LIVING the VISION

15TH ANNIVERSARY GALA & ANNUAL MEETING







DECEMBER 1-2 2015 · WASHINGTON, DC

JOIN THE CONVERSATION

Join us in celebrating our 15th Anniversary by tweeting or posting on Facebook with #LivingtheVision and #TopHospital to congratulate our class of 2015 Top Hospitals.

You can find us at @LeapfrogGroup.



www.leapfroggroup.org www.hospitalsafetyscore.org

forbes.com/sites/leahbinder blogs.wsj.com/experts/tag/leah-binder huffingtonpost.com/leah-binder

1660 L Street, NW Washington, D.C. 20036

Leapfrog thanks its lead sponsors for their extraordinary support:



More Than Leaders. Leadership.



LIVING the VISION

15TH ANNIVERSARY GALA & ANNUAL MEETING

DECEMBER 1-2 2015 CAPITOL HILTON WASHINGTON, DC



Laurel Pickering *Chair, Board of Directors*



Leah Binder *President and CEO*

WELCOME

In 1999, the Institute of Medicine (IOM) issued To Err Is Human, estimating that as many as 98,000 people died every year from avoidable errors in hospitals.

Reflecting on the IOM report, Bruce Bradley, then director of managed care plans at General Motors, punched some numbers in a calculator. He blinked. Could it be true? As Bradley recounted to the New York Times, approximately 500 people insured by GM this year would count among the dead. That's more than 40 avoidable fatalities a month in the GM family.

Enough is enough, Bradley decided. He partnered with the Business Roundtable and other "Founding Frogs"—like Arnold Milstein, Bob Galvin, Suzanne Delbanco, Chuck Buck, Lucien Leape, and many other leaders in business and academia—to launch The Leapfrog Group in November 2000. Bradley became our first board chair.

Leapfrog started with a set of simple, focused principles that at the time of our founding were considered outrageous, but today are mainstream: people should have access to information to make informed decisions about their health care. And purchasers should pay for the best outcomes at the best price.

Leapfrog launched the Leapfrog Hospital Survey in 2001, asking hospitals to voluntarily and publicly report on their performance on a set of three "leaps": whether the hospital had computerized physician order entry (CPOE), whether their ICUs were staffed appropriately with intensivists, and whether the hospital had enough surgical volume to safely perform certain high risk procedures. In that first year, 200 hospitals reported, and Leapfrog published the results.

This year over 1600 hospitals reported to the Leapfrog Hospital Survey, which still contains those three original leaps, along with new measures critical to purchasers and consumers, including infection rates, cesearean section rates, and mortality rates for high risk procedures. In 2012, Leapfrog launched the highly successful Hospital Safety Score, a letter grade assigned to all general hospitals rating how safe they are for patients.

While tools for consumers to compare among providers are ubiquitous today (thanks in no small part to Leapfrog's early and sustained advocacy of transparency), Leapfrog is still the one and only national purchaser-driven initiative to collect information from hospitals for the purpose of public reporting.

Leapfrog has a long way to go before the problem of patient safety is solved. But the vision that started our movement has changed the national conversation.

At our 15th Anniversary Gala and our 2015 Annual Meeting, we will gather with our many members, supporters, and friends, who have contributed so much to shape this destiny. We welcome our Gala keynote, Paul O'Neill, former Treasury Secretary and former CEO of Alcoa, reminding us why businesses embarked on the Leapfrog journey and where it might take us. We will reflect on the growing movement for consumerism and patient-centered care, and how high-performing hospitals can get even better.

We will recognize three of the most inspirational organizations Leapfrog has worked with in our 15 year history: Kaiser Permanente's Health Care System, The Consumer-Purchaser Alliance, and Maine State Employee Health Commission. We will honor the Leapfrog Top Hospitals for 2015—one of the most competitive distinctions a hospital can receive. And with our partner the Patient Voice Institute, we recognize the enormous power of a patient story.

Last but not least, we honor our historical leadership by embracing our future leadership. We launch the Bruce Bradley Fellowship for mid-career executives who will shape and execute new innovations in strategic purchasing.

The Bruce Bradley Fellows will pull out calculators just as Bruce Bradley did. But with leadership, boldness, and strategy, they will count not only lives lost, but lives saved.

Ultimately, that is why all of us are part of the Leapfrog movement.

Thank you for your support.

Laurel Pickering

Lourel Pakering

Chair, Board of Directors

Leah Binder

President and CEO

THE LEAPFROG GROUP 15TH ANNIVERSARY GALA

Tuesday, December 1st, 2015

Lead Sponsor: Business Roundtable

Emcee: Cristie Travis, Vice Chair, Board of Directors

Cocktail Reception

Launch of the Bruce E. Bradley Fellowship

Laurel Pickering, Board Chair, The Leapfrog Group
Bruce Bradley, Founding Member & Past Board Chair, The Leapfrog Group

Dinner

15th Anniversary Gala Keynote

Paul O'Neill, Former Secretary of the Treasury; Former CEO and Chairman, Alcoa

Living the Vision Awards

Transparency: Consumer-Purchaser Alliance
Excellence: Kaiser Permanente Health System
Value: Maine State Employee Health Commission

Adjourn

SPECIAL THANKS TO OUR GALA HOST COMMITTEE

Michelle Martin (Chair)
Laurel Pickering
Cristie Travis
Jill Berger
David Goldhill
Arnold Milstein
David Knowlton

OUR FIRST 15 YEARS

2000

Fifteen years ago, a group of bold business leaders came together with a vision to transform health care. Believing in the power of transparency to drive giant leaps forward in safety and quality of care, these pioneers created The Leapfrog Group...



months later, testifies before Congress on health care-associated infections. Leapfrog also debuts the CPOE Evalution Tool for hospitals.

Leapfrog's Never Events Policy is launched, and hundreds of employers, plans, and hospitals agree to adhere to it. A question about the policy is added to the Leapfrog Hospital Survey, and 52% of hospitals report adherence to the Leapfrog policy. Later that year, CMS announces it will stop paying for eight types of Never Events starting October 1, 2008.

Launches first Top Rural Hospital Awards.

2008

2007

2009

2010

Celebrates 10 Year Anniversary and awards Top Hospitals of the Decade: Virginia Mason Medical Center and University of Maryland Medical Center



2011

2012

2013

Launches the Hospital Safety Score, first-of-its-kind letter grades assigned to over 2,500 hospitals on how safe they are for patients.



The Leapfrog Hospital Survey debuts with three "Leaps": Computerized Physician Order Entry, Evidence-Based Hospital Referral, and ICU Physician Staffing. Seven "Regional Roll-Outs" target 496 hospitals across the nation to complete the Survey.

Announces it will expand the three original "Leaps" to nclude National Quality Forum's (NQF) Safe Practices for Better Healthcare on the Leapfrog Hospital Survey.

2001

2002

2003

The number of targeted hospitals nearly doubles, and Leapfrog premieres its public reporting website to advance health care transparency.



Introduces the Health Plan Users Group to evaluate health plans on their efforts to incorporate Leapfrog data in their member tools, tiering, and pay for performance programs.

2006

2005

2004

The 31 Regional Roll-Outs hit a major milestone, targeting more than 50% of the beds in U.S. hospitals. Leapfrog also announces its first ever Top Hospitals.

Launches the Leapfrog Hospital Recognition Program to help health plans, employers, and other large purchasers identify the highest-value hospitals in individual markets and across the country.

2014

2015

Releases first-ever nationa standardized cesarean section rates by hospital, and launches the On-site Data Verification Pilot Program with DHG Healthcare.



Thanks to partnership with March of Dimes and Childbirth Connection and the unflagging efforts of its Regional Roll-Outs across the country, Leapfrog reports a dramatic decline in early elective deliveries – from a national rate of 17% in 2010 to 4.6% in 2013.



DHG healthcare

PROUDLY SPONSORS

THE LEAPFROG GROUP'S 15TH ANNIVERSARY GALA AND ANNUAL MEETING

BELIEVING IN THE POWER OF TRANSPARENCY, VALUE AND EXCELLENCE



DHG Healthcare is a diverse and accomplished team of experienced professionals nationally recognized as trusted advisors in the delivery of healthcare consulting, assurance and tax services.



THE LEAPFROG GROUP 2015 ANNUAL MEETING

Wednesday, December 2nd, 2015

Lead Sponsor: DHG Healthcare

10:30 am Welcome

Laurel Pickering, Board Chair, The Leapfrog Group

10:35 am Leapfrog: The Year in Review

Leah Binder, President and CEO, The Leapfrog Group

11:00 am A New Sheriff for Health Care?

David Goldhill, CEO, The Game Show Network and co-editor of *New York's Next Health Care Revolution*

11:45 am Buffet Luncheon

12:15 pm Reporting for the New Health Care Consumer

Moderator: Paul Howard, Senior Fellow, Manhattan Institute and co-editor of *New York's Next Health Care Revolution*

- Patricia Salber, The Doctor Weighs In
- · Jayne O'Donnell, USA Today
- Jordan Rau, Kaiser Health News

1:15 pm From Factories to Health Systems: How Lean Principles Can Drive Giant Leaps Forward in Quality and Safety

Mark Graban, award-winning author, consultant and blogger

2:15 pm Break

2:30 pm Patient Voice Impact Award

Pat Mastors, Patient Voice Institute

Leah Binder, President and CEO, The Leapfrog Group

2:45 pm Bringing Patients to the Boardroom

Moderator: Martin Hatlie, CEO of Project Patient Care

- Alison S. Tothy, MD, Associate Chief Medical Officer; Patient Experience and Engagement Program, University of Chicago Medicine
- Sue Murphy, RN, BSN, MS, Executive Director of Clinical Experience and Patient Education, University of Chicago Medicine
- Bob and Barb Malizzo, Patient Advocacy Leaders

3:45 pm : Presentation of Top Hospital Awards

Introduction by Vernon Williams

Awards presented by leading Leapfrog members

5:25 pm Closing Words
Leah Binder, President and CEO, The Leapfrog Group

LIVING THE VISION AWARDS

With our inaugural "Living the Vision" awards, we are privileged to honor those that are living out the principles of the Leapfrog movement:

Transparency, Value, and Excellence.

OUR VISION

Purchasers will tie health care investment to excellence and educate their employees on choosing the best care.

Consumers will fight for the best care for themselves and their families.

Health plans will support purchasers in their efforts to reward high performance and empower employees.

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.



The Consumer-Purchaser Alliance

C-P Alliance has been a tireless and effective leader ensuring that purchaser and consumer interests are represented at the national level. It has fought for better public reporting and use of measures by CMS and other organizations so that consumers and purchasers can access the critical information they need to make informed health care choices. The C-P Alliance provides education and expertise to its participants, many of whom are also Leapfrog's members and Regional Roll-Outs. It has also supported Leapfrog in some of its toughest battles, including safeguarding the public reporting efforts around certain Never Events.



Kaiser Permanente's Health Care System

Kaiser has demonstrated consistently outstanding performance throughout its network of hospitals. Virtually all Kaiser Permanente hospitals achieve "A" grades on the Hospital Safety Score, and a staggering number are recognized every year as Leapfrog Top Hospitals. Moreover, Kaiser advocates for more and better measurement, continually working with Leapfrog and others to recommend and scrutinize measures. Kaiser Permanente even volunteered as a system for Leapfrog's on-site data verification program—further evidence of its deeply held commitment to transparency in its record of safety and quality. Kaiser demonstrates that not only individual hospitals can achieve giant leaps forward in quality, but so can hospital systems.



Maine State Employee Health Commission

The Maine State Employee Health Commission has been a phenomenal advocate for value-based care, tying hospital performance to payments by purchasers and payers. For many years, they have used Leapfrog results to inform their hospital ranking and benefit tiering program, making it affordable and appealing to visit a higher-quality hospital. Maine hospitals have taken the program to heart, and are shown to be continuously improving on key patient safety and quality indicators. Maine is the top-ranked state for percentage of A's on the Hospital Safety Score, and had nine hospitals represented on Leapfrog's 2014 Top Hospital list. Their longtime commitment to pursuing value has ensured that the citizens of Maine receive the safest, highest-quality hospital care.

BRUCE BRADLEY FELLOWSHIP



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

BRUCE BRADLEY FELLOWSHIP CLASS OF 2016

Lorrie Marquis

Maine Health Management Coalition

Michelle Probert

General Dynamics - Bath Iron Works

Dylan Landers-Nelson

National Business Group on Health

PATIENT VOICE IMPACT AWARD

Presented in partnership with the Patient Voice Institute (PVI), the first annual Patient Voice Impact Award recognizes a winning patient's written story or video based on its exceptional capacity to advance the impact of the patient voice in health care.

"As one patient, we can feel alone in our experiences, with little opportunity to be heard or to make a difference. This project creates a community of patients where we can pool, organize and share our unique stories, voices and talents, creating a powerful new resource that can be tapped for the benefit of ensuring the patient voice is heard, and strengthening our collective impact at the same time." - Pat Mastors, executive director of the Patient Voice Institute (PVI)

2015 PATIENT VOICE IMPACT AWARD WINNER



Rick Stone

Rick Stone is the Chief Innovation Officer for Synensis, and is a nationally recognized speaker on the power of storytelling and its applications in health care and business. Rick has authored *The Healing Art of Storytelling, Stories: The Family Legacy, The Kingdom of Nowt*, and co-wrote *The Patient Survival Handbook* with Synensis's CEO Stephen Powell. Rick's poignant story about his own father's end of life experience offers important insights for both care teams and families.





THANK YOU TO OUR 15TH ANNIVERSARY GALA SPONSORS

GOLD SPONSORS



More Than Leaders. Leadership.



SILVER SPONSORS





Nemours. Children's Health System



BRONZE SPONSORS











FRIENDS OF LEAPFROG

Health Net, Inc.
Aetna
The Segal Group
Graphcom
Stern Strategy Group
Beacon Health

BRUCE BRADLEY FELLOWSHIP

Northeastern Business Group on Health Leah Binder Cristie Travis Keith Reissaus Bill Finck Laurel Pickering Irene Fraser

We would also like to recognize the generous funding from Business Roundtable, the Robert Wood Johnson Foundation, and The Commonwealth Fund that made The Leapfrog Group possible 15 years ago.

THANK YOU TO THE **LEAPFROG FAMILY**



2015-2016 BOARD OF DIRECTORS

Laurel Pickering, MPH (Chair)

President & CEO

Northeast Business Group on Health

Leah Binder (Ex-officio)

President & CEO

The Leapfrog Group

Bill Bonk (Chair, Governance Committee)

Former Director, Global Benefits Exelis, Inc.

Ford Brewer

Chief Medical Officer

Premise Health

Elizabeth Casteel (Secretary)

VP. Human Resources

Fedex Corporation

Gov. John Engler (Former MI Governor)

President

Business Roundtable

William H. Finck, MBA, CPA (Immediate Past

Chair)

President

WHF Healthcare LLC

Irene Fraser

AHRQ (Retired)

David Goldhill

President & CFO

Game Show Network

Martin J. Hatlie, JD (At-Large)

Project Patient Care

David Hopkins (Co-Chair, Safety Score Committee)

Senior Advisor

Pacific Business Group on Health

Frank Johnson (Chair, Business Development *Committee*)

Director of System and Payment Reform Maine Health Management Coalition

Marsha Manning (Treasurer)

Manager, Medical Benefits & Strategy University of Michigan

Michelle Martin

Vice President, HR Specialty Services **CBS** Corporation

Susan C. Reinhard, RN, PhD, FAAN

Senior Vice President and Director

AARP Public Policy Institute

Chief Strategist, Center to Champion Nursing In America

Maureen Ryan

Senior Client Partner

Korn/Ferry

Linda J. Schwimmer

President & CEO

New Jersey Health Care Quality Institute

Cristie Travis (Vice Chair, Former Board Chair)

Memphis Business Group on Health

Legal Counsel

Dan Roble

Liaisons To The Board

Jack Smith, MD, MMM

Director, Health Services Policy and Oversight Defense Health Headquarters

William Kassler

Chief Medical Officer, New England Region Centers for Medicare & Medicaid Services

John Cutler, Esq.

Senior Policy Analyst

Office of Planning and Policy Analysis Office of Personnel Management

FOUNDERS AND FORMER BOARD MEMBERS

Lori Armbruster
Jill Berger*
Abby Block
Bruce E. Bradley*
Charles Buck
Ingrid Burford
George Chedraoui
Suzanne Delbanco,
founding CEO
Rebecca Dunk

*former Board Chair

Robert S. Galvin*
Peter Hayes
Theresa Helle
Steve Hill
Shelly Hoffman
Nickol Huff
Vincent Kerr*
David Knowlton*
Lori Larson
Lucian M. Leape

Ted Makowiec Patricia Mactaggart Greg Marchand Arnold Milstein Ann Monroe Robert Moroni Debra Ness Kevin (Kip) Piper Chris Queram Keith Reissaus* Pat Salber Eric Stanchfield Frances Stewart Ellen Stovall Cristie Travis* Andrew Webber Dale Whitney

REGIONAL ROLL-OUTS

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 **Buvers 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 Niagara Health **Quality Coalition** 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

CURRENT AND FORMER STAFF

Kush Banerjee Greg Belden Leah Binder, President & CEO, 2008 - Present Eric Booth Sarah Boyd Chad Brown Katie Burggraf Cedric Calhoun Alina Czekai Missy Danforth Suzanne Delbanco, CEO, 2001 - 2007 Catherine Eikel Jillian Laffrey Karen Linscott Jose Lucio Frances Margolin Alice McGarry Lori Metz Erica Mobley Robyn Nabi Christine Paoletti Angela Ridley William Robinson Kat Song Emily Stopa Nichole Todd Claire Turner Rachel Weisburg Paul Zurlo

And special thanks to:

Danielle Amar Matt Austin Guy D'Andrea Dona Danialzadeh James Daigle Jordan Derk Ashley Duvall Jeffrey Faski Melissa Kaiser Joe Mallek Rob Moroni Jim Nichols Molly Nizhnikov Chris Rea Barb Rudolph

Carolyn Skinner Mark Tobias Ned Ward Tom Zemon

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 Hospital Safety Score. 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
Lucian M. Leape
Craig Lilly
Elliott K. Main
Matthew D. McHugh
Christina Michalek
Arnold Milstein
Peter Pronovost

Patrick Romano Sara Singer Eric J. Thomas Timothy J. Vogus Robert Wachter Ann E. Watt Sallie J. Weaver Marisa L. Wilson Reva Winkler

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

Accuray Incorporated
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
Piedmont Healthcare
UnitedHealthcare
Vestagen Technical
Textiles, LLC
WebMD

15TH ANNIVERSARY GALA SPEAKERS



Keynote Speaker Paul O'Neill is a national leader in tackling the complex issues of health care quality and is the former CEO and Chairman of Alcoa. O'Neill is currently a Senior Advisor to the Blackstone Group, a director of Qcept Technologies, Inc., Celanese Corp., TRW Automotive Holdings, RAND, The Center for Global Development and The Peterson Institute for International Economics. He previously served as the 72nd Secretary of the Treasury Department under President George W. Bush.



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.



Leah Binder is President & CEO of The Leapfrog Group, a national nonprofit based in Washington, D.C., representing employers and other purchasers of health care calling for improved safety and quality in hospitals. She is a regular contributor to Forbes.com, the Huffington Post, and the Wall Street Journal expert forum. She was named on Becker's list of the 50 most powerful people in healthcare in 2014, and consistently cited by Modern Healthcare among the 100 most influential people and top 25 women in healthcare.



Laurel Pickering is President & CEO of Northeast Business Group on Health (NEBGH). Ms. Pickering has built an employer-led coalition of healthcare leaders and other stakeholders with the mission of empowering members to drive excellence and value in healthcare and the patient experience. NEBGH currently has 170 members comprised of national and global self-insured employers, national health plans, major consulting organizations, regional hospital systems and other key stakeholders.



Cristie Upshaw Travis has been CEO of the Memphis Business Group on Health since 1994. Cristie is a frequent national speaker on value-based benefit design, community health improvement collaboratives, employer-sponsored quality improvement initiatives, health plan performance measurement and worksite initiatives. She has recently presented for the Integrated Benefits Institute, National Business Coalition on Health, NCQA, the National Quality Forum, and America's Health Insurance Plans (AHIP).

2015 ANNUAL MEETING SPEAKERS



David Goldhill is president and CEO of the Game Show Network (GSN), which operates a U.S. cable television network seen in 80 million homes and one of the world's largest digital games companies. In 2009, Goldhill published a notable cover story in The Atlantic magazine entitled "How American Health Care Killed My Father." The article received widespread critical acclaim and was followed by his book *Catastrophic Care: How American Health Care Killed my Father – and How We Can Fix It* (Knopf, January 2013). Goldhill serves on the Leapfrog Board of Directors.



Paul Howard is a senior fellow and director for Health Policy at the Manhattan Institute. He is a contributor to The Apothecary, the Forbes blog on health care policy and entitlement reform, and a regular columnist for The Morning Consult. Howard has written on a wide variety of medical-policy issues, including FDA reform, biopharmaceutical innovation, consumer-driven health care, and Medicare and Medicaid reform and his work has appeared in such publications as Bloomberg View, Wall Street Journal, National Affairs, and USA Today.



Patricia Salber, MD, MBA is the founder and host of The Doctor Weighs In (TDWI). She is also the CEO of Health Tech Hatch, the sister site of TDWI that helps innovators tell their stories to the world. She is a Board Certified Internist and Emergency Physician who loves to write about just about anything that has to do with health care.



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 health care 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.



Jordan Rau is a senior correspondent for Kaiser Health News, a nonprofit news service covering health policy issues at the federal and state level. His stories have been published by The New York Times, The Washington Post, NPR, USA Today, The Huffington Post, Miami Herald, The Philadelphia Inquirer, Chicago Tribune, The Atlantic Online and other media outlets. He came to KHN when it was started in 2009. He previously reported for The Los Angeles Times, Newsday, the Concord (N.H.) Monitor and two newspapers in Vermont.



Mark Graban is an expert on applying Lean and Toyota Production System principles to improve quality of care and patient safety. Graban is author of the Shingo-Award winning book Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement. Mark is also co-author, with Joe Swartz, of Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements (also a Shingo recipient) and The Executive Guide to Healthcare Kaizen. He is also the founder of www.LeanBlog.org. He serves as a consultant to healthcare organizations through his company, Constancy, Inc and is also the vice president of customer success for the technology company KaiNexus.

2015 ANNUAL MEETING SPEAKERS



Pat Mastors is President and Co-Founder of the Patient Voice Institute, and one of the nation's foremost voices for patient engagement. Active in policy work for the Partnership for Patients, the National Quality forum, the Moore Foundation and many grass roots organizations, she has also authored a critically acclaimed book on partnering with patients and is creator of a recently patented tool to empower patients at the hospital bedside. She believes that patient/consumer influence is the market force that will ultimately have the most impact in improving health care.



Martin 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).



Alison Tothy is the Associate Chief Medical Officer for the University of Chicago Medicine, and provides leadership oversight in development, implementation, and execution of the vision and strategy of the Patient Experience and Engagement Program. Dr. Tothy provides content expertise regarding the patient experience to clinical and administrative leaders as well as help to identify and implement national best practice service level standards, patient-centered care strategies and innovative approaches to enhance the patient experience.



Susan M. Murphy, RN, BSN, MS is a qualified leader with expertise in hospital operations, patient experience, staff development and change management. Significant accomplishments in the areas of patient experience, operational efficiency, patient throughput, nursing recruitment and retention, staffing, dashboard reporting and the ANCC Magnet Journey. Traits include being an innovative leader of culture change, inspiring teamwork across disciplines and commitment to mission and vision.





Bob and Barbara Malizzo have been involved in patient safety since 2009 - one year after their daughter passed away due to a medical error at the University of Illinois Chicago. They both serve on the Patient Safety Review Board at UIC and the Patient Advocate Board at St. Mary Medical Center. Bob is a Former Mayor of the City of Hobart Indiana, Retired Police Officer, and owner of a medical staffing company.



Vernon Williams has been a patient advocate for more than twenty-five years. During that time he has sought to protect his wife, family members and friends from medical errors and hospital-acquired infections. As a performance improvement expert, Vernon designs and presents workshops and keynotes to help managers inspire employees to peak performance. He is the author of Why Employees Fail to Meet Performance Expectations & How to Fix the Problem.

LEAPFROG 2015 TOP HOSPITALS







LEAPFROG 2015 TOP HOSPITALS

Arizona

Banner Boswell Medical Center Thompson Peak Hospital

California

Hoag Memorial Hospital Presbyterian Kaiser Foundation Hospital - Antioch Kaiser Foundation Hospital - Oakland Kaiser Foundation Hospital - Richmond Kaiser Foundation Hospital - Roseville Kaiser Foundation Hospital - San Francisco Kaiser Foundation Hospital - Santa Clara Kaiser Foundation Hospital - South San Francisco Kaiser Foundation Hospital - Vacaville Kaiser Foundation Hospital - Vallejo Kaiser Foundation Hospital South Bay

Kaiser Foundation Hospital, Orange County - Anaheim Kaiser Permanente Foundation Hospital, Downey Medical Center

Kaiser Permanente Los Angeles Medical Center Kaiser Permanente Ontario Medical Center Kaiser Permanente Panorama City Medical Center Kaiser Permanente Riverside Medical Center Kaiser Permanente San Diego Medical Center St. John's Pleasant Valley Hospital University of California Davis Medical Center University of California Irvine Medical Center

Florida

Aventura Hospital and Medical Center Orlando Regional South Seminole Hospital Osceola Regional Medical Center

Georgia

Piedmont Henry Hospital

Hawaii

Straub Clinic & Hospital

Illinois

Adventist GlenOaks Hospital
Adventist Medical Center - La Grange
Cancer Treatment Centers of America® at Midwestern
Regional Medical Center

Kansas

Wesley Medical Center

Massachusetts

Carney Hospital Emerson Hospital Harrington Memorial Hospital Mercy Medical Center St. Elizabeth's Medical Center

Minnesota

Park Nicollet Methodist Hospital

Missouri

Mercy Hospital St. Louis

North Carolina

Rex Hospital, Inc.

New Jersey

Englewood Hospital and Medical Center Saint Barnabas Medical Center Virtua Marlton Hospital Virtua Voorhees Hospital

New York

NYC Health + Hospitals | Harlem

Ohio

OhioHealth Doctors Hospital OhioHealth Dublin Methodist Hospital OhioHealth Grady Memorial Hospital OhioHealth Riverside Methodist Hospital

Pennsylvania

Reading Hospital

Tennessee

The University of Tennessee Medical Center

Texas

Methodist Dallas Medical Center Metroplex Hospital Parkland Health & Hospital System

Utah

Jordan Valley Medical Center - West Valley Campus

Virginia

Bon Secours St. Mary's Hospital of Richmond John Randolph Medical Center Johnston-Willis Hospital Sentara Leigh Hospital Virginia Hospital Center

Washington

Virginia Mason Medical Center

Wisconsin

Bellin Memorial Hospital

LEAPFROG 2015 TOP RURAL HOSPITALS

Colorado

Mercy Regional Medical Center St. Anthony Summit Medical Center Sterling Regional MedCenter

Illinois

OSF Holy Family Medical Center

Massachusetts

Fairview Hospital

Maine

Blue Hill Memorial Hospital Cary Medical Center Houlton Regional Hospital Inland Hospital LincolnHealth Sebasticook Valley Health

Michigan

OSF St. Francis Hospital Spectrum Health Gerber Memorial Spectrum Health Reed City Hospital

North Carolina

Carolinas Healthcare System - Kings Mountain Northern Hospital of Surry County

New Hampshire

Littleton Regional Healthcare

Pennsylvania

Geisinger Medical Center

South Carolina

Tidelands Waccamaw Community Hospital

Tennessee

Bolivar General Hospital Camden General Hospital

Texas

Baylor Scott and White Healthcare - Llano Rollins Brook Community Hospital

Wisconsin

Beaver Dam Community Hospitals, Inc.

LEAPFROG 2015 TOP CHILDREN'S HOSPITALS

Arizona

Phoenix Children's Hospital

California

Children's Hospital Los Angeles Children's Hospital of Orange County

District of Columbia

Children's National Health System

Florida

Arnold Palmer Hospital for Children

Illinois

Ann & Robert H. Lurie Children's Hospital of Chicago

Minnesota

Children's Hospitals and Clinics of Minnesota - St. Paul

Ohio

University Hospitals - Rainbow Babies and Children's Hospital

Pennsylvania

Children's Hospital of Pittsburgh of UPMC

Texas

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





We share the goal to improve the quality of care in the lives of those we serve together.

Anthem Blue Cross and Blue Shield is the trade name of . In Colorado, Rocky Mountain Hospital and Medical Service, Inc. In HID products underwritten by HMD Colorado, Inc. in Connecticut: Anthem Health Plans, Inc. In Georgia: Blue Cross and Blue Shield of Georgia, Inc. In Indiana: Anthem Insurance Companies, Inc. In Kentucky, Anthem Health Plans of Kentucky, Inc. In Maine: Anthem Health Plans of Maine: Inc. In Missouri, Inc. In Missouri, Inc. RIT and Colorado, Inc. In Connecticut: Anthem Health Plans of Remtucky, Inc. In Indiana: Anthem Insurance Companies on the Colorado, Inc. In Connecticut: Anthem Health Plans of Remtucky, Inc. In Indiana: Anthem Insurance Companies on the Colorado, Inc. In Connecticut: Anthem Health Plans of Remtucky, Inc. In Indiana: Anthem Insurance Companies on the Colorado, Inc. In Connecticut: Anthem Health Plans of Remtucky, Inc. In Indiana: Anthem Insurance Companies on the Colorado, Inc. In Connecticut: Anthem Health Plans of Remtucky, Inc. In Indiana: Anthem Insurance Companies on the Medical Service area is a life of Remtucky. Anthem Insurance Companies on the Remtucky Colorado, Inc. In Connecticut: Anthem Health Plans of Viernia, Inc. In Indiana: Anthem Insurance Companies, Inc. In Indiana: Anthem Insurance Companies, Inc. Indiana: Anthem





Cancer Treatment Centers of America® (CTCA) proudly supports The Leapfrog Group in their mission to provide transparency and easy access to health care information. Congratulations on 15 years of service!

To learn more, please visit cancercenter.com.

Congratulations
to the Leapfrog
Group on 15 years
of living the vision
of improved
hospital safety
and transparency.





Together, we care

Celebrating our shared commitment to improving health care quality.





© 2015. The Nemours Foundation.

® Nemours is a registered trademark of The Nemours Foundation. 05171

Nemours. Children's Health System

TOGETHER WORKS BETTER

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 15th anniversary celebration. Together, we're helping everyone enjoy safer, healthier, more fulfilling lives.

Cigna.com



Together, all the way.

All Cigna products and services are provided exclusively by or through operating subsidiaries of Cigna Corporation, including Cigna Health and Life Insurance Company and Connecticut General Life Insurance Company. The Cigna name, logo, and other Cigna marks are owned by Cigna Intellectual Property, Inc. 876822a 10/15 © 2015 Cigna.

HCA SALUTES OUR 2015 LEAPFROG TOP HOSPITALS

Aventura Hospital and Medical Center

CJW Medical Center – Johnston Willis

John Randolph Medical Center

Osceola Regional Medical Center

Wesley Medical Center





A leap in the right direction. CBS is proud to support the Leapfrog Group.

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**.





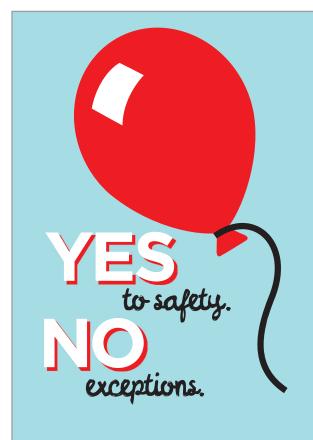
See you next year!



2016 Annual Meeting December 6, 2016

Boeing congratulates the Leapfrog Group on 15 years of championing health and hospital safety. Through Leapfrog's work, millions of people can make better informed healthcare decisions.





2015 LEAPFROG TOP CHILDREN'S HOSPITAL

Children's Medical Center Plano, a suburban Children's Health™ hospital, opened its doors in 2008 making Children's Health the first pediatric provider in the nation to offer two acute care hospitals. Since then, Children's Medical Center Plano has successfully achieved the highest levels of quality performance and excellence in patient safety. Named a Top Hospital by Leapfrog Group and rated best in the nation by Children's Hospital Association on several measures of productivity, we're putting patients first while bringing exceptional pediatric care close to home. Visit childrens.com/Plano to learn more.



We asked what "Living the Vision" means to you. Here's what you had to say.



You had me at 'Hospital Safety Score.' Given my own vision of making health literacy the bedrock of patient empowerment, Leapfrog delivers the kind of accessible, understandable information key to getting the average Joe/ Jane up to speed on how to participate fully in their own care. Onward!

Casey QuinlanMighty Casey Media

The Leapfrog Group is one of the few organizations approaching health care improvement with the boldness required to actually change things.

Diane StollenwerkPatient Voice Institute

Continuing to advocate for safer and more efficient healthcare and to shine the light on safety issues in hospitals.

Barbara Rudolph

University of Wisconsin-Madison

Holding healthcare system stakeholders accountable for providing service and experiences that are safe and of high quality.

Marleece Barber Lockheed Martin

Leapfrog has pushed the government, the American people and business and healthcare leaders to rethink healthcare quality and safety and has accelerated improvements in these domains beyond what was heretofore viewed as possible.

Lee Budin

Ann & Robert H. Lurie Children's Hospital of Chicago



Discern Health
congratulates The
Leapfrog Group on
15 years on making
patient care safer and
better.

Onward!

RESOURCES FROM THE LEAPFROG GROUP

HIDDEN SURCHARGE CALCULATOR

Employers and other purchasers pay an average of \$8,000 per hospital admission for errors, injuries, accidents and infections. Use your claims data on the **Hidden Surcharge**Calculator to estimate how much you pay for medical errors.

www.leapfroggroup.org/ HiddenSurchargeCalculator

PURCHASER TOOLKIT

Download our special **Purchaser Toolkit**, a robust collection of materials to assist employers in communicating key information about the Hospital Safety Score and patient safety to their employees.

www.hospitalsafetyscore.org/ employers

FOLLOW LEAPFROG COMMENTARY

Check out Leapfrog on Forbes.com, WSJ Experts, and Huffington Post for our latest perspectives in health policy, patient safety, and employer-driven health care.

forbes.com/sites/leahbinder blogs.wsj.com/experts/tag/leah-binder huffingtonpost.com/leah-binder

FIND A SAFER HOSPITAL

Use our consumer-friendly letter grade system to find a safer hospital in your community. We have lots of patient resources to help you stay safe in the hospital.

www.hospitalsafetyscore.org



LIVING the VISION 15TH ANNIVERSARY GALA & ANNUAL MEETING



www.leapfroggroup.org www.hospitalsafetyscore.org

1660 L Street, NW Washington, D.C. 20036



More Than Leaders. Leadership.

Working together to promote greater consumer engagement and increase transparency in the health care marketplace.

In 2000, members of Business Roundtable founded The Leapfrog Group to help make the U.S. health care system better. Today, America's CEOs look forward to forging an even-stronger partnership to expand efforts for consumers. Congratulations to The Leapfrog Group on your annual meeting and Top Hospital Awards.

John Engler, President Business Roundtable

Learn more at **brt.org**