

Annual Report 2009



Woman's

exceptional care,
centered on you

You and your family—at the center of everything we do.



Dear Friends:

Exceptional care, centered on you.

This statement is our pledge; you are at the center of what we do. You might be a nervous first-time mom, the parent of a gravely ill baby, a cancer patient putting on a brave face, a woman navigating a difficult pregnancy, or a hard-working professional finally committing to better work-life balance. No matter the circumstances that drew you to us, your personal hopes, prayers and wishes are the focus of our work.



We couldn't do our work without you. Because of your continuous support of Woman's even in these extraordinary times, we are able to provide the exceptional care you deserve. We cherish your commitment and confidence in our staff and organization.

We want to mark our 41st year by calling attention to the words that encompass our promise, the most important of which is "you." You are the reason for our work, and you give us reason to constantly innovate and improve. We are committed to you and focused on helping make our community healthy and strong. The Woman's community is comprised of patients, doctors, nurses, staff, donors, volunteers and friends without whom this hospital would not be possible. Thank you.

Sincerely,

A handwritten signature in black ink that reads "Teri G. Fontenot". The signature is written in a cursive, flowing style.

Teri G. Fontenot, FACHE
President and CEO

Woman's staff and the Baton Rouge community believe in these five simple words — exceptional care, centered on you. It is our promise, a pledge that motivates each member of our team to meet and surpass expectations for treatment, care and service.

More than 40 years ago, Woman's was the dream of a handful of Baton Rouge physicians who believed a regional facility designed for women and infants would elevate their quality of care. It was a groundbreaking decision — Woman's was one of the first such specialty hospitals in the country. Over the last four decades, it has become the regional leader in serving mothers, babies, and women in all stages of life.

Woman's is proud to offer the following:

Pregnancy and Childbirth. Woman's is best known for its comprehensive pregnancy and childbirth services, including childbirth and parenting classes, breastfeeding support, high-quality labor and delivery services and exceptional care for infants. Woman's Maternal-Fetal Medicine Center assists women facing high-risk pregnancies, while the Center for Newborn and Infant Care (CNIC) provides top-caliber services for low birth weight and other high-risk newborns. The CNIC, a Level III Regional designated facility, is staffed twenty-four hours a day by neonatologists and highly trained nurses, technicians, and respiratory therapists.

Wellness and Prevention. Helping women feel great and live well is one of Woman's top priorities. Woman's provides extensive opportunities for mammography at its main campus, a regional mobile coach, and the Woman's Center for Wellness. The hospital also provides GI endoscopy as well as testing for osteoporosis and heart disease. Woman's encourages regular health and wellness through its Day Spa and women-only Fitness Club, an expansive facility featuring fitness classes, aquatics, nutrition counseling, weight loss seminars, mind-body sessions, metabolic counseling, wellness programs, and educational classes for children.

Treatment and Care. Woman's services go well beyond childbirth, including the latest in women's cancer treatment; breast, gynecologic, and general surgery; urological procedures; diagnostic testing; weight loss surgery; orthopedic surgery, and more, all tailored to the needs of women. High-tech procedures like da Vinci® robotic surgery, a minimally invasive technique, significantly reduces the recovery time associated with hysterectomies and other gynecological surgeries. Woman's therapy services ensure women resume their normal lives as quickly as possible.

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

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

Sound Judgment

Making timely decisions based on the information available

Pregnancy & Childbirth

It's no surprise Woman's is synonymous with childbirth in Baton Rouge; since its founding in 1968, it has welcomed the births of more than 270,000 babies. Because no two deliveries are alike, Woman's has created an environment highly responsive to the needs of each mother and baby. Our attention to detail is known as The Woman's Touch.

Woman's pregnancy resources include childbirth and parenting classes; the premier regional baby fair, Baby Grand; personal trainers; spa treatments; nutrition counseling; and more.

Woman's childbirth options are as varied as the expectant moms who arrive daily at the hospital. In addition to more traditional methods of delivery, Woman's facilitates natural childbirth, including tub labor and births attended by doulas. The birth of a child is a highly personal event, and Woman's works to accommodate preferences while maintaining the highest standards for patient safety.

Woman's family-centered maternity care allows well babies to remain with their mothers throughout their hospital stay. Patient rooms feature a comfortable, home-like setting with advanced technology.

Woman's support for breastfeeding is available to new mothers twenty-four hours a day. Breastfeeding provides optimum nutrition, promotes a baby's healthy growth and development, lowers the risk of allergy and dental problems, and helps prevent disease. Certified lactation specialists equip new mothers with the knowledge and skills necessary to give their newborns the best possible start.



Woman's is the only facility in the area to provide tubs to laboring moms on request with no additional charge.





Dr. Sharon Lee with just-delivered baby Vera.

Sydney. College sweethearts Sydney and Wes Hebert always wanted children, so when Sydney discovered she was pregnant, the couple was ecstatic. “We were really excited and nervous,” recalls Sydney, 27. An ultrasound revealed the Heberts were expecting a girl, who they named Vera Claire in honor of Sydney’s grandmother. Sydney also discovered one by one that her closest friends were pregnant, inspiring the formation of “the belly buddies.” Sydney, Emily Mayo, Allison Bush, Aimee Dawes, and Kelley Jones spent the next few months meeting for lunch and posting electronic pregnancy updates. “We emailed about everything from cravings to weight gain. I was huge!” laughs Sydney.

Sydney and Wes completed their preparations for Vera Claire by finishing a pink nursery and taking classes for expectant parents at Woman’s. “Breastfeeding Basics” demystified nursing, and “After Baby Comes” gave the couple confidence in infant care. Sydney’s doctor, Sharon Lee, advised a C-section, so the Heberts and their families marked their calendars.

“As they wheeled me in, I was kind of apprehensive, but everyone made me feel so comfortable,” Sydney recalls. “The nurses and staff had so much experience, and they let me know exactly what to expect.” Vera Claire arrived with no complications, and began nursing instantly. “It was incredible to have our baby at Woman’s,” says Sydney.

Glenn Marbury, certified registered nurse anesthetist, comforts Sydney as she prepares to deliver Vera.



LaDonna with Laila and Troy.



For babies who need extra care, Woman's offers comprehensive services through its **Center for Newborn and Infant Care** (CNIC). As a LEVEL III REGIONAL REFERRAL FACILITY for obstetrical and neonatal care, Woman's has earned the highest designation a hospital can receive. Woman's is the only facility in the area to provide a neonatologist in-house twenty-four hours a day, seven days a week. The CNIC is part of a select group of hospitals from around the world participating in the Vermont Oxford Network, comprised of leading institutions in the care of premature and critically ill infants.

After leaving the CNIC, many babies receive follow-up care through Woman's **Neurodevelopmental Clinic**. Preterm and low birth weight babies who manifest developmental delays, learning difficulties and neurological disorders are given comprehensive multi-disciplinary care.

The Neurodevelopmental Clinic's experienced physicians, nurses, and therapists aim to mediate issues as early as possible to give children the best opportunity for continued development.

Woman's **Pediatric Therapy** provides occupational, physical and speech therapy, and hearing services for infants and children having difficulty achieving developmental milestones. Experienced staff help families overcome problems with feeding, abnormal posture, movement and impaired sensory systems.

Woman's is Baton Rouge's only private organization that provides individualized nursing case management for HIV/AIDS-infected pregnant women and their babies, from diagnosis to one year after delivery.

LaDonna. Like all moms and dads, LaDonna and Troy Green relish watching their children grow and develop. Every milestone is meaningful. But on top of new parent wonder, the Greens feel a deep sense of gratitude. Babies Troy, Jr. and Laila were born at 24 weeks after an emergency C-section, and each faced grave medical conditions.

"I didn't even know about the CNIC," says LaDonna, "but what they did for our kids was unbelievable." At birth, Troy weighed just one pound, six ounces, and Laila, one pound, four ounces. They required several surgeries, each performed in the CNIC's adjacent newborn and infant surgery suite. The suite's proximity keeps the CNIC's tiny patients from being transported outside the unit.

"We had a lot of bad days. It was so hard to watch them go through it," says LaDonna. "But the doctors, staff and nurses knew exactly what they were doing. And, they let us know they really cared."

After four months, baby Troy came home, followed by Laila a month later. The twins have made remarkable progress and are hitting many of the same milestones as their peers. Their follow-up continues at Woman's Neurodevelopmental Clinic.

LaDonna still stops by the CNIC to thank the nurses and to inform them about the twins' progress. "There was no one there who did not treat us like family," she recalls. "It was so obvious they wanted the best care for our kids."



*Therapists work with Troy on the ball as
Laila takes a break with LaDonna.*

For moms facing high-risk pregnancies, Woman's **Maternal-Fetal Medicine (MFM)** Center provides high-tech screening and treatment conducted by a team of specialists who work closely with a patient's personal obstetrician. MFM doctors provide care for all types of medical conditions, including pregnancies of multiples, premature labor, premature rupture of membranes, maternal diabetes and maternal hypertension. MFM also provides sophisticated screenings for the detection of fetal abnormalities.

Woman's MFM Center provides expectant women an extra layer of obstetrical care in the event of a special need or complication. Since Woman's is a LEVEL III REGIONAL REFERRAL FACILITY, the highest care designation a hospital can receive, women throughout Louisiana and the Gulf Coast region are treated with a variety of services. These include diagnostic tests like high-resolution ultrasound, fetal heart studies and echocardiograms, umbilical blood sampling, amniocentesis, chorionic villus sampling, and screening for Down's Syndrome and spina bifida.

After delivery, Woman's **Metabolic Health Clinic** with its team of doctors, dietitians, exercise specialists and nurse educators, provides follow-up care for women diagnosed with gestational diabetes. As incidence of gestational diabetes increased worldwide, Woman's assumed a role on the forefront of prevention. Woman's features the only clinical lab in the U.S. outside of an academic institution that is conducting gestational diabetes research for insulin resistance.

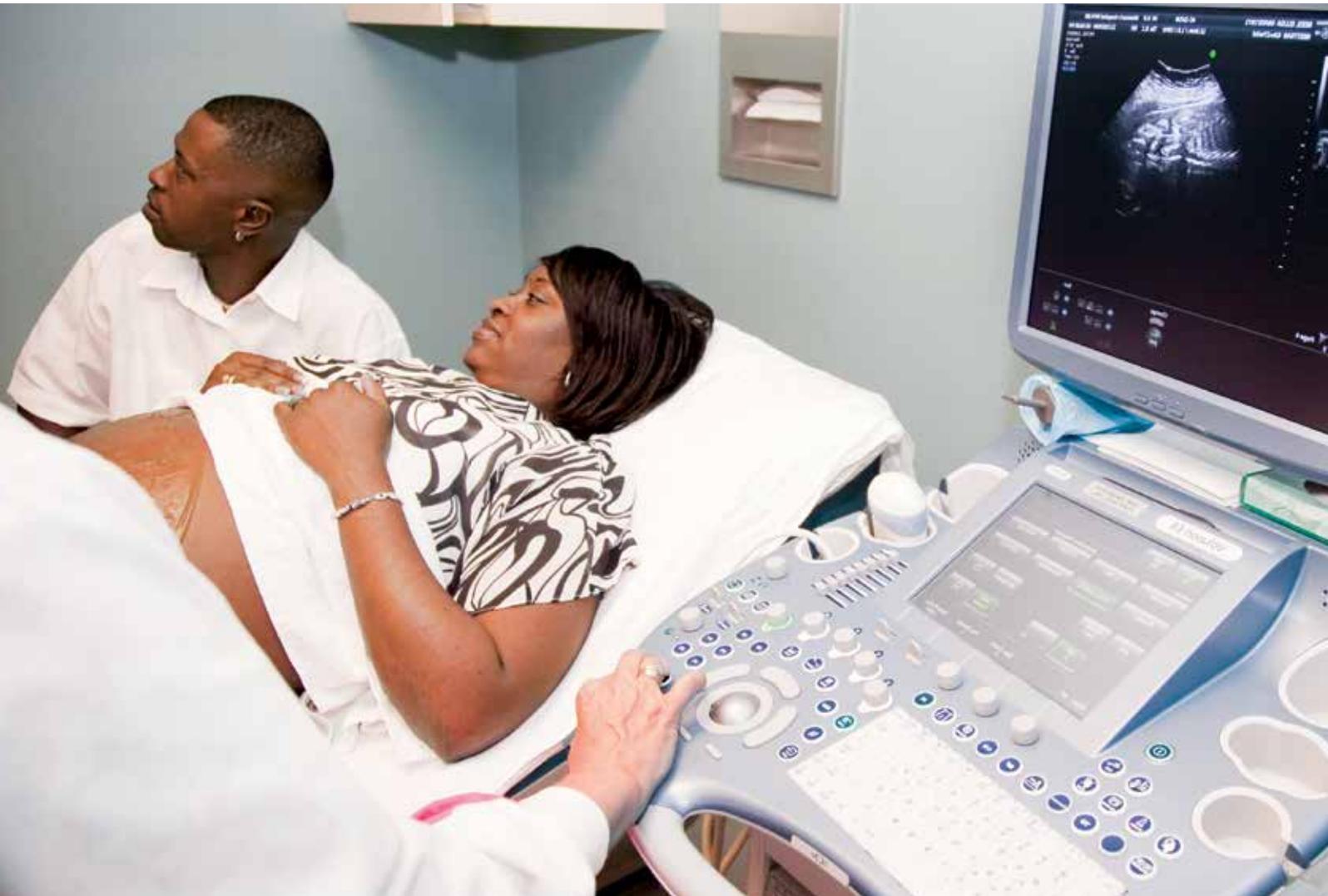
Baby Reed's toes.



Ellisa. Ellisa Reed was surprised and delighted to learn she was pregnant at age 38. She was also concerned about fibroid tumors, an existing condition that began worsening during her pregnancy. Doctors at Woman's Maternal-Fetal Medicine (MFM) Center kept a close eye on Ellisa, providing regular monitoring and feedback.

In the process of monitoring Ellisa's fibroid tumors, MFM doctors also discovered she had maternal hypertension, and coached her on ways to control it in order to avoid preeclampsia, a condition with potentially dangerous consequences for both mom and baby. "I was determined to eat right. They put me on a special diet, and I stuck to it," she says. "Even though I was raised in south Louisiana, I said no more fried food and I started eating things like chicken, fish and more fruits and vegetables." Ellisa also began walking regularly. Her fibroids have been under control and her blood pressure is normal. "I feel really good," she says.

A close monitoring of the baby's health is routinely performed. Ellisa and Curtis watch their personal view screen as the ultrasound checks their baby's development.



Wellness & Prevention

Woman's offers a comprehensive approach to wellness and prevention and includes a network of convenient health screenings and services to ensure a woman has every opportunity to live a fulfilling, healthy life.

Mammography is an important component in long-term health, and Woman's provides leading-edge digital mammography through the Breast Center on the main campus, the mobile mammography coach, Woman's Center for Wellness, and the offices of partnering physicians. **Osteoporosis** screenings, **colonoscopies** and screenings for cardiovascular disease through the **herheart** program are also part of prevention and screening services. Woman's firmly believes that early detection saves lives.

In addition to screening services, **Woman's Fitness Club, Day Spa** and **Nutritional Counseling** provide opportunities to improve health, fitness and nutrition on a daily basis at Woman's Center for Wellness.

Women-only fitness classes, aquatics, mind-body workshops, weight loss counseling and more, are conducted in a non-competitive environment. Individual and group exercise, and personal training is available. Certified exercise physiologists help clients create plans for lifelong health by integrating regular goal-setting, including competing in races.

Registered dietitians offer Nutritional Counseling through private consultations, classes, and support groups. They provide guidance for nutritional needs related to specific health concerns, including diabetes, weight loss surgery, high blood pressure and pregnancy.



Ellen. When she turned 60, architect Ellen Jenkins decided to get serious about fitness. She had exercised sporadically over her adult life, but she wanted to mark her milestone birthday with a new commitment to healthy living. Ellen chose Woman's Center for Wellness, which gave her access to an all-female fitness club, wellness classes and other amenities under one roof.

Ellen signed up for the Weight Loss Program, a series of classes that encourage better nutrition and regular exercise. Ellen took it seriously, eating well, working out and eventually losing more than 25 pounds. In the process, she also began swimming regularly. She not only felt great, but encountered an important extra benefit: friends. "I loved the camaraderie," she says. "I've been to a lot of fitness centers, but never one where I also made friends." With help from Fitness Club trainers, Ellen and some of her workout companions began preparing for a triathlon. By the time she turned 61, she had completed five triathlons, winning her age group in four of them. "It's incredible to have more energy and confidence," she says, "and best of all, to feel like you're part of a team while you're doing it."

Ellen at Woman's Center for Wellness gym preparing for another triathlon.



Treatment & Care

When a woman faces unforeseen medical issues—**illness, needed surgery, or cancer diagnosis**—she needs medical experts to be as compassionate as they are skilled.

Along with **urological procedures, diagnostic testing, and orthopedic surgery**, Woman's offers the latest diagnostic and surgical techniques available, including da Vinci® robotic surgery, a less invasive approach that reduces post-surgery discomfort as well as recovery time.

Woman's offers treatments for **gynecologic and breast cancers**, state-of-the-art imaging, diagnosis, surgical services, follow-up therapy, and support services. Woman's team approach means treatment is coordinated among everyone involved. In addition to general procedures performed for gynecologic conditions, the Baton Rouge area's only board-certified gynecologic oncologists perform extensive surgical procedures for all types of gynecologic cancer. Woman's cancer services are accredited by the American College of Surgeons, a voluntary certification that provides patients added assurance.

The oncology staff includes registered nurses and technicians with extensive experience in the care of women undergoing surgery and treatment for breast, cervical, uterine, ovarian, and other gynecologic cancers. Woman's provides inpatient and outpatient services, including chemotherapy administration and patient education.

Linda prepares herself for chemo infusion at Woman's.



Linda. "I had no idea that Woman's even offered chemo," says Linda V. Lee. Four years ago, the positive 69-year-old was diagnosed with ovarian cancer and chose Woman's for treatment. "I was so glad to be able to do it here in town," she says.

Linda's treatment process began with a hysterectomy, followed by nine months of chemotherapy. A recurrence two years later triggered the need for another round of chemo. Linda committed to staying upbeat, despite the cancer's characteristic aggressiveness. "I didn't read or think about anything that was negative," she says. "I was committed to staying positive."

One of the factors Linda credits for keeping her spirits high has been her gynecologic oncology physician, the nurses, and staff at Woman's. "During my treatments, they tried to do anything they could to make me comfortable," she recalls. "I felt very good about their level of experience, and their concern for my well-being. With the professional and kind service of everyone at Woman's and my strong loving faith, I know that I am in good hands for my cancer treatment."



Brandi Smart, Oncology RN, is one of the many people at Woman's who kept Linda informed about her cancer treatment and comfortable during her chemotherapy.

The **weight loss surgery** program provides bariatric surgery, along with nutritional counseling by a registered dietitian. The program also provides assistance with maintaining a physically active post-surgery lifestyle from a certified exercise physiologist.

Woman's **cosmetic surgery** services are provided by board-certified plastic surgeons, and offer an extensive menu of procedures for the face and body, including body contouring after weight loss and **breast reconstruction** following mastectomies.



Loyce Templet, now cancer-free, returns to Woman's for follow-up care and regular mammograms.

Loyce. As she watched *Good Morning America* anchor Robin Roberts announce she had breast cancer, it occurred to Loyce Templet she was overdue for a mammogram. Roberts drove the point home further when she reminded viewers about the importance of regular screenings and early detection.

Woman's Mobile Mammography Coach was scheduled to be nearby in Sorrento, so Loyce drove from her home for a mammogram. "It was close and easy," she says, "and the people who worked there knew what they were doing and gave me a lot of respect," she said. Loyce was relieved finally to receive a mammogram, but she never expected what came next. "The mammogram showed a suspicious looking area," she said. A subsequent biopsy at Woman's Hospital confirmed a diagnosis of breast cancer. "When I found out, it felt like a bowling ball hit me in the face," recalls Loyce. "I wanted to just run, but I knew the cancer would follow me."

With no insurance, Loyce was concerned not only about her health but how she would pay for treatment. Social workers at Woman's helped her enroll in Medicaid, and along with grants to supplement other costs, "I never had to worry about that part of it," she says.

Loyce's lumpectomy was performed at Woman's Hospital. A subsequent surgery ensured remaining cancerous tissues were removed, followed by six weeks of radiation therapy.

Now cancer-free, Loyce returns to Woman's for follow-up care and regular mammograms. "Everyone I have come in contact with at Woman's is so professional and compassionate." She says, "They helped me be one of those miracles."

Woman's Wendi Chapman gives Loyce one of her follow-up mammograms.



As life progresses, many conditions like osteoporosis can improve through the right form of therapy. Woman's provides extensive **adult therapy services** for both men and women, including physical, occupational, speech and hearing. Unlike many typical treatment facilities, Woman's provides one-on-one therapy sessions in a private setting. Treatment plans may consist of manual therapy, modalities, and exercise to meet the unique needs of each patient.

Woman's Home Care has one of the lowest rates of re-hospitalization in the U.S. Highly trained nurses perform an array of services for adults, infants and children, including phototherapy, gastronomy care and feeding, infusion therapy, oxygen therapy, tracheostomy care, follow-up care for infants with congenital heart defects, lab work, and more. Woman's Home Care is the largest provider of pediatric home health in the region, making over 9,000 healthcare visits to children each year. No other home health organization offers the range of services Woman's Home Care provides.

Woman's Sleep Clinic helps diagnose and treat a variety of sleep disorders including sleep apnea, insomnia, restless leg syndrome, and narcolepsy. A full range of diagnostic tests are used to evaluate sleep disorders including polysomnography (sleep study), continuous positive airway pressure (CPAP) titrations, mean sleep latency tests (MSLT), and mean wakefulness tests (MWT). Studies show that individuals with sleep disorders are at greater risk for heart disease, high blood pressure, diabetes, stroke, and automobile accidents. Further, research shows a link between chronic sleep deprivation and the risk of being overweight. About one-third of adults in America complain about some aspect of their sleep habits. The Sleep Clinic's services are conducted by the Louisiana Sleep Foundation (LSF) in a quiet, private setting at Woman's.

Woman's therapist working with a patient in warm water therapy.



Upon discharge from other hospitals, Woman's Home Care serves adult men, such as Bob Furman.

A large percentage of infants discharged from CNIC are cared for at home by Woman's Home Care.



Highlights of the Year

Awards and Honors

Gold Seal from Joint

Commission. Woman's earned the Joint Commission's Gold Seal of Approval in October 2009 for demonstrating compliance with national standards for healthcare quality and safety. The Joint Commission completed its annual survey of the hospital and Home Care Services. This was the third successive survey in which Home Care had no findings. The Joint Commission listed Woman's Home Care with those using Best Practice for their work on Infection Control Risk Assessment.

The Joint Commission seeks to continuously improve the safety and quality of care provided to the public through national accreditation and related services that support performance improvement in healthcare organizations.

Home Care Platinum Quality

Award. Home Care Services received a Platinum Louisiana Home Health Agency Quality Award presented by Louisiana Health Care Review, Inc., the Medicare Quality Improvement

Organization for Louisiana. Woman's Home Care has sustained an Acute Care Hospitalization Rate of less than 23% since October 2004, and less than 14% since October 2008.

Cancer Program Accreditation with

Commendation. The Commission on Cancer (CoC) of the American College of Surgeons granted its Three-Year Approval with Commendation to the cancer program at Woman's Hospital as a result of their on-site survey. The survey measures the hospital's cancer program for compliance with 36 standards, and its ability to collect standardized, quality data and use that data to develop effective educational interventions to improve cancer care outcomes at the national, state and local levels. The CoC has approved 25% of hospitals' cancer programs across the nation; 80% of newly diagnosed cancer patients are treated in these approved institutions. Approval by the CoC is given only to those facilities that have voluntarily committed to providing the highest

level of quality cancer care and that undergo a rigorous evaluation process and review of their performance.

Best Places to Work. For the second consecutive year, *Modern Healthcare* magazine named Woman's one of the 100 Best Places to Work in Healthcare. Woman's ranked 41st in the nation, moving up 59 places from the previous year. It was the only hospital in Louisiana to receive the honor. More than 5,000 hospitals in the U.S. were eligible for consideration. The rigorous review process examined Woman's leadership, planning, culture, communications, work environment, training and development, pay and benefits, overall employee satisfaction and more. Woman's was selected on the basis of its application, a random sampling of employees, and information on its workplace practices, policies and employee benefits. *Modern Healthcare* is a widely read national journal for healthcare executives.

New Programs and Services

Metabolic Health Clinic.

Woman's Hospital Metabolic Clinic was developed to focus on women with a risk of developing diabetes including those with a history of gestational diabetes, polycystic ovarian syndrome, insulin resistance, metabolic syndrome or a family history of type 2 diabetes. A multi-disciplinary team including physicians, nurse educators, registered dietiticians, and certified exercise physiologists develops an individual metabolic health plan based on the needs of each woman. The clinic utilizes a unique testing panel established at Woman's Hospital for the diagnosis of prediabetes.

herheart. Woman's and the Baton Rouge Clinic collaborated in a cardiovascular wellness program for women housed at Woman's Center for Wellness. The program combines state-of-the-art cardiovascular risk assessment with a multi-faceted approach to diet and improved fitness.

Health-n-Motion Program. To improve employee health and fitness and to help combat regional obesity trends, Woman's launched Health-n-Motion, an employee

weight management program. More than 200 employees signed up for the first six-month session, losing 1,720 pounds collectively. Second session participants lost 1,130 pounds. Health-n-Motion has been so successful it is a permanent employee benefit.

Patient Safety and Quality

Institute for Healthcare Improvement (IHI)

Collaborative on Perinatal

Improvement. Outcomes measured by the IHI continue to improve at Woman's, including documentation of estimated fetal weight for all deliveries, elimination of elective inductions less than 39 weeks gestation unless fetal lung maturity is demonstrated, and decreasing the perinatal harm rate. Woman's became part of the IHI's Improving Perinatal Care Collaborative in June 2006. IHI is a network of more than 160 hospitals from around the world, giving Woman's access to leading strategies in evidence-based practice and patient-centered care through a variety of media, including webinars, teleconferences, face-to-face meetings, online resources and listserv communication.

IHI also supports and coaches each member hospital through setting goals and identifying strategies.

Vermont Oxford Network.

Striving for excellence continues through participation in national networks, including the Vermont Oxford Network (VON), which maintains one of the world's largest databases about the outcomes for high-risk infants treated in worldwide neonatal intensive care units. The Center for Newborn and Infant Care (CNIC) also participates in the VON performance improvement collaborative.

Safety at the Bedside. The Bedside Medication Verification (BMV) program expanded to all areas of the hospital in February 2009. BMV uses bar code technology to ensure medication is dispensed at the bedside in the safest manner possible. Hand-held scanners match bar codes on patient wristbands with those on medications. Patient identity and medication information is confirmed against data readily available through an electronic medication administration record (eMAR).

Rapid Response Team.

In January 2009, Woman's initiated a Patient-Activated Rapid Response Team to give family members and friends a mechanism to express concerns about a patient's condition. When concerned, family and friends can now call the Rapid Response number, and a team is dispatched to the room for further patient evaluation. The team includes a hospitalist, a nurse, and a respiratory therapist.

"Smart" Pumps. Woman's expanded the use of computerized intravenous infusion pumps, or "smart" pumps. High volume infusion pumps, which specifically supply nutrients, were installed in the CNIC in November 2008 and in adult patient units in February 2009. The project was an interdisciplinary effort among several hospital departments, including nursing, pharmacy, bio-medical, information technology, and materials management.

Streamlining Employee Roles in Routine C-Sections. Woman's refined and elevated the role of the transition nurse at routine

C-sections in January 2009. The shift eliminated the need for respiratory therapists routinely attending C-sections, now more appropriately assigned to high-risk C-sections. The decision was based upon recommendations from the Perinatal Performance Improvement Team, which is made up of representatives from Mother/Baby, Labor and Delivery, CNIC, and Respiratory Therapy and is part of an ongoing evaluation to ensure both efficiency and quality patient care.

Patient Safety Rounds. To increase communication between staff and senior leadership on patient safety, Woman's staff began making patient safety rounds. The process includes the Patient Safety Officer and senior leaders visiting units and departments for the purpose of discussing and exploring patient safety issues with frontline staff. The recognized benefits of the program are improved understanding between frontline providers and senior leaders, better educated leadership about frontline concerns, increased responsiveness to problems,

and faster implementation of improvements. One of the most important benefits of the program is that staff members are empowered by knowing they regularly have leadership's ear.

Surgical Care Improvement Project. Woman's continued to achieve or exceed "best hospital performance" on indicators within the Surgical Care Improvement Project, a quality assurance program that examines surgical processes, such as the preparation of patients for surgery and the delivery of prophylactic antibiotics.

Labor and Delivery Team Communication. "Team Performance Plus" is a comprehensive training program for doctors, nurses and other health-care professionals designed to enhance communication and teamwork in obstetrics. Created by the Harvard Risk Management Strategies Foundation, the program facilitates communication among all team members in an obstetrical environment, thus reducing error and increasing service and efficiency.

The goal is to facilitate an environment of trust and respect, improve communication, and implement a predictable, clear work process. Several training sessions were held throughout the year with more than 215 Woman's professionals participating.

Hand Hygiene. Woman's began a concentrated educational focus to further expand hand hygiene compliance with Centers for Disease Control and Prevention guidelines. Nursing hand hygiene compliance had consistently been near 90%, but the program led to an improved score of 97% in June.

DVT Prophylaxis Project.

A multidisciplinary team participated in a five-part Institute for Healthcare Improvement (IHI) expedition series entitled, "Preventing Venous Thromboembolism in Hospitalized Patients: Risk Assessment." Participants included representatives from nursing, pharmacy, quality assurance, along with medical staff actively involved in finding best practices. Based on lessons learned from the IHI series and on current American

College of Clinical Pharmacy and American College of Obstetrics and Gynecology guidelines, the DVT prophylaxis orders for surgery patients have been revised and placed in an easier-to-use format.

New Campus Update

In January of 2009, Woman's announced that construction of the new campus at the corner of Airline Highway and Pecue Lane in Baton Rouge would be suspended until permanent financing was obtained. The financing strategy for the new campus had been based on selling bonds, the timing of which became uncertain in the national recession. The unfavorable credit markets made it prudent for Woman's to pause construction and pursue alternative long-term financing. Many healthcare institutions nationwide faced similar circumstances and made similar decisions.

Construction of structural support towers was completed. Design and construction teams focused on refining plans and finalizing construction agreements so that contractors could begin once financing was secured. During

the process, Woman's leadership examined the scope of the project and found ways to accomplish the strategic objectives more cost-effectively, saving approximately \$35 million.

The sale of tax-exempt bonds to finance Woman's new hospital was completed on January 20, 2010. The transaction closed on February 10 and construction will resume with completion expected in the summer of 2012.

Financial Performance

Despite the national recession and declining stock market, Woman's Hospital's financial performance demonstrated the results of sound management practices, an organization-wide commitment to innovation and efficiency and proactive governance. These elements combined to generate better-than-budget performance that will help ensure future plans for meeting the emerging needs of patients throughout the region.

Total inpatient and outpatient revenue increased by 3.9% from 2008, with inpatient revenue down by .69% and outpatient revenue up by 13.75%. The decrease in inpatient revenue was due to lower patient acuity in the Center for Newborn and Infant Care (CNIC), which resulted in shorter lengths of stay. CNIC patient days were 19,850, down from 23,909 in 2008. The increase in outpatient revenue resulted from higher volumes in the lab, pharmacy, imaging services, and home health.

Woman's revenue base is solid, due to a favorable payer mix in which commercial insurance represents 55.22% of gross revenue. The hospital continued its commitment to community-wide service by providing charity care, and participating in Medicare and Medicaid which pay below actual cost. Good resource management enabled the hospital to serve those unable to pay for the total cost of their care.

Operating expenses were 0.03% lower than the previous year as Woman's continued to identify opportunities to reduce costs without compromising quality. Salaries and benefits declined 1.5% from 2008 due to greater efficiency in staffing during lower volume periods and the implementation of recommendations by a national consulting firm. Salaries and benefits accounted for 61.2% of total expenses.

Woman's profitable operations contributed to continued high levels of debt service coverage and liquidity. Cash on hand remained stable at 244 days as a result of strong cash flow from operations; and compares favorably to the national median of 238 days. Debt service coverage was 2.5 times for the fiscal year.

2009 Summary of Financial Contributions Through Community Benefit Programs

Providing Care for Persons Living in Poverty

Charity Care	\$ 259,000
Unreimbursed Cost of Medicaid Program	12,207,000
Subsidized Health Services	
Emergency Services and Clinical Consultation	1,391,000
HIV Case Management	75,000
Subspecialty Clinics	367,000
Unreimbursed Hospitalists and Nurse Practitioner Costs	1,965,000

Providing Benefits to the Community and State

Community Education of Health Issues	559,000
Lactation Services	514,000
Un-sponsored Research	300,000
Care for Sexual Assault Victims	38,000
Support of Community Service Organizations	
Susan G. Komen Breast Cancer Foundation	5,000
Printing Services	15,000
Grants and Awards to Mission Focused Service Organizations	16,000

Total Financial Support

\$17,711,000

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

Financial Report

	2009 (In Thousands)	2008 (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	\$209,875	\$ 211,323
We generated revenue from outpatient services such as home health, maternal-fetal medicine, laboratory, imaging, therapy, and related healthcare services	\$112,670	99,051
We generated revenue from nonpatient services, such as investment income, cafeteria, child care center, and wellness center	(\$ 5,979)	(\$ 3,365)
Total Earned Revenue	<u>\$316,566</u>	<u>\$ 307,009</u>
As part of our ongoing commitment to the community:		
We did not receive payment for services provided to patients unable or unwilling to pay	\$ 3,646	\$ 2,377
We did not receive full payment for Medicare and Medicaid patients and from other government programs	79,490	74,248
We provided discounted services to patients enrolled in managed care companies	38,194	35,677
Total Revenue Unpaid	<u>\$121,330</u>	<u>\$ 112,302</u>
Net Revenue	<u>\$195,236</u>	<u>\$ 194,707</u>
In order to provide the necessary resources for excellence in patient care:		
We paid employee wages, salaries, and benefits	\$117,996	\$ 119,769
We purchased medications, medical and surgical supplies, and food	25,749	24,694
We incurred other operating expenses such as utilities, depreciation, interest, maintenance, insurance and continuing education for employees and patients	45,466	46,073
Total Operating Expenses	<u>\$ 189,211</u>	<u>\$ 190,536</u>
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	\$ 6,025	\$ 4,171
Total Operating and Capital Expenses	<u>\$195,236</u>	<u>\$ 194,707</u>

Statistics	2009	2008	2007	2006
Adult Admissions	11,893	12,187	12,136	12,607
Adult Average Length of Stay	2.70 days	2.72 days	2.77 days	2.81 days
Births	8,245	8,483	8,333	8,705
Patient Days	70,087	75,419	74,887	77,176
CNIC Discharges	1,393	1,550	1,511	1,569
Inpatient Surgeries	2,704	2,802	2,840	2,844
Outpatient Surgeries	4,578	4,575	4,849	4,522
Outpatient Visits	126,844	125,788	133,271	130,939
Breast Procedures	46,647	44,294	44,111	42,578
Home Health Visits	14,161	12,440	17,447	17,887
CT Scans	2,089	2,359	2,587	2,251
Pap Smears	94,493	86,743	82,857	86,236
Maternal-Fetal Medicine Office Visits	9,171	8,215	8,768	8,998

Gross Patient Revenue by Service	2009	2008	2007	2006
Obstetrics	24%	22%	21%	23%
Gynecology / Oncology / Surgery	11%	12%	10%	10%
Newborn	5%	5%	5%	5%
Neonatal ICU	25%	29%	30%	28%
Total Inpatient Revenue	65%	68%	66%	66%
Outpatient Surgery	9%	9%	9%	9%
Other Outpatient Care	26%	23%	25%	25%
Total Outpatient Revenue	35%	32%	34%	34%
	100%	100%	100%	100%

Gross Patient Revenue by Financial Class	2009	2008	2007	2006
Insurance*	55%	54%	54%	51%
Medicaid*	39%	40%	40%	43%
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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Beth Manning, LCSW-BACS

Wellness Services

Chrissie Olsson, MS, LOTR

Woman's Hospital Foundation. The hospital is a nonprofit 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

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William C. Haile, MD
Lamar L. Lambert, MD

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Woman's exceptional care, centered on you

Founded in 1968, in Baton Rouge, La., Woman's Hospital is a 501(c)(3) nonprofit organization governed by a board of community volunteers. Contributions, along with proceeds from hospital operations, are reinvested in research, community education, service programs, and equipment. Woman's provides comprehensive services designed specifically for women and infants, including pregnancy and childbirth, care for high-risk newborns, surgical services and therapy, cancer treatment, wellness and prevention programs, and screenings for cancer and other health conditions. Woman's is accredited every three years by the Joint Commission, the national accrediting body.