



# Giant Leaps for Patient Safety

THE LEAPFROG GROUP 2021-2022 ANNUAL REPORT

## THE LEAPFROG GROUP

**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 GOLDHILL,  
BOARD CHAIR 2018-2022 AND  
LEAH BINDER,  
PRESIDENT AND CEO

## GIANT LEAPS FOR PATIENT SAFETY

# “THIS IS PERSONAL FOR US.”

LEAH BINDER AND DAVID GOLDHILL

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*     *D. Goldhill*



# TEN YEARS OF THE HOSPITAL SAFETY GRADE

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.

SOURCE: ELDRIDGE N, WANG Y, METERSKY M, ET AL. TRENDS IN ADVERSE EVENT RATES IN HOSPITALIZED PATIENTS, 2010-2019. JULY 12, 2022 JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION



# “LEAPFROG PROVIDES INVALUABLE DATA THAT ALL PATIENTS SHOULD USE.”

CARL FLATLEY,  
PATIENT ADVOCATE

## 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.

## ADVOCACY

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 REGIONAL LEADERS

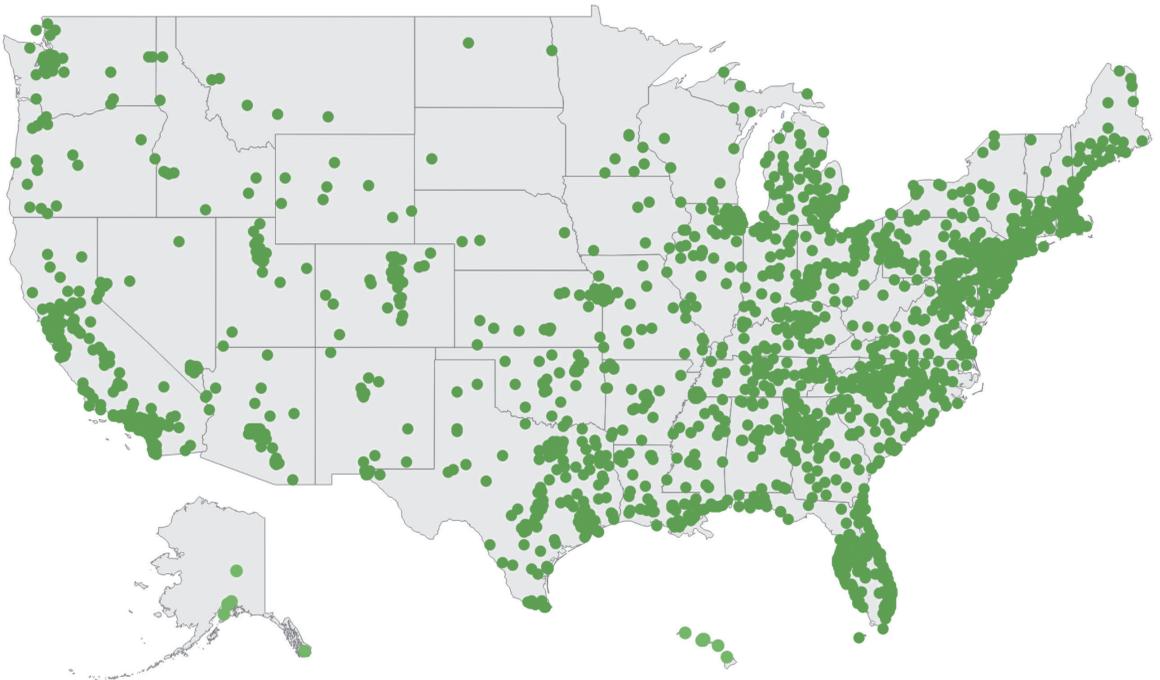


Leapfrog's reach is immeasurably increased by the efforts of a network of volunteer organizations across the country called Leapfrog Regional Leaders. More than 30 organizations, including business health coalitions, employers, and other local patient safety and health care organizations, serve as Regional 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.

### LEAPFROG HOSPITAL SURVEY PARTICIPATION ACROSS THE U.S.



## DIAGNOSTIC EXCELLENCE PROJECT

**“LEAPFROG’S REACH IS IMMEASURABLY INCREASED BY THE EFFORTS OF A NETWORK OF VOLUNTEER ORGANIZATIONS ACROSS THE COUNTRY CALLED LEAPFROG REGIONAL LEADERS.”**

JILL BERGER, LEAPFROG  
DIRECTOR, EMPLOYER &  
PAYOR ENGAGEMENT

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 ETHICS

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

# BOARD MEMBERS OF THE LEAPFROG GROUP



Top Row, Left to Right: David Knowlton [Board Chair 2009-2012], Robert Moroni [Board Treasurer 2006-2009], William Finck [Board Chair 2014-2015], Leah Binder, David Goldhill [Board Chair 2018-2022], Marsha Manning, Cristie Upshaw Travis, Aaron Schrader, Kim Blair. Bottom Row, Left to Right: Linda Schwimmer, Susan Reinhard, Martin Hattie, Dolores Mitchell, Irene Fraser, Rumay Alexander. Not Pictured: Bill Bonk, Raquel Bono, Marleece Estella, David Hopkins, Michelle Martin, Kenneth Mendez, Arnold Milstein, Maureen Ryan, Lina Walker, Sally Welborn, John Zern

**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

# JUDIE BURROWS

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.

Judie Burrows (1940-2020)  
with her grandson  
Benjamin Burrows in 2014

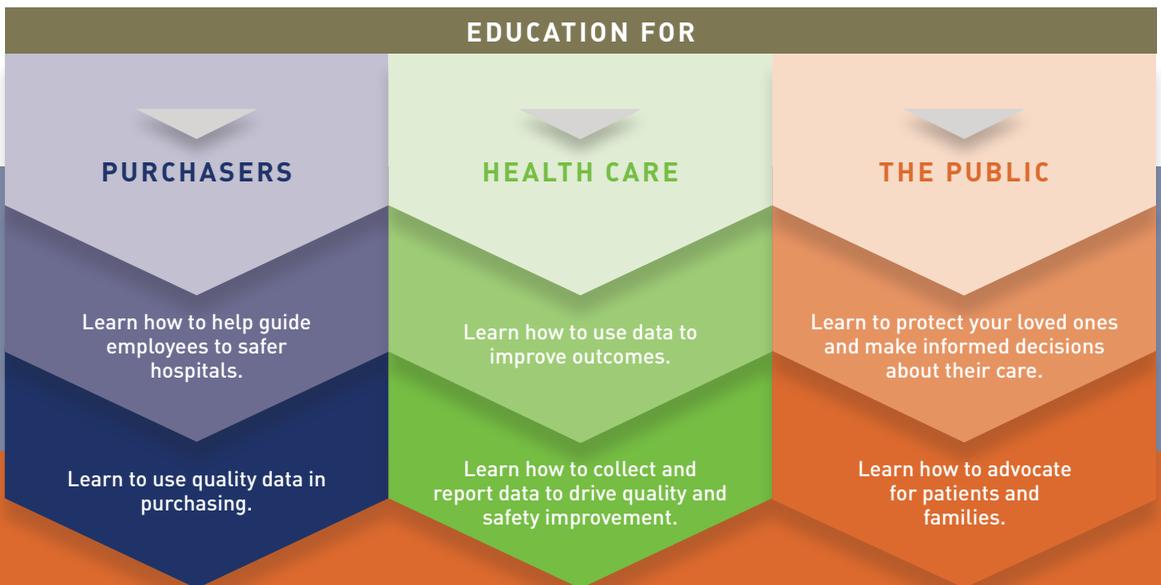




# EDUCATION INSTITUTE

Steve and Margo Burrows  
at the first ever Leapfrog  
Greenlight Gala, March 2022

THE JUDIE BURROWS  
EDUCATION INSTITUTE IS  
NAMED FOR THE HEROINE OF  
THE AWARD-WINNING HBO  
DOCUMENTARY *BLEED OUT*,  
DIRECTED BY HER SON,  
STEVE BURROWS.



# OUR THANKS

## BOARD OF DIRECTORS

### David Goldhill, *Board Chair*

Co-Founder & CEO, Sesame

### G. Rumay Alexander, EdD, RN, FAAN

Clinical Professor, Associate Dean,  
UNC Chapel Hill

### Bill Bonk

VP, Global Benefits, TTI, Inc.

### Vice Adm. Raquel C. Bono, MD, MBA, FACS

Former CEO & Director,  
Defense Health Agency

### Marleece S. Estella, MD

Director of Health & Wellness & CMO,  
Lockheed Martin

### Irene Fraser, PhD

Senior Fellow, NORC at the  
University of Chicago

### Martin J. Hatlie, JD

CEO, Project Patient Care

### David Hopkins, PhD

Senior Advisor, Pacific Business Group  
on Health

### Marsha Manning

Former Manager, Medical Benefits &  
Strategy, University of Michigan

### Michelle Martin

VP, HR Specialty Services, Paramount

### Kenneth Mendez

President & CEO, Asthma and Allergy  
Foundation of America

### Arnold Milstein, MD

Professor of Medicine, Director of the  
Clinical Excellence Research Center,  
Stanford University

### Dolores Mitchell

Former Executive Director, Massachusetts  
Group Insurance Commission

### Susan Reinhard, RN, PhD, FAAN

Senior Vice President & Director, AARP  
Public Policy Institute Chief Strategist,  
Center to Champion Nursing in America

### Maureen Ryan

Partner, Health System Sector Leader,  
Board & CEO Services, Odgers Berndtson

### Aaron Schrader, MS

HR Manager, State of Delaware Statewide  
Benefits Office, Department of Human  
Resources

### Linda Schwimmer, JD

President & CEO, New Jersey Health Care  
Quality Institute

### Cristie Upshaw Travis

CEO, Memphis Business Group on Health

### Lina Walker, PhD

Vice President, Health Security, AARP

### Sally Welborn

CEO, Welborn Consulting

### John Zern

President & CEO, Ryan Specialty Benefits

## BOARD LIAISONS (nonvoting)

### Leah Binder, *ex officio*

President & CEO, The Leapfrog Group

### Kimberly Blair, *Legal Counsel*

Partner, Wilson Elser Moskowitz Edelman  
& Dicker

### Ron Kline, MD, FAAP

CMO, Healthcare and Insurance,  
U.S. Office of Personnel Management

### Michelle Schreiber, MD

Director, Quality Measurement &  
Value-Based Incentives Group, CMS

## REGIONAL LEADERS

Alabama Employer Health Consortium  
Colorado Business Group on Health  
Connecticut Business Group on Health  
Consumers' Checkbook  
Dallas Fort Worth Business Group on Health  
Florida Alliance for Healthcare Value  
Georgia Watch, Inc.  
Greater Philadelphia Business Coalition  
on Health  
Health Action Council  
Health Policy Corporation of Iowa  
Healthcare Purchaser Alliance of Maine  
Healthcare21 Business Coalition  
Houston Business Coalition on Health  
Kansas Business Group on Health  
Kentuckiana Health Collaborative

## LEAPFROG REGIONAL LEADERS



Lehigh Valley Business Coalition on Health Care

Louisiana Business Group on Health

Memphis Business Group on Health

Midwest Business Group on Health

Montana Association of Health Care Purchasers

Nevada Business Group on Health

New Hampshire Purchasers Group on Health

New Jersey Health Care Quality Institute

North Carolina Business Group on Health

Pittsburgh Business Group on Health

Purchaser Business Group on Health

St Louis Area Business Health Coalition

The Alliance

The Economic Alliance for Michigan

Virginia Business Coalition on Health

Washington Health Alliance

WellOK, the Northeastern Oklahoma Business Coalition on Health

## PARTNERS ADVISORY COMMITTEE

**Committee Co-Chairs:** Rebecca Holyoak  
Cigna and Barb Wentworth,  
Health Net, LLC

Anthem Blue Cross Blue Shield

Aperture Health

BioVigil

Castlight Health

Capital Blue Cross

Cigna

Ecolab Inc.

GOJO Industries, Inc.

HCA Healthcare

Health Net, LLC

HealthTrackRX

Horizon Blue Cross Blue Shield of New Jersey

Medline Industries, LP

Piedmont Healthcare

Rensair

SwipeSense

UCLA Health

WebMD

## ASC ADVISORY COMMITTEE

**Committee Chair:** Linda Schwimmer, JD,  
Leapfrog Board

**Missy Danforth**  
The Leapfrog Group

**Carole S. Guinane, RN, MBA, FNAHQ, CPHQ, BBSS**  
Cedars-Sinai

**Stephanie Jaross, BSN, RN**  
Proliance – Center for Outpatient Spine & Joint Surgery

**Kristine Kilgore, BSN, RN**  
Surgical Care Center of Michigan

**Kimberley Murray, RN, MS, CNOR**  
Syracuse Orthopedic Specialists

**Julia Nelson, BSN, RN, MBA**  
Elmhurst Outpatient Surgery Center

**Cori Prisco, RN, DNP, MSJ**  
Hudson Crossing Surgery Center

**Beth Russell, MSN, RN**  
Knoxville Orthopaedic Surgery Center

**Henrietta Smith, RN, MSN, CIC**  
Centers for Disease Control and Prevention

**Lori Sylvester, CASC, MSN, RN**  
Riverside Outpatient Surgery Center

**Arnaldo Valedon, MD**  
WellSpan Health and WellSpan Health & Surgery Center

**Andrew S. Weiss, CASC**  
Summit Surgical Center

## LEAPFROG NATIONAL PANEL OF EMPLOYER BENEFIT INNOVATORS

American Speech Hearing Language Association

The Boeing Company

Business Group on Health

Comcast NBC Universal

GE Healthcare

General Motors

The Health Transformation Alliance

H-E-B

Miami-Dade County Public Schools

Northwestern Mutual

Paramount

The State of Tennessee

TTI, Inc.

The State of Delaware

The State of Maine

U.S. Office of Personnel Management

United States Steel

University of Michigan

Walmart

Wawa

## HOSPITAL ADVISORY COMMITTEE

**Committee Co-Chairs:** Gary S. Kaplan, MD, FACP, FACMPE, FACPE, CommonSpirit and John Zern, Leapfrog Board

**Leah Binder, MA, MGA**  
The Leapfrog Group

**Raquel C. Bono, MD, MBA, FACS**  
Leapfrog Board

**Mark W. Browne, MD, MMM, FACPE, CPE**  
Covenant Health

**Robert A. Cherry, MD, MS, FACS, FACHE**  
UCLA Health

**Barbara Crawford, MS, RN, NEA-BC**  
Kaiser Permanente

**Pablo Moreno Franco, MD**  
Mayo Clinic

**Martin J. Hatlie, JD**  
Leapfrog Board

**David Hopkins, PhD**  
Leapfrog Board

**Kelly Ragan Kelleher, MD, FAAP**  
Phoenix Children's Hospital

**Amy Mansue, MSW**  
Inspira Health

**Michelle Martin**  
Leapfrog Board

**David Mayer, MD**  
MedStar Health

**Elizabeth McKnight, MA, MS, CPPS**  
Intermountain Healthcare

**Richard W. Nesto, MD, FACC, FAHA, FRCP (Edin.)**  
Beth Israel Lahey Health

**Thomas Owens, MD**  
Duke University Health System

**Ilan S. Rubinfeld, MD, MBA, FACS, FCCP, FCM**  
Henry Ford Hospital

**Kenneth Sands, MD, MPH**  
HCA Healthcare

**William R. Scharf, MD**  
AdventHealth Clinical

**Darrell K. Terry, Sr., MHA, MPH, FACHE**  
Newark Beth Israel Medical Center

**Stephen Weber, MD, ScM**  
UChicago Medicine

**Isis Zambrana, RN, BSN, MBA, CPHQ**  
Jackson Health System

# OUR THANKS

## LEAPFROG DONORS

### Champion Level Donors (\$10,000+)

AARP  
Allscripts  
Leah Binder & Sam Elowitch  
Cigna Healthcare  
GoJo Industries  
David Goldhill  
Gordon and Betty Moore Foundation  
HealthTrackRX  
Mark Kendall  
Odgers Berndston  
Cristie Upshaw Travis  
Paramount

### Pioneer Level Donors (\$500-\$9,999)

ABIM Foundation  
Aetna  
airPHX Companies  
Matt Austin  
Marleece Barber  
Jill Berger  
BioVigil  
Kim Reints Blair  
William Bonk  
Raquel Bono, MD  
Julia Broas  
Patrice Brown  
Katherine Capps  
CenTrak  
Melissa Danforth  
Dave deBronkart  
Dembo Jones  
Ecolab USA Inc  
Raven Creative  
Karen Wolk Feinstein, Pittsburgh  
Regional Health Initiative  
Irene Fraser  
GPBCH  
Dr. Renee Garrick  
Reed D. Gelzer, MD, MPH  
Martin Hatlie  
Health Net  
David Hopkins  
Horizon BCBS of New Jersey  
Jill Hutt  
Ralph and Nancy Johnson  
Karen Jupiter  
Jacqueline Kapur  
David Knowlton & Diane Zompa  
Phyllis Kozarsky  
LLBean  
Al Lewis  
Robert Mandell  
Marsha Manning and Robert Parrish  
Michelle Martin  
Medtronic  
Kenneth Mendez

Arnold Milstein  
Dolores Mitchell  
Erica Mobley  
John David Moorhead  
National Quality Forum  
New Jersey Health Care Quality Institute  
Jeremy Nobel  
Margaret Rehayem  
Dan Roble  
Jamiee Rosenthal  
Maureen Ryan  
Skvare  
Karl-Heinz Spittler  
Quint and Rishy Studer  
Anthony Sudler  
Value Capture  
WilMarc  
Daniel Wolfson  
John Zern

### Visionary Level Donors (Up to \$499)

APIC  
Rumay Alexander  
Anonymous Donor (9)  
Shauna & Dean Armitage  
Samantha Avramovic  
Kirsten Axelsen  
William Baker  
Lauren Bailey  
Kush Banerjee  
Linda Beck  
Maxwell Billek  
Brad Bjornstad  
Morris Blachman  
Bruce Bradley  
Beth Burrows  
Steve and Margo Burrows  
Alexandra Campione  
Anne G. Cann  
Roberta Carson  
Mary Coffey  
Stephanie Coneybear  
David Contorno  
Stephanie Cooper  
Amy Cotton  
James Dail  
Mark Dellecave  
Terrisca Des Jardins  
Bob DeSiervo  
Orlo Dietrich  
Jerry Drobenko  
David Edman  
Katie Eidson  
Dylan Eller  
Chuka Esiobu  
Leilani Esteban  
Lorrie Evans  
Sharon Fanto and Brian David Smith  
William H (Bill) Finck  
Kathryn Foulser

Megan Gale  
Stephen Gaus  
G Gibbons  
Maria Gmitro  
Neil Goldfarb  
Arthur Goldsmith  
Karen Goldstein  
Melvin Gray  
Russell Gregory  
Carole Guinane  
William and Susan Habel  
Elizabeth Harmon  
Shakil Haroon  
Brenda Harper  
Tim Harper  
Jen Hawes  
Anna Hayhurst  
Andrew Heighington  
Carole Hemmelgarn  
Gerard Honig  
Angela Hopkins  
Michael Howard  
Jill Hutt  
Eric Jackson  
Gregory S. Jacobs, MSHIM  
Gil Jacobson  
Irene Jankowski  
Scott Jeffery  
Ellen Jennings  
Milcah Jones  
Soojin Jun  
Jay and Francine Jupiter  
Gary Kaplan  
Leah Kaufman  
Michael Kelly  
Patricia Kelmar  
Alexander Kiam  
William Kramer  
Ryan Kreisberg  
Anne Ladd  
Carol Lanneau  
Robert Lee  
Stacy Leick  
Irwin Levin  
Paige Lipscomb  
David Lind  
Henry Linn  
Richard Litzky  
Ariana Longley  
Debbie Lundberg  
Marisa Manley  
Charlene Massey-Barber  
David Mayer  
Kathryn McCance  
Monica McDade  
Janet and Patrick J McNichol  
Kathryn MacDonald  
Lisa McGiffert  
Thomas Meehan  
Joan Melendez  
Arjun Metre

Michael Millenson  
 Sandra Morris  
 Kenneth Moye  
 Andrew Mueller  
 Robyn Nabi  
 John Nachtrieb  
 Mary Nelson  
 Robert Nerbonne  
 Alma Nygren  
 John Painter  
 Jonathan Patrick  
 Lorie Paulson  
 Carl Pedersen  
 Emory Peebles  
 Robert Phillips  
 Paul Pietzsch  
 Jonathan Potter  
 Peter Preziosi  
 Jandis Price  
 Michael Privitera  
 Louise Probst  
 John Rathnam  
 Susan Reinhard  
 William Rhoten

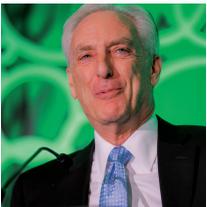
Kathy Riggle  
 Mathew Rose  
 Jaimee Rosenthal  
 Kaylee Scarim  
 Timothy Schaffer  
 Sandra J. Schneider  
 Heather Scott  
 Mary Seery  
 Ken Segel  
 John Sergeant  
 Manoj Shukla  
 James Simmons  
 David Sinclair  
 Carolyn Skinner  
 Tanika Smith  
 Shoshanna Sofaer  
 Aline Soules  
 Elizabeth Sparkes  
 Beth Sprole  
 Deborah Stanford  
 Margit Stange  
 Straight to the League, LLC  
 Kathryn Burggraf Stewart  
 Elisa Stomski

Lori Sylvester  
 Debra Thatcher  
 Monique Thompkins  
 Jean-Luc Tilly  
 William Tomlinson  
 Marnie Vaughan  
 Randy Vince Jr  
 Esther Wagner  
 Charles Webber  
 Sally Welborn  
 Beth Westhuis  
 Jamie White  
 Maureen Williams  
 Jacqueline Wise  
 Linda Witko  
 Susan Wolf  
 Yolanda Yablonkai  
 Kejia Yang  
 Emerick Youngquist  
 Tiffany Yu  
 Helen Zak  
 Steve Zanders  
 Andrew Zebrowski

## OUR 2022 EMERALD AWARD WINNERS



**Outstanding Achievement  
 by a Health Care System**  
**ADVENTHEALTH**



**Outstanding Achievement  
 by a Health Care Leader**  
**DR. GARY KAPLAN**

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.

**Lifetime Achievement**  
**CRISTIE UPSHAW TRAVIS**



Learn more about our Emerald Award winners at [leapfroggroup.org/emerald](https://leapfroggroup.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”



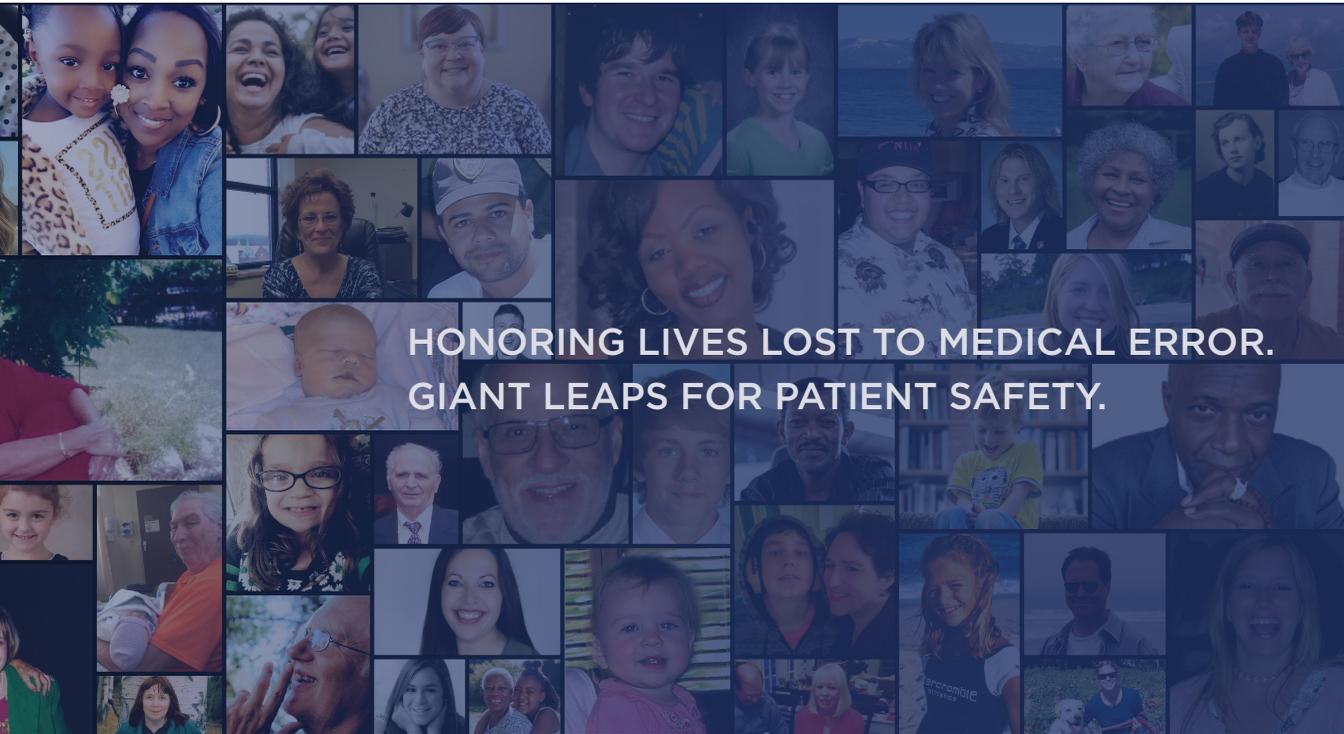
# OUR FINANCIALS

## Revenue and Support

	2021		2020	
Reports and Licensure Fees	\$ 5,434,948	78%	\$ 4,999,741	75%
Grants	\$ 637,774	9%	\$ 934,041	14%
Membership	\$ 447,915	6%	\$ 238,333	4%
Contributions	\$ 454,325	7%	\$ 473,058	7%
	<b>\$ 6,974,962</b>		<b>\$ 6,645,173</b>	

## Expenses

	2021		2020	
Research & Development	\$ 3,175,262	46%	\$ 2,121,847	38%
Communications & Advocacy	\$ 1,856,455	27%	\$ 1,745,964	30%
Member Engagement & Education	\$ 840,128	13%	\$ 681,423	12%
General and Administrative	\$ 727,414	11%	\$ 825,621	14%
Fundraising	\$ 187,193	3%	\$ 351,319	6%
	<b>\$ 6,786,452</b>		<b>\$ 5,726,174</b>	



## HOP TO IT!

- Stay up to date with the latest from Leapfrog at [leapfroggroup.org](http://leapfroggroup.org)
- See your hospital's Safety Grade at [hospitalsafetygrade.org](http://hospitalsafetygrade.org)
- Review quality and safety ratings for hospitals and ASCs from our Surveys at [ratings.leapfroggroup.org](http://ratings.leapfroggroup.org)
- Join our Partners Advisory Committee – learn more at [leapfroggroup.org/partners](http://leapfroggroup.org/partners)
- Donate to help us leap even farther and save lives at [leapfroggroup.org/donate](http://leapfroggroup.org/donate)
- Visit us at 1775 K St., NW, Suite 400, Washington, DC 20006
- Follow us on social media:

@LeapfrogGroup 

The Leapfrog Group  

