CODE BLUE

NEW YORK HOSPITALS' POOR QUALITY PERFORMANCE

NEW YORK PUBLIC INTEREST RESEARCH GROUP

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Acknowledgements

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EXECUTIVE SUMMARY

In November 1999 the Institute of Medicine report, *To Err is Human: Building a Safer Health System,* was released. It documented a veritable epidemic of preventable deaths in United States hospitals. In September 2009, the director of the US Agency for Healthcare Research and Quality, wrote this about *To Err Is Human*: "Let me be clear: I am just as frustrated as my colleagues in the public and private sectors with our slow rate of progress in preventing and reducing medical errors."[1] Then in 2013 a widely covered study published in the *Journal of Patient Safety* reported that nearly 400,000 U.S. hospital patient deaths each year were preventable.

The U.S. Department of Health and Human Services publishes an annual *Medicare.gov/Hospital Compare*, which reports the quality of the nation's hospitals to the public.[2] It gives each hospital one, two, three, four, or five quality stars, with one star-hospitals being the worst and five stars-hospitals the best. In 2019 New York hospitals reported together having only 2.18 quality stars out of the maximum 5.0 quality stars.[3] New York overall had lower quality stars than all of the 49 other states.

SUMMARY OF FINDINGS

I. New York State ranked poorly when compared to 16 other major urbanized states.

In New York, 34 percent of hospitals were a quality one-star this year. In comparison, no hospital in Indiana had a quality one star and only one percent of hospitals in Ohio were in this category. Quality one-star hospitals made up four percent in Arizona, Michigan, Texas, Virginia and Washington State, seven percent in Massachusetts, nine percent in California and Pennsylvania, ten percent in Missouri, twelve percent in New Jersey, thirteen percent in Georgia and Maryland and twenty percent in Florida.[4]

All of these states had at least six million population and were at least 70 percent urbanized.

II. New York hospitals were much more likely to be ranked by Medicare as "Below the national average" of quality measures than hospitals in the rest of the US

The *Medicare.gov/Hospital Compare* National Average Comparison "shows how individual hospitals perform compared to all hospitals across the country for each of the seven groups or categories of quality measures that make up the Hospital Compare overall rating."[5] Each hospital is given a rating of "Same as the national average," "Above the national average" or "Below the national average." *National Average Comparison* is based on seven groups or categories of quality measures that make up the *Hospital Compare* overall rating. Four of these categories each represent 22 percent of the weight used in the calculations:

- **Safety of Care.** Sixty-nine percent of New York City hospitals, 60 percent of Nassau-Suffolk-Westchester counties' hospitals and 41 percent of Upstate hospitals rated "Below the national average."
- **Readmission.** Ninety-seven percent of New York City hospitals, 87 percent of Nassau-Suffolk-Westchester counties' hospitals and 49 percent of Upstate hospitals were rated "Below the national average."

- **Patient Experience.** Ninety-four percent of New York City hospitals 60 percent of the Nassau-Suffolk and Westchester counties' hospitals and 60 percent of Upstate hospitals were "Below the national average."
- **Mortality**. This is the only category in which New York hospitals ranked as well as other U.S. hospitals.

See Appendix H for the name of each hospital and its number of beds under "Below the national average," "Same as the national average" or "Above the national average." *In the print version of this report, Appendix H is not included, given the amount of data. It is available on the online version*. See Appendix G on **Timeliness of Care** and **Effectiveness of Care.** Each of these comprised 4 percent of the weight used in the calculations.[6]

III. New York City hospitals had a disproportionate number of one-star rankings when compared with other US major cities.

When comparing all cities with a population of at least 300,000 in the northeastern and northcentral US: 66 percent of hospitals New York City, 44 percent in Chicago, 33 percent in Detroit, 25 percent in Pittsburgh, 21 percent in Philadelphia, and 8 percent in Baltimore had only one quality star. There were no one-star hospitals in Indianapolis, Boston, Cleveland, Cincinnati, or Columbus.

When comparing all cities with a population of at least 750,000: 17 percent of hospitals in Jacksonville, 14 percent in Austin, 11 percent in San Francisco, 9 percent in San Antonia, 7 percent in Los Angeles, and 6 percent in Houston had one quality star. There were no one-star quality hospitals in Charlotte, Dallas, Fort Worth, Phoenix, San Diego, or Seattle.[7]

IV. New York City, the suburbs (Nassau-Suffolk-Westchester counties) and Upstate all had comparatively high percentages of low-quality hospitals.

Seventy-eight percent of hospitals in New York City, 60 percent in the suburbs and 57 percent in Upstate had only one or two quality stars.

V. Patients reported that New York hospitals provided worse treatment than hospitals surveyed in other states.

Patients gave *Medicare.gov/Hospital Care* their own rankings of NY hospitals using one, two, three, four or five quality stars. In July 2019 patients gave only 2 percent of US hospitals a one-star compared to 11 percent of New York hospitals and patients gave 16 percent of US hospitals two-stars compared to 41 percent of New York hospitals.

VI. The *Medicare.gov/Hospital Compare* findings are consistent with those of other hospital reviews.

In Fall 2019 the nonprofit *Leapfrog Hospital Safety Grade* reported that only seven percent of New York hospitals received an "A" (out of an A, B, C, D or F) compared to 33 percent of US hospitals, and only four small states scored lower than New York. In 2019 *IBM Watson Health* "100 top-performing hospitals" did not include a New York hospital. *Healthgrades* reported in its 2019 "America's 250 Best Hospitals" that

New York had seven of these hospitals, but California had 41 and there were 25 in Ohio, 14 in Virginia, 11 in Illinois, 10 in North Carolina and Florida, nine in Maryland, and eight in Arizona and in Michigan. **Why do New York hospitals perform comparatively so much worse?**

In July 2019 Erica Mobley, director of Leapfrog Group, explained what she knew about New York's hospital safety:

> "The system as a whole didn't seem to have emphasized safety. We've seen other states work together and look at what's working well at other states and implement it. It just doesn't seem to be happening in New York. It has to be front of mind every single day in a hospital."[8]

SUMMARY OF CONCLUSIONS

This report does not dig deeper into the federal quality ranking system to analyze hospital care in New York, but its findings do raise questions for policymakers who are responsible for protecting hospital patients as well as the public who foots the bill for the additional costs resulting from poor quality care.

- Why did New York State hospitals rank so poorly?
- What has the New York Department of Health done to respond to the national rankings that have consistently found poor quality in state hospitals?
- Should New York annually compile patient outcome data and ensure that all patients have access to it?
- What progress has New York State made in meeting its goal to reduce by half New York's hospital patients' injuries and deaths, a promise made nearly 20 years ago?
- Will state lawmakers – who have the oversight responsibility of the health care system – convene public hearings to explore New York's stunningly poor performance in the national quality of care rankings?
- Twenty-five years ago, New York established the nation's most advanced system of examining hospital quality with its Risk-Adjusted Cardiac Bypass Mortality program. Why has so little been done to modernize and expand that approach to other procedures, as well as provide "real time" performance information to patients?

It is surprising given the quality rankings, that in recent years the New York State Department of Health has issued almost no fines against hospitals that caused or were likely to cause patient harm or death. In 2017, New York issued fines to only four hospitals for a total of just $12,000.[9] In contrast, in 2017 the California Department of Health issued fines to 53 hospitals and many California hospitals were individually fined $50,000 or more.

Detailed Findings

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New York Hospitals' Poor Quality Performance 2019

DETAILED FINDINGS

I. **New York State ranked much worse when compared to 16 other major urbanized states.** For New York and the 16 other major urbanized states, Table 1 shows the population, number of hospitals, and percentage of hospitals that received between one (lowest quality) or five (highest quality) stars, as reported by the *Hospital Compare* in October 2019.[10] All these states had a population of at least six million and were at least 70 percent urban.

Table 1 shows that **New York hospitals were *much more* likely than hospitals in these 16 other states to receive one quality star and *much less likely* to receive five quality stars**. **In New York, 34 percent of the 140 Acute Care Hospitals had only one star.[11] In contrast, 11 of the 16 other states had only 10 percent or less one-star hospitals.** The most was 20 percent of hospitals in Florida followed by 13 percent of hospitals in Georgia, Illinois, and Maryland.

> *Medicare.gov/Hospital Compare*
> *Hospital Compare* is part of the Centers for Medicare & Medicaid Services (CMS). It reports on whether a hospital has a one, two, three, four, or five quality star rating. The number of stars is based on "overall hospital rating summaries" of between nine and 60 measures, with an average of 39 measures. These measures are in categories "across 7 areas of quality into a single star rating for each hospital" and, "The more stars, the better a hospital performed on the available quality measures. The most common overall hospital rating is 3 stars."
> **More detail on how starring works is contained in Appendix F.**

Table 1. Percentages of Acute Care Hospitals (ACH) in the states with populations of at least six million and at least 70% urbanization.[12]

	Population, million	Total number of hospitals	1 star	5 stars
New York	19.8	140	34%	1%
Arizona	7.2	50	4%	8%
California	39.4	279	9%	7%
Florida	21.3	163	20%	5%
Georgia	10.5	93	13%	4%
Illinois	12.8	123	13%	8%
Indiana	6.7	80	0%	15%
Maryland	6.0	45	13%	11%
Massachusetts	6.0	53	7%	11%
Michigan	10.0	87	4%	10%
Missouri	6.1	70	10%	8%
New Jersey	9.0	64	12%	9%
Ohio	11.7	117	1%	15%
Pennsylvania	12.8	134	9%	8%
Texas	28.7	244	4%	9%
Virginia	8.6	72	4%	12%
Washington	7.5	46	4%	11%

For Acute Care Hospitals, Appendix B reports that at the one-star and two-star hospitals combined account for **65 percent of the New York hospitals** compared to 9 percent of these hospitals in Indiana, 18 percent in Ohio, 19 percent in Michigan, 25 percent in Texas, 26 percent in Maryland and Virginia, 31 percent in Missouri, 34 percent in Arizona and Washington State, 35 percent in Massachusetts, Illinois and Pennsylvania, 37 percent in Georgia, 41 percent in California, 53 percent in New Jersey, and 56 percent in Florida.

In New York, **only 9 percent of the hospitals had five or four stars** compared to 56 percent of hospitals in Indiana, 50 percent in Ohio, 44 percent in Washington State and Michigan, 40 percent in Virginia, 39 percent in Texas, 32 percent in Massachusetts and Arizona, 31 percent Illinois and Maryland, 30 percent in Pennsylvania, 29 percent in Missouri, 28 percent in California, 27 percent of Georgia, 26 percent in New Jersey, and 22 percent of the hospitals in Florida. It should be noted that seven of the 15 four-star hospitals in New York were small, with fewer than 75 patients, and located Upstate.

Appendix B shows the numbers of one, two, three, four, or five-star hospitals in 17 major states including New York. In each state, the "a" line reports the number of Acute Care Hospitals (ACH) and Critical Access Hospitals (CAH). Line "b" reports only the ACH numbers. CAH's are not included because they are small, in rural areas, provide inpatient services on a limited basis, and are more likely to include only inpatient and no outpatient reports. Thus, Appendix B reported there were 149 New York quality star hospitals but only 140 hospitals when only Acute Care Hospitals were counted. All Critical Access Hospitals in New York are located Upstate. *Hospital Compare* also reported on all of the "Not Available (N/A)" hospitals but did not include them in a 1, 2, 3, 4, or 5 star rating system.

For N/A hospitals, Appendix B line "c" reports the number of Acute Care Hospitals and Critical Access Hospitals and line "d" reports only the numbers of Acute Care Hospitals. Appendix A does not report the "Acute Care – Veterans Administration" hospitals, "Childrens (sic)" hospitals, "Psychiatrists," and hospitals for which there are "too few measures or measure groups reported to calculate a star rating or measure group score."[13]

Appendix C reports the number of beds at each of the 149 New York hospitals, the number of quality stars, and names the hospitals by one, two, three, four, or five stars.[14]

II. New York hospitals were much more likely to have _Medicare.gov/Hospital Compare_ "Below the national average" of quality measures than hospitals in the rest of the US.

Hospital Compare reports that its National Average Comparison shows "how individual hospitals perform compared to all hospitals across the country for each of the seven groups or categories of quality measures that makes up the _Hospital Compare_ overall rating."[15]

> **A.** **New York hospitals overall have had comparatively low quality ratings on Patient Experience, Safety of Care, Readmission, and Timelessness of Care.**

In Appendix H, the percentages in the four major categories for the 141 New York Acute Care hospitals that were reported in 2019 are also presented below. _Hospital Compare_ reported them as "Below the national average," "Same as the national average," or "Above the national average" and Appendix H reports the names of each of the hospitals and its numbers of beds. _In the print version of this report, Appendix H is not included, given the amount of data. It is available on the online version_.

Safety of Care
Sixty-nine percent of New York City hospitals, 60 percent of Nassau-Suffolk-Westchester hospitals, and 41 percent of Upstate hospitals are rated "Below the national average." Fourteen percent of New York City hospitals, 17 percent of Nassau-Suffolk-Westchester hospitals, and 28 percent of Upstate hospitals are rated "Same as national average." Seventeen percent of New York City hospitals, 17 percent of Nassau-Suffolk-Westchester hospitals, and 28 percent of Upstate hospitals have an "Above the national average" rating.

Readmission
Ninety-seven percentage of New York City hospitals, **87 percent of Nassau-Suffolk-Westchester hospitals, and 49 percent of Upstate hospitals were** "**Below the national average."** No New York City hospitals, seven percent of Nassau-Suffolk-Westchester hospitals and 21 percent of Upstate hospitals were "Same as the national average." Three percent of New York City hospitals,[16] seven percent of Nassau-Suffolk-Westchester hospitals, and 29 percent of Upstate hospitals were "Above the national average."

Patient Experience
Ninety-four percentage of New York City hospitals, 60 percent of Nassau-Suffolk-Westchester hospitals and 60 percent of Upstate hospitals were "Below the national average." [17] Three percentage of New York City hospitals, 20 percent of Nassau-Suffolk-Westchester hospitals, and 30 percent of Upstate hospitals were "Same of the national average." Three percentage of New York City hospitals, 20 percent of Nassau-Suffolk-Westchester hospitals, and 10 percent of Upstate hospitals were "Above the national average."

Mortality
This is the only major category in which New York hospitals ranked comparatively well against hospitals elsewhere in the U.S. **Six percentage of New York City hospitals, 3 percent of Nassau-Suffolk-Westchester hospitals, and 15 percent of Upstate hospitals were "Below the national average."** Fifty-nine percent of New York City, 60 percent of Nassau-Suffolk-Westchester hospitals, and 74 percent of Upstate hospitals were "Same as national average." Thirty-five percentage of New York City hospitals, 37 percent of Nassau-Suffolk-Westchester hospitals, and 11 percent of Upstate hospitals were "Above the national average."

For **Timeliness of Care,** 100 percent of the New York City hospitals, 90 percent of the Nassau-Suffolk-Westchester county hospitals, and 53 percent of Upstate hospitals were "Below the national average." For **Effectiveness of Care,** 30 percent of New York City hospitals, three percent of the Nassau-Suffolk-Westchester county hospitals, and nine percent of Upstate hospitals were "Below the national average". (For Effectiveness of Care, no hospitals in New York City or the Nassau-Suffolk-Westchester county hospitals and only two Upstate hospitals were "Above the national average.") See Appendix D for numbers of beds and their total percentages. Because **Efficient Use of Medical Imaging** did not include 41 of the New York hospitals, too few hospitals were disclosed to report it on Appendix D.[18]

Appendix E reports the percentages of hospital <u>beds</u> and the names of each hospital that were "Below the national average," "Same as national average", or "Above the national average."

        B. Thirty-seven New York hospitals each had a "Below the national average" ranking in at least three of the four major categories.

New York City
Eighteen of the 36 New York City hospitals had at least three "Below the national average" rankings in four major categories. These were:

- Bellevue Hospital Center, Brookdale Hospital Medical Center, Brooklyn Hospital Center at Downtown Campus, Coney Island Hospital, Elmhurst Hospital Center, Flushing Hospital Medical Center, Interfaith Medical Center, Jacobi Medical Center, Jamaica Hospital Medical Center, Kings County Medical Center, Lincoln Medical & Mental Health Center, Metropolitan Hospital Center, Richmond University Medical Center, St. Barnabas Hospital, Staten Island University Hospital, University Hospital of Brooklyn (Downstate), and Wyckoff Heights Medical Center.
- St. John's Episcopal at South Shore had all the four major stars.

Suburbs (Nassau, Suffolk and Westchester counties)
Eight of the 30 hospitals had at least three "Below the national average" rankings in the four major measures.

- Good Samaritan Hospital Medical Center, Mercy Medical Center, New York-Presbyterian Hospital (Bronxville), St. Catherine of Siena Hospital, St. Joseph Hospital (Bethpage), St. Joseph's Medical Center (Yonkers), and Westchester Medical Center.
- Nassau University Medical Center received "Below the national average" for all four of the major categories.

Upstate
Eleven of 74 (ACH) hospitals had at least three *"*Below the national average" rankings in the four major categories.

- Arnot Ogden Medical Center, Catskill Regional Medical Center, Columbia Memorial Hospital, Cortland Regional Medical Center, Eastern Niagara Hospital, Geneva General Hospital, Good Samaritan Hospital of Suffern, Healthalliance Hospital Broadway Campus, Mary Imogene Basset Hospital, and Vassar Brothers Medical Center.
- Kaleida Health received *"*Below the national average" rankings in all four of the major categories.

III. New York City hospitals had a disproportionately high number of one-star ranking when compared with other US major cities.

The number of hospital quality stars in the 17 states are shown in Table 1. The number of ACH hospitals in the major cities in these states are shown in Tables 2A and 2B. Table 2A reports on the eight major northern and eastern states' cities of at least 300,000 in population. Table 2B reports on the cities in six states that have city populations of at least 750,000.   Table 2A reports that **New York City had 24 one-star hospitals and only one five-star hospital**. In contrast, **Boston, Cleveland, Columbus, Cincinnati, and Indianapolis had no one-star quality hospitals**. Boston had three five-star hospitals and Cincinnati had two five-star hospitals while New York had only one five-star (the Hospital for Special Surgery). Although Chicago had 11 one-star hospitals, it also had one five, two four, and six three-star hospitals. Philadelphia had three one-star hospitals but also had one five-star, two four-star and three three-star hospitals.

Table 2A. Number of hospital stars at hospitals in New York and nine other large states in the northeastern and central US

	City population of at least 300,000 (2019)[19]		# of 5-star hospitals	# of 4-star hospitals	# of 3-star hospitals	# of 2-star hospitals	# of 1-star hospitals	1-stars/ % of all hospitals	5-stars/ % of all hospitals
New York	New York City	8,601,186	1	1	5	5	24	24/66%	1/3%
Illinois	Chicago*	2,679,044	1	2	6	5	11	11/44%	1/4%
Indiana	Indianapolis	863,771	1	3	2	1	0	0/0%	1/14%
Maryland	Baltimore	594,450	2	1	6	2	1	1/8%	2/17%
Michigan	Detroit	662,172	0	0	0	4	2	2/33%	0/0%
Massachusetts	Boston	694,781	3	1	1	3	0	0/0%	3/37%
Ohio	Cleveland	379,800	1	2	1	1	0	0/0%	1/20%
	Cincinnati	301,301	2	4	1	1	0	0/0%	2/25%
	Columbus	890,228	0	2	1	2	0	0/0%	0/0%
Pennsylvania	Philadelphia	1,576,596	1	2	3	5	3	3/21%	3/21%
	Pittsburgh	302,908	1	1	3	1	2	2/25%	2/25%

*Provident Hospital of Chicago is not reported.

Table 2B reports that **Phoenix, Charlotte, Dallas, Fort Worth, San Diego, and Seattle had no one-star hospitals** and at least one five-star hospital each.

Table 2B. Number of hospital stars in cities with at least 750,000 population.

	City population of at least 750,000 (2019)[20]		# of 5-star hospitals	# of 4-star hospitals	# of 3-star hospitals	# of 2-star hospitals	# of 1-star hospital	1 -star/ % of all hospitals	5-stars/ % of all hospitals
California	Los Angeles*	4,057,841	1	4	4	5	1	1/7%	1/7%
	San Diego	1,453, 755	1	3	0	1	0	0/0%	1/20%
	San Jose	1,033, 519	0	0	1	1	3	3/60%	0/0%
	San Francisco	897,536	1	2	3	2	1	1/11%	1/11%
Arizona	Phoenix	1,711,356	1	1	4	4	0	0/0%	1/10%
Florida	Jacksonville	920,984	0	2	1	2	1	1/17%	0/0%
North Carolina	Charlotte	889,019	0	0	4	0	0	0/0%	0/0%
Texas**	Houston	2,359, 480	2	4	3	6	1	1/6%	2/12%
	San Antonio	1,565, 929	2	4	3	1	1	1/9%	2/18%
	Dallas	1,379,735	1	4	4	2	0	0/0%	1/9%
	Austin	1,001,104	2	4	0	0	1	1/14%	2/28%
	Fort Worth	913,939	1	2	1	3	0	0/0%	1/14%
Washington	Seattle	766,893	1	4	1	0	0	0/0%	1/17%

*Laguna Honda Hospital and Rehabilitation is N/A because it had too few measures or measure group. **These Texas hospitals are N/A because they have too few measures or measure groups. *Houston*: First Texas Hospital and Providence Hospital of North Houston LLC. *San Antonio*: Cumberland of Surgical Hospital (CUF), Foundation Surgical Hospital of San Antonio, Methodist Ambulatory Surgery Hospital NW, South Texas Surgical Hospital NW, South Texas Spine and Surgical Hospital. *Dallas*: Baylor Medical Uptown, Pine Creek Medical Center LLP, Texas Institute for Surgery at Presbyterian Hospital. *Austin*: Arise Austin Medical Center, Northwest Hills Surgical Hospital, Seton Southwest Hospital. *Fort Worth*: Baylor Surgical Hospital, USMD Hospital at Fort Worth LLP, Wise Health System.

IV. New York City, the suburbs (Nassau-Suffolk-Westchester counties) and Upstate all had comparatively high percentages of low ranked hospitals.

Appendix B reports that New York had 149 hospitals, with 48 hospitals with one star, 45 with two stars, 40 with three stars, 15 with four stars, and one hospital with five stars. Table 3 shows numbers and percentages of the 149 New York State hospitals broken into three regions: New York City, the three suburbs (Westchester, Nassau, Suffolk counties), and Upstate. Table 3 shows that 67 percent of New York City hospitals, 30 percent of the three suburban area hospitals, and 18 percent of Upstate hospitals had only one star.

One-star and two-stars together totaled 78 percent of hospitals in New York City, 60 percent of hospitals in the three suburban areas, and 57 percent of Upstate hospitals. **Looking at their hospital *beds*, 66 percent were in New York City, 65 percent were in the three suburban areas and 73 percent were Upstate**. Virtually two-thirds of New York's hospitals had merely one or two stars.

Table 3. Number of hospitals and percentages, number of hospital beds and percentage

	New York City, 36 hospitals		Suburbs, 30 hospitals		Upstate, 83 hospitals	
	Number and % of hospitals	Number and % of hospital beds	Number and % of 30 hospitals	Number and % of hospital beds	Number and % of hospitals	Number and % of hospital beds
One-star	24/67%	11,433/56%	9/30%	2,958/28%	15/18%	4,339/26%
Two stars	4/11%	1,989/10%	9/30%	3,948/37%	32/39%	7,894/47%
Three stars	6/17%	5,326/27%	10/33%	3,056/29%	24/29%	3,530/21%
Four stars	1/3%	1,294/6%	2/7%	602/6%	12/14%	985/6%
Five stars	1/0%	215/1%	0/0%	0/0%	0/0%	0%

Appendix C provides the names of each hospital and their numbers of beds listed by its number of stars.

New York City: Most hospitals and their beds received only one star.
(36 hospitals with 20,256 beds in total)

In New York City, 24 of the 36 hospitals had only one star. These account for 56 percent of the City's hospital beds. Four hospitals had two stars. These accounted for 10 percent of the City's hospital beds. There were six hospitals, with three stars that accounted for 27 percent of New York City hospital beds. Only one New York City hospital, NYU Hospitals Center, had four stars, and it accounted for 6 percent of the City's beds. New York's only five-star hospital was the Hospital for Special Surgery, a specialized hospital that accounted for less than 1 percent of the City's hospital beds.

By county:

o   Five of the six Queens hospitals had one star and one of the Queens hospitals had two stars;
o   Five of the six Bronx hospitals had only one star and the sixth hospital had two stars;
o   In Brooklyn, ten out of 12 hospitals had only one star and the other two hospitals each had three stars[21];
o   Both Staten Island hospitals had only one star;
o   Of ten hospitals in Manhattan, two hospitals had one star, two hospitals had two stars, four hospitals had three stars, one hospital had four stars, and one hospital had five stars.

Ten of the 11 hospitals from New York City Health + Hospitals had only one star. These all are safety net hospitals that traditionally serve the underserved.

Suburban hospitals: Westchester, Nassau and Suffolk counties.
More than one quarter of the hospital beds are in one-star hospitals.
(30 hospitals with 10,564 beds in total)

Nine of the 30 suburban hospitals had only one quality star. Their 2,958 beds accounted for 28 percent of the combined Westchester, Nassau, and Suffolk hospital beds. Among these were two especially large hospitals: Westchester Medical Center (652 beds) and Nassau University Medical Center (530 beds). Another nine hospitals had two quality stars. Their total 3,948 beds accounted for 37 percent of suburban hospital beds, including Long Island Jewish Medical Center, which had 1,025 beds.

There were ten hospitals with three quality stars. Their 3,056 beds accounted for 29 percent of the suburban beds. Their two largest hospitals were University Hospital-Stony Brook (603 beds) and Winthrop-University Medical Center (591 beds). Only two hospitals had four quality stars: Phelps Memorial Hospital (238 beds) and St. Francis Hospital (364 beds). These two hospitals accounted for 6 percent of suburban hospital beds. There were no five-star quality hospitals in any of these counties.

Upstate: One-star hospitals were located as far west as Jamestown and as far south as Suffern.
(75 Acute Care Hospitals, nine Critical Access Hospitals, with 16,661 ACH and
218 CAH hospital beds in total.)

Fifteen Upstate hospitals had one quality star each. Their 4,399 beds accounted 26 percent of all upstate hospital beds. Two of their hospitals were among the largest in Upstate: Kaleida Health (788 beds[22]) and Albany Medical Center Hospital (734 hospitals). Thirty-two Upstate hospitals had two quality stars. Their 7,894 beds accounted for 47 percent of all upstate beds. Their two largest hospitals were Strong Memorial Hospital (838 beds) and Erie County Medical Center (583 beds). Twenty-four hospitals had three quality stars, including Glens Falls Hospital, which had 410 beds, the most of any among these. Their 3,530 beds accounted for 21 percent of all upstate beds. Thirteen hospitals had four quality stars. Their 985 beds accounted for 6 percent of all Upstate beds. Upstate had no five-star quality hospitals.

Seven (47 percent) of the 15 four-star hospitals in New York State were small, each with fewer than 75 beds. These hospitals had a total of 1,021 beds, which were 2 percent of all hospital beds in the state.

Table 4A shows the number of hospitals in the nine most populated New York State cities north of Westchester County. As this table shows, these cities had no five-star hospitals and only one four-star hospital. In contrast, these cities had 11 two-star hospitals and seven one-star hospitals.

Table 4A. Numbers of stars in the nine largest Upstate cities.[23]

	Popula-tion	# of 5-star hospitals	# of 4-star hospitals	# of 3-star hospitals	# of 2-star hospitals	# of 1-star hospitals	1 and 2-stars/ % of all city's hospitals	4 and 5-stars/% of all hospitals
Buffalo	252,555	0	0	0	2	2	4/100%	0/0%
Rochester	206,318	0	0	1	3	0	4/75%	0/0%
Syracuse	141,353	0	0	0	3	0	3/100%	0/0%
Albany	97,640	0	1	0	1	1	2/66%	1/33%
Schenectady	63,536	0	0	0	1	0	1/100%	0/0%
Utica	59,608	0	0	0	1	1	2/100%	0/0%
Troy	49,189	0	0	1	0	1	1/50%	0/0%
Niagara Falls	47,864	0	0	0	0	1	1/100%	0/0%
Binghamton	45,179	0	0	1	0	1	1/50%	0/0%
TOTAL	**963,242**	**0**	**1**	**3**	**11**	**7**	**19/86%**	**1/5%**

Table 4B shows the number of beds at 22 upstate city hospitals. Hospitals with one or two stars have a total of 8,033 beds, which are 90% of the beds in these nine cities.

Table 4B. Upstate cities by numbers of hospital beds in each star.

	Popula-tion	# of 5-star hospital beds	# of 4-star hospital beds	# of 3-star hospital beds	# of 2-star hospital beds	# of 1-star hospital beds	# of 1 and 2-stars/ % of all city's hospitals	# of 4 and 5-stars/% of all upstate city hospitals
Buffalo	252,555	0	0	0	873	1,175	2,050/100%	0/0%
Rochester	206,318	0	0	261	1,677	0	1,677/100%	0/0%
Syracuse	141,353	0	0	0	1,328	0	1,328/100%	0/0%
Albany	97,640	0	165	0	442	716	1,158/88%	165/12%
Schenectady	63,536	0	0	0	368	0	368/100%	0/0%
Utica	59,608	0	0	0	370	201	571/100%	0/0%
Troy	49,189	0	0	186	0	212	212/100%	0/0%
Niagara Falls	47,864	0	0	0	0	171	171/100%	0/%
Binghamton	45,179	0	0	242	0	500	500/100%	0/0%
TOTAL	**963,242**	**0**	**165**	**689**	**5,058**	**2,975**	**8,033/90%**	**165/2%**

V. Patients reported that New York hospitals provided worse treatment than hospitals surveyed in other states.

Table 5 shows hospital patient experiences as reported by CMS (Centers for Medicare & Medicaid Services) *Hospital Consumer Assessment of Healthcare Providers and Systems* (HCAHPS) in April, July and October 2018 and in February and July 2019.[24] The CMS ranked the hospitals between one and five stars, with their lowest ranked hospitals having one star and the best quality hospitals having five stars. HCAHPS based the rankings on 27 different patient items.[25] CMS surveyed patients by mail or telephone.[26]

Table 5 shows that in July 2019 only 15% of New York patients gave their hospitals five or four stars. Only one of these hospitals, Hospital for Special Surgery, received five stars. In comparison, 37 percent of all US patients gave their hospitals five or four stars. A total of 52 percent of New York patients gave state hospitals only one or two stars compared to 18 percent of all US patients.

Table 5. Numbers and percentages of hospitals on CMS Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

		1 star	*2 stars*	*3 stars*	*4 stars*	*5 stars*	*# of hospitals**
US	April 2018	59/2%	495/14%	1,522/44%	1,177/34%	213/6%	3,466
	July 2018	69/2%	508/15%	1,556/45%	1,114/32%	212/6%	3,459
	October 2018	82/2%	498/14%	1,738/49%	1,026/29%	224/6%	3,568
	February 2019	66/2%	545/15%	1,601/45%	1,117/31%	230/6%	3,559
	July 2019	77/2%	577/16%	1,556/44%	1,102/31%	205/6%	3,517
New York	April 2018	15/10%	54/37%	58/39%	20/14%	0/0%	147
	July 2018	15/10%	55/38%	57/39%	18/12%	1/1%	146
	October 2018	18/12%	55/37%	59/39%	17/11	1/1%	150
	February 2019	16/11%	55/36%	62/41%	11/11%	1/1%	151
	July 2019	17/11%	60/41%	50/34%	20/14%	1/1%	148

*Not including N/A hospitals

Table 6 compares hospitals with one star and five-star HCAHPS ratings by consumers in New York with 49 other states in July 2019:

- In the US overall, 2 percent of the hospitals had only one star. I**n New York and Nevada 11 percent of hospitals had one star** followed by 8 percent of hospitals in California, 6 percent in Florida, 5 percent in Illinois and New Jersey, 4 percent in Maryland, 2 percent in Georgia and Oklahoma and 1 percent in Michigan, Missouri, New Mexico, Pennsylvania and Tennessee. There were *no* one star hospitals in the 37 other states.[27]
- New York had 17 of the nation's 77 one-star hospitals. Nevada had three of the US total. New York had 60 of the US total of 577 two-star hospitals. Nevada had 11.
- One and two star rating combined accounted for 18 percent of US hospitals compared to 52 percent of hospitals in New York.
- In the US overall, 6 percent of 3,517 hospitals had five stars. **Of 148 New York hospitals, only one had five-stars.** Looking at all other states, the five-star hospitals were 32 percent of hospitals in South Dakota, 24 percent in Louisiana, 21 percent in Wisconsin, 16 percent in Minnesota, 13 percent in Maine, 11 percent in Idaho, Iowa, and Oklahoma, 10 percent in Kansas, 9 percent in North Dakota, 8 percent in Illinois and Texas, 7 percent in Indiana, North Carolina, and Ohio, 6 percent in Alabama, Arkansas, Arizona, and Pennsylvania, 5 percent in Michigan and Washington State, 4 percent in Colorado, 3 percent in Kentucky and Utah, 2 percent in California, Florida, Mississippi, and Tennessee, and 1 percent in Missouri as well as New York. There were no five star hospitals in 19 other states.[28]
- Combined, four and five stars were 37 percent of US hospitals compared to 12 percent of New York's.

Table 6. Numbers and percentages of HCAHPS stars in all states, July 2019*

	1 star	2 stars	3 stars	4 stars	5 stars	Number of all hospitals*	Population, $ million
New York	*17/11%*	*60/41%*	*50/34%*	*20/14%*	*1/1%*	*148*	*19.5*
United States	*77/2%*	*577/16%*	*1,556/44%*	*1,102/31%*	*205/6%*	*3,517*	*328.6*
Alabama	0/0%	8/11%	36/51%	22/31%	4/6%	70	4.9
Alaska	0/0%	1/10%	6/60%	3/30%	0/0%	10	0.7
Arizona	0/0%	19/30%	32/50%	9/14%	4/6%	64	7.2
Arkansas	0/0%	5/10%	27/53%	16/31%	3/6%	51	3.0
California	23/8%	102/34%	137/46%	34/11%	5/2%	301	39.6
Colorado	0/0%	0/0%	23/43%	29/54%	2/4%	54	5.7
Connecticut	0/0%	4/14%	15/54%	9/32%	0/0%	28	3.6
Delaware	0/0%	0/0%	6/86%	1/14%	0/0%	7	1.0
Florida	10/6%	72/42%	63/37%	22/13%	3/2%	170	21.3
Georgia	2/2%	21/23%	47/51%	23/25%	0/0%	93	10.5
Hawaii	0/0%	2/17%	6/50%	4/33%	0/0%	12	1.4
Idaho	0/0%	0/0%	10/37%	14/52%	3/11%	27	1.7
Illinois	8/5%	17/12%	60/41%	50/34%	12/8%	147	12.7
Indiana	0/0%	7/7%	43/42%	45/44%	7/7%	102	6.7
Iowa	0/0%	3/5%	21/34%	31/50%	7/11%	62	3.2
Kansas	0/0%	2/3%	22/37%	29/49%	6/10%	59	2.9
Kentucky	0/0%	7/10%	40/57%	21/30%	2/3%	70	4.5
Louisiana	0/0%	3/4%	35/44%	23/29%	19/24%	80	4.7
Maine	0/0%	0/0%	8/27%	18/60%	4/13%	30	1.3
Maryland	2/4%	16/36%	25/56%	2/4%	0/0%	45	6.0
Massachusetts	0/0%	5/9%	36/64%	15/27%	0/0%	56	6.9
Michigan	1/1%	16/14%	37/33%	53/47%	6/5%	113	10.0
Minnesota	0/0%	1/1%	21/26%	47/57%	13/16%	82	5.6
Mississippi	0/0%	9/18%	24/49%	15/31%	1/2%	49	3.0
Missouri	1/1%	7/8%	49/57%	28/33%	1/1%	86	6.1
Montana	0/0%	2/8%	8/32%	15/60%	0/0%	25	1.1
Nebraska	0/0%	0/0%	12/28%	17/40%	14/33%	43	1.9
Nevada	3/11%	11/39%	12/43%	2/7%	0/0%	28	3.0
New Hampshire	0/0%	0/0%	9/36%	13/54%	0/0%	24	1.4
New Jersey[29]	3/5%	26/41%	30/47%	5/8%	0/0%	64	8.9
New Mexico	1/3%	9/30%	15/50%	5/17%	0/0%	30	2.1
North Carolina	0/0%	9/10%	55/59%	23/24%	7/7%	94	10.3
North Dakota	0/0%	2/18%	5/45%	3/27%	1/9%	11	0.8
Ohio	0/0%	14/10%	66/46%	54/38%	10/7%	144	11.7
Oklahoma	1/2%	9/14%	18/28%	29/45%	7/11%	64	3.9
Oregon	0/0%	2/4%	12/24%	36/72%	0/0%	50	4.2
Pennsylvania	1/1%	22/14%	77/50%	44/29%	9/6%	153	12.8
Rhode Island	0/0%	1/9%	6/55%	4/36%	0/0%	11	1.1
South Carolina	0/0%	6/11%	24/44%	24/44%	0/0%	54	5.1
South Dakota	0/0%	0/0%	5/26%	8/42%	6/32%	19	0.9
Tennessee	1/1%	6/7%	48/59%	24/30%	2/2%	81	6.8
Texas	1/0%	35/14%	130/50%	71/28%	21/8%	258	28.7
Utah	0/0%	2/6%	14/40%	18/51%	1/3%	35	3.2
Vermont	0/0%	0/0%	3/21%	11/79%	0/0%	14	0.6
Virginia	0/0%	10/13%	46/59%	22/28%	0/0%	78	8.5
Washington	0/0%	13/20%	33/52%	15/23%	3/5%	64	7.5
West Virginia	0/0%	7/19%	16/44%	13/36%	0/0%	36	1.8
Wisconsin	0/0%	0/0%	24/24%	54/55%	21/21%	99	5.8
Wyoming	0/0%	0/0%	4/31%	9/69%	0/0%	13	0.6

*Not included N/A hospitals

According to *Definitive Healthcare* in May 2019, "25 hospitals with the worst HCAHPS scores (1 star)" included five hospitals in New York: NYC Heath & Hospitals – Lincoln, Flushing Hospital Medical Center, St. John's Episcopal Hospital at South Shore, Wyckoff Heights Medical Center, and Maimonides Medical Center. These five hospitals accounted for 36 percent of the 25 worst US HCAHPS scores. California had eight hospitals among those with the worst HCAHPS but they accounted for only 22 percent of the worst hospital discharges. New York hospitals were not listed among the "25 with the best HCACPS scores (5 stars)."[30]

VI. The *Medicare.gov/Hospital Compare* findings are consistent with those of other hospital reviews

Hospital Compare, *Leapfrog Hospital Safety Grade*, *Healthgrades* and *IBM Watson Health* found that hospitals in New York were substantially worse in quality and performance than in the U.S. overall.

Leapfrog Hospital Safety Grade

The *Leapfrog Hospital Safety Grade* produced for U.S. hospitals for Spring 2019[31]"a single, consumer-friendly composite score that is published as an A, B, C, D, or F letter grade." The *Leapfrog* grade was based on "Error, Injuries, Accidents, Inflections," for general acute care hospitals," and more specifically on 28 measures of patient safety.[32] Leapfrog's website explained that it is "an independent, national not-for-profit organization founded more than a decade ago by the nation's leading employers and private health care experts."[33]

In Fall 2019, *Leapfrog Hospital Safety Grade* reported that New York was only the 47th best among the US states and District of Columbia for percent of hospitals with an "A" grade. Only North Dakota, Alaska, Wyoming, and West Virginia hospitals had lower shares of "A" grades. In New York, only 7% of hospitals received an "A" compared to 33% of hospitals in the nation. In contrast, 20% of New York hospitals had a "D" grade compared to 8% in the nation and 60% of New York hospitals received a "C" compared to 34% in the nation.[34]

Based on their percentages of "A" hospitals, the 17 largest urbanized states were, from their highest to lowest percentages: Virginia (56%), Pennsylvania (55%), New Jersey (45%), Illinois (43%), Massachusetts (42%), Michigan (41%), Ohio (39%), Texas (38%), Florida (37%), California (35%), Washington (33%), Missouri (28%), Georgia (26%), Arizona (26%), Maryland (23%), Indiana (17%), **and in New York a mere 7%.**

Based on their percentages of "D" hospital*s*, the 17 largest urbanized states were, from their lowest to highest percentages: Massachusetts (0%), Arizona and Indiana (2%), Virginia, New Jersey and Texas (3%), Illinois, Ohio and Washington State (4%), Georgia (5%), Pennsylvania (6%); California (8%), Florida, Maryland and Michigan (9%), Missouri (12%). **and in New York a very substantially large 20% of its hospitals.** Among these 17 states were two "F" hospitals in California and three "F" hospitals in Texas.

Healthgrades

In 2019 only seven of the "America's 250 Best Hospitals" were in New York. In contrast, California had 41 "Best Hospitals" and there were 24 in Ohio, 15 in Pennsylvania, 14 in Virginia, 11 in Illinois, 10 in North Carolina and Florida, nine in Maryland, and eight in Arizona and Michigan.[35]

IBM Watson Health[36]

In March 2019 *IBM Watson Health* issued its "100 top-performing hospitals." None of these hospitals were in New York. These hospitals had "achieved better risk-adjusted outcomes" but these hospitals also were "both a lower cost per patient and higher margin than peer group hospitals..."[37] *IBM Watson Health* explained that the results were based on these categories and category weights: inpatient/clinical outcomes (30 percent), extended outcomes (20 percent), operational efficiency (30 percent), financial health (10 percent), and patient experience (10 percent).[38]

U.S. News & World Report Best Hospitals

Advisory Board explained that the *Best Hospital Rankings* "computes a score in each of 16 specialties" and uses them to "rank hospitals within each of the 16 specialties, and then these rankings are averaged to form an overall hospital ranking. Twelve of the 16 specialty rankings are calculated using quality metrics organized into the categories."[39]

- *The study found that hospitals are not focused on the quality of care that affects most hospital patients.* According to two experts on hospital quality, *U.S. News* "places much more weight on hospitals' performance in specialties or complex medical procedures than on care for chronically ill patients, the population that makes up the bulk of hospitalizations." And "in fact, of the 448 possible points a hospital can receive for its `Honor Roll' score, 340 come from specialty scores, which only rank outcomes for `challenging or critical' procedures. "[40]

  The 2019-20 *Best Hospitals* listed three New York hospitals among the *20 Best Hospitals* in the U.S.: New York-Presbyterian Hospital (#5), NYU Langone (#9) and Mount Sinai Hospital (#14). However, these findings were based largely on areas such as neurology and neurosurgery and not in critical areas such as readmissions and safety of care.

- The specialties *U.S. News* relied on were based 27.5% on *"Expert opinion." U.S. News* explained this as follows, "Surveyed physicians are asked to name up to five hospitals they consider the best for difficult cases in their specialty." The two experts on hospital quality cited criticize "Expert opinion" because it "turns the ranking into popularity contest."[41] "Patient safety" was counted for only five percent of the specialties.

Detailed Conclusions

CODE BLUE:

New York Hospitals' Poor Quality Performance 2019

DETAILED CONCLUSIONS

**New York Hospitals' Quality of Care Ranked Much Worse than US Hospitals Overall.
They Must Be Improved.**

In 2019 *Hospital Compare* reported that New York had the lowest quality hospitals in the nation. As explained above, *Leapfrog Hospital Safety Grades* found for Fall 2019 that hospitals performed overall much worse in New York than nationally, this year *IBM Watson Health's* "100 top-performing hospitals" did not include a single hospital in New York, and although *Healthgrades* named seven New York hospitals among their "America's 250 Best Hospitals," California accounted for 21 of these hospitals and some of the other major states better than New York included Illinois, Massachusetts, Michigan, Minnesota, Ohio, and Pennsylvania.

This report's *Executive Summary* asks basic questions about the quality and safety of New York's hospitals that need to be examined:

- Why did New York State hospitals rank so poorly? This report shows that New York has very poor hospital rankings overall.
- What has the New York Department of Health done to respond to the national rankings that have consistently found poor quality in state hospitals?
- Should New York annually compile patient outcome data and ensure that all patients have access to it?
- What progress has New York State made in meeting its goal to reduce by half New York's hospital patients' injuries and deaths, a promise made nearly 20 years ago?
- Will state lawmakers – who have the oversight responsibility of the health care system – convene public hearings to explore New York's stunningly poor performance in the national quality of care rankings?
- Twenty-five years ago, New York established the nation's most advanced system of examining hospital quality with its Risk-Adjusted Cardiac Bypass Mortality program. Why has so little been done to modernize and expand that approach to other procedures, as well as provide "real time" performance information to patients?

It is clear that New York hospitals have failed to take enough steps to improve their safety. As Erica Mobley, director of Leapfrog Group operations recently pointed out:

> [New York's] system as a whole didn't seem to have emphasized safety. We've seen other states work together and look at what's working well at other states and implement it. It just doesn't seem to be happening in New York. It has to be front of mind every single day in a hospital. We've seen hospitals continually get A's: They are embedding safety in their quality.[42]

And Bill Hammond, director of health policy at *Empire Center for Public Policy,* wrote regarding New York that, "Other states have teaching hospitals and low-income neighborhoods. It doesn't explain how we compare as a state."[43]

Another way to improve hospitals would be for the New York State Department of Health to impose substantial penalties on hospitals that caused or were likely to cause patient harm or death. The Department of Health reports that Section 12 of New York's Public Heath Law "allows the Department of

Health to assess fines against hospitals that have been cited for noncompliance with state regulations that resulted in harm to patients, represents substandard quality of care, or placed patients at immediate risk for harm."

However, New York rarely imposes financial penalties on hospitals, despite having the highest percentages of one or two -quality star ratings of all 50 states. Between December 1, 2015 and November 30, 2018, NYSDOH reported only nine Hospital Enforcement Actions with a total of $56,000 penalties in 2016, ten Hospital Enforcement Actions with a total of $48,000 in penalties for 2017 and merely $14,000 in penalties during 2018.[44] This lack of action is at odds with the poor performance rankings found in the *Hospital Compare* program.

The state's lack of penalties is stark when be compared with California. In 2017 the California Department of Public Health issued Hospital Administrative Penalties against 53 hospitals.[45] In alphabetic order, the California public website penalties went from $47,025 to the ACMC Anaheim Medical Center to $50,000 to the White Memorial Medical Center. In 2017, New York Hospital Enforcement Penalties listed *a total of only $48,000*.[46] California also issues a Summary Statement of Deficiencies, with full explanations of what went wrong to a hospital's patients,[47] and issues its Provider's Plan of Correction, which fully explains each of the corrective actions the hospital subsequently took. New York's public website reports no such information. Yet in New York, 34 percent of hospitals had a one-star quality rating compared to just nine percent of California hospitals. Los Angeles and San Francisco each had only one one-star hospital and San Diego had none compared to 24 one-star hospitals in New York City.

ENDNOTES

[1] Carolyn Clancy, MD**, "**Patient Safety: One Decade after To Err Is Human," *Patient Safety & Quality Healthcare*, September/October 2009. In addition, in 2010 the *New England Journal of Medicine* stated that at U.S. hospitals there was "little evidence of widespread improvement." See: https://www.nejm.org/doi/full/10.1056/NEJMsa1004404

[2] According to Data.Medicare.gov, "Hospital Compare data was last updated on October 30, 2019." See: https://data.medicare.gov/data/hospital-compare

[3] Bill Hammond, "NY hospital grades sink lower," *Empire Center*, *NYTorch*, March 1, 2019. District of Columbia ranked 51st. *Empire Center* previously studied this in November 2017 and at that time reported that the five stars were on averages 2.32 of the 5.0 maximum, higher than the 2.18 in 2019.

[4] Op. cit. See: https://data.medicare.gov/data/hospital-compare

[5] See: https://www.medicare.gov/hospitalcompare/details.html?msrCd=prnt9grp1&ID=330088

[6] Four percent of the weight used in the calculations are also used on Efficient Use of Medical Imaging. However, 41 New York hospitals did not report it.

[7] Unlike these cities, 60 percent of San Jose hospitals had one-star.

[8] See p 4: https://www.cityandstateny.com/articles/policy/health-care/why-new-york-hospitals-have-terrible-federal-rankings.html

[9] 2017 fines because in September 2019 New York hospitals were available only to November 30, 2018.

[10] See: https://data.medicare.gov/data/hospital-compare.

[11] Hospitals are overwhelmingly Acute Care Hospitals (ACH). According to CMS, ACH is "A hospital that provides inpatient medical care and other related services for surgery, acute medical conditions or injuries (usually for a short-term illness or condition)." Critical Access Hospitals (CAH) are, "A small facility that provides outpatient services, as well as inpatient services on a limited basis, to people in rural areas". See: https://www.medicare.gov/hospitalcompare/Resources/Glossary.html

[12] Source of these 2010 urban percentages by state: Wendell Cox, *America's Most Urban States,* Newgeography.com, March 8, 2016. *Urban populations percentages* at the 17 states: Arizona 89.8%, California 95.0%, Florida 91.2%, Georgia 75.1%, Illinois 88.5%, Indiana 72.4%, Maryland 87.2%, Massachusetts 92.0%, Michigan 74.6%, Missouri 70.4%, New Jersey 94.7%, New York 87.9%, Ohio 77.9%, Pennsylvania 76.7%, Texas 84.7%, Virginia 75.5%, Washington 84.9%.

[13] Too few measures or groups are reported by the *Medicare.gov/Hospital Compare* Footnote 16.
See: https://www.medicare.gov/hospitalcompare/data/Footnotes.html

[14] Hospitals for which more than one of the seven national comparison categories are "Not Available." See: https://www.advisory.com/research/revenue-cycle-advancement-center/at-the-margins/2018/01/new-cms-overall-star-ratings

[15] See: Medicare.com/Hospital Compare, then for each hospital click on "View rating details." For example, view Albany Medical Center Hospital at
https://www.medicare.gov/hospitalcompare/details.html?msrCd=prnt9grp1&ID=330013

[16] It totals 35, not 36 hospitals, because Hospital for Special Surgery was N/A on Readmissions.

[17] It totals 71, not 75 hospitals, because Cobleskill Regional Hospital, Ira Davenport Memorial Hospital, St. Joseph's Hospital (Elmira) and St. Mary's Hospital (Troy) were N/A.

[18] Effectiveness Use of Medical Imaging includes: "Outpatient with low-back paid who had an MRI without trying recommended treatments first, such as physical therapy; Outpatient CT scans of the abdomen that were "combination" (double) scans; Outpatient CT scans of the chest that were "combination" low-risk outpatient surgery; Outpatients who got cardiac imaging stress tests before low-risk outpatient surgery; Outpatients with brain CT scans who got a sinus CT scan at the same time."

[19] See: http://worldpopulationreview.com/us-cities/

[20] Ibid.

[21] NYU Center received a full-asset merger with Lutheran Medical. It is now NYU Langone Hospital-Brooklyn. The CMS *Hospital Compare* does not report these hospitals separately. See: https://www.crainsnewyork.com/article/20150721/HEALTH_CARE/150729959/nyu-langone-moves-ahead-with-lutheran-medical-center-merger

[22] Buffalo General Hospital (457 beds), De Graff Memorial (66 beds) and Millard Fillmore Suburban Hospital (265 beds).

[23] See: http://worldpopulationreview.com/states/new-york-population/cities/

[24] Source of HCAHPS ratings for all four of these periods in Tables 6, 7 is www.hcahpsonline.org, *Distribution of HCAHPS Summary Star Ratings by State.*

[25] CMS reported: "The HCAHPS Survey is composed of 27 items: 18 substantive items that encompass critical aspects of the hospital experience (communication with doctors, communication with nurses, responsiveness of hospital staff, cleanliness of the hospital environment, quietness of the hospital environment, pain management, communication about medicines, discharge information, overall rating of hospital, and recommendation of hospital); four items to skip patients to appropriate questions; three items to adjust for the mix of patients across hospitals; and two items to support congressionally-mandated reports. See: https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/HospitalQualityInits/Downloads/HospitalHCAHPSFactSheet201007.pdf

[26] See the full explanation of how patients were communicated: https://www.hcahpsonline.org/en/survey-instruments/

[27] The 37 states were: Alaska, Alabama, Arkansas, Arizona, Colorado, Connecticut, Delaware, Hawaii, Iowa, Idaho, Indiana, Kansas, Kentucky, Louisiana, Massachusetts, Maine, Minnesota, Mississippi, Montana, North Carolina, North Dakota, Nebraska, New Hampshire, Ohio, Oregon, Rhode Island, South Carolina, South Dakota, Texas, Utah, Virginia, Vermont, Washington, Wisconsin, West Virginia and Wyoming.

[28] Arkansas, Connecticut, Delaware, Georgia, Hawaii, Massachusetts, Maryland, Montana, New Hampshire, New Jersey, New Mexico, Nevada, Oregon, Rhode Island, South Carolina, Virginia, Vermont, West Virginia and Wyoming.

[29] Similar to New York, New Jersey had relatively few four or five-star hospitals. New York had proportionately many more one-stars than New Jersey but both states had substantially large numbers of two-star hospitals. It is also notable that the amount paid *per capita* medical malpractice lawsuit in 2018 were very similar in New York and New Jersey: New York, $31.10 per person, and in New Jersey, $29.20 per person. See: https://www.diederichhealthcare.com/the-standard/2018-medical-malpractice-payout-analysis/

[30] Tory Waldron, "25 Hospitals with the Best and the Worse HCAHPS Scores," *Definitive Healthcare*, May 16, 2019. *Definitive Healthcare* explained that it "provides users with an in-depth look into healthcare organization's HCAHPS scores and how they compare to state and national averages." See: https://blog.definitivehc.com/hcahps-scores-by-hospital

[31] *Leapfrog Hospital Safety Grade*, Spring 2019 listed by each state and the District of Columbia.

[32] More specifically, *Leapfrog* explained that: "The Safety Grade includes data that patient safety experts use to compare hospitals. Publicly available data from the Centers for Medicare & Medicaid Services (CMS), the Leapfrog Hospital Survey, and secondary data sources such as the American Hospital Association's Annual Survey and IT Supplement are weighted and then combined to produce a single, consumer-friendly composite score that is published as an A, B, C, D or F letter grade." Also, "The Leapfrog Hospital Safety Grade methodology has been peer reviewed and published in the *Journal of Patient Safety*."

[33] See: https://www.hospitalsafetygrade.org/about-us/about-the-leapfrog-group

[34] For the *Leapfrog Hospital Safety Grade* methodology, See: https://www.hospitalsafetygrade.org/media/file/HSG_TownHallCall_09242019.pdf

[35] See: https://www.healthgrades.com/quality/americas-best-hospitals-for-2019 and
https://www.healthgrades.com/quality/2019-methodology-mortality-and-complications-outcomes
In New York, only Rochester General Hospital and Vassar Brothers Medical Center received a "Gold," showing they were in the "America's 50 Best Hospitals."

[36] Previously known as the *Truven Health Top 100 Hospitals.*

[37] See: https://newsroom.ibm.com/2019-03-04-IBM-Watson-Health-Announces-100-Top-Hospitals

[38] See: https://www.advisory.com/-/media/Advisory-com/Research/PEC/Resources/2017/Watson_2018_Final.pdf

[39] These were: Cancer; Cardiology & Heart Surgery; Diabetes and Endocrinology; Ear, Nose & Throat; Gastroenterology & Gastrointestinal Surgery; Geriatrics; Gynecology; Nephrology; Neurology & Neurosurgery; Orthopedics; Pulmonology; and Urology.   Another four specialty scores and ranks are entirely based on reputation:
Ophthalmology, Psychiatry, Rehabilitation, and Rheumatology. See: https://www.advisory.com/daily-briefing/2018/04/12/hospital-rankings

Advisory Board writes on its website that, "For more than 35 years, we've helped executives work smarter and faster by providing clarity on health care's most pressing issues—and strategies for addressing them. With a team of 350 health care professionals and a network of 4,400+ member health care organizations, we're able to harness the industry's most successful, progressive ideas and share those best practices with you, along with the guidance, tools, and implementation resources you'll need to take action."

[40] As reported in "Just how accurate are the US News 'Best Hospitals' rankings?," *Advisory Board*, October 3, 2017.
 See: https://www.advisory.com/daily-briefing/2017/10/03/best-hospitals-critique

[41] Ibid.

[42] July 1, 2019, See: https://www.cityandstateny.com/articles/policy/health-care/why-new-york-hospitals-have-terrible-federal-rankings.html

[43] Ibid.

[44] See: https://profiles.health.ny.gov/hospital/enforcement_search New York's hospital fines on only a small handful of hospitals by year currently available on NYSDOH's website were:
    2016: Erie County Medical Center ($14,000), Long Island Jewish Medical Center ($4,000), Mount Sinai Hospital ($2,000), Niagara Falls Memorial Hospital ($2,000), Northern Westchester Hospital ($10,000), Plainview Hospital ($4,000), St. Charles Hospital ($6,000), St. Joseph's Medical Center-Yonkers ($12,000), St. Peter's Hospital ($2,000).
     2017: Erie County Medical Center ($2,000), Good Samaritan Hospital Medical Center-West Islip ($2,000), Jacobi Medical Center ($2,000), Kings County Hospital Center ($2,000), Lenox Hill Hospital ($10,000), Montefiore Medical Center-Jack C Weiler ($2,000), Montefiore Medical Center-Henry & Lucy Moses ($2,000), Montefiore Mount Vernon Hospital ($2,000), New York-Presbyterian-Queens ($2,000), St John's Episcopal-South Shore ($2,000), University Hospital-Stony Brook ($2,000).
    2018: Elmhurst Hospital ($2,000), Massena Memorial Hospital ($300), $10,000 (Strong Memorial Hospital), St. Barnabas Hospital ($2,000).
    Review of 2002 to 2009 hospitals found that fines were higher than in 2016 to 2018 (except in 2008), although their fines were low compared to California's hospital penalties. The New York total annual fines and numbers of hospitals were: 2009: $258,000, 8; 2008: $30,000, 5; 2007: $354,000, 19; 2006: $211,000, 16; 2005: $154,000, 14; 2004, $255,000, 16; 2003, $307,000, 20; 2002, $224,000, 14. Source: *Hospital profile data available at the DOH website*.

[45] See: https://www.cdph.ca.gov/Programs/CHCQ/LCP/Pages/Hospital-Administrative-Penalties-by-Year.aspx#2017

[46] 2017, not 2018 fines, are shown https://www.hospitalsafetygrade.org/your-hospitals-safety-grade/LivesLost because as this report was being written New York State showed the most recent as of November 30, 2018.

[47] For example, at one of the penalized hospitals: "Based on interview and record review, the hospital's professional nursing staff failed to accurately assess Patient 1 for fall risk, implement a plan of care to prevent falls, and advocate for safety of Patient 1 when multiple factors including medications increased the risk for failing in Patient 1. As a result, Patient 1 fell during the night of the night… sustaining fractures of the right leg, the skull and a multiple abrasions/bruising on various parts…"

Appendices

CODE BLUE:
New York Hospitals' Poor Quality Performance 2019

APPENDIX A
The seven major hospital categories

From *Hospital Compare,* as part of the Centers for Medical & Medicaid Services, each of the first four major quality categories below has 22 percent weight. The three following major quality categories each has four percent weight.[1]

Safety of Care (8 measures)

- Central-line associated bloodstream Infections (CLABSI)
- Catheter-associated urinary tract infections (CAUTI)
- Surgical site infections from colon surgery
- Surgical site infections from abdominal hysterectomy
- Methicillin-resistant Staphylococcus Aureus (MRSA) Blood Laboratory-identified Events (Bloodstream infections)
- *Clostridium difficile* (C. diff) Laboratory-identified Events (Intestinal infections)
- Rate of complications for hip/knee replacement patients
- Serious complications

Readmission (9 measures)

- Hospital return days for heart attack patients
- Rate of unplanned readmission for coronary artery bypass graft (CABG) surgery patients
- Rate of unplanned readmissions for chronic obstructive pulmonary disease (COPD) patients
- Hospital return days for heart failure patients
- Rate of unplanned readmission after hip/knee surgery
- Hospital return days for pneumonia patients
- Rate of unplanned readmission for stroke patients
- Rate of unplanned readmission after discharge from hospital (hospital-wide)
- Rate of unplanned hospital visits after an outpatient colonoscopy

Medicare.gov/Hospital Compare explains how **Readmission** is very serious to patients:

> "Patients who are admitted to the hospital for treatment of medical problems sometimes get other serious injuries, complications, or conditions, and may even die. Some patients may experience problems soon after they are discharged and need to be admitted to the hospital again. These events can often be prevented if hospitals follow best practices for treating patients."

Patient Expression (10 measures)

- Patients who reported that their nurses communicated well
- Patients who reported that their doctors communicated well
- Patients who reported that they received help as soon as they wanted
- Patients who reported that staff explained about medicines before giving it to them

- Patients who reported that their room and bathroom were clean
- Patients who reported that the area around their room was quiet at night
- Patients who reported that they were given information about that to do during their recovery at home
- Patients who understood their care when they left the hospital
- Patients who gave their hospital a rating on a scale from 0 (lowest) to 10 (highest)
- Patients who would recommend the hospital to their friends and family

Mortality (7 measures)

- Death rate for heart attack patients
- Death rate for coronary artery bypass graft (CABG) surgery patients
- Death rate for chronic obstructive pulmonary disease (COPD) patients
- Death rate for heart failure patients
- Death rate for pneumonia patients
- Death rate for stroke patients
- Death among patients with serious treatable complications after surgery

Effectiveness of Care (11 measures)

- Patients assessed and given influence vaccination
- Healthcare workers given influenza vaccination
- Outpatients with chest pain or possible heart attack who received aspirin within 24 hours or arrival or before transferring from the emergency department
- Percentage of patients who left the emergency department before being seen
- Percentage of patients who came to emergency department with stroke symptoms who received brain scan results within 45 minutes of arrival
- Percentage of patients receiving appropriate recommendation for follow-up screening colonoscopy
- Percentage of patients with history of polyps receiving follow-up colonoscopy in the appropriate timeframe
- Percent of mothers whose deliveries were scheduled too early (1-2 weeks early) when a scheduled delivery was not medically necessary
- Patients who developed a blood clot while in the hospital who did not get treatment that could have prevented it
- Percentage of patients receiving appropriate radiation therapy for cancer that has spread to the bone

Timeliness of Care (9 measures)

- Average (median) time patients spent in the emergency department, before they were admitted to the hospital as an inpatient
- Average (median) time patients spent in the emergency department, after the doctor decided to admit them as an inpatient before leaving the emergency department for their inpatient room
- Average (median) number of minutes before outpatients with chest paid or possible heart attack got drugs to break up blood clots
- Outpatients with chest pain or possible heart attack who got drugs to break up blood clots within 30 minutes of arrival
- Average (median) number of minutes before outpatients with chest pain or possible heart attack who needed specialized care were transferred to another hospital

- Average (median) number of minutes before outpatients with chest pain or possible heart attack got an ECG
- Average (median) time patients spent in the emergency department before leaving from the visit
- Average (median) time patients spent in the emergency department before they were seen by a healthcare professional
- Average (median) time patients who came in the emergency department with broken bones had to wait before getting pain medication

Efficient Use of Medical Imaging

This is not listed because 41 New York hospitals were not reported.

More background information on **Mortality** and **Safety of Care** is provided in "Complications & deaths" and more information on Readmission is at "Unplanned hospital visits" at *Medicare.gov/Hospital Compare*.[2]

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[1] *Medicare.gov/Hospital Compare*: Measures included by categories. See:
https://www.medicare.gov/hospitalcompare/Data/Hospital-overall-ratings-calculation.html

[2] See: https://www.medicare.gov/hospitalcompare/Data/Measures.html and
https://www.medicare.gov/hospitalcompare/Data/RCD-Overview.html

APPENDIX B

Number of and percentages of five, four, three, two and one-star quality hospitals as of July 30, 2019

Acute Care Hospitals *and* Critical Access Hospitals are in a column "a" and their N/A hospitals are in column "c".
Hospital Acute Hospitals *and* no Critical Access Hospitals are in column "b" and their N/A hospitals are in column "d".
Urban population at these states is at least 70% of total state population.
Not included: "Acute Care – Veterans Administration," "Acute Care – Department of Defense", "Childrens" hospitals and "Psychiatric" facilities.

	Million pop-ulation[1]	Total # of hospitals, non-N/A	Five stars	Four stars	Three stars	Two stars	One star	# of N/A hospitals/ # of only ACH N/A hospitals.
New York	*19.8*	a) 149[2] *b) 140*	1/1% *1/1%*	15/10% *11/8%*	40/27% *37/26%*	45/30% *43/31%*	48/32% *48/34%*	c) 18[3] *d) 9*
Arizona	7.2	**a) 55** *b) 50*	4/7% *4/8%*	14/25% *12/24%*	19/35% *17/34%*	16/29% *15/30%*	2/4% *2/4%*	c) 19 *d) 10*
California	39.4	**a) 296** *b) 279*	21/7% *21/7%*	62/21% *58/21%*	93/31% *86/31%*	96/32% *90/32%*	24/8% *24/9%*	c) 33 *d)16*
Florida	21.3	***a) 169*** *b) 163*	9/5% *8/5%*	28/17% *27/17%*	40/24% *38/23%*	60/35% *58/36%*	32/19% *32/20%*	c) 10 *d) 4*
Georgia	10.5	***a) 108*** *b) 93*	5/5% *4/4%*	26/27% *21/23%*	42/38% *34/37%*	23/25% *22/24%*	*12/11%* *12/13%*	c) 15 *d) 7*
Illinois	12.8	**a) 163** *b) 123*	12/7% *10/8%*	49/30% *29/23%*	55/34% *41/33%*	31/19% *27/22%*	16/10% *16/13%*	c) 13 *d) 2*
Indiana	6.7	**a) 110** *b) 80*	13/12% *12/15%*	51/46% *33/41%*	36/33% *28/35%*	10/9%% *7/9%*	0/0% *0/0%*	c) 10 *d) 5*
Maryland*	6.0	***a) 45***	5/11%	9/20%	19/42%	6/13%	6/13%	c) 2
Massachusetts	6.0	***a) 56*** *b) 53*	7/12% *6/11%*	11/20% *11/21%*	19/34% *17/32%*	15/27% *15/28%*	4/7% *4/7%*	c) 2 *d) 2*
Michigan	10.0	**a) 116** *b) 87*	11/9% *9/10%*	51/44% *30/34%*	37/32% *31/36%*	13/11% *13/15%*	4/3% *4/4%*	c) 14 *d) 7*
Missouri	6.1	**a) 89** *b) 70*	6/7% *6/8%*	23/26% *15/21%*	36/40% *27/38%*	17/19% *15/21%*	7/8% *7/10%*	c) 11 *d) 1*
New Jersey*	9.0	**a) 64**	6/9%	10/17%	14/22%	26/41%	8/12%	c) 0
Ohio	11.7	**a) 145** *b) 117*	*20/14%* *17/15%*	52/36% *41/35%*	50/34% *37/32%*	21/14% *20/17%*	2/1% *2/1%*	c) 14 *d) 9*
Pennsylvania	12.8	**a) 148** *b) 134*	11/7% *11/8%*	36/24% *30/22%*	52/35% *46/34%*	36/24% *35/26%*	13/9% *12/9%*	c) 15 *d) 14*
Texas	28.7	**a) 264** *b) 244*	23/9% *23/9%*	84/32% *74/30%*	95/36% *86/35%*	52/20% *51/21%*	10/4% *10/4%*	c) 125** *d) 60*
Virginia	8.6	**a) 77** *b) 72*	9/12% *9/12%*	24/31% *20/28%*	24/31% *24/33%*	17/22% *16/22%*	3/4% *3/4%*	c) 2 *d) 2*
Washington	7.5	**a) 68** *b) 46*	6/9% *5/11%*	19/28% *15/33%*	24/35% *10/22%*	17/25% *14/30%*	2/3% *2/4%*	c) 20 *d) 3*

*These two states have no Critical Access Hospitals.
**57 of these are "Psychiatric". *Hospital Compare* defines these hospitals as follows: "A specialty facility that primarily provides inpatient psychiatric services for the diagnosis and treatment of mental illness on a 24-hour basis, by or under the supervision of a physician."

[2] Nine New York Critical Access Hospitals that have at least two stars: Community Memorial Hospital (4 stars, 25 beds), Delaware Valley Hospital (4 stars, 25 beds), Elizabeth Community Hospital (2 stars, 25 beds), Ellenville Regional Hospital (3 stars, 25 beds), Gouverneur Hospital (2 stars, 25 beds), Lewis County General Hospital (3 stars, 35 beds), Little Falls Hospital (4 stars, 25 beds),

O'Connor Hospital (4 stars, 23 beds), Soldier-Sailors Memorial Hospital (3 stars, 35 beds). None of these hospitals has only one star.

[3] *Hospital Compare* reports these hospitals as "Not available" and hospitals with no Emergency Services are indicated as "No ES)." **Nine Acute Care Hospitals (ACH**): Burden Care Center (no ES), Healthalliance Hospital Mary's Avenue Campus, Helen Hayes Hospital (no ES**),** Monroe Community Hospital (no ES), NY Eye and Ear Infinity, Sunnyview Hospital (no ES), Rockefeller University Hospital (no ES), Tri-Town Regional Healthcare and Westfield Memorial Hospital. **Nine Critical Access Hospitals (CAH):** Carthage Area Hospital, Catskill Regional Medical Center – G Hermann Site (no ES), Cobleskill Regional Hospital, Cuba Memorial Hospital (no ES), Clifton Fine Hospital, River Hospital, Margaretville Memorial Hospital, Schuyler Hospital, Medina Memorial Hospital.

APPENDIX C

Upstate	# of hospitals	% of Upstate hospitals	# of beds	% of upstate hospital beds
One-star hospitals	15	18%	4339	26%
Two-star hospitals	32	38%	7894	47%
Three-star hospitals	24	28%	3530	21%
Four-star hospitals	12	15%	985	6%
Five-star hospitals	0	0%	0	0%
TOTAL UPSTATE HOSPITALS	*83*		*16748*	

Nassau-Suffolk-Westchester	# of hospitals	% of suburb hospitals	# of beds	% of suburban hospital beds
One-star hospitals	9	30%	2958	28%
Two-star hospitals	9	30%	3948	37%
Three-star hospitals	10	33%	3056	29%
Four-star hospitals	2	7%	602	6%
Five-star hospitals	0	0%	0	0%
TOTAL SUBURB HOSPITALS AND BEDS	*30*		*10564*	

New York City	# of hospitals	% of NYC hospitals	# of beds	% of NYC hospital beds
One-star hospitals	24	67%	11433	56%
Two-star hospitals	4	14%	1989	10%
Three-star hospitals	6	14%	5326	27%
Four-star hospitals	1	3%	1294	6%
Five-star hospitals	1	0%	214	1%
TOTAL NYC HOSPITALS AND BEDS	*36*		*20256*	

TOTAL New York State	# of hospitals	% of NYS hospitals	# of beds	% of total hospital beds
One-star hospitals	48	32%	18730	39%
Two-star hospitals	45	30%	13831	29%
Three-star hospitals	40	27%	11912	25%
Four-star hospitals	15	11%	2881	6%
Five-star hospitals	1	0%	214	0%
TOTAL NYS HOSPITALS AND BEDS	*149*		*47568*	

UPSTATE	Beds		Beds as % of stars	County
One-star hospitals (15)				
Albany Medical Center Hospital	716			Albany
Alice Hyde Medical Center	76			Franklin
Auburn Community Hospital	99			Cayuga
Eastern Niagara Hospital	136			Niagara
Geneva General Hospital	132			Ontario
Good Samaritan Hospital (Suffern)	286			Rockland
HealthAlliance Hospital-Broadway (Kingston)	150			Ulster
Kaleida Health	788			Erie
Mary Imogene Bassett Hospital (Cooperstown)	180			Otsego
Mercy Hospital of Buffalo	387			Erie
Niagara Falls Medical	171			Niagara
Samaritan Hospital (Troy)	212			Rensselaer
St. Elizabeth Medical Center (Utica)	201			Oneida
United Health Services (Johnson City)	500			Broome
Vassar Brothers Center	365			Dutchess
	4399	**4399**	**26%**	
Kaleida includes Buffalo General Hospital (457), DeGraff Memorial (66), Millard Fillmore Suburban (265)				
United Health Services includes UHS Binghamton General Hosp and Wilson Medical Center				

Two-star hospitals (32)	Beds		Beds as % of stars	County
Arnot Ogden Medical Center (Elmira)	266			Chemung
Brooks Memorial Hospital-TLC	65			Chautauqua
Bertrand Chaffee Hospital (Springville)	24			Erie
Catskill Regional Medical Center	154			Sullivan
Cayuga Medical Center at Ithaca	212			Tompkins
Clifton Springs Hospital	154			Ontario
Columbia Memorial Hospital (Hudson)	192			Columbia
Crouse Memorial Hospital (Syracuse)	465			Onondaga
Elizabeth Community Hospital	**25*			Essex
Ellis Hospital	368			Schenectady
Erie County Medical Center	583			Erie
Faxton-St Luke's Hosp (Utica)	370			Oneida
FF Thompson Hosp	113			Ontario
Gouverneur Hospital	**25*			St Lawrence
Jones Memorial Hospital	70			Allegany
Massena Memorial Hospital	50			St Lawrence
Newark-Wayne Community Hospital	120			Wayne
Nicholas H Noyes Memorial Hospital (Dansville)	67			Livingston
Nyack Hospital	375			Rockland

Putnam Hospital Center	164			Putnam
Rochester General Hospital	528			Monroe
St. Anthony Community Hosp	60			Orange
St Joseph's Hospital (Syracuse)	454			Onondaga
St. Peter's Hospital, Albany	442			Albany
Sisters of Charity Hospital (Buffalo)	290			Erie
St Luke-Cornwall Hospital	242			Orange
St Mary's Hospital at Amsterdam	120			Montgomery
Strong Memorial Hospital (Rochester)	838			Monroe
United Memorial Med Center (Batavia)	111			Genesee
Unity Hospital of Rochester	311			Monroe
University Hospital-SUNY (Syracuse)	409			Onondaga
UPMC Chautauqua WCA	277			Chautauqua
	7894	**7894**	**47%**	

Three-star hospitals (24 hospitals)	Beds		Beds as % of stars	County
Aurelia Osborn Fox Memorial Center	53			Otsego
Canton-Potsdam Hospital	94			St Lawrence
Champlain Valley Hospital (Plattsburg)	300			Clinton
Chenango Memorial Hospital (Norwich)	58			Chenango
Claxton-Hepburn Medical Center	130			St Lawrence
Cortland Memorial Regional Center	162			Cortland
Ellenville Regional Hospital	**25*			Ulster
Glens Falls Hospital	410			Warren
Highland Hospital (Rochester)	261			Monroe
Ira Davenport Memorial Hospital	35			Steuben
Lewis County General Hospital	**35*			Lewis
Mount St Mary's Hospital (Lewiston)	175			Niagara
Olean General Hospital	186			Cattaraugus
Oneida Healthcare	101			Oneida
Orange Regional Medical Center	383			Orange
Oswego Hospital	132			Oswego
Our Lady of Lourdes Memorial (Binghamton)	242			Broome
Rome Memorial Hospital	130			Oneida
Samaritan Hospital (Watertown)	290			Jefferson
Soldiers and Sailors Memorial	**35*			Yates
St James Mercy Hosp (Hornell)	15			Steuben
St Joseph's Hospital (Elmira)	125			Chemung
St Mary's Hospital (Troy)	186			Rensselaer
Wyoming County Hospital	62			Wyoming
	3530	**3530**	**21%**	

Four-star hospitals (12 hospitals)	Beds		Beds as % of stars	County
Adirondack Medical Center	95			Essex
Albany Memorial Hospital	165			Albany
Bon Secours Community Hospital	122			Orange
Community Memorial Hospital - Hamilton	*25			Madison
Corning Hospital	65			Steuben
Delaware Valley Hospital	25			Delaware
Kenmore Mercy Hospital - Buffalo	184			Erie
Little Falls Hospital	*25			Herkimer
Nathan Littauer Hospital (Gloversville)	74			Fulton
Northern Dutchess Hospital	84			Dutchess
O'Connor Hospital	*23			Delaware
Saratoga Hospital	171			Saratoga
	985	**985**	**6%**	

Five-star hospitals (0)				
None	0	0	0%	
TOTAL BEDS	_	**16748**		
TOTAL HOSPITALS		**83**		
These are a Critical Access Hospital				
"Not Available" (10 hospitals, and whether it has no ER)				
Carthage Area Hospital, CAH	35			
Clifton Fine Hospital, CAH	20			
Cuba Memorial Hospital, CAH, no ER	6			
HealthAlliance Hospital Mary's Avenue Campus, ACH	150			
Margaretville Memorial Hospital, CAH	15			
Medina Memorial Hospital, CAH	39			
Monroe County Hospital, ACH, no ER	39			
River Hospital, CAH	15			
Schuyler Hospital, CAH	25			
Westfield Memorial Hospital, ACH	4			

NEW YORK CITY	Beds		Beds as % of stars
One-star hospitals (24)			
Bellevue Medical Center	912		
Brookdale Hospital Center	530		
Brooklyn Hospital Medical Center	464		
Coney Island Hospital	371		
Elmhurst Medical Center	545		
Flushing Hospital Medical Center	299		
Harlem Hospital Center	282		
Interfaith Medical Center	287		
Jacobi Medical Center	457		
Jamaica Hospital Center	408		
Kings County Medical Center	639		
Kingsbrook Jewish Medical Center	303		
Lincoln Medical & Mental Health	362		
Maimonides Medical Center	711		
Montefiore Medical Center*	1558		
North Central Bronx Hospital	213		
Queens Hospital Center	269		
Richmond University Medical	448		
Staten Island University Hospital**	666		
St. Barnabas Hospital	422		
St. John's Episcopal Hospital	257		
University Hospital-Brooklyn	342		
Wyckoff Heights Medical Center	324		
Woodhull Medical and Mental	364		
	11433	**11433**	**56%**
*Includes Henry & Lucy Moses, Jack D Weiler Centers and Montefiore Wakefield Hospital			
**Includes St. University North (472) and South (194)			
Two-star hospitals (4)			
Bronx-Lebanon Medical Center*	415		
Metropolitan Hospital Center	338		
Mount Sinai Beth Israel	701		
New York-Presbyterian/Queens	535		
	1989	**1989**	**10%**
*Concourse Center only			
Three-star hospitals (6)			
Lenox Hill Hospital	632		

Mt Sinai Hospital	1134		
Mount Sinai West	495		
New York Community Hospital-Brooklyn	212		
New York-Presbyterian Hospital*	2262	-	
New York Methodist Hospital	591		
	5326	**5326**	**27%**
*Includes the Lower Manhattan, Columbia Presbyterian-Weill Cornell and Allen Hospitals			
Four-star hospitals (1)			
NYU Hospitals Centers*	1294	**1294**	**6%**
*Lutheran Med Ctr was renamed NYU Langone Hospital-Brooklyn. Its 450 beds are included.			
Five-star hospitals (1)		-	-
Hospital for Special Surgery	214	**214**	1%
TOTAL BEDS		**20256**	-
TOTAL HOSPITALS		**36**	

NASSAU, SUFFOLK, WESTCHESTER	Beds		Beds as % of stars
One-star hospitals (9)			
Good Samaritan Hospital - West Islip	437		
Long Island Community Hospital (Brookhaven Memorial Hospital)	306		
Mercy Medical Center	375		
Montefiore - Mount Vernon Hospital	121		
Nassau University Medical Center	530		
Peconic Bay Medical Center	140		
St Joseph Hospital - Bethpage	203		
St Joseph's-Yonkers	194		
Westchester Medical Center	652		
	2958	**2958**	**28%**
Two-star hospitals (9)			
Glen Cove Hospital	247		
Long Island Jewish Medical Center*	1,025		
Montefiore - New Rochelle Hospital	223		
New York-Presbyterian Hosp (Lawrence Hospital)***	288		
North Shore University	738		
St John's Riverside Hospital**	366		
Southside Hospital	300		

South Nassau Hospital	455		
St Catherine of Siena Hosp	306		
	3948	**3948**	**37%**

*Franklin Hospital was reported for 2016 but not for 2017.

It now is Long Island Jewish Valley Stream, 900 Franklin Avenue.

**Including Dobbs Ferry SJRH

Three-star hospitals (10)			
Eastern Long Island Hospital	90		
Huntington Hospital	408		
John T Mather Mem Hospital	248		
NY Presbyterian Hosp -- Hudson Valley Hospital	128		
Northern Westchester Hospital	245		
Plainview Hospital	204		
St Charles Hospital - Port Jefferson	243		
University Hospital - Stony Brook*	603		
White Plains Hospital	296		
Winthrop-University Medical Center (NYU)	591		
	3056	**3056**	**29%**

*Includes 125 beds from Southampton Hospital

Four-star hospitals (2)			
Phelps Memorial Hospital	238		
St Francis Hospital - Roslyn	364		
	602	**602**	**6%**
Five-star hospitals (0)			
None	0	***0***	
TOTAL BEDS		**10564**	
TOTAL HOSPITALS		**30**	

APPENDIX D

Effectiveness of Care and *Timelessness of Care: National Average Comparison numbers and percentages of "Below," "Same" or "Above" hospitals' beds*

Two of the three New York categories in which each category has 4% of the weight used on these calculations.* Numbers of beds and their total percentages.		New York State	New York City (36 hospitals)	Nassau-Suffolk-Westchester (30 hospitals)	Upstate (76 ACH hospitals)
Effectiveness of Care	Below the national average	7,796/16%	3,850/19%	1,025/10%	2,921/17%
	Same as the national average	38,140/80%	15,112/75%	9,539/90%	13,489/80%
	Above the national average	1,707/4%	1,294/6%	0/0%	413/2%
	NA	0	0	0	0
Timelessness of Care	*Below the national average*	*42,311/89%*	*20,042/100%*	*9,933/94%*	*12,336/73%*
	Same as the national average	*4,437/94%*	*0/0%*	*631/6%*	*3,806/23%*
	Above the national average	*681/1%*	*0/0%*	*0/0%*	*681/4%*
	NA	*214*	*214*	*0*	*0*

*The third category, Efficient Use of Medical Care, is not reported here because 41 of the total 150 New York hospitals did not report it.

APPENDIX E

***Safety of Care, Readmission, Patient Expression and Mortality*: National Average Comparison numbers and percentages of its "Below" "Same" or "Above" hospital beds**

Hospital scores are determined from Safety of Care, Readmission, Patient Expression and Mortality, each of which has 22 percent of the weight used on these calculations. (See Section A below) Hospitals are also determined from Effectiveness of Care, Timelessness of Care and Efficient Use of Medical Imaging, each of which has four percent of the weight used on these calculations. (See Section B below).

Safety of Care

Seventy-seven percent of New York City hospital beds, 72 percent of Nassau-Suffolk-Westchester hospital beds and 47 percent of Upstate hospital beds were "Below the national average." Seven percent of New York City hospital beds, 17 percent of Nassau-Suffolk-Westchester hospital beds and 28 percent of Upstate hospital beds were "Same as the national average." Fifteen percent of New York City beds, 12 percent of the Nassau-Suffolk-Westchester hospital beds and 25 percent of Upstate hospital beds were "Above the national average."

Readmission

Ninety-seven percentage of New York City hospital beds, 91 percent of Nassau-Suffolk-Westchester hospital beds and 57 percent of Upstate hospital beds were "Below the national average." None of the New York City hospital beds, 6 percent of Nassau-Suffolk-Westchester hospital beds and 17 percent of Upstate hospital beds were "Same as the national average." Three percentage of New York City hospital beds, three percent of Nassau-Suffolk-Westchester hospital beds and 26 percent of Upstate hospital beds were "Above the national average."

Patient Expression

Percentages by number of hospital beds. **Eighty-eight percentage of New York City hospital beds, 66 percent of Nassau-Suffolk-Westchester hospital beds and 64 percent of Upstate hospital beds were "Below the national average."** Eleven percentage of the New York City hospital beds, 19 percent of Nassau-Suffolk-Westchester hospital beds and 31 percent of Upstate hospital beds were "Same as the national average." One percent of New York City hospital beds, 14 percent of Nassau-Suffolk-Westchester hospital beds and four percent of Upstate hospital beds were "Above the national average."

Mortality

Three percentage of hospital beds in New York City, 6 percent of Nassau-Suffolk-Westchester hospital beds and 19 percent of Upstate hospital beds were "Below the national average." **Forty-four percentage of New York City hospital beds, 47 percent of Nassau-Suffolk-Westchester hospital beds and 64 percent of Upstate hospital beds were "Same as the national average."** Fifty-three percentage of New York City hospital beds, 48 percent of Nassau-Suffolk-Westchester hospital beds and 16 percent of Upstate hospital beds were "Above the national average."

Table, Appendix E. *National Average Comparison*
a) Numbers and percentages of hospital beds in 76 Acute Care Hospitals (ACH)
b) Numbers of hospital beds in nine Critical Access Hospitals (CAH)

		a) Acute Care Hospitals (1)				b) CAH*
		New York State	**New York City (2)**	**Nassau-Suffolk-Westchester (3)**	**Upstate (4)**	**NYS**
Safety of Care	*Below the national average*	*30,520/66%*	*15,670/77%*	*7,405/72%*	*3,456/47%*	*0*
	Same as the national average	*7,681/17%*	*1,536/8%*	*1,740/17%*	*4,405/28%*	*0*
	Above the national average	*8,175/18%*	*3,061/15%*	*1,208/12%*	*3,906/25%*	*0*
	NA	*1,506*	*0*	*211*	*1,056*	*239*
Readmission	Below the national average	38,778/82%	19,481/97%	9,668/91%	9,604/57%	25
	Same as the national average	3,678/7%	0/0%	602/6%	2,862/17%	214
	Above the national average	5,283/11%	632/3%	294/3%	4,357/27%	0
	NA	214	214	0	0	0
Patient Experience	*Below the national average*	*35,361/75%*	*17,780/88%*	*7,006/63%*	*10,575/64%*	*0*
	Same as the national average	*9,481/20%*	*2,262/11%*	*2,034/19%*	*5,125/31%*	*60*
	Above the national average	*2,553/5%*	*214/1%*	*1,524/14%*	*737/4%*	*81*
	NA	*386*	*0*	*0*	*386*	*98*
Mortality	Below the national average	4,421/9%	665/3%	530/6%	3,226/19%	0
	Same as the national average	24,620/52%	8,736/44%	4,936/47%	10,734/64%	214
	Above the national average	18,265/39%	10,428/53%	5,098/48%	2,739/16%	0
	NA	552	427	0	125	25

Medicare.gov/Hospital Compare includes nine small CAH hospitals when providing the hospital with a quality star: Community Memorial Hospital, Delaware Valley Hospital, Elizabeth Community Hospital, Ellenville Regional Hospital, Gouverneur Hospital, Lewis County General Hospital, Little Falls Hospital, O'Connor Hospital and Soldiers and Sailors Memorial Hospital.

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[1] *Medicare.gov/Hospital Compare* was not including these N/A hospitals because: "There are too few measures or measure groups reported to calculate a star rating or measure group score": Clifton Fine Hospital, Cuba Memorial Hospital, HealthAlliance Hospital Mary's Avenue Campus, Helen Hayes Hospital, Margaretville Memorial Hospital, Medina Memorial Hospital, Monroe Community Hospital, Moses-Ludington Hospital, NY Eye & Ear Infirmary, River Hospital, Inc., Schuyler Hospital, Sunnyview Hospital, Westfield Memorial Hospital. *Medicare.gov/Hospital Compare* also does not include 11 hospitals for "Overall star ratings are not calculated for Veterans Health Administration or Department of Defense," four hospitals for "Data are shown only for hospitals that participate in Inpatient Quality Reporting (IQR) and Outpatient Quality Reporting (OQR) program," and one hospital for which "Data suppressed by CMS for one or more quarters."

[2] Hospital for Special Surgery was N/A for "Mortality" and "Patient Experience." North Central Bronx Hospital was N/A for Mortality.

[3] Eastern Long Island Hospital and Montefiore Mount Vernon Hospital were N/A for "Safety of Care."

[4] Albany Memorial Hospital, Bertrand Chaffee Hospital, Clifton Springs Hospital and Clinic, Cobleskill Regional Hospital, Ira Davenport Memorial Hospital, Jones Memorial Hospital, Massena Memorial Hospital, Rome Memorial Hospital, St. James Mercy Hospital, St. Joseph's Hospital, St. Mary's Hospital (Troy) and Wyoming County Community Hospital were N/A for "Safety of Care." Cobleskill Regional Hospital, Ira Davenport Memorial Hospital, St. Mary's Hospital (Troy) and St Joseph's Hospital, St. Mary's Hospital (Troy) were N/A for "Patient Experience."

APPENDIX F

How hospitals with one to five quality stars were determined.

Hospital Compare is part of the Centers for Medicare & Medicaid Services (CMS).[1] It reports on whether a hospital has a one, two, three, four or five quality stars. The number of stars is based on "overall hospital rating summarizes" of between nine and 60 measures, with an average of 39 measures. These measures are in categories "across 7 areas of quality into a single star rating for each hospital"[2] and, "The more stars, the better a hospital performed on the available quality measures. The most common overall hospital rating is 3 stars."[3] *QualityNet* reports that the *Hospital Compare* is "a website designed for consumers to use along with their healthcare provider to make decisions where to receive care."[4]

The seven quality star categories are: Mortality, Safety of Care, Readmission, Patient Experience, Effectiveness of Care, Timelessness of Care, and Efficient Use of Medical Imaging.[5] Hospital scores are determined mostly from the first four of these categories, each of which has 22 percent of the weight used on these calculations: Mortality, Safety of Care, Readmission, and Patient Experience. Performance is based less on the three other categories, each of which has 4 percent of the weight: Effectiveness of Care, Timelessness of Care, and Efficient Use of Medical Imaging.[6]

CMS reported that in December 2017 there were significant improvements in how *Hospital Quality Star Ratings* were determined: "Overall these methodology enhancements yield a broader Star Rating distribution, increase reliability, and improve the stability of hospital estimates."[7]

Centers for Medicare & Medicaid plans to revise the quality measurement methodology of *Overall Hospital Quality Star Ratings* in 2021. In August 2019 CMS reported, "In the interim, CMS will next refresh the Star Ratings using the current methodology in early 2020, ensuring patients have timely access to the most up-to-date hospital quality information while a new methodology is being finalized."[8]

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[1] According to *Medicare.gov/Hospital Compare* it "uses a variety of tools to help hospitals improve the quality of care they deliver. The aim is to help improve hospitals' quality of care through easy to understand data on hospital performance…" See also: https://www.medicare.gov/hospitalcompare/Data/About.html%20Medicare.gov/Hospital%20Compare/

[2] *Medicare.gov/Hospital Compare* explained that a hospital summary score is calculated "by taking the weighted average of these [seven] group scores. If a hospital is missing a measure category or group, the weights are redistributed amongst the qualifying measure categories or groups." See: https://www.medicare.gov/hospitalcompare/Data/Hospital-overall-ratings-calculation.html

[3] See: Medicare.gov/Hospital Compare, *Hospital Compare overall hospital rating*, https://www.medicare.gov/hospitalcompare/Data/Data-Updated.html#

[4] In August 2017 *Becker's Healthcare* reported, "CMS: Hospitals to submit meaningful use data via *QualityNet* in 2018." See: https://www.beckershospitalreview.com/healthcare-information-technology/cms-hospitals-to-submit-meaningful-use-data-via-qualitynet-in-2018.html   For a October 2018 update, See: https://www.cms.gov/Regulations-and-\Guidance/Legislation/EHRIncentivePrograms/Downloads/EHRHospital_TransitionOverviewFact-Sheet_20171101.pdf

In October 2017 *QualityNet* released "*QualityNet* Secure Portal Enrollment and Login User Guide for Eligible Hospitals and Critical Access Hospitals Attesting to the Centers for Medicare & Medicaid Services for the Electronic Health Record Incentive Program." See: https://www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/Downloads/QualityNetUserGuide.pdf

[5] An explanation of this process was summarized by *Deloitte* Center *for Health Solutions* on page 3 in 2017 in "There's more than one way to become a 5-star hospital." According to *Deloitte*: "The score is calculated using a five-step process, which involves standardizing individual quality measures, grouping them into seven categories, calculating scores for each individual category, and then using a summary score to calculate the final star rating."

[6] *Hospital Compare* explains that for each hospital, "a hospital summary score is calculated by taking the weighted average of the hospital's scores for each measure group or category" and that their table "shows the weight applied to each measure category. The hospital summary score is then used to calculate the overall rating." See:
https://www.medicare.gov/hospitalcompare/Data/Hospital-overall-ratings-calculation.html
Hospital Compare obtains its hospital information from the *Hospital Inpatient Quality Reporting (IQR) Program Overview*[6] and the *Hospital Outpatient Quality Reporting (OQR) Program*. See:
https://www.qualitynet.org/dcs/ContentServer?c=Page&pagename=QnetPublic%2FPage%2FQnetTier2&cid=1191255879384

In addition, "Some of the measures used to calculate the overall hospital rating are based only on data from Medicare patients and some are based on data from all patients." If one or more of the categories is missing, its weight is included in the other categories.

[7] *Star Methodology Enhancement for December 2017 Public Release*, and *CMS Methodology Enhancements for December 2017 Public Reporting – December 2017 Release.* See:
https://www.qualitynet.org/dcs/ContentServer?c=Page&pagename=QnetPublic%2FPage%2FQnetTier3&cid=1228775957165

[8] CMS.gov Newsroom: "CMS Announces Upcoming Enhancement of Overall Hospital Quality Star Ratings," August 19, 2019.

APPENDIX G

Timelessness of Care and **Effectiveness of Care***: total numbers of hospitals and their percent "Below the national averages," "Same as the national average," or "Above the national average"*

National Average Comparison is based on the following three groups or categories of quality measures that make up the *Hospital Compare* overall rating. Each is worth up to four percent of the weight used in their calculations. In 2019:

- On **Timeliness of Care,** 100 percent of the New York City hospitals, 90 percent of the suburban hospitals and 53 percent of Upstate hospitals were "Below the national average." None of the New York City, 10 percent of Nassau-Suffolk-Westchester hospitals and 36 percent of Upstate hospitals were "Same as the national average," None of the New York City hospitals, none of Nassau-Suffolk-Westchester hospitals and 11 percent of Upstate hospitals have an "Above the national average."

- On **Effectiveness of Care,** 25 percent of New York City hospitals, three percent of the Nassau-Suffolk-Westchester hospitals and nine percent of Upstate hospitals were "Below the national average." Seventy-two percent of the New York City hospitals, 97 percent of Nassau-Suffolk-Westchester hospitals and 88 percent of Upstate hospitals were "Same as the national average." Three percent of New York City hospitals, none of the Nassau-Suffolk-Westchester hospitals and three percent of Upstate hospitals were "Above the national average."

Efficient Use of Medical Imaging is not included in Appendix G because 41 of the 149 New York hospitals were not reported.

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
SAFETY OF CARE
New York City

Below the national care (25 hospitals)	Beds		
Bellevue Medical Center	912		
Brookdale Hospital Center	530		
Brooklyn Hospital Medical Center	464		
Coney Island Hospital	371		
Elmhurst Medical Center	545		
Flushing Hospital Medical Center	299		
Interfaith Medical Center	287		
Jacobi Medical Center	457		
Kings County Medical Center	639		
Kingsbrook Jewish Medical Center	303		
Lenox Hill Hospital	632		
Lincoln Medical & Mental Health	362		
Maimonides Medical Center	711		
Metropolitan Hospital Center	338		
Montefiore Medical Center	1558		
Mount Sinai Beth Israel	701		
New York-Presbyterian Hospital	2262		
New York-Presbyterian/Queens	*535*		
NYU Hospitals Centers	1294		
Richmond University Medical	448		
St. Barnabas Hospital	422		
St. John's Episcopal Hospital	257		
Staten Island University Hospital	666		
University Hospital-Brooklyn	342		
Wyckoff Heights Medical Center	324		
TOTAL AND PERCENT NYC	15659	**15659**	**77%**
Same as national average (5 hospitals)			
Harlem Hospital Center	282		
Jamaica Hospital Center	408		
North Central Bronx Hospital	213		
Queens Hospital Center	269		
Woodhull Medical and Mental	364		
TOTAL AND PERCENT NYC	1536	**1536**	**7%**
Above the national average (6 hospitals)			
Bronx-Lebanon Medical Center	415		

Hospital for Special Surgery	214		
Mt Sinai Hospital	1134		
Mount Sinai West	495		
New York Community Hospital-Brooklyn	212		
New York Methodist Hospital	591		
TOTAL AND PERCENT NYC	3061	**3061**	**15%**
TOTAL BEDS		**20256**	
TOTAL HOSPITALS		**36**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
SAFETY of CARE
Nassau-Suffolk-Westchester Counties

Below the national average (18 hospitals)	**Beds**		
Good Samaritan Hospital (West Islip)	437		
Huntington Hospital	408		
Long Island Community Hospital (Brookhaven Mem Hosp)	306		
Long Island Jewish Medical Center	1,025		
Mercy Medical Center	375		
Nassau University Medical Center	530		
New York-Presbyterian Hosp (Lawrence Hospital)	288		
North Shore University	738		
Northern Westchester Hospital	245		
Winthrop-University Medical Center (NYU)	591		
Plainview Hospital	204		
St Catherine of Siena Hosp	306		
St Charles Hospital - Port Jefferson	243		
St Francis Hospital - Roslyn	364		
St Joseph Hospital - Bethpage	203		
St Joseph's (Yonkers)	194		
Westchester Medical Center	652		
White Plains Hospital	296		
TOTAL GNYC SUBURBS	7405	**7405**	**72%**
Same as the national (5 hospitals)			
John T Mather Mem Hospital	248		
Montefiore - New Rochelle Hospital	223		
Southside Hospital	300		
St John's Riverside Hospital	366		
University Hospital - Stony Brook	603		
TOTAL GNYC SUBURBS	1740	**1740**	**17%**

Above the national average (5 hospitals)			
Glen Cove Hospital	247		
NY Presbyterian Hosp -- Hudson Valley Hospital	128		
Peconic Bay Medical Center	140		
Phelps Memorial Hospital	238		
South Nassau Hospital	455		
TOTAL GNYC SUBURBS	1208	**1208**	**12%**
TOTAL BEDS		**10353**	
TOTAL HOSPITALS		**28**	

N/A

Montefiore - Mount Vernon Hospital	121
Eastern Long Island Hospital	90

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
SAFETY OF CARE
Upstate

Below the national average (26 hospitals)	Beds		
Alice Hyde Medical Center	76		
Arnot Ogden Medical Center (Elmira)	266		
Catskill Regional Medical Center	154		
Columbia Memorial Hospital (Hudson)	192		
Cortland Memorial Regional Center	162		
Eastern Niagara Hospital	136		
Ellis Hospital (Schenectady)	368		
Geneva General Hospital	132		
Good Samaritan Hospital (Suffern)	286		
HealthAlliance Hospital-Broadway (Kingston)	150		
Highland Hospital (Rochester)	261		
Kaleida Health	788		
Mary Imogene Bassett Hospital (Cooperstown)	180		
Mercy Hospital of Buffalo	387		
Newark-Wayne Community Hospital	120		
Nicholas H Noyes Memorial Hospital (Danville)	67		
Putnam Hospital Center	164		
Rochester General Hospital	528		
Samaritan Hospital (Troy)	212		
St. Anthony Community Hospital	60		
St. Elizabeth Medical Center (Utica)	201		
St Joseph's Hospital (Syracuse)	454		

Strong Memorial Hospital (Rochester)	838		
United Health Services (Johnson City)	500		
University Hospital-SUNY (Syracuse)	409		
Vassar Brothers Center	365		
TOTAL AND PERCENT UPSTATE	7456	**7456**	**47%**
Same as the national average (18 hospitals)			
Albany Medical Center Hospital	716		
Aurelia Osborn Fox Memorial Center	53		
Brooks Memorial Hospital-TLC	65		
Champlain Valley Hospital (Plattsburg)	300		
Chenango Memorial Hospital (Norwich)	58		
Crouse Memorial Hospital (Syracuse)	465		
FF Thompson Hosp	113		
Faxton-St Luke's Hosp (Utica)	370		
Mount St Mary's Hospital (Lewiston)	175		
Nathan Littauer Hospital (Gloversville)	74		
Niagara Falls Medical	171		
Nyack Hospital	375		
Oneida Healthcare	101		
Oswego Hospital	132		
Our Lady of Lourdes Memorial (Binghamton)	242		
St Luke-Cornwall Hospital	242		
St. Peter's Hospital (Albany)	442		
Unity Hospital of Rochester	311		
TOTAL AND PERCENT UPSTATE	4405	**4405**	**28%**
Above the national average (19 hospitals)			
Adirondack Medical Center	95		
Auburn Community Hospital	99		
Bon Secours Community Hospital	122		
Canton-Potsdam Hospital	94		
Cayuga Medical Center at Ithaca	212		
Claxton-Hepburn Med Center	130		
Corning Hospital	65		
Erie County Medical Center	583		
Glens Falls Hospital	410		
Kenmore Mercy Hospital (Buffalo)	184		
Northern Dutchess Hospital	84		
Olean General Hospital	186		
Orange Regional Med Center	383		

Samaritan Hospital (Watertown)	290		
Saratoga Hospital	171		
Sisters of Charity Hospital (Buffalo)	290		
St Mary's Hospital at Amsterdam	120		
UPMC Chautaqua WCA	277		
United Memorial Med Center (Batavia)	111		
TOTAL AND PERCENT UPSTATE	3906	**3906**	**25%**
TOTAL BEDS		**15767**	
TOTAL HOSPITALS		**63**	

N/A

Albany Memorial Hospital	165
Bertrand Chaffee General	24
Clifton Springs Hospital	154
Cobleskill Regional Hospital	40
Ira Davenport Memorial Hospital	35
Jones Memorial Hospital	70
Massena Memorial Hospital	50
Rome Memorial Hospital	130
St James Mercy Hosp - Hornell	15
St Joseph's Hospital-Elmira	125
St Mary's Hospital -Troy	186
Wyoming County Hospital	62

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
READMISSION
New York City

Below the national average (34 hospitals)	Beds		
Bellevue Medical Center	912		
Bronx-Lebanon Medical Center	415		
Brookdale Hospital Center	530		
Brooklyn Hospital Medical Center	464		
Coney Island Hospital	371		
Elmhurst Medical Center	545		
Flushing Hospital Medical Center	299		
Harlem Hospital Center	282		
Interfaith Medical Center	287		
Jacobi Medical Center	457		
Jamaica Hospital Center	408		
Kings County Medical Center	639		
Kingsbrook Jewish Medical Center	303		
Lincoln Medical & Mental Health	362		
Maimonides Medical Center	711		
Metropolitan Hospital Center	338		
Montefiore Medical Center*	1558		
Mount Sinai Beth Israel	701		
Mt Sinai Hospital	1134		
Mount Sinai West	495		
New York Community Hospital-Brooklyn	212		
New York Methodist Hospital	591		
New York-Presbyterian Hospital	2262		
New York-Presbyterian/Queens	*535*		
North Central Bronx Hospital	213		
NYU Hospitals Centers	1294		
Queens Hospital Center	269		
Richmond University Medical	448		
St. Barnabas Hospital	422		
St. John's Episcopal Hospital	257		
Staten Island University Hospital	666		
University Hospital-Brooklyn	342		
Woodhull Medical and Mental	364		
Wyckoff Heights Medical Center	324		
TOTAL AND PERCENT NYC	19410	**19410**	**97%**
Same as the national average			

None	0	**0**	
Above the national average (1 hospital)			
Lenox Hill Hospital	632	**632**	**3%**
TOTAL BEDS		**20042**	
TOTAL HOSPITALS		**35**	

N/A

Hospital for Special Surgery

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
READMISSION
Nassau-Suffolk-Westchester counties

Below the national average (26 hospitals)	Beds		
Glen Cove Hospital	247		
Good Samaritan Hospital (West Islip)	437		
Huntington Hospital	408		
John T Mather Memorial Hospital	248		
Long Island Community Hospital (Brookhaven Memorial Hospital)	306		
Long Island Jewish Medical Center	1,025		
Mercy Medical Center	375		
Montefiore - Mount Vernon Hospital	121		
Montefiore - New Rochelle Hospital	223		
Nassau University Medical Center	530		
New York-Presbyterian Hosp (Lawrence Hospital)	288		
NY Presbyterian Hosp -- Hudson Valley Hospital	128		
North Shore University	738		
Northern Westchester Hospital	245		
Winthrop-University Medical Center (NYU)	591		
Peconic Bay Medical Center	140		
South Nassau Hospital	455		
Southside Hospital	300		
St Catherine of Siena Hosp	306		
St Charles Hospital (Port Jefferson)	243		
St John's Riverside Hospital	366		
St Joseph Hospital (Bethpage)	203		
St Joseph's (Yonkers)	194		
University Hospital - Stony Brook	603		
Westchester Medical Center	652		
White Plains Hospital	296		
TOTAL AND PERCENT GNYC SUBURBS	9668	**9668**	**91%**

Same as the national average (2 hospitals)			
Phelps Memorial Hospital	238		
St Francis Hospital (Roslyn)	364		
TOTAL AND PERCENT GNYC SUBURBS	602	**602**	**6%**
Above the national average (2 hospitals)			
Eastern Long Island Hospital	90		
Plainview Hospital	204		
TOTAL AND PERCENT GNYC SUBURBS	294	**294**	**3%**
TOTAL BEDS		**10564**	
TOTAL HOSPITALS		**30**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
READMISSION
Upstate

Below the national average (37 hospitals)	Beds		
Albany Medical Center Hospital	716		
Arnot Ogden Medical Center (Elmira)	266		
Auburn Community Hospital	99		
Bertrand Chaffee General	24		
Canton-Potsdam Hospital	94		
Catskill Regional Medical Center	154		
Champlain Valley Hospital (Plattsburg)	300		
Claxton-Hepburn Med Center	130		
Columbia Memorial Hospital (Hudson)	192		
Cortland Memorial Regional Center	162		
Crouse Memorial Hospital - Syracuse	465		
Eastern Niagara Hospital	136		
FF Thompson Hosp	113		
Geneva General Hospital	132		
Good Samaritan Hospital - Suffern	286		
HealthAlliance Hospital-Broadway (Kingston)	150		
Kaleida Health	788		
Mary Imogene Bassett Hospital, Cooperstown	180		
Massena Memorial Hospital	50		
Mount St Mary's Hospital - Lewiston	175		
Newark-Wayne Community Hospital	120		
Niagara Falls Medical	171		
Nicholas H Noyes Memorial Hoso - Danville	67		

Nyack Hospital	375		
Orange Regional Med Center	383		
Putnam Hospital Center	164		
Rochester General Hospital	528		
Sisters of Charity Hospital-Buffalo	290		
St. Anthony Community Hosp	60		
St Joseph's Hospital -Syracuse	454		
St Luke-Cornwall Hosp	242		
St Mary's Hospital at Amsterdam	120		
St. Peter's Hospital, Albany	442		
Strong Memorial Hospital (Rochester)	838		
Unity Hospital of Rochester	311		
Vassar Brothers Center	365		
Wyoming County Hospital	62		
TOTAL AND PERCENT UPSTATE	9604	9604	57%
Same as the national average (16 hospitals)			
Adirondack Medical Center	95		
Alice Hyde Med Center	76		
Brooks Memorial Hospital-TLC	65		
Cayuga Medical Center at Ithaca	212		
Clifton Springs Hospital	154		
Cobleskill Regional Hospital	40		
Corning Hospital	65		
Erie County Medical Center	583		
Faxton-St Luke's Hosp (Utica)	370		
Highland Hospital (Rochester)	261		
Ira Davenport Memorial Hospital	35		
Jones Memorial Hospital	70		
Rome Memorial Hospital	130		
St Mary's Hospital (Troy)	186		
United Memorial Med Center (Batavia)	111		
University Hospital-SUNY (Syracuse)	409		
TOTAL AND PERCENT UPSTATE	2862	2862	17%
Above the national average (22 hospitals)			
Albany Memorial Hospital	165		
Aurelia Osborn Fox Memorial Center	53		
Bon Secours Community Hospital	122		
Chenango Memorial Hospital - Norwich	58		
Ellis Hospital (Schenectady)	368		

Glens Falls Hospital	410		
Kenmore Mercy Hospital (Buffalo)	184		
Mercy Hospital of Buffalo	387		
Nathan Littauer Hospital (Gloversville)	74		
Northern Dutchess Hospital	84		
Oneida Healthcare	101		
Olean General Hospital	186		
Oswego Hospital	132		
Our Lady of Lourdes Memorial (Binghamton)	242		
Samaritan Hospital (Troy)	212		
Samaritan Hospital (Watertown)	290		
Saratoga Hospital	171		
St. Elizabeth Medical Ctr (Utica)	201		
St James Mercy Hosp (Hornell)	15		
St Joseph's Hospital (Elmira)	125		
United Health Services (Johnson City)	500		
UPMC Chautaqua WCA	277		
TOTAL AND PERCENT UPSTATE	4357	**4357**	**26%**
TOTAL BEDS		**16823**	
TOTAL HOSPITALS		**75**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
EFFECTIVENESS OF CARE
New York City

Below the national average (9 hospitals)	**Beds**		
Brookdale Hospital Center	530		
Coney Island Hospital	371		
Jacobi Medical Center	457		
Jamaica Hospital Center	408		
Kings County Medical Center	639		
Lincoln Medical & Mental Health	362		
North Central Bronx Hospital	213		
Richmond University Medical	448		
St. Barnabas Hospital	422		
TOTAL AND PERCENT OF NYC	3850	**3850**	**19%**
Same as the national average (26 hospitals)			
Bellevue Medical Center	912		
Bronx-Lebanon Medical Center	415		

Brooklyn Hospital Medical Center	464		
Elmhurst Medical Center	545		
Flushing Hospital Medical Center	299		
Harlem Hospital Center	282		
Hospital for Special Surgery	214		
Interfaith Medical Center	287		
Kingsbrook Jewish Medical Center	303		
Lenox Hill Hospital	632		
Maimonides Medical Center	711		
Metropolitan Hospital Center	338		
Montefiore Medical Center*	1558		
Mount Sinai Beth Israel	701		
Mt Sinai Hospital	1,134		
Mount Sinai West	495		
New York Community Hospital-Brooklyn	212		
New York Methodist Hospital	591		
New York-Presbyterian Hospital	*2262*		
New York-Presbyterian/Queens	535		
Queens Hospital Center	269		
St. John's Episcopal Hospital	257		
Staten Island University Hospital	666		
University Hospital-Brooklyn	342		
Woodhull Medical and Mental	364		
Wyckoff Heights Medical Center	324		
TOTAL AND PERCENT OF NYC	15112	**15112**	**75%**
Above the national average (1 hospital)			
NYU Hospitals Centers	1,294	**1294**	**6%**
TOTAL BEDS		**20256**	
TOTAL HOSPITALS		**36**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
EFFECTIVENESS OF CARE
Nassau-Suffolk-Westchester

Below the national average (1 hospital)	Beds		
Long Island Jewish Medical Center	1025	**1025**	**10%**
Same as the national average (29 hospitals)			
Eastern Long Island Hospital	90		
Glen Cove Hospital	247		

Good Samaritan Hospital (West Islip)	437		
Huntington Hospital	408		
John T Mather Mem Hospital	248		
Long Island Community Hospital (Brookhaven Memorial Hospital)	306		
Mercy Medical Center	375		
Montefiore - Mount Vernon Hospital	121		
Montefiore - New Rochelle Hospital	223		
Nassau University Medical Center	530		
New York-Presbyterian Hosp (Lawrence Hospital)	288		
NY Presbyterian Hosp -- Hudson Valley Hospital	128		
North Shore University	738		
Northern Westchester Hospital	245		
Winthrop-University Medical Center (NYU)	591		
Peconic Bay Medical Center	140		
Phelps Memorial Hospital	238		
Plainview Hospital	204		
South Nassau Hospital	455		
Southside Hospital	300		
St Catherine of Siena Hospital	306		
St Charles Hospital (Port Jefferson)	243		
St Francis Hospital (Roslyn)	364		
St John's Riverside	366		
St Joseph Hospital - Bethpage	203		
St Joseph's Medical Center	194		
University Hospital - Stony Brook	603		
Westchester Medical Center	652		
White Plains Hospital	296		
TOTAL AND PERCENT OF BEDS GNY SUBURBS	9539	**9539**	**90%**
Above the national average			
None	0	0	**0%**
TOTAL BEDS		**10564**	
TOTAL HOSPITALS		**30**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
EFFECTIVENESS OF CARE
Upstate

Below the national average (7 hospitals)	Beds		
Albany Medical Center Hospital	716		
Canton-Potsdam Hospital	94		
Cayuga Medical Center at Ithaca	212		
Erie County Medical Center	583		
St. Elizabeth Medical Ctr (Utica)	201		
Strong Memorial Hospital (Rochester)	838		
UPMC Chautaqua WCA	277		
TOTAL AND PERCENT UPSTATE	2921	**2921**	**17%**
Same as the national average (66 hospitals)			
Adirondack Medical Center	95		
Albany Memorial Hospital	165		
Alice Hyde Medical Center	76		
Arnot Ogden Medical Center (Elmira)	266		
Auburn Community Hospital	99		
Aurelia Osborn Fox Memorial Center	53		
Bertrand Chaffee General	24		
Bon Secours Community Hospital	122		
Brooks Memorial Hospital-TLC	65		
Catskill Regional Medical Center	154		
Champlain Valley Hospital (Plattsburg)	300		
Chenango Memorial Hospital (Norwich)	58		
Claxton-Hepburn Med Center	130		
Clifton Springs Hospital	154		
Cobleskill Regional Hospital	40		
Columbia Memorial Hospital (Hudson)	192		
Corning Hospital	65		
Cortland Memorial Regional Center	162		
Crouse Memorial Hospital (Syracuse)	465		
Eastern Niagara Hospital	136		
Ellis Hospital (Schenectady)	368		
FF Thompson Hosp	113		
Faxton-St Luke's Hosp (Utica)	370		
Geneva General Hospital	132		
Glens Falls Hospital	410		
Good Samaritan Hospital (Suffern)	286		

HealthAlliance Hospital-Broadway (Kingston)	150		
Highland Hospital (Rochester)	261		
Ira Davenport Memorial Hospital	35		
Jones Memorial Hospital	70		
Kaleida Health	788		
Kenmore Mercy Hospital (Buffalo)	184		
Mary Imogene Bassett Hospital (Cooperstown)	180		
Massena Memorial Hospital	50		
Mercy Hospital of Buffalo	387		
Mount St Mary's Hospital (Lewiston)	175		
Nathan Littauer Hospital (Gloversville)	74		
Newark-Wayne Community Hospital	120		
Niagara Falls Medical	171		
Nicholas H Noyes Memorial Hospial (Danville)	67		
Northern Dutchess Hospital	84		
Nyack Hospital	375		
Oneida Healthcare	101		
Olean General Hospital	186		
Orange Regional Medical Center	383		
Oswego Hospital	132		
Our Lady of Lourdes Memorial (Binghamton)	242		
Putnam Hospital Center	164		
Rochester General Hospital	528		
Rome Memorial Hospital	130		
Samaritan Hospital (Troy)	212		
Samaritan Hospital (Watertown)	290		
Sisters of Charity Hospital (Buffalo)	290		
St. Anthony Community Hospital	60		
St James Mercy Hospital (Hornell)	15		
St Joseph's Hospital (Syracuse)	454		
St Joseph's Hospital (Elmira)	125		
St Mary's Hospital (Troy)	186		
St Mary's Hospital at Amsterdam	120		
St. Peter's Hospital (Albany)	442		
United Health Services (Johnson City)	500		
United Memorial Med Center (Batavia)	111		
Unity Hospital of Rochester	311		
University Hospital-SUNY (Syracuse)	409		
Vassar Brothers Center	365		
Wyoming County Hospital	62		
TOTAL AND PERCENT UPSTATE	13489	**13489**	**80%**

Above the national average (2 hospitals)			
Saratoga Hospital	171		
St Luke-Cornwall Hospital	242		
TOTAL AND PERCENT UPSTATE	413	**413**	**2%**
TOTAL BEDS		**16823**	
TOTAL HOSPITALS		**75**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
TIMELINESS OF CARE
New York City

Below the national average (35 hospitals)	**Beds**		
Bellevue Medical Center	912		
Bronx-Lebanon Medical Center	415		
Brookdale Hospital Center	530		
Brooklyn Hospital Medical Center	464		
Coney Island Hospital	371		
Elmhurst Medical Center	545		
Flushing Hospital Medical Center	299		
Harlem Hospital Center	282		
Interfaith Medical Center	287		
Jacobi Medical Center	457		
Jamaica Hospital Center	408		
Kings County Medical Center	639		
Kingsbrook Jewish Medical Center	303		
Lincoln Medical & Mental Health	362		
Maimonides Medical Center	711		
Metropolitan Hospital Center	338		
Montefiore Medical Center	1558		
Lenox Hill Hospital	632		
Mount Sinai Beth Israel	701		
Mt Sinai Hospital	1,134		
Mount Sinai West	495		
New York Community Hospital-Brooklyn	212		
New York Methodist Hospital	591		
New York-Presbyterian Hospital	2262		
New York-Presbyterian/Queens	535		
North Central Bronx Hospital	213		
NYU Hospitals Centers	1,294		

Queens Hospital Center	269		
Richmond University Medical	448		
St. Barnabas Hospital	422		
St. John's Episcopal Hospital	257		
Staten Island University Hospital	666		
University Hospital-Brooklyn	342		
Woodhull Medical and Mental	364		
Wyckoff Heights Medical Center	324		
TOTAL AND PERCENT NYC BEDS	20042	**20042**	**100%**
Same as the national average			
None	0	**0**	
Above the national average			
None	0	**0**	
TOTAL BEDS		**20042**	**100%**
TOTAL HOSPITALS		**35**	

N/A

Hospital for Special Surgery   214

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
TIMELINESS OF CARE
Nassau-Suffolk-Westchester

Below the national average (27 hospitals)	Beds		
Glen Cove Hospital	247		
Good Samaritan Hospital - West Islip	437		
Huntington Hospital	408		
John T Mather Mem Hospital	248		
Long Island Community Hospital (Brookhaven Memorial Hospital)	306		
Long Island Jewish Medical Center	1,025		
Mercy Medical Center	375		
Montefiore - Mount Vernon Hospital	121		
Montefiore - New Rochelle Hospital	223		
Nassau University Medical Center	530		
New York-Presbyterian Hosp (Lawrence Hospital)	288		
NY Presbyterian Hosp -- Hudson Valley Hospital	128		
North Shore University	738		
Winthrop-University Medical Center (NYU)	591		
Peconic Bay Medical Center	140		
Phelps Memorial Hospital	238		

Plainview Hospital	204		
South Nassau Hospital	455		
Southside Hospital	300		
St Catherine of Siena Hosp	306		
St Charles Hospital (Port Jefferson)	243		
St Francis Hospital (Roslyn)	364		
St John's Riverside Hospital	366		
St Joseph Hospital (Bethpage)	203		
St Joseph's Medical Center	194		
University Hospital - Stony Brook	603		
Westchester Medical Center	652		
TOTAL AND PERCENT GNYC SUBURBS	9933	**9933**	**94%**
Same as the national average (3 hospitals)			
Eastern Long Island Hospital	90		
Northern Westchester Hospital	245		
White Plains Hospital	296		
TOTAL AND PERCENT GNYC SUBURBS	631	**631**	**6%**
Above the national average			
None	0	**0**	
TOTAL BEDS		**10564**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
TIMELINESS OF CARE
Upstate

Below the national average (40 hospitals)	Beds		
Albany Medical Center Hospital	716		
Arnot Ogden Medical Center (Elmira)	266		
Auburn Community Hospital	99		
Aurelia Osborn Fox Memorial Center	53		
Canton-Potsdam Hospital	94		
Catskill Regional Medical Center	154		
Cayuga Medical Center at Ithaca	212		
Champlain Valley Hospital (Plattsburg)	300		
Columbia Memorial Hospital (Hudson)	192		
Cortland Memorial Regional Center	162		
Crouse Memorial Hospital (Syracuse)	465		
Ellis Hospital	368		
Erie County Medical Center	583		

FF Thompson Hosp	113		
Geneva General Hospital	132		
Glens Falls Hospital	410		
Good Samaritan Hospital (Suffern)	286		
HealthAlliance Hospital-Broadway (Kingston)	150		
Highland Hospital - Rochester	261		
Kaleida Health	788		
Kenmore Mercy Hospital - Buffalo	184		
Mercy Hospital of Buffalo	387		
Nyack Hospital	375		
Olean General Hospital	186		
Orange Regional Med Center	383		
Oswego Hospital	132		
Samaritan Hospital (Troy)	212		
Samaritan Hospital (Watertown)	290		
Saratoga Hospital	171		
Sisters of Charity Hospital (Buffalo)	290		
St. Elizabeth Medical Ctr (Utica)	201		
St Joseph's Hospital (Syracuse)	454		
St Joseph's Hospital (Elmira)	125		
St. Peter's Hospital (Albany)	442		
Strong Memorial Hospital (Rochester)	838		
United Health Services (Johnson City)	500		
Unity Hospital of Rochester	311		
University Hospital-SUNY (Syracuse)	409		
UPMC Chautaqua WCA	277		
Vassar Brothers Center	365		
TOTAL AND PERCENT OF UPSTATE	12336	**12336**	**73%**
Same as the national average (27 hospitals)			
Adirondack Medical Center	95		
Albany Memorial Hospital	165		
Brooks Memorial Hospital-TLC	65		
Chenango Memorial Hospital (Norwich)	58		
Claxton-Hepburn Med Center	130		
Clifton Springs Hospital	154		
Corning Hospital	65		
Eastern Niagara Hospital	136		
Faxton-St Luke's Hosp (Utica)	370		
Ira Davenport Memorial Hospital	35		
Jones Memorial Hospital	70		

Mary Imogene Bassett Hospital (Cooperstown)	180		
Massena Memorial Hospital	50		
Mount St Mary's Hospital (Lewiston)	175		
Nathan Littauer Hospital (Gloversville)	74		
Newark-Wayne Community Hospital	120		
Niagara Falls Medical	171		
Nicholas H Noyes Memorial Hospital (Danville)	67		
Oneida Healthcare	101		
Our Lady of Lourdes Memorial (Binghamton)	242		
Rochester General Hospital	528		
Rome Memorial Hospital	130		
St James Mercy Hospital (Hornell)	15		
St Luke-Cornwall Hospital	242		
St Mary's Hospital -Troy	186		
St Mary's Hospital at Amsterdam	120		
Wyoming County Hospital	62		
TOTAL AND PERCENT OF UPSTATE	3806	**3806**	**23%**
Above the national average (8 hospitals)			
Alice Hyde Medical Center	76		
Bertrand Chaffee General	24		
Bon Secours Community Hospital	122		
Cobleskill Regional Hospital	40		
Northern Dutchess Hospital	84		
Putnam Hospital Center	164		
St. Anthony Community Hospital	60		
United Memorial Med Center - Batavia	111		
TOTAL AND PERCENT OF UPSTATE	681	**681**	**4%**
TOTAL BEDS		**16823**	
TOTAL HOSPITALS		**75**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
PATIENT EXPERIENCE
New York City

Below the national average (34 hospitals)	Beds		
Bellevue Medical Center	912		
Bronx-Lebanon Medical Center	415		
Brookdale Hospital Center	530		
Brooklyn Hospital Medical Center	464		

Coney Island Hospital	371		
Elmhurst Medical Center	545		
Flushing Hospital Medical Center	299		
Harlem Hospital Center	282		
Interfaith Medical Center	287		
Jacobi Medical Center	457		
Jamaica Hospital Center	408		
Kings County Medical Center	639		
Kingsbrook Jewish Medical Center	303		
Lenox Hill Hospital	632		
Lincoln Medical & Mental Health	362		
Maimonides Medical Center	711		
Metropolitan Hospital Center	338		
Montefiore Medical Center	1558		
Mount Sinai Beth Israel	701		
Mt Sinai Hospital	1,134		
Mount Sinai West	495		
New York Community Hospital-Brooklyn	212		
New York Methodist Hospital	591		
New York-Presbyterian/Queens	*535*		
North Central Bronx Hospital	213		
NYU Hospitals Centers	1294		
Queens Hospital Center	269		
Richmond University Medical	448		
St. Barnabas Hospital	422		
St. John's Episcopal Hospital	257		
Staten Island University Hospital	666		
University Hospital-Brooklyn	342		
Woodhull Medical and Mental	364		
Wyckoff Heights Medical Center	324		
TOTAL AND PERCENT NYC	17780	**17780**	**88%**
Same as the national average (1 hospital)			
New York-Presbyterian Hospital	2262	**2262**	**11%**
Above the national average (1 hospital)			
Hospital for Special Surgery	214	**214**	**1%**
TOTAL BEDS		**20256**	
TOTAL HOSPITALS		**36**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
PATIENT EXPERIENCE
Nassau-Suffolk-Westchester counties

Below the national average (18 hospitals)	Beds		
Glen Cove Hospital	247		
Good Samaritan Hospital (West Islip)	437		
Long Island Community Hospital (Brookhaven Memorial Hospital)	306		
Long Island Jewish Medical Center	1,025		
Mercy Medical Center	375		
Montefiore - Mount Vernon Hospital	121		
Montefiore - New Rochelle Hospital	223		
Nassau University Medical Center	530		
New York-Presbyterian Hosp (Lawrence Hospital)	288		
Winthrop-University Medical Center (NYU)	591		
Peconic Bay Medical Center	140		
Plainview Hospital	204		
South Nassau Hospital	455		
Southside Hospital	300		
St Catherine of Siena Hosp	306		
St Joseph Hospital (Bethpage)	203		
University Hospital - Stony Brook	603		
Westchester Medical Center	652		
TOTAL AND PERCENT GNYC SUBURBS	7006	**7006**	**66%**
Same as the national average (6 hospitals)			
Eastern Long Island Hospital	90		
Huntington Hospital	408		
North Shore University	738		
Phelps Memorial Hospital	238		
St John's Riverside Hospital	366		
St Joseph's (Yonkers)	194		
TOTAL AND PERCENT GNYC SUBURBS	2034	**2014**	**19%**
Above the national average (6 hospitals)			
John T Mather Mem Hospital	248		
NY Presbyterian Hosp -- Hudson Valley Hospital	128		
Northern Westchester Hospital	245		
St Charles Hospital (Port Jefferson)	243		
St Francis Hospital (Roslyn)	364		
White Plains Hospital	296		

TOTAL AND PERCENT GNYC SUBURBS	1524	**1524**	**14%**
TOTAL BEDS		**10544**	
TOTAL HOSPITALS		**30**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
PATIENT EXPERIENCE
Upstate

Below the national average (43 hospitals)	Beds		
Albany Memorial Hospital	165		
Albany Medical Center Hospital	716		
Alice Hyde Medical Center	76		
Arnot Ogden Medical Center (Elmira)	266		
Auburn Community Hospital	99		
Bertrand Chaffee General	24		
Brooks Memorial Hospital-TLC	65		
Catskill Regional Medical Center	154		
Claxton-Hepburn Medical Center	130		
Columbia Memorial Hospital (Hudson)	192		
Cortland Memorial Regional Center	162		
Crouse Memorial Hospital (Syracuse)	465		
Eastern Niagara Hospital	136		
Ellis Hospital (Schenectady)	368		
Erie County Medical Center	583		
FF Thompson Hosp	113		
Faxton-St Luke's Hosp (Utica)	370		
Geneva General Hospital	132		
Good Samaritan Hospital - Suffern	286		
HealthAlliance Hospital-Broadway (Kingston)	150		
Jones Memorial Hospital	70		
Kaleida Health	788		
Mary Imogene Bassett Hospital (Cooperstown)	180		
Massena Memorial Hospital	50		
Mercy Hospital of Buffalo	387		
Nathan Littauer Hospital (Gloversville)	74		
Niagara Falls Medical	171		
Nyack Hospital	375		
Olean General Hospital	186		
Our Lady of Lourdes Memorial (Binghamton)	242		
Rochester General Hospital	528		
Rome Memorial Hospital	130		

Samaritan Hospital (Troy)	212		
Samaritan Hospital (Watertown)	290		
St. Elizabeth Medical Ctr (Utica)	201		
St James Mercy Hospital (Hornell)	15		
St Luke-Cornwall Hospital	242		
St Mary's Hospital at Amsterdam	120		
United Health Services - Johnson City	500		
United Memorial Med Center - Batavia	111		
University Hospital-SUNY (Syracuse)	409		
UPMC Chautaqua WCA	277		
Vassar Brothers Center	365		
TOTAL AND PERCENT UPSTATE	10575	**10575**	**64%**
Same as the national average (21 hospitals)			
Aurelia Osborn Fox Memorial Center	53		
Bon Secours Community Hospital	122		
Canton-Potsdam Hospital	94		
Cayuga Medical Center at Ithaca	212		
Champlain Valley Hospital (Plattsburg)	300		
Chenango Memorial Hospital (Norwich)	58		
Clifton Springs Hospital	154		
Corning Hospital	65		
Glens Falls Hospital	410		
Highland Hospital (Rochester)	261		
Kenmore Mercy Hospital (Buffalo)	184		
Mount St Mary's Hospital (Lewiston)	175		
Newark-Wayne Community Hospital	120		
Nicholas H Noyes Memorial Hospital (Danville)	67		
Orange Regional MedicalCenter	383		
Oswego Hospital	132		
Sisters of Charity Hospital (Buffalo)	290		
St Joseph's Hospital (Syracuse)	454		
St. Peter's Hospital (Albany)	442		
Strong Memorial Hospital (Rochester)	838		
Unity Hospital of Rochester	311		
TOTAL AND PERCENT UPSTATE	5125	**5125**	**31%**
Above the national average (7 hospitals)			
Adirondack Medical Center	95		
Northern Dutchess Hospital	84		
Oneida Healthcare	101		

Putnam Hospital Center	164		
Saratoga Hospital	171		
St. Anthony Community Hosp	60		
Wyoming County Hospital	62		
TOTAL AND PERCENT UPSTATE	737	**737**	**4%**
TOTAL BEDS		**16437**	
TOTAL HOSPITALS		**71**	

N/A

Cobleskill Regional Hospital	40
Ira Davenport Memorial Hospital	35
St Joseph's Hospital-Elmira	125
St Mary's Hospital -Troy	186

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
MORTALITY
New York City

Below the national average (2 hospitals)	Beds		
Jamaica Hospital Center	408		
St. John's Episcopal Hospital	257		
TOTAL AND PERCENT NYC	665	**665**	**3%**
Same as the national average (20 hospitals)			
Bellevue Medical Center	912		
Bronx-Lebanon Medical Center*	415		
Brookdale Hospital Center	530		
Brooklyn Hospital Medical Center	464		
Coney Island Hospital	371		
Elmhurst Medical Center	545		
Flushing Hospital Medical Center	299		
Harlem Hospital Center	282		
Interfaith Medical Center	287		
Jacobi Medical Center	457		
Kings County Medical Center	639		
Lincoln Medical & Mental Health	362		
Metropolitan Hospital Center	338		
Queens Hospital Center	269		
Richmond University Medical	448		
St. Barnabas Hospital	422		
Staten Island University Hospital	666		
University Hospital-Brooklyn	342		

Woodhull Medical and Mental	364		
Wyckoff Heights Medical Center	324		
TOTAL AND PERCENT NYC	8736	**8736**	**44%**
Above the national average (12 hospitals)			
Kingsbrook Jewish Medical Center	303		
Lenox Hill Hospital	632		
Maimonides Medical Center	711		
Montefiore Medical Center	1558		
Mount Sinai Beth Israel	701		
Mt Sinai Hospital	1,134		
Mount Sinai West	495		
New York Community Hospital-Brooklyn	212		
New York Methodist Hospital	591		
New York-Presbyterian Hospital	*2262*		
New York-Presbyterian/Queens	535		
NYU Hospitals Centers	1294		
TOTAL AND PERCENT NYC	10428	**10428**	**53%**
TOTAL BEDS		**19829**	
TOTAL HOSPITALS		**34**	

N/A

Hospital for Special Surgery	214
North Central Bronx Hospital	213

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
MORTALITY
Nassau-Suffolk-Westchester

Below the national average (1 hospital)	Beds		
Nassau University Medical Center	530		
TOTAL AND PERCENT GNYC SUBURBS	530	**530**	**6%**
Same as the national average (18 hospitals)			
Eastern Long Island Hospital	90		
Glen Cove Hospital	247		
Good Samaritan Hospital - West Islip	437		
Mercy Medical Center	375		
Montefiore - Mount Vernon Hospital	121		
Montefiore - New Rochelle Hospital	223		
New York-Presbyterian Hosp (Lawrence Hospital)	288		
NY Presbyterian Hosp -- Hudson Valley Hospital	128		
Peconic Bay Medical Center	140		

Phelps Memorial Hospital	238		
South Nassau Hospital	455		
Southside Hospital	300		
St Catherine of Siena Hosp	306		
St Charles Hospital - Port Jefferson	243		
St Joseph Hospital - Bethpage	203		
St Joseph's-Yonkers	194		
Westchester Medical Center	652		
White Plains Hospital	296		
TOTAL AND PERCENT GNYC SUBURBS	4936	**4936**	**47%**
Above the national average (11 hospitals)			
Huntington Hospital	408		
John T Mather Memorial Hospital	248		
Long Island Community Hospital (Brookhaven Mem Hosp)	306		
Long Island Jewish Medical Center	1,025		
North Shore University	738		
Northern Westchester Hospital	245		
Winthrop-University Medical Center (NYU)	591		
Plainview Hospital	204		
St Francis Hospital (Roslyn)	364		
St John's Riverside Hospital	366		
University Hospital - Stony Brook	603		
TOTAL AND PERCENT GNYC SUBURBS	5098	**5098**	**48%**
TOTAL BEDS		**10564**	
TOTAL HOSPITALS		**30**	

APPENDIX H, Hospitals and beds by Below, Same or Above National Averages
MORTALITY
Upstate

Below the national average (11 hospitals)	Beds		
Cayuga Medical Center at Ithaca	212		
Eastern Niagara Hospital	136		
Faxton-St Luke's Hosp (Utica)	370		
Geneva General Hospital	132		
Glens Falls Hospital	410		
Jones Memorial Hospital	70		
Kaleida Health	788		
Mercy Hospital of Buffalo	387		

Oneida Healthcare	101		
St Mary's Hospital at Amsterdam	120		
United Health Services - Johnson City	500		
TOTAL AND PERCENT UPSTATE	3226	**3226**	**19%**
Same as the national average (55 hospitals)			
Adirondack Medical Center	95		
Albany Memorial Hospital	165		
Albany Medical Center Hospital	716		
Alice Hyde Med Center	76		
Arnot Ogden Medical Center (Elmira)	266		
Auburn Community Hospital	99		
Aurelia Osborn Fox Memorial Center	53		
Bertrand Chaffee General	24		
Bon Secours Community Hospital	122		
Brooks Memorial Hospital-TLC	65		
Catskill Regional Medical Center	154		
Chenango Memorial Hospital (Norwich)	58		
Claxton-Hepburn Medical Center	130		
Clifton Springs Hospital	154		
Cobleskill Regional Hospital	40		
Columbia Memorial Hospital (Hudson)	192		
Corning Hospital	65		
Crouse Memorial Hospital (Syracuse)	465		
Ellis Hospital (Schenectady)	368		
Erie County Medical Center	583		
FF Thompson Hospital	113		
Good Samaritan Hospital (Suffern)	286		
HealthAlliance Hospital-Broadway (Kingston)	150		
Highland Hospital (Rochester)	261		
Ira Davenport Memorial Hospital	35		
Kenmore Mercy Hospital (Buffalo)	184		
Mary Imogene Bassett Hospital (Cooperstown)	180		
Massena Memorial Hospital	50		
Mount St Mary's Hospital (Lewiston)	175		
Nathan Littauer Hospital (Gloversville)	74		
Newark-Wayne Community Hospital	120		
Niagara Falls Medical	171		
Nicholas H Noyes Memorial Hospital (Danville)	67		
Northern Dutchess Hospital	84		
Olean General Hospital	186		

Oswego Hospital	132		
Our Lady of Lourdes Memorial (Binghamton)	242		
Putnam Hospital Center	164		
Rome Memorial Hospital	130		
Samaritan Hospital (Troy)	212		
Samaritan Hospital (Watertown)	290		
Saratoga Hospital	171		
Sisters of Charity Hospital (Buffalo)	290		
St. Anthony Community Hospital	60		
St. Elizabeth Medical Center (Utica)	201		
St James Mercy Hosp (Hornell)	15		
St Luke-Cornwall Hospital	242		
St Mary's Hospital (Troy)	186		
Strong Memorial Hospital (Rochester)	838		
United Memorial Med Center (Batavia)	111		
Unity Hospital of Rochester	311		
University Hospital-SUNY (Syracuse)	409		
UPMC Chautaqua WCA	277		
Vassar Brothers Center	365		
Wyoming County Hospital	62		
TOTAL AND PERCENT UPSTATE	10734	**10734**	**64%**
Above the national average (8 hospitals)			
Canton-Potsdam Hospital	94		
Champlain Valley Hospital (Plattsburg)	300		
Cortland Memorial Regional Center	162		
Nyack Hospital	375		
Orange Regional Medical Center	383		
Rochester General Hospital	528		
St Joseph's Hospital (Syracuse)	454		
St. Peter's Hospital (Albany)	442		
TOTAL AND PERCENT UPSTATE	2738	**2738**	**16%**
TOTAL BEDS		**16698**	
TOTAL HOSPITALS		**74**	

N/A

St Joseph's Hospital (Elmira)

CODE BLUE

NEW YORK HOSPITALS' POOR QUALITY PERFORMANCE

NEW YORK PUBLIC INTEREST RESEARCH GROUP
DECEMBER, 2019