

a time for
HEROES

2020 Annual Report





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In an unprecedented time

Cover: Crystal Risinger, RN, Dr. Katherine Baumgarten (center) and Dr. Abdul Khan on the front lines of the COVID-19 pandemic. This page, from left to right: Christine Youngsomboon, RN, Amy Finnegan, RN and Georgia Bagley, RN



**extraordinary
people** stepped
forward

Amy Finnegan, RN



to **treat**
to **comfort**
to **protect**
and to **heal.**





At Ochsner
HEROES are
everywhere
among us.

These are
their stories.

Throughout 2020, Ochsner heroes dedicated themselves to caring for others. They continue to write a critical chapter in our history today.

Jumping Into the Deep End

Dr. Sandra Kemmerly — Hospital Quality

Dr. Katherine Baumgarten — Infection Prevention and Control

In late 2019, before the world knew what COVID-19 would become, the Ochsner Infection Prevention and Control team began closely monitoring a then unnamed respiratory illness spreading rapidly in China. When the first case in the U.S. was identified, Ochsner flung open the doors of its Incident Command Center with Dr. Katherine Baumgarten, Medical Director of Infection Prevention and Control (IPC), and Dr. Sandra Kemmerly, System Medical Director of Hospital Quality leading the team and our overall system response.

Together, they helped to convene some of the top thinkers and executors from across the system, while partnering with the Louisiana Department of Health to implement a rapid response plan. Manually reviewing lab results for every Ochsner patient tested for COVID-19, Drs. Baumgarten and Kemmerly provided essential and empathetic counsel during those early and uncertain days.

As the months wore on, they adapted as new insights emerged and information changed. Operating as a stable and reliable unit, the doctors helped operationalize and educate the Ochsner Health system as therapies such as dexamethasone, antiviral medications, monoclonal antibodies and vaccines became available.

“The COVID-19 pandemic brought us so many unique challenges and presented so many obstacles,” said Dr. Kemmerly, “but witnessing the creative solutions and all the innovation that resulted from it continues to amaze me. I am fortunate to work with such an incredible team as we continue to navigate this unprecedented pandemic.”

“To watch our clinicians treat patients, keep them connected with their families and solve one problem after another with truly incredible solutions was gratifying and humbling.”

-Dr. Katherine Baumgarten

Applying learnings from other global health crises, Ochsner set up inpatient units early on that were dedicated to COVID-19 patients. IPC worked closely with operations, information services, supply chain and facilities teams to find additional space for new beds, design areas to optimize PPE use and adapt virtual technologies so that hospital nurses and physicians could limit their exposure to sick patients.

Rounding on the COVID-19 units was another critical role for the IPC team. “Again and again, I watched physicians, nurses and staff step out of their comfort zones to ensure patients felt comfortable and supported during a stressful time when visitors were not allowed,” recalled Dr. Baumgarten. “To watch our clinicians treat patients, keep them connected with their families and solve one problem after another with truly incredible solutions was gratifying and humbling. Even when hope felt distant and stress was high, the Ochsner team never faltered. I’ve learned a lot from my colleagues this year, and working alongside them is a privilege.”





Incident Commanders Direct the Fight

Dawn Pevey — System Service Lines and Centers of Excellence

Tracey Moffatt — Nursing and Quality

During a crisis, Ochsner's Incident Command Center becomes the epicenter of operations coordination. The COVID-19 center was staffed daily with representatives from infectious diseases, operations, supply chain, communications, information services, facilities, nursing and emergency management who focused on constantly developing data and processes to take the best possible care of our COVID-19 patients and ensure the safety of our employees and other patients.

As Incident Commanders, Dawn Pevey, CEO of System Service Lines and Centers of Excellence, and Tracey Moffatt, Chief Nursing Officer and System Vice President of Quality, led the charge of this massive effort.

"We were calling plays from a playbook that had never been written."

-Tracey Moffatt

"We prepare for disasters, high volumes of patients, and response plans at all of our campuses," said Dawn, "but we couldn't have known what was ahead of us."

"We were calling plays from a playbook that had never been written," said Tracey. "We relied on our knowledge and experience and that of our extremely talented colleagues and leaders, always thinking of our patients first, as well as the safety and well-being of our staff."

"Some days we were scared," confirmed Dawn. "Every day was exhausting. But you gather energy from the people around you. We're all here for the same reason: the safety of our patients, co-workers and communities."

One year later Dawn and Tracey continue to run the COVID-19 operational response, including the rollout of the COVID-19 vaccine, testing and staffing. 🍀

Diagnosing One of Louisiana’s First COVID-19 Patients

Dr. Jack Heidenreich
Family Medicine

“As a family medicine physician at Ochsner St. Anne Hospital I work with five other internists and family physicians, and we take turns treating hospitalized patients,” explained Dr. Jack Heidenreich.

“In early March, I saw a patient in our ICU with bilateral pneumonia, a serious infection that causes inflammation and scarring of the lungs. He was experiencing excessively rapid breathing, and we had him on BiPap, a non-invasive ventilation that is used to support breathing. I went in his room without a mask, thinking he may need to be intubated. I felt his breath on my face. He was critical but stable. I wrote some orders and went home.

“That night the 10 o’clock news featured a story about COVID-19 in China. I saw a doctor hold up a chest X-ray, and it looked identical to that of my patient. ‘Oh no,’ I thought. ‘We aren’t ready.’ I knew COVID-19 was coming — but none of us were expecting it so soon.

“I saw a doctor hold up a chest X-ray, and it looked identical to that of my patient. ‘Oh no,’ I thought. ‘We aren’t ready.’”

-Dr. Jack Heidenreich

“I immediately called the ICU and told them to mask up and quarantine the patient. Subsequently, I called the Louisiana Department of Health and asked them to test my patient for COVID-19. Three days later, the test came back positive. I was one of the first doctors to diagnose COVID-19 in Louisiana. My reward was a 14-day quarantine. Fortunately, the patient ultimately survived after two weeks in our hospital.

“I returned to work wearing PPE and followed strict CDC guidelines. But I was nervous — and for good reason. The virus touched our family, entering the nursing home where my father-in-law was a resident, and taking his life. My wife subsequently contracted COVID-19 and I, along with our son and daughter, caught it from her. Fortunately, the four of us recovered — but it was no cakewalk.

“The leaders at Ochsner have done an amazing job helping us weather this storm. We had great PPE. We experienced ICU nursing staff making the necessary changes and upper-level management keeping the supplies coming. As bad as the last several months have been, COVID-19 is the reason I became a physician.”





Amid the Chaos, a Care Team Steps Up

Dr. Charlane Liles & Mary Truxillo — Emergency Medicine
Dr. Abdul Khan — Pulmonary Diseases

“It’s mid-April 2020, and the working environment is sometimes exactly what I’ve been used to in the 10 years I’ve been practicing in emergency medicine,” said Dr. Charlane Liles, section head of Emergency Medicine at Ochsner Medical Center — West Bank Campus. “And then, for pockets of the day and hours at a time, it is unlike anything that I have ever experienced. It’s the number of sick patients, the number of patients on ventilators, the patients who are getting sicker by the minute. You look around, you see the nurses moving faster and everyone in masks and gowns and wearing the PPE that they weren’t required to wear three weeks ago, and it becomes surreal.”

“As an ER doc, I’m trained to be prepared for mass casualties, to treat people who come in large numbers needing help. But the fact that this could make me sick, that I could be bringing home something to my family — that adds a whole different level of fear. I understand if colleagues want to walk away. But they don’t. They know that this is what they trained for. They’re not going to leave, even if they’re scared that they could become sick themselves.”

“In a crisis like this, we run to the front line.”

- Dr. Charlane Liles

Dr. Liles’ colleague, Dr. Abdul Khan, ICU Medical Director at the same West Bank facility, weighed in. “This is a virus like nothing else we’ve seen, but we *are* seeing patients get better. My job is to get people off these ventilators so they can get better and go home to their families. As a team of nurses, respiratory therapists and doctors, this virus has brought everyone in the medical community together like never before. All the walls have been broken, and together we are keeping our eye on the prize: safely caring for our patients so they can go home.”

“It’s just what we do,” said Dr. Liles. “In a crisis like this, we run to the front line. As difficult as it is, this experience is not going to change the way I care for patients. It just confirms that I have always been in the right place.” 🧡

"My daughter
is my hero."

-Bridgette Johnson-Robinson



A Family Prevails Over a Deadly Disease

Sylvia Johnson, RN
Bridgette Johnson-Robinson —
Ochsner Patient

After many harrowing weeks of illness, Bridgette Johnson-Robinson attributes her survival and recovery from COVID-19 to faith, family and the care she received at Ochsner Medical Center — Northshore. At her side throughout her long and difficult journey was her daughter, Sylvia Johnson, an RN at the same hospital.

In March, Bridgette, who's employed as a nursing assistant at a long-term acute care facility in New Orleans, had been isolating at home with COVID-19 when she took a dramatic turn for the worse. Her daughter insisted she come to Ochsner where she was evaluated and admitted. As her medical crisis deepened, Bridgette spent two weeks on a ventilator and, for a time, had to go on dialysis because of damage to her kidneys. According to her daughter, Sylvia, the situation was "touch and go." The physicians treating her were hopeful, but they also prepared the family for the worst.

Bridgette's first memory as she regained consciousness was hearing her 11-year-old grandson, Jamal, say, "Grandma, I need you, I love you, come back to me." Later she awakened to see her daughter Sylvia's face at her bedside. "My daughter is my hero," said Bridgette.

On May 1, 2020, Bridgette was finally discharged from the hospital for good. It was a cause for celebration, made even more special a few days later when mother and daughter were featured on NBC's TODAY show as part of the program's Nurses Week coverage. During the segment they were serenaded by country music star Blake Shelton.

Reflecting on her journey to survive the virus that nearly killed her, Bridgette remarked, "Praise the Lord. He's not finished with me. I've got more to do." 🙌

An ICU Nurse Reflects on the Challenges — and the Triumphs

**Amy Finnegan, RN
Critical Care**

“For as long as I can remember, I wanted to be a nurse,” said Amy Finnegan, a critical care RN at Ochsner Medical Center in New Orleans. “There was absolute certainty as I followed my mom’s footsteps to work in the ICU. It’s that perfect blend of compassion, dedication and bravery displayed by every person of the team, working together with the same goal — to care for our patients.

“Reflecting on 2020, I think about every patient I had to say goodbye to, the trust they placed in me and their very understandable fears. I also think about the risks we take in our jobs every day. We’ve learned a lot since the pandemic started.

“In the beginning, we were afraid because we had no idea what we were dealing with. We were terrified of bringing the virus home to our families or getting sick ourselves. But still, we showed up for every shift, so our patients didn’t have to battle this virus alone. We are a team and a family — and this is our calling.

“Since then, we’ve been able to modify our treatments and adapt to better practices with science-based data. We’ve learned how this disease spreads and how to prevent transmission. And now, I am proud to have received the vaccine for myself, my family, my children and my community. I want to help end COVID-19.

“With every curveball this virus presents, we will continue to use our strength, our minds, our collaboration and our innovation to keep pushing through for the sake of the sick. This is what nurses do.

“Here’s to the year of the nurse. 2020 has given us armor and made us superheroes. And when we win this battle, we will celebrate together.” ✨

“We showed up for every shift, so our patients didn’t have to battle this virus alone. We are a team and a family — and this is our calling.”

-Amy Finnegan

Ensuring a Reliable PPE Pipeline

Régine Honoré Villain & the Supply Chain Team

When the world started talking about an unknown virus spreading throughout China in late 2019, Régine Honoré Villain, System Vice President and Chief Supply Chain Officer, was already ahead of the game. Tuned into an unrelated and still ongoing global supply disruption that originated in early fall, Régine had already ramped up efforts to ensure a more reliable product pipeline. And as the media began covering the novel coronavirus, it became clear that an ailing workforce in China would only add to the problem. China simply would not be able to meet global PPE demands during a potential pandemic.

Régine instinctively initiated an emergency sourcing and inventory plan with her team to offset any potential impact from the disruption. “Based on intuition and strategy, we started ramping up purchases of supplies to create a buffer before we found ourselves competing at an international scale over the same limited resources,” said Régine.

Once COVID-19 hit home, Ochsner’s supply chain team worked around the clock to activate every conventional and non-traditional networking relationship — and became a catalyst for community engagement. Through a combination of outreach to global suppliers and local business owners, the team supplied the masks, face shields, gowns and hand sanitizers needed to sustain Ochsner’s strained workforce early on and throughout the pandemic.

“If it were me in one of those patient rooms, I would want everyone, including the supply chain and logistics staff, to do all they could to support our healthcare workers. So that’s what we did.”

-Tahj Joseph

The team also amplified its logistics acumen through the rapid set-up of a warehouse operation to distribute supplies throughout the system along with daily reports to highlight PPE inventory by facility. “If it were me in one of those patient rooms, I would want everyone, including the supply chain and logistics staff, to do all they could to support our healthcare workers,” said Tahj Joseph, an Ochsner supply chain technician. “So that’s what we did.”

Said Régine: “Between our ability to foreshadow what was coming and our team’s dedication to our front line, we maneuvered through this pandemic while keeping our patients and staff sufficiently protected. I am grateful to the supply chain team for remaining committed, resilient and heroic throughout.”



From left: Lloyd Gravois, Mark Growcott, Régine Honoré Villain, Mark French, Nattie Leger, Tahj Joseph



“Because my daughter had a safe environment to socialize and exercise, I was able to focus on my job as a frontline physician for COVID-19 patients.”

-Dr. Kathy Jo Carstarphen

Helping Clinicians Keep Their Focus on Patients

Dr. Kathy Jo Carstarphen
Internal Medicine

It was a challenging set of circumstances: To treat the growing number of COVID-19 patients, time demands on healthcare professionals were intense. Meanwhile, as part of Louisiana’s early stay-at-home order to help contain the virus, schools had been closed indefinitely. For Ochsner staff with school-age children and jobs that needed them, the juggling act between work and family had become untenable.

So Ochsner stepped in, pulling together a makeshift “childcare task force” of administrative leaders to brainstorm options, fast. In just 72 hours, a solution was in place and doors were open. Free childcare options for Ochsner staff in locations across the state through a network of “kid camps” to keep children engaged and active — while adhering to COVID-19 protocols to keep them safe. Dr. Kathy Jo Carstarphen, an internal medicine physician at Ochsner Health in New Orleans, was one of the beneficiaries of the program.

“My daughter, who’s five years old, received childcare since the beginning of the pandemic. Because she had a safe environment to socialize and exercise, I was able to focus on my job as a frontline physician for COVID-19 patients. My daughter later transitioned into a summer camp through the same Ochsner program. I felt safe, and she was safe, because of the appropriate precautions in that camp,” recalled Dr. Carstarphen.

“I’m often at the clinic from 7 in the morning to 6 or 7 at night, along with nurses and other clinicians. This program has helped so many of us, especially those colleagues who had no other options. For me, this program has allowed me to wind down in those moments before bedtime with my daughter, and it’s not a struggle. I can get sleep, my daughter can get sleep and she’s also getting the socialization and exercise she needs. It’s exactly what we’ve all needed during this challenging time.” 🍷

Moving at Ochsner Speed to Insource Testing

Dr. Elise Occhipinti & Dr. Tong Yang — Pathology
Dr. Gregory Sossaman, Earlene Goens and Evelyn Smith — Laboratory

On March 21, 2020, less than two weeks after admitting our first COVID-19 patient, Ochsner became the first hospital in Louisiana to insource diagnostic testing for the virus. Our ability to lead the state in COVID-19 testing and create an infrastructure that could accurately and rapidly process thousands of test samples each day was the product of careful preparation, quick decision making and innovative approaches by Ochsner's laboratory and pathology team.

Months before the pandemic affected Louisiana, an interdisciplinary team began meeting weekly to monitor the emerging coronavirus threat and develop strategies around effective testing criteria. When the first COVID-19 cases emerged here, testing was only available to Ochsner patients through the Louisiana Department of Health (LDH). Because of the manual nature of the department's CDC test and the sudden increase in volume, the LDH simply could not meet demand and turnaround time. A long-term solution built around a high-throughput platform was needed, and quickly.

Ochsner became the first hospital in Louisiana to insource diagnostic testing for the virus. By the end of 2020, Ochsner's lab had collected 800,563 COVID-19 tests.

Two automated platforms met Ochsner's strict criteria, and Abbott Laboratories was selected because two of its instruments were already onsite and staff were familiar with its analyzer functionality. After verification tests and facility enhancements to ensure Ochsner's space met the requirements for a Biosafety Level 2 laboratory, the new testing system went live just 11 days after Ochsner's first COVID-19 patient admission. With the installation of a third Abbott instrument, testing capacity increased to more than 1,000 samples per day and, most importantly, patients' test results could be available within 24 hours.

As the number of cases continued to increase, the laboratory team needed more staff to cope with the escalating volume. A call went out for volunteers, and nearly overnight Ochsner scientists from chemistry and blood bank to microbiology and pathology answered with overwhelming enthusiasm. The laboratory transformed into a multidisciplinary team, united toward the common goal of curbing the pandemic. Over the next six months, the lab team was involved in a large-scale project to design, build and operationalize a new molecular diagnostics lab. This required implementation of two additional high throughput analyzers, complicated preanalytical workflows geared toward varied patient populations and enhanced STAT testing capabilities.

By the end of 2020, Ochsner's lab had collected 800,563 COVID-19 tests. ✓

From left: Dr. Elise Occhipinti, Dr. Gregory Sossaman, Earlene Goens, Dr. Tong Yang





Rapidly Isolating COVID-19 Patients to Protect Others

Crystal Risinger, RN
Emergency Medicine

“On March 11, 2020, Ochsner admitted its first COVID-19 patient,” explained Crystal Risinger, Director of Nursing in the Emergency Department at Ochsner Medical Center. “From there, Louisiana’s numbers rapidly escalated as our urgent cares and emergency departments filled with patients experiencing symptoms. At that time, all we knew was that the virus was community spread and that we had to isolate these individuals from our other patients needing emergent care.

“Our team mobilized quickly to build a Respiratory Evaluation Unit (REU) as a more streamlined isolation approach for potential COVID-19 patients. Within 72 hours, the REU was up and running, and this became the new norm to care for potential COVID-19 patients while protecting others.

“Our team worked hard to isolate patients. By early April, numbers were reaching new highs. The majority of patients being hospitalized had COVID-19. They were extremely sick, decompensating and deteriorating quickly and being placed on ventilators as we continued to open additional critical care beds to manage capacity.

“Looking back, it was scary to consider how long this would go on. Would we start getting sick, too? Would we hit capacity? Everything in the hospital looked different. There was social distancing among staff, we were fully dressed in PPE and no visitors were allowed.

“I am extremely grateful that through telemedicine, we were able to decrease our virus exposure in COVID-19 rooms while still appropriately caring for patients. And I’m most grateful for the talented team I work with and their countless hours dedicated to caring for our community. Through it all, we have remained resilient. That is who we are.”

“Looking back, it was scary to consider how long this would go on. Would we start getting sick, too? Would we hit capacity?”

-Crystal Risinger



Predicting the Future Through Data Modeling

Dan Fort, PhD
Biomedical Research Informatics

The first Louisiana COVID-19 cases delivered a period of uncertainty as Ochsner leaders sought answers to crucial questions: How large would the coming patient surge be? How many more hospital beds, critical care units, mechanical ventilation machines and clinical staff would be needed to treat the increasing flow of acutely ill patients?

The task was especially challenging because, initially, testing capacity was sparse, and results were often delayed. This meant the extent of infection among admitted patients, and in the community, was mostly unknown. Yet the answers would soon come from a team of Ochsner experts comprised of Ochsner Xavier Center for Health Equity and Research Medical Director Dr. Eboni Price-Haywood, Chief Academic Officer Dr. Leo Seoane and Biomedical Research Informatics Specialist Dan Fort, PhD, who possessed deep expertise in data modeling.

Early on, the University of Pennsylvania had developed a promising COVID-19 hospital impact model based on assumptions about the current state of the disease, how quickly it spreads and the degree to which interventions like social distancing were slowing the spread of infection. The challenge presented to Dr. Fort and

the Ochsner team: how could the model be adapted to provide answers here in Louisiana, where there was so little data and so many unknowns?

The ingenuity of the Ochsner team's approach was to focus on hospitalizations for COVID-19-like illness that had not yet been confirmed by testing — which was possible because the disease presented certain classic characteristics. In March, Dr. Fort applied his data skills to adapt the Pennsylvania model, creating a tool that proved to be immensely valuable far beyond Ochsner Health. The model accurately predicted peak ICU (250) and hospital bed (487) usage by April 6. In response to these model trends, Ochsner worked around the clock to add 130 ICU beds across our hospitals — additions that allowed Ochsner to cope with the surge of patients.

Once the accuracy of Dr. Fort's model was validated, Ochsner created a predictive model of hospitalizations for the greater New Orleans region that was shared with other health systems and with the state. The model guided regional capacity planning, including helping the State of Louisiana avoid a planned expansion of beds at the New Orleans Ernest N. Morial Convention Center, which Dr. Fort's model accurately predicted was unnecessary.

"Our team's model accurately guided decisions not only for Ochsner, but for all stakeholders in the region."

-Dr. Dan Fort

"It's exciting that we were able to create a practical, locally informed model to estimate hospital capacity requirements even though the community COVID-19 caseload was unknown," said Dr. Fort. "Our team's model accurately guided decisions not only for Ochsner, but for all stakeholders in the region." ✓

Using Data in New Ways to Meet the Crisis

Laura Wilt
Information Services


From the moment the first COVID-19 case appeared in Louisiana, there was a rapidly growing need to adapt Ochsner's information systems and data resources to document, and help plan to treat, an entirely new disease. Directing that effort was Ochsner Chief Information Officer Laura Wilt, who leads the technology, clinical and corporate applications, cyber security and analytics teams.

The whirlwind of activity began even before the first case presented in early March, as Laura and other Ochsner leaders tracked the progress of the virus overseas and added travel-related patient intake questions to the Epic electronic health record system. Once the virus appeared, the early tests were solely available through the state and were paper-based, so Epic was quickly modified to enable the transition from manual to electronic tracking.

As the initial surge spiraled upward, a COVID-19 census developed by Laura's team was vital to planning and coordinating additional acute care beds. Two command centers, one IS focused, the other operations focused, were established to process emerging demands and solutions in real time. The technology solutions

were diverse — from iPads so clinical staff and patients could stay connected while reducing in-room visits, to additional laptops, printers and bar-code scanners to outfit new acute care facilities, to equipping 25 Ochsner community testing teams with the devices and in-person tech support to perform tests across the state. The IS team built a text-based symptom-tracking app for ongoing monitoring of patients while at home or at work. And, as vaccinations rolled out, bar-code scanners and labeling for vaccination kits were added to create a new type of tracking platform.

Looking back at the constant activity, the countless decisions and the rapid deployment of new solutions, Laura said, "It all demonstrates just how far we've come as an organization. The craziest stuff got thrown at everyone, and it was really hard, but my team feels so appreciative and engaged with what they are doing — working as one unified team with their clinical colleagues. People really do feel connected to their work and proud of Ochsner. Their connection to our mission has never been stronger." ✨



"The craziest stuff got thrown at everyone, and it was really hard, but my team feels so appreciative and engaged with what they are doing — working as one unified team with their clinical colleagues."

-Laura Wilt



A Miraculous Return From the Brink of Death

Juliet Daly — Ochsner Patient
Dr. Jake Kleinmahon — Pediatric Cardiology

Children who test positive for COVID-19 rarely experience severe symptoms, and an even smaller percentage require hospitalization. Unfortunately, 12-year-old Juliet Daly was one of the unlucky few to become profoundly ill from the disease early in the pandemic. Only exceptional care from clinical staff at St. Tammany Parish Hospital (STPH) in Covington, Louisiana, and at Ochsner Hospital for Children in New Orleans saved her life.

Juliet's symptoms were not the typical ones — fever, cough, difficulty breathing — common to COVID-19 patients. Instead, she suffered from severe abdominal pain. Noticing that Juliet's lips had turned blue and her heart rate was abnormally low, Juliet's parents rushed her to STPH.

According to Juliet's physician, Dr. Jake Kleinmahon, a pediatric cardiologist at Ochsner Hospital for Children, "When they realized she was critically ill, the STPH emergency department did an incredible job getting her stabilized, intubated and on a ventilator." But as Juliet was being prepared for helicopter transport to Ochsner Hospital for Children she went into cardiac arrest and lost her pulse entirely. The team performed CPR for two minutes and was able to bring her back.

"COVID-19 can infect the heart and it can cause the cells in the heart to actually start to die," said Dr. Kleinmahon. "We realized Juliet had myocarditis and were highly suspicious that this was related to COVID-19. Her heart was beating very slowly, and the squeeze of her heart was very poor, so it wasn't getting a whole lot of blood to the rest of her body and organs. And because of that she was going into kidney failure and liver failure."

The care team at Ochsner quickly began a series of medications to reduce inflammation and stabilize her heart. After confirming her coronavirus diagnosis, doctors gave Juliet an immunoglobulin product used successfully to treat patients with Kawasaki disease.

The initial hours were harrowing for her parents as Juliet's heart rate fluctuated widely, and she remained on a ventilator for four days.

After several days of treatment Juliet began to improve — recovering nearly as rapidly as she had fallen ill. "One of the reasons I love taking care of children is because children are so resilient," said Dr. Kleinmahon. "Juliet came in as sick as you possibly can be, and within 10 days of leaving the hospital she's back to living a totally normal life." ✓

"Juliet came in as sick as you possibly can be, and within 10 days of leaving the hospital she's back to living a totally normal life."

-Dr. Jake Kleinmahon

Pivoting From Cancer Surgery to Critical Care to Save Lives

Dr. Brian Moore
Ochsner Cancer Institute

"I'm a head and neck cancer surgeon and the Medical Director of the Ochsner Cancer Institute," explained Dr. Brian Moore. "Most days you'll find me in the operating room, removing tumors of the throat, mouth, and glands of the head and neck; in the clinic; or working to grow our cancer care program across the region."

"In response to the emerging COVID-19 crisis, last March Ochsner stood up several new intensive care units. A call went out to anyone with critical care experience to staff them. I'm but one of many physicians in surgery and other medical subspecialties who volunteered to be redeployed."

"The experience was a bit like rolling the clock back 21 years to my days as an intern — leaning on the critical care staff, the ICU nurses and those with a bit more experience to help get you through — even the residents and fellows in anesthesiology and critical care. When you're specializing in an area like cancer surgery your knowledge grows deep over time — but it's also narrowly focused. You contribute what you can, but you trust the experience of the nurses, therapists and specialists who do this for a living — they are amazing and the true heroes."

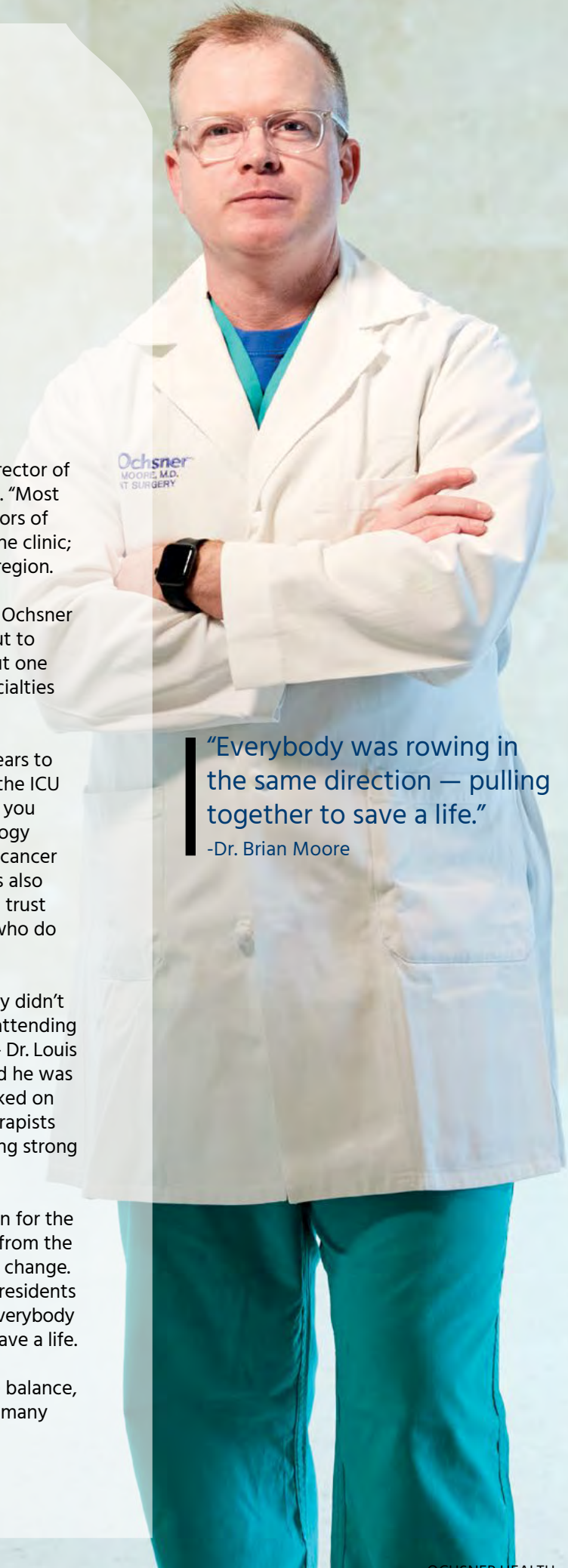
"The ICU was an environment in which titles and seniority didn't matter. I spent several days working with a critical care attending physician who was just in his first year out of fellowship — Dr. Louis Cannizarro. He was our leader, he told us what to do, and he was fantastic. I was particularly impressed with how he checked on every member of the team — from the nurses to the therapists to the ward clerks — and made sure that they were staying strong in what were some stressful times."

"One night a patient I was assigned to took a sudden turn for the worse. Working at the bedside with a nurse redeployed from the OR, we were trying to make heads or tails of the sudden change. Quickly I turned to find one of the anesthesiology senior residents there to help. And then, help came from every direction. Everybody was rowing in the same direction — pulling together to save a life."

"And at that moment, with a patient's life hanging in the balance, I was grateful to be a part of our Group Practice with so many talented partners to depend upon." ✓

"Everybody was rowing in the same direction — pulling together to save a life."

-Dr. Brian Moore



A Meaningful Milestone in the Fight Against COVID-19

Kathleen Bennett — Ochsner Patient
Dominique Yancey, RN Director — Telemedicine Step Down

Just over a month after Ochsner Medical Center — New Orleans admitted its first COVID-19 patient, the hospital reached an important milestone with the discharge of its 1,500th patient. On April 20, patient Kathleen Bennett was cheered by scores of hospital staffers and serenaded by a musician as she was wheeled out of the hospital by Ochsner RN Dominique Yancey. During such a challenging time for patients and staff, it was finally a cause for celebration.

Ms. Bennett had been hit hard by the virus. She was hospitalized at Ochsner for 24 days, including a long stay in the ICU where she experienced complications related to COVID-19 and was placed on a ventilator. Her remarkable recovery was made possible by excellent treatment from her care team, as well as her own courage and resilience.

During such a challenging time for patients and staff, it was finally a cause for celebration.

Months later, when nurse Dominique Yancey received her COVID-19 vaccination, she reflected on that special day last April. “Discharging a patient who fought against COVID-19 with hope, power and resiliency throughout her stay only strengthened my choice for vaccination.”



“Because of how COVID-19 could ravage the lungs, pulmonology became one of the most important specialties in healthcare.”

-Dr. David Taylor



Pulmonary Medicine Takes Center Stage

Dr. David Taylor & Dr. Suma Jain Pulmonary Diseases

Given his experience, a virus like COVID-19 wasn't surprising to Dr. David Taylor, Chairman of Pulmonology and Critical Care at Ochsner. But he never predicted the magnitude of what was coming or imagined the frightening challenges he and his team would face. And he certainly didn't expect that Ochsner would be pushed so far, only to push back even harder.

“When I get asked about COVID-19, my mind immediately goes to what prepared us for the unknown,” said Dr. Taylor. “As a pulmonologist, I am used to seeing patients who are very, very sick. And during the pandemic, sometimes their lungs simply stopped working. Because of how COVID-19 could ravage the lungs, pulmonology became one of the most important specialties in healthcare, requiring constant rounding, coordination and problem-solving in the ICU. For our team, it has been non-stop COVID-19 care.”

Because the team was learning new things every day about this disease, real-time communication was critical. Along with extending coverage in Ochsner's community hospitals to provide direct patient care and expertise at the bedside, they expanded critical care telemedicine to treat even more people, and to help keep patients and teams safer.

“Acting as a pulmonology/critical care clinician and liaison for Ochsner Medical Center, my world was definitely focused on COVID-19 for most of 2020,” said Dr. Suma D. Jain, Pulmonary/Critical Care medicine. “The overwhelming number of patients coming into the ICU generated a great deal of fear and anxiety, but also motivated our group to organize our efforts.”

Because the flow of information was so important, the pulmonology team quickly mobilized a coordinated effort to ensure rapid communications to and from frontline providers, nurses, respiratory therapists and other specialists throughout the system. This ensured the right data got to the right people at the most critical time.

“These efforts bridged a gap for our frontline care teams and our community hospitals, something we will continue beyond COVID-19,” said Dr. Jain. “We learned a lot of lessons over the past year,” added Dr. Taylor. “I've been at Ochsner for 20 years, and in many ways this felt like another Hurricane Katrina. Ochsner came back stronger after that storm, and I see us coming back the same way from this one. We are all building an Ochsner that is stronger than before.”



“How Fast Can You Build It?”

Jay Britsch
Facilities

“I heard that question loud and clear just a couple of weeks after Ochsner’s first COVID-19 diagnosis last March,” said Jay Britsch, System Vice President, Facilities. “The writing was already on the wall: the flow of sick patients into our ICUs was only going to increase. With our inpatient census rising by 40 patients a day — or 377% in the first month — Ochsner’s largest hospital would run out of ICU beds in a matter of weeks. And I needed to figure out what to do about it.

“Fortunately, we had planned for a situation like this. Well, maybe not exactly like this, but at Ochsner we expect the unexpected. We had completed construction of our West Tower expansion in 2018, adding 102 acuity-adaptable single patient rooms and leaving three floors shelled for future use. We needed that space, and we needed to build it out in three months — that’s less than half the time it would normally take. With an experienced Ochsner team, including Chris Blackwell, Director of Facilities, and Jaime Johnston, Director of Furnishings, Fixtures & Equipment, along with a strong and tested partnership with Broadmoor Construction, we made it happen.

“Sometimes I wonder how we did it. Building out another 102 critical care rooms in 90 days requires an incredible range of patient care equipment and building materials along with mechanical design, permitting and the coordination of hundreds of suppliers and contractors. Not to mention we had to do it in the middle of a pandemic — keeping our teams safe and socially distanced while navigating the movement of construction crews in the same elevators and corridors that carried COVID-19 patients. We came up with a 24/7 schedule — rotating crews and sectioning out each floor to enable a safe and consistent flow of tradespeople. And we had to consolidate and simplify. That meant one paint color and one floor style, a basic ceiling structure, and strictly functional rooms with casework that could be built off-site and installed later. We held back on visitor space and conference rooms too, since visitor restrictions were already in place.

“It’s funny. I joined Ochsner in 1998 and my first project was the design and build of the original West Tower. Across all my projects there’s a culture of “yes” at Ochsner that makes us who we are. We ask not *if* we can do something, but *how*. That’s a good way to be.” 🙌

“There’s a culture of ‘yes’ at Ochsner that makes us who we are.”

-Jay Britsch

Taking Care of Our Caregivers

Dr. Nigel Girgrah, R. John Sawyer II, PhD, Melissa Love & Ashton Sloan
The Office of Professional Well-Being

When Ochsner's Office of Professional Well-Being was formed in 2019, its members immediately got to work on interventions around practice efficiency and leadership development to improve well-being for all physicians and advanced practice providers. But once COVID-19 hit, the team knew it had to expand support for all Ochsner employees, clinical or not.

"It became clear within a few days that there were a lot of needs not just with our provider staff, but with our nursing staff, frontline employees and management teams," said Dr. Nigel Girgrah, Chief Wellness Officer. "We had to focus on personal and team resilience in crisis management."

In collaboration with their colleagues in Behavioral Health, Ochsner Health and Wellness Solutions, Ochsner Leadership Institute and others, the team quickly set up "decompression zones" where staff could quietly unwind before or after a shift, a COVID-19 crisis support hotline open 24/7 to any staff, over 100 virtual mindfulness sessions and webinars on topics related to resiliency, nutrition, mindfulness, post-traumatic growth and other areas.

"It became clear within a few days that there were a lot of needs not just with our provider staff, but with our nursing staff, frontline employees and management teams."

-Dr. Nigel Girgrah

"Providing healthcare is inherently stressful," said Ashton Sloan, Assistant Vice President of the Office of Professional Well-Being. "So prioritizing staff well-being is essential to Ochsner's ability to provide the high-quality care our patients deserve."

They also spearheaded a rapid response unit rounding and staff debriefing program, which became crucial to provide on-demand mental health and emotional support to over 1,000 Ochsner frontline staff and counting.

"Frontline healthcare workers spend their entire shift rounding on patients," said Dr. R. John Sawyer II, a clinical neuropsychologist and the Medical Director for Professional Staff Experience. "We knew it was critical to be on the units, asking: how are you — really, what do you need, and how can I help you? Most were astonished that someone was checking on them, and we saw the importance of meeting the staff right where they were."

Despite the ongoing stress the pandemic has caused, Melissa Love, Vice President of Professional Staff Services, sees a silver lining. "Discussions of fatigue, depression, burnout and confusion are happening daily. This has changed the conversation of mental health to be one of necessity, not stigma." ✓



When Sacrifice Takes on a Whole New Meaning

James Bamber, RN
Critical Care

In the earliest days of the COVID-19 outbreak, before any infections had been diagnosed in Louisiana, Ochsner Baton Rouge ICU nurse James Bamber planned extra precautions to keep his family safe. He was concerned about protecting his wife, Katie, pregnant with their fourth child, and his three young children. So, when infected patients came under James' care in early March he went into self-imposed quarantine, moving in with his sister while taking extra shifts in the ICU.

The decision to quarantine meant many phone calls and video chat conversations with Katie and the kids. On off days James would drive to his home and sit outside the window to talk to 6-year-old Matthew, 5-year-old William and 3-year-old Grace, while remaining socially distant.

His sacrifice was magnified when the day came for delivery. James chose to avoid the delivery room to decrease the risk of exposing his wife and the healthcare team to the virus. Katie was surrounded by Ochsner's labor and delivery team while James remained in the parking lot below, staying connected through FaceTime, photos and videos.

Recalled Katie, "All the nurses and staff were incredible. They made sure everything was the best it could be for us." When baby Andrew entered the world, a nurse phoned James and told him to run out to the sidewalk. She held Andrew up to the window, just moments old, while his dad waved from below. "That was the most emotional part for me," said Katie. "Immediately I got to touch Andrew and hold him, and I can't imagine what that was like for James to be unable to do that." Mother and baby were healthy, but it would be nearly two more weeks before the family could all be reunited. On Easter morning James rejoined his family and met his newborn for the first time.

"Our sacrifice is small compared to what those affected by the virus are having to go through. It really ended up being a beautiful experience," said James. ✓

"Our sacrifice is small compared to what those affected by the virus are having to go through."

-James Bamber



Community Testing as a Community Asset

Dr. Yvens Laborde
Global Health Education

The day the World Health Organization declared the coronavirus outbreak a public health emergency of international concern, Dr. Yvens G. Laborde, Medical Director for Global Health Education, was making a presentation at Ochsner titled, "Global Health Is Local Health." As the pandemic escalated, even Dr. Laborde and his colleagues could not have predicted how prophetic that title would become.

Within days of Ochsner's first diagnosed case, Dr. Laborde, together with Dawn Pevey, CEO, System Centers of Excellence and Service Lines, Emily Arata, Vice President, System Community & Public Affairs and their peers across the system in Ochsner's Nursing, Lab, Community Outreach, Pharmacy and Information Systems teams would play a central role in establishing Ochsner's community testing program. "Being the first in the state to have the capacity to test within our facility was big," said Dr. Laborde. "In order to effectively manage and mitigate the disease, we had to test, not only within the hospital, but in the community to determine the areas where people were getting infected."

The first community test site was launched within 48 hours of making the decision to move forward, and capacity quickly ramped to 25 unique Ochsner teams testing Louisianans in communities throughout the state. Recalled Dr. Laborde, "We realized not everybody had access to a primary care doctor and not everyone has insurance. So, the idea of community testing was to make it equitable, to make it widely available to all communities whatever their zip code or ability to get to a facility."

A partnership with the State of Louisiana was established and the community testing teams were staffed by reassigned Ochsner employees. No out-of-pocket costs were charged for those seeking a test. The operational and logistical details were legion — from transporting testing supplies to creating an Epic electronic health record for each patient to arranging courier services to get the tests safely back to Ochsner's labs each day. Testing data was crucial in providing state policymakers with real-time information to help make decisions on lockdowns, school operations and other activities.

In all, more than 170,000 tests were completed at over 250 community locations in 2020. "Ochsner's mission is to serve on a local and global scale, and our community testing program represents every aspect of that," said Dr. Laborde. "More than ever before it really established Ochsner as a community asset — one that benefits everyone." ♡

Ochsner
Y. LABORDE, M.D.
MEDICAL DIRECTOR
GLOBAL HEALTH EDUCATION



"Not everybody had access to a primary care doctor and not everyone has insurance. So, the idea of community testing was to make it equitable, to make it widely available to all communities."

-Dr. Yvens Laborde



Researching the Spread and Impact of COVID-19

Amy Feehan, PhD
Research Science

In the early weeks of the COVID-19 crisis much was unknown about the disease — including its prevalence and how many people could be infected without ever showing symptoms. Together with the Ochsner Infectious Diseases Research team, Amy Feehan, PhD, saw an opportunity to explore those questions. The goal: actionable data that could help guide Louisiana communities and policymakers to develop strategies to combat the pandemic.

Testing at the time included only symptomatic individuals or those who may have been exposed to the disease, but this study targeted a representative cross section of the entire community (a “mini-New Orleans” and “mini-Baton Rouge”) to understand the disease’s prevalence. The team utilized the most precise testing regimen possible, including a gold standard antibody test. “We decided to go to the trouble of collecting a blood draw to use the Abbott system, which has 99.6% specificity and 100% sensitivity for detecting antibodies to SARS-CoV-2” said Dr. Feehan.

The initial analysis targeted the New Orleans metro area, later followed by a Baton Rouge study. Crucial to its success was the willingness of residents to volunteer. “The support and interest from Orleans and Jefferson parishes was astounding. More than 25,000 residents volunteered, which allowed us to select a randomized group that was demographically representative of the area,” said Dr. Feehan. “That was crucial to accuracy.”

In addition to identifying the number of residents that had been infected to date, Dr. Feehan’s team calculated a COVID-19 infection fatality ratio of 1.61%, which is 10 to 40 times more deadly than the seasonal flu.

Data from both cities found that 61.4% of infected people had low or no symptoms. “The asymptomatic rate was alarming, because how do you convince someone to wear a mask even if they feel fine?” said Dr. Feehan. “This is what makes the virus so insidious.” The study’s findings helped guide decisions by health system administrators and local officials and emphasized the importance of a mandatory mask policy. ✓

“More than 25,000 residents volunteered, which allowed us to select a randomized group that was demographically representative of the area. That was crucial to accuracy.”

-Dr. Amy Feehan



Delivering a Little Bit of Normal

Tracey Schiro & the Ochsner COVID-19 Emergency Childcare Committee

“How do we provide the safest childcare to help our staff in an unprecedented situation?” That was the big question — and we didn’t have much time,” said Tracey Schiro, Executive Vice President and Chief Human Resources Officer.

“The Ochsner COVID-19 Emergency Childcare Committee formed on Friday, March 13, 2020, the day the governor announced that schools were closing to in-person instruction,” Tracey recalled. “We literally pulled the people within earshot into a room and started brainstorming. Once the idea of partnering with a qualified childcare provider experienced in pop-up childcare materialized, negotiations moved fast. The next 72 hours were spent on phone calls, texts and emails — anything to keep us moving forward. We relied on each member of our ad-hoc committee to solve a piece of this very large puzzle while following the latest guidelines. We needed our doctors, nurses and clinical staff focused on patient care — and providing free childcare was one thing we could take off their plates.

“Incredibly, by Monday we had 17 locations ready to open across Louisiana, meal donations organized, craft projects and activities planned and, critically, a safe and high-quality place for every family who needed it. Together with our childcare partner, KidCam Camps, and our Infectious Diseases experts, Philanthropy and Community Outreach teams, Event Planning professionals and trusting parents — we delivered a degree of normalcy and security to families at a time when nothing felt normal. It was the best kind of team effort — and something I’ll always remember.”

“We needed our doctors, nurses and clinical staff focused on patient care — and providing free childcare was one thing we could take off their plates.”

-Tracey Schiro

The Impact of a Smile

Hayley Keller & Paula Diannitto
Speech and Language Pathology

Masking has proven to be an essential tool to reduce the spread of COVID-19. But for some patients and in some settings, obscuring the face and mouth with a traditional mask can create its own set of challenges.

With that in mind the innovationOchsner team initiated a windowed mask project just a few months into the pandemic. Conceived and designed in collaboration with a local New Orleans designer, the masks feature a clear vinyl window in the middle of a cloth mask, helping patients more easily see an individual's lips and facial expressions.

The new masks were piloted with infants at Ochsner Baptist by speech and language pathologists Hayley Keller and Paula Diannitto. "We get a lot of cues when we're communicating with people through their facial expressions and being able to read their lips," Paula said. "And infants pay close attention to faces, especially mouths. Early exposure to a caretaker's full face is so important for speech, language and social development. These babies have been here for months, and because of traditional masks they've never seen a mouth. They've never been able to mimic us," Hayley said.

"Now, I'm aware of the difference once we put these masks on. I was like, 'Oh my goodness, this baby has been looking at me the whole time!'"

-Hayley Keller

The two speech pathologists found the masks to be a game-changer in their work with newborns. "Previously it was hard to tell when you're working with them if they're even looking at you," Hayley said. "Now, I'm aware of the difference once we put these masks on. I was like, 'Oh my goodness, this baby has been looking at me the whole time!'"

After the successful field trial, the Ochsner team explored other avenues to leverage the technology. The masks were made available to parents of newborns in Ochsner Labor and Delivery units. And in December, Ochsner Health donated 20,000 windowed masks to schools and school systems across Louisiana. The masks were distributed by the schools and school systems to teachers and staff who rely on students seeing their lips to connect to the subject being taught, such as phonics for young children. 🌟





Helping Nearly 120,000 Children Safely Return to School

Dr. Billy Lennarz, Allison Sharai & Dr. Diana Peterson
Safe Return to School Program

As COVID-19 emerged and a period of uncertainty took hold, one of the foremost challenges faced by parents and communities was how to safely educate kids amid a pandemic. Following the initial shutdown, school administrators, educators, children and their families were forced to quickly adapt to remote learning — along with its inherent limitations and challenges.

To help schools and community stakeholders take prudent steps forward, Ochsner Health and Ochsner Hospital for Children established the Safe Return to School Program. Led by Dr. Billy Lennarz, System Chair for Pediatrics, the program provides services and expertise to over 180 schools in Southeast Louisiana serving nearly 120,000 enrolled students. It's a diverse Ochsner team comprised of pediatric physicians from different specialties, behavioral child psychologists, infectious disease experts, research specialists as well as leaders like Allison Sharai, Director of Economic Development & Community Initiatives and Dr. Diana Peterson, Medical Director of the program.

The need to devise solutions for a safe return was clear early on. Noted Dr. Lennarz, "As the pandemic evolved, more and more

"The first step was to make the families the first line of defense, to teach them to screen their child every single morning."

-Dr. Billy Lennarz

evidence emerged to show how detrimental school shutdowns are for the emotional and physical health of children. We needed to stop thinking about only one side of the health impact equation when it came to closing schools. With the knowledge that children are less likely to suffer from severe acute COVID-19, we worked quickly to develop protocols to keep both kids and their teachers safe and in the classroom."

In developing the program, Dr. Lennarz and his team leveraged the learnings obtained from safely reopening hospitals and health systems across the globe. They showed clearly that transmission in schools was rare and, when it did happen, occurred between teachers and school staff — not children. Now, a year later, much more data has reinforced this finding and informed the very latest guidance from the CDC on school reopening.

"The first step was to make families the first line of defense, to teach them to screen their child every single morning," said Dr. Lennarz. Other measures include temperature checkpoints upon arrival, consistent masking for children as young as age three, reducing the risk of transmission by creating small cohorts of children, adjusting hallway traffic flow and decreasing the mixing of large groups of students. According to Dr. Lennarz, "Children are more adaptive and more resilient than adults, and kids in the schools that we support have adapted easily to masking, distancing and overall pandemic mitigation tactics. In fact, children in schools have been a real force in the fight against COVID-19." ✓



Pioneering Research to Address Health Disparities

Dr. Eboni Price-Haywood
Internal Medicine and Research

In the early days of the pandemic, it became apparent that Black patients were being disproportionately impacted by COVID-19. Dr. Eboni Price-Haywood, Medical Director for the Ochsner Xavier Institute for Health Equity and Research, saw an opportunity to leverage Ochsner's vast data resources to quantify those impacts and better understand the racial disparities playing a role in the growing health crisis.

The study led by Dr. Price-Haywood was published in the New England Journal of Medicine and was the first of its kind on the topic. Clinical data from nearly 3,500 COVID-19-positive patients were extracted from Ochsner's electronic health record system, Epic, to examine the racial, sociodemographic and clinical characteristics, including mortality, of those under Ochsner's care.

Co-authored by Ochsner researchers Jeffrey Burton, Ph.D., Daniel Fort, Ph.D., and Chief Academic Officer Dr. Leo Seoane, the study found that 77% of the patients who were hospitalized with COVID-19 were Black, whereas Black patients comprise only 31% of the Ochsner Health population and 33% of the overall population of Louisiana. While Black patients were much more likely to be hospitalized, once admitted, the risk of death was nearly the same as their white counterparts. Black patients were more likely to have comorbidities including obesity, diabetes, hypertension and chronic kidney disease than white patients.

"The larger issue is the role of social determinants of health," Dr. Price-Haywood said. "COVID-19 unveiled things that have been there for decades, but we've had blinders on. No matter how privileged you are, we don't have the luxury to ignore it."

"COVID-19 revealed what we already knew about health inequities in the state, and it has taught us that if we all work together, we can manage these huge challenges," said Dr. Seoane. "This study emphasized the disproportionate burden on certain populations, and its findings helped guide our health system, public health officials and elected officials in developing strategies for dealing with the spread in our communities." ✓

"COVID-19 unveiled things that have been there for decades, but we've had blinders on. No matter how privileged you are, we don't have the luxury to ignore it."

-Dr. Eboni Price-Haywood



The Critical Importance of Being Part of the Solution

Dr. Julia Garcia-Diaz — Clinical Infectious Diseases Research
Dr. Victoria Smith — Family Medicine

As New Orleans became an early COVID-19 hot spot, it was evident the Ochsner Research team needed to quickly refocus their efforts to help determine a course of treatment and reduce virus prevalence. Within weeks, they were involved in 30 COVID-19 clinical trials and studies ranging from convalescent plasma treatment and monoclonal antibodies to vaccines. Nothing was off the table.

“Ochsner has a long history of being at the forefront of innovation, research and clinical trials, and being at the center of this unprecedented pandemic was no different,” said Dr. Julia Garcia-Diaz, Director of Clinical Infectious Diseases Research and Infectious Diseases Specialist, and the principal investigator for 16 COVID-19 trials, including the Pfizer and Johnson & Johnson vaccine trials. “We continue to see our communities face large

impacts from COVID-19. It is important that we participate in these studies to better understand how these vaccines best protect all the communities we serve.”

Dr. Victoria Smith, a family medicine physician and Associate Medical Director at St. Charles Parish Hospital, participated in the Pfizer trial in July 2020 and was one of the first patients in the system to enroll.

“I knew I needed to be part of the solution,” Dr. Smith explained. “As an African American physician, it was important for me to establish trust within my community. I wanted to be a model to my patients, to communities of color and overall, to encourage people to take part so we could end this pandemic.”

On December 14, 2020, the first COVID-19 vaccines were administered to healthcare workers across the nation. Ochsner played an integral role in making that happen. The following day, Dr. Smith received notification that she had received the vaccine versus a placebo in the double-blinded trial. “It was a great day,” she recalled. “I’m grateful for the opportunity and proud to have been a part of history.” 🙌

“I knew I needed to be part of the solution. As an African American physician, it was important for me to establish trust within my community.”

-Dr. Victoria Smith

Mindsharing for Widespread Vaccine Distribution

Dawn Pevey, Dr. Richelle Schiro, Matt Malachowski & Debbie Simonson
The COVID-19 Vaccine Task Force

With Phase 2/3 COVID-19 vaccine trials underway by summer 2020, hope intensified for an FDA-approved vaccine under emergency use authorization before the end of the year. In August, Dawn Pevey, CEO of System Service Lines and Centers of Excellence; Debbie Simonson, System Vice President of Pharmacy Services and Centers of Excellence; Dr. Richelle Schiro, Vaccine Physician Chair; Matthew Malachowski, Pharmacy Systems Director and Kim Stewart, Manager of Strategic Programs, created a COVID-19 vaccine task force to begin brainstorming what an effective, widespread distribution would look like once a vaccine was available.

Early on, storage and logistics proved daunting — but Debbie and her pharmacy team were more than ready.

“Because of our existing emergency preparedness plan...we were prepared for the complexity and large-scale vaccine storage and logistics requirements.”

-Debbie Simonson

“Well before COVID-19 vaccines were authorized, we had the foresight to assess our total capacity to store vaccines for our own use and to assist with larger state efforts,” explained Debbie. “Because of our existing emergency preparedness plan, our experience with the Pfizer vaccine trial and our mind-sharing with hospital pharmacies and pharmacists across the nation, we were prepared for the complexity and large-scale storage and logistics requirements for the Pfizer vaccine. We started to study all of the vaccines in promising national trials and ordered appropriate storage well in advance to avoid potential backorders of the resources we needed.”

That early prep paid off. On December 14, Ochsner became the first in Louisiana to administer a COVID-19 vaccine, delivering first doses into 16,429 arms in the final two weeks of 2020.

“We had a team of hundreds of talented people who made this possible. This has been a rewarding experience and we are one step closer to reaching our goal — to get as many people vaccinated as we can so we can end this pandemic,” Dawn said. 🙌





Administering Louisiana's First Vaccination

Dr. Mona Moghareh, PharmD — Pharmacy
Deborah Ford — Nursing

The campus was buzzing on December 14, 2020 as the first 15 employees at OMC-New Orleans anxiously prepared to receive the COVID-19 vaccine. Cameras were poised and Governor John Bel Edwards was present as Ochsner was ready to stream the momentous event live nationally via Facebook Live.

Mona Moghareh, an inpatient pharmacist, was excited to start administering the vaccine.

"It was an honor to play such an extraordinary role in vaccinating the first person in the state," recalled Dr. Moghareh. "We've been waiting for this day for a long time and it was the first proactive step toward battling this pandemic. I still remember the exhilaration of knowing we finally had something substantial that we could offer the community."

Debbie Ford, Chief Nursing Officer at Ochsner Medical Center-New Orleans was the first employee to receive the highly anticipated vaccine.

"We've been waiting for this day for a long time, and it was the first proactive step toward battling this pandemic."

-Dr. Mona Moghareh

"I was so excited I didn't even feel it," said Debbie. "On the frontlines, we've seen so much death and suffering, and this was the light at the end of the tunnel. Being among my peers and being among the first to receive the vaccine was very emotional."

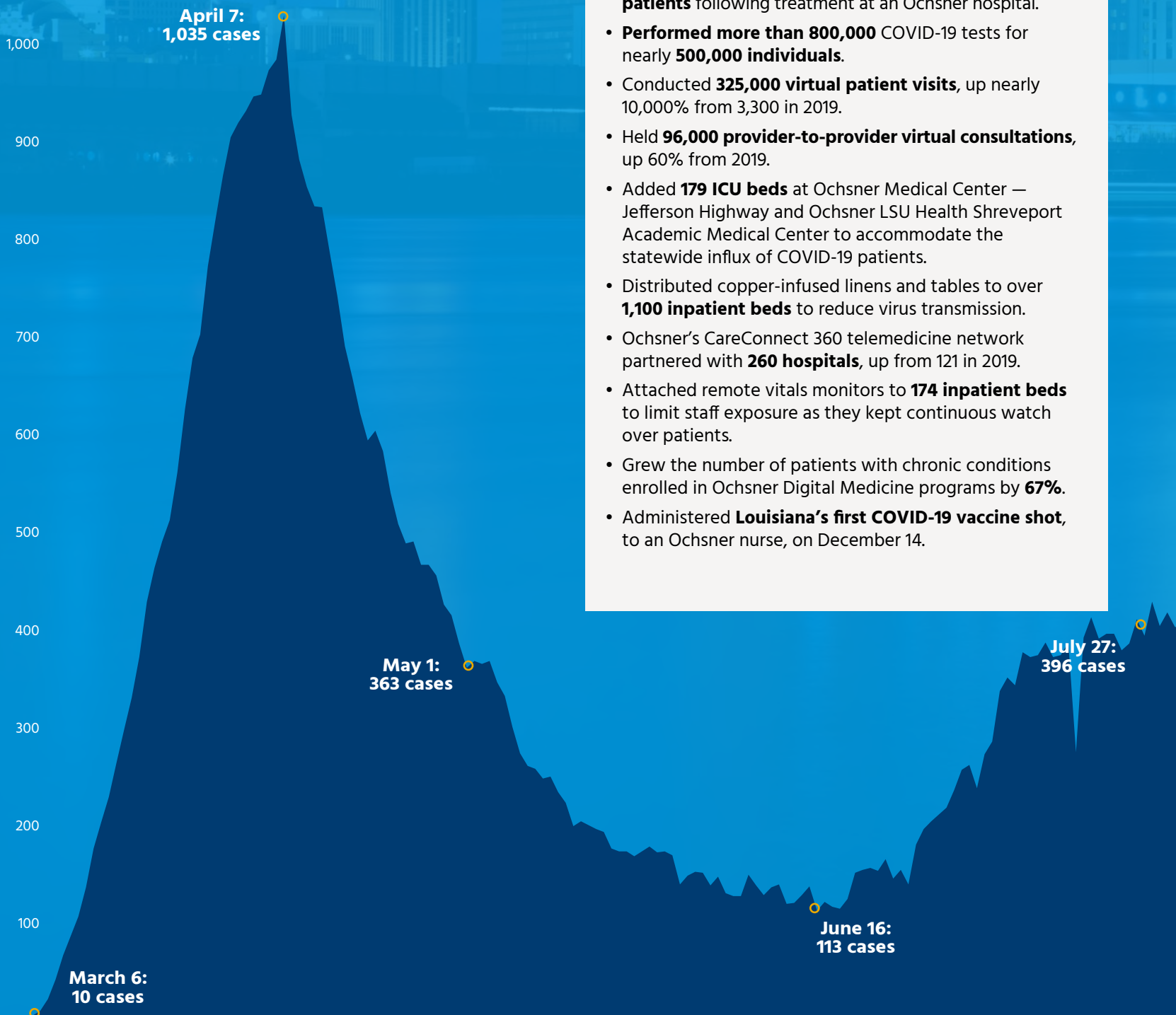
As the vaccine continues to roll out, Debbie has a message to her peers and community. "I would like to encourage everyone to get the vaccine. Together, we can eradicate this virus so we can live long and happy lives with our loved ones." 🍀

COVID-19 RESPONSE

2020 Impact

IN HOSPITAL CONFIRMED POSITIVE CASES:

Ochsner Owned & Operated | March-December 2020



Patient Care

- Treated and discharged home more than **9,500 COVID-19 patients** following treatment at an Ochsner hospital.
- **Performed more than 800,000** COVID-19 tests for nearly **500,000 individuals**.
- Conducted **325,000 virtual patient visits**, up nearly 10,000% from 3,300 in 2019.
- Held **96,000 provider-to-provider virtual consultations**, up 60% from 2019.
- Added **179 ICU beds** at Ochsner Medical Center — Jefferson Highway and Ochsner LSU Health Shreveport Academic Medical Center to accommodate the statewide influx of COVID-19 patients.
- Distributed copper-infused linens and tables to over **1,100 inpatient beds** to reduce virus transmission.
- Ochsner's CareConnect 360 telemedicine network partnered with **260 hospitals**, up from 121 in 2019.
- Attached remote vitals monitors to **174 inpatient beds** to limit staff exposure as they kept continuous watch over patients.
- Grew the number of patients with chronic conditions enrolled in Ochsner Digital Medicine programs by **67%**.
- Administered **Louisiana's first COVID-19 vaccine shot**, to an Ochsner nurse, on December 14.

Workforce Commitment

- Used **12 million face masks and isolation gowns** to protect patients and staff.
- More than **2,300 employees** voluntarily redeployed across the system to fill vital patient care roles.
- Provided free day camps for **800 children** of Ochsner staff across 18 locations.
- Hired an additional **200 employees** to staff employee, patient and visitor temperature screening stations.

Research, Innovation & Technology

- Ochsner Health scientists were first from the New Orleans area to produce **sequences of the COVID-19 virus**.
- Participated in **15 COVID-19 trials**, enrolling **470 patients** into vaccine trials and **another 384** into other therapeutic trials.
- Ochsner's iO Engineering Lab prototyped **15 products** and produced **8 different PPE items** for distribution including face shields, isolation gowns, face masks and hand sanitizer.

Community Support

- Launched a COVID-19 prevalence study with over **5,000 participants** to collect data to determine the spread and impact of the virus in New Orleans and Baton Rouge.
- Conducted **170,000 community tests** at more than **250 locations** across Louisiana, focusing on hotspot areas and underserved communities.
- Fielded **160,000 calls** to the Ochsner COVID-19 Hotline.
- Ochsner's Safe to Return programs assisted **180 schools and 77 employers** in getting back to business and education.
- Supported a **900% increase** in same-day prescription deliveries.
- Deployed **63 virtual employer clinics** to give employees quick access to healthcare.
- Ochsner's Pandemic Response Fund raised over **\$1.5 million** to provide medical supplies, equipment and financial assistance to employees and patients in need.

August 21:
258 cases

September 22:
147 cases

October 23:
133 cases

November 27:
307 cases

December 31:
547 cases

A year
REDEFINED,
a team
UNDETERRED.



Leadership Perspectives

Letter from Andrew Wisdom, Chair, Board of Directors & Warner Thomas, President & Chief Executive Officer

How do you describe the indescribable? How do you summarize a year so challenging, so filled with uncertainty, and so demanding of all our skills, knowledge, energy and faith? For everyone at Ochsner Health, the experience of 2020 was unlike anything we've ever encountered — or even imagined. Yet it also was a year that spotlighted the power of our purpose: caring for people.

There is no playbook for navigating a pandemic. You just begin. Starting even before Ochsner's first COVID-19 case on March 11, 2020, that's what thousands of Ochsner employees did: prepared and planned for the unknown, and then confidently solved one problem after another, every single day, with courage and determination.

This report tells some of these heroic stories. They represent just a few of the more than 32,000 healthcare professionals who delivered — selflessly, relentlessly — for our patients and communities.

What helped Ochsner not only survive, but in many ways triumph, during such a tumultuous year?

- **Teamwork** — Teamwork is essential to how we serve patients every day. The dedication of Ochsner employees to serve others, around the clock, and even in the face of potential danger, exhaustion and uncertainty, was universal.
- **Innovation** — The pandemic escalated quickly — we found ourselves responding to our first COVID-19 patient and then,

just 28 days later, caring for nearly 1,000 across our hospitals. Our ability to adapt quickly, leverage emerging technology and embrace innovative solutions during this period proved essential. From being first in the state to insure and rapidly scale COVID-19 testing, launching a free employee childcare program in under 72 hours, designing and locally manufacturing our own PPE, expanding digital health to increase virtual visits by nearly 10,000% or standing up Louisiana's largest statewide community testing infrastructure — our teams attacked problems quickly and delivered solutions in hours or days, not weeks or months.

- **Commitment** — We demonstrated our commitment to our employees and communities through deep investments in people. Throughout the year, we successfully redeployed thousands of existing staff and avoided layoffs or furloughs. Instead, we expanded our workforce. We vastly increased resources to care for our caregivers through well-being and wellness services. And we partnered with employers and schools across the state to help thousands safely return to work and the classroom.

- **Empathy** — It starts with giving our all to care for patients and comfort their families. But it also includes listening and learning from our employees about social justice issues, prioritizing community efforts like our founding of the Ochsner Xavier Institute for Health Equity and Research and doubling down to address health disparities and improve access to care through building Ochsner Community Health Centers in underserved communities.
- **Resilience** — Despite the immense challenges presented by COVID-19, Ochsner and our teams were undeterred in pursuing our big, long-term goals. We established new partnerships in Louisiana’s Acadiana region and in Mississippi that expand Ochsner’s reach to more patients in more communities. New facilities were opened, notably those to expand cancer care and primary care. We announced our 10-year Healthy State initiative to vastly improve Louisiana’s health ranking, including a \$100 million investment to address Louisiana’s most critical health needs.
- **Development** — Major initiatives to expand the pipeline of trained healthcare professionals were created, including the Ochsner Scholars Program and a partnership with Loyola University for a new Bachelor of Science in Nursing program. We also took important strides to enhance our diversity, equity and inclusion efforts, with a new staff and regional infrastructure and expanded goals, programs and training.

All of this makes clear that not even a pandemic could stop us — or interrupt our work to fulfill the promise of a healthier, stronger future for everyone.

Reflecting on the past year fills us with immense gratitude. For the clinical and administrative staff who never gave up, for the patients and families who trusted us, for the generous donors who supported our work and for the communities whose confidence continues to inspire us.



Vision for a Healthy State

Ochsner Health welcomed 2020 with a name change and a bold new 10-year vision and commitment to create a Healthy State. Together with state leaders, community partners, insurers, schools, employers and others, we are placing a direct focus on the health and wellness of the whole person and addressing the most critical health needs in our Louisiana and Mississippi communities.

In 2020, we announced a \$100 million investment to address health inequities and expand Louisiana’s healthcare workforce and community-based health services. These investments include the development of 15 community health centers in underserved areas across Louisiana, the creation of the Ochsner Scholars Program to address critical physician shortages in key areas, and a partnership with Xavier University to create the Ochsner Xavier Institute for Health Equity and Research (OXIHER).

In 2021, we are expanding on these investments by targeting a broader array of health, social and economic factors having a major impact on the health of Louisiana. In partnership with OXIHER and broad-based statewide and regional coalitions, The Healthy State Partnership will focus on these five pillars of a healthy state:

- **Health outcomes & interventions**
- **Community wellness**
- **Social determinants**
- **Health access**
- **Workforce development & addressing economic disparities**

While the pandemic remains part of life, today we see a much brighter horizon ahead — made possible by safe vaccines that work and the contributions of selfless, committed and caring professionals like the women and men of Ochsner Health. We are deeply privileged to stand beside them — and heartened by the opportunity to join with them in continuing to do great things in the years ahead. 🙌

Sincerely,

Andrew B. Wisdom
Chair, Board of Directors
Ochsner Health

Warner L. Thomas
President and Chief
Executive Officer
Ochsner Health

2020 MILESTONES

Community Commitment

- Announced our 10-year vision for a **Healthy State** to improve Louisiana's health ranking from 49th to 40th by 2030, including a **\$100 million Ochsner investment** during the first five years to enhance healthcare access, improve health equity and health outcomes.
- Served as lead investor to develop **Unite Louisiana**, a coordinated care network of 100+ healthcare providers, government agencies and social service organizations linked through a shared technology platform that allows members to send and receive electronic referrals and track outcomes together.
- Welcomed the inaugural class of the **Dr. John Ochsner Discovery Health Sciences Academy**, a new K-8 public charter school emphasizing STEM education, while starting construction of its new permanent campus.
- Pledged \$1 million to **Son of a Saint**, a nonprofit organization dedicated to transforming the lives of fatherless boys in New Orleans while also inspiring mentorship.
- Through a \$5 million donation to provide 15,000 meals daily to Louisianans in need, the **Brees Dream Foundation** supported the families of Ochsner Health and other frontline Louisiana healthcare workers and made meals available to Ochsner's emergency COVID-19 childcare program at 18 locations from Shreveport to New Orleans.



Innovation & Research

- Published significant research on COVID-19 health disparities, including in the **New England Journal of Medicine**: "Hospitalization and Mortality among Black Patients and White Patients with COVID-19."
- Established the **Ochsner Xavier Institute for Health Equity and Research** to provide research and education around best practices to eliminate health disparities, offer provider education on health equity and population health and create a diverse and inclusive pipeline of healthcare providers.
- Published in the journal **Cancer** the largest and only multivariate study evaluating the difference in mortality from COVID-19 between patients with and without cancer.
- Partnered with **The Cancer Focus Fund** and **The University of Texas MD Anderson Cancer Center** to participate in clinical trials of investigational cancer therapies.
- The **Connected MOM Act**, inspired by the Connected Maternal Online Monitoring Program at Ochsner Health, was introduced in the Senate to establish Medicare and Medicaid coverage for telehealth programs that use remote patient monitoring to track the health of expectant mothers.
- Ochsner Health teams worked with the Louisiana Department of Health to create a **statewide data registry** on all Louisiana patients receiving a positive or negative COVID-19 test, helping analyze virus spread, track hot spots, measure effectiveness of interventions and implement contact tracing.
- Over 15,000 patients participated in **Ochsner Digital Medicine** for chronic disease. The program is available in 15 states and will expand in 2021 to serve patients, employers, payors and health systems nationally.



Regional Growth

- Lafayette General Health officially joined Ochsner Health, becoming **Ochsner Lafayette General**, with a plan to enhance the health of Acadiana residents through Ochsner's 10-year, \$465 million investment in capital and resources.
- Opened the first of 15 planned **Ochsner Community Health Centers** in underserved neighborhoods across Louisiana, including areas with low access to primary care and a high prevalence of chronic disease.
- Opened the doors of the newly expanded **Gayle and Tom Benson Cancer Center**, doubling its size and including a new patient wellness space offering integrative oncology services.
- Opened **Ochsner Health Center — Bluebonnet South** in Baton Rouge, offering a full array of primary care services.
- Entered into a joint operating agreement with **Singing River Health System** on the Mississippi Gulf Coast to grow its services and technological and digital capabilities in telehealth, digital monitoring and artificial intelligence.
- Announced the development of a comprehensive "super clinic" healthcare destination at **Clearview City Center**, set to open in 2022 and featuring a variety of primary and specialty care services as well as a micro-hospital.



Academics & Education

- Introduced the **Ochsner Scholars** program, which covers medical school expenses for students who choose to practice psychiatry or primary care in Louisiana with Ochsner, while also supporting workforce development programs for nursing and allied health professionals.
- Partnered with **Loyola University New Orleans** to create a new Bachelor of Science in Nursing pre-licensure program, with classes beginning in Fall 2021.
- The **Chamberlain University College of Nursing at Ochsner Health New Orleans Campus** graduated its first class.
- The inaugural class of the joint **Xavier University Physician Assistant Program in partnership with Ochsner Health** completed its first year of classroom instruction.
- More than **300 medical students and fellows** trained in 31 different Ochsner-sponsored, ACGME-accredited clinical programs.
- **UQ-Ochsner Clinical School** medical students achieved a 90% residency match rate.
- Ochsner provided clinical education to **766 allied health and physician assistant** students.
- Ochsner placed **1,886 nursing students** in clinical areas as part of their education and training.



ACCOLADES

The Leapfrog Group

The Leonard J. Chabert Medical Center, Ochsner Medical Center — Hancock, Ochsner Medical Center — New Orleans, Ochsner Baptist, Ochsner Medical Center — Kenner, Ochsner Medical Center — Northshore and Ochsner St. Mary were each awarded 'A' Leapfrog Safety Grades.



American College of Cardiology

The John Ochsner Heart and Vascular Institute Electrophysiology (EP) Lab at Ochsner Medical Center received v1 Accreditation from the American College of Cardiology.

American Heart Association/American Stroke Association

Six Ochsner Health hospitals have received the Get with the Guidelines — Stroke Gold Plus Quality Achievement Award from the American Heart Association/American Stroke Association.



Scientific Registry of Transplant Recipients

Ranked #2 in the country for liver quality by Scientific Registry of Transplant Recipients



Louisiana State Nurses Association

Ochsner Medical Center — New Orleans and Ochsner Medical Center — Baton Rouge were named 2020 Hospitals of the Year by the Louisiana State Nurses Association.

U.S. News & World Report

For the fourth consecutive year, Ochsner Hospital for Children was named among the top 50 children's hospitals in the country by U.S. News & World Report and recognized in cardiology and heart surgery.

Ochsner Health's Skilled Nursing Facility (SNF) is among the 19% of U.S. skilled nursing facilities recognized as a Best Nursing Home for 2019-2020 by U.S. News & World Report.

Ochsner Medical Center, Ochsner Medical Center — West Bank Campus and Ochsner Baptist were ranked #1 in Louisiana and recognized as a Best Hospital by U.S. News & World Report. Ochsner was nationally ranked in the top 50 for neurology and neurosurgery, and "High Performing" in cancer, gastroenterology and gastroenterology surgery, geriatrics, nephrology and orthopedics. St. Tammany Health System was listed as high performing for care of COPD and congestive heart failure.



Healthgrades

St. Tammany Health System was named one of America's 100 Best Hospitals for Spine Surgery and earned the Outstanding Patient Experience and Outstanding Patient Safety awards from Healthgrades.



Ochsner has been recognized multiple years running by Healthgrades Neurosciences and Stroke Care Excellence Awards and named among the Top 5% in the Nation for Neurosciences and Top 5% in the Nation for Treatment of Stroke.

Vizient

Ochsner Health was recognized with two regional Brilliance Awards by Vizient Southern States at the 2020 Connections Education Summit Conference.

Blue Cross and Blue Shield of Louisiana

Blue Cross and Blue Shield named Tammany Health System a Blue Distinction Center for Knee and Hip Replacement, part of the Blue Distinction Specialty Care program.



The Arnold P. Gold Foundation

The University of Queensland — Ochsner Clinical School received the Arnold P. Gold Foundation's highest honor for its Gold Humanism Honor Society with an "Exemplary" ranking.

The Lown Institute

Ochsner Medical Center — Baton Rouge earned top honors from The Lown Institute, including #1 Hospital in Louisiana, Top 50 Hospitals in the Nation, "Best Hospitals in America" top 20 honor roll and an A+ score for inclusivity, clinical outcomes and avoiding overuse.

Press Ganey

Ochsner Baptist, Ochsner St. Anne Hospital, St. Charles Parish Hospital and Ochsner Medical Center — Hancock received the 2020 Press Ganey Guardian of Excellence Award for Patient Experience.



New Orleans Advocate/Times Picayune

The publication identified Ochsner Health as one of 70 Top Places to Work in 2020.

American Hospital Association

Ochsner President and CEO Warner Thomas was elected to the Board of Trustees of the American Hospital Association.



Becker's Healthcare Review

Ochsner Medical Center — New Orleans was recognized by Becker's Healthcare Review as one of the "100 Great Hospitals in America."

Help.org

Ochsner Addictive Behavior Unit was certified as the Best Drug & Alcohol Treatment Center in New Orleans for 2020.

Federal Communications Commission

Ochsner Health was awarded \$1 million in Federal Communications Commission (FCC) COVID-19 Connected Care Telehealth Program funding to expand telehealth and mHealth services that allow high-risk and vulnerable populations in Louisiana and Mississippi to connect to our Digital Health programs.

International Board of Credentialing and Continuing Education Standards

Two St. Tammany Health System pediatric departments are now Certified Autism Centers, a designation granted by the International Board of Credentialing and Continuing Education Standards.



Gartner

Ochsner Health ranked 8th in the Gartner Healthcare Supply Chain Top 25 ranking, recognizing companies that advance healthcare by improving patient outcomes and controlling costs.



CENTERS OF EXCELLENCE

Powered by breakthrough technologies and treatments and renowned for clinical leadership, in 2020 Ochsner's 10 Centers of Excellence continued to grow a reputation for delivering compassionate care that changes and saves lives. Staffed by more than 1,600 Ochsner Group Practice physicians and an additional 3,000 community and network providers, including some of the most accomplished clinicians in their fields, our providers practice innovative medicine in facilities ranked among the finest in the world.

Ochsner Hospital for Children patients Luke and Jude Lane.





Dr. Trent Desselé, Vice Chair of Psychiatry at Ochsner Medical Center in New Orleans.

Behavioral Health

Recognizing the relationship between mental health and total well-being, Ochsner for decades has applied excellence, innovation, research and education to the delivery of psychiatry and behavioral health services.

- Unmatched breadth of services and specialty treatment programs including short-term outpatient counseling, group therapy, hospital inpatient and day treatment programs.
- Added 24 providers and expanded new behavioral health services to Ochsner facilities in Louisiana's Northshore, South Shore, Baton Rouge and Bayou regions.
- Experienced a 20% growth in unique patients served across outpatient clinics for behavioral health and addictive disorders.
- During COVID-19, conducted 90% of behavioral health visits virtually, seeing 10,780 patients through the MyOchsner patient portal.
- Introduced the COVID-19 Staff Support and Wellness Initiative in partnership with the Office of Professional Well-Being, providing on-demand access to a crisis phone line and psychiatric consultation, twice-daily virtual mindfulness groups and decompression groups for high-stress units.



Beuncole Burns, cervical cancer survivor, received her cancer treatment at the Gayle and Tom Benson Cancer Center.

Cancer



Ochsner's approach to cancer treatment combines clinical expertise, research leadership and a patient-centered culture. It's an approach that improves outcomes for thousands of cancer patients each year and attracts patients from all 50 states and 34 countries.

- Completed the expansion of the Gayle and Tom Benson Cancer Center in New Orleans, doubling its size so that we can continue to make advancements in research, screenings, clinical trials, genetic testing and more that provide hope to our patients and their families.
- Announced construction of a new, \$50 million state-of-the-art cancer center on the Northshore in partnership with St. Tammany Health System, opening in June 2021.
- Launched a new partnership with The University of Texas MD Anderson Cancer Center and The Cancer Focus Fund for early-stage clinical trials of novel cancer therapies.
- Urged patients to complete vaccinations and cancer screenings despite the pandemic, completing more than 178,000 screenings for breast, colon, cervical and other cancers, and 3,381 HPV vaccinations that help protect against certain cancers.
- Opened a new Mohs Surgery Center at the Ochsner Cancer Center — Baton Rouge for leading-edge treatment of skin cancers.
- Became the first and only cancer center in the Gulf South to deliver minimally invasive Focal One Robotic HIFU technology — a precise, end-to-end solution for diagnosis and treatment of localized prostate cancer.



Connie John, a social worker who was diagnosed with diabetes and suffers from foot ulcers has not missed a day of work since receiving interventional cardiovascular treatment from Dr. Zola M. N'Dandu.

Cardiology



The John Ochsner Heart & Vascular Institute offers advanced diagnostic procedures and leading-edge therapies and is home to more than 100 cardiologists, surgeons and other specialists. We provide the most sophisticated cardiac therapies available, including some unavailable anywhere else in the region.

- Healthgrades recognized Ochsner Medical Center among America’s 100 Best Hospitals for Coronary Intervention and America’s 50 Best Hospitals for Vascular Surgery.
- Ochsner currently participates in over 100 clinical trials to advance knowledge of the mechanisms, diagnoses and treatments of cardiovascular disease.
- Ochsner Medical Center — Kenner and Ochsner’s interventional cardiology team performed the first “nonthermal vein closure,” a procedure that helps to seal diseased veins and reroutes blood to nearby healthy veins.
- Conducted 8,390 cardiology telemedicine and virtual visits across the system — a new high.

Digital Health

Ochsner is at the forefront in new digital innovations that improve health and benefit patients and healthcare providers wherever they are. Our innovative telemedicine and consumer-focused digital solutions increase access to specialized care for adult and pediatric patients from home, on the road and in an array of healthcare settings.

Hospitals, Health Facilities and Public Health

- Ochsner's iO Engineering Lab worked to design and manufacture PPE items at scale including eight items for distribution including face shields, isolation gowns, face masks and hand sanitizer.
- Visi Mobile wireless vital sign monitors were deployed to 174 Ochsner hospital beds to limit staff exposure as they kept continuous watch over COVID-19 patients.
- Copper-infused linens and overbed tables were distributed to over 1,100 inpatient beds to reduce transmission of COVID-19 while protecting patients and frontline workers.
- Optimal Hospital elements, including red lighting and noise monitoring, were expanded to inpatient units at Ochsner's Baton Rouge, West Bank, Baptist and Kenner hospitals.
- Provider-to-provider virtual consultations increased to 96,067 in 2020, a 60% increase over 2019.
- 260 unique partners participated in Ochsner's telemedicine programs in 2020, a 115% year-over-year jump.

Direct to Consumer

- Increased number of patients with chronic conditions cared for by Digital Medicine by 67%. Ochsner's Digital Medicine Net Promoter Score (a patient's willingness to recommend a product or service) is 87.5, exceeding industry best practices and those of consumer services like Netflix and Amazon.
- Ochsner conducted nearly 325,000 virtual visits in 2020 — a 10,000% increase, compared to just 3,300 in 2019.
- Developed the remote monitoring COVID-19 Surveillance Program — managing over 3,200 COVID-19 patients safely at home along with a symptom tracking program with 74,043 patients since inception.
- Expanded our partnership with Hims & Hers Health, Inc., a model for better care through patient engagement and telemedicine to offer Ochsner Digital Medicine solutions directly to their customers through a fully digital subscription model.



Kay King, Ochsner Digital Medicine member, uses a Bluetooth-enabled blood pressure cuff that connects to her smartphone and sends readings directly to her care team for regular monitoring and support.



Roy Green, who was paralyzed from congenital kyphosis scoliosis, is walking today due to life-changing vertebral column resection surgery performed by Dr. James Kalyvas and the Ochsner Neuroscience team.

Neurosciences



More than 200 multidisciplinary specialists at the Ochsner Neuroscience Institute make our program the largest in the Gulf South, providing the most advanced diagnostic and therapeutic options for patients with neurological conditions. Our nationally ranked neurological and neurosurgical programs create individualized care plans treating more than 36,000 patients annually while we conducted 14,700 virtual visits in 2020.

- The only health system in the Gulf South to offer robotic-assisted brain and spinal surgical programs and the only neurosurgical program offering laser-ablation for epilepsy and brain tumors.
- Among the nation's only neuroscience innovation centers offering 3D printing and virtual reality augmentation for surgical planning and patient education.
- Ochsner offers a TeleStroke network of 55 participating hospitals across Louisiana, Mississippi and Alabama.
- The epilepsy program at Ochsner is level 4 accredited by the National Association of Epilepsy Centers and is the only institution in Louisiana that operates a dedicated epilepsy monitoring unit where patients with complex seizure disorders and other repetitive neurological events can be diagnosed and managed.
- Recognized by Healthgrades Neurosciences Excellence Award nine years in a row and named among the top 5% in the nation for Neurosciences for eight years in a row.

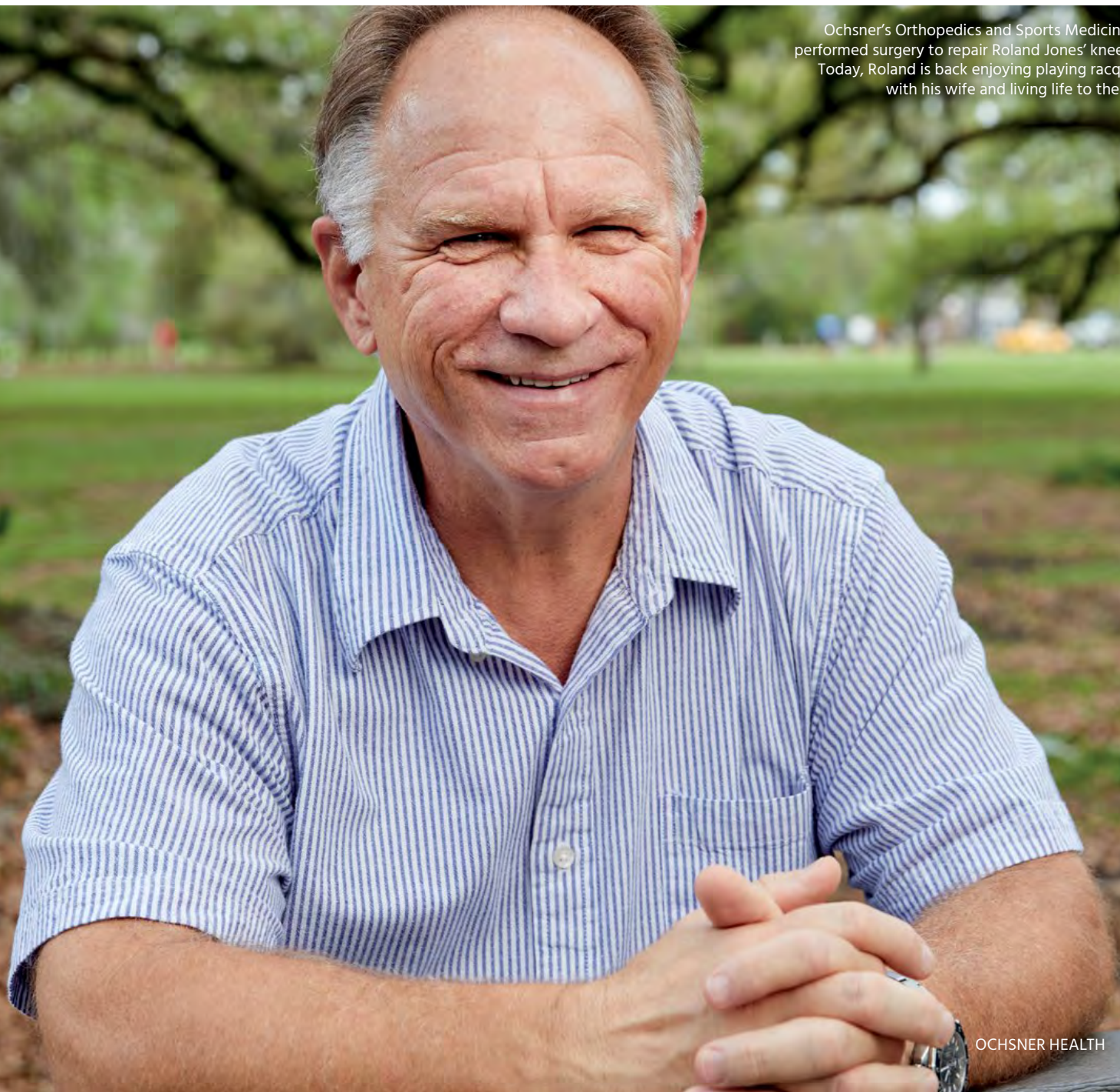
Orthopedics & Sports Medicine



With more than 36 highly trained orthopedic surgeons at 25 locations, Ochsner provides the highest level of specialized orthopedic care in the Gulf South. Our orthopedic patients spend fewer days in the hospital and experience fewer complications compared to national averages.

- Nationally recognized as High Performing for Hip Replacement, Knee Replacement and Orthopedics by U.S. News & World Report.
- Recognized by Healthgrades as one of America's 100 Best Hospitals for Joint Replacement.
- Sports Medicine and the Athletic Training Outreach Program serves 70 schools and utilizes 94 full-time athletic trainers across Ochsner's South Shore, Baton Rouge and Northshore regions.
- Now offering specialized services including a Hand and Upper Extremity Center and The Child and Adult Hip Preservation Center, the first program in the Gulf South focused on comprehensive care of patients with complex hip problems.
- St. Tammany Health System was named by Blue Cross and Blue Shield of Louisiana a Blue Distinction Center for Knee and Hip Replacement for its high-quality patient safety and better health outcomes.

Ochsner's Orthopedics and Sports Medicine team performed surgery to repair Roland Jones' knee injury. Today, Roland is back enjoying playing racquetball with his wife and living life to the fullest.





Pediatrics

From rare, life-threatening conditions like brain tumors, leukemia or congenital defects to autism, the most common chronic disease in childhood, Ochsner Hospital for Children offers a level of pediatric care unmatched in the region. More than 150 physicians specialize in 30 pediatric specialties and subspecialties providing life-saving and life-changing care from organ transplants to highly specialized therapies for children.

- For the fourth consecutive year, U.S. News & World Report ranked Ochsner Hospital for Children among the Top 50 Children's Hospitals for pediatric subspecialties.
- Ochsner's Congenital Heart Surgery Program again achieved a 100% survival rate in neonatal patients.
- Two St. Tammany Health System pediatric departments were designated a Certified Autism Center by the International Board of Credentialing and Continuing Education Standards.
- The Boh Center for Child Development launched the Learning and Achievements Program designed to bolster the academic success of children and adolescents.
- Ochsner Hospital for Children began construction of a new \$6.8 million Pediatric Super Clinic in Baton Rouge at the Ochsner Medical Complex — The Grove.



Ashley Lane, pictured with her husband, Ryan, went into labor for Jude and Luke at 23 weeks at Ochsner Baptist. Because of the excellent care they received in the NICU, the twins are happy and healthy boys today.



Due to the compassionate and ongoing care Deborah Wright receives from Ochsner primary care in Baton Rouge, she is living a healthy and fulfilling life.

Primary Care

Ochsner's Primary Care team helps direct patients' overall care with an emphasis on prevention and screenings — vital to sustaining health and wellness. In 2020 we added LGBTQ+ care to our primary care specialties and became the first Ochsner Center of Excellence to offer system-wide virtual visits — completing just under 100,000 in 2020 alone.

- Opened the first of 15 planned Ochsner Community Health Centers, the Ochsner Community Health Brees Family Center, in New Orleans East. A cornerstone of Ochsner's Healthy State by 2030 initiative, these centers will be located in underserved neighborhoods across Louisiana, including areas with low access to care.
- Played a central role in providing free COVID-19 community testing across the state, with 170,000 tests performed across 250 infection hotspots and underserved locations.
- Geriatrics care at Ochsner earned a "High Performing" designation by U.S. News & World Report.
- Opened Ochsner Health Center — Bluebonnet South in Baton Rouge, offering a full array of primary care services.



Jeremiah Eggerson, kidney and heart transplant recipient, loves playing outdoors with his little brother, all thanks to the life-saving care he received from Ochsner Medical Center's transplant team and Ochsner Hospital for Children.

Transplant

The Ochsner Transplant Institute is nationally recognized as one of the premier programs of its kind. Since its inception in 1984, Ochsner's team of renowned physicians, surgeons, transplant nurses and support specialists have successfully performed more than 7,900 life-saving liver, kidney, pancreas, heart and lung transplants. Ours is the busiest, most experienced transplant center in the Gulf South region.

- Performed 397 transplants in 2020 and conducted 3,539 transplant-related virtual visits, 16.5% of our total visits.
- Performed first Hope Liver Transplant and completed six Hope organ transplants (liver or kidney) by transplanting HIV organs to HIV patients.
- Ochsner performed its first pediatric heart and kidney transplant and its first adult lung and liver transplant, both with successful outcomes. These rare organ combination transplants were also the first in the state.
- Ochsner surgeons participate in the only Dominican Republic Pediatric Kidney Transplant Program, which has completed nine living related donor pediatric kidney transplants.



Lindsay Domingue went into labor on April 22, 2020, and delivered a healthy baby boy named Nixon at Ochsner Lafayette General Medical Center.

Women's Services

Our mission is to empower women with the information, resources, services and treatment choices they need to get and stay healthy. The Ochsner women's health team includes gynecologic surgeons who are experts in minimally invasive techniques, gynecologic oncology specialists, a maternal fetal medicine team and experienced obstetric intensive care specialists.

- 2,259 expectant mothers enrolled in the Ochsner Connected MOM (Maternity Online Monitoring) program, which allows patients to stay digitally connected with their care team from home, reducing in-person visits and providing a more continuous connection between expectant mothers and their care team.
- Connected MOM became the template for congressional legislation to extend the benefits of the program to expectant and postpartum mothers nationally.
- In response to COVID-19, offered drive-through blood pressure checks for postpartum moms who were hypertensive during pregnancy and/or following delivery.
- Ochsner Baptist and the Mother's Milk Bank of Louisiana introduced the Mamava Pod at Ochsner Baptist, which offers a lactation space for nursing mothers, including employees and visitors.

COMMUNITY COMMITMENT

In 2020 Ochsner continued to expand the scope and impact of our work to build stronger and healthier communities. We set new goals and implemented new initiatives to improve health outcomes statewide, address the social determinants of health, support underserved neighborhoods, expand STEM education, keep moms and their babies healthy — and much more.

Norah Williams, Ochsner Hospital for Children pediatric patient, plays with her mother, Chasity.



Healthy State by 2030: A Bold Agenda to Move Louisiana Forward

Ochsner Health has shifted course in our work to build healthier futures for our patients — moving from a healthcare system to a system that truly delivers on every aspect of health. It's a journey that requires us to view the health of people and communities through a lens of support for the whole person, including their physical, mental, financial and social well-being. To further that objective, in November 2020 we joined with Louisiana state leaders to announce Ochsner's 10-year vision for a healthy state, including a \$100 million Ochsner investment during the first five years to address Louisiana's most critical health needs.

In the United Health Foundation's most recent Healthy State Index, Louisiana ranked 50th in the nation for health outcomes, with high rates of smoking, obesity and high blood pressure being notable factors. Our state faces several critical challenges — including some of the country's highest rates of chronic conditions including cancer, diabetes and COPD. Improving the health of Louisiana means leveraging partnerships and innovation to make care more accessible, more affordable and more convenient.

Ochsner's Healthy State by 2030 initiative includes investments to support projects that eliminate barriers to healthcare; bring resources into underserved, urban and rural communities; collaborate with partners to research and better understand health disparities; utilize technology and innovation to improve outcomes and invest in Louisiana's next generation of healthcare providers and frontline staff. Our goal is to move Louisiana up 10 points in the rankings within a decade.

Highlights of the first phase of this holistic, multidisciplinary initiative include:

- The opening of 15 Ochsner Community Health Centers in underserved, rural and urban areas of the state over the next three years.



- A partnership with Xavier University to develop and fund the Ochsner Xavier Institute for Health Equity and Research, which will focus on key strategies to address health inequity in Louisiana.
- The introduction of the Ochsner Scholars program, which will cover medical school tuition for students who choose to practice psychiatry or primary care in Louisiana with Ochsner and focus on expanding workforce development programs for nursing and allied health professionals. Together these programs will increase our pipeline of skilled healthcare professionals while keeping extraordinary talent right here at home. 🙌

The Brees Family Dream: Raising the Bar for Service

To help realize Ochsner's vision to improve access to care across the state, Brittany and Drew Brees and The Brees Dream Foundation in 2020 made a remarkable \$5 million gift to expand Ochsner's community health centers strategy. The first facility supported by their gift has opened in New Orleans East. Noted Drew Brees, retired New Orleans Saints quarterback, "These community health centers across the region are breaking down barriers and paving the way for families to thrive and access critical healthcare services and resources. We're excited to continue our work with Ochsner to create a healthier state for all."

Ochsner's Community Health Centers: An Important New Vision Comes to Life



Dr. Wanda Robinson, Dr. Eboni Price-Haywood and Kevin Green discuss the new health center strategy.

Our commitment to open 15 Ochsner Community Health Centers in rural, urban and underserved communities is one of our most significant initiatives to drive better health outcomes throughout Louisiana. We asked three Ochsner leaders directing the initiative: Dr. Eboni Price-Haywood, Medical Director, Ochsner Xavier Institute for Health Equity and Research, Kevin Green, Vice President, Community Health Centers and Dr. Wanda Robinson, Medical Director, Community Health Centers, to outline their vision and describe how these facilities will deliver value to patients and communities.

Q: In designing the Community Health Center model, what were your core priorities?

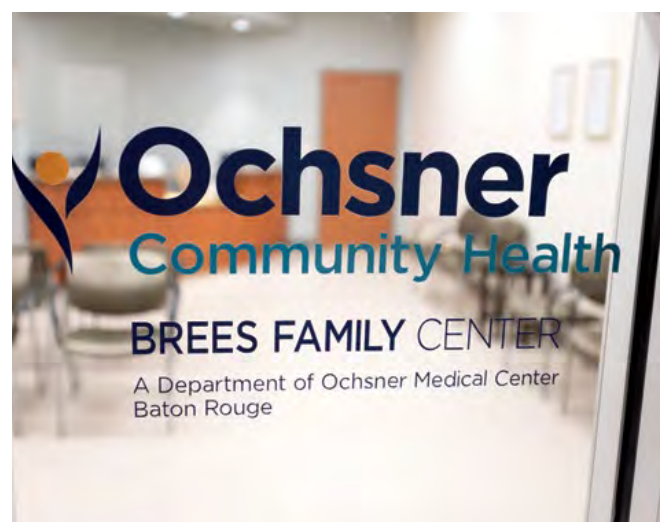
Dr. Price-Haywood: We are guided by three principles: building trust in the communities we serve, collaborating with neighborhood residents and creating access to great care that wasn't there before. Building trust is foundational — both with the patients we treat and the broader community. Providing great clinical care is

not enough. For a patient to trust our medical advice, it needs to be simple to understand, feasible to do and personally relatable. We need to understand what the limitations and resources are in every neighborhood we serve, and tailor our delivery of care accordingly. Our community health model helps address the social determinants that are so important to improving health outcomes.

Dr. Robinson: In addition to recruiting excellent clinical staff, one of our biggest priorities is positioning a community engagement specialist at each center who is responsible for driving local engagement at the neighborhood level. Their role is to make sure the community outside our health center door knows which resources we have available while helping us understand what the community needs so that we can match the right resources to them. It's an important way we will engage with local businesses, government leaders, clergy and other stakeholders to ensure the centers are effective.

Q: What services are available at these health centers, and how do you decide where to locate them?

Kevin: Our core service is primary care — including women's services, pediatrics, diabetes management and education, smoking cessation, hypertension management and, very importantly, behavioral health services — which is a growing need and one that is often unmet. Data, and our engagement with community stakeholders, drive our decisions on where to site these facilities. Our first group of centers reaches from New Orleans and Baton Rouge in southeast Louisiana, west to Lafayette and Lake Charles, and north to Shreveport and Monroe. It's truly a statewide initiative.

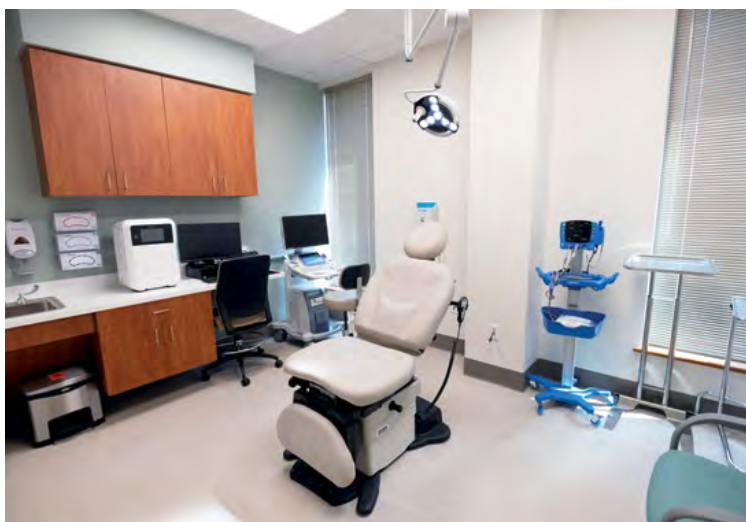


Dr. Price-Haywood: As we take this initiative out to these communities, it's important to ask ourselves, "Well, does that work for everyone? Does one size fit all? Do we really know what's the best way to deliver care for certain segments of the population?" And that's where data is important. You have to have data transparency. You have to be willing to look at your information in such a way that you can examine your performance across these different domains of what we call the social determinants of health.

Q: What are some of the capabilities available from the Community Health Centers that you expect to move the needle to improve overall health outcomes across the state?

Kevin: In addition to our core offering, we'll also have targeted specialty services. The key is understanding which specialty needs are most prevalent in that community and where we can offer those services. What has been truly inspiring for me is the outpouring of support from all of our service lines. There's a tremendous willingness among all Ochsner's service line leaders, physicians and administrators to identify what works best for these communities.

Dr. Robinson: Preventive care and health screenings are so very important to improving outcomes and addressing health disparities. So you'll see a big emphasis on these things at all of our centers. If we can help people to quit smoking, encourage patients to exercise and receive their cancer, blood pressure and diabetic screenings, we'll take a big step forward toward reaching our goal of a healthy state. 🍃





"Sonny" Lee III, founder of Son of a Saint; Wall of Son of a Saint boys who participate in the community-based program.

Building Better Futures for Today's Boys with Son of a Saint

Ochsner's work to build healthier communities takes many forms — and one of the most important is our sustained support for community-based programs that share our commitment to change and save lives. In 2020 Ochsner Health deepened that commitment with a new, five-year pledge of \$1 million to Son of a Saint, a nonprofit organization dedicated to transforming the lives of fatherless boys in New Orleans while also inspiring mentorship.

Ochsner's support for Son of a Saint will fund critical programmatic staff and enhance the organization's services to promote the whole person — mind, body and spirit — through healthcare educators, social workers and mental health providers. It will also provide opportunities for Ochsner's male staff to mentor boys in the program. Noted Ochsner President and CEO Warner Thomas, "Our partnership with Son of a Saint is not only a monetary donation, but also an investment in the health, wellness and future of the young men of New Orleans."

"The support from Ochsner Health is going to help deepen our impact. Currently we have more than 130 boys in the program, and this level of partnership with Ochsner will help us to grow and reach 200 mentees by the end of 2021."

-Sonny Lee

The organization's new permanent home in Mid-City is the Ochsner Health Son of a Saint Bivian Lee, Jr. Center. In addition to Ochsner the facility is named after the father of Son of a Saint Founder and CEO Bivian "Sonny" Lee III.

"The support from Ochsner Health is going to help deepen our impact," said Sonny Lee. "Currently we have more than 130 boys in the program, and this level of partnership with Ochsner will help us to grow and reach 200 mentees by the end of 2021." 🙌

Unprecedented Storms, Exceptional Response

In a year filled with extraordinary challenges for Ochsner and the communities we serve, Mother Nature presented yet another: an exceptionally active hurricane season, including Hurricane Laura — the strongest storm to make landfall in Louisiana in more than 150 years. In response, Ochsner teams moved quickly to evacuate patients, deliver needed supplies and provide free virtual care to residents in southwest Louisiana.

Hurricane Laura left a devastating impact on homes, businesses and community infrastructure — including hospitals. With facilities damaged, windows blown out and electric power and water supplies disrupted, the need was clear to act fast to take care of patients. “So we stepped in,” said Michael Hulefeld, Ochsner’s Executive Vice President and Chief Operating Officer. “Soon after the storm reached Lake Charles, Ochsner’s Flight Care team kicked into high gear, working around the clock for 48 hours to transfer the highest-risk patients through air and ground transport. Within four days, Ochsner’s Patient Flow Center had coordinated the evacuation of 48 adult and Neonatal Intensive Care Unit (NICU) patients from Lake Charles hospitals, including CHRISTUS Ochsner St. Patrick Hospital, CHRISTUS Ochsner Lake Area Hospital and Lake Charles Memorial Hospital to various Ochsner facilities. Our team is built to handle crises. In fact, that’s when we do our best work.”



Michael Hulefeld, Executive Vice President and Chief Operating Officer, is responsible for Ochsner Health’s operations that served more than 900,000 patients from across the world in 2020.

Displaced Lake Charles-based Ochsner employees were provided the opportunity to work in other facilities whose operations were not impacted by the storm. And, just two days after Laura struck, Ochsner delivered an 18-wheeler full of relief supplies to CHRISTUS Ochsner St. Patrick Hospital to help kickstart recovery efforts.

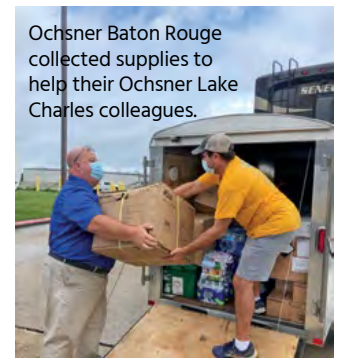
In the aftermath of the storm, Ochsner also stepped up to fill care gaps for residents of the Lake Charles region by offering free urgent care telemedicine visits via Ochsner Anywhere Care. The donated service allowed impacted individuals to visit with a doctor on their phone, tablet or computer 24/7.

“Because of the storm’s severity, we knew the road to recovery for Lake Charles and other impacted communities would be long,” said Mike. “Stepping forward for our employees, our patients and our communities is part of our culture. It’s just what we do.”



Hurricane Laura damaged not only homes, but the city’s power and water supply.

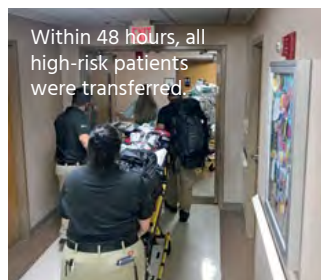
In a year filled with extraordinary challenges... Mother Nature presented yet another: an exceptionally active hurricane season, including Hurricane Laura — the strongest storm to make landfall in Louisiana in more than 150 years.



Ochsner Baton Rouge collected supplies to help their Ochsner Lake Charles colleagues.



Ochsner’s Patient Flow Center worked around the clock to transfer patients.



Within 48 hours, all high-risk patients were transferred.



After packing supplies all day in New Orleans, an 18-wheeler arrives in Lake Charles at sunset.



Above: Ricky Indovina, Vice President of Specialty & Retail Pharmacy, stands in front of the newly expanded pharmacy at Ochsner Medical Center in New Orleans. Top right: Debbie Simonson, System Vice President of Pharmacy Services. Bottom right: Staff members at the newly expanded pharmacy at Ochsner Medical Center in New Orleans fill patient prescriptions for both in person pick up and bedside delivery.

Accelerating Same Day Prescriptions

The world changed as COVID-19 quickly spread, creating hotspots across the globe and in multiple states, including Louisiana. As a result, Governor John Bel Edwards declared a stay-at-home order on March 23, 2020, leading hospital clinics to close and non-emergency appointments to shift to virtual care.

But what about healthcare necessities? For many patients, leaving home for a prescription during a mandatory quarantine was out of the question. With patient safety and convenience in mind, the Ochsner Retail Pharmacy and Telemedicine teams moved rapidly, extending their existing same-day prescription delivery service to become one of the first healthcare systems in the country to shift retail prescriptions to a same-day model. This was in addition to mail-order prescriptions, new curbside prescription delivery and limited on-site pickup options.

With patient safety and convenience in mind, the Ochsner Retail Pharmacy and Telemedicine teams extended their existing same-day prescription delivery service to become one of the first healthcare systems in the country to shift retail prescriptions to a same-day model.

Using technology developed by Ochsner and Phox Health, Retail Pharmacy and Telemedicine worked together on dashboards and armed their delivery couriers with real-time tools to monitor nearly 3,000 deliveries, audit signatures and trend patient ratings. And with the infrastructure in place prior to the pandemic, 500 Ochsner Anywhere Care Health Kits were delivered to quarantined patients, allowing Ochsner doctors to enhance virtual visits so patients felt connected to their care team. 🙌

Better Connections Mean Better Outcomes for Moms and Their Babies

Ochsner is a recognized leader in digital medicine, and one of our most impactful initiatives is the Connected MOM program, which allows expectant mothers to stay connected to their Ochsner care team from the comfort of home. The program provides moms with a kit of connected devices, including a scale and a blood pressure cuff, that seamlessly communicate with our Epic electronic health record system, allowing clinicians to monitor her well-being wherever she is. "Through Connected MOM, issues such as high blood pressure or excessive weight gain can be identified earlier," said Dr. Jody Morris, System Co-Chair, Women's Services, "not just when a woman shows up for her routine prenatal appointment."

Policymakers have taken notice of this Ochsner initiative, recognizing that maternal and infant mortality rates are far too high, especially within underserved communities, and that these outcomes are often preventable. U.S. Senator Bill Cassidy of Louisiana, a physician, has joined with three bipartisan Senate co-sponsors to introduce legislation aimed at improving healthcare for expectant mothers. The Connected Maternal Online Monitoring Services (MOM) Act requires the Centers for Medicare and Medicaid (CMS) to provide coverage recommendations for remote devices to check blood pressure, blood glucose and pulse rates. The goal of the legislation, named after the Ochsner Health Digital Medicine program, is to improve maternal and infant outcomes for pregnant and postpartum women nationwide.

"Research indicates that roughly 60% of maternal deaths in the United States can be prevented," said Dr. Joseph Biggio, System Co-Chair, Women's Services and System Chair, Maternal Fetal Medicine. "If more broadly available, digital medicine solutions, including devices that can remotely monitor patients' vital signs, can help support the health and well-being of pregnant women and their babies, saving lives and improving outcomes. We're excited about the potential of the Connected MOM Act to drive meaningful change in both Louisiana and the nation." ✓

Samantha Ross, Connected MOM program participant.





REGIONAL GROWTH

Putting expert, compassionate care within reach of more patients in more communities underpins Ochsner's growth agenda. Last year we established new partnerships and deepened existing ones, expanded cancer care facilities, made specialized clinical services more widely available in communities that need them most, and announced major new long-term investments in an array of outpatient and inpatient services across the Gulf South.

Dr. Shaunda Grisby, an Ochsner Lafayette General Medical Center provider, discusses plans for regional growth in Lafayette, LA.

Welcome to the Family, Ochsner Lafayette General



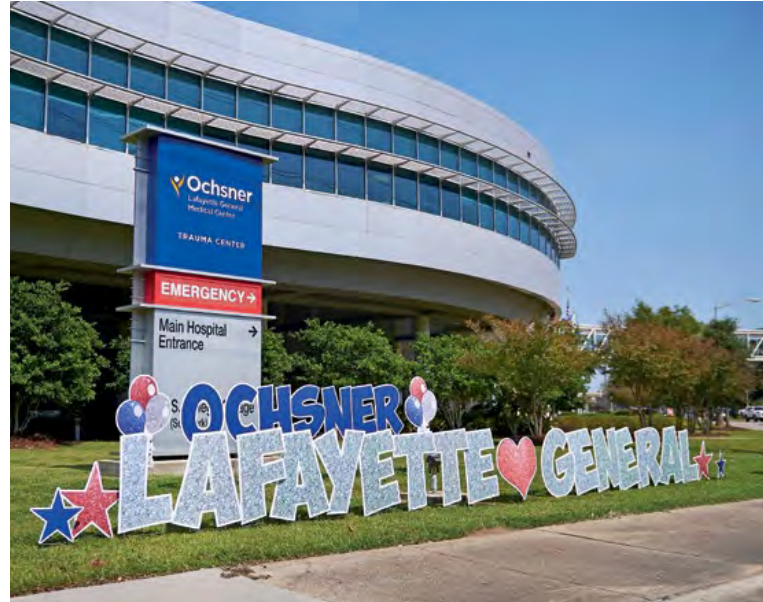
In October 2020, Lafayette General Health officially joined Ochsner Health, becoming Ochsner Lafayette General (OLG), with a plan to enhance the health of Acadiana residents. Dr. Robert Hart, Ochsner Health Chief Medical Officer, and Dr. Amanda Logue, Ochsner Lafayette General Chief Medical Officer, discuss the benefits of the combination and preview the compelling future ahead.

Q: Both Ochsner and Lafayette General were long aligned in how you approach serving patients and communities. Now that you are united together, describe that shared vision.

Dr. Logue: For several years both of our health systems have been working toward changes to improve health across our communities and move Louisiana forward.

But we recognized that it was hard to do alone. Coming together will accelerate our progress toward achieving those objectives and deliver real benefits to the residents of the Acadiana region.

Dr. Hart: Access, quality and the expansion of subspecialty care are important, but so is preventive care, helping patients make healthier choices and expanding digital medicine to deliver care in innovative ways. These are capabilities that we will fully leverage as we work to improve the health of more Louisianans.



Ochsner Lafayette General Medical Center CEO Patrick Gandy (left) and Chief Medical officer Dr. Amanda Logue join Ochsner Health Chief Medical Officer Dr. Robert Hart in marking the October 2020 unification of the two health systems.; Welcome Day at Ochsner Lafayette General celebrates the new merger.

Q: What are some of the benefits Acadiana residents will see as a result of this merger?

Dr. Hart: In the near term it starts with a \$94 million investment at Ochsner Lafayette General Medical Center to grow capacity and provide better access, including construction of a new hospital tower with six inpatient floors, increasing the number of adult beds by 48 with space for future growth that would include 72 additional beds. We'll also expand women's services, including more labor and delivery rooms and increased NICU beds so that more mothers and babies can receive care locally, together. Also on tap is an expansion of the Cancer Center of Acadiana, which will nearly double its existing size.

Dr. Logue: And that's just the first portion of Ochsner's 10-year plan to invest \$465 million in Acadiana, which will infuse capital and vital

resources needed to expand healthcare access, digital medicine and technology, and workforce opportunities. Community members in Acadiana are really looking forward to the expansion of services and connected care to Ochsner for when there's a need for quaternary services such as transplants.

Q: What are some of the other ways the community and your workforce will benefit?

Dr. Hart: To advance and help build the talent pipeline we will be investing in graduate medical education to train physicians at OLG by adding approximately 48 new residency positions to help train the physicians of the future. Additionally, a 10-year, \$10 million Community Support Fund will be created to advance health and wellness across Acadiana, promote workforce development and address other community priorities. ♡

Impact of Minimum Wage Increase

In an effort to hire and retain top talent throughout Acadiana, Ochsner Health and Ochsner Lafayette General in 2020 raised the minimum wage from \$10 to \$12 an hour — an increase affecting more than 900 employees across the OLG system. For both Andrea Charles, an Environmental Services manager, and Hillary Fernell, a dietary technician, this change is already making a massive impact on quality of life for both leaders and frontline staff.

“I’ve been working with Lafayette General since I was 18 years old,” said Andrea. “As a manager, I take pride in personally knowing my employees. I know about their personal lives and their struggles, especially this year with the pandemic and how they’ve had to rearrange their lives with schools going virtual and daycare closing.

“It was an exciting day to be able to tell my 110 employees about the opportunity and the immediate growth they would see in their next paycheck thanks to the merger with Ochsner Health. I’ve never seen so many smiling faces at once! I had several employees who were doing two shifts in order to make ends meet who now are able to spend more time with their families.



Andrea Charles, Manager, Environmental Services



Hillary Fernell, Dietary Technician

“I’ve noticed a difference in their overall demeanor at work and I know offering this higher pay will also make it much easier to hire new employees when the time comes.”

“My job may not be clinical,” explained Hillary, “but as a dietary technician, I believe in going over and above for my patients. You never know what someone is walking through in their life. What someone has walked through. My time with each patient may be brief, but my goal each time I walk into a room — COVID-19 permissible — is to bring a smile to their face.

“But like them, I too walk through hard things in life,” Hillary continued. “I am a newly single mom and this extra income couldn’t have come at a better time. It has made all the difference for my children and me. The financial gain is helpful, but the investment I feel in me as an employee, in me as a person, is what matters more.”



Dr. David Lewis, Interim Chancellor, LSU Health Shreveport and Chuck Daigle, CEO of Ochsner LSU Health Shreveport, speak at the press conference honoring the National Guard for their work during the Women's & Children's inpatient services move; Ochsner LSU Health Shreveport heroes gather on the hospital lawn.

Ochsner LSU Health Shreveport: Expanding and Adapting in Real Time

When Ochsner LSU Health Shreveport was established in 2018, a central goal was to provide more accessible and more efficient care that meets evolving community needs, including more world-class physicians to serve the Northwest Louisiana population. Since the partnership formed, more than 200 new physicians have joined the system. The additional physicians, ranging from primary care to unique subspecialties, have contributed to the increase in number of patients served while training and teaching future physicians in their faculty roles with LSU Health Shreveport — School of Medicine.

The critical importance of access to the best care by the best physicians took on enhanced significance in 2020 as the Northwest Louisiana organization adapted to address the many challenges of the COVID-19 crisis while leveraging the capacity at the Ochsner LSU Health Shreveport — St. Mary Medical Center.

In April, Women's & Children's inpatient services was relocated from its location on Kings Highway to the St. Mary Medical Center, thereby creating space for its ICU expansion of more than 100 additional beds to accommodate a possible surge. By renovating St. Mary Medical Center to accommodate inpatient pediatric, labor and delivery, Neonatal ICU and Pediatric ICU patients, much-needed space was

created to expand adult intensive care capacity back at the Ochsner LSU Health Shreveport — Academic Medical Center hospital. The ICU expansion project followed guidance from state public officials to improve surge capacity for COVID-19 patients and represented a critical step in the re-opening of Northwest Louisiana. 🙌

The Smallest Miracle



Four months after her birth, Dionna Taylor, the smallest-ever baby to be born and discharged from a hospital in Louisiana, left Ochsner LSU Health Shreveport for home.

Weighing just 11 ounces at birth, Dionna overcame setbacks and ultimately thrived during her stay at the facility's Neonatal Intensive Care Unit. Physicians noted that she headed home without many of the developmental challenges many premies face. "We didn't know if she was going to make it or not, but the good Lord had other plans. That's why she's my miracle baby," her mother Penny Taylor said.

Bluebonnet South: Deepening Our Strong Commitment to Baton Rouge

Ochsner's strong, three-decades long commitment to serving the Baton Rouge community added another chapter in 2020 with the July opening of Ochsner Health Center — Bluebonnet South. The new \$5.3 million, 11,000-square-foot facility offers a full array of primary care, general pediatrics, obstetrics and women's services. The center features 15 examination rooms as well as rooms for ultrasound, pelvic floor therapy and laboratory services. Kiosks and smartphone check-in add safety and convenience for patients when they begin their visits. As patient volumes increase over time, the facility has the capacity to add another 8,000 square feet of space for clinical and other services.

Bluebonnet South is yet one more example of Ochsner's sustained investment to add facilities and capabilities in the Baton Rouge

region. The area is home to Ochsner Medical Center — Baton Rouge, Ochsner Medical Complex — The Grove, Ochsner Medical Complex — Iberville and Ochsner Cancer Center — Baton Rouge, as well as 12 additional Ochsner health centers, three therapy & wellness centers and two urgent care centers. Patients in the region are served by more than 2,000 Ochsner team members dedicated to outstanding patient care. And Ochsner's investments are continuing — construction is currently underway on Ochsner Health Center — Gonzales, a new clinic with over 25,000 square feet of clinic space and another 25,000 square feet of shell space for expansion. Three new urgent care centers are planned for 2021. ✓



Ochsner Cancer Center — Baton Rouge Opens New Mohs Surgery Center

For certain skin cancers, especially those of the head and neck, the preferred treatment option is Mohs micrographic surgery, a specialized procedure to precisely identify and remove the entire tumor layer by layer, while leaving the surrounding healthy tissue intact. In 2020, Ochsner expanded our Baton Rouge dermatology capabilities with the opening of a new \$2 million Mohs Surgery Center and the addition of Mohs-trained surgeon Dr. Nicholas Frank.

As the most exact and precise method of dermatologic tumor removal, the Mohs procedure minimizes the chance of regrowth and lessens the potential for scarring. Noted Ochsner Baton Rouge dermatologist Dr. Kelli Hall, "We are extremely excited to offer this procedure to patients in Baton Rouge and the surrounding areas, who for the first time have access to a Mohs surgeon at Ochsner." Dr. Frank is thrilled to return to his native Louisiana and launch the new facility. "This space is state of the art, spacious and comfortable for both the staff and the patients. It's been a really great project to see come to fruition."

The Benson Cancer Center: Building on Strengths to Holistically Serve More Patients

Already renowned as one of the leading comprehensive destinations for cancer care in the Gulf South and beyond, the Gayle and Tom Benson Cancer Center at Ochsner Medical Center in New Orleans took another important step forward in September 2020 with the completion of a \$56 million facility expansion. Made possible by the generosity of Ochsner donors, including a \$20 million gift from Mrs. Gayle Benson and her late husband, Tom Benson, the Cancer Center has now doubled in size. With its new capacity, more than 18,000 patients will be cared for here annually by a multidisciplinary team of specialists and subspecialists to treat more than 20 different types of cancers.

“Ochsner’s emphasis on treating the whole patient through our Integrative Oncology Program, a holistic approach developed to individually treat the patient in body, mind and spirit, is reflected in the design of the expanded Benson Cancer Center,” said Dr. Zoe Larned, Chair of Hematology/Oncology. “That’s one of the ways our approach is different.”

Among its features:

- A new patient wellness space for integrative services like physical therapy, nutrition, acupuncture, meditation and yoga
- 58 personalized and semi-private chemo infusion stations
- Dedicated infusion and clinic spaces for bone marrow transplant patients
- A multidisciplinary clinic where patients benefit from a collaborative approach to cancer care and Ochsner Precision Cancer Therapies Program researchers

In conjunction with the expansion, the Lieselotte Tansey Breast Center relocated to the Benson Cancer Center to further integrate the multidisciplinary treatment approach.

The Benson Cancer Center remains home to the largest clinical trials network in Louisiana, including early-phase trials that can treat cancer at the molecular level through our Precision Cancer Therapies Program and pinpoint those at the highest risk for cancer through our Hereditary Cancer Program, which supports prevention and early tumor detection through high-risk screenings. ✓



Gayle Benson (pictured) and the late Tom Benson made a historic \$20 million gift in 2015 to expand cancer care services and advance clinical research within the Gulf South region.

On Tap: A “Super” One-Stop Health Care Destination

Ochsner has been a leader in creating innovative, patient-centered healthcare destinations that bring a wide variety of services under one roof. In 2020 we announced plans for another such facility, in Metairie’s new Clearview City Center. The 185,000-square-foot “super clinic” will also feature a 10-bed micro-hospital to accommodate overnight stays. Expected to open in late 2022 with 42 physicians, nurse practitioners and physician assistants, the super clinic will expand to more than 70 providers by 2027. Clinical and wellness offerings planned for the new space include primary and specialty care clinics across Ochsner’s 10 Centers of Excellence.

Northshore: Ochsner and St. Tammany Health System Set a New Bar for Cancer Care

Today there's more demand than ever for cancer care on Louisiana's Northshore, and to address that need, Ochsner Health and St. Tammany Health System have announced the opening of a new \$50 million, three-floor, 75,000-square-foot cancer center on the Ochsner Clinic campus near Covington. It's the largest building project Ochsner has undertaken on Louisiana's Northshore.

The new center more than doubles the space of the previous St. Tammany Cancer Center and will provide west St. Tammany Parish residents — patients, caregivers and loved ones — greater access than has ever been possible before to more coordinated cancer services across different specialties.

"When you think about the vulnerability of an individual in the process of treatment or the early stages of awareness that they have a cancer diagnosis, it is so important that they have the resources to surround them and support them and their families," said Joan Coffman, President and CEO of St. Tammany Health System. "Ochsner and St. Tammany's combined resources and expertise are behind this comprehensive cancer care program that covers everything from screening and prevention to treatment, surgery, clinical trials



and survivorship. Our multidisciplinary team of expert doctors, clinicians and support specialists offer services to treat the entire person, and in both design and programming our approach reflects a holistic view and a focus on caring for all the unique and complex needs of our patients and their families. This is where we really stand out." ✓

Slidell Memorial Hospital: Extending Critical Partnership and Strong Support During the COVID-19 Surge

The COVID-19 pandemic has had a profound effect on relationships, both personal and professional. The partnership between Slidell Memorial Hospital (SMH) and Ochsner Health has grown even stronger through this crisis. The partners' shared response helped to bond employees in various units, and the teamwork was incredible.

At the start of the pandemic Ochsner and SMH developed a daily call to assess needs, including beds, staffing and equipment. As COVID-19 progressed and Ochsner's South Shore hospitals were inundated with patients, coordination calls that included the Regional Referral Center became critical to alleviating operational pressure. SMH was able to assist in decompressing Ochsner hospitals by taking many of their ICU and medical/surgical patients from places like Ochsner Medical Center — West Bank Campus and Ochsner Baptist.

Not only were patient transfer needs met, but also equipment needs necessary to care for those patients. Ventilators were exchanged, and PPE needs were readily met to accommodate existing and transferred patients. The communication between the two partner facilities proved invaluable, with both organizations supporting not only each other but also the residents of St Tammany Parish and southwest Mississippi. Partners, indeed.



Ochsner St. Mary: Expanding Services and Capabilities in the Bayou Region



Ochsner St. Mary patients Karen and Bill Marin.

In the year since Teche Regional Medical Center became Ochsner St. Mary, the facility has taken important steps toward realizing the goal of improving access, expanding services and delivering high-quality care to residents of St. Mary Parish and the Bayou region.

An acute care, 164-bed hospital, Ochsner St. Mary serves St. Mary Parish and surrounding, mostly rural, communities with a broad array of services including inpatient and outpatient facilities, an intensive care unit, a full-time emergency department, maternity suites and inpatient behavioral health.

Since its transition to Ochsner St. Mary in late 2019, one of the most important early initiatives has been implementation of the Epic electronic health record system, critical to ensuring interoperability between the hospital and other Ochsner facilities and partners. “With the implementation of Epic, patient information can now be securely accessed by all Ochsner providers. That means that no matter where

a patient chooses to visit, the medical staff at that facility will have full access to the patient’s medical record, ensuring the highest quality of care,” said Fernis LeBlanc, CEO of Ochsner St. Mary. With Epic now in place, St. Mary patients also have access to Ochsner’s patient portal, MyOchsner, to schedule appointments, place orders for prescription refills, communicate with providers, view lab results, access their health history and more.

Part of Ochsner St. Mary’s strategic agenda is to continue to expand the range of services to create access and address unmet needs within the community. In 2020, Ochsner St. Mary upgraded its Women’s Services program to include a new OB/GYN physician group, added multiple Telemedicine and Behavioral Health services including geriatric psychiatry, and welcomed new sleep disorder services and a comprehensive outpatient wound care center for patients with non-healing wounds. The hospital also enhanced the physical building with upgraded lobbies, roof replacement, an upgraded pharmacy and the renovation of its Emergency Department. ✓

Ochsner St. Anne Hospital Recognized for Excellence

Ochsner St. Anne Hospital in Raceland, Louisiana, last year earned a 2020 Guardian of Excellence Award awarded by Press Ganey, a firm that provides healthcare solutions that address safety, clinical excellence, patient experience and workforce engagement. The Guardian of Excellence Award recognizes top-performing healthcare organizations that have achieved the 95th percentile or above for performance in patient experience. Winners of the award demonstrate a deep commitment to listening to the voices of their patients with a focus on improving the safety, quality and experience of patient-centered care.



Lee Bond, CEO of Singing River Health Systems, speaks at the ribbon cutting of Singing River Hospital – Gulfport, in partnership with Ochsner Health. The hospital was formerly Garden Park Medical Center, an HCA hospital.

Ochsner and Singing River: Delivering Care to Mississippi's Gulf Coast

For several years Ochsner Health and Singing River Health System have collaborated on initiatives to enhance patient care along the Mississippi Gulf Coast, including Ochsner's Telestroke program that has provided life-saving treatment to nearly 100 critically ill Singing River patients. In 2020 that collaboration was strengthened with the establishment of a new strategic partnership between the organizations that expands access to

high-quality, innovative and cost-effective care in the communities throughout the region.

According to Singing River Health System CEO Lee Bond, the partnership creates an array of benefits for Singing River and the communities it serves. "Partnering with Ochsner Health brings Singing River the scale that we need to grow our services and our technological and digital capabilities in areas such as telehealth, digital monitoring and artificial intelligence. In addition, Singing River benefits from expanded access to clinical research and clinical education opportunities to train the next generation of healthcare leaders."


Expanding Family Care in Long Beach

In 2020 we expanded Ochsner's presence in the Mississippi Gulf Coast region with the addition of a new clinic in Long Beach, providing greater access to quality care for residents of Harrison County. The new facility provides access to primary care, pediatrics and related services, with the look and feel of a small group practice while sharing in the support and resources of Ochsner Health. "This new clinic is yet another example of Ochsner's commitment to providing healthcare options to the Mississippi Gulf Coast," said Wilson Thomas, CEO, Ochsner Medical Center — Hancock. "It represents a meaningful investment in the construction of the new facility, and in new jobs for Mississippians in healthcare."

In October the Ochsner-Singing River partnership expanded with the acquisition of Garden Park Medical Center in Gulfport, creating Ochsner Singing River Gulfport. It is a full-service, 130-bed acute care hospital including a Level III trauma center and family birth center, and like the partnership's other facilities in the region, it's known for exceptional patient care. Singing River's three hospitals located in Gulfport, Ocean Springs and Pascagoula, along with Ochsner Medical Center — Hancock, are recognized by the Leapfrog Group with an "A" Hospital Safety Grade. The four hospitals provide half a million community residents with access to high-quality care along the Mississippi Gulf Coast and surrounding areas. ♡

WORKPLACE STRENGTH

Never has the vital role of committed, engaged Ochsner employees been more evident than in 2020. To continue to strengthen our workplace culture, we launched a range of consequential initiatives around diversity, equity and inclusion, expanded our commitment to professional well-being and celebrated the essential role of the nurse and midwife in delivering compassionate, expert care.



Carmen Floyd, RN, utilizes a decompression space, a dedicated area where staff can quietly unwind before or after a shift.

Helping Staff Stay Strong in Challenging Times

In the best of times and even for the most experienced clinicians, providing exceptional care to patients brings with it a certain amount of stress. In the worst of times, during a year that brought a rapidly increasing flow of desperately ill people, the stress that clinicians and support staff manage can become unimaginable.

In 2020, faced with an unprecedented crisis, programs designed to address the normal stresses of healthcare had to be entirely reconsidered.

According to Dr. Nigel Girgrah, Chief Wellness Officer, the focus of Ochsner's Office of Professional Well-Being rapidly pivoted. "We shifted from helping clinical teams realize their full potential and a sense of belonging in the workplace, to really having to think about physiological safety at work. People can't do a good job if they're worried about being infected with COVID-19, worried for their own safety, worried about whether or not they will continue to get a paycheck or whether their colleagues are going to be furloughed." Robust and transparent communication across every level of the organization addressed those concerns, as did a commitment to providing adequate PPE, safe and accessible childcare and a safe workplace.

"We talked to them a lot about how you get meaning out of this experience, because with trauma, if you don't get meaning you get stuck worrying about what you could or should have done."

-Dr. R. John Sawyer II

Within the first week, the office partnered with the Behavioral Health service line to create 24/7 crisis intervention lines, not just for physicians and APPs, but for any staff in need of immediate support. Instead of waiting for exhausted clinical staff to seek assistance, the team reached out to conduct rounds, checking on teams' well-being and offering assistance. R. John Sawyer II, PhD, clinical neuropsychologist and Medical Director for Professional Staff Experience, said, "We talked to them a lot about how you get meaning out of this experience, because with trauma, if you don't get meaning you get stuck worrying about what you could or should have done. Once people recognize that they are all experiencing this same trauma, it becomes less isolating, and they can talk about it. Something as simple as a debrief with a mental health professional at the end of a shift or at the end of a week's work can be very beneficial."

Dr. Sawyer conducted one such debrief with a group of Ochsner Medical Center — Kenner ICU nurses coming off their shifts. "Leading up to this, I could see the team was struggling with anxiety and the loss of so many patients," shared Dr. Alisha Lacour, Associate Medical Director of OMC — Kenner. "The session was very well-received and a lot of great information was shared about coping strategies and reframing. Little did I know how well it was received. The next night, every single outgoing nurse came to the session. ✓"



Ochsner's new team of system and regional DEI directors. Top row from left: Jean-Marc Villain, System Director of Supplier Inclusion and Community Engagement; Tonya Bolden-Ball, Director, Ochsner Lafayette General; David Robinson-Morris, PhD, Director, Bayou Region; Laura Heider, Director, Baton Rouge Region; Inez Jordan, Director, Corporate Divisions; Hillary Davis, Director, Greater New Orleans Region; John Green Jr., Director, North Louisiana. Bottom row from left: Cameron Tillman, Director, Ochsner Medical Center-New Orleans; Deborah Grimes, System Vice President and Chief Diversity Officer; Arina Riley, Director, Northshore.

Leading an Intentional Strategy to Drive Diversity, Equity and Inclusion

In February 2020 Deborah “Deb” Grimes took the helm as Ochsner’s first Chief Diversity Officer. An RN and an attorney, Deb brings decades of healthcare experience through leadership roles in diversity, equity and inclusion (DEI), quality and compliance. Her expertise could not have come to Ochsner at a more consequential time. We asked Deb to reflect on her experiences and new initiatives in the first year of her new role.

Q: 2020 was an unprecedented year for Ochsner and for all Americans. As you reflect on the year, what stands out?

Deb: I’ve called it a year of two pandemics. The first, of course, was COVID-19. But we also had the pandemic of social unrest and the fight for racial justice. And what those two pandemics did was highlight the inescapable need for the work that I’ve been passionate about for my entire career — longstanding economic and racially driven health disparities. COVID-19 and the events of the last year converged and ignited the need and the desire for us to go big in this area in a way we haven’t seen in many years.

Q: The Ochsner Health Board of Directors laid out the vision and identified the need to create this new role back in 2019, and you hit the ground running in the first year. Share with us some of the progress Ochsner is making in DEI.

Deb: Our work is guided by a five-pillar strategy: provide equitable care; develop diverse and inclusive leadership; create an inclusive environment for patients, their families, our employees and clinicians; establish a comprehensive supplier diversity program; and, finally, develop an inclusive internal and external DEI communications strategy. The infrastructure we have created and the array of initiatives we launched in 2020 all tie back to those five pillars. We now have hundreds of people

working to own this strategy across the system, including nine regional DEI directors who are partnered with every community hospital CEO to take what we're doing at the system level and hardwire it at the regional and campus level.

Q: It seems that listening to and engaging with Ochsner employees across the system is a big part of your work.

Deb: It is, and it includes our engagement with our eight Ochsner Resource Groups that represent more than 4,400 employees, the work of our System DEI Leadership Council and our more than 155 listening sessions last year that cracked open honest and raw conversations with our teams. In this space, doing the right thing is a personal journey, and it is one that has to be done with respect and humility. It is a partnership. It is not us deciding what the right thing is. It's listening and then responding to what we heard from employees — and then doing something about it.

Q: In terms of recruitment, hiring and workforce development, what are some of the opportunities for improvement?

Deb: We are not as diverse as we want to be, and we are on a journey to do something about that. We have a great talent management process, but it was not yielding the diversity we want, so you have to find out why. We implemented the first house-wide implicit bias training for all of our leaders. Now, before we begin interviewing for a position, we're committed to making sure we have a racially diverse slate of candidates. We also implemented a range of training and mentorship programs to get high-performing candidates ready for the next step in their careers. That's what success looks like: it's intentional, it's creative, it's giving people the tools and support to grow into increased responsibility.

Q: Given your long career in this field, what stands out to you about Ochsner?

Deb: I can honestly say I don't think I could have gone through this past year with a better group of leaders. A crisis helps you to see people at their most vulnerable, and you learn a lot from an organization that's able to adjust so quickly and to actually thrive in the middle of a pandemic. That's a once-in-a-lifetime thing, and so what a great opportunity for me to be a part of that journey. 🙌

“That’s what success looks like: it’s intentional, it’s creative, it’s giving people the tools and support to grow into increased responsibility.”

-Deb Grimes



At Ochsner Health, We Believe:

- Black Lives Matter
- Your Safety Comes First – If You See Something, Say Something
- Racism, Discrimination and Workplace Violence Have No Place Here
- We Will Improve Health Disparities In Our Communities
- We Are Committed to Our Employees Experiencing Equitable Opportunities
- We Will Hold Each Other Accountable
- We Will Be Better Than We Were Before



We Believe: Deepening Ochsner's Commitment to Diversity, Equity and Inclusion

Even as Ochsner employees worked on the front lines battling COVID-19, providing expert, compassionate care to thousands of patients while helping communities strengthen their response to the pandemic, there was another crisis that impacted all of us in 2020: social unrest and the fight for racial justice. While Ochsner's commitment to diversity, equity and inclusion (DEI) is not new, the events of the year brought into sharper focus the opportunities to raise our goals, expand our initiatives and strengthen our workplace culture — work that we undertook with a sense of passion and urgency.

A broad spectrum of DEI accomplishments highlighted the year, beginning with the hiring of Ochsner's first Chief Diversity Officer, Deb Grimes. Working in collaboration with other senior Ochsner leaders and our Board, Deb and her team deepened employee engagement around DEI goals and objectives, expanded training programs

and implemented new measures to advance our supplier diversity goals. Included among the year's achievements:

- Grew the number of Ochsner Resource Groups (ORGs) to eight, adding two new ORGs created for Asian-American and Pacific Islander staff and for those with disabilities.
- Formed Ochsner's first System DEI Leadership Council comprised of ORG presidents, system leaders and Board members.
- Hired Ochsner's first DEI team members, including nine regional directors to align system and local strategies, and team members to manage the ORGs and the supplier diversity strategy.
- Launched DEI education and training programs across the system, including those focused on unconscious bias, which attracted significant levels of employee participation. ✓

The Year of the Nurse and Midwife — And One Like No Other

Every day we recognize Ochsner’s more than 7,000 talented and committed nursing team members who provide the heart and soul of our outstanding patient care. So, we were particularly gratified when the World Health Organization named 2020 The Year of the Nurse and Midwife globally — a year to educate, create awareness and spotlight the incredible work that takes place in nursing practice around the world.

As 2020 began, we could not anticipate what these dedicated professionals would be called upon to do. As Ochsner Health’s Chief Nursing Officer and System Vice President of Quality Tracey Moffatt noted, “2020 truly became nursing’s finest hour — right here in Louisiana and all around the world. I watched as so many heroes, but especially our nurses, flew into action. Our team rose to the occasion and went far beyond anyone’s expectations.”

Across our system, Ochsner nurses, like nurses everywhere, battled a wide range of challenges: The isolation. The uncertainty of the virus and the fear of the unknown. The concern that they could become infected themselves or infect their family and loved ones. The challenge of social distancing and being unable to hug patients and their families. The need to somehow remain positive while dealing with their own uncertainties.

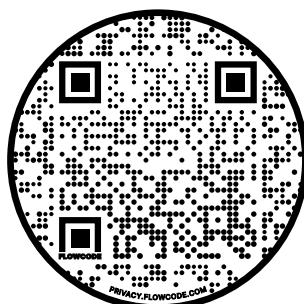
Even in the midst of these unprecedented challenges Ochsner nursing continued to gain recognition at the highest levels. Two of our campuses, Ochsner Medical Center — New Orleans and Ochsner Medical Center — Baton Rouge, were designated as a Hospital of the Year by the Louisiana State Nurses Association.

Meanwhile, the nurses on Ochsner’s Flight Care team assisted with transporting COVID-19 and other critically ill patients in response to the most challenging hurricane season in years. And to address the pressing need for increased personnel, the Collaborative Staffing Resource Center team sourced and secured over 500 additional nursing staff in just over a month to support new hospital units dedicated to caring for COVID-19 patients.


“Our nurses made enormous sacrifices to lead and serve,” said Tracey. “But nobody signed up for what 2020 delivered. It was a hard, messy year that brought bigger challenges than we’ve ever experienced. But Ochsner’s thousands of nurses showed up, they fought valiantly — and they won.”



Scan with a smartphone to learn more about the Ochsner nurses profiled through the Dear World project.



Top: Chariz Montiny, RN; Ashleigh Conerly, RN;
Bottom: Vincent Phi, RN; Fiona Winterbottom, RN



ACADEMICS & EDUCATION

The academic pipeline for the next generation of medical professionals must grow — and Ochsner continues to deepen our commitment to meeting that challenge. Among important initiatives: a new partnership with Loyola University to establish a four-year undergraduate nursing program and the Ochsner Scholars Program, offering a tuition-free education to medical students annually committed to practicing primary care or psychiatry at Ochsner.

Jennifer Pritchett, special education teacher at Bonnabel High School, utilizes Ochsner's clear masks to teach her students.

Academic Focus: Building a Robust and Diverse Pipeline

Long committed to programs that train the next generation of healthcare professionals, Ochsner in 2020 continued to raise the bar with new academic partnerships and investments. Chief Academic Officer Dr. Leo Seoane and Chief Nursing Officer Tracey Moffatt discuss their priorities and the strategic framework behind these initiatives.

Q: Ochsner has shown a sustained commitment to academic programs that expand the pipeline of healthcare professionals. Let's set the stage: why are these programs so necessary?

Dr. Seoane: We simply do not have enough clinicians in Louisiana today and, if current trends continue, the shortage of trained professionals will only worsen over time. At the national level, there's a projected shortage of up to 122,000 physicians by 2032, including a shortfall of as many as 55,000 primary care physicians. The availability of primary care providers is one of the most important measures in assessing the health of a state — it's closely correlated with health outcomes. Louisiana ranks in the bottom quartile in that category, and these shortages are particularly acute in rural and underserved communities. Expanding the pipeline of clinicians is a part of how we advance Ochsner's Healthy State objectives.

Tracey: The data around nursing in our state also points to the need to do more. About 37% of Louisiana's RNs are over age 50, 17% are over



age 60, and a substantial number of today's nurses indicate they plan to leave their jobs or retire soon. Perhaps most concerning is the fact that, last year, about 31% of qualified applicants to RN training programs were denied admission because Louisiana schools lack the capacity and the faculty to train them. In order to have enough nurses in the coming years, we must address this gating factor.

Q: How will the Ochsner Scholars Program help meet some of these challenges?

Dr. Seoane: Ochsner has committed approximately \$15 million over the next five years to cover medical school tuition for eligible physicians practicing psychiatry and primary care who commit to practice at an Ochsner facility for at least five years. As populations continue to grow and age and healthcare demands increase, the supply of primary care doctors and mental health specialists is just not there. Offering a tuition-free medical education provides a strong incentive for students with an interest in primary care and psychiatry



while also removing the barrier of heavy student loan debt. We expect the program to ramp up to support 30 students annually at LSU Health Shreveport and the University of Queensland Ochsner Clinical School. And to help advance our health equity objectives and ensure we have providers who represent the communities they serve, we will prioritize students from underrepresented groups.

Q: Tell us about your expanded commitment to academic nursing programs.

Tracey: In 2018, we established an alliance with Chamberlain University College of Nursing in which students have the exclusive opportunity to complete their clinical rotations at Ochsner facilities. That program now has nearly 300 students enrolled and is on track to graduate more than 100 RNs annually. In 2020, we were thrilled to announce a new partnership with Loyola University to establish a four-year, full-time undergraduate nursing program. Ochsner will provide Loyola undergraduate nursing students with clinical faculty and clinical placements — eliminating a common barrier nursing programs encounter when seeking clinical experience for their students.

Q: How would you assess your progress in addressing the shortages of medical professionals?

Dr. Seoane: We believe these programs, along with others, are positioned to not only expand the pipeline, but also increase the number of diverse medical professionals. That’s especially relevant in roles like physician assistants, where minorities are very underrepresented. Ochsner’s partnership with Xavier University goes back to the 1980s and today it includes several initiatives, including the recently launched physician assistant program. Xavier has the distinction of having placed more Black or African American providers in medical school than any other university in the United States. They have a terrific record, and we’re excited to partner with them in a variety of new initiatives.

Tracey: Pursuing workforce development in such a comprehensive way is a heavy lift, and the work we’re doing feels good. As the state’s largest healthcare provider, I believe Ochsner has that obligation, but not every organization picks up that mantle. We are truly privileged to be in a position to work with colleges and universities to invest in, shape and build the kind of workforce we need for Louisiana, Mississippi and the entire Gulf South. 🙌

Xavier Physician Assistant Program Welcomes Inaugural Class

The Xavier University Physician Assistant (PA) Program, established in partnership with Ochsner, welcomed its inaugural class of 39 students in January 2020. Despite the challenges presented by COVID-19 and virtual and hybrid learning, engagement remained high during a successful first year. PA students have now begun to complete approximately 2,000 hours of hands-on clinical experience through 11 rotations at various Ochsner facilities. The 28-month master’s level program is one of several Ochsner-Xavier collaborative partnerships aimed at increasing the number of medical professionals. More than 56% of the entering 2021 class are diverse students — advancing Ochsner’s commitment to train more healthcare providers who resemble the communities we serve. Says Xavier Program Director Varsha Castro Gusman: “The future of the healthcare system is projected to be collaborative and diverse, with many different professions working at their highest levels to care for patient needs,” said Varsha. “Our PA program has the potential to have a great impact on the health of our communities. Graduates will acquire the knowledge and skills needed to advocate for patients, reduce disparities in access to healthcare, recognize and treat disorders, and advance prevention of chronic disease.”



In Pictures: Advancing Academics & Education



Top: Receiving a white coat is an iconic rite of passage for a doctor-in-training. In January 2020, the University of Queensland (UQ) Ochsner Clinical School held its 10th annual White Coat Ceremony where 116 doctors-in-training received their white coats and were presented with Humanism in Medicine pins.

Left: Dr. Ronald Amedee, Dean of Medical Education and Head of Ochsner Clinical School, speaks to the 103 members of the Ochsner Clinical School 2020 graduating class during a socially distanced culmination ceremony on November 20 at Ochsner Medical Center-New Orleans.

Bottom: White coat recipient Irenose "Ren" Ibavaze celebrates with her guests.



The University of Queensland-Ochsner Clinical School Student Volunteers Step Up

In any normal year, students at The University of Queensland (UQ)-Ochsner Clinical School are focused on developing their medical expertise through coursework in the classroom and critical clinical rotations. But 2020 was anything but normal — and in the face of a global health crisis more than 150 students stepped forward to take on new roles to assist members of the public and families of COVID-19 patients. Like so many others, Ochsner medical students ran toward the front lines in a time of crisis.

On March 14, Donald Chang, an Ochsner Clinical School medical student and President of the Ochsner Medical Student Association, received a call from Dr. Dodd Denton, Assistant Dean of Student Affairs at Ochsner, explaining that Ochsner's COVID-19 hotline had been overwhelmed with more than 1,500 calls almost overnight. "Could medical students help fill the gap?" That was the ask," said Donald. "Within 24 hours we heard from more than 150 interested students. The following Monday the Ochsner Clinical School standardized testing center was transformed into a makeshift call center, and students were onboarded to learn the nurse triage call center procedure. The response was swift and represented what makes Ochsner medical students great."

The 168 student volunteers triaged patients calling in with COVID-19-related symptoms or questions, logging more than 2,800 support hours. Then another call for help came in — this time from the front lines. The Family Communication Champion Project was created because physicians were spending hours each day calling patients' worried families with updates, as hospitals were no longer allowing visitors. The need to communicate, while essential, was impairing physicians' ability to provide care, so students became liaisons and lifelines, offering families timely updates and

keeping channels of communication open so physicians could spend more time with patients and families could feel more connected to loved ones.

"At Ochsner, we rolled up our sleeves and met this pandemic head-on," said Donald. "The dedication, commitment and tenacity Ochsner medical students showed reflected why we pursued medicine to begin with. And that's to help people." ✓

The 168 student volunteers triaged patients calling in with COVID-19-related symptoms or questions, logging more than 2,800 support hours.



As the crisis unfolded, Ochsner Clinical School students stepped forward to fill the gaps, including these students taking calls at the busy phone center.



Dr. Michael Smith is the Medical Director of the Ochsner Clinical Simulation and Patient Safety Center.



From left: Maria Mackey BSN, RN, Madelyn Matute, BSN, RN and Ashlyn Matute practice safety procedures and protocols when caring for COVID-19 patients in the Sim Center ICU room.

Simulation Center: A Relentless Commitment to Staying Prepared

Several years ago, Ochsner took hands-on clinical training to an entirely new level when we created the Ochsner Clinical Simulation and Patient Safety Center — known as the Sim Center. It's a facility that delivers high-quality experiential learning and is equipped to simulate everything from communicating with patients to trauma response to advanced surgical techniques. Featuring high-fidelity human patient simulators to mimic the physiologic functions of a real patient, it allows medical personnel to acquire and practice clinical skills in a safe but realistic environment.

As the pandemic arrived in Louisiana, the Sim Center was tasked with an entirely new and essential role — helping Ochsner team members rapidly adapt to the unique demands presented by COVID-19. "Personal protective equipment (PPE) training was an obvious early need, both for protecting those providing care and limiting waste," said Dr. Michael Smith, Medical Director of the Sim Center. "Across the country, other clinical staff shared best practices, such as moving pumps and monitors outside of the patient's room so they could be adjusted without the need to fully don PPE."

Under normal circumstances, most healthcare workers do not wear full PPE. So, in addition to promoting the importance of rigorous

handwashing, the Sim Center helped create videos and educational materials addressing proper PPE practices. A collaborative effort between Infection Control and Nursing Professional Development learners, the videos focused on proper use of PPE, both putting it on and taking it off while avoiding contamination.

A substantial element in Ochsner's COVID-19 response was the reassignment of team members to take on new roles in areas where they were most needed. With its comprehensive training capabilities, the Sim Center helped prepare frontline workers to successfully make the transition to their new assignments. The Center also sought answers to a range of practical clinical questions during the early period of the fast-moving crisis. "We investigated barriers during intubation, tested devices to 'split' a ventilator — thankfully never needed — and examined how much aerosolization occurs with nebulizer treatments and noninvasive ventilation," said Dr. Smith.

A focus on adaptability and a relentless commitment to staying prepared positioned the Sim Center to fully prepare team members to meet the clinical challenges of COVID-19. 🙌

INNOVATION & RESEARCH

COVID-19 spotlighted the immense value of leading-edge medical research — and Ochsner was front and center in the effort to identify new therapies to combat the disease and prototypes for key protective equipment. In addition, our recognized leadership in digital medicine technologies helped safely treat and monitor thousands of patients — keeping them healthy throughout the crisis.



A Research Focus Aligned to Meet Emerging Challenges

As the largest academic medical center in Louisiana, Ochsner's research is targeted to respond to our communities' greatest needs. The entire Ochsner Research team, from physician-scientists to residents to medical students, is dedicated to the goals of continuously improving patient care, treatment outcomes and community health.

The unprecedented events of 2020 caused Ochsner's research leaders and teams to direct their focus to a range of research initiatives that could help clinicians develop better therapies and address the myriad challenges presented by the global health crisis. The effort was led by Dr. Julia Garcia-Diaz, Director, Clinical Infectious Diseases Research and Medicine Subspecialties and Samantha Bright, Director, Clinical Research.

"These research leaders nimbly and swiftly mobilized our resources and energy into decisive actions that brought therapeutic COVID-19 clinical trials across the spectrum of the pandemic crisis," said Dr. W. Mark Roberts, Ochsner's Dean of Research. "In two of these multi-country trials, Ochsner was at the leading edge of research contributions, enrolling the first U.S. subject in one and the first subject in the world in the other. Additionally, our Center for Outcomes and Health Services Research promptly established a library of COVID-19-infected patients' clinical information, which served as the basis for nearly 40 projects that have led to a far greater understanding of the COVID-19 disease."

"In two of these multi-country trials, Ochsner was at the leading edge of research contributions, enrolling the first U.S. subject in one and the first subject in the world in the other."

-Dr. W. Mark Roberts



Hannah Knight (left) and Almedina Tursunovic (right) are technicians in the molecular microbiology lab.

Clinical trials like the prevention and treatment trials for COVID-19 can lead to therapeutic breakthroughs and bring hope to patients nationwide. Ochsner's research studies and clinical trials examined health disparities in COVID-19 incidence and outcomes, the safety and efficacy of monoclonal antibody treatments, and the safety and efficacy of the drug tocilizumab to "calm the storm" of cytokine release syndrome in patients with severe COVID-19 pneumonia. Ochsner also took part in the HERO-HCQ study, designed to determine whether hydroxychloroquine, an antimalarial drug, could be effective to help prevent high-risk health workers from contracting the illness.

Beyond clinical trials, Ochsner's Biobank collected COVID-19 patient specimens, leading to studies that characterized the nature of the virus to better understand and correlate its biology with the clinical course observed in infected patients. The contributions of our research team in 2020 exemplified Ochsner's commitment to meeting the needs of patients in the communities we serve and tackling the most pressing health challenges of our time. ♡



From left: Pete November, Executive Vice President and Chief Financial Officer; Sorting PPE in an Ochsner storage facility.

innovationOchsner: A Fast-Moving Team Drives Innovation in Crisis

Fast design. Fast prototyping. Fast user feedback. Fast product delivery. When faced with a rapidly escalating health crisis and a potential shortage of necessary supplies, the ability to rapidly innovate is not just nice — it’s essential.

innovationOchsner (iO), an innovation lab founded in 2015 by Ochsner Health, has a bold mission to reimagine and revolutionize the experience and delivery of healthcare. As the pandemic reached Louisiana, the iO team immediately got to work designing and building response projects that leveraged the team’s diverse expertise in digital health, engineering and data analytics. Said Pete November, Executive Vice President and Chief Financial Officer, “While Ochsner had a sufficient level of PPE throughout the crisis thanks to the ingenuity and planning of our Supply Chain team, iO mobilized quickly and worked with Supply Chain and other internal teams to be proactive about finding additional sources. We were operating in our natural state: maximizing relationships built on collaboration and teamwork to solve complex problems under very uncertain conditions.”

The first and most time-sensitive project was producing protective face shields for frontline staff, and multiple products followed thereafter. Recalled Aimee Quirk, innovationOchsner CEO and Interim Senior Vice President of Digital Health, “We tapped into our prototyping expertise in iO and the manufacturing expertise of the local entrepreneurial community, which had available capacity due to the pandemic. These partnerships were a win-win because we were able to produce our own supply to keep our staff and community safe, while creating economic opportunity for local businesses.”

According to Dr. Korak Sarkar, Medical Director of Ochsner’s Neurosciences Medical 3D Lab, “We leveraged the lab’s engineering and manufacturing expertise along with existing local materials and fabrication resources. We deployed additive manufacturing — usually referred to as 3D printing — to create a prototype, integrate clinical feedback and quickly crystalize design. Once design was finalized, we moved to production at scale.”

iO partnered with local organizations like NOLA Couture, a high-end clothing and accessories firm, to develop and manufacture protective masks and isolation gowns. “Really what it took was just expanding the team we had,” explained NOLA Couture owner Cecile Hardy. “It’s been wonderful to keep our staff working. After just a few weeks we had hired 96 outside sewers to create thousands of gowns and masks for Ochsner’s frontline providers.”

Production was underway within a week, and more than 30,000 shields were manufactured and delivered to multiple hospitals throughout the Ochsner Health system. It was the first of iO’s many projects to help fill the gaps. The team prototyped 15 products and produced eight different PPE items for distribution in Ochsner facilities in 2020, including face shields, isolation gowns, several types of face masks, hand sanitizer and others.

Said Dr. Sarkar, “We were working fast, but diligently and professionally, to ensure that we were providing quality, effective and safe equipment to our frontline providers. Our success is a testimony to the ingenuity, flexibility and collaborative nature of our clinicians, non-clinical support staff, administrators and community.”

Telehealth and Digital Medicine Deliver for Patients — and Providers

Ochsner is a recognized national leader in telehealth and digital medicine programs — adept at leveraging innovation and technology to share clinical expertise across facilities, and solutions to better manage chronic disease, keep pregnant moms healthy, and enhance access and convenience in primary care. Those capabilities proved especially valuable in 2020, as both patients and providers had to quickly adapt to a socially distant and increasingly virtual environment.

Early in the pandemic it became apparent that individuals with chronic conditions like diabetes and hypertension were at a much greater risk of experiencing negative health outcomes from COVID-19. The Ochsner Diabetes and Hypertension Digital Medicine Program provided these vulnerable patients with a tangible solution to manage chronic conditions from home, reducing the number of in-person visits required while keeping them tethered to their health team. Ochsner's digital medicine programs help patients balance medication and lifestyle changes needed to keep chronic conditions under control. "Our dedicated care team monitors patients' digital device readings while driving personalized results through lifestyle coaching and medication management," said Dr. David Houghton, System Chair of Telemedicine.

Our virtual direct-to-consumer urgent and primary care Ochsner Anywhere Care program also proved invaluable to connect with, and treat, patients with COVID-19 symptoms, as well as those with more routine needs. The program experienced explosive growth in 2020 as Ochsner performed nearly 325,000 virtual visits — up from just 3,300 in 2019. Our comprehensive telehealth and digital medicine infrastructure and solutions also produced high levels of patient satisfaction, earning a Net Promoter Score of 87.5 out of 100 — even higher than those of consumer services like Amazon and Netflix.



Jennie Miele, RN, a nurse in the eRN program, answers a call from the Ochsner Medical Center — West Bank Campus 5th floor COVID-19 step-down unit. This program leverages existing technology to provide bedside nurses redeployed during COVID-19 24/7 access to consultations with experienced nurses through video conferencing.

In the inpatient setting, digital solutions that allow clinicians to consult with one another about patient care, and to remotely monitor patients, added significant value. Telehealth at Ochsner began more than a decade ago with a hospital-based pediatric echocardiogram program and subsequently expanded to include programs for stroke and psychiatry, among others. In 2020 Ochsner performed nearly 100,000 provider-to-provider encounters across our health facilities and partnerships. In addition, remote vitals monitors were deployed to 174 patient beds to limit staff exposure as they kept continuous watch over patients. ✓

Our comprehensive telehealth and digital medicine infrastructure and solutions also produced high levels of patient satisfaction, earning a Net Promoter Score of 87.5 out of 100 — even higher than those of consumer services like Amazon and Netflix.

Changed Forever, Overnight

“Over the past five years, Ochsner Health Network has grown to include more than 3,000 doctors and advanced practice providers focused on revolutionizing patient care delivery with value-driven care concepts,” explained Dr. David Carmouche, Executive Vice President of Value Based Care and Network Operations and President of the Ochsner Health Network. “And overnight, the COVID-19 global pandemic shined light on the critical staying power of value-based care.”

“When the world hit the pause button with strict COVID-19 social distancing and quarantine mandates, healthcare performance scores tanked across the country. That’s when OHN gathered some of our brightest minds and biggest hearts to overcome pandemic barriers. We rose to the occasion,” said Dr. Carmouche.

In 2020, one in three U.S. patients did not receive their age-based recommended cancer screenings, while two in five missed their wellness checkups. And for the first time in 60 years, U.S. healthcare spending was down — and by an astounding \$76 billion.

For OHN, our patient care statistics beat those alarming trends by a mile.

With OHN’s powerful Epic-based digital medicine tools, Healthy Planet platform and population health insights, our team adapted to a “new normal” in patient care delivery — both behind the scenes

and, for the first time in healthcare history, at the virtual bedside. OHN’s efforts to support providers clinically and operationally, especially with telehealth, created an important bridge during the pandemic. These efforts translated to virtual connections with patients, ensuring their needs, like blood pressure control, blood sugar monitoring, weight management and other disease-specific support services were managed, as indicated in the table below. Meanwhile, the newly adopted virtual capabilities allowed clinicians to preserve their practices. Overall, Ochsner conducted nearly 325,000 virtual visits in 2020 — a 10,000% increase over 2019.

Thanks to forward-thinking team leadership and sophisticated network infrastructure, OHN successfully supported the preservation of more than 500 million patient-provider relationships, despite unprecedented challenges caused by the biggest healthcare crisis in a century. 🙌

MEASURE 2020	
Blood pressure control	76%
Diabetes control	70%
Diabetic eye exam	68%
Colorectal cancer screening	74%
Cervical cancer screening	75%
Breast cancer screening	83%
Percentages reflect OHN’s total patient population.	



From left: Dr. Beau Raymond, Medical Director, Ochsner Health Network; Dr. Philip Oravetz, Chief Population Health Officer; Dr. David Carmouche, Executive Vice President of Value Based Care and Network Operations and President of the Ochsner Health Network; Dr. Kenny Cole, System Vice President, Clinical Improvement.

ABOUT OCHSNER

Ochsner Health is a system that delivers health to the people of Louisiana, Mississippi and the Gulf South with a mission to Serve, Heal, Lead, Educate and Innovate. Ochsner Health is a not-for-profit committed to giving back to the communities it serves through preventive screenings, health and wellness resources and partnerships with innovative organizations that share our vision. Ochsner Health healed more than 900,000 people from across the globe in 2020, providing the latest medical breakthroughs and therapies, including digital medicine for chronic conditions and telehealth specialty services. Ochsner Health is a national leader, named the top hospital in Louisiana and a top children's hospital by U.S. News & World Report. As Louisiana's leading healthcare educator, Ochsner Health and its partners educate thousands of healthcare professionals annually. Ochsner Health is innovating healthcare by investing in new technologies and research to make world-class care more accessible, affordable, convenient and effective. Ochsner's team of more than 32,000 employees and more than 4,500 providers are working to reinvent the future of health and wellness in the region. To learn more about Ochsner Health, please visit ochsner.org.

2020 Board of Directors



Listed in order of appearance, from left to right.

Victoria Smith, MD, FAFP

Associate Medical Director,
St. Charles Parish Hospital and
Primary Care, Ochsner River Region

Benjamin Doga, MD

Chief Medical Officer,
LHC Group

W. David Sumrall, III, MD, FASA

System Chair, Anesthesiology
and Associate Medical Director,
Ochsner Health

James E. Maurin

Past Chair, Ochsner Health;
Founder and Past Chair,
Stirling Properties, Inc.

William H. Hines

Managing Partner, Jones Walker

Pedro Cazabon, MD

Primary Care System Service Line
Leader and Associate Medical Director,
Primary Care, Ochsner Medical Center

Suzanne Mestayer

Past Chair, Ochsner Health
Board of Directors;
Managing Principal, ThirtyNorth
Investments, LLC

Robert Patrick

Managing Partner,
The Patrick Companies

Cuong “C.J.” Bui, MD, FAANS

Chair, Neurosurgery; Co-Director,
Ochsner Neuroscience Institute

**Dana Smetherman, MD, MPH,
MBA, FACR**

Chair, Department of Radiology,
Ochsner Medical Center — Jefferson
Highway; Associate Medical Director,
Ochsner Health



Not pictured above:
MANDI MITCHELL
Assistant Secretary,
Louisiana Economic
Development



Not pictured above:
JOSÉ S. SUQUET
Chair, President and CEO,
Pan-American Life
Insurance Group



Warner L. Thomas

President and CEO
Ochsner Health

David E. Taylor, MD

Chair, Pulmonary Care/Critical Care,
Ochsner Health

Andrew Wisdom

Chair, Ochsner Health
Board of Directors;
Founder and President,
Crescent Capital Consulting

Kenneth Polite, Jr.

Partner, Morgan, Lewis & Bockius, LLP

Vincent "Butch" Adolph, MD

Regional Medical Director, Ochsner Lake
Charles and North Louisiana Regions

Jefferson G. Parker

Vice-Chair IBERIABANK,
Director of Capital Markets,
Energy Lending & Investor Relations

Karen Blessey, MD

Medical Director, Physician Recruiting,
Internal Medicine, Ochsner Health

Timothy Riddell, MD

Associate Medical Director,
Ochsner Northshore Region

R. Parker LeCorgne

President, Dr. G.H. Tichenor Antiseptic
Co.; Special Counsel, Jones Walker

John A. Evans

Former President, Rehab Partners, Inc.;
Chair, St. Tammany Health System
Board of Directors

David Wilson

Chair, Lafayette General Health
Board of Directors

2020 Executive Team

Listed in order of appearance, from left to right.

Deborah Grimes

Chief Diversity Officer

Mark Muller

Senior Vice President of Strategy and Business Development

Pete November

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

Scott J. Posecai

Executive Vice President and Chief Financial Officer

Jennifer Bollinger

Senior Vice President of Consumer Strategy

Tracey Schiro

Senior Vice President of Risk Management and Chief Human Resources Officer

Warner L. Thomas

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**Thank you to each of the 10,832 donors who gave so generously in 2020.
We are able to change and save more lives because of you.**

For a complete list of donors, please visit: ochsner.org/donors.



2020 Ochsner Heritage Society

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.

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FINANCIAL STATEMENT SUMMARY

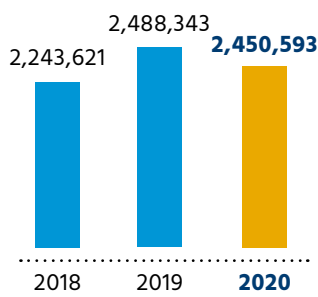
FINANCIAL STATEMENT SUMMARY

In 2020, Ochsner invested approximately **\$327 million in community benefits**, including patient financial assistance and charity care, community building, education and research.

This summary is intended to present a brief overview of Ochsner Health's financial condition and activity for the 12 months ended December 31, 2020. Ochsner was founded 78 years ago to help patients and their families. As a nonprofit institution, Ochsner dedicates its resources to making a difference in patients' lives and helping make Louisiana and the Gulf South region a healthier place to live. Through charity or uncollected payments, Ochsner made significant investments in providing free or discounted care to the people who depend on it most.

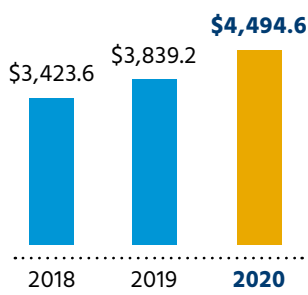
TOTAL CLINIC VISITS

12 months ended December 31



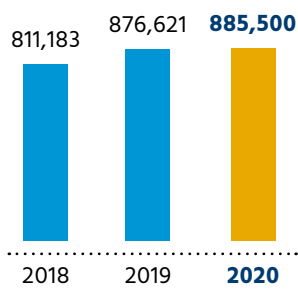
TOTAL OPERATING REVENUE

12 months ended December 31



TOTAL PATIENTS SERVED

12 months ended December 31



2020 PATIENT DISCHARGES

	2018	2019	2020
Ochsner Medical Center	27,616	27,057	25,531
Ochsner St. Anne Hospital	2,076	1,983	2,002
Ochsner Medical Center — Baton Rouge	8,353	8,123	8,439
Ochsner Medical Center — Kenner	7,569	7,443	6,773
Ochsner Medical Center — West Bank Campus*	8,089	8,218	7,311
Ochsner Baptist*	10,557	10,996	10,829
Ochsner Medical Center — Northshore	4,774	4,208	3,542
Ochsner Medical Center — Hancock	827	1,223	1,155
Ochsner St. Mary		498	1,787
Ochsner Lafayette General Medical Center**			5,922
Ochsner Acadia General Hospital**			375
Ochsner Lafayette General Orthopaedic Center**			368
Ochsner Abrom Kaplan Memorial Hospital**			166
Ochsner St. Martin Hospital**			122
Ochsner Lafayette General Surgical Hospital**			42
Ochsner University Hospital & Clinics**			541
Total	69,861	69,749	74,905

* A Campus of Ochsner Medical Center

** New in 2020

2020 STATEMENT OF OPERATIONS

12 months ended December 31 (in millions)

	2018	2019	2020
Patient Service Revenue	\$2,600.8	\$2,704.4	\$ 2,905.0
Premium Revenue	318.5	341.0	392.5
Other Operating Revenue	504.3	793.8	1,197.1
Total Operating Revenue	\$ 3,423.6	\$ 3,839.2	\$ 4,494.6
Patient Care Expense	\$ 3,175.0	\$ 3,591.9	\$ 4,210.2
Research	19.4	22.4	25.3
Education	43.2	43.3	45.8
Charitable Collaborative	84.0	49.6	78.4
Total Operating Expense	\$ 3,321.6	\$ 3,707.2	\$ 4,359.7
Income From Operations	\$ 102.0	\$ 132.0	\$ 134.9
Non-operating Gains (Losses)	\$ (29.1)	\$ 89.8	\$ 497.1
Excess of Revenues Over Expenses	\$ 72.9	\$ 221.8	\$ 632.0

Further information can be obtained by writing to:
 Pete November, Executive Vice President
 and Chief Financial Officer
 Ochsner Health
 1514 Jefferson Highway
 New Orleans, LA 70121



— IN MEMORIAM —

This book is dedicated to every life lost, every life saved,
every hour worked and every lesson learned in 2020.

Thank you for trusting and believing in
the people of Ochsner Health.

Without you, there is no us.

