



THE LEAP FROG GROUP
BRUCE BRADLEY
FELLOWSHIP

2022 Application



The Bruce Bradley Fellowship is a yearlong education and training program sponsored by The Leapfrog Group for corporate health professionals who want to take an active role in steering employees and their families to safer, higher-quality hospitals and Ambulatory Surgery Centers (ASCs). Fellows will gain expertise in Leapfrog’s measurement of and advocacy for health care quality and safety, as well as effective methods of steering. After training, Leapfrog expects that fellows will become recognized leaders, facilitating and promoting employers’ selection of higher-quality, safer, high-value care locally, regionally and nationally.

The Leapfrog Group seeks applications from experienced professionals who work actively with or for organizations that purchase health care for employees or who lead community organizations such as business coalitions that advocate for purchasers. Applicants can be directors of coalitions who work with employers; HR or benefits professionals for public or private employers; or individuals playing influential roles in corporate medical departments, or in benefits or health plan design.

Special consideration will be given to individuals or pairs of applicants who represent both a community coalition and a corporate representative within the coalition. We have found great value in having two committed members (or one applicant playing dual roles) in the same community. Corporate representatives who also participate actively in national coalitions such as the National Alliance of Healthcare Purchasing Coalitions, the Business Group on Health, or the Business Roundtable are encouraged to apply; synergies among purchaser organizations will be a specific focus.

The fellowship is not designed for health care providers, or those who are employed by a company where more than 50% of revenue is through health care services, unless those individuals also have responsibilities as an employer providing health care benefits.

The selection committee will favor candidates with:

- Passion and enthusiasm for promoting purchasers’ role in health care system improvement.
- Demonstrated ability to design and implement innovative ideas that successfully create positive change in their organization and/or community.
- The position, connections and collaborative skill to influence purchasers and health systems in their communities.

Leapfrog will select three Fellows for the 2022 program.

“My experience as a Bruce Bradley Fellow has exceeded my expectations. It has enhanced my knowledge of best practices to help our members achieve high quality care by driving members to quality, safer providers and hospitals who have demonstrated top tier outcomes and safety results. It has given me a stronger voice in my organization to push for more transparency and use Leapfrog data to incent our diverse member population to make more informed health care provider decisions.”

-Sharon Castillo, Director, Delivery and Administration, The Board of Pensions of the Presbyterian Church, 2019 Bruce Bradley Fellow



FELLOWSHIP OBJECTIVES

Fellows will participate in a variety of learning opportunities throughout the year, attending three in-person (or virtual) events (including the Leapfrog Annual Meeting) and four webinars. Each in-person event will last one to two days, and will include facility tours, networking opportunities, and specific educational programming. Fellows will receive reading and reference materials to supplement these learning events.

The fundamental learning will come from your project. Fellows will be asked to design (with assistance) an effort for their own community or organization that would use principles learned during the fellowship as well as Leapfrog Survey results or Leapfrog Hospital Safety Grades to increase the safety and quality of care received by their population. These projects can take upwards of 100 hours throughout the year and many past fellows have found that it works best to incorporate their projects into their current roles with leadership approval. Fellows can expect to build out a project timeline and present a mock presentation. Fellows will then present these projects to Leapfrog members and other stakeholders in December 2022.

We expect our fellows will develop a relationship with Leapfrog such that they become recognized national leaders in quality and safety measures and advocates for transparency. After completion, we expect fellows to remain highly engaged with Leapfrog leadership, play an ongoing role in promoting health care value on a national level, and to contribute substantially to the safety and quality dialogue in their own communities.

FELLOWSHIP CONTENT

Leapfrog expects that fellows will gain an understanding of the:

- Politics and science of measuring health care performance
- Commonalities among Leapfrog and other rating systems
- Implications of quality and safety on lives and dollars
- Effective methods of steering toward higher-quality, safer facilities
- Case studies of effective quality improvement
- Motivations of hospitals and ASCs that do and do not report safety measures
- Incorporation of safety and quality into the health care value equation
- Responses to frequent objections or criticisms about measurement of quality

Fellows will also gain from the opportunity to learn from and speak with national experts in the areas of hospital and ASC safety, quality improvement, national health policy, health benefit plan design, and health industry leadership.



FUNDING

Leapfrog will cover travel expenses to in-person events.

APPLICATION AND SELECTION PROCESS

To apply, candidates must submit the following:

- Completed application form
- CV and short biography
- Two letters of support (including one from the candidate's organization or company)

TIMELINE

November 1, 2021: Applications due

Late November 2021: An independent selection committee will review applications. Selected fellows will be contacted

December 2021: 2022 Fellows formally announced

Completed applications should be sent to Jill Berger (jberger@leapfrog-group.org) by

November 1, 2021.



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2019 Bruce Bradley Fellows

"The fellowship has provided invaluable opportunities to meet health care influencers and expand my knowledge of safety and quality in the health care system. The concluding project has been a great complement to my career."

- Kendall Cislo, Senior Investment Operations Strategist, UAW Retiree Medical Benefits Trust, 2019 Bruce Bradley Fellow



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ABOUT BRUCE BRADLEY



The Fellowship is named for Bruce E. Bradley, who was a founding member and first chair of The Leapfrog Group Board of Directors. Highly regarded for the knowledge, energy and commitment he brought to Leapfrog, Bruce has spent most of his career working to promote health care quality improvement, including his efforts in developing and using the Health Employer Data and Information Set (HEDIS), performance measurement and accountability processes.

Bruce E. Bradley is the former Director of Health Care Strategy and Public Policy for General Motors Health Care from 1996 to 2008. He was responsible for health care related strategy, managed care, and public policy with a focus on quality measurement and improvement, consumer engagement and cost effectiveness. General Motors provided health care coverage for over 1 million employees, retirees and their dependents with an annual expense in 2007 of \$4.6 billion.



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Please respond to the questions below by attaching a separate document to your application. Limit responses to one page each (500 words or less).

- **Name:**
- **Current Position, Organization:**
- **List any affiliations and roles with corporate/purchaser organizations.**
(Examples: Local business coalitions on health, BCH, Business Roundtable)
- **Please describe any current or past experiences you have in designing or influencing health care delivery in your community or for your employees. Specifically, list any efforts to select, promote, incentivize, or steer toward higher-quality, higher value, safer, or lower-cost health care services.**
- **If you have no direct experience, please describe your interests in this area.**
(Please limit to one page or less; supplemental materials welcomed)
- **Please describe your motivation for applying for the Bruce Bradley Fellowship. What makes you a good candidate for this program and what opportunities do you foresee to apply what you learn?**
(Please limit to one page or less)
- **How did you hear about the Bruce Bradley Fellowship?**

Along with this form, please provide: Your CV, a brief bio, and two letters of support (see accompanying form). Supplemental materials welcomed.

All materials should be submitted to Jill Berger (jjberger@leapfrog-group.org) no later than November 1, 2021.



2022 LETTER OF RECOMMENDATION FORM

Applicants for the Bruce Bradley Fellowship are required to submit two letters of recommendation. One can be from any individual who is familiar with the applicant’s relevant skills and experience. The other should be from an individual who can verify the support of the applicant’s manager/employer if possible. This form can be used in lieu of original letters if preferred.

Applicant Name: _____

Your Name: _____

Your Organization: _____

Provide your assessment of the person’s top three most important attributes for this fellowship. These can include technical abilities, experience, social networks, interests, or attitude.

This fellowship will provide broad exposure to the issues surrounding health safety quality and safety, and how purchasers can influence these outcomes in measurable ways.

After completing the fellowship, how would you see this candidate applying this information? (*check all that apply*):

- Advocating for better safety and quality with health systems in their own communities.
- Implementing safety and quality criteria for employee plans in their own company.
- Working with health plans to select higher quality providers.



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- ___ Educating other purchasers about safety and quality measurement.
- ___ Educating other purchasers about policies/contracting to improve safety.
- ___ Promoting hospital and ASC safety through presentations and writing.
- ___ Meeting with hospitals and ASCs to encourage transparency and quality/safety improvement.

Additional Comments:

If you are the applicant's manager or a representative of the applicant's organization, please below to signify the organization's support for the applicant's participation in the Fellowship.

Our organization, _____, enthusiastically supports
_____ (applicant) in his/her participation in the Bruce Bradley Fellowship.

Signature: _____

Date: _____