

Baldrige Healthcare Recipients Comparative Results

Category Item 7.1	Mercy HS 2007	Sharp HC 2007	NMMC 2006	Bronson 2005	RW Johnson 2004	St. Lukes 2003	Baptist 2003	SSM 2002	
Summarize your organization's KEY health care RESULTS. Segment your RESULTS by PATIENT and other CUSTOMER groups and market SEGMENTS, as appropriate. Include appropriate comparative data. Indicate those MEASURES that are mandated by regulatory, accreditor, or payor requirements.	AMI Process Measures	Inpatient Diabetes Mean Blood Glucose Level	Cardio Vascular Service Line - Acute Myocardial Infarction	Overall Mortality	Total Mortality Rate	Medicare Marketplace Comparison	Acute Myocardial Infarction - Beta-blocker At Arrival	Unplanned Readmissions Within 31 Days	
	AMI Mortality	Medical ICU Diabetes Average Blood Glucose Levels Glycemic Control Percentage In Joint Replacement Patients	Cardio Vascular Service Line - Coronary Artery Bypass Graft	Medicare Mortality	CHF Mortality Rate	Consumer's Checkbook Ratings	Acute Myocardial Infarction - Smoking Cessation Counseling	Improving The Care Of CHF Patients - Percent Of Patients Received Weighing Instructions	
	Total Mortality		Cardio Vascular/Medicine Service Lines - CHF	AF Mortality	MI Mortality Rate	VHA Green Light Project Surgical Infection/Antibiotics Within 1 Hour of Incision Hip/Knee Arthroplasty	Community Acquired Pneumonia - Blood Cultures Obtained	Percent Of CHF Patients On Coumadin	
	CAH Total Mortality	AMI-Beta Blockers At DC	ED/Surgical Service Lines	AMI Mortality	Stroke Mortality Rates		Pressure Ulcers	CHF Patients With Medication Instructions Patients Discharged on Aspirin/Antiplatelet Meds Patients Treated With Lipid Lowering Agent	
	CAP Process Measures	CAP Appropriate Antibiotic Selection Non-ICU	ED/Surgical (CCU) Service Line - Tracheostomy	Simple Pneumonia Mortality	Pneumonia Mortality Rates	Antibiotics Within 1 Hour of Incision	Medication Event Rate		
	CAP Mortality	AMI Mortality	ED/Surgical Service Line Craniotomy Professional Support Service Line Increased Patient Function After Rehab	Stroke Mortality	MI Treatment Indicators	Core Measures - CHF	Compliance With Restraint		
	Surgical Wound Infections	RoMACC On Discharge			Antibiotic Within 4 Hours	CHF Treatment Indicators	Core Measures - Community Acquired Pneumonia	Ventilator - Related Pneumonia For ICCU	Percent Of Orders With Dangerous Abbreviations
	Surgical Wound Infections for High Volume Surgeries	Cancer Five-Year Survival Rates	Medicine Service Line - Pneumonia		AMI Beta-Blocker At Discharge	AHA's Quality Initiative	Percentage of Patients Diagnosed With Ischemic Stroke Receiving tPA	Ventilator - Related Pneumonia For SINU	Mortality Rates

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SCIP Process Measures		Bariatric Program Results	Medicine Service Line - Respiratory System DX With Vent	Core Measure Compliance Scores	CHF Readmissions Within 31 Days		Central Line-Related Blood Stream Infections For SINU	Nursing Home Physical Restraints
ICU Infection Control		Patients With Hospital Acquired Pressure Ulcers Stage II+	Women's/Children's Service Line - Pregnancy @ Related Conditions	Antibiotics Within 1 Hour Of Surgical Incision	Lung Cancer Survivor Rate		Catheter - Related UTI For ICCU	
Physician Restraint Events		Hip Functional Status Improvement (Pre-OP To One Year Post OP)	All Service Lines - DVT Protocol Outcomes	PICU VAP Rate	Incident Reports		Catheter - Related UTI For SINU	
Post Acute Influenza Immunizations		Home Care Improvement of Patient Transfer Ability	Oncology/Behavioral Health Service Line Calls And Restraints	Patient Fall Rate	Medication Errors That Did Not Reach The Patient		Rates Of Seclusion For Behavioral Medicine Patients	
Childhood Immunizations		Surgical ICU Central Line Bloodstream Infections	Medicare Data - 30 Day Readmissions	Overall Hospital/Acquired Skin Breakdown	Surgical (Timeout)		Rates of Restraints For Behavioral Medicine Patients	
Patient Safety Measures		System Ventilator Associated Pneumonia Rates	Patient Safety - Inpatient Significant Medication Errors	Patient Required Measures	Patient Falls		CARE Overall Score Hospitalists Significantly Impact ALOS	
CHF Process Measures		AHRQ Patient Safety Indicators	Patient Safety Indicators	Home Health Composite Scores Home Health Improvement In Pain Management	Use Of Restraints		Hospitalists Mitigate Costs Of Inpatient Care	
CHF Mortality		Stroke Care Results Stroke Patient	Long-term Care Quality Indicators	Home Health Hospital Readmission Rate			Open Heart Program Mortality Rate	
MAC Home Health Outcomes		Functional Status Improvement	Homecare - Quality Compliance					

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Clinic Diabetes Results		Breast Cancer Screening	Homecare Improvement In Cognitive Functioning And Improvement In ADL Ranking	NICU Chronic Lung Disease Percentile				
Diabetes Management		Cervical Cancer Screening	Hospital Comparisons In Heart Attack Care, Heart Failure Care And Pneumonia Care					
Asthma Disease Management		Blood Sugar Testing	Composite Quality Score					
Appropriate Asthma Med Use		High Risk Cholesterol LDL Control Improvement In Diabetics With LDL > 100 Surgical Infection Prevention						

7.2

Summarize your organization's KEY PATIENT- and other CUSTOMER-focused RESULTS for PATIENT/CUSTOMER satisfaction and PATIENT/CUSTOMER-perceived VALUE, including PATIENT and other CUSTOMER loyalty. Segment your RESULTS by program or service types or groups, CUSTOMER groups, and market SEGMENTS, as appropriate. Include -appropriate comparative data.

Percent Satisfied By Core Service	Inpatient/Out Patient Overall Satisfaction	Inpatient Satisfaction		Patient Satisfaction	Patient Satisfaction By Patient Group	Perception Ranking vs. Top Competitors	Inpatient Satisfaction	Inpatient Satisfaction Emergency Department
Inpatient Satisfaction By Location	Medical Group's Patient Satisfaction Inpatient	Patient Satisfaction By Service Line Pediatric		Overall Satisfaction	Satisfaction With Nursing	Perception Ranking By Product Line	Outpatient Satisfaction	
Inpatient Satisfaction Key Indicators	Rehabilitation Satisfaction	Satisfaction By Service Line		Inpatient Satisfaction By Service	Satisfaction With Nursing Courtesy	Patient Satisfaction	Ambulatory Satisfaction	Outpatients Surgery Satisfaction

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ED Satisfaction By Location	Mental Health Patient Satisfaction	Pain Management Satisfaction	Dissatisfaction With Discharge	ED Patient Satisfaction	Nursing Student Satisfaction	Behavioral Medicine Satisfaction	Home Care Satisfaction	
ED Satisfaction - Key Indicators	Inpatient - Attention To Personal Needs	Outpatient Satisfaction	Emergency Department Satisfaction	Outpatient Satisfaction By Service	ED Patient Satisfaction With Nursing	Inpatient Would Recommend	Home Health Satisfaction	Staff Did All Possible To Control Pain
Clinic Satisfaction By State/Specialty	Inpatient Pain Control	Department Satisfaction	Patient Dissatisfaction	Satisfaction With Physicians	Outpatient Would Recommend	LifeFlight Satisfaction	Did Nursing Staff Respond Quickly	Emergency Department Wait Time Reasonable
Clinic Satisfaction With Courtesy	Long-term Care Patient Satisfaction	Long-term Care Satisfaction	Dissatisfaction By Type	Outpatient Satisfaction	ED Patient Would Recommend	Oncology Patient Satisfaction	Adequate Directions Given About Taking Medications Or Follow-up Care	
Acute Care Percent Satisfied	Inpatient Priority Index Patient Satisfaction	Nurse Satisfaction	Patient Requirements	Patient Dissatisfaction By Patient Group	ER Loyalty Measures	Staff Sensitivity to Inconvenience		
Satisfaction - Getting Care Needed	Target Market Inpatient Satisfaction	Home Care Patient Satisfaction	Loyalty Measures	ED Left Without Treatment	Average Time to Respond to Complaints	Cheerfulness of Hospital		
Satisfaction - Physicians And Staff Community Education	With Patient Pain Control	Likelihood to Recommend	ER Loyalty Measures	Likelihood To Return	Patient Loyalty By Service	Outpatient - Staff Concern for Privacy		
Satisfaction By County	Overall Inpatient Dissatisfaction	Nursing Care Complaints	Employer Satisfaction	Physician Satisfaction	Top Box, Very Satisfied	Physician Satisfaction with Hospital Administration Involving Medical Staff in Hospital Customer Value Analysis		
Customer Loyalty	Improvement of Patient Complaints	Employer Satisfaction	Physician Satisfaction	Best Overall Hospital	Community Loyalty			
Community Loyalty	Grievance Rates Top of Mind	Food and Nutrition Satisfaction	Medical Staff Rating	Hospital Preference By Service Type	Community Education Program Satisfaction	Membership Programs		
Service Recovery Score	Awareness Of Hospital Systems	Patient Loyalty and Referral	Perception of Quality			Business Satisfaction with Programs		

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		Service Line Preference Grievance Resolve in 30 Days						
		Assessment Of Healthcare Provider						
7.3 Summarize your organization's key financial and health care marketplace performance results by patient or other customer or market segments, as appropriate. Include appropriate comparative data.			Uncompensated Care Costs As A Percent Of Total Expenses	Profit Margin	Days Cash on Hand Average Age Of Property, Plant and Equipment	Total Margin	Net Income	Not For Profit Healthcare Ratings
Growth In Net Revenue	Net Revenue Results	Hospital Days In Accounts Receivable	Profit Margin	Return on Assets	Operating Margin	Current Ratio	Approved Capital Investment	
Operating Margin	Billing Cost Per Dollar Earned	Not For Profit Healthcare Ratings Distribution	Profit Margin By Delivery Mechanism	Occupancy Rate	Total Revenues	Net Patient Revenue	Overall Operating Margin	
Growth in Equity	Adjusted Fixed Asset Turnover	EBITDA Results	Days In Accounts Receivable	Saving Due to Staffing Services	Debt Service Coverage	Net Revenues	Net Days in Accounts Receivable	Operating Revenue and Expense
Physician Practice Measures	Current Ratio of Assets/Liabilities	Days Of Cash On Hand	Market Growth	Expense Per Adjusted Admission	Return on Equity	Cash Receipts per Bank Day	Homecare Operating Margin	
Retail Revenue By Service	Average Payment Period	Debt To Capitalization	Overall Market Share	FTE Per Adjusted Occupied Bed	Return on Total Assets	Utilization Statistics	Physician Practice Direct Operating Costs	Net Revenue Per Physician Practice
Volumes Growth	Professional Liability Insurance Costs	Case Mix Index Price Increases Vs. Consumer Price Index	Inpatient Market Share	Inpatient and Outpatient Revenue	Days Cash on Hand	Cardiology Product Line	Orthopedic Product Line	Competitive Position
Inpatient Market Share	Market Share Results	Market Share By Target Market Segment	ER Market Share	Operating Margin	Market Value Index	Outside Primary Service Area		
Outpatient Surgery Market Share	Cost Per Adjusted Discharge	Ambulatory Surgery Market Share	Operating Margin by Product Line					

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Physician Office Visit Market Share		Outpatient/Emergency Department Market Share	Budget Accountability Report By Service Line	Outpatient Imaging Market Share	ED Market Share		Market Share Open Heart Surgery	
		Market Share By Region	Care Based Cost Management Cost Per Adjusted Discharge Vs. Average Length Of Stay		Cardiology Market Share		Bariatric Product Line Procedures Per Year	
		Obstetrics Market Share Neurology Market Share Cardiology Market Share	Market Share By Service Line		Surgery Market Share Obstetrics Market Share Oncology Market Share Orthopedic Market Share		Volume of Cases	

7.4

Summarize your organization's KEY workforce-focused RESULTS for WORKFORCE ENGAGEMENT and for your WORKFORCE environment. Segment your RESULTS to address the DIVERSITY of your workforce and to address your WORKFORCE groups and SEGMENTS, as appropriate. Include appropriate comparative data.

Segmented Turnover Workforce Engagement Indicators	I Speak Highly of Sharp to Others	Diversity Demographics	Employee Turnover	Correlation Between Employee Satisfaction and Patient Satisfaction	Human Capital Value	Employee Attitude	Average Acute Length of Stay
Partner Survey - Feeling Valued	I Am Satisfied With My Employment I Believe My Work Contributes to the Success of Sharp	Employee Retention	Rn Turnover	RN Retention Rate	Diversity of Workforce	Staff Positive Morale	Paid Hours Per Adjusted Patient Stay
Partner Survey - Overall Satisfaction	Sharp is a Leader in Providing High Quality Services	Vacancy Rates	Vacancy Rates	RN Fill Rate	Employee Turnover	Response Rate	Total Outpatient Visit Time
		Contribution To Nursing School Education	Vacancy Rates for Respiratory Care	Employee Vacancy Rate	Needlesticks	Patient Satisfaction Correlated to Employee Morale	Mammogram Reporting Turnaround

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Worklife Balance		Nursing Satisfaction	RN Staffed Rates	Employees Hired by Internal Referral	Employee Retention Rate	Employee Satisfaction	Employee Satisfaction Results	Availability of Inventory
Commitment to Education		Nursing Mentor Program Employee	Training Hours Per FTE	Job Growth	Employee Turnover	Retention	Employee Turnover	Invoice Error Rate
Co pendency Rates By Job Class		Satisfaction by Ethnicity Increase in Compensation	Training Effectiveness Employee Satisfaction With	Timely Performance Appraisals	Temporary Help Expenses	Employee Dissatisfaction	Rn Vacancy Rate	Purchasing Savings
Vacancy Rate		Benefit Spending	Training Employee Recognition and Rewards	Training Hours per FTE Investment in Employee Development	Performance Appraisal Scores		Improvement Ideas	Days Sales Outstanding
Retention Rate by Job Type	Internal Promotion Rate				Internal Referrals		Recognition Certificates	Electronic Applicant Tracking
Performance Appraisal Timely Completion	Timely Performance Appraisal	Workplace Health and Safety		Tuition Assistance	Training Hours per FTE Investment in Employee Development		Late Employee Evaluations	Reliability and Dependability
Ethic Diversity	Annual Retention By Job Class	Culture of Patient Safety Employee Satisfaction	Feedback for Improvement Overall Employee Satisfaction		Nursing Education Hours Awarded Employee Satisfaction Composite		ROI on Employee Training	Claim Transmission Volumes Insurance Cash Collections
Treated Fairly	Turnover Rate			Employee Leadership Decisions			Needlesticks	
Trust Index	Workforce Vacancy	Livewell Incentive Plan	Employee Satisfaction with Benefits	Employees Satisfaction with Benefits	Employee Satisfaction Segmented by Shift Employee Satisfaction by Department			Net Account Receivable Days
Lost Time Injuries	Training Expenditure By Employee							JCAHO Survey Scores
Safe Environment	Termination Due to Absenteeism Women and Minorities in Managerial and Professional Positions	Employee Survey Segmentation	Employee Satisfaction with Pay	Employee Satisfaction with Pay				OSHA Reportable Incidents
		Ideas for Excellence		Employee Job Mobility		Employee Satisfaction by Employee Segment		Charity Goals and Charity Care Provided

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			Employee Satisfaction		Employee Satisfaction with Recognition			
		Workers Compensation Claims Cost of Lost Time To Worker's Compensation	Correlated Patient Outcomes	I Feel Safe in my Work Environment	Work Environment Factors			
		OSHA Experience Codification Number	Volunteer Services			Employee Sharps Injuries		
				OSHA Injuries Sprains and Strains				

7.5

Summarize your organization's KEY operational PERFORMANCE RESULTS that contribute to the improvement of organizational effectiveness, including your organization's readiness for emergencies. Segment your -RESULTS by HEALTH CARE service types and groups, by PROCESSES and locations, and by market SEGMENTS, as appropriate. Include appropriate comparative data.

NOT AVAILABLE

Average Length of Stay	Work Systems Results	Length of Stay Vs. Case Mix Index	Medicare Length of Stay	All Payer Length of Stay	Admitting Wait Time	Supply Fill Rate
Days to Third Next Available Appointment	Overall Physician Satisfaction	Productivity FTE Per CMI AOB	Occupancy	Medicare Length of Stay	Laboratory Precision	Cafeteria Customer Survey
Emergency Management	Provider Survey	Labor Per CMI Adjusted Discharge Environmental Services Productivity	Diversion Rates	Ventilator Associated Pneumonia	Radiology Turnaround Time	Patient Satisfaction for Food Service
Administrative General Expense	Average Lines Per Order	Vs. Room Cleanliness	ER Door to MD Time	Urinary Tract Infections	Pharmacy Stock out Rate	Patient Room Work Orders Information Systems
Administrative Expense Ratio	Monthly Days Sales Outstanding	Cardiology Worked Hours Per Procedure	Antibiotics within 4 Hours	Hip Orthoclastic Infection	Nursing Student First Time Pass Rate	Enterprise System Availability
Critical Imaging Equipment Uptime	Invoicing Accuracy	Cardiac Pacemaker Implant	Handwashing	Central Line Infections	Research Grant Dollars Received	Information Services Helpdesk Calls

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Critical Test Result TAT		E-Commerce Automated, Electronic Orders	Information Systems Response Times	Verbal Order Read Back	Hospital Acquired Decubitus	Key Supplier Performance	Website Usage	
Days in Accounts Receivable		Hip and Knee Implant Costs	Information Systems Down Time Radiology Report	Wait Time for Radiology Patients	Timeliness of History and Physical Completed within 24 Hours	Information System Availability Inpatient	Admitting Frontend Collections	
Transcription Quality		Gross Charges Denied by Payers Dollars Saved From	Procedures to Dictation	Patient Satisfaction with Response Time	Arrival to EKG Cycle Time Unplanned Returns to ED within 72 Hours	Tests/Discharge-High CMI Hospitals	Admitting Registration Accuracy	
Biomed Efficiencies		Out of Network Project	Radiology Report Turnaround Facility Operations	MICU Vent Device Rate	Satisfaction with Wait Time in Registration	Doctors One call Volume	Dictation Compliance Rate	
Marketing Turnaround Time		Performance on Disaster Drill	Work order Completion	Hospitalist Discharges Physician Requirements	Information on the Day of Surgery	Net Days in Accounts Receivable	Radiology Turnaround Times	
Valet Parking Satisfaction		AMI - Smoking Sensation	Laundry Rewash Ambassador Services Response Time	Awards	Supplier Report card	Cash Collection on Target	Laboratory Annual Early Bird Results	
Phone Interpretative Savings		HF LVF Assessment	Breast Case Center Arrival to Registration Time	Physician Service Center Satisfaction Contract	Inventory Turns	Cost Per Hire	Productivity by Pay Period	
Supplier Report cards		Stroke Education	Inventory Turns	Management Cost Savings	Helpdesk Cycle Time Preventive Maintenance Completion Satisfaction with Ease of Scheduling Appointments	Awards and Recognitions	Laboratory Productivity	
Days Sales Outstanding		Laboratory Critical Value Statistics	Fill Rates	Total Materials/Total Hospital Expense				
Health Efficiency		IT User Satisfaction Survey	Supply Contract Savings Awards and Recognition	Internal Fill Rate				
Energy Annual Savings		Urgent Care Door to Doctor Time Call Center Referral Statistics						
Pharmacy Purchasing				Linen Fill Rate				
Food Service Delivery Timeliness		Primary Order Mean Cycle Time		Energy Volumes		Physician Partner Performance		

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		Patient Financial Services - Call Center Stats Impatient Satisfaction with Nursing Staff Network Uptime Mental Health Patient Satisfaction Hip/Joint VTE Prophylaxis by Gender - Equitable Care		Gross Days in AR IT First Call Resolution Medical Record Delinquency Transcription Turnaround Time Number of Concierge Requests Patient Satisfaction Cleanliness Rating Satisfaction with Security		Days to Final Bill Segmented by Service Days in Accounts Receivable		

7.6

Summarize your organization's KEY GOVERNANCE and SENIOR LEADERSHIP RESULTS, including evidence of strategic plan accomplishments, ETHICAL BEHAVIOR, fiscal accountability, legal compliance, social responsibility, and -organizational citizenship. Segment your RESULTS by organizational units, as appropriate. Include appropriate comparative data.

Goal Achievement Dashboard	Inpatient Admission Growth Percentage	Access to Services and Market Share	Community Survey	Public Responsibility and Ethics Measures Frequency and Severity/Average Coverage Year	Governance and Social Responsibility Corporate Compliance Response to Issues	Board Member Survey
IHN Integration Composite Score	Cumulative Growth Percentage	Malpractice Claims EEOC Board of Director's Self-Assessment	Leadership and Social Responsibility	Employee Perception of Safety	Baldrige Assessment Scores	Self Pay Revenue
Growth Statistics	Report Card Performance	BOD Volunteer Hours	Waste Volumes Donations to Local and International Nonprofits	Community Education Activity	Community Service	Sponsorships
Admissions from ED	Capital Spending Ratio				HealthSource Calls	

NOT AVAILABLE

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Board Certified Physicians		Corporate Compliance in Ethics Program Effectiveness	Charity Care as Percent of Gross Patient Revenue	Community Benefits	Dollars Donated to Community Organizations	Charitable Giving By Employees	Annual Sports Physicals and Follow-ups	
Average Charge per Discharge		Employee Evaluation of Sharp's Culture of Compliance	Grants and Appropriations Funded	Hospital Program Attendance	Charity Care Dollars	Community Education Satisfaction	Heart Risk Screening	
Partner Perception of Management		Sanctions Due to HIPAA Violations	Medication Assistance Program	Wellness Services Contacts Health Services	Volunteer Hours			
BOD Assessment Results		Board Self-Assessment Results	JCAHO Scores	Library Document Delivery	Awards and Recognition			
Ethical Behavior Measures		Summary of Financial Audits	Community Benefits	United Way Donations				
Accreditation Measures		Summary of Regulatory Audits	Community Sponsorships	Use of Volunteers				
Licensure and Compliance Measures		Number of Audits Conducted by Internal Audit Teams	Community Outreach					
Pounds of Infectious Waste per Licensed Bed per Day		Safety Education Compliance Management	Tobacco Use					
Charity Care		Donation of Hours to Community Programs	Nurse Link					
Charitable Giving by Mercy and Partners		Financial Support of Vulnerable Population, Health Research, and the Broader Community						
Community Contracts by County		Total Economic Value of Community Benefits Provided						

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Community Image Recognition and Awards		Awards and Honors						