



COURAGE HAS A FACE

IN THIS REPORT

- 6** | Heroes
- 30** | Leadership Perspectives
- 32** | Select Milestones and Accolades
- 36** | Healthy State of the State 2021
- 40** | Centers of Excellence
- 52** | Community Commitment
- 60** | Regional Expansion
- 72** | Workplace Strength
- 82** | Academics and Education
- 88** | Innovation and Research
- 95** | About Ochsner
- 100** | Philanthropic Impact
- 109** | Financial Statement Summary



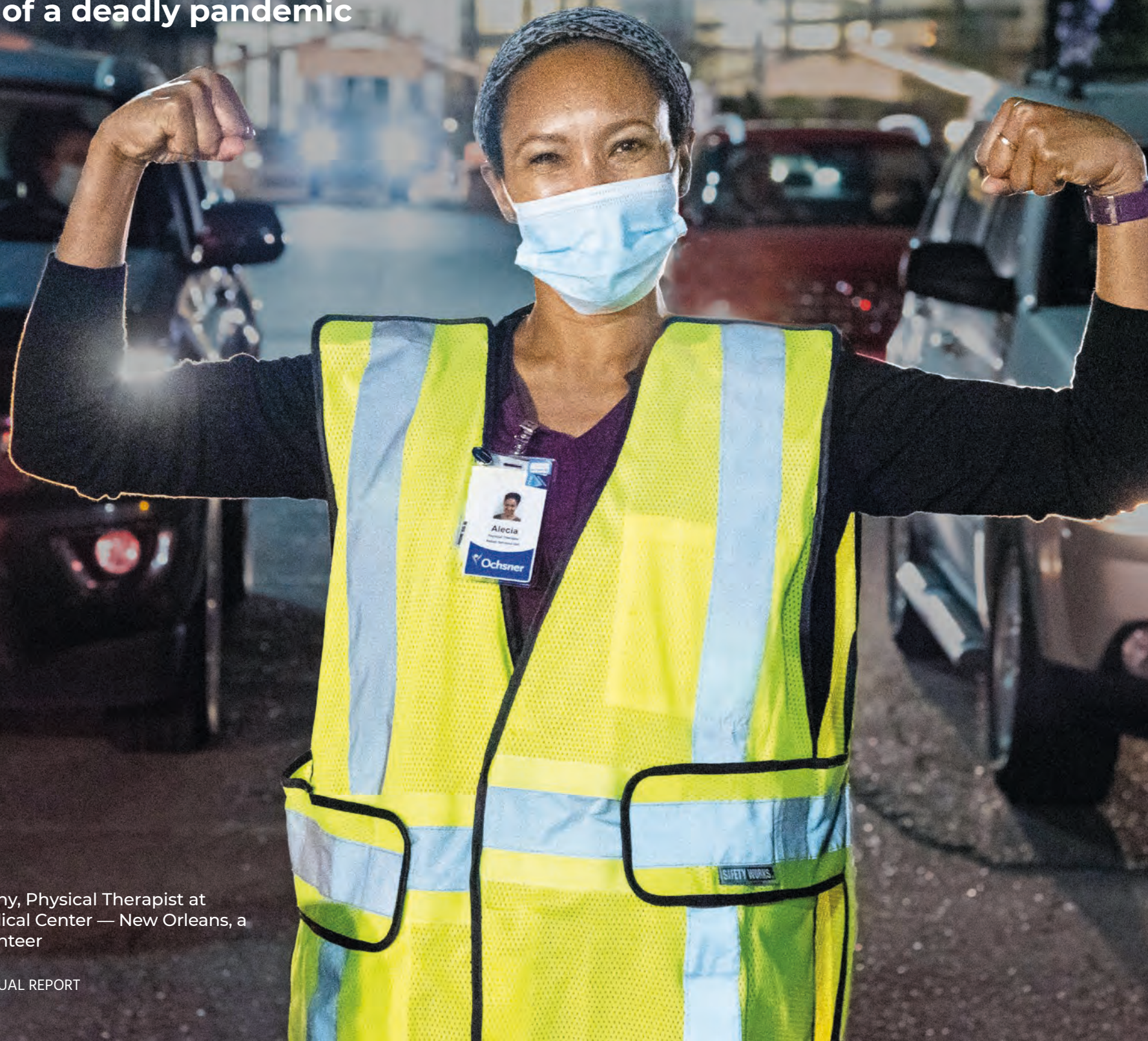
Visit the 2021 annual report
online at reports.ochsner.org



IN TIMES OF CRISIS, WE KNOW WHAT **COURAGE**
LOOKS LIKE. . .

DETERMINED

to prevail against repeated surges of a deadly pandemic



Alecia Anthony, Physical Therapist at Ochsner Medical Center — New Orleans, a Vax Fest volunteer



Mary Vesich, RN, Director of Nursing at Leonard J. Chabert Medical Center Emergency Department, has been a committed Ochsner nurse for eight years and led her team through Hurricane Ida.

COMMITTED

to protect and serve others during Louisiana's most powerful hurricane in 165 years

PASSIONATE

about dramatically
improving the future
health and wellness
of Louisiana and the
Gulf South



Dr. Pamela Musacchia,
Pediatrician at Ochsner Health
Center — St. Bernard

Kevin Green, Vice President of Ochsner Community Health Centers, remains committed to bringing accessible healthcare and vaccines to all Louisiana communities.

FOCUSED

on delivering life-saving vaccines to more than 665,000 of our employees and neighbors

**COURAGE HAS A FACE.
IT ALSO HAS A NAME.
THE PEOPLE OF
OCHSNER HEALTH.**

Undeterred by challenge. Relentless in pursuit of Ochsner's mission. More than 34,000 strong. In 2021 it was their resilience that propelled us through every challenge — while reaching even higher. Through it all, they persevered. In fact, they triumphed. It was a year powered by their strength, stamina and optimism.

LET'S INTRODUCE THEM.



INSPIRING MOMS TO MAKE INFORMED VACCINE CHOICES

Dr. Jane Martin

In early January 2021, Ochsner Health's social media engagement began to spike. The cause? A photo of Dr. Jane Martin holding a sign reading "CV-19 vaccinated" while visibly pregnant.

Dr. Martin's photo soon went viral and overnight she became the face of a passionate debate: Should pregnant women risk contracting a life-threatening disease or elect to receive a vaccine they didn't know much about?

"People from all over the world were commenting with assumptions and judgments about my decision," said Dr. Martin, a maternal-fetal medicine fellow at Ochsner Baptist who also treated patients with high-risk pregnancies at the frontlines of the pandemic.

"They had no scientific training, but all sorts of opinions. It was disheartening. I was worried that other pregnant women would see the post and the backlash, and it would scare them away from having a conversation with their healthcare providers about potentially receiving the vaccine themselves."

Her concerns were warranted. Because of standard trial protocols, pregnant women weren't included in the initial clinical trials for the vaccine. In the absence of data, misinformation spread. Even by late 2021, with abundant evidence confirming the safety and efficacy of the vaccine during pregnancy, the rate of fully vaccinated pregnant women in the U.S. remained more than 20% lower than that of the general population.

"At first, I was hesitant, just like most pregnant women. I didn't want to feel like a guinea pig," Dr. Martin said. "I didn't want to make a decision that felt unsupported by evidence, so I did my own research."

In reviewing the trial data, Dr. Martin learned that there were no adverse pregnancy outcomes for the patients or their fetuses. She also discussed the decision with her husband — an orthopedic trauma surgeon — as well as her personal physician and coworkers.

Ultimately, her own decision to be vaccinated came down to her heightened risk.

"Pregnancy increases the risk for severe illness with COVID," she said. "My own risk of exposure was high. I was taking care of COVID-positive patients every day."

After receiving both doses of the Pfizer vaccine, Dr. Martin gave birth to a healthy baby who is thriving today. She continues to educate women about the importance of all types of science-backed vaccination. ✓

A NAVY MEDICAL ASSISTANCE TEAM MAKES ALL THE DIFFERENCE FOR OCHSNER LAFAYETTE GENERAL

The U.S. Navy and Department of Defense

COVID-19's late summer surge pushed many U.S. hospitals close to their breaking point, and among them was Ochsner Lafayette General Medical Center in Lafayette, Louisiana. Infections and hospitalizations were soaring and, combined with an ongoing nursing shortage and a significant number of staff who were ill with the virus, the situation was growing increasingly dire.

Recalled medical center CEO Al Patin, "We had over 100 COVID-positive patients in our hospital at the main campus and almost 170 across our region. We had patients boarding in our emergency rooms, patients in our ICU setting who couldn't transition out. It created a bottleneck and did not allow us to continue to take in patients from our community."

A request went out to FEMA for assistance, the first of its kind in Ochsner Lafayette General's (OLG) history. In a remarkably short time, the hospital received a response — and it was a game-changer. As part of the Department of Defense's COVID-19 response operation, U.S. Northern Command would deploy 20 medical professionals to the hospital: four doctors, 14 nurses and two respiratory therapists — all highly trained personnel on loan from the U.S. Navy.

OLG staff cheered when the military response team members arrived, who were soon assigned to areas of most critical need: the Emergency Department, ICU and Med Surg. After a few days of orientation, the Navy personnel were seeing patients — and helping turn back the crisis. The infusion of additional clinicians meant OLG was able to staff an additional 16 to 18 beds, all sorely needed given the high caseloads in the area.

After two months, OLG staff could be found cheering once again — this time at a departure ceremony honoring the Navy medical professionals upon completion of their mission. By October, COVID case numbers had fallen dramatically, to less than 20, and OLG had ample resources to treat those patients.



Ochsner Lafayette General Medical Center welcomes members of the U.S. Department of Defense COVID-19 response operation.

The Navy team had served at great sacrifice, away from their families for more than 60 days. Major General Keith Waddell, Adjutant General for the Louisiana National Guard, described their service well. "Whether it was in ICU, critical care, dealing with COVID, to the docs and the nurses that are here, you did all that at a time of great need. You made a difference every single day. For us it was a moment of life and death. We greatly appreciate the phenomenal work each and every one of you have done." 🙏



Amanda Shaw and a “Cute Guy” entertain people during Vax Fest.

THE BIGGEST VACCINE EVENT IN STATE HISTORY — AND THE BEST FESTIVAL OF 2021

The Vax Fest Team

The regular festivals were canceled and even Jazz Fest had been postponed, but as the sun went down on New Orleans on March 29, 2021, there was a new and meaningful alternative: Ochsner’s Vax Fest. And it brought the community out in full force.

The 24-hour mass vaccination drive-through event kicked off at 10 a.m., boasting live music, high energy and local food. Sarah Roberts, Chief Operating Officer of Ochsner Community Care, knew it was a hit as she drove in for her shift. “I passed a long line of cars, and I was like, oh my goodness, where are they going? They were going to Vax Fest.”

A core goal of the event was to broaden vaccine access for a key segment of the Gulf South community. “One of the things that we were hearing was that hospitality workers don’t work normal business hours, so our traditional 9 to 5, brick-and-mortar approach wouldn’t work for them,” said Matt Malachowski, Ochsner’s System Director of Population Health and Ambulatory Care Pharmacy.

This prompted Sarah, Matt and other Ochsner leaders’ rapid coordination and novel approach. “It was a huge team effort. We had to have the pharmacy team there around the clock making sure that we had enough vaccines on site and maintaining that temperature overnight,” said Sarah, who noted many patients commented that the event “was a well-oiled machine.”

Beyond creating a fun and uplifting patient experience, the initiative successfully delivered nearly 5,000 doses of the Moderna vaccine. It was Louisiana’s biggest vaccine event to date.

“It was operationally very complicated, and it was extremely important for the states of Louisiana and Mississippi,” Matt said. “We took a mission-critical healthcare operation that was complex and difficult to execute and turned it into a party. It doesn’t get any more Ochsner than that.” 🙌

AN OCHSNER FAMILY STEPS FORWARD TO ADVANCE VACCINES FOR YOUNG CHILDREN

Dr. Erin Biro and Dr. C.J. Bui

Nestled in her mother's lap, 14-month-old Sloane Bui received a prick in her tiny, outstretched leg. It was June 2021 — and while her parents couldn't confirm it just yet — Sloane had just become one of the first infants in the world to receive the COVID-19 vaccine.

Along with her brother, 3-year-old Christian Bui, Sloane received the vaccine at Ochsner Hospital for Children while participating in Pfizer's clinical trials. The global trials examined vaccine safety, efficacy and immunity in children under 11 years old. Sloane and Christian's parents, Dr. Erin Biro and Dr. C.J. Bui, are both neurosurgeons at Ochsner Medical Center.

"It was a really big relief to find out that our kids actually have been protected for the past six months," Dr. Biro said. "They actually tolerated it much better than we did. Christian had a low-grade fever for maybe 12 hours after his second dose, and Sloane flew through both doses without any side effects whatsoever."

The family's eldest child, 6-year-old Ellie Bui, also participated in the study. However, she didn't receive her first dose of the vaccine until November, after learning she'd initially received a placebo.

"At the end of the day, the reason we did this is because we believe in science, and science needs a control group," said Dr. Biro.

Advancing that scientific goal is critical, as parents work to navigate school and other elements of family life, while protecting their children and communities.

"We're super excited that our entire family is now protected," said Dr. Biro, "and also, just contributing to the research to hopefully get all kids across the finish line."

At the end of 2021 that finish line remained several months away for approximately 18 million young children throughout the U.S. In the meantime, the Bui family continues to advocate for the vaccine as a proven means of protection.



The Bui Family

"As a mom, I'd never do anything to hurt my kids. I would only do something that would protect them, and I truly believe this vaccine is just that," Dr. Biro said. "My advice to parents is treat this just like any of the other vaccines that your kids get throughout their early childhood." ❧

OVERCOMING BARRIERS, FORGING NEW BONDS

The COVID-19 Testing and Vaccination Strike Teams



The Covid-19 testing and vaccination strike teams administered over 665,000 vaccines across the state in 2021. The Baton Rouge team (pictured left) participated at the Kindergarten Round-Up event, which took place at Democracy Prep Baton Rouge.

Breaking down barriers between health providers and the community. Stepping outside Ochsner facilities to engage directly with those who otherwise would lack access to care. Despite all the horror and heartache that COVID brought, it also brought these things — and forged stronger bonds between Ochsner and our neighbors.

From the earliest days of the pandemic, Ochsner teams constantly innovated new tactics and technologies. In the Baton Rouge region, two who led Ochsner's COVID testing and vaccine strike teams were Charlene Ho, who serves as a director of community health, and Monica Dziuba, pharmacy manager for ambulatory services.

Charlene and Monica built processes to address every challenge that came their way. Charlene recalled rapidly scaling community testing so that we "could literally stand up a clinic anywhere that had cell phone service." Noted Monica, "We've never been so mobile in healthcare." A key priority was to reach out to underserved communities that lacked access to large, centralized testing and vaccination centers. The team focused on North Baton Rouge, collaborating with community partners to identify suitable locations. In all, in 2021 the Baton Rouge community outreach team collected 8,074 COVID specimens and administered 30,921 COVID vaccines at 64 unique locations.

From her first job as an ICU nurse and throughout her long healthcare career, including her current role as vice president of regional community affairs, Karen Wyble has remained passionate about serving those in the Acadiana region. But nothing proved more rewarding than leading the Acadiana COVID strike team.

"What an honor to serve a team that was so agile, that never complained despite the hardships. Today we look back and ask ourselves how in the world did we do that?" As was done across the state, Karen's Acadiana team reached out to and regularly visited high-vulnerability areas. They brought not only vaccinations, but also hope and resources to patients that included the homeless, the addicted and victims of domestic abuse. Throughout the year, the team administered just over 74,000 vaccines and performed 97,000 tests. Noted Karen, "That's what builds the trust. We went to them. Those were very desperate times, but they were also the most fulfilling times for us, and brought us so close together as a team." In total, Ochsner administered over 665,000 COVID vaccines across the state in 2021. ✓



NORTH LOUISIANA ECMO TEAM PROVIDES THE MOST PRECIOUS GIFT OF ALL

Dr. Jonathan Eaton

Serena Gray was healthy, active, pregnant and unvaccinated when she contracted COVID-19 during the Delta surge. Her condition became critical as her lung function rapidly declined. Serena's physician at an outside hospital began searching for a facility that could treat her with a sophisticated device called ECMO — extracorporeal membrane oxygenation. Similar to a heart-lung bypass machine, ECMO replaces lung function for patients experiencing acute respiratory failure. Her husband Joel was informed that, without the life-saving treatment, he should prepare for the worst. Two lives hung in the balance.

Enter Dr. Jonathan Eaton, a critical care/pulmonologist and the assistant director of the ECMO program at Ochsner LSU Health Shreveport. Serena was admitted to the facility's critical care unit, and soon one of the hospital's ECMO devices became available. Noted Dr. Eaton, "It's a device that requires specialized training for nurses and physicians. Taking care of these patients demands a Herculean effort from the entire team."

Dr. Eaton and a team of specialists oversaw Serena's care, and she did her part, walking and remaining active even while on ECMO. After 23 days and at 26 weeks pregnant, Serena delivered her son Isaac via emergency C-section. Isaac was quickly turned over to the care of the NICU team; Serena's intensive treatment would continue for another six weeks.

In January, Serena and Isaac were finally reunited at home — out of the woods and steadily gaining strength. Said Serena, "When you are so close to death and you have a team of people who are that talented, they could stop and turn off their emotions and stick to what they know medically. But they chose to hold my hand and encourage me, and that makes such a big difference in the healing of your body, heart and mind. I am strong today because of you. I can't thank you enough for the love and support that you showed me and my family during our time at Ochsner LSU." ♡

TEENS STEP FORWARD TO BATTLE COVID-19

The Williams Family

Heroes, the pandemic has taught us, come in many shapes, sizes, colors — and ages. In late 2020, after initial studies had confirmed the safety and efficacy of Pfizer’s COVID-19 vaccine in adults, an important question remained: would the vaccine perform similarly in adolescents? Ochsner, with the invaluable assistance of teen volunteers and their parents, would be at the forefront in answering that question.

Ochsner was one of a limited number of sites in the country, and the only one in our region, to participate in the study to test the Pfizer vaccine in adolescents. A call went out for volunteers to participate, and two of the earliest to respond were siblings Nathan and Delilah Williams of Jefferson Parish. Nathan, 17, and Delilah, 12, were supported by their mom, Melanie Williams, and their dad, Brett Williams, as well.

In the double-blind study, led by an Ochsner research team, the teen participants were randomized to receive either the vaccine or placebo. After receiving two shots, the subjects are monitored and tested for two years to obtain safety, immune response and efficacy data.

Nathan, who had seen firsthand the pandemic’s impact on school and social interaction, and whose youngest sister is in a high-risk category, was eager to participate. He shared, “I made the decision myself — to further the knowledge of coronavirus and the vaccine, and to help a lot of people. Delilah and I were talking about it, and we were, like, people are going to read about us one day. That’s pretty cool.” 🙌



Nathan Williams, teen vaccine study participant



AFTER HER HUSBAND'S DEATH FROM COVID-19, SHE URGES OTHERS TO VACCINATE

Tina Mayeaux Scott

Exactly how many lives, we may never know. But a 2021 U.S. study by the Centers for Disease Control & Prevention found that fully vaccinated people were more than 10 times less likely to suffer death or hospitalization from COVID-19 than their unvaccinated peers.

Two years into the pandemic, about three quarters of U.S. adults said they'd achieved full vaccination status, according to a Pew Research Center study. Yet even with that level of coverage, the virus had already claimed more than 950,000 American lives. One of those lives was that of 50-year-old Baton Rouge resident John Christopher Scott — known as Chris to friends and family. He left behind two children and wife Tina Mayeaux Scott.

Chris and Tina both contracted COVID-19 in February 2021, shortly before their age group became eligible to receive the vaccine. While Tina eventually recovered, Chris, who was active, healthy and had no underlying health conditions, died on March 3 at Ochsner Medical Center in New Orleans. Tragically for Chris and his loved ones, the vaccine became available just a few weeks too late to save him.

Despite her grief and pain, Tina took a remarkable step: To speak publicly about her loss on television public service announcements and through media interviews to urge everyone who had an opportunity to receive the vaccine to get the shot. "This isn't a fun thing to go through," Tina said. "This is every day. My husband won't be here to watch his kids grow up. He won't get to watch his kids graduate from high school and college. He won't get to walk his daughter down the aisle."

Tina courageously shared her story to help save lives and spare other families the pain of losing a loved one. The words she used were stark — and impactful.

"Getting a vaccine means you don't have to drive to Gonzalez to the crematorium to pick up your loved one's remains," she said. "I want people to understand they can change their mind about getting vaccinated. I don't want anyone to have to live through what we've been through." ♡

See Tina Scott urge others to vaccinate at reports.ochsner.org



AMID THE DELTA SURGE, NORTHSHORE NURSES RECRUIT REINFORCEMENTS

Ochsner Medical Center — Northshore ICU Nursing Team

After a relatively quiet early summer marked by fewer hospitalizations that brought hope to exhausted healthcare workers, the situation changed dramatically in July. The Delta variant emerged as the dominant COVID strain in the U.S. More than twice as contagious as previous variants, Delta spread like wildfire. The result: a fourth COVID surge, the biggest yet, with new daily cases in Louisiana increasing 23-fold in just six weeks.

Despite an array of strategies to expand Ochsner's workforce capacity, the exponential growth of hospitalizations made it nearly impossible to keep pace. That's when several nurses at the Ochsner Northshore ICU took time from their vital work to share their stories in a video targeted to Ochsner employees. They urged colleagues to volunteer for redeployment to help care for the flood of COVID patients.

Their faces showed the exhaustion and heavy emotional toll of treating so many desperately ill people, as the nurses described the situation in stark terms. Darla Hartsell, a critical care RN supervisor on the unit, said, "Seventy-five percent at this moment are COVID patients. It's been a rough week. The hardest part is having to keep giving our nurses patients when we don't have enough hands to help all of it." Darla noted that assistance with even the most routine tasks would be a huge help. She said, "The more people we have in here to manage the others, answer the call light, make sure that the patients are getting a cup of water when they need it — it's immeasurable."

In the video, other nurses on the unit described the challenge they faced, and the opportunity their colleagues had to serve. Their compelling testimony had an impact. During the course of the Delta surge, hundreds of Ochsner employees systemwide volunteered to be redeployed to care for COVID patients. Darla said it best: "We don't want to let each other down. If this was your family member or my family member, I would want them to have the best that we can provide. That's why we do it. It's why we're nurses." 🙌



Darla Hartsell, a critical care RN supervisor, recruited volunteers during the Delta surge.

FOR A NURSE BATTLING AUTOIMMUNE DISEASE, OCHSNER LEADERS PROVIDE BOOST OF SUPPORT

Dr. Robert Hart and Christa Duplantis-Prather, RN



Christa Duplantis-Prather, RN, receives the COVID-19 vaccine with support from Dr. Robert Hart, Ochsner Health Chief Medical Officer.

For more than three decades, RN Christa Duplantis-Prather has cared for patients at Ochsner Medical Center. Yet amid the pandemic, she became unsure of how best to care for herself.

Throughout 2021, Christa spent most of her days administering COVID-19 vaccines to community members and giving antibody infusions to patients who'd become infected. But even as she carried out that important work, she hesitated to receive the vaccine herself. As one of approximately 8% of the U.S. population with an autoimmune disease, she had concerns about whether the vaccine was the best choice to protect her health and safety.

While the Centers for Disease Control and Prevention notes that vaccines may be administered to most people with underlying medical conditions, many people with autoimmune diseases were initially unclear about the vaccine's potential benefits and risks. What was crystal clear, however, was that COVID-19 posed a severe threat, so Christa attended an open employee forum with Ochsner leaders and experts to learn more.

During the forum, Ochsner's Chief Medical Officer Dr. Robert Hart and Medical Director of Infection Prevention and Control Dr. Katherine Baumgarten jointly addressed employee questions and concerns. They transparently discussed the vaccine's safety while sharing data pointing to the benefits of becoming vaccinated. They also offered to provide one-on-one guidance and support, with Dr. Hart offering to accompany any employee to receive their vaccine.

Soon after, Christa met with Dr. Baumgarten and ultimately made up her mind to become vaccinated. For both appointments, Dr. Hart was at her side as a "vaccine buddy," providing an extra boost of comfort and support.

"I really appreciated all involved who listened and supported my fears and concerns," Christa said, adding that, "Overall, I didn't feel bad at all, just a sore arm. Maybe I did so well because Dr. Hart was holding my hand." ✓

SHARING THE STARK, PREVENTABLE REALITY OF COVID-19

Dr. Shomari Olden

As yet another COVID-19 surge swept through Louisiana in late summer, Dr. Shomari Olden and his colleagues at Ochsner Medical Center saw one thing clearly: the vast majority of those gravely ill or dying from the disease were unvaccinated. Their suffering, and the heroic effort required to save them, was almost entirely preventable.

Amid vaccination debates often clouded by misinformation, Dr. Olden, his fellow clinicians and several of his patients chose to pull back the curtain to show the stark reality of the hospital during the surge. In an Ochsner video, they spoke candidly about the real-life consequences facing those who chose to avoid vaccination.

“None of my patients are fully vaccinated. The high percentage of patients that we’re caring for who are unvaccinated is just giving us proof that this vaccine does work,” said Dr. Olden.

The video tells the stories of Dr. Olden and several seriously ill COVID patients. Dawn initially believed her breathing problems were the result of an asthma attack — but her symptoms grew much worse. “There’s so much misinformation out there,” she said. “If I had an inkling of what this was like, I would have gone in and had the shot. Because there’s no way in hell anything could have prepared me for this. It was the scariest, scariest thing I’ve ever experienced.”

Anthony was blunt in his plea to those considering vaccination. “This has just been a nightmare of biblical proportions. Don’t listen to any of the BS you hear. Get out there and get vaccinated. Because believe me, you positively don’t want this. Don’t be a fool like me.”

Still struggling after 30 days of hospitalization, Steven shared his advice, “If you’ve got any underlying medical conditions, you’ve got a choice: stay in one of these beds for a couple of months or get the shot.”

Coping with the stress of caring for so many desperately ill people is challenging for everyone, including ICU nurses, who recount the recent, rapid decline of one patient and the death of another — only 34 years old.



Dr. Shomari Olden, Primary Care, Ochsner Medical Center

Dr. Olden, deeply grounded in his faith and a devoted husband and father, often leans on his colleagues for support. He shared, “It’s part of the reason that we can push through.”

As he completed another grueling day, Dr. Olden reflected, “There’s a level of exhaustion that you anticipate with any long shift. But then I also think about how my patients are doing. If, overall, they’re doing better, then I feel like it’s an excellent day. Then, I need to make sure I’m well rested to do it again tomorrow.” 🙏

See Dr. Shomari Olden’s story at reports.ochsner.org





**FIGHTING A VALIANT BATTLE
AGAINST COVID-19 THROUGH
TESTING, VACCINATIONS
AND TREATMENT.**





2 Million+ COVID-19 tests completed for patients in Louisiana and Mississippi

17,710 COVID-positive patients treated and discharged home

1,343 COVID-19 vaccination events held across Louisiana and Mississippi

665,045 COVID-19 vaccine doses and an additional 70,435 booster doses for additional protection administered

30,000+ Ochsner Health employees vaccinated

7,509 children under the age of 12 vaccinated





**FACING HURRICANE IDA WITH
PREPARATION, UNITY AND MUSCLE.**





5,306 employees rode out Hurricane Ida as Team A essential personnel

9,494 employees stepped in to support storm recovery

5,300+ employees received Employee Assistance Rapid Response Funds to support their personal recovery

1,200+ employees received emergency housing accommodations

\$15 Million invested in Hurricane Ida-related employee assistance grants and direct relief



A TERRIFYING NIGHT ENDS IN A DRAMATIC RESCUE

Dr. Leo Seoane and Dr. Sarah Sternlieb

Dr. Sarah Sternlieb, an Ochsner Internal Medicine resident, is no stranger to life challenges. She walks with crutches because of a disability, and the demands of being a busy physician, coupled with the barriers that disabled people encounter in daily life, can make for exhausting days.

But Dr. Sternlieb's resilience never met a greater test than the night of Sunday, August 29, as Hurricane Ida struck New Orleans. After completing

her hospital shift, she returned home to her apartment in the Garden District and took a nap. She awoke to one of the most terrifying sounds imaginable: water rushing into her apartment as the hurricane raged outside. She couldn't physically get out of the apartment and began to panic.

"It was definitely the scariest moment of my life," said Dr. Sternlieb. "I unlocked my front door and was shouting for help, but almost the entire building had already evacuated."

Dr. Sternlieb quickly called her best friend and fellow resident, Dr. Stephanie Ferrell, and sent an urgent message via group text to other Ochsner residents. The first to arrive was Dr. Ferrell, who saw the situation was quickly going from bad to worse. "She came in and she started screaming, 'It's going to fall. It's going to fall. You need to get on my back right now,'" said Dr. Sternlieb.

While Dr. Ferrell carried her friend out of the building, word of the crisis also spread to Chief Academic Officer Dr. Leo Seoane, who was riding out the storm with other essential personnel at Ochsner Medical Center just a few miles away. He didn't hesitate to respond, and quickly jumped into an Ochsner high-water truck with Ochsner Security. "There were 100-mile-an-hour winds outside," said Dr. Seoane. "We had three potential routes. I grew up here, so I knew the city well. We tried the River Road route, but there were telephone poles and trees in the way. We tried St. Charles, and it was blocked. We literally rode on the trolley line for a while to avoid the trees."

After the harrowing journey, Dr. Seoane arrived to find the two women, along with Dr. Sternlieb's two rescue dogs, sheltering in Dr. Ferrell's car. Once everyone was loaded into the truck, Dr. Seoane was able to safely return the two residents to the Ochsner campus.

"It was amazing that Dr. Seoane came to get me without any questions when they knew that I needed help," said Dr. Sternlieb.

"I am proud of Dr. Ferrell, Ochsner's security team and Sarah for exemplifying the Ochsner Values," said Dr. Seoane. "At Ochsner, we view our House Officers and Medical Students as family. When one of our family members needed help, it was gratifying to see everyone volunteer without hesitation to put themselves at risk to help Sarah." ♡



IN THE EYE OF THE STORM: OCHSNER EMPLOYEES RALLY AS IDA BARRELS ASHORE

Dr. Kellin Reynolds

The storm hadn't yet hit, but Dr. Kellin Reynolds was already sleep deprived. She'd been up all night treating 22-year-old Erin Baudoin who arrived at Ochsner St. Anne Hospital with a ruptured ovarian cyst.

Not only did the cyst cause Erin to bleed internally, but it jeopardized her ability to later get pregnant. Dr. Reynolds worked to calm her, knowing another emergency was underway. She recalled telling Erin's companion, "We're going to be riding out the storm together," as Category 4 Hurricane Ida hurtled toward the Louisiana coast.

Across the organization, Ochsner officials hardened hospital facilities, preparing to keep thousands of patients and employees safe. Chief among their concerns was the ability to relocate patients, as the storm promised up to 150 mile-per-hour winds. According to Dr. Jeffrey S. Kuo, medical director of Ochsner Flight Care and the system's Patient Flow Center, this coordinated system provided a critical advantage.

Because the winds were coming in — and ambulances are unable to transport patients after sustained winds reach about 40 miles per hour — time was of the essence, Dr. Kuo said. Leveraging the capabilities of the Patient Flow Center, officials were able to quickly identify available resources, utilizing them to relocate patients right away.

As Dr. Kuo's team transported patients throughout the Ochsner system, the team at St. Anne began transporting patients from floor to floor. Now in the eye of the storm, part of the facility's roof was torn off, causing the Intensive Care Unit to begin to flood.

"We came up with a plan that we'd put all of our COVID patients in the ER, and all of our non-COVID patients in the lobby near the ER," Dr. Reynolds said. "That would give us access to an easy evacuation and keep everybody kind of together."

Erin recalled that "it felt like a movie," as a team moved her bed into the hospital's only functioning elevator. Later, she'd learn that, amid the chaos, Dr. Reynolds' surgical skill had preserved almost all her ovary.

"I want her to be my OB/GYN now because she was amazing," Erin said.



Dr. Kellin Reynolds, OB/GYN, Ochsner St. Anne Hospital

After the hurricane subsided, storm-related hospitalizations surged, and Ochsner employees rallied to continue providing care. Looking back, Dr. Kuo said — despite working for days on end — his memories of the experience are surprisingly positive.

"I can reflect back and say that our team really worked hard to make sure that every patient was taken care of," Dr. Kuo said. "The job got done because of good people." ✓

SECURE — AND PREPARED FOR ANYTHING

The Ochsner Security and Emergency Management Team

The charge: execute a plan to keep hospital facilities operational and patients and staff safe during the strongest hurricane in more than a century — and do it, by the way, amid another peak in the global pandemic.

That was exactly the real-life challenge faced by Vice President and Chief of Security and Emergency Management Mark Dupuis and his hundreds of team members working across the Ochsner system. That they were able to respond so effectively is a tribute not only to skill and commitment, but to planning and simulation work that began months — and even years — before the storm hit.

According to Mark, “We learned a lot from Hurricane Katrina about what to do to harden our facilities.” Ochsner has very specific systems and protocols for how to prepare for a hurricane, a system which has been perfected over the last decade and a half since Katrina.

Noted Ochsner CEO Warner Thomas, “If you’ve got power and water, you can figure a lot of other things out. But if you lose power and water, things get very difficult very quickly.” In recent years the Ochsner facilities team fortified its generator systems across the organization, adding capacity so that some entire facilities can run off emergency power. To keep water flowing, at many campuses wells were added so plumbing and waste systems can operate without interruption.



Ochsner’s Security and Emergency Management team is led by Assistant Vice President Fred Terluin, Jr., (left) and Vice President Mark Dupuis.



Ochsner’s Security team is unified through a commitment to preparation and planning.

When a weather emergency unfolds, communication is vital — among the Ochsner team and with patients and their families. “Redundancy is a mantra of emergency management, and we have multiple abilities, from police radios to marine radios to satellite phones to satellite internet, to ensure we can communicate with the outside world,” said Mark.

Mark also cited the work of Ochsner’s “amazing supply team,” ensuring adequate stock of PPE and other vital items. The final pillar is strong partnerships with state and local law enforcement and emergency management. “We cherish those relationships with our government partners, and we maintain those relationships all year long.”

Last August the selfless commitment of hundreds of Ochsner employees brought the plan to life. According to Mark, “It takes a lot of folks, not just in emergency management, to pull this off, and because of our planning we are always ready to go.” 🙌



From left: Michelle Sigur, Kristi Belsom, Paula Simon and Kimberly Route

NATIONAL RECOGNITION FOR NICU NURSES

Ochsner Baptist Neonatal Intensive Care Unit

As Hurricane Ida bore down on New Orleans, among the most vulnerable patients in Ochsner's care were the premature and medically fragile infants in the Neonatal Intensive Care Unit (NICU). As at other Ochsner facilities, the NICU nurses at Ochsner Baptist on "Team A" would remain on duty for the duration of the storm. Their sacrifices were many — being separated from their families, not knowing what damage they would find when they returned to their homes after the storm — while having the courage to be among the few driving into a city that thousands were leaving because of a mandatory evacuation.

Nurse Paula Simon, who leads the Ochsner Baptist NICU unit, was among those who stayed, and she couldn't be prouder of her colleagues. "My team pulls together," said Paula. "It doesn't matter what's happening; they're going to make sure the babies are well taken care of."

As the storm neared, 35 babies were being cared for in the unit. Most parents of the newborns had to depart the hospital, a heart-wrenching decision made slightly easier by the care and commitment of the NICU nurses.

NICU nurse Kristi Belsom notes, "We pride ourselves on the relationship we develop with the parents. The most precious thing in anyone's life is their child. They trust us to take care of them, so we foster those relationships and do what we can to go that extra mile. Especially during the storm, but all the time."

In the hurricane's aftermath the sacrifice and commitment of the Ochsner Baptist NICU team earned national recognition, culminating in an invitation to appear on The Ellen DeGeneres Show to share their story. Paula and Kristi were joined by Kimberly Route and Michelle Sigur as representatives of the entire NICU team. Kimberly's story was especially compelling: she decided, at the last minute, to join Team A and care for the infants even though she was eight months pregnant. Ellen DeGeneres, herself a New Orleans native, commended the four nurses as "heroic" and "selfless and amazing."

At the conclusion of the episode, Ellen surprised her guests with an announcement that 84 Lumber, a national building supply firm, was donating \$100,000 to the Ochsner Employee Assistance Fund to support hurricane recovery efforts. It was a remarkable gift honoring remarkable courage and sacrifice. ♡

IN THE EYE OF THE STORM, TWO CALM NEUROSURGEONS REMAIN UNDAUNTED

Dr. Roger Smith

Ochsner's intensive planning for weather emergencies is orchestrated with one clear goal: to make sure we can continue to provide patients with exceptional care — whatever upheaval and destruction Mother Nature may bring.

That ethos was put to a formidable test on the evening of August 29, 2021. Hurricane Ida roared ashore, carrying with it some of the most destructive winds ever recorded in the state. As wind and rain pummeled Ochsner's main campus on Jefferson Highway, Dr. Roger Smith, a veteran neurosurgeon with 49 years of experience, and Dr. Joseph Lockwood, a neurosurgery resident, prepared to treat a patient with a life-threatening emergency: two blood clots on the brain.

Dr. Lockwood, who had been designated as a member of Team A, responsible for riding out the storm, recalled the remarkable circumstances that night. "You could hear the wind whistling through the elevator shaft, and you could see water dripping in from the sides." Power went out for a short period but was quickly restored — just as the surgery was set to begin.

Despite the furious storm outside, the two surgeons remained tightly focused on the task at hand. Said Dr. Lockwood: "You're looking at a brain staring back at you, and that's all you really think about." Calmly working in concert, the two physicians successfully performed an emergency craniotomy and removed the blood clots. The patient would go on to make a full recovery.

Because of his long tenure at Ochsner, Dr. Smith is the only neurosurgeon remaining on staff who was also on site in 2005 caring for patients in the aftermath of Hurricane Katrina — a devastating storm that forever changed the medical landscape of the city. Ochsner's approach to storm preparedness has evolved since that time, but Dr. Smith shared one element that is constant: "Ochsner is full of heroes — no doubt about it. If a storm happens, we are prepared to take care of it. That's what we are here for." 🙏



HELPING EMPLOYEES FUEL UP AMID IDA'S CHAOS

The Fuel Shortage Response Team

For most of us, supply chain logistics are nearly invisible — until there's a major disruption. Consider, for example, Hurricane Ida, which upended the Gulf Coast's supply chain overnight. Supplies of everyday necessities like drinking water and groceries dwindled, while fuel shortages made headlines, with many gas stations unable to replenish supplies.

Said Rene Gurdian, Jr., Assistant Vice President, Supply Chain Finance and Strategy, "Gas stations couldn't get up and running. There were tank storage facilities — they hold oil and diesel — that couldn't be reached because trees were blocking the roads."

Realizing that gas was critical — both to Ochsner's operations and to its staff — Chief Financial Officer Pete November and Executive Vice President and Chief Risk and Human Resources Officer Tracey Schiro launched an initiative to make fuel available to employees on site.

"Because of our growth and because of how we were impacted, we had facilities from the Bayou to New Orleans to the West Bank — stretching all around our region to the Northshore — that needed gasoline," Pete recalled. "The strategy became, how do we get gas in centralized locations and then have stations at each of the hospitals?"

Pete, Rene and their teams took "a hub and spoke model," using six main tankers holding approximately 80,000 gallons of fuel at centralized locations, which fed smaller "bobtail" trucks that traveled to numerous Ochsner facilities. The approach enabled Ochsner to supply employees with more than 230,000 gallons of complimentary fuel from 12 stations at facilities throughout the system. The stations remained open until the normal supply chain was restored.

"Our hospitals are living, breathing ecosystems that people interact with day in and day out. So, we need to plan accordingly," said Rene. "Do we have water? Do we have gas? Do we have power? At Ochsner, we will always strive to put our employees first so that our patients can receive quality care that our community and their families deserve. While gasoline was important, our employees' willingness to return home to take care of patients speaks to our values and mission of patients first. Ochsner will always stand by and support our employees and patients — Patients First, People Always." 🙌

An Ochsner volunteer pumps gas for a fellow employee.





MEETING PATIENTS WHERE THEY ARE

The Ochsner Community Health Center Team

Achieving Ochsner's goal to significantly improve our state's health rankings requires a thoughtful strategy — and plenty of hard work — one community, and one patient, at a time. Making progress means breaking down barriers to access, while aligning with distinct community needs in a culturally competent manner.

Central to that effort is Ochsner's \$100 million commitment to open 15 Community Health Centers across the state, supported by a \$5 million gift from the Brees Dream Foundation. Leading the way are Ochsner's Kevin Green, Vice President of Clinic Operations for Community Health Centers, and Bianca Cook, who managed the Ochsner Community Health-Brees Family Center in North Baton Rouge in 2021. Notes Bianca, "Ochsner Community Health Centers are pivotal to our Healthy State initiative. We are bringing access to those communities that may not have had access before, and we also have a special model of being a one-stop shop for patients." Primary care, pediatrics, gynecology, cardiology, smoking cessation and diabetes education are among the services offered. According to Kevin, "Meeting patients where they are to help proactively manage any chronic diseases helps us improve overall health and well-being. There are many barriers when it comes to access to care. It's not just the physical availability of care, but it's also the feeling that the care is also for you."

For Bianca, one family's experience spotlights the value of the one-stop methodology. She shared, "A dad was not feeling well and came in for an appointment, and he brought his young son with him. While they were in the waiting room the child became violently ill — so, now, both needed treatment. Because we have a pediatrician on staff, we were able to provide care for both the little boy and his father. The dad was so thankful that his son could receive care — right away and in the same facility."

The centers employ a holistic, multidisciplinary approach that can address patients' social needs as well as medical ones. And there is a lot of demographic planning done to make sure the team knows what each area needs. For example, in New Orleans East where there's a large Vietnamese community, Ochsner employs Vietnamese-speaking providers and signage that includes Vietnamese language. Everywhere Community Health Centers operate, we want to make sure that we are being culturally competent, while treating patients from multicultural backgrounds. ♡

Bianca Cook, Director, Office of Strategy Management

In 2021, Bianca was the manager of the Ochsner Community Health-Brees Family Center in North Baton Rouge.

MAKING CHANGE POSSIBLE FOR BLACK MOTHERS

Dr. Veronica Gillispie-Bell

Welcoming a new baby should be a joyful experience. But for too many parents in the United States, which has the highest maternal mortality rate among wealthy countries, it is an event that ends in tragedy. The risk is particularly high for Black women, who are more than three times as likely as white women to die from pregnancy-related complications.

Dr. Veronica Gillispie-Bell, the head of Women's Health at Ochsner Medical Center — Kenner, has been caring for patients almost 20 years. As both an OB/GYN and a Black woman, she understands the clinical and social determinants of maternal health outcomes — as well as the unique challenges that Black women face when seeking and receiving perinatal care.

As Director of the Louisiana Perinatal Quality Collaborative, Dr. Gillispie-Bell is helping hospitals in the state become "Birth Ready" by adopting practices to reduce maternal morbidity, especially conditions like hypertension that disproportionately affect Black women. Sixteen Louisiana hospitals have earned the designation, including four Ochsner facilities.

"We want to honor our hospitals that are putting in the hard work to improve maternal outcomes," Dr. Gillispie-Bell said. "It also is a way for us to encourage all of our hospitals to continue doing the work."

Dr. Gillispie-Bell is also a champion of using telehealth to reach patients in rural areas. Since 2015 she has been using Ochsner's Connected MOM (Maternity Online Monitoring) technology, which provides digital tools patients can use to take their blood pressure and other readings and transmit results electronically to their care teams. This technology is especially beneficial for moms with high-risk pregnancies, as well as those in rural areas who may face barriers to attending appointments.

In recognition of her leadership in the field, in 2021 Dr. Gillispie-Bell testified before Congress about addressing the Black maternal health crisis and spoke on a panel during the White House Maternal Health Day of Action. On the same day as the panel, Vice President Kamala Harris issued a call to action to the public and private sectors to improve maternal health outcomes.

"Through ensuring equitable, quality care where our Black mothers are centered in the care, we can see a change," Dr. Gillispie-Bell said in her testimony. "Our Black mothers deserve better, and we can be better." ♡



LEADERSHIP PERSPECTIVES

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



Andrew Wisdom

The faces and stories of courage in this report are a powerful reminder of why we are so passionate about our work at Ochsner Health, and how inspiring it is to carry out that work with the most capable and dedicated team in healthcare. For 80 years, our physician-led group practice model, which puts the patient at the center of everything we do, has been our bedrock. It has strengthened and guided us in the face of every adversity — and that was never more true than in 2021.

Coming on the heels of an unprecedented 2020 that demanded so much from us, the challenges only multiplied in 2021. Despite this tumult — the repeated surges of the pandemic, the urgent need to vaccinate hundreds of thousands of our neighbors, the damage and disruption from the most powerful hurricane in more than a century — we sustained our focus on those who need us. Just as we have done with every test throughout Ochsner's history, we faced this battle armed with the courage, strength and talent of our people. Through their perseverance, and their ability to prepare and execute in turbulent times, we not only prevailed — we triumphed.

Today, as we see less devastation from COVID-19, we are embarking on a new battle — one for the health and future of Louisiana and the Gulf South region. Now in its second year, the Healthy State by 2030 initiative that Ochsner introduced in the midst of the pandemic is demonstrating strong momentum. A strategic, holistic and data-driven approach to making and keeping people well, Healthy State is designed to address our region's historic underperformance in health rankings while uplifting people and brightening prospects for our communities. Launched by a \$100 million Ochsner investment to address health inequities and expand Louisiana's healthcare workforce and community-based health services, Ochsner serves as a catalyst and a convener to spark statewide action around the Healthy State initiative. And while it's still in its early stages, we are energized by the progress we're making and the partnerships we're building with a broad range of government, business and community leaders across Louisiana. We know that we cannot reach our ambitious goals alone, and these Healthy State partnerships are crucial to success and sustainability.

To advance the Healthy State agenda and to fulfill our mission on behalf of all those we serve, we must think about, and build for, the future. The healthcare landscape is changing rapidly. Patient options are increasing, and their expectations are changing in meaningful ways. To lead in this new era requires us to be at the forefront of change — and we are. Ochsner is meeting the needs of patients and communities where and how they want them met, with a robust offering of consumer-focused solutions and health services. We will continue to lead nationally in the digital and connected health space with solutions that have already delivered remarkable value, while building those that will offer even bigger potential in the future.



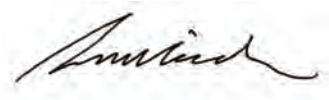
Warner Thomas

This new, dynamic era also requires a new strategy. Today we're broadening our vision, with the objective to reshape healthcare in fundamental ways. Ochsner's path forward will be guided by these five strategic priorities:

- **Transform care delivery...**by reimagining the care delivery system around patient-centered care and access, creating improved outcomes and an exceptional experience.
- **Expand digital businesses and transformation...**by building connected health and advanced analytics solutions that transform the caregiver and patient experience while making quality healthcare easier, faster and more personalized.
- **Drive the value-based transition...**and make healthcare more affordable by accelerating the shift to value-based payment systems that reward whole-person care, improved wellness and better management of chronic disease.
- **Lead in workforce, academics, diversity and community advancement...**to become the regional employer and educator of choice and build the workforce of the future through long-term investments in diversity, equity and community health.
- **Scale and diversify our services...**to develop and build solutions and businesses that create new options for patients and focus on expanding to new communities.

Those who know us won't be surprised that the most indispensable component of this new strategic vision is people. Our physicians and healthcare professionals are extraordinarily talented and remarkably driven by purpose, and we will continue to attract and retain the very best talent as we grow. We are committed to being our region's leading employer, offering best-in-class workforce development and jobs with long-term career paths, while caring for the health of the whole person — mental, physical, social, financial and educational. It's also why we embrace a leadership role in healthcare education. Ochsner's broad range of initiatives with our academic and community partners, including our significant investment in scholarships, are all designed to attract, educate, mentor and develop the workforce of tomorrow.

In 2021 the people of Ochsner, some 34,000 strong, met every test and overcame every obstacle. Bolstered by the faith of the patients and families we serve and supported by our physician group practice and our generous donors, our people were the face of courage — undaunted and even inspired by the challenges that came our way. They remain the engine that drives us forward to grow, evolve and improve all the ways we serve patients and communities. Their spirit is unmatched. Their commitment to Ochsner's mission is unquestioned. It is our honor to serve alongside them. And we're enthusiastic about all the things that together we will accomplish next.



Andrew B. Wisdom
Chair, Board of Directors
Ochsner Health



Warner L. Thomas
President and Chief Executive Officer
Ochsner Health

2021: FOUR WAYS OCHSNER LED

In a year filled with accomplishment, these examples of how Ochsner grew, innovated and responded to challenges stand out:

- 1 We prepared for, and recovered from, natural disasters and the global health crisis:** Careful planning, infrastructure investments and the commitment of our people ensured that we maintained high levels of patient care despite the devastation of Hurricane Ida. Our clinical and support teams innovated, adapted and supported one another so we could prevail against the powerful surges of COVID-19. And, despite numerous challenges, we achieved new gains in delivering patient care and patient experience excellence.
- 2 We expanded and launched new services:** Our new partnership with Louisiana Women's Healthcare, which cares for 70,000 women each year, advanced our goal to reach more women with compassionate, customized care. We launched SafeSource Direct, a joint venture that will ensure unencumbered PPE supply by manufacturing and distributing PPE to Ochsner and organizations nationwide. And we introduced the Ochsner Health Plan, expanding options for high-quality, affordable healthcare for Medicare-eligible Louisianans.
- 3 We supported communities and staff:** Ochsner took a leading role to provide life-saving COVID-19 vaccines, administering 665,000 vaccine doses and hosting more than 1,340 community vaccination events, including the 24-hour Vax Fest — the biggest vaccine event in Louisiana's history. Internally, we achieved 100% compliance with our vaccination mandate to keep patients and staff safe and provided sustained support and services to employees impacted by Hurricane Ida.
- 4 We took new steps to build tomorrow's workforce:** As Louisiana's largest healthcare provider, employer and educator of healthcare professionals, we stepped forward to address workforce shortages and gaps in medical professional education. In 2021, with a \$30 million investment from our Healthy State commitment, we launched the Ochsner Scholars program to cover school expenses for future physicians, nurses and allied health professionals. We committed \$15 million over the next five years toward medical school expenses for students who choose to practice psychiatry or primary care in Louisiana with Ochsner. We initiated a 10-year, \$15 million investment in tuition, workforce development and training programs for nursing and allied health to positively impact more than 3,000 students within the first five years. Additionally, we launched a \$20 million partnership with Delgado Community College to cover full-time tuition for Ochsner employees pursuing a nursing or allied health certificate or degree. ✓

SELECT MILESTONES

Community Commitment

- Launched the **Ochsner Health Plan**, expanding options for Medicare-eligible Louisianans to receive affordable, high-quality healthcare.
- Opened the new campus of the **Dr. John Ochsner Discovery Health Sciences Academy**, an Ochsner-supported \$28 million, 90,000-square-foot charter school focused on STEM education.
- **Ochsner Philanthropy** raised more than \$21 million in gifts from more than 9,000 donors.
- Over the past two years, opened four of 15 multidisciplinary **Ochsner Community Health Centers** in Baton Rouge, Lafayette, New Orleans and Shreveport to address patients' social and medical health needs.
- Achieved remarkable progress in **patient experience scores**, reaching the 75th percentile in nearly every measured category.
- Launched **SafeSource Direct**, a Louisiana-based manufacturing and distribution joint venture to create a new and reliable domestic source for PPE for Ochsner and other U.S. healthcare systems.
- Ochsner Lafayette General's \$2.3 million donation helped create **The Ochsner Lafayette General Playground at Moncus Park**, an age- and ability-inclusive playground featuring nature-inspired amenities and custom rubber surfacing that evokes a Louisiana swamp scene.



Regional Expansion

- Ochsner **served more than 1 million people** from every state in the U.S. and 75 countries globally.
- Established a partnership with **Louisiana Women's Healthcare** in Baton Rouge — bringing high-quality care and enhanced digital services to the state's largest private practice dedicated to women's healthcare.
- Opened **St. Tammany Cancer Center** in Covington, a new \$50 million, 75,000-square-foot facility with enhanced capabilities that doubles the size of the previous cancer center.
- **Ochsner Accountable Care Network** generated over \$30 million in annual Medicare cost reductions — nearly \$1,000 per beneficiary, performance that ranked second in the nation among Accountable Care Organizations of its size.
- Partnered with National Renal Care Louisiana to open four **Ochsner Kidney Care** centers, providing comprehensive kidney care and long-term disease management for improved quality of life.
- **Ochsner LSU Health Shreveport (OLHS)** continued its rapid growth, increasing clinic visits by 76% while nearly tripling outpatient locations. OLHS also opened Louisiana Behavioral Health, significantly expanding behavioral health patient capacity and doubling its number of providers.
- **Ochsner Lafayette General** began a \$100 million expansion project, including a new six-floor inpatient tower and expanded women's services — part of a 10-year, nearly \$500 million investment aimed at expanding healthcare access, enhancing patient-centered technology and boosting workforce opportunities in Acadiana.
- **Ochsner Health Center for Children — River Chase** opened on Louisiana's Northshore as a one-stop pediatric super clinic offering general pediatrics along with 15 pediatric specialties, including neurology, digestive disorders, orthopedics and developmental and behavioral disorders.



Workplace Strength

- **Ochsner sustained best-in-class engagement** in 2021 with 56% of employees measuring as actively engaged — putting Ochsner above 79% of healthcare systems nationally at a time when 54% saw declines.
- More than 30,000 employees received **COVID-19 vaccinations** to help us achieve 100% compliance with our vaccination mandate to keep patients and staff safe.



- Following Hurricane Ida, teams from across Ochsner Health worked around the clock to establish and maintain a **steady stream of deliveries to support the Bayou, River and South Shore regions** in our biggest storm response effort in 16 years.
- Distributed \$15 million in **direct employee assistance** to those impacted by Hurricane Ida.

- **Ochsner St. Anne Hospital** and **Leonard J. Chabert Medical Center** returned to full operations just six weeks after Ida's devastating impacts.
- Ochsner hosted more than **1,340 community vaccination events** to deliver life-saving shots across Mississippi and Louisiana, including our 24-hour, drive-through Vax Fest — the biggest vaccine event in Louisiana's history.
- Demonstrating Ochsner's unique efficiencies and coordinated care, the **Patient Flow Center and Flight Care teams transported more than 300 critically ill neonatal, pediatric and adult patients** to safer locations following Hurricane Ida.
- Strengthened Ochsner's Diversity and Inclusion commitments, including **growing Ochsner Resource Groups to 4,400 members and partnering with the National Association of Health Services Executives** to promote the advancement of Black healthcare leaders and improve healthcare services for minority and underserved communities.
- **Leave Your Legacy**, Ochsner's annual employee and physician giving campaign, topped \$2.7 million in donations, a 40% year-over-year increase.

Innovation & Research

- Partnered with Trax Development to create **SafeSource Direct LLC**, a major venture to create a robust, reliable PPE pipeline through the manufacture, warehousing and distribution of PPE to Ochsner and organizations nationwide.
- Enrolled 3,498 patients in more than 700 **clinical trials**.
- Received **\$9.14 million in research grants**, including \$2.4 million from the Kellogg Foundation and \$1.4 million from the Louisiana Department of Health to perform variant sequencing on COVID-19 samples.
- Awarded nearly \$1 million by the Federal Communications Commission as part of its **COVID-19 Telehealth Program** to fund Connected Health's remote monitoring devices, providing digital care to a range of patients.
- **Ochsner Connected Health** launched a pilot program for the management of high cholesterol, adding to existing hypertension and diabetes remote monitoring programs.
- Ochsner pediatric medical geneticists identified a cause of **congenital heart valve disease**, while Ochsner Medical Center — New Orleans became the first hospital in Louisiana to deploy the **Ion endoluminal system** — a minimally invasive, robotic-assisted tool for bronchoscopic biopsy of the lung.
- Published **533 peer-reviewed publications** in 266 journals — the most ever.

Academics & Education

- Committed **\$30 million to grow the nursing and allied health pipeline** for the next generation of Louisiana healthcare professionals.
- Our **inaugural cohort of Ochsner Nurse Scholars** included 136 students. And at Loyola University New Orleans, we held our **first white coat ceremony** to honor 12 second-year students set to graduate from the nursing pre-licensure program in 2024.
- **The University of Queensland-Ochsner Clinical School's** 108 graduates achieved a 97% match rate, the highest ever.
- More than 1,500 allied health, nursing and physician assistant students participated in **clinical academic programs** affiliated with Ochsner.
- We trained **more than 300 medical students and fellows** in 30 Ochsner-sponsored, ACGME-accredited clinical programs.
- Launched a summer program for high school students called **Ochsner STEM Pathfinders** that allows teens to explore healthcare career pathways through hands-on science lessons and mentorship from Ochsner professionals.
- Announced new nursing education partnerships with **Delgado State College** and **Fletcher Technical Community College**, adding to existing programs at Xavier University, Loyola University and Chamberlain University.

SELECT ACCOLADES

The Joint Commission

Ochsner Medical Center and Ochsner Hospital for Orthopedics and Sports Medicine earned The Joint Commission's **Gold Seal of Approval® for Advanced Total Hip and Knee Replacement Certification**, the only two hospitals in Louisiana with this prestigious accreditation.



Leapfrog Group

Eight Ochsner facilities, including three partner facilities, earned an 'A' 2021 Hospital Safety Grade from the Leapfrog Group, which recognizes efforts to protect patients from harm while meeting the highest safety standards in the United States. The recipients were Leonard J. Chabert Medical Center, Ochsner Baptist, OMC – Hancock, OMC – Northshore, OMC – West Bank Campus, Ochsner St. Mary, St. Bernard Parish Hospital and St. Charles Parish Hospital.

U.S. News & World Report

Ochsner Medical Center (OMC), including OMC – West Bank Campus and Ochsner Baptist, was **ranked the #1 hospital in Louisiana for the 10th consecutive year by U.S. News & World Report**, the global authority on hospital rankings and consumer advice. OMC was also nationally ranked as one of the top 50 in neurology and neurosurgery (#31) in the publication's Best Hospitals rankings. OMC also earned the "High Performing" ranking in gastroenterology and gastroenterology surgery. U.S. News & World Report also again ranked Ochsner Hospital for Children as the **#1 children's hospital in Louisiana** and one of the country's 2021-22 Best Children's Hospitals for cardiology and heart surgery.



American Board of Physical Therapy Residency and Fellowship Education

The Ochsner Health Sports Physical Therapy Residency Program has received a five-year accreditation by the American Board of Physical Therapy Residency and Fellowship Education. **Ochsner's program is the only accredited sports residency program in Louisiana.**

CHIME

Ochsner achieved CHIME's **Digital Health Most Wired Level 8 Recognition**, recognizing a dedication to patient and community-focused digital health.

Healthgrades



Ochsner Medical Center and Ochsner Hospital for Orthopedics and Sports Medicine received the Healthgrades Joint Replacement Excellence Award™ for six years in a row, were **named among the Top 5% in the Nation for Joint Replacement five years in a row** and are also five-star recipients for Total Knee Replacement and Total Hip Replacement.

American Medical Association

Ochsner Health was selected as one of 44 healthcare organizations to **be recognized by the American Medical Association (AMA) in the 2021 Joy in Medicine Health System Recognition Program**. The distinction reflects a demonstrated commitment to preserving the well-being of its healthcare team members through efforts to combat work-related stress and burnout.

Modern Healthcare

Four Ochsner Lafayette General facilities were recognized by Modern Healthcare as 2021 Best Places to Work in Healthcare, honoring organizations that continuously strive to improve their work environment and increase employee engagement, satisfaction and retention.

Global Healthcare Exchange

In its 20th annual GHXcellence Awards, **Global Healthcare Exchange named Ochsner Lafayette General the winner of its Innovation Award**.



Blue Cross and Blue Shield

Ochsner Health Network (OHN) received Blue Cross and Blue Shield's Quality Blue Tier 5 status — a top-tier ranking based on OHN's performance relative to its care goals for patients with one or more chronic diseases.

Becker's Hospital Review

Becker's Hospital Review designated **Ochsner CareConnect 360 as one of its 260+ Telehealth Companies to Know**.

The Human Rights Campaign

Eleven Ochsner facilities received **Top Performer designation in the Human Rights Campaign's Healthcare Equality Index**.

American Journal of Hypertension

The American Journal of Hypertension recognized Ochsner as one of several examples of **effective simplified hypertension treatment programs** that include practice facilitation, supporting tools and resources, evidence-based strategies and action steps, performance metrics, peer-to-peer learning and clinical setting.

CareChex

St. Tammany Health System was recognized for overall excellence and patient safety in areas including hospital care, medical care, cardiac care and interventional carotid care by CareChex. The recognitions put the health system among the top 10% of hospitals in the nation in each of these areas.



Lown Institute

Four Ochsner hospitals received an **"A" rating in the Lown Institute Hospitals Index**.

Gartner

Gartner, Inc. ranked Ochsner #3 in its annual **Healthcare Supply Chain Top 25 ranking**.

HEALTHY STATE OF THE STATE 2021

Laying the Groundwork

In the fall of 2020, Ochsner Health launched an initiative to accelerate the improvement of Louisiana's health ranking. Ochsner announced its initial \$100 million investment to fund the launch of the Ochsner Xavier Institute for Health Equity and Research (OXIHER), Ochsner Community Health Centers and the Ochsner Scholars program. While our commitment is critical, the systemic social and infrastructure issues that impact health outcomes throughout the Gulf South region mean that we cannot achieve this level of change alone.

Throughout 2021, we intentionally sought community input and data to better understand the top drivers of poor health outcomes in Louisiana, which include:

- Smoking
- Economic hardship
- Premature death
- Income inequality
- High-risk HIV behaviors
- Sexually transmitted disease
- Food insecurity
- Frequent mental distress
- Low birth weight
- Adverse childhood experiences
- Teen births
- Multiple chronic conditions
- Physical inactivity
- Lack of high-speed internet
- Violent crime
- Frequent physical distress
- Low rates of high school graduation
- Dental visit frequency
- Obesity

SEVERAL THEMES
EMERGED TO
INFLUENCE PHYSICAL,
MENTAL AND SOCIAL
WELL-BEING.



**SMOKING
CESSATION**



**PREVENTIVE CARE
AND CHRONIC
CONDITIONS**



**WORKFORCE
DEVELOPMENT
AND EDUCATION**



**MENTAL AND
BEHAVIORAL
HEALTH**



FOOD SECURITY



**REPRODUCTIVE
AND SEXUAL
HEALTH**



WELLNESS

**Healthy
State**
By 2030

Through the lens of health equity, Ochsner recognizes health is not merely the absence of disease, but a state of complete physical, mental and social well-being.

Making Moves

Despite multiple major hurricanes and a global pandemic, Ochsner continued to push ahead. We identified the need for a focused approach that impacts policy, transforms systems and engages our communities where we live, work, learn, play, worship, shop and connect.

Successes in 2021:

- Established sustainable guiding principles
- Forged new and strengthened existing connections with communities and partners
- Initiated a \$100 million investment in the communities we serve:
 - Opened three community health centers in New Orleans, Baton Rouge and North Louisiana
 - Welcomed three physicians and 134 nurses to the Ochsner Scholars program
 - Established Ochsner Xavier Institute for Health Equity and Research

The Road Ahead

In 2022, Ochsner will convene a Healthy State Advisory Board comprised of statewide and national stakeholders from higher education, healthcare, community, government and faith-based organizations, businesses and nonprofit foundations. Together, this advisory board will align under shared priorities to endorse policy and coordinate resources to tackle Louisiana's most complex challenges. Additionally, internal committees will be established at Ochsner to inform our statewide work in driving transformation across our system and beyond. ♡



Annual Change Needed to Reach a Healthier State

100,000

fewer people with chronic conditions

10,920

fewer cases of chlamydia

214,000

fewer adults who smoke

\$4,838

higher median per capita income

170

fewer violent crimes per 100,000 residents

86,000

more homes with high-speed internet

167,000

more adults with more mentally healthy days

70,000

more households that are food secure

142,000

fewer adults with obesity

3,000

more high school graduates

1,500

fewer teen pregnancies

1,470

more healthy babies

338,000

more adults with a dental visit

118,000

more adults who exercise



- Population Health Data
- Interviews
- Focus Groups
- Local, Regional & State Needs Assessments
- Community Conversations



- Policy
- Programs
- Technology
- Innovations
- Clinical & Operational Interventions

Healthy State: **THE PATH FORWARD**

To learn more, please visit ochsner.org/healthystate



- Advisory Board
- Committees
- Coalitions
- Community Leaders



- Priorities
- Initiatives
- Resources



- Programs
- Commitments
- Leadership Development
- Best-in-Class Knowledge



- Track Progress
- Measure Results



CENTERS OF EXCELLENCE

From the Gulf South to all 50 states and countries across the globe, Ochsner's Centers of Excellence are a longtime destination for patients seeking leading-edge, compassionate care. Spanning 10 specialized areas and staffed by physicians and clinicians who are international leaders in their fields, our Centers take a multidisciplinary approach to provide innovative healthcare solutions. They bring together teams of highly trained specialists, healthcare providers and staff who collaborate to address patients' total well-being and long-term health. Year after year, our teams and facilities rank among the nation's best, yet the ultimate mark of our success comes down to delivering positive patient outcomes and increasing healthcare access in the communities we serve.

Quentin Wharton, pediatric heart patient, demonstrates his growing strength during a visit to Ochsner Hospital for Children.





Erin Gousman, LCSW, is a behavioral health specialist practicing at Ochsner Health Center — Slidell.

BEHAVIORAL HEALTH

Mental health and total well-being are deeply intertwined. For decades, Ochsner has served patients through cutting-edge psychiatric and behavioral health services, while engaging in innovative research and education.

- Delivered an unmatched breadth of psychiatric services and specialty treatment programs to 23,000 patients, ranging from short-term outpatient counseling or group therapy to inpatient hospitalization or day programs.
- Experienced 32% growth in unique patients served across outpatient clinics for behavioral health and addictive disorders.
- Expanded statewide behavioral healthcare access by opening Louisiana Behavioral Health — a new 89-bed facility located in Shreveport that was created through a partnership between Ochsner LSU Health Shreveport and Oceans Healthcare.
- Added 22 providers and expanded inpatient, outpatient and integrative behavioral health services across Louisiana's Northshore, South Shore, Baton Rouge and Bayou regions, including a new women's perinatal behavioral health outpatient clinic and an adolescent psychiatric unit.

CANCER



Ochsner takes a collaborative, patient-centered approach to cancer treatment, utilizing multidisciplinary teams of healthcare professionals to diagnose and treat even the most complex forms of cancer. Our dedication to cancer research and treatment development dates back more than 70 years, making us the leader in conducting clinical trials throughout the region.

- Completed the first phase of a \$10 million renovation and expansion of the Ochsner Cancer Center — Baton Rouge, and opened the St. Tammany Cancer Center, a new \$50 million, 75,000-square-foot facility that doubled the size of the community's previous cancer center. With increased capacity, this new center offers more advanced clinical research and cancer services than ever before available on Louisiana's Northshore, including an extension of our Integrative Oncology Services.
- Performed Louisiana's first robotic-assisted bronchoscopic biopsy of the lung using the Ion system, making Ochsner the only hospital in the state offering this minimally invasive new technology that can help detect lung cancer earlier and lead to better outcomes.
- Launched a pilot pharmacogenomics program that will help predict which drugs will work best for individual patients by adding the ActX Genomic Decision Support to our electronic health record, Epic — bringing precision medicine and genomics to our cancer care workflow.
- Ochsner Health and Chevron formed a key partnership to create a lung cancer awareness, education and prevention program that includes early testing and diagnostics as well as overall lung health resources.
- Completed more than 300,000 screenings for breast, colon, cervical and other cancers, while providing personalized, state-of-the-art care to 34,000+ cancer patients from all 50 states and 28 countries, with as many as 20 multidisciplinary cancer specialists caring for each patient.
- Launched chemotherapy care companion — a new program offered to Ochsner's early phase clinical trial research patients and high-risk chemotherapy patients. The program is used to monitor patients who are undergoing chemotherapy and to observe the differences in obtained baseline information prior to chemotherapy treatment to determine issues related to or exacerbated by receiving chemotherapy.



After music producer Shane Norris was diagnosed with prostate cancer, his doctors at Ochsner introduced him to the HIFU (High Intensity Focal Ultrasound) procedure, which saved his life.

CARDIOLOGY



Setting the standard for diagnosis and treatment of heart disease, the John Ochsner Heart & Vascular Institute is home to more than 80 highly trained cardiologists and cardiac surgeons who deliver a continuum of care unmatched in the region. Across multiple locations we engage in leading-edge research initiatives, physician training programs and over 80 clinical trials — advancing knowledge of the mechanisms, diagnoses and treatments of cardiovascular disease.

- The Gayle & Tom Benson Heart Valve Center performed the first in the state Tricuspid TEER (Transcatheter Edge to Edge Repair) procedure. It also continues to perform a high volume of traditional and minimally invasive procedures, with 2,000+ transcatheter aortic valve replacement procedures performed since the program's inception in 2009.
- The first program to perform a heart transplant in the Gulf South region, with 1,000+ heart transplants successfully completed to date.
- The Cardiovascular Center of Excellence participated in several multicenter clinical trials related to COVID-19, including those that were part of the National Institutes of Health Accelerating COVID-19 Therapeutic Interventions and Vaccines (ACTIV) trials.
- Enrolled 1,676 patients in 84 clinical trials in 2021 alone, with the second-highest U.S. enrollment for the ENHANCE-AF trial that is testing methods of improved patient education regarding the use of anticoagulation agents for stroke risk reduction in patients with atrial fibrillation. Ochsner Health enrolled nearly half of the 1,000 patients enrolled in this multicenter trial.
- Expanded our cardiology diagnostics program as part of a nearly \$5 million renovation at Ochsner Health Center — Baton Rouge to meet increased community needs in response to more patients experiencing heart issues after contracting COVID-19.

Mark Nelson was diagnosed with dilated cardiomyopathy. Dr. James Pinzon and the heart transplant team were able to successfully give Mark a new heart.



Ray Wang, Ochsner Digital Medicine patient, monitors his blood pressure remotely.



CONNECTED HEALTH

Ochsner is a nationally recognized leader in delivering innovative, consumer-focused digital health solutions. From telemedicine to remote monitoring programs to upgrades that enhance our facilities, we're embracing technology to expand patient access and reimagine healthcare in the modern age.

- Conducted 277,360 direct to consumer telehealth visits, along with 142,349 provider-to-provider telehealth consultations — a year-over-year increase of 27%.
- Earned 2021 CHIME Digital Health Most Wired recognition in both the acute and ambulatory care categories based on a survey assessing the adoption, integration and impact of technologies in 36,000+ healthcare organizations.
- Ochsner Digital Medicine was recognized by Centers for Disease Control and Prevention and National Institutes of Health as a model for population hypertension control.
- Partnered with the Louisiana Department of Education to provide 166,000+ public school educators and support staff throughout the state with access to free virtual mental health visits through our Ochsner Anywhere Care platform.
- Scaled our remote patient monitoring services — including personalized coaching and pharmacist-informed medication management — to meet nationwide demand, caring for more than 28,000 patients throughout the United States — with a 30% increase from prior year.

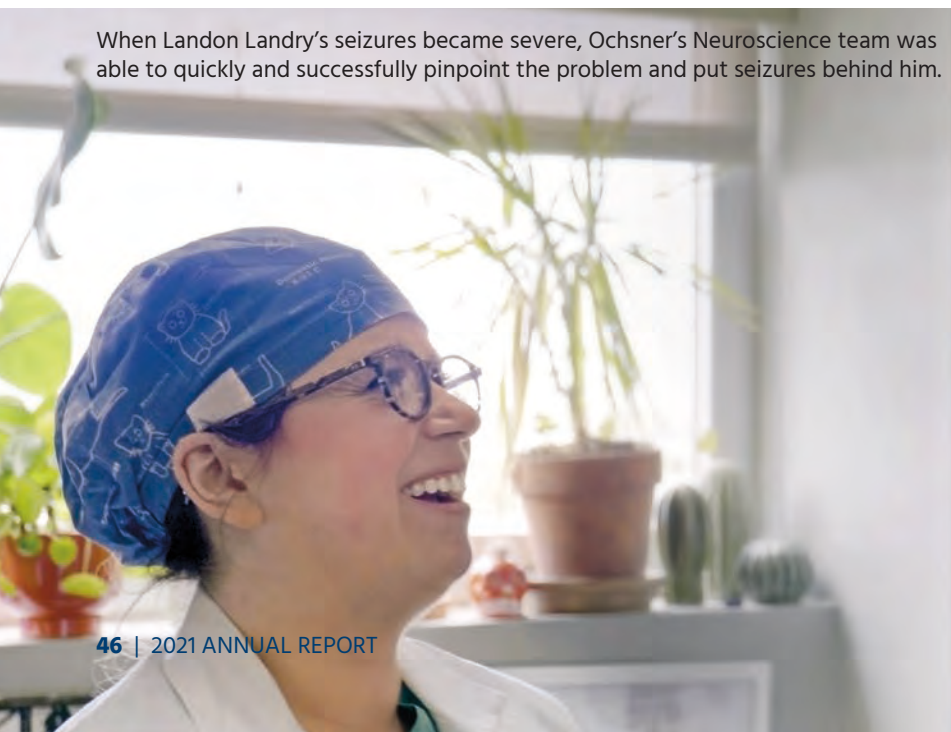
NEUROSCIENCES



A national destination center for patients with neurological conditions ranging from persistent headaches to spinal tumors, the Ochsner Neuroscience Institute combines forward-looking technological innovations with the expertise of more than 200 multidisciplinary specialists that make our neurological and neurosurgical programs the largest in the Gulf South.

- Nationally ranked #31 on U.S. News & World Report's 2021-22 Best Hospitals listing for neurology and neurosurgery — the only hospital in Louisiana, Mississippi, Arkansas and Oklahoma with a place on the list for 10 consecutive years.
- Recipients of the Healthgrades Neurosciences Excellence Award and the Stroke Care Excellence Award 10 years in a row, earned the America's 100 Best Hospitals for Stroke Care Award nine years in a row and named among the top 5% in the nation for neurosciences nine years in a row.
- Our TeleStroke Network gives ER doctors at 55 hospitals in Louisiana, Alabama and Mississippi 24/7 access to Ochsner vascular neurologists, who use telemedicine equipment with state-of-the-art Rapid AI technology to determine the best treatment options for stroke patients.
- The epilepsy program at Ochsner is Level 4 accredited by the National Association of Epilepsy Centers. It is the only institution in Louisiana that operates a dedicated epilepsy monitoring unit, providing diagnostic support and treatments to patients with complex seizure disorders and other repetitive neurological events.
- Home to the Ochsner Medical 3D lab, which leverages innovative technologies such as 3D printing, augmented reality and virtual reality to facilitate patient education, enhance medical training and improve clinical care delivery.
- Home to the busiest deep brain stimulation program in Louisiana, which helps to treat Parkinson's, essential tremor and dystonia.
- The only health system in the Gulf South to offer robotic-assisted brain and spinal surgical programs, and the only one performing minimally invasive laser-ablation for epilepsy patients and those with vascular malformations and brain tumors.
- Received a \$700,000 donation to support programming and research for the Ochsner Multiple Sclerosis Center, ensuring that patients will continue to have access to the most innovative and cutting-edge treatment of this chronic disease.

When Landon Landry's seizures became severe, Ochsner's Neuroscience team was able to quickly and successfully pinpoint the problem and put seizures behind him.





A triathlete and mother of three, Katie Frank tore her ACL in a skiing accident. Eight months after Dr. Scott Montgomery and the team of orthopedic surgeons and physical therapists at Ochsner repaired Katie's knee, she placed first in her age group in a sprint triathlon.

ORTHOPEDICS AND SPORTS MEDICINE



Ochsner provides the highest level of specialized orthopedic care in the Gulf South, leveraging the knowledge and skills of 64 highly trained orthopedic surgeons and specialists along with the latest surgical and rehabilitation equipment. The result: Our patients spend less time in the hospital, have lower readmission rates and report fewer complications after surgery compared to the national average.

- Began a five-year partnership with the Louisiana High School Athletic Association (LHSAA) to be the title sponsor for LHSAA's 21 annual championship events, provide healthcare training and education for LHSAA member programs and develop curriculum support for student athletes.

- The Ochsner Athletic Training Outreach Program is the largest, longest-sustaining and fastest-growing athletic training outreach program in Louisiana. With support from Ochsner Sports Medicine Institute, Ochsner CHRISTUS Health became the official sports medicine partner of McNeese Athletics in Lake Charles, Louisiana, benefiting 400+ student-athletes, while providing ongoing COVID-19 support.
- Performed 2,300+ total joint replacements — more than any other group in the region — and is nationally recognized as High Performing for Hip Replacement, Knee Replacement and Orthopedics by U.S. News & World Report for two years in a row.
- Ochsner Medical Center and Ochsner Hospital for Orthopedics and Sports Medicine earned the Joint Commission's Gold Seal of Approval for Advanced Total Hip and Knee Replacement — the only hospitals in Louisiana to do so. Ochsner has received Healthgrades' Joint Replacement Excellence Award for six consecutive years and is a Five-Star Recipient for Total Knee Replacement and Total Hip Replacement.



PEDIATRICS



With the most advanced capabilities of any children’s hospital in Louisiana, Ochsner Hospital for Children has provided exceptional pediatric care for over 75 years. Our team of more than 160 physicians provides care in over 30 pediatric specialties and subspecialties to more than 76,000 children each year, including the only pediatric heart and liver transplant program in Louisiana and one of the only centers in the world to offer minimally invasive spine growth modulation.

- Named #1 in Louisiana in the Best Children’s Hospitals listing by U.S. News & World Report and, for the fifth year in a row, was the only children’s hospital in Louisiana to be nationally ranked among the Top 50 Children’s Hospitals for pediatric cardiology and heart surgery specialties.
- Directly contributed to the Pfizer COVID-19 vaccine trial for children — which helped to demonstrate vaccine safety for children ages five and above — and, following emergency authorization approval, administered 1,750+ doses of Pfizer COVID-19 vaccine for children ages five through 11 in just the first week.
- Served as a key resource for the Louisiana Department of Education and 160+ schools across the state as they navigated the COVID-19 pandemic, including through the Healthy Schools and School Nursing Program, which provides schools with access to on-call pediatricians and embedded Ochsner nurses.
- Opened a new 18,000-square-foot pediatric super clinic at Ochsner Medical Complex — The Grove in Baton Rouge, bringing pediatricians and pediatric specialty services together under one roof.
- Opened a second pediatric super clinic at Ochsner Health Center for Children — River Chase in Covington, offering routine pediatric care as well psychological, behavioral and occupational health services.
- Opened a new multidisciplinary Autism Clinic at the Michael R. Boh Center for Child Development, to expand access to specialized behavioral and educational programs designed to assess and treat autism spectrum disorder.
- Ochsner Hospital for Children is among the top three U.S. hospitals that perform vertebral body tethering, and has the only Hip Preservation Center in the region specializing in complex hip disorders in children and young adults.

Quentin Wharton, pediatric heart patient, visits with Dr. Benjamin Peeler, Chief of Pediatric and Adult Congenital Cardiac Surgery.



Ochsner LSU Health Shreveport primary care patient Tricia Smith and Dr. John Jacob collaborate on health and wellness strategies to prevent disease before it starts.

PRIMARY CARE

Collaborating with more than 90 medical specialties and subspecialties, Ochsner's Primary Care team helps patients lead healthier lives year-round. We emphasize preventive care and ongoing health monitoring, and when specialty or urgent care is required, we coordinate to ensure that patients can receive a diagnosis as quickly as possible.

- Over the past two years, opened the first four of 15 planned Ochsner Community Health Centers in Baton Rouge, Lafayette, New Orleans and Shreveport. A cornerstone of Ochsner's Healthy State by 2030 initiative, these centers in underserved neighborhoods across Louisiana help advance our goal to improve access to high-quality patient care, while strengthening community bonds.
- Played a central role in providing free COVID-19 community testing across Louisiana and Mississippi, with 2 million tests performed across infection hotspots and underserved locations.
- Provided continuous care and resources to 1,342,760 patients through the MyOchsner portal, which enables patients to schedule appointments, submit medication refill requests, view test results, communicate with physicians and schedule virtual visits — all without picking up the phone.
- Expanded access to quality primary care in more communities through the opening of five new clinics across Metairie, Shreveport and Slidell.



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 8,000 life-saving liver, kidney, pancreas, heart and lung transplants for patients from 42 states and a dozen countries across the world. Ours is the busiest, most experienced transplant center in the Gulf South region.

- Our transplant teams performed 371 transplant procedures in 2021 and still offer the only heart and lung transplant program in Louisiana and by far the largest liver transplant program in the state.
- The Ochsner Transplant Institute offers patients a one-day assessment which helps out-of-town patients avoid multiple trips, while expanding virtual appointments and evaluations so patients must come to New Orleans only for their transplant and post-care. In 2021, we conducted a total of 3,252 transplant-related virtual visits — 18% of our institute's total visits.
- Ochsner's participation in the Hope Organ Transplant Program provides livers and kidneys to HIV patients by enlisting HIV-positive donors. Our teams also take on patients that other centers consider not transplantable, from those who are morbidly obese to those with very large tumors, completing countless life-saving procedures for these individuals.
- The transplant team has enrolled 440 liver cancer patients since 2016 into a prospective research trial to study the long-term impacts of transplants on cancer diagnoses. Ochsner researchers recently secured a major grant to continue this important trial.
- Through our fellowship programs in transplant surgery, nephrology and cardiology, we are building a workforce pipeline and training the next generation of transplant specialists.

Daisy Lachney, pediatric heart transplant patient, poses for her high school senior picture, which was something she dreamed of doing one day.

WOMEN'S SERVICES



From routine gynecological exams to prenatal care to management of menopause symptoms, our women's health professionals are specially trained to address women's needs at every stage of life. Our team of more than 80 OB/GYNs work across 11 locations, providing information, resources, services and treatment choices to empower women throughout the Gulf South and beyond.

- Established a new partnership with Louisiana Women's Healthcare (LWH) — the state's largest private practice dedicated to women's healthcare — paving the way for enhanced digital offerings and greater convenience for the 70,000 women LWH cares for in the Greater Baton Rouge region.
- Ochsner Medical Center (inclusive of Ochsner Baptist and Ochsner Medical Center — West Bank) and Ochsner St. Anne earned a "High Performing" rating in the inaugural Maternity Care (Uncomplicated Pregnancy) ranking of U.S. News & World Report — the only facilities in Louisiana to do so.
- Completed a \$7.5 million, 20,000-square-foot renovation to open another women's services floor at Ochsner LSU Health Shreveport — St. Mary Medical Center. The renovation adds 25 new beds, nearly doubling postpartum and perinatal capacity.
- Achieved Louisiana Perinatal Quality Collaborative and Louisiana Health Department's "Birth Ready Plus" designation for Ochsner Baptist Medical Center and Ochsner Medical Center — Baton Rouge. Additionally, four Ochsner-affiliated hospitals in Monroe, Shreveport, Kenner and Lake Charles earned the "Birth Ready" designation for evidence-based best practices addressing common causes of maternal mortality and morbidity.
- Nationally ranked in the top 5% by Healthgrades for women's health three years in a row.
- In November, Ochsner Baptist surpassed 25,000 baby deliveries. The Ochsner Baptist Women's Pavilion opened in 2013, when Ochsner moved its primary women's health services, including labor and delivery, from its Jefferson Highway location.



Melody Segue turned to Ochsner Health and Dr. Veronica Gillispie-Bell for the birth of her second child, a 10-pound baby born through cesarean section.

COMMUNITY COMMITMENT

When our communities thrive, so do our patients, employees and our organization. In 2021, Ochsner remained wholly committed to enhancing the health and well-being of the communities we serve. From strengthening initiatives to make Louisiana healthier, partnering with government leaders to support the health and well-being of students and educators, or launching our all-new Ochsner Health Plan, our goal at every step is to meet the physical and mental health needs of people of all ages and backgrounds. To confront a deadly pandemic, we vaccinated hundreds of thousands of our neighbors in tiny towns and thriving cities. And we made strides in our Healthy State strategy, opening several new community health centers and delivering an array of health services in neighborhoods where they're needed most.

AND WE DIDN'T STOP THERE: COMBATING THE PANDEMIC THROUGH ACCESS AND EDUCATION

In a perfect world, a safe, effective and potentially life-saving vaccine against a deadly virus would be sought out by nearly everyone eligible to receive it. Yet, as we know, the reality of the COVID-19 pandemic was not so simple. What factors helped motivate people to receive the COVID-19 vaccine? For Debbie Ford, it was the ability to visit her grandchildren, meet with fellow nursing leaders from around the country and cheer on her favorite football team — the New Orleans Saints — in person.

Debbie, Chief Nursing Officer at Ochsner Medical Center — New Orleans, made history as the first person in Louisiana to receive the COVID-19 vaccine in December 2020. Since then, Ochsner has administered 665,000 vaccine doses and fully vaccinated more than 300,000 eligible patients.

Two years after the World Health Organization first declared COVID-19 a pandemic, those efforts helped Louisiana and Mississippi achieve a vaccination rate of over 50%. While there is still progress to make, Ochsner's milestone is a product of the dedication of our systemwide teams who continue to serve the community by offering education, increased access and a compassionate hand to hold.

During 2021, Ochsner hosted more than 1,340 community events to deliver vaccines across Mississippi and Louisiana, including our 24-hour, drive-through Vax Fest — the biggest vaccine event in Louisiana's history. To create vaccine events that fit Louisiana's unique populations, Ochsner assembled an internal equitable vaccine committee comprised of Ochsner employee resource group officers, clinical experts and regional diversity leaders who worked closely with community organizations and leaders. Dr. Yvens Laborde, Medical Director for Global Health Education, and Dr. Eboni Price-Haywood, Medical Director for the Ochsner Xavier Institute for Health Equity and Research, led these efforts by listening to concerns, communicating in residents' preferred languages, providing access to technology resources and delivering vaccines in settings communities trusted.

By setting up vaccination events at locations such as neighborhood community centers, businesses and religious facilities, Ochsner served those who couldn't easily come to us. One of those patients was World War II Navy veteran Robert Jamison, who received the vaccine at age 95. "The pandemic shed light on health disparities and inequities in access to healthcare," said Dr. Price-Haywood. "Through our Equitable Vaccine Committee's diverse backgrounds and vast network of community connections, we were able to create trust in healthcare when people needed it most."



Dr. Yvens Laborde, Medical Director for Global Health Education, joins an Xavier University Pharmacy student at a community vaccination event.

Another innovative way Ochsner expanded vaccine access was through a partnership with Louis Armstrong New Orleans International Airport. At our on-site location we provided walk-up vaccination appointments seven days a week — open to all eligible travelers, as well as more than 4,000 airport employees. And we didn't stop there! Ochsner stood up vaccination clinics in local shopping malls and teamed up with the Greater New Orleans Foundation and Uber to provide 20,000 rides to local vaccination sites to community members with transportation issues.

Beyond expanding vaccine access, community education remained a key focus — especially for those who are pregnant, immunocompromised or the parents of adolescents and teens. Ochsner's experts worked in a variety of ways to support those patients, sharing research-based insights in clinic rooms, community forums and through interviews with local and national media.

As the pandemic continues, vaccinations remain critical to keeping the community safe, including the healthcare heroes serving patients from the frontlines. Our first vaccinated patient reflected on where our work began: "Receiving my COVID-19 vaccine alongside my colleagues was a moment that I will always remember," Debbie said. "Vaccines deliver protection, and they also delivered hope to those of us fighting the pandemic." ✓



Dr. Eboni Price-Haywood, Medical Director, Healthy State and Dr. Leo Seoane, Senior Vice President and Chief Academic Officer, collaborate almost daily on Healthy State strategies.

HEALTHY STATE: A CATALYST FOR COLLECTIVE IMPACT

In 2020 Ochsner Health unveiled a bold plan to partner with local and state leaders and organizations to realize a more equitable and healthier Louisiana. The Healthy State by 2030 goal is ambitious: to significantly elevate our state from its current position in national health rankings. To better understand the opportunities, the challenges and the progress so far, we asked three Ochsner leaders tasked to spearhead this initiative to share their perspectives: Dr. Leo Seoane, Senior Vice President and Chief Academic Officer, Dr. Eboni Price-Haywood, Medical Director, Healthy State and Ochsner Xavier Institute for Health Equity and Research (OXIHER), and Kristy Nichols, System Vice President, Partnerships and Integration.

Let's begin with a level set: What is Louisiana's health status today, and why is improving it so crucial?

Kristy: For the last two decades, Louisiana's ranking has been at or near 50th on the list compiled by America's Health Rankings (AHR). By evaluating

each state on multiple factors, including physical, economic, behavioral, social and health outcomes, AHR acknowledges a growing understanding of the impact social determinants have on health and the need for collaboration and action across sectors to reduce health inequities. People who reside in healthy states live three to four years longer, have higher incomes, lower unemployment and have 11% fewer people living in poverty. At Ochsner, we view health through a broad lens — encompassing complete physical, mental and social well-being. That's why the Healthy State vision extends beyond Ochsner and healthcare — it's about fundamentally strengthening and improving our communities through collective impact.

Dr. Seoane: There are real examples of how improving the health of our state can foster a better quality of life. By lowering smoking rates, we decrease cardiovascular disease, cancer and premature death. If high school graduation rates increase, we expand opportunities for everyone to earn a living wage and decrease poverty. Data tells us that multiple chronic medical conditions are the leading cause of premature death in Louisiana, and the CDC estimates

that 20% to 40% of those deaths are preventable — so that’s a major focus for us. We all have a huge stake in making our state healthier, and there are big opportunities to move the needle.

How does Healthy State address the impact of Louisiana’s disparities in race, income and geography on overall health outcomes?

Dr. Price-Haywood: Eighty percent of health outcomes are attributable to social determinants of health such as adequate housing, education and nutrition; safe work environments; and affordable, convenient healthcare. Individuals from socially disadvantaged populations disproportionately lack access to these important resources. Part of Ochsner’s 10-year, \$100 million Healthy State commitment is our pledge to open at least 15 community health centers in underserved urban and rural areas across Louisiana. We need to meet people where they are, in their neighborhoods, if we are going to make progress to create better health. The community health centers provide greater access to primary care and specialty services — including mental health services — closer to home for thousands of people who might otherwise lack access to the right kind of care.



Kristy Nichols, System Vice President,
Partnerships and Integration

What else is Ochsner doing to study health disparities and develop new solutions?

Dr. Price-Haywood: A key component of our Healthy State commitment includes the formation of OXIHHER. Through the partnership between Ochsner and Xavier University, we leverage the academic and research-based strengths of both organizations to bring awareness to health disparities in our communities, educate healthcare providers to perpetuate a culture of equity and train more of our brightest HBCU students to advanced careers in healthcare. We believe that clinical expertise, data, knowledge and action will lead to improved health for the people in the communities we serve.

Partnership seems to be a common theme as the Healthy State vision advances. Can you share more about the efforts to form collaborative partnerships across the state?

Kristy: With Healthy State at the center, we are building the roadmap to align internal stakeholders, key community leaders and community members around a shared agenda to drive collective impact. As the state’s largest employer and academic health system with hospitals and clinics across Louisiana, Ochsner is positioned to be a catalyst for change. We’re working to coordinate our state’s research, academic, clinical and community health capabilities into a unified health ecosystem with a shared objective of improving health for everyone. Through collaboration with partners in business, education, healthcare and government, we will build connections with communities of high need and bring greater equity to Louisianans.

What role will education, especially STEM and medical education, play in achieving a healthier state?

Dr. Seoane: Strengthening education is crucial to this effort. At Ochsner, we start from a strong foundation through STEM education outreach and mentorship efforts; our Discovery School partnerships; and academic partnerships with The University of Queensland, Xavier, Loyola, Delgado and the Chamberlain School of Nursing, among others. Now, through our Healthy State investments and partnerships, we are seeing even more expansion within Louisiana to create educational programs and scholarships for underrepresented medical, nursing and other allied health students to grow the healthcare workforce. This includes the Ochsner Scholars program, which is a \$30 million investment that covers tuition to train physicians and nurses who represent the diverse communities we serve. We’re very excited about this initiative and the benefits it will deliver in the years ahead. ♡

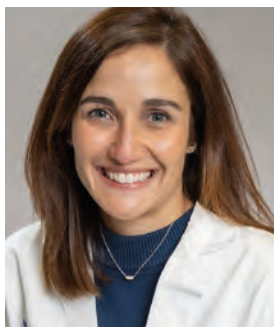
OCHSNER HEALTHY SCHOOLS: ENHANCING HEALTH AND WELL-BEING FOR STUDENTS, PARENTS AND EDUCATORS

According to the American Academy of Pediatrics — one of three medical groups to have declared a national state of emergency in children’s mental health — health professionals “have witnessed soaring rates of mental health challenges among children, adolescents and their families over the course of the COVID-19 pandemic.”

Ochsner’s goal is to improve equitable health outcomes and access for these groups. Through our Ochsner Healthy Schools Program, we support children’s physical and emotional well-being in a school-based setting, while extending support to the educators who have been equally impacted by the challenges and uncertainty of the past two years.

“During the COVID-19 pandemic, we implemented a ‘Safe to Return’ program to help our school partners safely return students back to in-person learning,” said Allison Sharai, Vice President, Strategy, Planning and Chief of Staff. “This effort revealed a need for a more comprehensive and holistic approach to supporting schools, and an immense opportunity to offer access to medical care for K-12 students.”

Through the Healthy Schools program, our trained medical professionals can help identify children struggling with chronic physical and mental health conditions and connect them to Ochsner’s comprehensive healthcare system. And a part of this structure includes Ochsner’s School Nurse Program, which provides embedded pediatric nurses in schools along with on-call support and other resources.



Dr. Christina Cannizzaro,
Medical Director, Ochsner
Healthy Schools

In 2021, we expanded the program to include 10 school nurses in Orleans and Jefferson parishes. We also offered on-campus COVID-19 vaccines and testing, while providing routine COVID-19 guidance and full medical support for our school partners.

“Children need to be healthy in order to succeed in school, and often prevention and wellness interventions aren’t easily accessible to them,” said Dr. Christina Cannizzaro, Medical Director of Ochsner Healthy Schools. “Providing clinical access and support, on-site school nursing, targeted interventions and wellness programs to



Dionne Jones, NP, cares for a John Ehret High School student.

our youth is essential. We want to ensure our children have a foundational understanding of health to better set them up for future success.”

We further broadened the scope of our impact by developing new programming to serve Louisiana educators, administrators and school support staff. In an August 2020 survey, nearly 40% of the state’s early childhood educators reported clinically relevant signs of depression — and those results came before the impact of Hurricane Ida and prolonged pandemic-related challenges.

In response, Ochsner Health partnered with the Louisiana Department of Education (LDOE) to launch a new virtual therapy program. Through the Ochsner Anywhere Care platform, the program provides access to free mental health virtual visits for more than 166,000 public school educators and support staff statewide. The three-year, \$1 million initiative is funded by LDOE through allocations from the Governor’s Emergency Education Relief Fund.

“It is critically important that the state provide mental and emotional support for our teachers and support staff who unselfishly give so much of themselves to ensure that education continues for our students during this unprecedented pandemic,” noted Louisiana Governor John Bel Edwards. ✓

IMPROVING OUTCOMES THROUGH QUALITY BLUE AND OHN'S MODEL OF COORDINATED CARE

By working together as a team, we can amplify our positive impact on the patients and communities we serve. That perspective is foundational to the success of the Ochsner Health Network's (OHN) coordinated, collaborative approach. It's a powerful care delivery model — providing physicians the tools, training and technology to better monitor patients and manage their chronic conditions to keep them healthier — all while reducing costs of care.

Through the effective implementation of this approach, we've seen optimal care performance in every major patient health risk category we measure. Those metrics include blood pressure control in 80% of patients with hypertension and 86% of patients with chronic kidney disease.

In Fall 2021, OHN received Blue Cross and Blue Shield's Quality Blue Tier 5 status — a top-tier ranking based on OHN's performance relative to its care goals for patients with one or more chronic diseases. The network earned high scores across every chronic disease category, with OHN providers caring for more than 40% of all Louisiana Quality Blue patients.

"Louisiana has long ranked on or near the bottom of national health rankings," said OHN's Medical Director Dr. Beau Raymond, FACP. "Through Quality Blue and OHN's model of coordinated care, we are improving outcomes and reducing the likelihood of strokes, heart attacks and other major life-threatening events."

Also benefiting from Ochsner's model of coordinated care are more than 35,000 Medicare patients in Louisiana and Mississippi. Through the Ochsner

Accountable Care Network (OACN) — Louisiana's largest Accountable Care Organization (ACO) — over 2,700 providers are collaborating to support Medicare patients with high-value, locally available care.

Based on performance results published by the Centers for Medicare & Medicaid Services (CMS) in 2020, OACN generated more than \$30 million in annual Medicare cost reductions — nearly \$1,000 per beneficiary. Nationally, OACN's savings ranked 13th out of 513 organizations and ranked second in the nation among ACOs with more than 30,000 Medicare beneficiaries.

Other 2020 notable OACN achievements include:

20%

reduction in
emergency
department visits

17%

reduction for
in-patient
hospitalizations

Over **98%**

quality score across
CMS's shared savings
program measures

Deployed

technologically enhanced

health data that helps clinicians identify predictive patient health risks and conduct outreach and care for those with chronic conditions



Dr. Lauren Beal, Ochsner LSU Health Shreveport internal medicine and pediatric provider

"OACN empowers providers to better care for our communities," said Dr. Rowe Sanders Crowder, III, an internal medicine specialist and OACN partner. "Through the network, we're able to realize efficiencies and share best practices to deliver a higher quality of care at a lower cost." ✓





Ochsner Health Plan member Christie Trew served as a senior development manager for Ochsner Health's Golden Opportunity program before her retirement.

OCHSNER HEALTH PLAN: INCREASING OPTIONS FOR MEDICARE-ELIGIBLE LOUISIANANS

Big challenges require bold solutions, and in Louisiana, socioeconomic and health challenges have persisted for far too long, with the state currently ranked 50th in the nation in health outcomes by the United Health Foundation.

In pursuit of a new path forward, Ochsner's Healthy State initiative outlines a comprehensive strategy to increase healthcare access and improve health equity and outcomes for all — including seniors. An important and fast-growing segment of our population are Medicare-eligible adults ages 65 and older. They account for more than 16% of the U.S. population and are growing by more than 11,000 a day.

Louisiana's Medicare-eligible population in the greater New Orleans and Baton Rouge areas can now take advantage of Ochsner's new Medicare Advantage plan called Ochsner Health Plan, which we launched in October 2021. Premiums and copays for the plan start at \$0 and include more cost-saving features and wellness programs than original Medicare, such as prescription drug coverage, fitness, dental, hearing and vision offerings. As the plan grows, Ochsner expects to widely increase its coverage area.



We are here to provide the highest-quality care available for all our patients' health and wellness needs, and this commitment isn't limited by age. Instead, it is a lifelong pledge, and the new Ochsner Health Plan will help us in our work to honor this commitment."

—Scott Posecai, Ochsner Executive Vice President of Insurance Partnerships and Treasurer

A key differentiator of the plan is that it works in tandem with Ochsner's participating physicians and advanced practice providers, offering preventive care resources and health management services that are fully integrated with in-person and virtual programs for chronic and complex conditions. These include diabetes, high blood pressure, heart failure, obesity and nicotine addiction, all of which remain prevalent statewide. The establishment of the new Ochsner Health Plan for Medicare beneficiaries is an important new way to build upon Ochsner's commitment to provide the highest-quality, most affordable care available for all our patients' health and wellness needs at every stage of life.

"At Ochsner, we are here to provide the highest-quality care available for all our patients' health and wellness needs, and this commitment isn't limited by age," said Scott Posecai, Ochsner Executive Vice President of Insurance Partnerships and Treasurer. "Instead, it is a lifelong pledge, and the new Ochsner Health Plan will help us in our work to honor this commitment." ♡



Ochsner Health Plan member Lloyd Crochet enjoys hiking and traveling the country with his wife Marie (also a member).

REGIONAL EXPANSION

Whether patients live in vibrant cities, growing suburbs, or rural neighborhoods across the Gulf South, we're committed to providing them with comprehensive services and the highest quality of care. Fundamental to that approach is our ability to treat patients near where they live and have support. To advance that objective, in 2021 we invested in building new facilities, expanding existing services, enhancing rural affiliations and partnering with aligned healthcare systems to drive access to care throughout the region. We also leveraged Ochsner's leading-edge digital and telehealth capabilities, empowering patients to manage their health and well-being at home or on the go. Because, at Ochsner, improving healthcare equity for all means meeting patients where they are.

LOUISIANA WOMEN'S HEALTHCARE JOINS OCHSNER WITH A SHARED VISION FOR IMPROVING WOMEN'S HEALTH

From adolescence through all the phases of adulthood, women require high-quality healthcare to address their specific needs. When those needs are met, women achieve better health outcomes, and their families and communities benefit.

In Louisiana, however, many women face added barriers when seeking customized care. Nearly a quarter of the state's parishes lack basic obstetric care, a birth center or a single OB/GYN — access gaps linked to high maternal mortality rates, especially for Black mothers. Louisiana has some of the nation's highest rates of breast and ovarian cancer-related deaths and ranks eighth in the United States for its high incidence of highly preventable cervical cancer. We know that early detection saves lives and reduces the cost of care.

Enter our new partnership with Louisiana Women's Healthcare (LWH) — the state's largest private practice dedicated to women's healthcare, caring for 70,000 women each year. In 2021 we announced an agreement for LWH to become part of Ochsner Health — an important new step in our goal to reach more women with compassionate, customized care. Through the new partnership, LWH patients continue to receive high-quality care from their trusted physicians, while benefiting from the capabilities of Ochsner's innovative telehealth and digital medicine tools.

These tools include Epic, Ochsner's nationally recognized electronic health record platform, and the MyOchsner portal, through which patients can virtually access lab and imaging results, schedule appointments, communicate with doctors, view visit summaries and request prescription refills.

Now LWH can offer Ochsner's Connected Maternity Online Monitoring program to expectant mothers, enabling them to manage their pregnancies from home by sending real-time weight and blood pressure readings to their OB care team via smartphone.

Enhancing access and improving health outcomes for women in Louisiana is a priority for both organizations, with Ochsner working to move the state significantly forward in national health rankings.

"Ochsner's vision to improve our state's health rankings is valuable to the women of Louisiana, and we share this commitment to change," said Dr. Michael Perniciaro, LWH President and Chairman. "Our physicians will work together with Ochsner to create better health outcomes statewide." LWH Vice Chairman Dr. Jay Parenton stated, "Ochsner has brought us



Louisiana Women's Healthcare and Ochsner Health celebrate their partnership.

tremendous value in information technology with our new electronic health record and digital health tools, as well as greater capabilities for our imaging services. This is particularly important in that we provide over 36,000 annual breast cancer diagnostic and screening exams. With regular screening and early detection, breast cancer can often be found and stopped early."

"It is amazing how much we have accomplished with Ochsner in just one short year," said Dr. Rebecca Boudreaux. "We now offer our patients online scheduling, pregnancy monitoring tools, virtual visits, and greater access to us and to their health information. We are excited about future possibilities."

When probed on the business relationship, Louisiana Women's Healthcare CEO Kim Sangari shared, "What began as a business transaction has grown into a comfortable partnership and is evolving into a true professional family. There was 100% agreement from LWH physicians to partner with Ochsner. A year later — we have 100% agreement that this was the right strategy, with the right partner. Bottom line — we are stronger together." ✓





Celebrating the grand opening of a kid-friendly pediatric super clinic located on the top floor of Ochsner Medical Complex — The Grove.

DELIVERING NEW PATIENT SERVICES AND OPPORTUNITIES IN BATON ROUGE

In 2021, we continued to build upon Ochsner's nearly 80-year legacy of community-centered care, investing in new capabilities and facilities to expand health services in the Baton Rouge area.

In January, Ochsner's Baton Rouge region announced the expansion of Ochsner Medical Complex — The Grove with the creation of a new 18,500-square-foot pediatric super clinic. Included are 38 exam/treatment rooms and a dedicated 3,632-square-foot child development center. This area within the super clinic features physical, occupational, speech and feeding therapy. The project represents a \$6.8 million investment — including more than \$700,000 in pediatric-specific medical equipment — while offering a comprehensive array of pediatric specialties and subspecialties under one roof.

Further expanding family care in the region, in April we opened a new Ochsner Community Health — Brees Family Center in North Baton Rouge. Created as part of a commitment of more than \$10 million from Ochsner and a \$5 million charitable gift from the Brees Dream Foundation, the new community health center is one of 15 being built to increase health equity in underserved neighborhoods across the state.

The newly renovated facility includes 10 exam rooms and expands more than 5,000 square feet within the New Era Medical Complex. An exceptional



In 2021, after spending 14 years in Shreveport — including as CEO of Ochsner LSU Health — **Chuck Daigle** returned to his hometown to become regional **CEO of Ochsner Baton Rouge and the Lake Charles region**

care team delivers primary care, obstetrics and gynecology, pediatrics and smoking cessation services, while also creating new, stable jobs.

Finally, in November, we launched a partnership with Louisiana State University's (LSU) College of Human Sciences & Education. Together, we will establish the Ochsner Wellness Center within the historic Huey P. Long Field House on LSU's flagship campus.

Created through a \$4 million leadership gift from Ochsner, the center will promote health-enhancing physical activity programs and directly impact the health of LSU students, faculty and staff. It enables Ochsner to help build a pipeline of medical professionals in sports medicine, allied health, therapy and wellness specialties, while providing practical experience for LSU students pursuing careers in human wellness. ♡

RUSH HEALTH SYSTEMS: SERVING MORE PATIENTS IN MISSISSIPPI AND BEYOND

While Ochsner's roots lead back to Louisiana, Mississippi has become an important area of growth and opportunity as we invest in improving health outcomes for communities across the Gulf South.

Over the past five years, Ochsner has seen a 117% increase in patients from Mississippi, and our commitment to increase access to high-quality healthcare in the state is accelerating. Fundamental to that strategy is establishing partnerships with leading health systems throughout the region whose missions align with our own.

This includes Ochsner Medical Center — Hancock, an Ochsner-managed facility since 2013, and our 2020 strategic partnership agreement with Singing River Health System, with hospitals and clinics in Hancock and Jackson counties. Singing River Gulfport played a crucial role in caring for patients impacted by Hurricane Ida.

In 2021, we further fortified our commitment to Mississippians by deepening our partnership with Rush Health Systems — a seven-hospital health system with 30 affiliated clinics serving East Mississippi and West Alabama. Ochsner and Rush initially forged a strategic partnership in 2019, and in June of 2021, we announced plans for a full merger to create Ochsner Rush Health.

In conjunction with the merger, Ochsner is facilitating a series of major system and service upgrades to benefit Ochsner Rush Health's patients, physicians and employees, including:

- **Growing existing programs**, including primary care, women's services, cardiology, orthopedics and general surgery
- **Expanding access to specialty and subspecialty services** so that more patients can receive the care they need closer to home
- **Connecting patients to Ochsner's large clinical research network**, enabling them to participate in groundbreaking, novel therapies close to home
- **Expanding access to Ochsner's innovative technological and digital health solutions**, including expansions in telehealth, digital monitoring and artificial intelligence



Ochsner Health and Rush Health Systems are teaming up to improve health outcomes for communities across the Gulf South.

- **Investing \$1.5 million to increase the minimum wage to \$12 an hour**, positively impacting more than 400 employees across the Rush system
- **Identifying capital needs that will further expand services** throughout the Ochsner Rush Health footprint

In announcing the merger, Ochsner Health President and CEO Warner Thomas said, "We are proud to carry on the tradition started by the Rush family more than 100 years ago and look forward to building upon their legacy. As one organization, we will tackle higher rates of chronic disease and focus on taking care of the whole person."

It's an exciting new step in Ochsner's continuing journey to expand access to compassionate, personalized and high-quality healthcare to more communities across the Gulf South. ♡

ST. TAMMANY CANCER CENTER: TRANSFORMING TREATMENT FOR PATIENTS ON LOUISIANA'S NORTHSHORE

Anyone touched by cancer knows the impacts of the disease and its treatment aren't just physical; they're social and emotional as well. So, when it comes to treating patients at all stages of cancer, we take a community-centered, holistic approach.

For more than 70 years, Ochsner's cancer team has led ongoing cancer research and treatment development, while providing patients with innovative services and compassionate care. We educate patients alongside their families and facilitate groups for community support, and we're working to further expand access to treat even more patients close to home.

In June, we continued that progress by opening our 11th location, St. Tammany Cancer Center — A Campus of Ochsner Medical Center — with our longtime partner St. Tammany Health System. Together, we are providing enhanced services and specialized treatment to thousands of patients on Louisiana's Northshore, and beyond.

Located on the campus of Ochsner Health Center — Covington, the new \$50 million, 75,000-square-foot location increases patient capacity by doubling the size of the previous center. It is staffed by a team of more than 30 physicians and 80 healthcare professionals who, collectively, can



Ochsner and St. Tammany teams, including St. Tammany Health System President & CEO Joan Coffman, Ochsner Cancer Institute Director Dr. Brian Moore and Ochsner Northshore Region Medical Director Dr. Tim Riddell, gather to celebrate the opening of the new St. Tammany Cancer Center — A Campus of Ochsner Medical Center.

diagnose and treat more than 20 different types of cancer. The center also includes:

- **47 private and semiprivate infusion bays** with outdoor views and natural light
- **A clinic space** where medical, radiation and surgical experts can treat patients as a team
- **Ochsner's Integrative Oncology Services**, which include nutrition, yoga, tai chi, acupuncture and psychology

Additionally, Ochsner will continue to grow its robust Precision Cancer Therapies Program, which offers patients access to the largest clinical trials network in Louisiana along with cutting-edge drugs and anti-cancer agents.

As St. Tammany Health System President and CEO Joan Coffman noted, the facility marks a new day for cancer care in St. Tammany Parish.

Coffman shared, "First and foremost, it enables St. Tammany Health System, working with our partners at Ochsner, to further raise the bar on the quality cancer services we've been providing our Northshore neighbors for years. What I'm most grateful for, however — and what I think many in the community will be most grateful for — is that it will mean so many will be able to find the world-class cancer care they need right here, close to home and in their own backyard." ✓



In 2021, former Kaiser Permanente executive **Corwin Harper** was named **Chief Executive Officer, Ochsner Northshore and Mississippi Gulf Coast regions**. **Dr. Timothy Riddell**, an Ochsner family medicine physician since 1999, was also named **Regional Medical Director**.



THE BAYOU REGION: RALLYING TO REOPEN IN THE WAKE OF HURRICANE IDA

When Hurricane Ida made landfall in coastal Louisiana in late August, Ochsner's team had only four days to prepare. Despite having year-round, hurricane-specific protocols in place, the Category 4 hurricane pushed Bayou facilities to the brink.

At Ochsner St. Anne Hospital, record winds ripped away part of the roof, forcing the team to transfer patients from the Intensive Care Unit as it began to take on water. Meanwhile, at Leonard J. Chabert Medical Center, water dripped from ceiling tiles as a large metal beam thudded, repeatedly, against a glass door.

Remarkably, emergency departments at both hospitals remained open during and after the storm. And through quick coordination, dozens of patients were transferred to other Ochsner facilities across the state, including Ochsner St. Mary within the Bayou Region.

In the storm's aftermath, St. Anne and Chabert staff continued to administer COVID-19 testing, vaccinations and urgent care — treating patients from nearby facilities, including mobile units and tents. Continuing these services required a herculean effort, but as Louisiana underwent a fourth wave of COVID-19, they were crucial in keeping a reeling community safe.

In the background, both hospitals underwent rapid repairs. On October 8, Chabert resumed inpatient services, with St. Anne returning to full operations on October 15 — just six weeks after the storm. Hospital staff, volunteers and other community members gathered to celebrate the occasion, including Renata Schexnaydre, Chief Nursing Officer for Ochsner St. Anne.

"I am humbled by the extraordinary team who worked tirelessly throughout the COVID-19 pandemic and who continued to serve our patients as Hurricane Ida ravaged our hospitals, our homes and our community," said Renata. "There are few words to adequately convey the immense courage, compassion and tenacity that were prevalent throughout the response and recovery, and I am incredibly grateful and privileged to work beside such an amazing group of professionals!"



Physicians, nurses, staff and community members gather to celebrate the return of healthcare and to honor the frontline workers who labored through the storm.



Community support and investment in Fletcher Technical Community College will expand opportunities for individuals living in the Bayou Region to pursue a healthcare career.

OCHSNER AND FLETCHER TECHNICAL COMMUNITY COLLEGE PARTNER TO MEET SOARING REGISTERED NURSE DEMAND

Nurses comprise the largest group of healthcare workers in the United States, and amid the COVID-19 pandemic, demand for nursing professionals surged. Louisiana and other states across the country face shortages of nurses and allied health professionals that is expected to intensify. The Bureau of Labor Statistics projects an average of 175,900 openings nationally for registered nurses each year over the next 10 years, and the Louisiana State Board of Nursing forecasts a significant shortage of nurses across the state over the next several years. The Bureau of Labor Statistics also projects the field of allied health to grow 18% by 2026, more than double the growth of other occupations.

Thanks to Ochsner's partnership with Fletcher Technical Community College and Terrebonne General Health System, a new workforce and nursing training facility being built at Fletcher's main campus in Schriever will create more local capacity to meet demand.

With construction already underway and an anticipated completion date of early 2023, the new facility will more than double the size of its predecessor, tripling enrollment capacity for Fletcher's nursing and allied health programs. In addition, the college plans to offer several new training programs, while expanding employer partnerships to place graduates in local jobs.

Both Ochsner and Terrebonne General Health System provided \$1 million gifts to support construction of the state-of-the-art facility, which also received funding through state bonds, private donations and a grant from the U.S. Economic Development Administration. ♡



We are excited to see the partnership evolve and witness the new, state-of-the-art facility become a reality as we work together to train our future healthcare providers for the Bayou Region and beyond.”

– Fernis LeBlanc, Chief Executive Officer, Ochsner Bayou Region

Delivering Care, Everywhere: Ochsner's Mobile Clinic Supports Louisiana Residents

Dulac resident Kelly Boudwin had a question about her critically important medication, but in the aftermath of Hurricane Ida, getting an answer was far from simple. Her regular neurologist wasn't seeing patients, and as her family worked to repair her roof and rid her home of mold, she grappled with connectivity and transportation issues.

On September 21, Kelly — who has Lupus and Parkinson's — visited Ochsner's mobile clinic. There, she met with an on-site provider who addressed her healthcare needs. Through partnerships with multiple community members, Ochsner deployed its mobile care unit to neighborhoods across the state. It delivered COVID-19 vaccines, testing and urgent care services at locations where community members could also pick up food, water and other emergency supplies.

For Kelly, the mobile unit provided crucial support in a time when she needed it most. “Ochsner is amazing,” she said. “I can't say enough good things about them.” ♡

OCHSNER LSU HEALTH SYSTEM OF NORTH LOUISIANA: ACHIEVING FAR MORE, FAR FASTER, THAN ANYONE IMAGINED

When Ochsner and LSU Health Shreveport partnered to form Ochsner LSU Health in 2018, it was done with a clear vision for how we could improve health and well-being for North Louisiana communities.

Merging Ochsner's expertise in patient care and operational management with LSU Health Shreveport's excellence in research and academics, the partnership leveraged key investments to renovate facilities, improve the quality of care, enhance patient-centered digital and telehealth capabilities and grow the medical center and its research. Above all, the partnership aimed to increase healthcare access — both through community health and well-being programs and by expanding beyond the original campus.

Looking back, none of the leaders behind Ochsner LSU Health's inception could have predicted the challenges to come — from caring for critically ill COVID-19 patients to persevering through an unprecedented winter storm and supporting much of the state during its recovery following Hurricane Ida. They also couldn't have guessed the level of progress the team would continue to make, achieving far more, far faster, than anyone imagined.

To date, the partnership has invested more than \$200 million in capital improvements, largely with an emphasis on expanding access throughout the North Louisiana communities. Progress includes:

- **Opening Louisiana Behavioral Health** in partnership with Oceans Healthcare, significantly expanding patient capacity through an intensive outpatient program launched in 2021

To support and sustain expanded healthcare access, Ochsner LSU Health has invested in both capital improvement to facilities and expanding its team of healthcare professionals.





Louisiana Behavioral Health increased access to inpatient and outpatient mental health services and addresses a critical healthcare need in North Louisiana.

Expanding Access to Care

Throughout North Louisiana, Ochsner LSU Health Shreveport continues to drive access to high-quality healthcare by expanding operations, services and capacity.

In July 2021, we expanded our rural affiliations in Northwest Louisiana, launching a new relationship with DeSoto Regional Health System and expanding our partnership with North Caddo Medical Center that began in 2019. These collaborative relationships provide heightened coordination and communication when transferring patients to Ochsner LSU Health Shreveport from a rural setting.

In November, we opened Ochsner LSU Health — Viking Drive, our first multispecialty center in Bossier City. The 25,000-square-foot facility provides services including primary care, orthopedics, sports medicine, neurosurgery, rehabilitation, laboratory and advanced imaging.

These expansions, along with increased primary and urgent care locations, build on our commitment to create healthier communities in North Louisiana and throughout the Gulf South. ✓

- **Opening a new hybrid operating room** at Monroe Medical Center, and becoming Northeast Louisiana's only emergency department to have all board-certified emergency medicine physicians
- **Achieving the Level 2 Pediatric Trauma Center certification** by the American College of Surgeons, making Ochsner LSU Health Shreveport the state's only hospital to do so, along with having a Level 1 Trauma Center
- **Growing our team** by adding more than 280 physicians and 800 employees to the North Louisiana system, while raising the minimum wage and implementing merit increases

The partnership has also played a critical role in supporting patients with COVID-19. At the onset of the pandemic in 2020, we increased intensive care unit capacity at Ochsner LSU Health Shreveport by opening a new hospital at St. Mary Medical Center for women's services and pediatrics — a feat accomplished in just six weeks. Since March 2020, we have continued to expand the St. Mary campus, renovating more than half a million square feet. Meanwhile, the Ochsner LSU Health team has administered more than 60,000 vaccine doses and more than 250,000 COVID tests.

Together the Ochsner LSU Health team has overcome major storms, pandemic surges and other challenges — all while remaining dedicated to their vision of creating improved opportunities and health outcomes for North Louisiana. ✓

OCHSNER LAFAYETTE GENERAL: RAISING THE BAR FOR HIGH-QUALITY HEALTHCARE IN ACADIANA

In 2020, Ochsner Health joined forces with Lafayette General Health to form Ochsner Lafayette General (OLG), a best-in-class health system serving patients throughout Acadiana.

In creating OLG, Ochsner announced a 10-year, nearly half-billion-dollar investment in this region of Louisiana, aimed at expanding healthcare access, enhancing patient-centered technology and boosting workforce opportunities, while infusing the community with vital health and well-being resources.

One year later, several new projects are completed or underway. Already, OLG is raising the bar for improved health and wellness in the region and state.

Across OLG's workforce, employees are benefiting from an increased \$12 an hour minimum wage, along with enhanced Diversity & Inclusion programming led by our new Regional Diversity, Equity & Inclusion Director Tonya Bolden-Ball and Ochsner's Chief Diversity Officer Deb Grimes.

We've also expanded our workforce development programs with a series of new hands-on trainings. They include our pharmacy tech and patient care technician apprenticeship programs and a medical assistant registered apprenticeship launched in May.



In January, **Patrick W. Gandy, Jr.**, was named **Chief Executive Officer, Ochsner Lafayette General**. Since 1993, Patrick has held numerous roles at Ochsner Lafayette General, including several senior management positions.

To increase quality and access for patients, we expanded our infusion center at the Burdin Riehl Ambulatory Care Center. In April, we completed an \$18 million, 30,000-square-foot expansion at Ochsner St. Martin Hospital, more than doubling the hospital's existing size. Additional expansions are now underway at Ochsner Lafayette General Medical Center (OLGMC), including adding new inpatient beds and expanding Women's Services and the NICU.

Finally, as part of the Ochsner network, OLG played a critical role in supporting hospitals impacted by Hurricane Ida. During the storm, the system accepted more than 30 transfer patients, including six newborns transferred to Ochsner Lafayette General Medical Center's NICU. ✓



Dr. Benjamin Peeler delivers complex care to patient Molly Ledoux who suffers from the rare condition Tetralogy of Fallot.

Ochsner's Network Makes a Big Impact on Tiny Lives

For the past four years, Ochsner's pediatric cardiac surgical outcomes have far exceeded national averages. The success stems from a team of renowned pediatric experts led by congenital cardiac surgeon Dr. Benjamin Peeler.

Recently, Dr. Peeler's team treated a tiny patient named Molly Ledoux. Her parents, Matt and Jade, brought Molly to Ochsner Lafayette General Medical Center's Emergency Room when she was less than two weeks old. Born with a rare condition called Tetralogy of Fallot, Molly's heart was unable to effectively pump blood to her lungs. After meeting with her cardiologist, Dr. Katherine Lindle, Molly was flown to Ochsner Medical Center (OMC) in New Orleans to undergo surgery by Dr. Peeler.

Thanks to Ochsner's collaborative approach, Matt recalled, OMC's team "knew her situation" as soon as Molly arrived. "We look at Molly now, and it's hard to believe where she started," Jade said. "She's absolutely perfect and she's completely healthy." ✓

ST. BERNARD PARISH HOSPITAL: ENHANCING HEALTH AND WELL-BEING ON LOUISIANA'S SOUTH SHORE

In 2016, St. Bernard Parish Hospital (SBPH) was a high-potential facility in need of enhanced day-to-day management. Ochsner stepped forward — understanding the significant need for quality care close to home for the generationally diverse people of St. Bernard Parish — and in November 2017, Ochsner Health and SBPH made the partnership official.

Jump ahead to 2021, and SBPH is one of the largest employers in St. Bernard Parish, providing an economic impact of more than \$107 million. Along the way, the hospital has increased specialty care offerings, significantly improved quality, implemented telehealth platforms and served the community through numerous health and wellness outreach programs.

In July, SBPH opened a new pediatric clinic, further reducing barriers to high-quality healthcare for patients of all ages. In October, the hospital was honored to receive an important 8.9-acre land donation — provided by the Meraux Foundation and accepted by SBPH on the Hospital Service District's

behalf — enabling future healthcare services and part of a larger plan to include housing, retail and related offerings.

Ochsner and the Hospital Service District have also reinvested the hospital's positive cash flow to upgrade much of its equipment and technological capabilities. These upgrades include converting to Ochsner's electronic health record program, EPIC, along with several telehealth and digital health advancements to improve patient outcomes.

"The investments made — not only into the hospital, but also to upgrade equipment — are investments made in our employees and patients that allow for the best possible care right here in their very own community," said Kim Keene, St. Bernard Parish Hospital CEO. "We strive to make healthcare accessible to everyone in St. Bernard Parish. The last few years, we have experienced tremendous growth, and I hope to continue with this same high level of commitment to healthcare in the future." ♡

Since Ochsner began managing the hospital, St. Bernard Parish Hospital has made significant improvements to the quality of care delivered locally and has expanded services and developed new health programs to enhance wellness.



VAX FEST CELEBRATES ESSENTIAL WORKERS AND VACCINE AVAILABILITY

What's one sure way to get Louisianans excited about a big event? Make it a festival. That was the concept behind Ochsner's festival-themed Vax Fest, hosted in March with Jefferson Parish. Located at the Shrine on Airline, which became one of Louisiana's largest vaccination sites, Vax Fest marked the return of live music, festivals and joy for many in the community. Thanks to life-saving vaccines, stages across the region were no longer quiet.

Staffed by a team of Ochsner volunteers and complete with local chefs preparing famous Louisiana cuisine and music from local brass bands, singers and DJs, the 24-hour, drive-up event celebrated essential workers' 24/7 service throughout the COVID-19 pandemic. And of course, it also celebrated the power of vaccination to protect our communities from serious COVID-19-related complications and death.

The 24-hour celebration was such a success that extended hours and dates were added to the Shrine on Airline, making vaccination accessible to community members who don't work a 9 to 5 schedule.

When it concluded, the mass vaccination event was cited as the largest vaccine event to date in state history, delivering nearly 5,000 shots in a



There was a steady stream of cars lined up — day and night — during the 24-hour Vax Fest.

single day. Thousands of our neighbors not only had a great time — they took an important step to fight back against COVID-19, while showing off Louisiana's trademark positive spirit. ♡



Comprehensive kidney care is one of many ways Ochsner is making it easier to receive high-quality care, close to home.

Introducing Ochsner Kidney Care

With the sixth-highest prevalence of end-stage renal disease in the U.S., Louisiana has long needed to enhance and expand dialysis and renal care services.

In 2021, we partnered with National Renal Care Louisiana to provide a better experience for renal care patients by opening Ochsner Kidney Care centers in four locations throughout the Greater New Orleans area. They include Jefferson Highway — our first location, which opened in June — along with Algiers, Marrero and Metairie.

Under the direction of Ochsner's Nephrology team, each of the centers provides comprehensive kidney care and long-term disease management for improved quality of life.

"Patients with kidney disease often receive treatment for other conditions, such as diabetes or heart disease," said Ochsner Health Chief Medical Officer Dr. Robert Hart. "Offering outpatient renal care services as part of the Ochsner system means patients can expect a more coordinated care experience for all their health-related needs. It also means a more seamless transition from inpatient to outpatient kidney care." ♡

WORKPLACE STRENGTH

It's impossible to overstate the courage and resilience of Ochsner's employees — and the commitment they show every day to patients and to one another. In 2021, our teams heroically responded to one of the United States' worst COVID-19 outbreaks, while at the same time battling through a Category 4 hurricane. What enables such perseverance? Strong leadership and effective preparation, combined with an unwavering dedication to changing and saving lives. That same commitment also helped us make new strides in our strategy to create a stronger, more inclusive culture. Because, if there's one lesson to take away from 2021, it's that we are at our very best when we are a united team.

THE FOURTH SURGE: COMBATING DELTA'S RAPID SPREAD

Even for Ochsner clinicians who'd been on the COVID-19 frontlines since the outset of the pandemic, the speed and severity of the Delta variant was hard to comprehend.

Delta was twice as contagious as the Alpha variant, which was 50% more contagious than the original strain. The likelihood of infection was 2.5 times higher for unvaccinated people under 50, with Ochsner's team seeing a worrisome spike in sick children and young adults.

Said Dr. Robert Hart, Executive Vice President and Chief Medical Officer, "It was difficult to see our employees, nurses, physicians and care teams suffering again alongside our patients, especially after we had begun to believe the worst was over."

Indeed, this surge was different. "The average age of our hospitalized patients has dropped dramatically, in part because a large majority of older residents are now fully vaccinated," wrote Ochsner President and CEO Warner Thomas in an employee update sent in July. "Younger adults have been more hesitant to get the vaccine and children under age 12 haven't yet had the opportunity."

With COVID-19 hospitalization rates soaring amid a nationwide nursing shortage, Ochsner's teams rapidly reconfigured to help their fellow employees stay afloat. Elective surgeries and non-urgent care were temporarily suspended, with many units reassigned to provide care for COVID patients. At Ochsner Medical Center (OMC) in New Orleans, three floors of the West Tower were transformed to provide beds for the influx of patients.



There were days the nurses did not even have time to sit down. Our nurses are rockstars and kept such a great attitude, but the demands for their services were incessant, and we were pushing them to their limits."

– Dr. Robin Davis, Epileptology



Ochsner Medical Center ICU nurses care for patients at the height of the fourth surge.

By year-end, Ochsner would spend \$160 million to bring in temporary labor — nearly eight times the amount spent in 2019. In August, U.S. Navy medical teams were deployed to provide vital clinical support at Ochsner Lafayette General. Every possible resource was being tapped to meet the immense demands of caring for COVID patients.

At OMC, 150 physicians volunteered for 12-hour shifts to assume new roles assisting overtaxed nurses. Noted one of the volunteers, Dr. Robin Davis, an epileptologist, "There were days the nurses did not even have time to sit down. Our nurses are rockstars and kept such a great attitude, but the demands for their services were incessant, and we were pushing them to their limits."

"When we arrived on the floor, my white coat came off," said Dr. David Houghton, Vice-Chair of Neurology. "I wasn't Dr. Houghton anymore. I was David." The influx of clinical volunteers, performing routine but essential tasks like preparing medications, pulling catheters, and bathing, turning and transporting patients, helped care teams cope with the surge. And, it was immensely meaningful to the volunteers as well. Reflected Dr. Davis, "This may just be the most rewarding experience of my career." ✧

WHATEVER IT TAKES: HELPING EMPLOYEES WEATHER THE STORM

Healthcare doesn't stop for a storm — even if the storm is a category 4 hurricane with sustained winds of 150 miles per hour. More than 5,000 Team A employees were activated across Southeast Louisiana, tasked with keeping Ochsner hospitals open — before, during and after the storm. Tracey Schiro, Executive Vice President and Chief Risk and Human Resources Officer, Jennifer Bollinger, Senior Vice President and Chief Consumer Officer, and Aimee Quirk, CEO, Ochsner Ventures, reflect on how Ochsner helped employees weather the aftermath of the storm.

How did the team approach its post-storm efforts to help employees?

Tracey: In terms of scope, it was our most intense storm and recovery effort in 16 years. Not since Hurricane Katrina in 2005 had we seen this level of impact on our facilities and staff. And then on top of it all was the Delta surge. Honestly, there wasn't a lot of time to think. We implemented our time-tested hurricane plan, got our essential personnel in place and hung on until the storm passed. And then we took stock of the situation.

From left: Jennifer Bollinger, Tracey Schiro and Aimee Quirk





The destruction caused to my house made living in our home impossible and unsafe. Your loving and caring accommodations truly helped us to feel cared for and filled with hope that we can recover from this trying situation.”

-Reginald Barnes, Guest Services Representative, in a letter of appreciation to Ochsner’s Emergency Housing Team

Aimee: After the storm passed, we had to quickly assess — and address — the biggest needs. After ensuring our hospitals and the patients inside them were safe, it became clear that those who needed us most were our own colleagues. The storm had caused extensive damage and power outages across the region, so we knew we needed to quickly help affected employees and their families with their recovery, so that we could continue to provide critical healthcare to the community, which also needed us.

Jennifer: Unlike previous storm responses, everything was at scale, and we were trying to address multiple needs across multiple campuses all at once. Smaller teams began to form, each with a key area. Our team focused on employee support and was constantly in touch, connecting multiple times a day to understand what we had, what we needed and what had to happen to get critical supplies into the hands of our employees and temporary housing for those with significant damage.

The New Orleans, Bayou and River regions sustained a direct hit during Hurricane Ida. How did Ochsner mobilize to address the pressing recovery needs?

Jennifer: Essential supplies were a critical need for our employees post-storm. There was a gap between placing the initial order of supplies and when shipments began to arrive. Our people needed help and it couldn’t wait — so we pivoted. Fifteen or so of us caravanned down to Costco. Each one of us had a piece of the master list and grabbed a cart. From toilet paper to shampoo and water bottles, cart after cart was filled to the top until we had enough to load up a box truck. That’s how we got our first shipment of supplies out to employees.

Aimee: We sent team after team to the Bayou and River regions with ice, clothing, household supplies and more than 200 pallets of bottled water. We worked around the clock to establish and maintain a steady stream of deliveries. Because it was difficult to get the mix and volume of supplies we

needed locally at the speed we needed them, a group of employees from Shreveport even drove supplies down to support the cause. Our team also distributed more than 1,500 hot meals a day, set up laundry services and helped folks apply for FEMA assistance. With few gas stations open, our Supply Chain team sourced additional gasoline resources and opened 12 gasoline supply stations so that Ochsner employees could fill their tanks — for free — with more than 230,000 gallons of fuel. It was a very tangible way we were able to help employees solve a problem.

Jennifer: We tried to think of everything. We stood up “OchMarts” at each impacted campus, transforming corners of cafeterias and open conference rooms into one-stop shops for employees to access free essential supplies from diapers and formula to clean clothes and camping stoves. We also sent out our mobile care units, providing care for those who sustained injuries cleaning up from the storm or who needed a COVID-19 test. Remember — at that time we were in the middle of the Delta surge.

What about housing? Many employees faced catastrophic damage to their homes.

Tracey: People remember how you respond in times of crisis. We were there for our patients and for our employees in equal measure. Just a day after the storm, our Human Resources (HR) team established the Hurricane Ida Resource Center, with more than 40 people taking calls 14 hours a day to assist employees with post-storm needs, including housing, financial assistance applications, transportation and more. At the same time, a network of Ochsner leaders from HR, Information Services, Philanthropy, Facilities and Finance began immediate outreach to hotels across the region, ultimately placing more than 1,200 employees in more than 700 Ochsner-sponsored temporary housing spaces. Our last employee checked out in January 2022 — that’s how long our staff needed us. Overall, Ochsner invested \$15 million in Hurricane Ida-related employee assistance grants and provided direct relief to 5,300 staff to support their personal recovery. 🙌



From left: Katie Gauthier, Dr. Jon “Michael” Cuba and Brenda McKenzie-Pembrook

“BLOCKING AND TACKLING” TO DELIVER A BETTER PATIENT EXPERIENCE

Since our inception in 1942, delivering an exceptional patient experience has been a cornerstone of Ochsner’s identity. Driving continued improvement is work that never stops — even amid a pandemic and its extraordinary strains on people and facilities. Ochsner achieved tremendous progress in patient experience performance metrics during the last five years; in 2021 we set our sights on reaching the 75th percentile across all care settings. We were pleased to reach that goal in nearly every category we measure.

Such positive momentum only occurs when clinicians and administrative staff are thoroughly engaged in improving every patient touchpoint, from the moment they book an appointment all the way through to their follow-up care. Among those who are driving progress are Dr. Jon “Michael” Cuba, System Chair of Emergency Medicine, Katie Gauthier, Director, Experience of Care, and Brenda McKenzie-Pembrook, Service Ambassador. Each takes responsibility for a different piece of the patient experience.

Service ambassadors like Brenda proactively engage with patients who are admitted to the hospital through the emergency department. That means assisting with wayfinding, addressing problems, ensuring good communication flow and finding ways to make patients and their families more comfortable. A 14-year Ochsner veteran, Brenda said, “I’m an advocate at heart. Our work is much more proactive than reactive, because my whole purpose is to try to decrease complaints before they have a chance to happen.”

Brenda’s interactions begin in the emergency room lobby. Once a patient is assigned a room, she conducts a “throughput visit,” ensuring that the patient is comfortable, is building rapport with their new nurse and that the whiteboard contains necessary information about the care team. She also rounds on patients upon discharge. Interacting with as many as 50 patients a day, at every step Brenda is gathering feedback from patients and families, compiling the data into a summary for unit directors and local leaders while helping to guide continued improvements.

Katie Gauthier’s role centers on Ochsner clinicians: shadowing, coaching and supporting clinical staff to help them deliver a best-in-class experience.



I’m an advocate at heart. Our work is much more proactive than reactive, because my whole purpose is to try to decrease complaints before they have a chance to happen.”

— Brenda McKenzie-Pembrook, Service Ambassador



Her work is guided by the knowledge that making patients feel heard, respected and understood results in a better relationship and safer, higher-quality outcomes. Practicing empathy is vital when interacting with patients and their families; it’s also crucial to how staff members support one another.

“We focus not only on the patient experience but on provider well-being,” said Katie. “Last year I worked very closely with our hospital medicine team, and much of my time was spent helping them optimize the time that they’re already spending in the room, to provide a better experience for them as well as the patient. And we’ve seen our experience scores in provider communication go up. We’ve received feedback from the leaders of the hospital medicine team who’ve told us the coaching has been great for both patients and providers.”

With responsibility for emergency medicine across the Ochsner system, Dr. Cuba has the formidable task of decreasing variability in patient experience while driving improvements that can be replicated everywhere we deliver emergency care. “One of the major foundations of patient experience is operations,” said Dr. Cuba. “No matter how empathetic you are, if someone is taken care of poorly or is exposed to risk, it can be difficult to salvage a great experience. So, operations is key, particularly over the last year when we’ve been thrown so many curveballs.”

Dr. Cuba and his team have embraced innovation to address the challenges presented by the pandemic. One of the most important is the development of teletriage, to quickly add more provider capacity for overwhelmed emergency departments. The initiative allows a clinician at a remote location to conduct a first provider evaluation for an initial assessment of the patient’s condition and treatment needs.

“The feedback has mostly been fantastic,” said Dr. Cuba. “The public understands the unprecedented times we’re in, so they’re happy we’ve devised a way to assess them quickly through technology. We’ve now seen tens of thousands of people through teletriage, and it has really helped us.”

Dr. Cuba reflects on the enormous effort made to enhance the patient experience. “It really is unprecedented, the amount of resources that have been brought to bear to help our ERs. Coaching and shadowing are a big part of it, but so is having our leaders identify where the challenges are and making sure we’re focusing resources to address those areas. It sounds simple, but it’s the blocking and tackling of emergency medicine that has to happen.”



Ochsner's Neonatal and Pediatric Flight Care team celebrates their five-year anniversary.

IN THE FACE OF HURRICANE IDA, OCHSNER'S COORDINATED CARE SAVES LIVES

When it comes to meeting patients' healthcare needs in a crisis, highly coordinated and compassionate care sets Ochsner apart. That was especially true in the lead-up to Hurricane Ida, which upended a Gulf South community already reeling from its fourth surge of COVID-19, when for weeks Louisiana had the highest growth rate of virus cases per capita in the nation.

With only four days' notice, thousands of employees coordinated to bolster Ochsner's facilities and operations ahead of the storm. "We've got very specific systems and protocols in place for how we prepare for a hurricane," said Ochsner President and CEO Warner Thomas. "Our team immediately moved into that system and that preparation, which has been perfected over the last 16 years since Katrina in 2005."

Central to that preparation is Ochsner's strengthened infrastructure, built to support the critical elements of water, power and people. These resources include backup generators and well water access, along with thousands of highly skilled employees organized into coordinated teams.

As Ida caused unprecedented damage to Ochsner's Bayou region facilities, Medical Director Dr. Jeffrey Kuo's Patient Flow Center and Flight Care teams rapidly organized and transported more than 300 critically ill neonatal, pediatric and adult patients to safer locations across Louisiana, Texas and Mississippi. The Flight Care team set a new daily record for patient transfers and carried out more than 100 helicopter transfers in the hurricane's aftermath. Meanwhile, as Ochsner Lafayette General (OLG) facilities remained outside of the storm's impact zone, they collaborated with Acadian Ambulance to accept more than 30 patients from three other hospitals.



Mark McCormick, Pat Boullion, Stephen Pepitone and Dr. Jeffrey Kuo

Six of those patients were newborns transported from Terrebonne General Medical Center to OLG Medical Center’s NICU. “Receiving the NICU patients was a team effort,” said OLG CEO Patrick Gandy, “with members of the Maternal Newborn Pediatric Services offering to work extra shifts, come in on their days off and stay late for feedings.”

In total, Ochsner’s storm response leveraged more than 5,300 essential personnel, along with nearly 9,500 additional team members who helped to reboot operations in a matter of weeks.

“We had hundreds of doctors, nurses and technicians who were redeployed to in-patient units to perform any chore necessary,” said Ochsner System Vice President of Quality and System Chief Nursing Officer Tracey Moffatt. “I am proud to be part of a system with team members who go above and beyond their typical ‘job description’ to do whatever it takes to care for our patients.”



Dr. Jeffrey Kuo, Medical Director, Ochsner Flight Care and Patient Flow Center

DIVERSITY. WORK. MATTERS.

Those are the words of Ochsner's Chief Diversity Officer, Deb Grimes. This is work that matters to our patients, who deserve access to high-quality care from a team of providers they can easily relate to and trust, and to our colleagues, who should always have opportunities to advance, succeed and be heard in an environment where they feel accepted and safe.

Ochsner's commitment to diversity, equity and inclusion (DEI) work isn't new. Through years of planning, education and awareness, we have built a strong foundation for real improvements. With that foundation firmly in place, in 2021 we accelerated our efforts and achieved several new milestones in our DEI strategy, including:

- Grew Ochsner's DEI team by 10 new members
- Added two new Ochsner Resource Groups (ORGs), for a total of 10, comprised of more than 4,400 members and nearly 70 executive sponsors and ORG officers
- Expanded our Diversity and Inclusion Councils to include physicians, advanced practice providers and nurses
- Facilitated 200+ diverse listening sessions
- Administered implicit bias training to 20,000+ employees, leaders and providers
- Launched a new cultural observances calendar and added Martin Luther King Jr. Day as a systemwide holiday
- Launched Momentum, a new diverse leadership mentorship program with more than 100 directors and above across our organization paired with senior executive mentors
- Launched the Ochsner Career Center, where, with the help of an Ochsner career coach, employees can explore career pathways, find education and training opportunities, and create a personalized career plan to find their fit within the organization



In my second year at Ochsner, I've been so proud to be woven into the fabric of the dedicated folks who have been working on diversity, equity and inclusion for years before my arrival; watching my own team rapidly grow; and even more exciting, seeing a new batch of those eager to pitch in and help in this work."

— Deb Grimes, Ochsner System Vice President and Chief Diversity Officer

- Enhanced inclusive practices for trainings and meetings through a partnership between Inclusive Services and our Exceptional Abilities ORG

Also in 2021, Ochsner partnered with National Association of Health Services Executives (NAHSE), a nonprofit association of Black healthcare executives founded in 1968 for the purpose of promoting the advancement and development of Black healthcare leaders, and elevating the quality of healthcare services for minority and underserved communities. Ochsner has the largest number of officers and members in our local chapter, and we're excited to host the national NAHSE convention in New Orleans in fall 2022.

We look to even greater accomplishments ahead, and our progress positions us to build momentum to embark on the next stage of our DEI strategy. As we continue to advance cultural transformation, we will enhance our focus on operational inclusion with an emphasis on our leaders, structures and behaviors. ♡





Ochsner's 10 ORGs collaborate, celebrate and give back throughout the year.



Marcus Whitfield, Director, Hospital Revenue Cycle Operations

A Leap of Faith

Sometimes it takes someone's story to inspire others to take that next leap of faith. Marcus Whitfield is the definition of inspiration on his team. During his career, he has worked in nearly every area of the central billing office as a member of Ochsner's Revenue Cycle team. Whether as a follow-up representative or a billing associate analyst, his teammates have always admired Marcus's natural leadership. With his expertise and determination to further his education and development, it's no surprise that Marcus has advanced through three leadership roles and now serves as director over the central business office operations. Marcus deeply believes in mentorship and has a strong faith. As a family man with a wife and three children, Marcus maintains a strong connection to his church and community. Growing up, he said his family always lived in underprivileged communities. "As a kid, my family had always known financial struggles, and I really wanted to break the cycle of poverty for the future generation," said Marcus. "I just want to keep being an example of what is possible. Go after the job, get that stretch assignment, learn and gain experience, and you can make it so others can only see you in that next role." Marcus' rising star is experienced by others outside of his department through his dedication to Ochsner's Resource Groups and as a member of Ochsner's first cohort of the Momentum mentorship program. ♡

ACADEMICS AND EDUCATION

The availability of highly trained healthcare providers is a key indicator of community health, and through the Healthy State 10-year vision, we're committing to expanding the workforce pipeline from early childhood education all the way through post-graduate training. In 2021, we opened a state-of-the-art science academy to engage students in STEM as early as elementary school and expanded STEM-based programs that help high school students explore healthcare careers. One of our most crucial priorities is to reduce socioeconomic factors that limit students' academic opportunities, and through our new Ochsner Scholars program, we're covering tuition for nursing and medical students who commit to caring for patients right here in Louisiana. Training the next generation of medical professionals has long been part of Ochsner's DNA. Our partnership with The University of Queensland has brought a top-50, globally ranked medical school to the region. At the same time, we are growing the LSU Health Sciences Center — Shreveport Medical School class, while expanding the overall number of residents and fellows we train by over 18% over the last six years.

GIVING LOUISIANA STUDENTS A LEG UP IN STEM

Allison Sharai, Vice President of Strategy, Planning and Chief of Staff, and Dr. Tamika Webb-Detiege, Deputy Head of Admission and Enrollment, Assistant Clinical Professor at The University of Queensland Ochsner Clinical School and a senior Ochsner physician, share the importance of STEM education for Louisiana students and Ochsner's focus on developing a diverse new generation of healthcare professionals.

Why is STEM education important for our community's children?

Allison: For K-12 students, a strong foundation in STEM (science, technology, engineering and mathematics) can lead to a brighter future, no matter their career path. During this decade, STEM occupations are projected to increase twice as fast as all other occupations combined, with STEM workers in 2021 expected to earn more than double the median annual wage. As part of the Healthy State initiative, we are focusing on workforce development and education, with K-12 STEM programming as a priority to support a strong foundation for Louisiana's future workforce.

What is Ochsner's strategy for STEM education outreach?

Allison: We want to improve the health of Louisiana and grow a diverse workforce. At Ochsner, we're working to expand access to STEM education — and potentially spark early interest in healthcare careers — by engaging with students throughout our state. We've found that one of the most impactful ways to connect with students is through our STEM-based summer programs, which give local high school students real access to science in a way that makes it fun and relatable while also exposing them to a variety of career paths available in health sciences.



Allison Sharai, Vice President of Strategy, Planning and Chief of Staff

Dr. Webb-Detiege: Specifically, we are targeting areas and students throughout Louisiana that lack the resources and accessibility to STEM education. While we hope to expand

these opportunities across the state, it's important that we prioritize the areas that need it the most.

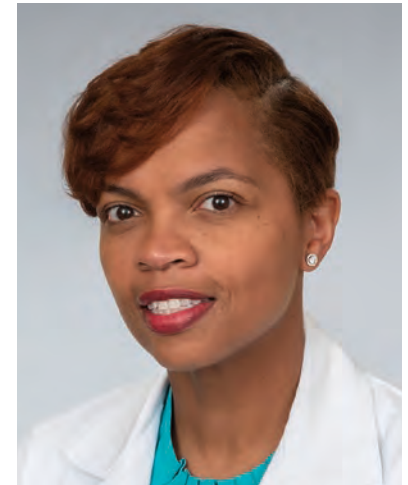
What programs at Ochsner support this effort?

Dr. Webb-Detiege: To help reduce healthcare disparities, OPTIMUS (Ochsner Program to Introduce Medicine to Underrepresented Students) promotes medical careers to students from kindergarten to college levels who have historically not been as well-represented in the field. It's an exciting way to get kids interested in medical science and so rewarding to watch their excitement grow through exposure.

Allison: In 2021, we launched a new summer program called Ochsner STEM Pathfinders in New Orleans

East. This cost-free program affords high school students the opportunity to explore various pathways in healthcare through hands-on science lessons and mentorship from Ochsner healthcare professionals across many disciplines. These students were provided laptops to participate in clinical simulations, and at the end of the program the Ochsner Information Services team gifted the computers to the students — a way to encourage their continued journey toward STEM career paths. We also continued our legacy STAR (science, technology, academics and research) Summer Scholars Program, which celebrated its 15th annual session in 2021.

Dr. Webb-Detiege: As a physician, I am honored to have worked with the students participating in our programs and mentor them as they discover where their STEM passions lead. It gives me hope for our future workforce — and confidence that together we can improve overall health in Louisiana. Our state — and our students — deserve that. 🙌



Dr. Tamika Webb-Detiege, Deputy Head of Admission and Enrollment, Assistant Clinical Professor at The University of Queensland Ochsner Clinical School

TACKLING THE WORKFORCE SHORTAGE WHILE MODELING WHAT MATTERS

Of this we can be certain: today we do not have nearly enough clinicians to serve the needs of patients and communities in Louisiana. And, if current trends continue, that shortage will only intensify in the coming years. As the largest healthcare provider, employer and educator of healthcare professionals in Louisiana, we have a unique obligation to address workforce shortages and gaps in medical professional education. That's why Ochsner has been aggressive and innovative in embracing its leadership role to address the healthcare workforce crisis. We're committed to developing strong relationships with academic institutions statewide; investing in physician, nursing and allied health professionals; and creating resources and accessibility in new ways.

Healthy communities require highly trained, compassionate clinicians, and Ochsner is home to many of the nation's best. In 2021, Ochsner Medical Center's Valerie Jackson was named Louisiana State Nurses Association's (LSNA) Nurse of the Year — one of 30 Ochsner and Ochsner-affiliated nurses honored at the Annual Nightingale Awards Gala for delivering exemplary patient care. Valerie, a more than 35-year nursing veteran, was recognized in part for her extraordinary contributions during the COVID-19 pandemic. She spearheaded the workflow for drive-through COVID-19 testing and was a key contributor in setting up the first testing site in Louisiana.

Ideally, experienced and talented registered nurses (RNs) like Valerie would be abundant throughout the state. Yet the Louisiana Center for Nursing projects that Louisiana's already critical RN shortage will nearly double by



Valerie Jackson, 2021 Louisiana State Nurses Association Nurse of the Year, helped spearhead the workflow for drive-through COVID-19 testing and set up the state's first testing site.

2025. There's also a need for physicians throughout the state, with 29 parishes designated as Health Professional Shortage Areas with low access to primary care. ♡

OCHSNER SCHOLARS PROGRAM: A FORWARD-THINKING APPROACH TO BUILDING LOUISIANA'S HEALTHCARE WORKFORCE

Addressing workforce shortages is central to Ochsner's 10-year vision for a healthier state. Accordingly, in 2021, we launched the Ochsner Scholars program to address the challenge. Supported by a \$30 million investment, the program 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. It includes:

- A five-year, \$15 million investment to cover medical school tuition for students who choose to practice psychiatry or primary care and commit

to work at Ochsner for at least five years. The program supports LSU Health Shreveport and The University of Queensland Ochsner Clinical School students annually, and it encourages students from underrepresented and lower socioeconomic groups to participate.

- A 10-year, \$15 million investment in tuition, workforce development and training programs for nursing and allied health. Through our partnership with Louisiana’s Community and Technical Colleges, the funding will positively impact more than 3,000 students — including Ochsner employees — within the first five years.

Additionally, in February 2021, Ochsner launched a partnership with Delgado State College. Ochsner’s \$20 million investment will cover full-time tuition for Ochsner employees pursuing a nursing or allied health certificate or degree at Delgado while building a state-of-the-art program facility on its City Park Campus.

“With the country facing a critical shortage of trained healthcare providers, Ochsner is extremely focused on training healthcare workers who will go on to build their careers in our local communities,” said Tracey Schiro, Ochsner Executive Vice President and Chief Risk and Human Resources Officer. “We are also excited to work with Delgado to invest in our own employees who want to further their education and advance their careers in healthcare.”

We’re also building programs through our new partnership with Terrebonne General Health System and Fletcher Technical Community College. Through \$1 million investments each from Terrebonne General and Ochsner, the college will expand its nursing and allied health programs and construct a new state-of-the-art facility. The partnership more than tripled the program’s enrollment capacity while more than doubling the size of its faculty.

These developments build on programs already underway, such as The Xavier University and Ochsner Health Physician Assistant Program, which welcomed its inaugural class of 39 students in January 2020. ✓

OCHSNER WELCOMES INAUGURAL NURSING COHORTS



Sylvia Hartmann

As we work to address Louisiana’s essential nursing needs, we’ve been thrilled to welcome two groups of new students.

Our inaugural cohort of Ochsner Nurse Scholars included 136 students — 40% of whom are Ochsner employees or their dependents. Meanwhile, at Loyola University New Orleans, we held our first White Coat ceremony to honor 12 new second-year students set to graduate from the Bachelor of Science in Nursing pre-licensure program in 2024.

“We are so very pleased to have this first White Coat Ceremony for our nursing students to emphasize the importance of compassionate, holistic patient care at the very start of their nursing education,” said Sylvia Hartmann, Ochsner’s director of nursing academics. ✓

Xavier University of Louisiana graduate Colbren Thomas hails from Mansfield, Louisiana — a city of about 5,000 people located 40 miles from Shreveport. He is the recipient of the 2021 Ochsner Health Medical School Scholarship for LSU Health Shreveport — School of Medicine. Colbren shared, “I believe it is important for people of differing backgrounds and ethnicities to come together and share their experiences in an effort to better serve our communities. As a future doctor, I believe it’s my responsibility to serve not only my community, but any community in need.” ✓



Colbren Thomas

LOUISIANA'S OWN DR. BRANDON HOARD: A UQ-OCHSNER STUDENT'S UNIQUE JOURNEY THROUGH MEDICAL TRAINING

In 2021, 97% of The University of Queensland (UQ) Ochsner Clinical School's graduates matched to residency programs, and each one of those students has their own story on how they got there. UQ-Ochsner's global approach attracts students from across the U.S. and around the world. That's why Brandon Hoard's profile is so rare: he grew up in Louisiana and earned his biology degree at the University of Louisiana, Lafayette.

Brandon's journey to medicine began when a friend's father, a cardiologist, invited him to shadow him for a day. Excited by what he saw, he soon volunteered at a local hospital. "I was in the emergency department, which felt like absolute chaos, and I loved it. Things were falling apart left and right, but the ER physician's role was to say, not today, that's not going to happen while I'm here." That experience made medicine seem like the ideal next step.

As Brandon began to consider medical school, UQ-Ochsner's unique global framework struck a chord. "I'd been in Louisiana my entire life and was looking for something different. UQ offered me a great opportunity: come to Australia and meet and work with many different cultures, both Australians and other international students."

Pursuing medical training amid a global pandemic presented formidable challenges, but according to Brandon, "Ochsner had a great plan. They held us out for a few weeks and then got us back into clinical rotations. They did their absolute best to make sure that our education and physician-to-patient interaction didn't suffer."



I'd been in Louisiana my entire life and was looking for something different. UQ offered me a great opportunity: come to Australia and meet and work with many different cultures, both Australians and other international students."

— Dr. Brandon Hoard, Anesthesiology Resident, Ochsner Health



Dr. Brandon Hoard



UQ — Ochsner students benefit from a unique global education framework.

During his clinical rotations, a complex surgical case led Brandon to his chosen specialty. Anesthesia operating room #10 was packed with surgeons and nurses. “The cardiothoracic anesthesiologist looked at me and said, ‘Hey, you want to learn something cool?’ So, I went up top, and he spent an hour and a half walking me through every single thing during the procedure. It reminded me of that similar feeling I had in the emergency department where everything is chaos, and the anesthesiologist’s job is to hold it all together.”

In the 2021 residency match process, Brandon named Ochsner his first choice and was thrilled to be selected for the program, where he will complete four years of anesthesiology residency training at Ochsner in New Orleans. Brandon often thinks of his father, who was gravely ill when he departed for his first semester at UQ in Australia. “Moving away meant that I might never see him again, but he wanted me to go so, so badly. And this was ‘our deal,’ that I would go, and he would still be here when I came back. He held on, so I could make it back home after my first semester. I spent four good days with him before he passed away, and he kept telling me to stay the course. So, he held up his end of the deal, and I held up mine.”



INNOVATION AND RESEARCH

Groundbreaking research that is internationally recognized, data-based insights and forward-looking clinical solutions that advance our capabilities to keep patients healthier and save lives. Ochsner's continuing commitment to innovation and research benefits everyone from our tiniest patients — as we seek new treatment approaches to give them a fighting chance — to our healthcare heroes who count on a plentiful supply of the highest-quality PPE to safely undertake their work. In 2021, Ochsner's world-renowned teams continued to embark on pivotal procedures and projects, breaking new ground in areas from obesity and lung cancer to the spread and mutations of COVID-19.

SAFESOURCE DIRECT: CREATING A NEW, RELIABLE DOMESTIC PIPELINE FOR PPE

Challenging times can spark innovation. At the onset of the COVID-19 pandemic, the nation's challenges securing adequate supplies of life-saving personal protective equipment (PPE) were striking — and a major obstacle to addressing the crisis. Within the Ochsner Health system alone, we saw a 1,201% increase in N95 masks used compared to the prior year, a 46% increase in surgical masks and a 443% increase in gowns. As the efforts of those teams helped us respond to the crisis in real time, Ochsner also began to develop a long-term plan to ensure care teams would have a reliable source of critical equipment for many years to come.

Thanks to our dedicated and proactive Supply Chain team, Ochsner managed to maintain sufficient PPE during the crisis. Meanwhile, innovationOchsner leveraged its prototyping skills to rapidly design and manufacture PPE items at scale.

In 2021, Ochsner announced a major, long-term initiative to create supply chain resilience for PPE: a new partnership with Trax Development to create a robust, reliable PPE pipeline here in the U.S. Our joint venture, SafeSource Direct LLC, was created to manufacture, warehouse and distribute PPE to Ochsner and organizations nationwide.

"As part of our recent merger with Ochsner Lafayette General, we committed \$465 million to improve the health and lives of people in Acadiana," said Warner Thomas, Ochsner Health President and CEO. "We've built on that with a \$150 million investment creating 2,200 new jobs in the region to meet a critical national demand for a reliable, domestic source of PPE."

The investment in SafeSource included \$73 million to retrofit and expand an 80,000-square-foot manufacturing facility in Lafayette Parish — home to SafeSource's headquarters — and \$77 million to develop a 400,000-square-foot manufacturing facility in St. Martin Parish.

"SafeSource Direct is one of many examples of Ochsner taking initiative and using innovation and partnerships to create a sustainable future for Ochsner Health and the communities we serve," said Aimee Quirk, CEO, Ochsner Ventures. "In response to a major challenge, Ochsner stepped up in a big way to develop a creative solution to a critical problem that will benefit stakeholders in the healthcare industry and beyond, improve America's PPE supply resiliency and create thousands of jobs in Louisiana."



SafeSource Direct staff perform quality checks on newly manufactured PPE.

Within its first year, SafeSource Direct has filled 550 new jobs and is increasing staffing in all areas. The nitrile glove plant currently produces 27,000 gloves per hour. An additional 14 lines will become operational by early 2023 to make SafeSource Direct among the largest manufacturers of nitrile gloves in America. SafeSource's second facility is currently producing Level 1 and 3 surgical ear loop and surgical tie masks, standard three-ply procedure masks and shoe covers, and will soon be making N95 respirators, hair bouffants and isolation gowns.

"COVID-19 brought to light our nation's dependence on foreign countries, primarily China, for PPE," said Justin Hollingsworth, SafeSource Direct CEO. "By manufacturing right here in Lafayette and St. Martin parishes and selling directly, SafeSource Direct is eliminating the lag times, uncertainty and frustration that plague international manufacturing and shipping."

Remarked Louisiana Governor John Bel Edwards, "Even now, the need for PPE is great, and that demand will continue for the foreseeable future. I am proud to say that, with this new project, Louisiana will play a key role in preventing the U.S. from facing such a shortage again." ✓

A GLOBAL HUB FOR RESEARCH EXCELLENCE

The continuous search for new knowledge, insights and understanding lies at the very heart of medicine. Throughout our 80-year history, research excellence has been at the forefront of Ochsner's mission. Across a broad range of scientific fields and subfields, we bring powerful and unique assets to this work: some of the world's brightest scientific minds and most accomplished clinicians, combined with our region's unique profile of climate and demographics, that make Ochsner an ideal research site and partner.

Ochsner's prominence as a leading research center was spotlighted in a significant new Stanford University study that ranks researchers in the top 2% of their fields worldwide, based on the impact of their publications in two categories: career-long citation and single-year impact. In total, 20 Ochsner researchers appeared on one or both lists, 17 recognized over the course of their careers and 12 recognized for their top-tier impact in 2021 alone. The ranking, considered the most prestigious worldwide, measures academic achievement based on bibliometric information and includes more than 160,000 global researchers.



Ochsner's prominence as a leading research center was spotlighted in a significant new Stanford University study that ranks researchers in the top 2% of their fields worldwide. In total, 20 Ochsner researchers appeared on one or both lists, 17 recognized over the course of their careers and 12 recognized for their top-tier impact in 2021 alone.

Delivering Critical Insights into COVID-19

As the state's largest academic medical center and one of the nation's most recognized, Ochsner continues to play a key role in the search for widespread COVID-19 immunity building solutions. Our world-renowned research team is delivering ongoing insights into the way the virus mutates and the safety and efficacy of COVID-19 vaccines.

Ochsner has conducted more than 30 COVID-19 clinical trials, including numerous vaccine trials for adults and adolescents. In 2020, two studies led by Ochsner research scientist and principal investigator Amy Feehan, PhD, provided critical data on the virus' geographic prevalence and spread.

In 2021, Dr. Feehan's Ochsner team was tasked with analyzing the sequencing statewide of COVID-19 variants, work made possible by a \$1.5 million contract from the Louisiana Department of Health (LDH). In partnership with researchers from LSU Health New Orleans, the team will continually sequence variants over the course of two years, delivering insights into existing and emerging variants.

Fellow Ochsner researcher, Senior Vice President and Chief Academic Officer Dr. Leo Seoane, is leading an innovative study sponsored by Pfizer. Using a mobile app, Seoane's team collects data from unvaccinated, adult volunteers to build an algorithm that can recognize changes in participants' voice patterns and symptoms. Potentially, the algorithm could help doctors identify and monitor COVID-19, along with other acute respiratory diseases.

The study stands out for its flexible clinical trial model, which leverages web-based recruitment, remote consent, and symptom and sample collection enabled by a secure mobile app. "By digitizing the study participant journey, we hope to eliminate barriers for trial participation and recruitment, ultimately creating a more equitable platform for participants to contribute to research and clinical studies," said Dr. Seoane. ♡



Ochsner's Dr. Carl "Chip" Lavie: The World's Leading Expert on Obesity

Search PubMed — a database of the National Institutes of Health — for research related to obesity and you'll find nearly 6,500 pages of results published within the past year alone. What does it take to rise to the top of that mountain of scholarship? In Ochsner cardiologist Dr. Carl "Chip" Lavie's case, it comes down to immense productivity and impact.

Dr. Lavie is the Medical Director of Cardiac Rehabilitation and Prevention at the John Ochsner Heart and Vascular Institute. His research focuses on exercise, physical activity and fitness, obesity and the obesity paradox, cardiac rehabilitation and many other areas of preventive cardiology.

So prolific is Dr. Lavie that in 2021 he published his 999th and 1,000th papers in PubMed about obesity and related topics. His insights and findings provide a foundation for thousands of fellow scholars who collectively cited his most popular papers nearly 4,800 times. The Google Scholar Citations database reveals that Dr. Lavie has an h-index of 129, ranking him among the most cited researchers in the world. He is expected to achieve 1,100 PubMed papers and a Google Scholar h-index of 140 in 2022, and reached yet another remarkable landmark when Expertscape's algorithms listed him as the past decade's top-ranked global scholar writing about obesity. ♡

POWERING CLINICAL EXCELLENCE THROUGH NEW TECHNOLOGY AND INNOVATIVE THERAPIES

For decades, Ochsner clinicians embraced emerging technologies and advanced therapies to deliver better outcomes for our patients. In 2021 we continued to lead the way, pioneering new solutions to diagnose and treat patients across an array of specialties.

Giving NICU Babies with Opioid Addiction a Fighting Chance

Infants born with an opioid addiction require a tremendous level of compassion and care. Yet, because there is no standardized U.S. treatment protocol, the best therapies remain largely unknown. Dr. Amanda England, Medical Director of the Neonatal Intensive Care Unit (NICU) at Ochsner Baptist, is working to address that challenge as the principal investigator for an ongoing clinical trial.

Leading a team of top-tier neonatal physicians, Dr. England is exploring standardized treatment protocols to help physicians wean infants off

opioids as soon as possible. She estimates that, on average, babies with an opioid addiction spend about one month in the NICU, during which time they may endure grueling withdrawals.

Said Dr. England, “The question that we’re trying to answer in our study is, ‘Can we wean these kids faster without increasing adverse outcomes, or do we have to wean them off opioids slowly?’ Ultimately, we’re working toward establishing a standard protocol so all NICUs across the country are treating babies the same way.”

A NICU room at Ochsner Medical Center; Dr. Amanda England





Dr. Brian Pettiford, Thoracic Surgeon and Senior Physician, performs surgery with his team.

A Louisiana First: Ochsner Offers Robot-Assisted Lung Biopsy

Lung cancer is the leading cause of cancer death in the U.S., taking more lives than breast, prostate and colon cancer combined. For those most at risk, annual screenings can make a life-saving difference.

At Ochsner, we're working to improve lung cancer outcomes, leveraging innovative technology to detect and treat the disease early. In 2021, Ochsner Medical Center (OMC) — New Orleans became the first hospital in Louisiana to deploy the Ion endoluminal system — a minimally invasive, robotic-assisted tool for bronchoscopic biopsy of the lung.

Designed to address the most challenging aspects of lung biopsy, the system features an ultra-thin, ultra-maneuverable catheter that navigates far into the peripheral lung. It delivers unprecedented stability and precision, giving physicians far better control compared to traditional manual techniques. The technology also substantially reduces the complication rate.

"This tool allows physicians to reach areas of the lung that were not accessible before," said Dr. Susan Gunn, an Ochsner pulmonologist who performed Ochsner's first robotic-assisted bronchoscopy in September. "The ability to offer patients this minimally invasive option is a game-changer for lung cancer care, as we can share a diagnosis and treatment plan earlier, resulting in better outcomes."

Dr. Brian Pettiford, an Ochsner thoracic surgeon who also performs these surgeries, agreed. "When we think about the impact that robotic bronchoscopy is going to have, coupled with the Xi robot, we're going to be able to see more patients at an early stage. And I think you will see the historically poor outcome associated with lung cancer change for the better. We have the tools, we have the expertise, and we have the team commitment to deliver the best care possible." ✓



From left: Dr. Bridget Bagert, Vice Chair of Neurology Research and Section Head of the Ochsner Multiple Sclerosis Center with patient, donor and Ochsner Health Foundation Board member Desi Harrison; Ochsner patients and donors William and Melissa Legier

From One Patient to Another: Neurosciences Patients and Their Families Give Back

No one understands the power of compassionate care better than our grateful patients and their families, and it's an honor when they choose to support our work by giving back. Thanks to the generosity of our donor community, over \$4.7 million was raised to support clinical care, research and patient programs for the Ochsner Neurosciences Institute.

Ochsner Health Foundation Board member Desi Harrison's passion is to support those with multiple sclerosis (MS), a disease she knows firsthand. As president of the nonprofit MS Warriors for a Cause, Desi collaborates with Ochsner to provide hundreds of patients with access to social workers and free yoga classes, while investing deeply in Ochsner's research and philanthropic work.

Desi's \$700,000 donation in 2021 supports the work of the Ochsner Multiple Sclerosis Center, led by her physician, Dr. Bridget Bagert. The center has been named in Desi's honor. "My heart is filled with gratitude for the

Ochsner Neurosciences Institute and the Ochsner Multiple Sclerosis Center for helping me treat my progressive, debilitating disease," she said. "It is my mission to give back, pay it forward and make a difference in the lives of those who suffer from MS."

Another generous gift came from the family of William "Billy" Legier, Jr., who was diagnosed with glioblastoma, an aggressive brain tumor, in 2017. Before passing away at age 47, Billy spent much of his time volunteering in Ochsner's Cancer Center, sharing his deep love of music.

To honor his life and legacy, his parents, William and Melissa, established the Ochsner Neuroscience Institute's neurologic music therapy program that provides music therapy treatment to adult neurology patients. Said Melissa, "Billy made an impact on anyone he encountered. The program passes on the best parts of Billy so that he continues to inspire hope and healing both in life and in death." 🙏

ABOUT OCHSNER

Ochsner Health is an integrated healthcare system with the mission to Serve, Heal, Lead, Educate and Innovate. Founded in 1942, Ochsner is a national leader in cancer care, cardiology, neurosciences, liver and heart transplants and pediatrics, among other specialties. Ochsner is consistently named both the top hospital and top children's hospital in Louisiana by U.S. News & World Report, the global authority on hospital rankings and consumer advice.

Our not-for-profit organization is inspiring healthier lives and stronger communities. We focus on preventing diseases and providing patient-centered care that is accessible, affordable, convenient and effective. Ochsner Health pioneers new treatments, deploys emerging technologies and performs groundbreaking research, including over 700 clinical studies.

Ochsner today has more than 34,000 employees and over 4,500 employed and affiliated physicians in more than 90 medical specialties and subspecialties. We operate 40 hospitals and more than 300 health and urgent care centers across Louisiana, Mississippi and the Gulf South. Our cutting-edge Connected Health digital medicine program cares for patients beyond our walls as well.

In 2021, Ochsner Health treated more than 1 million people from every state and 75 countries. As Louisiana's top healthcare educator, Ochsner Health and our partners educate thousands of healthcare professionals annually.

BOARD OF DIRECTORS



Vincent "Butch" Adolph, MD
Regional Medical Director,
Ochsner Lake Charles and
North Louisiana Regions



Karen Blessey, MD
Medical Director, Ochsner Physician
Recruiting, Internal Medicine



Cuong "C.J." Bui, MD, FAANS
Chair, Neurosurgery; Co-Director,
Ochsner Neurosciences Institute



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



Benjamin Doga, MD
Chief Medical Officer,
LHC Group



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



Susan Gunn, MD
Senior Physician, Pulmonary &
Critical Care Medicine



William H. Hines
Managing Partner,
Jones Walker



Alisha Lacour, MD
Associate Medical Director,
Ochsner Medical Center — Kenner



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



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



Suzanne Mestayer
Immediate Past Chair,
Ochsner Health;
Managing Principal,
ThirtyNorth Investments, LLC



Mandi Mitchell
Assistant Secretary, Louisiana
Economic Development



Jefferson G. Parker
Vice Chair IBERIABANK,
Director of Capital Markets,
Energy Lending & Investor Relations



Robert Patrick
Managing Partner,
The Patrick Companies



Timothy Riddell, MD
Regional Medical Director,
Ochsner Northshore Region



Victoria Smith, MD, FAAFP
Associate Medical Director,
St. Charles Parish Hospital and
Primary Care, Ochsner River Region



W. David Sumrall, III, MD, FASA
System Chair, Anesthesiology
and Associate Medical Director,
Ochsner Health



José S. Suquet
Chair, President and
Chief Executive Officer,
Pan-American Life
Insurance Group



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



David Wilson
Chair, Ochsner Lafayette General
Board of Directors; Founder and
President, Trinity Refining and
Safety Systems



Andrew Wisdom
Chair, Ochsner Health;
Managing Principal,
CAPTRUST

EXECUTIVE TEAM



Jennifer Bollinger
Senior Vice President and
Chief Consumer Officer



Robert I. Hart, MD, FAAP, FACP
Executive Vice President and
Chief Medical Officer



David M. Gaines
Senior Vice President
of Public Affairs;
Chief Executive Officer,
Health & Wellness Solutions



Michael F. Hulefeld
Executive Vice President and
Chief Operating Officer



Deborah Grimes, RN, JD, MSHQS
System Vice President and
Chief Diversity Officer



Pete November
Executive Vice President and
Chief Financial Officer



Scott J. Posecai
Executive Vice President,
Insurance Partnerships
and Treasurer



Leonardo "Leo" Seoane, MD, FACP
Senior Vice President and
Chief Academic Officer



Aimee Quirk
Chief Executive Officer,
Ochsner Ventures



Warner L. Thomas
President and CEO



Tracey T. Schiro
Executive Vice President,
Chief Risk and Human Resources
Officer



Laura Wilt
System Vice President and
Chief Information Officer

PHILANTHROPIC IMPACT

Ochsner's work is made possible in significant part by the generosity of thousands of supporters in our community. Despite the many challenges our region faced in 2021, Ochsner's charitable donors stepped forward in a big way to provide more than \$21 million in gifts, part of over \$100 million provided in contributions during the last five years. Their support for our work has been nothing less than truly remarkable.

We are deeply grateful for each gift that allowed Ochsner to continue to deliver the highest standard of care and to expand our reach to positively impact more patients in more communities. We offer our heartfelt appreciation to the donors listed here — not only for their generous gifts, but also for their support and encouragement during a challenging year.

Thank you to each of the 9,121 donors who gave so generously in 2021. We are able to change and save more lives because of you. For a complete list of donors, please visit: ochsner.org/donors.

\$1,000,000+

W. K. Kellogg Foundation
 Lillian and James Maurin
 Mr. and Mrs. Steven Nathanson

\$100,000-\$999,999

84 Lumber
 Mr. and Mrs. B.A. "Red" Adams, Sr.
 American Cancer Society
 Anonymous
 Gayle and Tom Benson
 Dr. Erin E. Biro and Dr. Cuong Bui
 In memory of Jessica Lyn Bordelon
 Capital One
 Dathel and Tommy Coleman
 Mr. Jack Davis
 Morrie L. Eakin
 Eason-Weinmann Foundation
 Patti Grossman Faulder
 Friends of Discovery Health Sciences
 Foundation, Inc.
 Dr. and Mrs. Edward D. Frohlich and Family
 Gerber Foundation
 Gilead Sciences, Inc.
 Hancock Whitney Bank
 Mrs. Desi Roth Harrison
 Humana
 The Hon. William D. Hunter and Mrs. Colleen
 Whitley Hunter
 John Frederick Kennedy
 The William R. and Melissa C. Legier
 Family Foundation
 Lynne and L. Richards McMillan II
 Suzanne and Michael Mestayer
 Connie and Jefferson Parker
 Mr. David Paul Schulingkamp
 Martha and Gary Solomon
 Mr. and Mrs. Dorman L. Strahan
 Dr. Richard L. Strub
 Valero Energy Corporation
 Woodward Design+Build
 Workplace Resource, LLC

\$50,000-\$99,999

Abbott Laboratories
 Dr. and Mrs. Vincent Adolph
 Dr. and Mrs. Harish C. Anand, MD
 Dr. Graham Bell
 Chevron
 Dow
 Gallagher

Genentech Inc.
 Mr. and Mrs. David Griffin
 The Lemoine Company
 Mr. and Mrs. Michael J. Lewis
 LHA Research and Education Foundation
 MedAssets, Inc.
 nThrive
 Ochsner Baptist Medical Staff
 ÖSSUR AMERICAS
 Robert Patrick Family Foundation
 Peoples Health
 Pfizer, Inc.
 Mr. and Mrs. Joseph M. Rault, Jr.
 Mr. David M. Solomon
 Stirling Properties, LLC
 Ileana and Jose Suquet
 TGen Health Ventures
 Toler Foundation
 Huey & Angelina Wilson Foundation
 Winn-Dixie

\$25,000-\$49,999

AASLD Foundation
 ALS Association
 American Cancer Society
 Arthrex, Inc.
 Baylor, Scott and White Health
 Bernhard Energy
 Mr. Thomas C. Besselman
 Bollinger Shipyard, Inc.
 Clement Building Company, LLC
 Mrs. Joan E. Combes
 Mrs. Elise L. Connolly
 CSI Leasing
 Epic
 Dr. Vernard S. Fennell
 Mrs. Lawrence D. Garvey
 Dr. Matthew Giglia
 Dr. Harley and Susan Ginsberg
 The Honorable and Mrs. Greg G. Guidry
 Dr. and Mrs. Richard Guthrie, Jr.
 Mr. William M. Hammack and
 Mrs. Janice Parmelee
 Dr. Robert I. Hart and Dr. Susan E. Nelson
 Mr. Gregory F. Holt
 Harry T. Howard III Foundation
 Mr. Walter S. Isaacson
 Wendy and Paul Johnsen
 Jones Walker LLP
 Dr. Abdul Mukhtadir Khan
 Ann and John Koerner

Lab Logistics, LLC
 Latter & Blum, Inc.
 Marsh USA, Inc.
 Marvin's Electric Service, Inc.
 Mr. and Mrs. Raymond M. Massett
 Medkoder
 Medtronic
 Morrison Healthcare
 Mrs. Aruna B. Moudgil
 Nelkin Family Foundation
 Northwestern Mutual
 Mr. and Mrs. John W. Olson
 Louisa Wittmann Post and David E. Post, MD
 Mr. and Mrs. Bennett E. Powell
 Rittenberg Family Foundation
 Summerfield G. Roberts Foundation
 Alva Sherrer Ross
 RoundTower Technologies, Inc.
 ROZAS WARD / AIA ARCHITECTS
 Dr. Gabriel A. Vidal and Mrs. Kala Gaudet
 Mr. and Mrs. David L. Waller
 What You Give Will Grow
 Norris and Bob Williams
 Huey & Angelina Wilson Foundation

\$5,000-\$24,999

3M
 AbbVie, Inc.
 Dr. Tarek Abdallah
 Acadian Ambulance Service
 Aethon Energy
 AHG Services, LLC
 Dr. Mollie Alarcon
 Mr. Timothy J. Allen
 Dr. and Mrs. D. Quentin Alleva
 Allstar Electric, Inc.
 Allstate Sugar Bowl Crescent City Classic
 Ronald G. Amedee, M.D. and
 Elisabeth H. Rareshide, M.D.
 American Heart Association
 Anonymous
 AOS Interior Environments
 Dr. Alan J. Appley
 Arthroscopy Association of North America
 (AANA)
 Walton K. Aucoin
 Dr. Jonathan L. Babin
 Baker, Donelson, Bearman, Caldwell &
 Berkowitz, PC
 Ballard Brands, LLC
 Dr. and Mrs. Stephen F. Bardot



ARUNA MOUDGIL
Ochsner Baton Rouge donor and volunteer

“I felt something was missing, a way for patients to own who they are and find a sense of belonging. For those going through a cancer journey, how you get through it is more important than the end result, so I provided a way for individuals to focus on the day-to-day. If there’s anything I want to achieve, it’s giving people hope — just like the team at Ochsner had done for us. If I can see someone making progress, that’s a win for me.”



Read more here:



Barefield Workplace Solutions, Inc.
Dr. Joan and Mr. Mark W. Beckstrom
Mr. James “Jimmy” R. Bennett, Jr.
Ms. Cara Z. Bergendahl
Dr. Michael L. Bernard and
Mrs. Jessica King-Bernard
Mr. Conner Berthelot
Mrs. Sydney Besthoff III
Nancy and Joseph Biggio
Biogen, Inc.
BIOTRONIK, Inc.
Frank and Sandy Bocklud
Mr. and Mrs. Robert S. Boh
Boh Foundation
Boysie and Joy Bollinger
Ms. Jennifer F. Bollinger
Dr. and Mrs. John S. Bolton
Boston Scientific Corporation
Carole B. & Kenneth J. Boudreaux Foundation
Ms. Kim T. Breard
Breg, Inc.
Bright Family Fund
Mr. and Mrs. James P. Britsch
Dr. Daniel and Melanie Bronfin
Dr. and Mrs. Jay Brooks
Dr. Alexander P. Brueder and Dr. Jessica J. Wolff
Ms. Lynne A. Burkart
Mr. and Mrs. Daniel Burns
Mr. and Mrs. Frank Burnside
Mr. and Mrs. James Wray Bush
John R. and Jo Anne Bush
Mr. David L. Callecod

Dr. Ilias N. Caralopoulos and
Mrs. Yana Bukovskaya
CareDX, Inc.
Dr. Michael R. Castine
Dr. Walter R. Cazayoux
CDW Healthcare
Dr. Frank R. Cerniglia, Jr.
Mr. William Chace
Child’s Play
Dr. and Mrs. Walter S. Choate
Dr. Himanshu H. Chokhawala
Citi
Ms. Dorothy M. Clyne
Coaxum Enterprises, Inc.
Dr. Elizabeth Cobbs and Mr. Justin Green
CommerceHealthcare
Community Foundation of North Louisiana
Dr. and Mrs. Walter E. Conner
Gary and Jackie Cox
Mr. and Mrs. D. Scott Crabtree
Dr. and Mrs. John C. Creed
Mr. and Mrs. Robert H. Crosby III
Dr. Kelley C. and Mr. Keith A. Dacus
Brandi and Chuck Daigle
Dr. Robin C. Davis and Mr. John Elliott Beducian
Dr. Daniel R. Denis
DisperSol Technologies, LLC
Dr. David J. Donaldson, Jr.
Dr. and Mrs. Troy U. Drewitz
Dr. Esther C. Dupepe
Mr. and Mrs. George Perry Eastman III
EISAI, Inc.

Ms. Deborah Augustine Elam and
Mr. Cary Michael Grant
Energage, LLC
Dr. and Ms. Amanda R. England
Ernst & Young LLP
Experian Health/Passport
Ms. Eden C. Ezell
Faegre Drinker, LLP
Mr. and Mrs. Calvin Fayard, Jr.
Dr. and Mrs. Samuel J. Ferris
First Horizon
Mary G. and William ‘Jerry’ Fiser
Mr. and Mrs. Gregory D. Flores
Paul and Donna Flower
Mr. and Mrs. Alan Franco
Mr. and Mrs. Louis Freeman
Dr. Ronald J. French, Jr.
Frilot, LLC
Dr. and Mrs. George M. Fuhrman
Dr. Gretchen E. Galliano and Mr. Luther Gooch
Gallo Mechanical
Mr. Jeffery L. Geary
Genesco Sports Enterprises
Mr. and Mrs. Joseph Georgusis
Dr. and Mrs. Juan M. Gimenez
Dr. and Mrs. Nigel Girgrah
Gjerset & Lorenz, LLP
Dr. George Golightly
Mr. and Mrs. Raymond B. Gonzales III
Mr. and Mrs. Bradley R. Goodson
Grace Hebert Curtis Architects
Grayson Foundation
Mr. Mark Green
Mr. and Mrs. Willie Green
Patrick Gros and Kimberly Valudos-Gros
Guardant Health, Inc.
Dr. Jeffrey A. Guillmette and Mrs. Nicole Bazanac
Drs. Maged and Gina Guirguis
Dr. Susan H. Gunn and Mr. Joshua Gunn
Hand Construction
Dr. and Mrs. Jason B. Hill
Dr. Christopher Hodnette
Hogs for the Cause
Horizon Therapeutics
Dr. and Mrs. David J. Houghton
Dr. and Mrs. George W. Howard III
Dr. Jamie B. Huddleston and
Mr. Christopher Huddleston
Dr. Renee Reymond Hulefeld and
Michael F. Hulefeld
Fannie G. Hunt

Huntington's Disease Society of America
Hurst Charitable Fund
Immunomedics, Inc.
Innovative Health
Intellect Resources
Interstate Electronic Systems, LLC
Ischemaview, Inc.
Leslie and Scott Jacobs
Dr. and Mrs. Kyle Jakob
Jarrard Phillips Cate & Hancock, Inc.
John Curtis Christian School
Mr. and Mrs. Todd B. Johnson
Dr. Nadja Nadine Jones
Mr. and Mrs. Barry Kahn
Dr. Lora Kahn and Mr. Garlan White
Dr. and Mrs. J. A. Kalmar
Dr. and Mrs. James Kalyvas, Jr.
Karen T. Stall Research and Breast Institute
Ms. Susan T. Kartzke
Dr. Lutfat A. Kashimawo and
 Mr. Hakeem Kashimawo
Kent Design Build, Inc.
Dr. and Mrs. Abdul Hafeez Khan
Dr. Fawad A. Khan
The KIND Foundation
Mr. and Mrs. Henry A. King
Mr. and Mrs. Henry King
Dr. and Mrs. Terry D. King
King Company
Kingsley House
Mr. Daniel Kleinman and Ms. Jane Weiser
Dr. Leise R. Knoepp
Mr. E. James Kock, Jr.
Dr. Ellen R. Kruger and Mr. David C. Chapman
Alden and Margaret Laborde Foundation
Dr. and Mrs. Yvens G. Laborde
Laerdal Medical Corporation
Mr. and Mrs. William Laine
Laitram Corporation
Mr. and Mrs. Trajan Langdon
Mr. and Mrs. James M. Lapeyre, Jr.
Mr. Paul J. Leaman, Jr.
Dr. and Mrs. Richard Leblanc, Jr.
William R. and Melissa C. Legier
 Family Foundation
Dr. and Mrs. George E. Loss, Jr., MD, PhD
Georges Lurcy Charitable and Educational Trust
Mary and Ernie Malone
Margin Recovery
Dr. and Mrs. Marc R. Matrana

Dr. and Mrs. James Mautner
Dr. Harold C. McGrade
MDRG Inc.
MedImpact Healthcare Systems, Inc.
Mr. Thaddeus "Joe" J. Middlebrook
Dr. and Mrs. Richard V. Milani
Drs. James M. and Isabel Cristina Milburn
Mr. and Mrs. Jeff Moffatt
Dr. Daniel P. Mokry and Mrs. Juliee Montelaro
Dr. Samuel R. Money and Mrs. J. Simone
Ms. Shelly R. Monks
Dr. Brian A. Moore and Dr. Kristin N. Van Hook
Dr. Willard A. Moore III
Dr. George B. Morris IV and Mrs. Dana Morris
Multiple Myeloma Research Foundation
Musculoskeletal Transplant Foundation
Dr. and Mrs. Mitchell J. Nelles
New Orleans Pelicans
New Orleans Saints
Dr. Ian H. Nguyen
Dr. Laurentia A. Nicosia
Dr. Pat O'Brien, PhD
Ochsner Lafayette
Dr. George A. Pankey
Dr. Brandy A. Panunti
Mrs. Elizabeth Paretti
Paris Parker
Dr. and Mrs. Patrick E. (Gene) Parrino
Dr. Elizabeth K. Peacock
Penumbra, Inc.
Ms. Dawn R. Pevey and Mr. Dirk Mauk
The Picard Group
Mr. Dick H. Piner, Jr.
Dr. and Mrs. William Pinsky
Powers of Mississippi
Dr. and Mrs. Lester J. Prats, Jr.
Mr. and Mrs. Robert Priddy
Ms. Aimee M. Quirk
Dr. Jeanne M. Rademacher
Raising Cane's
Mr. and Mrs. James Westfeldt Rapier
Drs. Katherine and Beau Raymond
Mr. and Mrs. Thomas Reece
Mr. and Mrs. Harry J. Reese, Jr.
Ms. Christy Reeves
Mr. and Ms. Leon J. Reymond, Jr.
Rich Mauti Cancer Fund
Dr. Spencer Richardson
Dr. and Mrs. William S. Richardson
Ashley Rickner Foundation

2021 OCHSNER HERITAGE SOCIETY

Rhoda Anderson
Anonymous
Melissa Carnall
Joan E. Combes
Jack Davis
Patti Grossman Faulder
Kim F. Gauchet
Stacey L. Guichard
Desi Roth Harrison
John Frederick Kennedy
Luciana T. Mariani
Louisa Wittmann Post and David E. Post, MD
The Summerfield G. Roberts Foundation
James B. Wooldridge, MD

It is with deepest gratitude that the staff and patients of Ochsner thank all the members of the Heritage Society for their generosity and dedication. For more information about becoming a member of the Ochsner Heritage Society, please call 504-842-6585.

PLANNED GIFTS RECEIVED IN 2021

Morrie L. Eakin*
Fannie G. Hunt*
Dr. and Mrs. William Locke*
The Summerfield G. Roberts Foundation
Emily Hart Rosen*
Alva Sherrer Ross*
Warner L. Thomas
Mr. and Mrs. William "Tom" Watson

In 2021, Ochsner Health received distributions or planned gifts from the generous donors listed above. Their legacies will help us continue to care for patients now and in the future.

* Deceased

Ropes & Gray LLP
 Rotolo Consultants, Inc.
 Louie J. Roussel III
 Dr. and Mrs. Aldo J. Russo
 Ryan Gootee General Contractors, LLC
 Vincent Saia Foundation
 St. Jude Medical, Inc.
 Salesforce
 Salutare Deum Foundation
 Dr. Andrew J. Sanchez
 Mr. and Mrs. Walton D. Sanchez
 Dr. Marguerite D. Sandow
 Drs. Tyler A. and Marguerite Sandow
 Dr. Jairo I. Santanilla and Kathryn Santanilla
 The Santreece Foundation
 Dr. and Mrs. William T. Sargent
 Sarracenia Foundation, Inc.
 Mr. and Mrs. Jeffrey P. Saucier
 Mr. and Mrs. John Schiro
 Schrenk, Endom & Flanagan Consulting
 Engineers, LLC
 Dr. and Mrs. Armin Schubert
 Leo W. Seal Family Foundation
 Wynn and Bill Seemann
 Drs. Michelle and Leonardo Seoane
 Mr. and Mrs. Ronald Lewis Sharpe
 Dr. Dana H. Smetherman and Mr. Charles Freeman
 Smile Train, Inc.

Dr. and Mrs. Roger D. Smith
 Dr. Victoria A. Smith
 Mr. and Mrs. Charles Sonnier
 Southern Radiology Consultants
 Dr. Stephen M. Spindel
 Spine Wave Inc.
 Mr. and Mrs. Lawrence R. Spinosa
 Standard Mortgage Corporation
 Steris Corporation
 Dr. Charles and Mrs. Tasha Sternbergh III
 Mr. and Mrs. Steven W. Stiles
 Mr. and Mrs. David W. Stockstill
 Dr. Brian P. Strollo
 Dr. Christopher B. Sugalski
 Dr. and Mrs. William D. Sumrall
 Superior Contractors
 Dr. and Mrs. David E. Taylor
 Mrs. Phyllis Taylor
 Ms. Dianne P. Teal
 Team Gleason
 Mary Temple and Jim Thomas
 Dr. P. Elizabeth Thomas and Mr. Sean D. Airey
 Ms. Melody Terral
 Dr. and Mrs. George Therapondos
 Trax Development
 Mr. and Mrs. Eli W. Tullis
 Turmil, LLC
 Mr. and Mrs. Benton Turnage

Ms. Shelley Sullivan Tynan and Mr. Sean Tynan
 Tytcare
 United Healthcare Services, Inc.
 Drs. Omotola O. and Gabriel I. Uwaifo
 Ms. Daisy M. Van Denburgh
 Dr. Joyce M. Varghese
 Dr. Robert J. Vasquez, Jr. and
 Mr. Benjamin Samuels
 Venyu
 Verizon Wireless
 Dr. Derek J. Vonderhaar
 Dr. John F. Vu
 Dr. Vu A. Vuong and Mrs. Tuong Van Hoang
 Dr. Katrina S. Wade
 Dr. Suneeta Walia and Mr. Jonah Freedman
 Ms. Beth E. Walker
 Dr. Marcus L. Ware and
 Mrs. Irina Foxman-Ware, N.P.
 WebMD
 Mr. and Mrs. Billy Wells
 Westport Linen Services LLC
 Dr. Frank Wharton
 The Wheless Foundation
 Dr. Anna M. White and Dr. Rajiv B. Gala
 Chris and Jan White
 WHLC Architecture
 Mr. Scott G. Williams
 Mr. Jonathan K. Wilt
 Mr. and Mrs. Jonathan Wilt
 Mr. and Mrs. Gordon L. Wogan
 Women's Auxiliary of the Hancock Medical Center
 Mr. William G. Wright, Jr.
 Dr. and Mrs. Zhe Zheng
 Zinsel Glass
 Drs. Kim and Richard Zweifler

\$1,000-\$4,999

Acumed
 Ms. Marilyn Adams
 Dr. and Mrs. Aderonke F. Akingbola
 Ms. Tara E. Alleman
 Dr. Cielo R. Alleyn
 Alpha Nursing Services, Inc.
 Dr. Jafar Alsaid
 Altar'd State
 Dr. Viswanath M. Aluru
 American Epilepsy
 AMGA Foundation
 Anonymous
 Mr. and Mrs. Michael Arata
 Ms. Mary Armstrong



DR. ROY GREGORY **Ochsner family medicine physician and donor (deceased)**

Throughout his career, Dr. Roy Gregory helped foster the next generation of talent in family medicine. Before his passing, he established the Dr. and Mrs. Roy Gregory Family Medicine Award with his wife who passed shortly after Dr. Gregory in 2021. Their generous gift expands resources for one recipient annually at the University of Queensland-Ochsner Clinical School who shows promise and passion for family medicine. The 2021 recipient, Tyler Kidd, said, "I am very honored and thankful to receive this wonderful scholarship. With the great advice, resources and instruction I've received at Ochsner, I've found my true passion in family medicine and will take this with me into my career as a physician."



Read more here:



Armstrong and Associates, Inc.
Mr. and Mrs. Paul N. Arnold
Dr. and Mrs. William H. Baird
Shon Cowan Baker, Ph.D.
Mrs. William A. Baker
Bank Of America
Mr. Steven C. Bankston
Mr. and Mrs. Craig A. Bardell
Ms. Rosalie D. Barker
Mr. and Mrs. William Barousse
Dr. Katherine K. Baumgarten and
Mr. Jeff Baumgarten
Bayer
Dr. Lydia A. Bazzano and Mr. Jose Alvarez, Jr.
Dr. Charles D. Belleau
Bellingrath Wealth Management
Mr. Emanuel V. Benjamin III
Ms. Mary Theresa Benson
Dr. Tracy G. Benzing
Mr. and Mrs. William R. Bertaut
Dr. Laurie A. Bishop and Mr. Dale W. Crochet
Mr. Christopher L. Blackwell
Dr. Karen B. Blessey and Mr. E. Christian Blessey
Dr. Lawrence Blonde
Ms. Lisa K. Blume
Dr. and Mrs. Edward I. Bluth
Dr. Humberto E. Bohorquez and Mrs. Maria Vega
Ms. Theresa B. Bologna
Drs. Abigail and Trevor Boudreaux
Dr. Chad C. Braden
Dr. and Mrs. James W. Bragg, Jr.
Mr. and Mrs. Bobby C. Brannon
Dr. Jeryl P. Breaux
Ms. Georgiana L. Bretz
Mr. David A. Brien
Mr. and Mrs. Adam Vernon Brinson
Dr. and Mrs. Benjamin Brown
Mr. and Mrs. Christian Brown
Dr. and Mrs. David S. Bruce
Ms. Amy Brumfield
Dr. Jennifer L. Brunet and Mr. Chip Stiebing
Mr. and Mrs. Jason Bruzik
Dr. and Mrs. William T. Buchanan
Buck Consultants — a Xerox Company
Ms. Stacy Bundrick
Dr. and Mrs. Aden A. Burka
Dr. Kevin M. Burns
Ms. Emily C. Callegan
Dr. Osvaldo A. Camilo
Mr. and Mrs. Giancarlo G. Campi
Mr. and Mrs. Philip Cardaro

CaringWays Foundation, Inc.
Dr. and Mrs. Ian C. Carmody
Ms. Valinda L. Carmon and Mr. Willie Walker
Dr. David G. Carmouche
Dr. and Mrs. Dominic S. Carollo
Dr. Kathy Jo Carstarphen
Mrs. and Mrs. Jena Castro-Casbon
Dr. Gassan M. Chaiban
Dr. and Mrs. Pavan Chava
Mr. and Mrs. William Chinn
Chris and Ted Golf Operating Co., LLC
Leigh Ann and James Christovich
Dr. and Mrs. Bruce P. Cleland
Mr. and Mrs. Miles P. Clements
Cloudmed
Dr. and Mrs. David T. Coffin
Drs. John Cole and Lois Mailander
Compassion That Compels
Mr. Brian Joseph Connors
Dr. Janet Y. Cook and Mr. Gregory Cook
Dr. and Mrs. E. Shannon Cooper
Avery and Jay Corenswet
Mr. and Mrs. Michael Couvillion
Ms. Susan L. Couvillon
Dr. Kevin P. Cowley
Col. and Mrs. Jerry Cox
Mr. and Mrs. Lincoln Cox
Mr. J. Mark Crain
Creative Testing Solutions
Crescent City Fitness Foundation, Inc.
Mr. Jodie Crouch
Dr. Aixa Curbelo-Irizarry
Mr. and Mrs. James Dagnon
Dr. and Mrs. Joseph R. Dalovisio
Ms. Larissa Erin Dambrosio
Dr. Julie G. Danna and Mr. Nicholas Danna IV
Vicki S. Dauterive and F. Ralph Dauterive, Jr., MD
Dr. and Mrs. Carter Thomas Davis
Dr. and Mrs. William E. Davis
Dr. and Mrs. John Dean
Dr. and Mrs. James Dear
Ms. Lauren B. Defrates
DePuy Mitek
Ms. Elaine Deroche
Mr. and Mrs. Mann Deynoodt
Mr. and Mrs. Glenwood R. Dobbins
Dr. Zachary H. Dodd
Dr. Gregory Dowd and Dr. Shawn Elizabeth Donelon
Downman Family Foundation
Doximity, Inc.
DPI Anesthesia

Mr. Herbert E. Druilhet
Mr. and Mrs. Tyrone Dudley
Mr. Nicholas Duesbery
Mr. and Mrs. Randy Michael Dufrene
Ms. Aphriekah Y. Duhaney-West
Dr. and The Family of Michael Dunn
Dr. Andre D. Duplantis
Mr. and Mrs. Archie Norman Duplantis, Jr.
Duplantis Design Group, PC
Mr. and Mrs. Mark S. Dupuis
Mr. Michael R. Dupuis
Durr Heavy Construction, LLC
Dr. Tiffany N. Eady
Mrs. Elizabeth B. Earnest
Mr. Jeffery Edge
John Ollie Edmunds, Jr., M.D.
Dr. Mark B. Effron
Dr. and Mrs. Hazem E. Eissa
Lt. Col. and Mrs. Richard H. Ellis
Mr. Jonathan C. Entwisle
Dr. Yashar Eshraghi
Steven and Laurie Eskind Family
Dr. Jacob M. Estes
Executone of Central Louisiana, Inc.
Mr. and Mrs. Larry And Edie Ezell
Felterman Foundation
Ms. Whitney A. Fischer
Fleurty Girl, LLC
Mrs. Judy Diane Fobbs
Ms. Mary Kay B. Ford
Ms. Cynthia M. Fox
Mrs. Sandra D. Freeman
Mr. and Mrs. Wilmer J. Freiberg
Mr. Mark A. French
Ms. Janet Friend
Mr. and Mrs. Gustave A. Fritchie
The Family of Melissa Funk
Mr. Sammy Gagliano
Mr. and Mrs. David M. Gaines
Dr. and Mrs. Thomas H. Gann, Jr.
Mr. and Mrs. Clayton Geary
Mr. Leon L. Giorgio, Jr.
Dr. Lois H. Gesn and Mr. Michael Gesn
Ms. Andrea D. Gilich
Dr. Veronica Gillispie-Bell and Mr. Troy Bell
Mr. and Mrs. Paul Gilmore
Glaxosmithkline
Dr. Amy Glick and Dr. Christopher Arcement, M.D.
Ms. Earlene Goens
Ms. Rebecca Goff
Mr. and Mrs. William J. Goliwas

Dr. Adam Gracon
Mr. and Mrs. Cedric S. Grant
Mr. and Mrs. Gregory Graphia
Dr. Lowell R. Graves
Mr. Kevin C. Green, Jr.
Dr. David Greenhouse
Dr. Sharon G. Gregorcyk
Dr. Catherine B. Gretchen
Dr. Ryan Griffin and Mrs. Valerie Bernard
Ms. Deborah Grimes
Grimes Foundation
Dr. Thomas Grow
Dr. Paul M. Gulotta
Mr. and Mrs. James Gundlach
Dr. and Mrs. Lawrence Haber
Ms. Margaret Haferman
Mr. and Mrs. Gregory J. Hamer, Sr.
Ms. Ana M. Hands
Dr. Nyrene Haque
Dr. John M. Hardges
Mr. Jim Harris
Dr. Carlos Hartmann
Ms. Sylvia D. Hartmann
Haydel's Bakery
Dr. and Mrs. Lionel H. Head
Dr. and Mrs. Jack W. Heidenreich
Mr. and Mrs. Matthew Henry
Dr. and Mrs. Dean A. Hickman
Dr. and Mrs. Terrell C. Hicks
Dr. Williams C. Holmes, Jr.
Dr. Mark C. Homonoff
Mr. and Mrs. John Crawford Hope III
Ms. Carol M. Hopson Sparks and
Mr. Cory Sparks
Mr. and Mrs. Larry Horn
Mr. and Ms. Mundy M. Houston
Dr. and Mrs. R. Brian Huff
Mr. Edmund Lee Hukill III
Inari Medical Inari Medical, Inc.
J & W Gambino Bakeries, Inc.
Dr. Rudolph D. Jacob
Ms. Jennifer M. James
Raymond James and Associates, Inc.
Dr. and Mrs. Louis O. Jeansonne
Mr. and Mrs. Alfred E. Jefferson, Jr.
Mr. and Mrs. Harold Johnson
Mr. and Mrs. Scott Johnson
Susan and Doug Johnson
Dr. Stephen I. Johnson and Dr. Kim L. Nguyen
Johnson and Johnson Services Inc.
Ms. Jaime S. Johnston

Ms. Elizabeth O. Joint
Ms. Christine J. Jones
Ms. Maida Jones
Shobha Joshi, MD
Ms. Candace Kahan
Dr. and Mrs. Charles M. Kantrow III
Dr. Kenneth M. Karlin
Mr. Mike Katz
Dr. and Mrs. Dennis Kay
Dr. Jefferson J. Kaye
KC Janitorial
Mr. and Mrs. Michael W. Kearney
Dr. Joseph R. Keen
Mr. David Kelly
Dr. Sandra A. Kemmerly and
Mr. McNeil J. Kemmerly
Mr. and Mrs. Tim Kettenring
Dr. Jake A. Kleinmahon and
Mr. Thomas M. Kleinmahon
Dr. Alicia C. Kober and Mr. Michael Kober
Mr. and Mrs. E. James Kock III
Ms. Michele M. Kraft
Dr. Ginny L. Kullman
Dr. and Mrs. Eric L. Laborde
Ms. Melissa Z. Landry
Mr. and Mrs. Randal C. Langford
Mr. and Mrs. Thomas W. Langlois
Lauricella Land Company Foundation
Ms. Gaynell Lavignette
Le Boulevard, LLC
leadershipForward
Mr. Fernis J. Leblanc and Mrs. Dawn C. LeBlanc
Dr. Daniel Lee and Ms. Julia Rusling
Mr. George E. Lee, Jr.
Ms. Nathalie Leger
Mr. William Lemoine
Dr. William Lennarz
Mr. Barries C. Leung
Dr. Lydia D. Lewis
Ms. Barbara J. Liscum
Dr. Chantal B. Lorio and Mr. Kenneth Lorio, Sr.
Dr. and Mrs. Craig D. Lotterman
Mr. and Mrs. Michael L. Louviere
Dr. Eric J. Luk
Dr. Victor and Carrie Lunyong
Dr. Justin S. Lyman
Mr. and Mrs. Scott A. Mabry
Ms. Stacey H. Maheu
Ms. Leilani B. Manalo
Ms. Taunia Mancuso
Dr. and Mrs. Michael J. Marcello

Mr. and Mrs. Walter Trevor Martin
Dr. Dionna Mathews
Dr. and Mrs. Carl A. Mayeaux
Dr. Jonette H. Mayer and
Mr. Thomas Harvey Mayer
Mrs. Carolyn G. McCall
Mr. and Mrs. Paul C. McCann
Ms. Joanna A. McCay
Ms. Blanche Dee McCloskey
Dr. Patrick F. McDonald
Mr. and Mrs. Kenneth Nott McIntosh
Mr. and Mrs. John McLean
Mr. John E. McMillen
Dr. Susan N. McNamara and
Mr. J. Price McNamara
Medpro Healthcare Staffing
Mr. Ronald G. Melton
Mr. Paul Menasco
Dr. and Mrs. Douglas K. Mendoza
Mercedes Benz Dealership
Drs. Julie A. and David Mermilliod
Ms. Nadia Metwally
Ms. Christy L. Migaud and
Mr. Kenneth Lee Johnson
Dr. and Ms. Justin Miller
Mr. Gabriel W. Mitchell
Drs. Tara E. and Michael Mitchell
Major General and Mrs. David M. Mize
Mr. and Mrs. Rodney G. Moll
Dr. Oliver S. Mollere
Dr. and Mrs. Timothy B. Molony
Mr. and Mrs. Charles N. Monsted III
Dr. Scott C. Montgomery and
Dr. Melissa M. Montgomery
Mr. and Mrs. Gary A. Moody
Dr. and Mrs. Charles B. Moore
Dr. and Mrs. Granville A. Morse III
Mr. Warren B. Mott III
Dr. Jessica H. Mouledoux
Mr. Malcolm C. Mounger
Dr. and Mrs. Alexander K. Mulamula
Mr. and Mrs. Todd J. Mule
Dr. Karen A. Muratore and Mr. Ronald Aker
Ms. Teresa J. Nash and Mr. Robert Bornhorst, Jr.
Nash Imaging Events
Mr. and Mrs. Lee F. Nettles
New Orleans Brew — PJ's
Dr. and Mrs. James H. Newcomb, Jr.
Ms. Katherine M. Newcomb
Ms. Stacey L. Newell
Dr. Jeremiah H. Newsom and Mrs. Marion

Yelverton-Newsom
Mr. and Mrs. James W. Nobles, Jr.
Dr. Jonathan D. Nussdorf and
Dr. Mary L. McCormick
Mr. and Mrs. Allen Obiol
Morris and Joanie Ochsner
Ochsner Retail
Dr. and Mrs. Leonardo Orejarena
Mr. and Mrs. James B. Oustalet
Ms. Tricia N. Overall
Ms. Annette Palm
Mr. and Mrs. Joseph S. Pappalardo, Sr.
Dr. Jennifer M. Parkerson and
Mr. G. Bruce Parkerson
Dr. and Mrs. Joshua D. Parks
Mr. and Mrs. Matt Parson
Dr. and Mrs. F. Bennett Pearce
Pelican State Credit Union
Ms. Lisa F. Pellerin
Ms. Crescentia Pennock
Mr. Stephen M. Pepitone
Mr. and Mrs. Stephen Pepitone
Mr. Scotty L. Peters and
Mr. Christopher Wilderman
Mr. and Mrs. Ashton Phelps, Jr.
Dr. Austin G. Phillips, Jr.
Dr. Laura L. Place
Podium
M. E. Peters and R. W. Polchow Foundation
Dr. Jose H. Posas III
Postlethwaite & Netterville
Dr. Anna Maria Pou
Mr. M. Cleland Powell III and Mrs. Claudia Carrere
Mr. and Mrs. Lloyd Powers
Dr. and Mrs. Robert Powers
Ms. Anne E. Pratka
Mr. and Mrs. Gary Pressley
Dr. Eboni G. Price-Haywood
Mr. and Mrs. Howard S. Prince
Ms. Donna J. Prinz
Mr. and Mrs. Michael Rademacher
Mr. and Mrs. Samuel Radford
Mrs. Bonnie Rault
Dr. Shilpa M. Reddy and Mr. Prasheel Reddy
Dr. Addy Reine
Dr. and Mrs. Charles R. Reininger
Dr. Kellin K. Reynolds
Mr. Ben M. Rhodes
Mr. and Mrs. J. Timothy Rice
Mr. and Mrs. William R. Richey



ROBERT "BOBBY" MERRICK
Ochsner Cancer Institute patient and donor

"Until you've had cancer, you don't know what goes through your mind. My wish is that I can help future cancer patients as they face their own journeys."

→ Read more here:



Mr. Hugh Riddleberger and Ms. Louise McIlhenny
Dr. Jonathan Riffle
Dr. and Mrs. Frederick S. Risener
Ms. Sarah A. Roberts
Dr. William M. Roberts
Mr. and Mrs. Stephen E. Robinson, Jr.
Dr. Wanda M. Robinson and Mr. James Robinson
Dr. Kimsey H. Rodriguez
Donna Grady Rogers
Dr. Ecoee F. Rooney and Mrs. Sharessa Garland
Mr. Michael A. Rossi
Rotary Club of Bay St. Louis
Rotary Club of Metairie
Mr. and Mrs. Roger J. Roussel III
Mr. and Mrs. Jason A. Ruggles
Dr. Priya D. Sahu
Dr. Louis A. Salvaggio
Dr. and Mrs. Noel C. Sanchez
Dr. and Mrs. Korak Sarkar
Mr. and Mrs. Kevin P. Saunders
Mrs. John C. Scharfenberg
Ms. Renata M. Schexnaydre
Schmieding Foundation, Inc.
Dr. Marcus P. Schmitz
Dr. Chrys Schmults and Mr. Robert Schmults
Mr. and Mrs. Michael Semere
Drs. Janak N. and Shamita Shah
Shell Oil Company
Mr. and Mrs. Mike Siegel
Ms. Paula J. Simon
Mr. Stanley Simons, Jr.
Mr. and Mrs. Bradley Simonson
Mr. and Mrs. Todd Sinclair
Singing River Foundation
Mrs. Dauphine Sloan

The Smallpage Family Foundation
Ms. Evelyn R. Smith
Dr. Sheryl Sutton Smith and Mr. Clinton Smith
Mr. Thomas Snedeker
Dr. and Mrs. Gerald J. Sparks
Spinosa Wealth Management, LLC
Dr. and Mrs. Allen Spires, Sr.
Spires Farming Partnership
Ms. Denise M. St. Cyr
Dr. and Mrs. Jerry J. St. Pierre
Stegall, Benton, Melancon & Associates, LLC
Ms. Catherine E. Steib
Ms. Vicki Kaplan Stein
Sterling Communication Technologies
Mr. and Mrs. Bruce W. Stewart
Ms. Michelle R. Stieffel
Mr. David Stuart
Mr. and Mrs. Salvatore Joseph Suer
Mohammad Suleman, M.D.
Mr. and Mrs. Heath Sullivan
SullivanCotter
Mr. Robert L. Sutton, Jr.
Ms. Susan Ann Swanner
Sysmex America, Inc.
Dr. Jose D. Tafur Soto and
Mrs. Suzanne Soniat Tafur
Dr. Helen J. Stavros and Dr. Marvin W. Clifford
Dr. Murad M. Talahma and Dr. Rana Abusoufeh
Dr. Joseph Tarsia
Mr. and Mrs. Justin Michael Taylor
Mr. and Mrs. Robert S. Taylor
Ms. Angela Teagle
Dr. Israel E. Temple
Ms. Kaitlin Terry
Terumo Medical Corporation

Dr. Shelley Thibeau and Mr. Terry Thibeau
Ms. Charmaine R. Thionville
Mr. and Mrs. Carl J. Tholen
Dr. Shontell N. Thomas
Warner L. Thomas
Ms. Angelique D. Tillman
Dr. and Mrs. Patrick Torcson
Dr. and Mrs. Robert J. Treuting
Mr. Stephen Tujague, Sr. and Mrs. Lucille Tujague
Dr. Kelly G. Ural and Mr. William Michael Ural, Jr.
Drs. Gabriel I. and Omotola Uwaifo
Dr. Joshua P. Vallelungo
Van der Linden Family Foundation
Mr. and Mrs. Cloyd F. Van Hook
Ms. Carrie T. Vargas
Mr. and Mrs. Steve Veech
Ms. Stephanie C. Victoriano
Mr. Jean-Marc Villain
Ms. Regine Villain
Dr. and Mrs. Daniel D. Von Hoff
Mr. Vaughn M. Voss

Dr. Sean R. Waldron and
Mrs. Christine Scott-Waldron
Mr. Steven Walesch
Dr. Katie Watson
Mr. Richard Watson
Mr. and Mrs. Tom Watson
Mr. Dean Lawrence Wedlake
Mr. Wayne H. Weeks, Sr.
Ms. Kathleen Burton Weill
Mr. and Mrs. Bruce S. Weinberg
Mr. and Mrs. Jon Weiner
Mr. Jack M. Weiss III
Evangeline Wendt
Dr. Catherine Wentowski and Dr. Neil Ninan
Mr. James L. Wentz
Mr. Robert Westerfield
Mr. and Mrs. Robert James Whann III
Scott R. Wheaton Foundation
Mr. Scott J. Whitfield
Dr. and Mrs. Charles B. Whitlow
The Honorable and Mrs. Jacques L. Wiener, Jr.

Ms. Dedra Wilson
Mr. and Mrs. Fritz Windhorst
Ms. Fiona A. Winterbottom
Wisdom Medical Solutions, LLC
Watson W. Wise Foundation
Mr. and Mrs. John Wogan
Dr. Michael W. Wolfe
Wolters Kluwer Health
Dr. and Mrs. Howard H. Woo
Workhuman
Dr. Lindsey M. Xiao
Mrs. Margaret Yake
Yext
Mr. and Mrs. Nathan Young
Mr. and Mrs. Robert E. Young
Ms. Sylvia J. Young
Dr. and Mrs. Thomas W. Young
Dr. R. Dean Yount
Dr. Mohammed Yousuf
Dr. and Mrs. Jerald M. Zakem



Mrs. Gayle Benson and her late husband, Tom Benson, continue to leave an enormous impact across Louisiana through their support of Ochsner's mission. "We were inspired to help make the dream of the Ochsner Cancer Institute a reality following Tom's own world-class treatment for cancer at Ochsner," said Gayle. "We were touched by the sincere care and concern Ochsner's team demonstrates, treating each patient fighting their battle as if they were family.

We witnessed this every time we visited Ochsner, and were blessed to have the ability to help expand Ochsner's capabilities to treat people by helping to fund the Ochsner Cancer Institute. There are still many more families that will face the challenge of cancer, and every contribution makes a huge difference in Ochsner's ability to successfully treat more people every year."

The Ochsner family extends deep gratitude to Gayle and Tom Benson for their transformative generosity in service to our patients. Their gifts will continue to strengthen Ochsner's ability to save and change more lives — while inspiring healthier lives and stronger communities.

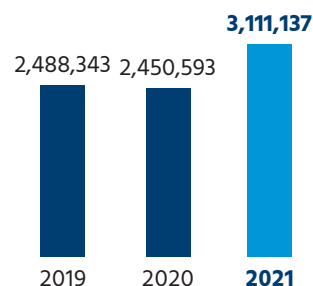
FINANCIAL STATEMENT SUMMARY

In 2021, Ochsner invested more than
\$348 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, 2021. Ochsner was founded 80 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.

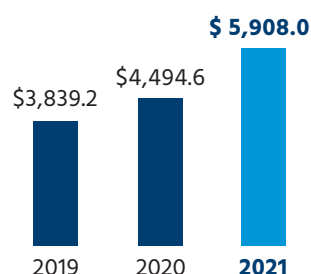
TOTAL CLINIC VISITS

12 months ended December 31



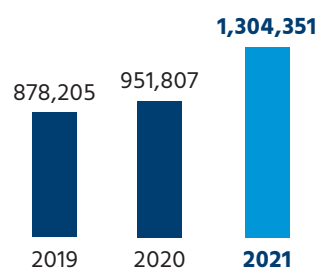
TOTAL OPERATING REVENUE

12 months ended December 31



TOTAL PATIENTS SERVED

12 months ended December 31



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

2021 PATIENT DISCHARGES

	2019	2020	2021
Ochsner Medical Center	27,057	25,531	27,239
Ochsner St. Anne Hospital	1,983	2,002	1,813
Ochsner Medical Center — Baton Rouge	8,123	8,439	9,397
Ochsner Medical Center — Kenner	7,443	6,773	7,171
Ochsner Medical Center — West Bank Campus*	8,218	7,311	7,249
Ochsner Baptist*	10,996	10,829	11,186
Ochsner Medical Center — Northshore	4,208	3,542	3,770
Ochsner Medical Center — Hancock	1,223	1,155	1,110
Ochsner St. Mary	498	1,787	2,231
Ochsner Lafayette General Medical Center**		6,332	23,957
Ochsner Acadia General Hospital**		375	1,537
Ochsner Abrom Kaplan Memorial Hospital**		166	681
Ochsner St. Martin Hospital**		122	583
Ochsner University Hospital & Clinics**		541	2,271
Total	69,749	74,905	100,195

* A Campus of Ochsner Medical Center

** Acquired October 1, 2020

2021 STATEMENT OF OPERATIONS

12 months ended December 31 (in millions)

	2019	2020	2021
Patient Service Revenue	\$2,704.4	\$ 2,905.0	\$ 4,176.9
Premium Revenue	341.0	392.5	435.0
Other Operating Revenue	793.8	1,197.1	1,296.1
Total Operating Revenue	\$3,839.2	\$ 4,494.6	\$5,908.0
Patient Care Expense	\$ 3,591.9	\$ 4,210.2	\$ 5,654.4
Research	22.4	25.3	26.9
Education	43.3	45.8	49.1
Charitable Collaborative	49.6	78.4	39.0
Total Operating Expense	\$3,707.2	\$ 4,359.7	\$ 5,769.4
Income From Operations	\$ 132.0	\$ 134.9	\$ 138.6
Non-operating Gains (Losses)	\$ 89.8	\$ 497.1	\$ 167.9
Excess of Revenues over Expenses	\$ 221.8	\$ 632.0	\$ 306.5

— In Memoriam —

Dr. Francis LeJeune, Jr.

In medicine, the expertise, knowledge and skill of one generation of clinicians builds the crucial foundation that supports the women and men who follow in their path. In 2021 Ochsner lost one of the giants on whose shoulders we stand today: Dr. Francis E. “Duke” LeJeune, Jr.

Beginning in 1959, Dr. LeJeune was a constant and unforgettable presence at Ochsner and a national leader in otolaryngology — the study of diseases of the ear and throat. The son of Dr. Francis LeJeune, Sr., one of the five founders of the Ochsner Clinic and founder of Ochsner’s Otolaryngology Department, he served as Chair of the Otolaryngology Department from 1963 to 1989 — a remarkable 26 years. In that important role, he left an indelible impact on the training and careers of the next generation of specialists in his field.

An innovator and inventor, Dr. LeJeune’s contributions to the medical world are numerous, and in addition to his exceptional research and clinical accomplishments, his kindness and dedication to his colleagues and his patients made him a beloved member of the Ochsner family and strong leader of the otolaryngology team.

One of those who deeply understood Ochsner’s legacy and played a central role in building it, Dr. LeJeune once noted, “I would say that if the five founders were around today, I think they would be proud of the fact that the quality of care still remains the highest goal of the Ochsner Clinic.”

Dr. LeJeune is greatly missed by all of us at Ochsner, and we honor his unique role in our history. His innovative spirit, commitment to patient care and generous heart will live on through the many specialists he mentored and trained, and the departments he helped create.



For more information about Ochsner Health, visit ochsner.org

© 2022 Ochsner Health