The background of the slide is a dark, almost black, field filled with numerous glowing, multi-colored numbers (0-9) in various sizes and orientations. The numbers appear to be floating or scattered, with colors ranging from bright yellow and orange to vibrant green, blue, and purple. The overall effect is a dense, abstract pattern of light and color.

The use of league tables: What can they tell us?

The Care Quality Commission (CQC)

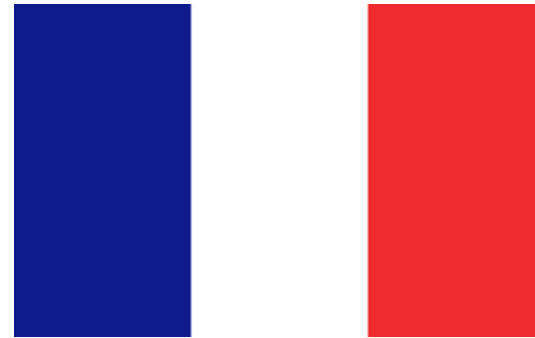
The independent regulator of health and social care in England

- We regulate care provided by the NHS, local authorities, private companies and voluntary organisations.
- We aim to make sure better care is provided for everyone - in hospitals, care homes and people's own homes.
- We also seek to protect the interests of people whose rights are restricted under the Mental Health Act.



A dual presentation

The impact of league tables in France



Performance data as risk indicators in the UK





The use of league tables: What can they tell us?

Part 1 and CQC – the James Mayes award

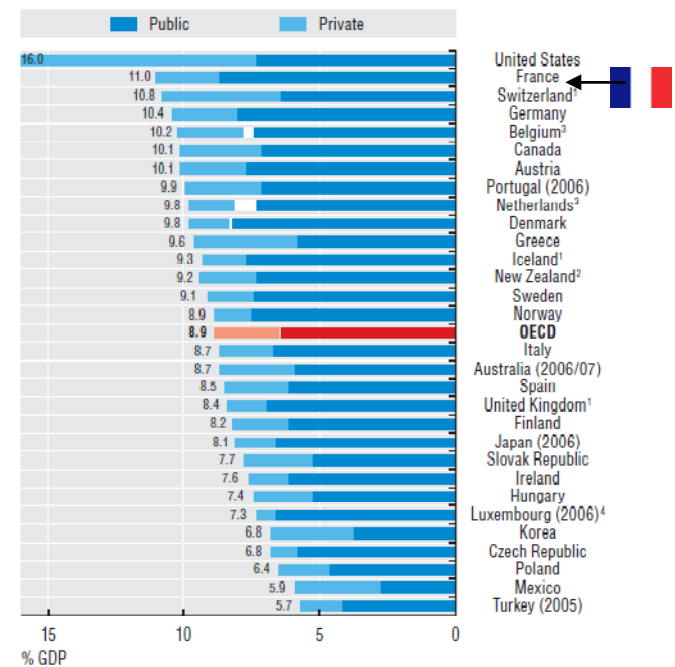
- Offered to staff in memory of James Mayes, who was killed in the bombings of London Transport on 7 July 2005.
- Provides an opportunity for an employee of CQC to take a placement in an external organisation:
 - maximum of 12 weeks
 - anywhere in the world
 - £20,000



Contextual information

In 2000, the WHO ranked France's health care system as being the best in the world.

- Life expectancy rates: **77.5** and **84.4**.
- Lower than average crowding of hospitals.
- 74% bed occupancy rate.
- Short length of stay for acute patients.
- France's health expenditure as a share of GDP is 11%.



Total health expenditure as a share of GDP, 2007.

Healthcare information in France

- PMSI - Medical Information System Programme:
 - data entered and coded by clinicians
 - activity/finance-based
 - rate for errors leading to a change in Diagnosis Related Group is 15-20%
 - average rate for minor errors is 50%
 - gaming behaviour
- League table magazines:



League tables in France

- 1997: publication of the first hospital rankings in French history
 - blacklist of the 478 most dangerous hospitals in France
- 2010: four magazines publish hospital league tables every year
 - highest sales record

Rang	Nom de l'établissement	Unité de soins intensifs cardiologiques	Activité	Angioplasties	Chirurgie cardiaque sur place	Lutte contre les infections	Note (/20)
1er	CHU, Toulouse (Haute-Garonne)	✔	1 346	2 115	✔	***	19,35
2e	CHU, Besançon (Doubs)	✔	1 006	1 560	✔	*****	19,32
3e	CHU, Nancy (Meurthe-et-Moselle)	✔	1 255	1 300	✔	*****	19,29
4e	CHU, Clermont-Ferrand (Puy-de-Dôme)	✔	930	1 916	✔	****	19,22
5e	CHU, Bordeaux (Gironde)	✔	1 561	1 269	✔	****	19,17
6e	CHR, Metz-Thionville (Moselle)	✔	853	1 683	✔	***	19,08
7e	Hôpital Louis-Pradel, Bron (Rhône)	✔	950	1 270	✔	*****	19,05

Le Point exemple

Les meilleures hôpitaux – Le palmarès 2010 – Le Point - Microsoft Internet Explorer

Address: <http://www.lepoint.fr/html/palmares/hopitaux/classement/>

Le Point.fr

Rechercher sur le site

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→ 24h d'infos
→ Mobile

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→ Sommaire
→ Abonnement
→ Édition digitale
→ Nos publications

LES SERVICES
→ Météo
→ Bourse
→ Jeu-Concours

Actualité | Économie | Tech & Net | **SANTÉ** | Culture | Art de vivre | Débattre

Santé | **Palmarès des Hôpitaux** | Palmarès des Cliniques | Entraînement cérébral

Liste des établissements | Liste des pathologies | Tableau d'honneur | Les auteurs | Notre méthodologie | Archives

TABLEAU D'HONNEUR 2010 DES 50 MEILLEURS HÔPITAUX DE FRANCE

Le tableau d'honneur est la résultante des classements particuliers de chaque hôpital dans les 58 spécialités retenues.

Sélectionnez deux hôpitaux pour les comparer.

VOS OUTILS
Imprimez | Facebook | Twitter | Email

Comparer	Rang	Évolution 2009-2010	Informations sur l'établissement
<input type="checkbox"/>	1er	↑	CENTRE HOSPITALIER UNIVERSITAIRE (CHU), TOULOUSE (Haute-Garonne) L'établissement a été classé parmi les meilleurs pour 56 pathologies. Information du public : ✓
<input type="checkbox"/>	2e	↓	CENTRE HOSPITALIER UNIVERSITAIRE (CHU), LILLE (Nord) L'établissement a été classé parmi les meilleurs pour 54 pathologies. Information du public : ✓
<input type="checkbox"/>	3e	=	CENTRE HOSPITALIER UNIVERSITAIRE (CHU), BORDEAUX (Gironde) L'établissement a été classé parmi les meilleurs pour 54 pathologies. Information du public : ✓
<input type="checkbox"/>	4e	=	CENTRE HOSPITALIER UNIVERSITAIRE (CHU), MONTPELLIER (Hérault) L'établissement a été classé parmi les meilleurs pour 51 pathologies. Information du public : ✓
<input type="checkbox"/>	5e	↑	HÔPITAUX UNIVERSITAIRES DE STRASBOURG (Bas-Rhin) L'établissement a été classé parmi les meilleurs pour 46 pathologies. Information du public : ✓
<input type="checkbox"/>	6e	↑	CENTRE HOSPITALIER UNIVERSITAIRE (CHU), NANTES (Loire-Atlantique) L'établissement a été classé parmi les meilleurs pour 47 pathologies. Information du public : ✓
<input type="checkbox"/>	7e	↑	CENTRE HOSPITALIER UNIVERSITAIRE (CHU), TOURS (Indre-et-Loire) L'établissement a été classé parmi les meilleurs pour 51 pathologies. Information du public : ✓

La méthodologie du Point
Tous les documents, sources et paramètres qui ont permis de bâtir les classements.

Les auteurs
François Malys | Jérôme Vincent

Le Point exemple (2)

Les meilleures hôpitaux - Le palmarès 2010 - Le Point - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://www.lepoint.fr/html/palmares/hopitaux/>

Liste des établissements Liste des pathologies Tableau d'honneur Les auteurs Notre méthodologie Archives

LE PALMARÈS DES HÔPITAUX 2010



Le Palmarès des hôpitaux vous permet de sélectionner les meilleurs établissements publics de soins de France. **Plus de 800 établissements** ont été passés au crible, et **58 pathologies** évaluées. Des classements exclusifs.

Rechercher une pathologie

Voir le palmarès d'une pathologie : Sélectionner

Rechercher un hôpital

Rechercher

Rechercher par localisation

Sélectionnez une région sur la carte ou choisissez un département ci-dessous :

Hôpitaux du département : Sélectionner

- > [Index des régions](#)
- > [Index des départements](#)
- > [Index des villes](#)

Cliquez sur votre région




DOM TOM

La méthodologie du Point

Tous les documents, sources et paramètres qui ont permis de bâtir les classements.

Les auteurs

François Malye Jérôme Vincent



Le Point exemple (2)

Les meilleures hôpitaux – Le palmarès 2010 – Le Point – Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://www.lepoint.fr/html/palmares/hopitaux/paris/hopital-saint-louis.jsp> Go Links »

INFORMATIONS SUR UN ÉTABLISSEMENT

Assistance Publique Hôpitaux de Paris

Hôpital Saint-Louis

1 avenue Claude Vellefaux
75010 Paris
0142494949
www.aphp.fr

40 au tableau d'honneur des hôpitaux

L'établissement a été classé parmi les meilleurs pour la ou les pathologie(s) suivante(s)

Pathologie	Rang national	Note sur 20
CANCERS		
Cancer de la peau	1er	19,59
Cancer de la prostate	30e	16,65
Cancer du rein	23e	16,18
Cancer du sein	8e	19,24
MALADIES DU VOYAGEUR		
Maladies infectieuses et du voyageur	27e	17,08
MALADIES RESPIRATOIRES		
Pneumologie	27e	16,65
SPÉCIALITÉS MÉDICALES		
Endocrinologie	18e	17,42
TÊTE ET COU		
Parathyroïde	1er	19,26
Thyroïde	8e	18,63
UROLOGIE		
Adénome de la prostate	9e	18,20
Calculs urinaires	22e	15,60
Tumeurs de vessie	8e	18,08

Hôpitaux à proximité classés dans au moins une spécialité


Paris (75)


Les meilleurs hôpitaux de la région Île-de-France

- Hôpital Cochin (Paris)
- Hôpital Pitié-Salpêtrière (Paris)
- Institut mutualiste Montsouris (Paris)
- GH Diaconesses/Croix-Saint-Simon (Paris)
- Hôpital Foch, Suresnes (Hauts-de-Seine)
- Hôpital Henri-Mondor, Créteil (Val-de-Marne)
- Hôpital Saint-Louis (Paris)
- Hôpital européen Georges-Pompidou (Paris)
- Hôpital Saint-Antoine (Paris)
- Hôpital Saint-Joseph (Paris)
- Hôpital Tenon (Paris)
- Hôpital Bicêtre, Le Kremlin-Bicêtre (Val-de-

La méthodologie du Point
Tous les documents, sources et paramètres qui ont permis de bâtir les classements.

Les auteurs

François Malye 

Jérôme Vincent 

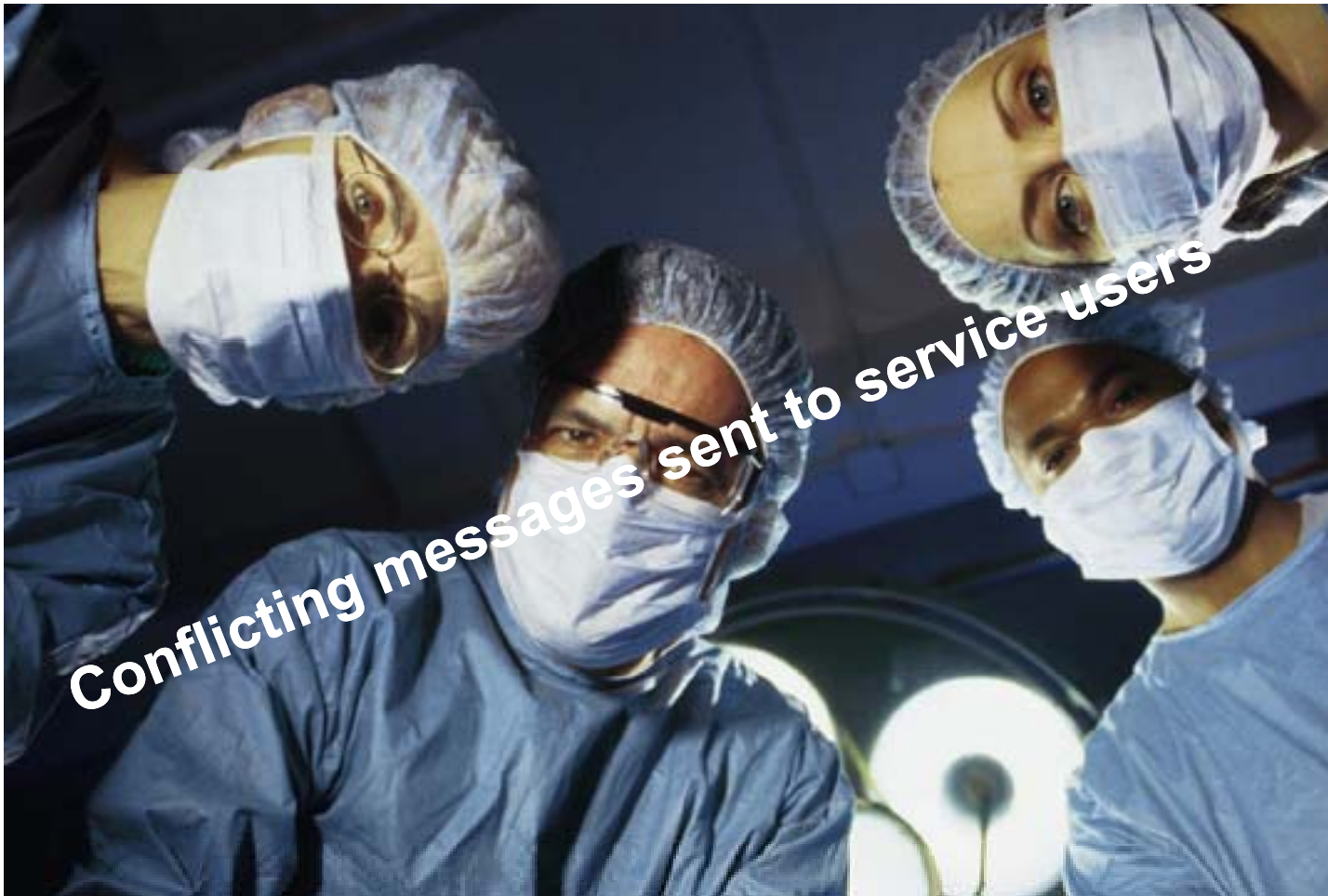
Done, but with errors on page.

Start | Les meilleures hôpita... | Inbox - Microsoft Outl... | Y:\CQC_Records\INTE... | Microsoft PowerPoint ... | Internet | 15:19

League table methodology (example)

Activity***	High activity equates better trained teams.
Reputation*	High percentage of patients coming from other regions equates better reputation.
Day surgery*	High day surgery numbers equate a better organised hospital.
High tech*	High percentage of high tech equipment equates a higher number of complex operations and state of the art techniques.
Specialisation*	Specialisation equates better quality of care.
Severity*	High severity of cases equates higher capacity to manage severe patients.
Length of stay*	A short length of stay equates to good unit organisation and fewer HCAI risks.
HCAI	0 to 5 star rating based on ICALIN score from Ministry of Health.

The problem



Research question

Do league tables have a positive impact on quality of care?

Do league tables have an impact on hospital reputation?

Do league tables have an impact on patient choice?

Quantitative and qualitative methods

Semi-structured interviews

Hospital case studies

Le Point archive search

CEO survey

Interviews

Semi-structured interviews

Four researchers

Five chief executives

Five doctors and surgeons

One nurse

Six healthcare officials

Two patient representatives

Three clinical managers

Four journalists

Impact on quality of care and patient choice

Differing opinions:

NO IMPACT

“If my mother needed a cataract operation in Grenoble, I would not go to Toulouse just because they are better rated. It is like school rankings, it is very rare for people to move homes just because a school that is further away is better than the one next door”, Agence Technique de l’Information sur l’Hospitalisation.

SHORT LIVED IMPACT

“The emulation effect after a league table publication is definitely real, but it is short-lived and after a few weeks, it stabilises itself”, Hôpital Diaconesses Croix St Simon.

“Positive rankings are gratifying and boost staff members. On the other hand, negative results can lead to negative attitudes and comments”, nurse.

STRONG IMPACT

2.5% patients state league tables as the main driver for their hospital choice.

“On the day of publication, our newsstand is raided by senior management and staff and emptied by 8.30am!”

Union Nationale des Associations Familiales.

Quantitative survey results

- Survey sent to all acute hospital Chief Executives:
 - 88 were completed and returned
- Public, private not for profit, military and cancer centres

League tables' impact on quality of care:

4.14 out of 10***

Boost patient awareness
Justify investments
Help for benchmarking
Boost staff motivation
Boost internal communications
Improve infection control programme
Improve awareness of clinical audit

League tables' impact on reputation:

5.80 out of 10***

League tables' impact on quality improvement activities:

38% believed they led to positive change
Majority believed they gave rise to 2-5 quality improvement activities per year.

Case study analyses

Hospital A – 111th in 2009, 96th in 2010.

- endeavour to reach the top 50 but never have
- use a scorecard
- rankings affect their referrals from local doctors
- rankings discussed at senior management meetings



➔ Publications used as **marketing** and **benchmarking** tools

Hospital B – 50th in 2009, 50th in 2010.

- in and out of the top 50 for years
- unhappy with league table methods
- internal audit based on regulator documents
- use complaints information



➔ Internal impact of publications rated as 0

Archive search analyses

- Comparison between batches from 2002 and 2009:
 - same percentage providing feedback on methods
 - 50% decrease in numbers between 2002 and 2009
 - twice as many communications from service users in 2009

*“This year, we are no longer in the top 50 league table. I am worried about the impact of these rankings, both on service users and regulators. Could you please let us know the reasons for this, so we can act on them ASAP?”
(2002)*

“Please find enclosed a letter addressed to hospital E. This is for your information, in order for you to use the data in your future league tables.” (2009)

Main conclusions

- Importance of the league table market in France:
 - independence from the Ministry of Health
 - media 'stamp'
 - absence of robust government initiative to publish comparative healthcare data

- League tables impact on:
 - hospital reputation
 - quality of care
 - ??? patient choice ???



- Differences: public vs. private, differences in leadership teams, organisational cultures, service user communities and geographical locations



Thank you

Any questions?