



2015

OCHSNER HEALTH SYSTEM
ANNUAL REPORT

Ochsner Core Values



Patients Are Always Our First Priority



Approach Every Encounter With Compassion



Always Act With Integrity



Excellence Is An Ongoing Journey



Teamwork Makes Us Stronger

WELCOME

Now more than ever, the people of Ochsner Health System are accomplishing extraordinary things. With the power of nearly 17,000 team members and a Group Practice that grew last year to more than 1,000 physicians, we are changing and saving lives around our state, our region and the world while differentiating ourselves in a complex healthcare landscape.

Throughout 2015, our teams—from our frontline physicians, caregivers and researchers to the thousands of individuals who support our operations behind the scenes—worked with tremendous focus to help us reach remarkable new heights. We made miracles happen for 623,000 unique patients from every Louisiana parish, every state across the nation and from 80 countries across the globe.

We also officially launched the Ochsner Health Network (OHN). Anchored by the Ochsner Health System, OHN represents an opportunity for like-minded partner organizations—including St. Tammany Parish Hospital, Lafayette General Health, CHRISTUS Health Louisiana, Terrebonne General Medical Center and Slidell Memorial Hospital—to come together to share best practices and improve quality, services and access for people across the state. Last year, we provided care for more than 1 million patients, and as we grow, we will continue serving more patients in virtually every corner of Louisiana and into the Gulf South region.

This Patients First philosophy is a Core Value for us—and it's as strong today as it was nearly 75 years ago. It's the first among our five Core Values, which also include Compassion, Integrity, Excellence and Teamwork. Together, they represent what we believe and guide every decision we make.

In the pages ahead, you'll read about some of our patients and the talented teams who care for them. Their stories are nothing short of inspirational.

You'll also learn about our breakthroughs in chronic disease that use technology to engage patients in their own healthcare, and why Ochsner nurses are recognized across the industry. You'll be introduced to our clinical research trial program



that is providing new hope and treatment options, and to our next generation of healthcare providers through the University of Queensland – Ochsner Clinical School.

These are just a few things that make Ochsner different.

Another is the incredibly generous support of our donors. Last year, we celebrated a record-breaking \$35 million year in philanthropy—including a transformative gift of \$20 million by Gayle and Tom Benson to help expand the Benson Cancer Center. The power of this kind of generosity will allow us to offer even more cancer care services and clinical cancer research studies to more patients.

We know what we have at Ochsner Health System is special. We are grateful for the year we've shared and even more excited for what the future will bring. Thank you for being part of our journey.

Suzanne T. Mestayer

Chair, Board of Directors
Ochsner Health System

Warner L. Thomas

President and CEO
Ochsner Health System

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It's All in Our Hands: Delivering on Our Core Values

At Ochsner, who we are is all about what we do. And what we do is determined by what we believe in. Our Core Values guide our decisions; inspire our actions; and influence our relationships with patients, co-workers and community members. We are proud that our five Core Values—Patients First, Compassion, Integrity, Excellence and Teamwork—reinforce our deep-rooted commitment to our patients and to each other. Through them, we continue to see impressive results, reach new milestones, garner honors, and change and save lives.



Patient Bobby K. enjoys drawing on a chalkboard while he and his mother wait for his appointment.



A nurse puts a patient at ease with a smile.

“ Throughout 2015, the entire Ochsner team—from our frontline caregivers to the thousands of individuals who support our operations behind the scenes—have worked with remarkable commitment to help us reach incredible new heights. Together, we are making a real difference in the care we provide and the lives we save.” —WARNER L. THOMAS, PRESIDENT AND CEO, OCHSNER HEALTH SYSTEM

Milestones

- The Ochsner Clinic Group Practice surpassed 1,000 physicians and is supported by an additional 1,500 affiliated and clinically integrated physicians in more than 90 medical specialties and subspecialties.
 - 623,000 unique patients from 80 countries were served by the Ochsner Health System's hospitals and clinics, an 8 percent increase over the previous year.
 - Along with its partners, the Ochsner Health Network provided care for more than 1 million patients.
 - The Ochsner Health Network grew to include 27 owned, managed and affiliated hospitals and more than 60 health centers.
 - Ochsner's clinical research trial program also grew, providing new hope and treatment options for more than 7,000 patients through more than 598 clinical trials.
 - Ochsner saved \$89.8 million through waste reduction initiatives.
-
- **249 Ochsner physicians** were named to the prestigious 2015–2016 **"Best Doctors in America"** list.
-
- Ochsner experienced a **record-breaking year in philanthropy**, with **\$35 million in total donations**.
-
- Ochsner's **2015 Employee and Leader Engagement Survey** showed **employees' and leaders' actively engaged scores in the 93th percentile**, an increase of 8 percent over 2014 results. The **2015 Physician and Advanced Practice Provider Survey** showed **Group Practice physician alignment in the 90th percentile** (read more on page 33).

Accolades and Awards



- *U.S. News & World Report* named Ochsner Medical Center, Ochsner Baptist Medical Center and Ochsner Medical Center – West Bank Campus among the best hospitals in the country in six specialties. Of the nearly 5,000 hospitals ranked, Ochsner was **one of only 46 hospitals that ranked nationally in six or more specialties** and the only one to be ranked in the top 50 in any specialty in Louisiana, Mississippi and Arkansas.
- CareChex®, a division of Comparion, named Ochsner Medical Center, Ochsner Baptist Medical Center and Ochsner Medical Center – West Bank Campus **among the top 10 percent in the nation in 17 different specialties**. For the fourth year in a row, Ochsner was named No. 1 in the country for liver transplants.
- Healthgrades named Ochsner Medical Center and Ochsner Medical Center – West Bank Campus as Distinguished Hospitals for Clinical Excellence for the sixth year in a row (2010–2015). This distinction places Ochsner **among the top 5 percent of U.S. hospitals for clinical outcomes**.
- The American Medical Group Association honored Ochsner Health System with the Acclaim Award in recognition of its **success in improving the value of the services it provides**.
- *Becker's Hospital Review* named Ochsner Medical Center **one of the 100 Great Hospitals in America**.



Patients First

Ochsner was founded on the idea that patients are always the top priority. That was the vision that guided Alton Ochsner, MD, and his colleagues when they established New Orleans' first multispecialty practice nearly 75 years ago—and it remains the vision today. It is evident in everything Ochsner physicians, nurses and staff do, including providing patients with the most advanced care possible and treating all people with respect. This approach, combined with unrivaled medical quality, has made Ochsner a true Center of Excellence.

People travel from all over the world to receive care at Ochsner, which has earned an exceptional reputation for its specialty and subspecialty expertise, groundbreaking clinical research, and patient-centered approach to healthcare.

The entire Ochsner team—from frontline caregivers to those working behind the scenes—has shown remarkable passion and commitment, helping the health system reach new heights in 2015. Ochsner's readmissions rate dropped by 3 percent last year, meaning that patients receive the right treatment the first time, making return visits less necessary.

Here is a look at how Ochsner's Centers of Excellence deliver the highest quality of care with a personal touch.



Ivory Crittendon, MD, gives patient Connor B. a turn with the stethoscope.

Ochsner takes a team approach to cancer care, with as many as 20 physicians, nurses, patient navigators, researchers, social workers and clinicians caring for each patient and offering the full continuum of care—from diagnosis through recovery.

THE OCHSNER CANCER INSTITUTE

Ochsner's commitment to understanding and fighting cancer began in 1939, when the health system's founder, Alton Ochsner, MD, became the first to link cigarette smoking and lung cancer.

Today, Ochsner offers comprehensive cancer care, with treatments that are targeted to each patient. Ochsner takes a team approach, with as many as 20 physicians, nurses, patient navigators, researchers, social workers and clinicians caring for each patient and offering the full continuum of care—from diagnosis through recovery.

In 2015, nearly 26,000 cancer patients were seen at Ochsner, where the team continuously strives to improve outcomes. The five-year survival rates of patients with prostate, lung, colon and breast cancer who are treated at Ochsner, for example, are consistently better than the national averages. Ochsner has received numerous accolades for cancer care, and in 2015, Ochsner Medical Center was ranked in the top 10 percent in the nation by CareChex, a division of Comparion Medical Analytics that rates medical care.

The Ochsner Cancer Institute, a Center of Excellence, conducts multidisciplinary treatment at various locations across the region, and generous donors help Ochsner stay at the forefront of cancer treatment and care. In 2015, Gayle and Tom Benson, owners of the New Orleans Saints and Pelicans, made a donation of \$20 million—the largest in Ochsner's history—to expand the Gayle and Tom Benson Cancer Center, a state-of-the-art facility that the couple originally funded in 2010. Patients travel from around the world to receive treatment at the cancer center thanks to the Bensons' generous support. The couple's most recent gift will double the center's size, adding 100,000 square feet of oncology clinics across five floors, 50 new personalized



Katie Kelly and her family.

Battling Cancer at 30

Katie Kelly was 30 years old and a wife and mother to a young son when she learned that she had an aggressive form of breast cancer. "My husband held me as I sobbed," she remembers. "I was dealing with thoughts of potentially dying and my son not having a mom, and my husband being alone."

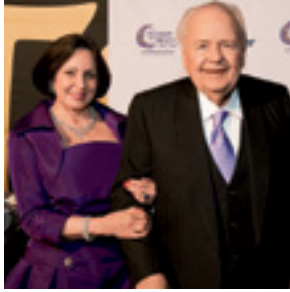
Kelly decided to undergo multistage treatment at Ochsner. "Chemotherapy followed by surgery, followed by radiation, followed by more surgery," says Ralph Corsetti, MD, Medical Director of the Lieselotte Tansey Breast Center at Ochsner.

Even on the toughest days, Kelly stayed focused. "She was always positive about moving forward with treatment, always in the light that she was going to get better and we were going to take care of the problem," says John Cole, MD, a specialist in hematology and oncology at Ochsner Medical Center.

Kelly's treatment was successful, and she now provides support to others with cancer. "For every tear Ochsner helped me brush aside and replace with strength and courage, that's just the practice of wonderful medicine," she says. "Thank you for giving my life back to me."



In the Gulf South, **one in three women** and **one in four men** will **receive a cancer diagnosis during their lifetime.**



“Gayle and I could not be more pleased that so many patients today are receiving comprehensive cancer treatments right here in our hometown. ... This gift will help ensure that we can offer the best services possible to our residents of Louisiana and the Gulf South.”

—TOM BENSON, PHILANTHROPIST AND OWNER OF THE NEW ORLEANS SAINTS AND PELICANS, PICTURED WITH HIS WIFE, GAYLE

and semiprivate chemotherapy infusion stations, and a full spectrum of specialty-trained physicians.

“For years, too many of our local and statewide residents needed to seek cancer care away from home, and we needed to address that,” Tom Benson says. “Gayle and I could not be more pleased that so many patients today are receiving comprehensive cancer treatments right here in our hometown. There is much more work to be done as the number

of new cases continues to grow each year. This gift will help ensure that we can offer the best services possible to our residents of Louisiana and the Gulf South.”

The expansion will indeed allow Ochsner to offer more cancer care services and conduct more clinical cancer research, making the healthcare system a leading, comprehensive destination for care across a multi-state region.



The Gayle and Tom Benson Cancer Center will double in size, adding oncology clinics, chemotherapy infusion stations and more specialty-trained doctors.

THE OCHSNER NEUROSCIENCE INSTITUTE

Named one of the Best Hospitals for Neurology & Neurosurgery in 2015-16 by *U.S. News & World Report*, Ochsner has made it a priority to provide advanced multispecialty care to patients with conditions ranging from stroke to sleeping disorders to multiple sclerosis and Parkinson’s disease.

Not content to rest on its laurels, Ochsner continues to explore revolutionary treatments and launch new services. As just one example, the Multidisciplinary ALS Clinic at the Ochsner Center for Primary Care and Wellness opened in 2015, providing comprehensive care for patients with ALS and related disorders, all under one roof.

Ochsner’s growing reputation in neurological care has made it a recognized referral center. In 2015, more than 1,900 patients with neurological conditions were transferred to Ochsner from other healthcare centers, up 34 percent from

the previous year. Meanwhile, Ochsner’s neurological team grew to include 25 neurologists, nine neurosurgeons, three neurocritical care physicians and seven physiatrists in 2015, an 87 percent increase in staff over the past decade. This expert team performed 1,418 neurological surgeries in 2015, nearly doubling the volume of such procedures in five years.

Ochsner’s Comprehensive Stroke Center, certified by the American Heart Association, has also received much recognition, including being named one of the 100 Best Hospitals for Stroke Care by Healthgrades. Seven years ago, Ochsner became the first hospital in Louisiana to use telemedicine to swiftly treat stroke in patients without access to neurologists at a facility close to their home. In 2015, Ochsner announced its 31st TeleStroke site in the Gulf South, allowing the health system to deliver quality care to patients who experience stroke symptoms, at a time when every second counts.



Above left: Hanson Dardar with stroke specialist Harold McGrade, MD. Above right: Richard Zweifler, MD, System Chair of Neurology.

Changing Lives With Stroke Care

Hanson Dardar knows that life can change in a moment. One October morning, he woke up in a body that he couldn’t control. “My right side was weak, and I ended up losing all control on my left side,” he says. “When I tried to get up, I fell. I remember saying certain things, but it wasn’t coming out.”

Paramedics rushed him to Terrebonne General Medical Center, where his fiancée was told that Dardar probably would never be the same. He quickly received expert care through

Ochsner’s CareConnect 360 program, in which patients in distant hospitals are evaluated by Ochsner specialists.

“A stroke occurs due to blockage of blood flow to the brain,” explains Richard Zweifler, MD, System Chair of Neurology, Ochsner Health System. “We lose millions of neurons every minute after a stroke, so the sooner we can treat a patient, the better.”

Dardar was evaluated through Ochsner’s TeleStroke system, which brings a neurologist to the patient’s bedside via

technology within minutes. “You’ve got a monitor and a little camera,” Dardar says. “It’s like they are in the same room with you.”

If the patient is a candidate for help at Ochsner Medical Center, he or she is transferred as soon as possible. Surgeons were able to remove a clot in Dardar’s brain and restore blood flow, reversing his symptoms.

“I’m definitely lucky,” Dardar says. “In 36 hours, I was back to normal. I feel 100 percent now.”

The TeleStroke Advantage

Since the introduction of the TeleStroke system in 2009, stroke treatments at Ochsner and its partnering sites have seen dramatic improvements across the board.

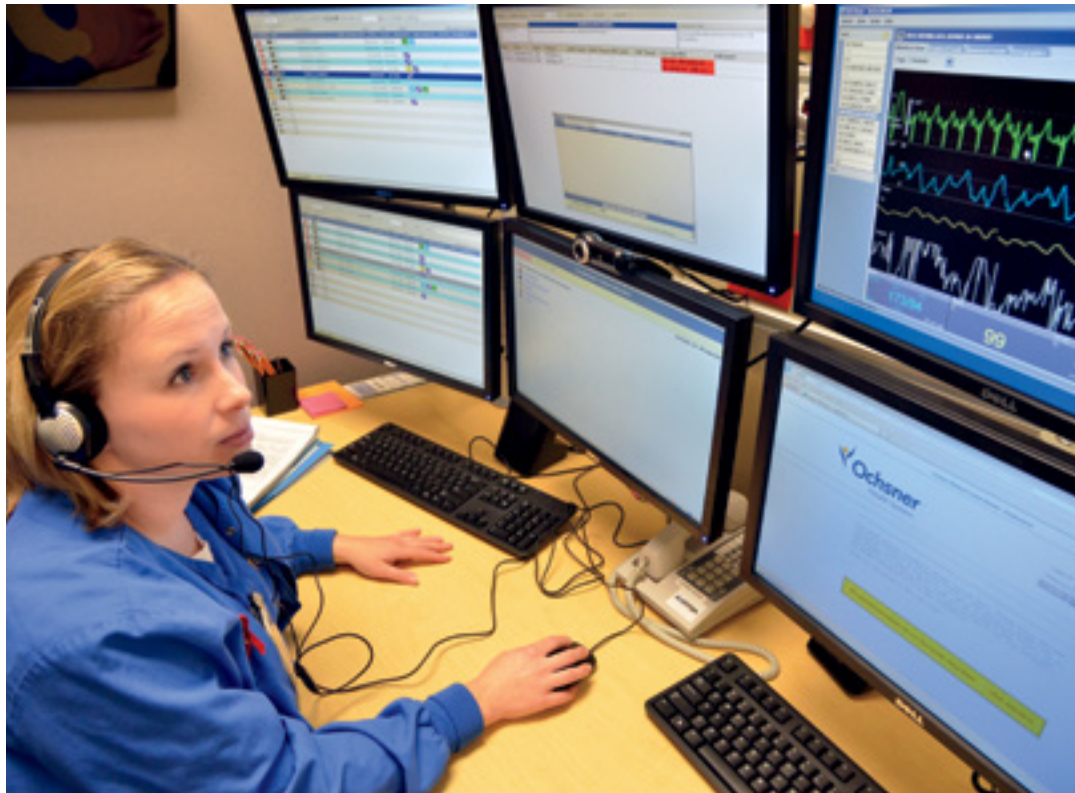
- With the advanced technology of the TeleStroke system, 70 percent of patients who would have been transferred now receive treatment locally.
- Ochsner's TeleStroke system has served more than 6,000 patients since 2009.
- Twenty-seven percent of ischemic stroke patients served by Ochsner's TeleStroke system receive tPA (tissue plasminogen activator, an essential drug in treating stroke), a significant improvement over the national average of 8 percent at primary stroke centers and 5 percent at nonprimary stroke centers
- Within the Ochsner TeleStroke system, 3.6 percent of patients who receive the clot-busting drug alteplase have bleeding complications; the national average is more than twice that, at 8 percent.

- Door-to-TeleStroke initiation time has decreased by more than 15 minutes since 2012, and door-to-needle time (the time it takes for a patient to receive tPA) has decreased by more than 20 minutes since 2012—critical improvements when every minute counts. These numbers are improving because of the TeleStroke team's ongoing quality enhancement processes.

The Growing Need for Advanced Neurological Care

Neurological conditions are on the rise, making Ochsner's commitment to revolutionary care vitally important.

- Alzheimer's disease deaths will increase by 64 percent in the next five years.
- One in six people will have a stroke in their lifetime.
- Eight out of 10 people will have spine disease at some point in their lives.
- Twenty-two million people in the U.S. have epilepsy.



Ochsner critical care specialists closely monitor patients, near and far, from the EICU command center.

Shining the Spotlight on Adolescent Athletes and Concussion



Abby Anger was treated by Aaron Karlin, MD, Director of Ochsner's Concussion Management Program.

Concussion, a type of traumatic brain injury, can cause a range of symptoms, as high school student Abby Anger discovered when a soccer ball struck her in the back of the head during a game.

"My head hurt, I felt dizzy, and everything seemed to be happening in slow motion," recalls Anger. When she returned to school, she found the lights were too bright, she was getting upset

easily, and she was running into things.

Anger was seen by Aaron Karlin, MD, Director of the Concussion Management Program at Ochsner. The program—the first of its kind in Louisiana—uses a computerized neurocognitive assessment called ImPACT; it also includes a broader neurological and physical exam, and balance assessment. Each course of treatment and

rehabilitation is uniquely tailored to the individual patient's needs.

Dr. Karlin prescribed medication for Anger's nausea and headaches and to stave off dehydration. She was kept off the soccer field and limited to 30 minutes at a time of cognitive stressors. Ultimately, she was able to return to her favorite activities, including soccer.

There are an estimated 1.8 million sports-related concussions in the country every year, with athletes suffering severe or multiple concussions particularly at risk for long-term effects. "Most of the research seems to show that three is the magic number," Dr. Karlin says. "Once you get past three concussions, it tends to be that you have a lower threshold to have subsequent concussions or may have more chronic symptoms."

Beyond treating patients, the team of board-certified, fellowship-trained physicians in the Concussion Management Program helps educate athletes, parents, and coaches to better recognize the signs of concussion in order to initiate treatment early. The primary goal is to return athletes to sports and school as quickly, and safely, as possible—and to avoid future concussions.

Overseen by Aaron Karlin, MD, the Concussion Management Program at Ochsner—the first of its kind in Louisiana—uses a computerized neurocognitive assessment called ImPACT that involves a broader neurological and physical exam; it designs a course of treatment and rehabilitation tailored to each patient.

OCHSNER HOSPITAL FOR CHILDREN

Bone marrow transplant, also called stem cell transplant, is a specialized therapy used to treat some leukemias and lymphomas, solid tumors, and genetic and immune system diseases. This specialized procedure, now performed at Ochsner Hospital for Children, is a lifesaving option for children facing these challenges. In 2015, Ochsner opened two dedicated pediatric bone marrow transplant patient rooms. These rooms will also be a significant benefit for pediatric oncology/hematology patients.

“Bone marrow transplant is a very important therapy in the treatment of many types of pediatric cancer and genetic diseases,” says Robert Vasquez, MD, Director of the Ochsner Leukemia, Blood and Bone Marrow Transplant Program. “These rooms allow us to expand our services and ensure we have the appropriate resources available for patients and their families. We are thankful to all who contributed to this project.”

For some conditions, the patient’s own stem cells are collected from their blood and then given back to them after they receive high-dose chemotherapy. These cells then go to the patient’s bone marrow and start to make blood and immune cells that are killed by the chemotherapy. For conditions like leukemia, stem cells from either the blood or bone marrow of a donor are given to the patient to help kill cancer cells that escaped chemotherapy.

Funds to open these rooms came from the generosity of Hogs for the Cause, a nonprofit organization that raises money for pediatric cancer causes, and its supporters who contributed over \$60,000 to the project. Additional funds were generated from the 2014 Moonlight & Miracles Gala benefiting cancer treatment at Ochsner, and from the Ochsner Excellence Grant Fund.



A pediatric oncology patient takes time out for a little fun.

Ochsner Hospital for Children

Among many other distinctions, Ochsner Hospital for Children features:

- Comprehensive pediatric care for all childhood conditions.
- 120-plus physicians specializing in pediatric care.
- A Level III NICU—the highest level of neonatal intensive care available in Louisiana.
- The only pediatric heart transplant program in Louisiana.
- A dedicated 24/7 pediatric emergency room.

“ Bone marrow transplant is a very important therapy in the treatment of many types of pediatric cancer and genetic diseases.”

—ROBERT VASQUEZ, MD, DIRECTOR OF THE OCHSNER LEUKEMIA, BLOOD AND BONE MARROW TRANSPLANT PROGRAM



Compassion

Ochsner's many clinical and nonclinical employees and leaders demonstrate Compassion for one another and the patients they serve. Ochsner nurses in particular make a significant difference in the patient experience. From the bedside to the exam room and everywhere in between, Ochsner nurses always exhibit the Core Values that define the healthcare system's approach to quality care.

Nurses are on the front line of every point of care: They are the professionals giving medications, monitoring vital signs and navigating the dynamic needs of patients. That is certainly true at Ochsner Health System, where 4,734 exceptional nurses work around the clock at 27 hospitals and more than 60 health centers, not only ensuring that patients get the treatments they need, but also lending a compassionate ear and a caring heart.

"Safe and effective patient care is our number one priority," says Tracey Moffatt, Chief Nursing Officer and Vice President of Quality for Ochsner Health System. "And that commitment is seen in the outcomes our patients experience. As members of the care team, our nursing professionals

work hand in hand with others to design and deliver the best care anywhere. As leaders, our nursing team works hard to expose and adopt evidence-based practices, ensuring we are on the leading edge of patient care."

One of the many ways Ochsner nurses lead new care strategies is through the model of Clinical Integration Councils. The Integration Councils are groups of nurse leaders, along with experts from nursing education and nursing informatics, that function like task forces, working together to improve best practices. "The councils are organized around key service lines such as medical-surgical care, critical care, endoscopy and so on," says Moffatt. "These teams of nursing leaders seek to identify and adopt best practices in their

“ Safe and effective patient care is our number one priority. And that commitment is seen in the outcomes our patients experience. ”

—TRACEY MOFFATT, CHIEF NURSING OFFICER AND VICE PRESIDENT OF QUALITY FOR OCHSNER HEALTH SYSTEM

fields of expertise, and then work locally to ensure adoption.”

A successful example of this came from the Critical Care Integration Council. This council created a program called ICU Liberation, which helped shorten the amount of time patients spend in the ICU. “Historically, patients in the ICU tend to remain bed-bound until they are moved to a step-down or medical-surgical unit,” Moffatt says. “But through the work of the Critical Care Council, we now try to get ICU patients up and walking, which reduces their ICU stay and promotes better outcomes. It is the power of this kind of teamwork that sets Ochsner apart.”

The ICU Liberation Program has delivered impressive results. Studies have shown that following these protocols greatly improves patient outcomes:

- The Awakening and Breathing Coordination (ABC) trial shows that ABC reduces the duration of mechanical ventilation by three days and ICU and hospital length of stay (LOS) by four days. The risk of death decreases by 32 percent.
- Linking the ABC trial with an early mobility (EM) protocol

further reduces ICU LOS by 1.4 days and hospital LOS by 3.3 days.

- Linking an EM protocol to spontaneous awakening trials significantly reduces the incidence of delirium and results in a threefold increase in the likelihood a patient will achieve an independent functional status at hospital discharge.
- Upon transitioning from the ICU to a regular unit, patients experience fewer falls.

CARING FOR THE WHOLE PATIENT

Nursing covers a wide range of responsibilities—from statistical, information-based problem solving to simply being there for patients—with the ultimate goal of providing the best possible outcomes. Ochsner nurses use a comprehensive approach to ensure they care for the whole patient, not just the patient’s condition. That means providing for all the medical needs of the patient while also attending to each patient’s emotional needs.

Not all nursing care is delivered directly to patients. One

Dancing With the Nurses

In addition to looking after patients’ medical needs, Ochsner nurses also attend to patients’ personal needs, which can have an equally significant impact on outcomes. Such was the case of Leonard J. Chabert Medical Center patient Charles Ledet, who was diagnosed with stage IV colorectal cancer in 2015.

Ledet started chemotherapy but found himself overwhelmed by the side effects. “The first treatment hit me pretty hard—I was nauseated, I couldn’t eat, and I just felt like I was gone,” he says. “I don’t want to have anything to do with chemo. Whatever happens next is going to happen.”

His passion for living life on his own terms inspired his nurse, Rachel Landrus, RN. “I kept asking him if I could do anything for him,” she says. “He would talk to me about dancing, and he would light up. I knew I had to get him moving around.”

Landrus gathered her fellow nurses in Ledet’s room, where they took turns twirling around on the makeshift dance floor, bringing much-needed joy to a tough situation. “It doesn’t matter if it’s a dance or just to talk to somebody,” Landrus says. “The littlest things can change somebody’s life.”



An impromptu dance with his nurses brought a smile to Charles Ledet’s face.



Meet Ochsner's Inaugural Administrative Nursing Fellow

In July 2015, Ann Breen began a yearlong fellowship at Ochsner as a way, she says, “to determine my greatest interests and strengths.” Breen, 26, has a master’s in nursing from Vanderbilt, but upon graduating, she “did not feel called to any particular specialty.” The fellowship at Ochsner, she says, is an exciting opportunity to gain the guidance and mentorship she needs to develop professionally and excel in her chosen field.

Ochsner has long offered administrative fellowships in other areas, including operations, revenue cycle, pharmacy, supply chain and finance, but Breen is the first fellow in nursing. These fellowships, created as a way to reinforce Ochsner’s long-standing commitment to leadership development, combine intensive training, one-on-one mentoring, and systemwide exposure to clinic and hospital operations.

Working closely with Chief Nursing Officer Tracey Moffatt, Breen is experiencing all aspects of nursing administration, from the recruiting and retention of nurses, to the implementation of new models of care, to the constant improvement of quality measures.

As a result of the diverse perspectives she has gained on the field of professional nursing, Breen says she has finally been able to clarify her career goals. “One of the areas I enjoy most is the pursuit of quality,” she says. “I want to look at any errors that have occurred, understand the root causes and find the solutions. I want to be proactive about providing top-level quality in every situation.”

Breen credits Moffatt and her team with making the fellowship so rewarding. “The opportunities they have given me for growth have been amazing,” Breen says. “I wanted to come to Ochsner because of its great reputation, and now I have fallen in love with the place.”

example of nursing expertise that supports better patient care is the nursing informatics team, a group of experienced clinical nurses who have advanced training in today’s clinical technology. They work with staff nurses and nursing leadership to integrate new and emerging technology into the care model and to ensure its successful utilization.

Another way in which Ochsner nurses care for the whole patient is through Nurse Hourly Rounding, in which a member of the nursing staff visits a patient every hour to assess his or her needs. This promotes a more positive connection and better communication between caregivers and patients; it also leads to fewer falls and improved outcomes. Regular rounding is also practiced by Ochsner’s physician leaders to ensure that the patient’s physician adequately communicated treatment, including using all aspects of AIDET (Acknowledge, Introduce, Duration, Explanation & Thank You).

Additionally, Ochsner has initiated a new way to ensure optimal care for patients through its Priority Care Clinics, which were launched at the Ochsner Center for Primary Care and Wellness in 2015. Providers at the clinics care for the sickest patients for the first 30 days after discharge through face-to-face follow-up appointments. Providing an extra layer of care before these patients return to their primary care physician has reduced readmission rates among this high-risk patient population from 30 percent to 14 percent in less than one year.

PROFESSIONAL DEVELOPMENT

Ochsner puts a priority on supporting its employees in their careers, offering opportunities for professional development, and leadership training.

To encourage nurses to advance in their careers, Ochsner now offers a nursing administrative fellowship—the only such program in the country—to help support the next generation of nursing administrators. One candidate is selected each year for a nursing administration concentration, which allows participants to rotate through various hospital, clinic and administrative areas to experience the many aspects of healthcare administration. This range of hands-on experiences helps prepare them for leadership positions in their healthcare careers.

HONORS AND AWARDS

Awards are an important tool to motivate employees to improve and to recognize those who have gone above and beyond in ways that have lasting impacts on patients’ lives. One successful program is called the Good Catch Awards,

which recognize nurses and other employees who expose processes that have the potential to become problems so they can be addressed before something happens. In healthcare safety terms, these are called “near misses.”

It is estimated that for every one incident that happens, there are potentially 100 near misses. To make it easy for anyone to report a near miss quickly and easily, Ochsner developed an electronic Good Catch form accessible by every employee through the Safety On Site (S.O.S.) online system. The form uses a new Safety Assessment Code scoring system developed by the Veterans Health Administration and the National Patient Safety Foundation to prioritize near misses by severity and probability of occurrence. The Good Catch Program is one of many ways Ochsner supports a culture where staff members are not only encouraged to identify potential safety concerns but also recognized for doing so.

In the interest of continuing to learn from “good catches,” in 2015 Ochsner began converting or replacing all its weighing scales in the ambulatory clinics to read in kilograms instead of pounds.

If a patient’s body weight has not been converted from pounds to kilograms—which is the standard—there is a risk that his or her provider may give incorrect amounts of medications. At different Ochsner facilities last year, four patients—including a baby—were administered the wrong dose of medication because their weights had not been changed from pounds to kilograms. Fortunately, all four patients survived, and because the staff voiced its concern, a new system was set into motion. Since implementing this change, Ochsner is proud to report that there have been zero weight-related dosing errors.

The achievements of Ochsner’s nurses are also recognized outside of the healthcare system. One such example is the Daisy Awards, which honor nurses for their clinical skills

Since Ochsner converted its weighing scales to kilograms, there have been zero weight-related dosing errors.



An expectant mom, supported by her partner and a certified nurse-midwife, uses the birthing tub to ease labor.

Birthing Alternatives at Ochsner Baptist

As parents prepare to welcome their baby into the world, there are many things to consider. For their comfort and peace of mind, Ochsner offers expectant parents the opportunity to personalize every aspect of their birth plan.

One way they can do so is by exploring the range of childbirth options offered at the Perkin Alternative Birthing Center (ABC) at Ochsner Baptist, the only hospital-based alternative birthing center in the region. The certified nurse-midwives at the Perkin ABC offer comprehensive prenatal care and help new mothers design individualized, natural birthing plans, including water birth, labor support and alternative birth positions, in a soothing environment. The center’s two birthing rooms feature a comfortable double bed as well as a living area and a shared kitchen for family and friends to enjoy during labor and delivery. The mother also has a choice of birthing options that includes a birthing tub, birth stools and yoga swings. Should medical intervention be required, however, patients can be moved to the hospital’s traditional labor and delivery department and babies requiring intensive care can be rushed to hospital’s Neonatal Intensive Care Unit.

Philanthropist Nicolas Perkin generously spearheaded the effort to establish the center, which still remains the only in-hospital alternative birthing center in the area. “It’s rewarding to help people bring babies into the world,” says Perkin, who wanted to express his gratitude for the excellent care his wife, Natalie, received from Ochsner OB/GYN Elizabeth Lapeyre, MD. “After the center had opened and the first baby had been born there, we could not have been more excited and gratified.”



As hard-working as they are compassionate, Ochsner nurses go above and beyond to provide award-winning care.

and compassion, and Ochsner is proud to count many Daisy Award winners on its staff.

Additionally, the Nightingale Awards for Nursing and Healthcare are prestigious industry awards sponsored by the Louisiana Nurses Foundation and the Louisiana State Nursing Association. Recently, Ochsner’s George M. Kirkman III, RN, Operational Coordinator, won a Nightingale Award in the Rookie of the Year category, which celebrates up-and-coming RNs who have been practicing for less than two years and show exceptional awareness of the practice of nursing and professionalism in providing nursing care.

ZERO AWARDS

The Zero Awards recognize those who adopt evidence-based care proven to reduce hospital-acquired conditions such as catheter-associated urinary tract infections, central line-associated bloodstream infections, ventilator-associated pneumonia and healthcare-acquired pressure ulcers.

In 2015, almost all of Ochsner’s facilities achieved zero incidents in at least one category, while two—Chabert and St. Anne—got perfect scores, with zero in all four categories. These successes underscore the vital contributions that Ochsner’s nursing team makes to patient satisfaction and outcomes.



Ochsner nurses use a **comprehensive approach** to ensure they care for the whole patient, not just the patient’s condition.



[Integrity]

What does integrity at Ochsner look like? It looks like an ongoing commitment to furthering careers through a tuition-free career training program for employees. It looks like the dedication to the safety of its patients and employees, who help Ochsner remain accountable. It looks like the long history of support for those taking the difficult step to quit smoking, a legacy that began with the pioneering lung cancer research of Alton Ochsner, MD, one of Ochsner's founders. It is this level of integrity that the Gulf South region has come to rely on and admire.

Jasmane Johnson, 38, fled New Orleans with her family in 2005 before Hurricane Katrina slammed into the Gulf Coast. But after living in Atlanta for a year, the Ninth Ward native wanted to come home and build a better life as the city started to recover. "There were new businesses, new ideas, and the culture was changing," she says. "It made me want more and expect more."

Johnson returned to New Orleans and began working as a medical assistant (MA) at Ochsner. She also returned to school to complete her bachelor's degree in healthcare management. At the same time, she joined MA Academy, Ochsner's customized training program for participants seeking accelerated professional development.

MA Academy, launched in 2013, is part of Ochsner's two-pronged initiative to help current and future medical assistants advance in their careers. MA Academy is designed for Ochsner employees, and all instruction is provided by the healthcare system. The second part of the initiative, MA Now, is available to community members—especially those who are unemployed or underemployed—and was developed in partnership with Delgado Community College, the New Orleans Works Collaborative housed at the Greater New Orleans Foundation, and other local organizations. Both programs are tuition-free and feature fast-tracked classroom, clinical and on-the-job training. Since the programs' inception, more than 82 individuals have completed MA Now and 120 have

“A critical part of our mission is to make our community stronger. One way Ochsner is working to become part of the solution is through these career training programs.” —JANET SNOW-GODFREY, SENIOR VICE PRESIDENT OF HUMAN RESOURCES



Members of the MA Now class of 2015.

Leading the Way in Smoking Cessation

Smoking is the leading cause of preventable death in the United States, responsible for some 480,000 deaths per year. Yet only a few short decades ago, the health risks of smoking and its connection to lung cancer were largely unknown. Ochsner is proud to note that one of its founders, Alton Ochsner, MD, was among the first medical professionals to make the public aware of the risks associated with smoking, an effort he began as early as the 1930s.

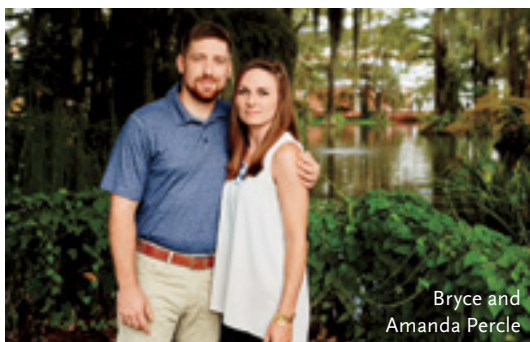
His legacy lives on at Ochsner today with the health system's smoking cessation clinics, which provide a risk-free way to quit and start living a healthier life.

Participants meet with a certified tobacco treatment specialist to discuss an individual treatment plan and select a quit date. The program includes over-the-counter and prescription medications, office visits, and counseling.

Visit ochsner.org/stopsmoking to sign up or learn more.

By the Numbers

- Ochsner's smoking cessation clinics have served **2,541 unique patients** to date (through January 2016).
- In 2015, Ochsner grew from two locations to **18 sites offering smoking cessation services** throughout the region.
- Ochsner projects **to open four new clinics** in 2016.



Bryce and
Amanda Percle

A Generous Couple Helps Families of Pediatric Patients

When Bryce and Amanda Percle were planning their wedding last year, they chose to skip a traditional wedding gift registry and asked guests instead to support the Ochsner Pediatric Family Assistance Fund. Amanda suggested their guests donate to the fund in memory of Bryce's late sister, Charisse, who had received care for a heart defect at Ochsner.

"Fortunately, my family could cover the costs of visiting her in the hospital," says Bryce, "but many families are encumbered by expenses when their children are ill. Ochsner's Pediatric Family Assistance Fund provides such an important service, which is why Amanda and I are committed to supporting it."

The fund is an invaluable resource for families with mounting expenses associated with their children's care, whether it is used to give them a gas card, defray travel expenses or provide them with cellphones.

"The Percles' gift will profoundly impact patients' families," says Nick Kousagan, Ochsner's Director of Pediatrics. "And the fact that the gift came from their wedding gives it extra meaning."

completed MA Academy, of which 96 percent are still part of the Ochsner team. Additionally, more than 400 Ochsner employees have received supplementary MA training to further develop their skills and increase their scope of practice.

"Programs like these are vital to creating job opportunities and economic stability throughout our community," says

Janet Snow-Godfrey, Ochsner's Senior Vice President of Human Resources. "At the same time, they uncover and develop untapped potential that represents the next generation of healthcare professionals."

The benefits of these initiatives are many: Not only do they help individuals fulfill their goals, they provide a much-needed service to patients. With the role of MAs becoming increasingly important in healthcare delivery, Ochsner can provide quality throughout the entire continuum of care by ensuring its MAs are expertly trained. Working alongside licensed healthcare providers, MAs perform clerical work, handle transfer and discharge medical orders, and respond to patient and visitor inquiries. They 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. Currently, Ochsner employs 550 MAs.

"Ochsner's role as Louisiana's largest nonprofit, academic healthcare system and private employer is a responsibility that we take seriously," Snow-Godfrey adds. "A critical part of our mission is to make our community stronger. One way Ochsner is working to become part of the solution is through these career training programs."

For Johnson, MA Academy opened brand-new opportunities. "Before I participated in the program, I didn't think I had a future or a path to something better at Ochsner," she says. "But we learned so many new things: how to handle patients better, communication skills, problem solving in teams, how to express ourselves better and understanding different personalities."

The MA Academy program helped her see new possibilities and reach for them. In fact, she did so well in the program that Ochsner promoted her to its pain management clinic and asked her to be a trainer for the next class, helping to teach customer service skills.

"I enjoy the role I play in counseling not just the patients, but the people I work with," Johnson says. "I am a leader, and I learned new and better ways of managing my team to get the best from them and the best for Ochsner patients."

“ I learned new and better ways of managing my team to get the best from them and the best for Ochsner patients. ” — JASMINE JOHNSON, MA ACADEMY GRADUATE



Excellence

Ochsner continues to attract, retain and cultivate the best and the brightest by supporting and encouraging their passion to improve medicine through the development and advancement in discovery and dissemination of knowledge. Ochsner's investment in research and education, and ongoing development in each, ensures that the Ochsner medical team members are leaders in their field, advancing our knowledge of disease and therapies while educating our future healthcare providers.

ADVANCES IN CLINICAL RESEARCH

Medicine is advancing at a rapid pace, and Ochsner is on the frontier, conducting research that will lead to improved treatments and quality of life for men, women and children.

Ochsner neurosurgeons, led by Olawale Sulaiman, MD, PhD, are investigating the use of stem cells and connective tissue cells to regenerate damaged peripheral nerves. Meanwhile, obstetrician/gynecologist Sherri Longo, MD, is coordinating efforts with Carlos Salomón of the University of Queensland, Australia, to identify biomarkers of pregnancy complications.

Ochsner researchers are also gaining new insights into tumor biology in the hope of developing effective cancer

treatments with less toxicity. One research team, led by Li Li, PhD, has partnered with Tulane University School of Medicine to investigate using a tumor-suppressing protein to target cancer stem cells and treat bladder cancer.

Ochsner also became the only site in three Gulf Coast states to offer the most scientifically rigorous precision medicine trial for cancer to date, the National Cancer Institute-Molecular Analysis for Therapy Choice (NCI-MATCH) phase II trial. This trial is designed to treat patients based on the molecular profiles of their tumors. Candidates for this trial include adults 18 and older with advanced solid tumor or lymphoma who are no longer responding (or never responded) to standard therapy, and patients who have a

“Ochsner is evolving to meet the needs of a new world in healthcare. Finding new ways to transform the way we provide care will greatly impact the health of people today and tomorrow.” —WARNER L. THOMAS, PRESIDENT AND CEO,

OCHSNER HEALTH SYSTEM

rare cancer for which there is no standard treatment. Nearly all 40 cancer physicians at Ochsner are participating in this program.

Cancer is a target of significant research funding by the federal government, and in 2015, Ochsner entered its second year of a major five-year grant from the NCI Community Oncology Research Program (NCORP), the only such grant in the Gulf South. Ochsner enrolls more than 300 patients in NCI NCORP and pharmaceutical industry-sponsored clinical research trials every year.

The research being done at Ochsner has the potential to change—and save—countless lives. And Ochsner patients, in particular, benefit by getting direct access to up-to-date, research-based clinical care.

Ochsner conducted 598 clinical studies in 2015 with 7,000 active patients enrolled. There is ongoing clinical research in nearly every discipline, including cardiology, cancer, neuroscience, women's services, pediatrics, digestive diseases and transplant.

Ochsner's 7,500-square-foot clinical trials unit at the Baptist campus—the only facility of its kind in the region—allows physicians and investigators to conduct every phase of medical research. It houses full-service exam rooms, an imaging center, an eight-station infusion suite, in-suite phlebotomy services, an on-site research pharmacy, access to an eight-bed sleep lab, offices for visiting researchers and a conference room for meetings. This sophisticated center is equipped for conducting complex inpatient trials.

Researchers also have access to a BioBanking facility that serves as a storage library for human tissue and biological samples—from blood to tumor and bone marrow samples—located at Ochsner Medical Center, with a satellite BioBanking facility on the Baptist campus.

Other resources include a grants development office, to help researchers secure funding; a biostatistics unit to help them fine-tune the design of a study; a medical editing office to prepare and submit manuscripts to scientific and medical journals; and an art department to create medical illustrations to accompany their research findings—from anatomical illustrations, to charts and infographics, to maps.

ADVANCED TRAINING FOR NEXT GENERATION OF HEALTHCARE PROVIDERS

Ochsner is dedicated to training tomorrow's medical professionals—and continuing to train the leaders of today; since 1944, education and innovation have been integral components of Ochsner's mission, vision and strategy. Today, it is



Clinical Trials and Beyond

Research at Ochsner encompasses the complete continuum of discovery including:

- Preclinical laboratory research to better understand the underlying causes of diseases.
- Therapeutic clinical trials, which provide patients with advanced clinical care. In the past year, Ochsner has added more than 3,000 patients interested in participating in future research to regional patient databases.
- Health services research to help improve quality of care and the overall patient care experience, as well as reduce healthcare costs. One example is researching strategies to improve the continuum of care, as a patient goes from one setting to the next.
- In 2015, the number of active clinical trials in each of Ochsner's Centers of Excellence were as follows:
 - Cardiology—98 trials
 - Neuroscience—32 trials
 - Cancer—199 trials
 - Pediatrics—59 trials
 - Transplant—39 trials
 - Women's Services—15 trials

Research Day 2015

On May 19, 2015, Ochsner held its 12th annual Research Day. The keynote address was given by renowned cardiovascular drug researcher Marc Pfeffer, MD, PhD, Dzaou professor of medicine at Harvard Medical School. A total of 157 projects were accepted for poster presentations, with 16 of those selected for oral presentations. Awards were given for best project by a medical student, resident or fellow, nurse, and pharmacist. Ideas were discussed and new partnerships were forged, all in the pursuit of taking clinical care and health services to the next level.

“ Our program offers a unique global medical school experience. It is encouraging to see the hard work and dedication of our graduates pay off through offers of bright futures and opportunities.”

—LEONARDO SEOANE, MD, FACP, ASSOCIATE PROFESSOR OF MEDICINE AND ACTING HEAD OF SCHOOL

Louisiana’s largest nonprofit academic healthcare system, with innovative education programs.

Ochsner provides learning opportunities across the medical education continuum, and the number of students who turn to Ochsner for professional advancement and development continues to grow. Every year, more than 270 Ochsner-sponsored medical residents and fellows complete specialty-based training in one of the 25 independent Ochsner-sponsored accredited programs. In addition, Ochsner is a joint sponsor of two programs with Louisiana State University Health Science Center in psychiatry and urology, and a joint sponsor of a pediatrics program with Tulane University School of Medicine. These programs

include approximately 93 residents. In addition, more than 600 medical residents from affiliated residency programs and across the country complete clinical rotations at Ochsner. Other learners receiving their clinical education and training at Ochsner include more than 700 medical students, 600 allied health students and more than 250 advanced practice clinician students.

Additionally, in partnership with the University of Queensland School of Medicine in Brisbane, Australia—one of the world’s leading medical schools—Ochsner has developed a program to educate the next generation of physicians through a unique training experience on two continents. Students complete years one and two of the medical school



Ochsner pharmacist reviews real-time data to quickly adjust medications and dosages, thanks to the continuous loop of information available through Ochsner’s Digital Medicine Programs.

EXCELLENCE

curriculum in Brisbane and years three and four, the clinical phase of the curriculum, in New Orleans within Ochsner Health System. By delivering the core curriculum in eight hospitals and more than 20 clinical sites across the Ochsner system, the school provides diverse learning opportunities and global educational experiences that many traditional programs do not offer.

Since 2009, the University of Queensland – Ochsner Clinical School has been on a steady growth track, expanding from nine to 63 graduates in 2015; the school estimates it will graduate 100 students in 2016. Some graduates choose to participate in the Ochsner Postgraduate Research Fellowship Program, which provides an opportunity for them to remain engaged in clinical and health services research. Ten of the 2015 graduates are returning to Ochsner to do residencies in internal medicine, anesthesiology, orthopedic surgery, urology, and ophthalmology. Other new graduates will be completing residency training at prestigious institutions such as Dartmouth, Cleveland Clinic, Drexel, Case Western, University of Texas at Austin, University of Connecticut, LSU Health New Orleans and Washington University in St. Louis.

“Our program offers a unique global medical school experience. It is encouraging to see the hard work and

dedication of our graduates pay off through offers of bright futures and opportunities. We have a lot to be proud of,” says Leonardo Seoane, MD, FACP, Associate Professor of Medicine and Acting Head of School.

Additionally, Ochsner provides extensive programs in continuing medical education. Ochsner makes an ongoing investment in its providers, ensuring they have the most advanced training available. These educational activities ensure that our physicians maintain competence and learn about new knowledge, technologies and therapies to improve medical care for patients and our communities. In 2015, Ochsner provided more than 48,200 continuing medical education credits to practicing physicians.

In addition, the Ochsner Leadership Institute (OLI) serves as a professional development platform for the health system’s management team, nurses, physicians and front-line staff. In 2015, OLI launched seven new nurse-specific education tracks, continued its suite of almost 30 unique professional skills course offerings and supported the integration of Studer Group education into the curricula.

By cultivating leadership within the Ochsner organization, the health system is ever more equipped to deliver efficient, quality care.

Ochsner has pioneered the use of the Apple Watch as an effective way to manage chronic diseases.





From left: Ochsner President and CEO Warner Thomas; Aaron Wolfson, PhD; Ochsner Chief Clinical Transformation Officer Richard Milani, MD; and GE Healthcare Chief Marketing Officer Linda Boff.

Partners in Innovation

Aaron Wolfson, PhD, was named the winner of the inaugural Wear Your Health Challenge, launched by Ochsner and GE Healthcare. His award-winning concept is called ReHabbit, which allows physicians to monitor a patient's medications through a Bluetooth-enabled pill dispenser, improving patient safety.

Leader in Transplants

In 2015, the Ochsner Multi-Organ Transplant Institute—the largest liver transplant program in the nation for the fourth year in a row—performed 41 percent more transplants than the second busiest program in the nation. Liver transplant patients at Ochsner have survival rates that exceed national rates at the one-month, one-year and three-year marks. The length of time patients wait for a liver transplant at Ochsner is also far below national averages. The most recent median wait time at Ochsner is two months as compared to 16 months nationwide. Working closely with KAISER Permanente, Ochsner is able to ensure that even more patients have access to its life-changing care. In 2015 alone, 53 people from California and Colorado came to Ochsner for their transplants while 14 additional patients remain on the waiting list.

USING TECHNOLOGY TO TRANSFORM HEALTHCARE

Ochsner is in the vanguard of technological innovation. In 2015, the health system was named “Most Wired” for the ninth year in a row by *Hospitals & Health Networks* magazine. “Ochsner is evolving to meet the needs of a new world in healthcare,” says President and CEO Warner Thomas. “Finding new ways to transform the way we provide care will greatly impact the health of people today and tomorrow.”

In 2015, Ochsner created innovationOchsner (iO) to integrate new technologies into its patient care model. “We see technology as a ripe opportunity to engage patients in their own healthcare,” explains Richard Milani, MD, Ochsner’s Chief Clinical Transformation Officer.

The iO team is focused on solving healthcare’s most pressing problems—specifically chronic health conditions such as hypertension and congestive heart failure. These two disorders are responsible for seven out of 10 deaths and 80 percent of healthcare costs in the United States. Ochsner was the first health system in the nation to begin managing patients with these conditions using Apple’s new HealthKit data-sharing platform, in conjunction with the Apple Watch and iPhone.

Using these tools, iO’s Hypertension Digital Medicine Program allows patients to take their blood pressure at home and have the results automatically transmitted to their healthcare team for review. The care team can then adjust medications and proactively engage patients to modify behaviors. Similarly, the Heart Failure Digital Medicine Program lets physicians remotely track patients’ weights through wireless bathroom scales and take steps to treat warning signs. Both programs have already demonstrated their effectiveness: 62 percent of patients enrolled in digital hypertension monitoring achieved their blood pressure goal after 90 days, while the 30-day readmission rates for heart failure patients dropped to nearly 9 percent below the national average.

DYNAMIC PARTNERSHIPS

In 2015, Ochsner began partnering with GE Healthcare and The Idea Village to launch a multiyear innovation challenge, providing resources to local entrepreneurs to catalyze new ideas within the medical industry. The first year of the challenge focused on wearable technology concepts and mobile application solutions. “This national challenge demonstrates our commitment to fostering ideas that motivate sustainable innovation in the healthcare industry,” Thomas says.

The iO team also announced a strategic partnership with Evidation Health—a company launched by GE Ventures, in collaboration with Stanford Health Care, to realize a shared vision for a digital health-enabled future. The partnership will conduct robust clinical studies to determine the impact of digital solutions on the health of patients and the cost of care.

“Healthcare is undergoing the biggest transformation in its history,” Dr. Milani says. “Ochsner will remain a key player in the digital healthcare landscape to better meet the needs of our patients and provide a more effective and efficient workflow for our medical team.”



Teamwork

Ochsner’s team approach to healthcare is one of the chief reasons the health system continues to change and save lives. This is evident in the collaborative spirit of Ochsner’s employees and leaders as well as in its partnerships with regional hospitals and clinics. Drawing on shared expertise and resources, the Ochsner Health Network has evolved into a model of care that continues to build on its strengths and diversity. As a result, patients across the state have greater access to quality care and renowned specialists—especially vital when every second counts.

Through the new Ochsner Health Network (OHN)—long-term strategic partnerships with hospitals throughout Louisiana—Ochsner is increasing its capacity to offer patients coordinated access to the specialized care for which it is nationally recognized. Ochsner’s founding partners in the network, launched in 2015, include St. Tammany Parish Hospital, Slidell Memorial Hospital, Terrebonne General Medical Center, Lafayette General Health and CHRISTUS Health Louisiana.

“Six of the highest-quality organizations in our region are coming together to share best practices, reduce health-



Former Louisiana Department of Health and Hospitals Secretary Kathy Kliebert (third from right) with Ochsner Health Network partners David Callecod, Phyllis Peoples, Warner Thomas, Stephen Wright and Patti Elish.

“The partnership has already increased quality by bringing Ochsner pediatric subspecialties into our service district. As we combine our extensive pediatric inpatient services with a broad coalition of community pediatricians and Ochsner specialists, we are delivering on our promise to advance world-class children’s care, close to home.” —PATTI ELLISH, ST. TAMMANY PARISH HOSPITAL PRESIDENT AND CEO

Pediatric Care, Closer to Home



Shannon Lewko and her daughter, Celia.

Shannon Lewko was 28 weeks pregnant when she began to bleed heavily on Dec. 28, 2014. She called 911 and was rushed from her home in Bush by ambulance to the Emergency Department at St. Tammany Parish Hospital (STPH) on the North Shore. Lewko had suffered placental abruption, a serious complication that can deprive the child of oxygen and puts both mother and baby at risk.

A few minutes after 2 a.m. the following day, her baby, Celia Lewko, was delivered prematurely at STPH by emergency cesarean section. She weighed just 2 pounds, 10 ounces.

As a strategic partner with Ochsner Health System, STPH had immediate access to Ochsner's pediatric expertise. Soon after Celia arrived in the Neonatal Intensive Care Unit (NICU), on-site physicians began collaborating with Ochsner specialists. When Celia was still dependent on a ventilator at three weeks, they diagnosed her with patent ductus arteriosus or PDA.

All babies are born with an opening between the aorta and pulmonary artery, but in full-term babies, the opening closes days after birth. In Celia, the connection remained open, dangerously stressing her heart.

She needed surgery to close the opening, which required even closer collaboration between specialists at Ochsner and STPH. Ochsner sent a team of neonatal specialists to STPH to transport Celia to its main campus in New Orleans, where she underwent surgery a month after her birth.

The positive effect of the procedure was almost instant. "The surgery changed everything," Shannon says. Celia was quickly weaned off the ventilator, and her condition continuously improved.

When she was stabilized, her medical teams at STPH and Ochsner transported her back to the STPH NICU to complete her recovery, closer to home. That move put an end to the long, stressful trips that Shannon and her husband had been making to and from New Orleans every day.

"Before the Ochsner partnership, Celia would have stayed at Ochsner," says Nicole Norris, RN, NICU department head at STPH. Because the neonatal teams at each hospital were collaborating, however, they were able to discuss what was best for the remaining weeks of Celia's hospitalization. All the doctors agreed that it would be best for everyone to move her close to her family.

After 78 days, on March 17, 2015, Celia was finally able to go home. "She's doing fabulous now," Shannon says.

care costs and collaborate to serve the people of Louisiana," explains Warner Thomas, Ochsner Health System's President and CEO.

The comprehensive, integrated network—which encompasses 27 facilities across the state and more than 3,000 physicians—will greatly increase local access to care, improve services and reduce the cost of healthcare for patients.

"The partnership has already increased quality by bringing Ochsner pediatric subspecialties into our service district," says St. Tammany Parish Hospital President and

CEO Patti Elish. "As we combine our extensive pediatric inpatient services with a broad coalition of community pediatricians and Ochsner's specialists, we are delivering on our promise to advance world-class children's care, close to home. Patients seeking neuroscience care in west St. Tammany can see the difference too. From telemedicine with Ochsner's vascular neurologists remotely in our Emergency Department to new and exciting resources for Parkinson's and stroke, the partnership is improving and saving lives in west St. Tammany."

According to David Mannella, Chairman of Slidell Memorial Hospital (SMH) Board of Commissioners, “the new network is a response to significant changes occurring in healthcare. The trend toward partnerships with neighboring hospitals, physicians and post-acute care providers ensures continued access to needed services in local communities.” Adds Bill Davis, CEO of SMH, “It is partnering in the purest sense, so that we can create a unique and integrated environment for healthcare, putting us in the best position to continue to deliver higher quality for generations.”

By working together, “we will build upon our unique strengths and deliver far more to the people of the tri-parish region than we can individually,” notes Terrebonne General Medical Center President and CEO Phyllis Peoples.

OHN, according to Lafayette General Health (LGH) President David L. Callecod, will enable patients to be treated close to home while gaining access to Ochsner’s depth and breadth of specialized care. “This is a unique opportunity for Acadiana,” he says. “The LGH network has grown tremendously and is very strong, but through this partnership, we are now stronger. It is a proactive step to improve quality and decrease costs, while offering access to higher acuity healthcare closer to home.” The two organizations announced several areas of initial focus, including expanding pediatric

subspecialty care, comprehensive stroke care and current technology to build a comprehensive telemedicine program.

“Through this partnership, we are stronger statewide,” says Stephen Wright, Senior Vice President, Group Operations, of CHRISTUS Health Louisiana. “We are excited to partner with Ochsner, a mission-driven organization that shares our commitment to expand our high-quality care, decrease costs and offer access to new models of healthcare delivery closer to home.”

Yet another example of Ochsner’s innovative approach to teamwork is the recent agreement it signed with Pennsylvania-based Select Medical Corporation to jointly open a 60-bed rehabilitation hospital in late 2017. The rehabilitation hospital will offer advanced treatments for patients with spinal cord and brain injuries, stroke, amputation, neurological disorders, and musculoskeletal and orthopedic conditions.

“We plan to build on the great success Ochsner already achieves for patients in need of physical rehabilitation,” says David S. Chernow, President and CEO of Select Medical.

“Part of serving as a national destination for healthcare is ensuring that patients and their families have access to the right setting for the right outcome,” adds Thomas. “Our partnership with Select Medical will benefit Louisiana for years to come.”

Increased Engagement

The results of Ochsner’s 2015 Employee and Leader Engagement Survey are the best in Ochsner’s history, with employees’ and leaders’ actively engaged scores in the 93rd percentile. Of additional value is the reduction in disengaged employees and leaders, which dropped 2.9 percent in one year. On a national level, healthcare industry employee engagement averages around 30 percent, indicating that Ochsner fares well above the norm for an engaged workplace.

Similarly, Ochsner’s 2015 Physician and Advanced Practice Provider Engagement Survey showed that both Group Practice physicians and community physicians surpassed the national average for engagement. The survey also measured physician alignment, with Group Practice physician alignment in the 90th percentile and community physician engagement in the 89th percentile.

Support in Times of Need

The same compassionate commitment Ochsner makes to caring for the whole patient also extends to supporting families and employees in times of need. One of the principal ways Ochsner achieves this is through generous financial assistance funds.

One of these, the Pediatric Family Assistance Fund was created to serve the needs of patients and families who receive care at Ochsner Hospital for Children. From helping pay for their phone, food, utility and housing bills to covering funeral expenses for those who have passed on, this fund supports over 100 patients and family members per month.

Additionally, the Employee Assistance Fund supports Ochsner employees experiencing temporary financial hardship. These funds, 98 percent of which are gifts from employees and physicians, provide meaningful help to colleagues when they need it most.

Generous supporters change and save lives at Ochsner

Your generosity made 2015 a record-breaking year. Together, we raised \$35.2 million, the most in Ochsner's history. Thank you for enabling us to offer the latest treatments, research and technology and to deliver affordable, accessible quality care to more patients.

\$1,000,000+

Gayle and Tom Benson
Mr. and Mrs. Charles Leggett
Dr. Pat O'Brien, Ph.D.
The RosaMary Foundation

\$500,000–\$999,999

Mr. Robert D. Lowe*
Mr. Eli W. Tullis

\$250,000–\$499,999

Anonymous

\$100,000–\$249,999

Yvonne & Red Adams Foundation
Baptist Community Ministries
ConMed Linvatec
Fore!Kids Foundation, Inc.
Mrs. Mardel and Mr. Kenneth Kuebel
Estate of Margaret Lauer*
Mr. and Mrs. Tom H. McCasland III
The Patrick Family Foundation
Mr. Kendall Patton and Mr. Mark A. Jordan
Mr. and Mrs. Joe F. Sanderson, Jr.
Leo W. Seal Family Foundation
The Toler Foundation
Mr. and Mrs. Tom Watson
World Heritage Foundation
Prechter Family Fund

\$50,000–\$99,999

A.S.C.R.S. Research Foundation
Mr. and Mrs. Charles R. Godchaux
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The Greater New Orleans Foundation
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Louisiana Cancer Research Center
National Multiple Sclerosis Society
Mrs. Becky and Mr. Kenny Nelkin
New Orleans Saints/
New Orleans Pelicans
The Perkin Fund
Mrs. Bonnie Rault
The Summerfield G. Roberts Foundation
St. Baldrick's Foundation

\$25,000–\$49,999

Dr. and Mrs. Vincent R. Adolph
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Mr. and Mrs. Walter Carroll, Jr.
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The Estate of Florence Jastremski*
Jones, Walker, LLP
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Multiple Sclerosis Foundation, Inc.
Ossur Americas, Inc.
Rathborne Companies
Reily Foods Company

Screen Gems Louisiana, LLC
Dr. Troy G. Scroggins, Jr.
Seven10 Storage Software
Mr. and Mrs. Warner L. Thomas
Twine Clinical Consulting, LLC

\$10,000–\$24,999

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Ms. Melanie Belsom*
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Introducing the Donor Portal

A comprehensive new site streamlines the donor experience

Ochsner Philanthropy is proud to announce the launch of its new Donor Portal in 2016. This updated, mobile-friendly site is intuitive and informative and allows donors to have more control during and after the donation process. The portal offers donors a comprehensive experience, allowing them to see detailed descriptions of funds and programs so that they can choose the Ochsner program that most resonates with them. From this site, donors can see their giving history and event participation and print tax documents. Additionally, they can find gift-matching opportunities and featured projects, ensuring that they are well-informed about the funding priorities at Ochsner. The goal of the portal is to offer our visitors a seamless experience in which they can research areas of need that most align with their interests and then donate. **Please visit the Ochsner Donor Portal at www.giving.ochsner.org.**



Will Noland, CN Superintendent of Operations (shown at right, holding check), presents Ochsner Hospital for Children with a check for \$300,000

The CN Miracle Match

A generous matching gift will fund the expansion of Ochsner's Pediatric Intensive Care Unit

The CN Miracle Match Program is an annual campaign that benefits children's hospitals in North America. In 2015, CN chose Ochsner Hospital for Children as the sole U.S. beneficiary. As a result, Ochsner raised more than \$627,000 in charitable donations, including the matching gift from CN, which will go toward expanding the Pediatric Intensive Care Unit (PICU).

CN, which transports goods across a rail network that spans Canada and parts of the United States, selected Ochsner to receive the gift after a local CN employee's family received exceptional care in the Pediatrics Department. "We are pleased to work with Ochsner Hospital for Children to help raise donations that will improve the quality of healthcare available to children across the regions served by the hospital," says Claude Mongeau, President and Chief Executive of CN.

Ochsner Hospital for Children offers more than 30 pediatric specialties, a Neonatal Intensive Care Unit (NICU) with 54 beds and a PICU with 14 beds. "We have great physicians, nurses and specialists, and we all share the goal of getting patients home happier and healthier than when they arrived," says Kelly Perrier, RN, BSN, CCRN, Interim Director of the PICU.

The Ochsner Hospital for Children has begun expanding its pediatric cardiology services with the arrival of surgeon Benjamin Peeler, MD, who joined the Ochsner team in 2016. In addition to his exciting arrival, the hospital is expanding the PICU. This expansion includes an additional 12 beds and private rooms that are convertible based on the level of care that the patient needs, allowing long-term patients to remain in one room throughout their stay. The private rooms also include dedicated areas for families. "We pride ourselves on our family-centered care," says Annie Pirrone, RN, BSN, CCRN, Clinical Coordinator of the PICU. "We allow primary caregivers 24/7 access to the PICU so they can stay with their child as much as they desire." The hospital also plans to increase its number of Child Life Specialists, who are trained to help normalize the hospital experience for patients while offering support to family members.

"We are tremendously grateful to CN for their support of the world-class care we provide to the children and families across the region," says Vincent Adolph, MD, Interim Pediatrics Chair at Ochsner Hospital for Children. "Proceeds from the CN Miracle Match will be used to help us care for even more children with highly complex medical conditions."

For more information or to donate, call Traci Lucas, Director of Development for Women's and Children's Services, at 504-894-2017.

“We are tremendously grateful to CN for their support of the world-class care we provide to the children and families across the region. Proceeds from the CN Miracle Match will be used to help us care for even more children with highly complex medical conditions.”

—VINCENT ADOLPH, MD, INTERIM PEDIATRICS CHAIR AT OCHSNER HOSPITAL FOR CHILDREN

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Ochsner Heritage Society

The Ochsner Heritage Society honors generous individuals who have chosen to leave their legacy by making a gift to Ochsner in their estate plans. These exceptional donors are helping to secure the future of Ochsner by remembering Ochsner in their will, creating charitable gift annuities and trusts or through insurance policies.

The following donors became the newest members of the Ochsner Heritage Society by notifying the Philanthropy Department of a deferred gift in their estate plans in 2015:

- Mr. Brian P. Berrigan
- Dr. Michael Carey and Dr. Betty Oseid Carey
- Mrs. Anna and Mr. Jeff Combes
- Ms. Liz Dunn
- Ms. Silvia Harris-Payne
- Mr. and Mrs. Charles Leggett
- Dr. Pat O'Brien, Ph.D.
- Mr. Kendall Patton and Mr. Mark A. Jordan
- Dr. Mike and Mrs. Dawn Smith

Planned gifts from the following donors were received in 2015:

- Ms. Melanie Belsom *
- Dr. Arthur M. Blood *
- Mr. Henry Felix Bonura *
- Ms. Ellen I. Geheeb *
- Mrs. Fannie G. Hunt *
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- Mr. and Mrs. Tom Watson

It is with the 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 Heritage Society, please call 504-842-6585.

*deceased



Ochsner's founding fathers, from left: Francis E. "Duke" LeJeune Sr., MD; Edgar Burns, MD; Curtis Tyrone, MD; Guy Caldwell, MD; Alton Ochsner, MD.

The Campaign for Ochsner: Celebrating a History of Changing and Saving Lives

In 2016, Ochsner announced the Campaign for Ochsner: Celebrating a History of Changing and Saving Lives in honor of our 75th anniversary. The goal is to raise \$75 million before the end of 2017, Ochsner's 75th year. Ochsner will celebrate its history by raising funds that will touch the lives of patients and their families who come to us for procedures in nearly 100 medical specialties.

Part of this celebration will be remembering the dream of our founders, Drs. Alton Ochsner, Guy Caldwell, Edgar Burns, Francis E. "Duke" LeJeune, Sr. and Curtis Tyrone. These visionaries worked to combine medical specialties so that patients could have a more rounded experience. They wanted to treat the patient as a whole, not just a disease. Since then, Ochsner has evolved into the largest nonprofit healthcare system in the region. Offering innovative treatment performed by multidisciplinary teams, Ochsner has opened doors for those who were told they had no hope and has delivered positive outcomes for patients throughout the system.

The Campaign for Ochsner honors 75 years of excellence and innovation, while helping us prepare for the next 75—so we can

continue to change and save lives for years to come. Through a commitment to our mission to serve, heal, lead, educate and innovate, we are changing and developing the way that we approach healthcare. We are dedicated to approaching every situation with compassion and integrity, making sure that our patients feel safe in every way. The success of the campaign will help Ochsner offer the newest treatment options and deliver the highest quality of care while serving as a trusted partner to other hospitals and physicians across the Gulf South.

Finally, we look to the future with hope, knowing that with you, our donors, anything is possible. Your generosity and support during the campaign will help us grow for our patients as we continue to keep them at the center of everything that we do.

As we celebrate all of our accomplishments and partnerships, we honor every part of the Ochsner team. We are excited for the future, knowing that because of the generosity of our donors and the dedication of our staff, we will accomplish extraordinary things as we change and save lives together. Thank you for your support of the Campaign for Ochsner: Celebrating a History of Changing and Saving Lives.

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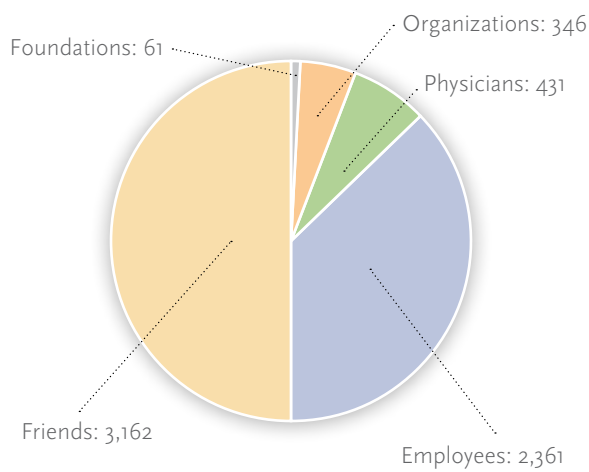
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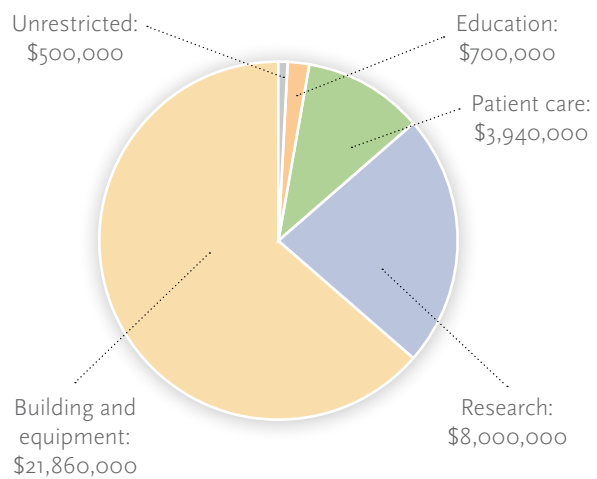
Every Gift Matters

Ochsner is grateful for the generous outpouring of support it received in 2015, which came from foundations, organizations and the many dedicated members of the Ochsner community.

Who donated in 2015



Who benefited from your gifts

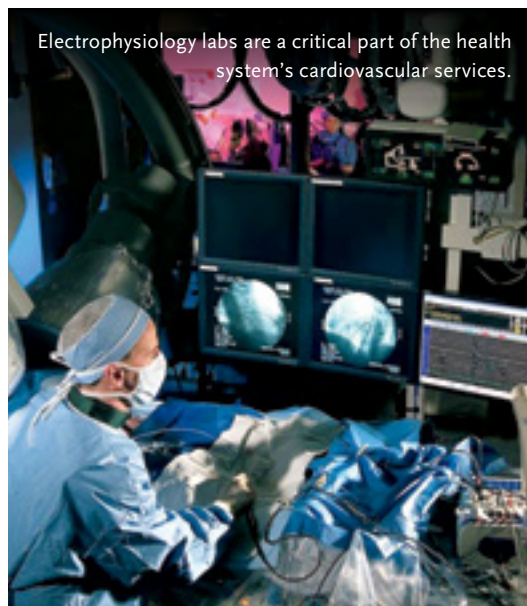


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The above listing represents gifts made January 1, 2015, through December 31, 2015. Every effort has been made to ensure the accuracy of Ochsner's donor list. For questions or more information, contact Lea Witkowski-Purl at 504-842-8232.

Electrophysiology labs are a critical part of the health system's cardiovascular services.



Support for Improved Cardiology Services

The RosaMary Foundation's generous matching grant will help improve Ochsner's vital electrophysiology lab

In 2015, the RosaMary Foundation offered a generous \$1,000,000 challenge grant, allowing donors to make twice the difference with their gifts. Funds raised will be used to expand the Electrophysiology Lab at Ochsner and pursue a designation as an Atrial Fibrillation (AFib) Center of Excellence.

Electrophysiology labs are highly technical procedure rooms in which physicians identify abnormal heart rhythms, pinpoint arrhythmias and perform ablations. The generosity of our donors and the RosaMary Foundation has provided Ochsner with the opportunity to increase the number of available labs so that Ochsner can see patients faster, giving more patients a second chance at life.

Thanks to the RosaMary Foundation's support, Ochsner is looking forward to increasing its participation in clinical trials and procedures that will change and save lives.

To learn more or to donate, call Liz Dunn, Director of Development for Cardiology, at 504-842-8606, or visit www.ochsner.org/giving/donate/cardiology-campaign.

Financial Statement Summary

This summary is intended to present a brief overview of Ochsner Health System’s financial condition and activity for the 12 months ended December 31, 2015.

In 2015, Ochsner provided its patients with nearly **\$150 million** worth of care for which the institution received no compensation.

More than 70 years ago, Ochsner was founded to help patients and their families. As a nonprofit institution, Ochsner dedicates its resources to making a difference in patients’ lives and helping southeastern Louisiana be a healthier place to live. Through charity or uncollected payments, Ochsner has made significant investments in providing free or discounted care to the people who depend on it most.

2015 Clinic Visits

1,650,544

2015 Patient Discharges

Ochsner Medical Center	26,832
Ochsner St. Anne General Hospital	2,098
Ochsner Medical Center – Baton Rouge	8,537
Ochsner Medical Center – Kenner	6,895
Ochsner Medical Center – West Bank Campus	7,876
Ochsner Baptist	8,833
Ochsner Medical Center – North Shore	4,772
Total	65,843

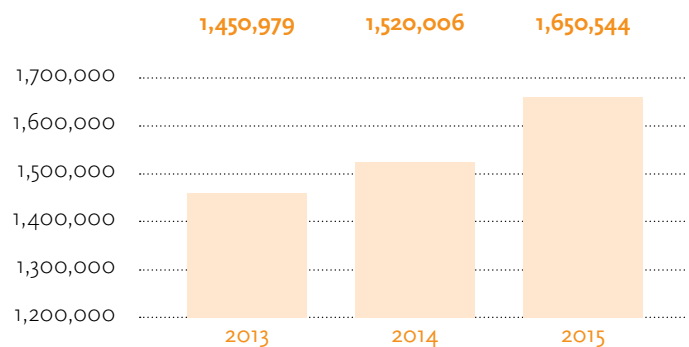
Further information can be obtained by writing to:

Scott J. Posecai

Executive Vice President and Chief Financial Officer
Ochsner Health System
1514 Jefferson Highway
New Orleans, LA 70121

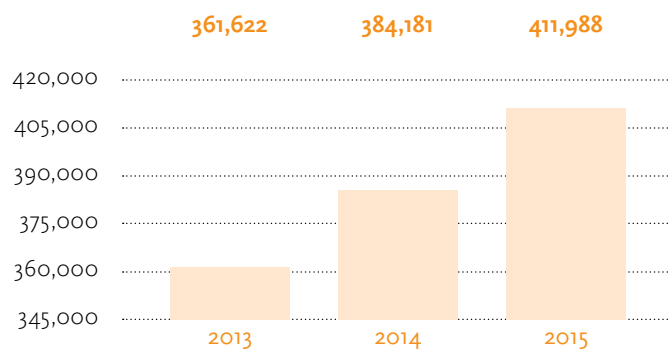
Total Clinic Visits

12 months ended December 31, 2015



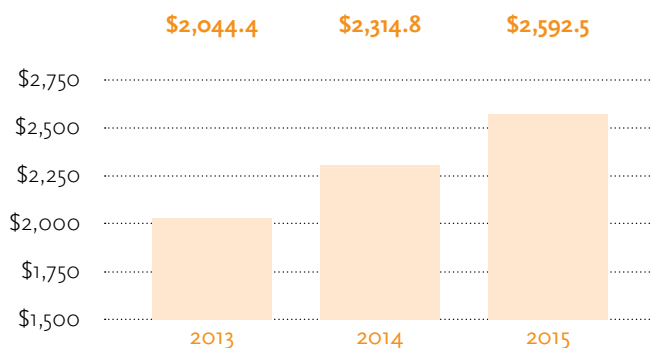
Unique Clinic Patients Served

12 months ended December 31, 2015



Total Operating Revenue

12 months ended December 31, 2015 (in millions)



2015 Statement of Operations

12 months ended December 31, 2015 (in millions)

	2015	2014
Net Patient Revenue:	\$2,172.2	\$1,985.4
Provision for Bad Debt:	(95.7)	(83.5)
Uncompensated Charity Care:	(55.1)	(55.1)
Net Patient Revenue Less Allowance for Doubtful Accounts and Charity Care Provided:	2,025.4	1,846.8
Premium Revenue:	289.4	267.3
Other Operating Revenue:	277.7	200.8
Total Operating Revenues:	\$2,592.5	\$2,314.8
Patient Care Expense:	\$2,417.6	\$2,158.3
Research:	15.0	13.1
Education:	42.0	41.2
Charitable Collaborative:	50.8	61.1
Total Operating Expenses:	\$2,525.4	\$2,273.7
Income from Operations:	\$67.1	\$41.1
Non-operating Gains and Losses:	(\$1.6)	\$43.2
Excess of Revenues Over Expenses:	\$65.5	\$84.3

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Associate Medical Director,
Primary Care, Ochsner
Health System



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Ochsner Health System



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Principal, Capital Crescent
Consulting

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Officer

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and Chief Medical Officer

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Executive Vice President and
Chief Operating Officer

Scott Posecai
Executive Vice President and
Chief Financial Officer

Pete November
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Michelle Dodenhoff
Senior Vice President and
Chief Development Officer

David Gaines
Chief Executive Officer,
System Retail Services and
Senior Vice President of Public
Affairs

Janet Snow-Godfrey
Senior Vice President,
Human Resources

David Carmouche, MD
Senior Vice President and
President, Ochsner Health
Network

OCHSNER HEALTH SYSTEM: REGIONAL FACILITIES



Ochsner Medical Center
New Orleans, La.



Ochsner Baptist
New Orleans, La.



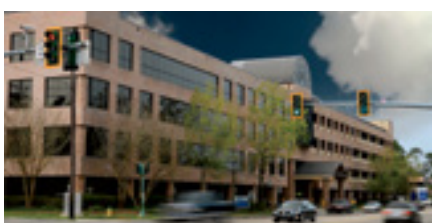
Ochsner Medical Center – Baton Rouge
Baton Rouge, La.



Ochsner Medical Center – North Shore
Slidell, La.



Managed by Ochsner: Leonard J. Chabert Medical Center, Houma, La.



Jointly Operated: Slidell Memorial Hospital
Slidell, La.

With 27 hospitals owned, managed and affiliated; more than 60 health centers; nearly 17,000 employees; 1,000 physicians and an additional 1,500 affiliated and clinically integrated physicians in more than 90 medical specialties and subspecialties, Ochsner is Louisiana's largest health system. Its hospitals and health centers are located throughout southeast Louisiana, including the Greater New Orleans area, Slidell, Covington, Raceland, Baton Rouge and beyond.



Ochsner Hospital – Elmwood
Jefferson, La.



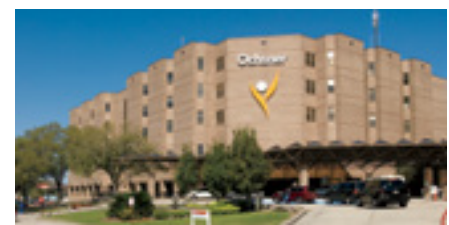
Ochsner St. Anne General Hospital
Raceland, La.



Managed by Ochsner: Hancock Medical Center
Bay St. Louis, Miss.



Jointly Operated: St. Tammany Parish Hospital
Covington, La.



Ochsner Medical Center – Kenner
Kenner, La.



Ochsner Medical Center – West Bank
Gretna, La.



Managed by Ochsner: St. Charles Parish Hospital
Luling, La.



Jointly Operated: Terrebonne General Medical Center, Houma, La.

An Overview of the Ochsner Health Network

Anchored by Ochsner Health System, comprised of six of the highest-quality partners and encompassing 27 hospitals across the region, the Ochsner Health Network provides an opportunity for leading healthcare organizations to come together, build upon unique strengths, share best practices and provide greater access to care for patients and their families. Together, nearly 4,000 physicians care for more than 1 million patients every year.

Ochsner Health System and Managed Organizations

CHRISTUS Health Louisiana

- CHRISTUS Coushatta Hospital, Coushatta, La.
- CHRISTUS Highland Medical Center, Shreveport/Bossier, La.
- CHRISTUS Natchitoches Regional Medical Center, Natchitoches, La.
- CHRISTUS St. Francis Cabrini Hospital, Alexandria, La.
- CHRISTUS St. Patrick Hospital, Lake Charles, La.
- Savoy Medical Center, Mamou, La.

Lafayette General Health

- Abrom Kaplan Memorial Hospital, Kaplan, La.
- Acadia General Hospital, Crowley, La.
- Lafayette General Medical Center, Lafayette, La.
- Lafayette General Southwest, Lafayette, La.
- Lafayette General Surgical Hospital, Lafayette, La.
- St. Martin Hospital, Breaux Bridge, La.
- University Hospital & Clinics, Lafayette, La.

St. Tammany Parish Hospital, Covington, La.

Slidell Memorial Hospital, Slidell, La.

Terrebonne General Medical Center, Houma, La.



Left: Employees, posing as patients and evacuators, received a refresher on how to load and transport patients properly. **Bottom:** Ochsner, one of the only area hospitals to remain fully operational during and post-Katrina, signals it was open and ready to help.

Learning From Katrina

A decade after Hurricane Katrina, Ochsner is more prepared than ever

Ten years ago, Hurricane Katrina swept through New Orleans and the surrounding areas. Ochsner was one of the only hospitals to remain open during the disaster and its aftermath—thanks to its top-notch emergency plans and location 9 feet above sea level.

Ochsner has learned from the challenges it faced during and after the hurricane. Today, emergency planning is a full-time priority. The health system has established emergency management committees at each one of its facilities and regularly invites community partners—including representatives from law enforcement, the fire department, the Coast Guard, utilities and vendors—to participate in the committees' meetings.

Ochsner has taken other important steps to prepare for disaster. It has more than doubled its communication abilities since Katrina and now has two weeks' worth of medical and surgical supplies positioned for deliveries at all times. It has created a portable "command center"—complete with air conditioning, heat and electricity—that can be set up in a remote location. The health system has assembled a fleet of boats for patient transport and evacuation and acquired two 2.5-ton army trucks, customized with snorkel equipment and exhaust pipes raised 6 feet off the ground. Ochsner has also worked out a detailed evacuation strategy in partnership with Med-Trans, a leading national air medical provider.

In the wake of the hurricane, Ochsner has ensured that all of its campuses have access to uninterrupted power and water,

increasing the number of generators at its Jefferson Highway campus and making sure that every other campus has multiple generators. Ochsner built a well system in the 1960s to guarantee water supplies in an emergency. Since Hurricane Katrina, it has added wells or access to backup water supplies at all of its facilities.

After Katrina, altruistic donors across Louisiana and the world gave Ochsner Health System much-needed support. This generosity has helped Ochsner continue to weather storms and deliver quality care. By improving its existing emergency plans and establishing new ones, Ochsner is well-positioned to care for patients during any kind of disaster that may strike the region.



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ochsner.org