Grounded in Faith

Transforming Care
The Franciscan Missionaries of Our Lady Health System recognizes that today’s environment offers tremendous opportunities to improve the healthcare delivery system and to provide affordable, high-quality care to our patients and communities.

While the business climate today is certainly a challenge, we believe there has never been a better time to remain on our path to transform the way we deliver care. In faithfulness to our mission, we seek opportunities to work with our multiple partners and community leaders to embrace a future that is filled with hope and promise.

We understand that success will come by remaining focused on our mission and values, following the example set forth by those who came before us. We also recognize that we are surrounded by talented people who bring a level of optimistic enthusiasm that drives our organization forward to make Louisiana a healthier, happier state.

Our system is rooted in the spirit of St. Francis of Assisi, who 800 years ago underwent a transformational experience and became a servant of the Lord. Centuries later, six Franciscan Sisters set out for Louisiana to provide care for those most in need. Little did they know, they would transform the way healthcare is provided in our state and sow the seeds for the health system we are today.

Guided by the path of St. Francis of Assisi and our Franciscan Sisters, we continue to make strategic innovations that improve the way we care for those we are privileged to serve. While it is impossible to predict the future and exactly how these changes will affect our ministry, we are grounded in our faith in God and our mission, and confident in our ability to transform healthcare for the good.
Leaders

“Do not conform yourselves to this age but be transformed by the renewal of your mind, that you may discern what is the will of God, what is good and pleasing and perfect.”

Romans 12:2
This past year, I was fortunate to join others from the health system on a Franciscan pilgrimage to Assisi and other parts of Italy to learn about the life of St. Francis. The trip had a profound effect on me. As a Southern Baptist unfamiliar with many of the details of St. Francis’ life, it gave me a deeper understanding of his transformation, caring demeanor and leadership by example. As the health system board chair, this experience made me proud to be a part of an organization that is dedicated to caring for those most in need.

While I cannot imagine the difficulties faced by our founding Sisters, we too face our own challenges today. Our Board of Trustees recognizes the need to balance our financial margin with our mission. This means we must capitalize on new opportunities and embrace the investments we have made in talent, technology and community partnerships. The result will be a health system that is financially strong and well poised for the future.

We also see great opportunities in the areas of wellness and prevention. Effective wellness programs that offer rewards for healthy choices is a proven platform to help people achieve their health goals, such as quitting smoking, exercising more and losing weight.

This past fiscal year, one of the board’s most important efforts was our continued focus on management transition and the development of new leadership throughout the system. We realize the importance of finding team members who are not only skilled at their jobs, but also possess the attitude and beliefs of the Sisters who have guided the organization over the last one hundred years. I know from experience that service supported by such a keen focus on a mission is rare in business and in healthcare. Sustaining this effort is what will bring us success as we embrace the opportunities that await us.

James H. Prince
Board Chair

“People do not put new wine into old wineskins. Otherwise the skins burst, the wine spills out, and the skins are ruined. Rather, they pour new wine into fresh wineskins, and both are preserved.”

Matthew 9:17
As a Catholic healthcare organization, faith is part of our daily lives. It is our faith that has guided the Franciscan Missionaries of Our Lady Health System’s long-term planning since its inception in 1984. Through our health system and each of our individual hospitals that we sponsor, our Sisters perpetuate our mission of extending the healing ministry of Jesus Christ to those most in need.

From healthcare and outreach programs for those without the ability to pay, to care for our growing elderly population and children in our communities, we are blessed to touch the lives of so many people across the state of Louisiana.

The health system is recognized today as an industry leader both in Louisiana and across the United States. However, our system’s greatest achievement is that it will continue the legacy of the Sisters, operating in the Franciscan manner we hold so dear.

As I interact with our team members each day, I feel the spirit and the passion they bring to this healthcare ministry. This exuberance for their work and the commitment to our shared mission fills my heart with joy and gives me confidence that our work and the efforts of those who came before us will continue for another one hundred years and beyond.

Sister Barbara Arceneaux  
Provincial, North American Province
For years, driven by our faith and mission, the health system has worked to implement strategies and initiatives that provide the highest quality care and improved outcomes. In the past fiscal year, we witnessed a significant increase in tangible results and a leap forward in our efforts to transform the way healthcare is delivered. Although these initiatives begin within the health system, they echo across the region and beyond, improving healthcare throughout the communities in which we have a presence.
Using Technology to Advance Care

Advancements in technology are making it easier for doctors to make the right diagnosis, make healthcare safer and improve the quality of care. Software and technological improvements play a behind-the-scenes role in patient care and clinical quality performance improvement. This continues to be at the forefront in the system-wide transformation of care delivery. In fiscal year 2014, major strides were made in increasing efficiency.

The implementation of new software, such as Imprivata OneSign®, increases efficiency and allows the doctor to spend more time caring for the patient and less time accessing patient records. A simplified computer log-in procedure removes the need for the clinician to repeatedly type usernames and ever-changing passwords as he or she moves from one patient to the next. Because the log-in process may occur as frequently as 25 times per day, this effort gives providers more time with patients and less time with electronic documentation.
The health system has also adopted software that allows the physician or nurse to move from one workstation to the next with a customized desktop that remains the same on each computer. Files, and recently searched subjects — and their location within the electronic medical record — remain the same. This has increased the ease of use of electronic medical records across hospital settings.

Computerized Provider Order Entry (CPOE) is another quality improvement and patient safety initiative implemented throughout the health system. By entering patient orders and instructions electronically, potential errors associated with misinterpreted handwritten orders are eliminated. Teams in the lab, radiology and pharmacy receive easy-to-read information that expedites accurate order completion. This initiative provides clinical decision support by maintaining all patient information in one place accessible by the full care team.

In order to reach our goal of fully coordinating care between several providers and across multiple settings and environments, our system is embracing technology to improve the quality and safety of patient care in measurable ways.
As seniors live longer and the elderly population continues to grow, the health system remains steadfast in its efforts to markedly change how we care for seniors. In the past, conversations between seniors and their families in regard to nursing home options and end-of-life care may not have happened until the critical moment when the need to act was immediate.

In response, there is more coordination and communication with families to ensure the aging person gets the care they want in the place they want. A number of initiatives working toward this goal continued in fiscal year 2014.

The health system has provided generous support to the Louisiana Health Care Quality Forum to start the Louisiana Physician Orders for Scope of Treatment (LaPOST) initiative. LaPOST is the official document that translates a patient’s end-of-life wishes and goals of care into physician orders. Efforts were concentrated on educating nursing home staff, as well as patients’ families.
Throughout our system, we maintained growth in palliative care and whole-person care. Whole-person care goes beyond traditional pain and symptom control to address both spiritual and psychological support for the patient and their family.

PACE Baton Rouge (Programs of All Inclusive Care for the Elderly) continues to serve seniors who would otherwise need nursing home care. Patients enrolled in PACE exhibit positive clinical outcomes and reductions in hospitalization and re-hospitalization. PACE has also been introduced into the LSU and Our Lady of the Lake Psychiatric Residency Programs.

Each one of these initiatives for seniors helps the health system develop a multifaceted approach of proven strategies that will transform care for the elderly today and in the future.
Physicians have the potential to make the most immediate impact on the way patient care is delivered. Graduate medical education (GME) is one of our health system’s top priorities, assuring future generations of doctors are available to our patients, their families and the communities we serve.

Through the partnership with LSU, our residency programs at Our Lady of the Lake in Baton Rouge and Our Lady of the Angels Hospital in Bogalusa are transforming healthcare on numerous levels. Evidence of this is the 185 residents selected for the 21 residency programs in Baton Rouge (compared to 130 residents before the partnership) and the excitement about the Rural Family Medicine Residency Program in Bogalusa where 1,600 medical students applied for six openings.

This increase in participation shows strength of the program as well as a higher level of personalized care for patients. Both physicians and residents can spend more time to provide a detailed diagnosis and better understand all of the factors (including social,
Improving Care for the Future

Improving Care for the Future

economic, cultural) that impact their patients' health. Quality continues to improve as residents are meticulously trained on oversight and proper protocol.

A robust graduate medical education program challenges the medical teaching staff to stay abreast of the latest advances in care to be effective teachers. Intellectual curiosity and scholarly activity raise the bar for quality care throughout the health system.

With an eye on the future, graduate medical education is preparing Louisiana to meet the severe national physician shortage that will occur over the next decade. Research demonstrates that medical residency programs are a proven way for states to train and keep physicians. This means a much-needed infusion of highly trained physicians will develop long-term professional and personal relationships during their residencies that increase the likelihood they will remain in the state, ensuring quality care for generations to come.

Grounded in Faith | TRANSFORMING CARE
As early as 2008, the health system realized that the future of care meant moving beyond the traditional acute care delivery model by widening its focus to include population health management. Population health management aims to improve the health of an entire population or group. A population could be the employees of one organization, a community or an even larger group.

Our system’s effort began with Healthy Lives™, a program that uses healthcare data to focus wellness and prevention programs on groups, and identify members of the group who are most at risk for poor health outcomes.

Healthy Lives was first offered to our own team members. Since approximately seventy-five percent of chronic illness can be prevented with lifestyle and behavior modification, Healthy Lives includes unique features, such as certified health coaches who work closely with team members and their families, to set health goals using individual motivation.
The results are transformational. Since 2010, this health management program has reduced the percentage of team members at risk for chronic disease, improved quality of care measures and lowered annual medical and pharmacy claim costs.

Seeking to extend this change in the delivery of healthcare to a wider audience, Healthy Lives is now offered to other employers that seek to improve quality and reduce healthcare costs for a greater return on investment. For our clients, we use the same analytical process to identify improvement opportunities for their employees and for their health plan’s performance. Clinical data is reviewed to determine cost drivers, such as lifestyle behaviors, hospital utilization patterns and pharmacy claims. Information is combined with our clinical expertise to provide solutions that create a healthier workforce and ultimately reduce costs.

Today, we are assisting 23 organizations with their employee benefits and wellness programs. Additionally, we are working with health systems to impact communities in Oregon, Florida, Mississippi and South Carolina to help improve the health of larger populations.
Across Our System

“Whatever is good and perfect is a gift coming down to us from God our Father, Who created all the lights in the heavens. He never changes or casts a shifting shadow.”

James 1:17
The Sisters who founded St. Francis Sanitarium unknowingly began transforming healthcare in Louisiana in 1913. The modest, red brick building with 75 patient beds has grown into Northeast Louisiana’s largest healthcare provider with 550 licensed beds and a wide range of services.

As a former nurse at St. Francis, 90-year-old J. Geneva Cascio has witnessed firsthand how care has changed over her lifetime and in the community. After graduating high school in 1943, Mrs. Cascio immediately enrolled in nursing school caring for many of the soldiers returning from World War II. As a nurse, she worked for 47 years at St. Francis until she retired in 1989.

“In the early years,” she explained, “there were no aides, assistants or housekeeping and all charting was done by hand. The nurses did it all including washing and sterilizing supplies because nothing was disposable. We were very busy serving not only families from Monroe, but as far as Vicksburg, Shreveport and even Arkansas.”

Over the years Mrs. Cascio cared for her mother, father, sisters, other family members and friends. She has witnessed how the hospital’s dedication to investing in technology now allows its team members to offer the latest in care to patients. Mrs. Cascio says her favorite time was spent in the critical care department caring for people in comas or those who were given little chance to recover.

“When you help those patients get better and see the joy it brings to their families, it just gives you such a good feeling.”
100 Years of Service — Throughout the year, St. Francis celebrated 100 years of service to the people of Northeast Louisiana. Events included the blessing of the St. Francis Foundation Giving Sculpture, a special community Mass with tours of the hospital and the unveiling of a commissioned stained glass artwork that reflects St. Francis’ 100 year history.

Ranked #4 in Louisiana — *US News & World Report* ranked St. Francis Medical Center as the #4 Best Hospital in Louisiana and Best Hospital in Northeast Louisiana. St. Francis was also recognized as high performing in three specialties: orthopedics, nephrology and neurology/neurosurgery.

*Louisiana Life Recognition* — St. Francis Medical Center was listed as one of *Louisiana Life* magazine’s Top Hospitals in the state based on patient satisfaction. To qualify, at least 50 percent of the patients queried had to give the hospital a top overall ranking of 9 or 10.

Safe Sleep Champion — The Louisiana Department of Health & Hospitals recognized St. Francis Medical Center as a Louisiana Safe Sleep Champion Hospital for excellence in promoting infant safe sleep practices.

Medical Group Expansion — The St. Francis Medical Group expanded to serve patients in 15 locations throughout Monroe and West Monroe with 20 physicians and 14 nurse practitioners in 14 specialties. The group also has 18 hospitalists and four nurse practitioners. With 147 team members, the medical group cared for more than 40,000 patients in the region. Patient satisfaction for the Medical Group reached the 95th percentile.

Community Health Center — St. Francis is nearing completion of the new Community Health Center. The new 97,000 square-foot facility will focus on prevention, wellness and outpatient services. It is scheduled to open in the fall of 2014.

Increased Contributions — The St. Francis Medical Center Foundation hosted two annual fundraisers, the golf tournament and the Franciscan Evening Over the Ouachita, and announced the development of the Franciscan Path of Peace at the new Community Health Center. This year the Foundation benefited from increased contributions totaling over $350,000.
As part of a freshman career project in high school, Kelly Cahill was allowed to witness a hip replacement surgery that spurred his interest in pursuing a career in medicine. His path as a physician was affirmed when, at age 16, Cahill was diagnosed with bone cancer and received his radiation and chemotherapy treatments at Our Lady of Lourdes.

“The compassion and empathy that I received at Lourdes can’t be taught in a classroom; it is intrinsic to the mission of our hospital — to extend the healing ministry of Christ,” Cahill explained. “The experience was transformational and it further fueled my desire to become a physician.”

In 2007, Kelly T. Cahill, Jr., MD was the first doctor to join Our Lady of Lourdes Primary Care Physician Group. As of this year, he has been instrumental in growing the network to 18 physicians. Grounded in faith and highly committed to transforming care, Dr. Cahill is active in driving policy at Lourdes, he supports the incorporation of electronic medical records, embraces the use of nurse practitioners and is currently a physician leader assisting the health system in developing physician initiatives on a broader scale.

Whether it’s developing proactive protocols to keep patients out of the hospital or consolidating back office functions for greater efficiency, Dr. Cahill is playing an active role to ensure the health system fulfills its mission.
Guardian of Excellence Award for Patient Satisfaction — Press Ganey Associates, Inc. recognized Our Lady of Lourdes with its Guardian of Excellence Award. This award is given to top-performing hospitals that consistently achieve at or above the 95th percentile for patient satisfaction.

Joint Commission Gold Seal — This year, Our Lady of Lourdes was the second hospital in Louisiana to earn Joint Commission’s Gold Seal of Approval® and program certification for its Joint Replacement Program. The Joint Commission noted that Lourdes demonstrated commitment to the highest level of care for its patients with hip, knee and shoulder replacements.

Park Place Surgical Hospital — Lourdes welcomed its partner, Park Place Surgical Hospital, to the main campus with the opening of the $28.5 million, 120,000 square-foot replacement facility and medical office building. Now celebrating its 15th anniversary, Park Place has conducted more than 100,000 surgeries.

Addressing Obesity in the Community — As part of the Community Health Needs Assessment, Lourdes identified childhood obesity as a community concern and funded Health Teacher online curriculum for 30,000 elementary school students in Lafayette Parish. In the first year, this program engaged 51 percent of targeted teachers, resulting in their students having an additional 1.1 million minutes of physical activity.

Caring for Those Most in Need — Our Lady of Lourdes increased its commitment to our mission by increasing our spending on those most in need by $5.8 million. Lourdes allocated the two percent increase to improved processes that resulted in charity care to hundreds of qualified patients as well as expanding community service projects and congregational health programs.
The day after his 50th birthday, Dino Melancon arrived at St. Elizabeth Hospital in critical condition. He had been diagnosed days earlier with pneumonia, but it quickly advanced to acute respiratory distress syndrome, and his oxygen level was at only fifty percent. The team at St. Elizabeth went to work immediately to save his life.

When doctors determined Mr. Melancon needed a higher level of care, he was transferred to Our Lady of the Lake in Baton Rouge. Desperately ill, he was given little chance to survive and was put into a medically induced coma and on life support. The teams at St. Elizabeth and the Lake put Mr. Melancon on both hospitals’ prayer lines and his family requested prayers on his behalf.

“We had friends and family around the world praying for Dino,” said his wife, Cindy. “I was amazed by the teams at both hospitals, and how whenever they would see me—whether I was crying and upset, or smiling—they would stop and say a prayer with me. I was so well taken care of along with him.”

Through the power of prayer and the extraordinary care provided by St. Elizabeth and Our Lady of the Lake, Mr. Melancon survived. He is a living example of how the health system’s vision and values work together to provide the physical, emotional and spiritual aspects of healing that are unique to our ministry.
Team Member Satisfaction — St. Elizabeth Hospital scored in the 99th percentile for team member satisfaction, according to the engagement survey administered by Morehead Associates.

Certification of Asthma Intervention and Respiratory Education — The Asthma Intervention and Respiratory Education® (AIRE®) program of St. Elizabeth Hospital received certification from the American Academy of Respiratory Care. AIRE is one of only four programs in the nation to receive certification and the only program in Louisiana.

Guardian of Excellence Award — St. Elizabeth Hospital was awarded a 2013 Guardian of Excellence Award by Press Ganey Associates, Inc. The award recognizes top-performing hospitals that consistently achieve at or above the 95th percentile for patient satisfaction.

Health Advantage Award — St. Elizabeth Hospital was recognized by Truven Health Advantage for its use of data analytics to improve the quality of care and business results. The hospital was honored for improving appropriate access to care in the emergency department.

Neurology Lab Accreditation — St. Elizabeth’s Neurology Laboratory earned a five year accreditation from the Laboratory Accreditation Board of the American Board of Registered Electrodiagnostic Technologists.

Hospital Engagement Network Honor Roll — The hospital was recognized on the VHA’s Hospital Engagement Network Honor Roll as a top performer for improving several key measures of patient safety (pressure ulcers, surgical site infections and ventilator-associated pneumonia).

Bariatric Surgery Center of Excellence Renewal — The American Society for Metabolic and Bariatric Surgery designated St. Elizabeth as a Bariatric Surgery Center of Excellence for another three year term, recognizing the organization’s commitment to quality and patient safety.

NICHE Stage 3 Designation — St. Elizabeth was awarded the NICHE (Nurses Improving Care for Health System Elders) designation at a Stage 3: Senior Friendly organization. This recognizes St. Elizabeth’s continual dedication to improving the quality of care for older adults.

Women’s Choice Award: Best Emergency Care — St. Elizabeth received the Women’s Choice Award as one of America’s Best Hospitals in Emergency Care. The Women’s Choice Award is given to organizations that demonstrate a commitment and passion for creating an extraordinary healthcare experience for women and all patients.
Knowing that Louisiana ranks first nationally for heart disease-related deaths and fourth for stroke deaths, Terrie Sterling understands the need to fundamentally change and improve care for patients with cardiovascular disease.

When Our Lady of the Lake opened the Heart & Vascular Institute in November 2013, Ms. Sterling, chief operating officer at Our Lady of the Lake, smiled. She recognized that a new day in the care of patients with heart disease had dawned in Baton Rouge.

The Heart & Vascular Institute was designed with collaboration from the medical staff that was involved in the facility from conception through opening day. “From the design of the patient rooms, to the technology on hand and to what other leading heart centers were doing, we worked side-by-side with our physicians throughout the design and construction of the facility,” Ms. Sterling recounted.

The result is a highly specialized Heart & Vascular Institute that utilizes an integrated approach of personalized, compassionate care powered by groundbreaking research and the latest medical technology.

The highly specialized team enables Our Lady of the Lake to provide the fastest treatment for heart attacks in the region. This is measured from when a patient enters the emergency room until the angioplasty balloon is inserted.

“Our goal is simple … provide patients from Baton Rouge and from afar with top-level heart care. From research, to medical education, to new therapies, to prevention and innovative patient care strategies, we’re transforming the delivery of cardiovascular care,” said Ms. Sterling.
Celebrating 90 Years of Care — This year, Our Lady of the Lake celebrated its 90th year of delivering excellence in healthcare to the citizens of Louisiana, Mississippi and the surrounding regions. Since Our Lady of the Lake Sanitarium was opened in 1923, the heartbeat of our organization has been driven by the commitment of our team members and physicians; guided by the leadership from our sisters. This leadership, commitment and dedication to excellence has allowed Our Lady of the Lake to continue St. Francis’ love for all of life by delivering the Spirit of Healing to those we are privileged to serve.

Medical Education Building Completion — On the campus of Our Lady of the Lake, the Medical Education Building was completed. Receiving acclaim from physicians, LSU School of Medicine faculty and the medical residents, the building helps create an elite medical teaching environment, and it serves as a symbol of the partnership between Our Lady of the Lake and the state of Louisiana for medical education.

Graduate Medical Education — The Graduate Medical Education program is training more new physicians with each subsequent residency class. This past year, it was selected as one of 32 teaching hospitals to participate in a National Initiative to Improve Patient Care through Medical Education, and the pediatric residency was reaccredited with commendation.

Our Lady of the Lake College — A national search resulted in the selection of Tina Holland, Ph.D. to join the College as its president. The College has fully transitioned the Associate Degree in Nursing to a full Bachelor degree, and the Doctorate of Nurse Practitioner program has been approved.

Our Lady of the Lake Physician Group — Growth continues with 33 new physicians and 21 advanced practice clinicians joining the Physician Group in the past year. The group has also added clinic sites in Zachary, Watson, Walker and Gonzales as well as expansion in psychiatry, rheumatology, oncology and otolaryngology.

Organ Donation — Organ donation has been a banner cause led by our nurse leadership and through their tremendous efforts Our Lady of the Lake has been recognized as the 7th best in the country for consented organ donors.
Franciscan Missionaries of Our Lady Health System is a Louisiana not-for-profit corporation that serves as the parent for the healthcare ministry, which offers a full array of acute care and tertiary services, as well as community support and services.

The system’s sponsored organizations include St. Francis Medical Center in Monroe, Our Lady of the Lake Regional Medical Center in Baton Rouge, Our Lady of Lourdes Regional Medical Center in Lafayette, St. Elizabeth Hospital in Gonzales and Our Lady of the Angels Hospital in Bogalusa. Franciscan Health & Wellness serves as a wholly owned subsidiary, while Senior Services provides care as a division. Louise Insurance Company seeks to ensure best-cost liability and property coverage for our sponsored organizations.
Communities We Serve

1. St. Francis Medical Center, Monroe
2. Our Lady of the Lake Regional Medical Center, Baton Rouge
3. Our Lady of Lourdes Regional Medical Center, Lafayette
4. St. Elizabeth Hospital, Gonzales
5. Our Lady of the Angels Hospital, Bogalusa

Statistics

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Operating Margin & Excess Margin
Operating Margin (OM) and Excess Margin (EM) of the Franciscan Missionaries of Our Lady Health System as a percentage of revenues. Among Aa-rated hospitals and health systems, the median operating margin is 3.5 percent and the median excess margin is 6.4 percent, according to Moody’s Investors Services.

Total Assets & Net Assets
Total Assets and Net Assets of the Franciscan Missionaries of Our Lady Health System in millions of dollars. The median value of net assets of Aa-rated hospitals and health systems, the highest ranking by Moody’s Investors Services, is $1,183 million.

Net Patient Services Revenues
Net patient services revenues of the Franciscan Missionaries of Our Lady Health System in millions of dollars. The median value of net patient services revenues of Aa-rated hospitals and health systems by Moody’s Investors Services is $1,380 million.

Care for Those Most in Need
FY13 $105.9 million total
FY14 $111.8 million total
Medicaid $56.6 m
free service $43.1 m
community service $5.6 m
Medicaid $52.9 m
free service $43.1 m
community service $5.6 m
FY13 $66.6 m
FY14 $43.1 m
FY13 $25.6 m
FY14 $16.4 m
FY13 $105.9 million total
FY14 $111.8 million total
FY13 $13.7 m
FY14 $43.1 m
FY13 $25.6 m
FY14 $16.4 m
FY13 $52.3 m
FY14 $111.8 million total
FY13 $105.9 million total
FY13 $13.7 m
FY14 $43.1 m
FY13 $25.6 m
FY14 $16.4 m
FY13 $52.3 m
FY14 $111.8 million total
FY13 $105.9 million total
FY13 $13.7 m
FY14 $43.1 m
FY13 $25.6 m
FY14 $16.4 m
FY13 $52.3 m
FY14 $111.8 million total
FY13 $105.9 million total
FY13 $13.7 m
FY14 $43.1 m
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FY14 $16.4 m
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FY13 $105.9 million total
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FY13 $25.6 m
FY14 $16.4 m
FY13 $52.3 m
FY14 $111.8 million total
FY13 $105.9 million total
Leadership Formation
To ensure our future success and maintain the vision of our Franciscan Sisters, in fiscal year 2014 the health system launched the Leadership Formation Program with 400 participants. The goal of this three-year program is to help leaders discover the characteristics needed, as lay men and women, to perpetuate the ministry of the Franciscan Missionaries of Our Lady and integrate these attributes into everyday work life. This strategic initiative consists of educational modules developed especially for our leadership team to help them gain a deeper foundation, connection to and understanding of the core elements associated with our Catholic Franciscan healthcare.

Our Lady of the Angels
In March, the health system welcomed Our Lady of the Angels Hospital in Bogalusa as our newest organization. Formerly known as LSU Bogalusa Medical Center, the health system assumed the management and operations of the 98-bed hospital, extending our ministry of healthcare services and graduate medical education to this rural community.

This year-long planning effort came to a seamless crescendo on March 17, adding more than 500 team members, 125 physicians and two graduate medical education training programs to the system.

Growth & Transformation
St. Francis of Assisi saw God’s presence in all of creation and had a true connection and appreciation of nature. As part of our Franciscan heritage we strive to adore God’s creation and connect more deliberately to the natural world.

To honor the 100th anniversary of the Franciscan Missionaries of Our Lady’s ministry in 2011, the health system presented the Sisters with a gift. Each of the sponsored organizations committed to developing a team member garden — a place of rest, prayer and reflection, as well as a realization and connection to God’s creation.

Watching the growth from seeds to abundantly producing plants reminds us of St. Francis’ transformation and his awareness of God’s creation that ultimately bore fruit in His followers.
When the Franciscan Missionaries of Our Lady opened the doors of Our Lady of the Angels Hospital to the community of Bogalusa on March 17, the organization was returning to its roots as a rural healthcare provider. As a vice-president in our system, Rene Ragas spent many months helping to prepare the former Bogalusa Medical Center to join our family. Mr. Ragas was also one of a select group of leaders who had been invited to join the system’s Leadership Formation Program. He describes the program as helping him make a personal connection to our Franciscan Sisters’ mission of bringing care to those most in need.

“Our Lady of the Angels is a great example of how our health system’s mission makes a difference in communities. Bogalusa and Washington Parish have a large number of impoverished citizens who depend on our hospital. More than anywhere else in our system, this region has the highest percentage of patients who are either uninsured or Medicaid-eligible,” he said.

He explains that the lessons he’s learned through Leadership Formation help to shape the strategic decisions that he must make each day. “While we must be grounded by good business and operational practices, these practices are shaped and influenced by our mission,” Mr. Ragas explained.

Through the Leadership Formation Program, Mr. Ragas is able to better understand the connection to the core elements of Catholic Franciscan healthcare. But, it is his daily interactions with the people of Washington Parish that allows him to witness firsthand how our healthcare ministry transforms lives and communities.
**Board Members for Our Health System**

**Franciscan Missionaries of Our Lady Health System**

- **James H. Prince** Chair
  Retired, Stone Energy Corporation

- **Richard M. Dearman, MD**
  Specialty: Cardiovascular Surgery

- **John J. Finan, Jr.**
  President & CEO, Franciscan Missionaries of Our Lady Health System

- **Claude W. Harbarger**
  President, St. Dominic Health Services

- **Howard Harvill**
  Retired CFO, Franciscan Missionaries of Our Lady Health System

- **John S. Lore**
  Former CEO, Sisters of St. Joseph Health System & Ascension Health

- **C. W. “Bill” Lovell, II, MD**
  Specialty: Family Practice

- **James W. Moore, Jr.**
  Business Executive; Hotel Developer & Owner

- **Steven R. Nathanson**
  President & COO, Genesis Energy

- **Sr. Brendan Mary Ronayne, OSF**
  Franciscan Missionaries of Our Lady, North American Province

- **Kevin Schenkneyder**
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Inspired by the vision of St. Francis of Assisi and in the tradition of the Roman Catholic Church, we extend the healing ministry of Jesus Christ to God’s people, especially those most in need.

We call forth all who serve in this healthcare ministry, to share their gifts and talents to create a Spirit of Healing — with reverence and love for all of life, with joyfulness of spirit and with humility and justice for all those entrusted to our care.

We are, with God’s help, a healing and spiritual presence for each other and for the communities we are privileged to serve.