

A YEAR OF

CHANGE



2010
RESPONSIBILITY
REPORT

LAFAYETTE GENERAL
MEDICAL CENTER

If there is any one word that best defines the year of 2010, it is change. Change is often a scary concept. . . and when confronted with it, many people dig in their heels to avoid it.

Lafayette General, I am happy to report, has embraced changes with an enthusiasm and zeal I would not have thought possible. Perhaps it's because of the excitement generated by the changes to the facility from renovation. Perhaps it's because we're on the cusp of a new century for our hospital. But I believe it's simply because this kind of change so obviously improves our quality of care, and the results are clear—from improved patient satisfaction to quality awards conferred by independent third party companies.

As we look back at a successful 99 years, we can appreciate where we've been while looking forward to where we need to go. And it is no longer business as usual.

David L. Callecod, FACHE
PRESIDENT/CEO



Kimberly Dooley, RN, Outpatient Surgery, is a shining example of Excellence in Service Delivery.



CHANGING OUR CULTURE

This year continued our Journey to Excellence (J2E)—improving the quality of care and service we provide by changing our internal culture and mindset. These programs focused on S.E.R.V.I.C.E. values of Supportiveness, Etiquette, Respect, Vibrancy, Integrity, Communication and Excellence (in service delivery), including

- ‘Change Counts’ program to reward and recognize positive behavior
- Held 8 Leadership Development Institute seminars to enable the achievement of organizational goals, as well as to improve individual leadership performance and organizational consistency
- Only hospital to improve on every employee satisfaction indicator over prior year, according to annual Press Ganey survey
- Internal customer rounding implemented, whereby support department leaders round on units served to ensure service expectations are met

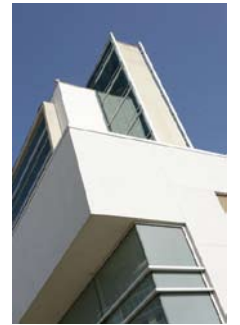
Communication has been a key piece in the enhancement of our delivery of care. The AIDET tool, which stands for Acknowledge, Introduce, Duration, Explanation and Thanks, was piloted in Radiology with great success, then rolled out facility-wide with an educational video. AIDET makes each patient encounter positive by not only giving a good explanation of what the patient can expect, but by ‘managing up’ each staff member encountered—bringing peace of mind and a higher level of comfort.



Another model of care that was successful in 2010 was the bedside shift report. When changing shifts, nurses give an update on the patient’s condition at bedside—keeping the patient in the loop and comfortable in the continuity of care.

All of these changes require a shift in behavior from employees; oftentimes asking them to see the care they give through the eyes of the patient. This culture change was really about taking good people . . . and making them great.

Using AIDET Communication skills, Teresa Hebert, phlebotomist in the Lab, puts patients at ease.



CHANGING OUR LOOK

No difference is more stark than the appearance of the facility. Originally built in 1963, and last updated in 1983, Lafayette General has begun a full renovation. Upon completion in August 2011, we will have added more than 50 square feet to most patient rooms and updated our 'look' with beautiful, modern amenities and patient care infrastructure.

The end of year 2010 saw much progress, opening:

- New pediatric treatment area in the Emergency Department
- Revamped 6th floor round house to serve as a medical unit or overflow ICU
- Six new ICU beds adjacent to original unit and a new waiting area
- Modernized rehabilitation unit on the 10th floor, west tower
- Completion of patient rooms in the '30' wing, floors 4 -10
- New medical units on the 2nd floor and 9th floor, west tower

The first floor of the Burdin Riehl Center was completely revamped to accommodate the State's newest comprehensive cancer center, the Cancer Center of Acadiana at Lafayette General. Medical oncologists, Michael Cain, MD, Deborah Johnson, MD, Paulette Blanchet, MD, Victoria Panelli, MD and Luis Meza, MD, and radiation oncologist Brent Mahoney, MD, joined LGMC to create a Center devoted to the diagnosis, treatment and research of cancer. More than skin deep, the renovated area provides a more soothing environment for patients, with special services like a patient navigator and a dedicated licensed clinical social worker for truly personalized cancer care.

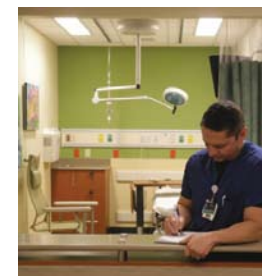
Lafayette General Surgical Hospital is also changing its look by adding space to the existing facility, breaking ground in 2010 for an additional 22,000 square feet to be completed by January 2012.

Several physician practices joined LGMC in 2010, including: Michael Alexander, MD, Maurice Sullivan, MD, and Juan Perez, MD, internal medicine; Lynn Guidry, MD, general practice; Sherlyn Larrison, MD, and Jim Larrison, MD, urgent care.



Growth

ICU Tech Donavon Francois, described as 'super overall,' is known for Vibrancy and Integrity in his work ethic.



CHANGING THE WAY WE DO BUSINESS

In the midst of our biggest operation—'Total Renovation'—Lafayette General's nursing staff has led the charge in changing the way we do business to improve patient care AND satisfaction. Shared Governance Councils, composed of nursing staff, improved patient safety and quality through actions such as increased patient rounding, targeting patient activities at certain times to decrease falls, and changing schedules to meet patient needs.

In keeping with the J2E, nursing staff decided to move beyond 'business as usual' by developing a new patient care delivery model that puts the patient and family at the center of care. After six months of collaboration with clinical, ancillary and support staff, this relationship-based model of care was piloted on our new 9th floor west tower unit in November of 2010. Using evidenced-based practices such as hourly patient rounding, shift huddle reports, leadership rounding, and bedside shift reports, coupled with a high performing staff, our patients rated us above the 93rd percentile in satisfaction the first thirty days. Our Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores or Top Box was 100%.

Lafayette General implemented a new stroke protocol, called Code FAST, to better care for stroke emergencies and to meet Joint Commission certification as a primary Stroke Center.

Service

Community Services

THE EFFECT OF CHANGE

Lafayette General Endoscopy Center partnered with KLFY and Good Neighbor Pharmacies in February to educate the public on colon cancer detection and distributed 4,600 FREE home screening kits throughout the month.



For the fifth year in a row, Lafayette General was the presenting sponsor for the American Heart Association's Go Red for Women luncheon; educating over 300 women on the dangers of heart disease.



The 'Show A Little Spirit' Gumbo Cook-off and Costume Contest was another hit for Halloween, and more importantly, raised over \$54,000 for the United Way of Acadiana.



600 'Slow Down. Kids Around!' yard signs were given away as part of a summer safety campaign with local radio stations.



Lafayette General held a successful Stuff the Bus school supply drive with our system partners LHVI, Lafayette General Surgical Hospital and St. Martin Hospital.



The hospital kicked off a unique, year-long fundraiser at the Games of Acadiana called Flags of Hope; proceeds to benefit Miles Perret Cancer Services.



Supportiveness is the perfect description of Claudia Cormier, RN in Learning and Organizational Development.

Quality

THE BENEFITS OF CHANGE

The changes brought about by J2E—both employee service standards as well as communication and clinical protocols—have resulted in many success stories.

The change in the way we do business had a domino effect in other areas as well. Nursing care indicators such as patient falls, pressure ulcers, etc. dropped impressively below the National Database of Nursing Quality Indicators (NDNQI) for facilities our size. Our Neonatal Intensive Care Unit (NICU), compared to global benchmarks in the Vermont Oxford Network's database, reveals excellent outcomes in all key NICU performance indicators. Within staffing, the number of employee incidents and injuries continues to decrease and in 2010, Lafayette General experienced the lowest RN turnover in its recent history.

Excellence in quality care made its impression from outside our organization. Lafayette General saw the highest in-patient satisfaction, the highest Emergency Department satisfaction and the highest quality score measures ever.

Visit LafayetteGeneral.com for a complete list of accomplished awards.

ACCOMPLISHMENTS

- Recipient of Excellence in Patient Care for Physicians Award by the Studer Group
- 2010 Recipient of Press Ganey's Top Improver Award for Emergency Departments
- 2010 Studer Award as the Most Improved Hospital in Patient Satisfaction
- 2010 Consumer Choice Award from National Research Corporation
- Recipient of the HealthGrades Orthopedic Surgery Excellence Award™
Ranked among the Top 5% in the Nation for Overall Orthopedic Services in 2010
Ranked #1 in Louisiana for Overall Orthopedic Services – 2010
- Recipient of the HealthGrades Prostatectomy Excellence Award™
Ranked among the Top 5% in the Nation for Overall Prostatectomy in 2010
- Recipient of the HealthGrades Gastrointestinal Surgery Excellence Award™
Ranked #1 in Louisiana for GI Surgery - 2010



Chris Warner, manager of Food and Nutrition Services, is a role model for SERVICE standards, especially Etiquette and Respect.

FUNDING OUR FUTURE

financial
highlights

Net Revenue <i>(includes non-operating)</i>	\$ 264,435,000
Expense	<u>\$(252,019,000)</u>
Net Income	\$ 12,416,000

CAPITAL SPENDING <i>(investment in Buildings, Equipment & Technology)</i>	\$ 43,343,000
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COMMUNITY DIVIDENDS	
Cost of Charity Care	\$ 2,188,000
Unpaid Cost of Medicaid Services	\$ 15,974,000
Unpaid Cost of Medicare Services	\$ 29,500,000
Corporate Sponsorships and Donations	\$ 144,040
Pastoral Care	\$ 225,000
Community Health and Education Programs	\$ 9,315
Nursing Scholarships (\$23,000 individual; \$60,000 ULL)	\$ 83,000
Employee Volunteer Hours for Community Programs	<u>\$ 21,025</u>
	\$ 48,144,380

TOTAL WAGES AND BENEFITS	\$ 103,707,000
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TOTAL EMPLOYEES	1,735
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TOTAL PATIENT ENCOUNTERS <i>(including LGSH, LHV & SMH)</i>	
Inpatient Cases	14,522
ER Visits	64,025
Physician Clinic Visits	86,574
All Other Outpatient Visits	154,558
Inpatient Surgeries	4,960
Outpatient Surgeries	5,873
Cath Lab Procedures	2,310
Deliveries	1,891

2010
MEMBERSHIP CORPORATION

Edward C. Abell, Jr	Stuart G. Clark	Kenneth E. McCarron, MD
Jeanette Alcon	Patricia F. Cottonham	John J. Mickey, MD
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Odon L. Bacque, Jr	Greg Gachassin	Duayne Richard
Martin K. Beck	Philip Gachassin, MD	William Bradley Roth, MD
Paulette M. Blanchet, MD	Kay S. Gibson	Chanda Rubin
Don G. Briggs	Gregg Gothreaux	W. W. Rucks, III
Jan Brobst, PhD	Henry P. Hebert, Jr.	Samuel H. Shuffler, MD
Carolyn Bruder, PhD	Angela Mayeux-Hebert, MD	Bryan Garret Sibley, MD
Mercer Britain Busch	Henry Kaufman, IV, MD, FACS	Kenneth D. Veron
L. Philip Caillouet, PhD	Jean T. Kreamer, EdD	David Wilson
Michael Cain, MD	Bryan A. LeBean, Sr, MD	Pete Yuan
Daniel J. Carroll, MD	Cynthia C. LeBourgeois	Joseph B. Zanco
Kerry D. Carson, PhD	Charles D. Lein, PhD	

BOARD OF TRUSTEES

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LAFAYETTE GENERAL MEDICAL CENTER

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