



**THE LEAPFROG GROUP**  
for **Patient Safety**  
Rewarding **Higher Standards**

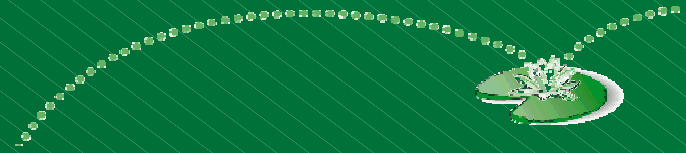
Founded by the Business Roundtable  
with support from the Robert Wood Johnson Foundation

*Updates from the Lily Pad*

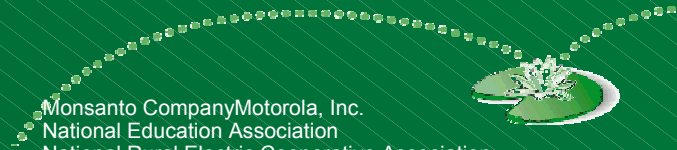
Suzanne Delbanco, Ph.D.  
August 25, 2003

# Today

- **More than 140 large health care purchasers**
- **More than 34 million Americans**
- **More than \$59 billion in health care expenditures**



# Leapfrog Members to Date

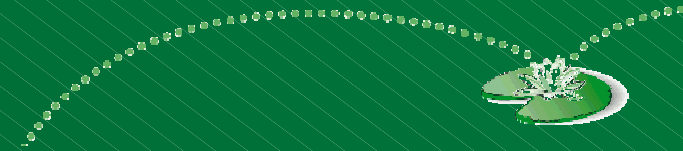


AT&T  
Aetna Inc.  
Allscripts Healthcare Solutions  
American Century Services Corporation  
American Federation of Teachers  
American Medical Systems  
American Re-Insurance Company  
AmerisourceBergen Corporation  
ArvinMeritor, Inc.  
AstraZeneca  
The Auto Club Group  
Aventis Pharmaceuticals Inc.  
Barry-Wehmiller Group, Inc.  
Bath Iron Works Corporation  
Bemis Company, Inc.  
Bethlehem Steel Corporation  
Board of Pensions of the  
    Presbyterian Church (U.S.A.)  
The Boeing Company  
Buyers Health Care Action Group  
Cargill, Inc.  
Carlson Companies  
Caterpillar Inc.  
Ceridian Corporation  
Cerner Corporation  
Charter Communications  
Chicago Business Group on Health  
CIGNA Corporation  
CITIGROUP INC.  
Cleveland State University  
Colorado Business Group on Health  
Comerica  
The Commonwealth of Massachusetts  
    Group Insurance Commission  
Coors Brewing Company  
DaimlerChrysler Corporation  
Dallas-Fort Worth Business Group on Health  
Delta Airlines, Inc.  
The Department of Employee Trust Funds  
    and State of Wisconsin Group Insurance  
    Board  
The Doe Run Company  
The Dow Chemical Company  
Eastman Kodak Company  
Eclipsys Corporation  
Electronic Data Systems  
Eli Lilly and Company  
Empire Blue Cross and Blue Shield  
Employer Health Care Alliance Cooperative  
    (The Alliance)  
Employers' Health Coalition  
ESCO Technologies, Inc.  
Excellus Inc.  
Exxon Mobil Corporation  
FedEx Corporation  
Fidelity Investments  
Fisher Scientific International

Flint Ink  
Fleet Boston Financial  
Ford Motor Company  
Gateway Purchasers for Health  
General Electric Company  
General Mills, Inc.  
General Motors Corporation  
Georgia Health Care Leadership Council  
Georgia-Pacific Corporation  
GlaxoSmithKline  
Greater Milwaukee Business Group on  
    Health and the Health Care Network of  
    Wisconsin  
Hampton Roads Health Coalition  
Hannaford Bros. Co.  
Healthcare21 Business Coalition  
HealthPartners  
HealthPlus of Michigan  
Health Care Payers Coalition of New Jersey  
Health Language  
Health Net Inc.  
Horizon Blue Cross Blue Shield of New Jersey  
Honeywell Inc.  
HCA - Hospital Corporation of America  
HIP Health Plan of New York  
Indiana Employers Quality Health Alliance  
International Association of Machinists and  
    Aerospace Workers  
IBM  
IDX Systems Corporation  
International Paper Company  
JSA Healthcare Medical Group  
Jostens  
Kellogg Company  
LG&E Energy Corporation  
LTV Steel Company  
Land O' Lakes  
Lockheed Martin Corporation  
Lucent Technologies  
M-Care, Inc.  
MVP Health Care  
MaineHealth  
Maine Health Management Coalition  
Maine Municipal Employees Health Trust  
Maine State Employee Health Commission  
Marriott International, Inc.  
Massachusetts Healthcare Purchaser Group  
McKesson Corporation  
The Mead Corporation  
Merck & Co., Inc.  
Meridian Automotive Systems, Inc.  
Microsoft Corporation  
Midwest Business Group on Health  
Minnesota Life  
Minnesota Mining & Manufacturing Company (3M)  
Misys Hospital Systems

Monsanto Company  
Motorola, Inc.  
National Education Association  
National Rural Electric Cooperative Association  
New Jersey State Health Benefits Program  
New York Business Group on Health Northwest  
Airlines, Inc.  
Olin Corporation, Brass & Winchester Divisions  
Oxford Health Plans, Inc.  
Pacific Business Group on Health  
PepsiCo  
Pillsbury Company  
Pitney Bowes Inc.  
The Procter & Gamble Company  
Promina Health System, Inc.  
Quality Systems Inc.  
Quest Diagnostics  
Qwest Communications International Inc.  
Ramsey County  
Reliant Energy, Incorporated  
Robert Wood Johnson University Hospital  
Robert Wood Johnson University Hospital at  
    Hamilton  
Ryder System, Inc.  
Savannah Business Group  
Schering-Plough Corporation  
Siemens Corporation  
Solutia, Inc.  
South Central Michigan Health Alliance  
Southern California Schools Voluntary  
    Employees Benefits Association  
Sprint Corporation  
State of Kansas Division of Personnel Services  
SUPERVALU INC.  
TCF Financial Corporation  
TI Automotive  
TRW Inc.  
Target Corporation  
Tennant Company  
Textron Inc.  
Trinity Health Plans  
Tri-State Business Group on Health  
Tufts Health Plan  
Union Pacific Railroad  
Union Pacific Railroad Employees Health  
    Systems  
United Parcel Service  
University of Maine System  
Verizon Communications  
WEA Trust  
Washington State Health Care Authority  
Wausau Benefits, Inc.  
Wells Fargo  
Xcel Energy  
Xerox Corporation

The U.S. Office of Personnel Management (OPM); Centers for Medicare and Medicaid Services (CMS); the Department of Defense; and Minnesota Departments of Human Services and Employee Relations also participate as liaison members.



# Elements of Gridlock

- Purchasers — *Not Buying Right*
- Plans — *Not Letting Provider Value Show Through*
- Providers — *Not Seeing Business Case for Reengineering*
- Consumers/Patients — *Not In the Quality Game*

**New thinking needed to “leapfrog”  
gridlock in the health care marketplace**



# Leapfrog Purchaser Strategy

- **Organized effort to buy right**
  - Purchasing principles that strongly reward higher provider value
  - Purchaser accountability
  - Push via plans or directly



**Create a Business Case for Providers**

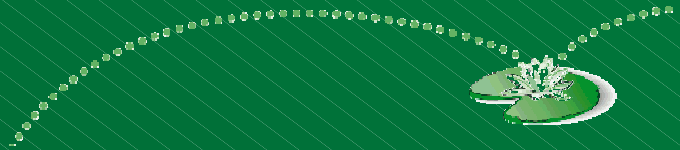
- **Emphasize tangible safety leaps**



**Mobilize Consumers and Patients**

# Purchasing Principles

- **Educate and inform enrollees**
- **Compare at the provider level**
- **Reward superior provider value**
  - Patient volume (select/deselect/freeze, consumer incentives, consumer decision support)
  - Unit price (pay for performance)
  - Public recognition
- **Initially highlight 3 tangible safety Leaps**
- **Annually increase provider rewards**





# Initial Safety 'Leap' Summary

## ■ An Rx for Rx

- Computer Physician Order Entry (CPOE)
- Up to 8 in 10 serious drug errors prevented

## ■ Sick People Need Special Care

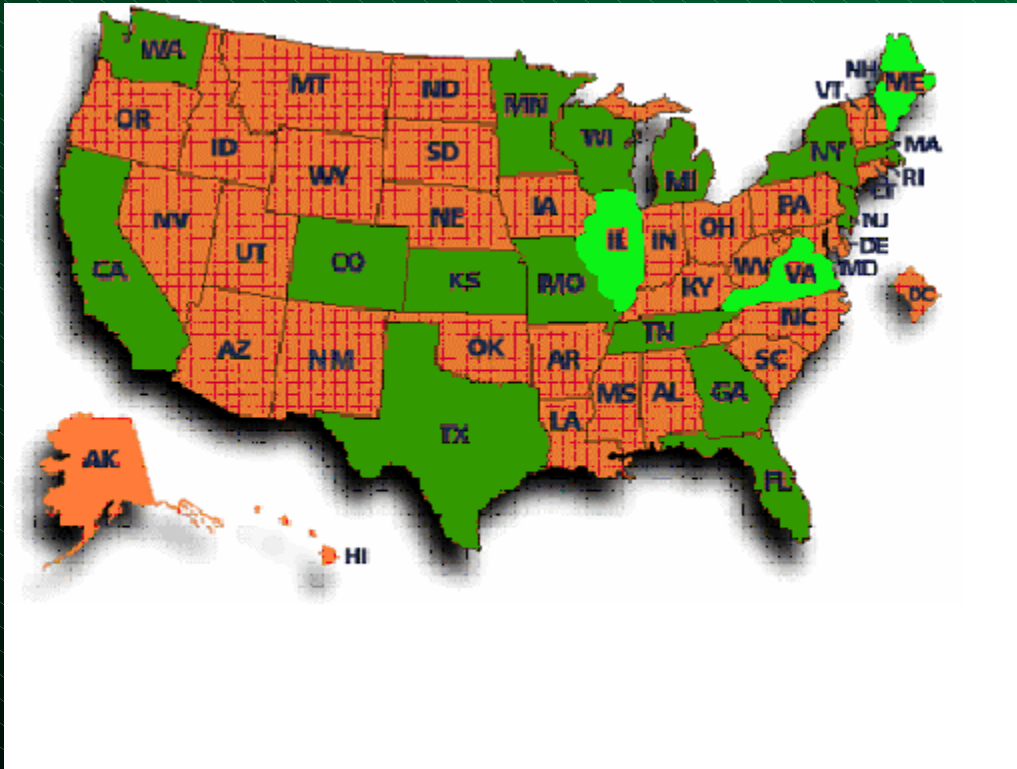
- ICU Daytime Staffing with CCM Trained M.D.  
*or* risk-adjusted outcomes comparison
- 29% mortality reduction

## ■ Practice Makes Perfect

- Evidence-based Hospital Referral (EHR) *or* risk-adjusted outcomes comparison
- > 20% mortality reduction for 7 complex treatments

# Regional Roll-Out Strategy

Leapfrog is a national movement using targeted regions to develop Best Practices, creating early successes and learning from all Stakeholders



Regions must have:

- Effective leadership
- Competitive HC market
- Concentration of Leapfrog lives

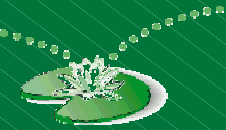
**22 Regional Roll-Outs**

# Version 2: Leapfrog Hospital Patient Safety Survey



- Launched 4/03
  - Ongoing voluntary Web survey
  - Outreach to hospitals in 22 Roll-Out areas to date, but nationally available
  - Survey captures hospitals on the path
  - Data publicly reported, format based on feedback from consumers and hospitals (survey and results: [www.leapfroggroup.org](http://www.leapfroggroup.org))
  - Powered by The MEDSTAT Group
- Impressive hospital response!

# Version 2 Survey Changes: Highlights



- **Broadened definition of ‘intensivist’**
- **Clinical process measures and risk-adjusted outcome measures added to evidence-based hospital referral criteria**
- **Expansion of the treatment category of coronary angioplasty**
- **No longer focusing on carotid endarterectomy. Now highlighting pancreatectomy**
- **Targeted implementation date of computer physician order entry (CPOE) pushed back to 2005**

# Information for Consumers & Purchasers on Hospitals' Patient Safety Practices



As of July 31, 2003:

- 813 hospitals nationwide have responded to Leapfrog's survey to date
- 47% of hospitals targeted by Leapfrog's Regional Roll-Outs have responded
- >60% participation in 10
- 38 percent meet at least one of Leapfrog's standards for the safety practices
- 22 survey areas reach 50% of Americans



# Safety Practices Results – 22 Regions

## CPOE

- 5% of the responding hospitals have fully implemented CPOE - an additional 18% will implement by 2005

## IPS

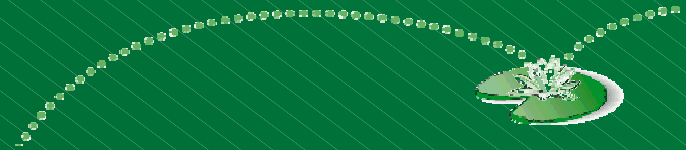
- 22% of responding hospitals have fully implemented IPS - another 6% will enlist intensivists by 2004

## EHR

- Consumers clearly have a choice in urban areas of hospitals with adequate experience

# Leap Refinement – Coordination with Other Organizations

- AHRQ
- CMS
- JCAHO
- NCQA
- NQF



# Leap Refinement – Creating more sophisticated measures

- **CPOE: Online evaluation tool developed by First Consulting Group**
- **ICU Staffing: Joint project with JCAHO to develop risk-adjustment methodologies and reporting program**
- **EHR: Process indicators developed by Zynx Health and outcomes reporting programs now included**

# Potential Future Leaps



- **NQF safe practices**
- **NQF general hospital measures**
- **Physician office clinical decision support (with CMS and AHRQ)**
- **Pursuit of comparative excellence – broad scale performance reporting**

# Lily Pads: Opportunities to Shape the Movement



**CLINICIANS**



**HEALTH PLANS**



**INCENTIVES & REWARDS**



**REGIONAL  
LEADERS**



**BOARD OF  
DIRECTORS**



**BENEFITS  
CONSULTANTS**



**LEAPS AND  
MEASURES**



**ENROLLEE  
COMMUNICATIONS**

# Engage Consumers

## Heart – Education Campaign

## Mind - Web Hits

**By Stephen Scriman**

Preventable medical mistakes are the fifth-leading cause of death in the United States, taking more lives annually than car accidents, breast cancer or AIDS, according to the Institute of Medicine, a national health care advocacy group.

Medical mistakes happen daily. A 1999 Institute of Medicine report found that preventable medical mistakes kill up to 98,000 patients in U.S. hospitals each year.

In an effort to make medical treatment safer, Boeing joined The Leapfrog Group, a coalition of more than 100 private and public organizations working together to reduce preventable medical mistakes in the health care industry.

"We can't control every health care situation, but we can improve the availability of useful, value-added information," said Greg Marchand, Boeing Health and Welfare Operations senior manager and Leapfrog representative. "Our active role in Leapfrog illustrates the company's concern about the well-being of our employees, retirees and their families."

**Three patient safety practices**

Based on scientific evidence from Dartmouth School of Medicine, Leapfrog has identified three safety practices likely to reduce the number of preventable medical mistakes occurring in America's hospitals.

The group encourages health care consumers to consider these three safety practices when choosing a hospital:

- Computerized physician order entry: Database or software applications that help clinicians combine over paper prescriptions, orders and alert doctors to negative drug interactions or other possible problems.
- Evidence-based hospital referrals: Data that helps identify hospitals with the most experience in performing specific, complex procedures.
- Intensive care unit staffing: Use of intensivists (specialized critical care physicians) in hospitals to manage intensive care patients. For at least eight hours a day.

Researchers at the Dartmouth School of Medicine estimate these three safety practices combined could prevent 60,000 hospital deaths related to medical mistakes.

**Preventing Rx mistakes**

More than one million mistakes involving prescription medication occur each year in U.S. hospitals. Many of these mistakes are due to handwritten prescriptions, which are hard to read and can lead to dispensing the wrong drug. Incorrectly filled prescriptions also are responsible for dangerous overdoses and interactions.

Research indicates that computerized physician order entry systems could reduce serious medication mistakes by up to 86 percent each year. When prescriptions are computerized, your physician enters orders into a computer rather than writing them down on paper, and the prescription is automatically checked against your current information for potential mistakes or problems. This helps your doctor by supplying the background needed to select the best drug treatment for your condition.

**Evidence-based referrals**

When you need specialized medical care, your doctor may refer you to another professional with expertise in your particular ailment. With evidence-based hospital referrals, the same principle is applied to certain medical procedures requiring hospitalization.

It's a simple truth: Patients who go to hospitals with a history of good results in performing certain procedures have the best chance of surviving and successfully recovering.

For example, more than 100 studies published in leading medical publications such as the *New England Journal of Medicine* and the *Journal of the American Medical Association* have shown that patients usually get better results at hospitals that perform a high volume of certain types of surgery.

By tracking hospital data on six complex medical procedures and posting this information on the Internet, Leapfrog lets you and your physician evaluate hospitals on the basis of frequency of procedures performed annually. When faced with the need for one of these procedures, you may then identify which of your local hospitals most frequently treats your condition.

**Focus on intensivists**

Your health is most vulnerable during an intensive care unit (ICU) stay. Having access to the right experts during this period could mean the difference between life and death.

Studies indicate that at least 10 percent of patients who die every year at ICUs could have lived if care were managed for at least eight hours a day by intensivists. These are physicians specially trained to care for critically ill or injured patients, whose primary focus is treating ICU patients. As a result, intensivists are more familiar with the complications that can occur in an ICU and are better prepared to provide that care, thus minimizing errors.

**Your health at stake**

Medical mistakes not only have serious physical and emotional implications, but they also contribute to the increasing cost of health care. Boeing spends more than \$1.7 billion a year on health and welfare costs for employees and those retirees

**Preventable medical mistakes cause more deaths per year than car accidents, breast cancer or AIDS**

**Why focus first on mistakes in hospitals? Although a visit to the doctor may be more common, your health can be more significantly affected by the care you receive while hospitalized.**

**Working together toward safer health care**

As fellow Leapfrog Group participants Boeing and the International Association of Machinists (IAM) are working in concert to reduce preventable medical mistakes. This collaboration is part of an ongoing, comprehensive effort of Boeing to give employees, covered retirees and their families the information they need to make wise medical care decisions.

IAM involvement in ensuring patient safety and reducing medical errors is extremely important to our members. Our efforts, along with progressive employers through the Leapfrog initiative are helping to make health care providers accountable for the benefits we negotiate," said Steve Singh, the IAM Director of Strategic Relations.

**Growing awareness**

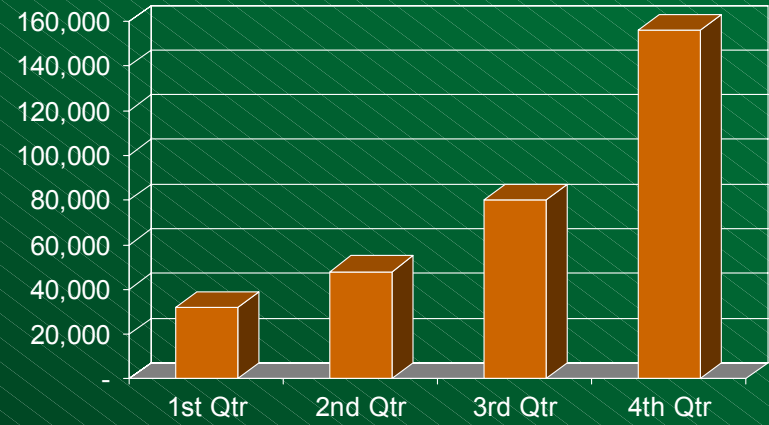
The more Leapfrog's important patient safety efforts are discussed, the more they will grow. If you don't see your area listed here, talk to your physician about Leapfrog. The group currently has gathered information on hospitals in the following regions:

- Atlanta
- California
- Central Florida
- Eastford
- Dallas-Fort Worth
- Eastern Tennessee
- Kansas City
- Massachusetts
- Memphis
- Metro New York
- Michigan
- Minnesota
- New Jersey
- Omaha
- Savannah
- Seattle
- South Central
- Worcester
- St. Louis
- Wichita

**Research procedures**

What type of data did the Leapfrog Group compile on complex medical procedures? Leapfrog focuses its research on six complex procedures regularly performed at hospitals nationwide:

- Aortic/aortic aneurysm repair
- Cardiac catheterization
- Coronary artery bypass
- Coronary artery stenting
- Esophageal cancer surgery
- High-risk deliveries and infant stays in neonatal intensive care units




The Leapfrog Group - Microsoft Internet Explorer

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Start Over

Survey Results for [ ] Hospitals Submitting Responses					
Hospital Name	City	Information Submitted	Computerized Drug Orders	ICU Staffing	Number of Procedures
Hospital Name	City				
Hospital Name	City	06/27/2003			<a href="#">Click here</a> for number of procedures.
Hospital Name	City	06/30/2003			<a href="#">Click here</a> for number of procedures.
Hospital Name	City	06/19/2003			<a href="#">Click here</a> for number of procedures.

-  : Fully Implemented Leapfrog's recommended safety practice
-  : Good progress in implementing Leapfrog's recommended safety practice
-  : Good early stage effort in implementing Leapfrog's recommended safety practice

http://www.leapfroggroup.org/ Internet

# THE LEAPFROG GROUP

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Hospital Name					
Evidence-Based Hospital Referral					
Condition/ Procedure	Overall Score	Number of Procedures/ Patients		Outcomes Rank	Process Excellence
		Hospital Name	Leapfrog Standards		
Coronary Artery Bypass				Did Not Participate	Adheres to Standard
Percutaneous Coronary Intervention				Did not Participate	Adheres to Standards
Abdominal Aortic Aneurysm Repair				N/A	Does Not Adhere to Standard
Esophagectomy				N/A	N/A
Pancreatic Resection				N/A	N/A
High Risk Deliveries & Neonatal ICUs				N/A	Adheres To Standard

Fully Implemented Leapfrog's recommended safety practice

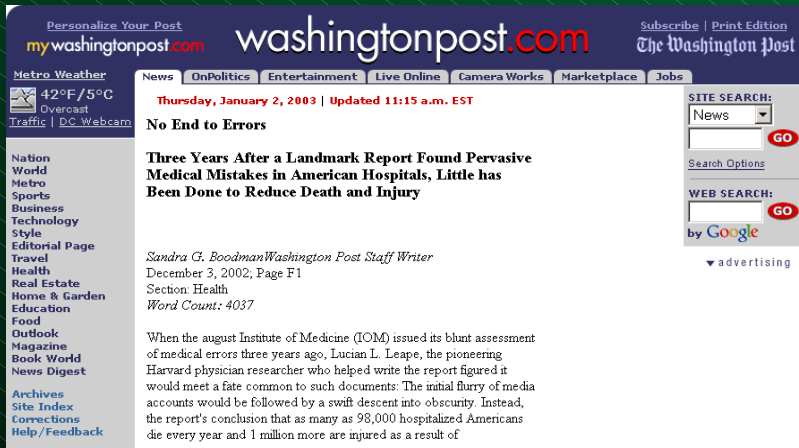
# Growing Efforts to Buy Right



- **Common Leapfrog RFI questions**
- **Common Leapfrog health plan contract language**
- **Focusing on value-based purchasing**
  - **Empire BCBS-Xerox-IBM-Verizon-Pepsi**
  - **Blue Shield of CA tiering including Leapfrog**
  - **New Leapfrog pilots**

# Engaging Hospitals

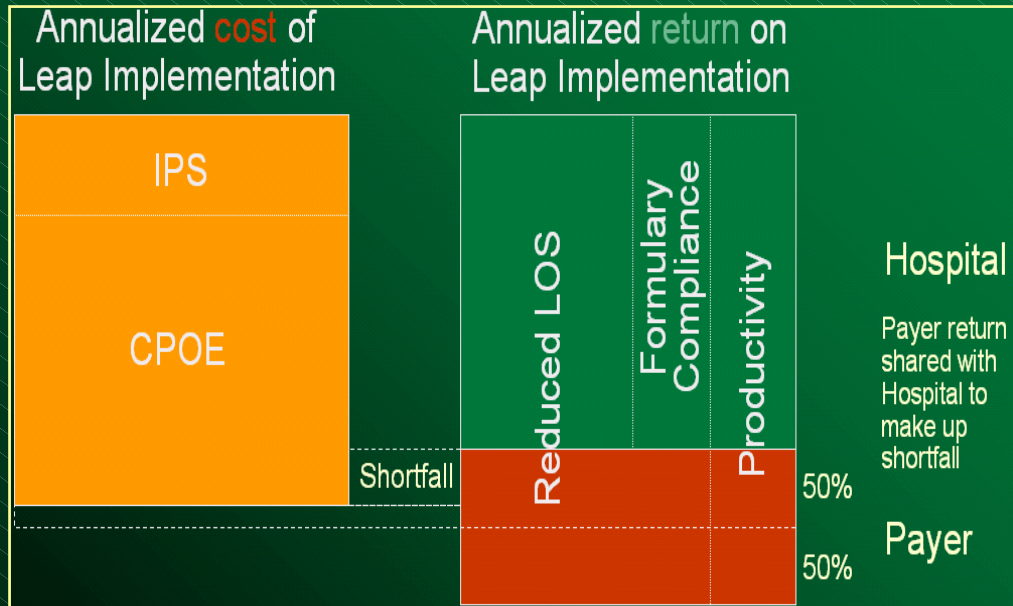
- Thousands of press hits
- Letters from health plans



Almost 60% of hospitals in targeted regions fill out survey...30% of all targeted Hospitals



- Direct bonuses
- Indirect reward - more market share





# The Leap over the Gridlock Has Begun

- **Rapid growth in purchasers signing on to Leapfrog's approach**
- **Rapid growth in hospitals disclosing status to their communities**
- **Active health plan support**
- **70% of Americans have access to information for at least one hospital in their community**
- **Massive education of consumers through purchasers**
- **Market reinforcement beginning through different channels**