

*Woman's* 

A KALEIDOSCOPE OF CARE

**People. Passion. Purpose.**



Annual Report  
2017



**Dear Friends,**

**People. Passion. Purpose.**

These are all elements in our enduring success, our kaleidoscope of care. For nearly half a century, amazing people have come together, all with different expertise, but with one focus: to improve the health of women and infants. These brilliant chips in our kaleidoscope have made Woman's the place it is today, constantly shifting, aligning, changing and transforming to become what our community needs us to be.

The work at Woman's is already exceptional, and this year, we enhanced what we do best. Our partnership with Mary Bird Perkins-Our Lady of the Lake Cancer Center was strengthened to prevent, detect and fight breast and gynecologic cancers; the Breast and GYN Pavilion will open on Woman's campus in early 2018. We completed a 12-bed expansion in our NICU, which is the largest in the state at 84 beds. Fetal surgery is now offered for twin-to-twin transfusion syndrome and other conditions while a baby is still in the womb, which truly saves lives. A second Mammography Coach was added to our fleet, complete with the latest 3D technology, to provide mammograms to women in 21 parishes. A pregnancy app was launched to connect with our patients and continue our role as a leader in prenatal education.

We have much for which to be grateful. Together, we have achieved many goals and were recognized with impressive awards, but I am most proud of our improvement in patient safety, clinical outcomes, and the resulting impact on patient experience. We proved once again that intense focus and teamwork produce exceptional results.

**Teri G. Fontenot**  
*President/Chief Executive Officer*

# Woman's vision

*Metrics were established to assess our progress toward achieving this ambitious vision.*

Based on national standards, our goals include providing an outstanding patient experience, engaging staff and exceeding best clinical practices to improve the health of women and infants in our community.

## PATIENT EXPERIENCE

An exceptional patient experience is inherently important to patients and families, but it also results in better health outcomes through timeliness and quality of care. At Woman's, we embrace a philosophy of care that focuses on a patient and family members.

## WORKFORCE ENGAGEMENT

Devotion to one's role in healthcare and a deep commitment to one's work results in enhanced patient safety. The focus and investment of an engaged staff is demonstrated through the care they provide. Our team of doctors, nurses and other caregivers are emotionally connected to Woman's mission and they are willing to go the extra mile to exceed expectations.

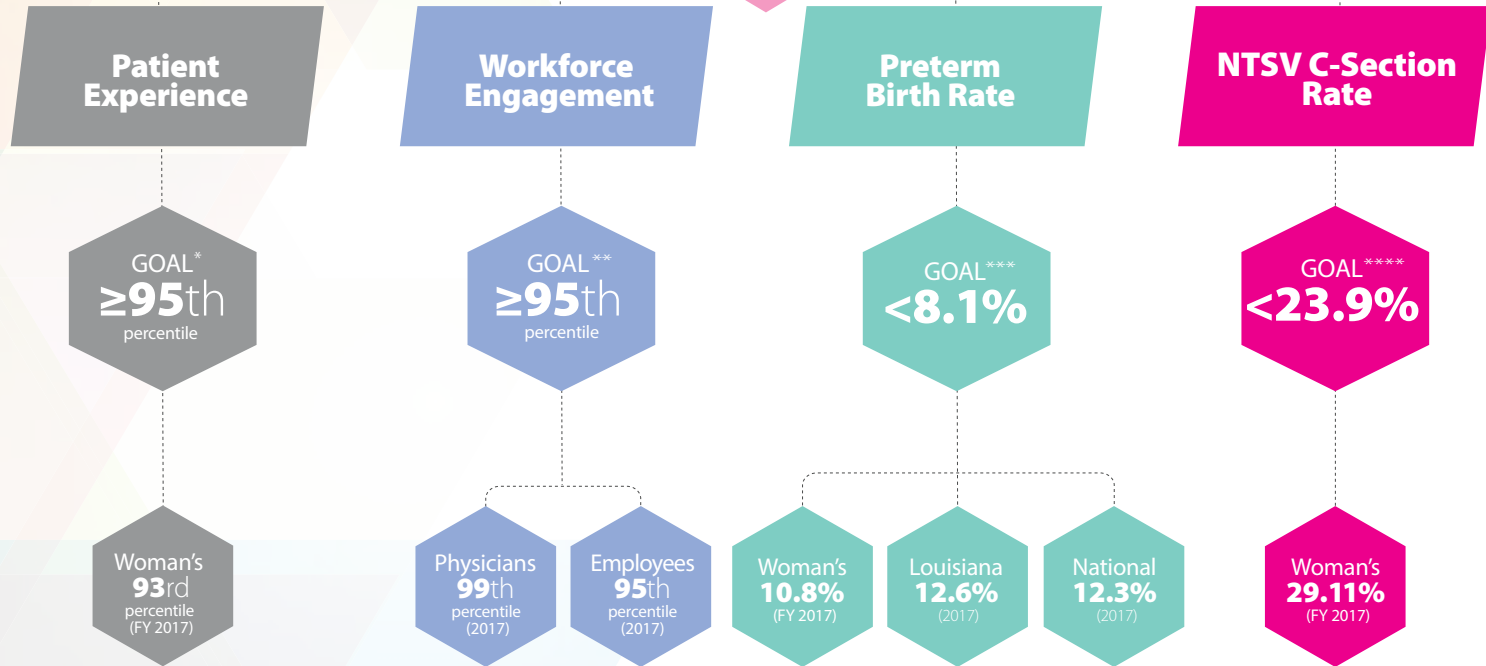
## PRETERM BIRTH RATE

Reducing the incidence of premature birth in Louisiana is a goal paramount to both Woman's and the Louisiana Department of Health. The March of Dimes recently gave Louisiana an "F" in its 2016 Premature Birth Report Card. Because Woman's births outnumber any other Louisiana hospital, improving our rate can make a significant impact in the health of future generations. Several initiatives are underway to reduce preterm births.

## NTSV C-SECTION RATE

A Cesarean section can be a lifesaving procedure when medically necessary, but it also carries a higher risk of negative outcomes for mothers and babies. Woman's is focused on reducing C-sections among low-risk, first-time mothers. By educating new mothers to deliver when the time is right, we improve health outcomes and reduce costs.

**Vision**  
By 2020, Woman's will be the **national leader** in women's and family centered care, achieved through innovation, evidence-based practices, and strategic partnerships.



SOURCE:  
\*HCAHPS score  
\*\*Advisory Board and Best Places to Work surveys  
\*\*\*March of Dimes "A" grade  
\*\*\*\*Healthy People 2020 goal



# The Complete *picture*

*Woman's, Mary Bird Perkins-Our Lady of the Lake  
Cancer Center Partner for Breast and GYN Cancer Care*

Access to cancer care can be fragmented for a patient. Connecting treatment options and resources and improving the overall cancer care experience for patients was the impetus for strengthening Woman's partnership with Mary Bird Perkins-Our Lady of the Lake Cancer Center to prevent, detect and treat breast and gynecologic cancers.

For decades, Woman's and MBP-LOL Cancer Center have cared for the Baton Rouge community, fighting cancer, driving medical innovation, and improving the health of mothers, daughters, sisters and friends. The partnership offers women a multifaceted approach to care, with additional treatment options, more access to physician specialists, the latest clinical trials, and a broader range of support and survivorship programs all conveniently located on Woman's campus.

Breast and GYN Multidisciplinary (MDC) teams are collaboratively following gold-standard protocols for

caring for patients. The MDCs engage physicians and allied healthcare professionals across all disciplines from Woman's Hospital and MBP-LOL Cancer Center to develop a consistent approach to cancer care. Tasks include developing screening, treatment, work-up, follow-up, and surveillance guidelines; defining data points to measure the quality of care provided; and developing dashboards for collecting and measuring data monitoring points. One of the Breast MDC team's most recent initiatives includes developing a high-risk breast clinic that provides guidelines, based on a combination of factors, to determine if women are at increased breast cancer risk and then shapes long-term, customized surveillance plans.

Advanced Imaging, an expanded outpatient lab and same day surgery opened in 2017. Infusion, radiation therapy and support/survivorship services will open in spring 2018 on Woman's campus and offer all services from detection to radiation to survivorship at one location.



Breast & GYN  
Cancer Pavilion

## **REYOU CANCER SURVIVORSHIP PROGRAM**

Cancer can shift every aspect of a woman's life, from her physical health to her emotional well-being. Woman's cancer survivorship program, ReYou, helps women maintain their quality of life during and after cancer treatment. The program takes its name from the words recovery, renewal and restoration. ReYou offers rehabilitation therapy, which addresses the physical side effects such as fatigue, weakness and insomnia; educational classes; support groups; exercise; nutrition services; massage therapy and more.



# Aligned with *best practices*

## *Woman's Pursues Baby-Friendly Designation*

Woman's has aligned its practices with the World Health Organization (WHO) and United Nations Children's Fund's (UNICEF) Baby-Friendly Hospital Initiative, a global program to recognize and encourage hospitals that offer optimal levels of care for infant feeding. Baby-Friendly hospitals follow evidenced-based maternity care and breastfeeding practices.

Pursuing the Baby-Friendly designation has required initial staff education totaling more than 8,000 hours. Nursing documentation, patient care standards and physician orders were also reviewed, revised and implemented to support Baby-Friendly practices.

Magic Hour, which encourages a new mom to hold her baby immediately after delivery, was initiated in 2015. In 2017, we focused on Magic Hour being continuous and uninterrupted bonding time. During Magic Hour, non-essential procedures such as weighing the baby are delayed. Skin-to-skin contact during Magic Hour is important because it facilitates the initiation of breastfeeding.

Research shows that breast milk provides health advantages beginning at birth and continuing over a lifetime. These include a stronger immune system and fewer respiratory illnesses, ear infections and gastrointestinal issues. New mothers also benefit – weight loss occurs more rapidly, and breastfeeding may reduce the incidence of certain types of cancer.

Although breastfeeding is the physiological norm, mothers often face intense external pressure from families and friends to replace all or some breast milk with formula. Woman's has made significant changes to encourage breastfeeding. Free formula, bottles and other products promoting formula use are not accepted from formula manufacturing companies; the hospital purchases infant formula at fair market value, and no longer distributes free samples and coupons to patients.

Patient education has changed as well. All materials, from booklets to brochures to advertisements to web pages, have been revised to support Baby-Friendly best practices, including not giving pacifiers, or food or drink other than breast milk to infants, unless medically indicated. Mothers are educated on the benefits of breastfeeding and the importance of avoiding supplements unless medically indicated, artificial bottle nipples and pacifiers while breastfeeding is being established.

Lactation support is readily available while a new mother is in the hospital, and resources including a support group and phone "warmline" are available after discharge at no cost. Mothers who formula-feed are taught safe practices for formula preparation and bottle feeding.

Woman's expects to achieve Baby-Friendly designation in early 2018.





# Quality, Safety and Experience

## Patient Perspectives

The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey is the first national, standardized, publicly reported survey of patients' perspectives of hospital care. Woman's exceeds state and national averages in all measurement categories, including safety, effectiveness, patient focus, timeliness, efficiency and equity. The chart reflects the frequency of answers to the questions.

Question	Answer	Woman's	Louisiana	National
Rate Hospital 0-10	'9-10'	85.2%	74.6%	73.1%
Recommend the Hospital	'Definitely Yes'	90.8%	74.8%	73.2%
Communication with Nurses	'Always'	85.9%	83.0%	80.3%
Response of Hospital Staff	'Always'	81.6%	67.8%	67.9%
Communication with Doctors	'Always'	93.0%	85.7%	81.3%
Cleanliness of Hospital Environment	'Always'	78.6%	74.1%	74.5%
Quietness of Hospital Environment	'Always'	75.1%	69.1%	60.8%
Pain Management	'Always'	81.0%	73.3%	71.1%
Communication about Medicines	'Always'	74.3%	68.4%	64.9%
Discharge Information	'Yes'	95.2%	87.7%	87.6%

FY 2017 data

### ELECTRONIC HEMORRHAGE RISK ASSESSMENT

Woman's has made significant progress in reducing obstetrical hemorrhage, from developing a more accurate method to estimate blood loss across all care areas, to creating hemorrhage carts to improve timely response at the bedside, to standardizing nurse-to-physician communication about blood loss. Hemorrhage risk assessments to reduce unfavorable patient outcomes related to hemorrhage were converted to electronic access this year.

Upon admission, the Labor and Delivery nurse assesses the patient's risk using several criteria, such as a previous cesarean birth, a low-lying placenta or active bleeding. Additional assessments are completed every two hours. The risk score automatically adjusts if any risk factors occur after admission – a benefit of electronic monitoring. This ongoing risk assessment improves the clinical team's ability to rapidly respond to obstetric hemorrhage.

### SEPSIS INITIATIVE

Sepsis is a life-threatening illness that can lead to tissue damage, organ failure and even death. While sepsis can affect anyone, women suffering from open wounds after having surgeries such as C-sections and hysterectomies are particularly at risk. Because of their weakened immune systems, cancer survivors are also at risk. We continue to improve outcomes and reduce the costs associated

with sepsis, including providing education, performing comprehensive medical record reviews, and reviewing current processes to further ensure that the sepsis protocols are implemented timely and effectively.

### IMPROVING RESUSCITATION SKILLS AND OUTCOMES

Studies show that CPR skills can deteriorate as quickly as six months after training. Woman's was the first hospital in Louisiana to adopt the American Heart Association's (AHA) Resuscitation Quality Improvement (RQI) program, which uses a mobile simulation station to provide real-time audio/visual feedback to users as they perform cardiopulmonary resuscitation (CPR) on a special mannequin. In 2017, Woman's was selected as one of the first 10 early adoption candidates to utilize the new Pediatric Advanced Life Support module to simulate pediatric emergencies before it is made widely available.

Representatives from the American Heart Association and Norway-based Laerdal, which produces medical education for the AHA, visited Woman's in 2017 to observe the program's successful implementation. Nearly 1,000 staff members completed the Basic Life Support module, with more than 200 participants furthering their knowledge with the Advanced Cardiovascular Life Support module and 100 participants using the Pediatric Advanced Life Support module.



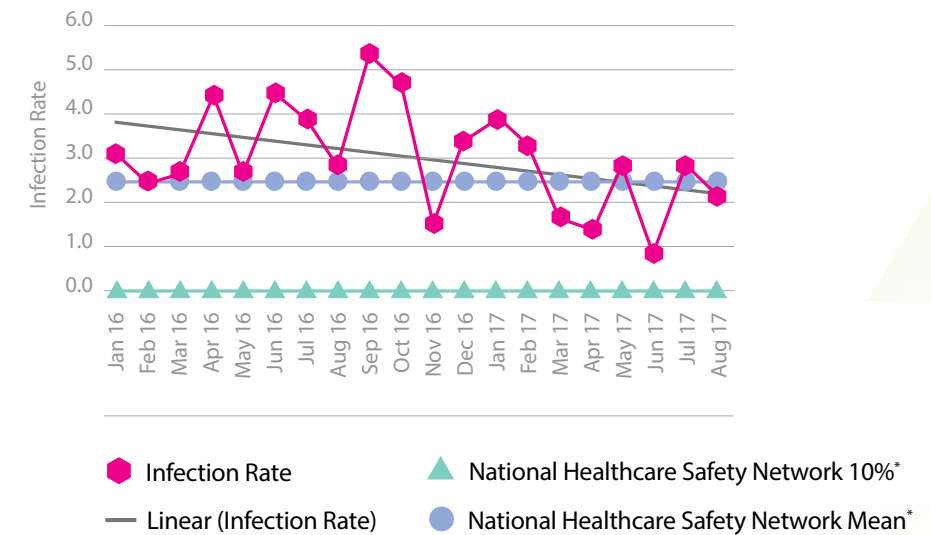
## Reducing Surgical Site Infections

Surgical site infections continued to decline due to intense focus, resulting in a downward trend in rates for C-sections and hysterectomies. Evidence-based care bundles, or sets of structured practices that, when performed collectively and reliably, have been proven to improve patient outcomes. Infection bundle compliance was improved, including antibiotic timing, prep dry times, glucose management and thermoregulation. A dashboard was implemented to assist the charge nurse in immediately identifying compliance with the infection bundle; if a staff member is found to be noncompliant, follow-up education is provided.

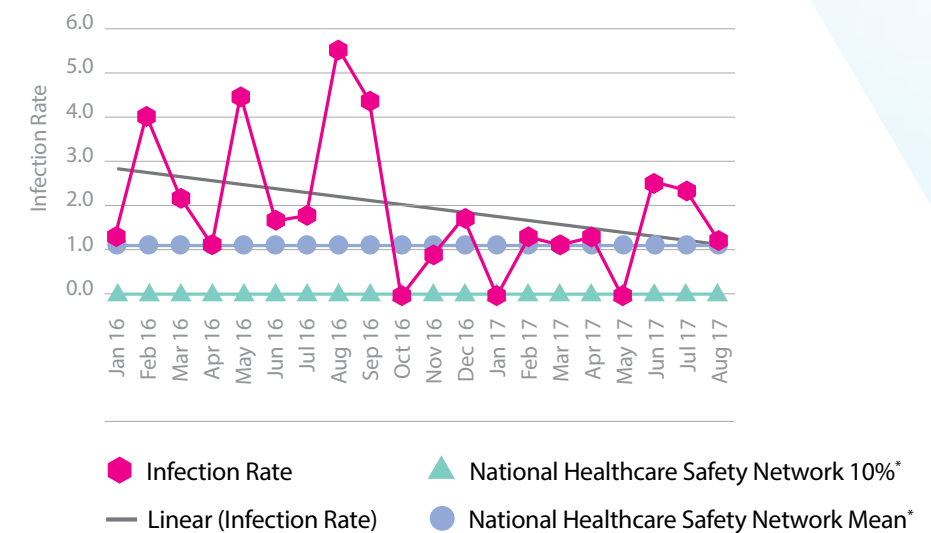
Additional air exchanges were installed in all operating rooms to ensure the appropriate air flow, temperature and humidity for reducing bacterial growth. A checklist is used to standardize environmental cleaning procedures. Environmental Services staff in the operating rooms are retrained every six months, and several individuals have obtained advanced cleaning certification.

## Surgical Site Infections

### C-Section



### Hysterectomy



*"The Centers for Disease Control and Prevention's National Healthcare Safety Network (NHSN) is the most widely used healthcare-associated infection tracking system. Woman's goal is to be in the NHSN's top 10% of all facilities ranked."*





# The Total *spectrum*

## *Fetal Surgery Specialist Joins Maternal-Fetal Medicine*

Maternal-Fetal Medicine (MFM) specialists care for pregnancy complications ranging from gestational diabetes and maternal hypertension to rupture of membranes and fetal anomalies. With the addition of Dr. Cliff Moore to the MFM team, the spectrum of high-risk care now includes fetal surgery.

Fetal surgery specialists are uncommon in the region, with the closest medical specialists residing in Houston and Miami. As the region's only fetal surgery specialist, Dr. Moore is skilled in highly complex pregnancy surgeries while the baby is still in the womb. He and the fetal surgery team perform surgeries to correct conditions such as twin-to-twin transfusion syndrome, spina bifida and congenital pulmonary airway malformation.

The nurses on the fetal surgery team have years of experience and hold special certifications. These nurses also have additional training in fetal surgery as well as training specific to certain procedures.

Twin-twin transfusion syndrome (TTTS) is a condition in which the blood flows unequally between twins who share a placenta; one twin receives too much blood, and the other too little. The increased blood volume causes the recipient twin to produce more than the usual amount of urine, which can enlarge the bladder, producing too much amniotic fluid, and may then lead to heart failure. The donor twin, who receives too little blood, produces less than the usual amount of urine, resulting in a small or absent bladder. Without intervention, the condition can be fatal for both twins. The MFM team has been successful in treating TTTS with laser ablation, a rare procedure in which the vessels on the placenta that are shared between both babies are severed with the laser to balance the blood flow.

Congenital pulmonary airway malformation (CPAM) is a rare congenital birth defect that includes a cystic mass of abnormal lung tissue that is filled with fluid or other material. The MFM team uses a shunt to drain cystic fluid within the CPAM into the amniotic fluid. By decompressing the CPAM, the lungs can develop more normally and heart function is improved.

*"The morning after the surgery was the ultrasound to see if we still had two heartbeats. The feeling I had when I saw those little flutters on the screen was indescribable. The relief I felt was like no other. The surgery was successful."  
– Twin-to-Twin Transfusion Syndrome surgery patient*





# From Paper *to pixels*

## *Woman's Hospital Launches Pregnancy and Baby App*

Woman's is appealing to a new generation of moms with a smartphone app that combines trusted medical information with the best features from the most popular pregnancy apps. "Woman's Pregnancy" app offers educational resources and helpful tools for expectant moms throughout pregnancy and after baby arrives.

Delivering more than 8,000 babies each year, Woman's is in a unique position to improve the health of women and infants, such as significantly increasing breastfeeding rates and educating women on healthier pregnancies. Through the Woman's Pregnancy app, our expertise is shared with women throughout the world, furthering Woman's mission to improve the health of women and infants.

The app was designed to be a comprehensive resource for pregnant and breastfeeding women; it includes all of the

information from Woman's paperback pregnancy journal. Because it features tools for timing contractions and tracking breastfeeding sessions, separate apps are not needed.

Features include week-by-week baby development; to-do lists; a weight tracker; a kick counter; a contraction timer; a breastfeeding and pumping tracker; and a diaper change log. Educational information on healthy lifestyles, nutrition, exercise, breastfeeding and much more is also included. The breastfeeding tracker in particular was included to help women successfully breastfeed in support of Baby-Friendly standards. The app also conveniently provides links to prenatal class registrations and additional resources at Woman's.

The app is now available at no cost on the App Store, and the Android version is currently in development.



## SMART PATIENTS

Woman's is now partnering with Smart Patients, a free online message board where patients and caregivers with common challenges and illnesses can ask questions, get advice and share their experiences in a safe, supportive environment. Woman's patients and families facing breast cancer, gynecologic cancer, postpartum depression and neonatal intensive care can join.

While there are countless online support groups, Smart Patients members can feel confident about the accuracy and safety of information they receive; all communities are managed by an experienced team. As patients and caregivers learn from each other, Woman's is using the platform as an opportunity to improve the patient experience.

## FAMILY-TO FAMILY-SUPPORT NETWORK

Many families have intricate emotional and logistical needs before, during and after childbirth. Woman's is one of 13 hospitals participating in a national initiative of the only hospital-based adoption support program in the country. The Family-to-Family Support Network trained staff on its "Unique Families" program to improve caregiver sensitivity, understanding and skills. The program is also designed to increase caregivers' awareness of their own perceptions and biases regarding complex family situations so they are better able to serve patients.

Staff use the curriculum to help families navigate their situation, which promotes positive outcomes for the patient, the family and most importantly, the child.

## CO-MANAGING PERINATAL SERVICES

A team of Woman's staff and physicians, including obstetricians and anesthesiologists, is co-managing medical and administrative tasks in obstetrics such as developing and reviewing policies and optimizing patient safety and outcomes. There are 15 performance improvement goals, including publicly reported quality metrics such as infection rates and perinatal core measures.



## MOM2MOM SUPPORT GROUP

Motherhood can sometimes feel awash in blue, with feelings of sadness, anxiety and loneliness. Woman's new MOM2MOM support group for postpartum depression and anxiety provides a welcoming place to connect with moms and learn new ways to balance motherhood in a safe, supportive environment.



# More Views, *times two*

## *Mobile Mammography Program Goes 3D*

Woman's Mobile Mammography Program began in the mid-1990s when an alarming pattern of higher breast cancer rates in rural and low-income areas emerged. Woman's outfitted two vans with mammography equipment and drove them to local businesses, churches, grocery stores and more to provide access to preventive services to the thousands of women living in these areas.

Woman's first mammography coach was built in 2005 when a larger vehicle was needed to upgrade from film to digital technology. Despite serving 5,300 patients in 2016, Woman's was unable to meet the demand for mobile mammography. This year the coach was replaced and our reach was expanded to Iberia, Jefferson, Lafourche, Orleans, Plaquemines and St. Bernard parishes for a total of 21 parishes served.

Woman's will have two of only 12 mammography coaches in the U.S. currently featuring 3D technology once the original coach is refurbished. 3D mammography can detect small breast cancers earlier by producing more than 120 one-millimeter thin images of each breast, compared to four images with routine 2D mammography, and uses the same low radiation dose. These additional images allow for greater accuracy in pinpointing the size and location of abnormalities, and reduce the need for additional tests or unnecessary biopsies.

Funding for the new coach and 3D technology upgrade of the original coach was made possible through generous support from the Baton Rouge Area Foundation and Hearst Foundations as well as proceeds from the BUST Breast Cancer bra art fashion show and Woman's Victory Open golf tournament.



Get a Mammogra

### **WEST FELICIANA HOSPITAL OPENS MAMMOGRAPHY PROGRAM IN PARTNERSHIP WITH WOMAN'S**

Woman's has partnered with West Feliciana Hospital to offer 3D mammography in St. Francisville. As part of the new arrangement, Woman's staffs the unit and a board-certified radiologist reads the mammograms.





### BETTER BIOPSIES

Woman's Hospital is the first hospital in Louisiana and one of the first in the country to use a new breast biopsy system to determine if breast cancer is present. It is less invasive than surgery and works by extracting small core samples of breast tissue. It also provides easier access to help surgeons reach challenging lesions. The table's padded contours allow for greater comfort while the procedure is being performed. For these reasons, a biopsy can be performed much quicker than a traditional biopsy; the procedure time has been reduced from approximately 20 minutes to 10.

### CONNECTING WITH PATIENTS AND FAMILIES

Palliative care is a specialized service that provides relief from the stress of a serious illness by fulfilling physical, emotional, spiritual and psychosocial needs. The goal is to improve the quality of life for both the patient and the family. Palliative care was expanded in 2017 to include bereavement support and guidance for family members for up to one year following the death of a cancer patient who received primary care at Woman's. The Palliative Care Coordinator and Social Services department send cards, provide information on grief and resources, and follow up with telephone calls. Inpatient consultations with a Palliative Care Physician or Nurse Practitioner are also available at no charge to patients.

### HIDDEN SCAR™ SURGERY

Breast cancer changes a woman's life. It does not have to change her body image. Woman's breast surgeons are now performing Hidden Scar™ breast surgery, which minimizes visible scarring by removing cancerous tissue through a single, inconspicuous incision, usually along the edge of the nipple or the underside of the breast. The Hidden Scar™ approach can help women through the emotional challenges of breast cancer by prioritizing cosmetic outcomes as much as clinical outcomes, helping women maintain their self-confidence when they look in the mirror.





# Centered on *individual needs*

## *NICU Expands to 84 Beds*

The Newborn and Infant Intensive Care Unit (NICU) at Woman's former campus was designed to accommodate multiple babies in an open space. That changed when Woman's moved to its current campus in 2012, with single-family rooms for every critically ill baby. The new design reflected Woman's core belief that neonatal intensive care should be centered on an infant's individual needs. Since construction five years ago, the NICU has experienced a continual increase in volume and duration of stay. This led to the repeated relocation of lower acuity infants into a ward setting.

Through a \$6.5 million expansion, Woman's added 11 more single family rooms, including a room for twins. The expansion also includes a versatile room with a sliding wall to transform the twin room into a triplet room. The rooms were designed to feel like a baby's nursery so parents can bond with their baby just like they would at home. This setting allows parents to stay overnight with their baby in the days, weeks and sometimes months ahead. It also decreases noise and lighting, reduces infection, and allows staff to tailor care to each baby's needs.

Designed with an "under the sea" theme, the NICU is divided into sections, or pods, to help parents easily navigate the large space. The new whale pod joins the starfish, fish, turtle, seahorse and dolphin pods. The expansion brings the bed total to 84, which is the largest NICU in the state.



### THE EMBRACING ESTUARY

A dull, gray rooftop view from the NICU was transformed into a colorful, whimsical fantasy thanks to a generous \$100,000 donation from the Junior League of Baton Rouge. The new NICU rooftop estuary features metal sculptures of native Louisiana wildlife such as the crawfish, turtle and alligator. Visitors can learn about the creatures through interactive kiosks. Installation was in conjunction with the Junior League of Baton Rouge's 85th anniversary and in collaboration with The Walls Project.



### MORE FACILITY IMPROVEMENTS

#### Assessment Center

Women in labor or those experiencing obstetric, gynecologic or surgical emergencies receive care in the Assessment Center. The area was expanded in 2017 to add three triage rooms and an ultrasound room. The unit was also upgraded to accommodate additional staff, a larger staff locker room and bathroom, and a new resident work area. New doors on all patient rooms improve functionality and privacy.

#### Outpatient Laboratory and Registration

The outpatient laboratory moved to a spacious area off the Physician Office Building lobby. Patients are also registered for other outpatient services in this area.

#### Same Day Surgery Center

Located on the second floor of the Physician Office Building is the Same Day Surgery Center. Designed to provide convenient outpatient surgery, it has four operating rooms, a dedicated drop-off/pick-up area and is the only center in Baton Rouge with a robotic system.

#### Retail Pharmacy

Conveniently located at the front of the Support Services Building, Woman's Retail Pharmacy opened in late 2016 and has since filled thousands of prescriptions for patients and employees. Many of the patient prescriptions were filled through the bedside delivery program, Meds2Beds. This program helps patients with high-risk medical conditions access prescription medications, counseling and follow-up before leaving the hospital. Bedside prescription delivery is also offered as a convenient service for postpartum patients and contributes to a positive patient experience, eliminating the need to stop at the pharmacy on the way home from the hospital.



# Fighting *opioid addiction*

The opioid crisis that has gripped the nation is also affecting our region. Neonatal Abstinence Syndrome (NAS) occurs when a newborn is exposed to addictive drugs in the womb before birth and then experiences drug withdrawal after birth. Babies with NAS are more likely to be born with low birth weight (less than 5 pounds, 8 ounces); have breathing and feeding problems, extreme irritability and seizures; and remain in the hospital longer after birth.

In 2015, Woman's formed the Perinatal/Neonatal Addiction Disorders Task Force to reduce the effects of maternal substance misuse on newborns. This year, the task force focused on identifying resources and developing relationships to support programs for pregnant moms as well as educating physicians and residents.

In August, a team from Woman's, including more than a dozen physicians, participated in a workshop on SBIRT (Screening, Brief Intervention, and Referral to Treatment), an evidence-based screening used to identify, reduce, and prevent problematic use and dependence on alcohol and illicit drugs. A method was implemented to reduce the number of opioids that are prescribed to pregnant women in our care, creating a positive practice change for physicians.

Woman's continues to strengthen support services for patients impacted by drug misuse and has developed collaborative relationships with community agencies, such as Capital Area Human Services, Baton Rouge Comprehensive Treatment Center, Addiction Counseling and Educational Resource and Our Lady of the Lake Mental and Behavioral Health Services.





# Improving *care*

## INFANT-DRIVEN FEEDING INTRODUCED IN NICU

Medical research has shown that infants born prematurely can benefit from a cue-based feeding approach rather than one using scheduled times to feed. Infant-Driven Feeding is a concept used in NICUs to nipple-feed infants using the cues they demonstrate. The caregiver can assess the infant's readiness to orally feed by the signals they show after having the diaper changed and the temperature measured. If the infant is alert and awake, sucking on the hands or on a pacifier, the parent or caregiver can attempt to feed with breast milk in a bottle. When the infant becomes stronger and no longer requires measured feedings, the baby can be placed at the breast. If the infant remains asleep during the diaper change and assessment, he is fed using a tube. This approach, adopted at Woman's in 2017, can help establish consistent oral motor skills, which may improve growth rates and allow infants to go home earlier. A parent can also develop more confidence in feeding the baby, which improves the patient experience.

## MANAGING CARE FOR HYPERTENSIVE PATIENTS

To facilitate quality, patient-centered care and reduce readmissions of mothers with high blood pressure, a case manager joined the multidisciplinary care team. The case manager provides care coordination, biopsychosocial assessments, education, patient advocacy, and assists with discharge planning. The case manager also determines the patient's individual needs and makes referrals to appropriate supportive services. Patients are supported throughout pregnancy and until the six-week postpartum physician visit, during which the case manager gives patients a blood pressure cuff for home use. The case manager also ensures that patients have access to blood pressure medications after discharge and visit their physician for continued blood pressure monitoring.

From March to December 2017, the case manager visited 1,123 patients with hypertension and called each patient a minimum of two times for follow-up after discharge.

## REDUCING READMISSIONS THROUGH HIGH-RISK ROUNDING

Patients who meet certain criteria, such as being at risk for infection or experiencing surgery delays due to insurance authorization receive visits from a special team of care givers. Physicians, social workers, Utilization Management nurses, and bedside or charge nurses visit the High-Risk Unit, Adult Intensive Care Unit, Med-Surg/Oncology and Mother/Baby units every day. The rounds provide multidisciplinary assessments and assistance from the Chief Medical Officer and Chief Quality Officer. The goal of high-risk rounding is to reduce readmissions and remove barriers to care.

## REDUCING READMISSIONS THROUGH CALL-BACKS

In an effort to prevent serious complications and reduce hospital readmissions, perinatal and surgical patients are contacted by nurses two to three days after discharge. This practice reinforces home care instructions, gives patients the opportunity to ask questions, and allows for early intervention if necessary. If a patient expresses a concern, she is directed to call her doctor and the nurse also notifies her doctor.

# Recognition of excellence

## MAGNET®

Woman's again attained four-year Magnet® recognition, the highest honor an organization can receive for professional nursing practice, from the American Nurses Credentialing Center (ANCC). ANCC's Magnet Recognition Program® distinguishes healthcare organizations that meet rigorous standards for nursing excellence, including the quality of nursing leadership and coordination and collaboration across specialties, as well as processes for measuring and improving the quality and delivery of care. This credential is shared with only 451 out of nearly 6,300 U.S. healthcare organizations. In 2006, Woman's was the first hospital in Baton Rouge to be recognized as a Magnet® facility.

## CANCER PROGRAM REACCREDITATIONS

Woman's cancer program received a three-year reaccreditation from the Commission on Cancer and the National Accreditation Program for Breast Centers, both programs of the American College of Surgeons that recognize organizations for their commitment to providing comprehensive, high-quality, and multidisciplinary patient-centered care.

## BEST PLACES TO WORK

Woman's was recognized as one of the 2017 Best Places to Work in Healthcare by *Modern Healthcare* magazine. Woman's ranked 9th out of 100 and was the only ten-time winner. The award program includes an extensive employee survey to identify and recognize outstanding employers in the healthcare industry that have achieved workplace excellence and enabled employees to perform at their optimal level.

The Greater Baton Rouge Business Report named Woman's as one of the Best Places to Work in Baton Rouge in 2017. Woman's ranked 5th of 20 local employers.

Woman's was named one of the 150 Top Places to Work in Healthcare by Becker's Hospital Review for the fourth consecutive year. This annual ranking recognizes hospitals, health systems and other healthcare organizations that are committed to fulfilling missions, creating outstanding cultures and offering competitive benefits to employees.

## MOST WIRED

Woman's Hospital has been named a "Most Wired" hospital by Hospitals & Health Networks magazine. The annual Most Wired survey examines the ways in which U.S. hospitals are adopting information technology, and the survey data is used to develop industry-standard IT benchmarks for operational, financial and clinical performance.

## BEACON AWARD

The Adult Intensive Care Unit (AICU) received a Silver-level Beacon Award for Excellence from the American Association of Critical-Care Nurses (AACN). The Beacon Award recognizes intensive care units for excellence in professional practice, patient care and patient outcomes. The award, which is active for three years, signifies continuous learning and effective systems to achieve optimal patient care. Woman's AICU is currently the only Beacon Award for Excellence recipient in Louisiana.

## LOUISIANA TUMOR REGISTRY GOLD SEAL OF EXCELLENCE

Woman's cancer registry was awarded a Gold Seal of Excellence from the Louisiana Tumor Registry in 2017. The prestigious Gold Seal is awarded to cancer registries that have provided timely reporting of cancer cases for at least 90 percent of the reviewed time period and have met all goals of the data quality indicators.

## HEALTHIEST COMPANIES

For the second time, Interactive Health, a provider of workplace wellness programs, has recognized Woman's as one of the 156 healthiest companies in America for helping its employees make significant and sometimes lifesaving changes to improve their health. More than 78 percent of Woman's employees enrolled in Woman's health plan participate in Interactive Health's workplace wellness program. Based on lab work results, participants received a low-risk health score based on thorough health evaluations to identify the following modifiable risk factors: smoking, glucose, blood pressure, triglycerides, and LDL cholesterol – all of which are potential causes of serious health conditions.

When an employee is identified as being at-risk, support is provided through a personalized action plan, including coaching with health professionals and personal physicians. The employee is assigned an achievable goal, and health improvements are subsequently measured. Of those Woman's employees who were determined to be at-risk based on their previous health evaluation:

- 93% improved blood pressure
- 59% improved LDL cholesterol
- 67% improved triglycerides
- 59% improved glucose level
- 11% stopped smoking

Over \$600,000 in savings resulted from the wellness program, and no increase to employee health plan premiums were necessary. Long-term expense avoidance as a result of participants' health improvement is currently estimated at \$6.7 million.

## WOMEN'S CHOICE

Woman's received a 2017 Women's Choice Award for being one of "America's 100 Best Hospitals for Patient Experience." WomenCertified, Inc. identifies the nation's best hospitals based on robust criteria that consider clinical performance, patient recommendation ratings and women's preferences. Woman's also earned the "100 Best" Women's Choice Award for ranking above the national average for patient recommendations, as indicated by the data reported by the U.S. Department of Health and Human Services in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey.

## WORKING WELL IN LOUISIANA

Woman's was recognized as a Working Well employer from the Louisiana Business Group on Health, which recognizes employers who are building a healthier, more productive Louisiana by incorporating comprehensive worksite health and wellness programs.



# Financial performance

Fiscal year 2017 income from operations exceeded the financial plan and was 3.2% higher than fiscal year 2016, excluding the loss on extinguishment of debt incurred in 2017. In June 2017, the Series 2010A and 2010B bonds were advance refunded, resulting in approximately \$35 million in present value interest savings and an average annual interest expense reduction of \$3.2 million that will be realized through 2044. In addition, Woman's received a rating upgrade from Moody's Investors Service from A3 to A2.

Net patient service revenue was \$271.4 million, compared to \$268.2 million in fiscal year 2016. Net patient revenue was 1.0% higher than budget, while expenses were 6.3% lower than expected. Woman's operating margin of 7.4% compares quite favorably to Moody's most recently published median for A2-rated hospitals of 3.2%.

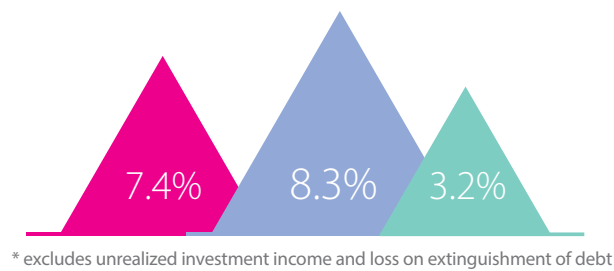
Woman's continues to experience a favorable payor mix, with commercial insurance representing 53.4% of gross patient revenue, an increase of 0.4% over fiscal year 2016. Uninsured patients represented 1.2% of gross patient revenue in 2017. Supplemental payments of \$1.9 million were received through the Low Income Needy Care Collaborative (LINCC) agreement with the state. This program is designed to provide access to healthcare services for the poor and needy.

	2017	2016
Adult Admissions	10,099	10,454
Adult Average Length of Stay	2.8 days	2.9 days
Adult Patient Days	28,455	29,917
Births	8,295	8,638
NICU Admissions	1,172	1,313
NICU Average Length of Stay	19.5 days	17.0 days
NICU Patient Days	22,799	22,328
Neonatal Transports	78	90
Maternal-Fetal Medicine Visits	12,528	11,446
Surgeries	7,147	7,307
Pap Smears	59,397	75,707
Breast Procedures	42,076	43,907
Other Outpatient Services	622,834	620,442

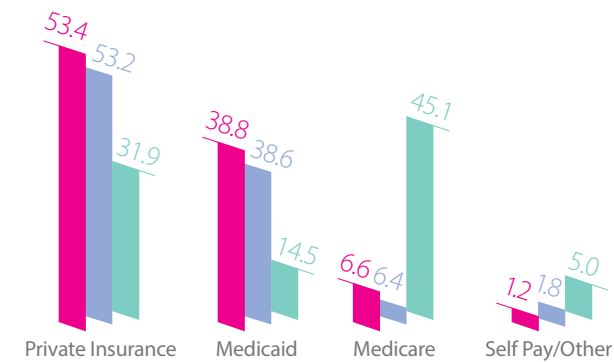
## Net Patient Services Revenues (in millions)



## Operating Margin\* as a Percent of Revenues



## Gross Patient Revenue by Payor



■ FY 2017  
■ FY 2016  
■ Moody's median for A2-rated hospitals  
(source: Moody's Investors Services, 2016)

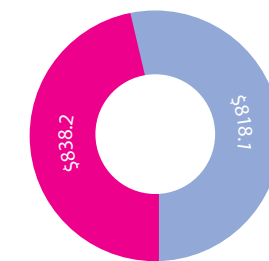
The median operating margin is 3.2% for A2-rated hospitals. The median net patient service revenues of A2-rated hospitals is \$752.7 million. The median value of net assets of A2-rated hospitals is \$553.3 million. The A2-rated hospital medians are shown for comparison to the payor mix for Woman's Hospital. Source: Moody's Investors Services, 2016 Medians

## 2017 Community Benefit Programs

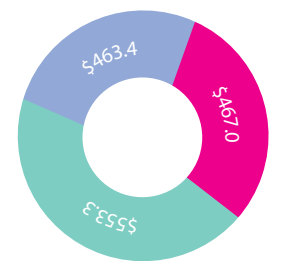
Providing Benefits for Persons Living in the Community and State and Living in Poverty

Unreimbursed Cost of Medicaid Program	22,816,000
Charity Care	\$2,312,000
Unreimbursed Cost of Medicare Program	1,872,000
<b>Subsidized Health Services</b>	
Hospitalists	3,482,000
Emergency Services and Clinical Consultation	1,754,000
Subspecialty Clinics	671,000
Lactation Services	649,000
HIV Case Management	57,000
Community Education of Health Issues	309,000
Support of Community Service Organizations	132,000
Care for Victims of Sexual Assault	102,000
Un-sponsored Research	732,000
<b>Total Financial Support</b>	<b>\$34,888,000</b>

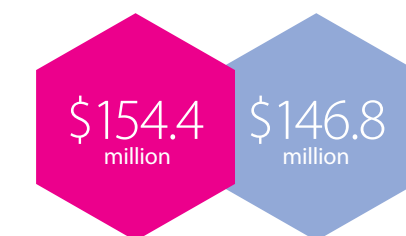
## Total Assets (in millions)



## Net Unrestricted Assets (in millions)



## Salaries and Benefits



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## WOMAN'S HOSPITAL FOUNDATION

Woman's is a nonprofit organization that opened in 1968 and was founded by obstetricians and gynecologists who envisioned a hospital that specialized in medical care for women and infants. The members of Woman's Hospital Foundation include physicians and community leaders who are dedicated to preserving the hospital's mission.

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Fahimeh Tahvildari, MD  
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# Foundation for *Woman's*

The mission of the Foundation for Woman's is to raise philanthropic support to improve the health of women and infants at Woman's. The foundation has made it a priority to address profound problems in the community that affect women and babies, including infant prematurity, sexual assault care, HIV/AIDS transmission prevention, access to breast cancer screenings and more.

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### Woman's Hospital Foundation Board Representative

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Teri Fontenot  
Shon Cowan Baker



In its most successful year yet, We are Woman's Employee Giving Campaign raised nearly \$140,000, with nearly 50 percent of employees participating. The campaign supported the following community programs: Breast Cancer Outreach, Care for Survivors of Sexual Assault, Cancer Navigation and Survivorship, Employee Emergency Fund, Employee Giving Campaign Grants, Mother-to-Child HIV Transmission Prevention and Palliative Care.



Dr. Leo Abraham was a highly regarded, longstanding OB-GYN and founder of Woman's Hospital. His wife, Insa, as well as his son and daughter-in-law, Dr. Eric and Patty Abraham, honored his legacy by naming Mother/Baby Pod 3B. Dr. Abraham took great pride in caring for his patients for more than 40 years. His warm and gentle spirit will always be remembered by his patients and staff at Woman's Hospital.



The BUST Breast Cancer bra art fashion show and Woman's Victory Open golf tournament raised a record \$328,000 for Woman's Mammography Coaches. Pictured at BUST Breast Cancer are Dr. Jay Parenton and Stephanie Parenton; Rose Marie and Johnny Fife; Ashley and Mike Fontenot; and Derek and Elizabeth Fife.



Foundation for Woman's honored its 1968 Society members at Ann Connelly Fine Art Gallery. The 1968 Society acknowledges those donors whose generosity represents leadership giving at its finest. The event was sponsored by The Fabre Group and Ann Connelly Fine Art. Pictured are Shon Cowan Baker, Foundation for Woman's Chief Philanthropy Officer; Janet Olson, Chair of Foundation for Woman's Board of Trustees; Teryn Rogers, The Fabre Group; Stephanie Anderson, Woman's Chief Operating Officer; and Ann Connelly, Owner, Ann Connelly Fine Art.



## Woman's Impact Society Members

Members of the Woman's Impact Society have committed to donating at least \$1,000 per year for three or more years.

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Drs. Gay and Chris Winters  
Shelley Favre Zeringue



*Foundation for Woman's is pleased to recognize donors for fiscal year October 1, 2016 – September 30, 2017. Despite our best efforts, errors and omissions may have occurred. If so, please accept our apology and notify Foundation for Woman's, PO Box 95009, Baton Rouge, LA 70895-9009, 225-924-8720, giving@womans.org.*



## Foundation For Woman's Planned Gifts

Samuel Agnew  
Teri G. Fontenot  
Robert S. Greer  
Renée S. Harris  
Frank D. McArthur  
Robert M. Stuart

## Individuals, corporations and foundations whose contributions to Foundation for Woman's total \$1,000 or more (October 1, 2016 – September 30, 2017).

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