

2017 ANNUAL REPORT

Innovating **Healthcare**

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses, income, and any other financial activities. The text explains that proper record-keeping is essential for identifying trends, managing cash flow, and preparing for tax obligations. It also notes that clear records can help in resolving any disputes or discrepancies that may arise.

The second section focuses on the role of the accounting system in providing a clear and concise overview of the company's financial health. It describes how a well-designed system can automate many of the routine tasks, such as invoicing, payroll processing, and bank reconciliations. This automation not only saves time but also reduces the risk of human error. The text highlights that a robust accounting system should be able to generate various reports, such as balance sheets, income statements, and cash flow statements, which are crucial for decision-making by management and investors.

The final part of the document addresses the challenges of integrating different financial systems and ensuring data consistency. It discusses the importance of regular audits and reconciliations to catch any errors or inconsistencies early on. The text also touches upon the need for secure data storage and access controls to protect sensitive financial information. Overall, the document serves as a comprehensive guide for anyone looking to optimize their financial record-keeping and reporting processes.

Delivering **Excellence.**

Pioneering **Progress.**

Advancing **Possibilities.**



We are
Relentless.



Suzanne T. Mestayer
Chair, Board of Directors
Ochsner Health System



Warner L. Thomas
President and CEO
Ochsner Health System

Dear Friends,

Here at Ochsner we continue to reach incredible new heights in service to our patients and communities. Through 76 years of transformational change, we remain focused on our mission while redefining healthcare for our patients and for the entire Gulf South region.

Why do we do it?

We do it so that patients like 16-year-old Kendall Ruffin can have a second chance at life through the implanted HeartMate 3™ LVAD device designed for those awaiting transplant or experiencing advanced heart failure. We do it to expand access to nationally recognized specialty care so that patients like Molly Lee can receive ongoing treatment for multiple myeloma from our partners at her hometown hospital, Southwest Mississippi Regional Medical Center, after receiving a bone marrow transplant at Ochsner. And we do it to develop wellness programs that keep more people healthy and out of our hospitals and clinics. Because that's where they belong.

These are just a few examples of how we are Innovating Healthcare for patients from all 50 states and 60 countries. Together with our partners, Ochsner is a healthcare destination that is delivering excellence, pioneering progress and advancing possibilities for more than a million patients every year. With clinical outcomes that rival the nation's best and educational partnerships that attract the world's brightest medical students and professionals, we remain committed to raising the bar in the name of good health.

In the pages ahead, you'll notice we use the word *relentless* as we reflect on our advanced healthcare innovations and our drive to answer complex questions to improve the health of our region. It's a powerful term that unites us - representing the passion that enables the Ochsner team again and again to meet every challenge.

These physicians, nurses and care teams are the real people behind the solutions we deliver. And since opening our doors in 1942, Ochsner's leadership in innovation has been as much a part of our DNA as our group practice model.

As we work to address some of the biggest disease challenges facing our communities, our dedicated team at innovationOchsner (iO) is pairing our renowned professionals with the intelligent use of data and technology. Our virtual approach using wearable technologies, remote monitoring and telemedicine is making a difference for patients managing complex diagnoses and chronic disease so that they can get the care they need, when and where they need it.

That's true across our system, where current facility expansions are allowing us to accommodate more patients who need us now while anticipating future growth. In 2017, notable projects included our new Outpatient Imaging Center, Baton Rouge Cancer Center, River Place Behavioral Health facility and 14 new Ochsner Urgent Care and Occupational Health locations. Later in 2018, we will complete our seven-floor West Tower hospital expansion and begin accepting patients at the transformative new Michael R. Boh Center for Child Development.

We are in the business of changing and saving lives, and that means our work is never done. The investments that we are making today are helping to develop tomorrow's gold standards of care.

Together we are *Innovating Healthcare*. Together, we are *Relentless*.

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Milestones and Accolades

In 2017, our more than 3,000 employed and community physicians served more than **733,000 total patients** from all 50 states and more than 60 countries, and our Ochsner physicians provided more than 2 million clinic visits.

The **Ochsner Multi-Organ Transplant Institute** is one of 19 transplant hospitals in the United States to participate in the initial pilot phase of the Collaborative Innovation and Improvement Network (COIIN) project, a three-year study by the United Network for Organ Sharing (UNOS) intended to increase transplantation with a focus on utilization of deceased donor kidneys.

Ochsner's Precision Cancer Therapies Program is bringing patients new treatment options, like using genome mapping to target treatments specific to a patient's tumor. In just seven months, the program has screened **38,000 patients** for early phase of clinical trials and opened **42 new trials**, giving patients without remaining treatment options renewed hope.

The **Ochsner Baton Rouge Cancer Center** opened to provide fully integrated cancer care, including both chemotherapy infusion and radiation oncology.

The **Ochsner Clinical Simulation and Patient Safety Center** opened to assist clinicians in more than 50 Ochsner-developed medical scenarios.

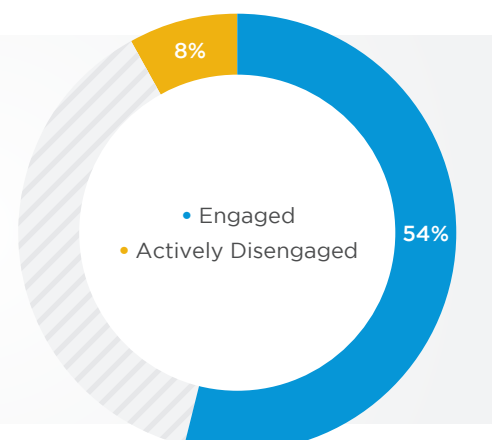
Through the **Regional Referral Center**, Ochsner successfully transferred more than 10,600 acute and critical care patients into Ochsner and other partner hospitals.

Ochsner broke ground on the transformative **Michael R. Boh Center for Child Development** in New Orleans. The first of its kind in the region, it will provide world-class care for children with physical, behavioral and communications-related conditions.

82 beds

Ochsner completed the new **Ochsner Medical Complex - River Parishes** while working to repurpose River Parishes Hospital into the 82-bed **River Place Behavioral Health** facility.

For the third straight year, Ochsner reached new heights in **employee engagement**, with 54 percent of Ochsner employees and leaders currently measuring "engaged" and only eight percent ranking as "actively disengaged." This represents a nine percent increase over last year's record results and places Ochsner in the 73rd percentile nationally.





\$110 million

Raising \$110 million through the generosity of employees, physicians, patients and friends, Ochsner exceeded its five-year, \$100 million **philanthropy goal.**

Ochsner became the only hospital ranked in the top 50 in four or more specialties within Louisiana, Mississippi and Arkansas according to **U.S. News & World Report**. Ochsner is currently ranked among the nation's best in gastroenterology and GI surgery; neurology and neurosurgery; ear, nose and throat; and nephrology.

Ochsner Medical Center (OMC) has attained its third Magnet[®] recognition as part of the American Nurses Credentialing Center's (ANCC) Magnet Recognition Program[®].

OMC - Baton Rouge was the only Louisiana hospital named a Distinguished Hospital by Healthgrades. The hospital also received the National Patient Safety Excellence Award.

Leonard J. Chabert Medical Center was awarded the Healthgrades Outstanding Patient Experience Award.

Tracey Moffatt, System VP of Quality and Chief Nursing Officer, was named to the **Louisiana State Board of Nursing.**

Leonard J. Chabert Medical Center, Ochsner Baptist, Ochsner Medical Center - Baton Rouge, Slidell Memorial Hospital and St. Tammany Parish Hospital were awarded an "A" in patient safety by The Leapfrog Group.

Ochsner signed letters of intent with LSU to operate **University Health in Shreveport and Monroe**, and to work collaboratively with **LSU Health Sciences Center Shreveport** to serve more patients in north Louisiana and bring together strong academic and research capabilities.

Ochsner Urgent Care teams accommodated 146,000 visits across **14 new Ochsner Urgent Care and Occupational Health locations**, providing an alternative to emergency care.

112 grads

Ochsner's largest graduating class ever, with 112 new physicians, participated in the November 2017 **University of Queensland - Ochsner Clinical School** culmination ceremony.

In the summer of 2017, Ochsner onboarded more than **260 new nurses** after implementing enhanced hiring incentives and recruiting in states less impacted by the nursing shortage.



Delivering **Excellence**

Patients from around the block and across the world rely on the depth and breadth of Ochsner's clinical excellence and relentless passion for patient-centered care. From primary care to high-acuity specialty services, Ochsner coordinates care to meet every need.

From a Legacy of Firsts to the Future of Cardiovascular Care

“Ochsner’s vision for advancing innovative treatments in cardiology is unparalleled. And with recent advances in research and technology, the opportunity to change and save lives has never been greater.”

DR. CHRISTOPHER WHITE
System Chair for Cardiovascular Disease
and Director of the John Ochsner Heart
& Vascular Institute

More cardiovascular firsts have happened at Ochsner than at any other medical center in the Gulf South. From Dr. Alton Ochsner’s pioneering work in cardiac and thoracic surgery in the 1940s and the region’s first heart transplant in 1970 performed by his son, Dr. John Ochsner, to the first total artificial heart transplant and the invention of the King Mills Umbrella device, Ochsner has always led the way.

In 2017, Ochsner continued this tradition of excellence, achieving significant milestones. Here is a brief look at the past year, and the future of cardiology at the John Ochsner Heart & Vascular Institute.

83 cardiologists and surgeons

14 pediatric cardiology specialists

43,000 PATIENTS

Ochsner treated more than 43,000 cardiology patients from **41 states** and **20 countries** in 2017, building on its reputation as a national and international destination for those seeking the most advanced heart care.

The heart transplant program has been part of Ochsner’s legacy since its inception in 1970, and in 2017 completed a milestone **950th heart transplant**. Together with the **101 heart transplant and Left Ventricular Assist Device (LVAD) procedures** completed this year, Ochsner has established itself as one of the most experienced heart transplant centers in the country.

Ochsner physicians published over **180 peer-reviewed research studies**, and more than 1,600 patients participated in over **150 clinical trials** spanning all cardiology subspecialties.

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Dr. Stephen Ramee and Dr. Michael Bates

Ochsner's excellence in heart care was **nationally recognized** again this year by several leading organizations:



Five-Star Rating in Treatment of Heart Failure,
Ochsner Medical Center - Baton Rouge



Top 50 Children's Hospital for Pediatric
Cardiology and Heart Surgery

Heart Valve Center of Excellence

Recognized nationally as having one of the lowest rates of mortality along with the fewest complications and shortest lengths of stay, Ochsner's transcatheter aortic valve replacement (TAVR) program provides minimally invasive solutions for patients with heart conditions who are not good candidates for surgery. The Ochsner Heart Valve Center participated in the first nonsurgical TAVR clinical trial in the United States in 2010 and since then has implanted over 850 devices.

Ninety-one-year-old Gladys Brown was one such patient. The main valve in her heart was starting to close, causing fatigue and other symptoms of heart failure. Dr. Stephen Ramee, Medical Director, Structural and Valvular Heart Center for Interventional Cardiology and Peripheral Vascular Intervention, recommended her for the TAVR procedure. "It's been almost a year now since I had the surgery," says Gladys, "and I think I'm going to live to 100."

"It's been an amazing evolution over the last 10 years or so to get to the point where we can do about 350 of these procedures per year," says Dr. Ramee. "Each case is unique. Our goal is to find the right treatment for each patient to minimize their risks and improve their quality of life."



Ochsner cardiovascular surgeon Dr. Aditya Bansal and patient Kendall Ruffin

Advanced Heart Failure and Transplant Center of Excellence

After the HeartMate 3™ LVAD received FDA approval over the summer, Ochsner became the first facility in Louisiana and Mississippi to implant the life-saving device, which is designed for patients awaiting transplant or experiencing advanced heart failure. One of the first patients to receive the procedure, Kendall Ruffin, was just 16 years old.

Kendall got very sick very fast, to the point where he needed mechanical assistance to sustain his life. Once he was stabilized, his cardiology team decided the best solution for him was the LVAD procedure using the HeartMate 3™.



Ochsner's cardiovascular team is among the nation's most experienced

"I really think that in the next five or 10 years, the treatments are going to be based on each individual. Rather than saying 'Okay, you have heart failure, the treatment is this,' we are starting to say 'You have heart failure, this is the treatment for you.'"

DR. ADITYA BANSAL
Cardiovascular surgeon

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Dr. Daniel Morin treats heart rhythm disorders in patients like Billy Freiberg (pictured here)



Dr. Gene Parrino in the surgical suite

“Part of what makes Ochsner unique is our multidisciplinary approach. By bringing all of the necessary subspecialties together through a group practice environment, and creating a comprehensive, coordinated care model that focuses on improving long-term outcomes, we are able to offer the best possible personalized solutions for every patient who walks through our door.”

DR. GENE PARRINO
Section Head of Thoracic,
Cardiovascular, Congenital Cardiothoracic
Surgery and Transplantation

Heart Rhythm Center of Excellence

“That night on the way out to the hospital, I remember thinking ‘I’m going to die tonight.’ But I looked at my wife and we had just buried her mother 10 days before, and I said to myself, ‘I can’t do this to her,’” says Billy Freiberg. “My team at Ochsner identified the problem quickly and implanted a pacemaker. They literally saved my life.”

Billy is just one of more than 2,600 patients who get procedures to manage heart arrhythmias each year at Ochsner’s Heart Rhythm Center of Excellence. As the largest comprehensive center of its kind in the Gulf South, the center is a regional destination for the treatment of the whole spectrum of heart rhythm disorders, with a particular interest in the management of complex arrhythmias such as atrial fibrillation.

“There has been a great evolution in the management of atrial fibrillation over the past decade, both in terms of our understanding of the disease as well as the therapies we have available to assist our patients,” says Dr. Sammy Khatib, Section Head for Electrophysiology. “From advanced mapping technologies, to procedures specifically designed to reduce the risk of stroke, to more sophisticated detection algorithms, we have at our disposal safer and more effective means to manage this extremely common arrhythmia.”

A Focus on Women’s Heart Health

Heart disease is not just the number one killer of men – it is also the number one killer of women. In fact, the deaths of one in three women can be attributed to heart-related events each year. For a long time, this was not well understood because the symptoms linked to heart disease can be different, and often appear much later in women than they do in men. This means that cardiovascular diseases are often underdiagnosed in younger women, when intervening early can significantly improve health outcomes and save lives.

“Many women still think cardiovascular disease is predominantly a men’s health issue, but women are just as susceptible, if not more so,” says Dr. Christopher White, System Chair for Cardiovascular Disease and Director of the John Ochsner Heart & Vascular Institute. “That is why we are placing such a focus on awareness in women and taking a more proactive approach to early diagnosis of heart disease. By using tools such as genetic testing and advanced imaging techniques, we can recommend personalized treatment plans and healthy lifestyle changes that can prevent up to 80 percent of cardiac events in women.” ○

Pediatric Cardiologists Repair Hearts and Restore Childhoods



Ochsner patient Declan Keehn and his mother, Michelle

Looking at giggling, bright-eyed, one-year-old Declan Keehn dancing and playing with his sisters, you would never know his young life had a rocky start.

A 3D ultrasound during Michelle Keehn's pregnancy showed abnormal fluid in her unborn son's abdomen – leading Michelle's doctor to refer the couple to Ochsner. There, they learned their baby had a heart defect.

"We were devastated," says Patrick, Michelle's husband.

The Keehns tried to prepare for the unknown road ahead. But it was still overwhelming when Declan was born at Ochsner Baptist and transported, less than 24 hours later, to Ochsner Medical Center's Jefferson Highway campus – home of Ochsner Hospital for Children.

Once there, Dr. Hans Mulder, a pediatric cardiologist, explained Declan's condition – hypoplastic left heart syndrome.

"Where there should be two pumping chambers, there's essentially just one," says Dr. Mulder, who went on to perform Declan's first corrective surgery – the Norwood – when he was just one week old. The Norwood creates a functional pathway for blood to travel to and from the heart and lungs.

Declan's first surgery went well. As their little one recovered, Ochsner's pediatric cardiology team prepared the Keehns for what to expect next.

Entrusting Declan's Heart to Expert Hands

Despite their uncertainties, the family stood by and put their faith in Ochsner's pediatric cardiology specialists.

"You're supposed to take care of your kids and protect them, but given this situation, there's absolutely nothing you can do," says Patrick. "You have to rely on everyone else. Luckily, we had the right people."

U.S. News & World Report ranked Ochsner Hospital for Children among the top 50 children's hospitals in the country for pediatric cardiology and heart surgery specialties for 2017-18, and it is the only hospital in Louisiana and Mississippi to be ranked.

At three months old, Declan was ready for his cardiac catheterization procedure, performed through IVs to determine the heart's readiness for additional surgery.

Dr. Ivory Crittendon, who performed the procedure, let Declan's family know everything looked great. Declan was ready for his Glenn procedure, performed to redirect deoxygenated blood from the upper body directly to the lungs, creating stable circulation and allowing for heart muscle improvement.

At four months old, Declan underwent the Glenn procedure, performed by Dr. Benjamin Peeler, pediatric cardiologist at Ochsner Hospital for Children.

"We did our homework and knew Declan was in good hands with Dr. Peeler," says Patrick. "I don't think we could have found a better surgeon."

"It's surreal, especially when you step back and look at him and there's all these tubes and wires," adds Michelle. "But they take such good care of him, and they all love him as much as we do. And, he's a fighter. He had the fight in him to get through it."

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Ochsner's pediatric cardiology team celebrates the opening of its new Pediatric Intensive Care Unit

A Bright Future Bolstered by Compassionate, Coordinated Care

Declan has healed from his surgeries and now attends follow-up appointments at the Ochsner Health Center for Children Pediatric Subspecialties – a partnership between Terrebonne General Medical Center and Ochsner Hospital for Children – in Houma.

Michelle says she's so grateful for the surgeons, physicians, nurses and staff at the hospitals and the health center who have treated them like family throughout Declan's journey. And the Keehns have been impressed and relieved at the seamless coordination of their baby's care.

"You worry about information getting lost, but they're all on the same system, so it's a seamless transition from one hospital to the other, which was really reassuring," she says.

Declan is now enjoying a break from surgeries and a happy, active toddlerhood. When he is two or three years old, he'll have his final heart surgery – the Fontan procedure. During the Fontan, the inferior vena cava (which carries deoxygenated blood from the lower body into the heart) is disconnected from the heart and attached to the pulmonary artery. Post-Fontan, all Declan's deoxygenated blood will go to his lungs without passing through his heart.

"Everyone remarks how healthy he looks, just like any other normal baby," says Michelle. "We thought having Declan was going to be this picture-perfect thing. And it is. It's a different picture, but it's still perfect. He's our little heart warrior." ○

Providing Coordinated Care for Complex Conditions



Certified by the National Multiple Sclerosis Society as a Partner in MS Care, Comprehensive Care Center

“Dr. Bagert really took the time to understand what I was feeling, explain my options and include me in the process. My entire care team is so caring and compassionate, and always there for me when I need them. My MS is under better control than ever and I can focus on living my life.”

BARBARA LAWSON
Multiple sclerosis patient

When Dr. Bridget Bagert decided to specialize in neurology, the FDA was just beginning to approve drugs for treating multiple sclerosis (MS). Now, there are 13 FDA-approved drugs that can help manage MS symptoms, and in some cases prevent the condition from progressing.

“I decided to specialize in neurology largely because of the advances that were being made in diagnosing and treating MS,” says Dr. Bagert. “There was a tremendous opportunity to help improve the lives of those with this disabling disease, many of whom are younger women.”

The relationships patients have with their care teams, and the ability to coordinate care, are especially important for patients managing chronic conditions. “Our multidisciplinary care model really benefits patients with complex conditions like MS,” says Dr. Bagert. “My team works closely with social workers, physical therapists, speech therapists, orthopedists and other specialists to make sure each patient is getting the care they need. Patients can even communicate with their entire care team at once through the MyOchsner patient portal, so we can respond faster to changes in their condition and take a more proactive, coordinated approach to their care.” ○

A Comprehensive Approach to Women's Health

A Focus on Wellness

From the transition through young adulthood to women's health issues associated with aging, the Ochsner Baptist Women's Wellness and Survivorship Center provides in-depth care that focuses on every aspect of a woman's health – including physical, nutritional, environmental, emotional, social, spiritual and lifestyle factors. Taking an innovative, holistic approach to these unique needs, the center offers a wide range of services from fertility, mindfulness and body image counseling to treatment for bone health, sexual health and more.

Extra Care for Mom and Baby

When a woman is in labor or a newborn needs extra care, conditions can change at a moment's notice. With Ochsner's TeleStork, TeleMFM and eNICU telemedicine programs, mom and family can take comfort in knowing they are being closely monitored using secure, state-of-the-art two-way audio and video communications that help on-site providers intervene faster. The result is improved outcomes for mom and baby, including a reduced chance of emergency C-section, decreased NICU admissions and improved Apgar scores.



The Mothers' Milk Bank of Louisiana at Ochsner Baptist opened in 2017

For breastfeeding moms, Ochsner's Lactation Team helps the process go smoothly, and the Mothers' Milk Bank of Louisiana at Ochsner Baptist collects, processes and provides donor breast milk to premature and sick babies who need human milk to thrive. This work is significantly decreasing the odds of life-threatening complications and infections in vulnerable premature babies while helping save the smallest lives.

Preventing Women's Cancers

Knowing whether you or your loved ones have a genetic predisposition for certain types of cancer can make a world of difference when it comes to early detection and prevention. Beyond encouraging regular screening, the Ochsner Gynecologic Oncology Team provides state-of-the-art imaging technology to detect women's cancers early and genetic testing for cancer patients and their family members. Combined with risk-reducing options like intense surveillance, preventive surgery, and the most advanced treatments available, Ochsner is changing the face of cancer for this region and beyond.

Reconstruction and Survivorship

Women who become cancer survivors have a unique set of needs, which is why Ochsner has developed a clinic for survivors. Providers who specialize in long-term follow-up cancer care work with patients to develop personalized plans that address recurrence, secondary cancers, late effects of treatment and support. The center also includes a skilled multidisciplinary team focused on reconstructive breast surgery to help women become whole again and put breast and other cancers behind them.

Personalized, Compassionate Care

Women's health needs can be intensely personal, especially when it comes to issues like urinary incontinence and other pelvic floor disorders. In many cases, women may be too embarrassed to seek treatment. Ochsner Baptist Women's Wellness and Survivorship Center is striving to change that with a focus on dignified, compassionate, female-led care, and advanced, comprehensive treatment options that may include medication, physical and behavioral therapy and surgery. ○

Offering Cancer Patients Hope for Healing

In January 2016, retired Entergy Corporation Chairman and CEO Wayne Leonard blacked out while driving and crashed into a bridge. He walked away with just a few scratches but, weeks later, was dealt a devastating blow. The 67-year-old nonsmoker and lifelong runner had stage IV lung adenocarcinoma.

Luckily, Wayne met Dr. Marc Matrana, Medical Oncologist and Medical Director of Ochsner's Precision Cancer Therapies Program (PCTP), which connects patients with the latest cancer therapeutics, research and diagnostics. It is the only center in the region dedicated to early-phase clinical trials, which could be life-changing for patients with advanced or incurable cancers.

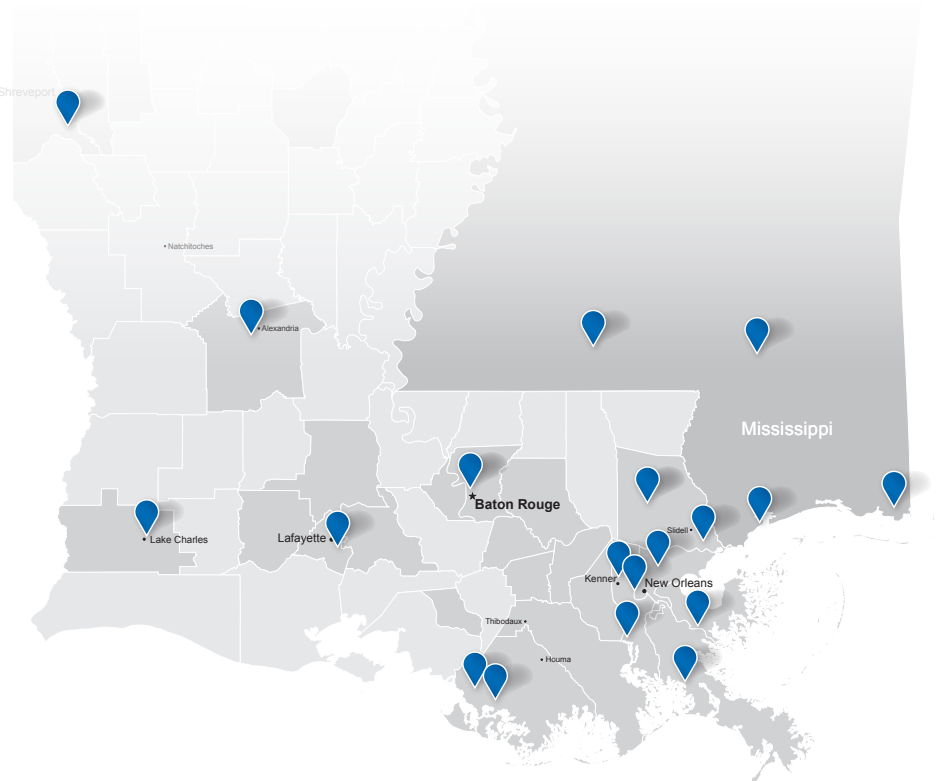
Recently, Ochsner joined the Strata Precision Oncology Network™, led by Strata Oncology, which offers advanced tumor profiling through the Strata Trial to identify eligible patients for promising new drugs.



Ochsner patient Wayne Leonard and his wife, Jackie

Trial participants undergo the StrataNGS™ test, which sequences cancer DNA and RNA. Ochsner is the only health system in Louisiana offering advanced tumor profiling with no cost to patients or their insurance companies. A tumor profiling test gives information about the specific genes inside of the cancer cells and can look at thousands of genes in a tumor. Specific genes, or combinations of genes, may give doctors information that is useful in making treatment decisions and can, in some cases, dramatically improve patient outcomes. Wayne, one of Ochsner's first Strata Trial patients, has given \$1 million to Ochsner's PCTP. ○

Cancer treatments - by nature - can be physically and emotionally taxing for patients. Staying close to home and loved ones can be key to keeping spirits high. In addition to the new Ochsner Baton Rouge Cancer Center that offers chemotherapy, radiation and surgical services all in one place, patients across Louisiana and Mississippi can find comprehensive cancer care at one of more than 20 Ochsner and Ochsner partner locations.



Connecting Families with Care for Complex Childhood Conditions



In August 2017, Ochsner announced the creation of the Michael R. Boh Center for Child Development – a center dedicated to providing world-class care for children with physical, behavioral and communication-related conditions. The Boh Center will be the first of its kind in the region, offering a much-needed resource to deserving kids and families.

The Boh Center will join Ochsner Hospital for Children, the only nationally ranked pediatric hospital in the state, to offer a broad range of services and programs for kids and teens with ADHD, autism spectrum disorders, cerebral palsy, multiple sclerosis, spina bifida, developmental delays, intellectual challenges, speech-language issues and more. The Boh Center

will help families navigate available resources and connect them with the best care for their children.

The Boh Center was made possible with the support and leadership of Ann and Robert Boh – a volunteer member of Ochsner’s Foundation Board of Directors and parent advisory group member, respectively – who have allowed Ochsner to provide the gift of hearing to many through the Michael R. Boh Cochlear Implant Fund and helped develop a mental health resource guide supporting students, teachers and families in New Orleans public schools. The center is a living legacy in memory of their son, Michael, who passed away in 2009 at age 23 after suffering from cystic fibrosis, hearing loss and developmental disabilities. ○

Timely Treatment for Non-Emergency Illnesses and Injuries



Ochsner Urgent Care - Mid-City

When sudden illness or injury strikes, patients need to know whether to head to the nearest urgent care center or to the ER – and they need to know they have options for both. Urgent care clinics help fill a critical gap when someone is sick or injured but does not have serious or life-threatening symptoms that warrant emergency care.

Providing immediate, walk-in access to quality care, clinics formerly known as MHM Urgent Care recently joined Ochsner Health System to help get patients back on their feet in non-emergency situations. One of Louisiana’s most recognized urgent care providers, MHM was known as the nation’s first Joint Commission-accredited urgent care group and today is a natural fit with Ochsner that is expanding community access to high-quality care. Working as one organization, the Ochsner and MHM merger now provides patients with seamless access to Ochsner’s complete coordinated care network for their medical needs.

In 2017, Ochsner Urgent Care teams accommodated 146,000 visits across the 14 new Ochsner Urgent Care and Occupational Health locations, providing an expedient alternative to emergency care or waiting to see a primary care physician.

Of course, for patients experiencing serious or life-threatening issues like stroke or heart attack symptoms, severe allergic reactions, head injuries, serious burns and more, calling 911 or proceeding directly to the nearest emergency department is essential. ○

Optimizing Our Nursing Workforce Today and Planning for Tomorrow



Ochsner nurses play a critical role in the patient experience

When patients come to the hospital or seek care at a health center, it's often the nurses with whom patients establish their strongest bonds. Ochsner recognizes the critical role its nurses play in ensuring patients receive the highest quality, safest care to achieve their best possible outcomes. The system also acknowledges the stress that comes with maintaining this high level of care and compassion in the face of rapidly changing technology and rising patient volumes. In addition, nationally and across Louisiana, admissions at nursing colleges and RN board pass rates have declined – lowering the volume of ready-to-hire nursing graduates.

To directly address the impact of these growing community needs, Ochsner focused on recruiting new talent. In the summer of 2017, Ochsner campuses onboarded more than 260 nurses after implementing new hiring incentives and recruiting in states less impacted by the national and statewide nursing shortage.

“We searched locally, nationally and internationally for the best and the brightest to join our strong team of more than 5,000 nurses,” says Tracey Moffatt, Ochsner Health System Chief Nursing Officer and System Vice President of Quality. “Our new team members vary from new grads to highly seasoned and specialized nurses.”

With adequate staffing and innovative strategies, Ochsner plans to increase nurses' career satisfaction by continuing to offer attractive opportunities for professional growth and education, including the ability to practice in multiple locations, in dozens of specialties and subspecialties, and across every service line. ○



Pioneering Progress

Patients can rely on Ochsner's relentless mission to integrate the latest technology in order to provide streamlined, safe care while delivering outstanding outcomes. Embracing innovation at every level, Ochsner is expanding opportunities for lifesaving treatments and helping patients play an active role in their care.

Transforming Care Through Technology

“Ochsner is at the forefront of a fundamental transformation in how we think about care. The technologies that we are developing are putting patients more in control of their health, improving safety and efficiency, and ultimately keeping people healthy and saving lives.”

DR. RICHARD MILANI
Chief Clinical Transformation Officer and
Medical Director, innovationOchsner



An exact model of Ochsner patient Jalanea Lowe's (pictured center) spine and skull enabled Dr. Korak Sarkar (top, holding model) and Dr. Paul Celestre (left) to better prepare for her delicate procedure

Today more than ever before, advances in technology are dramatically changing the way care is delivered. Spearheaded by the innovationOchsner (iO) team and fueled by systemwide collaborative efforts, Ochsner is rapidly accelerating the use of technology and data to develop innovative precision-focused and patient-centered solutions.

Using Artificial Intelligence to Improve Patient Outcomes

Imagine being able to predict critical medical events before they happen. That is the goal of the newest artificial intelligence (AI) tools developed by the iO team. Combining complex machine learning algorithms and Ochsner's Epic electronic health record (EHR) platform with the computing power of Microsoft Azure cloud, Ochsner has created a powerful tool that can predict patient deterioration and alert our Rapid Response Team, so they can intervene proactively to prevent adverse events.

“When an alert goes off, it tells me a patient needs my attention. Then I need to determine why the AI is alerting me to this patient and come up with a treatment plan,” says Dr. Michael Truxillo, Medical Director of Rapid Response and Resuscitation. “The goal is to reduce and, ideally, prevent adverse events, and this tool allows us to get these patients to the critical care Intensive Care Unit (ICU) up to four hours earlier than we would have under normal clinical conditions.”

Ochsner is one of the first health systems in the country to use this type of technology to improve patient care, and early results have been exceptional. During the 90-day pilot, cardiac arrests and other adverse events outside of the ICU were reduced by 44 percent. As Ochsner continues optimizing this technology, the system expects to be able to detect health patterns, learn from its insights and develop more aggressive preventive measures and proactive treatment plans, ultimately preventing many adverse events before they happen.

Improving Patient Care Using 3D Printing

When Jalanea Lowe was just five years old, she was diagnosed with a rare and life-threatening condition. The base of her skull was not properly connected to her spine, causing an instability that made it difficult for her to hold her head up. Also born with Down syndrome and receiving treatment for leukemia, Jalanea was in danger of becoming paralyzed – or worse – without rapid intervention.

The procedure she would receive at Ochsner would be a delicate one: removing a small piece of bone and using screws to stabilize the area and prevent damage to her spinal cord. In most hospitals, her surgical team would examine the X-rays and use a generic model to discuss their plan. At Ochsner, 3D printing technology enabled her team to print an exact replica of Jalanea's spine and skull so they could better prepare for the procedure.

“Being able to actually see a replica of Jalanea's spine and skull before operating gave me peace of mind that they were confident in their ability,” says Jalanea's mom.

In addition to 3D printing, Ochsner has also been developing virtual reality and augmented reality technologies that can create detailed soft-tissue models to help plan procedures like heart bypass surgery or neurosurgical procedures.

Continued on next page...



Paige Entwisle & family

“The artificial intelligence and machine learning capabilities we’ve developed allow us to send proactive alerts to our doctors using real-time data that could potentially save someone’s life.”

JONATHAN WILT
Chief Technology Officer,
innovationOchsner

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“The goal is to leverage 21st-century technology to provide 21st-century care,” says neurosurgeon Dr. Korak Sarkar, Director of the innovationOchsner m3D lab. “Using these advanced medical visualization techniques not only helps our physicians understand a patient’s condition and prepare a treatment plan, it helps patients understand their condition and treatment plan, too. We can now explore anatomy and medical imaging in ways we’ve never done before.”

Monitoring Patients at Home with Digital Medicine

During Paige Entwisle’s first pregnancy, she had to take off work more than a dozen times and drive 30 minutes each way to see her doctor for routine prenatal visits. While some visits included important procedures such as ultrasounds, others were just basic checkups. So, when she heard about Ochsner’s Connected Maternity Online Monitoring (MOM) program before her second pregnancy, she was excited to participate.

With a wireless scale and blood pressure monitor that sends results to her care team through an app on her phone, Paige was able to skip several trips to her doctor. And, more importantly, her progress was monitored more closely than it had been before.

“If anything was off, I’d get an alert,” says Paige. “And if my doctors were concerned with any of my readings, they could have me come in right away. It was all very easy to set up and use, and on top of being incredibly convenient, provided me and my baby with an extra level of safety.”

Paige is just one of thousands of patients who have benefited from Ochsner’s Digital Medicine programs. In addition to Connected MOM, there are programs for patients with hypertension and diabetes and those who have been treated for heart failure.

The hypertension program, which now has well over 2,000 participating patients, has received national attention for its success. Most recently, Dr. Richard Milani, Chief Clinical Transformation Officer for Ochsner and Medical Director, innovationOchsner, and his colleagues published their results in *The American Journal of Medicine*. Here were some of their findings:

- Patients in the digital medicine program were more than twice as successful at achieving their target blood pressure levels within 90 days compared to a control group not enrolled in the program, outperforming traditional office-based care.
- Those in the program showed higher activity levels and less sodium consumption.
- Patients displayed a high degree of willingness to participate.
- Patients were more engaged in their health, and more likely to make lifestyle changes.

Creating the Optimal Hospital

Ochsner is always looking for innovative ways to improve the patient experience, streamline the care management process and enable faster intervention to enhance safety and patient care. First implemented at Ochsner’s flagship campus, Ochsner’s Optimal Hospital program is now taking this innovation to the next level, providing a model for safe, high-quality hospital care.

“Our patients are safer, more informed and fundamentally involved in their own care, and our caregivers have been empowered to deliver better care faster,” explains Dr. Milani. “Optimal Hospital is truly revolutionizing care delivery and management.”



Ochsner's Optimal Hospital program keeps patients involved in their care from the bedside

ViSi Wireless Vitals Monitor

Patients' vitals are constantly monitored without having to be connected to a bulky machine, increasing patient mobility, comfort and safety.

Copper-Infused Linens and Fixtures

Infusing sheets, gowns, towels and fixtures with copper takes advantage of its antimicrobial properties, reducing the risk of hospital-acquired infections.

Quiet Time and Red Light at Night

Noise levels are kept under 30 decibels at night, and sleep is only interrupted when necessary. Because red light is less likely to interrupt circadian rhythms than blue or white light, red lights are used to check on patients without waking them up.

"A lot of what medicine in general has done has been retroactive studies, and trying to understand what happened with a patient after the fact. We're going to know before it happens. That's a total game changer."

MICHAEL HULEFELD
Chief Operating Officer, Ochsner Health System

MyChart Bedside

Each patient has a tablet computer at their bedside for easy access to information about their treatment team, medications, test results and schedule, as well as access to educational information about their condition, to provide them greater control over their care.

Epic Apps

Physicians and nurses are able to instantly review patient lists, check conditions, retrieve records, evaluate test results, confirm treatments and coordinate care from their iPhones, iPads and Apple Watches using apps that connect them to each other and to our Epic EHR system. ○

Introducing Innovative Patient Safety Support Systems

Instant insight into a patient's vital signs enables real-time, critical care adjustments in a hospital setting. Around-the-clock observation for fall-risk patients keeps them safe from sustaining harm as they heal. At Ochsner, these are just two recent high-tech rollouts helping to further the health system's commitment to providing the highest level of patient safety.

Until now, nurses and patient care technicians would obtain patient vital signs through a bedside monitor (Dinamap) then log into a computer and document the data in the patient's Epic electronic health record (EHR). By integrating these monitors with hardware known as Capsule Neuron, a patient's Epic record can be accessed through a simple scan of his or her ID band, ensuring vitals obtained by the Dinamap are automatically transferred to the correct patient EHR. This eliminates transcription errors or delays and ensures that changes in a patient's condition are identified and addressed immediately.

To better protect patients with fall-risk factors, Ochsner now employs remote AvaSys® TeleSitter® monitoring in 10 units at the following Ochsner Medical Centers: Jefferson Highway, West Bank Campus, Baton Rouge, Kenner and North Shore, as well as at Ochsner Baptist, Ochsner St. Anne Hospital, Leonard J. Chabert Medical Center and Ochsner Health Center – Elmwood.

Encouraging 2016 pilot results from Jefferson Highway and West Bank campuses showed a fall rate of 0.29 among 800 AvaSys-monitored patients vs. a fall rate of 4.71 per 1,000 patient days for the general population. In 2017, Ochsner distributed 32 cameras to additional units with hopes for systemwide success. ○

Practice Improves Patient Care: Simulating High-Stakes Environments

Immersive, lifelike simulations are an incredibly powerful teaching and training tool. There is no better way to give doctors, nurses and other clinicians the hands-on experience they need to deliver the best possible patient care.

The innovative new Ochsner Clinical Simulation and Patient Safety Center makes it possible to simulate just about any medical procedure or event with a degree of realism never seen before – creating opportunities for providers to stay on top of best practices, gain experience with rare procedures, work together as a team, improve their overall skills and ultimately provide improved, safe care.

“You never really know how you will perform in a stressful situation until you’re actually in one,” says Dr. Mike Smith, Simulation Center Medical Director. “The simulations we run re-create these high-stakes environments, so our healthcare providers know what to expect and are ready for the real thing.”

From Onboarding Nurses to Advanced Surgical Techniques

Spanning two floors and 8,400 square feet, the center can be used to simulate everything from admissions and transfer procedures and difficult patient conversations to trauma response and advanced surgical techniques. New members of Ochsner’s team are given the opportunity to familiarize themselves with workflow and processes, while units such as flight care, cardiology, neurology and labor and delivery are using simulations to improve communication, practice emergency responses and fine-tune their skills.

“We’re already seeing the impact these simulations can have in terms of patient safety and outcomes,” says Dr. Smith.

One example that stands out is the advanced cardiac life support (ACLS) procedure that the cardiac team has been implementing using the simulation center. Ochsner is one of the only health systems in the region that has moved to this new model, which helps catch cardiac arrests sooner and provide more coordinated care.



Ochsner Clinical Simulation and Patient Safety Center

In neurosurgery and other procedures that require precision and dexterity, the simulation center provides opportunities to practice that may otherwise be hard to come by, helping surgeons and others gain a higher level of comfort and expertise, and in some cases shorten procedure times. “If practicing in the simulation center can reduce operating times by 20 or 30 minutes during a critical procedure, that ultimately improves patient safety and leads to better outcomes,” says Dr. Sebastian Koga, Medical Director at the Ochsner Neuroscience Institute.

While driving the performance of practicing clinicians is the main focus of the center, the current generation of healthcare providers and their patients are not the only ones benefiting. Simulations are now a required component of most residencies, and many board certifications include them as well. Even students as young as nine years old have been invited to visit the center to see what it is like to work as a medical professional and learn basic medical skills.

“The high school and elementary school students who come here are always excited about participating in simulations,” says Carl J. Tholen, Assistant Vice President for Undergraduate Medical Education. “It’s exactly the sort of experience that sticks with them and may influence some to become medical professionals.”

A Team Approach to Training

Emphasizing a team approach to leadership and team dynamics is a key aspect of simulation center training. “Making sure everyone is on the same page, communicating clearly and following the correct processes helps prevent errors and improve patient safety,” explains Dr. Smith. ○

8 outpatient exam rooms | 2 ICU rooms
2 ORs | 2 classrooms | 4 flex rooms



Xenex LightStrike™ Germ-Zapping™ Robots

Taking on Superbugs with Super-Sanitizing Technology

Ochsner is setting a new standard for patient care by deploying Xenex LightStrike™ Germ-Zapping™ Robots in high-acuity areas to improve patient safety and reduce the risk of healthcare-associated infections (HAIs).

Xenex Robots® are a fleet of pathogen-destroyers that kill microscopic germs and superbugs. Their power comes from the use of pulsed xenon, an environmentally friendly noble gas, to create Full Spectrum™, high-intensity ultraviolet (UV) light. Ochsner Health System deployed 10 of these robots at Ochsner Medical Center – Jefferson Highway in August 2017 to enhance its existing room disinfection process in specific hospital areas through Xenex’s No Risk Infection Rate Reduction Program™.

The health system sought specific reductions in *Clostridium difficile* (C. diff), methicillin-resistant *Staphylococcus aureus* (MRSA) and Vancomycin-resistant enterococci (VRE) – some of the most common HAIs.

Data analysis of the first 90 days of the program demonstrated that the hospital experienced a 49 percent reduction in C. diff and a 49 percent reduction in overall infection rates after incorporating the robots in its cleaning protocol.

“Patient safety has always been our top priority,” says Dr. Sandra Kemmerly, Ochsner Health System Medical Director for Hospital Quality and an infectious disease specialist. “We are continuously evaluating opportunities to improve our efforts and implement best practices, and we wanted to take an evidence-based approach to pulsed xenon UV room disinfection.”

Xenex’s germ-fighting robots’ Full Spectrum UV light destroys infectious germs in less than five minutes. Hospitals using the robots to disinfect rooms have published clinical outcome studies in peer-reviewed journals showing significant decreases in C. diff, MRSA and surgical site infection rates.

The Ochsner Environmental Services team was able to deploy the robots at Ochsner Medical Center – Jefferson Highway for 95 percent of room discharges

and transfers in high-acuity units. As a result of the promising infection rate reductions, that hospital is expanding its program with 10 additional robots.

Finding New Ways to Prevent Infections and Protect Patients

Introducing these germ-destroying robots is another step forward in Ochsner’s ongoing commitment to developing a comprehensive HAI-prevention strategy and enhancing its hospitals’ culture of safety.

“Using LightStrike Robots significantly improves our ability to destroy dangerous pathogens, including those that are resistant to cleaning chemicals, before they pose a risk to our patients and employees,” says John Herman, Chief Operating Officer of Ochsner Medical Center – Jefferson Highway. “This multi-phase investment is important and underscores our commitment to patient care and the communities we serve.”

Even with routine cleaning procedures in place, HAIs are still a big threat to patients in hospitals across the United States and around the world. Current Centers for Disease Control and Prevention (CDC) statistics show that one in every 25 patients in the United States will contract an HAI, and of those, 1 in 9 will die, meaning that 300 people die each day in the U.S. from these kinds of infections acquired during a hospital stay.

Currently, approximately 400 disinfecting robots are being used in hospitals and government facilities in the U.S., Canada, Europe, Africa and Japan. According to Xenex, one LightStrike Germ-Zapping Robot can disinfect 30 to 62 hospital rooms a day and is 20 times more effective against superbugs and multi-drug-resistant organisms than traditional hospital cleaning.

“We are very pleased with our early results showing close to a 50 percent reduction in infection rates in the units where we have deployed the robots and look forward to expanding the program to other areas of the hospital,” says Dr. Kemmerly. ○



Advancing **Possibilities**

With a focus on lifelong health and wellness through the coordination of the right care, at the right time and in the right setting, Ochsner is in relentless pursuit of better futures for its patients and communities. Collaborating with resource partners, training future healthcare professionals and regularly engaging patients in healthier lifestyles is getting Ochsner closer to this goal.

The Evolving Journey Toward Health & Wellness



MyOchsner patient health portal

“We are investing in care outside of traditional office visits, and it is starting to pay off in terms of improved patient outcomes and improved quality of life.”

DR. PHILIP ORAVETZ
Chief Population Officer and Medical Director,
Accountable Care

Reshaping the future of healthcare in the Gulf South region and beyond, Ochsner is working more efficiently to keep patients where they belong – at the very center of what should be an accessible, affordable and exceptionally high-quality patient experience. One that also reflects Ochsner’s work to ensure its patients enjoy the best health possible.

That effort begins with data and technology used to create opportunities that improve the health and wellness of our patients on a large and critical scale. Today, tools like the Epic electronic health record (EHR), Healthy Planet registries, the O Bar, the Ochsner Hypertension Digital Medicine Program and Apple Watch allow Ochsner’s care teams to track preventable risk factors, empower patients to control key chronic disease markers and target interventions proactively to avoid health declines. Through this deep focus on wellness, prevention and chronic disease management, Ochsner is furthering its reputation as a population health center of excellence in ways that complement our complex subspecialty care as a national healthcare destination.

“As healthcare evolves and the demand for better access and quality mounts, we’re thinking differently about care,” says Dr. Philip Oravetz, Chief Population Health Officer and Medical Director, Accountable Care, at Ochsner. “Together we’re working to more effectively deliver a terrific patient experience even when patients are not with us by helping them manage their overall health.”

Automating much of the routine work of primary care has been one of the most significant changes to Ochsner’s care model. Reminders for preventive screenings, wellness visits and vaccinations can be automatically sent to patients through the MyOchsner patient health portal, which has helped dramatically increase patients’ compliance rates. Detailed written orders can also be sent through MyOchsner before and after a visit to fully arm patients with the information they need to continue to take the necessary steps to improve their own health.

“The rates for diabetes patients who are getting tested regularly and keeping their diabetes under control is now hovering around 80 percent,” says Dr. Pedro Cazabon, System Department Chair for Adult Primary Care. “This is a significant improvement over the rate we were seeing before we began using the patient registries to remind patients and help them take greater control over their health.”

“We’re still doing everything that has made Ochsner a regional and national leader in care,” says Dr. Oravetz, “but now there is a greater commitment to

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Ochsner Academic Outreach programs like STAR bring science education out of the classroom

“Being able to connect patients with resources like social workers or food banks, and then following up to make sure they are getting the help they need, can dramatically improve their health outcomes.”

DR. PEDRO CAZABON
System Medical Director, Adult Primary Care,
Ochsner Health System

and focus on prevention. We are investing more in care outside of traditional office visits, before and after we see patients, and it is starting to pay off in terms of improved patient outcomes and improved quality of life.”

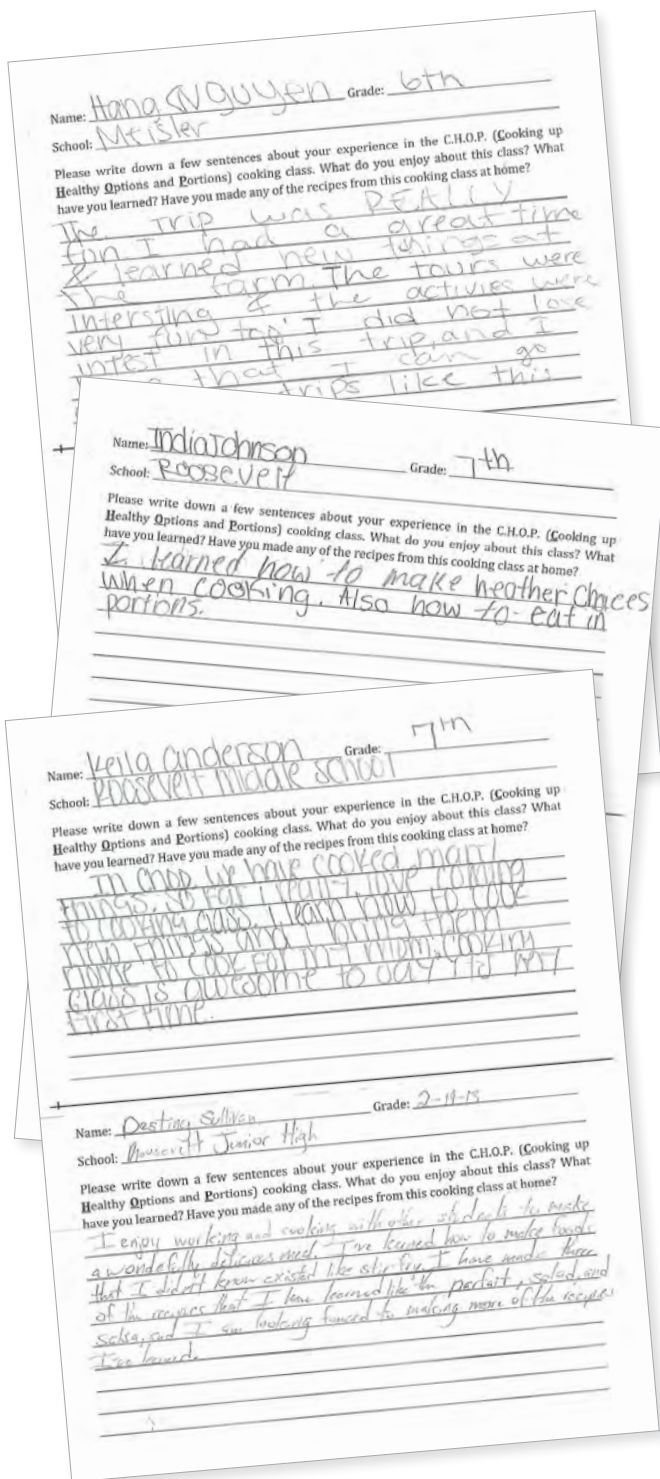
New Care Roles Help Improve Outcomes

If a patient needs a specialist, therapist or other health professional, outcomes improve when their entire care team is working together toward a single shared goal – good health.

Adding nurse care coordinator and complex case manager roles has helped Ochsner provide a better continuum of care both inside and outside the Ochsner system by connecting patients with the resources they need.

“Our nurse care coordinators help prepare for patient visits, schedule preventive screenings and plan for follow-up care, while our complex case managers are focused on patients whose conditions require a large care team working together,” explains Dr. Cazabon. “Being able to connect patients with resources like social workers or food banks, and then following up to make sure they are getting the help they need, can dramatically improve their health outcomes.”

For Edwin L., an 88-year-old senior who enjoys his independence, the addition of the complex case manager role helped save his life. Experiencing liver failure of an unknown cause and fluid buildup in his abdomen, Edwin had been placed on a variety of medications. Still, he had been admitted to the emergency room a dozen times in the past 18 months. Upon reviewing his case, the complex case manager determined that many of these emergency room visits were a result of Edwin forgetting to take his medications or



forgetting he had already taken them. Now, an automatic pill dispenser ensures he takes his medications properly. As a result, Edwin's health has steadily improved, and he has not been to the emergency room since.

Teaching Kids How to Live Healthy

With the fourth highest rate of overweight and obese youth in the nation, Ochsner is committed to finding ways to reach Louisiana children early and help them lead a healthy lifestyle. In addition to providing nearly 7,000 school-age children each year with health and wellness exams at Ochsner school-based clinics, Ochsner strives to effect meaningful, lasting change for kids in the community. Developing a series of programs over the last decade, Ochsner's Change the Kids, Change the Future™ initiative focuses on exercise, nutrition and preventive health.

The Cooking-up Healthy Options and Portions (CHOP) program, started in 2013, taught nearly 600 middle school students how to cook healthy meals in 2017, a major expansion from previous years. Another 750 students received nutrition information at the Nutrition Roadshow, where they learned how to read labels and make healthy food choices, and Ochsner's Mobile Fitness Unit brought its exercise program to nearly 900 middle school students.

Working with students, teachers, administrators, parents and community members, Ochsner has helped create and sustain Student Wellness Committees at two Jefferson Parish Schools. These committees are tasked with developing plans to make their schools healthier places to learn and work, and in 2015, Bonabel High School was recognized by the Alliance for a Healthier Generation, earning the only Silver Award for Louisiana schools.

Educating the Next Generation of Healthcare Providers

Supporting programs such as STAR (Science, Technology, Academics, Research) and BEST Science!, Ochsner Academic Outreach brought science education and healthcare workforce development to more than 6,000 students and teachers across nine states and 16 Louisiana parishes in 2017.

Chosen from a pool of nearly 100 applicants, 16 students were invited to participate in STAR – an intensive summer program exposing students to 140 hours of clinical rotations, leadership training and scientific research.

Administered in conjunction with the LSU Health Sciences Center and funded by a \$1.25 million award from the National Institutes of Health, the BEST Science! program has trained over 80 science teachers since 2014. Through the program, more than 420 hands-on experimental Lab2Go kits have benefited nearly 9,000 classroom students who otherwise would not have access to expensive science equipment. ○

Since Ochsner Service Corps started in July 2016, its members have participated in **more than 100 events** giving over **6,700 hours** of paid time to our community partners.

Over **50,000 lbs** of food processed at the Second Harvest Food Bank

4 gardens cultivated

14 houses constructed

Materials stocked and sorted for Habitat for Humanity in New Orleans, Baton Rouge and St. Tammany Parish

Offices painted at Café Hope on the West Bank

Materials sorted for the Good Samaritan Food Bank and Thrift Store in the Bayou region

Companionship provided to elderly residents at the PACE (Program of All-Inclusive Care for the Elderly) program in the Bywater neighborhood of New Orleans

What It Takes to Attract, Retain and Support a World-Class Team



Derenda Jackson speaks at the Patient Access Representative Program graduation

With a background in criminal justice and 10 years spent as a stay-at-home mom to two kids, Dantrelle Brown-Edwards never imagined working in healthcare. But three months into her role as a patient access representative at Ochsner Medical Center, she cannot imagine doing anything else.

“I like interacting with patients and bringing smiles to their faces,” says Dantrelle. “I’m confident in my skills because of the Patient Access Representative Program. When patients come in and they want to know what their procedures entail, I can help them with that.”

A friend suggested Dantrelle pursue the program, created by Ochsner in 2017 through a United States Department of Labor workforce development grant, funneled through New Orleans’ JOB1 Business and Career Solutions program.

In an effort to reduce turnover among patient access team members, Ochsner offers comprehensive training and preparation for the role through an intensive five-week course. The program’s initial 20 participants learned medical terminology, administrative and customer service skills and billing and coding before embarking on a two-week, on-the-job externship at an Ochsner site.

Of 20 participants, 18 passed the national certification test, interviewed for positions with Ochsner and were hired within three months of program completion.

“It’s a great program, and Ochsner offers so many courses and ways to advance. I see myself moving up into a management role someday,” says Dantrelle.

Creating Career Paths and Avenues for Advancement

Ochsner Health System employs more than 18,000 individuals across 80 health centers and 30 owned, managed and affiliated hospitals. Every patient healed, discovery made, award earned and record broken is thanks to Ochsner’s dedicated team. So, how does the health system attract, retain and support this exceptional talent?

In 2017, Ochsner Health System was recognized as one of four Frontline Healthcare Worker Champions by CareerSTAT, an employer-led initiative of the National Fund for Workforce Solutions. CareerSTAT showcases healthcare organizations making exemplary investments in their workforce, and Ochsner was recognized for modeling how training and skills development can benefit employees and employers.

The health system invests \$500,000 each year into its Workforce Development department and has developed flexible workforce training programs and valuable community partnerships to increase economic opportunities and close the health disparity gap in communities across the state.

The Patient Access Representative Program is one example of Ochsner’s external efforts to recruit and develop talent. Its well-established Medical Assistants New Orleans Works (MA NOW) program, which trains unemployed and underemployed members of the community to become medical assistants (MAs), already has a 100 percent job placement rate.

In 2017, Ochsner partnered with the Louisiana Workforce Commission (LWC) to expand MA training to the River Parishes, offering opportunities for unemployed and underemployed residents of St. John, St. James and St. Charles parishes through funding provided by the River Parishes Workforce Development Board and the LWC.

Ochsner and the LWC have also developed an apprenticeship program to train people with healthcare experience as Licensed Practical Nurses. The new 12-month Ochsner LPN Registered Apprenticeship Program is accredited by the Louisiana State Board of Practical Nurse Examiners and offered through Northshore Technical Community College. It features classroom and clinical learning with graduates earning an associate degree in practical nursing.

Ochsner also works to create meaningful employment opportunities for local youth through volunteer and job-shadowing experiences as well as internships through YouthForce NOLA.



2017 graduating class of the River Parishes Medical Assistants Training Program

“The connections we make with our patients, their loved ones and our teammates are what set Ochsner’s culture apart.”

WARNER L. THOMAS
President and CEO, Ochsner Health System

Engaging Current Employees

For current frontline healthcare employees, Ochsner offers IMPACT, a six-month training during which individuals learn advanced skills like cognitive strategies and functional context application.

Nonclinical staff can pursue an online medical assistant curriculum known as MA Pathways, and those who show special potential may be recruited into the MA Academy, a five-week leadership training program.

And, in 2017, Ochsner introduced the Patient Access Academy for current representatives. Participants improve everyday skills like chart management and patient communication and learn important professional development skills like building a LinkedIn profile, planning for career advancement and training and mentoring incoming representatives.

“Most people don’t want to leave Ochsner,” says Tracey Schiro, Senior Vice President and Chief Human Resources Officer at Ochsner. “Taking time to invest in our frontline staff brings great value to the organization.”

Supporting Those Who Serve, Heal, Lead, Educate and Innovate

To ensure the best care for patients and communities, Ochsner must also ensure the satisfaction and well-being of its employees. That means providing an environment that fosters connections built on respect for diversity and a focus on inclusion.

Ochsner seeks to represent and celebrate the diversity of its team and the communities it serves. In 2017, Ochsner’s Workforce Development team, Diversity and Inclusion Council and new Ochsner Resource Groups worked to create structure around diversity and inclusion efforts.

So far, four employee resource groups have been established representing key interests:

- **African Americans Building & Leading Equality (ABLE)** – African-American Resource Group
- **Ochsner Pride** – Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) Resource Group
- **Vet Force 1** – Veterans’ Resource Group
- **Women Empowering Women (WoW)** – Women’s Resource Group

Since June, these groups have grown to more than 1,100 members, and additional groups are planned for 2018.

These groups are already making an impact:

- ABLE has partnered with the Talent Acquisition and MyOchsner teams to increase and improve the African-American applicant, employee and patient experience.
- Ochsner Pride represented Ochsner at the NO/AIDS Walk in September and has done a tremendous amount of work to secure Healthcare Equality Index (HEI) certification as a Top Performer for six Ochsner facilities.
- The Vet Force 1 group continues to recognize employee and patient veterans and develop ways to attract more veterans to Ochsner’s team.
- The WoW group hosted professional development seminars in August to teach crucial coaching skills needed in a professional environment. ○

Better Together: Saving and Changing More Lives Throughout the Region

CREATING NEW CARE OPTIONS AND INCREASING PEDIATRIC SUBSPECIALTY CARE

Ochsner Health System and Terrebonne General Medical Center (TGMC) reopened a former MHM Urgent Care location in Houma as Ochsner Terrebonne Urgent Care. And, Ochsner and St. Tammany Parish Hospital partnered to open two Ochsner St. Tammany Urgent Care locations in Covington and Mandeville. Together, these centers help ensure patients from the Bayou to the North Shore have access to the right care at the right time.

more than **1,300** visits in 2017

Through its partnerships, Ochsner is increasing access to nationally recognized pediatric subspecialty care across the region and state, ensuring children receive the specialized care they need, close to home. In 2017, Ochsner Hospital for Children opened pediatric subspecialty clinics at Lafayette General Medical Center and TGMC.

GROWING THE NORTH SHORE REGION

Slidell Memorial Hospital and Ochsner Medical Center – North Shore opened the Slidell Comprehensive Weight Loss Center – a program providing patients with medical, surgical and nonsurgical weight loss options in eastern St. Tammany.

With each of its partners, St. Tammany Parish Hospital and Slidell Memorial Hospital, Ochsner Health System leased the recently closed Louisiana Heart Hospital with plans to repurpose it as a post-acute care hospital, offering long-term acute care, skilled nursing and inpatient rehabilitation services in one convenient North Shore location.

Ochsner and St. Bernard Parish Hospital (SBPH) launched a long-term agreement to stabilize the hospital and improve clinical and operational programs while building new capabilities. Virtual programs, including TeleStroke and TelePsych, have already launched at SBPH through Ochsner CareConnect 360. And, the partners have opened a new health center in the SBPH Medical Office Building providing women's health and multispecialty clinics, including some services that have not been available in St. Bernard since Hurricane Katrina.

Committed to the Coast

Now under a long-term management agreement, Ochsner and Hancock County remain committed to the nearly 300 employees and over 100 physicians and advanced practice providers (APPs) who make up the care team today at Ochsner Medical Center – Hancock. This unique partnership has enabled investments to support their Level IV Trauma Center, enhance comprehensive imaging services and advance specialized care in oncology, bariatrics, podiatry, wound care and orthopedic services. From Waveland to Bay St. Louis to Diamondhead, the Ochsner Medical Center – Hancock team is committed to providing high-quality, comprehensive care in a compassionate environment for generations to come.

EXPANDING EXPERTISE AND ACCESS TO SPECIALTY CARE IN MISSISSIPPI

As a result of the partnership between Southwest Health System and Ochsner, stroke patients at Southwest Mississippi Regional Medical Center (SMRMC) have immediate access to highly specialized neurologists through Ochsner's virtual TeleStroke network.

Ochsner hematologists and oncologists provide high-quality care for patients with cancer and blood disorders at The Mississippi Cancer Institute at SMRMC, giving patients greater access to cancer care close to home near family and friends.

SMRMC and Ochsner physicians also work together to treat patients with cardiac conditions. Dr. Glenn M. Polin, Medical Director of the Electrophysiology Laboratory at the John Ochsner Heart & Vascular Institute, sees patients who may require an ablation, a procedure to control or cure heart arrhythmias, at the Cardiovascular Institute of Mississippi.

Partnering to Better Serve Our Communities

When Molly Lee of Tylertown, MS, was diagnosed with multiple myeloma, she didn't know what to expect on her road ahead. But thanks to the comprehensive care she received at The Mississippi Cancer Institute (MCI) at Southwest Mississippi Regional Medical Center (SMRMC) and Ochsner, she's in remission and back to doing the things she loves – gardening, playing with her grandchildren and exercising.

When Ochsner and SMRMC partnered in 2016, their goal was to expand access to high-quality cancer care – close to home – for residents in southwest Mississippi. Molly realized the benefits of this partnership, receiving chemotherapy and radiation treatments at MCI, just 25 minutes from her home, and undergoing a bone marrow transplant at Ochsner. Throughout her treatment, her care was coordinated and her care team worked as one to design and deliver the most effective care.

Molly's experience illustrates Ochsner Health System's commitment to changing and saving more lives by partnering with the most forward-thinking healthcare organizations in the region. Together, Ochsner and its partners bring advanced care closer to patients' homes and improve the health and wellness of communities. By sharing best practices, integrating patient-centered technology and making a joint investment in new physicians and programs, Ochsner and its partners expand services and resources in the region with a relentless focus on quality and value. Together, they are redefining healthcare in the region, creating jobs and making care more accessible.

In 2017, Ochsner introduced strategic partnerships with St. Bernard Parish Hospital in Chalmette and Hancock Medical Center in Bay St. Louis, MS – now known as Ochsner Medical Center – Hancock. Through each partnership, patients will benefit from expanded clinical services and expert physicians, investments in technology, enhanced patient experience and more affordable care.

As healthcare in Louisiana – and across the United States – undergoes monumental change, these collaborative efforts provide patients with the continued convenience of being treated close to home while gaining better access to the depth and breadth of care for which Ochsner is nationally recognized. ○



Ochsner patient Molly Lee

Ochsner and St. Tammany Parish Hospital: Collaborating for Comprehensive Community Care



Members of the Ochsner and STPH joint Neurosciences team

Together, Ochsner Health System and St. Tammany Parish Hospital (STPH) have long been committed to increasing access to care, improving quality, advancing patient-centered technology and reducing the overall cost of care to invest in more for our patients. Through this strategic partnership, more patients are treated close to home and have coordinated access to the nationally recognized specialists and depth and breadth of care for which Ochsner is known. By sharing best practices, integrating technology and jointly investing in new physicians and programs, the partners continue to expand patient services and resources in western St. Tammany Parish with a relentless focus on quality and value.

In 2017, the partnership saw a **36 percent growth** in neurosciences services. Through the Ochsner CareConnect 360 TeleStroke program, **186 patients received** critical interventions at St. Tammany Parish Hospital to reduce the potentially devastating effects of a stroke.

In 2016, the partners opened a neurosciences clinic on-site at STPH staffed by Ochsner neurologists and neurosurgeons who expanded local capabilities to include extensive craniotomies and complex spine surgeries. In January 2017, STPH opened a large operating suite designed specifically to support the increased demand. The new suite features robotic cameras, brain navigation devices, 3D visualization and high-field microscopes. STPH then opened a new neurosciences unit in the hospital in June, including a four-bed neuro critical care unit and a 10-bed neuro medical surgical care unit.

In August, STPH and Ochsner introduced BrightMatter™ – which uses diffusion tensor imaging (a type of MRI) to map out white matter in a patient's brain, allowing a physician to generate a 3D image and develop the most effective surgical route. The technology is available at Ochsner Medical Center – Jefferson Highway, Ochsner Neurosciences Institute and STPH in Covington.

Expanding Essential Care Services

The partnership has resulted in a 27 percent growth in cardiovascular services. Patients in western St. Tammany now have expanded access to comprehensive cardiac care with top Ochsner cardiologists and cardiovascular surgeons coupled with electrophysiology services on-site. The partnership also offers patients access to the St. Tammany Parish Hospital Coumadin Clinic to ensure their use of this blood thinner prevents blood clots and reduces their chance of experiencing a heart attack or stroke.

In November, STPH opened the full-service Mandeville Emergency Department to expand access and complement the emergency care services offered at the hospital's main campus emergency department in Covington. In 2017, the partners also opened Ochsner St. Tammany Urgent Care to provide immediate care for non-emergency illnesses and injuries in Mandeville and Covington, offering extended hours and weekend appointments. And, since September, STPH and Ochsner patients can also find primary care, pediatrics, endocrinology, lab services and radiology at the new Ochsner Health Center – East Causeway Approach.

At our joint pediatric subspecialty clinic, more than 300 pediatric patients have been able to see Ochsner pediatric gastroenterologists, cardiologists, endocrinologists, pulmonologists and general surgeons on the North Shore. To create even more local access, the STPH Bone and Joint Clinic recently added a pediatric orthopedist, and STPH completed a \$21 million, three-year expansion in January 2017, which included a pediatric emergency department, the only one on the North Shore. ○



Grand opening of the Mandeville Emergency Department

Together, **STPH** and **Ochsner** continue to find new ways to collaborate in the community and put patients first.

The joint pediatric subspecialty clinic in Covington supported nearly **1,700 patient visits in 2017**.

The Ochsner integration of Epic at STPH has also empowered more than **9,000 STPH patients** to manage their care through the patient portal MyChart – including reviewing test results, communicating with physicians and refilling prescriptions.

STPH employee engagement scores improved from the **89th to the 92nd percentile** as the partnership strengthened. And, in 2017, STPH was recognized by Leapfrog as one of the Top General Hospitals in the United States for quality and safety.



Members of the Ochsner Flight Care team

Caring for Neighboring Communities in Times of Need

New Orleans and the Gulf South know the type of devastation hurricanes and other natural disasters can bring. During these disasters, and in the immediate aftermath, local healthcare providers are often overwhelmed, and may not have access to the resources they need. This year, Texas, Florida, Puerto Rico and the U.S. Virgin Islands were some of the hardest hit, and Ochsner stepped in to help its neighbors by delivering much-needed supplies and care.

Answering the call of those in need, the Ochsner Health System Flight Care team collaborated with multiple flight care teams across the nation, making well over 1,000 mission flights to impacted areas, transporting medical supplies, specially trained Critical Care Registered Nurses, paramedics and medical staff. More than 250 critically ill patients, including NICU patients, were also flown to facilities in their area to receive treatment. And thanks to Epic, Ochsner's advanced, integrated electronic health record system, cancer patients from MD Anderson Cancer Center were able to seamlessly maintain their treatment at the Ochsner Baton Rouge Cancer Center, reducing the burden on MD Anderson while they recovered from Hurricane Harvey. ○

Supporting Transformative Change and Exceptional Care

With gratitude for our supportive employees, leaders, physicians and community donors, we not only rose to the challenge but exceeded every expectation – raising more than \$110 million over five years through The Campaign for Ochsner. Supporting critical initiatives that benefit today's patients and future generations, we are making an impact worth sharing and celebrating.

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From left: José and Ileana Suquet with Ochsner CEO Warner Thomas

A Generous Donation Helps Kick-Start Ochsner's Innovative Cognitive Disorders and Brain Health Program

A diagnosis of Alzheimer's disease or vascular dementia can be devastating for both patients and their loved ones. These degenerative brain diseases rob patients of their memories, their independence and often their lives. Despite significant advances in the field of neurology, doctors still do not understand what causes them. While modern treatment can slow their progression, caregivers need better tools for managing, and possibly even preventing, these conditions.

Researchers at Ochsner hope to provide these tools through the newly created Cognitive Disorders and Brain Health Program, which was made possible thanks to José Suquet, CEO of Pan-American Life Insurance Group and a longtime member of Ochsner's board of directors, and his wife, Ileana Suquet. The Suquets made a generous donation through their Suquet Family Charitable Fund that supported the Women's Health and Wellness Center and funded the Cognitive Disorders and Brain Health Program.

The Suquets chose to support Ochsner's research in this area, Ileana explains, "because we believe that Ochsner has the depth and breadth of infrastructure and the capability to make a vast difference. Furthermore, we trust the leadership and talent that has been recruited to Ochsner for this specific field. By giving these talented doctors the resources, we believe there is no goal that cannot be attained."

The Suquets are passionately – and personally – committed to supporting Ochsner's efforts to improve outcomes for brain health patients. "We have both been affected by people close to us who have suffered strokes, dementia or Alzheimer's, and we have witnessed how difficult it can be not only to suffer from these conditions, but also for the caregivers," Ileana says. "The brain is the next frontier in medicine, and we would

like to be part of a quest to cure – or at least stop – the progression of these terrible, life-altering illnesses."

The new Cognitive Disorders and Brain Health Program will be co-directed by Robert John Sawyer, PhD, lifespan neuropsychologist, and Brian Mizuki, PsyD, clinical neuropsychologist. "The Suquets have single-handedly started this, and we're so grateful and excited about it," Sawyer says, "We plan to have the program open to the community by the fall."

Currently, the program will include two research focuses: strategies for long-term management of patients with cognitive disorders, and potential prevention through lifestyle changes for people at risk of brain health issues.

Patients diagnosed with a neurodegenerative disease can be referred to the multidisciplinary clinic created from the Suquets' gift, where they can receive expert assessments, advanced treatments and long-term monitoring. Not only will the patients get high-quality care, but their participation will help uncover the best strategies for treating and managing future patients.

"The organization and enrollment of patients will allow us to follow their progress longitudinally over time," explains Dr. David J. Houghton, Chief of the Division of Movement Disorders. "This is a powerful way to see what works and what doesn't. We will also gain valuable information about patient satisfaction."

Additionally, the program will identify high-risk patients with conditions like heart disease or chronic sleep problems that can contribute to brain health issues. The program provides consultations and wellness programs aimed at preventing cognitive disorders by reducing these risk factors. "A lot of hospitals treat but don't prevent," Sawyer says. Our aim is to work with patients and families on ways to reduce risk and then follow those outcomes."

These studies are the first steps for the program, but once a number of patients are enrolled, there will be opportunities to expand. “We hope that we can also become a site for pharmacotherapy clinical trials down the line,” Sawyer says.

“Wouldn’t it be nice to hear the diagnosis of Alzheimer’s and know that something can be done to continue living a fruitful life?” Ileana says. “We are very optimistic people, so we hope the long-term goal will be to eradicate these diseases. However, we are also reasonable and hope this program will help inform patients and their families of lifestyle changes that can help mitigate the chances of having the disease and lessen the adverse effects.”

Funding for the Cognitive Disorders and Brain Health Program is also a positive sign for the region and the state of Louisiana, which has

lagged behind other states in the availability of brain health treatments and resources.

“This gift is a phenomenal way to kick off our program,” Dr. Houghton says. “It signifies the interest and the energy of our community to concentrate on the improvement of brain health for everyone. We look forward to building on the Suquets’ commitment and growing this program for years to come.”

To support innovation at the Ochsner Neurosciences Institute, please visit ochsner.org/neuroinnovation.

“The brain is the next frontier in medicine, and we would like to be part of a quest to cure – or at least stop – the progression of these terrible, life-altering illnesses.”

ILEANA SUQUET

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Gifts from members of the Ochsner Heritage Society have been an important part of Ochsner's history and will be critical to our future. By remembering Ochsner in their wills, creating charitable gift annuities and trusts or through insurance policies, these generous individuals have helped secure the future of Ochsner for our patients.

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Mr. Benson and his wife, Gayle

“Tom Benson’s New Orleans roots run deep, and he created a legacy that will endure for generations.”

WARNER L. THOMAS
President and CEO, Ochsner Health System

Celebrating the Life of Tom Benson

Tom Benson’s contributions to the city of New Orleans were legendary, and included his leadership in business, his generosity to Ochsner and to the community, and a fearless commitment that helped propel New Orleans forward following the devastation of Hurricane Katrina in 2005.

“Our city, our state and our region lost a powerful role model and voice for our community,” says Warner L. Thomas, president and CEO of Ochsner Health System. “Tom Benson’s New Orleans roots run deep, and as a highly respected business leader, a loyal supporter of Ochsner and a role model in giving back to the community, he created a legacy that will endure for generations.”

Mr. Benson and his wife, Gayle, provided the initial \$5 million gift to establish the Gayle and Tom Benson Cancer Center on the Jefferson Highway campus of Ochsner Medical Center. The center was built in 2015 and is in the process of expansion due to a generous \$20 million gift from the couple, which broadened cancer services and advanced clinical research in the Gulf region. Nearly 27,000 people are treated each year at the Benson Cancer Center. “Mr. Benson wanted people never to have to leave New Orleans to receive world-class cancer care,” says Thomas. “We are proud to continue his legacy here at Ochsner and feel privileged to call him a friend.”

His philanthropic support also included other New Orleans causes, including Tulane University, Loyola University, Brother Martin High School and the Roman Catholic Church community, among many others.

Following service in the Navy during World War II, Mr. Benson returned to New Orleans to study accounting at Loyola University. He established himself as a consummate businessman in the automobile business as well as in banking and real estate. In 1985 he purchased the New Orleans Saints, and during his ownership the team qualified for the playoffs six times, won four NFC South titles and won the 2010 Super Bowl XLIV Championship. In 2012, Mr. Benson purchased the New Orleans Hornets from the National Basketball Association and renamed the team the New Orleans Pelicans. Under his leadership, the team returned to the playoffs in 2015 and the city was awarded and hosted two NBA All-Star Games.

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"I am fortunate that my cancer has not recurred, but it could in the future. Dr. Margolin's research project could be the answer should that happen, not only for me but for many other colorectal cancer patients worldwide."

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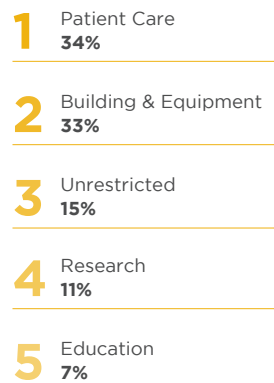
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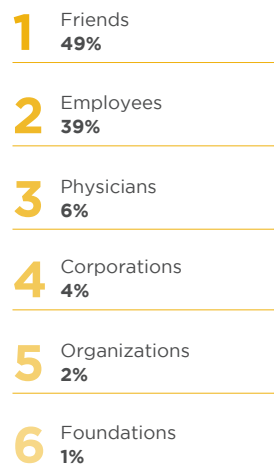
Whatever you give, our ability to serve, heal, lead, educate and innovate would not be possible without you.

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\$24,849,909.09

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THE COMEBACK



While there are many reasons why Gary Cox wanted to support Ochsner, the culture is one that drew him in. "The more I've worked with them, there's a sense of purpose, a sense of community, almost like a family down there. And you don't see that many other places - especially bigger organizations. So I'm glad to be a part of that family. It's a first-rate operation. They just do really, really good things down there."

GARY COX

Ochsner patient and donor

To learn more or support Ochsner Cardiology, please visit ochsner.org/heartfund.

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*deceased

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Senior Vice President and President, Ochsner Health Network and Executive Director, Ochsner Accountable Care Network

Financial Statement Summary

In 2017, Ochsner provided its patients with more than **\$110 million** worth of care for which the institution received no compensation.

Further information can be obtained by writing to:

Scott J. Posecai
*Executive Vice President
and Chief Financial Officer*

Ochsner Health System
1514 Jefferson Highway
New Orleans, LA 70121

This summary is intended to present a brief overview of Ochsner Health System's financial condition and activity for the 12 months ended December 31, 2017.

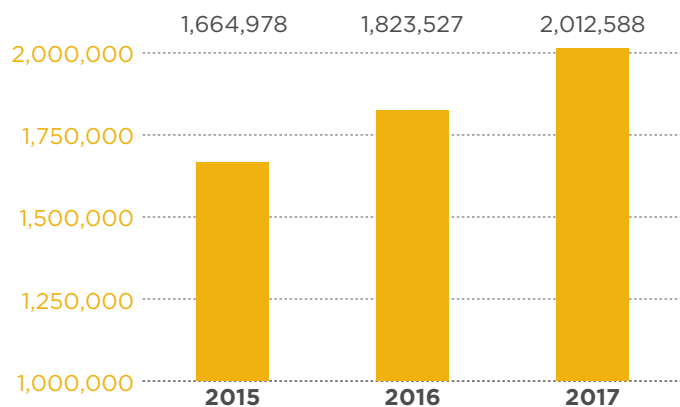
Seventy-five years ago, Ochsner was founded to help patients and their families. As a non-profit institution, Ochsner dedicates its resources to making a difference in patients' lives and helping make Louisiana and the Gulf South region a healthier place to live. Through charity or uncollected payments,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

2017 PATIENT DISCHARGES

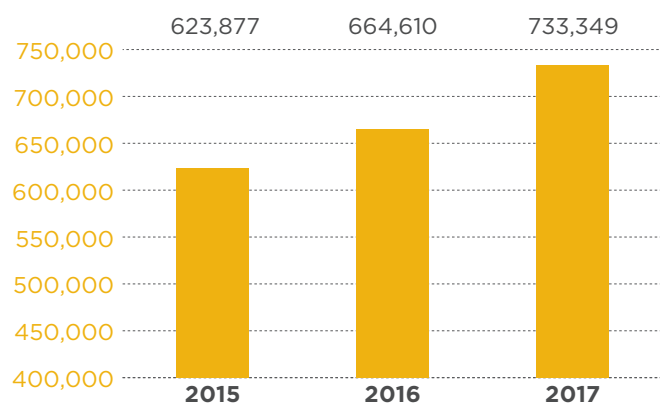
Ochsner Medical Center	28,105
Ochsner St. Anne General Hospital	1,973
Ochsner Medical Center - Baton Rouge	8,745
Ochsner Medical Center - Kenner	7,640
Ochsner Medical Center - West Bank Campus	8,132
Ochsner Baptist	10,310
Ochsner Medical Center - North Shore	5,147
Total	70,052

TOTAL CLINIC VISITS

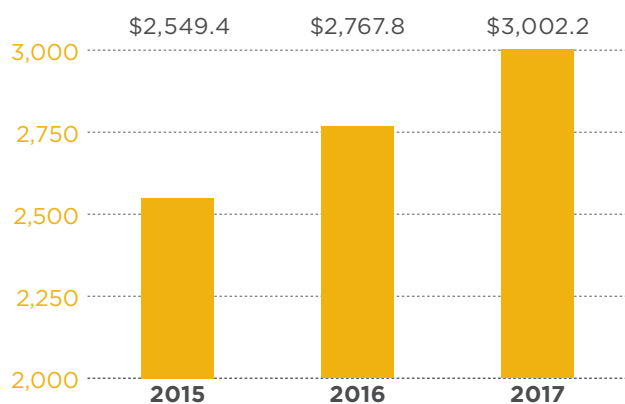
12 months ended December 31

**TOTAL PATIENTS SERVED**

12 months ended December 31

**TOTAL OPERATING REVENUE**

12 months ended December 31 (in millions)

**2017 STATEMENT OF OPERATIONS**

12 months ended December 31 (in millions)

	2017	2016
Net Patient Revenue:	\$2,410.8	\$2,281.1
Provision for Bad Debt and Uncompensated Charity Care	(111.0)	(122.5)
Net Patient Revenue Less Allowance for Doubtful Accounts and Charity Care Provided:	2,299.0	2,158.6
Premium Revenue:	298.8	286.2
Other Operating Revenue:	403.5	323.0
TOTAL OPERATING REVENUES:	\$3,002.1	\$2,767.8
Patient Care Expense:	\$2,842.2	\$2,618.7
Research:	18.1	15.5
Education:	43.1	42.4
Charitable Collaborative:	28.6	40.8
TOTAL OPERATING EXPENSES:	\$2,932.0	\$2,717.4
Income from Operations:	\$70.1	\$50.4
Non-operating Gains and (Losses):	\$70.2	(\$21.3)
Excess of Revenues Over Expenses:	\$140.3	\$29.1

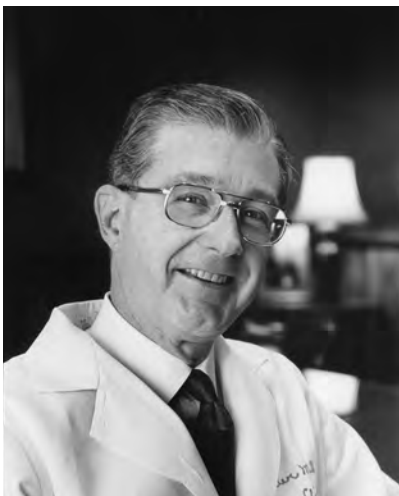


Dr. Ernest Edward (Ed) Martin Jr., West Region Chief Medical Officer and Regional Medical Director of Ochsner Medical Center – Baton Rouge, passed away suddenly December 15, 2017. He was 64.

Remembering Dr. Ed Martin Jr.

Specializing in family medicine, Dr. Martin was extremely active in the Louisiana Family Practice Association throughout his career. He was instrumental in building Ochsner's partnerships with St. Tammany Parish Hospital, Slidell Memorial Hospital and CHRISTUS Health and earned the trust and respect of the physicians at each organization along with those within Ochsner's Group Practice.

His legacy at Ochsner will live on through the E. Edward Martin Jr. Family Medicine Award for outstanding leadership and scholarly accomplishments in the field of family medicine. The honor is bestowed annually to a senior graduating from University of Queensland – Ochsner Clinical School of Medicine.



Dr. George H. Porter III, a cancer specialist who was the longest-serving CEO of the Alton Ochsner Medical Foundation, passed away on November 17, 2017. He was 84.

Paying Tribute to Dr. George Porter III

A renowned specialist in hematology and oncology, Dr. Porter served as staff physician for 53 years and as CEO of the Alton Ochsner Medical Foundation for nearly two decades. It was Dr. Porter who recognized the need to unify the Ochsner Clinic and the Foundation in the late 1980s, and the resulting formation of the Ochsner Clinic Foundation has taken Ochsner to new heights. He posthumously received the 2017 Alton Ochsner Foundation Lifetime Achievement Award honoring his leadership and significant contribution to the success of the Ochsner Clinic Foundation.

Dr. Porter also served on the Board of the New Orleans branch of the American Cancer Society, was a fellow of the International Society of Hematology, a founding member of the International Association for the Study of Lung Cancer and a fellow and life member of the American College of Physicians.

Dr. Porter was predeceased by his wife, Dr. Virginia Pillow Porter, Ochsner's first female anesthesiologist.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses, income, and any other financial activities. The second part of the document provides a detailed breakdown of the accounting process, starting with the identification of the accounting period and the selection of the appropriate accounting method. It then moves on to the recording of transactions, the classification of these transactions into debits and credits, and the preparation of the trial balance. The third part of the document focuses on the preparation of the financial statements, including the income statement, the balance sheet, and the statement of cash flows. It explains how these statements are derived from the accounting records and how they provide a comprehensive overview of the company's financial performance. The final part of the document discusses the importance of auditing and the role of the auditor in ensuring the accuracy and reliability of the financial statements. It also touches on the legal requirements surrounding financial reporting and the consequences of non-compliance.



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