

IN THE UNITED STATES DISTRICT COURT
FOR THE SOUTHERN DISTRICT OF FLORIDA
WEST PALM BEACH DIVISION

CASE NO. 9:25-CV-80526-DMM

GOOD SAMARITAN MEDICAL CENTER,
INC. et al.,

Plaintiffs,

v.

THE LEAPFROG GROUP,

Defendant.

DECLARATION OF ERIK CAZARES

1. My name is Erik Cazares. I am over 18 years of age, of sound mind, and capable of making this declaration. I make the statements in this declaration based on personal knowledge, personal experience as a representative of Palm Beach Gardens Community Hospital, Inc. d/b/a Palm Beach Gardens Medical Center, and communications with my colleagues. If called and sworn as a witness, I could and would testify competently to the facts stated in this declaration.

* * *

2. I am Chief Executive Officer at Palm Beach Gardens Community Hospital in Palm Beach Gardens, Florida, a Plaintiff in this action.

3. ***My Career in Patient Care.*** I began my career in patient care nearly 25 years ago when I became a registered nurse. For eight years, starting in 2001, I worked at patients' bedsides. I continue to keep my registration current by completing the mandatory continuing education that is required to renew my registered nurse license. I also maintain my Basic Life Support (BLS)

certification and complete all mandatory education required by Tenet Healthcare. While I have not taken on patient assignments since 2009, during my hospital rounds I have always and continue to this day to answer call bells, help staff with basic tasks like taking patients to the restroom, turning patients, and transporting them.

4. In approximately 2009, I was promoted to a leadership role as a Nursing Director running various departments within Sierra Providence East Medical Center and then became Assistant Chief Nurse of the same hospital before being promoted to Chief Nurse at The Hospitals of Providence Sierra Campus. After three years as Chief Nurse, I was promoted to Chief Operating Officer (COO) and then Group Chief Operating Officer for the El Paso Health Network. I was the COO of The Hospitals of Providence East Campus during the COVID-19 pandemic and volunteered with other nurses and administrators at the vaccination clinic the hospital set-up.

5. In 2022, I received my first Chief Executive Officer position at Providence Sierra Campus, a hospital in El Paso, Texas with 300 licensed beds. I served in that position for two years.

6. In July 2024, I received the offer to join Palm Beach Gardens Community Hospital (the "Community Hospital") in Palm Beach, Florida as its CEO.

7. ***My Community Hospital CEO Responsibilities.*** In my role as CEO, I oversee Palm Beach Garden Community Hospital's operational, financial, and patient safety and quality performance. While I no longer serve on the frontlines of patient care as I did in my earlier years, my experience as a registered nurse informs every day how I lead our organization in its commitment to patient care and safety.

8. ***The Community Hospital's Services to the Palm Beach Gardens Community.***
The Community Hospital was founded in 1968 and is an accredited acute care hospital that

provides high-quality medical care to adults in the community. The Community Hospital is accredited for 199 beds and annually provides services for more than 44,300 outpatient visits, 9,300 patient admissions, and over 5,400 surgeries. More than 50% of Community Hospital's patient encounters are for individuals 65 years old and older.

9. To best serve the Palm Beach Gardens community with high quality patient care, the Community Hospital provides comprehensive cardiovascular care, including open heart surgeries and structural heart procedures, and access to a broad range of other important medical services, including 24-hour emergency care, general surgery, various orthopedic surgery services, and specialty services such as urology. The Community Hospital is committed to providing high-quality patient care and consistently invests in technology and staff to ensure excellent, cutting-edge care.

10. *The Community Hospital Is Accredited, Certified, and Lauded for Our Exceptional Patient Care.* The Community Hospital has received numerous awards and accolades, including many that are especially relevant to patient care for the over-65 patient community that represent over 50% of the patients we serve. The Community Hospital is accredited by the Joint Commission, the nation's largest hospital accreditor that evaluates hospitals' quality performance standards through an objective evaluation process. The Community Hospital has also been accredited by Joint Commission as an Advanced Primary Stroke Center—a certification designed for hospitals providing the critical elements to achieve long-term success in improving stroke outcomes—and Total Joint Hip/Knee Certification—which signifies our services have delivered evidence-based proof of clinical quality sought by patients and payers alike. Additionally, it has a lab accreditation from the College of American Pathologists—requirement to perform testing on specimens from human beings—and was selected

as a certified program with the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR)—the only peer-reviewed accreditation process designed to review individual facilities for adherence to standards and guidelines developed and published by the AACVPR. These accreditations and certifications are only awarded after in-person visits to the Community Hospital where our health care professionals are interviewed and patient care is reviewed first hand. We are subject to regular periodic in-person reviews, audits, surveys, and assessments of the facility.

11. The Community Hospital has also received numerous awards that exemplify its quality such as Blue Distinction Center+ Designation for Quality and Cost-Efficiency in Knee and Hip Replacement Surgeries by BlueCross BlueShield, the Joint Commission's Gold Seal of Approval for Hip and Knee Replacement, an Aetna Institute of Quality Orthopedic Facility for Total Joint Replacement and Spine Surgery, Get with the Guidelines Gold Plus Stroke Recognition Award from the American Heart Association for 10 years straight, and the Gold Plus Diabetes Recognition Award for the last three years, among several other awards.

12. In 2025, the medical ranking organization Healthgrades gave the Community Hospital the award for "America's 100 Best for Spine and Outpatient Orthopedic Excellence Award." To assess and evaluate hospitals, Healthgrades relies on data from Medicare medical claims records and states' data on Medicare and commercially insured patient outcomes to determine patients' actual clinical outcomes when visiting a given hospital. Healthgrades also assigned the Community Hospital five-star awards for various specialties, including:

a. Cardiac Care

- i. Five-Star Recipient for Valve Surgery (2023, 2025)

- ii. Five-Star Recipient for Treatment of Heart Failure for three years in a row (2023-2025)
- iii. Five-Star Recipient for Carotid Procedures for three years in a row (2023-2025)
- iv. Recipient of the Healthgrades 2023 Cardiac Surgery Excellence Award
- v. Top 10% in the Nation for Cardiac Surgery (2023)

b. Critical Care

- i. Five-Star Recipient for Respiratory Failure for two years in a row (2024-2025)

c. Gastrointestinal

- i. Five-Star Recipient for Colorectal Surgeries (2025)
- ii. Five-Star Recipient for Treatment of GI Bleed (2024)

d. Neurosurgery

- i. Five-Star Recipient for Treatment of Stroke (2025)

e. Pulmonary

- i. Five-Star Recipient for Treatment of Pneumonia for three years in a row (2023-2025)
- ii. Recipient of the Healthgrades Pulmonary Care Excellence Award (2024, 2025)
- iii. Top 10% in the Nation for Pulmonary Care (2024, 2025)
- iv. Five Star Recipient for Treatment of Chronic Obstructive Pulmonary Disease (2024).

13. *The Community Hospital Chooses Not to Participate in TLG's Misleading, Pay-to-Play Grading Surveys.* The Community Hospital welcomes review by industry commentators who analyze the quality of hospitals. A fair, rigorous assessment of how we're doing can only help us improve. But we don't participate in every attempt to comment on hospital quality. When we decide whether to provide our hospital's data to commentators, my colleagues in leadership and I consider the fairness and accuracy of each commentator's methodology for processing and compiling data because we know that patients base important medical decisions on these types of reports.

14. For those reasons, since 2021, the Community Hospital has declined to respond to TLG's "Hospital Survey." During the height of the pandemic, we concluded TLG's methodology—which does not include a facilities visit or any effort to speak directly with patients or providers—is not reliable and generates inaccurate and misleading results that harm our hospital, our patients, and our community. It is apparent to us as veteran medical providers that TLG's "grades" do not reflect patient outcomes or quality of care at the Community Hospital. Given the serious problems in TLG's methodology, it was clear to our leadership that the hospital, its doctors, its patients, and the community would benefit far more from us no longer spending time, energy, and funds towards providing TLG the onerous data it sought and instead redirecting those resources towards patient services and providing the highest quality care.

15. Just six months before the Community Hospital stopped participating in TLG's Hospital Survey, it had received a C grade from TLG. At that time, the Community Hospital had never received a D or F.

16. When the Community Hospital stopped participating in TLG's Hospital Survey, we expected TLG would simply omit the Community Hospital from its Hospital Safety Grades.

That would have been the responsible thing to do, because without us providing the necessary voluntary data, TLG would not have sufficient information to accurately assess the quality of our care.

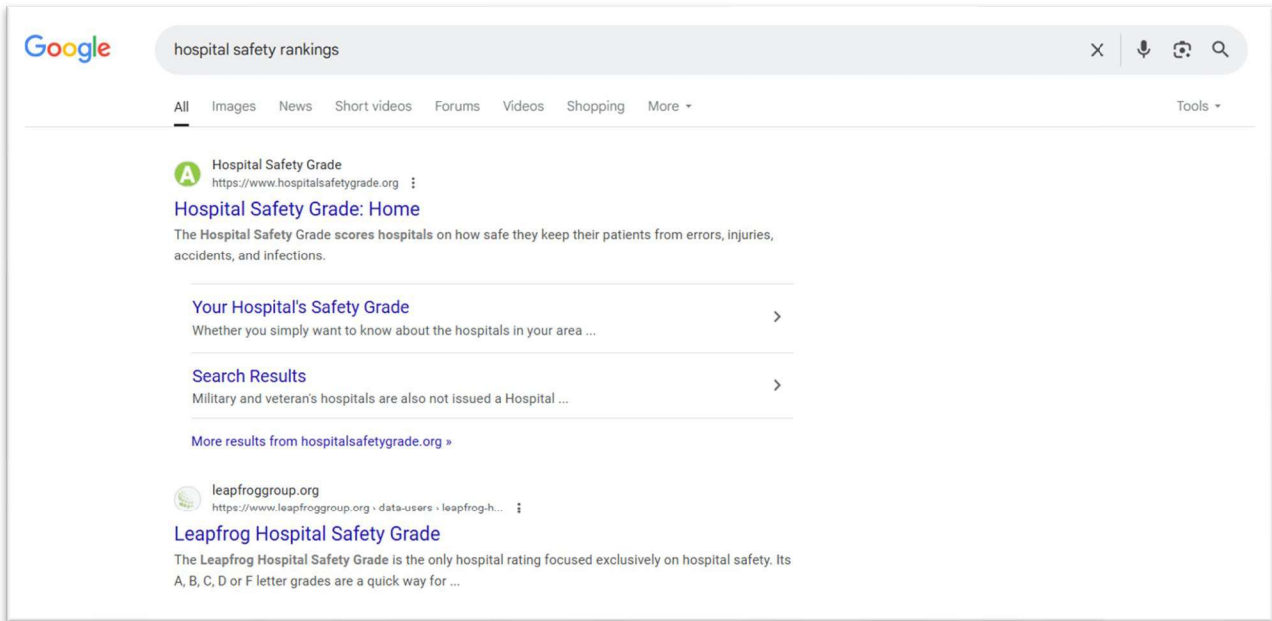
17. We were surprised to see the Community Hospital was still graded by TLG when it released its Spring 2022 Hospital Safety Grades. We have been surprised to see TLG continue to grade the Community Hospital every six months even though the Community Hospital last participated in the TLG Hospital Survey in 2021.

18. In Fall 2024, TLG adjusted its grading methodology as noted below and continued to grade the Community Hospital. Even though we did not respond to the 2022, 2023, or 2024 TLG Hospital Surveys, TLG assigned the Community Hospital a “F” in 2024. **See Exhibit 1** (Attached as Exhibit 1 is a true and correct copy of a screen-shot of TLG’s Fall 2024 grade for the Community Hospital). Rather than actually assess our hospital, TLG simply went ahead to “impute” failing scores into its formula to “grade”—and effectively penalize—the Community Hospital even though it did not participate. And this month, even though the Community Hospital did not participate in TLG’s 2024 Hospital Survey, TLG, still assigned our facility an “F.” **See Exhibit 2** (Attached as Exhibit 2 is a true and correct copy of a screen-shot of TLG’s Spring 2025 grade for the Community Hospital).

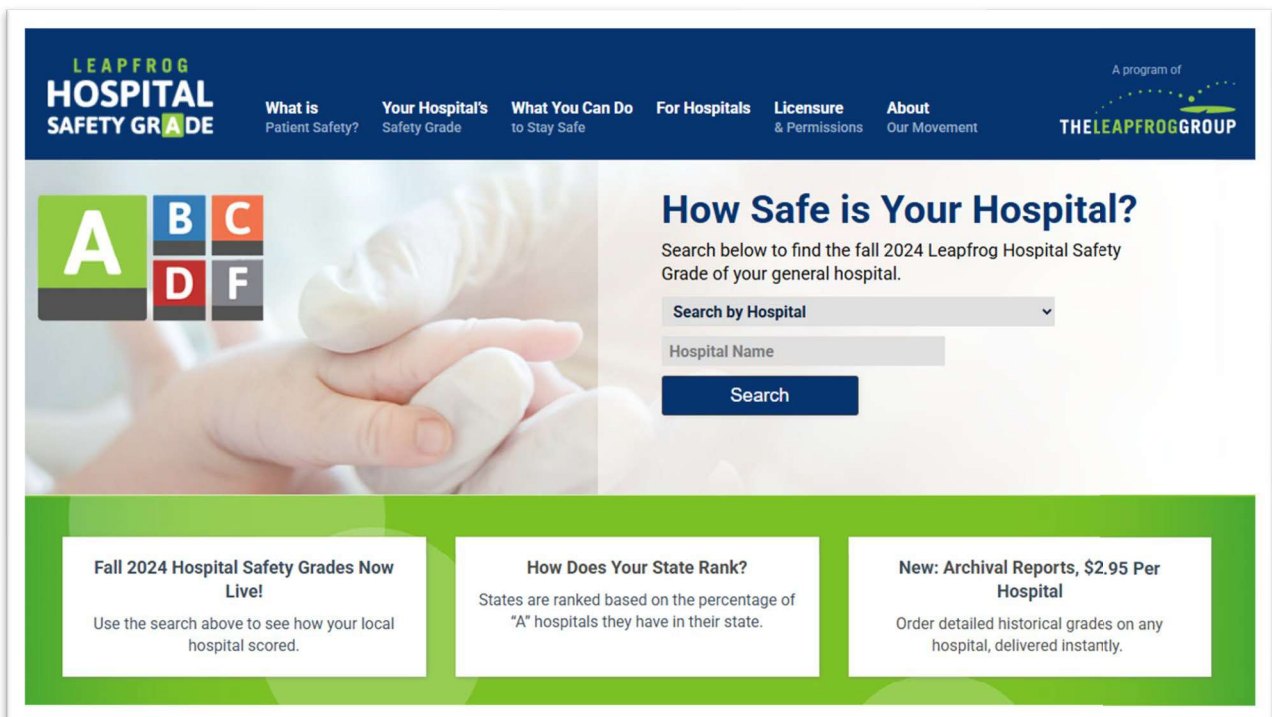
19. ***TLG’s Misleading “Safety Grades” Do Not Accurately Assess Quality of Care.*** TLG’s scoring methodology is reflected in the “TLG Calculator” it shares with hospitals before publicly releasing final scores. It shows that if you participate in its pay-to-play, time-consuming Hospital Survey, TLG assigns you a better grade. **See Exhibit 3** (Attached as Exhibit 3 is a true and correct copy of the TLG Spring 2025 Calculator TLG shared with the Community Hospital). The Community Hospital’s data shows that TLG’s score for Computerized Provider Order Entry

(“CPOE”), Bar Code Medication Administration (“BCMA”), ICU Physician Staffing (“IPS”), and Hand Hygiene Score measures are inaccurate. The Community Hospital has a computerized provider order entry program, satisfactory bar code medication system, and comprehensive hand hygiene practices and equipment. Further, its ICU is well-staffed with qualified physicians and nurses. Despite these facts, because we decline to participate in TLG’s data requests, our “score” for each of these metrics is the lowest possible because we do not participate in the TLG Hospital Survey.

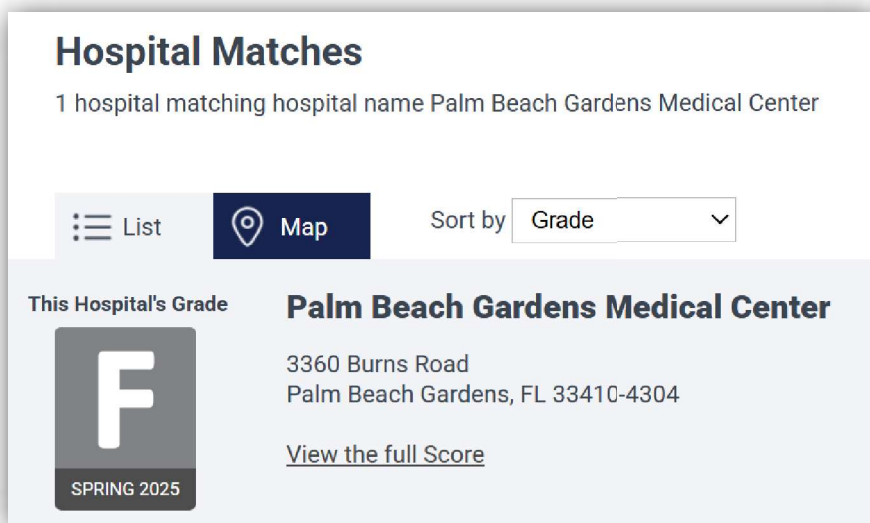
20. ***TLG Deceives Our Potential and Current Patients with Deceptive “Safety Grades” Easily Reached on Google.*** Having worked in healthcare for over two decades, I know patients looking for hospital care often will search online for hospital rankings and safety information before coming to the Community Hospital or other hospitals they visit for care. TLG’s purported “safety grades” in particular are very accessible and provide simplified information that is easy for patients to digest but really misleading. For instance, when a potential patient or even an existing patient Googles “hospital safety rankings,” the top two results are TLG’s websites, www.hospitalsafetygrade.org and www.leapfroggroup.org:



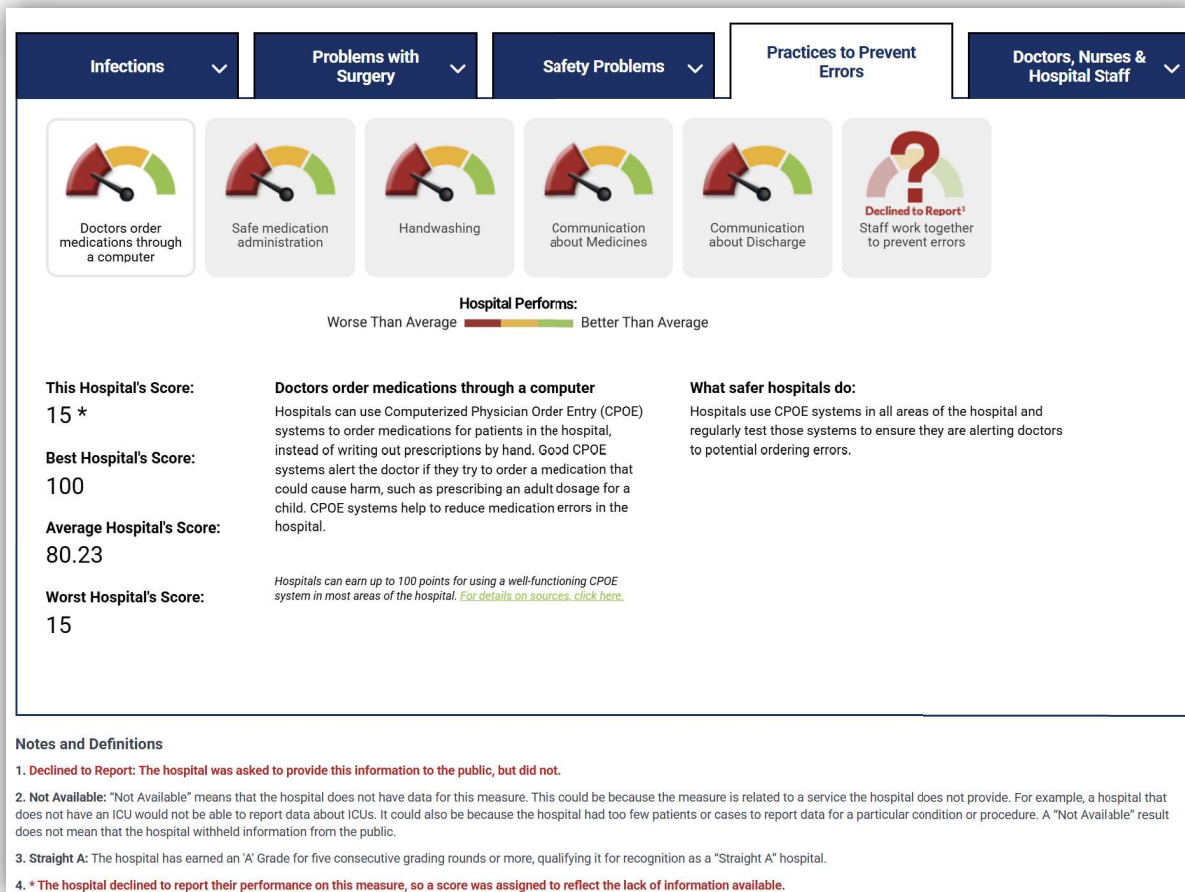
21. If a prospective patient clicks on the top link, it brings her to <https://www.hospitalsafetygrade.org/>. There, TLG asks her in big bold letters, “How Safe is Your Hospital,” encouraging the user to search for her local hospital.



22. Once a patient searches for Palm Beach Gardens Community Hospital she sees immediately confronted with the following image—an alarming “F” grade, the meaning of which even an elementary school student would understand:

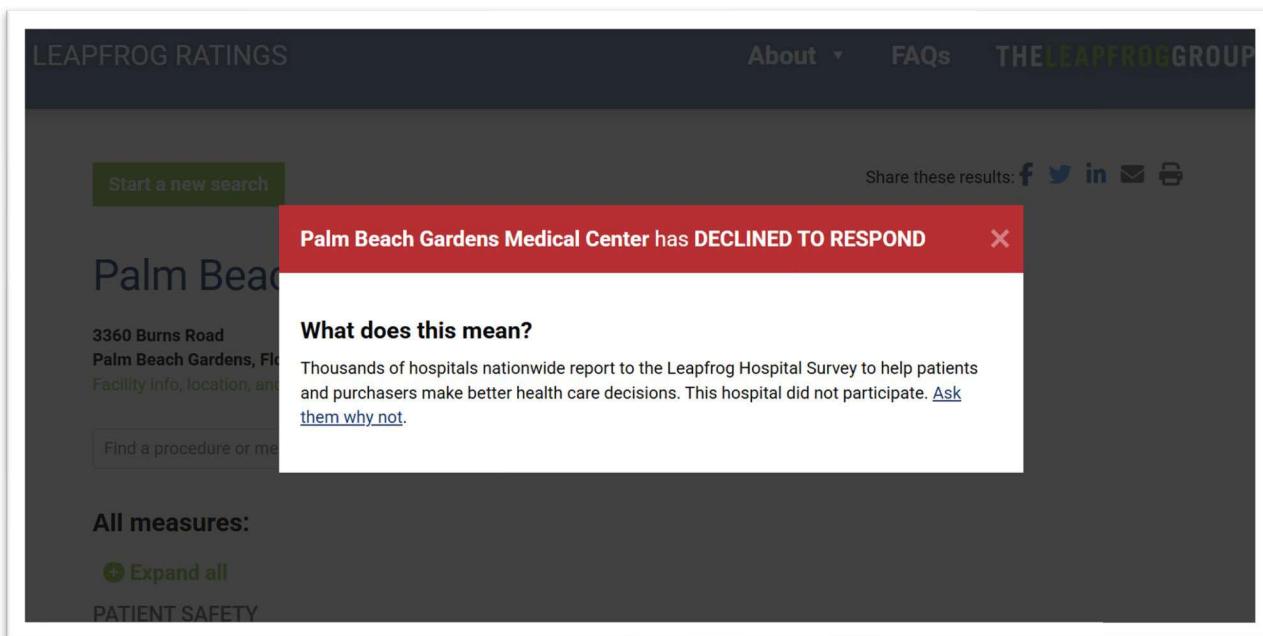


When the user clicks on “View the full Score” they see inaccurate and misleading information about the Community Hospital:



At the bottom of the page, TLG discloses—in a small font and in footnotes—that the Community Hospital did not provide data to TLG.

23. TLG's approach on hospitalsafetygrades.org is really disturbing in light of how TLG lists information about our hospital on its other website—leapfroggroup.org. On rankings provided on leapfroggroup.org, searching for Palm beach Graden's Community Hospital does not provide any "F" grade at all. Instead, on *that* website, TLG states clearly that the Community Hospital did not provide data to TLG sufficient to rate the hospital:



TLG's leapfroggroup.org website also transparently articulates that TLG has inadequate information to rate our hospital:

Preventing Patient Harm		
Measure name	Leapfrog's Standard	Hospital's Progress
Nursing and Bedside Care for Patients	Hospitals should have nurse staffing plans in place that ensure there are enough nurses of all types (i.e., registered nurses, licensed practical nurses, or unlicensed assistive personnel) to provide direct care to patients in medical, surgical, or med-surg units each day.	DECLINED TO RESPOND
Nursing Care for Patients	Hospitals should have nurse staffing plans in place that ensure there are enough registered nurses (RNs) to provide direct care to patients in medical, surgical, or med-surg units each day.	DECLINED TO RESPOND
Percentage of Nursing	Hospitals should have nurse staffing plans in place that ensure the proportion of	

It is therefore confusing that TLG's separate website—hospitalsafetygrade.org—actually goes on to grade the Community Hospital with an "F" and fails to provide similar disclosures when displaying the Community Hospital's purported "F" grade. TLG knows how to tell patients that it lacks data sufficient to rate the Community Hospital, but it clearly chooses not to do that on hospitalsafetygrade.org.

24. *TLG's "Safety Grades" Harm the Community Hospital, Its Patients, and Its Community.* TLG's Hospital Grades harm the hospital and its patients by misleading patients as to the quality of the Community Hospital. That in turn causes them to doubt the quality of the care they would receive at the facility, harming the facility's reputation and damaging its goodwill in the community. This is particularly harmful to the Palm Beach Gardens community given that the majority of our patients are 65 years old and older and travel time risks exacerbating their health issues before receiving care, particularly if they are a stroke victim. The Community Hospital has received reports from patients that they decided to not use the Community Hospital due to the misleading grade TLG assigned the hospital. Patients' reliance on TLG's grades has therefore resulted in a dangerous delay of care for these patients. In fact, the Community Hospital experienced a drop in elective patient encounters after TLG released its Fall 2024 grade—despite the fact that the Fall 2024 grade was misleading and inaccurate. And the Community Hospital's Medical Executive Committee, which is comprised of the medical leadership that oversees each department within the hospital, has received direct inquiries from patients regarding their concerns as TLG's grades and related public reports.

25. The Community Hospital has experienced significant reputational damage and loss of goodwill due to TLG's misleading Hospital Grades. Consistent with that damage, since TLG released its Fall 2024 grade, the Community Hospital has seen a drop in both elective and emergent patient encounters. **See Exhibit 4** (Attached as Exhibit 4 is a true and correct copy of Palm Beach Health Network key patient indicators FY 2024 and YTD March 2025). The damage caused by the TLG grades has been significant. Attempting to counteract the inaccurate, negative picture TLG has created in the community has required time and resources that could have otherwise been spent continuing to improve patient care.

26. TLG's inaccurate grades have also damaged the Community Hospital's relationships with physicians—again confirming the damage to our reputation and the goodwill we had developed over many years with local physicians. For example, patients have asked independent physicians that use our facilities and Jupiter Medical Center to schedule their surgeries at Jupiter Medical Center and not at our hospital. These independent surgeons have told us that they believe TLG has misled these patients about the quality of the Community Hospital because these surgeons believe the Community Hospital has higher quality care—we're even known within the medical community to be the hospital where the doctors themselves come for care.

27. If TLG is permitted to grade and keep grading the Community Hospital, the Community Hospital will lose patients, practices, revenue, business opportunities, and goodwill because the continued misleading "grade" and subsequent rounds of additional grades will mislead patients about the quality of our care. The Community Hospital's reputation will be unfairly maligned. And—over time—it will only get worse because the consistent low grades (reflecting lack of participation not lack of quality) will misleadingly communicate to patients that we have failed to improve—a representation that just doesn't comport with reality. The Community Hospital anticipates we will experience this same harm each time TLG releases its misleading "grades"—a harm that will essentially compound each time we purportedly "fail."

28. The Community Hospital has worked tirelessly to ensure it is providing high-quality care and improving patient health outcomes. But TLG's grade—which is based off cherry-picked and stale data that is two years old—inaccurately reflects that performance has worsened, rather than improved. TLG does not accurately measure quality or reflect whether a hospital will deliver quality healthcare outcomes.

Pursuant to 28 U.S.C. § 1746, I declare under penalty of perjury that the foregoing is true and correct.

Executed on May 13, 2025

Signed: 
ERIK CAZARES, MSN, RN

Exhibit 1



Hospital Details

Palm Beach Gardens Medical Center

3360 Burns Road
Palm Beach Gardens, FL 33410-4304

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	0.000	0.327	0.014	0.000	CMS	07/01/2021 - 06/30/2023
Air or gas bubble in the blood	0.000	2.890	0.002	0.000	CMS	07/01/2021 - 06/30/2023
Patient falls and injuries	0.439	1.942	0.385	0.000	CMS	07/01/2021 - 06/30/2023
Infection in the blood	0.901	2.534	0.687	0.000	CMS	10/01/2022 - 09/30/2023
Infection in the urinary tract	0.867	2.550	0.577	0.000	CMS	10/01/2022 - 09/30/2023
Surgical site infection after colon surgery	1.075	3.534	0.852	0.000	CMS	10/01/2022 - 09/30/2023
MRSA Infection	0.315	2.696	0.746	0.000	CMS	10/01/2022 - 09/30/2023
C. diff. Infection	0.485	1.699	0.418	0.000	CMS	10/01/2022 - 09/30/2023
Death from treatable serious complications	141.03	222.68	168.34	86.68	CMS	07/01/2020 - 6/30/2022

Harmful Events	1.33	2.74	1.01	0.55	CMS	07/01/2020 - 6/30/2022
Dangerous bed sores *	1.70	6.31	0.58	0.05	CMS	07/01/2020 - 6/30/2022
Collapsed lung *	0.24	0.51	0.25	0.12	CMS	07/01/2020 - 6/30/2022
Falls causing broken hips *	0.08	0.13	0.09	0.06	CMS	07/01/2020 - 6/30/2022
Blood Leakage *	3.19	6.10	2.50	1.10	CMS	07/01/2020 - 6/30/2022
Kidney injury after surgery *	Not Available	4.55	1.57	0.47	CMS	07/01/2020 - 6/30/2022
Serious breathing problem *	Not Available	49.00	9.19	2.73	CMS	07/01/2020 - 6/30/2022
Dangerous blood clot *	4.06	7.51	3.62	1.61	CMS	07/01/2020 - 6/30/2022
Sepsis infection after surgery *	Not Available	13.49	5.33	2.17	CMS	07/01/2020 - 6/30/2022
Surgical wound splits open *	1.85	4.40	2.01	0.89	CMS	07/01/2020 - 6/30/2022
Accidental cuts and tears *	0.79	3.43	1.10	0.35	CMS	07/01/2020 - 6/30/2022

* This measure is a part of the Harmful Events Composite and is not used for scoring.

Process measures include the management structures and procedures a hospital has in place to protect patients from errors, accidents, and injuries.

Measure	The Hospital's Score	Worst Performing Hospital	Avg. Performing Hospital	Best Performing Hospital	Data Source	Time Period Covered
Doctors order medications through a computer	15	15	79.04	100	Imputation Model Applied	Not Applicable
Safe medication administration	25	25	80.51	100	Imputation Model Applied	Not Applicable
Specially trained doctors care for ICU patients	5	5	64.45	100	Imputation Model Applied	Not Applicable
Effective leadership to prevent errors	Declined to Report	27.69	117.40	120.00	2024 Leapfrog Hospital Survey	2024
Staff work together to prevent errors	Declined to Report	0.00	116.60	120.00	2024 Leapfrog Hospital Survey	2024
Nursing and Bedside Care for Patients	Declined to Report	15	76.10	100	2024 Leapfrog Hospital Survey	01/01/2023 - 12/31/2023
Handwashing	15	15	72.43	100	Imputation Model Applied	Not Applicable

Communication with nurses	84	76	90.04	97	CMS	10/01/2022 - 09/30/2023
Communication with doctors	85	77	89.80	99	CMS	10/01/2022 - 09/30/2023
Responsiveness of hospital staff	70	55	81.48	96	CMS	10/01/2022 - 09/30/2023
Communication about medicines	63	55	74.33	93	CMS	10/01/2022 - 09/30/2023
Communication about discharge	76	64	85.14	98	CMS	10/01/2022 - 09/30/2023



The Leapfrog Hospital Safety Grade

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Exhibit 2



Hospital Details

Palm Beach Gardens Medical Center

3360 Burns Road
Palm Beach Gardens, FL 33410-4304

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	0.000	0.327	0.014	0.000	CMS	07/01/2021 - 06/30/2023
Air or gas bubble in the blood	0.000	2.890	0.002	0.000	CMS	07/01/2021 - 06/30/2023
Patient falls and injuries	0.439	1.926	0.384	0.000	CMS	07/01/2021 - 06/30/2023
Infection in the blood	0.596	2.782	0.651	0.000	CMS	01/01/2023 - 12/31/2023
Infection in the urinary tract	0.758	2.512	0.540	0.000	CMS	01/01/2023 - 12/31/2023
Surgical site infection after colon surgery	0.511	3.094	0.831	0.000	CMS	01/01/2023 - 12/31/2023
MRSA Infection	0.278	2.850	0.719	0.000	CMS	01/01/2023 - 12/31/2023
C. diff. Infection	0.395	1.607	0.401	0.000	CMS	01/01/2023 - 12/31/2023
Death from treatable serious complications	165.31	235.51	177.45	84.66	CMS	07/01/2021 - 06/30/2023

Harmful Events	1.34	3.10	1.00	0.53	CMS	07/01/2021 - 06/30/2023
Dangerous bed sores *	1.96	7.50	0.64	0.05	CMS	07/01/2021 - 06/30/2023
Collapsed lung *	0.26	0.65	0.25	0.10	CMS	07/01/2021 - 06/30/2023
Falls causing broken hips *	0.33	0.56	0.29	0.15	CMS	07/01/2021 - 06/30/2023
Blood Leakage *	1.97	5.53	2.42	1.01	CMS	07/01/2021 - 06/30/2023
Kidney injury after surgery *	1.60	4.60	1.69	0.74	CMS	07/01/2021 - 06/30/2023
Serious breathing problem *	10.91	57.80	10.53	1.94	CMS	07/01/2021 - 06/30/2023
Dangerous blood clot *	3.87	8.15	3.90	1.56	CMS	07/01/2021 - 06/30/2023
Sepsis infection after surgery *	5.35	12.56	5.63	1.95	CMS	07/01/2021 - 06/30/2023
Surgical wound splits open *	1.74	4.00	1.87	1.13	CMS	07/01/2021 - 06/30/2023
Accidental cuts and tears *	0.90	2.41	0.89	0.28	CMS	07/01/2021 - 06/30/2023

* This measure is a part of the Harmful Events Composite and is not used for scoring.

Process measures include the management structures and procedures a hospital has in place to protect patients from errors, accidents, and injuries.

Measure	The Hospital's Score	Worst Performing Hospital	Avg. Performing Hospital	Best Performing Hospital	Data Source	Time Period Covered
Doctors order medications through a computer	15	15	80.23	100	Imputation Model Applied	Not Applicable
Safe medication administration	25	25	81.87	100	Imputation Model Applied	Not Applicable
Specially trained doctors care for ICU patients	5	5	65.15	100	Imputation Model Applied	Not Applicable
Effective leadership to prevent errors	Declined to Report	9.23	117.49	120.00	2024 Leapfrog Hospital Survey	2024
Staff work together to prevent errors	Declined to Report	0.00	116.85	120.00	2024 Leapfrog Hospital Survey	2024
Nursing and Bedside Care for Patients	Declined to Report	15	77.07	100	2024 Leapfrog Hospital Survey	01/01/2023 - 12/31/2023
Handwashing	15	15	74.40	100	Imputation Model Applied	Not Applicable

Communication with nurses	84	73	90.19	97	CMS	01/01/2023 - 12/31/2023
Communication with doctors	84	73	89.91	97	CMS	01/01/2023 - 12/31/2023
Responsiveness of hospital staff	71	55	81.63	95	CMS	01/01/2023 - 12/31/2023
Communication about medicines	62	55	74.42	93	CMS	01/01/2023 - 12/31/2023
Communication about discharge	76	67	85.25	97	CMS	01/01/2023 - 12/31/2023



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Exhibit 3

Note: If you have a score of:

-- zero (0), enter 0, in Column E.

-- Not Available or Declined to Report for a measure, enter N/A in Column E.

April 2025

Measure Domain	Measure	Enter Your Hospital's Score Here (Do NOT Leave Blanks)	Mean	Standard Deviation	Z-Score ¹		Inputs to Weighting Individual Measures ²				Weight ³		Weighted Measure Score (Modified Z-Score x Final Weight)
					Original Z-Score	Modified Z-Score	Evidence	Opportunity	Impact	Number of Component Measures ⁴	Standard Weight	Final Weight (N/A redistributes)	
Process/Structural Measures	Computerized Physician Order Entry (CPOE)	15	80.23	34.14	-1.9104	-1.9104	2	1.43	3	1	6.157%	7.9%	-0.1507
	Bar Code Medication Administration (BCMA)	25	81.87	30.45	-1.8675	-1.8675	2	1.37	3	1	6.000%	7.7%	-0.1435
	ICU Physician Staffing (IPS)	5	65.15	43.73	-1.3754	-1.3754	2	1.67	3	1	6.881%	8.8%	-0.1212
	Safe Practice 1: Culture of Leadership Structures and Systems	N/A	117.49	6.79	N/A	N/A	1	1.06	2	1	3.056%	0.0%	0.0000
	Safe Practice 2: Culture Measurement, Feedback, & Intervention	N/A	116.85	13.98	N/A	N/A	1	1.12	2	1	3.178%	0.0%	0.0000
	Total Nursing Care Hours per Patient Day	N/A	77.07	31.61	N/A	N/A	2	1.41	2	1	4.729%	0.0%	0.0000
	Hand Hygiene	15	74.40	36.14	-1.6434	-1.6434	2	1.49	2	1	4.877%	6.2%	-0.1027
	H-COMP-1: Nurse Communication	86	90.19	2.51	-1.6678	-1.6678	1	1.03	2	1	2.998%	3.8%	-0.0640
	H-COMP-2: Doctor Communication	86	89.91	2.48	-1.5761	-1.5761	1	1.03	2	1	2.997%	3.8%	-0.0605
	H-COMP-3: Staff Responsiveness	75	81.63	4.36	-1.5206	-1.5206	1	1.05	2	1	3.048%	3.9%	-0.0594
	H-COMP-5: Communication about Medicines	69	74.42	4.13	-1.3141	-1.3141	1	1.06	2	1	3.052%	3.9%	-0.0514
	H-COMP-6: Discharge Information	80	85.25	3.70	-1.4175	-1.4175	1	1.04	2	1	3.028%	3.9%	-0.0550
Outcome Measures	Foreign Object Retained	0.000	0.014	0.05	0.2755	0.2755	1	3.00	2	1	4.208%	4.2%	0.0116
	Air Embolism	0.000	0.002	0.06	0.0348	0.0348	1	3.00	1	1	2.405%	2.4%	0.0008
	Falls and Trauma	0.665	0.384	0.40	-0.6972	-0.6972	2	2.05	3	1	4.894%	4.9%	-0.0341
	CLABSI	0.229	0.651	0.55	0.7637	0.7637	2	1.85	3	1	4.536%	4.5%	0.0346
	CAUTI	1.217	0.540	0.49	-1.3710	-1.3710	2	1.91	3	1	4.654%	4.7%	-0.0638
	SSI: Colon	0.354	0.831	0.69	0.6932	0.6932	2	1.83	2	1	3.400%	3.4%	0.0236
	MRSA	0.829	0.719	0.59	-0.1858	-0.1858	2	1.82	3	1	4.489%	4.5%	-0.0083
	C. Diff.	0.370	0.401	0.33	0.0937	0.0937	2	1.81	3	1	4.474%	4.5%	0.0042
	PSI 4: Death rate among surgical inpatients with serious treatable conditions	152.54	177.45	24.02	1.0371	1.0371	1	1.14	2	1	1.966%	2.0%	0.0204
	CMS Medicare PSI 90: Patient safety and adverse events composite	0.91	1.00	0.20	0.4708	0.4708	1	1.20	2	10	14.974%	15.0%	0.0705
Process Measure Domain Score:		-0.8083											
Outcome Measure Domain Score:		0.0595											
Process/Outcome Domains - Combined Score:		-0.7488											
Normalized Numerical Score:		2.2512											
Hospital Safety Grade (Letter Grade):		D											

Additional Resources:

¹Please refer to the 'Calculating Z-scores' section of the methodology document for more details.

²Please refer to the 'Weighting Individual Measures' section of the methodology document for more details.

³Please refer to the 'Dealing with Missing Data' section of the methodology document for more details.

⁴Please refer to the 'Number of Component Measures' section of the methodology document for more details.

Exhibit 4

Palm Beach Health Network
KEY INDICATORS
FY 2024 and YTD March 2025

FACILITY	FY 2024				YTD March 2025			
	ACTUAL	PRIOR YEAR	VAR	PCT	ACTUAL	PRIOR YEAR	VAR	PCT
Total Admissions								
Delray Medical Center	22,606	20,467	2,139	10.5%	6,632	5,699	933	16.4%
Good Samaritan Medical Center	10,326	9,914	412	4.2%	2,773	2,618	155	5.9%
Palm Beach Gardens Medical Center	9,314	9,408	(94)	-1.0%	2,487	2,508	(21)	-0.8%
St. Mary's Medical Center	18,239	16,541	1,698	10.3%	4,562	4,432	130	2.9%
West Boca Medical Center	9,154	8,579	575	6.7%	2,225	2,348	(123)	-5.2%
Admits- Palm Beach Market	69,639	64,909	4,730	7.3%	18,679	17,605	1,074	6.1%
Total OP Visits								
Delray Medical Center	92,747	88,490	4,257	4.8%	25,663	24,942	721	2.9%
Good Samaritan Medical Center	97,110	100,243	(3,133)	-3.1%	24,775	25,223	(448)	-1.8%
Palm Beach Gardens Medical Center	44,351	46,378	(2,027)	-4.4%	11,311	11,895	(584)	-4.9%
St. Mary's Medical Center	98,829	104,341	(5,512)	-5.3%	24,313	25,104	(791)	-3.2%
West Boca Medical Center	68,508	74,678	(6,170)	-8.3%	15,152	19,307	(4,155)	-21.5%
Total O/P Visits - Palm Beach Market	401,545	414,130	(12,585)	-3.0%	101,214	106,471	(5,257)	-4.9%
Total Surgeries								
Delray Medical Center	8,299	8,317	(18)	-0.2%	2,221	2,190	31	1.4%
Good Samaritan Medical Center	7,203	7,426	(223)	-3.0%	1,914	1,835	79	4.3%
Palm Beach Gardens Medical Center	5,328	5,638	(310)	-5.5%	1,271	1,422	(151)	-10.6%
St. Mary's Medical Center	8,688	8,671	17	0.2%	1,976	2,195	(219)	-10.0%
West Boca Medical Center	7,176	7,888	(712)	-9.0%	1,584	1,813	(229)	-12.6%
Total Surgeries - Palm Beach Market	36,694	37,940	(1,246)	-3.3%	8,966	9,455	(489)	-5.2%
IP Surgeries								
Delray Medical Center	4,672	4,736	(64)	-1.4%	1,250	1,225	25	2.0%
Good Samaritan Medical Center	2,461	2,489	(28)	-1.1%	706	613	93	15.2%
Palm Beach Gardens Medical Center	2,117	2,118	(1)	0.0%	522	562	(40)	-7.1%
St. Mary's Medical Center	5,299	4,733	566	12.0%	1,198	1,315	(117)	-8.9%
West Boca Medical Center	2,274	2,099	175	8.3%	525	566	(41)	-7.2%
I/P Surgeries - Palm Beach Market	16,823	16,175	648	4.0%	4,201	4,281	(80)	-1.9%
OP Surgeries								
Delray Medical Center	3,627	3,581	46	1.3%	971	965	6	0.6%
Good Samaritan Medical Center	4,742	4,937	(195)	-3.9%	1,208	1,222	(14)	-1.1%
Palm Beach Gardens Medical Center	3,211	3,520	(309)	-8.8%	749	860	(111)	-12.9%
St. Mary's Medical Center	3,389	3,938	(549)	-13.9%	778	880	(102)	-11.6%
West Boca Medical Center	4,902	5,789	(887)	-15.3%	1,059	1,247	(188)	-15.1%
O/P Surgeries - Palm Beach Market	19,871	21,765	(1,894)	-8.7%	4,765	5,174	(409)	-7.9%
Total Emergent Encounters								
Delray Medical Center	57,148	56,017	1,131	2.0%	15,471	15,298	173	1.1%
Good Samaritan Medical Center	54,367	53,550	817	1.5%	14,141	14,401	(260)	-1.8%
Palm Beach Gardens Medical Center	29,613	30,395	(782)	-2.6%	7,727	7,890	(163)	-2.1%
St. Mary's Medical Center	65,986	66,542	(556)	-0.8%	16,475	16,544	(69)	-0.4%
West Boca Medical Center	47,198	47,686	(488)	-1.0%	10,973	12,495	(1,522)	-12.2%
Total Emergent Encounters - Palm Beach Market	254,312	254,190	122	0.0%	64,787	66,628	(1,841)	-2.8%
Total Elective Encounters								
Delray Medical Center	58,205	52,940	5,265	9.9%	16,824	15,343	1,481	9.7%
Good Samaritan Medical Center	53,069	56,607	(3,538)	-6.3%	13,407	13,440	(33)	-0.2%
Palm Beach Gardens Medical Center	24,052	25,391	(1,339)	-5.3%	6,071	6,513	(442)	-6.8%
St. Mary's Medical Center	51,082	54,340	(3,258)	-6.0%	12,400	12,992	(592)	-4.6%
West Boca Medical Center	30,464	35,571	(5,107)	-14.4%	6,404	9,160	(2,756)	-30.1%
Total Elective Encounters - Palm Beach Market	216,872	224,849	(7,977)	-3.5%	55,106	57,448	(2,342)	-4.1%
Hospital Employee count								
	Employees	Contract	Total					
Delray Medical Center	1,497	431	1,928					
Good Samaritan Medical Center	738	132	870					
Palm Beach Gardens Medical Center	658	155	813					
St. Mary's Medical Center	1,363	181	1,544					
West Boca Medical Center	561	116	677					
Total Employees	4,817	1,015	5,832					