

OVERVIEW OF THE FALL 2018 LEAPFROG HOSPITAL SAFETY GRADE

September 25,
2018

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Presentation Overview

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- About the Leapfrog Hospital Safety Grade
- Scoring Overview
- Details of the Courtesy Safety Grade Review Period
- Public Reporting
- Important Dates
- Questions

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ABOUT THE LEAPFROG HOSPITAL SAFETY GRADE

What is the Leapfrog Hospital Safety Grade?

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- The Leapfrog Hospital Safety Grade is an A, B, C, D, or F letter grade reflecting how safe hospitals are for patients.
- The Leapfrog Hospital Safety Grade launched in June 2012 and was formerly known as the Hospital Safety Score.
- The grade is issued two times per year: April and October. This fall will be the 14th release.
- More information is available at www.HospitalSafetyGrade.org.

Who is eligible for a Leapfrog Hospital Safety Grade?

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- General, acute-care hospitals for which there is adequate public data
 - Hospitals missing measure scores for more than 7 process measures OR more than 5 outcome measures do not receive a grade
 - The missing data threshold for process/structural measures was recalculated with the addition of the BMCA measure
- Certain types of hospitals cannot receive a grade because they do not participate in the CMS Inpatient Quality Reporting Program (the data source for ½ of the measures used in the Grade):
 - Critical access hospitals
 - PPS-exempt hospitals (i.e. cancer)
 - VA Hospitals
 - Indian Health Services
 - Specialty hospitals

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SCORING OVERVIEW

Measure Selection Criteria

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- Measures are publicly-reported from national data sources, reflecting individual hospital results
 - Primary Data Sources:
 - Leapfrog Hospital Survey
 - Centers for Medicare and Medicaid Services data sets
 - Secondary Data Sources:
 - American Hospital Association's Annual Survey and HIT Supplement
 - Maryland Health Care Commission
- Measures are endorsed or in use by a national measurement entity
- Measures are linked to patient safety (“freedom from harm”)
 - Directly quantifying patient safety events
 - Assessing processes that lead to better outcomes
 - Identified by experts as important to patient safety

Updates to the Process/Structural Measure Domain

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CPOE: Changes to scoring

- Primary Data Source Leapfrog Hospital Survey
 - Fully Meets Standard receives 100 points
 - Substantial Progress receives 70 points
 - Some Progress receives 40 points
 - Willing to Report receives 15 points

- Secondary Data Source AHA
 - Fully Implemented Across All Units receives 45 points
 - Partially Implemented receives 15 points
 - Not Implemented receives 5 points

Updates to the Process/Structural Measure Domain

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CPOE: Changes to scoring

- The CPOE standard included on the Leapfrog Hospital Survey includes two criteria:
 - Criteria 1: At least 85% of inpatient medication orders must be entered through a CPOE system
 - Criteria 2: The hospital must participate in a simulation to test the ability of their CPOE system to alert prescribers to at least 60% of serious, sometimes fatal medication ordering errors.
- The AHA HIT Supplement provides some information on a hospital's implementation of CPOE (Criteria #1 above), but provides no information on the ability of the CPOE system to alert prescribers to serious, sometimes fatal medication ordering errors (Criteria #2 above). Therefore, the secondary source offers information on the implementation of CPOE, but not the efficacy of the alert system.
- **Summary of the Leapfrog Hospital Safety Grade Scoring Methodology Changes is available here:** <http://www.hospitalsafetygrade.org/about-us/newsroom/display/664779>

Updates to the Process/Structural Measure Domain

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BCMA: Addition of new measure

- Primary Data Source Leapfrog Hospital Survey
 - Fully Meets Standard receives 100 points
 - Substantial Progress receives 75 points
 - Some Progress receives 50 points
 - Willing to Report receives 25 points

- Secondary Data Source AHA
 - Fully Implemented Across All Units receives 45 points
 - Partially Implemented receives 15 points
 - Not Implemented receives 5 points

Updates to the Process/Structural Measure Domain

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BCMA: Addition of new measure

- The Leapfrog Hospital Survey measure of Bar Code Medication Administration includes four criteria:
 - Criteria 1: A bar code medication administration system integrated with an electronic medication administration record must be used at the bedside in 100% of medical surgical units, intensive care units, and labor and delivery units.
 - Criteria 2: The system must include seven clinical decision support functions.
 - Criteria 3: The hospital must ensure that at least 95% of the time both the patient and the medication are scanned prior to medication administration.
 - Criteria 4: The hospital must ensure they have at least six out of eight evidence-based processes and protocols in place to prevent workarounds.
- The AHA HIT Supplement provides information about the implementation of BCMA across all units (Criteria 1 above), but provides limited to no information about decision support (Criteria 2 above), scanning compliance (Criteria 3 above), or work around prevention (Criteria 4 above).
- **Summary of the Leapfrog Hospital Safety Grade Scoring Methodology Changes is available here: <http://www.hospitalsafetygrade.org/about-us/newsroom/display/664779>**

Process and Structural Measures

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Measure Name	Primary Data Source	Secondary Data Source
Process and Structural Measures (13)		
Computerized Physician Order Entry (CPOE)	2018 Leapfrog Hospital Survey	2017 AHA Annual Survey IT Supplement ⁱ
Bar Code Medication Administration (BCMA)	2018 Leapfrog Hospital Survey	2017 AHA Annual Survey IT Supplement ⁱ
ICU Physician Staffing (IPS)	2018 Leapfrog Hospital Survey	2016 AHA Annual Survey ⁱ
Safe Practice 1: Leadership Structures and Systems	2018 Leapfrog Hospital Survey	N/A
Safe Practice 2: Culture Measurement, Feedback & Intervention	2018 Leapfrog Hospital Survey	N/A
Safe Practice 4: Identification and Mitigation of Risks and Hazards	2018 Leapfrog Hospital Survey	N/A
Safe Practice 9: Nursing Workforce	2018 Leapfrog Hospital Survey	N/A
Safe Practice 19: Hand Hygiene	2018 Leapfrog Hospital Survey	N/A
H-COMP-1: Nurse Communication	CMS	N/A
H-COMP-2: Doctor Communication	CMS	N/A
H-COMP-3: Staff Responsiveness	CMS	N/A
H-COMP-5: Communication about Medicines	CMS	N/A
H-COMP-6: Discharge Information	CMS	N/A

ⁱ AHA Annual Survey © 2016 Health Forum, LLC

Outcome Measures

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Measure Name	Primary Data Source	Secondary Data Source
Outcome Measures (15)		
Foreign Object Retained	CMS	MHCC*
Air Embolism	CMS	MHCC*
Falls and Trauma	CMS	MHCC*
CLABSI	2018 Leapfrog Hospital Survey	CMS
CAUTI	2018 Leapfrog Hospital Survey	CMS
SSI: Colon	2018 Leapfrog Hospital Survey	CMS
MRSA	2018 Leapfrog Hospital Survey	CMS
C. Diff.	2018 Leapfrog Hospital Survey	CMS
PSI 3: Pressure Ulcer	CMS	MHCC*
PSI 4: Death Among Surgical Inpatients	CMS	MHCC*
PSI 6: Iatrogenic Pneumothorax	CMS	MHCC*
PSI 11: Postoperative Respiratory Failure	CMS	MHCC*
PSI 12: Postoperative PE/DVT	CMS	MHCC*
PSI 14: Postoperative Wound Dehiscence	CMS	MHCC*
PSI 15: Accidental Puncture or Laceration	CMS	MHCC*

*The Maryland Health Services Cost Review Commission (HSCRC) Hospital Inpatient Discharge Data set for Medicare Fee-for-Service patients was used to generate HAC and PSI rates for Maryland hospitals only.

Measure Highlights

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- Data for 27 of the 28 measures have been updated since Spring 2018 (both primary and secondary data sources)
 - Leapfrog Hospital Survey Results for CPOE, BCMA, ICU Physician Staffing, NQF Safe Practices, CLABSI, CAUTI, SSI: Colon, MRSA, and C. Diff.
 - CMS data for HCAHPS, HACs, CLABSI, CAUTI, SSI: Colon, MRSA, C. Diff., and PSIs
 - AHA Annual Survey IT Supplement data for CPOE and BCMA
 - MHCC data for HACs and PSIs
 - *The AHA Annual Survey data for ICU Physician Staffing has not been updated since Spring 2018.*

Reporting Periods

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□ Leapfrog Hospital Survey Measures

- The 2018 Leapfrog Hospital Survey includes several reporting periods. Because the data snapshot date is August 31, the reporting period for CPOE, BCMA, ICU Physician Staffing, and the 5 NQF Safe Practices will be displayed as “2018.” The reporting period for CLABSI, CAUTI, MRSA, C. Diff., and SSI: Colon will be displayed as 01/01/2017 - 12/31/2017.

□ CMS Measures

- A list of reporting periods for CMS measures is available online at <https://www.medicare.gov/hospitalcompare/Data/Data-Updated.html>
- The reporting period for CLABSI, CAUTI, MRSA, C. Diff., and SSI: Colon will be displayed as 10/01/2016 – 09/30/2017.

Weighting Process

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- Two measure domains, each weighted 50%:
 - Process/structural measures
 - Outcome measures
- Three criteria for weighting individual measures:
 - Strength of evidence (rating of 1 or 2)
 - Opportunity (rating of 1, 2, 3), based on coefficient of variation
 - Impact (rating of 1, 2, 3) based on:
 - number of patients possibly affected by the event (0, 1, 2, 3)
 - severity of harm to individual patients (1, 2, 3)
- Weight Score = **[Evidence + (Opportunity x Impact)]**

Z-Score Methodology

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- Standardizes data from individual measures with different scales
- Counts how many standard deviations a hospital's score on the measure is away from the mean
- Mean is set to 0
 - Negative z-score: worse than the mean
 - Positive z-score: better than the mean
- How to Calculate Z-Score from Raw Measure Score:
 - Process/structural measures:
 - $(\text{Raw Measure Score} - \text{Mean}) / \text{Standard Deviation}$
 - Outcome Measures:
 - $(\text{Mean} - \text{Raw Measure Score}) / \text{Standard Deviation}$

Overall Numerical Score

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- Summation of z-score for each measure multiplied by the weight for each measure
- If measure has missing data, then the weight for that measure is re-apportioned to other measures within the same domain
- 3.0 is added to each hospital's final numerical score to avoid possible confusion with interpreting negative patient safety scores


3.0 + CPOE z-score × CPOE weight + IPS z-score × IPS weight + CLABSI z-score × CLABSI weight etc.

DETAILS OF THE COURTESY SAFETY GRADE REVIEW PERIOD

Secure Website

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- <http://www.hospitalsafetygrade.org/for-hospitals/data-review/review-login>



Click to Logout

Safety Grade Review Website for Hospitals

The Fall 2018 Leapfrog Hospital Safety Grade Review Period will be open from September 18 – October 8, 2018. By accessing the Review Website, you will be able to:

1. Provide contact information for your hospital so we can send you important announcements about the Leapfrog Hospital Safety Grade.
2. Update your hospital's name, address, and Medicare Provider Number.
3. Review the source data used to calculate your hospital's numerical score and validate that we have recorded the correct information. [Download review instructions here.](#)
4. Download a copy of the calculator and the scoring methodology.
5. Preview your hospital's **preliminary** numerical score.

Following the review period, we will refresh this website to reflect any changes that occurred during the review period and finalize numerical scores. Hospital letter grades will not be available until October 2018.

Login

User Name

Password

Submit

Please download and review a copy of the Review Instructions before you begin by [clicking here](#).

Contact Information

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LEAPFROG
HOSPITAL
SAFETY GRADE

[Click to Logout](#)

Safety Grade Review Website for Hospitals

Contact Information

Florida Hospital Heartland Medical Center (18-0109)
4200 Sun N Lake Blvd, Sebring, FL 33872-1986

*Is the hospital name and address displayed above correct?

- ☒ Info above is correct
- ☐ Info above is NOT correct

*Is your hospital's Medicare Provider Number (MPN) **11-1111** correct?

- ☐ MPN is correct
- ☐ MPN is NOT correct (If the MPN is not correct, please [contact the Help Desk](#) immediately.)

CEO First Name

CEO Last Name

CEO Email Address

Contact First Name

Contact Last Name

Contact Title

Contact Email Address

Contact Phone Number

Important Note: To ensure that your hospital receives important email announcements, we recommend that you provide the following information to your IT group:

1. Have them whitelist the @leapfroggroup.org domain.
2. Change the configuration of the receiving email server to accept mail from MailChimp's delivery IP addresses (this is the service used to send our general newsletters) by doing the following:
 - a. Direct IT professional to the following link: <https://mailchimp.com/about/jps/>
 - b. The site above provides instructions to calculate the complete range of MailChimp's IP addresses.
 - c. Once the IT group has the full IP list, they'll need to whitelist all MailChimp IP addresses on your hospital's domain.
3. Whitelist the following IP addresses (these are the IP addresses for our database that other emails are sent from):
 - 67.212.170.242
 - 67.212.170.243
 - 67.212.170.244

[Click Here
to Continue](#)

On the following page, you will be able to view and print the source data used to calculate your hospital's safety grade.

Source Data

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Name of the Measure	Type of Measure	Data Source/Links	Reporting Period	Measure Score
Computerized Physician Order Entry (CPOE)	Structure/Process	2018 Leapfrog Hospital Survey	2018	100
Bar Code Medication Administration (BCMA)	Structure/Process	2018 Leapfrog Hospital Survey	2018	75
ICU Physician Staffing (IPS)	Structure/Process	2018 Leapfrog Hospital Survey	2018	100
Safe Practice 1: Leadership Structures and Systems	Structure/Process	2018 Leapfrog Hospital Survey	2018	120.00
Safe Practice 2: Culture Measurement, Feedback & Intervention	Structure/Process	2018 Leapfrog Hospital Survey	2018	120.00

Hospital Source Data

Information About Source Data

The information in the table below represents your hospital's performance on each of the 28 measures used in the Hospital Safety Grade as of August 31, 2018 (the [Data Snapshot Date](#)). Please review this information to ensure that Leapfrog recorded the correct measure score from each publicly available data source.

You will need the following documents to complete the review process:

- [Review Instructions](#)
- [Fall 2018 Calculator](#)
- [Scoring Methodology](#)
- [Policy on Correcting Data Used in the Hospital Safety Grade](#)
- [Summary of Changes to the Fall 2018 Hospital Safety Grade](#)

If you find a data discrepancy (i.e., the measure score listed below does not match the public report in the Data Source/Links column), please contact the [Help Desk](#).

The Fall 2018 Safety Grade call will be held on Tuesday, September 25 from 3-4 P.M. (Eastern Time). The purpose of the call will be to provide hospitals and other stakeholders with information on changes to the measures and scoring methodology. Register for the meeting [using this link](#).

What if the Measure Score Doesn't Match the Public Report?

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- Hospitals are asked to **contact the Leapfrog Help Desk immediately** once they have confirmed the data source, measure, and reporting period (<https://leapfroghelpdesk.zendesk.com/>).
- Hospitals must provide **a copy of the public report** that shows the different score for the same measure during the same reporting period we are using.
- If we find a recording error, we will update the score and re-issue a Numerical Score and Letter Grade.

Hospital Safety Grade Calculator

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September 2018

Measure Domain	Measure	Your Hospital's Score	Mean	Standard Deviation	Original Z-Score	Modified Z-Score	Evidence	Opportunity	Impact	Standard Weight	Your Final Weight	Weighted Measure Score
Process/Structural Measures	Computerized Physician Order Entry (CPOE)		69.74	28.23	-2.4702	-2.4702	2	1.40	3	5.8%	5.8%	-0.1436
	Bar Code Medication Administration (BCMA)		68.26	25.06	-2.7243	-2.7243	2	1.37	3	5.7%	5.7%	-0.1555
	ICU Physician Staffing (IPS)		49.05	44.47	-1.1030	-1.1030	2	1.91	3	7.2%	7.2%	-0.0797
	SP 1: Culture of Safety Leadership Structures & Systems		117.12	7.32	-16.0035	-5.0000	1	1.06	2	2.9%	2.9%	-0.1462
	SP 2: Culture Measurement, Feedback, & Intervention		114.54	17.42	-6.5760	-5.0000	1	1.15	2	3.1%	3.1%	-0.1546
	SP 4: Identification & Mitigation of Risks & Hazards		96.92	9.26	-10.4678	-5.0000	1	1.10	2	3.0%	3.0%	-0.1493
	SP 9: Nursing Workforce		97.66	7.67	-12.7325	-5.0000	1	1.08	3	4.0%	4.0%	-0.1981
	SP 19: Hand Hygiene		57.62	6.50	-8.8656	-5.0000	2	1.11	2	4.0%	4.0%	-0.1977
	H-COMP-1: Nurse Communication		90.95	2.11	-43.1407	-5.0000	1	1.02	2	2.9%	2.9%	-0.1425
	H-COMP-2: Doctor Communication		91.16	1.88	-48.4221	-5.0000	1	1.02	2	2.8%	2.8%	-0.1423
	H-COMP-3: Staff Responsiveness		84.21	3.42	-24.5996	-5.0000	1	1.04	2	2.9%	2.9%	-0.1441
	H-COMP-5: Communication about Medicines		77.96	3.30	-23.6018	-5.0000	1	1.04	2	2.9%	2.9%	-0.1443
	H-COMP-6: Discharge Information		86.88	3.02	-28.7435	-5.0000	1	1.03	2	2.9%	2.9%	-0.1436
Outcome Measures	Foreign Object Retained		0.02	0.06	0.3384	0.3384	1	3.00	2	4.3%	4.3%	0.0146
	Air Embolism		0.00	0.01	0.1196	0.1196	1	3.00	1	2.5%	2.5%	0.0029
	Falls and Trauma		0.43	0.37	1.1690	1.1690	2	1.86	3	4.7%	4.7%	0.0544
	CLABSI		0.79	0.62	1.2687	1.2687	2	1.79	3	4.5%	4.5%	0.0574
	CAUTI		0.87	0.65	1.3388	1.3388	2	1.75	3	4.5%	4.5%	0.0596
	SSt: Colon		0.86	0.72	1.2023	1.2023	2	1.83	2	3.5%	3.5%	0.0419
	MRSA		0.88	0.69	1.2771	1.2771	2	1.78	3	4.5%	4.5%	0.0577
	C. Diff.		0.79	0.38	2.0727	2.0727	2	1.48	3	4.0%	4.0%	0.0821
	PSI 3: Pressure Ulcer Rate		0.38	0.35	1.0939	1.0939	1	1.91	3	4.1%	4.1%	0.0453
	PSI 4: Death Rate, Surg. Inpatients w/ Serious Treatable		161.68	17.01	9.5047	9.5047	1	1.11	2	2.0%	2.0%	0.1876
	PSI 6: Iatrogenic Pneumothorax Rate		0.29	0.05	5.4088	5.4088	1	1.18	2	2.1%	2.1%	0.1120
	PSI 11: Postoperative Respiratory Failure Rate		8.23	2.89	2.8442	2.8442	1	1.35	2	2.3%	2.3%	0.0647
	PSI 12: Perioperative PE/DVT Rate		3.84	0.96	3.9854	3.9854	1	1.25	2	2.2%	2.2%	0.0858
	PSI 14: Postoperative Wound Dehiscence Rate		0.85	0.25	3.3403	3.3403	1	1.30	2	2.2%	2.2%	0.0739
	PSI 15: Abdominopelvic Accidental Puncture/Laceration Rate		1.29	0.25	5.1509	5.1509	1	1.19	3	2.8%	2.8%	0.1451
Process Measure Domain Score:		Will populate after entering all data.										
Outcome Measure Domain Score:		Will populate after entering all data.										
Process/Outcome Domains - Combined Score:		Will populate after entering all data.										
Normalized Numerical Score:		Will populate after entering all data.										
Hospital Safety Grade (Letter Grade):		Will not be calculated until after the Safety Grade Review Period. Hospitals will be notified via email when the letter grades are posted.										

Preview Numerical Score

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Hospital Safety Grade

Using the source data on the previous page and the scoring methodology provided below, Leapfrog calculated a numerical score for your hospital (see "My Score"). **Hospital letter grades will be available for preview following the review period and prior to the public release.**

Hospitals that would like Leapfrog Hospital Survey Results used in calculating the Spring 2019 Hospital Safety Grade must submit a Survey by December 31, 2018. More information is available at <http://leapfroggroup.org/survey>.


My Score	My Letter Grade
3.3564	TBD
More Information	
Hospital Safety Grade Methodology (1 PDF file)	
Hospital Safety Grade Calculator (1 Excel file)	
Changes in Measure Weights (1 PDF file)	

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PUBLIC REPORTING

HospitalSafetyGrade.org

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Aren't all hospitals safe? Sadly, no. The **Hospital Safety Grade** scores hospitals on how safe they keep their patients from errors, injuries, accidents, and infections.

How Safe is Your Hospital?

Search below to find the Spring 2018 Leapfrog Hospital Safety Grade of your general hospital.

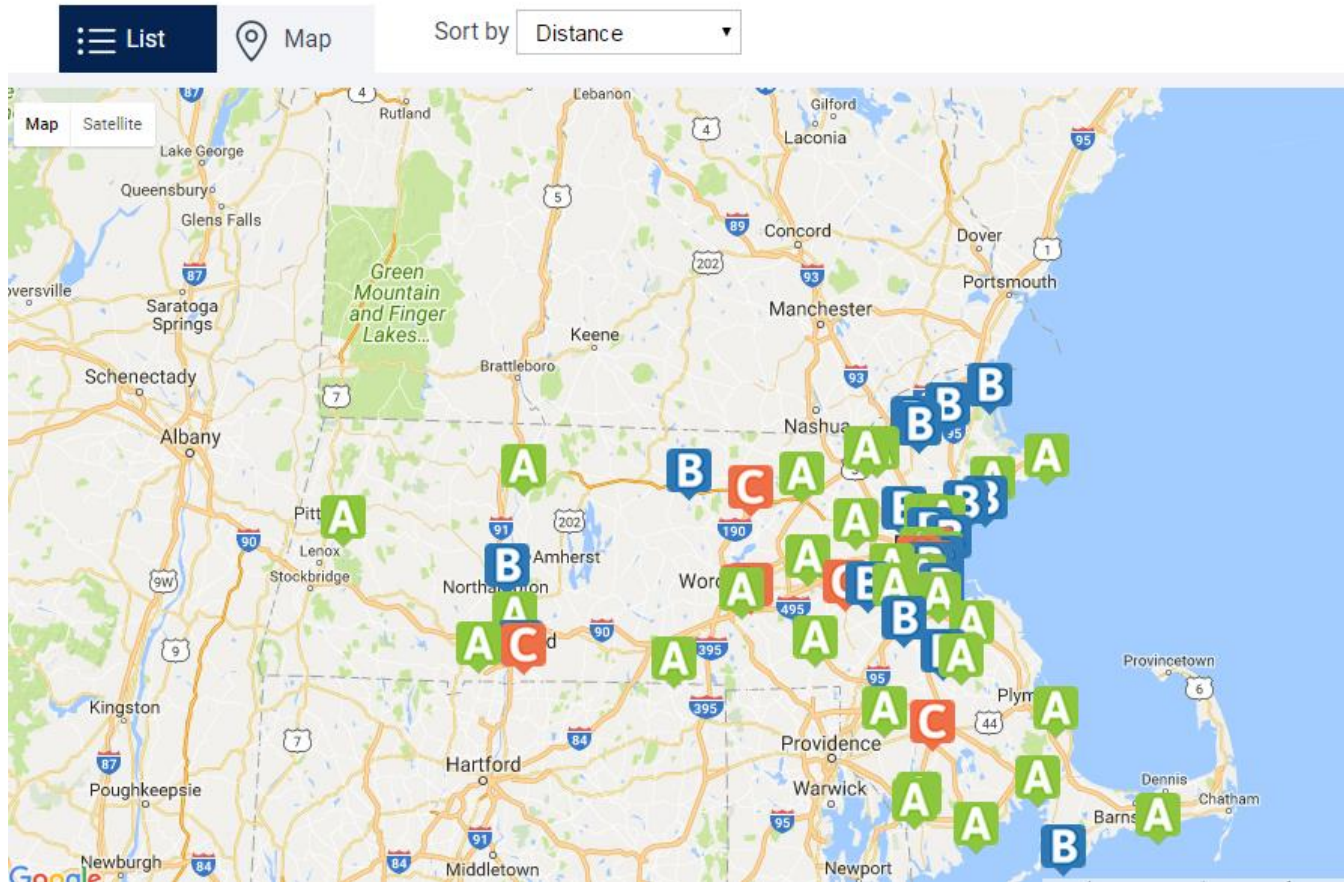
Newsroom September 17, 2018
The Leapfrog Group Publishes Methodology Updates to the Leapfrog Hospital Safety Grade

Newsroom April 24, 2018
Five Hospitals Progress from "F" to a First-time "A" in the Nation's Leading Scorecard on Hospital Errors, Accidents and Infections

Newsroom April 24, 2018
How safe is your state? See the state rankings for the Spring 2018 Leapfrog Hospital Safety Grade

Search by Hospital Name and Location

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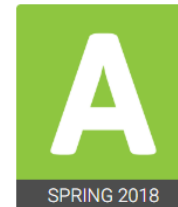
Hospital Details

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Virginia Hospital Center--Arlington Health System

1701 N. George Mason Drive
Arlington, VA 22205-3698
[Map and Directions](#)

This Hospital's Grade

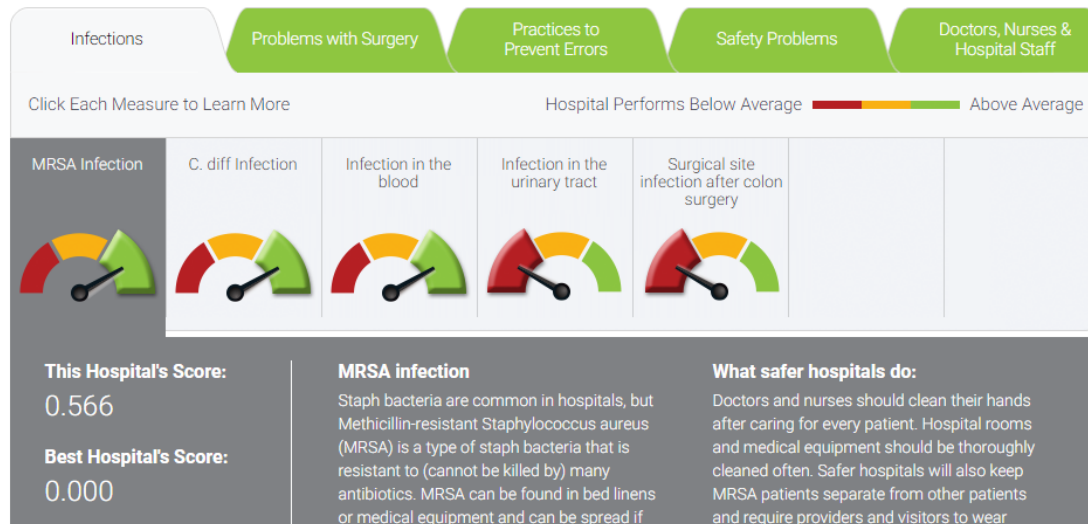


Learn how to use the Leapfrog Hospital Safety Grade



[► Show Recent Past Grades](#)

[Detailed table view](#)



Past Grades

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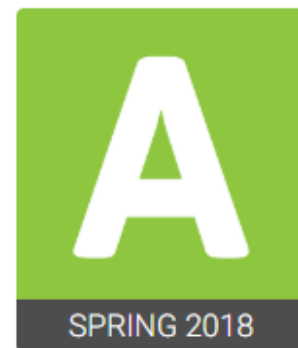
Virginia Hospital Center--Arlington Health System

1701 N. George Mason Drive
Arlington, VA 22205-3698
[Map and Directions](#)

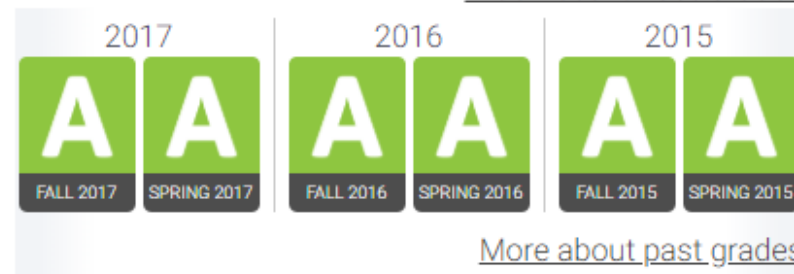
Learn how to use the Leapfrog Hospital Safety Grade



This Hospital's Grade



▼ [Hide Recent Past Grades](#)



[Detailed table view](#)

Detailed Table View for Hospitals

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Virginia Hospital Center--Arlington Health System

1701 N. George Mason Drive
Arlington, VA 22205-3698
[Map and Directions](#)

This Hospital's Grade



Outcomes measures include errors, accidents, and injuries that this hospital has publicly reported.

Measure	The Hospital's Score	Worst Performing Hospital	Avg. Performing Hospital	Best Performing Hospital	Data Source	Time Period Covered
Dangerous object left in patient's body What's This?	0	0.397	0.022	0.000	CMS	07/01/2014 - 09/30/2015
Air or gas bubble in the blood What's This?	0	0.124	0.002	0.000	CMS	07/01/2014 - 09/30/2015
Patient falls What's This?	0.313	1.767	0.371	0.000	CMS	07/01/2014 - 09/30/2015
Infection in the blood What's This?	0.000	3.406	0.822	0.000	2017 Leapfrog Hospital Survey	07/01/2016 - 06/30/2017
Infection in the urinary tract What's This?	1.264	2.961	0.895	0.000	2017 Leapfrog Hospital Survey	07/01/2016 - 06/30/2017

Remember to print a copy of your Spring 2018 data and Letter Grade.

Measure Scores

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Important Dates

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- **August 31 – Data Snapshot Date**
 - For hospitals that have submitted a Leapfrog Hospital Survey by August 31, 2018 –
 - September 18 – **E-mail** sent to the hospital CEO and primary survey contact listed in the profile section of the online Leapfrog Hospital Survey.
 - For Hospitals that have **not** submitted a Leapfrog Hospital Survey by August 31, 2018 –
 - Mid-September – **Letter** will arrive to CEOs of hospitals receiving a Leapfrog Hospital Safety Grade.
 - Both e-mails and letters will include:
 - Information about the Leapfrog Hospital Safety Grade
 - Username/password to a secure website where hospitals can review the source data that Leapfrog used to calculate their Numerical Score
 - Links to the Leapfrog Help Desk and other helpful documents
- **September 18-October 8 – Courtesy 3-week Safety Grade Review Period**
- **September 25 – Hospital Safety Grade Town Hall Call**
 - Link to register can be found here: <http://www.hospitalsafetygrade.org/for-hospitals/updates-and-timelines-for-hospitals>
- **Mid-October – 2-week Letter Grade Embargo**
- **Beginning of November – Letter Grades will be published at www.HospitalSafetyGrade.org**
- For more information about important dates, visit: <http://www.hospitalsafetyscore.org/for-hospitals/updates-and-timelines-for-hospitals>
- Hospitals are urged to visit www.hospitalsafetygrade.org to print a copy of their Spring 2018 data and letter grade before that information is taken down at the end of October.

More Information

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- Leapfrog Help Desk:

<https://leapfroghelpdesk.zendesk.com>

- Hospital Safety Grade Website:

www.HospitalSafetyGrade.org

- Important Dates:

<http://www.hospitalsafetygrade.org/for-hospitals/updates-and-timelines-for-hospitals>

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QUESTIONS?