



THE LEAPFROG GROUP

Beyond Partisanship Strategies for Fast Improvement in American Healthcare

2014 Annual Meeting & Top Hospital Awards



December 2, 2014
1:30 - 9:00 PM

Renaissance Arlington Capital View Hotel
2800 South Potomac Ave
Arlington, VA 22202



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What Doesn't Matter About The Last Election



Leah Binder, President and CEO



William H. Finck, Board Chair

Today's Annual Meeting takes place on the heels of the midterm elections. Last summer, as we planned our agenda, we could only speculate about the future post-election landscape of healthcare. How would the outcome of the election prompt our friends and members—employers and other purchasers, hospitals, advocates, doctors, nurses, and patients—to pivot around a new set of policy priorities? Would Washington gridlock stall change in healthcare? Or alternatively, would a new consensus emerge in Congress to propel movement forward?

We came to a surprising conclusion: no matter who wins at the polls, dramatic change is ahead.

Two historic public policies have set the stage for a groundswell of unstoppable change. First, the Affordable Care Act of 2009, also known as Obamacare, set in motion a broad swath of initiatives in payment reform, measurement science, and health insurance marketplaces. We've also seen an evolution in care delivery models based on the patient and their disease state, rather than traditional fee-for-service medicine. Second, an early policy from the Bush Administration has driven profound change today. The Medicare Prescription Drug, Improvement, and Modernization Act of 2003 authorized high-deductible health plans and tax-protected Health Savings Accounts, of which we've seen a rapid expansion.

Both of these laws provoke furious debate, often along partisan lines. But whatever the merits of the debate points, both laws have catalyzed tectonic shifts in the shape and size of our \$2.7 trillion healthcare system, and unleashed new market forces not always predicted when the bills were drafted years ago. For instance, the Affordable Care Act helped accelerate a variety of payment reform models not only by CMS, but also in the private sector. The Bush Administration's authorization of high-deductible plan options also has significant impact, and today, upwards of one in five American workers are covered by such a plan, creating new demands for transparency of both price and quality information.

Today we are privileged to hear from some fascinating thought-leaders to help us make sense of these tectonic shifts. These leaders do not pass laws declaring how healthcare shall move forward, though they do work effectively with policymakers. Instead, they make change through market forces, persuasion, new partnerships, and the leverage of an emerging powerhouse in the world of healthcare delivery: the patient.

Our first speaker, Beth Daley Ullem, shows us how one person acting alone can make a difference. A member of a storied political family in Chicago, her extraordinarily difficult experiences as a patient taught her the hard way how to navigate the healthcare system to find the services she needed. Her message centers on the importance of transparency, and what patients deserve to know.

Our second speaker is Pat Mastors, who has also survived serious problems in the healthcare system, and who started a movement to bring the voice of the patient into the center of its operations. The role of patients like Beth and Pat has grown much more influential in recent years, and hospitals and clinicians unresponsive to these new patient demands will increasingly feel the bite in an unforgiving marketplace.

While Beth and Pat have shown how individual consumers are making a difference by navigating the health system in new ways, our keynote panel will show us how organizational leaders are remaking the healthcare system itself.

Helen Darling, from the National Business Group on Health, has helped to shape public-private alignment around aspects of the Affordable Care Act, as employers and the federal government are moving away from the fee-for-service system. Daniel Wolfson will discuss how physicians have led a bold voluntary movement in partnership with patients to reduce the unnecessary use of tests and treatments through his leadership of the Choosing Wisely® campaign. Tejal Gandhi will discuss remarkable new breakthroughs in patient safety driven by the movement for transparency and voluntary efforts by providers and patient advocates. And Susan Reinhard from AARP (also a member of Leapfrog's Board of Directors) will talk about the role of nurses at the center of needed changes in acute care, primary care, coordinated care, and better patient-centered care.

All of these panelists bring a different perspective to the changes in healthcare. But every single one is harnessing significant shifts in the policy environment to accelerate change in problems we once thought intractable—from patient safety to overuse, to the lack of preventive care and the dissatisfaction of patients. None of these people are stalled by gridlock.

The panel is moderated by one of the country's premier investigative journalists, Jayne O'Donnell from USA TODAY. This summer, Jayne broke the story that CMS planned to stop publicly reporting certain hospital-acquired conditions, including Never Events like foreign objects left in after surgery. A month later, we were very pleased when CMS reversed their decision.

This evening we also honor America's best hospitals with our Top Hospital Awards, one of the toughest distinctions American hospitals can compete for. Our bar for performance is exceptionally high, and we admire and congratulate those hospitals that exceed our standards. But in addition, we thank all the hospitals that participate in Leapfrog, for demonstrating their transparency and willingness to move forward in the quest to achieve the best results for patients.

Keynoting this year's awards ceremony is Leapfrog Board Member Martin Hatlie, who among his many achievements has been instrumental in working with CMS to incorporate patients into the governance of hospitals across the country. Marty's vision for a private-public partnership for change, with the interests of patients at the center, has had significant influence on Leapfrog's mission and vision.

In all of the change and transformation we will hear about today—transparency, payment reform, safety, and empowerment of the consumer—The Leapfrog Group has been an outspoken voice since the day our founders came together at the turn of this century. We're already looking to our 15th anniversary celebration next year, so please mark your calendars for our gala anniversary on December 1, 2015, in Washington, D.C.

We thank you for your commitment, your vision, and your dedication to Leapfrog. Together we have made a difference, and gridlock cannot withstand our power for change.



AGENDA

Annual Meeting and Top Hospital Awards

Renaissance Arlington Capital View Hotel
2800 South Potomac Ave, Arlington, VA 22202

Beyond Partisanship: Strategies for Fast Improvement in American Healthcare

- 1:30 – 1:45 **Welcome**
Bill Finck, Board Chair, The Leapfrog Group
- 1:45 – 2:30 **From Bedside to Boardroom: Better, Safer Patient Care**
Beth Daley Ullem, Governance Expert, Survivor, Patient, Family Member for patient safety and quality
- 2:30 – 3:15 **The Listening Cure: Why the Patient Voice Can and Must Transform Healthcare**
Pat Mastors, President and Founder, Patient Voice Institute
- 3:15 – 3:30 BREAK
- 3:30 – 5:00 **“Strategies for Fast Improvement in American Healthcare”**
Moderator: Jayne O’Donnell, Healthcare Policy Reporter, USA TODAY
- Helen Darling, Strategic Advisor, National Business Group on Health
 - Tejal Gandhi, Executive Director, National Patient Safety Foundation
 - Susan Reinhard, Senior Vice President, AARP
 - Daniel Wolfson, Executive Vice President and Chief Operating Officer, ABIM Foundation
- 5:00 – 5:30 **Leapfrog Driving Change: The Year in Review**
Leah Binder, President and CEO, The Leapfrog Group
- 5:30 – 6:30 Cocktail Reception
- 6:30 Top Hospital Awards Dinner
- 7:15 – 7:30 **Top Hospital Awards Keynote**
Martin Hatlie, CEO Project Patient Care
- 7:30 – 8:30 **Top Hospital Awards Ceremony and Press Photos**
- Leah Binder, President and CEO, The Leapfrog Group
 - Bill Finck, Board Chair, The Leapfrog Group
 - Martin Hatlie, CEO, Project Patient Care
- 8:30 Dessert Reception
- 

SPEAKERS & PANELISTS

We would like to thank our distinguished speakers for their participation. From policymakers to patient advocates, they represent a variety of disciplines and perspectives, but come together today to fight for fast change in American healthcare.



BETH DALEY ULLEM

Beth Daley Ullem is a nationally-recognized governance expert for patient safety and quality. Beth works with hospital leadership teams, hospital boards and healthcare industry leaders to develop and fund programs that improve the quality of patient care, better enable Boards to provide oversight of quality and safety and make patient-centric outcomes transparent and accessible to consumers. Beth has led efforts with Harvard Medical School's Institute of Professionalism of Ethical Practice (IPEP) and the Center for Medical Simulation to expand medical error transparency communication. Beth is passionate about reducing harm and errors, improving the transparency healthcare outcomes and better enabling hospital boards to understand and lead on quality issues.



HELEN DARLING

Helen Darling is currently Strategic Advisor at the National Business Group on Health. From 2001 to May 1, 2014, Helen was President and CEO. The National Business Group on Health is a national non-profit, membership organization devoted exclusively to providing practical solutions to its employer-members' most important health care problems and representing large employers' perspective on national health policy issues. Its 392 members, including 69 of the Fortune 100 in 2014, purchase health and disability benefits for over 50 million employees, retirees and dependents. Darling is Chair of the Board of Directors of the National Quality Forum and a Director of the Congressionally-created Reagan-Udall Foundation, which supports the mission of the FDA.



TEJAL GANDHI

Dr. Gandhi is President of the National Patient Safety Foundation and the NPSF Lucian Leape Institute. In this role, she is advocating for patient safety at the national level, driving educational and professional certification efforts, and helping to create and spread innovative new safety ideas. Dr. Gandhi was formerly the Executive Director of Quality and Safety at Brigham and Women's Hospital, and Chief Quality and Safety Officer at Partners Healthcare. In these roles, she led the efforts to standardize and implement patient safety best practices across hospital and health systems. Throughout her career, Dr. Gandhi has been committed to educating other clinicians on the topic of patient safety. In 2014 she was included in Modern Healthcare's 100 Most Influential People in Healthcare.



MARTIN HATLIE

Marty Hatlie is CEO of Project Patient Care (PPC), a non-profit organization that uses the voice of the patient to improve care. PPC's mission is to mobilize the diverse healthcare stakeholders in metropolitan Chicago to provide the best possible care to every patient every time, by eliminating preventable harm and implementing systemic change to ensure consistent excellence. He also is President of the Partnership for Patient Safety (p4ps) an Illinois company, and a co-founder of Consumers Advancing Patient Safety (CAPS), a nonprofit organization dedicated to fostering the role of the consumer as partner in pursuing healthcare that is safe, compassionate and just. Mr. Hatlie currently serves on The Leapfrog Group Board of Directors.



PAT MASTORS

As President and Co-Founder of the Patient Voice Institute, and a national policy leader on patient engagement, Pat approaches the phrase “patients and families are the most underutilized resource in health care” as a personal challenge. She is Patient Co-chair of the National Quality Forum’s Patient and Family Engagement Action Team, advisor to the Partnership for Patients (PfP), and author of the critically acclaimed book *Design to Survive: 9 Ways an IKEA Approach Can Fix Health Care & Save Lives*, which looks at how simplicity, efficiencies, and partnership with customers can drive a better health care system. A career news and medical reporter, Pat’s focus turned to patient engagement following the death of her father from an HAI after a long hospitalization.



JAYNE O'DONNELL

Jayne O'Donnell is the healthcare policy reporter for USA TODAY, an author, TV contributor and freelance writer. At USA TODAY, Jayne’s reporting focuses on healthcare policy, along with some product and auto safety. Since September 2013, she has covered the implementation of the Affordable Care Act, and recently released groundbreaking work on America’s rural hospitals and on Medicare fraud. Jayne has won public service and journalism awards for her work alerting the public to auto safety hazards. They include Detroit Press Foundation first-place awards for her 2005 series on teen driving and, in 1997, for exposing the dangers air bags posed to children. She has appeared on MSNBC, CNN, Fox Business Network, Good Morning America, and CBS This Morning.



SUSAN REINHARD

Susan Reinhard is a Senior Vice President at AARP, directing its Public Policy Institute, the focal point for public policy research and analysis at the state, federal and international levels. She also serves as the Chief Strategist for the Center to Champion Nursing in America at AARP, a national resource and technical assistance center created to ensure that America has the nurses it needs to provide care both now and in the future. Dr. Reinhard is a nationally recognized expert in health and long-term care policy, with extensive experience in conducting, directing and translating research to promote policy change. Prior to AARP, she served as a Professor and Co-Director of Rutgers Center for State Health Policy. Dr. Reinhard currently serves on The Leapfrog Group Board of Directors.



DANIEL B. WOLFSON

Mr. Wolfson is Executive Vice President and COO of the ABIM Foundation, a not-for-profit foundation focused on advancing medical professionalism and physician leadership to improve the health care system. Mr. Wolfson has been instrumental in leading the Choosing Wisely® campaign, a multi-year effort engaging more than 60 medical specialty societies to promote conversations between physicians and patients about utilizing the most appropriate tests and treatments and avoiding care that may be unnecessary and could cause harm. Previously, Mr. Wolfson served for nearly two decades as the founding president and CEO of the Alliance of Community Health Plans (formerly The HMO Group), the nation’s leading association of not-for-profit and provider-sponsored health plans.

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2014 TOP HOSPITALS

*The Leapfrog Group's employer and purchaser members set the toughest standards for patient safety, quality, and transparency in the country. We applaud every hospital that publicly reports to Leapfrog's annual hospital survey. Tonight, we recognize a distinguished group whose commitment and attainment of excellence is unmatched:
2014 Leapfrog Top Hospitals.*

Congratulations.



2014 Leapfrog Top Hospitals

Arizona

Mayo Clinic Hospital, Phoenix
Scottsdale Healthcare Shea Medical Center

California

Alta Bates Summit Medical Center Alta Bates Campus
California Pacific Medical Center - Pacific Campus
California Pacific Medical Center California Campus
Hoag Memorial Hospital Presbyterian
Kaiser Permanente South San Francisco
Kaiser Permanente Vacaville
Kaiser Permanente San Francisco
Kaiser Permanente Anaheim
Kaiser Permanente Fontana Medical Center
Kaiser Permanente Foundation, Downey Medical Center
Kaiser Permanente South Bay Medical Center
Kaiser Permanente Los Angeles Medical Center
Kaiser Permanente Riverside Medical Center
Kaiser Permanente San Diego Medical Center
Kaiser Permanente Santa Clara Medical Center
Kaiser Permanente Woodland Hills Medical Center
St. Luke's Hospital Of San Francisco
Sutter Maternity And Surgery Center Of Santa Cruz
UC San Diego Health System, Hillcrest
University Of California Davis Medical Center

Florida

Baptist Health South Florida Homestead Hospital

Illinois

Loyola University Medical Center

Illinois cont.

Northwestern Medicine Central DuPage Hospital
Northwestern Medicine Lake Forest Hospital
OSF St. Joseph Medical Center

Kansas

Kansas Surgery And Recovery Center

Kentucky

King's Daughters Medical Center

Massachusetts

Carney Hospital
Dana-Farber Cancer Institute
Fairview Hospital
Harrington Memorial Hospital
Holyoke Medical Center
Massachusetts Eye And Ear
Milford Regional Medical Center
Morton Hospital
Nashoba Valley Medical Center, A Steward Family
Hospital

Michigan

Mercy Health Saint Mary's

Missouri

Mercy Hospital Washington
Research Medical Center

New Jersey

Englewood Hospital And Medical Center
CarePoint Health Hoboken University Medical Center
Saint Barnabas Medical Center
Virtua Voorhees Hospital

New Mexico

Presbyterian Hospital
Presbyterian Rust Medical Center

Ohio

Dublin Methodist Hospital
Grady Memorial Hospital
Mount Carmel New Albany Surgical Hospital

Oregon

Providence Portland Medical Center

Rhode Island

Women & Infants Hospital Of Rhode Island

South Carolina

Anmed Health Women's And Children's Hospital

Tennessee

Tristar Centennial Medical Center

Texas

Baylor Medical Center At Uptown
Metroplex Adventist Hospital
Mother Frances Hospital Regional Health Care Center

Virginia

Sentara Princess Anne Hospital

Washington

Virginia Mason Hospital

Wisconsin

St. Vincent Hospital Of Green Bay

2014 Leapfrog Top Rural Hospitals

Alabama

South Baldwin Regional Medical Center

Colorado

St. Anthony Summit Medical Center

Florida

Florida Hospital Wauchula
Mariners Hospital

Georgia

Colquitt Regional Medical Center

Idaho

Madison Memorial Hospital

Illinois

OSF Saint James – John W. Albrecht Medical Center

Kentucky

Frankfort Regional Medical Center
Manchester Memorial Hospital

Maine

Blue Hill Memorial Hospital
Calais Regional Hospital

Maine cont.

Charles A. Dean Memorial Hospital
Houlton Regional Hospital
Inland Hospital
LincolnHealth
Pen Bay Medical Center
Sebasticook Valley Health
Stephens Memorial Hospital

Michigan

OSF St. Francis Hospital & Medical Group
Spectrum Health Kelsey Hospital

North Carolina

Northern Hospital Of Surry County

Tennessee

Bolivar General Hospital
Camden General Hospital

Texas

Rollins Brook Community Hospital

Wisconsin

Beaver Dam Community Hospitals, Inc.

2014 Leapfrog Top Children's Hospitals

California

CHOC Children's
Miller Children's and Women's Hospital Long Beach

Florida

Nemours Children's Hospital, Orlando

Massachusetts

Boston Children's Hospital

Michigan

Children's Hospital of Michigan - Detroit Medical Center
(DMC)

New Jersey

Children's Specialized Hospital

Pennsylvania

St. Christopher's Hospital For Children

Texas

Children's HealthSM Children's Medical Center Plano
Texas Children's Hospital West Campus



The Leapfrog Group is an independent, national nonprofit organization founded more than a decade ago by the nation's leading employers and other purchasers of healthcare. The Leapfrog Group uses its members' collective leverage to initiate breakthrough improvements in the safety, quality, and affordability of healthcare for Americans. Leapfrog Regional Roll-Outs work "on the ground" with other stakeholders to advance our mission of increasing transparency and quality in hospitals across the nation.

Despite the massive harm and the skyrocketing costs of medical errors, patient safety simply isn't at the top of every hospital's agenda. Leapfrog believes employers and purchasers, as well as consumers, need transparency on **safety, quality, cost, and resource utilization**. To serve these groups, we have spearheaded two primary initiatives: the Leapfrog Hospital Survey, and the Hospital Safety Score.

The **Leapfrog Hospital Survey** evaluates how patients fare, resources used in caring for patients, and management practices that promote safety. The **Hospital Safety Score** uses a consumer-friendly letter grade system to evaluate how well hospitals protect patients from errors, injuries, accidents, and infections.

To serve employers and other entities that are purchasing healthcare on behalf of their employees, we recently launched the Hospital Safety Score Purchaser Toolkit, which helps purchasers communicate with employees and learn how to apply their leverage with health plans and hospitals.

Employers, purchasers, consumers, and healthcare stakeholders can all stand with Leapfrog:

- Utilize safety and quality ratings to select the best hospitals for care
- Use data provided by Leapfrog to start conversations with hospitals and encourage improvement
- Become a Member or Partner of Leapfrog and follow our purchasing principles to recognize and reward safe and high quality care
- Unite with other stakeholders in your community to galvanize a market for healthcare improvement
- Encourage hospitals to participate in the Leapfrog Hospital Survey
- Display safety and quality information provided by Leapfrog

Learn more at
www.leapfroggroup.org
www.hospitalsafetyscore.org

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A New Look for the Hospital Safety Score

With the support of the **Robert Wood Johnson Foundation**, The Leapfrog Group is proud to present the redesigned Hospital Safety Score website. With oversight from top health literacy and health communications experts, the website now offers easy-to-understand patient safety information and clear visuals to help individuals understand their hospital's Safety Score. Using the Hospital Safety Score consumers can be empowered to choose the safest care, and protect themselves from harm.



Visit www.hospitalsafetyscore.org to see why more and more consumers are using the tool to learn about hospitals in their community.

Consumer-friendly design



How Safe is Your Hospital?

Search below to find the Fall 2014 Hospital Safety Score of your general hospital.

Search By City/State

City - Choose -

I accept the Terms of Use

Search



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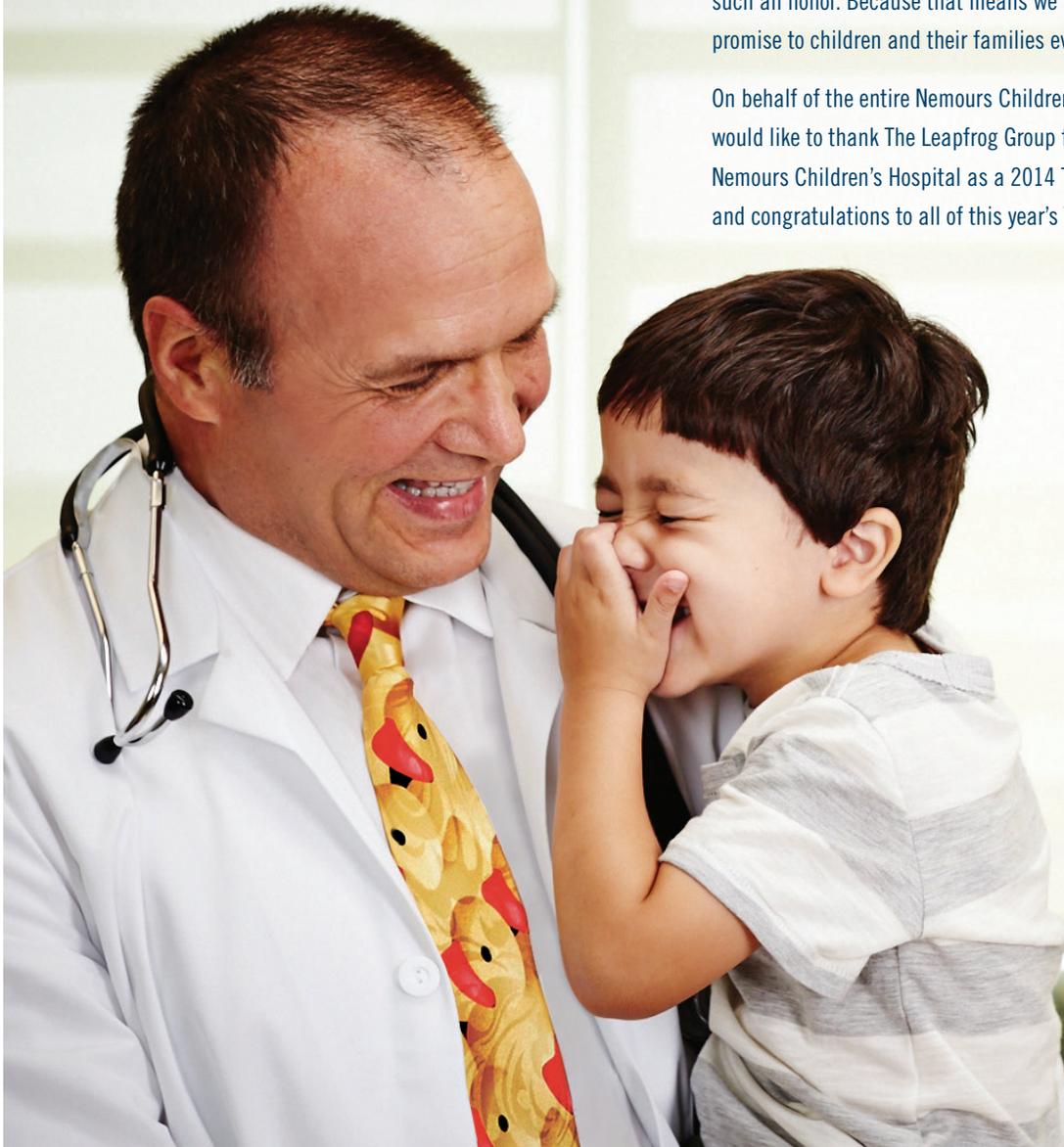
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Because of a *promise.*

At Nemours Children's Hospital, we are guided by a promise to do everything in our power to help children grow up healthy and reach their full potential. A big part of that promise is providing children with the highest quality, safest care possible. Which is why being recognized as one of the Top hospitals in the nation for patient safety and quality of care is such an honor. Because that means we are fulfilling our promise to children and their families every day.

On behalf of the entire Nemours Children's Health System, we would like to thank The Leapfrog Group for recognizing Nemours Children's Hospital as a 2014 Top Children's Hospital, and congratulations to all of this year's Top honorees.



Nemours.org

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Nemours[®]

Children's Health System

Your child. Our promise.

\$8K

The average price employers pay per hospital admission for errors, accidents, and infections.

Leapfrog announces a free Purchaser Toolkit to help your employees stay safe. Visit our toolkit to learn about these three easy steps (and more!) to reduce costs *and save lives*:

- 1 Use our Hidden Surcharge Calculator to see how much your company spends on hospital errors.
- 2 Send a message on your company's internal social media platform about staying safe in the hospital.
- 3 Check the Safety Scores of your local hospitals on www.hospitalsafetyscore.org

Visit www.hospitalsafetyscore.org/employers

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Children's Specialized Hospital is proud to be one of The Leapfrog Group's 2014 Top Children's Hospital.

Thank you to all of our staff that made this award possible with their unwavering commitment to safety and quality care for the children we serve.

To donate or learn more, visit www.childrens-specialized.org or call 1-888-CHILDREN (244-5373)

An affiliate member of the Robert Wood Johnson Health System and a member of Children's Miracle Network Hospitals.

Save the Date!

The Leapfrog Group
15th Anniversary Gala and Awards Ceremony
December 1, 2015



THE AARP PUBLIC POLICY INSTITUTE (PPI)
congratulates all the hospitals that participate in
the Leapfrog Group's public reporting initiatives.

**We share your commitment to improving patient
safety for all Americans!**

At PPI, our mission is to inform public debate on the issues we face as we age. We promote policies and practices that address our common need for economic security, health care and quality of life. For more information on PPI's research, analysis and public forums, go to aarp.org/ppi



WORKING TOGETHER WORKS FOR EVERYONE

When it comes to helping individuals reach their full potential, Cigna is with you all the way. That's why we're proud to support The Leapfrog Group and its efforts to help individuals find quality health care that's also safe and affordable. Together, we're helping everyone enjoy healthier, more fulfilling lives.



Together, all the way.™

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Working together to improve **health care quality**
and **affordability**.

In 1998, members of Business Roundtable founded the Leapfrog Group to help make health care better. Today, America's CEOs congratulate Leapfrog on their annual meeting and Top Hospital Awards.

Learn more at bri.org



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