



2018 Annual Report

INNOVATING HEALTHCARE



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Letter

FROM

Andrew Wisdom

Chair, Board of Directors

AND

Warner Thomas

President and
Chief Executive Officer



In 2018, Ochsner Health System wrote a powerful chapter in our 77-year story of innovating healthcare in ways that change and save lives. It was a year of remarkable impact for the 811,000 patients from all 50 states and 70 countries who trusted us with their care. A year built upon the contributions of our dedicated physicians, clinicians and administrative staff, generous donors and committed volunteers, community hospitals and government partners – and many more. Together our work delivered new and expanded facilities, partnerships to benefit more patients across the Gulf South and initiatives to keep Louisiana families well and improve health for the communities we serve.

Ours is a proud heritage – a physician-founded organization that has put the well-being of people – our patients *and* our workforce – at the center of every decision we make. With 25,000 employees, 1,300 group practice physicians and more than 3,200 affiliated physicians across our state, it is these women and men who fuel the energy, the momentum, the compassion and the innovation around our exceptional organization.

Across the Gulf South, the incidence of cancer, chronic disease and overall measures of health are not where we want them to be – and Ochsner is tackling the challenge. In 2018, we continued our strategic transformation from a *healthcare system* to a *system that delivers health*. It's an important distinction, and it starts with going beyond treating disease to caring for the whole person – mind, body and spirit. We're bringing it to life across our system through innovations and initiatives that make a difference for people of all ages, including:

- New child-focused programs like the Michael R. Boh Center for Child Development, the Mothers' Milk Bank of Louisiana at Ochsner Baptist and the incredible outcomes being achieved through neonatal heart surgeries and our congenital heart program;
- Predictive and targeted treatments offered through our Precision Cancer Therapies Program, community cancer

screenings and education to help patients adopt lifestyle changes and preventive measures;

- Digital medicine and artificial intelligence (AI) programs that are shaping the future of patient-centered care, allowing patients to virtually manage chronic hypertension and diabetes and care teams to detect health patterns in real time;
- Expanded investments in academics and research to train the healthcare professionals of tomorrow through our tuition-free MA Now medical assistant programs, the University of Queensland – Ochsner Clinical School, top-ranked hospital residencies and our educational alliance with the Chamberlain College of Nursing at Ochsner Health System;
- And, a focus on improving community health outcomes and bringing world-class care closer to home through a groundbreaking partnership between Ochsner, the state of Louisiana and Louisiana State University to create Ochsner LSU Health Shreveport.

Of course, it is only through our outstanding team that we continue to set the bar for world-class care, world-class academics and workforce development, and a world-class commitment to the communities we serve. Leaving our state and our communities better for future generations is a goal that unites the Ochsner Health System family who serve others through a mission to change and save lives.

We are extremely proud of Ochsner's progress in 2018 and far more excited about what lies ahead. Supported by our patients, our partners and the Ochsner professionals who deliver the best of themselves every day, we look forward to writing new chapters in Ochsner's story of patient-centered care.

A handwritten signature in black ink, appearing to read "Andrew B. Wisdom".

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

A handwritten signature in black ink, appearing to read "Warner L. Thomas".

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

Q&A

WITH

Robert Hart, MD, FAAP, FACP

Executive Vice President
and Chief Medical Officer

AND

Michael Hulefeld

Executive Vice President
and Chief Operating Officer

“By forging new relationships and expanding to new regions, we’re serving more patients, educating more physicians and creating stronger, healthier futures.”

Dr. Robert Hart



Delivering Excellence Across the Region

Dr. Robert Hart and Michael Hulefeld discuss Ochsner’s growing impact, our commitment to quality and innovation, and how our health system is making a difference to create better outcomes for patients and the communities we serve.

How does Ochsner promote a fundamental environment of quality and safety?



Robert Hart, MD

Hart: Ensuring that our culture is honest and open is one key to success. Our employees feel empowered to speak up and report potential safety issues, allowing us to put standard systemwide processes in place to address shortcomings quickly. Initiatives like our programs to reduce hospital-acquired infections and to intervene when very ill patients begin to deteriorate are among the reasons we saw more than a 7% improvement in our Risk Adjusted Mortality Index and as high as a 30-40% improvement in most of our inpatient quality metrics in 2018. Our expanded programs in patient outreach allowed us to provide more preventive care in our community through cervical and colon cancer screenings and mammograms, among others.

Hulefeld: It starts with engaging our employees to better understand where our quality and safety opportunities lie. In 2018, we launched The Daily Connection, a series of escalating huddles that bring key quality, safety and operational challenges from the front lines to campus and executive leadership. By engaging our front-line staff

more directly, we can now respond to critical issues in real time. It’s been a game-changer for our teams and our patients.

What is the most exciting part of Ochsner’s growth and expansion?

Hulefeld: When you can meet historically unmet needs in our community, and do so in a way that strengthens our health system and makes us a stronger player for the long term – that’s an exciting combination. We believe patients deserve the very best care that’s also close to home. Our partnerships can mean the difference between keeping a smaller community hospital open or shutting its doors. We’re providing access to specialty care in areas like neurosciences and pediatrics that was not previously available, recruiting new physicians and making investments in technology and

Ochsner was founded as an academic medical center in 1942. What are you doing today to evolve your workforce to meet the demands of a modern healthcare industry?

facilities. Those investments also create new jobs, contributing to the economic vibrancy of these communities.

Hart: The data paints a clear picture – our state is not where it needs to be in many measures of health and wellness. Whether the metric is lung cancer deaths, new HIV cases, treatment for opioid addiction or diabetes diagnoses, there are many areas for improvement. As a clinician, what's exciting is the unique opportunity we have to help change that paradigm, and the scale we can bring to the effort. Ochsner's growth is about increasing our reach and capacity to change and save more lives. By forging new relationships and expanding to new regions, we're serving more patients, educating more physicians and creating stronger, healthier futures.

Hart: Over the past 76 years we have built a strong national legacy as an academic medical center that prepares others for bright futures in healthcare. Strengthening community education and workforce development programs is part of our mission, and our programs have impacted more than 40,000 students and teachers across Louisiana. We continue to build on our partnerships to train the healthcare workforce of tomorrow, including the University of Queensland – Ochsner Clinical School, Chamberlain College of Nursing at Ochsner Health System and our tuition-free MA Now medical assistant programs.

“We believe patients deserve the very best care that’s also close to home.”

Michael Hulefeld

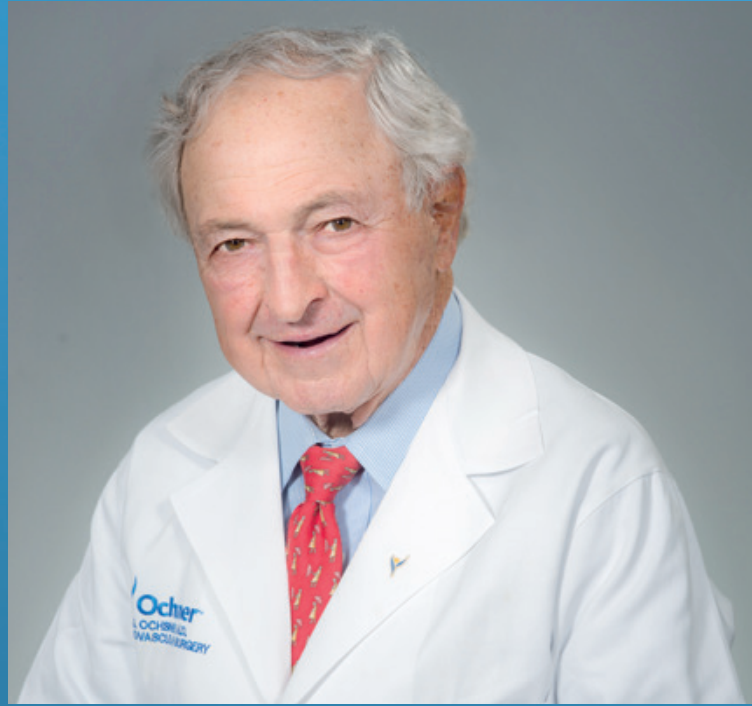


How is Ochsner working to optimize the patient experience?

Hulefeld: I am privileged to work with the more than 25,000 women and men of Ochsner who fuel the momentum, the compassion and the innovation inside our exceptional organization. We invest in their future success by creating more learning opportunities for healthcare professionals at all levels, including nearly 75,000 hours of leadership training in 2018. We've also taken steps to support greater economic stability and financial wellness for our employees. I'm pleased that employee engagement reached a new high in 2018, which is evidence of our progress in building a world-class workplace.

Hulefeld: As a leader in our industry we're being proactive in anticipating what our patients need and expect. There's been a transformation in how patients interact with us. Our medical records are online, patients can communicate with their providers virtually and, in 2018, our patients booked over 400,000 appointments online. Similar to their interactions with retailers, airlines or financial institutions, our patients want to be in control with an online experience that is seamless, convenient and centered on their needs. That's exactly what we aim to provide.

Hart: We're thinking differently about healthcare so that we can deliver the quality, value, access and convenience that puts patients first. In 2018, we launched Ochsner Anywhere Care, our virtual visit platform for urgent care and behavioral health visits. It provides convenient, quality care to those with transportation, mobility, access or scheduling challenges. We're excited to provide our patients with that high level of convenience and quality when and where they need it. 



In Memoriam

John L. Ochsner, MD

A Surgical Icon.
A Visionary Leader.
An Incomparable Legacy.

For nearly six decades Dr. John Ochsner was a larger-than-life presence at the organization that carries his family's name and was founded by his father, Dr. Alton Ochsner. Over his remarkable life, Dr. Ochsner's professional accomplishments and contributions to Ochsner Health System, to his community and to modern medicine became almost too numerous to list. Among them: 12,000 surgeries performed. More than 300 medical publications, journals and books authored. The first surgeon to perform a heart transplant in the Gulf South region. And the only physician to hold all three of the most prestigious cardiovascular honors in the field: President of the American Association for Thoracic Surgery, President of The International Society for Cardiovascular Surgery and Chairman of the American Board of Thoracic Surgery.



Former Ochsner CEO Patrick Quinlan, MD (right), presents the Ochsner Lifetime Achievement Award to John Ochsner, MD, in 2004.



Drs. Alton (left) and John Ochsner during a 1970s surgery

Dr. John Ochsner was born in Madison, Wisconsin, and moved with his family to New Orleans when he was only three months old. After earning his medical degree from Tulane University, he completed surgical residencies at Baylor University Affiliated Hospitals and Texas Children's Hospital, serving as Chief Surgical Resident at each. During his training he was mentored by two giants of cardiac and vascular surgery: Dr. Michael DeBakey and Dr. Denton Cooley. This was a period when innovative surgical techniques were being pioneered at the Texas hospitals, and Dr. Ochsner often encountered patients who had travelled from Louisiana because advanced cardiac care was not yet available in the state. In 1961 he was inspired to return to New Orleans to work alongside his father at the Ochsner Clinic, bringing his expertise in emerging cardiac and vascular surgical techniques to Ochsner patients.

Dr. John Ochsner became a world-renowned cardiac surgeon, pioneering valve and coronary surgery. A medical trailblazer, in 1974 he implanted a heart pacemaker in the youngest patient ever, an infant only 18 hours old. He once noted, "I can truly say that I am happiest and most content in the operating room."

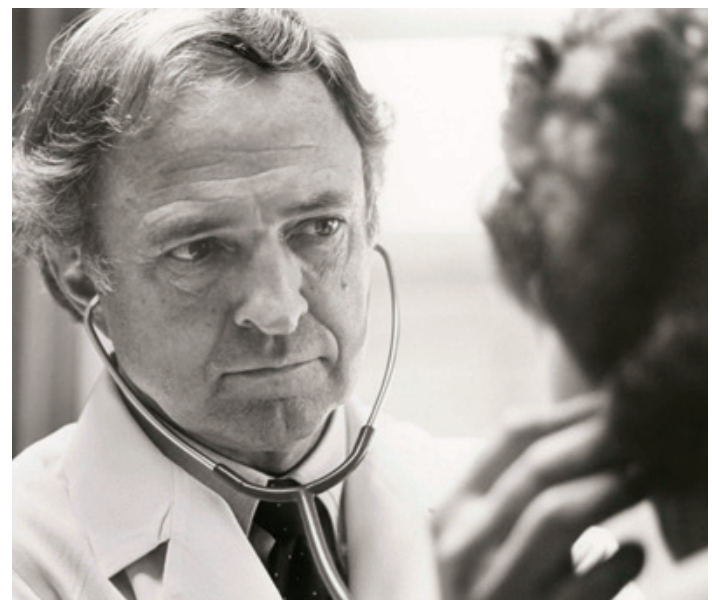
In addition to treating thousands of patients, Dr. Ochsner trained the next generation of physicians as a clinical professor at the Tulane University School of Medicine. As Chairman of the Department of Surgery from 1966 to 1987, Dr. Ochsner built the foundation for what is now Ochsner's world-renowned cardiac surgery center. His leadership in the 1971 expansion of the hospital, including a 12-bed coronary care unit, was the foundation of today's John Ochsner Heart and Vascular Institute.

In his later years Dr. Ochsner remained actively involved as Chairman Emeritus of the Department of Surgery and was a strong philanthropic supporter of Ochsner – both

through his own contributions and his work to connect new donors to meaningful programs. After concluding his career as an active surgeon, he delighted in continuing to make rounds in the hospital, checking on patients and their families. His focus always remained on delivering the best patient care possible.

Over the course of his magnificent career, Dr. John Ochsner saved the lives of countless patients while changing the lives of thousands of physicians and community members. Near the end of his life he reflected, "As I look back on the 90 years I have walked this Earth, I feel that I have exceeded my goals in both academic and clinical medicine. I hope these efforts have been beneficial to others."

Of that there can be no doubt. The work we undertake today stands on the strong foundation he did so much to build. We are grateful for Dr. John Ochsner's friendship and for his legacy, which will endure for generations to come. 🙏



John Ochsner, MD, consults with a patient in the late 1970s

BY THE NUMBERS: 2018 Milestones



Growth & Expansion

Ochsner cared for more than **811,000 patients** from every state and more than 70 countries.

Ochsner, the State of Louisiana and Louisiana State University established a groundbreaking new partnership, creating **Ochsner LSU Health Shreveport** to improve access to high-quality healthcare in north Louisiana, enhance medical education and advance critical medical research.

The new **West Campus** opened on Jefferson Highway, offering inpatient rehabilitation through a partnership with Select Medical, long-term acute care with LHC Group and Ochsner-led skilled nursing care in a five-story, 130,000-square-foot facility.

The West Tower expansion added **seven new state-of-the-art floors** to Ochsner's flagship hospital on Jefferson Highway, including 102 new private rooms, while increasing our inpatient capacity to 657 beds.

Our investment in the new **Ochsner Medical Complex – The Grove** is making a huge impact on Louisiana's economy, caring for more patients in more communities from Baton Rouge and beyond.

Ochsner Health Network launched the **Ochsner Accountable Care Plan** for Walmart and Sam's Club associates, an innovative approach to improve quality and patient outcomes at reduced cost.



Ochsner Medical Complex – The Grove



Technology & Innovation

The new **Optimal Hospital** at Ochsner Medical Center features **patient-centered technology** like bedside tablet computers, red night lights to minimize sleep disturbances, wireless monitoring of vital signs and antimicrobial fabrics to help prevent hospital-acquired infections.

Through Ochsner's new **Precision Cancer Therapies Program** and **Hereditary Cancer Clinic**, we can predict which patients are likely to respond to particular therapies, identify those with a higher risk, and offer genetic testing and counseling to give patients a more complete picture.

Ochsner Anywhere Care, an **urgent care virtual visit tool**, launched as a new choice for non-emergency urgent care that provides an instant connection between patients and physicians.



Andrew Dalovisio, MD, Associate Program Director, Bone Marrow Transplant



Team & Talent

Employee engagement among Ochsner's 25,000 employees increased to 57% actively engaged, placing Ochsner at the 79th percentile nationally.

The 48% increase in **Ochsner's minimum wage** benefits 1,200+ employees and their families and is helping **set a new standard** for Louisiana.

Now in its 12th year, the **Ochsner STAR (Science, Technology, Academics, Research) Program** welcomed **16 high school students** in 2018 from across southeast Louisiana. This free program provides hands-on experience to students interested in future healthcare careers.



Natalie Frost, RN



Academics & Research

105 medical students made up the 2018 graduating class of the **University of Queensland – Ochsner Clinical School**, and since 2009, we have graduated 444 medical students who have gone on to residencies with some of the world’s top medical centers.

Proactively addressing a serious nursing shortage across our region, the new **Chamberlain College of Nursing at Ochsner Health System** will bring additional, highly qualified nurses into our system over the next three years.

8,000 patients were enrolled in clinical trials and **700+ clinical research studies** were active at multiple Ochsner campuses.



*Kimberly Newton,
Pathology Lab Manager*



Community Health

River Place Behavioral Health, an 82-bed inpatient behavioral health facility established in partnership with Acadia Healthcare, opened in LaPlace, Louisiana.

Ochsner achieved an 11% reduction in patients exposed to opioid narcotics and was awarded a **\$1.6 million grant by the National Institutes of Health** for opioid treatment and recovery through the Safe Pain Management Program.

Ochsner Baptist and the Brees Dream Foundation partnered to support the expansion of the **Women’s Wellness and Survivorship Center**, an innovative program that focuses on women’s overall health concerns from young adulthood through natural aging.

The **Ochsner Tobacco Cessation program** has treated nearly 15,000 patients since its inception and achieves quit rates double the national average, with nearly 30% of participants remaining smoke-free after 12 months.



*Lance Lacoste, South Shore Supervisor,
Ochsner Performance Training, and
Savannah Peachy*



Pediatrics

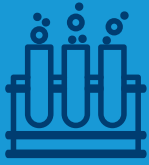
The **Michael R. Boh Center for Child Development** opened as the only facility of its kind in Louisiana, offering a comprehensive approach for children with complex developmental, intellectual and behavioral needs.

The **Pediatric Congenital Heart Surgery Program** achieved a 100% survival rate for neonate and child patients.

The **Mothers’ Milk Bank of Louisiana** at Ochsner Baptist became accredited by the Human Milk Banking Association of North America as the 24th human milk bank in the United States and the first and only in Louisiana.



Robert (left) and Ann Boh celebrate the opening of the Michael R. Boh Center with Warner Thomas and patient Dylan Patterson



Clinical Excellence

Ochsner Medical Center, Ochsner Baptist and Ochsner Medical Center – West Bank Campus received the Healthgrades Distinguished Hospital Award for Clinical Excellence.



Ochsner Medical Center, Ochsner Medical Center – West Bank Campus and Ochsner Baptist are nationally ranked in Gastroenterology & GI Surgery; Ear, Nose and Throat; and Neurology & Neurosurgery according to *U.S. News & World Report's* 2018-19 Best Hospitals rankings.



Designated Baby-Friendly

Ochsner Medical Center – Kenner and Ochsner Medical Center – West Bank Campus recently received international recognition as Baby-Friendly Designated birth facilities by Baby-Friendly USA, Inc.

Diversity Leadership

Ochsner was the only health system in three Gulf South states to be recognized as a Top Hospital for Diversity by BlackDoctor.org.

Best Employer

Forbes ranked Ochsner in its Best Employers for New Grads listing.

Recognition

Ochsner Health System President and CEO Warner Thomas received a Glassdoor Employees' Choice Award honoring the Top CEOs in 2018.

Top 25

Ochsner was named by Gartner to the Healthcare Supply Chain Top 25.

Accolades

Top 100

IBM Watson Health named Ochsner Medical Center, Ochsner Baptist, Ochsner Medical Center – West Bank Campus and Ochsner Medical Center – Baton Rouge to its roster of 100 Top Hospitals.

Innovation Excellence

Ochsner earned the HIMSS Davies Enterprise Award for innovation excellence in digital medicine programs for hypertension, diabetes and maternal monitoring.

ACCC Innovator Award

The Association of Community Cancer Centers named Ochsner's Precision Cancer Therapies Program a recipient of the ACCC Innovator Award.



For the second consecutive year, Ochsner Hospital for Children was ranked among the top 50 children's hospitals in the country by *U.S. News & World Report* and was included in the 2018-19 rankings for pediatric gastroenterology and gastrointestinal surgery specialties.



Equality Leadership

Seven Ochsner facilities earned the LGBTQ Healthcare Equality Leader designation from the Human Rights Campaign Foundation.

Great 100

22 Ochsner and affiliate hospital nurses were named to Great 100 Nurses in Louisiana by The Great 100 Nurses Foundation.



Safety Grade

11 Ochsner Health System hospitals, including four partner hospitals, achieved a Leapfrog Group Hospital Safety Grade of A for Fall 2018.



Centers of Excellence

In 2018, patients from more than 70 countries and all 50 states came to Ochsner for highly specialized, innovative healthcare tailored to their individual needs. Our more than 1,300 group practice physicians include some of the brightest minds in their fields, practicing in Ochsner's comprehensive medical facilities ranked among the best in the world. Ochsner's Centers of Excellence focus on seven of the most essential specialties in medicine – from Cancer and Cardiology to Transplant, Neurosciences, Women's Services, Orthopedics and Pediatrics. Each is a key driver of our passionate commitment to innovative care that changes and saves lives.

CENTER OF EXCELLENCE

CANCER



Ochsner pledged to conduct **141,000** additional cancer screenings by 2022.

For over 75 years, Ochsner has been dedicated to cancer research and new cancer treatment development. We bring innovation to the fight against cancer – including more clinical trials than anywhere else in the region. Each year we enroll more than 1,100 patients in clinical research trials, including some of the world's most cutting-edge investigational therapies.

The Ochsner Cancer Institute's highly trained surgeons, medical oncologists, radiation oncologists, nurses, pathologists, scientists, social workers, dieticians and other clinicians provide not only expert clinical care but also the compassionate support every patient needs as they battle cancer. Combining clinical expertise, research leadership and a patient-centered culture, Ochsner's multidisciplinary approach is broad and holistic, improving outcomes and outlooks for thousands of cancer patients each year.



In 2018, Ochsner Health System was recognized by the Quality Oncology Practice Initiative (QOPI) Certification Program for meeting nationally recognized standards for high-quality cancer care.



U.S. News & World Report ranked Ochsner Medical Center as high performing in cancer care for 2018-19.



Ochsner's specialists treat more than 32,000 cancer patients annually, from all 50 states and 28 countries.



Ochsner currently offers more than 150 cancer trials, many of which are unique to Ochsner.

Designate your gift:
ochsner.org/cancerinstitute



CENTER OF EXCELLENCE CARDIOLOGY

The John Ochsner Heart & Vascular Institute offers advanced diagnostic and leading-edge therapies for patients in a program ranked among the best in the United States. Ochsner's team of cardiologists and surgeons work closely with each patient to develop a customized healthcare plan that is both targeted and effective. From routine diagnostics to specialized procedures, Ochsner heart specialists provide optimum care in cardiovascular medicine.

We offer new and innovative ways to manage conditions such as cardiac rhythm disorders, structural and valvular heart disease and advanced congestive heart failure. Ochsner's Digital Medicine program allows real-time patient data to be shared with a care team via smart technology, enabling more immediate and proactive care.



Home to more than 50 leading cardiologists, surgeons and specialists in structural valve, heart rhythm and transplant medicine.



More than 950 heart transplant patients and over 850 non-surgical transcatheter aortic valve replacement (TAVR) patients have been treated.



Offering patients access to more than 100 active cardiovascular clinical research trials for investigational therapies.



Ochsner's electrophysiology program is a leader in ablations for atrial fibrillation in the Gulf South. In 2018, Ochsner performed 401 electrophysiology ablations.

Designate your gift:
ochsner.org/JohnOchsner

Ochsner has completed

950+

heart transplants and

830+

non-surgical transcatheter aortic valve replacement (TAVR) procedures.

CENTER OF EXCELLENCE

ORTHOPEDICS



Nationally recognized as
High Performing
for Knee Replacement and
Orthopedics by *U.S. News & World Report* in 2018-19.

With more than 24 highly trained orthopedic surgeons, a team of experienced advanced practice clinicians and the latest surgical and rehabilitation equipment available, Ochsner provides the highest level of specialized orthopedic care in the Gulf South. With five new locations, we employ the latest techniques and technology for the best patient outcomes in surgical and non-surgical treatments for a wide range of orthopedic problems in adults and children.



Nationally recognized as High Performing for Knee Replacement and Orthopedics by *U.S. News & World Report* in 2018-19.



Healthgrades Orthopedic Surgery Excellence Award in 2018.

Ochsner Hospital for Orthopedics and Sports Medicine will open in New Orleans in 2019.



Recognized as one of Healthgrades America's 100 Best Hospitals for Joint Replacement™ and received five stars for total knee replacement, total hip replacement and hip fracture treatment in 2018.

Designate your gift:
ochsner.org/orthodevelopment

CENTER OF EXCELLENCE

TRANSPLANT

The Ochsner Multi-Organ Transplant Institute continues to be one of the top programs in the world by recruiting and retaining some of the world's leading transplant surgeons and physicians, and performing clinical and research excellence that changes and saves lives. Ochsner has been recognized for several years as No. 1 in the nation for liver transplants by CareChex, and our kidney transplantation survival rates exceed national averages. Overall, our transplant patients are doing better, living longer and experiencing fewer complications than others around the globe.



7,000+ successfully performed liver, kidney, pancreas, heart and lung transplants in both adult and pediatric patients.



For the past seven consecutive years, more patients have received liver transplants at the Ochsner Multi-Organ Transplant Institute than at any other hospital in the country.



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



Ochsner's kidney-pancreas transplant patients' one-year survival rate is 100% compared to the national average of 97.76%.

Designate your gift:
ochsner.org/transplantassistance

We have successfully performed more than
7,000
liver, kidney, pancreas, heart and lung transplants in both adult and pediatric patients.

CENTER OF EXCELLENCE

PEDIATRICS



U.S. News & World Report ranked Pediatric Gastroenterology and GI Surgery at Ochsner Hospital for Children as one of the **nation's top** children's hospitals. in 2018-19.

At Ochsner Hospital for Children we offer the highest level of pediatric care for children with even the most complex needs – like cancer treatment and organ transplants. Our 120 pediatric physicians include top specialists in pediatric cardiology and congenital cardiac surgery, gastroenterology, oncology, pulmonology, orthopedics, neurosurgery and more, as well as child life specialists. Our 125-bed hospital features a special pediatric emergency room, a 54-bed Level III Regional NICU, a 14-bed Level I Pediatric Intensive Care Unit, a 12-bed Pediatric Cardiovascular Intensive Care Unit and a 45-bed Pediatric Acute (Medical/Surgical) Unit.



120 Ochsner physicians specialize in pediatric care.



The Michael R. Boh Center for Child Development opened in 2018 and is the first facility of its kind in the Gulf South region to provide care to children and adolescents with developmental disorders.



Ochsner Hospital for Children has the only pediatric heart transplant program in Louisiana.



U.S. News & World Report ranked Pediatric Gastroenterology and GI Surgery at Ochsner Hospital for Children as one of the nation's top children's hospitals for 2018-19.

Designate your gift:
ochsner.org/pediatricinnovation



CENTER OF EXCELLENCE
NEUROSCIENCES

U.S. News & World Report 2018-19 Best Hospitals ranks Ochsner as **#38** in the United States for neurology and neurosurgery.

The Ochsner Neuroscience Institute offers a team of multidisciplinary specialists who work together to provide the best and latest diagnostic and therapeutic options for adults and children with neurological conditions. The team treats seizures, offers customized care to help patients manage multiple sclerosis symptoms and provides innovative chronic headache therapies. Ochsner's neurosurgery program applies the latest technology and focus on patient-centered care to all treatment.



U.S. News & World Report 2018-19 Best Hospitals ranks Ochsner as #38 in the United States for neurology and neurosurgery.



Ochsner Medical Center – Jefferson Highway is home to the first Certified Comprehensive Stroke Center in Louisiana. Ochsner's Telestroke program allows for expert consultation and team-based treatment for more than 4,000 patients across the Gulf South annually.



Stroke Care was recognized by the American Heart Association/American Stroke Association for achieving the "Get With The Guidelines® – Stroke Gold Plus Quality Achievement Award."



Ochsner's multidisciplinary team treats more than 500 neurological conditions.

Designate your gift:
ochsner.org/neuroinnovation

CENTER OF EXCELLENCE

WOMEN'S SERVICES

With specialized capabilities and a holistic approach tailored specifically to women's needs, Ochsner's women's health team delivered outstanding care to more than 46,000 patients in 2018. Our clinicians include gynecologic surgeons who are experts in minimally invasive techniques, gynecologic oncology specialists, a maternal fetal medicine team and experienced obstetric intensive care specialists.

At Ochsner Baptist, our Women's Pavilion features female health services all in one location – from labor and delivery to mammograms to even robotic surgery. And, founded in 2018, the new Women's Wellness and Survivorship Center is focused on women's overall health as they navigate both cancer and everyday health concerns from young adulthood through natural aging.



60.6% more women served in 2018 than four years ago.



Expert care offered at nearly 20 health centers across southeast Louisiana.



Natural and alternative delivery options with certified nurse midwives.



In 2018, Ochsner's women's health team cared for more than 46,000 patients.

Designate your gift:
ochsner.org/womenswellness



In 2018 we served
60.6%
more women than
four years ago.



Community Commitment

At Ochsner, we bring innovation to life every day in our hospitals and clinics, and also through breakthrough initiatives that reach far into the communities we serve. Today, we're doing more to address many of our region's biggest healthcare challenges – like catching cancer earlier, creating more effective models to treat chronic disease, providing premature newborns with vital nourishment and ensuring that children with complex developmental challenges can get treatment all in one place. By thinking creatively and acting boldly, we're taking significant strides to build healthier communities.

Taking on the Gulf South's Biggest Population Health Challenges



Roxanne Cheramie and Roxanne Chaisson conduct screenings at Ochsner St. Anne Hospital

Not long ago, receiving healthcare was a linear, reactive process. A patient got sick or injured, visited a doctor and received treatment. The next time they had a health concern, the cycle started again.

Today, we know that this approach is not the optimal way to keep people healthy. We understand that preventive care can make a significant difference in long-term health and that people of different demographic backgrounds face different health risks. When healthcare providers take these differences into account and offer proactive care, they can improve outcomes for individuals and populations overall.

This is the essence of “population health,” an area of intense emphasis across the Ochsner Health System. Ochsner is the largest health system in Louisiana, a state with high rates of chronic disease and social determinants like poverty, that contribute to health risk. That means we have a big role to play to keep people healthier, better treat chronic conditions and improve overall health throughout our community.

“Population health is the responsibility of our whole system. No one is organizing work on health at the population level better than Ochsner and our partners. As our platform grows across the state, we have an opportunity to make a big impact.”




Dr. David Carmouche
President, Ochsner Health Network;
Senior Vice President, Community Care;
and Executive Director, Ochsner
Accountable Care Network

Approaching care from a population health perspective is helping address both the challenges and opportunities of delivering care in our state. We are integrating population health across our network in several critical ways:

Patient Registries. A major investment in Epic, our electronic health record system, has helped us better execute a proactive care strategy. Within Epic, we have created more than 25 registries, which are lists of patients who meet certain criteria, such as women who are eligible for a mammogram. Registries allow us to see which patients are due for treatments or screenings and track outreach. Best of all, we uniformly use Epic across all clinical care settings, including urgent care, which improves care coordination by avoiding duplicate tests.

Community Care Teams. Population health means not only reaching out to patients before they have a health condition, but also coordinating care among providers. Community Care teams at Ochsner align providers in primary care, urgent care and post-acute care under a single leadership structure. Teams from each of these environments meet regularly for strategic planning sessions to ensure that chronic disease patients receive the best possible care while avoiding unnecessary expenses.

Proactive Ochsner Encounters. Wellness and disease prevention are the responsibility of everyone a patient interacts with at Ochsner, including the administrative personnel who greet patients at the front desk. Through Proactive Ochsner Encounters, we have empowered more of our team members, beyond a physician, nurse or other clinician, to review a patient’s health record to see if they are overdue for any screenings or vaccinations, then remind patients of these gaps when they arrive for a visit. In many cases, screenings can be scheduled at the same time as a specialist visit, making it easier for patients to stay on top of their health. 



2018 STAR students visit the Chamberlain College of Nursing at Ochsner Health System



Inspiring Healthcare's Next Generation

New Orleans ranks 10% above the national average in healthcare job growth. Who will fill these jobs? At Ochsner, we're committed to working to ensure that tomorrow's doctors, nurses and care teams are as diverse as the patient populations they serve.

Ochsner is helping to motivate and inspire the next generation of healthcare providers – and ensure that students from all backgrounds have the opportunity to pursue these promising careers. Through the Ochsner STAR (Science, Technology, Academics, Research) Program, Ochsner provides high school students with a window into professions in medicine, as well as professional skills and leadership training that will serve them no matter which career paths they choose.

The program, now in its 12th year, welcomed 16 students in 2018 from high schools across southeast Louisiana. Over the course of four weeks, students visited 75 departments within the Ochsner Health System, gaining hands-on experience, including training with state-of-the-art surgical technology; took part in clinical skills workshops led by medical students; participated in research experiments with Ph.D. scientists; earned CPR certification and more. Each year, class sizes are kept small to allow for a more interactive experience. Access and opportunity are the central tenets of the STAR program. According to 2018 STAR graduate Clydia Colston-Dean, "A lot of kids that I've talked to who have wanted to go into healthcare haven't really had these types of opportunities. The fact that I have this opportunity and get to share it with others is really great."

One of the program's most defining features is its inclusiveness. STAR does not charge tuition, and program coordinators keep diversity in mind when screening applicants, choosing no more than two students from each high school. As part of the curriculum, STAR aims to expose students to medical professionals with roles and backgrounds that challenge stereotypes – introducing them, for example, to a female surgeon and a male nurse. By providing students with practical learning and innovative educational opportunities, STAR not only familiarizes students with the healthcare industry – it teaches them that there are no limits to how big they can dream. ♡

Over the course of four weeks, students visited 75 departments within the Ochsner Health System, gaining hands-on experience including training with state-of-the-art surgical technology.

Stopping Cancer in Its Tracks

Ochsner Health System is the largest provider of cancer care in the state of Louisiana. It's a responsibility we take seriously, with a relentless approach to preventing, detecting and curing all types of cancer.

Zoe Larned, MD, Chair of Hematology/Oncology and Director of Inpatient Hematology/Oncology

The proof is in our results: while Louisiana ranks 49th overall in the nation for health outcomes, five-year cancer survival rates for patients treated at Ochsner exceed national averages for many cancer types.

Early detection is an essential way to improve cancer outcomes. For example, when breast cancer is detected at stage 1 or 2, patients can expect a 99% survival rate over five years. When it is caught at stage 4, the rate drops to 26%. For colorectal cancer, early detection can increase survival rates six-fold.

Ochsner's five-year survival rates continue to **exceed the national average** in every tumor type – including cancers of the lung, liver, breast, colon, esophagus and pancreas.

That's why Ochsner recently announced a systemwide plan to improve cancer patient outcomes through education and prevention efforts, screenings and early detection among current Ochsner patients and members of our wider communities. In July 2018, Ochsner Health System President and CEO Warner Thomas announced our commitment to increase cancer screenings by 40,000 in 2018, a goal we surpassed by December, with more than 53,000 additional screenings performed during the year. Ochsner has pledged to conduct a total of




Ochsner Cancer Center – Baton Rouge Nursing Unit Manager Shelley Graphia (right) and Tameka Martin, RN, discuss a patient's treatment plan

141,000 additional cancer screenings by 2022 and 10,000 community cancer screenings over the next five years.

What did it take to expand screenings so quickly? "We made a concerted effort to involve multiple divisions across the system and engaged leaders at all levels to prioritize cancer screening not only in our current patient populations, but also in the communities we serve," says Brian Moore, MD, Medical Director of the Ochsner Cancer Institute.

The strategy includes community outreach, philanthropy, marketing communications initiatives and leveraging electronic health records (EHR) in Epic to identify patients due for screenings. Ochsner hosted six community events in 2018 that led to significant numbers of new patients screened. A dedicated landing page on our website makes it easy for patients to schedule appointments, and Ochsner oncologists and primary care physicians communicate the importance of routine screenings via local and regional media outlets.

"The battle to reduce our statewide cancer incidence rates and improve outcomes requires us to think creatively, apply a multidisciplinary approach with system experts beyond medicine, and spread the message of early detection and prevention," Dr. Moore says. "At Ochsner, we are rallying all the necessary forces at our disposal to attack this problem from every angle that we can." 

BATTLING OPIOIDS: Pain Relief Beyond Pills

There's a crisis hiding in plain sight – the abuse of opioid pain medications – and Ochsner is working to spotlight the challenge and confront it head on. According to the American Society of Addiction Medicine, 2 million Americans had substance use disorders involving prescription pain relievers or opiate medication in 2015. The problem can be found close to home, with Louisiana among the top 10 U.S. states for both opioid prescribing rates and deaths associated with opioids. Yet because these medications are often prescribed by doctors, patients may not fully grasp their habit-forming properties, and signs of dependence can go unnoticed for too long.

Effective solutions to this crisis have been in short supply – but new Ochsner initiatives create the prospect for better outcomes. In 2018, Ochsner Health System was awarded a \$1.6 million grant by the National Institutes of Health (NIH) for the Opioid Treatment and Recovery Through Safe Pain Management program. “We have reached a critical point in healthcare where we must change the way we deliver care to patients who suffer from non-cancer chronic pain,” explains Eboni Price-Haywood, MD, Director of the Ochsner Center for Outcomes and Health Services Research and the program's principal investigator. “This grant will be allocated over a four-year period and will help safely manage pain in primary care settings across south Louisiana.” Our clinicians expect the data developed during the study to provide valuable insights by examining the role of technology, care team optimization and opioid prescribing behaviors.

The grant builds upon a number of improvements that Ochsner has made to better manage patients and their pain while mitigating risk. Among them: a task force with representation from multiple departments across our health system; programs to more appropriately manage pain and help restore a patient's function; and a Gateway solution platform that integrates with a patient's medical record to give physicians and pharmacists a more complete picture of prescription history.

Innovative pain management programs give patients the tools to recover while avoiding an overreliance on medications. Through Ochsner Baptist's new Functional Restoration Program, the first of its kind in New Orleans, patients undergo three weeks of “boot camp”-style therapy that links them with experts across disciplines




Brandon Page, Ochsner Baptist Rehabilitation Services Supervisor, works with a patient

A **\$1.6 MILLION** grant by the National Institutes of Health was awarded to Ochsner for the Opioid Treatment and Recovery Through Safe Pain Management Program in 2018

who develop a collaborative care program that is customized for each patient.

The program has expanded thanks to a generous donation by philanthropist Elizabeth Boh, a New Orleans native who has experienced chronic back pain herself as a result of numerous surgeries. Her gift will allow the Functional Restoration Program to move into a larger space and expand access to more patients – not just those who can afford the expense, which is entirely out-of-pocket.

According to Kate Lufkin, a social worker for the Functional Restoration Program, most participants have been able to reduce or stop their use of narcotic medication and are more empowered in their medical care. Elizabeth Boh's gift allows them to “empower patients to lead more fulfilling lives.” 



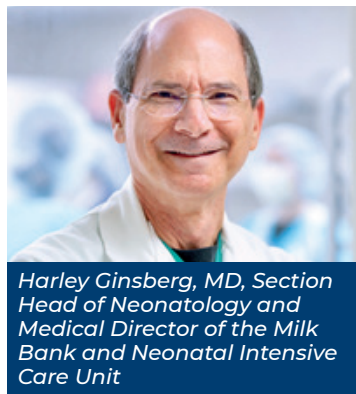
MOTHER'S MILK: Helping the Littlest Louisianans Grow and Thrive

A mother's milk contains essential nutrients and disease-fighting antibodies that each newborn requires for optimal growth and development. It is an especially important source of nourishment and provides an additional level of immune protection for babies born prematurely. These babies face a higher risk of digestive disorders and infections when compared to term infants.

For a variety of reasons, a mother may not be able to provide milk for her infant. In those situations, pasteurized donor human milk (PDHM) has been recognized by the American Academy of Pediatrics as the next best feeding option, especially for preterm infants. After vetting, milk banks collect donated milk from lactating women, process the milk using Holder pasteurization, and then dispense PDHM to critically ill inpatient infants and occasionally to outpatient babies as well.




Beginning in 2015, while being mentored by Mothers' Milk Bank in Austin, Texas, Ochsner Baptist opened Louisiana's first "human milk depot," collecting donated milk from approved donors. With the tremendous philanthropic support provided by local and national organizations as well as Ochsner medical staff and employees, the Mothers' Milk Bank of Louisiana at Ochsner Baptist was accredited by the Human Milk Banking Association of North America (HMBANA) in March 2018. It is now capable of receiving, processing and dispensing PDHM across the state of Louisiana.



Harley Ginsberg, MD, Section Head of Neonatology and Medical Director of the Milk Bank and Neonatal Intensive Care Unit

Women who are interested in donating milk undergo an interview and a blood screening. Those who are approved can then drop off their frozen milk at Ochsner Baptist or one of our expanding network depots across the state.

Louisiana has the second-highest rate of premature births in our nation. Readily available human milk can help the littlest Louisianans grow and thrive with fewer complications. "The Mothers' Milk Bank of Louisiana was but a dream that with the help of many has become a reality," says Dr. Harley Ginsberg, Section Head of Neonatology and Medical Director of both the Milk Bank and Neonatal Intensive Care Unit. "If we wish to impact and decrease infant mortality in our state, the ability to provide human milk for all babies is crucial." Ochsner Baptist is proud to offer this life-saving resource. 

The **Mothers' Milk Bank of Louisiana** at Ochsner Baptist became accredited by the Human Milk Banking Association of North America as the 24th human milk bank in the United States and the first and only in Louisiana.

THE MICHAEL R. BOH CENTER FOR CHILD DEVELOPMENT: Helping Children Become Their Best Selves

Few things are more stressful for a parent than having a child with serious health challenges. Managing doctors' visits and treatments, while helping a kid stay a kid, is a full-time job and can put a significant strain on families.



Ochsner Physical Therapist Christina MacMaster and patient Braylon Lambert

Ann and Robert Boh should know. Their son Michael faced cystic fibrosis, hearing loss and developmental disabilities, each of which required a distinct set of healthcare providers, appointments and treatment plans. Michael passed away in 2009 at the age of 23. In his memory, the Bohs made a generous donation that will help ease the journeys of other families with children facing health challenges.

Opened in 2018, the Michael R. Boh Center for Child Development fills a critical gap for Louisiana and south Mississippi children facing complex developmental, intellectual and behavioral needs. The Boh Center employs a multidisciplinary approach to care that connects parents with Ochsner's pediatric subspecialists, nurses and staff all under one roof. This includes experts in behavioral pediatrics, assessment of developmental delays, occupational and physical therapy, speech and language therapy, and more.


"Bringing together professionals across disciplines allows families to schedule appointments with multiple subspecialists in the same day – a major benefit for busy families, especially those who must travel long distances for treatment," says Dr. Lacey Seymour, Program Director at the Boh Center. A team of physicians, nurse practitioners and rehab therapists provide comprehensive developmental evaluations and link infants to community services. "It's a program that's designed to provide not only outstanding

care to help these children get better," says Dr. Seymour, "but also to make the process of navigating resources and information – which can be overwhelming – much easier for families."



The child-friendly environment at the Boh Center extends to color and art

In designing the center, Ochsner solicited feedback from a Parent Advisory Committee. Features such as covered drop-off areas, larger doorways and exam rooms, a therapy gym, healing garden and patient-friendly lighting, acoustics and colors were conceived with family needs and comfort in mind.

There is no other place like the Boh Center in the Gulf South. And the need for such a facility is clear: more than 223,000 Louisiana children have special healthcare needs, and at least one in six has at least one developmental challenge. We are extraordinarily grateful to the Boh family for the trust they have placed in Ochsner to carry on their son's name – a gift that will brighten the prospects of thousands of children and their families. 



A PLACE FOR Women's Health

Q&A

WITH

Elizabeth Lapeyre, MD
OB/GYN at Ochsner Baptist and
Founder of the Women's Wellness
and Survivorship Center



Elizabeth Lapeyre, MD



Patients Giselle and Jason Dussel

Between pregnancy, childbirth and menopause, not to mention the challenges and stressors of daily life, women face an array of unique health concerns. They need healthcare providers who can offer long-term support focused not only on their physical health, but also their emotional well-being. The Women's Wellness and Survivorship Center at Ochsner Baptist was designed to offer exactly that, and to provide long-term wellness care for cancer survivors. A gift of \$500,000 for initial funding came from the Brees Dream Foundation, which is partnering with Ochsner with a goal to raise a total of \$2.3 million to support the center. "The Center is the first of its kind for the region and, together, we can transform the lives of the important women in our lives – mothers, sisters and daughters," said founder Drew Brees.


The center was founded by Dr. Elizabeth Lapeyre, an OB/GYN at Ochsner Baptist. She explains why the facility was created and what makes it so special.

More and more women were coming to their yearly well-woman exams and they were not well. These women need more time than what is typically allotted in a busy clinic. They also need providers who have additional resources to offer them.

The care team here is focused on women's overall health as they navigate both cancer and everyday health concerns from young adulthood through natural aging. A few of the services include:

- Genetic screening and testing
- Cardiovascular disease risk assessment
- Personalized menopausal and perimenopausal treatment
- Fertility counseling for patients prior to cancer treatment
- Bone health management
- Symptom management for cancer patients
- Stress-reduction therapies
- Nutrition and weight management resources
- Consultation for previvors who carry an increased cancer risk

Not only does the center provide these services and more, but we also have a nurse navigator whose main goal is to help patients navigate our large system, ensuring they are referred to the correct doctor and department based on their health issues. Connecting patients to the right physician at the right time is an important factor for a positive experience.

We plan to expand into a larger space and offer additional services such as a health coach, social worker and alternative therapy such as acupuncture. We also hope to do more community outreach to educate women about wellness and how to attain it. 

What drove you to start such a comprehensive center for women?

What types of services does the Women's Wellness and Survivorship Center offer?

What are the future plans for the center?



Academics: Research & Education

In medicine, excellent patient care and superior academic training of clinicians will always be intrinsically linked. Since our earliest days, Ochsner has been dedicated to training the next generation of physicians and care teams. Today, through residency programs that train hundreds of physicians each year, our partnership with Australia's University of Queensland to create the UQ-Ochsner Clinical School, our educational alliance with Chamberlain University College of Nursing and other educational relationships, we're making a profound impact in healthcare academics and research. Our focused work today ensures that the next great generation of clinicians will effectively meet the needs of patients tomorrow.



UQ-Ochsner Clinical School students at Ochsner Medical Center

**78%
GROWTH**
in accredited residency
training programs over
the past seven years


THE OCHSNER WAY: Educating Tomorrow's Healthcare Professionals

A commitment to training physicians and other healthcare professionals the “Ochsner way” has been part of our heritage since the very beginning. In fact, when the Ochsner Clinic was founded by Alton Ochsner, MD, and his physician partners in 1942, all of them were on the clinical faculty at Tulane Medical School. These physician leaders were passionate about their commitment to train the next generation of physicians. More than 75 years later, that is a responsibility that we continue to uphold, and Ochsner’s role in academics and research continues to grow in exciting new ways.

More than a decade ago, Ochsner began an educational partnership with Australia’s University of Queensland (UQ), one of the world’s premier medical schools that has been named a top 50 university in the world. The result of this partnership is the UQ-Ochsner Clinical School. The aim of the program is to allow students from the U.S. to benefit from a global educational experience, while receiving the clinical training they need to meet registration requirements to practice medicine in both the U.S. and Australia. To date, the program has graduated 444 medical students who have gone on to residencies with some of the nation’s most respected medical centers. Students from the 2017 graduating class achieved an impressive match to residency training positions of 95%. Some 23% of those graduates selected residency programs in the Ochsner system, and 37% will remain in Louisiana for residency training. Others were accepted at such prestigious programs as UCLA, Vanderbilt, Emory University, the University of Chicago and Dartmouth University.

Just as we did at our inception in the World War II era, today we continue to recruit top talent and train more healthcare providers to shape the future of health and

wellness in our region. Each year more than 288 medical residents and fellows work in 28 different Ochsner-sponsored Accreditation Council for Graduate Medical Education (ACGME) accredited residency training programs in our system’s hospitals. In just the past seven years we have grown our accredited programs by 78%, and our graduate medical education team is constantly evaluating the physician landscape and patient health needs. This approach allows us to respond quickly with new training programs that enable us to provide better and more personalized care in the communities we serve. In 2018, for instance, we established a new fellowship in Multidisciplinary Pain Medicine, as well as one in Maternal Fetal Medicine. Ochsner also hosts more than 550 medical students, 150 advanced practice providers and 600 allied health students annually, providing over 4,200 student months of education.

As part of our new partnership in North Louisiana, we plan to assist the LSU Medical School in Shreveport expand its program to 150 students annually. Combined with the UQ-Ochsner Clinical School, this makes us the largest educators of physicians in Louisiana. 


NURSING EDUCATION: Building a Vital Pipeline

Experience teaches us that nursing is at the heart of every aspect of patient care. The compassionate care we provide to thousands of patients each day underscores how important our nursing team is to our patients' experience and the impact nurses have on the quality of Ochsner's care.

Yet Louisiana, like many other states, faces a nursing shortage. That shortage is compounded by the fact that in recent years more than 1,000 qualified Louisiana nursing students have been denied admission into pre-RN licensure programs because of a lack of capacity. Simply put, it's clear that we'll never address the shortage of nurses unless we expand the available opportunities to train them.

That's why in 2018 Ochsner was pleased to create a unique and proactive opportunity to fulfill the demand for more nurses. It's the launch of a new educational alliance agreement that includes the opening of a new Chamberlain University College of Nursing campus on the West Campus of Ochsner Medical Center – Jefferson Highway. With Chamberlain, we're excited to collaborate with an organization that cares as much as we do about redefining the future of nursing. The new partnership is a natural extension of our longstanding commitment to prepare the caregivers of the future.

The Chamberlain program is designed to support new graduates' transition to practice as highly trained RNs and better prepare them to face the challenges that nurses encounter today. It encompasses interdisciplinary learning and simulation training that supports clinical experiences for nursing students.

The Chamberlain Bachelor of Science in Nursing degree program is different than most in that it provides direct entry into a nursing program and can be completed in as few as three years of year-round study. Notes Jennifer Couvillon, PhD, campus president, Chamberlain College of Nursing at Ochsner Health System, "Together, we focus on improving patient care through strong academic-service collaboration in areas like evidence-based practice, nursing research, interprofessional education and care teams, all while testing new models for transitioning Chamberlain students into nursing practice." 

The Chamberlain program encompasses interdisciplinary learning and simulation training that supports clinical experiences for nursing students.



Chamberlain College of Nursing students at the Ochsner Transition to Care Ceremony



Ongoing CPR education at the Sim Center


THE SIMULATION CENTER: Leveraging Tech to Make Care Safer

Hands-on training with real patients has been part of medical education for centuries. But what if, through technology, you could familiarize clinicians with nearly any action or event they might encounter in a hospital, and do it safely, effectively and as often as needed?

That's the idea behind the Ochsner Clinical Simulation and Patient Safety Center – what we call the Sim Center. It delivers high-quality experiential learning to Ochsner team members across our health system. The 8,500-square-foot training facility is equipped to simulate everything from patient transfers to communicating with patients, trauma response and advanced surgical techniques. It utilizes high-fidelity human patient simulators to mimic the physiologic functions of a real patient, allowing medical personnel to acquire and practice clinical skills in a safe but realistic environment. The center includes outpatient exam rooms, ICU rooms and operating rooms, as well as space for briefing before and after a simulation scenario.

The benefits of learning through simulation are many. Simulation provides the opportunity for a standard curriculum over a period of time that a medical professional

might not encounter through rotations and day-to-day practice. From practicing CPR in response to cardiac arrest to simulating what happens during labor and delivery – the training scenarios are nearly limitless. Through practicing with simulations, Ochsner clinicians can experience firsthand how to react to potential scenarios that could arise with patients. Simulation is also aligned with how most adults prefer to learn – putting theory into practice by physically performing a task. In 2018, the Ochsner Clinical Simulation Center for Patient Safety provided over 22,000 simulation training scenarios to practicing clinicians, students, residents and fellows across the system.

The work of Sim Center director Michael Smith, MD, has been recognized for taking the training benefits of simulation technology to a whole new level. In 2018, Dr. Smith received the Innovation in Simulation Award from the Society for Academic Emergency Medicine's Simulation Academy. "We are dedicated to making sure our patients receive the best care possible and are driven to look for ways to improve patient safety," says Dr. Smith. "I'm truly honored to be recognized by my peers for the innovative work we are doing every day at the center." 



Regional Impact

Ochsner's healthcare footprint is the region's largest, and our clinical capabilities are unmatched. Today we are building on those fundamental strengths by addressing unmet needs across Louisiana and the Gulf South. Through new and expanded facilities and a broader service offering, we are putting world-class, compassionate care within reach for more people across our region – from Baton Rouge and Shreveport to New Orleans and the Mississippi Gulf Coast.



Ochsner Medical Complex – The Grove

BATON ROUGE: Our Commitment to the Community

Ochsner has long focused on growing to serve patients in the Greater Baton Rouge region and beyond. The capital region is home to Ochsner Medical Center – Baton Rouge, a full service, 150-bed facility, as well as 13 health centers across Ascension, East Baton Rouge, Iberville, Livingston and Tangipahoa parishes. More than 2,000 employees, including more than 180 physicians and advanced practice providers, are dedicated to outstanding patient care for Baton Rouge-area patients, and in fall 2018 Ochsner Medical Center – Baton Rouge earned its seventh consecutive Leapfrog A Grade for patient safety.

This already robust presence in greater Baton Rouge is being further strengthened with the opening of Ochsner Medical Complex – The Grove. Located adjacent to I-10, this 255,000-square-foot medical complex is the largest single project ever undertaken in Ochsner's history. The Grove is a five-story medical office building and next-generation surgical hospital, which includes 10 overnight-stay optimal hospital rooms. The facility offers primary and specialty care, full-service diagnostics, surgical suites, non-invasive procedures, and physical and occupational therapy spaces, among other services.

Every aspect of The Grove's innovative, forward-thinking approach has been designed with patient needs in mind. Greeters welcome patients and help guide them to either traditional registration or assist in using Ochsner's new electronic registration kiosks. With nearly 250 exam and procedure rooms, The Grove's medical office building has 40% more capacity than the facility it replaced and is capable of seeing more than 2,000 patients every day. We welcomed 21 new physicians in 2018, and we will continue to add to our Baton Rouge staff.

Additionally, a large retail pharmacy quickly dispenses prescriptions to clinic patients after their appointments and delivers prescriptions to patients in the hospital before they go home. The MRI Caring Suite is truly state-of-the-art, with precise imaging capability and quiet technology that's combined with a customizable patient experience that includes music, adjustable lighting and video. And the occupational and physical therapy space features a large open concept, perfect for one-on-one rehabilitation, and a PT gym that offers aqua therapy.

The Grove also features a large O Bar, a retail space staffed by a technology specialist that offers the latest in interactive health technology to help patients seamlessly manage their health and wellness. More than 1,000 patients in the Baton Rouge area have already enrolled in our hypertension, diabetes and maternity digital medicine programs. The O Bar is perfect for them and other patients who want to leverage technology to improve their health. It offers a variety of physician-recommended products, such as activity monitors, wireless blood pressure monitors and scales, as well as guidance on the right digital product or app for each patient's needs. 

DR. JAY BROOKS: Providing Supportive Care to Treat a Rare Disease

During his nearly four decades in medicine, Jay Brooks, MD, chairman of Ochsner's Baton Rouge Hematology/Oncology Department, has been faced with a wide array of complex conditions and unique cases. Rarely, though, was a patient diagnosed with paroxysmal nocturnal hemoglobinuria, known as PNH, a blood disease that causes red blood cells to break apart, and is diagnosed in fewer than 500 U.S. patients annually. Rarer still was Allison Parker, his PNH patient who had begun a pregnancy. Few physicians anywhere encounter such cases. In fact, during his long career, Dr. Brooks had never managed a pregnant patient with PNH, a condition which can create numerous severe risks for both mother and baby.

Allison Parker was initially diagnosed with PNH as a teenager. Monitoring and treatment of the disease, including bone marrow biopsies and bi-weekly IV infusions of a rare, expensive medication, Soliris, can be daunting. Allison had been under Dr. Brooks' care for several years and was coping with the disease well, pursuing a career as a cardiovascular sonographer and marrying in 2014. But managing PNH through a pregnancy created an entirely new set of challenges.


"Dr. Brooks said, 'Everything's going to be OK, we're going to do this,'" recalls Allison. Yet Dr. Brooks knew the road ahead would not be without challenges. "I was nervous for

her – it's a rare disorder. We managed her well over the years, but this was a new variable."

Dr. Brooks reviewed existing research on PNH and contacted the company that makes Soliris to discuss its effects on Allison's pregnancy. Her dosage was increased in amount and frequency, daily shots were administered to lower the risk of blood clots and, as her pregnancy progressed, blood transfusions were performed every other day.

When the obstetrics team induced labor at 37 weeks, labor and delivery were uneventful and Allison and her husband Robert welcomed their first child, a healthy baby girl they named Macklyn.

Allison wept when she introduced Macklyn to Dr. Brooks, who shared the family's joy at the new arrival. The pregnancy went so well that Allison decided to become pregnant a second time. Management of this pregnancy was easier, guided by what Allison and the clinical team had learned previously, and the Parker family welcomed a healthy boy, Garrett.

For this Baton Rouge-area family, the expert, compassionate care of one Ochsner physician and his clinical team has not only been a life saver – it has also been a life giver. 



Jay Brooks, MD, Chair, OMC – Baton Rouge Hematology/Oncology and patient Allison Parker

Powering Up the Fight Against Cancer

According to the National Cancer Institute, 40% of Americans will receive a cancer diagnosis during their lifetime. Cancer's prevalence and its impact on so many families in our community calls upon us to do more to up our game in the battle against the disease. With the opening of Ochsner Cancer Center – Baton Rouge and the expansion of the Gayle and Tom Benson Cancer Center in New Orleans, we're delivering new resources to benefit the thousands of patients who come to us for cancer treatment each year.


The opening of Ochsner Cancer Center – Baton Rouge significantly increased our capacity to treat patients in the Greater Baton Rouge Parish and surrounding areas. The new facility doubled the space dedicated to cancer services to 20,000 square feet, including 15 personalized and semi-private patient chemotherapy infusion stations. Multidisciplinary care is the foundation of Ochsner's approach to cancer treatment, and the new center allows us to deliver the full array of diagnostic and therapeutic capabilities under one roof – close to where our patients live.

Since its opening in 2010, the Gayle and Tom Benson Cancer Center has cared for patients from 49 states and 22 countries and has produced five-year survival rates for the four most common types of cancer – breast, colon, lung and prostate – that significantly surpass national averages. Gayle and Tom Benson provided the initial \$5 million gift to establish the center, which was followed by their additional \$20 million gift to fund a major expansion of the facility.



When complete in 2020, the \$50 million project will add six stories and 115,000 square feet to the space, doubling the size of the Benson Cancer Center while adding capacity for 30 more physicians and allowing us to care for nearly 10,000 additional patients every year.

Notable features include 26 personalized and semi-private patient chemotherapy infusion stations as well as dedicated infusion and clinic spaces for bone marrow transplant patients. Innovative efforts like our Precision Cancer Therapies Program that targets treatments to the individual and our new genomics program that will be able to predict the likelihood of cancer based on genetics and family history will play a key role within the new facility.

In addition to more space and equipment, the project reinforces Ochsner's commitment to collaborative, patient-centered care using the latest technology, innovative treatments and a compassionate, holistic approach. We focus on the whole patient, not just on treating the tumor. A patient wellness space will include areas dedicated to yoga, meditation, patient education and support groups, and access to services such as massage and acupuncture. It's all in an effort to provide patients with a better experience and let them walk away a stronger person. 

SHREVEPORT & MONROE: Advancing Care in North Louisiana



Medical Technologist Lakisha McClinton in the lab at Monroe Medical Center

When public policymakers, Louisiana’s leading health system and community stakeholders come together in a spirit of collaboration to address big challenges, good things happen for all. That was the outcome of a groundbreaking 2018 agreement that created a new, co-branded health system: Ochsner LSU Health Shreveport. It is a model public-private partnership that benefits patients, physicians, medical students and the residents of Shreveport, Monroe and surrounding communities.

For years, northern Louisiana and its 850,000 residents have been challenged by physician shortages and inadequate access to care. Governor John Bel Edwards stepped forward to ask how Ochsner, as the state’s leading health system, could improve access to high-quality healthcare in the region. The result of those conversations was a winning partnership that allows Ochsner to work together with the state to improve healthcare services, enhance medical education and advance critical research.

Under the new structure, Ochsner has full management responsibility for the operations of our partner hospitals in Shreveport and Monroe, clinics and the clinical activity of the Ochsner LSU Health Shreveport Physician Group. LSU continues to oversee the LSU Health Shreveport School of Medicine, the School of Allied Health Professions and the School of Graduate Studies.

Several strategic priorities guide our work to better meet the healthcare needs of residents of North Louisiana. Together, we are committed to:

- Improve current facilities, including operating rooms and intensive care units;
- Implement technology improvements;
- Develop initiatives to improve quality and outcomes, including launching a hospitalist program;
- Improve access to care by adding more physicians and new locations that include an ambulatory care center, a diagnostic imaging center and urgent care clinics among other specialties;

- Advance digital and telehealth capabilities; and
- Emphasize community health and well-being by broadening our primary care network and by launching programs to empower patients to stay healthy while managing chronic disease.

“While the Ochsner LSU Health Shreveport partnership is less than one year old, we’re already achieving tangible benefits for patients and the community at large.”

Pete November



“While the Ochsner LSU Health Shreveport partnership is less than one year old, we’re already achieving tangible benefits for patients and the community at large,” says Pete November, Ochsner Chief Administrative Officer and Executive Vice President of Digital Health and Corporate Services. The scheduling backlog has been reduced by 55%, so patients are able to make appointments with their clinicians more quickly. While clinic visits have increased, time in the waiting room has also decreased. And, importantly, 70 new physicians have come on board in key specialties like cardiology, surgery and orthopedics, as well as new primary care physicians to staff community practices.

The research and education component of this partnership is exciting as well. Our goal is to jointly grow our Medical and Graduate Medical Education programs to recruit top candidates and train more healthcare providers. Initiatives include expanding the LSU medical school in Shreveport from 126 to 150 students annually and increasing investments in new technology and clinical care training. Adding the 280 residents at LSU to more than 500 residents at Ochsner makes us the largest educator of physicians in the state.

25%

of patients discharged from our hospitals every year require highly specialized post-acute care before they can return home.

Physical therapy gym at Ochsner Rehabilitation hospital in partnership with Select Medical

WEST CAMPUS & RIVER PLACE: Closing Care Gaps

In 2018, Ochsner opened two major new facilities that address previously unmet patient needs – and do so by implementing innovative, groundbreaking models of care delivery.

Every year more than 25% of patients discharged from our hospitals, some 17,000 people, require highly specialized post-acute care before they can return home. But until recently there's never been a facility that addressed the diverse needs of these patients all in one place. Last year that changed with the opening of the newly created West Campus on Jefferson Highway in New Orleans, Louisiana. West Campus establishes a new approach to coordinated care. The five-story, 130,000-square-foot building offers a skilled nursing facility, an inpatient rehabilitation hospital and a long-term acute care unit – together under one roof.



Ochsner West Campus

This state-of-the-art facility ensures patients receive the highest level of integrated, post-acute care upon discharge from the hospital. The three co-located hospitals at West Campus are:

Ochsner Rehabilitation Hospital in partnership with Select Medical

The new inpatient rehabilitation hospital doubled our previous bed capacity to 56, including eight beds dedicated to the unique needs of patients with brain injuries. Patients recovering from stroke, neurological disorders, brain and spinal cord injuries, and specific diagnoses related to transplant, cardiac and cancer, among other conditions, benefit from the skill of nearly 185 therapists, nurses and other specialists.

Ochsner Extended Care Hospital

Created in partnership with LHC Group, a leading national provider of long-term acute healthcare services, Ochsner Extended Care Hospital delivers intensive and specialized care for some of our most critically ill patients. It features state-of-the-art equipment across 32 private rooms, including five high-observation beds similar to those found in an intensive care unit.

Ochsner Skilled Nursing Unit

For patients in need of short-term rehabilitation or those with chronic conditions that require longer-term care, this unit's healthcare professionals and staff deliver highly skilled medical care.

River Place Behavioral Health: A Larger Commitment to Vital Mental Health Services

One in four individuals will report the need for mental health services in their lifetime. Yet, for years, Louisiana has ranked near the bottom for access to mental health services, a shortage largely due to the closure of many beds previously available at state facilities. Recent population estimates identified a shortage of more than 400 behavioral health beds in the New Orleans and Baton Rouge areas.

In 2018, Ochsner took a major step toward closing that gap with the opening of River Place Behavioral Health in LaPlace. This new 82-bed psychiatric facility offers hope, healing and individualized treatment planning to address a wide range of mental health needs. Through a joint venture, Ochsner partnered with Acadia, a national leader in behavioral healthcare services, to repurpose the previous River Parishes Hospital building and create a four-unit facility designed for the safety and comfort of both patients and staff.

One in four individuals will report the need for mental health services in their lifetime. Yet, for years, Louisiana has ranked near the bottom for access to mental health services.


River Place provides an adult care unit for patients struggling with depression, anxiety, bipolar disorder, PTSD and other behavioral health issues. A dual diagnosis unit treats patients with substance use disorders and related conditions. Finally, a geriatric psychiatric unit delivers



River Place Behavioral Health

personalized treatment for patients 65 years or older. The unit includes special features such as wider sidewalks and seating areas to accommodate wheelchairs and walkers.

At River Place, a multi-pronged approach to therapy encourages the healing of mind, body and spirit. Individual therapy allows opportunities to process the successes and setbacks of the recovery process in a confidential setting, while group therapy allows patients to foster a sense of community connection. An interdisciplinary care team of social workers, psychiatrists and pharmacists work together to quickly stabilize newly admitted patients, then develop an outpatient treatment plan so patients can get back to their everyday lives. River Place is Acadia's first facility to open using an electronic health record, extending the patient benefits of Ochsner's Epic platform to this unique patient population.

Both West Campus and River Place are pioneering innovative delivery models while closing care gaps that benefit our community and thousands of patients annually. 



Yoga participants at River Place Behavioral Health

ST. TAMMANY PARISH HOSPITAL: Partnering for Comprehensive Healthcare Solutions




Through a strong collaboration that includes enhanced capabilities in neurosciences and other specialties, Ochsner and St. Tammany Parish Hospital (STPH) are delivering high-quality care to better meet the needs of patients in the North Shore community.

Since the inception of Ochsner’s partnership with STPH, our joint focus has been on improving quality, advancing patient-centered technology and increasing access. The partnership has enabled expanded services, including enhancements to neurology, neurosurgery and stroke care, pediatrics, cardiology, orthopedics, and therapy and wellness. Neurological services have been infused with leading-edge technology, including robotic cameras, brain navigation devices and 3D visualization.



St. Tammany, Ochsner and community leaders break ground on an expansion project

The enhancements have led to significant growth in the number of patients treated in neurology, neurosurgery, cardiology and other specialties. Because of STPH’s

expanded capabilities, today more North Shore patients are getting the exceptional care they need close to home. 

SLIDELL MEMORIAL HOSPITAL: Effective Teamwork Delivers Live-Saving Stroke Care



Coach Greg Battistella and family

Beloved by his players, his school and the entire community, Lakeshore High School football coach Greg Battistella, affectionately known as “Coach Batt,” suffered a stroke on the sideline during a game and was rushed to the Slidell

Memorial Hospital (SMH) Emergency Department. The situation was life threatening, but he was soon stabilized and further treated for his condition. Under the care of the OMC – North Shore Physical Medicine and Rehabilitation team, Coach Batt participated in intense daily physical, occupational and speech therapy on his road to recovery.

Today Coach Batt can be found back on the sideline, and his recovery has been an inspiration to everyone. “I used my players and Lakeshore football as my own personal rehab – since they never quit on me, and I wasn’t about to quit on them,” Coach Batt recalls. “Eight or nine weeks after this incident, I was playing golf and spending time with my family. My family and friends never left my side. I give all the credit to my doctors, nurses and God. I knew I was in good care at SMH, who saved my life.” 

DR. LAWRENCE HABER: Providing Innovative Treatment to Transform a Young Girl's Life



Ochsner Hospital for Children Orthopedic Surgeon Lawrence Haber, MD

Running, jumping, tumbling, swimming, riding a bike – these are some of the most joyous activities of childhood. But, because of a congenital spine condition, they were all out of reach for young Mary Coleman of Hazlehurst, Mississippi. Mary was about two years old when her family noticed the onset of her back problems. “She just couldn’t do a lot of things the other children could do,” says her grandmother, Jan Coleman.

Notes her physician, Dr. Lawrence Haber, a pediatric orthopedic surgeon at Ochsner Hospital for Children, “Mary was diagnosed with early onset scoliosis. That means she had a curve in her spine that started at a very young age, much younger than usual.”

The traditional treatment approach for the most severe cases of scoliosis is surgery to implant rods to correct the curvature. But as the child grows, repeated surgeries, with the potential for complications and infections, were typically required to lengthen the devices and continue to control the condition.

In recent years, innovative new technology has been developed: magnetically adjustable rods that are implanted a single time. They are designed to be lengthened non-invasively using a remote-controlled device.

Recalls Dr. Haber, “In Mary’s case, being six years old and needing spine surgery, she was a great candidate for magnetically controlled rods. We put them in through

two small incisions, with four screws at the top and four at the bottom to anchor to the spine. Later, we utilized an electronic device used outside the body to activate the rods and make them longer. It has worked tremendously well.”

Dr. Haber performed Mary’s surgery at Ochsner Medical Center in New Orleans and saw her in Jackson, Mississippi, after the surgery to perform the adjustment procedures. The Colemans were grateful that Dr. Haber and his team had a spinal health center in Flowood, near their home in Mississippi, allowing the family with four kids to avoid a tiring trip to New Orleans. Ochsner’s pediatric orthopedists see patients at Ochsner Health Center – Jackson two to three times a month, allowing for patients to have access to the care they need close to home.

“Dr. Haber helped my spine get straight. Now I can do flips, swim, jump, ride my bike. They helped me and loved me. They cared for me.”

Mary Coleman
Ochsner Hospital for Children patient

According to Jan Coleman, “Now it’s been two years and Mary’s just a different child. She’s happy, she’s more independent, and she’s willing to accept challenges that she never would before.”

Thanks to Dr. Haber’s care, Mary’s life has been transformed. Says Mary, “Dr. Haber helped my spine get straight. Now I can do flips, swim, jump, ride my bike. They helped me and loved me. They cared for me.”

Her grandmother says it best: “I told Dr. Haber, God gave you a talent. And with that talent, you took my baby and gave her a new life.”

WALMART: Partnering to Create a Game-Changing Healthcare Solution

Walmart 




With the new Ochsner Accountable Care Plan (ACP), Walmart associates now have a plan that simplifies, lowers or eliminates copays, coordinates care and provides access to thousands of providers.

Improved quality and a better patient experience all while reducing healthcare costs – it’s a goal that many employers are finding difficult to achieve through traditional delivery models. Offering high-quality, affordable healthcare is an important differentiator for employers and can be instrumental in helping them recruit and retain the best. Yet rising costs present a significant challenge. In 2018, Ochsner Health Network (OHN) and Walmart came together with a common goal to create a new paradigm, one that benefits Walmart and Sam’s Club associates in the New Orleans Metro, North Shore and Baton Rouge communities.

With the new Ochsner Accountable Care Plan (ACP), Walmart associates now have a plan that simplifies, lowers or eliminates copays, coordinates care and provides access to thousands of providers – including 200 primary care physicians and 1,300 specialists who are part of OHN in the participating regions. In addition to Ochsner hospitals and clinics, included in the plan are St. Tammany Parish Hospital, Slidell Memorial Hospital, along with their aligned community providers in St. Tammany Quality Network and Ochsner Physician Partners. The ACP is available to associates at lower cost than a traditional preferred-provider organization plan.

To ensure that Walmart associates get the right care in the right place at the right time, ACP participants have access to patient engagement specialists via a 24-hour call center designed specifically for plan participants. Patients are directed to the most appropriate care within the network, and a coordinated complex case management program is designed to make sure the individualized needs of each patient are being met.

Notes Lisa Woods, senior director of U.S. Health Care Benefits at Walmart, “Our associates are very important to us, and our Accountable Care Plans are one way we help ensure they and their families receive the highest quality of care. The benefit to patients is significant, and partnerships with providers like Ochsner Health Network help us improve quality for our associates.” 



Workplace Strength

At Ochsner, we know that positioning our employees for success and creating a world-class workplace is vital to achieving our goals for patients, their families and our communities. We've made unquestionable progress to enhance employee engagement and to make our work culture more diverse, inclusive and welcoming to everyone. Our investments in professional development and a significantly increased minimum wage, as well as initiatives to support the financial well-being of employees, are all focused on ensuring that we attract, develop and retain the very best talent in healthcare.

Building a Stronger Workforce



Lauren Atkins, Registered Nurse, Ochsner Medical Center – West Bank Campus

At Ochsner, we recognize that our ability to effectively serve patients through superior quality and a great patient experience is directly tied to our success in attracting, retaining and developing a world-class workforce.

Minute by minute, day in and day out, the dedication of over 25,000 Ochsner employees in our 40 owned, managed and affiliated hospitals and over 100 health centers and urgent care centers makes all the difference for our patients. Whether the task is performing a complex surgical procedure, ensuring that a recovering patient receives the medication they need, supporting a first-time mom as she begins labor and delivery, or helping a patient schedule tests and manage their chronic disease, it is the people of Ochsner who fulfill our vision to change and save lives.

The decisions we make and the priorities we set create the foundation for our reputation as an employer of choice. Sustaining that reputation requires a commitment to competitive pay and benefits, abundant opportunities for career advancement and training, a diverse and inclusive work environment, and an engaging workplace that values the contributions of every team member.

Ochsner's pledge to continuous improvement throughout all of these workplace and workforce priorities has translated into significant gains in workforce engagement, which measures best-in-class among healthcare organizations.

In 2018, our annual engagement survey found 57% of employees were actively engaged. That is the highest level in our history and nearly double our engagement score in 2012.

In 2018, we were proud that our Board of Directors took a major step on behalf of employees when it approved an increase in Ochsner's minimum wage from \$8.10 to \$12.00 an hour, a 48% increase. This change benefited approximately 1,200 team members and their families and, for some, represents a life-changing improvement in their family finances. We consider it a worthwhile investment that also strengthens our ability to recruit the very best.

Our concern for the financial well-being of our employees extends to other initiatives as well. We promote financial wellness through programs like SoFi, to reduce student loan expense. Since inception it has refinanced more than \$500,000 in student loan debt for Ochsner employees. Additionally, some 3,000 employees have accessed financial solutions from CreditWorks, designed to lessen the need for high-interest payday loans and to help in emergency situations. ♡



25,000+
Ochsner employees



40
owned, managed and
affiliated hospitals



100+
health centers and
urgent care centers

Investing in Career Growth

Developing our team members professionally strengthens our organization with new skills and capabilities, fosters career growth for employees and deepens engagement across the organization. We are committed to making significant investments in top-tier learning programs that inspire, connect and develop our team. There is no doubt that education is one of the most important components of our ongoing journey to excellence.



Julie Hess, Registered Nurse Supervisor, Ochsner Medical Center – West Bank Campus

We offer a host of courses that provide opportunities for career growth at every level. IMPACT is a six-week workforce development program available to front-line healthcare professionals that develops advanced skills like cognitive strategies. Patient Access Academy is available to current representatives to improve everyday skills like chart management and patient communication.

The Ochsner Leadership Institute (OLI) was created to provide free professional education for all Ochsner leaders. It offers a wide range of online podcast and in-person courses aligned with best practices and the unique needs of our

team members. Course participants tackle some of the most compelling topics in healthcare today, like population health and developing a consumer-focused mindset, as well as focused individual and people leadership training. OLI's goal is to better prepare our leaders to confront challenges, seek opportunity and ignite enthusiasm around best practices in healthcare and leadership. The executive team and other top-performing leaders serve as the primary instructors.

In 2018, we launched two new training and development initiatives in partnership with Tulane University School of Public Health and Tropical Medicine. In its first year the Physician Leadership Graduate Certificate Program had 31 physician participants, with a curriculum focused on preparing physicians to lead complex, integrated healthcare delivery systems. The program equips students with quantitative and evidence-based management and leadership skills. The Administrative Leadership Graduate Certificate Program enrolled 41 administrative leaders in its first year, with a training emphasis on leadership, operational strategy, innovation and financial management.

Offered free of charge, these programs are designed to help Ochsner leaders advance their careers while earning graduate certificate credit.

We're proud that our success in developing a world-class workplace has been recognized by Forbes, which named Ochsner a Best Employer for New Graduates, and Indeed.com, which named us one of its Top-Rated Workplaces in the Best Hospitals category. Additionally, Ochsner Health System President and CEO Warner Thomas received a Glassdoor Employees' Choice Award honoring the Top CEOs in 2018.



John Langley, MD, Emergency Medicine, huddles with the team at Ochsner Medical Center – West Bank Campus



Ochsner physicians Shontell Thomas, MD, Sheena Pullman, MD, Juan Carlos Torres, MD, John McCrossen, MD and Diana Farge, MD

OCHSNER TODAY: Diverse, Inclusive and Community-Minded

We strive to be a healthcare system that puts people first and serves others with compassion. Ochsner can't achieve that goal unless we foster a workplace culture that is diverse and inclusive and encourages every employee to bring their whole selves to work every day. That's why we've established best practices that embrace diversity and inclusion throughout our health system as we work to change and save lives. We're developing a strong community model based on diversity, social and economic equality, respect and a sense of purpose and responsibility.

Playing a central role in this effort are our Ochsner Resource Groups (ORGs). Launched in 2017, they have rapidly increased in number and employee participation. Our ORGs now include nearly 2,600 employees, more than 10% of our workforce. Women and men in these ORGs are united around issues that matter to them, from gender and racial bias to what it means to be a young professional or a member of the armed forces.


Although ORGs are still relatively new, the contributions they are making are both exciting and meaningful. ABLE, our African-American ORG, has been instrumental in community outreach efforts to the historic Shrewsbury neighborhood in Jefferson Parish. ABLE members helped create a new community garden, and members participated in our Medical Assistant (MA) Shrewsbury training program, which opens the door of opportunity in healthcare roles to individuals from underserved communities. The Vet Force 1 ORG introduced "Code Red, White and Blue" across our

Ochsner Resource Groups now include nearly 2,600 employees, more than 10% of our workforce.

hospitals, a program to honor and recognize any military member who passes away while in our care, and the group has also been active in supporting veterans in need in our community. Ochsner Pride, the LGBTQ resource group, has focused its efforts on educating health professionals about the health disparities that exist for the more than 20,000 older LGBTQ people living in the Greater New Orleans Area.

ORGs not only provide an opportunity for team members to rally around common interests and create impactful programs in our community, but they also foster increased employee engagement. In our most recent engagement survey, employees who are also ORG members report active engagement scores that are four percentage points higher than the already high levels found systemwide.

New Opportunities to Enhance Inclusion

We believe that in healthcare, there has not been enough focus or training to help team members recognize our own implicit bias – the attitudes or stereotypes that affect our understanding, actions and decisions in an unconscious manner. We recognize there's more we can do to improve our interpersonal skills and enhance understanding, so we're challenging ourselves to make our culture even more inclusive. In 2018, we began to develop a comprehensive program to address unconscious bias, which we will address through new learning opportunities for healthcare professionals at all levels. 



Innovative Care

At Ochsner, innovation is brought to life each time we find new ways to improve healthcare outcomes for the people we serve. Where will you find our innovations at work? In new technology and new surgical techniques to correct heart defects in children.

By precisely targeting cancer through the power of genomics and new clinical trials. When we deploy technology to make care available anytime, anywhere or to better manage chronic disease.

These are some of the ways that innovative care helps patients get well faster and lets them live longer, more fulfilling lives.



85% to 90%

of babies born with congenital heart defects are expected to reach adulthood as a result of advances in medicine.

Patients enjoy drawing on the chalkboard at Ochsner Health Center for Children

DR. BENJAMIN PEELER: A Lifelong Approach to Cardiac Care

Cardiac problems in infants and children are not only deeply concerning to parents and families, they're also more common than you might expect. "Somewhere around 1 in 100 children is born with a congenital heart defect," explains Ochsner's Benjamin Peeler, MD, Chief of Pediatric and Adult Congenital Cardiac Surgery. "There can be a tremendous variety of defects of the heart due to the heart's incredibly complex 3D anatomy."

Despite the risks, the outlook for a baby born today with congenital heart disease (CHD) is better than ever. As a result of advances in medicine, nearly 90% of babies born with CHD are expected to reach adulthood. However, these patients require cardiac care throughout their lives, which has led to the emergence of a brand-new subspecialty: adult congenital cardiology.

Ochsner's growing congenital heart program offers the full spectrum of care, from fetal diagnosis, to care of newborns, infants and children, all the way through treating adults with CHD. Our team includes three congenital cardiac surgeons led by Benjamin B. Peeler, MD; a large and growing group of pediatric cardiologists, including interventional cardiologists; imaging specialists; adult congenital cardiologists; pediatric anesthesiologists; pediatric intensivists and nurses; critical care cardiac specialists; and perfusionists, who operate heart-lung machines during cardiac surgery. In addition, Ochsner's around-the-clock Patient Flow Center is capable of coordinating and dispatching transport services for critically ill cardiac patients, getting them to Ochsner quickly and safely for treatment.

For more than 40 years, parents from around the world have entrusted their children's care to the pediatric cardiology team at Ochsner Hospital for Children. Now, we have a brand-new, 12-bed pediatric cardiac intensive care unit with state-of-the-art private rooms for each patient. "Ochsner's status as part of a large health system enables relationships with pediatricians and pediatric cardiologists throughout the state," Dr. Peeler says. "This allows us to offer care in a highly coordinated manner."

The approach is delivering exceptional results. In 2018, Ochsner achieved 100% survival rates of neonatal heart surgery, child heart surgery and Norwood procedures, substantially higher than national averages, according to the Society of Thoracic Surgeons. Our high survival rates are the result of daily coordination among our team of expert health providers. For both children and adults with CHD, there's no better place in the Gulf South to seek care.

One of Dr. Peeler's young patients, Caleb Bynum, and his family experienced the full range of Ochsner's pediatric cardiac capabilities. Born with CHD, Caleb by the age of four needed a pacemaker implanted. Subsequently, his condition rapidly worsened as he developed cardiomyopathy, a weakening of the heart muscle. Caleb's condition was so dire that he was placed at the very top of Louisiana's transplant list. To give Caleb vital time until a human heart became




Benjamin Peeler, MD, Chief of Pediatric and Adult Congenital Cardiac Surgery

100%

survival rates of neonatal heart surgery, child heart surgery and Norwood procedures in 2018 – surpassing most national peers.

available, Dr. Peeler and the Ochsner team installed a Berlin Heart, a ventricular assist device or pump that maintains blood flow in babies and small children with serious heart failure. It was an Ochsner first, and it worked perfectly until a donor heart was located and the transplant surgery was completed.

Today Caleb is thriving, and his mom Renita Bynum Dominique is filled with appreciation. "Thank you. That's such a small word. There should be another word you can use for someone who is giving you the gift of life." 

Offering Care Anytime, Anywhere

As Ochsner evolves – caring for more people in more places to improve the health of our region – we’re also providing more convenient and cost-effective ways to access care.


For patients with time constraints or transportation, mobility or access challenges, virtual visits are now the fastest way to get real-time care. One new access point is Ochsner Anywhere Care, offering virtual visits with urgent care and behavioral health providers. Using an app on their mobile device, patients can connect via secure, live video with board-certified physicians and advanced practice providers to address their health needs.

During the virtual visit, providers may diagnose, prescribe medications or suggest follow-up care. If appropriate, providers will refer patients back to their regular primary care team – or recommend a physician when a new relationship is needed.



Patient Katie Kelly and son conduct a virtual visit at home

We aim to complement in-person appointments with real-time care that gives providers a fuller picture of patient health.

The personal relationships that our care teams build with patients are one of our greatest strengths. Through Ochsner Anywhere Care, as with other technology-powered offerings, we aim to complement in-person appointments with real-time care that gives providers a fuller picture of patient health. 



Ochsner Anywhere Care offers virtual visits to patients through live video



Bringing Precision Cancer Care Closer to Home

Marc Matrana, MD, Medical Director of the Ochsner Precision Cancer Therapies Program, counsels Ochsner patient Dianne Savoy

What if cancer treatment targeted tumors not based on their location in a patient's body, but rather on a patient's unique genetic code? What if this code allowed oncologists to identify the medications that would work best for each individual, including cutting-edge therapies that are just being developed? And what if patients here in the Gulf South could access this type of treatment right here at home?

Through the Ochsner Precision Cancer Therapies Program (PCTP), these "what-ifs" are becoming reality – and saving lives. Precision cancer therapy begins with the premise that the most effective treatment can be different for every patient. It attempts to better diagnose, treat and cure cancer by understanding how genes, the environment and lifestyle factors contribute to disease and affect outcomes. Experts then translate this information into new tests and therapies that help them detect disease early based on risk factors and design treatments customized for the individual.

PCTP is powered by relationships with the Translational Genomics Research Institute (TGen) and Strata Oncology, which allow us to offer free, next-generation genome sequencing to nearly every cancer patient we see. Based on a patient's genomic profile, we then attempt to match patients with ongoing clinical trials that may help them.

“In some cases, this allows us to pair patients with drugs that we would not have otherwise considered,” says Marc Matrana, MD, Medical Director, Ochsner PCTP. “And in many cases, it allows us to take that genomic information and stratify patients into trials. For patients, that can literally mean the difference between life and death.”

In 2018, the Association of Community Cancer Centers named **Ochsner’s Precision Cancer Therapies Program** a recipient of the ACCC Innovator Award.

Participating in early-phase trials offers many advantages to patients. “Patients have access to the most innovative therapies on a clinical trial,” Dr. Matrana says. “They have access to an expert treatment team. And they also tend to have better outcomes.”

But before PCTP began, participating in a clinical trial was out of reach for many in the Gulf South. The closest hospitals conducting early-phase clinical trials for cancer

treatments were in Houston, Texas and Birmingham, Alabama. Now, we are bringing promising early-phase clinical trials to our region, helping patients stay close to family during treatment and follow-up.

While the therapies prescribed to PCTP patients are highly customized, Ochsner’s overall treatment approach to cancer is broad and holistic. Multidisciplinary care allows patients to work with a team of specialists, including surgeons, medical oncologists, radiation oncologists and more. A care team may also include less obvious partners such as nutritionists, psychologists and even yoga instructors. “Outcomes are better when an integrated approach is taken,” says Brian Moore, MD, Medical Director of the Ochsner Cancer Institute. “We focus on the whole patient, not just treating the tumor.”

PCTP has ramped up in record time, exceeding its goals in terms of the number of patients enrolled in clinical trials and number of lives saved. Notes TGEN Physician in Chief Daniel Von Hoff, MD, “It’s based on excellent patient care. And that’s what it’s all about when you are using investigational new therapies.” Going forward, PCTP hopes to bring trials to an even larger population. Says Dr. Matrana, “We’re extremely happy and very hopeful for a bright future.”



Torri McClendon, RN, Ochsner Precision Cancer Therapies Program



Going Digital for Better Health

Ochsner Hypertension Digital Medicine patient Gaylan Martineau

When Gaylan Martineau's blood pressure spikes, she's not alone in determining how to respond. Martineau is a participant in Ochsner's Hypertension Digital Medicine Program. She takes a blood pressure reading with one click in her home, and the results are uploaded to her smartphone, then automatically shared with her care team through our electronic health record system.

Martineau's readings might prompt feedback from her physician, her pharmacist or her health coach, who may suggest adjustments to her medication or diet and exercise changes to try. "It's so great to have the supportive team that I have," Martineau says. "You get a lot more out of it than just monitoring your blood pressure."

Thousands of patients have participated in this innovative, virtual program since it was launched in 2015. It has proven successful in integrating with traditional care and improving patient outcomes. After six months in the program, 79% of Ochsner Digital Medicine patients with elevated blood

pressure achieved their blood pressure goals, compared to only 26% of patients in a control group. Medication adherence increased for participants in the program by 7.5%, whereas it decreased by 2.5% over the same time period for members in the control group.

Now, the Digital Medicine platform has expanded to improve treatment for other conditions that benefit from regular monitoring, including diabetes. For people living with diabetes, keeping up with everything necessary to maintain healthy blood sugar levels can be a time-consuming and frustrating task. But traditionally,




Diabetes Digital Medicine patients receive care when and where they want it – using technology and the help of a dedicated Ochsner care team to empower them to stay in control of their health.

adjustments to medications and treatment plans are only made during visits to a provider a few times a year.

Using a connected glucometer, Diabetes Digital Medicine patients can measure blood sugar levels from anywhere and transmit results to their care teams for review. Patients receive regular feedback in the form of monthly progress reports as well as regular phone calls, text messages and other communications. The diabetes program launched in 2018, and more than 750 patients have already enrolled.

As Ochsner builds these programs, we continue to measure not only individual results, but also assess group differences in chronic disease management. After six months, the majority of participants in the Diabetes Digital Medicine program had reduced their hemoglobin A1C to goal levels, and patients' rates of low blood glucose events decreased by more than half. Patients reported less distress related to managing their condition, and providers became more effective at providing ongoing health maintenance, such as scheduling eye and kidney exams.

Richard Milani, MD, Ochsner's Chief Clinical Transformation Officer and Medical Director for innovationOchsner (iO), helped design and implement the Digital Medicine programs. He explains that continuous, real-time monitoring may improve patients' lives for many years into the future. "If we can catch issues early using our screening tools, we can better intervene to prevent serious complications that patients with diabetes are at risk for, like kidney failure and blindness." 



Remote Monitoring for Cancer Treatment

Brian Moore, MD, Medical Director, Ochsner Cancer Institute

Ochsner is also extending the Digital Medicine Program into cancer treatment. Dr. Brian Moore, Medical Director of the Ochsner Cancer Institute, is currently leading a pilot program using remote monitoring for patients receiving radiation and chemotherapy for head and neck cancer. Care teams monitor patients' weight, body temperature and activity levels sent from the patients' homes, allowing the care team to address any emerging problems proactively.

"Remote monitoring allowed my doctors to keep track of my nutritional intake, water intake and swallowing exercises as I went through cancer treatment," explains Cynthia Weatherly, an Ochsner patient. "I really appreciate that they were there for me constantly and always aware of where I was in my treatment. I think it built a really great relationship between my doctors and me."

Ochsner Digital Medicine is expanding healthcare to fill in the gaps between in-person appointments, allowing care teams and patients to work together to achieve optimal health. And it's succeeding by putting patient convenience first. By making more frequent and personalized interactions with the care team easy and ensuring patients receive follow-ups when and how they prefer, this platform is creating a new standard in patient-centered care and empowering patients to live their healthiest best lives.



Ochsner patients visit the O Bar at Ochsner Baptist



Nationally,
up to 50%
of antibiotics are inappropriately prescribed, meaning that physicians are writing prescriptions to treat conditions that antibiotics do not help.

Kellie Byrd, Pharm.D, consults with a patient at Ochsner Pharmacy & Wellness – New Orleans

Taking Aim at Infection in Innovative Ways

We've come a long way in understanding the role that bacteria play in our lives and health. Once, a minor cut could become fatal if infected. Today, powerful antibiotics target bacteria and often eliminate these risks – but too much of a good thing has caused new problems. Bacteria adapt and evolve in order to resist the effects of antibiotics, and these new strains of antibiotic-resistant “superbugs” are causing serious, even deadly, outbreaks around the world.

We won't solve this problem with the same tools that caused it. Ochsner is reducing its rates of antibiotic prescribing – and finding ways to limit the spread of certain bacterial infections without the use of drugs. These innovative approaches could provide a model for other health systems to reduce infections and antibiotic use as this problem grows.

Reducing Antibiotic Overprescribing

Multidrug-resistant organisms cause more than 2 million illnesses and at least 23,000 deaths in the U.S. alone. And doctors may be making the problem worse: up to 50% of antibiotics in the U.S. are inappropriately prescribed, meaning that physicians are writing prescriptions to treat conditions like the flu virus, which antibiotics do not help. In 2015, the White House released the National Action Plan for Combating Antibiotic-Resistant Bacteria, calling for a 50% reduction in inappropriate antibiotic prescriptions by 2020. Ochsner responded to this call to action with a number of initiatives that changed prescribing behavior across our system.

First, we educated providers on the facts related to antibiotic overprescribing and resistance. We provided educational posters created by the CDC that doctors could place in waiting rooms and exam rooms, designed to inform patients that antibiotics are ineffective for cold and flu symptoms – thereby reducing pressure on doctors to prescribe. Finally, we distributed “report cards” showing each physician’s rate of inappropriate prescribing in comparison to their peers. The interventions worked: after two years, one group of physicians tested reduced inappropriate prescribing from 52% to just 16%.

Stopping Infections Before They Happen

Clostridioides difficile, or *C. diff*, is a bacterium that causes gastrointestinal illness. It can be dangerous and even deadly for those with compromised immune systems, which is why it’s essential to keep this bug away from hospital patients.

Rather than waiting to react if and when *C. diff* infections occur, members of Ochsner’s innovation team wanted to find a way to determine which patients would be most likely to contract *C. diff* – and intervene before an infection happened. The team used an artificial intelligence-based

approach that had been used successfully to solve other challenges, including identifying hospital patients at risk for cardiac arrest. Using information contained in the Epic electronic health record system, the team was able to process large amounts of complex data and make more accurate predictions than care teams could on their own. Patients identified as being at-risk were put on a preventive program. After eight months of piloting this approach, Ochsner’s rate of *C. diff* infection decreased by more than 35%. 🏆



In 2015, the White House called for a 50% reduction in inappropriate antibiotic prescriptions by 2020. Ochsner responded with a number of initiatives that changed prescribing behavior across our system.



Thomas Huynh, Pharm.D, fills prescriptions at Ochsner Pharmacy & Wellness – Primary Care



About Ochsner Health System

Ochsner Health System is Louisiana's largest nonprofit, academic healthcare system. Driven by a mission to Serve, Heal, Lead, Educate and Innovate, coordinated clinical and hospital patient care is provided across the region by Ochsner's 40 owned, managed and affiliated hospitals and specialty hospitals, and more than 100 health centers and urgent care centers. Ochsner is the only Louisiana hospital recognized by *U.S. News & World Report* as a "Best Hospital" across three specialty categories, caring for patients from all 50 states and more than 70 countries each year. Ochsner employs nearly 25,000 employees and over 4,500 group practice and affiliated physicians in over 90 medical specialties and subspecialties and conducts more than 700 clinical research studies. Ochsner Health System is proud to be a tobacco-free environment. For more information, please visit ochsner.org and follow us on Twitter, Facebook, Instagram and LinkedIn.

Together With Our Partners, Ochsner Is Making a Transformative Impact



Delivering Excellence



The Ochsner Multi-Organ Transplant Institute surpassed 7,000 transplants performed and remains the largest transplant program in the nation for volume.



A new, dedicated urgent care oncology clinic opened at the Gayle and Tom Benson Cancer Center.

Since its introduction in 2017, more than 11,000 Ochsner patients have completed the at-home FIT test for colon cancer.



Ochsner became one of the first systems in the country to integrate artificial intelligence (AI) technology into patient care workflows to detect health patterns in real time.

Our Hypertension Digital Medicine Program has successfully controlled blood pressure in 71% of previously uncontrolled patients within the first 90 days.

4,000

Ochsner employees volunteered more than 4,000 community service hours through Operation Outreach, while 879 Ochsner Service Corps participants volunteered nearly 7,000 hours.



Ochsner's Eat Fit initiative expanded statewide, offering healthy, nutritious dining options beyond the New Orleans community to Lafayette, Lake Charles, Shreveport and Baton Rouge.

Some 2,600 employees were active members of six Ochsner Resource Groups dedicated to fostering connections built on respect, diversity and inclusion.



After five years of strategic partnership, Ochsner entered a long-term lease with Hancock County and Hancock Medical Center to officially become Ochsner Medical Center – Hancock.



Ochsner earned a 20% reduction in all-cause harm and a 23% reduction in hospital-acquired infections.

11,000

In one year, Ochsner increased breast, cervical and colorectal cancer screenings by 11,000 and raised the adolescent HPV vaccination rate by 38%.



Our employees and physicians contributed more than \$2.2 million in charitable donations to support Ochsner initiatives.

2018 Executive Team

Listed in order of appearance, from left to right.

PETE NOVEMBER

Executive Vice President of Digital Health and Corporate Services; Chief Administrative Officer

MARK MULLER

Senior Vice President of Strategy and Business Development

SCOTT J. POSECAI

Executive Vice President and Chief Financial Officer

TRACEY SCHIRO

Senior Vice President of Risk Management and Chief Human Resources Officer

WARNER L. THOMAS

President and CEO

LEONARDO SEOANE, MD, FACP

Senior Vice President and Chief Academic Officer

ROBERT I. HART, MD, FAAP, FACP

Executive Vice President and Chief Medical Officer

MICHAEL F. HULEFELD

Executive Vice President and Chief Operating Officer

MICHELLE DODENHOFF

Senior Vice President and Chief Development Officer

DAVID M. GAINES

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

DAVID CARMOUCHE, MD

President, Ochsner Health Network; Senior Vice President, Community Care; Executive Director, Ochsner Accountable Care Network



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Listed in order of appearance, from left to right.

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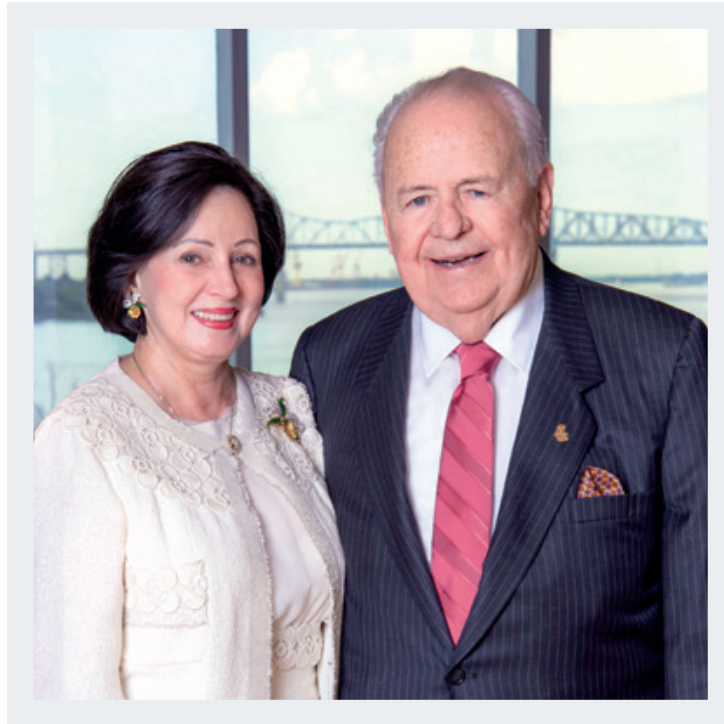


Not pictured above:

JOSÉ S. SUQUET
Chairman of the Board, President and CEO,
Pan-American Life Insurance Group



Philanthropic Impact



In Memoriam


Tom Benson

A Champion for Ochsner and Our Community

Tom Benson's philanthropic legacy will always remain as big as his lifelong vision for the city of New Orleans. In 2018 we said goodbye to a man who left an enormous impact across his native city and the entire region, a servant leader who was also an extraordinarily committed supporter of Ochsner's mission. Mr. Benson's passion for giving back to his hometown was legendary. His commitment to "take care of people," as he often said, benefited not only Ochsner and thousands of our patients, but countless charitable causes throughout our community.

A highly respected and self-made business leader, Mr. Benson was a man who embraced daunting challenges and found ways to overcome them.

His fearless commitment to the city helped propel New Orleans forward following the devastation of Hurricane Katrina. And he holds a unique place in Louisiana sports history. During his time as the owner of the New Orleans Saints and New Orleans Pelicans, he helped both teams experience unprecedented success, including winning Super Bowl XLIV in 2010.

Among their many philanthropic endeavors, Tom Benson and his devoted wife, Gayle, were deeply committed to strengthening Ochsner's ability to change and save lives. They provided a generous gift to establish Ochsner's Gayle and Tom Benson Cancer Center and, in 2015, took their philanthropic vision to the next level with an historic and transformative gift to expand the destination for cancer care. Today, their generosity is allowing us to significantly grow cancer services along with advanced clinical research that provides options – and hope – not available anywhere else in the Gulf South. 

Transformative Giving

\$1,000,000+

Gayle and Tom Benson
Charitable Foundation
The Ann and Robert S. Boh Family Fund
Mr. and Mrs. Frank Stewart, Jr.

\$500,000 – \$999,999

Eye, Ear, Nose & Throat Foundation
Mr. Frank Riddick III
Patrick F. Taylor Foundation

\$250,000 – \$499,999

The Brees Dream Foundation
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The RosaMary Foundation
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\$100,000 – \$249,999

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Pfizer, Inc.
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Triumph Over Kid Cancer

\$50,000 – \$99,999

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Heritage Society

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

Planned Gifts Received in 2018:

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 V.M. Wheeler III

New Heritage Society Members for 2018:

Anonymous
 Dr. and Mrs. William T. Buchanan
 Mr. Daniel G. Martinez
 Mr. Chris B. Albrecht

*deceased



Financial Highlights

Financial Statement Summary

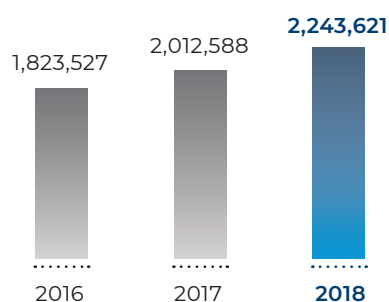
In 2018, Ochsner provided its patients with more than

\$110 million

worth of care for which the institution received no compensation.

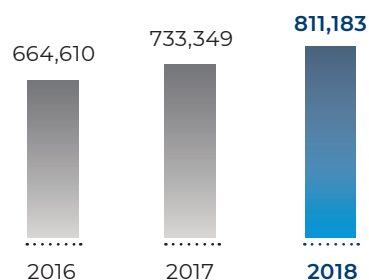
TOTAL CLINIC VISITS

12 months ended December 31



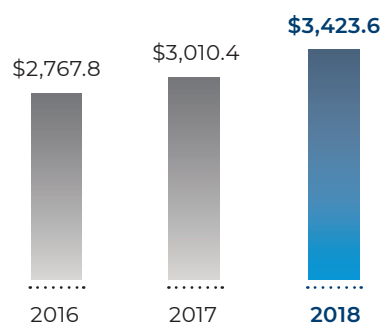
TOTAL PATIENTS SERVED

12 months ended December 31



TOTAL OPERATING REVENUE

12 months ended December 31 (in millions)



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, 2018.

76 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 make Louisiana and the Gulf South region a healthier place to live. Through charity or uncollected payments, Ochsner made significant investments in providing free or discounted care to the people who depend on it most.

2018 PATIENT DISCHARGES

	2017	2018
Ochsner Medical Center	28,105	27,616
Ochsner St. Anne Hospital	1,973	2,076
Ochsner Medical Center – Baton Rouge	8,745	8,353
Ochsner Medical Center – Kenner	7,640	7,569
Ochsner Medical Center – West Bank Campus	8,132	8,089
Ochsner Baptist*	10,310	10,557
Ochsner Medical Center – North Shore	5,147	4,774
Ochsner Medical Center – Hancock		827
Total	70,052	69,861

*A Campus of Ochsner Medical Center

2018 STATEMENT OF OPERATIONS

12 months ended December 31 (in millions)

	2017	2018
Patient Service Revenue	\$ 2,308.1	\$2,600.8
Premium Revenue	298.8	318.5
Other Operating Revenue	403.5	504.3
Total Operating Revenue	\$3,010.4	\$ 3,423.6
Patient Care Expense	\$2,850.5	\$ 3,170.2
Research	18.1	19.4
Education	43.1	43.2
Charitable Collaborative	28.6	84.0
Total Operating Expense	\$2,940.3	\$ 3,316.8
Income From Operations	\$ 70.1	\$ 106.8
Non-operating Gains (Losses)	\$ 74.9	\$ (34.0)
Excess of Revenues Over Expenses	\$ 145.0	\$ 72.8

Further information can be obtained by writing to:

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



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