



The first baby born at Woman's Hospital, November 18, 1968, a six-pound, four-ounce baby girl, Marguerite Ann Wingate.







1956. Woman's Hospital Foundation trustees co-sign the first bank loan for \$64,000 to purchase eight acres of land.



1968. Aerial view of Woman's Hospital.



1973. NICU opens.



1986. Aerial view of Woman's Hospital.

.1950 .1951 .1952 .1953 .1954 .1956 .1956 .1959 .1969 .1963 .1963 .1964 .1965

1956. Julius Mullins, Sr., MD, Jack Jones, MD, and Cary Dougherty, MD begin planning a healthcare facility unique to the needs of women and infants. Doctors specializing in obstetrics and gynecology join together to bring the hospital to fruition.

1957. Woman's Hospital Foundation is chartered.

1966. October 27, construction begins.

1968. Woman's Hospital opens on November 18 as one of the first women's specialty hospitals in the nation. It encompasses 70,000 square feet, and features 90 private rooms and a 28-bed nursery. In the first year, 4.243 babies are born. **1971–73.** The fourth-floor addition adds 11 regular beds, 12 NICU beds, and 11,000 square feet in ancillary service areas. NICU opens.

1980. The new Labor and Delivery unit opens as one of the largest and most modern in the nation.

1982. Ninety new patient rooms are added, totaling 225 beds.

1985. The Breast Center opens. More than 3,000 mammograms are performed in the first year.

1986. The Family Birth Center, a new concept, opens with single-room maternity care for families.

Gynecologic oncology services begin.

1987. The Osteoporosis Center opens.

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1990. Groundbreaking ceremony for the new obstetrics wing.



1993. Building Physician Tower I.



1994. The new CT scanner.



1995. The medically configured helicopter for critical care transport.

1990. Perinatology Center opens, offering maternal-fetal services for high-risk pregnancies.

1991. Urodynamics Center opens.

1992. Expansions include a new obstetrics wing, a 46-bed NICU with complete respiratory care and pathology lab support, and an isolation area for readmitting babies and providing follow-up care.

1993. Woman's Hospital becomes a JCAHO beta test site for compiling obstetric statistical data.

Maternal-fetal and neonatal transport services are introduced.

Construction begins on Physician Tower I and a two-story diagnostics imaging center.

1994. The Louisiana Department of Health and Hospitals designates Woman's Hospital as a Level III Regional Obstetrics and Neonatal Center.

The oncology program is accredited by the Commission of Cancer of the American College of Surgeons.

Spiral computerized tomography (CT) scanner and digital fluoroscopic unit are added.

The four-level parking garage opens.

1995. Woman's Health Research Institute collaborates with Mary-Claire King, PhD, to investigate inherited breast cancer in Louisiana.

Woman's Hospital begins its critical care air transport service using a medically configured BK-117 helicopter from Acadian Ambulance Service.

Woman's NICU operating room opens, one of a few in the country dedicated to surgery for infants.

Think for a moment. What are your memories of Woman's Hospital? You might have given birth here, visited friends, worked as a member of our staff or been born here yourself. Chances are you've crossed paths with this incredible institution and its people at some point in your life.

Five decades ago, Woman's was the dream of a handful of forward-thinking physicians who knew the importance of a hospital devoted exclusively to the needs of women and infants. Nearly forty years ago, their dream was realized. Since then, we have soared - garnering national awards, adding new services, and constantly striving for excellence.

That same energy is behind our decision to finally build a new hospital. Woman's has been proudly bursting at the seams for some time, but now it's clear that

in the next few years the lack of space at our beloved campus threatens our ability to provide the experience you expect and the care our growing community needs.

Thus, last year, we announced plans to create a new campus, a state-of-the-art facility soon to be constructed on hospital-owned land. But our new campus won't be unfamiliar bricks and mortar; it's being thoughtfully designed by employees, medical staff, patients and members of the community, each of whom have a deep appreciation for our roots.

The future is exciting, but we can't really prepare for it unless we understand our past. As you read about this year's accomplishments, understand there's a common thread that binds them all: our total dedication to improving the health of women and infants. It's our mission, it's where we came from, and it drives our future.

Teri G. Fontenot



1996. Mobile mammography van.



1997. Teri Fontenot, President and CEO, 1998. Couplet care begins. holding the Greater Baton Rouge Total Quality Management Award.





1999. Aerial view.

1996. The first of two mobile mammography vans is put into service, reaching women in remote areas.

1997. Physician Tower I adds two more floors.

Woman's Health Research Institute and Maternal-Fetal Medicine participate in a nationwide premature labor study involving corticosteroids, hormones that help the fetus' organs and tissues mature faster.

Woman's is honored with the Greater Baton Rouge Total Quality Management Award.

1998. Woman's joins the Vermont Oxford Network National Evidence-Based Quality Improvement Collaborative for Neonatology. This study is the first large-scale attempt to develop a clinical database that hospitals worldwide will use to improve care to newborns

Couplet care begins; one nurse cares for both mother and baby.

1999. Nuclear medicine services are added for diagnostic breast imaging, allowing sentinel node imaging biopsy and scintimammography.

Day Surgery is renovated and new patient rooms are added.

Fifth and 6th floors are added to the parking garage, including a helipad.

Teri Fontenot, Woman's Hospital President and CEO





2000. NICU Developmental Care Nursery.



2001. Woman's becomes the first hospital in the Baton Rouge area to be entirely smoke-free.



2002. Woman's operating room, designed specifically for urological procedures.



2003. Woman's Center for Wellness opens, combining outpatient physical, occupational, and audiology therapies along with breast imaging, fitness, and spa services in one building.

2000. Woman's Health Research Institute is honored at the International Breast Conference in Brussels, Belgium, for a breast cancer detection test involving the HER 2/neu gene and the drug Herceptin.

Woman's Hospital is named in the 100 Top Hospitals: Regional Benchmarks for Success by HCIA and the Health Network.

NICU Developmental Care Nursery opens, providing comprehensive chronic, long term care.

2001. Operating rooms are renovated, equipped with state-ofthe-art, ceiling-mounted orbiters and video equipment, four larger endoscopic rooms, and larger patient recovery rooms.

The Labor and Delivery Assessment Center opens.

NICU Infant Care Center opens, providing five single patient rooms and five bays for the care of readmitted infants requiring surgical and medical care.

2002. A state-of-the-art operating room designed for urological services opens.

The Briarwood Golf Course is purchased as a possible site for future building.

2003. The R2 Computer Aided Detection (CAD) system is added, the first US Food and Drug Administration-approved CAD system in use for breast cancer screening. Film mammograms are read by two board-certified radiologists, and the CAD system gives a third reading. Woman's is the only breast imaging facility in the region, and one of only a few worldwide, that provides this triple-reading.

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2004. By late 2004, every square inch of Woman's Hospital space has been either rebuilt or remodeled at least once. Challenges continue with both vehicular and pedestrian traffic, parking, and a general absence of available space and flexibility.

2005. Hurricane Katrina makes landfall on the Louisiana coast. Woman's Hospital leads the evacuation of infants and pregnant women from New Orleans hospitals, collaborating with those hospitals, the military, and a range of agencies to rescue 122 babies.

Digital mammography is installed, providing the most advanced technology to patients.

2006. Woman's becomes the first hospital in Baton Rouge and the fourth in Louisiana to be granted Magnet status from the American Nurses Credentialing Center.

Magnetic resonance imaging (MRI) is installed, adding a prenatal and breast diagnostic tool.

Woman's adds the Pink Ribbon mobile mammography coach with digital machines, making mammograms accessible to more women in more places.

2007. The American Cancer Society adds guidelines for MRI-guided needle localizations and core biopsies for women with a very high risk of developing breast cancer. Woman's Hospital has performed these procedures since August 2006.

2004. Discovery Health Channel includes Woman's in its *BirthDay Live!* broadcast. Woman's becomes the host hospital for the broadcast the following year.

2005. The State of Louisiana designates Woman's Hospital as the coordinating organization to manage the evacuation of babies and high-risk pregnant women from New Orleans after Hurricane Katrina. The hospital does the same important work during Hurricane Rita.

2006. Future Search Conference is conducted as part of the initial phase of planning the new campus. Employees, physicians, business and community leaders, and patients participate in a two-and-a-half-day session to create a vision for the new hospital.







The 39-year-old, landlocked campus is undersized by more than 11 percent in clinical areas and, by 2012, will only be able to meet 74 percent of projected needs.

After a considerable amount of research and consulting with experts, Woman's leadership determines that the most feasible option is to build a new hospital.

In February 2006, officials announce plans to construct a new facility built on the hospital-owned, 225-acre Briarwood Golf Course, shown right, five miles south of the current location on Airline Highway.



Our New Vision



The dynamic pinwheel was chosen to symbolize Woman's new vision. Six spokes representing the hospital's values help the pinwheel generate energy and movement.

Moving toward a bright future. American author Oliver Wendell Holmes said, "The great thing in the world is not so much where we stand, as in what direction we are moving." That's a concept Woman's Hospital's leadership takes to heart. This year, a bold course for the future was set by adopting a new vision statement. It validates the organization's commitment to excellence, faith in employees and understanding that patients are at the core of every act—large or small.

Mission

To improve the health of women and infants

Vision

Together we are building a patient-centered community of extraordinary people and exceptional care

Values

Excellence
Continually improving everything we do

Commitment

Showing pride in, loyalty to, and ownership of the mission of Woman's Hospital

Innovation

Securing our future through creating new dimensions of performance

Mutual Respect

Doing unto others as you would have them do unto you

Stewardship

Carefully and responsibly managing the resources of Woman's Hospital

Sound Judgment

Making timely decisions based on the information available

Together we are building a patient-centered

"How will this affect our patients?" is a question asked repeatedly at Woman's. Patients are at the center of every decision made, every service offered, and every caring and compassionate effort extended. As plans move forward to build a new facility, the physical, emotional, and spiritual needs of patients and their families are at the very core of the design process.

community of

Like a family, Woman's Hospital's employees, medical staff, volunteers and contract workers share a common set of values. Each believes in serving patients with both compassion and excellence. In the Woman's community, no one person is more valuable than another. Each offers a different skill or talent – an essential part of the whole.

extraordinary people

Woman's Hospital's employees find and express the best of the human spirit. Every day, they accept their responsibilities with exceptional skills and an unbeatable work ethic. Their expertise has helped the hospital secure numerous awards and achieve national recognition. Woman's employees open their hearts to the community outside the hospital's borders. Through volunteering, physicians and staff demonstrate their commitment to health and well-being throughout the community.

and exceptional care

Woman's offers state-of-the-art care, leading edge technology, and best practices gleaned from a national network of peer hospitals. But excellence doesn't stop at clinical savvy—it's combined with the "Woman's Touch." Even under the best circumstances, a hospital stay can be overwhelming, so Woman's employees weave compassion and kindness into every patient interaction.



Highlights

Success is measured on a daily basis by each employee as he or she fulfills the Woman's Hospital mission. The result of our staff's hard work and commitment is an impressive collection of accomplishments. Here are a few from 2007.

Continuing Excellence

The work of many of Woman's Hospital's excellent staff members was acknowledged by several regional and national organizations this year:

Breast Imaging Center of Excellence. The Breast Center was named a Breast Imaging Center of Excellence by the American College of Radiology, one of 163 facilities in 35 states, and the only one in Louisiana to receive this designation. The certificate is awarded to facilities that are ACR-accredited in mammography, stereotactic breast biopsy, breast ultrasound and ultrasound-guided breast biopsy.

College of American Pathology Survey.

Woman's Hospital's Pathology Laboratory received an excellent evaluation from peer reviewers during a required biennial College of American Pathology (CAP) survey. The unannounced survey took place in March. A team conducted a rigorous review of the lab's extensive operations, which include cancer detection, phlebotomy, histology, cytogenetics, molecular biology, and more.

Hospital of the Year. Woman's Hospital was named 2007 Hospital of the Year by the Louisiana State Nurses Association (LSNA). The award is bestowed on an organization in recognition of its professional nursing staff, innovation in leadership, nurse involvement in decision making, and overall community support for the institution.

Advanced Practice Nurse of the Year. At the sixth annual Nightingale Awards, Woman's Hospital Nurse Practitioner Lucie Agosta, PhD, RNC, was recognized as Advanced Practice Nurse of the Year by the LSNA. Agosta is nurse practitioner at Woman's Employee Health Clinic, an assistant professor of advanced practice nursing at Southeastern Louisiana University, and an active community volunteer.

Leadership Award for Operational Excellence.

VHA Inc., a national healthcare alliance, honored Woman's Hospital with its 2007 VHA Leadership Award for Operational Excellence in recognition of achieving Magnet status from the American Nurses Credentialing Center in 2006. The award was received at VHA's Leadership Conference in Denver in May. It is one of only 13 VHA member hospitals nationwide that has earned Magnet status.

Brett Schelin, Administrative Director of Laboratory Services, in the Cary Dougherty Lab. In 1958, the Foundation loaned Dougherty \$500 to start a cancer detection laboratory. All profits were used to repay the property loan.





Terry Cangelosi shows the modern ThinPrep pap test used today.



Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN) and Johnson's Childbirth Nurse to Nurse Award.

Woman's Hospital's Nicole Fox, RN, received the 5th Annual AWHONN and Johnson's Childbirth Nurse to Nurse Award. The award recognizes and honors the dedication and skill of childbirth nurses and promotes excellence in practice. Fox has worked at Woman's as a full-time nurse for more than 17 years in Labor and Delivery, Newborn Care, Postpartum Care, and Home Health. She is currently working as a lactation nurse educator in the Neonatal Intensive Care Unit.

Joint Commission's Gold Seal of Approval.

Woman's Hospital earned the Joint Commission's Gold Seal of Approval[™] in December 2006 by demonstrating compliance with the Joint Commission's national standards for healthcare quality and safety. The voluntary accreditation demonstrates Woman's commitment to patient safety and quality of care. Founded in 1951, the Joint Commission seeks to continuously improve the safety and quality of care provided to the public through the provision of healthcare accreditation and related services that support performance improvement in healthcare organizations. Respiratory Care Services. Woman's Hospital's

Respiratory Care Services received several accolades this year, including recognition by the American Association of Respiratory Care for providing quality respiratory care services to patients and the community, in large part due to the department's role in serving infants in the Neonatal Intensive Care Unit. Respiratory Care was also awarded a grant from Woman's Hospital Auxiliary to purchase tracheotomy travel bags, which support its transport services. Finally, Nicholls State University recognized Woman's Respiratory Care therapist Linda Miller, RRT, as Most Outstanding Clinical Preceptor for the Cardiopulmonary Care Science Class for 2007. The recipient of this award is selected by Nicholls students, and is acknowledged as a statewide mentor who has provided excellent instruction.

Outstanding Accomplishment in Contract

Utilization. The Materials Management (MM) team received an award for outstanding utilization of contracting services at the GHX Supply Chain Summit. The award recognizes savings and innovation through automation of processes to maximize savings and reduce redundant work. In addition, the MM team and Michael Maggio, MM-Information Technology Specialist, were featured in several articles and webinars focused on automation of purchasing processes.

Lucie Agosta, PhD, RNC







Nicole Fox, RN

Linda Miller, RRT



Dr. Charlotte Hollman encourages one of her Neurodevelopmental Clinic patients to walk.

Productivity and Efficiency

Operational Efficiency Project. The global firm Tefen Management Consulting studied Woman's obstetrical operations and recommended strategies for improved efficiency. Experts from Tefen worked closely with Woman's staff to examine the workflow and suggested changes to streamline the ways in which patients are scheduled and discharged. A patient itinerary was developed to help women and their families prepare for events that occur before discharge, such as hearing tests, car seat checks, and baby photos.

Pathology Laboratory Efficiency Project.

Woman's Hospital's Pathology Laboratory continued its commitment to excellence and innovation this year by undertaking a self-driven efficiency project. Using the principles of the Japanese Lean production model, the team researched how to make processes flow as accurately and as cost-effectively as possible. One change resulted in reducing the amount of time required for sample processing by 30 minutes. Lab Director Brett Schelin and his staff also used their research in design sessions for the lab at Woman's new facility.

Program Updates

HIV/AIDS Task Force. Clinical Services Coordinator Pam Ellis represented Woman's Hospital on the Mayor's Task Force on HIV/AIDS. The Task Force is dedicated to coordinating services for people affected by HIV/AIDS and providing public education, prevention and awareness about its transmission. One of the main events sponsored this year was the "Rap-It-Up Women's Health Conference," a nationally renowned HIV/AIDS public awareness initiative in partnership with Black Entertainment Television.

Neurodevelopmental Clinic Bayley-III Testing.

The Neurodevelopmental Clinic's purpose is to monitor the development of low-birthweight and other high-risk newborns, and to identify developmental problems early so children get the resources they need as soon as possible. The clinic screens for a range of developmental issues including motor disorders, language, and cognitive delays. This year, the clinic began offering the Bayley-III Scales of Infant and Toddler Development diagnostic test. The state-of-the-art, user-friendly test allows the clinic to assess the fine and gross motor skills and receptive language capabilities of children who were born prematurely or experienced high-risk births. Because it can help healthcare providers pinpoint problems early, the Bayley III test gives children a better chance at success in school and in life.

Technology and Services

Electronic Documentation. In March, staff began using electronic nursing documentation in the Mother-Baby, Antepartum, and Labor and Delivery departments. More than 500 nurses were trained to document using an electronic medical record. Mobile carts and desktop computers are utilized to capture information at the point of care. The system achieves a variety of positive results such as reducing redundant questions to patients, giving staff better access to charts, improving the ability to capture data and enhancing interdisciplinary communication. The program was implemented after two years of planning and preparation.



New American Cancer Society Guidelines.

The American Cancer Society released new guidelines this year recommending women with very high risk of developing breast cancer should receive an MRI along with their annual mammogram. The guidelines also recommended that women seek breast MRIs at facilities with the capability and expertise of performing MRI-guided needle localizations and core biopsies. Woman's Hospital has been a pioneer in such technologies. The imaging department has featured breast MRI services since 2006 and is one of a few facilities in the south equipped with appropriate specialized coils and related computer capacity.

Mobile Mammography Coach. Since the mobile mammography coach's first screening in November, more than 5,340 mammograms were performed for women of all income levels in Baton Rouge and nine surrounding parishes. The mobile services are a collaboration among Mary Bird Perkins, the YWCA's ENCOREplus program and Earl K. Long Medical Center. By featuring digital mammography, the coach enables the hospital to deliver the most advanced technology in a cost-effective, community-based manner.

Community Events and Outreach Updates

Rocketchix Triathlon. "You're not just a woman. You are an athlete," is the philosophy of Rocketchix, an all-women triathlon that was initiated this year. The Fitness Club at Woman's Center for Wellness supported the program by providing coaching, clinics, and inspiration to help women go from couch to triathlon in 12 weeks. During the three events conducted in 2007, more than 600 women participated, many of whom had never considered themselves triathlon-ready in the past! Lilly Oncology on Canvas Exhibit. From rage to courage to gratitude, the roller-coaster ride of facing cancer was depicted in a special art exhibition displayed in Woman's Hospital's lobby in April. Organized by the oncology staff, Lilly Oncology on Canvas: Expressions of a Cancer Journey, was presented by Eli Lilly and Company in partnership with the National Coalition for Cancer Survivorship. Forty original pieces created by survivors, their families, and friends revealed the tumultuous and life-affirming experiences of cancer patients and those who love them. The pieces were selected from 2,000 entries in an international competition last year.



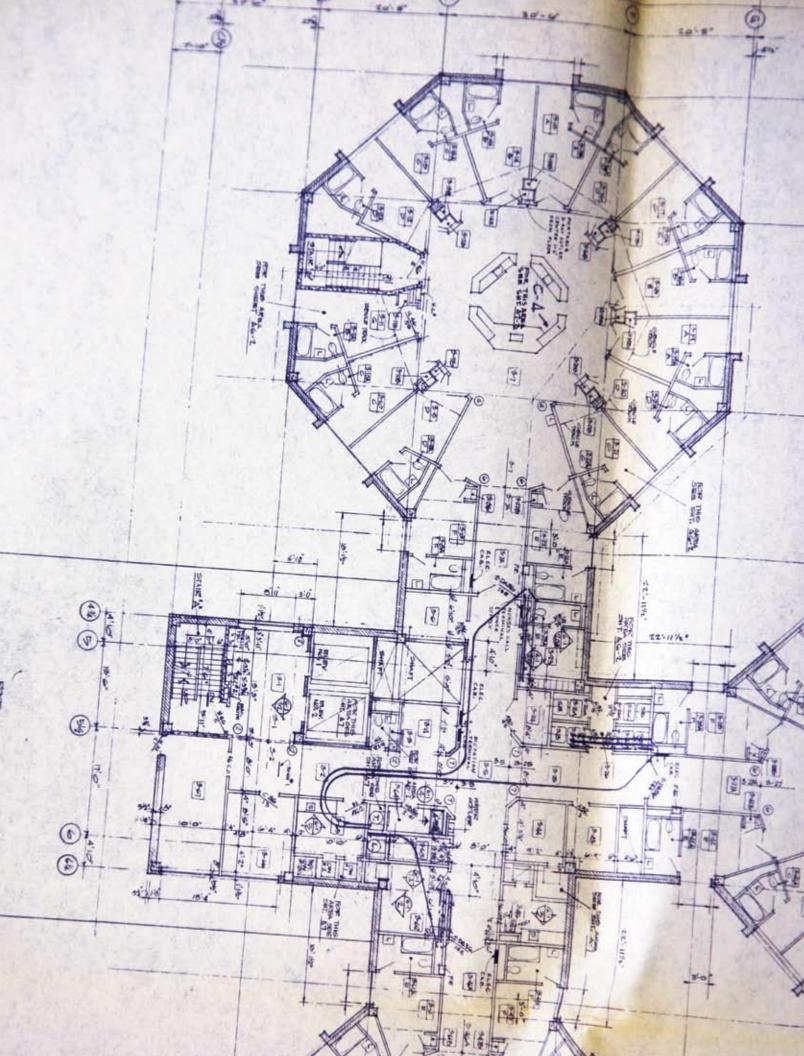
Lee Davis, RN, and Dana Vidrine, RN, Director of Mother/Baby, in the Well Baby Nursery.

The New Campus



Knowing how to get there. Over the next few years, bricks and mortar will be assembled to create Woman's new, state-of-the-art campus. But before the first slabs are poured and nails are driven, plans must be drawn. Throughout 2007, Woman's employees, medical staff, patients, and members of the community studied renderings, walked through mock rooms, and thoughtfully offered opinions - all to help design a truly patient-centered facility that will celebrate life, encourage healing, and provide the safest, most advanced care for women and infants in the region.

Right, blueprints from 1968 for the original Woman's Hospital.



Stan Shelton, Senior Vice President of New Campus Development.

If you want a smart design for a new hospital, you hire one of the best healthcare architecture firms in the country. If you're Woman's Hospital, you also do something else.

Ask a nurse where things should go.

"This is a unique opportunity—to create a new facility from the ground up, exactly the way we want it," says President and CEO Teri G. Fontenot. "It is essential that our clinical staff participate."

In early 2007, employees, medical staff, patients, and community representatives began weighing in on the design of Woman's new campus, a state-of-the-art facility scheduled for completion in 2011. The new facility will solve Woman's current capacity challenges. It won't just be larger; the landmark design is patient-centered, highly efficient, tranquil, and soothing—the result of a unique planning process that combined the skills and talents of design experts with the experience and passion of medical professionals.

"In past projects, we heard from a few employees, but nothing to this degree," says architect Kylie Harvey of Dallas-based HKS, Inc., the firm selected to design the new facility, and a leader in healthcare architecture. "We're excited about the results."

Throughout 2007, more than a dozen staff committees representing diverse disciplines within Woman's Hospital participated in ongoing design sessions.



Senior Vice President of New Campus Development, Stan Shelton, and staff liaison Roxanne Butler, a veteran NICU nurse manager, coordinated meetings where staff provided input on everything from how to situate patient beds for maximum privacy to the essential elements of a good nurses' station.

In one exercise, Shelton created a mock patient room in the current hospital's conference wing, where staff first placed furniture and equipment where it should be, then maneuvered temporary "walls" around the set up. They were given few constraints. "It was a totally unorthodox process," says Shelton, "but we feel strongly about employee feedback."

"They gave us a blank slate, and we started to visualize a room that provided the best possible experience for a patient," said Cheri Barker Johnson, RN, Director of Obstetrics. "We would stand in the middle of the space and think about our job functions. Then we'd suggest ways to make it both inviting and efficient. One idea would spark another."

Setting up the mock patient room.





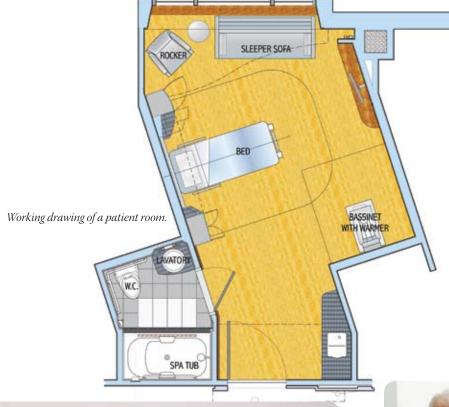


Roxanne Butler, RN, staff liaison for New Campus Development.



Butler reviews visitors' comments left behind in the mock-up rooms and on schematics.







Founders of Woman's Hospital with Teri G. Fontenot, President/CEO Left to right, Frederick E. Lind, MD, C. William Lovell, Jr., MD, William C. Haile, MD, Billy R. Penn, MD, Richard H. Tannehill, MD, Robert L. diBenedetto, MD, and Leo M. Abraham, MD.



Marvin E. Stuckey, MD, one of the original physicians practicing medicine at Woman's in 1968.

Cheri Barker Johnson, RN, Director of Obstetrics.

Later, staff groups also participated in a "stacking and blocking" exercise, which allowed them to situate the hospital's major components on a large board with small moveable panels. Committee members worked together to place patient rooms, surgery wings, the neonatal intensive care unit (NICU), outpatient services, parking lots, the lobby, administrative buildings, support services, and more, until the overall design took shape.

In addition, some team members visited noteworthy women's and children's hospitals across the country, returning with fresh strategies.

"We found a lot of great ideas about how to organize the hospital to make it as family-friendly as possible," Johnson said.

In August, plans for the new campus and a trueto-scale model of a patient room were presented at the first of several open houses, where more than 200 staff members observed and provided further comment. The design featured a floor plan that was both efficient and elegant, and many of its elements stemmed directly from staff feedback.

"For example, both staff and patients valued good views from every patient room," says Shelton. "It's a position supported by several studies suggesting pleasing imagery contributes to faster healing and shorter hospital stays. Consequently, designers created a star-shaped design, where clusters of patient rooms and a nurses' station are situated in each point."



The star-point strategy also solves other staff concerns, including the need for increased quiet and privacy for patients. Grouping patient rooms in hubs buffers them from the noise and traffic common in the "race track" design frequently used in hospitals. Each room will be universally-sized, so patients will never be transferred from a large room to a smaller one. Additionally, it creates flexibility for the hospital in the future.

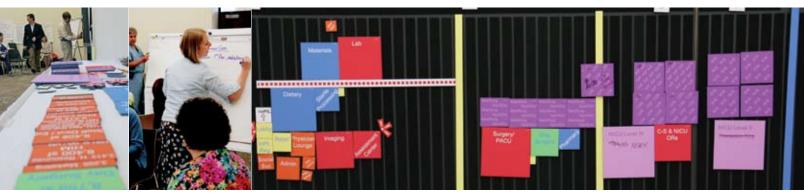
Staff also felt strongly about the hospital's interior. "They wanted beauty and tranquility, and they wanted a timeless look," says architect and interior designer Jack Ford of Ford Dickinson in Baton Rouge.

Ford's resulting scheme defies the stereotypical mother-baby hospital. Forgoing pink and overtly juvenile imagery, Ford chose earth tones, natural textures, and wood to create a theme that plays on the four natural elements: air, earth, fire, and water.

"In every case we've tried to make it engaging and dignified," said Ford. "We're creating a design that encourages healing and celebrates life."

It will be a place, says Butler, where the needs of women and their families have been woven into every element of the hospital.

"The feedback from the clinical staff and physicians has been amazing," she said. "Throughout the process, they've all focused on patient needs."



Stacking and blocking.

Working drawings of what the new facility could look like.





Money Matters



Making every penny count. As a stand-alone, independent hospital, Woman's takes full responsibility for its own solvency and fiscal stability. It cannot fall back on a network of affiliates for support. In 2007, Woman's leadership once again demonstrated excellence in financial management. A firm stand was taken for Louisiana's neediest women and children to resolve a growing challenge regarding hospital reimbursement for patients covered by Medicaid.

> Right, original expense notes from the 1950s. Every penny counted then, as it does today.

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Addressing the Medicaid Shortfall. Woman's Hospital leadership understands that securing reimbursement for patient care from both private insurers and the government is a key part of sound fiscal management. It's how the hospital keeps its doors open to provide top-quality care.

Woman's takes the position that it has not received adequate reimbursement from the State of Louisiana for care of the community's neediest women and infants. While the hospital has continued providing quality treatment to every patient, the state has failed to pay the costs of providing care for patients enrolled in Medicaid. Approximately \$70 out of every \$100 spent on Medicaid care in Louisiana originates from the federal government. The state has failed to utilize available program dollars to adequately offset the cost of providing healthcare coverage to its citizenry.

The financial impact on a hospital like Woman's, where Medicaid is the largest payer, is staggering. In 2006, the hospital experienced an \$18 million shortfall as a direct result of inadequate Medicaid reimbursement, up from \$12.6 million in 2005.

Repeated attempts to convince the state to fulfill its responsibility have been unsuccessful. Thus, after careful consideration, Woman's Hospital, along with a number of concerned beneficiaries, filed suit in federal court. The lawsuit claims violations of federal and state laws, certain applicable regulations, and provisions of the United States Constitution. The goal of such a necessarily drastic action is to correct this unfair situation as quickly as possible.

"It was a remedy of last resort," said Teri Fontenot, President/CEO, "but it's the responsible course of action to take. The refusal of the Department of Health and Hospitals to adequately fund necessary healthcare services for women and infants has reached such proportions that it threatens the many services we are committed to provide."

The effects of Medicaid shortfalls are already apparent. With the losses from Medicaid expected to climb again this year, hospital leaders made the difficult decision to cut some programs. In August, Home Health services were reduced, and home PT/OT services were eliminated. These families now seek those services from the few remaining providers in the area.

Additionally, the Woman's Health Research Institute (WHRI) was reorganized and downsized. WHRI has provided significant molecular biology and genetic research services for the hospital, its medical staff, and the community since 1994. Limited research activities will continue in a decentralized manner.

Woman's also curtailed community education programs. Prenatal education remains intact because of its importance to the hospital's largest constituency. However, other programs on women's health had to be cut significantly.

"These were extremely tough decisions," said Fontenot. "We hope the lawsuit will call the state into action to correct these problems and honor its obligations, so that we can restore a broad spectrum of services."

As an independent, stand-alone hospital, Woman's has no national network to fall back on during fiscal ebbs and flows, said Board Chair Nancy Richmond.

"We needed to take a strong stand," Richmond said. "This hospital plays a vital role in caring for thousands of women and infants of every income level throughout the region."

Financial Performance

Even with the challenges of Medicaid described earlier, Woman's Hospital continued to deliver a strong financial performance in 2007. Both income from operations and investment earnings exceeded budget expectations and prior year performance. Through the commitment of employees and physicians to provide exceptional care to patients, and a disciplined and experienced management team, the financial strength of the hospital continues to compare favorably to national benchmarks.

Woman's Hospital ended the year with 20,751 admissions, 74,887 patient days, 8,333 births and 7,689 surgeries. Woman's is the leading healthcare provider for women and infants in the area. This is a result of the hospital's continued commitment to its mission of improving the health of women and infants. Inpatient and outpatient revenues were 4.4% higher than fiscal year 2006. The increase in inpatient revenues was attributed to higher neonatal intensive care patient days and the increase in outpatient revenues was due to increases in outpatient surgeries and breast procedures.

As part of its ongoing commitment to the community, the hospital provided charity care and participated in government programs, including Medicare and Medicaid which pay below the actual cost of care. Revenue deductions increased from the previous year because of higher patient revenues,

decreases in payment rates from some payors and increased rates from other payors not keeping pace with the increase in the cost of providing services. By employing sound business practices, the hospital was able to offer services to those who are unable to pay the total cost of their care.

Operating expenses were 5.9% higher than the previous year. Salaries and benefits increased 7.4% and accounted for 64.5% of total operating expenses. Other significant increases were related to higher supply costs, collection fees, rent, and consulting fees. Identifying opportunities to reduce costs without affecting the quality of care continues to be a priority.

Employees, physicians, board members and volunteers take seriously their role as stewards for Woman's Hospital, their responsibility to employ the best business practices, and to operate the organization as efficiently as possible. Hospital leadership achieves this by meeting regularly to discuss matters ranging from overall strategy and financial performance to staffing and compliance.

The organization's financial success helps to provide continued funding for reinvestment in its existing facility as well as future financing of the planned new hospital. As leadership anticipates exciting growth and change in the future, it will focus on maintaining the hospital's history of a unique culture and exceptional patient care that has always set it apart.

Summary of Financial Contributions to the Baton Rouge Community **Through Community Benefit Programs**

The hospital is an active, caring member of the community it serves. In carrying out its mission of improving the health of women and infants, the hospital has served the community by:

Providing Care for Persons Living in Poverty	
Charity Care	\$348,000
Unreimbursed Cost of Medicaid Program	14,633,000
Subsidized Health Services	
Emergency Services and Clinical Consultation	906,000
Better Beginnings Program	171,000
HIV Case Management	106,000
Subspecialty Clinics	394,000
Unreimbursed Nurse Practitioner Costs	435,000
Providing Benefits to the Community and State	
Community Education of Health Issues	959,000
Support of Community Service Organizations	
Family Road of Greater Baton Rouge	4,000
Susan G. Komen Breast Cancer Foundation	5,000
In-Kind Printing	17,000
Other Grants and Awards to Service Organizations	7,000
Subsidized Health Care	
Care for Sexual Assault Victims	37,000
Unsponsored Research	420,000
Emergency Management	1,000
Mobile Mammography Coach	256,000
Total Financial Support	\$18,699,000

 $While the above {\it list is not all-inclusive}, it {\it represents the significant community benefits provided by the hospital}.$

Financial Review	2007	2006
	(In Thousands)	(In Thousands)
As a result of our careful planning and effective resource management: We generated revenue from inpatient services such as nursing care, laboratory tests, and pharmaceuticals	\$189,124	\$181,093
We generated revenue from outpatient services such as home health, maternal-fetal medicine, laboratory, imaging, therapy and related healthcare services	96,996	92,967
We generated revenue from nonpatient services, such as investment income, cafeteria, child care center, and wellness center	28,146	21,080
Total Earned Revenue	\$314,266	\$295,140
As part of our ongoing commitment to the community: We did not receive payment for services provided to patients unable or unwilling to pay	\$1,969	\$2,536
We did not receive full payment for Medicare and Medicaid patients and from other government programs	69,470	69,160
We provided discounted services to patients enrolled in managed care companies	33,187	28,436
Total Revenue Unpaid	\$104,626	\$100,132
Net Revenue	\$209,640	\$195,008
In order to provide the necessary resources for excellence in patient care: We paid employee wages, salaries, and benefits	\$116,459	\$108,444
We purchased medications, medical and surgical supplies, and food	25,937	25,018
We incurred other operating expenses such as utilities, depreciation, interest, maintenance, insurance and continuing education for employees and patients	38,054	36,888
Total Operating Expenses	\$180,450	\$170,350
In order to ensure the hospital's future growth and stability: We purchased new equipment, replaced old equipment, incurred building and renovation expenses, reduced long-term debt, and provided for future growth	\$29,190	\$24,658
Total Operating and Capital Expenses	\$209,640	\$195,008

Medical Statistics

	2007	2006	2005	2004
Adult Admissions	12,136	12,607	11,780	11,847
Adult Average Length of Stay	2.77 days	2.81 days	2.78 days	2.79 days
Births	8,333	8,705	8,111	8,003
NICU Discharges	1,511	1,569	1,508	1,341
Inpatient Surgeries	2,840	2,844	2,818	2,830
Outpatient Surgeries	4,849	4,522	4,759	4,641
Outpatient Visits	133,271	130,939	125,670	138,416
Breast Procedures	44,111	42,578	40,011	48,388
Home Health Visits	17,447	17,887	16,933	27,984
CT Scans	2,587	2,251	2,121	1,844
Neonatal Transports	87	81	137	54
Pap Smears	82,857	86,236	84,193	82,195
Maternal-Fetal Medicine Office Visits	8,768	8,998	8,043	6,884
Pediatric Specialty Clinic Visits	571	953	1,113	1,234

Gross Patient Revenue by Service

	2007	2006	2005	2004
Obstetrics	21%	23%	21%	23%
Gynecology / Oncology / Surgery	10%	10%	11%	11%
Newborn	5%	5%	5%	5%
Neonatal ICU	30%	28%	30%	25%
Total Inpatient	66%	66%	67%	64%
Outpatient Surgery	9%	9%	9%	10%
Other Outpatient	25%	25%	24%	26%
Total Outpatient	34%	34%	33%	36%
	100%	100%	100%	100%

Gross Patient Revenue by Financial Class

	2007	2006	2005	2004
Insurance*	54%	51%	53%	55%
Medicaid*	40%	43%	41%	39%
Medicare*	5%	5%	5%	5%
Self-Pay+	1%	1%	1%	1%
	100%	100%	100%	100%

^{*} Pays less than 100% of billed charges based upon a contractual arrangement or governmental regulations.

⁺ Pays less than 100% of billed charges based upon qualifications for financial assistance, discount for package priced services, or prepayment for services.

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Stan Shelton

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jan Denanti, wiD

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Chief of Surgery Mary Elizabeth Christian, MD

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Hope Juge

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Research, Grants and

AppropriationsJaquetta Clemons

Respiratory Services

Danette Legendre

Retail Services

Lisa Garland

Social Services/ Outpatient Clinics

Beth Manning

Center for Newborn and Infant Care Darcy Gann, MSN, RNC

Wellness Services

Chrissie Olsson

Woman's Hospital Foundation. The hospital is a not-for-profit organization that opened in 1968 and was founded by obstetricians and gynecologists who envisioned a hospital that specialized in caring 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.

Founders

Leo Abraham, MD James C. Atkinson, MD William C. Haile, MD Lamar L. Lambert, MD Henry K. Miller, MD

Voting

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Woman's Hospital Development Report

Woman's Hospital is fortunate to have many dedicated volunteers from the community who are committed to help raise funds for a range of purposes, all in support of our mission—to improve the health of women and infants.

Development Council. The Development Council is an organization of community leaders dedicated to raising funds for Woman's Hospital. The council also governs the Founders and Friends Endowment, which supports the hospital's long-term growth and stability.

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Gabriella St. Amant

Clifford J. Schwartzenburg, MD

Steven B. Spedale, $\ensuremath{\mathsf{MD}}$

 $Marvin\ E.\ Stuckey, MD$

Todd Waguespack

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Dr. and Mrs. Frank W. Breaux*

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^{*}Charter Life Members

2007 Annual Fund Campaign. The funds raised through the 2007 Annual Fund Campaign, chaired by René Greer, were dedicated to the Community Care Fund and the vital programs it supports:

- Better Beginnings Program
- Care for Victims of Sexual Assault
- Neurodevelopmental Clinic
- Special Needs Assistance for Patients

The Community Care Fund was established to help the hospital continue to offer four vital programs that are currently subsidized by the hospital. The costs associated with these programs total more than \$375,000 per year. Donations to the Community Care Fund help offset these expenses, and enable Woman's to positively impact the lives of more women, infants and their families for years to come.

Community Care Fund Donors

Robert Delarosa, DDS

Charles Dirks

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Acme Refrigeration
Dana James-Agnew
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Woman's Circle of Friends ROCK-n-CHAIRity Auction. The ROCK-n-CHAIRity was an evening of fun with great food from area restaurants and entertainment by the V-Tones. This spectacular first-time event, organized by the Circle of Friends, raised more than \$50,000. Attendees bid on original, one-of-a-kind chairs and art created by local artists specifically for this event. Proceeds supported the Community Care Fund at Woman's Hospital.

Circle of Friends

Chair

Gabriella St. Amant

Committee

Brooke Barnett Lisa DiStefano Lynley Dornier Candace Kouns Julie McFadden Virginia Monceret Jennifer Poche Jennifer Waghalter Lexie Woodard

ROCK-n-CHAIRity Sponsors ROCK-N-CHAIR

The Boo Grigsby Foundation The Lyceum Ballroom The V-Tones WAFB-TV

High Chair

Gastroenterology Associates LaVie Magazine Louisiana Hematology Associates MAPP Construction Mary Bird Perkins Cancer Center and Southeast Louisiana Radiation Oncology Group University Club

Love Seat

Kay Cason of Cason Gallery Candace and Sinclair Kouns Lee Michaels Fine Jewelry Morgan Stanley Drs. Schwartzenburg, LaFranca and Guidry Gabriella and Marshall St. Amant

Car Seat

Anahata Yoga Center Karen Bahnsen Bertman and Associates Bien Le Billy Heroman's Flowerland Broujar Kathy and John D'Angelo Monceret's Fine Woodworking John Naquin, Jr. Satterfield's Chuck Winsted

Baby Seat

Ronald Andrews, MD Tiffany and Drake Bellanger Bienville Antiques Ann Connelly Dr. and Mrs. William Hadlock **IMELDA'S** Janine and Brian Jones Jules Madere Creative Jewelers Ty McMains Mignon Faget Pippen Lane Brandi and Chris Rinaudo Samir Oriental Rugs The Store House Robert Witcher, Jr., MD Dr. and Mrs. Terry Zelmer

Memorials. Memorial gifts are tributes that, like our memories of the honoree, will go on forever. These gifts recognize the recipient in a profound and lasting way.

Bea Arango*	Everett Daily*	Kathleen Frith*	Jonni Riess*
Woman's Hospital Auxiliary	Dr. and Mrs. Marvin E. Stuckey	Magnolia Garden Club	Drs. Coogan, Drumm, and Melton
Shirley Bankston* Dr. and Mrs. Marvin E. Stuckey	Nell Fetzer* Ms. Judy Ewell Day	Georgene Gordon* Woman's Hospital Auxiliary	Jack Robertson, MD* Ms. Judy Ewell Day
Margaret Browder*	William Davis Frazell*	Jean Kirby*	Shirley Sampson*
Dr. and Mrs. Marvin E. Stuckey	Dana Baggett	Woman's Hospital Auxiliary	Ms. Judy Ewell Day
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Doris Curtis* Woman's Hospital Auxiliary Ms. Nancy Crawford	Louise McLaughlin Gay Middleton Ramona Senchak	Gerald Posner, MD* Clifford Schwartzenburg, MD	

Tributes. A gift honoring a friend or a loved one is a meaningful way to recognize a special birthday or anniversary. Tribute gifts can also be made to recognize a caregiver for exceptional service.

Ramona Senchak

Ann Williams* **Breast Cancer Education*** Network for Good Ms. Judy Ewell Day Marjorie Daily* Woman's Hospital Staff* Network for Good Bud and Chancey Montang **Dr. and Mrs. Marvin E. Stuckey*** Mr. and Mrs. Robert Payne Ms. Wanda G. Myers

Ms. Judy Ewell Day

Dr. and Mrs. Marvin E. Stuckey

^{*}Honoree

Pink Ribbon Tributes. The Pink Ribbon Tribute Campaign was created by members of the Women's Victory Open Committee who wanted to provide a means of honoring those who fight the battle against breast cancer. In its third year, the campaign has been well received by the community.

Gwen Bond * Shari Fortenberry	Julia Hightower* Sue Rainer	Shawn Miller* Mary Cumbus	Corliss B Smith* Sandy Smith	
Cynthia Cook*	Willie Mae Johnson*	Ann Landry	All Breast Cancer Survivors*	
Hilda Forrest	Jeanette Smith	Gloria Peter*	Dianne Barksdale	
Peggy Crosby*	Dee Keller*	Katie Chandler	Dixie Blue	
Sue Rainer	René Firesheets	Lucy Plettinger*	Conville and Polly Lemoine	
Mary Cumbus*	Frances Kleinpeter*	Kristen Wray Joanne Poche*	Patrick's Fine Jewelry Joanne Poche Cathy Walker Wal-Mart	
Kathy Chenevert	Kristen Wray			
Melissa Doise*	Elizabeth Krupa*			
Stacy McQuillin	Elizabeth G. Krupa	Sue Rainer*		
Hilda Forest* Melissa Caldwell	Tami Laza * Kara Hill	Brett and Ann Kriger Alice Kronenberger	Margaret Toups* Kathy Chenevert	
Kathleen Frith* Sue Rainer	Kim Manshop* Sue Rainer	Margaret Scallan* Bob and Connie Smith	Donna Zanca * Mary Orgeron	

^{*}Honoree

Hall of Stars. The Hall of Stars was created to celebrate babies born at Woman's Hospital. Family and friends have the opportunity to recognize a baby's birth with a ceramic star inscribed with the child's name and date of birth. Each new star hung in the Hall of Stars represents a donation that helps to further the mission of Woman's Hospital.

Rylee Kay Achord* Robert McNutt Boyce, Jr.* Coby Camardelle Julia Boyce Alexandra "Allie" Loren Aguillard* Alden Virgina Boyce* Inger, Delilah and Eileen and Robert Gardes Dee Dee McDowell Cole Timothy Buckner* Baleigh Rose Alleman* Valerie N. Achee Angela M. Alleman Caroline Lena Bullock*

Steven Danford Allen* Marcus and Amanda Allen **Breland Thomas Anderson***

Kay Solar, MD Maia Lynn Carter* Ms. Joan Davis

Austin Christopher Armstrong* Eileen Armstrong

Collin Christopher Armstrong* Eileen Armstrong

Abby Lee Aucoin* Beau and Lacy Villarreal

Benjamin Paul Bailey* Paul and Lisa Bailey

Kyla Michelle Sutton* Dena Becnel

Bryce Kenneth Binning* Kenneth and Peggy Binning

Jeffery Kenneth Binning* Kenneth and Peggy Binning

Breanna Lynn Blankenship* Matt and Gretta Blankenship

Charli Jean Boudreaux* Jean Fruge

Candace Anne Bourgeois* Kenneth and Peggy Binning Dr. and Mrs. M.J. Bullock, Jr.

William Charles Carroll* Linda Pearce

Adrian and Tiffany Carter

Tia Lynnell Carter* Adrian and Tiffany Carter

Abryannah Baize Chachere* Russell Chachere

Shane Childress, Jr.* Lavell and Alva Childress

Brady Paul Coberly* William and Eleanor Coberly

Cambrie Amelia Comeaux* Charlie Parent

Abigail Bethan Crowe* Kennith and Sonya Crowe

Terralyn Charmaine Curtis* Zanovia Curtis Terry Curtis, Sr. Terry Curtis, Jr. Donald Chube, Jr.

Emma Claire Daigle* Joseph J. Koczrowski

Emily Elizabeth Deslatte* Dean and Ashley Deslatte

Riley Joseph Deslatte* Brenda Deslatte

Easton Michael Dunn* Audrey and Emile Chiquet

Douglas Jackson Dupree* Sandra L. Dupree

Sawyer Elizabeth Earnest* Bob and Jenny Cuccaro

Maya Eroglu* Deniz Eroglu

Blake Christian Fair* Darlene Fair

Sophia Jada Fekete* Cindy Fekete

Collin Paul Forester* Gail and Ricky Guidroz

Jacob Alan Foster* Kristie and Todd Foster

Luke Michael Funes* Chris and Kelsey Funes

Owen Michael Gibney* Cheryl Stromeyer

Carter Cassidy Gibson* Carl and Theresa Gibson

Abigail Elizabeth Goodson* Iamie Goodson

Audie James Grimmer* Fric Grimmer

Summer Elise Guerin* Angela Guerin

Eva Elizabeth Guidry* Mr. and Mrs. Bob Sehring

Grace Elizabeth Guidry* Mr. and Mrs. Bob Sehring

Mikaela DeLynn Haman* Jerri Lalonde

Amelia Grace Harris* Gwen Wilson

Michael August Harris* Rhett and Sally Harris

Emma Grace Hayes* Paul and Ruth Hayes

Gabrielle Angela Helfrich* Michelle Helfrich

Kourtni Kristina Hughes* Roddrick and LaToya Hughes

David Malachi Hutson* Sarah Dianne Hutson

Charles Leonard Jackson* Todd Jackson

Hunter Joseph Jacob* Joseph Harold Jarreau

John Riley Joffrion* Russ and Eleanor Joffrion

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Briana Kay Johnson* Steve and Gail Douglas

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Anonymous

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Melanie and Gary Stone
Lundy Grace Liebert*

Melanie and Gary Stone

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Victor Joseph Lind* Family and Friends of the Lind Family

Courtney Elizabeth LoBue* Tyla and Shane LoBue

Kelby Darrel Magsino* Lourdes Magsino

Glynn Savage McClure* Prescott Family

Kaitlyn Renee McClure* Hope Sonnier-Juge

Gabriel Thomas Melancon*

Chase Michael Melancon

Mason Thomas Melancon*

Bert Thomas Melancon

Nicolas Paul Middlebrook* Spring and Dean Majoue

Chase Hayden Millet* Wayne and Robi Woody Jade Nicole Millet*

Wayne and Robi Woody

Aiden Joseph Monistere* Joe and Becky Moinstere

Alyssa Marie Neubauer*
David and Courtney Neubauer

Kathryn Elizabeth Nolan* David and Laura Nolan

Melissa Grace Nolan* David and Laura Nolan

Addison Claire Pearce*

Linda Pearce

Avery Renee Pearce*
Linda Pearce

Brady Alexander Pearce* Linda Pearce

Abigail Olivia Peck*
Jerry and Christine Peck

Colin James Pecue* Betty Pecue

Kaylin Morrow Perrone* Mr. and Mrs. Lindsey Wilkerson

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Hillary Rose Poché*

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Cody Joseph Porciau* Andrea Porciau

Marvin Jay Price Jr.* Chekeka Price

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Morgan Michelle Rambo* Friends of "Company" Alison Elizabeth Rogers* Mr. and Mrs. Jim Chapman

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Joseph Christian Schexnayder* Johnny and Bobby Schexnayder

Andrew Gregory Sevin* Cindy LaHaye

Brianna Bella Shepherd* George and Caroline Shepherd

Kristian Catin Smith*

Patricia Goff

lan James Sparks*
Dr. and Mrs. Thomas W. Sparks

Gracie Lynn Speights* Mary Jane Speights

Lydia Elizabeth Spencer* Melissa Spencer

Luke Michael Stafford*

Randi A. Stafford

Cullen James Stelly*Wayne and Rhonda Ryburn

Magdalynn Ellen Stevens* Iva Louise Casey Ora Ellen Nunnery

Ethan James Tapp*
John Paul Tapp

Mattie Denyse Taylor* Natalie Taylor

Micah Matthew Theriot*

Mr. and Mrs. Dwayne W. Theriot

Olivia Marie Thibodeaux* Iennifer Thibodeaux

Danan Jevon Thomas, Jr.* Glyndolyn Cosey

Hollis Eli Thompson* Kim Corkern

Logan David Trosclair*

Julie and Kyle Trosclair

Karsyn Leigh Vadnais* Mr. and Mrs. Henry G. Vadnais, Jr.

Tanner Joseph Vadnais*

Mr. and Mrs. Henry G. Vadnais, Jr.

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Ninth Annual Women's Victory Open. The ninth annual Women's Victory Open golf tournament presented by Capital One raised more than \$139,000 for the mobile mammography coach and outreach program at Woman's Hospital. Congratulations to the members of Women's Victory Open Committee, whose year-round work drives the success of this event!

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Eighth Annual Tour of Ponds. During its eight-year history, the annual Tour of Ponds has raised more than \$55,000 to support cancer care for women. Proceeds from the 2007 event benefited breast and gynecological services at Woman's Hospital.

This year's event was held the first weekend in June, showcasing more than 30 private water gardens in the Greater Baton Rouge area. The sponsor party was hosted by Sonny and Kathy Hutton. Mr. Charbel Harb, Tour of Ponds organizer and owner of Harb's Oasis, presented a check for \$12,000, which represented the proceeds from the event.

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pledges for fiscal year October 1, 2006—September 30, 2007.

Despite our best efforts, errors and omissions may have occurred.

If so, please accept our apology and notify:

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P.O. Box 95009

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*Cuddler Care. "Cuddlers" provide support in the Neonatal Intensive Care Unit (NICU) as directed by NICU staff. The role consists of providing "comfort" measures in the absence of parental interactions.

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Woman's Hospital is a 501(c)(3) not-for-profit organization governed by a board of community volunteers. Contributions, along with proceeds from the hospital's operations, are reinvested in research, community education, service programs, equipment, and facilities.

