### Study from page C5

-inc differences between best and worst are too big to ignore. Most hospitals make a huge effort to raise their accreditation scores. If they put that energy in a smarter direction, we'd all be better off"

a smarter direction, we'd all be better off."
Part of the problem, the researchers said, is lack of public knowledge. JCAHO scores are translated to a "failure count" of the 48 areas studied, and hospitals get a list of "Type I Recommendations" to correct. About one hospital in 12 gets a nearly perfect score, with no recommendations, and only three of 100 get "conditional" accreditation. For details, visit http://www.jeaho./org/qualitycheck directry/directry.asp.
With so many hospitals receiving similar scores, the system doean't encourage competition, they said.
Similarly, the Solucient perfor-

doesn't encourage compensation, they said.
Similarly, the Solucient perfor-mance scores are used in a "Top 100 Hospitals" program that rec-ognizes only the 100 hospitals that achieve the highest bench-marks but fail to provide rank-

ing information on the more than 5,000 other hospitals studied and ranked annually. (http://www.100tophospitals.com/defaulk.asp.)

Another problem is understanding exactly what does contribute to high performance. JCAHO criteria are a consensus of what seems to work, rather than practices tosted against real performance, they said.

"JCAHO scores four dozon separate activities in hospitals, calculates a weighted overall score and makes a final decision to accredit." Griffith said.

"We expected to see 'good' prformance scores – be safe, well financed, efficient and progressive. The data show the hospitals with the worst JCAHO scores have as good performance as the group with the best."

The disconnect suggests either something left out or something wrong.

"I believe it's something left out," Griffith said. "It could be problems with the way JCAHO's inspectors assign the scores, but

it's more likely the things
JCAHO does not measure, particularly employee and doctor
learning and enthusiasm.
Evanston, Ill.-based Solucient,
which doesn't compete with
JCAHO, provided \$10,000 in
funding for a detailed annlysis of
the stability of its '100 Top' criteria and recommendations on
changes.
For more information on Griffith, author of the textbook, The

For more information on Grif-fith, author of the textbook, The Well-Managed Healthcare Orga-nization, http://www.sph.umich.edu/ hmpi/aculty/jrg.html. For more information on Alexander, who recently finished

standar, one recent phrase parties a term as acting dean of the School of Public Health, visit h t t p: / / w w w . s p h . umichedu/hmp/faculty/jalexan

unich.edu/hmp/faculty/jalexan d.htm. For more information on Structural versus Outcomes Mea-sures in Hospitals, the article by Griffith et al., call Aspen Pub-lishers Inc. at (800) 638-8437 or visit www.aspenpublishers.com.

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idon't have to be in one session, and you don't have to go to the

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Weeding the garden, taking the stairs, and other everyday activities count in burning calories and

stains, and other everyday activities count in burning calories and boosting your health. How do your own activities measure up for fitness and weight constrol? Check the following table. These measures are estimated for a 150-pound person, and will be slightly different for each person depending on their weight, body composition and level of intensity. Calories Burned Per Hour Strolling, 206; Walking (brisk), 297; Playing with children (Frisbee), 216, Gardening, 324; Vacuuming or mopping, 150; Heavy cleaning, 432; Moving lawn (nonriding mower), 324; Biking (flat surface), 441; Jogging, 675; Tennis (singles), 549; Basketball (half-

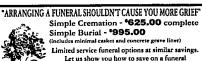
cil, American Heart Association
Ten- to 15-minute bursts of
exorcise can work for many people
who feel trapped by a busy schedule.
Consider: In the morning, get up

Uc.

Consider: In the morning, get up
10 minutes early and take a walk
around the neighborhood. When
you get home from work, play a
game of tag with the children for
at least 10 minutes. And, while
you watch TV, do arm curls,
squats, lunges and sit-ups for
another 10 minutes.

By the time you're ready to go to
bed, you've added exercise to your

day while barely changing your routine. Here are more tips to incorpo-rate physical activity into your workday:



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