Giant Leaps for Patient Safety

THE LEAPFROG GROUP 2021-2022 ANNUAL REPORT
OUR PURPOSE   Giant leaps for patient safety.

OUR FOUNDING   Leapfrog was founded in 2000 by a group of leaders from large and medium sized employers. They were fed up with the slow progress of change in our health care system. With support from The Business Roundtable, they formed Leapfrog to demand dramatic improvement in safety and 100% transparency from hospitals.

OUR FUTURE   We envision a future where all Americans fight for the best care for themselves and their families. All employers will tie their health care investment to excellence. All providers, including hospitals and ambulatory surgery centers, will put patients first with courage and candor. We envision a day when transparency is the norm, Leapfrog is a household name, and preventable death and suffering is consigned to the dustbins of history.

“We made many leaps in the past year, and our momentum only accelerated through the global pandemic. We never paused our fight for the wellbeing of American patients, and never accepted anything less than full transparency.”

DAVID GOLDBLATT, BOARD CHAIR 2018-2022 AND LEAH BINDER, PRESIDENT AND CEO
We are often asked how Leapfrog got its name. We are not about frogs, or lily pads, or children’s toys. We are about action. This year we unveiled our new tagline to tell that story: “Giant Leaps for Patient Safety.”

This report highlights our recent triumphs and challenges. We made a real difference. Our donors played a direct role in all these accomplishments. This year we also launched the Judie Burrows Education Institute, the educational arm of The Leapfrog Group. Thanks to your contribution, we have expanded our reach and our influence: Our footprint is larger when we leap.

Like every one of you reading this Annual Report, we have watched loved ones suffer from preventable flaws in our health care system. This is personal for us. We will not stop until the job is done. By living the vision, all of us will work to give the next generation the safest, highest quality health care system in the world.

With appreciation,

LEAH BINDER and DAVID GOLDHILL
In a country where more than 200,000 lives are lost every year because of preventable medical errors, Leapfrog is fighting for change. We serve as a voice for health care purchasers, using their collective influence to save lives.

Leapfrog has created a novel approach to improving health care in America, one built on transparency. Because of Leapfrog’s groundbreaking work, it is now common for hospitals and ambulatory surgery centers (ASCs) to openly compete by highlighting their patient safety. The Hospital Safety Grade offers critical life-saving information that people need and deserve, life-saving data for life-saving choices.

IN THE DECADE OF THE LEAPFROG HOSPITAL SAFETY GRADE, IMPROVEMENT IN PATIENT SAFETY NATIONALLY

IN THE U.S. BETWEEN 2010 AND 2019, THERE WAS A SIGNIFICANT DECREASE IN THE RATES OF ADVERSE EVENTS.


OVER 50,000 LIVES COULD BE SAVED IF ALL HOSPITALS PERFORMED AT THE LEVEL OF “A” GRADED HOSPITALS.
HOSPITAL SAFETY GRADE

2022 is the 10th anniversary of the Leapfrog Hospital Safety Grade, a letter grade assigned to nearly 3,000 general acute-care hospitals across the nation. The Leapfrog Hospital Safety Grade is an “A”, “B”, “C”, “D”, or “F” grade awarded twice a year to general hospitals on how well they protect patients from preventable errors, injuries, and infections. Today it is the gold standard measure of patient safety, and the impact has been profound. Tens of millions of Americans and thousands of employers and other purchasers use the Safety Grade.

More than half of all hospitals report using the Safety Grade or other Leapfrog ratings in CEO performance evaluations. Safety Grade changes are reported in thousands of media outlets and coverage includes AARP Magazine, USA Today, The New York Times, and Modern Healthcare. Hospitals use billboards, digital advertising, and public events to advertise their Safety Grade to the public—and highlight the importance they put on patient safety. This year alone over 400 hospitals across the country touted their Safety Grade in these ways. Never in history has the issue of patient safety been so prominent.

SAFETY GRADE IN ACTION

When Carl Flatley was out of town for a bike race last year, he woke up in the middle of the night with severe back pain. He needed a hospital. He quickly looked at the Leapfrog Hospital Safety Grades in the area he was in and realized the closest hospitals had low grades. The nearest “A” graded hospital was four hundred miles away. Was it worth the trip? For Carl, the answer was yes; he lost his beautiful 20-year-old daughter to a preventable oversight that led to a deadly bout of sepsis. Patient safety must come first when picking a hospital, because without it nothing else matters. He made the drive to the “A” hospital. They gave him safe care, and after a brief stay, he was discharged almost ready to enter another bike race.
PATIENT EXPERIENCE: A CRITICAL INDICATOR OF SAFETY

Leapfrog reports on trends in health care quality to guide policy and payment strategies. Most recently, Leapfrog analyzed trends in patient experience surveys that are conducted systematically by hospitals and ASCs.

Our three-part series, *Patient Experience During the Pandemic*, examined patient experience pre-pandemic and mid-pandemic in three different patient populations: adult patients who had same-day surgery in a hospital or ASC, adult patients who had a hospital stay, and pediatric patients who had a hospital stay. Leapfrog found deterioration over the course of the pandemic in patients’ perception of virtually all aspects of their experience. Patient perception of pediatric hospitals did not deteriorate over the pandemic, but there remained a chilling, ongoing problem with parents’ reporting a lack of comfort speaking up when they perceive a safety problem.

The analysis is among the earliest indicators of significant deterioration in patient safety during the pandemic, and the report has been widely circulated among policymakers, the business community, and media to sound the alarm and galvanize a national recommitment to safety.
Leapfrog is an influential presence in Washington, DC advocating for policy that will expand information available to the public on safety and quality, push for full transparency, and make sure federal agencies stand up for the public’s safety.

This year, Leapfrog led a campaign to maintain public reporting of ten of the most serious errors that happen in hospitals. These errors cause excruciating suffering for hundreds of thousands of patients and kill an estimated 25,000 a year. Hundreds of advocates joined Leapfrog’s campaign and pressed CMS, the agency that runs Medicare, to make sure the public has information on how well each hospital performs at preventing these errors. This is important for people to know before selecting a hospital, because some hospitals have ten times the rate of errors as other hospitals, and only Medicare data can reveal that.

The campaign garnered media coverage from USA Today, STAT, Fortune, Medpage Today, and more. Leapfrog sent two letters to CMS with over 270 signatures from patient safety advocates, clinicians, employers and purchasers, and other stakeholders. At least one hundred individuals and organizations also submitted a letter of their own.

The result was a clear victory. CMS leaders demonstrated strong leadership affirming the importance of patient safety and transparency, and transparency prevailed. Leapfrog will continue to fight for public access to lifesaving data on hospitals and ASCs.
Leapfrog’s reach is immeasurably increased by the efforts of a network of volunteer organizations across the country called Leapfrog Regional Leaders. More than 30 organizations, including business health coalitions, employers, and other local patient safety and health care organizations, serve as Regional Leaders.

33 REGIONAL LEADERS

ARE LEAPFROG’S VOICE IN THEIR COMMUNITIES DRIVING CHANGE. THEY ARE USING LEAPFROG’S TOOLS AND ENCOURAGING THEIR LOCAL HEALTH CARE FACILITIES TO REPORT THEIR QUALITY AND SAFETY PRACTICES TO THE LEAPFROG HOSPITAL SURVEY AND LEAPFROG ASC SURVEY.
Diagnostic errors contribute to 40,000-80,000 deaths a year, with over 250,000 Americans experiencing a diagnostic error in hospitals. Reducing harm to patients from diagnostic errors is the new frontier in patient safety. Leapfrog is taking on the problem by bringing together experts, clinicians, patient advocates, and employers to identify what hospitals can do to prevent these errors from harming their patients. As part of our Recognizing Excellence in Diagnosis Initiative funded by the Gordon and Betty Moore Foundation, Leapfrog released a landmark report titled Recognizing Excellence in Diagnosis: Recommended Practices for Hospitals.

While identifying strategies to address this problem is helpful, Leapfrog’s unique ability to galvanize major change comes from the next steps ahead: setting exacting standards for excellence and reporting by hospital on achievement of those standards. In 2022, Leapfrog is piloting a survey with 115 hospitals, designed to assess hospitals’ familiarity with and progress towards implementing the recommended practices. The findings from the pilot will guide Leapfrog’s approach to rating hospitals on their quality of care in diagnosis.

Billing practices have a powerful impact on health care quality. Too often, patients are sued for not having paid bills averaging less than $900, even if they were not told in advance how much they would owe, or that they might be eligible for financial assistance. Hospitals and ASCs should abandon the practice of suing patients and provide patients with readily understandable bills that list services and charges, and make sure important information, like how to apply for financial assistance, is in the patient’s preferred language for medical decision-making.

Unless hospitals and ASCs take these steps, their patients can incur financial hardships that make them less likely to seek medical care in the future. Leapfrog added questions to its Surveys in 2021 to assess whether hospitals and ASCs practice ethical billing and began scoring and publicly reporting facilities this year.

“HIGH-QUALITY HEALTH CARE DEPENDS ON TWO STRONG ORGANIZATIONAL VALUES: PUTTING THE PATIENT FIRST EVERY MINUTE OF EVERY DAY, AND UNWAVERING COMMITMENT TO TRANSPARENCY,”

LEAH BINDER, PRESIDENT AND CEO OF THE LEAPFROG GROUP

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**BOARD MEMBERS OF THE LEAPFROG GROUP**

**1,246**
Hospitals reporting they use Leapfrog safety ratings for senior leadership compensation reviews.

**2,870**
Hospitals graded in 2022. The Leapfrog Hospital Safety Grade is a consumer-friendly letter grade system evaluating hospitals on how well they keep patients safe from harm.

**30**
Measures used to grade hospitals on safety, from infection rates to hand hygiene.

**73%**
of in-patient beds in the U.S. report to the annual Leapfrog Hospital Survey.
HEALTH EQUITY

We cannot achieve quality without equity because quality must apply to all, not to some. Disparities in patient safety are stark and disturbing. A study by the Urban Institute in 2021 found that Black patients were more likely to suffer avoidable, often deadly errors than white patients in the same hospital. Yet most hospitals do not track disparities, the first step toward addressing them and improving safety for all. This year Leapfrog added questions to its Surveys to assess what actions hospitals and ASCs are taking to identify and reduce health care disparities.

The theme of last year’s annual meeting, Excellence for Everyone: The Path Forward for Patient Care, called attention to disparities in quality. Leaders from quality advocacy organizations like NCQA, NQF, and the Commonwealth Fund spoke out on how we can collectively forge the path forward to achieve safe, high quality, and equitable care at the event. The National Academy of Medicine also published an important paper co-authored by Leapfrog’s CEO on the health equity barriers to U.S. health care quality and a call to action for change.

SAME DAY SURGERY: LEAPFROG’S NEWEST LEAP

More than 60% of all surgeries are performed in outpatient hospital departments or in Ambulatory Surgery Centers (ASCs). In 2019, Leapfrog began collecting data from hospitals on outpatient surgical safety and launched a separate ASC Survey to collect and publicly report on how ASCs compare on safety. That data is being used by employers, health plans, and the public for decision making. ASCs rely on Leapfrog’s independent assessment as a primary tool in the market. Many ASCs have emerged as passionate advocates for Leapfrog’s transformative effects. For instance, The Center for Spine and Joint Replacement Surgery in Washington State has been participating in the Survey since its inception and recorded notable improvements and benefits.

“TRANSPARENCY IS ESSENTIAL TO SHOW OUR PATIENTS WE CARE ABOUT THINGS LIKE INFECTION CONTROL AND HAND WASHING AND EMPLOYEE ENGAGEMENT.”

STEPHANIE JAROSS, ASC DIRECTOR, THE CENTER FOR SPINE AND JOINT REPLACEMENT
The Judie Burrows Education Institute is the educational arm of The Leapfrog Group and officially launched in March of 2022. The Institute will equip people like you and millions more to hit the accelerator and make change:

- Employers and other purchasers, who use Leapfrog data to drive for the best care for their employees;
- Health care leaders, clinicians, and business leaders who need to work together to achieve improvements for patients;
- All of us, whether we have been a patient or not, because we need information on how to find the best care and advocate for our loved ones.
THE JUDIE BURROWS EDUCATION INSTITUTE IS NAMED FOR THE HEROINE OF THE AWARD-WINNING HBO DOCUMENTARY BLEED OUT, DIRECTED BY HER SON, STEVE BURROWS.

EDUCATION FOR

PURCHASERS
- Learn how to help guide employees to safer hospitals.
- Learn to use quality data in purchasing.

HEALTH CARE
- Learn how to use data to improve outcomes.
- Learn how to collect and report data to drive quality and safety improvement.

THE PUBLIC
- Learn to protect your loved ones and make informed decisions about their care.
- Learn how to advocate for patients and families.
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Annual report

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Our 2022 Emerald Award Winners

In March 2022, Leapfrog hosted its Greenlight Gala, celebrating 22 years of giant leaps for patient safety and our unstoppable momentum for the future. Unstoppable momentum is critical, and Leapfrog is a green light through the dark statistics, with new data every day demonstrating how we galvanize change that saves lives and prevent needless suffering. In celebration of their work to improve patient safety, we awarded three Emerald Awards at this year’s Gala.

Learn more about our Emerald Award winners at leapfroogroup.org/emerald
“TO ALL THOSE PATIENTS WHO ARE INJURED OR DIED IN A MEDICAL ERROR, YOU WILL NEVER BE FORGOTTEN”

STEVE BURROWS, PATIENT ADVOCATE, PRODUCER AND DIRECTOR OF THE HBO DOCUMENTARY “BLEED OUT”
### Revenue and Support

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<thead>
<tr>
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<th>2021</th>
<th>2020</th>
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<tr>
<td>Reports and Licensure Fees</td>
<td>$ 5,434,948 78%</td>
<td>$ 4,999,741 75%</td>
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<tr>
<td>Grants</td>
<td>$ 637,774 9%</td>
<td>$ 934,041 14%</td>
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<tr>
<td>Membership</td>
<td>$ 447,915 6%</td>
<td>$ 238,333 4%</td>
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<tr>
<td>Contributions</td>
<td>$ 454,325 7%</td>
<td>$ 473,058 7%</td>
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<td><strong>$ 6,974,962</strong></td>
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### Expenses

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<td>Research &amp; Development</td>
<td>$ 3,175,262 46%</td>
<td>$ 2,121,847 38%</td>
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<td>Communications &amp; Advocacy</td>
<td>$ 1,856,455 27%</td>
<td>$ 1,745,964 30%</td>
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<td>Member Engagement &amp; Education</td>
<td>$ 840,128 13%</td>
<td>$ 681,423 12%</td>
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<td>$ 727,414 11%</td>
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<td>$ 187,193 3%</td>
<td>$ 351,319 6%</td>
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<td><strong>$ 6,786,452</strong></td>
<td><strong>$ 5,726,174</strong></td>
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- Review quality and safety ratings for hospitals and ASCs from our Surveys at ratings.leapfroggroup.org
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- Donate to help us leap even farther and save lives at leapfroggroup.org/donate
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