Passing the Baton
Transparency and Value-Based Care in a Post-Election World

LEAPFROG ANNUAL MEETING & TOP HOSPITAL AWARDS 2016
December 6, 2016  |  Washington, DC
Join The Conversation

Join us in discussing our Annual Meeting by tweeting or posting on Facebook with #LeapfrogMeeting and #TopHospital to congratulate our class of 2016 Leapfrog Top Hospitals.

You can find us @LeapfrogGroup & @HospSafetyGrade

www.leapfroggroup.org
www.hospitalsafetygrade.org

forbes.com/sites/leahbinder
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Business Roundtable™
More Than Leaders. Leadership.
Welcome! With the 2016 election behind us, we now must prepare for some new turns, twists, and a few swerves in the path ahead for American health care.

We don't know the details yet, but based on President-elect Donald Trump's pledge to “repeal and replace” Obamacare, and considering recommendations from GOP leaders over the past few years, we can sketch out a few of the broad principles of change ahead. These include:

- New kinds of subsidies for families to afford health insurance, likely tax credits;
- Elimination of the mandate for employer and individual purchase of health insurance;
- More state control over Medicaid benefits and eligibility;
- A phase-out of many or all state-based insurance marketplaces;
- Expansion and enhancement of health savings accounts as a tax-protected tool for consumers;
- Curtailment of certain regulations on health insurance, such as minimum benefits packages and rules against products that cross state lines;
- Maintenance of certain popular regulations, including laws forbidding insurance companies from discriminating against people with pre-existing conditions and requiring them to cover adult children up to age 26.

Three key principles are central to The Leapfrog Group's agenda in this new environment.

First, Leapfrog will continue to serve as the premier national voice for health care transparency, including transparency of quality, safety, and pricing information that consumers and purchasers need to make informed choices about health care. The leadership of our colleague organizations, like the National Quality Forum (NQF) and the National Committee for Quality Assurance (NCQA), has been instrumental in advancing science and stakeholder consensus around measurement, allowing for valid comparisons among providers and plans as never before.
Still, important indicators of quality and cost-effectiveness remain largely unavailable, requiring the Leapfrog Hospital Survey, among other tools, to collect and report information critical to decision-making. The Leapfrog Board has also committed to ratings beyond the inpatient hospital setting in the future, beginning with outpatient surgery and ambulatory surgical centers.

**Second**, Leapfrog will advocate value-based purchasing, by CMS as well as the private sector. Programs under the Affordable Care Act calibrated Medicare payment for hospitals toward progress on readmissions, hospital-acquired conditions, and patient experience, and these have resulted in real and sustained progress in addressing longstanding quality problems. These payment programs originated with the Bush Administration, when Republicans championed value-based payment reform. We are confident the momentum will continue with the new GOP administration.

Payment reform by CMS coincides with parallel efforts by employers and other purchasers, as well as health plans, to tie payment to excellence, such as tiered networks, bundled payments, reference pricing, and other bold strategies that navigate away from the failed fee-for-service model. In addition to supporting many payors in using Leapfrog data as part of payment strategies, this year we unveiled the Leapfrog Value Based Purchasing Platform. The platform allows payors to scale payment to hospitals based on a composite of performance on the entire Leapfrog Hospital Survey. The Platform will be a focus of our support for regional and national purchaser campaigns for reform.

**Third**, Leapfrog will continue to make patient safety a national priority. When patients are in harm’s way, even the most innovative and well-funded policy and payment strategies are doomed. An infection or an error nullifies the value of virtually any service, ruins well-designed tiered networks or ACOs, and dramatically inflates prices. A hospital’s patient safety record also reveals critical aspects of its performance that should always be at the center: the extent to which the needs of patients come first, the dignity with which patients are treated, and the system-wide effectiveness of leadership, management, and clinical staff.

Given the paramount importance of patient safety, Leapfrog will continue to invest in accelerating the growth of the Leapfrog Hospital Safety Grade, which in only four years has emerged as the one and only independent source of safety ratings for American hospitals, with thousands of media outlets covering our grade updates every six months. Our Safety Grades are a critical tool for consumers in selecting a hospital, for purchasers in structuring innovative purchasing strategies, and for hospital leaders inspiring change.

We look forward to navigating the path ahead in 2017 with all of you, our members and friends. Today we begin plotting the journey together. Let’s find a shared destiny that makes a difference for all Americans.

Thank you for your support.

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Laurel Pickering  
Chair, Board of Directors

Leah Binder  
President and CEO
2016 Annual Meeting Agenda

December 6, 2016 | Marriott Marquis Washington, DC

1:30 pm  Welcome
Laurel Pickering, Board Chair, The Leapfrog Group

1:35 pm  Leapfrog: The Year in Review & The Year Ahead
Leah Binder, President and CEO, The Leapfrog Group

2:05 pm  Welcome Keynote
ePatient Dave, Author and Patient Engagement Advocate

2:50 pm  Break

3:15 pm  Passing the Baton: A Political Roundup
Pat Mastors, Patients’ View Institute, Moderator
  • Elisabeth Rosenthal, Kaiser Health News
  • Dan Diamond, POLITICO
  • Melanie Evans, Wall Street Journal
  • Betsy McCaughey, author and former New York Lieutenant Governor

4:30 pm  100 Years of Flight: Honoring the Boeing Company
Laurel Pickering, Board Chair, The Leapfrog Group
Leah Binder, President and CEO, The Leapfrog Group

4:45 pm  Patients’ View Impact Awards
Pat Mastors, Executive Director and Co-Founder, Patients’ View Institute
Leah Binder, President and CEO, The Leapfrog Group

5:00 pm  Closing Keynote
Neel Shah, Assistant Professor, Harvard Medical School, Associate Faculty,
Ariadne Labs for Health Systems Innovation

5:45 pm  Closing Remarks and Announcement of 2017 Bruce Bradley Fellows
Leah Binder, President and CEO, The Leapfrog Group
Cristie Travis, Board Member, The Leapfrog Group

6:00 pm  Cocktail Reception

7:00 pm  Top Hospitals Dinner and Awards Ceremony
Thank You To Our 2016 Fellows!

Lorrie Marquis
General Dynamics - Bath Iron Works
Dylan Landers-Nelson
National Business Group on Health

And congratulations to our incoming 2017 Fellows!

Kendra Gipson
State of Tennessee Benefits Administration
Jill Hutt
Greater Philadelphia Business Coalition on Health
Marnie Vaughan
Severn Trent Services
Bret Jackson
The Economic Alliance for Michigan
Jonathan So
Detroit Regional Chamber
Terrisca Jardins
Physician Organization of Michigan ACO
Angela Mattie
Quinnipiac University

The Bruce Bradley Fellowship is a year-long 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 health systems. Fellows will become recognized leaders, facilitating and promoting employers' selection of higher-quality, safer hospitals and health systems locally, regionally and nationally.

The Fellowship is named for Bruce E. Bradley, who was a founding member and past 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.

"Employers, both public and private, working together can provide a powerful and constructive force in driving improvement in patient safety, quality, cost and population health through transparency combined with incentives and support. With more employers engaged using consistent measures and expectations these efforts will achieve a higher level of success. I hope the fellowship will play a valuable role."

-Bruce Bradley
Patients’ View Impact Awards
Sponsored by the National Board of Medical Examiners (NBME)

**IMPACT**

**Winner**
Wendy Wooden

**Honorable Mention:**
Roberta Carson  
Catherine Duff  
Liz Minda

**PATIENT CHAMPION**

**Winner**
Payette

**PARTNERS IN HEALING**

**Winner**
Rebecca White  
*Honoring*  
Texas Children’s Hospital

**Honorable Mention**
Charisse N. Montgomery  
*Honoring*  
Promedica Toledo  
Children's Hospital  
And  
UH Rainbow  
Babies & Children’s Hospital

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Cristie Travis, MSHHA
CEO
Memphis Business Group on Health

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Chief Executive Officer, Global Health & Benefits
AON

Legal Counsel

Dan Roble, JD
Legal Counsel

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Leah Binder, MA, MGA
President & CEO
The Leapfrog Group

Jack Smith, MD, MMM
Director, Health Services Policy And Oversight
Department Of Defense
Regional Leaders

Regional Leaders are Leapfrog’s voice in their communities driving change for higher value health care.

Colorado Business Group on Health
Consumers’ CHECKBOOK
Dallas Fort Worth Business Group on Health
Employers Health Alliance of Arizona
Florida Health Care Coalition
Georgia Watch, Inc.
Greater Philadelphia Business Coalition on Health
Group Insurance Commission, Commonwealth of MA
Health Action Council
Health Policy Corporation of Iowa/Iowa Health Buyers Alliance
Healthcare21 Business Coalition
IBM
Lehigh Valley Business Coalition on Health Care
Maine Health Management Coalition
Memphis Business Group on Health
Mercer Health & Benefits (on behalf of Boeing)
Mid-Atlantic Business Group on Health
Midwest Business Group on Health
Nevada Business Group on Health
New Hampshire Purchasers Group on Health
New Jersey Health Care Quality Institute
Northeast Business Group on Health
Pacific Business Group on Health
South Carolina Business Coalition on Health
St Louis Area Business Health Coalition
The Alliance
The Economic Alliance for Michigan
Virginia Business Coalition on Health
WellOK, the Northeastern Oklahoma Business Coalition on Health
Wyoming Business Coalition on Health
Experts

Under the guidance of the nation’s leading quality and patient safety experts, Leapfrog continually advances its two hospital ratings programs: the Leapfrog Hospital Survey and the Leapfrog Hospital Safety Grade. The measures included in these initiatives are predicated on the latest science and harmonized with other national reporting entities.

Leapfrog could not do its work without the dedication of its passionate, volunteer Expert Panelists. We thank them for their work in ensuring that Leapfrog remains the leading independent voice for health care transparency.

**Leapfrog Expert Panelists**

Jennifer Bailit  
Anne Bane  
David W. Bates  
Debra Bingham  
John D. Birkmeyer  
Thomas Bleck  
David C. Classen  
Jeffrey Ecker  
Jane Dee Englebright  
Tejal Gandhi  
Valerie J. Gooder  
Kimberly D. Gregory  
Richard J. Holden  
Holly Kennedy  
Meeta Prasad Kerlin  
Craig Lilly  
Elliott K. Main  
Matthew D. McHugh  
Christina Michalek  
Arnold Milstein  
Peter Pronovost  
Patrick Romano  
Sara Singer  
Eric J. Thomas  
Timothy J. Vogus  
Marisa L. Wilson

Partners

Increased transparency and an aggressive push for value are changing health care as we know it. Leapfrog partners with organizations that share our vision for better health care, so that together, we can build a legacy for all Americans of the safest, highest-quality health care in the world.

The Partners Advisory Committee has helped Leapfrog grow our campaign to reduce early elective deliveries, introduce critical new measures to the Leapfrog Hospital Survey, pilot a new system of validating our data, and much more.

**Partners Advisory Committee**

Aetna Inc.  
American Medical Risk Company  
Anthem Inc.  
Cancer Treatment Centers of America  
Castlight Health  
Cigna Healthcare  
HCA  
Health Net, Inc.  
Nemours-A.I duPont Hospital for Children  
Oscar Insurance Corporation  
Patient Access Solutions  
Piedmont Healthcare  
UCLA Health  
UnitedHealthcare  
Vestagen Technical Textiles, LLC  
WebMD
2016 Annual Meeting Speakers

**Dave deBronkart**, known on the internet as e-Patient Dave, is the author of the highly rated Let Patients Help: A Patient Engagement Handbook and one of the world’s leading advocates for patient engagement. After beating stage IV kidney cancer in 2007 he became a blogger, health policy advisor and international keynote speaker. He is today the best-known spokesman for the patient engagement movement and has also testified in Washington for patient access to the medical record. A co-founder and chair emeritus of the Society for Participatory Medicine, e-Patient Dave has appeared in many news outlets and medical journals.

Dave's TED Talk Let Patients Help went viral, and for years was in the top half of the most viewed TED Talks of all time with over a half million views. In 2012 the National Library of Medicine announced that it's capturing his blog in its History of Medicine Division, and he was the Mayo Clinic's 2015 Visiting Professor in Internal Medicine.

**Dr. Neel Shah**, MD, MPP is an Assistant Professor at Harvard Medical School, and associate faculty at the Ariadne Labs for Health Systems Innovation. He is an expert in designing, testing, and spreading system interventions that improve the safety, affordability, and experience of patient care and a practicing OB-Gyn at Beth Israel Deaconess Medical Center.

Prior to joining the faculty, Dr. Shah founded Costs of Care, a global NGO that curates insights from clinicians to help delivery systems provide better care at lower cost. He has been profiled by the New York Times, CNN, the New England Journal of Medicine, and other outlets for his efforts to demonstrate how over-treatment can harm patients.

In 2015, Dr. Shah co-authored the book Understanding Value-Based Healthcare, which Don Berwick has called “an instant classic” and Atul Gawande called “a masterful primer for all clinicians.”

**Dan Diamond** is the author of “POLITICO Pulse,” the must-read morning briefing on health care politics and policy. He's also the creator of PULSE CHECK, the popular podcast that features weekly conversations with some of the most interesting and influential people in health care.

Before joining POLITICO, Diamond edited the Advisory Board Daily Briefing, served as the Advisory Board’s senior director of news and communications and created and hosted the popular Weekly Briefing health care podcast. He also covered health care policy, business, and strategy for FORBES. His work has appeared at Vox, Kaiser Health News and other publications.

Diamond is a graduate of the University of Pennsylvania and has been a guest on NPR, BBC, NBC Nightly News, the Dan Patrick Show, KQED's “Forum” and other programs. He was recently named a 2015-2016 fellow of the Association of Health Care Journalists.

**Pat Mastors** is Executive Director and Co-Founder of the Patients’ View Institute (GoPVI.org), a nonprofit dedicated to gathering, supporting and amplifying the patient voice in healthcare. PVI’s unique approach combines the power of patient stories with the power of data to provide unprecedented, actionable insight into what patients want, need, and have the right to expect.

Pat serves as a voice for patients' perspective for many national organizations including NQF and the Partnership for Patients. An award-winning broadcast journalist prior to her work in patient engagement, she worked successfully to pass two patient safety laws in her home state of Rhode Island, developed a patented bedside tool to empower patients to have better experiences, and is author of a critically acclaimed book on how the health care industry can better partner with patients to drive positive change in health care.
Over the last ten years, hundreds of hospitals have been named a Leapfrog Top Hospital, with many achieving the accolade several years in a row. Top Hospitals have better systems in place to prevent medication errors, higher quality on maternity care and high-risk procedures, and lower readmission rates.

The award is not given to a set number of hospitals, but rather, to all hospitals that meet the high standards defined in each year’s Top Hospitals Methodology. Top Hospitals are recognized in four categories: Top Children’s Hospital, Top General Hospital, Top Rural Hospital, and Top Teaching Hospital.

Leapfrog congratulates the 2016 Top Hospitals and commends these facilities for their commitment to patient safety and quality!
TOP TEACHING HOSPITALS

**CALIFORNIA**
Kaiser Foundation Hospital - Fremont
Kaiser Foundation Hospital - Vacaville
Kaiser Foundation Hospital - Roseville
Kaiser Permanente Foundation Hospital, Downey Medical Center
Kaiser Foundation Hospital - Vallejo
Eisenhower Medical Center
Kaiser Foundation Hospital - San Francisco
California Pacific Medical Center - California Campus
Kaiser Foundation Hospital, Orange County - Irvine
Kaiser Permanente Fontana Medical Center
Kaiser Foundation Hospital, Orange County - Anaheim
Loma Linda University Surgical Hospital

**MICHIGAN**
Metro Health Hospital
University of Michigan Hospitals and Health Centers

**MISSOURI**
SSM Health St. Mary’s Hospital - St. Louis

**NEW JERSEY**
Morristown Medical Center
Saint Barnabas Medical Center
Virtua Voorhees Hospital

**OREGON**
Providence Portland Medical Center

**RHODE ISLAND**
Rhode Island Hospital

**SOUTH CAROLINA**
Greenville Memorial Hospital

**VIRGINIA**
Virginia Hospital Center - Arlington Health System

**WASHINGTON**
Virginia Mason Medical Center

**COLORADO**
Saint Joseph Hospital

**FLORIDA**
Orlando Health Winnie Palmer Hospital for Women and Babies

**ILLINOIS**
University of Chicago Medical Center
Rush-Copley Medical Center
Presence Saints Mary and Elizabeth Medical Center

**LOUISIANA**
Tulane Lakeside Hospital
ARIZONA
Page Hospital

CALIFORNIA
Mark Twain Medical Center

COLORADO
Colorado Plains Medical Center

ILLINOIS
Richland Memorial Hospital

KENTUCKY
Manchester Memorial Hospital

MAINE
Stephens Memorial Hospital
Pen Bay Medical Center
Charles A. Dean Memorial Hospital
Bridgton Hospital
Mayo Regional Hospital
Sebasticook Valley Health
LincolnHealth

MICHIGAN
MidMichigan Medical Center - Gladwin
Spectrum Health Gerber Memorial
Spectrum Health Reed City Hospital

OHIO
Ohio Health - Marion General Hospital
Ohio Health Shelby Hospital

TENNESSEE
Milan General Hospital

TEXAS
Pampa Regional Medical Center

WISCONSIN
Beaver Dam Community Hospitals, Inc.

WYOMING
Torrington Community Hospitals
“Leapfrog Top Hospitals are a shining example of the safe, high quality care that all patients deserve when they visit a hospital.”

Laurel Pickering
Chair, Leapfrog Board of Directors and President & CEO, Northeast Business Group on Health

CALIFORNIA
Children’s Hospital of Orange County

DISTRICT OF COLUMBIA
Children’s National Health System

FLORIDA
Nemours Children’s Hospital, Orlando
Golisano Children’s Hospital of Southwest Florida
Orlando Health Arnold Palmer Hospital for Children

ILLINOIS
Ann & Robert H. Lurie Children’s Hospital of Chicago

OHIO
Cincinnati Children’s Hospital Medical Center
Nationwide Children’s Hospital

TENNESSEE
Monroe Carell Jr. Children’s Hospital at Vanderbilt
ARIZONA
Banner Heart Hospital

CALIFORNIA
Kaiser Permanente Woodland Hills Medical Center
Kaiser Foundation Hospital - West Los Angeles
Sharp Memorial Hospital
Sharp Mary Birch Hospital for Women and Newborns
Natividad Medical Center
Kaiser Permanente Panorama City Medical Center
Dominican Hospital
Marin General Hospital
Sutter Maternity & Surgery Center of Santa Cruz
Kaiser Foundation Hospital - Baldwin Park Medical Center
Kaiser Permanente Ontario Medical Center

GEORGIA
Wellstar Douglas Hospital

ILLINOIS
Elmhurst Memorial Hospital
OSF St. Joseph Medical Center
AMITA Health St. Alexius Medical Center
Hoffman Estates
Rush Oak Park Hospital
Northwestern Medicine Delnor Hospital

INDIANA
Parkview Regional Medical Center
The Women’s Hospital

COLORADO
Medical Center of Aurora

FLORIDA
Florida Hospital North Pinellas
Florida Hospital Waterman
Fort Walton Beach Medical Center
Florida Hospital Fish Memorial
Cape Coral Hospital
Northwest Medical Center
Orlando Health South Seminole Hospital

GENERAL HOSPITALS
“It takes leadership, teamwork, and absolute dedication to patients to achieve this award.”

Leah Binder
President and CEO, Leapfrog Group

LOUISIANA
St. Elizabeth Hospital

MASSACHUSETTS
Beth Israel Deaconess Hospital Plymouth
Holyoke Medical Center

MAINE
St. Mary’s Regional Medical Center of Maine

MISSOURI
Mercy Hospital Washington

NORTH CAROLINA
Rex Hospital, Inc.

NEW JERSEY
Inspiria Medical Center Woodbury
Holy Name Medical Center
Shore Medical Center
Kennedy University Hospital - Stratford

NEW YORK
Catholic Health - Kenmore Mercy Hospital
OHIO
Grady Memorial Hospital
Dublin Methodist Hospital

OREGON
Kaiser Sunnyside Medical Center

PENNSYLVANIA
Pinnacle Health West Shore Hospital
Grand View Health
Doylestown Hospital

TEXAS
Medical City Lewisville
Dallas Regional Medical Center
Medical City McKinney
Las Palmas Medical Center

UTAH
Lone Peak Hospital
Salt Lake Regional Medical Center

VIRGINIA
Bon Secours St. Mary’s Hospital of Richmond
Henrico Doctors’ Hospital
Retreat Doctors’ Hospital
Parham Doctors’ Hospital

WISCONSIN
Bellin Memorial Hospital
Working together to provide greater value for consumers and increased transparency in the health care marketplace.

In 2000, members of Business Roundtable founded The Leapfrog Group to make the U.S. health care system better. We are proud that, working together, we have made a positive impact on the health care that millions of Americans enjoy. We look forward to delivering more value and transparency in the future.

Congratulations to The Leapfrog Group on your annual meeting and Top Hospital Awards.

John Engler, President
Business Roundtable

Learn more at brt.org
Providing pediatric specialty care in Delaware, Pennsylvania, New Jersey, Maryland and Florida.

HCA Salutes our 2016 Leapfrog Top Hospitals

Fort Walton Beach Medical Center  Northwest Medical Center
Henrico Doctors' Hospital  Parham Doctors' Hospital
Las Palmas Medical Center  Retreat Doctors' Hospital
Medical City Lewisville  Tulane Lakeside Hospital
Medical City McKinney
A CENTURY OF INNOVATION.

Congratulations to Boeing on its centennial.

Virginia Mason would like to thank Boeing for its continued support in our shared goals of quality, safety, customer satisfaction, staff satisfaction and cost effectiveness.

Join us as we stand with Boeing, fully committed to the best health outcomes and value for our employees and patients — for the next century and beyond.
When it comes to helping individuals reach their full potential, Cigna is with you all the way. So we’re proud to be part of the Leapfrog Group’s 2016 Annual Meeting and Top Hospital Awards. Together, we’re helping everyone enjoy safer, healthier, more fulfilling lives.

Proud sponsor of all those who never let cancer slow them down.

Cassandra Foy, Pancreatic Cancer Patient and Avid Walker

In Memoriam: Reva Winkler, MD, MPH

Dr. Reva Winkler was a senior director for quality measurement at the National Quality Forum who led the NQF’s first perinatal project. As a result of her expertise in perinatal measurement and quality improvement, Reva was invited and served as a valued member of The Leapfrog Group’s Maternity Care Expert Panel from 2014 until her unexpected passing on September 24, 2016. During her tenure on Leapfrog’s Maternity Care Expert Panel, Reva helped to shepherd through the addition of NTSV Cesarean Section Measure to the Leapfrog Hospital Survey, resulting in the first ever national publication of cesarean rates by hospital.

The Leapfrog Group, our board and members, along with the Maternity Care Expert Panel, thank Dr. Winkler for her commitment to improving the safety and quality of healthcare for patients and families.

Cancer Treatment Centers of America® (CTCA) is proud to stand beside The Leapfrog Group in our shared commitment to the delivery of high quality person-centered care. CTCA® congratulates Leapfrog for providing transparency and easy access to health care information, empowering patients everywhere.

To learn more about CTCA, please visit cancercenter.com.

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**Leapfrog Champions**

**HCA** salutes each one of our hospitals receiving 2016 Top Hospital recognition and the work they do each day to advance our mission. “Above all else, we are committed to the care and improvement of human life.

- Fort Walton Beach Medical Center
- Henrico Doctors’ Hospital
- Las Palmas Medical Center
- Medical City Lewisville
- Medical City McKinney
- Northwest Medical Center
- Parham Doctors’ Hospital
- Retreat Doctors’ Hospital
- Tulane Lakeside Hospital

**Aetna** is committed to promoting patient safety and supporting the efforts of Leapfrog.

We’re transforming health care by creating innovative payment models across the country. These models encourage quality, affordable care and the best customer experience. We focus on providers who are committed to payment strategies based on value, not volume.

We continue to educate our employees, members and providers about Leapfrog and its Hospital Safety Grade program.

**Northeast Business Group on Health** is proud to support The Leapfrog Group and its critical mission to drive giant leaps forward in the quality and safety of American health care. We salute its leadership in building a transparency movement. Congratulations to Boeing on 100 years of aerospace innovation. Boeing’s constant pursuit of employee health and excellence in the healthcare system is a model for employers nationwide.
Leapfrog expresses our gratitude to founding member The Boeing Company as it commemorates a century of innovation.

Thank you for your pioneering leadership in making giant leaps forward in the health care of all Americans!