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HOSPITAL
SAFETY GR**A**DE

Fall 2025 Leapfrog Hospital Safety Grade Press Preview: Key Takeaways

*All information is under embargo until **Thursday, November 13th at 12:01 AM ET.***

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Participants:

- **Leah Binder**, President & CEO, The Leapfrog Group
- **David Banks**, President & CEO, AdventHealth
- **Gary Kaplan, MD**, CEO Emeritus Virginia Mason Health System (now CommonSpirit); Member, CommonSpirit Health Board; Co-Chair, Leapfrog Hospital Advisory Committee

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Quotes for Media Use

1. **Fall 2025 Leapfrog data shows 94% of "A" hospitals are system-affiliated — what's driving that from your perspective?**

   - **David Banks (AdventHealth):** "We have migrated to one [EMR] platform... it allows us to really focus on like-size hospitals... all supported by the same technology platform. Obviously, then it allows for consistency of training, and it allows us to also then align our leadership incentives."
   - **Gary Kaplan (CommonSpirit):** "Big systems have more resources. Big systems are willing to... move to single IT platforms. Single, ways of working that help to **build a culture of safety that isn't just one hospital by one hospital, but is a property of the whole.**"

2. **What do system leaders do to help achieve consistent A grades across hospitals?**
   - **David Banks (AdventHealth):** "A conscious decision, which... leadership have to put the flag in the ground and say, this is the first deliverable we owe as part of our responsibility to the community is safe care. So, we've built the systems...the hardwiring that makes it more possible for our frontline clinicians to get it right."

- **Gary Kaplan (CommonSpirit):** "The entire leadership of CommonSpirit... are incented around patient safety, and specifically Leapfrog Hospital patient Safety Grades... Turns out incentives work. And incentives help drive what we pay attention to."

3. **Can hospital consolidation lead to safer care? Can it lead to less safe care?**
   - **Gary Kaplan (CommonSpirit):** "I was a champion for independence... I believed that consolidation was a means to raising prices... And yet, what I've learned and seen... is that if the system... it can be done at a local level... **if leadership attention is prioritized around patient safety.**"
   - **David Banks (AdventHealth):** "No patient should be a victim of geography, right? They just happen to be in a community that has a hospital that's focused on safety. So our focus has been **all of our facilities are supported by a system approach.**"

4. **What factors in consolidation most affect safety outcomes?**
   a. **Gary Kaplan (CommonSpirit):** "If the system... that it can be done at a local level... **it takes leadership alignment, it takes effective communication,** it takes, everybody playing from the same... sheet of music... **I think the pathway to higher quality, safer care... can be the same pathway to lower cost.**"
   b. **David Banks (AdventHealth):** "To be able to make the system investments, like barcoding and CPOE and building into the EMR, just some of the hardwiring that makes it more possible for our frontline clinicians to get it right. It allows us to really focus on like-size hospitals. It allows us to also then align our leadership incentives and all those things that just **create a consistent cascade and an expectation for performance.**"
   c. **Gary Kaplan (CommonSpirit):** "...one more thing that comes to mind, and it's a word we use often in healthcare, and I think it very much drives patient safety, and that's culture. how can you possibly drive culture in large, consolidated systems? ...**Putting patients first, and listening to their voice, and psychological safety for your team members.... the behavior of leaders is, the most important factor in how cultures evolve.**"

5. **Many smaller or independent hospitals are still achieving high grades. Is it an advantage or disadvantage to patient safety when hospitals are outside a system?**
   a. **Gary Kaplan (Common Spirit):** "[It] can be done at a local level, as we demonstrated at Virginia Mason... **It takes leadership alignment, it takes**

effective communication... and an exceedingly, visible... visibility and transparency. It can be done."