

THE LEAPFROG GROUP

Vice President Finance and Operations

Leadership Profile

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WittKieffer

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The Opportunity

The Leapfrog Group, headquartered in Washington, D.C., seeks an entrepreneurial, growth oriented and hands-on leader to join an accomplished senior management team as their new Vice President, Finance and Operations. This is a unique opportunity to join a well-established and highly respected organization that has become one of the nation's premier advocates of patient safety and transparency in health care. Celebrating its 25th anniversary this year, The Leapfrog Group was founded by employers and other purchasers to advance leaps forward in patient safety. Through the annual Leapfrog Hospital Survey and the Leapfrog ASC Survey, Leapfrog collects and analyzes performance data and then publishes ratings by facility on safety and quality. Leapfrog is best known for the Leapfrog Hospital Safety Grade, an A, B, C, D, or F grade assigned every six months to all general hospitals in the country on how safe they are for their patients. Leapfrog's novel approach to improving health care in America has demonstrated effectiveness in improving safety and quality nationally.

Despite its relatively small size, Leapfrog has significant influence and an exceptionally high profile. The organization relies on a mix of employees, consultants, and external experts as well as numerous volunteers and advisory committees to maintain a strong reputation for adherence to evidence and upholding the highest standards for quality and safety. With The Leapfrog Group's success, growing more than 10% per year for the past decade, the organization has launched a national search to recruit a VP, Finance and Operations. This leader will ensure the financial infrastructure is in place to enable Leapfrog to meet its strategic goals and grow to do even more, while also capturing operational best practices so future initiatives can build from successes. The VP will have responsibility for strategic financial leadership, including long term and short term budgeting and planning, and oversight of accounting, audit and bookkeeping. The role also leads operational functions, including human resources, contracting, and other functions as assigned. The VP will provide strategic counsel and support to the CEO and senior leadership team, and work with the CEO on key Board functions including oversight of the Board Finance and Audit Committee and strategic planning. This VP must handle complex situations and multiple responsibilities simultaneously, mixing long-term projects with the urgency of immediate demands. This role demands the demonstrated ability to deal with highly confidential information and act as a liaison between the CEO and other constituencies, both internal and external.

The ideal candidate will be a seasoned leader who is comfortable with a small organization in growth mode, able to see the big picture strategically while maintaining oversight of structures and processes. This role demands a seasoned leader with strong business acumen, a pragmatic approach to problem-solving, and proven success in financial leadership roles for a multifaceted organization. Familiarity with nonprofit finance and understanding the dynamics and work ethic required in a lean and fast-moving organization are keys to this VP's success. The VP will be a business partner who can assess the financial implications of new and existing business opportunities, enabling leadership and the board have the strategic information to make timely decisions. The VP will reinforce a collaborative culture that encourages all to take that extra step, dive into the details as needed and truly operate as a team. This person must have exceptional communication, presentation and relationship management skills. This is an exciting opportunity for passionate and mission-driven executive to join one of the healthcare industry's most respected drivers of change, with the real opportunity to build a new future and make a life-saving difference in the quality of health care in the U.S.

Preference for a D.C.-based executive, relocation package is available. Will consider remote working arrangements as long as they are able to travel frequently to D.C. for needed strategy sessions and to build the internal/external relationships needed.

Organization Overview

The Leapfrog Group is a nonprofit watchdog organization that serves as a voice for health care consumers and purchasers, using their collective influence to foster positive change in U.S. health care. Leapfrog was founded in 2000 by a group of leaders from large and medium sized employers. With support from The Business Roundtable, they formed Leapfrog to demand dramatic improvement in safety and 100% transparency from hospitals. Leapfrog's name comes from the idea of taking giant leaps forward. While many feel that health care typically moves at an iceberg-like pace, Leapfrog is driven by big change - change that has the potential to impact thousands, if not millions of people.

Employers and other purchasers spend billions of dollars on health care every year, yet studies suggest nearly one-third of health care spending is wasteful due to unnecessary procedures, administrative costs, medical errors, and even fraud. Preventable medical errors kill more than 200,000 people every year. Leapfrog is fighting to build a movement for better, more affordable health care by building a market for excellence. Working with dozens of regional leaders, which are typically business coalitions on health, Leapfrog advocates for health care transparency so people can make informed choices about where to seek care.

Leapfrog's bold transparency has helped trigger giant leaps forward in the safety, quality, and affordability of U.S. health care. Because of Leapfrog's groundbreaking work, it is now common for hospitals and ambulatory surgery centers (ASCs) to openly compete by highlighting their patient safety. The Hospital Safety Grade offers critical life-saving information that people need and deserve, life-saving data for life-saving choices. The Leapfrog Group has accomplished this while maintaining a lean infrastructure and setting a standard for high quality work.

Mission:

To trigger giant leaps forward in the safety, quality and affordability of U.S. health care by using transparency and drive a market for excellence.

Vision:

The Leapfrog Group envisions a future where purchasers will tie health care investment to excellence and educate their employees on choosing the best care. Health plans will support purchasers in their efforts to reward high performance and empower employees. Consumers will fight for the best care for themselves and their families. Providers will be courageous in championing transparency and leading groundbreaking improvements.

By living the vision, all of us will work to give the next generation the safest, highest-quality health care system in the world.

We envision a future where all Americans fight for the best care for themselves and their families. All employers will tie their health care investment to excellence. All providers, including hospitals and ambulatory surgery centers, will put patients first with courage and candor. We envision a day when transparency is the norm, Leapfrog is a household name, and preventable death and suffering is consigned to the dustbins of history.

PROGRAMS

Leapfrog Hospital and ASC Surveys

The Leapfrog Hospital Survey, Leapfrog's hallmark public reporting initiative, was launched in 2001 and collects and publicly reports by hospital on the quality and safety of inpatient care. In 2019, Leapfrog made the strategic decision to begin collecting data on quality and safety of outpatient surgery and ambulatory surgery centers. Questions on outpatient surgery were added to the Leapfrog Hospital Survey, and Leapfrog launched a new

annual Leapfrog ASC Survey. Both the Leapfrog Hospital Survey and the Leapfrog ASC Survey assess safety and quality based on national, evidence-based measures that are of specific interest to employers, health care purchasers, and consumers. Since this is data employers cannot find anywhere else.

Leapfrog works with Regional Leaders, national expert panels, the research faculty at Johns Hopkins Medicine, and other key constituents to develop Survey content and ensure it has impact. Participating hospitals and ASCs are eligible to be considered for awards programs, most of which are presented at Leapfrog's Annual Meeting in December each year. The highest-performing hospitals and ASCs on the Surveys are recognized with the prestigious Leapfrog Top Hospital and Top ASC awards. These awards are given to all teaching, general, rural and children's hospitals and all ASCs that meet the high standards defined in each year's Top Hospital Methodology.

For general hospitals, some but not all the data from the Leapfrog Hospital Survey is used for another separate Leapfrog initiative, the Hospital Safety Grade.

Hospital Safety Grade

Since 2012, Leapfrog has been publishing the Leapfrog Hospital Safety Grade, a letter grade assigned to nearly 3,000 general acute-care hospitals across the nation. The Leapfrog Hospital Safety Grade is an "A", "B", "C", "D", or "F" grade awarded twice a year to general hospitals on how well they protect patients from preventable errors, injuries, and infections. Today it is the gold standard measure of patient safety, and the impact has been profound. It is the only hospital ratings program based exclusively on hospital prevention of medical errors and harm to patients. It is fully transparent and free to the public, and grades are updated biannually in the fall and in the spring. Tens of millions of Americans and thousands of employers and other purchasers use the Safety Grade. More than half of all hospitals report using the Safety Grade or other Leapfrog ratings in CEO performance evaluations. Safety Grade changes are reported in thousands of media outlets and coverage includes AARP Magazine, USA Today, The New York Times, and Modern Healthcare. Hospitals use billboards, digital advertising, and public events to advertise their Safety Grade to the public and highlight the importance they put on patient safety. This year alone over 400 hospitals across the country touted their Safety Grade in these ways. Never in history has the issue of patient safety been so prominent.

Revenue Model

Leapfrog has two main strategies for sustaining and growing its operations 1) traditional forms of nonprofit giving, and 2) sales of key intellectual property.

On the traditional side, Leapfrog receives revenue from the following:

- Dues and other donations from industry partners such as solutions vendors, health plans, and provider organizations, that form the Leapfrog Partners Advisory Committee.
- Annual meeting registrations, sponsors, and exhibitors.
- Individual donations solicited in its development campaign.
- Grants and contracts from foundations and others, tied to completion of specific projects.

Sales of key intellectual property include:

- Licensure fees assessed to health plans, publishers, and others integrating Leapfrog data into their public reporting or internal strategic planning.

- Accolade fees for Leapfrog award recipients that wish to showcase the award badge in advertising and other promotions.
- Reports and analytics derived from Leapfrog data.

Leapfrog revenues have grown at an average rate of 10% per year for the past decade, and there are opportunities to accelerate that growth in the future. The VP of Finance and Operations will play a key role in balancing strategic vision with financial opportunities.

Position Summary

Reporting to the CEO, the VP Finance and Operations will work closely with colleagues on the executive team and have primary responsibility for management oversight and strategic direction of the organization's finances. The VP will serve as a business partner to the CEO and Board, someone with gravitas who can assess the financial implications of new and existing opportunities, displaying a willingness to dig into the details as needed and collaborate with others to achieve organizational goals. This VP will develop, review and refine policies and procedures related to accounting, budgeting and financial planning. The VP will lead the development and preparation of long-range financial models and financing strategies that advance the organization's strategic goals and priorities. Extraordinary communication skills are needed and this executive must be able to convey complex financial information to all audiences, at their level, so they can quickly grasp the benefits and potential outcomes.

- Along with a strong grasp of nonprofit finance, this leader should also have operations prowess and an entrepreneurial orientation with the ability to build excitement among employees, board, and stakeholders.
- Working with dotted line authority with team members across the organization who are accomplished at operations, shepherd resources including outside consultants for accounting, HR, legal issues, and other functions, while determining allocation of resources for in-house finance and operations. This VP will look for opportunities to clarify or streamline procedures, operationalize new initiatives, and help communicate them clearly throughout the organization. This VP must be comfortable in a small, team-oriented environment, assuring the infrastructure is there for today's needs, while putting scalable processes and systems in place. This will be a seasoned leader, someone who is comfortable in a nonprofit where everybody pitches in where needed. The leader must be comfortable with change-management to scale key organizational needs and infrastructure, understanding when key functions need to be brought in house, when the best decision is to outsource others and can make the business case to add key resources.
- This executive will work closely with the CEO to meet strategic objectives, building the infrastructure representative of a best-in-class organization. The VP must serve as a partner across the organization, bringing a customer service focus with a determination to find creative solutions.
- While there is a preference for a DC-based executive, remote working arrangements will be considered as long as the VP understands the need to travel frequently to DC for needed strategy sessions and to build the internal/external relationships needed.

Other significant responsibilities include:

- Develop and implement a dynamic financial and operational plan, with the necessary systems to support activities. Lead initiatives to create, review and refine policies and procedures related to accounting, budgeting, financial planning, financial controls, audits and investments. Assure all regulatory filings/reporting has been successfully completed and contractual obligations have been met.

- Define the financial strategy and processes, working collaboratively across the organization. Support continuous development and critique of strategy, goals and priorities; drive strategy implementation, partner engagement and evaluation of new and emerging opportunities. This work will include alignment of day-to-day functions and resolution of barriers to action. Proactively share three- and six-month forecasts, communicating projections and proactively informing the CEO on performance.
- Direct and report analysis that support growth strategy, including market, political and public policy assessments; assist in identifying and assessing partners to execute and scale strategy.
- Exhibit executive project management expertise. Act on the authority of the CEO to oversee projects that typically require cross-functional collaboration and resource allocation. Proactively contribute where possible and provide project planning and management for both departmental projects and initiatives. Must be able to take advantage of windows of opportunities, while assuring the quality of the deliverables meet The Leapfrog Group's high standards.
- Display exceptional contract management and negotiation skills. In consultation with CEO, legal counsel, and internal team members, negotiate and sign contracts that assure cost-effective results from existing and/or new vendors, consultants, as well as strategic customers or prospective partners.
- Own processes for rapid and effective decision-making related to new and emerging opportunities; identify and implement opportunities for continuous improvement.
- Speak and/or represent Leapfrog at select engagements and media opportunities.
- Insist on high-quality deliverables, taking ownership to ensure that everything that leaves Leapfrog meets the quality standards associated with the group.

Goals and Objectives

In the first 12-18 months, the VP will be expected to focus on the following:

- Gain a solid understanding of Leapfrog, its culture and values by building trusted relationships and being seen as an enthusiastic, visible and approachable ally. Demonstrate an appreciation for the history and impact, respecting the unique role Leapfrog has played in healthcare over the past two decades and the team-oriented approach they embrace.
- Earn the trust of the team by demonstrating a solid grasp of the financial requirements and displaying sophisticated project leadership expertise.
- Immediately address the processes and tactical accounting issues that have emerged with the organization's growth, especially around revenue cycle, collaborative budgeting, and audited financials. Enable leadership to have confidence in, and quick access to, revenues, grants and project performance. Get timely financial information to aid others in budgets, project staffing, and other business decision-making data. Participate in the strategic planning process, ensuring that business planning and finance are in lockstep with the rest of the organizational goals.
- Assume responsibility for all contract, budgeting, forecasting and revenue cycle activities, shaping the direction of finance and operations and putting the building blocks in place to enable growth.
- Assess the recently implemented Netsuite enterprise software product, determining whether it is appropriate for the organization's needs going forward, and ensuring necessary training and supports for structuring financial operations.
- Be seen as a builder, someone who understands what levers to pull and enables the organization be more efficient. Delineates roles and responsibilities, clearly communicating deliverables and holding people accountable. Generates enthusiasm around creative new ideas and inspires team to join in.
- Focus on establishing long-term financial sustainability while maintaining short-term financial stability. Allow for the flexibility to quickly pivot and take advantage of opportunities presented, planning to make certain Leapfrog has the right resources to execute.

Candidate Qualifications

Education/Certification

- Bachelor's degree is required.
- Graduate degree in business administration, or an MBA with a specialization in a finance field is a plus.

Knowledge and Work Experience

- 10+ years' successful leadership-level experience in a for-profit, nonprofit, government agency or consulting firm. An understanding of health care delivery is preferred. The right candidate has a proven track record engaging teams, executing innovative projects, and developing strategy. Significant experience building out systems, teams and organizational infrastructure is required, generating excitement about new initiatives and inspiring others to contribute however possible.
- Experience and/or appetite to work in a flat organization with high-performing and experienced colleagues. High degree of comfort working in a fluid, fast-paced environment. Creatively leverages finances to enable the organization to do more. Passionately drives for excellence, managing the realities of deliverables vs. organizational and individual bandwidth.
- A record of accomplishment of growing, developing and successfully overseeing rapidly evolving operations. Entrepreneurial, creative and bold thinking. Expertise growing an organization and exceeding budget expectations.
- Direct experience managing core functions such as human resources, finance, operations, information technology, communications, contracts or project management are required. Must be adept in strategic financial management, including budgeting, financial analysis, persuasively structuring and presenting financial reports, revenue cycle and business planning. Meticulous attention to detail and ensuring performance checks/metrics are in place will be essential.
- Strong project management, relationship building and negotiation skills. Anticipates future consequences and trends and has incorporated them into the organizational plan with minimal disruption. Envisions and develops partnerships or alliances that further the mission. Strong risk analysis insights and creates partnerships to share risk, maximize financial investments needed.
- Exceptional interpersonal, oral and written communication skills. Strong presentation experience particularly in structuring and presenting financials
- Understanding of the business landscape around health care and other data is a plus
- A management style that is highly supportive, collaborative, aware and with clear expectations. A self-motivated, highly intelligent, secure individual who is team-oriented and has a passion for service excellence.
- Strong relationship builder with the ability to find common ground, build consensus and strengthen collaboration.
- Skilled in change management and understands how to successfully weave change into a growing, evolving environment.
- Experience in advocating and negotiating with a wide range of partners/influencers.

- Knowledge of NetSuite is a strong plus.

Leadership Skills and Competencies

- Strong passion for the mission of The Leapfrog Group which matches that of the team. Not driven by ego or personal accolades, but the success of the team. Displays an unwavering commitment to make the biggest impact possible.
- Gravitas, commitment and drive. An authentic leadership presence, confident and comfortable in a fast-paced environment. Able to course correct and change – one who will not get flustered with a dynamic environment. Asks tough questions, provides compelling answers and thinks through the implications.
- Passion for excellence: Believes in exceptional patient care, education, research, and service to the community. Highly intelligent, servant leader.
- Sense of humor, personable and collaborative. Knows when to effectively inject humor to reduce tensions and enjoys building collaborative working relationships.
- Someone who asks the questions that change the conversation, enables the group to view issues from a different lens. Poised and comfortable with healthy debate, can admit when they are wrong or a better solution is available.
- A builder and thought partner, bringing the team's best ideas to the table, prioritizing the deliverables, and translating that vision into action. The business savvy to be able to anticipate what internal/external resources are needed to deploy new strategic initiatives and in turn, create the management processes to best deliver on that project.
- A straightforward and open style with a track record of mentoring, developing and empowering staff, and building a team. Open door and approachable, seeks solutions. A consummate team builder who takes pride in the team's accomplishments, not their own need for recognition.
- Embraces new ideas and willing to try new approaches to care delivery and leadership. A person with the courage to stand by his/her convictions yet who is self-confident enough to take feedback from all levels of the organization. Resiliency and self-acceptance.
- Forward thinking; able to see the big picture, but also willing to roll up sleeves and dig into the details when necessary.

Procedure for Candidacy

Please direct all nominations and applications to John Fazekas and Melaney Mooradian through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

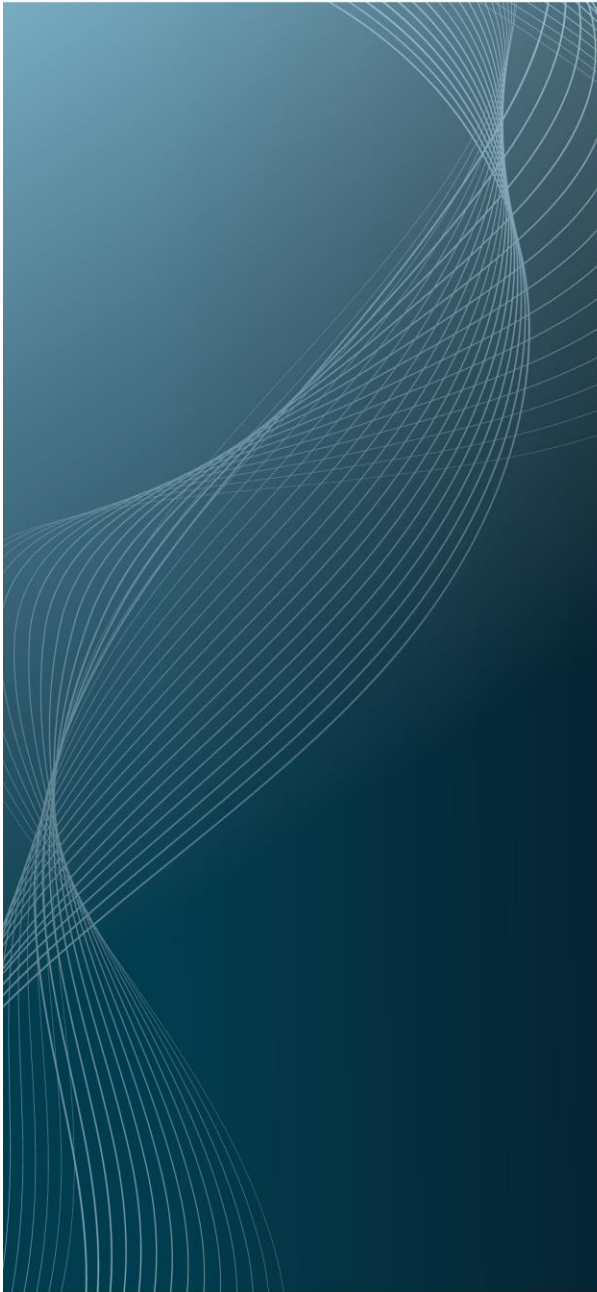
The salary will be in the \$225,000 - \$250,000 range, commensurate with experience. There is a highly competitive benefits package that includes paid parental leave, and 90% of health benefits premium paid by the employer, plus 10% contribution to 401K and bonus eligibility beginning after one year.

John Fazekas	Melaney Mooradian
Consultant	Senior Associate
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The Leapfrog Group is an Equal Opportunity Employer: Leapfrog will provide all applicants for employment and all employees with an equal opportunity regardless of sex, race, color, religion, national origin, age, marital status, personal appearance, sexual orientation, family responsibilities, disability, matriculation, political affiliation, source of income, place of business or residence.

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