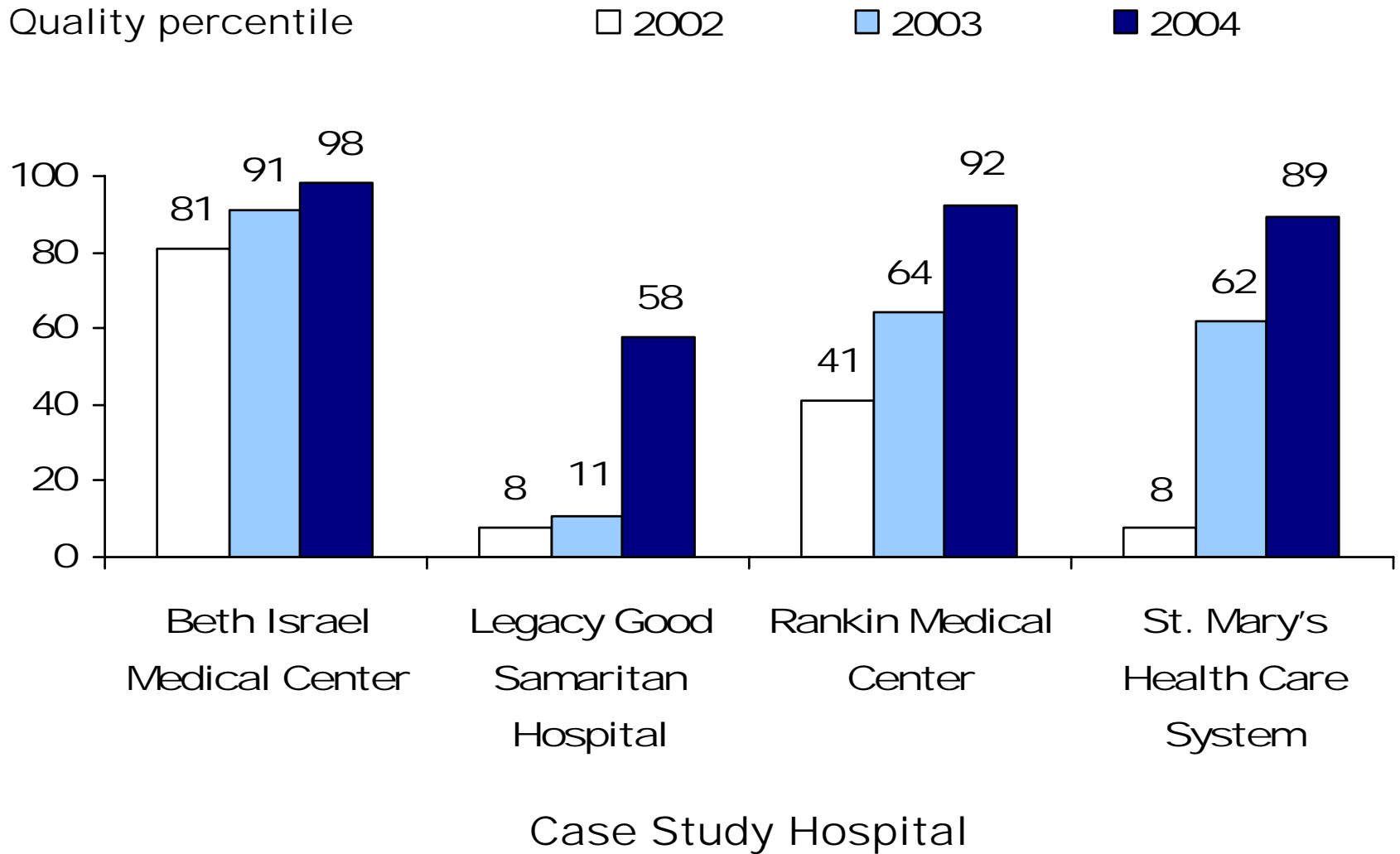
Figure ES-2. Percent of High-Efficiency Hospitals* over Time



* Hospitals whose risk-adjusted average length of stay is in the lowest two quintiles.

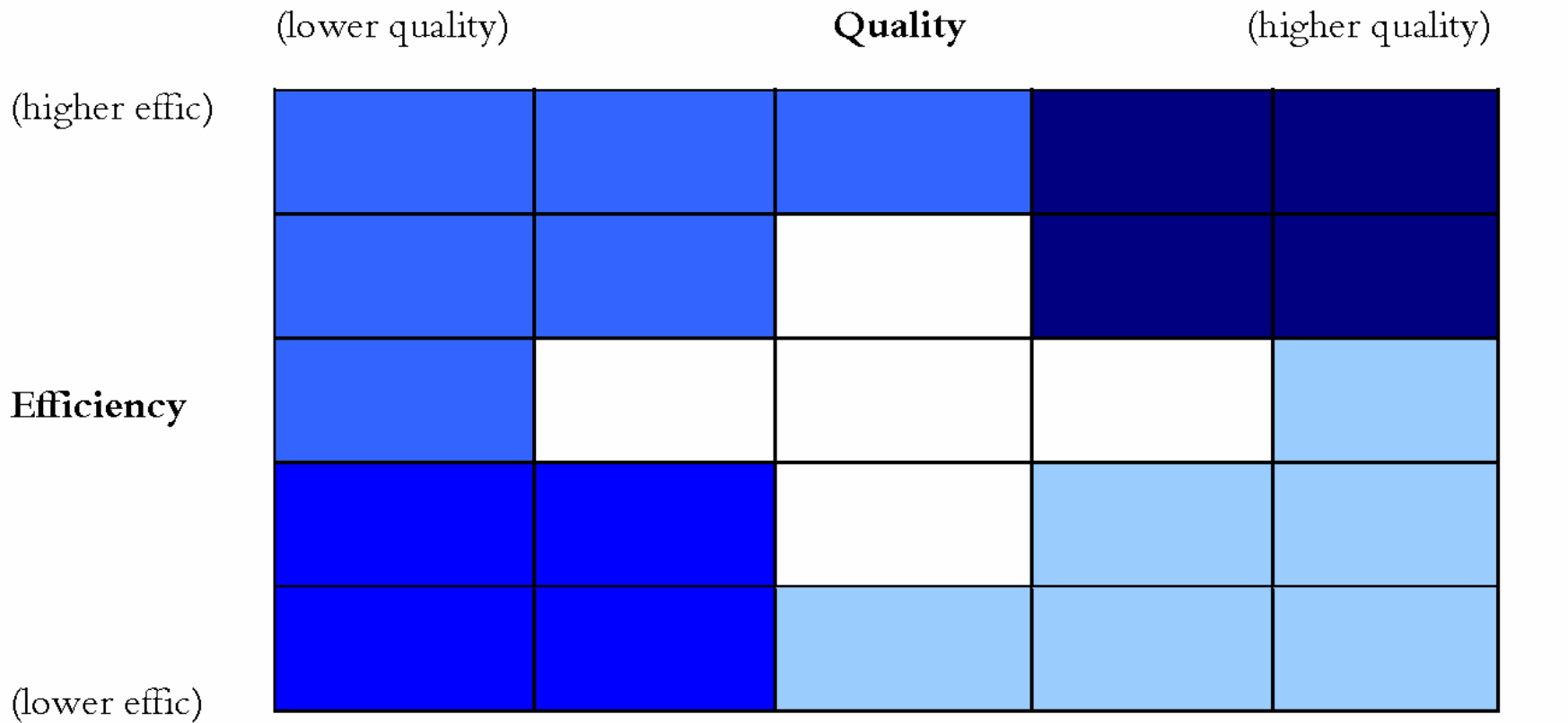
Source: Authors' analysis.


Figure ES-3. Quality Improvement* over Time
in Case Study Hospitals



* Trend in percentile ranking (percent of hospitals with a lower quality score).
Source: Authors' analysis.


Figure 1. Five Performance Categories Based on CareScience Select Practice



 High Efficiency & Low Quality

 Select Practice (High)

 Average Performance (Middle)

 Poor Performance (Low)


 High—High Quality & Low Efficiency

Figure 2. Mean Risk-Adjusted Mortality by Database

Risk-adjusted mortality rate

State All-Payer MedPAR CareScience Private

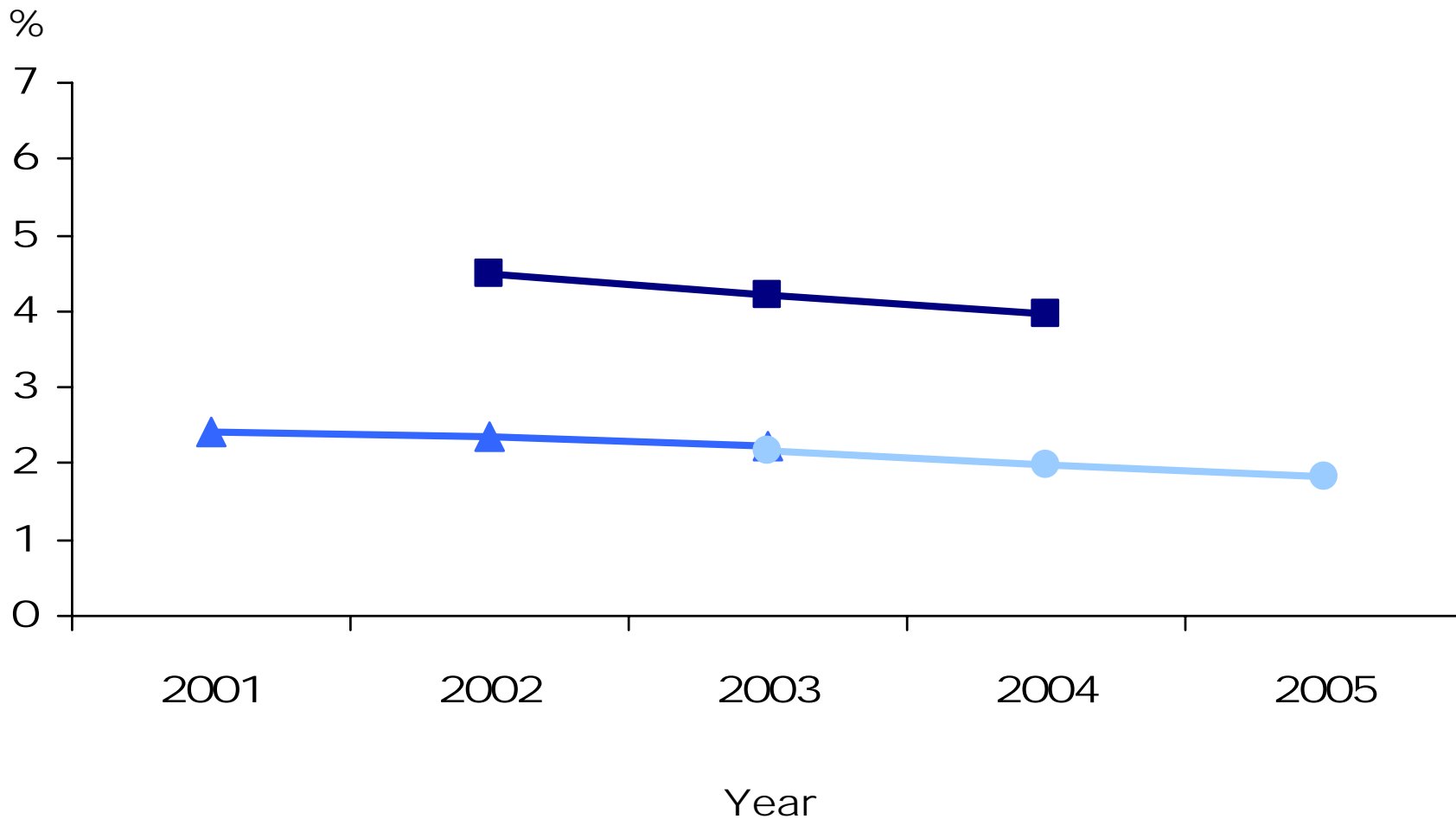


Figure 3. Mean Risk-Adjusted Length of Stay by Database

Risk-adjusted LOS (days)

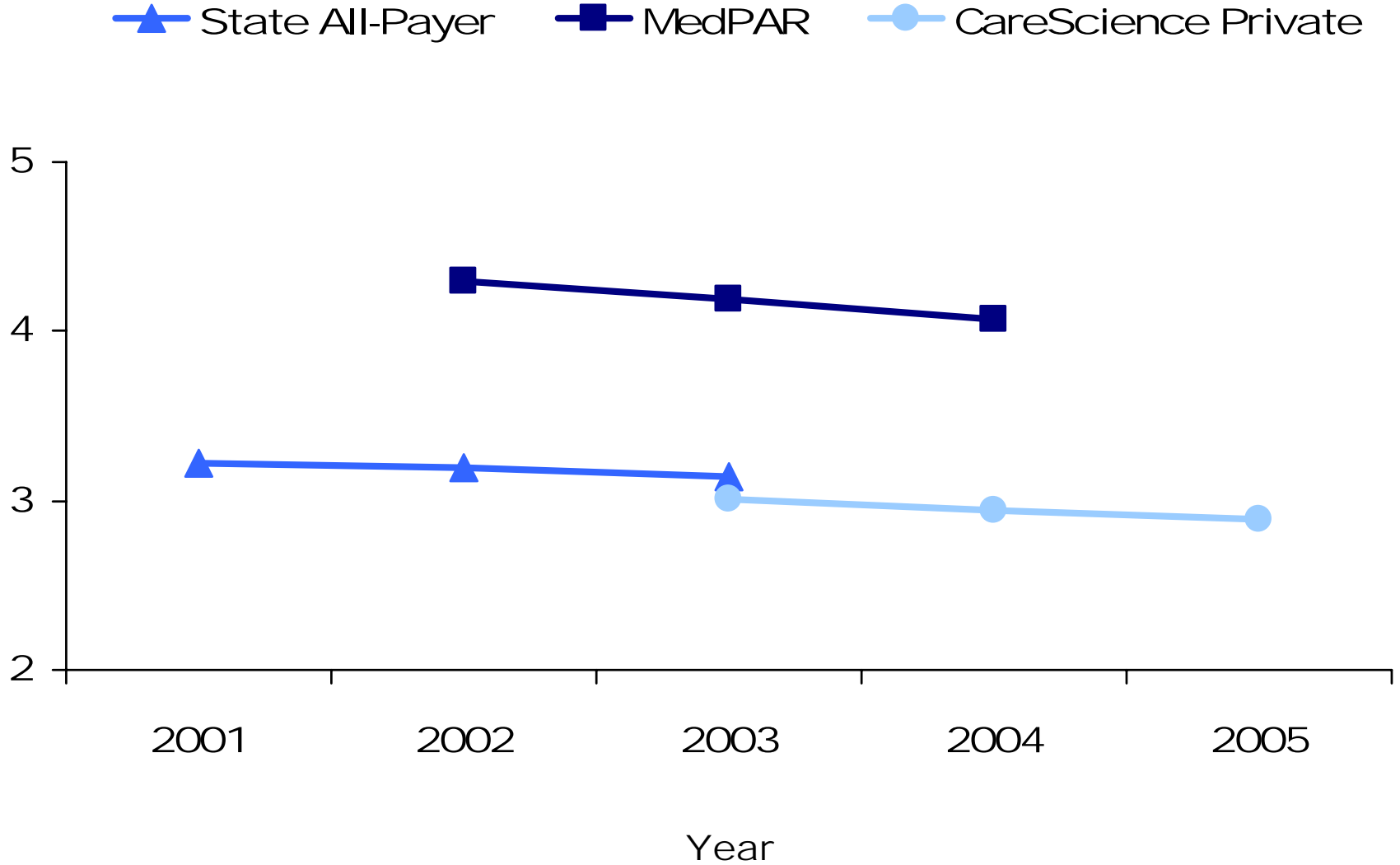


Figure 4. Mean Risk-Adjusted Complication Rate by Database

Risk-adjusted complication rate

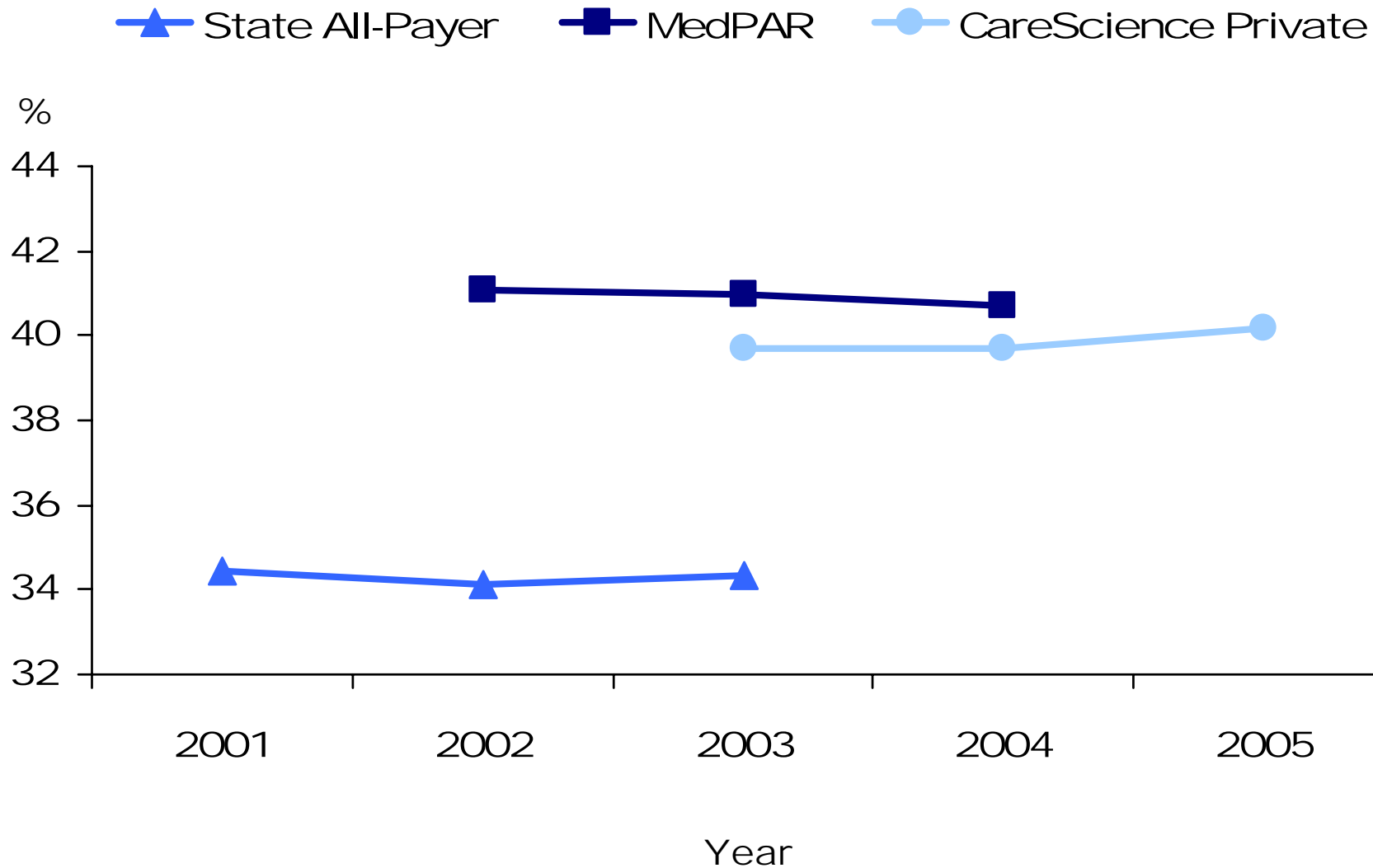


Figure 5. Mean Risk-Adjusted Morbidity Rate by Database

Risk-adjusted morbidity rate

State All-Payer MedPAR CareScience Private

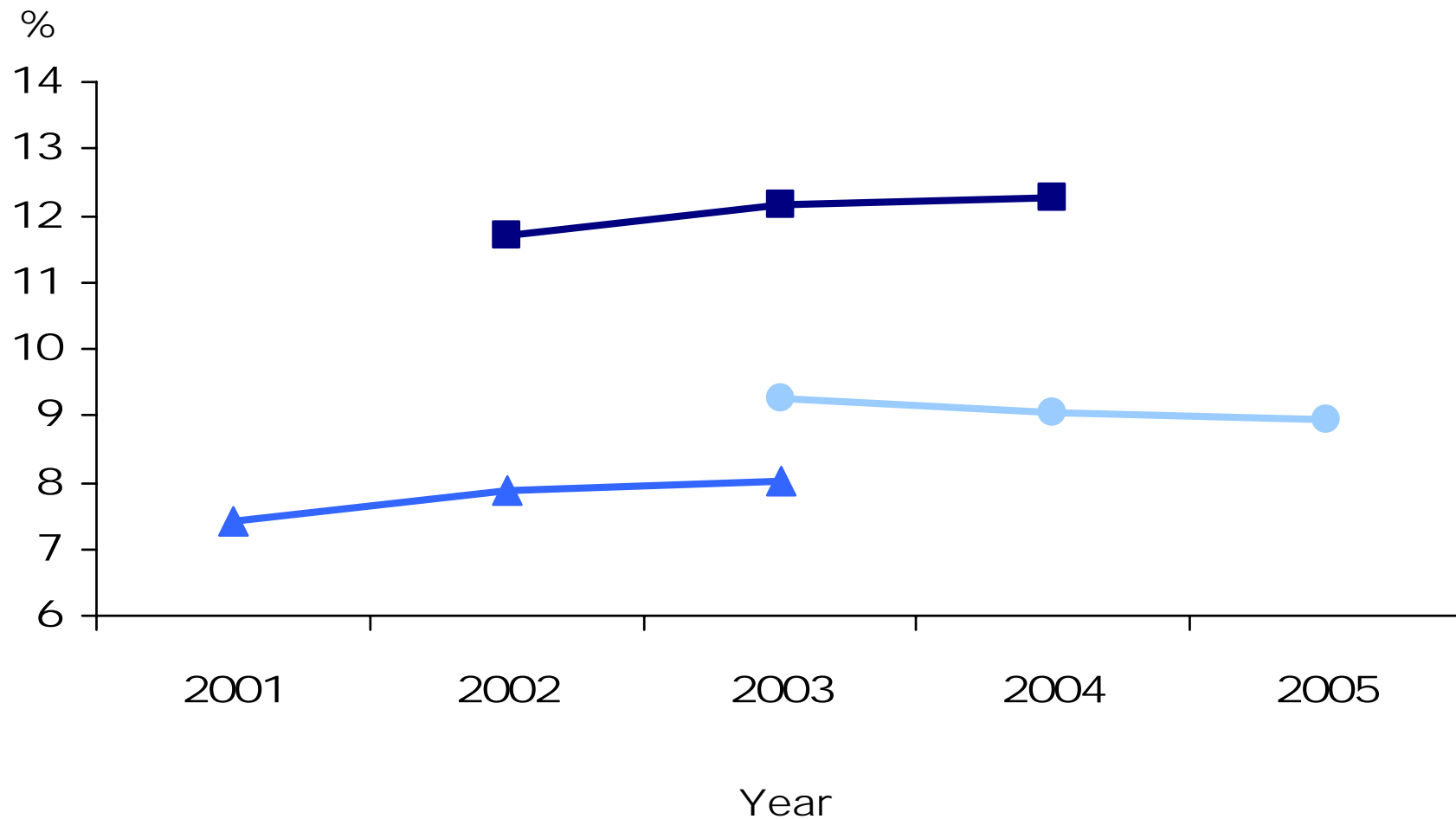


Figure 6. Dispersion in Risk-Adjusted Mortality Rates over Time

MedPAR risk-adjusted mortality rate

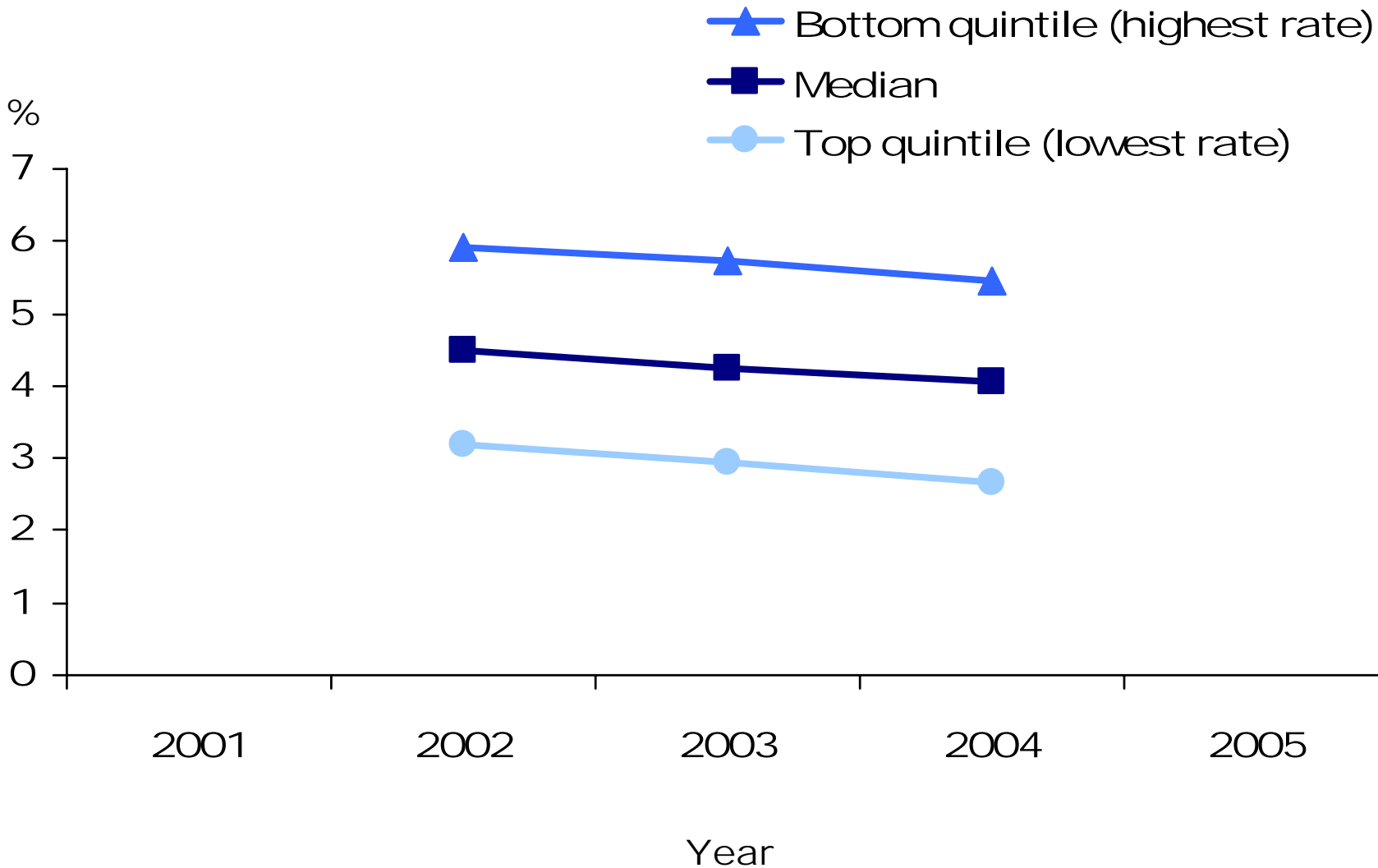


Figure 7. Dispersion in Risk-Adjusted Complication Rates over Time

MedPAR risk-adjusted complication rate

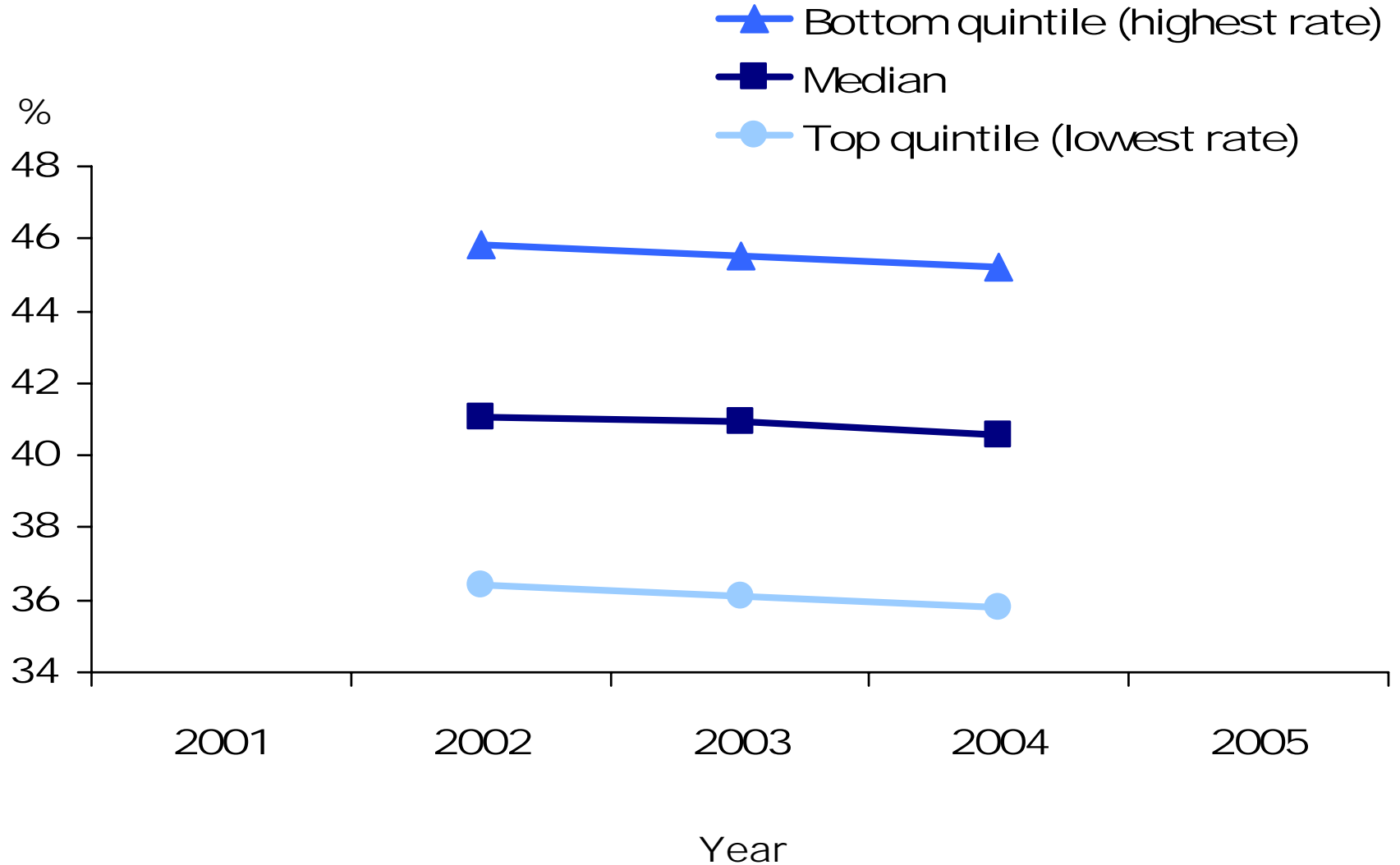


Figure 8. Dispersion in Risk-Adjusted Morbidity Rates over Time

MedPAR risk-adjusted morbidity rate

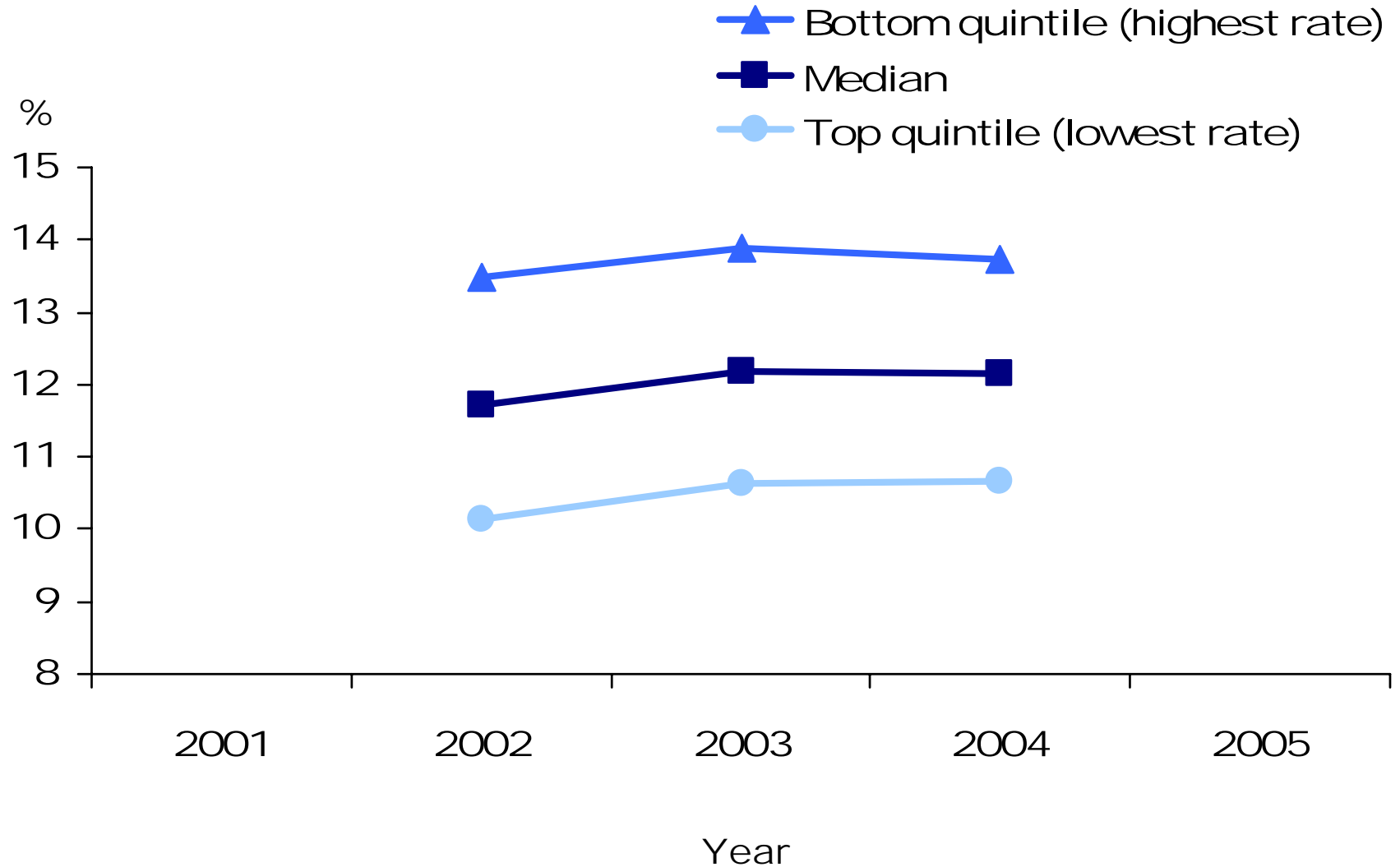


Figure 9. Dispersion in Risk-Adjusted Length of Stay over Time

MedPAR risk-adjusted LOS (days)

- ▲ Bottom quintile (highest rate)
- Median
- Top quintile (lowest rate)

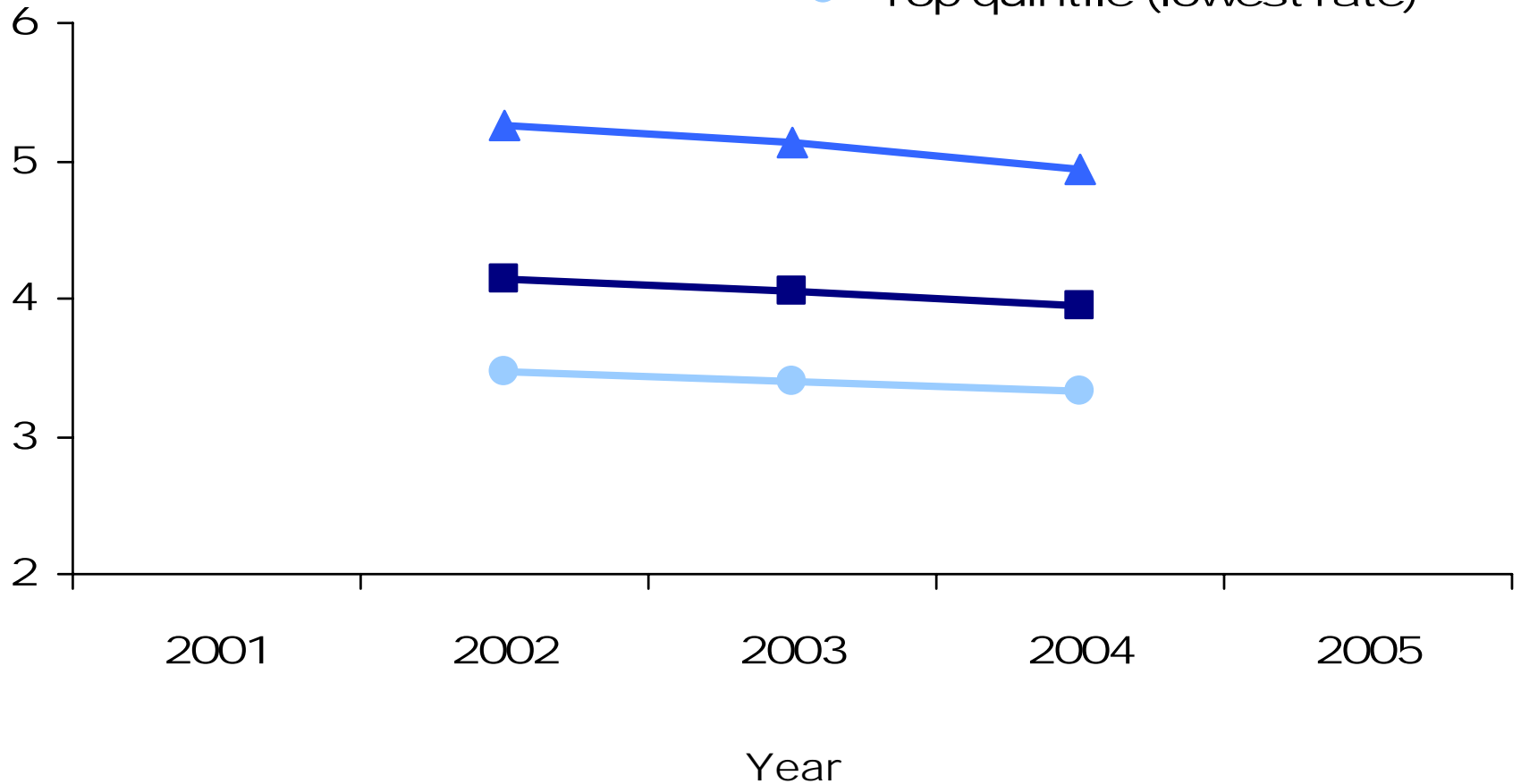
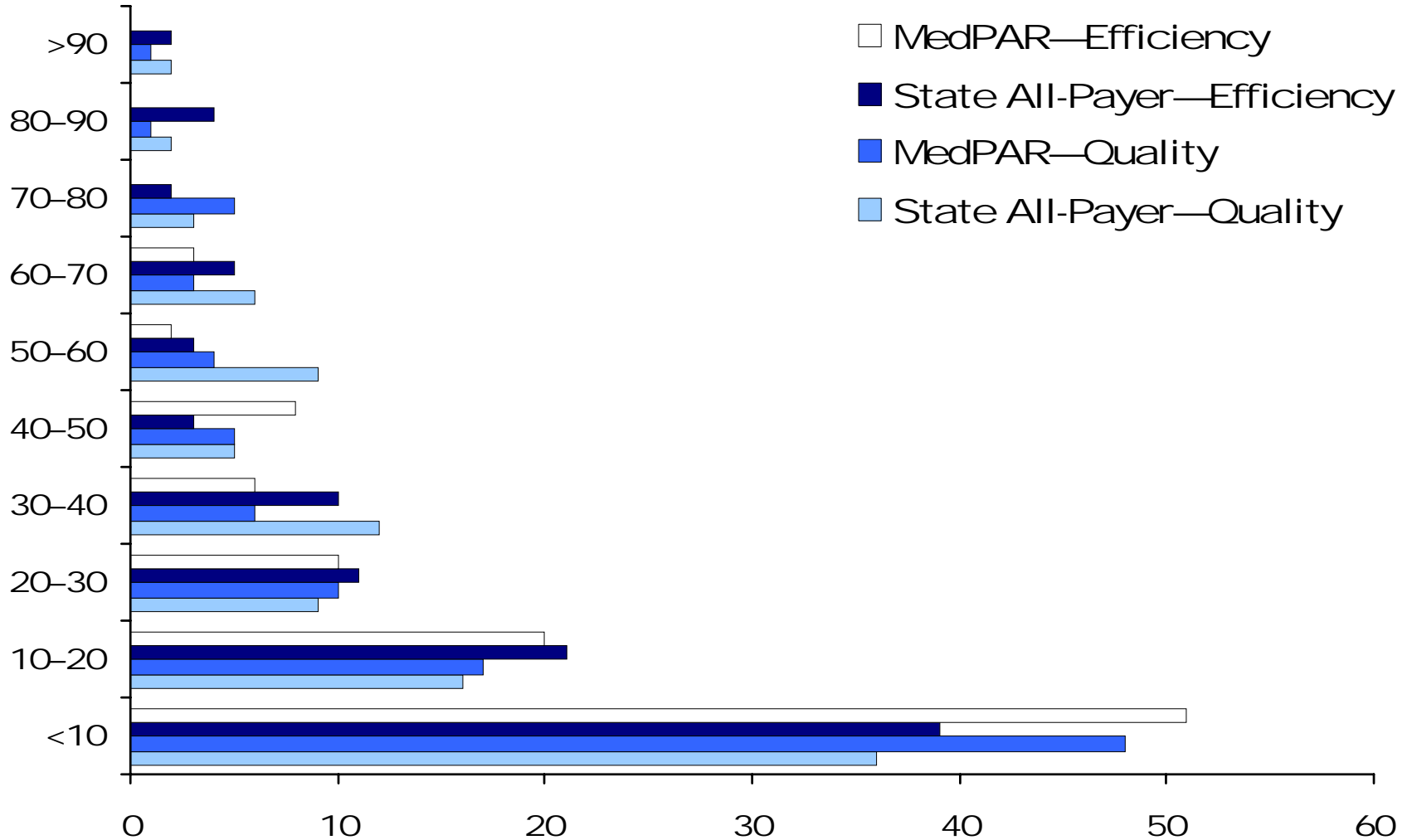


Figure 10. Starting Point Distribution for 100 Most-Improving Hospitals

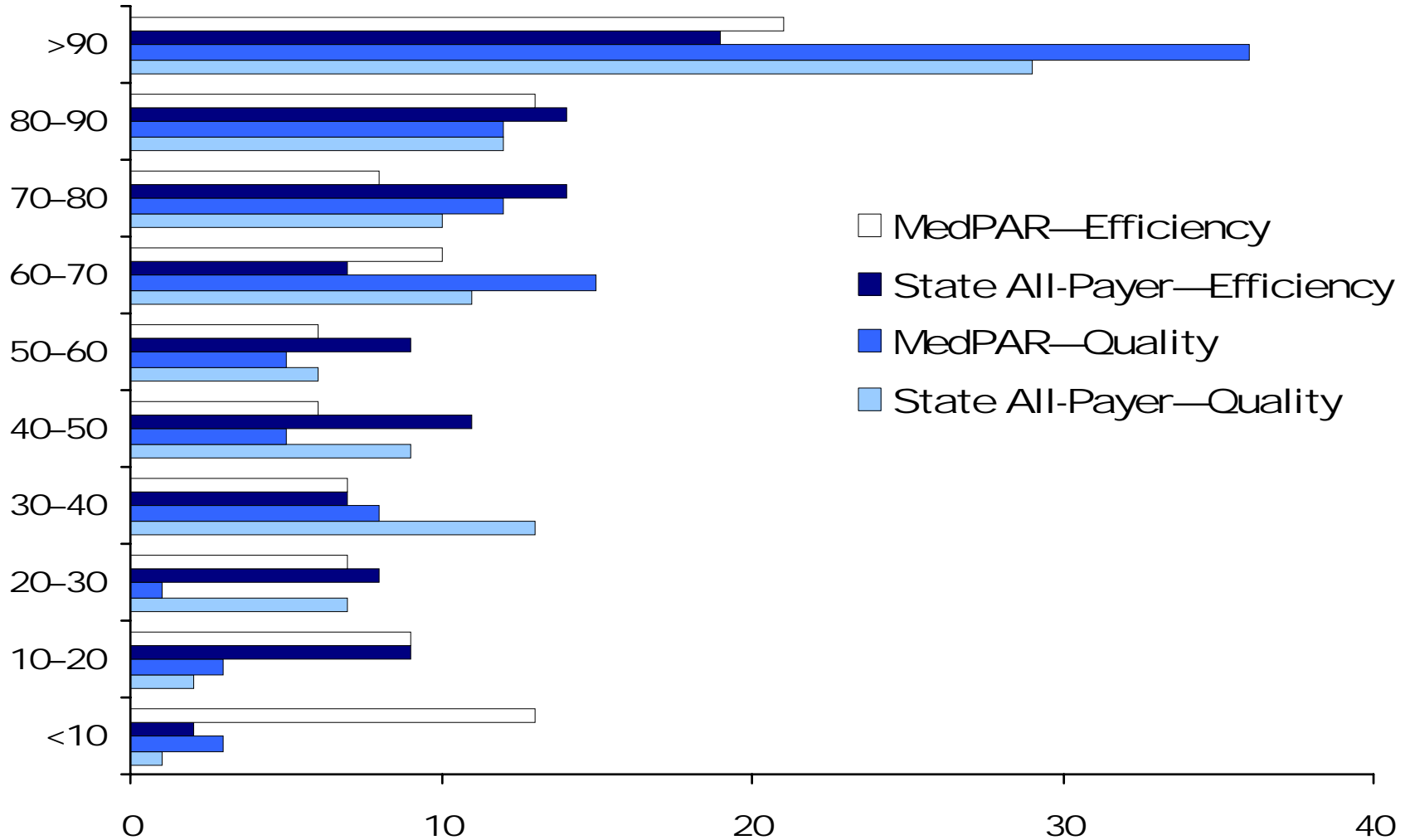
Starting percentile



Percent of 100 Most-Improving Hospitals

Figure 11. Starting Point Distribution for 100 Most-Deteriorating Hospitals

Starting percentile



Percent of 100 Most-Deteriorating Hospitals

Figure 12. Hospital Size by Performance Level

Discharges per year

■ 100 most-improving hospitals ■ All hospitals □ 100 most-deteriorating hospitals

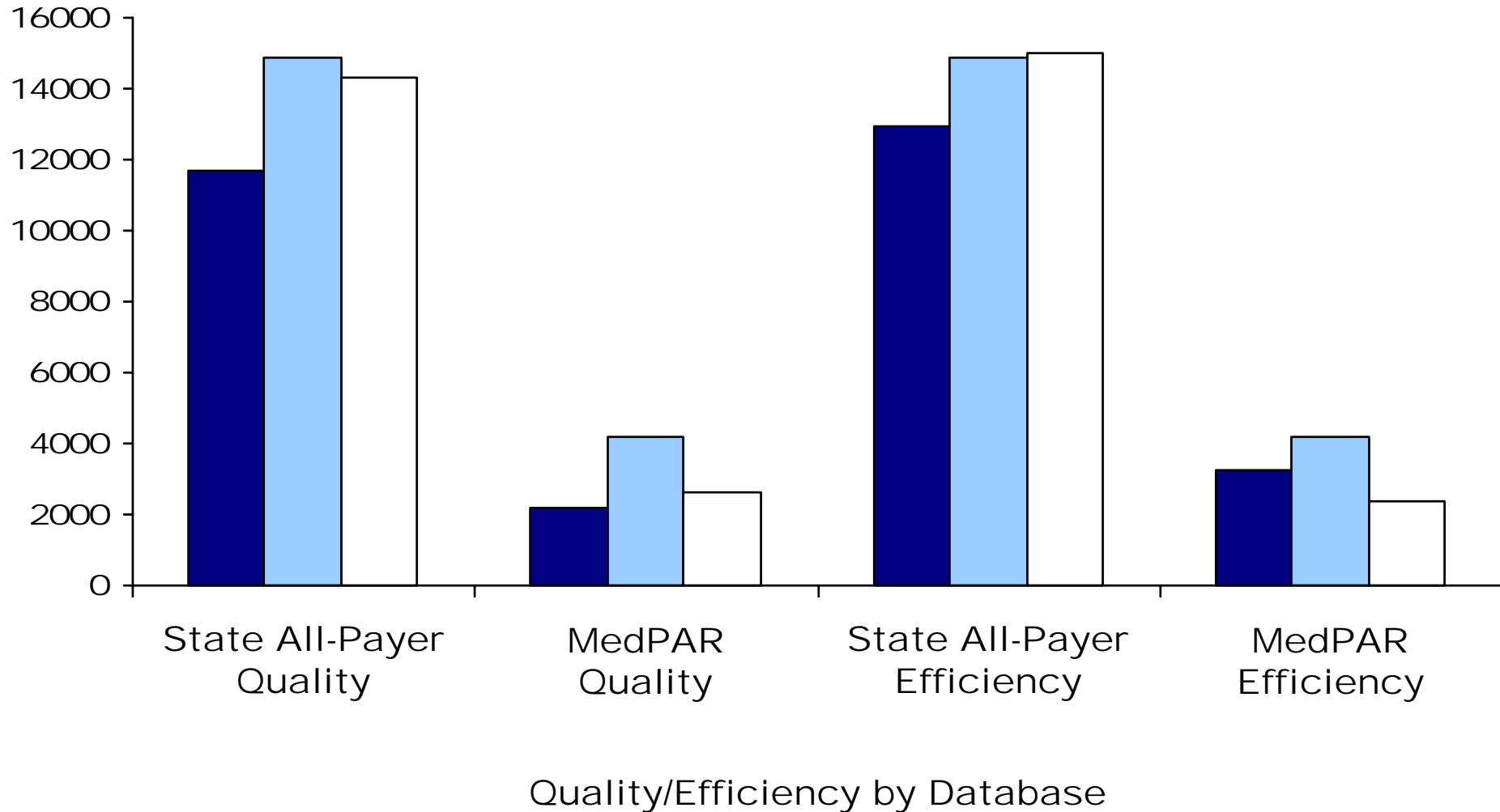


Figure 13. Hospital Teaching Status by Performance Level

Percent major teaching institution

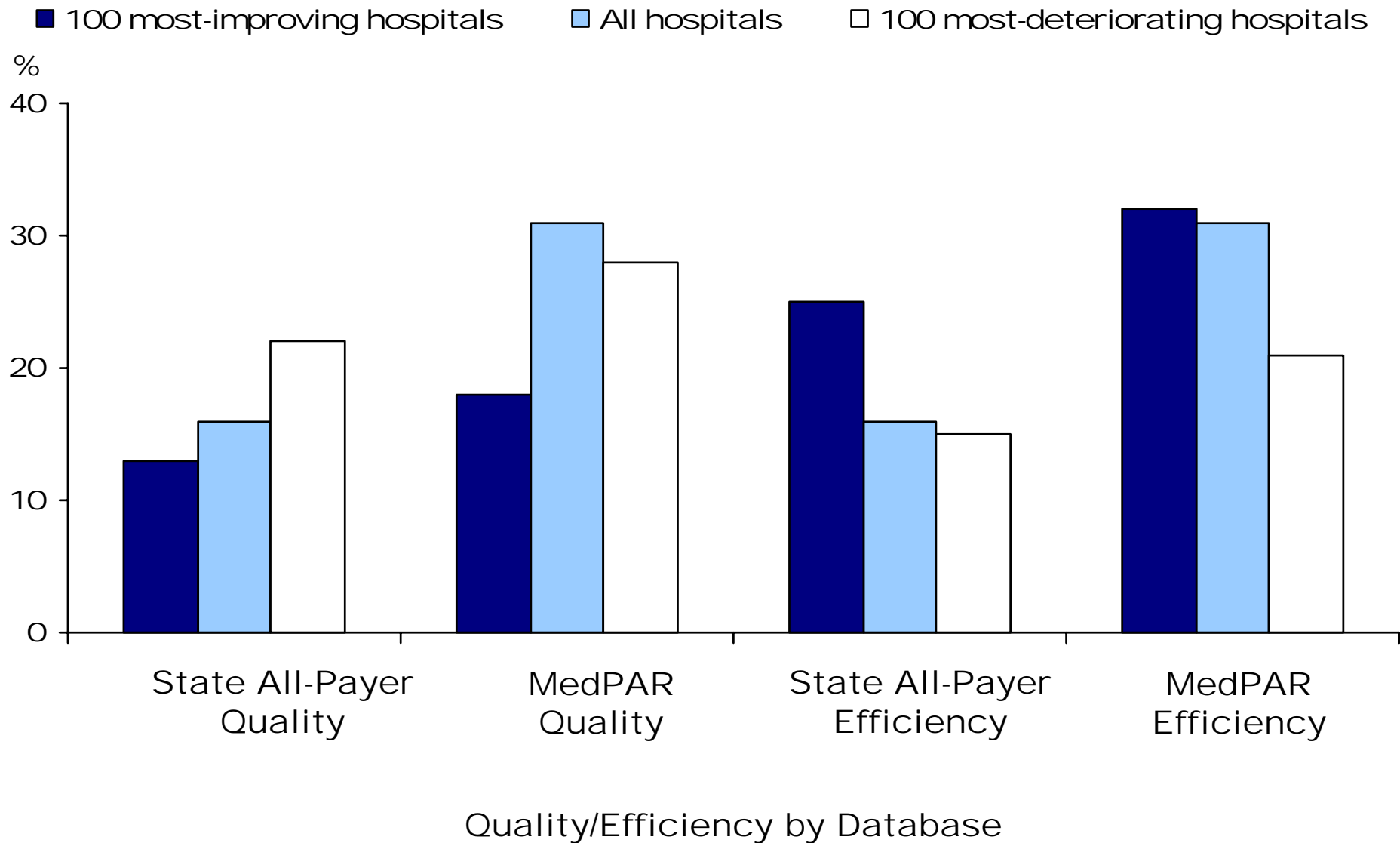
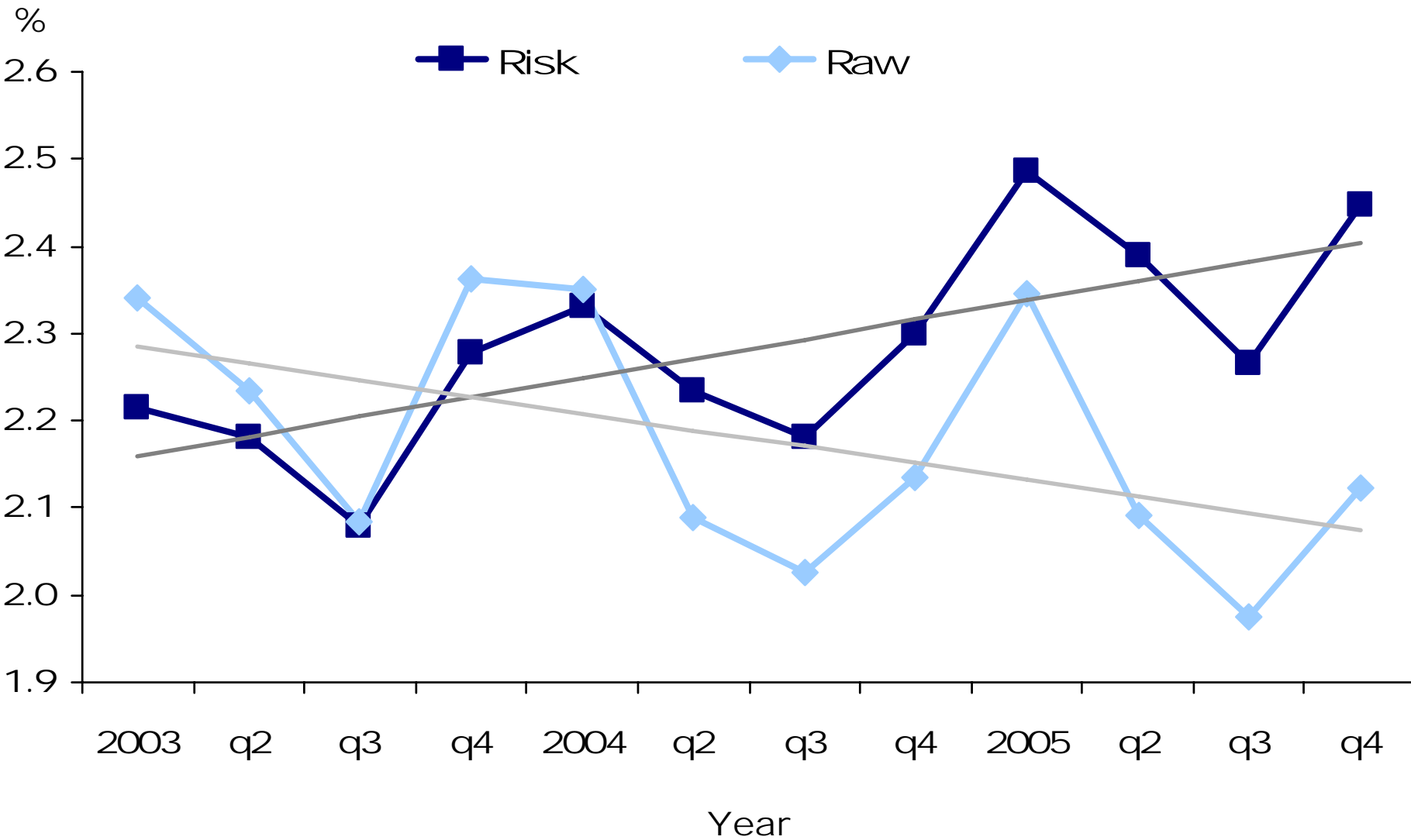


Figure 14. Raw Mortality and Mortality Risk Trends

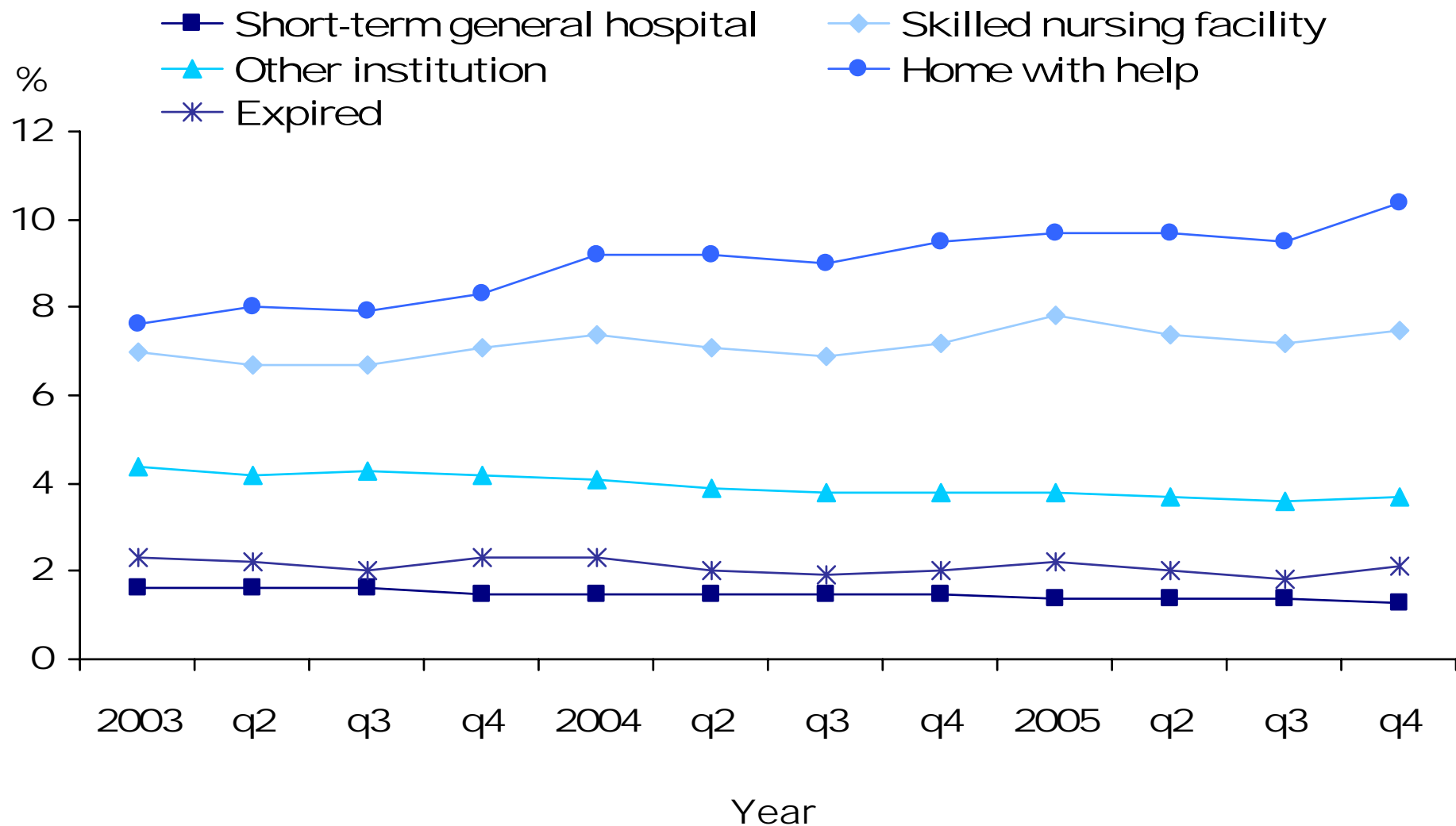
Quarterly mortality—case-weighted means



Source: CareScience private data.

Figure 15. Discharge Disposition Trend

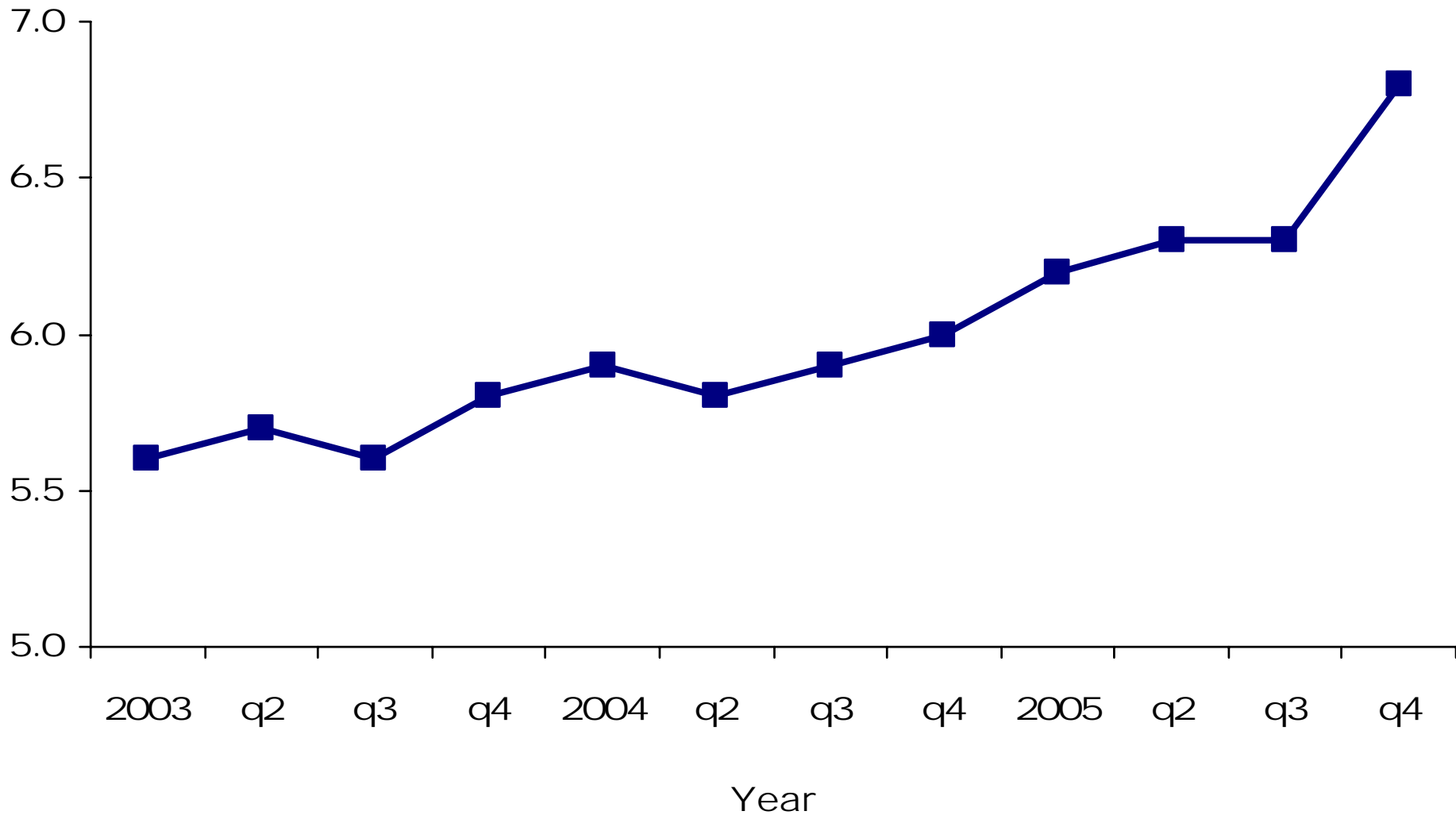
Percent of total discharges



Source: CareScience private data.

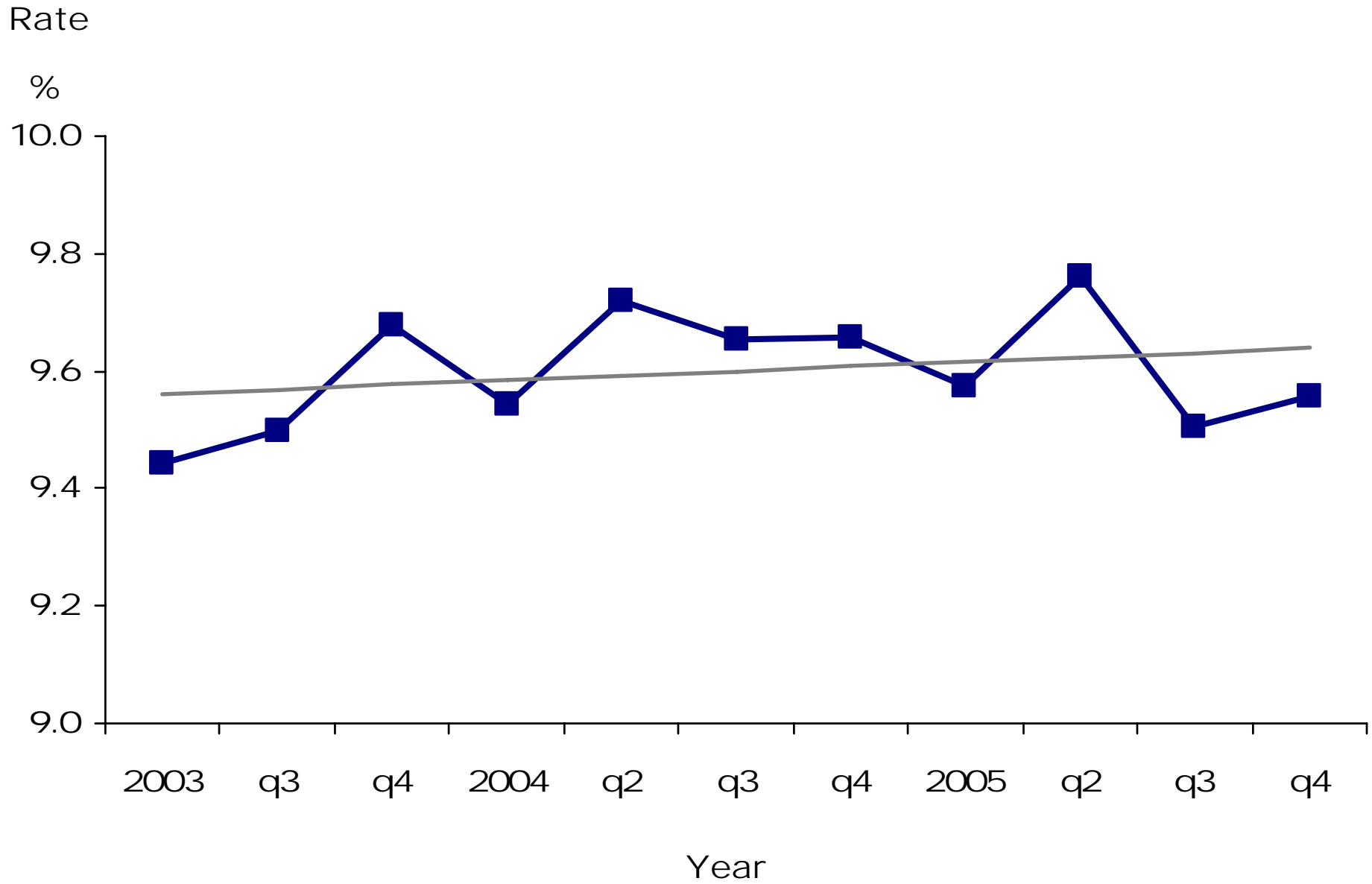
Figure 16. Secondary Diagnosis Trend

Number of secondary diagnoses per case



Source: CareScience private data.

Figure 17. Private Data: Readmission Rate by Quarter



Source: CareScience private data.