



communications
marketing
group

Creative Brief for Leapfrog Hospital Rewards Program Brochure

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Program Marketing Brochure

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Background/Overview:

The Leapfrog Group, in repositioning the LHRP to revitalize interest primarily among employers and health plans, is initiating marketing strategies and collateral development to assist in “selling” the program concept. With limited staff and resources, it is imperative that program collateral act as a sales associate to motivate and inform prospective partners of the benefits of participation in the LHRP.

Although implementation is currently underway with several licensees, challenges and stumbling blocks have prevented successful deployment of the program since its launch in May 2005 and results have yet to be compiled. In the absence of a solid business case demonstrating the return on investment for each target audience - which prospective participants have requested - the LHRP staff feels compelled to continue marketing efforts with a fresh and more sales-oriented approach as recommended by CMG in the communications strategy.

Given the competitive landscape in health care today, program challengers could intensify at any time so it is imperative that the LHRP continue to market aggressively and gain traction in the marketplace. It also is critical that the LHRP begin to be recognized for its uniqueness and begin to set itself apart from other Leapfrog products while maintaining the integrity of the Leapfrog heritage and identity.

While other programs may exist on a regional level, no other national pay-for-performance hospital initiative measuring nationally accepted quality standards in these specific critical care areas most important to employers exists. The LHRP staff wants the program to be revered as a catalyst for improvement, a cutting-edge solution to affecting better quality care for a better value. It wants to reinforce that the program is manageable, risk-free, progressive, effective, practical to implement, innovative, and flexible for easy implementation.

The brochure is being developed as a tool to reach prospective participants and generate interest in the program beyond just the facts presented in the fact sheet and in less detail than the Web site. The LHRP staff members intend to distribute the brochure at trade shows and conferences as well as mail to interested individuals who may come across the program via other avenues.

Program Goal

To secure six new licensees/partners by the end of 2006

Brochure Objective

To generate interest, and gain participation, in the LHRP among employers, health plans and hospitals

Design and Copy Guidelines

Typically, the organization has used fact sheets to communicate program details but has never created a marketing piece to really reach out to prospective partners and draw them in to the program benefits. The message and design must quickly break through the clutter and clearly make an appeal to those who may benefit from the initiative. The copy should be inspirational and the design captivating and memorable. The design should complement the current Leapfrog collateral and identity but should be distinctly unique to draw attention to its merit apart from other Leapfrog programs.

The brochure needs to be clean, fresh, original, motivating and relevant to health care and the program benefits – dollars saved, waste eliminated, quality care provided, measures not available through any other program such as newborn care/deliveries, etc. The copy should make readers almost feel guilty if they don't participate or at least contact the organization for more information. It must be benefit-oriented and sell the program as well as introduce some of the details but most importantly it must compel readers to consider the possibilities for change and improvement with LHRP and imply that this initiative is the only one for them.

Colors should complement the green Leapfrog identity but again create a unique image for the LHRP. Fluid shapes, curved lines and rounded designs rather than hard angles would be appropriate to convey the flexibility of the program and the progression they hope to achieve; however, it must appeal to bottom-line oriented business professionals who will disregard a fanciful approach.

Words used to convey the image of the program include:

- | | |
|-------------------------------------------|-----------------------------|
| • Effective – drives improvement | User-friendly |
| • “Hot” | Well-known |
| • Understood – not mysterious | Credible |
| • Quality badge/seal of approval | Manageable |
| • Valuable | Affordable |
| • Industry-standard | Trusted |
| • Informative | Catalyst |
| • Advocate for quality | Timely |
| • Cutting-edge – want to be a step ahead | “Right thing to do” |
| • Practical | Leapfrog is the helper |
| • Customizable | Innovative |
| • Nationally accepted (trusted) | Manageable |
| • Valid | Reliable |
| • Flexible | Driver/enabler |
| • Igniter/catalyst | Value |
| • No risk | Savings come first |
| • The “should be’s” of health care | Hard work is done |
| • Making sure what should be done is done | Ensuring excellence in care |
| • Independent | Efficiency |
| • Effectiveness | Progressive |
| • Forward-thinking | Moving health care forward |
| • First-ever | Inaugural leader |
| • Open accountability | Save |
| • Improve quality | Solution |
| • Incentives | Collaborative |

Key Message/Position Statement:

LHRP is the only pay-for-performance initiative based on nationally accepted quality standards and measures that makes improving in-patient health care nationwide and gaining higher quality care for a better value possible.

Supporting Messages and Emotional Rationale

- The Leapfrog Group, a trusted advocate for quality improvement in healthcare, provides the only quick, practical and customizable program to reward and recognize hospitals for lower costs and improved care while driving greater value for employers and health plans.
- The Leapfrog Hospital Rewards Program is the only pay-for-performance incentive and rewards plan based on nationally accepted quality standards proven to reduce medical errors and standardize hospital care to ensure every patient receives the right evidence-based treatment every hospital visit.
- For leaders in health care reform, the Leapfrog Hospital Rewards Program provides the first and only easy-to-manage national incentive plan flexible enough for employers and health plans to implement regionally and integrate into their core business strategies.
- Participation in the innovative Leapfrog Hospital Rewards Program drives quality improvement in health care nationwide; helps manage employer, health plan and care costs; and empowers consumers to evaluate hospital services and make educated, value-based decisions about where to seek care.
- Progressive employers and health plans jointly invest in the Leapfrog Hospital Rewards Program to motivate hospitals to improve processes of care and patient safety initiatives because it's the right thing to do for members, employees, communities and companies' profits.
- The Leapfrog Hospital Rewards Program is a valid and viable plan to help establish hospitals as national leaders in the movement to improve quality health care and provide exceptional value for the communities they serve.
- The Leapfrog Hospital Rewards Program is designed to save lives and money with a built-in guarantee to distribute incentives only after employers and health plans recognize savings.
- Guided by the Leapfrog Hospital Rewards Program, consumers can select high-quality, low-cost providers and make knowledgeable, value-based health care purchases with confidence while saving dollars for employers.
- The LHRP is a collaborative initiative involving all stakeholders and working through the LHRP, employers, health plans, and hospitals can together help ensure that patients receive the best and most appropriate care in the hospital
- LHRP participants can rely on a dedicated team of Leapfrog Group professionals for assistance and guidance during implementation to help leaders in health care improvement achieve their goals.

Hospital Key Messages:

- The Leapfrog Hospital Rewards Program provides participating hospitals the first and only national benchmark by which to evaluate performance in the effectiveness *and* efficiency of care in five clinical areas.
- The quality and efficiency data used to independently evaluate and rank hospital performance in the Leapfrog Hospital Rewards Program builds on the validity and viability of the Leapfrog safety survey to minimize additional reporting.
- Quality-driven hospitals, striving to make significant advances in the delivery and cost of care receive rewards for improvement with the Leapfrog Hospital Rewards Program; one-of-a-kind national incentive plan.
- The Leapfrog Hospital Rewards Program provides hospitals the opportunity for public recognition of improvement in care and leadership in the nationwide quality initiative.

Employer Key Messages:

- The Leapfrog Hospital Rewards Program is a no-risk, pay-for-performance incentive model that ensures rewards are distributed only after savings are recognized and care is improved.
- More than \$18 billion dollars and 66,000 lives can be saved by participating in the Leapfrog Hospital Rewards Program and motivating hospitals to improve processes of care and patient safety initiatives to perform at the same level as the top 25 percent of hospitals nationwide: a clearly attainable and reachable goal.

Target Audience

The brochure will be targeted to prospective Leapfrog Hospital Rewards Program participants – employers, health plans and hospitals. Employers are defined as Fortune 500 companies, primarily self-funded employers. Health plans are primarily large regional health plans and secondarily national health plans with which employers contract as the intermediary between the company and its employees. Hospitals are primarily those already participating in the Leapfrog survey with a commitment to improving quality and becoming part of a regional, collaborative effort to better serve patients.

The audiences are familiar with the pay-for-performance concept and have varying degrees of receptivity to the concept and its anticipated results. The audiences are slow to change and must be motivated to participate in what on the exterior seems to be a valid initiative and in the absence of full program implementation, prospective participants remain skeptical. They are business professionals, savvy to the health care environment and the challenges surrounding national reform.

LEAPFROG

Hospital Rewards

PROGRAM

*Moving Health Care
Forward*



*The rewards are clear.
You can't afford not to participate.*

Every year:

66,000 lives could be saved

\$18.5 billion could be recovered

145,000 unnecessary re-admissions could be prevented

187,000 preventable medication errors could be avoided

*Estimates based on hospitals performing as well as the top 25 percent of hospitals for LHRP measures.

Converting these estimated statistics into results is an attainable goal that is measurable and motivated through the LHRP. By encouraging all hospitals to provide the same level of quality as the top 25 percent of hospitals nationwide, LHRP participants together can change the delivery of hospital care.

With the right measurement and rewards system in place, significant strides in the way hospitals care for patients are achievable. Technical assistance and guidance from the LHRP team ensures the program is versatile and successful to meet every partner's needs.



The Leapfrog Hospital Rewards Program is bringing employers, health plans and hospitals together to build healthier communities. To participate in this innovative, cooperative effort, contact ...

The Leapfrog Group

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www.leapfroggroup.org

It's the right choice for you.

The Leapfrog Hospital Rewards Program is the only national, customizable pay-for-performance program for employers and health plans. It's a flexible, dependable solution for progressive leaders to invest in the future of quality health care.

The LHRP offers health plans and employers a way to deliver on strategic initiatives with certainty, but without the costs, time and hassles of originating an independent program.

The adaptable structure means LHRP partners can tailor the program to meet their individual needs and business objectives with complete support from the LHRP team.

For employers and health plans, Leapfrog has also taken the guesswork out of calculating rewards and incentives. Rewards to hospitals are based on shared savings from care improvements and are distributed only after savings are recognized. The LHRP is the practical choice to reduce waste, help manage costs and improve quality in health care.

The LHRP is the practical choice to reduce waste, help manage costs and improve quality in health care.



Improvement Means Savings... *lives and dollars*

Hospital performance in the LHRP may be evaluated in any of five clinical areas:

1. **Coronary artery bypass graft (CABG)**
2. **Percutaneous coronary intervention (PCI)**
3. **Acute myocardial infarction (AMI)**
4. **Community acquired pneumonia (CAP)**
5. **Deliveries/newborn care**

These clinical areas collectively represent 33 percent of commercial hospital admissions and 20 percent of spending by commercial payers on inpatient services. Despite the importance of care in these areas, the quality and efficiency with which it is delivered varies significantly. The LHRP is based on Leapfrog Hospital Insights, a national set of hospital quality and efficiency measures that focus on elements of care standard in every hospital, and are proven to save lives and minimize mistakes. The LHRP is the sensible way to drive improvements in care, reduce waste and save lives.

Clinical Area	Potential \$ Saved/Admission	Total Potential Savings (in billions)	Total Lives Saved Each Year
AMI	\$ 7,221	\$ 5.596	33,832
CABG	\$10,052	\$ 3.962	4,089
PCI	\$ 4,120	\$ 2.795	2,800
CAP	\$ 1,569	\$ 2.039	2,673
Delivery	\$ 1,042	\$ 4.142	12,749
TOTAL		\$18.536	56,143

*Total Potential Savings Opportunity is based on hospital payment and quality information from national data. The savings represent the amount of savings the health care system could recognize if all hospitals improved performance to the level of the top 25 percent of hospitals on the LHRP measures.

Most are eager to do the “right thing” to improve the quality of health care nationwide but are unsure how to initiate change individually or within their communities. They may have been searching for a solution or beginning to develop a program on their own, so this brochure needs to move them into action and prompt response. Overall, the program may meet with some resistance, therefore the vehicle to deliver the program message must be benefit-oriented, clean, crisp, attractive, motivating, professional, relevant, and stand out among consideration of other options.

Elements to Include in Brochure:

- Logo
- Slogan
- Program contact information
- Information specifically targeting each audience: hospitals, employers and health plans
- Program benefits and some program specifics
- Testimonials
- Call to action and response
- Statistics and facts as available

Needs from Creative Team:

- Design concept for brochure and envelope due week of August 7th.
- Revise design concept based on client feedback
- Prepare file and send to printer

Brochure Design Parameters

10-panel (including cover and back) brochure

6” x 6”square opening to 18” across (cross shaped)

Back cover and center to sell program and benefits

Each square panel dedicated to specific audience: hospital, health plan, employer

65 lb. cover stock

Photography and images reflecting quality, cost efficiency, health care, the clinical areas measured (ie. Newborn/delivery), etc.

Rationale:

The unusual shape of this brochure automatically will set the program apart when combined with other Leapfrog literature. The panels folding out into a cross shape subtly reinforce the health care relevance should they receive the brochure without other Leapfrog material. A special envelope could be designed to complement the brochure or it could be included in a slightly larger standard envelope. A complementing envelope is recommended and additional mailing costs will be incurred, however the impact will be significant. A business card can be dropped in the center of the brochure with the panels folding in on one another to form the square and keep the card secure until opening. The estimated cost to print would be approximately \$3 per piece.

It's the *right* thing to do.

The United States spends nearly \$2 trillion each year on health care, yet high spending doesn't guarantee good care. Through vision, dedication and genuine collaboration, we can create a high-quality, high-value health care system in America.

The Leapfrog Group, a trusted advocate for health care, introduces the first easy-to-manage national incentive program for hospitals. The one-of-a-kind Leapfrog Hospital Rewards Program™ (LHRP) is based on nationally accepted quality measures that reduce medical mistakes and promote approaches that are proven to work. Using incentives and rewards, the LHRP motivates hospital improvements designed to save lives and increase the value of the health care dollar.

"The need to tackle the inefficient health care system is something we can no longer ignore. Creating an open, transparent marketplace provides employers, health plans and consumers with information they can trust to make value-conscious choices in health care services. Aligning incentives for high-value care can lead to innovation, performance improvement and a better health care system. The LHRP is the solution for purchasers and payers to promote healthy competition around quality and efficiency of hospital care."

Robert Galvin, MD
Director of Global Health for General Electric
Co-founder of The Leapfrog Group
Founder of Bridges to Excellence (BTE)



Empowering Educated Choices In Health Care

In this increasingly competitive marketplace, individual patients are taking on more responsibility to manage their care. Consumers are being challenged to discern high-quality, low-cost hospitals and make value-based decisions about services. Objective evaluations from LHRP, based on the Leapfrog Hospital Insights measures, provide consumers with information about hospital performance and enable them to seek the right health care with confidence.

Currently, about 20 percent of consumers are using quality information to make health care choices. When financial incentives are integrated into benefit designs, such as reduced co-pays for receiving care in hospitals achieving high performance, consumers will be even more selective. Reinforcing this selectivity can help health plans promote improvements while saving dollars.

"Health plans, both regionally and nationally, can play an integral role in health care improvement by helping individuals be more informed consumers in the health care marketplace. Empowering our members with objective and reliable information on provider performance is a key aspect of CIGNA's strategy to assist members as they make health care decisions. The hospital performance information generated through the Leapfrog Hospital Rewards Program helps us meet this goal. Our members can make smarter choices using the LHRP information, and we can better meet market demand for programs that encourage consumer engagement in health care."

Dr. Jeffrey Kang
Chief Medical Officer
CIGNA HealthCare

LEAPFROG

Hospital Rewards PROGRAM

The Wise Buyer

The Leapfrog Hospital Rewards Program is the only national pay-for-performance program that measures and evaluates hospital care in clinical areas that matter most to employers. Using the Leapfrog Hospital Insights measures as the foundation for performance improvement, the LHRP provides data about cardiac care, as well as newborn care and deliveries, conditions relevant to working people. By setting high standards for care in areas most relevant to the working population, the LHRP provides progressive employers with the means to address skyrocketing costs of care and influence positive change for their employees.

"Employers have an enormous opportunity to make a difference in the way health care is delivered and compensated, but we need to transform the system. We also need to be prepared to provide the rewards and incentives when improvement is achieved."

The LHRP complements our current business strategies, and we are confident that IBM will benefit financially and all of us will benefit as a society. We are committed to help champion health care reform and empower our employees with information to make more educated, value-based decisions that in the end will save our company money and ensure healthier employees. The majority of employers don't have the knowledge or expertise to make a demonstrated difference in the quality of health care, and the LHRP removes any supposition."

George Chedraoui
Well-being and Health Benefits Leader
IBM Global Well-being Services
Research Triangle Park, NC

A Catalyst for Excellence

Continuous improvement and high-quality care at a lower price is the goal of the LHRP. Unlike other efforts, this one rewards hospital *improvements* and not just the top performers. As the first and only program to evaluate the effectiveness *and* efficiency of care, LHRP collaborated with leading experts to ensure its reliability and integrity. The LHRP relies on the non-proprietary efficiency measure developed by Leapfrog in partnership with Medstat and introduced to the market as part of the Leapfrog Hospital Insights measures. For the first time, a hospital can assess the implications of its performance on patient experiences and bottom line profits.

To minimize additional reporting, Leapfrog Hospital Insights uses quality measures that are nationally endorsed and already collected. Using the Leapfrog Survey and JCAHO measures, the initiative combines structural, process and outcome measures into one quality rating for each clinical area.

Quality-driven hospitals, striving to make significant advances in the delivery and cost of care, are rewarded for improvements in this one-of-a-kind program. Working with health plan and employer partners, hospitals can participate in the design of the rewards and incentives.

"The LHRP is compatible with Methodist Healthcare's culture of continuous improvement. We have participated in another pay-for-performance initiative, and we learned that we like the competition of reporting and beating our last best performance. I think it is good to have someone looking over our shoulders and challenging us to be better. The result will be a demonstrable improvement in care."

Donna Abney
Executive Vice President
Methodist Healthcare

A Benchmark of Performance

The LHRP scores and ranks hospitals using the quality and efficiency data they submit. It is the only national, independent quality and efficiency benchmark for hospitals. Hospitals are scored and ranked separately in each of the five clinical areas. Detailed feedback to hospitals helps guide improvement in each area.

Based on measures and a methodology developed with health care payers, providers and industry experts, the LHRP recognizes exceptional performance and sustained improvements. It's an opportunity for hospitals to showcase their leadership in the nationwide quality initiative and receive public recognition for their efforts. Choosing the LHRP demonstrates commitment to quality.

"Transparency and sharing of data brings us all on the same page, and the Leapfrog Hospital Rewards Program provides a forum for improvement dialogue. The LHRP provides an opportunity for providers and payers to work together on a common set of measures. It allows us to engage collaboratively with regional businesses to share our hospital performance data and work in partnership to devise strategies that will improve the quality of health care in our area."

Donna Abney
Executive Vice President
Methodist Healthcare