

1. **Choose Your Role(s):** Read the "Leapfrog Information for Purchasers" (on the Web at www.leapfroggroup.org), the attached Questions and Answers for Prospective Frogs, and notify Suzanne Delbanco via e-mail at sdelbanco@leapfroggroup.org (a) if you commit to becoming a Leapfrog Purchaser ("Frog"); (b) in which states or metropolitan areas you would be willing to be the "Leveraging Frog" by leading a Regional Roll-Out with the local plans and providers on behalf of all other Frogs; and (c) in which states or metropolitan areas you will not take the lead, but will join a Regional Roll-Out led by a Leveraging Frog.

2. **Plan to Educate and Inform Your Enrollees:** Access the Leapfrog web site's "plug 'n play" materials for stimulating your enrollees' awareness of the importance of comparing provider performance ratings. Develop a plan for disseminating the materials or materials of your own design. If you design your own, validate them against Leapfrog minimum criteria when such criteria are released by the Leapfrog group, based on advice from national experts.

3. **Identify Your Principal Hospitals:** Ask your insurer(s) and/or TPA(s) ("intermediaries") or claims data analysts to generate a list of hospitals within standard Metropolitan Statistical Areas which collectively account for the majority of your enrollees' annual admissions ("PHs = principal hospitals"). (If an intermediary does not maintain employer-specific hospital use information, ask them to infer the list based on your enrollees' zip code information.) *For geographical areas in which you are participating in a Regional Roll-Out, your accountabilities after you've compiled your Principal Hospitals list are to implement (a) the strategy set by the regional Leveraging Frog, (see Table A); and (b) Steps 8-10 below. Since valuable learning is expected from the Regional Roll-Outs, Leapfrog purchasers who are participating in a Roll-Out in their largest enrollment region(s) may defer implementation of their Leapfrog accountabilities in other region(s) until 7/1/01.*

4. **If You Opt to Delegate Your Leapfrog Accountabilities to Your Intermediaries, Orient and Motivate Them:** Ask your intermediaries to (a) familiarize themselves with Leapfrog via "Leapfrog Information for Purchasers" on our web site and pull down from the website toolbox the Model Letter of Invitation to hospital CEOs and Board Chairs (this letter is in development in consultation with Leapfrog Group advisors from hospitals and will be posted to the Leapfrog website by November 15, 2000); and (b) to send the letter on behalf of all of their Frog customers to your PHs. *If you wish to fulfill your Leapfrog accountabilities without using an intermediary, send the hospital letters directly*

and assume the responsibilities allocated to intermediaries. Communicate to your intermediaries that your assessment of their performance will be heavily influenced by (a) their success in motivating your PHs to warrant their status on the website before 3/31/01; and (b) the aggressiveness of what they commit to do on your behalf via completing the Checklist on the website by 12/31/00 for each plan used by your enrollees and via their responses to Leapfrog relevant questions on your health plan RFP.

5. **Track Progress with Principal Hospitals:** Ask your intermediaries to e-mail a monthly list beginning 12/31/00 of PHs that explicitly refuse to warrant their status on the website.
6. **Get Regional Roll-Out Assistance with Principal Hospitals Even if You Don't Participate in the Roll-Out:** If you wish assistance from a Regional Roll-Out (but do not wish to join one), subdivide the refusal list by region and e-mail it to the "Leveraging Frog" for regions with Regional Roll-Outs (to be posted on the Leapfrog web site), along with (a) authorization to represent your company/organization for purposes of leveraging the refusing hospitals; and (b) whether you wish to be invited to conference calls or meetings to leverage refusing hospitals.
7. **Check on Intermediaries' Progress in Obtaining Hospital Warranties and in Meeting Your Other Delegated Accountabilities for Purchasing from Providers:** Review each of your intermediaries' completed Checklists (from 4 b above) and the vigor of their efforts to motivate your PHs to warrant their status; then judge whether it meets the Leapfrog commitment. If not, take corrective action, using the tactics outlined in the "Points of Leverage" outline and other tactical advice in the Leapfrog Toolbox. If you remain unsatisfied with the result and wish assistance from a Regional Roll-Out (but do not wish to join one), subdivide your list of unsatisfactory intermediaries by region and e-mail it to the appropriate "Leveraging Frog" for each region, along with (a) authorization to represent your company/organization for purposes of leveraging the unsatisfactory intermediaries; and (b) whether you wish to be invited to conference calls or meetings to leverage unsatisfactory intermediaries.
8. **Keep Your Leapfrog Status on the Web Site Current:** Each time you judge one of your intermediary's commitment to meet the Leapfrog standards via their checklist posting on the Leapfrog web site, update the posting of your own Leapfrog compliance status on the web site. Your specific web site posting will allow you to express your compliance based on (a) the percent of your enrollee population enrolled in Leapfrog-compliant health plans, and (b) the estimated percent of your urban (using federal

SMSAs as boundaries) enrollee population which is receiving care in hospitals meeting Leapfrog safety standards.

- 9. Re-Post Your Leapfrog Status at Least Annually:** Within six months following the close of each health plan year, re-judge your intermediaries' (a) success in improving PH warranty fulfillment, expressed as the percent of your urban enrollees' hospitalizations that are in hospitals meeting the Leapfrog safety standards; and (b) strengthening of their efforts to improve performance if performance did not significantly improve in the prior year. Based on this re-judgement, modify your posting of your own Leapfrog compliance status on the web site.

- 10. Adopt Evolving Measures of Provider Performance/Capability:** As new Leapfrog measures of provider performance are added, include them in steps 1–9 above. These will include new safety leaps, as well as an expanding set of Leapfrog-adopted provider performance measures from national health care performance assessment organizations such as JCAHO and NCQA.

Table A: Expectations of Purchasers Involved in Leapfrog Regional Rollouts

Stay the course
Agreement to grow with new leaps
Use tool kit
Use promotional materials
Commitment to Regional action plan with timeframes identified
Commitment to national Leapfrog reporting (see items 8 and 9 above) — frequency and format
Participation in Regional best practice sharing meetings
Willingness to work with a Regional data collection partner
Identify Regional physician champions to encourage provider reporting and adoption of safety standards
Commitment to recruit other regional purchasers
Engagement of key stakeholders (plans, providers, media, regulators, etc.)
Encourage hospitals to complete self-certification
Regional leads ("Leveraging Frogs") to participate in national "Regional Lily Pad"