



# THE **LEAPFROG** GROUP

High Deductible Health Plans &  
The New Era of Consumerism in Health Care

Annual Meeting  
& Top Hospital  
Awards

December 3, 2013



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Bill Finck, Chair,  
Leapfrog Board of Directors



Leah Binder, President & CEO,  
The Leapfrog Group

## The New Era of Consumerism in Health Care

This past year in the United States has been a year unlike any other for health care. Many employers ventured toward new benefits models and high deductible health plans as they braced for an influx of participants in their insurance plans due to the provisions under the Affordable Care Act. The health care economy has experienced shifts and changes as our country prepares itself for this new era of consumerism in health care. Despite the extreme shifts in the marketplace, a recent study in the *Journal of Patient Safety* reminds us that the safety and quality of healthcare is not adequate to meet the demands of our country. Medical errors are now the third-leading cause of death, and it seems as though health care safety is travelling back in time, not progressing to the future.

As we venture into this new era of consumerism in health care, transparency will play a key role. The demand for price transparency will hit the health system regardless of whether the hospitals own employees care about prices. Safety and quality transparency will become even more important as more and more employers engage in direct contracting and closed networks. Creating a culture of transparency, even if it hurts in the short term, will save lives by protecting patients from danger, and help high performing health systems gain deserved market share for their vigilance on behalf of their patients, and help employers and other purchasers reduce the excess costs they pay for errors and poor quality.

The drive for transparency comes from two main trends that have converged into a perfect storm in the world of health care. First, the Internet gives consumers unprecedented access to information comparing competing products in every industry, from cars to toasters to landscapers to books. Consumers logically expect the same level of information and competitive engagement from the healthcare industry. Leapfrog's Hospital Safety Score, public reporting of Leapfrog Hospital Survey results, and the new Hidden Surcharge Calculator bring hospital safety, quality, and the economic impact of hospital errors to the forefront.

The second trend is the rapid growth of high-deductible plans, also known as "consumer-driven health care." One in five employees of larger companies is now in a plan like this, paying the first \$1,000 or more of its health care entirely out of its own pocket. The Affordable Care Act will accelerate the trend because options in the state exchanges often include very high annual deductibles. Faced with paying their whole health care bill, consumers tend to ask pesky questions, like: "How much will this cost me?" And: "What do I get for my money?" They turn to the Internet. They look for the ratings.





Today, our keynote, Anna Fallieras, Program Leader for Health Care Initiatives and Policy at General Electric, will share how she has lead her company into this new era of consumer-driven health care. Anna is responsible for leading GE's role in catalyzing change in the health care system through national initiatives and the development of new, market-based strategies. We also welcome two panel discussions that will feature viewpoints from medical professionals, leading US employers, and national health plans. They will share their experiences with consumer-driven health care and transparency as well as their projections for the future.

We also welcome a special presentation at the Top Hospital Awards Ceremony by Vernon Williams, a dedicated patient safety advocate. Vernon will remind us that the problems associated with unsafe hospitals extend far beyond numbers and dollar signs—they are hurting our loved ones and prematurely claiming lives. As a performance improvement expert, he will share his vision of inspiring all hospitals to peak performance and help reinvigorate our commitment to patient safety in 2014 and beyond.

The Leapfrog Annual Meeting brings together our top hospitals and our purchaser members to celebrate excellence in hospital quality and safety, and rededicate ourselves to elevating the standards for health care in every community in America. Our board and membership are always inspired by the example of our Top Hospitals, which remind us that purchasers can and should expect the best for our employees and the public.

We thank you for your commitment to transparency and patient safety. It is a great privilege to collaborate with you as we strive to go leaps and bounds ahead in health care.



## Keynote Speaker



**Anna Fallieras** is Program Leader for Health Care Initiatives and Policy at General Electric. She is responsible for leading GE's role in catalyzing change in the health care system through national initiatives and the development of new, market-based strategies. In her current role, Anna founded Catalyst for Payment Reform, a non-profit organization focused on catalyzing and coordinating opportunities to improve value through reforming the nation's payment systems. She also represents the company on employer issues related to health reform and market-based health policy and financing, with special interest in performance measurement and payment innovation. She has a Masters of Public Health from Johns Hopkins University and a Masters of Public Administration and Bachelor of Arts from the Ohio State University.

## Panelists



**Dr. Wendy Lynch** has been making the connection between human and business performance for almost thirty years. Dr. Lynch serves as Co-Director of the Center for Consumer Choice in Health Care at the Altarum Institute and runs her own consulting firm. She also holds an adjunct position of Associate Professor at IUPUI in Indianapolis. Recently named in Forbes "One of Thirteen to Watch in 2013: Unsung Heroes Changing Healthcare Forever." Dr. Lynch has applied her skills in research design and evaluation to several pivotal studies in the fields of health management, productivity assessment and human capital management. A frequent speaker, and author of over a hundred articles and reports, Dr. Lynch has also published two books: *Who Survives?* and *Aligning Incentives, Information and Choice*.



**Keith A. Reissaus** has been with Goodwill Industries of Central Indiana, Inc. since 1998. Goodwill Industries of Central Indiana is part of a network of 165 independent, community-based Goodwill's in the United States and Canada offering customized education, job training, employment placement and other services to people who have disabilities, lack education or job experience, or face employment challenges. Keith is currently Managing Director of Nurse-Family Partnership, a nationally recognized evidence-based nurse home visiting program for first time parents in collaboration with the Indiana State Department of Health and several large hospital systems. He oversees community-based program operations and health care strategies. Keith is a member of the Board of Directors (Chairman 2011-13) of The Leapfrog Group, member of the Indiana Employers Quality Health Alliance (NBCH affiliate) and a founding board member of Better Healthcare for Indiana.



**Beth Casteel** is Staff Vice President of Human Resources for FedEx Corporation, a global transportation and business services holding company. She is responsible for setting strategic direction for health care across the FedEx operating companies as well as for administration of health care and other welfare benefits. She is also responsible for executive development across the enterprise and for talent management and other human resource initiatives. She is a two-time winner of the FedEx Five-Star Award, the company's highest employee honor. She serves on the Cost Institute Board for the National Business Group on Health and serves on the Board for The Leapfrog Group, formerly as Governance Committee Chair and currently as Secretary.



**Dr. Stephen Lawless** has served in the role of the Vice-President of Quality and Safety for Nemours since 2006. In this role, Dr. Lawless is charged with the oversight and coordination of quality and safety within all of Nemours. In addition, he seeks to use Nemours' combined technologies and knowledge to make systems simpler and error-free, whether those systems are used for business or healing. Dr. Lawless is also a Professor of Pediatrics at Thomas Jefferson University and Staff Intensivist in the Department of Anesthesiology and Critical Care Medicine at the Alfred I. duPont Hospital for Children. He holds certifications in Pediatrics from the American Board of Pediatrics (ABP) and Pediatric Critical Care; he is a Fellow in the American College of Critical Care Medicine.



**Cristie Upshaw Travis** has been Chief Executive Officer of the Memphis Business Group on Health since 1994, when she returned home to Memphis after living and working for twenty years throughout the Southeast, including Washington, D.C. Cristie's main objective is to deliver the most promising strategies to Memphis employers to help them manage the cost and quality of their health benefit plans. To help meet this objective, she is involved in health care organizations and initiatives at a national level. As part of this effort, Cristie has served on several national boards and commissions. She is the past Chair of the Board of Governors for the National Business Coalition on Health. She served for two years as Chair of the Board of Directors for The Leapfrog Group and is now in her third term on the Board.



**Brad Roberts** manages and supports value-based contracting strategy, including tracking effectiveness and penetration of value-based payment models and supporting internal and external communication on those models. Brad also keeps Aetna employees informed through regular intelligence updates to ensure Aetna deploys industry best practices in new payment models. Before joining Aetna, he worked in a variety of roles within commercial market and product strategy in WellPoint's commercial business, where he led the Ideation portion of the product development process. He started his career in managed care as an early member of the market research and intelligence team in UnitedHealth Group's Ovations division. Brad has Bachelor's Degrees in Psychology and Kinesiology and a Master's in Public Policy Analysis – all from Indiana University.



**Susan Fitzpatrick** directs physician and hospital transparency programs for Cigna Healthcare. These programs are designed to provide information to consumers in order to help them make informed choices, and to physicians and hospitals to help them improve healthcare delivery. Susan has been with Cigna for 14 years in several Quality Management roles, including Director of Quality Management and National Credentialing Director. She is an RN who has worked in numerous healthcare industry roles for 30 years, and she is passionate about improving and promoting healthcare safety.



**Jason Battaglia** joined Anthem in July 2006 as Director of Segment Strategy for the New York market's Special Accounts segment, which targeted employer groups with 1,000 to 5,000 employees. He is responsible for Anthem's Consumer-Driven Healthcare Plans and he provides product expertise and custom solutions, focusing on consumer-driven plans, health incentive strategies, and innovative products, such as referenced-based benefits. Jason also served various marketing and sales roles for nearly ten years at Medco Health Solutions and Johnson and Johnson. He earned a Bachelor of Science degree in economics from The Wharton School of the University of Pennsylvania and a Master of Business Administration degree from The University of Chicago Booth School of Business.

## Top Hospital Awards Ceremony Speaker



**Vernon Williams** has been a patient advocate 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*. Vernon is also a stress coach helping people achieve what they want in life while reducing their stress. Vernon is the author of *The Power to Rejoice: 21 Days to Victory Over your Problems*. He has a master's degree in Applied Behavior Science and lives in Columbia, MD. [www.vernonwilliams.net](http://www.vernonwilliams.net)



# The Leapfrog Group

## Annual Meeting & Top Hospital Awards

December 3, 2013 from 1:30 PM – 8:30 PM, Hyatt Regency Crystal City in Arlington, VA

### HIGH DEDUCTIBLE HEALTH PLANS & THE NEW ERA OF CONSUMERISM IN HEALTH CARE

#### AGENDA

- 1:30 PM      Welcome  
Bill Finck, Chairman, Leapfrog Board of Directors
- 1:35 PM      Opening Keynote  
Anna Fallieras, Program Leader for Health Care Initiatives, General Electric
- 2:30 PM      High Deductible Health Plans: The New Era of Consumerism in Health Care  
Panel discussion featuring leading US employers and medical professionals tackling the issue of High-Deductible Health Plans, moderated by Wendy Lynch, Co-Director, Altarum's Center for Consumer Choice  
Panelists: Dr. Stephen Lawless, Vice President, Quality & Patient Safety, Nemours, Beth Casteel, Staff Vice President, Human Resources, FedEx Corporation; Keith A. Reissaus, Managing Director, Nurse-Family Partnership Indiana
- 3:45 PM      Break
- 4:00 PM      New Frontiers in Health Care Transparency  
Panel discussion demonstrating transparency in action, moderated by Cristie Upshaw Travis, CEO, Memphis Business Group on Health. The panel will feature representatives from national health plans.  
Panelists: Susan Fitzpatrick, Assistant Vice President, Quality Management, CIGNA; Brad Roberts, Head of Value-Based Contracting Strategy, Aetna; Jason Battaglia, Director of Segment Strategy, Anthem
- 5:00 PM      Leapfrog Driving Change: The Year in Review  
Leah Binder, President and CEO, The Leapfrog Group
- 5:30 PM      Top Hospital Reception
- 6:30 PM      Top Hospital Dinner
- Top Hospital Awards Keynote  
Vernon Williams, Patient Safety Advocate
- Top Hospital Awards Ceremony and Press Photos  
Leah Binder, President and CEO, The Leapfrog Group  
Bill Finck, Chairman, Leapfrog Board of Directors  
Vernon Williams, Patient Safety Advocate
- 8:30 PM      Dessert Reception

The Leapfrog Group's employer and purchaser members set the toughest standards for patient safety, quality, and transparency in the country. We applaud every hospital that publicly reports to Leapfrog's annual hospital survey. Tonight, we recognize a distinguished group whose commitment and attainment of excellence is unmatched: The 2013 Leapfrog Top Hospitals.

Congratulations.

## 2013 Leapfrog Top Hospitals



Banner Del E. Webb Medical Center (AZ)  
Mayo Clinic Hospital (AZ)  
Hoag Memorial Hospital Presbyterian (CA)  
Kaiser Permanente Antioch Medical Center (CA)  
Kaiser Permanente Fresno Medical Center (CA)  
Kaiser Permanente Oakland Medical Center (CA)  
Kaiser Permanente Richmond Medical Center (CA)  
Kaiser Permanente Roseville Medical Center (CA)  
Kaiser Permanente San Jose Medical Center (CA)  
Kaiser Permanente South San Francisco Medical Center (CA)  
Kaiser Permanente Vacaville Medical Center (CA)  
Kaiser Permanente Walnut Creek Medical Center (CA)  
Kaiser Foundation Hospital Orange County, Irvine Medical Center (CA)  
Kaiser Permanente Fontana Medical Center (CA)  
Kaiser Foundation Hospital, Downey Medical Center (CA)  
Kaiser Permanente Los Angeles Medical Center (CA)  
Kaiser Permanente Ontario Medical Center (CA)  
Kaiser Permanente Panorama City Medical Center (CA)  
Kaiser Permanente Riverside Medical Center (CA)  
Kaiser Permanente San Diego Medical Center (CA)  
Kaiser Permanente Santa Clara Medical Center (CA)  
Kaiser Permanente Woodland Hills Medical Center (CA)  
Dignity Health Mercy Hospital of Folsom (CA)  
UCSF Medical Center At Mount Zion (CA)  
University Of California Davis Medical Center (CA)  
Florida Hospital Flagler (FL)  
Larkin Community Hospital (FL)  
Mayo Clinic in Florida (FL)  
NorthShore Evanston Hospital (IL)  
NorthShore Glenbrook Hospital (IL)  
Northwestern Lake Forest Hospital (IL)  
OSF St. Joseph Medical Center (IL)  
Swedish Covenant Hospital (IL)  
Harrington Hospital (MA)  
Massachusetts Eye and Ear (MA)  
Morton Hospital (MA)  
Saint Anne's Hospital, A Steward Family Hospital (MA)  
Cooley Dickinson Hospital, Massachusetts General Hospital Affiliate (MA)  
DMC Detroit Receiving Hospital and University Health Center (MI)  
Mercy Health Saint Mary's (MI)  
Regions Hospital (MN)  
Mercy Hospital St. Louis (MO)  
Annie Penn Hospital (NC)  
Wesley Long Community (NC)  
OhioHealth Doctors Hospital (OH)  
Providence Portland Medical Center (OR)  
Providence St Vincent Medical Center (OR)

## 2013 Leapfrog Top Hospitals (cont'd)

Geisinger Wyoming Valley (PA)  
Hahnemann University Hospital (PA)  
Westfield Hospital (PA)  
Trinity Mother Frances Hospitals & Clinics (TX)  
Bon Secours St. Mary's Hospital (VA)  
Sentara Norfolk General Hospital (VA)  
Swedish Health Services - Issaquah (WA)  
Virginia Mason Medical Center (WA)

## 2013 Leapfrog Top Rural Hospitals



East Morgan County Hospital (CO)  
Mariners Hospital (FL)  
Florida Hospital Wauchula (FL)  
Grinnell Regional Medical Center (IA)  
OSF Saint James – John W. Albrecht Medical Center (IL)  
Wabash General Hospital (IL)  
Fairview Hospital (MA)  
Blue Hill Memorial Hospital (ME)  
Calais Regional Hospital (ME)  
Charles A. Dean Memorial Hospital (ME)  
Down East Community Hospital (ME)  
Houlton Regional Hospital (ME)  
Inland Hospital (ME)  
LincolnHealth (Miles Campus) (ME)  
Sebastcook Valley Health (ME)  
Stephens Memorial Hospital (ME)  
OSF St. Francis Hospital & Medical Group (MI)  
Spectrum Health Kelsey Hospital (MI)  
Bolivar General Hospital (TN)  
Camden General Hospital (TN)  
Gibson General Hospital (TN)  
Humboldt General Hospital (TN)

## 2013 Leapfrog Top Children's Hospitals



Phoenix Children's Hospital (AZ)  
Children's Hospital Los Angeles (CA)  
Children's Hospital of Orange County (CA)  
Lucile Packard Children's Hospital at Stanford (CA)  
Children's Mercy Hospitals South Campus (KS)  
Boston Children's Hospital (MA)  
DMC Children's Hospital of Michigan (MI)  
Children's Hospitals and Clinics of Minnesota - St. Paul (MN)  
Nationwide Children's Hospital (OH)  
University Hospitals Rainbow Babies & Children's Hospital (OH)  
Children's Hospital of Pittsburgh of UPMC (PA)  
East Tennessee Children's Hospital (TN)  
Texas Children's Hospital West Campus (TX)

# About The Leapfrog Group

Leapfrog believes employers and purchasers need transparency on:

- Safety
- Quality
- Cost
- Resource Utilization

Leapfrog works to encourage hospital participation in the Leapfrog Hospital Survey, which evaluates:

- How patients fare
- Resources used in caring for patients
- Management practices that promote safety

Consumers deserve easily understandable information on the safety and quality of the hospitals they rely on for care.

- The Hospital Safety Score letter grades evaluate how well hospitals protect patients from accidents, harm, and error

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

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

# Follow Leapfrog Commentary

**Health Benefits Insider** This Fall, The Leapfrog Group unveiled *Health Benefits Insider*. *Health Benefits Insider* is an informational resource for employers, consultants, business leaders and anyone who plays a role in purchasing health care. Compiled and hosted by The Leapfrog Group, the forum is designed to be an online meeting place to turn for the latest health care news and developments impacting employers and purchasers.

*Health Benefits Insider* welcomes - and encourages - contributions, analysis, and reactions from the community. To contribute to the forum, please visit the [www.healthbenefitsinsider.org](http://www.healthbenefitsinsider.org).

Health Benefits Insider  
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Leah Binder, Contributor  
13-year staple in the health care industry  
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PHARMA & HEALTHCARE | 10/24/2013 @ 12:14PM | 7,073 views

### The Nauseating Mistake Hospitals Make And The \$10 Fix They Scrimp On

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A few days ago, the Joint Commission issued a **sentinel event alert** on "Unintended Retention of Foreign Objects," also known by the acronym "URFO." This is when sponges, surgical tools or other objects are left in the body cavity after surgery. The Joint Commission is the accrediting agency that qualifies most American hospitals for Medicare, so these rare alerts lead the health care news.

Although I have great respect for the Joint Commission, the name they chose for this error is almost as nauseating as the error itself. Surgical patients are not shoplifters "retaining" a retractor or a sponge; they are victims of a catastrophic error made by providers in the operating room (OR). And the



/The Leapfrog Group



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# 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](http://aarp.org/ppi)



## Ask us how you can achieve:



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

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

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# A SPECIAL THANK YOU TO LEAPFROG STAFF

Since its inception in 2000, The Leapfrog Group depended on extraordinary efforts from a lean but mighty staff. A friend has made a donation to Leapfrog in tribute to the many accomplishments of these current and former staff and key consultants. Their willingness to go above and beyond is the reason Leapfrog has gone above and beyond. They have changed American healthcare, and we thank them.

A Friend of Leapfrog  
December 2013



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At Cigna, we believe in people. And we celebrate what makes each one of them fantastically, amazingly, remarkably human. So we proudly support the Leapfrog Group and its efforts to help individuals find quality health care that's also safe and affordable. Always remember you're one of a kind. We will.

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**GO YOU.**



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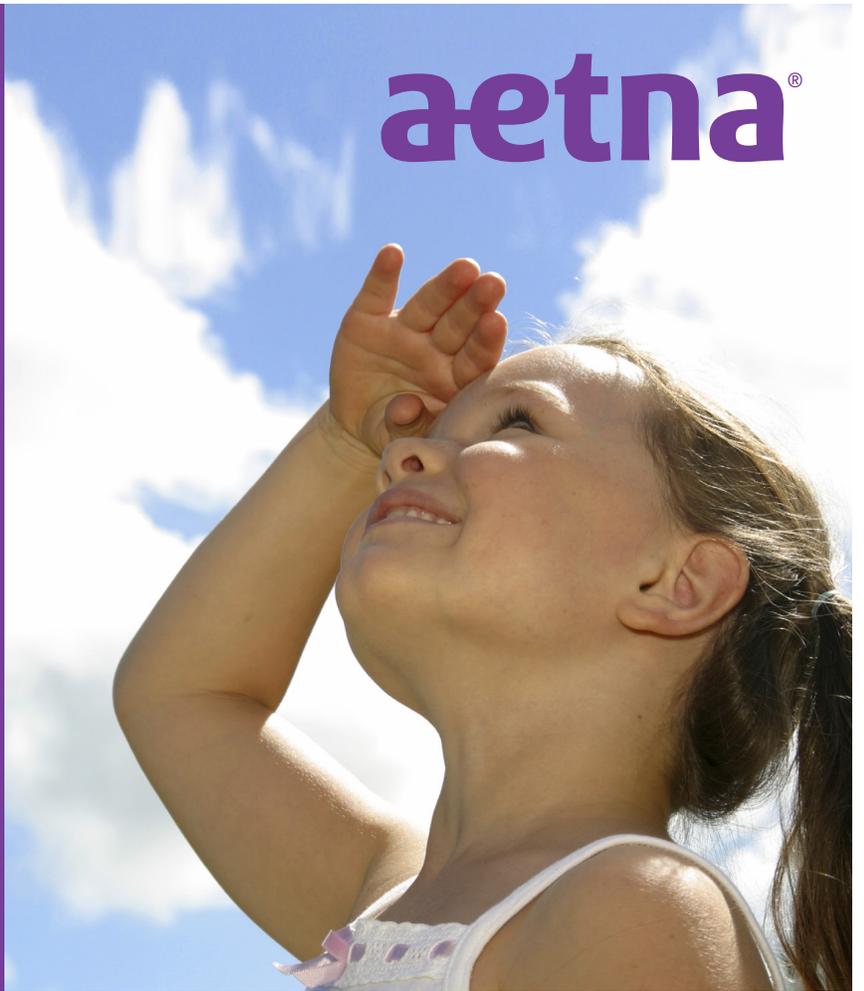
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At **University Hospitals Rainbow Babies & Children's Hospital**, we are proud to be recognized by The Leapfrog Group as one of the 13 Top Hospitals in the country for children's care.

We are honored to receive this elite award and would like to thank our physicians, nurses, employees and leaders for their commitment to living our mission every day and providing safe, high quality and reliable care to children in need.



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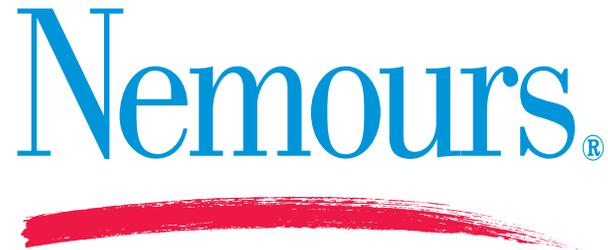
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