

2019 Annual Report



# Advancing Progress and Possibilities for a Healthier Future

<p>More than <b>876,000</b> unique patients from all 50 states and more than 70 countries</p>	<p><b>26,000+</b> employees across 40 owned, managed and affiliated hospitals and specialty hospitals, and 100+ health centers and urgent care centers</p>	<p><b>769</b> active clinical trials that offer the potential for new, more effective treatments</p>
<p>Performed <b>181,300</b> cancer screenings among Ochsner patients and reached <b>15,000</b> patients through Ochsner's smoking cessation program</p>	<p>Successfully performed Ochsner's <b>1,000th</b> heart transplant, joining just 13 other systems to have achieved this milestone</p>	<p>More than <b>1,450</b> medical students, residents and allied health students completed a portion of their clinical training at Ochsner Health</p>

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# With Heartfelt Gratitude

October 2020



*As we look back in this report at Ochsner's progress in 2019, it is also necessary to take note of the unprecedented challenges that Ochsner and our community are facing in 2020. In March our world was hit by a deadly and unprecedented pandemic, one that has upended nearly every aspect of our lives. As an organization responsible for the health and well-being of many thousands of caregivers and more than a million patients across all 50 states and 70 countries, Ochsner remains fully engaged in the fight against this public health crisis.*

*I'm intensely proud, yet not surprised, that our organization has responded with remarkable grit, courage and humanity from the moment we identified our first patient in March. When the threat of COVID-19 became clear, we mobilized all of our resources to protect our employees and patients, caring for more than 900 COVID-19 patients in the first month alone. We took immediate steps to increase bed capacity at our facilities, expand our labs to process tests quickly and accurately, redeploy staff into critical care positions and bolster our supply chains to ensure reliable supplies of PPE and other equipment. The strength of our Research team continues to be on full display as we participate in national vaccine trials and lead community testing across Louisiana. The decisiveness with which we responded to this crisis has been crucial, but as always, it has been the strength and selflessness of our healthcare professionals that has carried us through.*

*Neither the Ochsner family nor the Gulf South communities we serve are strangers to periods of incredible strain and difficulty. We've faced down hurricanes, oil spills, floods and economic recessions, but no crisis has tested us like this one. New Orleans and Louisiana were particularly hard-hit in the early stages of the pandemic. Yet our community stood together, and Ochsner continues to benefit from remarkable community support. From the moving tributes to our doctors and nurses on social media, to the small local businesses who stepped up to provide PPE and other essential supplies, I've never been prouder to call this region home. The solidarity of our friends, families, neighbors and colleagues kept many of us going during this challenging time.*

*As I write, it is clear that this storm has not passed, although we have great confidence in the future. So we remain vigilant. Our organization will continue to work closely with communities and public health experts to maintain the highest level of care, while keeping everyone safe. For now, I want to give my heartfelt thanks to our patients, our supporters and especially our frontline employees who have stood with us in this time of incredible difficulty. We will emerge from this crisis stronger than ever, and their sacrifice and selflessness will never be forgotten. ✓*

A handwritten signature in black ink that reads "Warner L. Thomas". The signature is fluid and cursive.

**Warner L. Thomas**  
President and Chief Executive Officer  
Ochsner Health

**To donate to programs that support our patients:**  
[ochsner.org/giving/donate](https://ochsner.org/giving/donate)



# OUR OBJECTIVE IS BOLD

LETTER FROM

**Andrew Wisdom**  
Chair,  
Board of Directors



**Warner Thomas**  
President and  
Chief Executive Officer

**By nearly every measure 2019 was another remarkable year for Ochsner Health, a year of growth and innovation — one when we deepened our commitment to patients and the broader community.**

Reflecting on Ochsner’s work to advance progress and possibility for all our stakeholders, perhaps most important were the strides we took in our continuing transformation from a healthcare system to a system that delivers health. It’s an approach that carries us beyond treating disease to an active participation in the health and wellness of the whole person — preventing disease before it starts and improving the lives of those we serve.

This commitment starts with the nearly 900,000 patients we cared for in 2019, but it goes much further to include every member of our communities. Ochsner’s long-term vision is to be a catalyst for lasting change, working together with state government, our healthcare partners, insurers, employers, schools and others to lead a powerful new statewide health strategy. Our objective is bold: to radically improve our state’s health and wellness position, and, in so doing, strengthen the lives and futures of our neighbors.

Several advantages position Ochsner for this role: our size and geographic reach, our reputation for clinical excellence, our diverse and impactful community initiatives, our growing participation in research and clinical trials and our leadership in digital medicine and telemedicine. In 2019 we fortified these strengths across the board, while at the same time committing to do more. As we served more patients, stood up new facilities,

expanded partnerships, educated more medical professionals and strengthened our ability to reach more communities — we earned continuous recognition for quality, safety and patient satisfaction. Among the many highlights of the year:

- » Along with our partners, Ochsner served nearly 900,000 unique patients from every Louisiana parish, every state and more than 70 countries, including 2.5 million individual patient visits.
- » Ochsner’s world-renowned Centers of Excellence, which encompass nine medical specialties, continued their growth and served 6% more patients in 2019.
- » Our teams at the John Ochsner Heart and Vascular Institute and the Multi-Organ Transplant Institute reached a remarkable milestone when they successfully performed our 1,000th heart transplant, joining only 13 other systems to have achieved this milestone.
- » Ochsner’s Digital Medicine team cared for more than 10,000 patients in hypertension and diabetes programs, while Ochsner Anywhere Care completed more than 3,300 virtual visits and cared for more than 17,000 patients.
- » Underscoring our commitment to cancer prevention and early detection, Ochsner screened more than 181,300 people for breast, cervical, lung and colorectal cancer.
- » We raised our game in support for STEM education through a commitment to establish the John Ochsner Discovery Health Sciences Academy which will enroll 700 K-8 students.



Our objective is bold: to radically improve our state’s health and wellness position, and, in so doing, strengthen the lives and futures of our neighbors.

— Andrew Wisdom





As Louisiana’s largest healthcare provider, employer and educator of healthcare professionals, we are committed to being a force for good — investing in and improving the lives of those we serve.

— Warner Thomas



- » Lafayette General Health signed a letter of intent to merge with Ochsner, which will create the largest healthcare provider in the Gulf South. Our agreement includes a \$465 million commitment to expand access and enhance clinical services across the Acadiana region.
- » We established a new partnership with Teche Regional Medical Center, creating Ochsner St. Mary, and expanded our partnership with Rush Health Systems in Mississippi.
- » We celebrated 10 years of the University of Queensland Ochsner Clinical School partnership and graduated 113 new physicians in the 2019 class.
- » After only one year into our landmark collaboration with LSU Health Shreveport, we achieved marked improvements in quality and safety, faster access to care, and earned recognition as a pediatric level II trauma program, the first in the state.
- » Opened Ochsner Medical Complex — The Grove, in Baton Rouge, marking the largest capital investment in Ochsner’s history.

None of this progress would be possible without the commitment and tireless devotion of the Ochsner family, now more than 26,000 strong. We’re investing in initiatives around their health and wellness, in education, workforce development, mental health and initiatives to care for our caregivers. We’re proud that Ochsner has achieved top quartile employee engagement, breaking our own records for seven straight years. In fact, our level of employee engagement has doubled in the last decade — a testament to the excellent

work being done by leaders and teams throughout the organization. And we remain committed to fostering a workplace that is diverse, inclusive and welcoming to all, one where every employee can reach their full potential.

Ochsner’s generous donors — who have been at our side every step of the way — continue to be vital contributors to this work, enabling us to invest in new facilities and capabilities to expand access and save and change more lives. We are grateful to each of them for their steadfast support.

Every day our system’s more than 4,500 employed and affiliated physicians and advanced practice providers, along with thousands of nurses and support staff, demonstrate the energy, the momentum, the compassion and the innovation to make a difference. We recognize that with our significant size and strong reputation comes greater responsibility. Ochsner is leading the conversation on health and inspiring a future of wellness in our region. As Louisiana’s largest healthcare provider, employer and educator of healthcare professionals, we are committed to being a force for good — investing in and improving the lives of those we serve.

While we can’t solve all our region’s problems alone, we will help lead the change.

It’s exciting work, and it will demand the very best of each of us. Fueled by the passion of our people and the steadfast support of donors and other stakeholders, we remain confident that we can achieve those ambitious goals — and more. 🙌

**Andrew B. Wisdom**  
Chair, Board of Directors  
Ochsner Health

**Warner L. Thomas**  
President and Chief  
Executive Officer  
Ochsner Health

# DRIVING THE FUTURE OF HEALTH

**Pete November, Executive Vice President, Digital Health and Chief Administrative Officer; Aimee Quirk, CEO, innovationOchsner (iO); and Dr. Richard Milani, Chief Clinical Transformation Officer and Medical Director of iO, discuss Ochsner's leadership in innovation and digital health, our strategy for continued growth and the potential to drive new innovations that benefit both Ochsner patients and healthcare providers nationwide.**

**Q Ochsner today is recognized as a pioneer in digital health and is on the leading edge in emerging innovation. How did that come about?**

**Pete:** Ochsner has a marked history of innovation, of embracing emerging technologies and deploying new ways to connect with and treat patients. That's been true for over 77 years. Our digital health initiative began with the recognition that we need an entirely new system of care for chronic disease management, one that can improve patient outcomes and reduce costs. According to the CDC, chronic disease is both the leading cause of death and the foremost driver of healthcare costs. Over five years ago we founded innovationOchsner (iO) and set out to reengineer and completely redesign the delivery model to try to move the needle on chronic disease. The virtual Digital Medicine programs we developed have led to great results, helping patients with hypertension and diabetes stay healthier and avoid serious complications. Since then our momentum and reach in this space has only grown.

**Q What is iO?**

**Aimee:** iO is our innovation lab that functions much like a startup within the health system. We have a really talented cross-functional, entrepreneurial team that understands how technology can make accessing care more convenient and can also result in better health by allowing our care to be more predictive, proactive, personalized and participatory. We have been able to develop digital health

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Our digital health initiative began with the recognition that we need an entirely new system of care for chronic disease management, one that can improve patient outcomes and reduce costs.

— Pete November

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solutions to do just that, including the Digital Medicine program Pete mentioned. What's exciting is that not only are we known nationally for breaking new ground in healthcare, but our work is also improving the health and lives of people in the communities where we live and work every day. Our focus is bringing these new models to more people in more ways.

**Q Thousands of Ochsner patients are participating in these award-winning Digital Medicine programs for chronic disease. Do you see additional opportunities to grow your presence?**

**Dr. Milani:** Absolutely. Just in Louisiana alone there are 1.4 million patients who we know could potentially live longer, healthier lives through these types of innovations. We also know these digital programs are not limited by geography and can be extended to patients no matter where they live. We're also focused now on building out additional Digital Medicine programs for other common chronic diseases like COPD and high cholesterol.

**Aimee:** Just as we're developing new programs, we're also working to develop new ways to bring the high-quality care digital medicine offers to more people. Toward the end of 2019, we partnered with a national telemedicine platform called Hims & Hers that addresses a variety of sensitive health concerns from hair loss to erectile dysfunction. They found that some of their patients needed access to chronic disease care, so we worked with them to create a seamless, virtual experience for those patients to connect to our Digital Medicine offering. It's exciting to be their first digital health partner, because together we are creating a platform of effective healthcare delivery for the benefit of patients, while extending the benefits of our Digital Medicine programs to help more people reach their health goals.



Pete November, Executive Vice President, Digital Health and Chief Administrative Officer, and Aimee Quirk, CEO, innovationOchsner (iO).

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Our continued focus on virtual care is all about being predictive and proactive. We're removing barriers to access by allowing patients to see high-quality providers in a setting that is convenient for them.

— Aimee Quirk

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**Pete:** I'd add that the demand for care options that can be delivered exactly where and when people need them goes beyond the individual. Our Digital Medicine solutions are sought-after by national payors, employers and healthcare providers who are seeking new solutions to help keep their members healthy. With that in mind, we recently created a new business unit that will focus exclusively on commercializing and expanding the existing Digital Medicine offerings, allowing iO to stay focused on developing new solutions and making new breakthroughs for chronic disease and beyond.

**Q Going beyond your chronic disease management solutions, what are some of your most promising technologies, platforms and research areas to improve access and enhance care?**

**Dr. Milani:** On the research front, we've started an engineering lab to allow us to develop more in-home technologies, and we'll continue to invest heavily in this space. As the U.S. population ages, many of them want to age at home and outside of traditional nursing homes. We want to be there with them through technologies like remote patient monitoring, predictive analytics and artificial intelligence — offering better and safer care than what's available today. I think in five or 10 years the experience of aging at home will look and feel much different.

**Pete:** Of course, home-based care isn't limited to an older population. Just a couple of years ago we introduced Ochsner Anywhere Care, a virtual visit tool for urgent care that offers access to a licensed physician or advanced practice provider whenever and wherever you need it. We subsequently added online behavioral health counseling services to our

Anywhere Care offering. The newest enhancement, which we're really excited about, is the Anywhere Care Health Kit, a handheld device that allows you to capture physical examination data at home and share it with your physician online through the Ochsner Anywhere Care app. The device has a video screen that guides you through the exam and a digital camera, stethoscope, otoscope and tongue depressor that enable you to listen to your heart and lungs and examine your throat, ears and skin from the comfort of your own home. It can be used anytime day or night for yourself, your child or an elderly relative. At launch we sold more than 700 of these new kits, completed more than 2,100 virtual visits and enrolled an additional 11,500 Ochsner Anywhere Care patients. We believe that this type of virtual care is here to stay.

**Aimee:** We have also created solutions to help enable more convenient, proactive care for other conditions, such as pregnancy. Our Connected MOM program allows expectant mothers to stay connected to their Ochsner care team from the comfort of home. We give mom a kit of connected devices, including a scale and a blood pressure cuff, that seamlessly communicate with our electronic record, allowing us to see how she is doing wherever she is. Through this program, we have been able to reduce the number of visits for mom, while providing a more continuous connection that allows us to detect any problems even sooner than we otherwise would. Our focus now is on expanding Connected MOM to



high-risk pregnancies so we can monitor fetal heart tones and other important signs of health and distress remotely. We are ultimately trying to help all our patients in our community live their healthiest and best lives.

**Q What are your going-forward priorities in digital health?**

**Aimee:** Looking ahead, we are continuing to focus on developing new initiatives to support patients and their families on their health journey by creating more solutions that make care much easier to access. We will continue to focus on chronic disease because it impacts so many people, and we know digital health solutions can really help improve control. We will add more care services to our digital platform across multiple service lines, allowing more people to get the care they need from wherever they are. And, as Dr. Milani said, we will invest in solutions that enable health in the home and provide peace of mind for people as they age in place.

**Dr. Milani:** There are so many domains to explore. Take the genetic mutations associated with hereditary cancer and heart disease. You can't — and shouldn't — approach

these diseases with a one-size-fits-all approach. Our new partnership with Color has allowed us to create a first-of-its-kind, fully digital genomics program that lets us do proactive genetic screening to identify patients with higher risk early, before the onset of disease. This information equips patients with personalized details about their health and helps our providers deliver more and better preventive care. In our pilot we're screening for markers for breast and ovarian cancers, colorectal and endometrial cancers and heart disease and stroke. This is just one way we are taking a comprehensive view of a person's health by looking at all the factors that determine it.

Our continued focus on digital health is all about being predictive and proactive. We're removing barriers to access by allowing patients to see high-quality providers in a setting that is convenient for them.

**Pete:** Patients will always seek hospital or clinic-based care, but now they can also receive it at home, at work or even on vacation, and it can still be with the Ochsner healthcare provider they trust. ✓

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Our new partnership with Color has allowed us to create a first-of-its-kind, fully digital genomics program that lets us do proactive genetic screening to identify patients with higher risk early, before the onset of disease.

— Dr. Richard Milani

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Dr. Richard Milani, Chief Clinical Transformation Officer and Medical Director, iO.

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## In Memoriam Edward D. Frohlich, MD

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Across our 77-year history there are many medical giants who contributed to Ochsner Health's reputation for clinical, academic and research excellence. None stood taller than Alton Ochsner Distinguished Scientist Edward Frohlich, MD, who passed away in August 2019 at the age of 87.

A member of the Ochsner family for more than 40 years, Dr. Frohlich joined Ochsner as a young physician when very little was known about hypertensive disease. Over his career, Dr. Frohlich established an international reputation as a pioneer in investigative clinical and experimental hypertension, especially the relationship between hypertension and heart failure. His work helped elevate Ochsner as a premier research institution on an international scale.

Hypertension today is a manageable and preventable chronic disease thanks in large part to Dr. Frohlich's foundational work. Notes Dr. Richard Re, Ochsner section head, hypertension, "When Dr. Frohlich began his work, hypertension was an unknown. People thought it was just normal. Dr. Frohlich arrived on the scene and showed, yes, it must be treated, but it's not all the same disease. He defined what kinds of hypertension caused what kinds of problems, and how to treat them."

Dr. Frohlich's contributions are well known in the medical community and his scholarship broadly recognized and published. For more than a decade, he served as editor-in-chief of *Hypertension*, the prestigious journal of the American Heart Association. He also served as a leader in several scientific societies in the field, including academic appointments at LSU, Tulane and the University of Oklahoma. Dr. Frohlich effectively passed on his passion for learning and his love of medical practice by training future generations of scientists and physicians.

Dr. Frohlich earned many accolades during his career, including Ochsner's 2015 Lifetime Achievement Award, and, in gratitude for his many contributions, Ochsner established the Edward D. Frohlich Researcher of the Year award in his honor.

We are deeply grateful for Dr. Frohlich's immeasurable contributions in the fight against a chronic disease that impacts so many lives across the Gulf South. His example continues to inspire us, and his legacy will live on through the students and patients whose lives he touched. ✓

# 2019 MILESTONES



## Growth & Expansion

Opened the state-of-the-art **Ochsner Hospital for Orthopedics and Sports Medicine**.

Signed a letter of intent for **Lafayette General Health** to merge with Ochsner, creating the largest and most comprehensive healthcare provider in the Gulf South.

Launched the **Northshore Medical Complex** to provide comprehensive care for post-acute patients — the first of its kind in St. Tammany Parish.

Opened a new level II pediatric intensive care unit (PICU) at **St. Tammany Parish Hospital**, providing the most comprehensive healthcare option for children and families in this part of Louisiana.

Established a new partnership with **Teche Regional Medical Center** in the Bayou region to create Ochsner St. Mary.

**Ochsner LSU Health Shreveport** earned recognition as a pediatric level II trauma program, the first in the state.

Commemorated five years of partnership with **St. Charles Parish Hospital**, including the sharing of best medical practices and the implementation of advanced technology.

To better serve cancer patients, we introduced chemotherapy infusion services at **St. Charles Parish Hospital** while **Ochsner Medical Center — Kenner** opened a new, dedicated infusion space to administer the recently FDA-approved Peptide Receptor Radionuclide Therapy for the treatment of neuroendocrine tumors (NETs), the only such site in Louisiana.

Opened the InnovationHub at **Lakeside Shopping Center** in Metairie, Louisiana, a first-of-its-kind interactive health and wellness station that offers education, resources and products.

Entered a new partnership with **Rush Health Systems**, the largest healthcare system in East Mississippi and West Alabama, to enhance local services through innovation and technology.



## Research, Grants & Collaborations

Received a **\$13.6 million grant** from the **National Cancer Institute** to expand a statewide clinical trials network for minority and underserved cancer patients.

Ochsner and Lambeth House, a leading continuing care retirement community, launched the **Innovative Care in Alzheimer's Research Program** — an intervention study of dementia management with interactive technology.

In partnership with **Cleveland Clinic**, received a shared **\$1.3 million National Institutes of Health grant** for cardiothoracic surgery research.

Ochsner Hospital for Children and **Mayo Clinic** began collaborating in a **national consortium** to provide solutions for patients with hypoplastic left heart syndrome.

Ochsner and LSU Health Shreveport scientists launched **collaborative research projects** on colon cancer and non-alcoholic steatohepatitis.





## Workforce & Community

Implemented a new **Patient Experience Incentive Plan** which financially rewarded more than 13,500 employees and supervisors for their patients' first performance.

Achieved **top-quartile employee engagement performance** and recorded our 7th consecutive year of improvement in scores.

Performed over **181,300 cancer screenings** among Ochsner patients and reached 15,000 patients through Ochsner's smoking cessation program.

Announced the creation of the **Dr. John Ochsner Discovery Health Sciences Academy**, a new K-8 public charter school emphasizing STEM education.

Launched the **Crescent City Farmers Market** at Ochsner's Jefferson Hwy. campus to provide new and fresh food options for employees, patients and neighbors.

Hosted our first **TEDx event**, where Ochsner employees shared their ideas around the theme of transformation.

Implemented a new **Registered Apprenticeship program** to prepare individuals for careers as Licensed Practical Nurses (LPNs) and expanded our **MA Now medical assistant training program** by expanding into St. Tammany, Baton Rouge and Jefferson Parishes.



## Innovations & Clinical Milestones

Performed our **1,000th heart transplant** and **230 kidney transplants** during the year, the most ever.

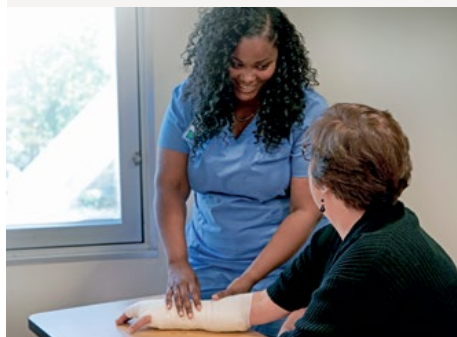
Enrolled more than **10,000 patients** in Ochsner Digital Medicine hypertension and diabetes programs.

Ochsner and Color Genomics announced a **fully digital population health pilot program** to proactively identify patients at higher risk for certain hereditary cancers.

Became the first **digital health partner** of Hims & Hers, a direct-to-consumer telehealth and wellness startup that addresses a variety of sensitive health concerns.

For the 8th consecutive year Ochsner's Multi-Organ Transplant Institute was the **nation's largest liver transplant program** by volume.

Designated a **Walmart Center of Excellence** for Hip and Knee Replacement Surgery.



## Education & Academics

Launched a **new joint physician assistant program** with Xavier University, expanding our partnership with this historically Black university to meet the growing national need for providers.

Celebrated the 10<sup>th</sup> anniversary of our partnership with Australia's University of Queensland and the **Ochsner Clinical School**.

Proactively developing **five new graduate medical education physician residency programs**, including Emergency Medicine and Maternal Fetal Medicine.

Broke ground for the **Center for Medical Education at LSU Health Shreveport** in conjunction with LSU and our state partners.





Leonard J. Chabert Medical Center achieved the **Healthgrades** 2019 Outstanding Patient Experience Award™

**Insights Care Magazine** named Ochsner one of the 10 Smartest Healthcare Companies to Work For



Ochsner was ranked #11 on **indeed's** Top-Rated Workplaces: Best Work/Life Balance

# Accolades



Ochsner received the **Vizient Southern States** regional Brilliance Award spotlighting organizational improvement

The **Center for Medicare & Medicaid Services** recognized Ochsner Home Health with a 5-star rating in both quality and patient satisfaction



For the fourth time, Ochsner Medical Center — New Orleans earned the **American Nursing Credentialing Center's Magnet recognition** — the highest national honor for professional nursing practice



Ochsner President and CEO Warner Thomas earned two prestigious honors: The **Ernst and Young** Entrepreneur of the Year 2019 Gulf Coast Award and was named among the 100 Most Influential in Healthcare by **Modern Healthcare**



Ochsner Medical Center, Ochsner Medical Center — West Bank Campus and Ochsner Baptist were ranked #1 in Louisiana for the 8th year in a row, and were nationally ranked in the top 50 in two specialties: gastroenterology and gastrointestinal surgery, and neurology and neurosurgery, in **U.S. News & World Report's** 2019-20 Best Hospitals rankings

Ochsner Health earned the **Louisiana Society for Human Resource Management's** Excellence in Diversity Award

Ochsner LSU Health Shreveport was honored by the **American Heart Association** with the Stroke Honor Roll Elite Plus award, while Ochsner Medical Center — New Orleans and Slidell Memorial Hospital received Stroke Honor Roll Elite status



American Heart Association®



Ochsner Hospital for Children was named a 'Best Children's Hospital' by **U.S. News & World Report** in two specialties: cardiology and heart surgery and gastroenterology and gastrointestinal surgery



The Gayle and Tom Benson Cancer Center achieved Three-Year Re-Accreditation from **The Commission on Cancer**



Leonard J. Chabert Medical Center and Ochsner St. Mary were awarded 'A' **Leapfrog Hospital Safety Grades**, while the Leapfrog Group also ranked St. Charles Parish Hospital as a "Top General Hospital"

# Centers of Excellence

Each day, Ochsner Health's Centers of Excellence — focused on orthopedics and sports medicine, oncology, transplant, cardiology, neurosciences, pediatrics, women's services, primary care and digital health — create new opportunities for healing and hope. The dedicated Ochsner clinicians at these Centers of Excellence make a difference on behalf of patients through compassionate, expert care that is empowered by breakthrough technologies and treatments based on the most advanced research.

In 2019, patients from more than 70 countries and all 50 states chose Ochsner for highly specialized, innovative healthcare tailored to their unique needs. Nearly 1,500 Ochsner group practice physicians include some of the brightest minds in their fields, practicing in Ochsner's comprehensive medical facilities ranked among the best in the world. Each is a key driver of our passionate commitment to innovative care that changes and saves lives.



Josh Harvey's sons, Oliver and Elliot, patients at Ochsner Hospital for Children, are living healthy and happy lives, thanks to the care that they continue to receive at every stage of life.





Ochsner’s Orthopedic and Sports Medicine team performed surgery to repair a severe knee injury to get star high school athlete Dellary Oubre back on track to fulfill his dream as a college football scholar.

CENTER OF EXCELLENCE

# Orthopedics & Sports Medicine



With more than 36 highly trained orthopedic surgeons at 25 locations, Ochsner provides the highest level of specialized orthopedic care in the Gulf South. The new Ochsner Hospital for Orthopedics & Sports Medicine offers the most advanced and innovative services, including approaches to anesthesia and pain management that help patients recover faster.

Named a **Walmart Center of Excellence** for Hip and Knee Replacement Surgery.

The **only hospital in the region** to offer vertebral body tethering — an innovative treatment for scoliosis.

Received **2019 Five Star** rating for Total Hip Replacement and Total Knee Replacement by **Healthgrades**.

The Ochsner Athletic Training Outreach Program is the **largest athletic training program in the state**, offering services at seven universities and 60 high schools.

Recognized as one of Healthgrades America’s **100 Best Hospitals for Joint Replacement™**.

Designate your gift: [ochsner.org/orthodevelopment](https://ochsner.org/orthodevelopment)



For New Orleans Saints yoga instructor and cancer survivor Jessica Huneycutt, Ochsner's diverse team of clinicians provided superior care that's helped her achieve victory over breast cancer.

CENTER OF EXCELLENCE

# Cancer



Ochsner brings innovation and diverse capabilities to the fight against cancer. Combining clinical expertise, research leadership and a patient-centered culture, Ochsner's multidisciplinary approach improves outcomes for thousands of cancer patients each year.

Ochsner screened **181,317** people for breast, cervical, lung and colorectal cancer in 2019.

Ochsner and Color Genomics announced a **fully digital population health pilot program** to proactively identify patients at higher risk for certain hereditary cancers.

Our new infusion facility at Ochsner Medical Center — Kenner is the **only site in Louisiana** to offer Peptide Receptor Radionuclide Therapy (PRRT) for patients suffering from neuroendocrine tumors.

Ochsner and LSU Health Shreveport scientists are participating in **collaborative research projects** on colon cancer and non-alcoholic steatohepatitis to make additional clinical trials available to North Louisiana patients.

The Ochsner Cancer Institute provides more than **150 clinical trials**, many of which are unique to Ochsner and the Gulf South region. Ochsner's portion of a **\$13 million group grant from the National Cancer Institute** will expand our clinical trials network with an emphasis on minority and underserved cancer patients.

The Gayle and Tom Benson Cancer Center has again been granted **Three-Year Accreditation** from The Commission on Cancer (CoC), a quality program of the American College of Surgeons. Ochsner has been **continuously CoC-accredited** since 1986.

Designate your gift: [ochsner.org/cancerinstitute](https://ochsner.org/cancerinstitute)



A rarely performed domino liver transplant by Ochsner surgeons saved two lives — and created a unique human connection between Dr. Charles Williams (pictured) and Benny Capagnano.

## CENTER OF EXCELLENCE

# Transplant

The Ochsner Multi-Organ Transplant Institute is recognized globally as one of the premier programs of its kind. We're home to some of the world's leading transplant surgeons and physicians, and our clinical and research excellence changes and saves lives. We are the busiest, most experienced transplant center in the Gulf South region, offering, for most patients, shorter wait times in addition to unparalleled care. Overall, Ochsner transplant patients do better, live longer and experience fewer complications than others around the globe. The multidisciplinary Ochsner transplant team's successful completion of a domino liver transplant — one of only five performed in the U.S. annually — reflects the extraordinary skill and close coordination between multiple surgical teams.

Performed more than **230** kidney transplants in 2019, the most ever in one year at Ochsner.

Ochsner has performed more than **2,900** adult and pediatric liver transplants.

With the completion of our **1,000<sup>th</sup>** heart transplant in 2019, Ochsner joins only 13 other U.S. healthcare systems to have reached this milestone, including Cleveland Clinic, Duke University, Vanderbilt University Medical Center and the University of Pennsylvania.

Ochsner's Multi-Organ Transplant Institute has remained the **largest liver transplant program in the nation** for volume for eight consecutive years, with some of the **best national outcomes** and **lowest wait times**.

Designate your gift: [ochsner.org/transplantassistance](https://ochsner.org/transplantassistance)



To repair Rochelle Lee's serious heart condition, Ochsner interventional cardiologist Dr. Rajan Patel employed a complex, minimally invasive procedure called CTO PCI — a solution that helped Rochelle avoid open heart surgery.

CENTER OF EXCELLENCE

# Cardiology



Ranked in the top tier in the U.S., the John Ochsner Heart & Vascular Institute offers advanced diagnostic and leading-edge therapies for patients. It's home to more than 50 cardiologists, surgeons and other specialists who utilize some of the most sophisticated cardiac therapies available.

The John Ochsner Heart and Vascular Institute is participating in the **GUIDE-HF clinical trial** — the largest heart failure medical device trial in the United States.

Ochsner Medical Center — Kenner has opened a **second catheterization lab**, further expanding its capacity to serve cardiovascular patients in Jefferson and the River Parishes.

The National Institutes of Health awarded Ochsner a **\$1.3 million shared grant** for cardiothoracic surgery research with Cleveland Clinic.

In 2019 Ochsner successfully completed its **1,000th** heart transplant, nearly 50 years after performing the first heart transplant in the Gulf South.

Ochsner Medical Center ranked with **Healthgrades** for the Coronary Intervention Award, Five-Star for Coronary Interventional Procedures and Five-Star for Pacemaker Procedures.

The John Ochsner Heart and Vascular OMC Electrophysiology Lab has received the **American College of Cardiology Accreditation for Electrophysiology**.

Designate your gift: [ochsner.org/johnochsner](https://ochsner.org/johnochsner)



After suffering from a rare combination of conditions that caused repeated seizures, Karen Damare benefited from innovative robotic surgery to target abnormal areas of the brain.

CENTER OF EXCELLENCE

# Neurosciences



The team of multidisciplinary specialists at the Ochsner Neuroscience Institute collaborate to provide the latest diagnostic and therapeutic options for patients with neurological conditions. With Louisiana’s first specialized neurocritical care unit, first Certified Comprehensive Stroke Center, nationally ranked neurological and neurosurgical programs and comprehensive rehabilitation program, Ochsner creates individualized care plans for hundreds of thousands of patients in the region with brain and spinal disorders across the entire spectrum of neurological care. In 2019, the Ochsner Neuroscience Institute served our community with over 459,000 patient encounters.

Ochsner’s Multiple Sclerosis (MS) Center became a site for a novel phase 1 clinical trial using a precision medicine approach in which healthy donor immune cells are infused into people living with MS.

St. Tammany Parish Hospital and Ochsner neurosurgeons introduced **Synaptive Medical’s Modus V™ robotic microscope** to perform complex brain and spine surgeries.

The epilepsy team performed the **first robotic-assisted deep brain laser ablative procedure** for the treatment of refractory epilepsy in the Gulf South.

The **Mazor X Stealth™ Spine Robotic Guidance Platform** at Ochsner Medical Center — Baton Rouge was introduced in 2019.

The brain tumor program leads the way in **minimally invasive cranial access** and advanced neuronavigational techniques for brain tumors, allowing us to successfully treat many of the most challenging **brain tumors**.

Ochsner performed its **first sacroiliac joint fusion surgery** using the minimally invasive **iFuse Implant System®** for patients with unresolved low back symptoms related to the sacroiliac joint.

Designate your gift: [ochsner.org/neuroinnovation](https://ochsner.org/neuroinnovation)



Ochsner Hospital for Children patient Malachi Barnett is living a full life while being treated for an unbalanced atrioventricular canal defect.

CENTER OF EXCELLENCE

# Pediatrics



Ochsner Hospital for Children serves over 74,000 children annually with more than 150 physicians specializing in more than 30 pediatric specialties and subspecialties, including the only pediatric heart and liver transplant program in Louisiana.

Ochsner Hospital for Children's **Pediatric Interventional Cardiology Lab** opened in 2019, featuring a special dose tracking system to reduce radiation exposure along with technology that provides better visibility of the tiniest hearts.

Ochsner's survival rate for the most complex pediatric heart surgeries is among the **highest in the country at 95%** compared to the national average of 88%. And since 2017, our neonatal heart surgery survival rate is 100%.

Ochsner Hospital for Children and Mayo Clinic are **collaborating in a national consortium** to provide solutions for patients with hypoplastic left heart syndrome, a rare and complex form of congenital heart disease.

Ochsner LSU Health Shreveport was recognized as a **pediatric level II trauma program**, the first in Louisiana.

Ochsner Hospital for Children opened a **new level II PICU** at St. Tammany Parish Hospital and **the first children's hospital** on the Northshore, bringing pediatric specialty care closer to home.

Ochsner Hospital for Children is the only facility in Louisiana or Mississippi to be recognized as a **top 50** children's hospital by U.S. News & World Report for three consecutive years.

Designate your gift: [ochsner.org/pediatricinnovation](https://ochsner.org/pediatricinnovation)



Arriving to the ER, pregnant and with dangerously high blood pressure, Kenya Johnson had to have an emergency C-section. Despite having to spend time in the ICU, Kenya and her son are living healthy lives thanks to the care they received at Ochsner Baptist and Ochsner Medical Center.

CENTER OF EXCELLENCE

## Women's Services

The Ochsner women's health team includes gynecologic surgeons who are experts in minimally invasive techniques, gynecologic oncology specialists, a maternal fetal medicine team and experienced obstetric intensive care specialists.

Ochsner's new **maternal fetal medicine fellowship program** will train physicians to deliver the highest-quality clinical care in all areas of perinatal medicine, including high-risk obstetrics, prenatal genetics and maternal medical complications in pregnancy.

The Mothers' Milk Bank of Louisiana at Ochsner Baptist processed and dispensed nearly **400 gallons of pasteurized donor human milk in 2019** and welcomed Ochsner St. Anne Hospital as its first satellite storage facility.

With one of the only 24/7 maternal fetal specialist and fetal therapy teams in the Gulf South, **Ochsner's TeleStork program** provided specialized care to more than 21,000 mothers and babies in 2019.

Ochsner welcomed more than **7,800** babies in 2019, the most ever.

Designate your gift: [ochsner.org/womenswellness](https://ochsner.org/womenswellness)



Dr. Lauren Beal leads one of Ochsner LSU Health's new primary care health centers in North Louisiana and is also one of the physician leads further advancing primary care at Ochsner Health.

## CENTER OF EXCELLENCE

# Primary Care

Ochsner's primary care team is here to help direct patients' overall care with a focus on the prevention and screenings essential to health and wellness. For developing health issues, new problems or personal concerns, our primary care providers use their deep understanding of each patient's history to make the right referrals to the right specialists.

In 2019, Ochsner primary care providers treated more than **700,000** patients, an **8%** increase from 2018.

Ochsner Health Center — Lake Terrace has **brought needed primary care, general pediatrics, women's services** and more back to the Lake Terrace and Gentilly areas.

Through its confidential HIV PrEP services, **Ochsner Health is making preventive HIV treatment more accessible to high-risk patients**, while hospitals adopting "opt out" emergency room HIV testing are connecting patients earlier to treatment options.

**Proactive Ochsner Encounters** engage Ochsner's entire healthcare team to remind patients — at every step of a visit — to complete overdue immunizations or screenings. Since inception, nearly **15,000** screenings and immunizations have been scheduled or completed through this program, discovering cancers and other serious illnesses that otherwise could have gone undetected.

In partnership with the University of New Orleans, Ochsner Urgent Care in 2019 opened an on-campus clinic called Ochsner Health Center — UNO. **Ochsner Urgent Care now offers walk-in care at 15 different urgent care clinics** and one dedicated occupational medicine clinic.

Designate your gift: [ochsner.org/primary\\_care](https://ochsner.org/primary_care)





CENTER OF EXCELLENCE

# Digital Health

## Reimagining Healthcare for the Future

Ochsner Health is driving new digital innovations that improve health and benefit patients and healthcare providers nationwide.

### Hospitals and Health Facilities

Ochsner's innovative telemedicine and digital solutions increase access to specialized care for adult and pediatric patients in an array of healthcare settings.

In 2019, Ochsner completed nearly **3,300** direct to consumer telehealth visits through its 15 employer partners.

Our **TeleStroke** program enables expert consultation and team-based treatment for more than 14,500 patients annually across the Gulf South. Similarly, **TeleStork** monitored 21,000 laboring mothers across six hospitals in 2019 while cutting NICU admits by half.

We continued Ochsner's **partnership with Pfizer** to digitize the clinical trial experience and data exchange, increasing access for patients to participate in clinical research and the speed and efficiency of trials.

Ochsner's **CareConnect 360** telemedicine network helps partner hospitals provide personalized, on-site coverage for patients requiring access to specialty services. The network includes clinics and employers, 120 facilities across Louisiana, Mississippi and Alabama and has impacted over 250,000 patients across 80 specialties.

To date, more than **75%** of patients evaluated through Ochsner's telemedicine network programs were able to remain at a local hospital for their care and benefit.

Ochsner and Lambeth House launched the **Innovative Care in Alzheimer's Research Program** — an intervention study of dementia management with interactive technology.



Lance Daniels is enrolled in the Ochsner Health Digital Medicine program to help manage his diabetes.

## Direct to Consumer

Ochsner Health's digital care solutions can be delivered exactly where and when people need them — for chronic disease and beyond.

Ochsner announced a new partnership with TytoCare to create the **Ochsner Health Kit**, the healthcare industry's first all-in-one modular device and telehealth solution for on-demand, consumer-led remote medical exams.

Our **Connected MOM** program allows expectant mothers to stay connected to their Ochsner care team from the comfort of home. Through this program, we have been able to reduce the number of visits for mom, while providing a more continuous connection that allows us to detect any problems even sooner than we otherwise would.

Our new partnership with **Color** has allowed us to create a fully digital program that lets us do proactive genetic screening to identify patients with higher risk early, before the onset of disease. This information equips patients with personalized health details and helps our providers deliver more and better preventive care.

Through the end of 2019, more than 17,000 patients enrolled in **Ochsner Anywhere Care** with nearly 3,300 completed virtual visits.

Enrolled more than **10,000** patients in Ochsner Digital Medicine hypertension and diabetes programs in 2019 alone.

Ochsner became the **first health system partner** for Hims & Hers, a leading direct-to-consumer telehealth company, allowing us to expand the benefits of our Digital Medicine program to new patients in new places.

Designate your gift: [ochsner.org/supportdigitalmedicine](https://ochsner.org/supportdigitalmedicine)

# Community Commitment



## WHAT'S POSSIBLE

### A healthier community

## OUR PROGRESS

- » Participated in 16 community cancer screening events and performed a total of over **181,000 screenings** for colorectal, breast, cervical and lung cancers in 2019 alone
- » Helped **15,000 Louisiana residents** commit to quit through Ochsner's smoking cessation program
- » Harnessed the power of our health system and shared medical record to increase awareness of and compliance with screening recommendations through the new **Proactive Ochsner Encounters** program
- » Deployed personalized **nutrition, fitness and wellness education** programs across the Gulf South region

# Taking Cancer Prevention to a Whole New Level

**An important way Ochsner Health is undertaking our transformation from a healthcare system to a system that delivers health is by providing tools to keep people healthy and free from disease.**

As the largest provider of cancer care in Louisiana, Ochsner is leading the fight against the disease with a relentless, multidisciplinary approach toward preventing, detecting and curing all types of cancer.

Louisiana’s cancer incidence rate is among the highest in the nation, and the data tells us that early detection is crucial to improving cancer outcomes. For example, when breast cancer is detected at its earliest stages — Stages 1 or 2 — patients can expect a 99% survival rate over five years. When it is caught at Stage 4, the rate drops to 26%. For colorectal cancer, early detection can increase survival rates six-fold.

That makes strengthening prevention and detection vital to improving health outcomes for individuals across our region — and Ochsner is leading the way. Notes Dr. Brian Moore, Director, Ochsner Cancer Institute, “When performed at the right time or on high-risk patients, routine screenings can catch cancer in its earliest stages, and increase not only the likelihood of cure, but also potentially decrease the side effects of treatment.”

In 2018, Ochsner President & CEO Warner Thomas announced a major new systemwide plan to improve cancer patient outcomes through education and prevention, screenings and early detection among current Ochsner patients and residents of the communities we serve. We set ambitious goals, with a pledge to conduct an additional 141,000 additional cancer

screenings by 2022, as well as a minimum of 10,000 community cancer screenings during this period. During 2019 we performed a total of 181,317 screenings among Ochsner patients and participated in 16 community screening events.

This increased screening activity has been made possible by high levels of collaboration and engagement across multiple divisions within the Ochsner system. We leverage electronic health records (EHR) in Epic to proactively identify patients due for

screenings. In addition, our Proactive Ochsner Encounters program identifies patients with overdue screenings and encourages them to take those preventive measures.

If cancer is diagnosed, Ochsner clinicians stand ready to provide high-quality, compassionate and effective care. We’re proud that Ochsner’s five-year survival rates continue to exceed the national average in every tumor type — including cancers of the lung, liver, breast, colon, esophagus and pancreas. ♡

“When performed at the right time or on high-risk patients, routine screenings can catch cancer in its earliest stages, and increase not only the likelihood of cure, but also potentially decrease the side effects of treatment.”

— Dr. Brian Moore



Dr. Li Li, Director of Laboratory Translational Cancer Research, in the Ochsner lab.

# Proactive Ochsner Encounters: A Powerful Tool to Keep People Healthier

**What if every interaction and every touchpoint with each person we serve could become an opportunity to keep people healthy and prevent disease?**

That's the simple but powerful idea behind Proactive Ochsner Encounters, an initiative that is making a real difference to keep members of our communities healthier while saving lives along the way.

Introduced over the past year in clinics at Ochsner Baptist, Ochsner Medical Center — West Bank Campus, Ochsner St. Anne, Ochsner Medical Center — New Orleans and in the River Region, Proactive Ochsner Encounters engage our entire healthcare team to remind patients — at every step of a visit — to

complete overdue immunizations or screenings. The initiative will continue to expand into Baton Rouge and Northshore facilities in 2020.

The program takes proactivity to a new level. Here's how it works: Beginning at registration with a patient access representative and repeating when the patient is assigned a room with a medical assistant or nurse, during a clinic visit with a physician or advanced practice provider, and even at check-out, every team member is trained

to review the medical record and remind patients of overdue screenings or immunizations. Staff members are empowered to schedule the overdue procedures immediately, and in many cases, they're completed the same day.

Since its launch in October 2018, nearly 15,000 screenings and immunizations have been scheduled or completed through this program. While most of these patients are given peace of mind and a clean bill of health, others discovered cancers and other serious illnesses they may not have otherwise been made aware of.



Maria Carmen Wilson, MD, located at Ochsner Health Center — Covington.

**15,000** screenings and immunizations have been scheduled or completed already through this program in its first year alone.

Early detection is essential to better survival, especially for serious diseases. Since the program's inception, some eight patients have been diagnosed with breast cancer, three with colorectal cancer, and 29 with abnormal retinopathies, all through routine screenings prompted by Proactive Ochsner Encounters. Delivering life-saving treatment to community residents that they didn't even know they needed — that's one more way Ochsner is becoming a system that delivers health. 🏆

# Announcing the Dr. John Ochsner Discovery Health Sciences Academy

## A unique partnership to increase access to free, high-quality education

In 2019 Ochsner Health announced one of the most meaningful and impactful community initiatives in our history — one that will benefit children, their families and the broader community for years to come. Our partnership with the Discovery Health Sciences Academy — a high-performing, open enrollment, tuition-free charter school with three campuses in Jefferson Parish — will make it possible to establish a new K-8 public charter school in the heart of the historic Shrewsbury community. To be located near Ochsner Medical Center — Jefferson Highway and welcoming its first students in August 2020, it's named the Dr. John Ochsner Discovery Health Sciences Academy at the John Martyn Campus. Ochsner will finance and manage the renovation and construction of the permanent campus at no cost to Jefferson Parish Schools. This community partnership between a healthcare system and an open enrollment public charter school is among the first of its kind in the nation.

The Academy's curriculum will focus on preparing students of all backgrounds for careers in the health sciences with an overall focus on health, wellness, culture and values. Once fully enrolled, the charter school will educate approximately 700 students in kindergarten through eighth grade. For Ochsner, partnering with a health sciences-focused school is ideally aligned with our history and mission. Over the past 77 years we have worked to build a strong national legacy as an academic medical center that prepares others for bright futures in healthcare.



Ochsner Health President and CEO Warner Thomas observes a science experiment alongside students from Kenner Discovery.

▶ Watch the video [ochsner.org/discoveryschool](https://ochsner.org/discoveryschool)

This **community partnership** between a healthcare system and an open enrollment public charter school is among the **first of its kind** in the nation.

In addition, our community-based educational initiatives have benefited more than 40,000 students and teachers across Louisiana.

During the past six years Ochsner has built a strong relationship with Discovery Health Sciences Academy, working together on science, technology, engineering and math (STEM)-focused education programs, hands-on curriculum for students, and professional education for teachers. This work gives both of our organizations an opportunity to serve our communities in lasting ways — broadening access to cost-free, high-quality education

and preparing kids to reach their full potential.

That the new academy is named for the late Dr. John Ochsner, a world-renowned cardiologist and son of Dr. Alton Ochsner, founder of the health system, is especially fitting. Dr. Ochsner firmly believed in investing in education to give Louisiana and its children a promising future. The new academy will open doors of opportunity for our community's young people and help prepare a diverse student body to succeed in life and pursue careers in the health sciences. 🙌

## Addressing the HIV-AIDS Challenge Through Prevention and Partnerships

Since the discovery of the HIV virus nearly 40 years ago, there have been vast improvements in both treatment and prevention of HIV and AIDS.

And yet, these conditions remain far too prevalent across the country, with an estimated 38,000 new HIV infections occurring in the U.S. each year. Unfortunately, our community has been on the front lines of this ongoing challenge, since Louisiana ranks fourth in the nation for highest HIV case rates.

Prevention is key, and more achievable than ever. A central component of HIV prevention services is PrEP (pre-exposure prophylaxis) — a proven preventive measure for individuals who do not have HIV but are considered at high risk for contracting the virus. Ochsner Health is making preventive HIV treatment more accessible by offering HIV PrEP services at Ochsner Health Center — Tchoupitoulas, in New Orleans.

Individuals taking PrEP take a daily dose of Truvada, a medication that helps block transmission of the HIV infection from bodily fluids. Additionally, patients commit to regular follow-ups every three months with a healthcare provider. PrEP is recommended for individuals who are HIV negative but have a number of risk factors, including having a partner whose HIV status is unknown and those in an ongoing sexual relationship with an HIV positive partner who does not have the condition under control with daily antiviral medications. According to the Centers for Disease Control and Prevention, when taken consistently, PrEP reduces the risk of getting HIV by more than 90%.



Dr. Brandon Weeks is a Baton Rouge-based primary care physician specializing in HIV-AIDS prevention and care within the LGBTQ+ community.

When taken consistently, PrEP reduces the risk of getting HIV by more than **90%**.

Another vital tool in the strategy to combat HIV and AIDS is testing. People infected with HIV, particularly in its early stages, may be unaware of their condition and therefore more apt to spread the disease. The need for increased testing within our community is clear: Testing reveals an HIV diagnosis in people who had no idea they were positive. Under the leadership of Baton Rouge Mayor-President Sharon Weston Broome, several area hospitals, including Ochsner Medical Center — Baton Rouge, have adopted “opt-out” emergency room HIV testing. Under the initiative,

patients seeking emergency care are automatically tested for HIV as part of routine blood draws, unless they decide to opt out of the test. Once a patient learns they are HIV positive, Ochsner’s patient navigator helps connect the individual to the necessary treatment regimen. The goal, and often result, is bringing the disease to undetectable and non-transmittable levels. In addition to Ochsner and other local hospitals, initiative partners include the Ryan White HIV/AIDS program, the Louisiana Department of Health and Gilead’s FOCUS public health program. 🏡

## Fresh, Healthy and Local

### The Crescent City Farmers Market at Ochsner



In January 2019, Ochsner Health partnered with Market Umbrella to launch the Crescent City Farmers Market at Ochsner West Campus.

There's no better way to promote community health than by expanding access to food that's fresh, nutritious and local. That's why in January 2019 Ochsner partnered with Market Umbrella to launch the Crescent City Farmers Market at Ochsner West Campus. It provides new and fresh food options for employees, patients and neighbors of Ochsner's Jefferson Highway campus. Every Wednesday, 15 local farmers and vendors offer an array of local, seasonal fruits and vegetables, local seafood, grass-fed proteins, baked goods and other locally sourced items. In addition, Ochsner's Eat Fit team of nutritionists present on-site cooking demonstrations, and the mobile O Bar offers the latest in cutting-edge, interactive health technology. To make fresh food more affordable for low-income residents, the market provides incentive programs, including a dollar-for-dollar match of Supplemental Nutrition Assistance Program (SNAP) benefits spent at the market. ✓

## Ochsner LSU Health and Swim for Life

### Keeping thousands of kids healthy and safe

Sometimes tragedy can be the catalyst to bring communities together to save lives. The tragic 2010 drowning of six Shreveport teenagers was the genesis for a Northwest Louisiana water safety program that, with financial support from Ochsner LSU Health, has to date reached more than 9,000 second graders with life-saving instruction.

The "Swim for Life" program is a partnership between the YMCA of Northwest Louisiana, Caddo Parish Schools and the Community Foundation of North Louisiana. As part of the initiative, every Caddo Parish second grader receives four days of water safety training at the YMCA. Incorporating both classroom and in-pool instruction, the program's emphasis is on safety around water — teaching kids about how to avoid or get out of dangerous situations in water as quickly as possible. ✓



A Swim for Life coach provides life-saving water safety instruction at the BHP Billiton YMCA in Shreveport, Louisiana.

## Ochsner Eat Fit

### Carrying the healthy eating message to restaurants and their patrons



Watch the video  
[ochsner.org/eatfitcookbooklaunch](https://ochsner.org/eatfitcookbooklaunch)

The choices individuals make when they purchase and prepare food are important to their health, but so too is ensuring that healthy choices are available on the menu when they dine out. That's why, in 2013, Ochsner nutritionist and registered dietician Molly Kimball worked with leaders at Ochsner to create Ochsner Eat Fit, an initiative to make nourishing, balanced meals more readily available in New Orleans-area restaurants. In the years since, Ochsner Eat Fit has expanded statewide, offering healthy, nutritious dining options well beyond the New Orleans community to Lafayette, Lake Charles, Shreveport and Baton Rouge. Today, participating restaurants that have added Eat Fit items to their menu total more than 350. In 2019 the initiative was broadened even more with the publication of Molly Kimball's Eat Fit Cookbook. It features more than 125 recipes, along with fitness tips, all designed to empower people to enjoy and indulge while staying healthy. ✓



## Ochsner Reaches Out: A Helping Hand for Those in Need

As a community that was deeply impacted by the devastation of Hurricane Katrina, and mindful that assistance came from all over the world, Ochsner and our Gulf South neighbors are especially attuned to others who are stricken by natural disasters.

In the aftermath of Hurricane Dorian in 2019, Ochsner supported the efforts of New Orleans entrepreneur Sidney Torres, David Wills of United Medical Providers, government officials and other local organizations in their effort to collect and ship critical medical supplies to the Abaco and Grand Bahama islands. Together with these local partners, Ochsner staff rallied with our supply chain team to gather necessary supplies. More than 5,000 pounds of supplies were assembled into triage kits that were delivered via an 18-wheeler to South Florida, and subsequently shipped via air to the impacted islands. Donated items, including gloves, masks, sanitation items, bandages and IV fluids, were selected to assist with infection control as flood waters recede, which can cause injuries and spread disease.

Ochsner established two programs to leverage the volunteer time and talent of our employees on behalf of community needs. The Ochsner Service Corps is an initiative that provides employees the opportunity to partner with colleagues from other departments and facilities in



Ochsner employees help update the Hollygrove Senior Center and the Trinity Community Center in New Orleans with fresh coats of paint.

an off-site, paid day of service project. Operation Outreach is a tool to help harness the potential of our nearly 25,000 employees to deliver lasting, meaningful change to the communities we serve. Operation Outreach is an online, searchable database of volunteer opportunities designed to engage Ochsner employees and get them involved in their communities. It offers

a wide selection of programs from which to choose, including Ochsner-sponsored and externally driven activities. All events help promote the health and well-being of our communities. Through Ochsner's volunteering programs and K-12 school mentorships, more than 2,300 employees gave nearly 16,000 hours of their time to the community in 2019. ✓

Through Ochsner's volunteering programs and K-12 school mentorships, more than **2,300 employees** gave nearly **16,000 hours** of their time to the community in 2019.



More than **5,000 pounds** of critical medical supplies were collected and shipped to the Abaco and Grand Bahama islands in the aftermath of Hurricane Dorian.

Dr. Yvens Laborde, Medical Director of Global Health Education and Public Health, provides on-the-ground assistance.



The Ochsner team prepares to board a relief flight to Abaco Island in the Bahamas following Hurricane Dorian.



Ochsner Serves represents employees from across Ochsner Health.



Dr. Obinna Nnedu, Infectious Disease (far left), Bahamian physician Dr. George Charide, Dr. Yvens Laborde and Mark Dupuis, Vice President of Emergency Management collaborated to bring to essential medical supplies to the victims of Hurricane Dorian.



Ochsner employees repaint seating areas around the Hollygrove Senior Center and Trinity Community Center to spruce up the exterior.



Ochsner staff help sort and pack supplies bound for Hurricane Dorian relief efforts.



Ochsner South Shore Region CEO Robert Wolterman joins in an Ochsner Serves project.

# Regional Impact

## WHAT'S POSSIBLE

Access to quality care across the Gulf South

## OUR PROGRESS

- » Signed a letter of intent for **Lafayette General Health** to merge with Ochsner to improve access to high-quality healthcare
- » LSU Health Shreveport **increased patient visits by 71,000**, decreased appointment wait times, added 125 new physicians and launched programs like TeleStroke and TeleICU to expand access to care across North Louisiana
- » Opened a level II pediatric intensive care unit at **St. Tammany Parish Hospital** on Louisiana's Northshore
- » **Opened Ochsner Medical Complex — The Grove** in Baton Rouge, a state-of-the-art surgical center and multispecialty clinic
- » Created new partnerships with **Teche Regional Medical Center** in the Bayou region and **Rush Health Systems** in Mississippi to expand care where it's needed

## Pediatrics: Growth Through Quality and Complexity

### DR. WILLIAM “BILLY” LENNARZ

System Chair of Pediatrics; Associate Medical Director, Ochsner Health



### DR. RYAN HIMES

Pediatric Gastroenterology and Hepatology; Medical Director, Pediatric Liver Transplant Program

Ochsner Health continues to grow its specialized capabilities and earn national recognition for excellence in pediatric care. Dr. Lennarz and Dr. Himes discuss what has contributed to that success — and the new opportunities ahead to better serve children and families.



Dr. Billy Lennarz and Dr. Ryan Himes are part of the nationally ranked pediatrics program at Ochsner Hospital for Children.

**Q** Over the past several years Ochsner Hospital for Children consistently has been nationally ranked in multiple pediatric specialties. What’s driving these exceptional results?

**Dr. Lennarz:** There are two things that distinguish Ochsner’s pediatric capabilities: quality and complexity. We certainly want to be there for every family that needs us for routine pediatric care. But what sets Ochsner apart from other healthcare systems in our region is our expertise and emphasis on handling the most complex cases, and on achieving outstanding quality measures while delivering that care. Eight years ago, when Ochsner President and CEO Warner Thomas and our Board decided to make pediatrics a center of excellence, they posed the question: Why can’t Louisiana have nationally recognized, top-quality pediatric care? Since then we have continued to strengthen our

capabilities in specialties like cardiology, gastroenterology, neurology and child development. We benchmark our quality performance against the very best programs in the nation — and we measure up very well. The complexity of these subspecialties requires that we attract the very best talent — clinicians like Dr. Himes, a nationally renowned specialist in pediatric liver disease, who joined us in 2019.

**Q** Dr. Himes, the program you lead offers unique capabilities in the region. What are some of the highlights?

**Dr. Himes:** Parents expect their children with rare medical conditions to be taken care of by physicians with deep expertise, who have seen and treated that condition before many times, and know the bad things that can happen and how to avoid them. I came to Ochsner from Texas Children’s,

one of the largest volume pediatric liver programs in the U.S., and my view is that kids shouldn't have to leave Louisiana for that level of care. Ochsner Hospital for Children is the most experienced active pediatric liver transplant program in the Gulf South. Over 150 infants and children have a second chance at life thanks to the work of our physicians and surgeons. We've recently added to our GI team Dr. Matthew Giefer, who is one of a handful of experts in pancreas disease in children and is renowned for his ability to perform therapeutic endoscopy in a procedure called ERCP in kids. It's a type of endoscopy where he can access the pancreas and the biliary tree with a noninvasive scope-type tool. We can now offer families these services that were simply unavailable in the state even a year ago.

**Q How is Ochsner helping provide greater access to quality healthcare for children in the Gulf South?**

**Dr. Lennarz:** It's vital that we leverage our specialized expertise across multiple locations to serve individual communities and make it easier on the families who rely on our care. Our multipronged approach starts with our Children's Hospital in New Orleans and at Ochsner Baptist for the NICU, then extends to 11 satellite clinics. There, we rotate the subspecialists to communities that are all within about an hour of New Orleans, including places like Biloxi, Covington and Houma. We also have pediatric multispecialty hubs that are permanent, with resident specialists on site full time. These include Monroe and Lafayette, and we're in the process of developing a robust ambulatory pediatric multispecialty center in Baton Rouge at The Grove.

**Dr. Himes:** The final prong is the virtual one, which is accelerating rapidly. So, for example, we might be treating a child in Mississippi for inflammatory bowel disease, and today we can effectively do our follow-up visit, review lab results, adjust medications and plan next steps through a virtual visit. We continue to look for opportunities to deliver excellent care with the same level of quality virtually — reaching more patients with specialized care where they live.

**Q What does the future hold for Ochsner Hospital for Children?**

**Dr. Lennarz:** For more than 40 years Ochsner's signature pediatric specialty has been cardiology and cardiac surgery, with success rates in pediatric cardiac surgery that are among the best in the nation. We're now taking a page from that

playbook to build additional pediatric subspecialties not only in liver and pancreas disease, but in areas like neurology and child development. Two years ago, we opened the Boh Center for Child Development, the only interdisciplinary developmental pediatric center in two states, and since then demand for its services has simply exploded. Every few months we're creating a new interdisciplinary clinic and bringing on new specialists. The latest is a feeding disorders clinic for children who are medically highly complex, have suffered longstanding hospitalizations as young babies, and never developed the neuromotor functions to eat, so they end up with gastrostomy tubes. But with the right teams put in place, these children can go from that situation to eating normally. There are really only a few highly developed programs in the country that do this, and we are soon to be one of them. ✓

**A Destination for Pediatric Cardiac Care**

Board-certified congenital cardiac surgeon Dr. Benjamin Peeler serves as Chief of the Ochsner Hospital for Children's Pediatric and Adult Congenital Cardiac Surgery Program. There, he and his team provide patients with access to the most advanced treatments and technologies such as single ventricle repair with the Norwood procedure, valvular repair, ventricular assist device (VAD) implantation and heart transplants. Since 2017, this program has continued to surpass national averages for surgical outcomes. Notably, 2019 marked the third year running that the program achieved a 100% survival for neonatal heart surgery (ages 0-30 days). The continued success of this program is one of the many reasons Ochsner Hospital for Children is a destination for pediatric cardiac care in the Gulf South and beyond. Additionally, it is a major driver to Ochsner Hospital for Children's standing as the only children's hospital in Louisiana or Mississippi to be nationally ranked for pediatric cardiology and heart surgery by U.S. News & World Report.



Dr. Benjamin Peeler's leadership has grown Ochsner's Pediatric and Adult Congenital Cardiac Surgery Program among the nation's most advanced.

# Ochsner Hospital for Children at St. Tammany Health System PICU: Completing the Journey to World-Class Pediatric Services

For four years St. Tammany Health System has been expanding to provide a full array of world-class pediatric services for West St. Tammany families.

In 2019 St. Tammany Health System (STHS) took an important step in partnership with Ochsner Hospital for Children, opening a level II pediatric intensive care unit (PICU). The new unit means the partners now provide the most comprehensive healthcare option for children and families along the I-12 corridor.

Staffed by Ochsner Hospital for Children pediatric intensivists, the new PICU offers a team with specialized training in caring

for patients ages 18 and under in need of higher-acuity care. The same physicians also care for patients in STHS’s newly renovated inpatient pediatrics unit adjacent to the PICU. Ochsner Hospital for Children provided specialized training for the STHS pediatrics team to prepare them for young patients with respiratory infections, diabetes, seizure disorders and other conditions that may require the use of a ventilator, continuous cardiac monitoring or other highly specialized pediatric care. ♡

## Launching the Northshore’s First Children’s Hospital

Recognizing the full complement of pediatric services now available in west St. Tammany Parish, in 2019 St. Tammany Health System’s pediatric unit was renamed Ochsner Hospital for Children at St. Tammany Health System — the first children’s hospital on Louisiana’s Northshore. Pediatric offerings from both partners include Ochsner Hospital for Children intensive care physicians as well as a diverse assortment of inpatient and outpatient services, including pediatric cardiology, endocrinology, general surgery, gastroenterology, hematology/oncology, orthopedics, pulmonology and other specialties. It’s the most comprehensive offering of pediatric services in the I-12 corridor.



Norah Williams (center), transposition of the great arteries pediatric patient at Ochsner Hospital for Children enjoys playing with her sisters while she waits for her doctor.

## Bringing Post-Acute Care Close to Home at Northshore Medical Complex

With the 2019 opening of Northshore Medical Complex in Lacombe, Ochsner Health joined several partners to take a major step in providing needed medical services to the growing Northshore region.

The facility, which houses services provided under partnership arrangements among Ochsner Health, St. Tammany Health System, Slidell Memorial Hospital, Select Medical and LHC Group, provides the opportunity to improve clinical coordination, allow more patients to receive care close to home and reduce the overall cost of healthcare. Northshore Medical Complex, which represents an investment of \$15 million over five years, includes the 30-bed Northshore Rehabilitation Hospital and 58-bed Northshore Extended Care Hospital.

With longer life expectancies and improved treatments for patients with debilitating diseases, there is an increasing demand for post-acute care services. The new facility, the first of its kind in St. Tammany Parish, is a specialized destination care center for patients who upon discharge from the hospital require post-acute care. It's an innovative approach to enhance continuity of care, patient satisfaction and quality outcomes.

Northshore Rehabilitation Hospital is operated by Select Medical and provides intensive rehabilitative care in an inpatient setting. The hospital is equipped with a state-of-the-art gym, an activities of daily living suite, and a training area — all of which help patients achieve their best outcomes when recovering from stroke, brain and spinal cord injuries, orthopedic conditions, neurological disorders, cancer and cardiac conditions.

Northshore Extended Care Hospital is designed to provide long-term acute care for the most critically ill patients, with services provided by LHC Group, a leading national provider of post-acute healthcare services in 37 states. ✓

## Ochsner and Rush Health Systems:

Using data and technology to power patient care.

Ochsner is nationally recognized for the depth and breadth of our operational innovations. In 2019 we took another step to leverage these robust capabilities on behalf of an important strategic partner. Our agreement with Rush Health Systems, the largest, most diverse healthcare system in East Mississippi and West Alabama, enhances local services through innovation and technology for patients and providers in the region.

The partnership provides for implementation of the best-in-class electronic health information software, Epic, as well as Ochsner's comprehensive telemedicine capabilities. Epic coordinates care for patients across Rush Health Systems and allows patients to have better access to their own health information through Epic's patient portal, MyChart.

The collaboration is yet another step in a partnership between Rush and Ochsner that began in 2018, when all seven hospitals



within Rush implemented Ochsner's TeleStroke program, providing expert neurovascular care coverage 24 hours a day, 365 days a year. TeleStroke allows nurses and physicians at Rush facilities to consult immediately with Ochsner vascular neurologists, using telemedicine equipment, to determine the best treatment options for stroke patients.

Moving forward, we continue to work together to expand telehealth programs at Rush facilities, as well as provide Ochsner's digital health offerings which will allow Rush patients to manage chronic diseases such as hypertension and diabetes from the comfort of their own homes. ✓

# One Year In: Delivering Big Benefits to Shreveport and North Louisiana

The historic 2018 agreement that created Ochsner LSU Health Shreveport, a new co-branded health system to serve North Louisiana, had multiple goals: improve healthcare services, address physician shortages, enhance medical education and advance critical research.

In short order, this model's public-private partnership has delivered significant benefits to residents of Shreveport, Monroe and surrounding communities.

Those benefits include improved access to care, new infrastructure and technology, more physicians and increased staffing, greater inpatient capacity, newly expanded community clinics and more. One year into this groundbreaking partnership, our points of progress include:

- » Improved access to care, with an increase in total patient visits of 71,000.
- » In targeted areas, decreased by more than 30% the number of days until the next available appointment. Primary Care appointment wait time, for example, dropped from more than a month to less than a week.
- » 125 physicians hired while adding 200 new jobs.
- » Invested more than \$68 million in infrastructure and technology in 2019.
- » Upgraded the Epic electronic health record system.
- » Launched TeleStroke and TeleICU programs to expand access to critical care services across North Louisiana.
- » Ochsner LSU Health Shreveport earned recognition as the state's first pediatric trauma program.

Among the most significant new investments: A \$40 million phase 1 project to create the new St. Mary Medical Center campus. The new healthcare campus offers state-of-the-art patient care through its multiple clinics, operating rooms, laboratory and diagnostic imaging services. In 2020, the facility is opening a comprehensive diagnostic imaging center, outpatient laboratory and an ambulatory surgery center.

Although the Ochsner LSU Health Shreveport story is still in its first chapter, the trends are all positive as this public-private collaboration delivers a host of benefits to residents of North Louisiana. ✓



Dr. Mike Sewell, Chief of Hospital Medicine (left), created Ochsner LSU Health Shreveport's hospitalist program, adding 12 providers in its first year focused on enhancing inpatient care and experience.



In 2019, Ochsner LSU Health Shreveport opened neurology and neurosurgery clinics at its new St. Mary Medical Center campus.



## High Tech Delivers Critical Capabilities for Patients in Monroe

**In 2019 Ochsner LSU Health Shreveport — Monroe Medical Center found new ways to leverage technology that significantly enhance its capabilities to effectively treat patients in intensive care and surgical settings.**

The first: a teleICU program expanding the number of intensive care and specialty physicians available to patients. The system utilizes two-way audio and video connections to connect with clinicians at the Academic Medical Center in Shreveport. Through the teleICU platform, the local medical team in Monroe can collaborate with Shreveport physicians to increase the timeliness and level of care.

Sixteen ICU rooms and a consultation room at the Monroe Medical Center are now equipped with the two-way teleICU monitors, allowing additional off-site specialty physicians to perform

rounds, virtually, on patients. The program was designed in collaboration with the established teleICU program at Ochsner Health. It provides patients with access to critical care specialists, increasing the opportunity to remain in their home community for their medical care — and reducing the need for a potential transfer to Shreveport, some 100 miles away. The system can also reduce response time for patient care decisions and shorten the length of the hospital stay.

In 2019 Monroe Medical Center also launched a new Hybrid Operating Room (OR). The \$3 million Hybrid OR

provides a single surgical workspace that combines imaging equipment with a multifunctional surgical table, allowing the medical team to treat patients needing multiple surgical specialties and diverse imaging in a single space. The Hybrid OR makes it possible to increase the range of procedures for both minimally invasive and conventional open surgical procedures. In addition, it expands the function of a traditional catheterization lab to diagnose and treat cardiovascular disease. Allowing clinicians to diagnose and treat in a single location can improve patient safety by reducing risk and delays. 🏆



Dr. Ammar Alqaid (on screen), Shreveport Internal Medicine, and Dr. Janice Ford, Monroe Internal Medicine, use teleICU capabilities for patients at Ochsner LSU Health Shreveport — Monroe Medical Center.

# Ochsner and Lafayette General: A Powerful Force for Health

When addressing the biggest healthcare challenges in our region, scale matters.

After several years of collaboration, the bonds between Ochsner and Lafayette General Health (LGH) grew stronger in 2019 through a letter of intent for the two organizations to merge. The combination creates the largest and most comprehensive healthcare provider in the Gulf South with a focus on expanding access to high-quality care and improving the long-term health and wellness of communities across the region.

LGH is a nonprofit, community-owned health system committed to delivering excellent care to Southwest Louisiana across the 10-parish area known as Acadiana. As two of the leading health systems in our state, Ochsner and LGH share the responsibility to improve quality and safety, increase access and make healthcare more affordable. Combining the two organizations is an important new way we can continue to address critical health issues in Louisiana — including rising incidences of hypertension, obesity, chronic disease and growing demand for key services such as oncology care, stroke care, women’s and pediatric services and more. Joining together, we can tackle these issues to improve healthcare much faster than we can by working alone.

Over the next 10 years, Ochsner will invest \$465 in capital and resources over the next 10 years to advance care across Acadiana. These plans include work to expand women’s services, pediatrics, cancer care, neurosciences

and more, as well as deep investments in community health and wellness, digital medicine and technology. More than \$50 million will be devoted to expanding and enhancing clinical services focused on the critical health needs of Southwest Louisiana. Our combination will also strengthen training and education for LGH employees, providers and caregivers, with a major investment in graduate medical education at Lafayette General Medical Center to help train the physicians of the future, with the addition of approximately 48 residency positions at the medical center.

As part of the Ochsner system, LGH will be known as Ochsner Lafayette General, and will be a powerful force to serve more patients who need us and improve the long-term health and wellness of the communities across Acadiana. 🏡



Ochsner Health President and CEO Warner Thomas (right) and LGH President David Callecod at the press conference announcing the planned Ochsner-LGH merger.



Lafayette General Medical Center has been serving the people of Acadiana since 1911.

# Ochsner Medical Complex — The Grove: Next-Generation Health Solutions for the Baton Rouge Region

After years of planning, design and construction, Ochsner celebrated the opening of Ochsner Medical Complex — The Grove in 2019.


The Grove represents the largest single investment in the history of Ochsner Health, with features and capabilities that reflect the newest, most innovative thinking about how to enhance the patient experience.

Every aspect of The Grove has been designed with patient needs in mind. Greeters welcome patients and help guide them to traditional registration or to new electronic registration kiosks. An on-site pharmacy fills prescriptions after clinic appointments, while also delivering them to patients in the hospital before they go home. The MRI Caring Suite pairs precise imaging and quiet technology with a patient experience that includes customizable music, lighting and video. And the open concept occupational and physical therapy space is ideal for one-on-one rehabilitation and aqua therapy. Another important feature: a large

O Bar, assisting patients in the Baton Rouge area enrolling in our Digital Medicine programs.

In our five-story medical office building and next-generation surgical hospital, we offer world-class, patient-centered technology and equipment unmatched in Baton Rouge. From primary and specialty care to full-service diagnostics, imaging and lab services, noninvasive procedures, physical and occupational therapy and 10 overnight-stay Optimal Hospital rooms, everything our patients need is available in one convenient location. The Grove also offers more access, with nearly 250 exam and procedure rooms, we now have the capacity to see over 2,000 patients per day.

The Grove is the newest and most visible example of our commitment to the Baton Rouge community — but it

is far from being the only one. The area is home to Ochsner Medical Center — Baton Rouge as well as 13 health centers across Ascension, East Baton Rouge, Iberville, Livingston and Tangipahoa parishes, where more than 2,000 Ochsner team members are dedicated to outstanding patient care. 

## Enhancing Access Across Greater Baton Rouge

Ochsner's presence in Baton Rouge dates back more than 30 years, and in addition to Ochsner Medical Complex — The Grove, we're making other investments to improve access and expand capabilities across the region. Included are two new urgent care centers in the area, offering more convenient care on weekends and after hours. Construction began in 2019 on Ochsner Health Center — Bluebonnet South with a grand opening in July 2020. Future plans call for both a health center and physical therapy space in Gonzales. In Prairieville, we began expanding our health center to nearly double the square footage. And in Hammond, we plan to add a 5,000-square-foot physical therapy location as well.

The Grove is the newest and most visible example of our commitment to the Baton Rouge community — but it is far from being the only one.

## Ochsner and St. Charles Parish Hospital: Five Years of Progressive Progress

Significantly improved safety, quality and patient experience.  
Expanded access. New services and specialties.

Deployment of telemedicine solutions and Epic electronic medical records. New community-based health initiatives. These are but some of the benefits from five years of partnership between Ochsner and St. Charles Parish Hospital. This partnership was founded on the sharing of best medical practices and implementation of advanced technology, all to improve quality, expand access and reduce medical costs. Our teams in St. Charles Parish worked relentlessly to improve outcomes and raise the bar for quality care. Improvements over the last five years include:

- » Two years with zero hospital-acquired infections
- » A 500% reduction in fall rate
- » Hospital readmission rate down more than 8%
- » Reduction in length of stay by nearly 1.92 days

Today, new services and specialties including chemotherapy, oncology, orthopedics and GI/endoscopy offer even more resources closer to home for patients in the River Region. A new 10-bed Med/Psych Behavioral Health Unit adds more mental health beds to the region, and, uniquely, is designed to meet patients' needs when they also suffer from chronic medical conditions requiring extensive supportive therapies.

Patients have recognized the improvements, as reflected in significant patient volume increases, including an increase in outpatient surgeries of 67%, an 879% increase in catheterization lab procedures, and growth in clinic patients of more than 300%. 📈

## Chabert and Ochsner St. Mary Make the Grade

In 2019, Leonard J. Chabert Medical Center and Ochsner St. Mary earned important designations for safety and patient experience.



Chabert, as it is known locally, was awarded an 'A' Leapfrog Hospital Safety Grade, a national distinction recognizing the hospital's success in providing safer healthcare. The Leapfrog Group is an independent national watchdog organization committed to improving healthcare quality and safety for consumers and purchasers. Ochsner St. Mary, previously Teche Regional Medical Center, in 2019 also received an 'A' Leapfrog grade.



A 156-bed, licensed, acute care facility providing both primary and secondary levels of care, Chabert also received a Healthgrades 2019 Outstanding Patient Experience Award. The designation places it among the top 10% of hospitals nationwide for patient experience. Healthgrades is the leading online resource for information about physicians and hospitals. 📈

# Workplace Strength

## WHAT'S POSSIBLE

**A best-in-class workforce that supports the expanding needs of patients and the development of healthcare professionals**

## OUR PROGRESS

- » Achieved **top-quartile employee engagement performance** and recorded our 7th consecutive year of improvement in scores
- » Expanded our **MA Now** medical assistant training program to include **St. Tammany, Baton Rouge** and **Calcasieu Parishes**
- » Welcomed our first class of graduates from our **Licensed Practical Nursing Registered Apprenticeship Program**
- » **Ochsner's Office of Professional Well-Being** was recognized by the American Medical Association as one of the first recipients of its **Joy in Medicine** recognition
- » Rewarded over **13,500 employees** and supervisors through the new **Patient Experience Incentive Plan**

# Building a Workforce for Tomorrow

## TRACEY SCHIRO

Senior Vice President of  
Risk Management &  
Chief Human Resources Officer



## TRACEY MOFFATT

Chief Nursing Officer &  
System Vice President, Quality

**Q** How does your commitment to workforce development support Ochsner's efforts to improve health outcomes throughout Louisiana?

**Tracey Schiro:** There's no way around it, we live in one of the least healthy states in the nation. Ochsner is determined to address that, which means we have to get ahead of the behaviors that contribute to chronic and long-term disease. Our healthcare professionals play a central role in that work — not only through their medical skill and expertise, but by speaking to patients in their own language so they better understand how to prevent, monitor and treat chronic disease. A skilled and diverse workforce is absolutely essential for delivering the kind of experience our patients deserve.

**Tracey Moffatt:** There is very, very little patient-facing work in any health system that does not involve nursing. Whether it's in a clinic or in a hospital or urgent care, almost all patient encounters include their unique skillset. That makes nursing one of the most vital resources to the healthcare delivery system — and a critical one in improving health outcomes across our communities.



Tracey Schiro and Tracey Moffatt work closely together on workforce development programs that shape clinical and nonclinical opportunities at Ochsner and across our communities.

**Q** How has Ochsner's workforce development strategy evolved in recent years?

**Tracey Schiro:** We've gained tremendous momentum through multiple programs, and it all began with the launch of our MA Now medical assistant program six years ago. Since then, we've been very intentional in working with community colleges and other partners to better understand the projected workforce needs, where the gaps are, and how we create a comprehensive workforce development program to address them. In addition to

MA Now we have added a pharmacy tech program, phlebotomy program, surgical tech program and others. In 2019 we were excited to graduate our first class in the medical assistant (MA) to licensed practical nurse (LPN) apprenticeship program, which will be important in filling the growing need for LPNs.

**Tracey Moffatt:** As a member of the Louisiana State Board of Nursing, one thing has become abundantly clear: our state doesn't have enough nursing schools. Every year we turn away between 1,300 and 1,500 qualified applicants to colleges of nursing. Across

the state of Louisiana, we need to be part of the solution to ensure an adequate supply of nurses for our state. One barrier is not having enough faculty — the experienced nurse educators who bring eight or 10 students into the clinical setting each semester. We are pleased to have partnered with Chamberlain University College of Nursing to open a training program on our West Campus. We also partner with Delgado Community College to share experienced nursing staff to support clinical rotations — exposing and training them around the Ochsner nursing practice principles that make us a Magnet-recognized organization. It's one of the ways that we can be part of the solution.

**Q** What are the next steps in your workforce development journey?

**Tracey Schiro:** We're excited to expand the MA to LPN apprenticeship program into two regions for the 2020 class year, and work is underway to launch an LPN to RN program to help address the need for more registered nurses in our pipeline. We're also launching an Ochsner Scholars Program that will fully pay tuition for employees who enroll in programs to advance in their healthcare careers, as well as a virtual career center, where employees can sign up with a career coach to help them think about what might be next for them. 🙌



We've gained tremendous momentum through multiple programs, and it all began with the launch of our MA Now medical assistant program six years ago.

— Tracey Schiro



## Up Close with Jyra Smith

### Twice a Pioneer — to Put Her Career Back on Track

When Jyra Smith first entered college, she had a clear plan — enroll in Dillard University's School of Nursing, earn a nursing degree and launch a career in healthcare. But life soon intervened in the form of an unplanned pregnancy. She soon found it challenging to care for her young daughter and pursue her career dreams. Recalls Jyra, "I just got off track, like many people do. I continued to take a few classes, but it was hard to make progress."



Jyra Smith is a graduate of two of Ochsner's workforce development programs: MA Now and the LPN Apprenticeship Program. She's now employed at Ochsner Baptist.

But, through the years, Jyra's career dream never waned. Her older sister, an RN, suggested she take the first step by becoming a nurse's assistant. In 2012 Jyra began in that role at Ochsner Medical Center — West Bank Campus and she's never looked back. Today, after successful completion of two of Ochsner's signature workforce development programs, MA Now and the LPN Apprenticeship Program, she's employed as an LPN at Ochsner Baptist's Tchoupitoulas location, supporting physicians and treating podiatry patients while utilizing her advanced skills in wound care.

Jyra, a New Orleans native, was in the inaugural class of each training program. She says being able to enroll in both tuition-free was huge — "a plus on top of a plus." She's also embraced the opportunity to provide feedback to leaders to help improve the programs for future enrollees. There's been discussion of creating an Ochsner LPN to RN program and, when that initiative launches, count her in. "RN — for me, that's still the ultimate goal."

According to Jyra, throughout her Ochsner journey, "All of my managers and coworkers have always been encouraging and wanted me to progress. It just seems like everybody's trying to get to the next level and make the system better. It makes it a really nice place to work."

# The New LPN Apprenticeship Program Creates Pathways to Opportunity

Licensed practical nurses play essential roles in Ochsner clinical and hospital facilities, and there is an ongoing need to develop and train more individuals to meet our staffing needs today — and far into the future.

That’s why Ochsner partnered with the Louisiana Workforce Commission (LWC) and Northshore Technical Community College (NTCC) to develop and implement a new Registered Apprenticeship program to prepare individuals with healthcare backgrounds for careers as licensed practical nurses (LPNs). In May 2019 we were excited to honor the first class of 12 graduating nurses at a traditional nurse pinning ceremony.

Education has been a cornerstone of Ochsner since our founding in 1942, and we are proud to offer the nation’s first program that provides students the opportunity to advance their careers from medical assistants (MA) to LPNs. The Ochsner LPN Registered Apprenticeship Program was supported by a 2016 federal grant awarded to the LWC to increase the state’s number of Registered Apprenticeship programs. The grant program came about as a direct response to the need for LPNs at Ochsner and throughout the healthcare industry.

The pilot LPN apprenticeship is accredited by the Louisiana State Board of Practical Nurse Examiners. The 12-month program offered through NTCC features both classroom and clinical components. Upon completion,

graduates earn a technical diploma in practical nursing. The entire inaugural class completing the program passed the National Council Licensure Examination for practical nurses. Each graduate is now employed by Ochsner in hospitals and clinical facilities across the system.

We’re gratified to partner with the State of Louisiana and NTCC in this innovative program that addresses our system’s staffing needs while enriching the professional opportunities of students. Notes LWC Secretary Ava Dejoie, “Our partnership with Ochsner has made significant strides toward diversifying career pathways in Louisiana, and the cultivation of this LPN apprenticeship

is no exception. It speaks to the desire of many healthcare professionals to advance their careers, and we look forward to witnessing the countless success stories that this program will undoubtedly generate.”

In May 2019 Ochsner was excited to honor the first class of 12 graduating nurses at a traditional nurse pinning ceremony



In 2019 Ochsner celebrated the first class of 12 graduating LPN nurses at a traditional nurse pinning ceremony.



# Delivering Top-Tier Nursing Care: Ochsner Medical Center Achieves Fourth Magnet® Recognition

There are more than 6,300 hospitals across the United States, and only a very few achieve the American Nursing Credentialing Center’s Magnet recognition — the highest national honor for professional nursing practice.

An even smaller number — just 1% — earned this prestigious credential four consecutive times. In 2019 Ochsner Medical Center — New Orleans joined that elite company.

Magnet recognition is the gold standard for nursing excellence and is a significant factor when the public assesses healthcare organizations, including U.S. News & World Report’s annual selection of “America’s Best Hospitals.” Research indicates that hospitals with a Magnet designation exhibit several beneficial characteristics, including:

- » Higher patient satisfaction with nurse communication and the availability of assistance
- » Lower risk of 30-day mortality and lower failure to rescue rates
- » Higher job satisfaction among nurses
- » Lower nurse reports of intentions to leave their positions

To achieve initial Magnet recognition, organizations must pass a rigorous process that demands widespread participation from leadership and staff. The assessment requires an electronic application, written patient care documentation, an on-site visit and a review by the Commission on Magnet Recognition.

Healthcare organizations must reapply for Magnet recognition every four years



Ochsner nurses gather to celebrate the 4th Magnet recognition at Ochsner Medical Center — New Orleans.



We’re a better organization today because of the Magnet recognition we first achieved 16 years ago.

— Tracey Moffatt



based on adherence to Magnet concepts and demonstrated improvements in patient care and quality. An organization reapplying for Magnet recognition must provide documented evidence to demonstrate how staff members sustained and improved Magnet concepts and advanced performance and quality. In 2019 Ochsner also received an exemplar, or significant example of nursing excellence, for the

prevention of unplanned extubations in our Pediatric Intensive Care population.

“We’re a better organization today because of the Magnet recognition we first achieved 16 years ago,” notes Tracey Moffatt, Chief Nursing Officer and Vice President of Quality. “Magnet recognition has raised the bar for patient care and inspired every member of our team to achieve excellence every day.”

## MA Now: Wider Reach, Greater Impact

Since its launch in 2013, Ochsner’s MA Now medical assistant training program has served as a model to expand career opportunities for unemployed or underemployed adults, while at the same time addressing a growing need for certified medical assistants.

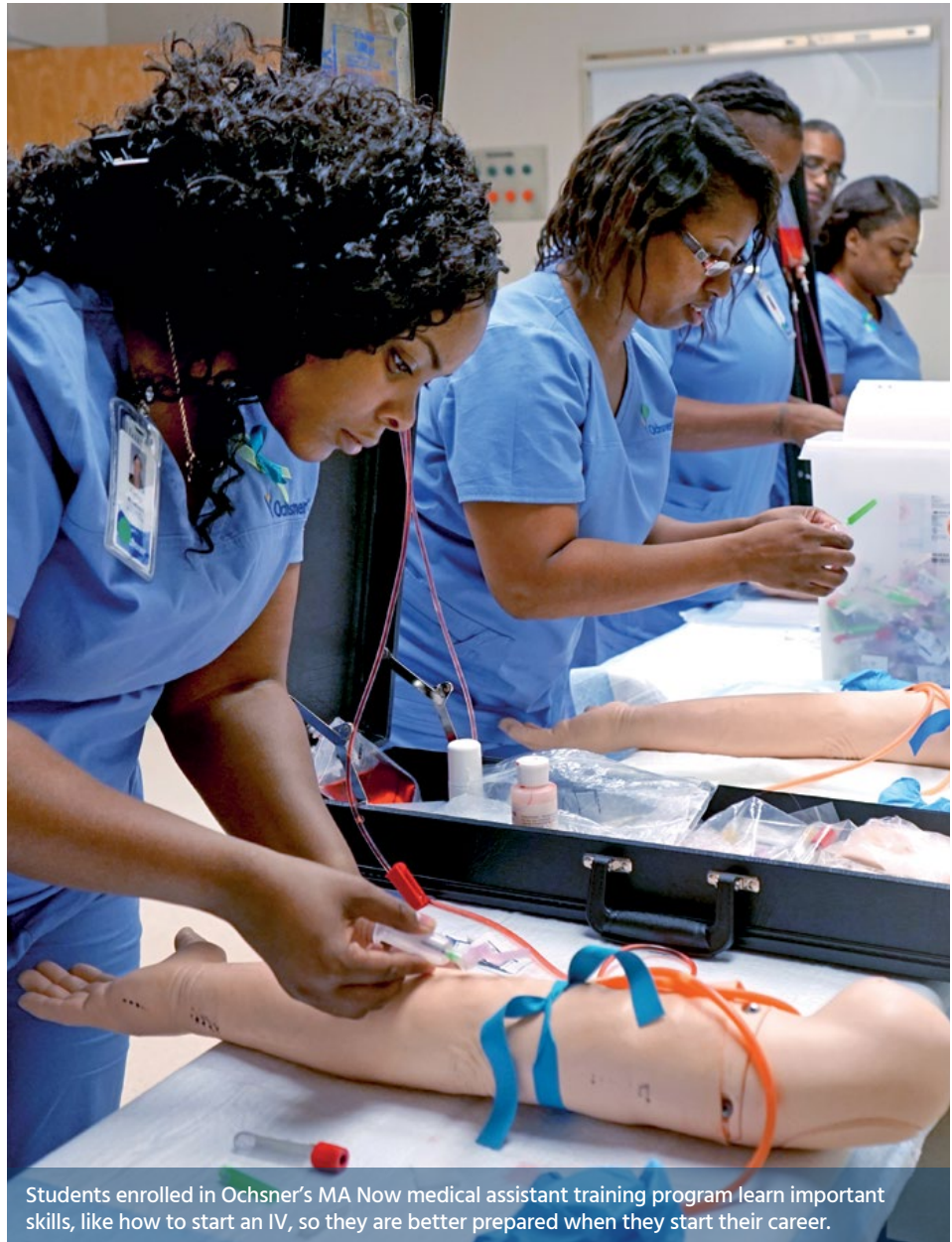
In 2019, we expanded this successful and impactful program to Baton Rouge, St. Tammany and Calcasieu parishes, building new career pathways for more individuals in more communities and fortifying our staffing pipeline.

Medical assistants (MAs) are typically the first and last to see a patient, taking vitals and translating patients’ concerns to the physician before circling back at the end of the appointment to take questions and schedule follow-ups. MA Now, developed in partnership with Delgado Community College, the Greater New Orleans Foundation and other community organizations, is a six-month training program that features accelerated classroom, clinical and on-the-job training. The program is tuition-free and includes certification training for students in Cardiopulmonary Resuscitation (CPR), Phlebotomy and EKG in addition to certified clinical and certified clerical MA. Since its inception, MA Now has trained hundreds of individuals, most of whom have joined the team at Ochsner.

After successfully completing the program and hiring requirements, all graduates are afforded the opportunity to interview for positions as a full-time MA at one of Ochsner’s health centers or be employed as a phlebotomist, EKG technician or registration receptionist. According to the U.S. Bureau of Labor Statistics, medical assistant is one of the nation’s fastest-growing careers, and it continues

to be a position in strong demand within our health system. Once hired, all Ochsner MAs receive additional training to further develop their skills and increase their scope of practice.

Now offered throughout all regions of our health system, MA Now is making a meaningful difference for program participants — and for Ochsner. ✓



Students enrolled in Ochsner’s MA Now medical assistant training program learn important skills, like how to start an IV, so they are better prepared when they start their career.

## Professional Well-Being: Raising the Bar

The demands placed on healthcare professionals today have never been greater. In recent years at Ochsner, we have put an increasing emphasis on finding better ways to support our medical professionals.

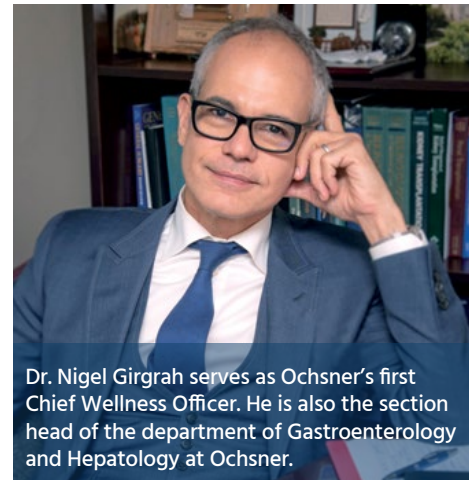
The evidence is clear: with increased demands on time, resources and energy, healthcare professionals and physicians are experiencing burnout at higher rates than ever before. That's why Ochsner created the Office of Professional Well-Being (OPW) in 2018 to enhance the well-being of Ochsner's physicians and advanced practice providers (APPs) by determining the causes of physician and APP burnout — and devising solutions.

Ochsner was the first healthcare system in the state to establish a department dedicated to the wellness of physicians and APPs and remains among only a handful nationally. The objective: develop evidence-based solutions aimed at improving the overall health and well-being of provider teams across the system. Led by Chief Wellness Officer Dr. Nigel Girgrah and comprised of physicians, administrative leaders and frontline providers, their mission is to create an environment that promotes practice efficiency, resilience and a culture of wellness.

Overwhelming exhaustion. Feeling detached from the job or patients. A sense of ineffectiveness or loss of control. All of these can be indicators of burnout. OPW employs a multipart strategy to help Ochsner providers find the resources they need to avoid disengagement, reclaim joy and find harmony. Services fall within the areas of practice efficiency, mental wellness and physical wellness and include these work groups:

**Personal Empowerment** acts as a liaison between OPW and Ochsner Human Resources to ensure that providers have the support and tools needed to feel fulfilled and satisfied at work. The group's goal is to promote work-life balance for providers.

**Team-Based Transformation** works to strengthen teamwork and existing infrastructures through assessments, coaching, team building and interaction. The group focuses on solving specific local issues to create a healthy team culture.



**Practice Automation and Innovation** strives to automate tasks and help physicians and APPs spend less time on after-hours paperwork to free up more room for personal and family time. One promising avenue: incorporating artificial intelligence into daily workflows, patient outreach and automating clerical tasks.

Improving the well-being of physicians and APPs is not done over a month or a year. Instead it's a long-term endeavor that requires sustained commitment. OPW is committed to remaining engaged with these professionals — and finding impactful solutions that enhance their health. 🙌

The Office of Professional Well-Being received the **American Medical Association Joy in Medicine™ designation** for Ochsner's commitment to improving the well-being of our physicians and APPs. Ochsner is **one of only 22** healthcare organizations in the country to receive this recognition.

## Targeted Solutions to Strengthen Our Caregivers

**In a setting as demanding and challenging as healthcare, it's crucial that we take measures to support the mental and emotional health of all our employees.**

Several Ochsner programs are targeted to just this purpose. C.O.P.E. (Connecting with Our Peers through Empathy) is a peer support program designed to provide emotional first aid to healthcare providers involved in stressful or challenging patient events. Through Ochsner Anywhere Care Behavioral Health and Well-Being, employees can access online behavioral health counseling sessions and group therapy with loved ones through the website or mobile app in the

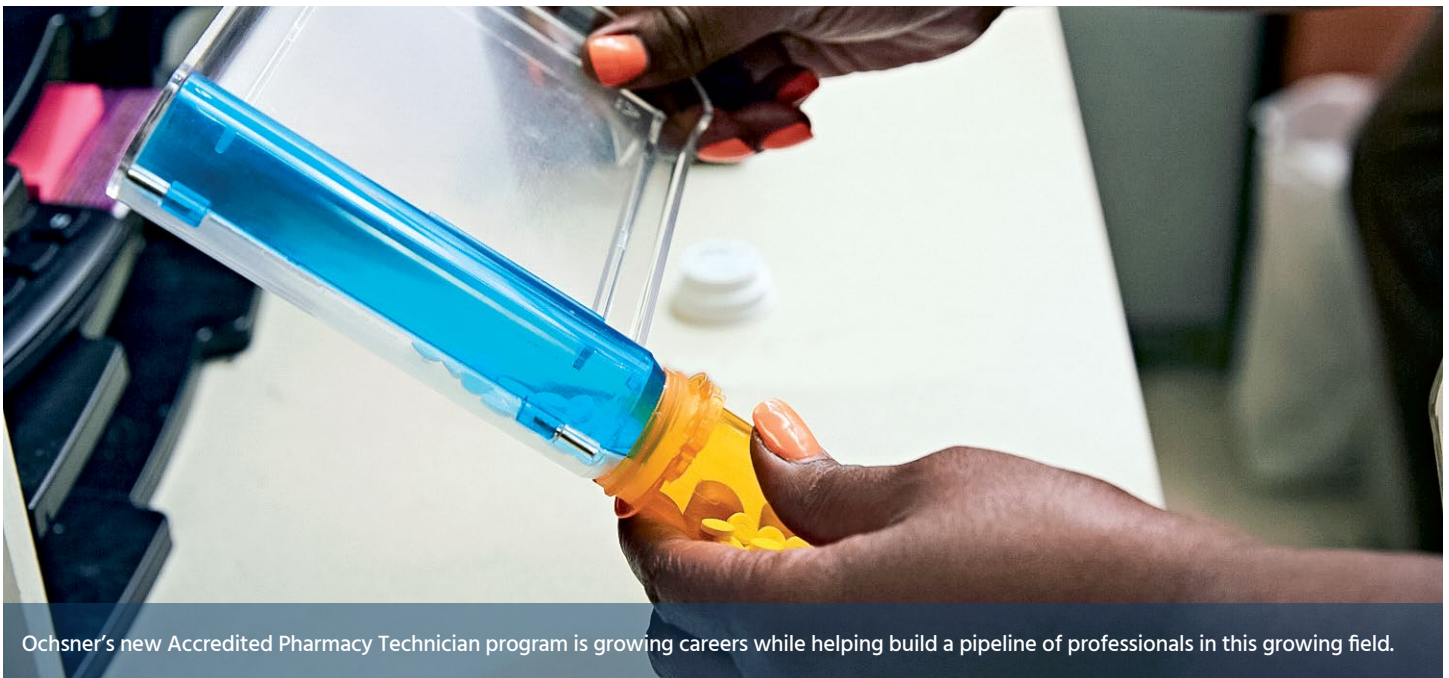
privacy of their home. Our Employee Assistance Program provides support during major life issues, from relationship problems to legal and financial concerns. Employees and their household family members can receive counseling and help in identifying appropriate community resources. In addition, spiritual support for our staff from all faith backgrounds is available through our Chaplaincy service. 🙏

## Leveraging a New Approach to Train Pharmacy Techs

**Meeting system staffing needs and building strong careers in pharmacy through an online approach.**

Ochsner piloted a new approach that leverages online training technology to address the need for pharmacy technicians across the system. We partnered with MedCerts, a national online career training and job assistance tool that delivers certification and career training through HD-quality, video-based instruction and virtual simulations, and JOB1, the business and career solutions initiative of the City of New

Orleans. Students participate in both online instruction and on-the-job externships with Ochsner pharmacy professionals. The first graduating class went through the MedCerts ASHP/ACPE Accredited Pharmacy Technician program with a 90% completion rate, and a 100% placement rate for graduating students. 🙏



Ochsner's new Accredited Pharmacy Technician program is growing careers while helping build a pipeline of professionals in this growing field.

## The Daily Connection: Deeper Engagement Drives Improved Quality and Safety

**What is one of the most useful strategies for enhancing quality and safety? Engage frontline staff directly and regularly, so leaders can respond to critical issues in real time.**

Teamwork is a core value at Ochsner — and its foundation is effective communication throughout our organization. With that in mind, in 2018 we launched the Daily Connection, a series of escalating huddles within our clinical departments that bring key quality, safety and operational challenges from the frontlines to campus and executive leadership.

A year after the Daily Connection's implementation, it's clear that it has profoundly improved the way we address and resolve the unavoidable operational challenges of a complex organization. The commitment of our

frontline staff to identify and escalate these challenges each morning transformed our ability to solve them, and to respond to more critical issues in real time. The huddles create a line of communication that gives leaders across the system better visibility into the day-to-day roadblocks that impact employees' ability to perform effectively. We are also able to flag safety and service issues before they become problematic.

The insights gained from this initiative have translated into process improvements like contracting a new lab courier vendor after experiencing process

delays and replacing Interventional Radiology equipment due to frequent down time. It's also led to approximately \$5 million in significant new investments over just the first year, including new radiology and sterile processing equipment, equipment repairs, new supplier relationships and improved building maintenance, among others.

By harnessing the insights and recommendations for improvement of frontline personnel, The Daily Connection is making a real difference in achieving our goals for quality, safety and patient satisfaction. ✓



Participants in The Daily Connection include clinical professionals up through executive leadership to solve challenges in real time.

## Taking Pride in Who We Are

An important way Ochsner is advancing our evolution from a healthcare system to a system that delivers health is by building a strong community model in our organization — one that is based on diversity, social and economic equity, respect, and a sense of purpose and responsibility.

Integral to that effort are our Ochsner Resource Groups (ORGs). Voluntary, employee-led groups that focus on the patient and employee experience, community outreach, mentoring, recruitment, and education, ORGs engaged more than 2,350 employees in 2019 who united around issues that matter to them.

At Ochsner, a strong commitment to service is fundamental. ABLE, our African American ORG, has been instrumental in community outreach efforts to the historic Shrewsbury neighborhood in Jefferson Parish. In 2019, to honor Dr. Martin Luther King, Jr., ABLE sponsored an MLK service day, providing an array of volunteer service opportunities for Ochsner employees across the region. Volunteers took part in tree planting in New Orleans, neighborhood beautification projects and mural painting in Baton Rouge, educational activities for children on the Northshore, and lending helping hands at food banks across several parishes. In addition, members of ABLE went to Haiti to deepen the connection that global health is local health.

Last year our Young Professionals ORG sponsored Ochsner's first TEDx event, a platform for Ochsner employees to share their passions and ideas around the theme of transformation. TEDx is a program of local, self-organized events that bring people together to share a TED Talk-like experience. Eleven

Ochsner speakers were chosen for the inaugural event to highlight novel ideas, encourage deep contemplation and share inspiring stories. Attendees were challenged to embrace new opportunities for personal and career growth. Between TEDx Talks were performances by local talent, short videos to spark conversation and crowd energizers. The event sold out, but videos of the speakers were made available to the entire system to watch and earn Ochsner Leadership Institute (OLI) development credits.

Ochsner Pride, the LGBTQ resource group, focuses its efforts on educating health professionals about the health disparities that exist for the more than 20,000 older LGBTQ people living in the Greater New Orleans Area. 🏳️‍🌈

Last year our Young Professionals ORG sponsored Ochsner's **first TEDx event**, a platform for Ochsner employees to share their passions and ideas around the theme of transformation.



Eric Malamud, iO Innovation Fellow, presents at Ochsner's first TEDx event.

# Academics & Education

## WHAT'S POSSIBLE

A leading professional pipeline for the Gulf South

## OUR PROGRESS

- » Each year, about **550 medical students**, **300 residents** and over **600 allied health students** complete a portion of their clinical training at Ochsner Health
- » Celebrated the 10th Anniversary of the **UQ-Ochsner Clinical School** — our partnership with Australia's world-renowned University of Queensland
- » UQ-Ochsner Clinical School graduates celebrated 2019 Match Day with a **93% Match Rate** through the National Residency Match Program
- » Expanded our partnership with **Xavier University** with the launch of a joint physician assistant (PA) program
- » **LSU Health Shreveport** medical school welcomed its largest class ever — 150 students — while the partnership made Ochsner the largest educator of physicians in Louisiana

## Ten Years. Tremendous Talent.

Ochsner Chief Academic Officer Dr. Leo Seoane reflects on the 10th Anniversary of the UQ-Ochsner Clinical School and its many accomplishments during its first decade.

**Q** Looking back to the founding of the UQ-Ochsner Clinical School, what motivated Ochsner to take this step, to create a medical school with such a unique profile?

**A:** If you think back to a decade ago, New Orleans and the Gulf South were still rebuilding from Hurricane Katrina — and it was also a period of innovation and growth, especially for Ochsner. Ochsner has a history of embracing new ideas and growing through partnerships. With the creation of this program we developed a model unique in the world of medical education. It's one that enables students to train across two continents, leveraging the strengths and resources of two world-class institutions to produce graduates who are critical scientific thinkers, socially accountable and driven to be global leaders in healthcare. Clinical preparation training is completed in Brisbane, Australia in years one and two, followed by hands-on clinical practice at the Ochsner Clinical School in Louisiana in years three and four.



Dr. Leo Seoane, Ochsner Chief Academic Officer.

**Q** Why the University of Queensland (UQ) in Australia?

**A:** Simply put, it is one of the premier universities and top medical schools in the world, and it also is one of the premier medical research universities. Moreover, students from both continents have the opportunity to be exposed to two very different healthcare systems: Ochsner, an integrated group practice, and UQ, which teaches Australia's public health system model based on primary care. The global perspective that Ochsner students gain is unique, and it very much positions them to be thought leaders as the U.S. healthcare landscape continues to evolve.

**Q** What are the benefits of this partnership for Ochsner and our communities?

**A:** Foremost is the opportunity to play a meaningful role to address the shortage of physicians, and to train these students in a way that benefits our community. Over the past decade we've graduated more than 400 medical students, and approximately one-third of those graduates remained in Louisiana. In the 2019 National Residency Match Program, 29% of UQ Ochsner Clinical School graduates matched into residencies in the state of Louisiana. Of the 29% staying in Louisiana, 19% will train at Ochsner. That's a significant infusion of talent that is much needed in our state's healthcare system. Our students are twice as likely to pursue careers in primary medicine compared to other schools. Primary care is a critical need today, especially in our rural areas. 🙌

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With the creation of this program we developed a model unique in the world of medical education.

— Dr. Leo Seoane

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**Q Thinking about research, what have been the advantages of the UQ-Ochsner partnership?**

**A:** Because of UQ’s research excellence, we recognized our students could conduct a great deal of translational research which integrates patient- and population-oriented research to improve the health of the public. And that has only expanded over time. Our structure allows students to start research projects in years one and two with some great basic science researchers in Australia, and then finish those projects in years three and four at Ochsner. We also offer an MD/PhD track for students.

**Q The residency match process is highly competitive. How do UQ-Ochsner students measure up, and how do you help them achieve success?**

**A:** Our 2019 class garnered an impressive 93% match rate through the National Residency Match Program, and each year we send students to residency programs at some of the nation’s most respected medical centers like Johns Hopkins, Mayo Clinic, the University of Pennsylvania and the University of Chicago. To help our students secure the best opportunity to pursue their chosen career we provide them with mentoring, career advice and coaching, and support to ensure they have a competitive application and strong interviewing skills.

**Q What characteristics distinguish UQ-Ochsner Clinical School graduates?**

**A:** In addition to our focus on primary care, we teach students that being a great physician is much more than scientific expertise. It’s found in the virtues each student brings to the practice of medicine. The empathy, compassion and being present with patients. And the courage, the sacrifices you have to make for your patients, the communication skills and the teamwork. In medicine today we care for patients as teams, and that ability to communicate and work within a team is really critical to becoming a great physician. ✓



**UQ-Ochsner Clinical School Accepted Into the Gold Humanism Honor Society Network**

The commitment to compassionate community involvement is integral to the culture of Ochsner Academics. In June 2019, the first UQ-Ochsner Clinical School students were formally inducted into the Gold Humanism Honor Society, (GHHS), an initiative of the Arnold P. Gold Foundation. The UQ-Ochsner Clinical School is the first internationally accredited medical school to have its own GHHS member chapter. As members of GHHS, our medical students commit to help sustain a learning environment that is respectful, empathetic, understanding and caring. These values reflect Ochsner’s longstanding commitment to quality patient care as we educate the next generation of physicians committed to the human element in healthcare.



## Ochsner LSU Health Shreveport: Growing the Professional Pipeline

**A recent Association of American Medical Colleges study estimates a shortage of between 54,000 and 139,000 physicians in the United States by 2032.**

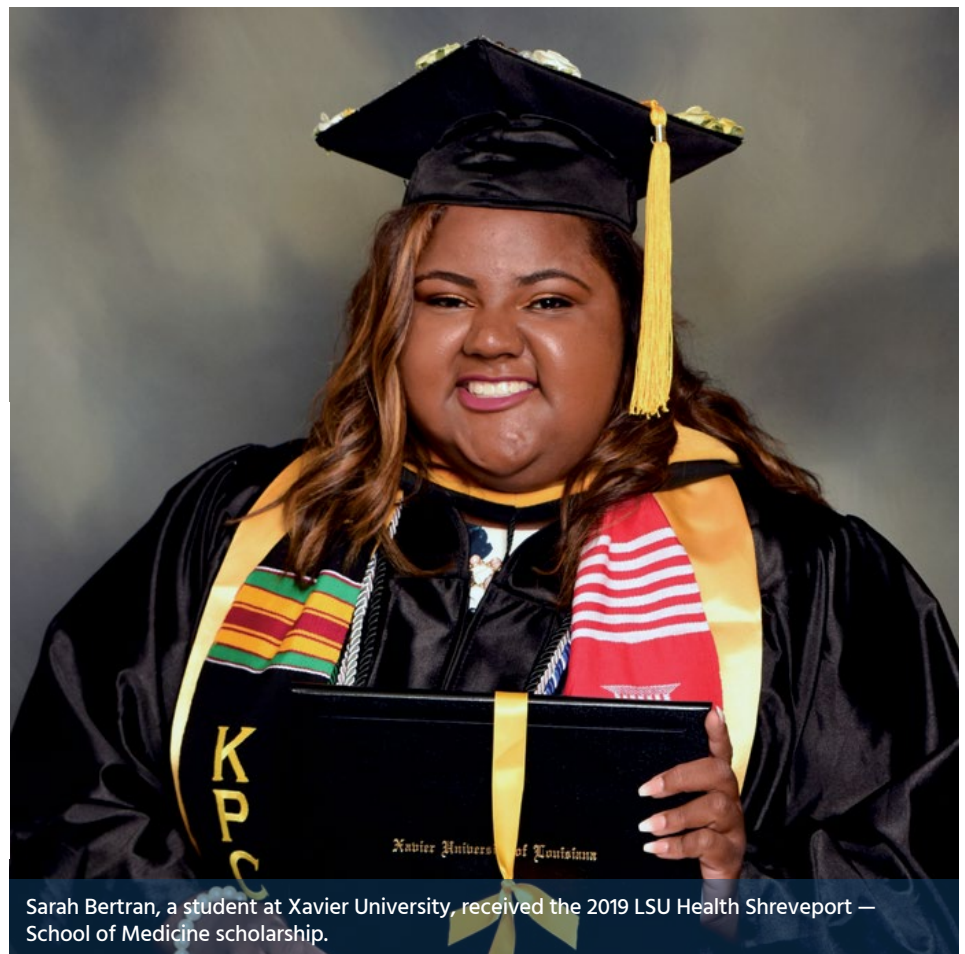
Including shortfalls in both primary and specialty care, the impact may be even more pronounced in the Gulf South. In addition to other Ochsner education initiatives, LSU Health Shreveport has committed to growing its entering medical school class to 200 students over the next five years.

We're already seeing progress: in 2019 the school welcomed its largest-ever class of 150 students, an increase of 19% over the prior year. Our partnership is also committed to increasing graduate medical education teaching and training opportunities for medical students and residents, including a Medical Informatics program, joint conferences and an opioid education program for LSU residents and fellows via Ochsner continuing medical education (CME) programs.

Our partnership with LSU, combined with the UQ-Ochsner Clinical School, makes Ochsner the **largest educator of physicians in Louisiana.**

To ensure that medical school growth includes expanded opportunity, Ochsner has established an annual LSU Health Shreveport — School of Medicine scholarship for a graduating Xavier University student. The scholarship award covers the cost of tuition and fees for the entire four-year program. In 2019 the inaugural recipient was Baton Rouge native Sarah Bertrand, a Xavier University honors graduate in biology.

This partnership is but the most recent initiative in Ochsner's rich heritage of training the next generation of healthcare providers. Each year, we train about 550 medical students and 300 residents, and over 600 allied health students complete a portion of their clinical training at Ochsner Health. Our partnership with LSU, combined with the UQ-Ochsner Clinical School, makes Ochsner the largest educator of physicians in Louisiana. 🙌



Sarah Bertran, a student at Xavier University, received the 2019 LSU Health Shreveport — School of Medicine scholarship.

# Ochsner and Chamberlain: Opening Doors to Distinguished Nursing Careers

Ochsner and Chamberlain University celebrated the first anniversary of a partnership created in 2018 to tackle the significant shortage of registered nurses, both in our state and throughout the U.S. healthcare system.

We established the Chamberlain University College of Nursing at Ochsner Health New Orleans Campus to expand capacity and increase opportunity for qualified and deserving Louisiana nursing students.

From the exam room to the surgical suite and everywhere in between, compassionate, skilled and well-trained RNs are central to every aspect of great patient care. The Chamberlain program is designed to support new graduates' transition to practice as highly trained RNs and better prepare them to face the challenges that nurses encounter today. It encompasses interdisciplinary learning as well as extensive use of simulation training that supports clinical experiences for nursing students.

Chamberlain students have the exclusive opportunity to complete their clinical rotations at Ochsner facilities and partner locations. The Chamberlain Bachelor of Science in Nursing degree program is distinct from most programs in that it can be completed in as few as three years of year-round study, providing direct entry into a nursing program. To broaden their experience, third-year students can apply for a



First-year Chamberlain graduates at the 2020 ceremony.

BSN Nurse Technician Honors Program and have access to system nursing professional development programs at Ochsner Health.

Through our alliance with Chamberlain University, we're not only expanding the nursing pipeline to benefit both Ochsner and our entire community — we're opening the doors to more people who seek to pursue careers in this vital profession. ✓



Chamberlain University College of Nursing at Ochsner Health New Orleans Campus students in the classroom.

The Chamberlain Bachelor of Science in Nursing degree program is distinct from most programs in that it can be **completed in as few as three years of year-round study**, providing direct entry into a nursing program.

# Ochsner and Xavier University: Meeting the Growing Demand for Advanced Practice Providers

**Physician assistants and other advanced practice providers play a vital role in delivering extraordinary, complex patient care.**

Today nearly 900 advanced practice providers (APPs) are employed across Ochsner's growing system. These are professionals who have completed specialized graduate education, training, certification and licensure and include certified registered nurse anesthetists, nurse practitioners and midwives, as well as physician assistants (PAs). They are invaluable members of our care teams, working in tandem with physicians to serve our patients with the appropriate level of care.

Continuing to deliver for our patients tomorrow and in the coming years requires a robust pipeline of students training in these demanding programs. In 2019 we took strides toward that goal

with the launch of a new joint physician assistant program with Xavier University in New Orleans. Leading to a master's degree in health sciences, this 28-month, full-time graduate PA program is Xavier's first. It includes focused classroom instruction at Xavier followed by 16 months of hands-on clinical training in facilities across Ochsner Health. Recruiting for this joint program began in 2019, and the inaugural class of approximately 40 students began coursework in January 2020.

The role of PA is one of America's fastest-growing healthcare careers, with the number of PAs practicing in the U.S. expected to grow from 140,000 to nearly 170,000 over just a few years.



The director of the new PA program is Dr. Varsha Castro Gusman, a Xavier alumna who has worked in the neurocritical care unit of Ochsner.

High-volume areas include surgery, emergency medicine, dermatology and hospital medicine, and there are specialties with tremendous need, like psychiatry, hospice and palliative care. Currently, approximately 90 PAs graduate from Louisiana schools each year. The joint Ochsner-Xavier program will significantly increase the number of these healthcare professionals who train in Louisiana and stay to practice here.

This PA program builds upon our longstanding and fruitful relationship with Xavier that dates to the early 1980s, when we began providing educational experiences to Xavier's College of Pharmacy students. Each year an average of 80 Xavier pharmacy students train at Ochsner facilities. Through our collaboration, Ochsner and Xavier are working to ensure that we can meet our region's need for highly qualified medical professionals for generations to come. ✨



Ochsner President and CEO Warner Thomas and Chief Academic Officer Dr. Leo explore the Xavier program's technology resources.

# Innovation & Research



## WHAT'S POSSIBLE

Improved outcomes  
through breakthrough  
technologies and  
clinical trials

## OUR PROGRESS

- » Successfully completed our **1,000th heart transplant**
- » Awarded a joint **\$13.6 million National Cancer Institute grant** to expand our clinical trials network, with an emphasis on underserved cancer patients
- » Opened the high-tech, high-touch **Ochsner Hospital for Orthopedics and Sports Medicine**
- » Named a **Walmart Center of Excellence** for Hip and Knee Replacement
- » Partnered with **Color Genomics** to pilot a fully digital population health program
- » Enrolled an additional 11,500 patients in **Ochsner Anywhere Care**, and more than 10,000 patients in our hypertension and diabetes digital medicine programs

## A Historic Milestone in Transplant Medicine

**In 1970 Dr. John Ochsner, a trailblazing pioneer in cardiac surgery, performed Ochsner’s first heart transplant — and the first such procedure ever performed in the Gulf South.**

It was a historic event — and would set Ochsner on a path to become a leader in transplant medicine. Nearly a half-century later, in 2019 Ochsner achieved another historic milestone when a multidisciplinary team of physicians, nurses and medical professionals from the John Ochsner Heart and Vascular Institute (JOHVI) and the Ochsner Multi-Organ Transplant Institute performed Ochsner’s 1,000th heart transplant. With the successful completion of this procedure, Ochsner became only the 14th provider in the nation to reach 1,000 heart transplants — joining Cleveland Clinic, Duke University, Vanderbilt University Medical Center and the University of Pennsylvania in this achievement.

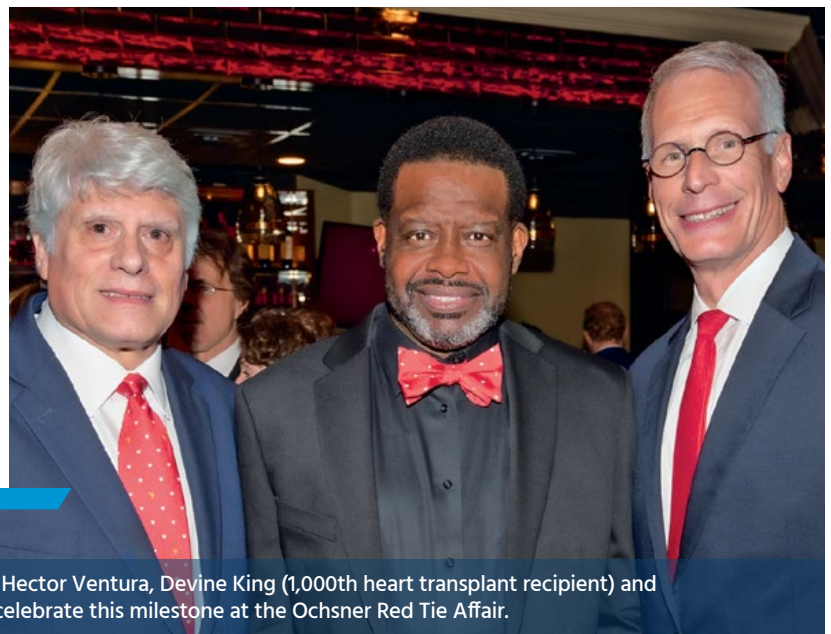
At any given moment there are thousands of U.S. women, men and children on the waiting list for a heart transplant. For our highly skilled multidisciplinary team comprised of professionals in cardiology, heart failure, transplant, surgery, perfusion, operating room, intensive care and nursing, it’s tremendously meaningful and rewarding to take part in a successful, lifesaving transplant.

Since its inception in 1984 the team at the Ochsner Multi-Organ Transplant Institute has successfully performed more than 7,000 liver, kidney, pancreas, heart and lung transplants in adult and pediatric patients, and through its living donor program for living liver and living kidney transplants.

Ochsner’s 1,000th heart transplant is only the Institute’s latest accomplishment. JOHVI performed its 500th left ventricular assist device (LVAD) in 2017, and today conducts more than 100 clinical trials to advance the knowledge of the treatment and diagnosis of cardiovascular disease. With the only pediatric heart transplant program in Louisiana, Ochsner’s Pediatric and Adult Congenital Cardiac Surgery Program in 2019 achieved 100% survival in neonatal and child heart surgeries.

Nearly 50 years after Dr. John Ochsner’s groundbreaking achievement, Ochsner continues to write new chapters in our story of providing exceptional lifesaving cardiac and transplant care. ♥

Ochsner is only the 14th provider in the nation to reach **1,000 heart transplants** — joining Cleveland Clinic, Duke University, Vanderbilt University Medical Center and the University of Pennsylvania in this achievement.



Left to right: Dr. Hector Ventura, Devine King (1,000th heart transplant recipient) and Dr. Robert Hart celebrate this milestone at the Ochsner Red Tie Affair.

# A Rare Gift Saves Two Lives Through Transplant

In Charles' case, his only hope for survival was a combined heart and liver transplant.

Dr. Charles Williams, a physician who spent his U.S. Air Force medical career dedicated to the care of fellow service members and their families, received a grim diagnosis: Amyloidosis. It's a rare genetic condition that causes abnormal proteins to build up in a patient's organs, causing them to fail.

Although Charles' liver had become dysfunctional in his own body, it could function properly in another individual — opening the door for Ochsner surgical teams to perform what's called a domino transplant. In this extremely rare procedure, (only about five are performed in the U.S. each year), Charles' liver could be transplanted into another patient while Charles received a new heart and liver from a deceased donor.

The domino transplant is challenging and complex and requires extremely close coordination between the two surgical teams. Dr. Aditya Bansal, Ochsner Surgical Director of Heart Transplant, directed Charles' heart transplant surgery, while Dr. John Seal, an Ochsner abdominal transplant surgeon, led the team to replace the liver of transplant recipient Benny Capagnano, who was suffering from acute liver failure.

Months after the surgery, Charles and Benny met. There were tears and hugs and a new, unbreakable bond between the two men. "One of the things that drew me to transplant is this really unique human connection and human generosity that makes it all happen,"

said Dr. Seal. "In transplant, it's really the generosity and the gift of the donor that makes life possible."

For the members of Ochsner's multidisciplinary transplant team, the successful procedure was a remarkable and rewarding achievement. Notes Dr. Seal, "The preparation leading up to it, and the surgery the day of, were really exhilarating for the team. These are the types of challenges we come to work for every day." ✓

“

In transplant it's really the generosity and the gift of the donor that makes life possible.

— Dr. John Seal

”



Benny and Charles (far right) meet for the first time. Benny's cousin and sister and Charles' wife (not pictured) joined in support.

# Ochsner Hospital for Orthopedics & Sports Medicine: Helping Patients Live Their Best Life

What if you spent years conceptualizing an innovative new surgical hospital, planning every detail to enhance the patient experience, seeking to create a facility that delivers great care with quicker recovery, and in a setting that is convenient, serene and welcoming?

That was precisely the approach we took when creating Ochsner Hospital for Orthopedics & Sports Medicine, opened in September 2019 in New Orleans. Ochsner's orthopedic care team of more than 80 professionals is devoted to helping restore every patient to a life free of pain so they can enjoy the activities they value most. The state-of-the-art facility, specifically designed for orthopedic and sports medicine surgery, is central to delivering on that objective and offers the most advanced anesthesia and pain techniques, resulting in less pain and a quicker recovery.

Innovative services and features of Ochsner Hospital for Orthopedics & Sports Medicine include:

- » Minimally invasive, same-day total joint replacement surgeries for eligible patients
- » The most experienced MAKO Robotic Surgery Team in South Louisiana that has performed hundreds of cases. The robotically assisted procedures have more accurate component positioning, quicker return to function, less pain and fewer complications
- » Opioid-sparing surgery and pain control that incorporates the latest techniques in regional anesthesiology

The 58,000-square-foot hospital is equipped with features that include six spacious operating rooms, two of which are designed for robotics, 22 comfortable pre- and post-procedural rooms and an overnight recovery suite with 15 private patient rooms. It's part of our Optimal Hospital Program that enhances patient-centered care using innovative devices and materials including patient tablets, wireless vitals monitoring, copper-infused linens and surfaces and red night lighting.

With leading-edge technology and a relentless focus on patient well-being,

Ochsner Hospital for Orthopedics & Sports Medicine raises our game to help patients get back to enjoying a full life — whether playing with their grandchildren or competing in the sport they love. 🏆



Ochsner's orthopedic care team and senior executives at a ribbon cutting event for the opening of Ochsner Hospital for Orthopedics and Sports Medicine.

## Ochsner Named a Walmart Center of Excellence for Hip and Knee Replacement Surgery

Ochsner's Orthopedics and Sports Medicine Center of Excellence earned yet another distinction in 2019 when we were named a Walmart National Center of Excellence for lower joint replacement surgery. Ochsner Medical Center on Jefferson Highway now serves Walmart associates from across the nation in need of hip and knee replacement surgery. Ochsner was only the 12th healthcare organization in the U.S. to earn the designation. Walmart chooses Centers of Excellence locations through a selective process which requires hospitals to demonstrate an ability to provide excellent care, a dedication to addressing the root cause of a patient's condition and an outstanding patient experience. Ochsner's Orthopedics team has been recognized nationally, receiving the Healthgrades Orthopedic Surgery Award™ and was listed as one of Healthgrades America's 100 Best Hospitals for Joint Replacement™ in 2019.



## Cancer Clinical Trials: An Elevated Focus on the Underserved

With the third-highest cancer incidence rate in the U.S., Louisiana loses more than 9,000 residents each year to cancer.

Equally troubling is the disproportionate impact cancer continues to have on minority communities. In 2019 Ochsner, along with our Gulf South NCI Community Oncology Research Program (NCORP) partners, was awarded a \$13.6 million grant by the National Cancer Institute (NCI) to help tackle the problem. The grant expands our successful statewide clinical trials network with a special emphasis on minority and underserved cancer patients.

Disparities in minority cancer incidence rates are of national concern — Black males overall have the highest cancer

incidence and death rates of all major racial/ethnic groups and Black females have 13% higher cancer death rates than non-Hispanic white females, despite 7% lower incidence rates. As a group, Hispanics in the U.S. have the highest rates for cancers associated with infection, including cervical and liver cancers.

“Clinical trials are essential to improving the outcomes for patients with cancer,” notes Dr. Brian Moore, Director of the Ochsner Cancer Institute. “These trials expand the availability of innovative treatments, as well as approaches to

screening and prevention, for all patients in the Gulf South — especially the minority and underserved populations who stand to benefit the most.”

The primary partners of Gulf South NCORP are Ochsner Cancer Institute, Ochsner LSU Health Shreveport — Feist-Weiller Cancer Center, LSU Health New Orleans Stanley S. Scott Cancer Center and Mary Bird Perkins Cancer Center. The new Clinical Trials Network provides cancer care and access to clinical trials for more than 50% of newly diagnosed cancer patients in the region, expands the number of sites offering access to clinical trials from 22 to 42, and will increase the proportion of minority patients participating in NCORP trials. It will also take advantage of the clinical subspecialties at the primary affiliate sites and expand partnerships with community health organizations.

With the support of the NCI and in collaboration with our partners, we’re confident this initiative can have a real impact to improve outcomes for cancer patients throughout our region, including among the underserved. 🙌



Dr. Xin Zhang reviews samples in an Ochsner research lab.



The new **Clinical Trials Network** provides cancer care and access to clinical trials for more than 50% of newly diagnosed cancer patients in the region, expands the number of sites offering access to clinical trials from 22 to 42, and will increase the proportion of minority patients participating in NCORP trials.

# Ochsner and Pfizer Team Up to Create a “Digital Superhighway” for Clinical Trials

The adoption of electronic health records has delivered a host of benefits to patients, clinicians and hospitals – but, until recently, the value has not yet been realized in medical research.

Since the inception of electronic health records (EHRs), effectively integrating EHR data into clinical trial databases has been a goal of research institutions, industry and regulators. Such integration would reduce the burden of manual data entry, save time, decrease cost and accelerate clinical trials. The ongoing challenge has been exchanging data between healthcare systems and clinical trial systems, because each uses different technology platforms and data standards.

In 2019 we took a major step toward achieving integration between EHR data and clinical trial databases through an exciting new partnership with Pfizer, believed to be one of the first of its kind in U.S. healthcare. Through this partnership, Pfizer and Ochsner – through our innovation lab, innovationOchsner (iO), and in partnership with Ochsner Research –

has developed a process for automatic electronic data exchange of study data. This level of interoperability will reduce the burden on investigators and study teams, while improving the quality of research data being captured. The initiative utilizes a standard known as Fast Healthcare Interoperability Resources (FHIR) that was created as a secure and open solution for healthcare data exchange to accelerate information sharing.

The idea is to build a kind of “digital superhighway,” and the potential benefits of the integration between Ochsner’s EHR platform, Epic, and clinical trial databases are many, including:

- » Fewer mistakes and delays in data transfer
- » Time and effort saved on data entry and audits

- » More resources available for recruiting and enrolling patients in studies
- » Ability to include electronic data collected through apps, wearables and home monitoring devices that are increasingly being used in studies

Through our partnership with Pfizer, iO and Ochsner Research are looking at other ways to innovate the clinical trial experience for providers and patients. This includes operationalizing advanced research functionality in Epic that can proactively convey information about clinical trials to physicians, who otherwise may find it difficult to stay abreast of all the emerging therapies for their patients and their eligibility for clinical trials. In addition, another project is focused on developing new ways to digitize the patient and clinician experience throughout the clinical trial journey, while being attentive to patient preferences on access to and use of their health data. The underlying goals of this work are to enhance the quality and value of clinical research interactions for all participants and ultimately increase the speed at which new treatments are available to patients.

The first lanes of this digital superhighway are just beginning to be built, but we’re encouraged about the potential to vastly improve the data infrastructure supporting clinical trials and help the benefits of medical research impact more people more quickly. 🏆



Ochsner’s Research team works on finding new clinical trial treatments for patients. If the treatment proves to be effective and safe in studies, it may become a new standard treatment.

# Ochsner's Growing Role as a Research Leader

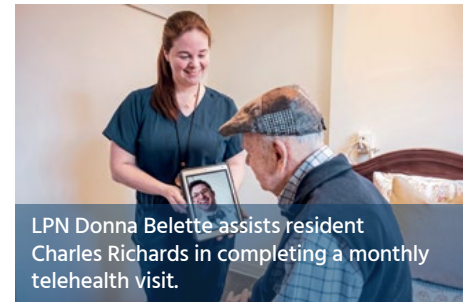
## Two 2019 research grants underscore Ochsner's growing role as a leader in research studies.

Ochsner relentlessly seeks innovative solutions for our cardiac patients, and the National Institutes of Health (NIH) awarded Ochsner a \$1.3 million shared grant for cardiothoracic surgery research. The grant establishes Ochsner as an affiliate linked clinical research center. Ochsner will conduct collaborative randomized control trials with Cleveland Clinic as part of the larger Cardiothoracic Surgical Trials Network (CTSN), a network of North American hospitals that work together to conduct collaborative clinical trials aimed at finding solutions for important cardiac issues impacting public health.

According to Ochsner's Dr. Patrick E. Parrino, Section Head of Thoracic and Cardiovascular Surgery, "Establishing linked research centers across the country expands our access to trials geared toward improving overall cardiovascular health. Working hand in hand with Cleveland Clinic and the Cardiothoracic Surgical Trials Network is just one more way we are creating new opportunities for our patients."

A second innovative study seeks to explore the role that interactive technology can play to improve treatment of memory care residents of Lambeth House in New Orleans. The study focuses on the 16 residents in Mercer's Way — the memory care unit at Lambeth House. This partnership between a continuous care retirement community and regional healthcare leader is the first of its kind in Louisiana to infuse interactive technology into its care plan for residents.

Over the course of a 12-month pilot program, Ochsner and Lambeth House are investigating the effectiveness of a customized treatment plan delivered through a pilot program utilizing remote technology, or telehealth. As part of the program, each patient is outfitted with an iPad along with a Fitbit to monitor sleep and movement. Once a month, residents participate in a 30- to 60-minute telehealth visit with an Ochsner neuropsychologist — a type of psychologist that specializes in understanding the relationship between



LPN Donna Belette assists resident Charles Richards in completing a monthly telehealth visit.

the brain and behavior. The visits are conducted virtually via iPad, and a specialist is able to consult patients in the same way as an in-person appointment.

Routine is critically important for patients suffering with dementia and other neurological diseases. Even something as seemingly simple as leaving the facility to go to a doctor's appointment can result in unnecessary confusion and stress for a patient," said Dr. Robert John Sawyer, Co-Director, Cognitive Disorders and Brain Health Program, Department of Neurology and Neurosciences at Ochsner Health. "By leveraging telehealth, this partnership enables Ochsner to bring high-quality neurological care to these residents in a familiar setting."



## Dr. Bridget Bagert: Pursuing New Weapons in the Fight Against MS

Multiple Sclerosis (MS), an autoimmune disease of the central nervous system, is the most common disabling disease of young adults, affecting 1 million people in the U.S. Although its exact cause is unknown, MS is both highly treatable and highly variable in its impact on patients. The Ochsner MS Center, which is directed by neurologist Dr. Bridget Bagert, has become a site for a novel phase 1 clinical trial using a precision medicine approach to treatment. The treatment methodology

involves infusing healthy donor immune cells into people living with MS. Dr. Bagert, a star in her field who has twice been selected for the Ochsner Spirit of Leadership Award, calls Ochsner's participation in this groundbreaking research effort her proudest academic accomplishment.

# Pursuing New Genomic Opportunities: Our Collaboration with Genetic Research Leader, Color

Science tells us that when it comes to our risk of developing certain types of cancer and heart disease, we're not all created equal.

According to the Centers for Disease Control and Prevention (CDC), nearly 2 million people in the United States are at increased risk for adverse health outcomes because they have genetic mutations associated with certain hereditary cancers and heart disease. But what if we could take proactive measures to identify patients who are at higher risk for these diseases with the goal of early detection and prevention of future illness?

That's the big idea behind Ochsner's new partnership with Color, a leader in delivering precision healthcare through cutting-edge technology. The initiative is the first of its kind: a fully digital population health pilot program that integrates clinically actionable genomic results into standard care and underscores Ochsner's emphasis on delivering personalized healthcare. "Color was chosen as a partner because it offers consumer-initiated genetic testing that requires a physician order," says Meron Azage, innovationOchsner (iO) genetic counselor. "It uses comprehensive clinical grade genetic testing technology, provides support to patients, their families and providers with genetic counseling services, and emphasizes data security and privacy as a key differentiator."

Developed by Ochsner's innovation lab, iO, the program aims to proactively identify patients prior to onset of disease. The partnership leverages Color's unique combination of medical grade genetic testing technology and

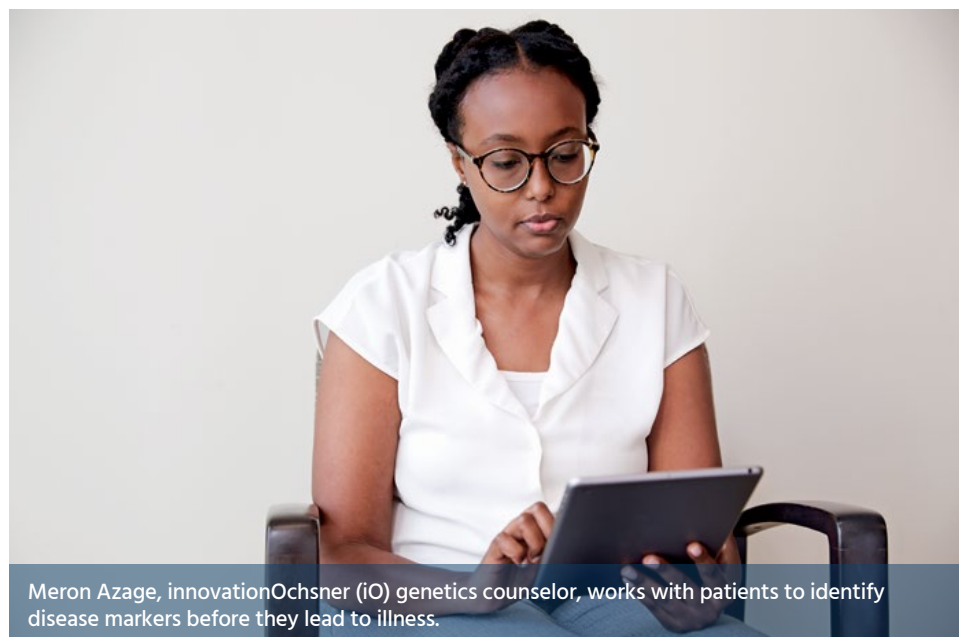
patient engagement with iO's approach to making individualized patient-level insights actionable and integrating them into Epic and routine patient care at scale. The team began with a phase 1 pilot program that offered genetic screening at no cost to up to 1,000 patients with the goals of establishing and testing the process while educating providers and patients on the benefits of population health genetic testing.

Based on the CDC's determination that early detection and intervention could significantly reduce the risk of disease, Ochsner's program screens for three conditions:

- » Hereditary Breast and Ovarian Cancer Syndrome (HBOC) due to mutations in BRCA1 and BRCA2 genes

- » Lynch Syndrome associated with increased risk in colorectal, endometrial, ovarian and other cancers
- » Familial Hypercholesterolemia (FH) which increases the risk for heart disease or stroke

As noted by Dr. Richard Milani, Chief Clinical Transformation Officer and Medical Director, iO, "Genetic insights provide an additional data point to allow us to develop and deliver a more personalized approach in partnership with our patients. Integrating this information into the patient's electronic health record so the physician can review the results and discuss proactive treatment recommendations is yet another example of how we are reengineering care and empowering patients to become more involved in their health." 🙌



Meron Azage, innovationOchsner (iO) genetics counselor, works with patients to identify disease markers before they lead to illness.

# About Ochsner Health

Ochsner Health is Louisiana's largest nonprofit, academic healthcare system. Driven by a mission to Serve, Heal, Lead, Educate and Innovate, coordinated clinical and hospital patient care is provided across the region by Ochsner's 40 owned, managed and affiliated hospitals and specialty hospitals, and more than 100 health centers and urgent care centers. Ochsner is the #1 ranked hospital in Louisiana by U.S. News & World Report and is recognized as a "Best Hospital" across two specialty categories caring for patients from all 50 states and more than 70 countries worldwide each year. Ochsner Hospital for Children is the only facility in Louisiana to be recognized as a top 50 children's hospital by U.S. News & World Report for three consecutive years. Ochsner employs more than 26,000 employees and over 4,500 employed and affiliated physicians in over 90 medical specialties and subspecialties and conducts more than 700 clinical research studies. Ochsner Health is proud to be a tobacco-free environment. For more information, please visit [ochsner.org](http://ochsner.org) and follow us on Twitter, Facebook, Instagram and LinkedIn.

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Listed in order of appearance, from left to right.

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Listed in order of appearance, from left to right.

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## A Gesture of Kindness



Mikell Johnson (right) speaking about the Lin Emery sculpture "Gesture" that she helped bring to Ochsner along with Catherine Burns Tremaine.



To me, that's what I think of Ochsner. It's saying to people, 'Come and we can heal you, we'll be kind to you.' It just reminded me of the time I was there in the exact spot. That's why it was an easy decision to help Catherine fund the sculpture.

— Mikell Johnson



(Original Story: [ochsner.org/linemerysculpture](https://ochsner.org/linemerysculpture))

To learn more about how you can bring art to Ochsner, please visit [ochsner.org/healingart](https://ochsner.org/healingart).

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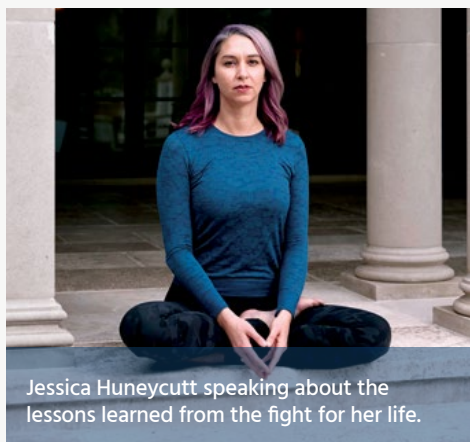
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Searching for Silver Linings



Jessica Huneycutt speaking about the lessons learned from the fight for her life.



We get caught up in the day-to-day, in the trivialities of life," Jessica said. "I just want to encourage people to step back and ask ourselves, 'What really matters? What do I care about? What do I want to do? What legacy do I want to leave?'

— Jessica Huneycutt



(Original Story: [ochsner.org/jessicahuneycutt](https://ochsner.org/jessicahuneycutt))

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Hope Away From Home



Nina Savoie speaking about the experience she and her husband Joseph had during her son John Harris's health battle.



My biggest hope for other families is that they have just one thing they don't have to fight for," she said. "You fight a lot, every little thing. I hope that they have what we did, that someone comes and just says, 'I know you need this. We'll take care of it.'

— Nina Savoie



(Original Story: [ochsner.org/savoiestory](https://ochsner.org/savoiestory))

To learn more or to support patient assistance at Ochsner Hospital for Children, please visit [ochsner.org/pediatricassistance](https://ochsner.org/pediatricassistance).

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## Making a Difference in Children's Lives



Josie Dantin speaking about her experience with Child Life's efforts to make her daughter Miabella's time at Ochsner Hospital for Children less frightening.

“

Child Life is amazing. They are the main reason we wanted to do all of Mia's care through Ochsner. They always make sure she's got enough toys and enough things to make her comfortable to sleep. I would love to make it at least a yearly thing, and not necessarily around the holidays, but whenever Susan has got the time. They have been amazing to us, and we want them to know that they've made a difficult experience so much easier for me and Mia.

—Josie Dantin

”

(Original Story: [ochsner.org/customgowns](https://ochsner.org/customgowns))

To learn more or to support Child Life Services at Ochsner Hospital for Children, please visit [ochsner.org/child-life](https://ochsner.org/child-life).

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## Ochsner's Heritage Society

By remembering Ochsner Health in their wills, creating charitable gifts annuities and trusts, or benefiting Ochsner through insurance policies, these generous individuals are ensuring exceptional care for years to come. It is with deepest gratitude that the staff and patients of Ochsner thank all of the members of the Heritage Society for their generosity and dedication. For more information about becoming a member of the Ochsner Heritage Society, please call 504-842-6585.

### **New members of the Heritage Society are:**

Anonymous  
Shon Cowan Baker, PhD  
Jo Anne and John R. Bush  
The Emmitte H. Carter Trust —  
Mr. Joseph "Mackie" Paniello, Trustee  
Mr. Michael C. Hollis and Mr. Billy "Marty" Brantley  
Ms. Kelly J. Gilkey LeBlanc and Mr. Clint LeBlanc  
Mrs. Aruna B. Moudgil  
Mr. and Mrs. Lee F. Nettles  
Dr. James H. Penoff  
Dr. Mark Stephan

### **Planned Gifts Received or Documented in 2019:**

Mr. Chris B. Albrecht  
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The Emmitte H. Carter Trust —  
Mr. Joseph "Mackie" Paniello, Trustee  
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Will and Kathy Hornsby  
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Mr. Frederick J. Schultz  
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# Financial Highlights

# Financial Statement Summary

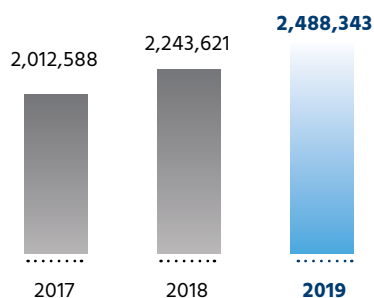
In 2019, Ochsner invested more than **\$137 million** in community benefit, including patient financial assistance and charity care, community building, education and research.

This summary is intended to present a brief overview of Ochsner Health's financial condition and activity for the 12 months ended December 31, 2019.

Ochsner was founded 77 years ago to help patients and their families. As a nonprofit institution, Ochsner dedicates its resources to making a difference in patients' lives and helping make Louisiana and the Gulf South region a healthier place to live. Through charity or uncollected payments, Ochsner made significant investments in providing free or discounted care to the people who depend on it most.

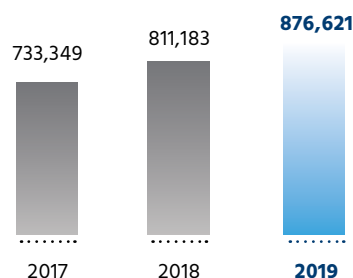
## TOTAL CLINIC VISITS

12 months ended December 31



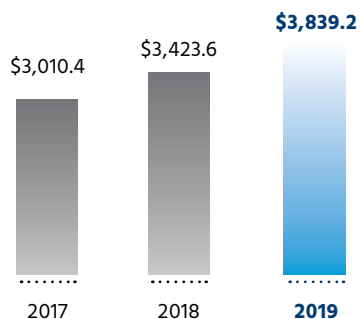
## TOTAL PATIENTS SERVED

12 months ended December 31



## TOTAL OPERATING REVENUE

12 months ended December 31 (in millions)



## 2019 PATIENT DISCHARGES

	2017	2018	2019
Ochsner Medical Center	28,105	27,616	<b>27,057</b>
Ochsner St. Anne Hospital	1,973	2,076	<b>1,983</b>
Ochsner Medical Center — Baton Rouge	8,745	8,353	<b>8,123</b>
Ochsner Medical Center — Kenner	7,640	7,569	<b>7,443</b>
Ochsner Medical Center — West Bank Campus	8,132	8,089	<b>8,218</b>
Ochsner Baptist*	10,310	10,557	<b>10,996</b>
Ochsner Medical Center — North Shore	5,147	4,774	<b>4,208</b>
Ochsner Medical Center — Hancock	—	827	<b>1,223</b>
Ochsner St. Mary	—	—	<b>498</b>
<b>Total</b>	<b>70,052</b>	<b>69,861</b>	<b>69,749</b>

\*A Campus of Ochsner Medical Center

## 2019 STATEMENT OF OPERATIONS

12 months ended December 31 (in millions)

	2017	2018	2019
Patient Service Revenue	\$2,308.1	\$2,600.8	<b>\$2,704.4</b>
Premium Revenue	298.8	318.5	<b>341.0</b>
Other Operating Revenue	403.5	504.3	<b>793.8</b>
<b>Total Operating Revenue</b>	<b>\$3,010.4</b>	<b>\$3,423.6</b>	<b>\$3,839.2</b>
Patient Care Expense	\$2,850.5	\$3,175.0	<b>\$3,596.9</b>
Research	18.1	19.4	<b>22.4</b>
Education	43.1	43.2	<b>43.3</b>
Charitable Collaborative	28.6	84.0	<b>44.6</b>
<b>Total Operating Expense</b>	<b>\$2,940.3</b>	<b>\$3,321.6</b>	<b>\$3,707.2</b>
<b>Income From Operations</b>	<b>\$ 70.1</b>	<b>\$ 102.0</b>	<b>\$ 132.0</b>
<b>Non-operating Gains (Losses)</b>	<b>\$ 74.9</b>	<b>\$ (29.2)</b>	<b>\$ 89.8</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ 145.0</b>	<b>\$ 72.8</b>	<b>\$ 221.8</b>

Further information can be obtained by writing to:

Scott J. Posecai  
Executive Vice President and CFO  
Ochsner Health  
1514 Jefferson Highway  
New Orleans, LA 70121

Visit the  
2019 Digital Annual Report  
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