



The future of
healthcare.

General Health System

Our Values

Excellence

We commit to continuously improving individual and organizational performance to enhance the outcomes, process, experience and affordability of care for our patients.

Caring

A deep abiding belief that showing genuine concern and kindness to everyone reflects our compassion and respect, fostering a loving, healing environment.

Service

The honor and privilege of giving of ourselves, creating one-on-one connections, responding to the deepest human needs of everyone we serve.

Integrity

Doing what is right in all situations; ascribing to the highest standards and responsibly using all the resources and talents entrusted to us.

Innovation

Transforming our approach, design and delivery of care through creativity, new ideas and leading-edge technology for creating the highest value for our patients.

Respect

We treat all customers with respect, dignity and kindness, regardless of their race, religion, culture or socioeconomic background.

Professionalism

We exemplify professionalism through our attitudes, spirit, and considerations, which portray our character in everything we do.



*We delight in the beauty of the butterfly,
but rarely admit the changes it has gone
through to achieve that beauty.*

- Maya Angelou

These values come to life when we hear our patients' stories — their fears and feelings, their hopes and joys. These words reflect our desire that every patient will have an exceptional experience that makes them feel safe, protected and valued. They confirm our belief that it is an honor and a privilege to care for others. In short, these words convey our character.

CEO Message: Our Vision for the Future

In healthcare, change is inevitable and often extraordinary. Some of the greatest accomplishments of all time have happened through innovations in care over the last century. Children born today can expect to live more than 30 years longer than children born in 1900. Smallpox is no longer a threat to our families. Cancer survival rates have improved by 35 percent since 1975. Transformation has helped entire generations fulfill their potential.

At the General, we are no stranger to transformation. We've embraced change as we've evolved from one hospital into a full-service healthcare system that's become a destination for care for people in any phase of health and wellness. As the needs of our patients have changed, so have we.

Today, Louisiana is near the bottom of nearly every healthcare ranking available. We have the highest rates of obesity, the lowest rates of physical activity, high infant mortality rates, and high rates of preventable hospitalizations. At the same time, we are spending more on healthcare per capita than any other population on the planet.

Making healthcare accessible and affordable is the first step in addressing those challenges and we support the voices calling for expanding the state's Medicaid program. Improving the health of our community first requires making quality care accessible to those who need it most.

Confronting the unsustainable growth in cost is the next step, both at the policy level and as an industry. Dismantling the state's charity system was intended to lower costs and save taxpayers money. However, just a few years in, Louisiana is already spending an additional \$1 billion on healthcare each year. The current system isn't working and we need dramatic changes to improve healthcare for the people of our community.

As an industry, lowering costs requires changing the way we think about health and wellness. The fee-for-service model is rapidly becoming unsustainable and antiquated. Delivering valuable care at affordable costs requires making overall health a top priority. The future of care isn't offering more procedures and more treatments for sick people. It's helping people manage their well-being so they can live longer, healthier lives.

We've already started that at the General through Lean Six Sigma principles that have strengthened our focus on quality and efficiency. We're piloting several health programs that focus on improving the health of entire populations in order to lower costs and improve outcomes.

Our efforts are paying off. Our team is nationally recognized for its commitment to quality and safety. Consumers rate us #1 in overall medical care and in nearly a dozen other measures. We're the only hospital in the area that's been rated an 'A' for safety for each of the last four years.

Change is constant in healthcare, and even though we've made some difficult but necessary decisions, our commitment has not wavered. No one has served Greater Baton Rouge's healthcare needs longer than we have. We are thankful to the thousands who have raised their voices in support of the work we do, and for the talented team members who have dedicated their lives to healing others.

We are truly grateful to the thousands who have been champions for General Health.



Mark F. Slyter
President and CEO
General Health System



Who We Are

General Health System
employment has grown by more than 20%,
from 2,800 employees in 2005
to nearly 3,500 today.



1923

As Greater Baton Rouge's *first and only full service community hospital* since 1900,

General Health System has faithfully served Baton Rouge and the surrounding area for more than 100 years. Through historic changes in medicine, extraordinary developments in equipment and technology, and momentous shifts in demographics and community needs, we have heeded the call to serve.

Today, we again face the need for transformation. As people live longer, healthier lives, and as technology creates new opportunities for care, we remain committed to serving the people of Baton Rouge while embracing this new landscape to create exceptional experiences and value for our patients.

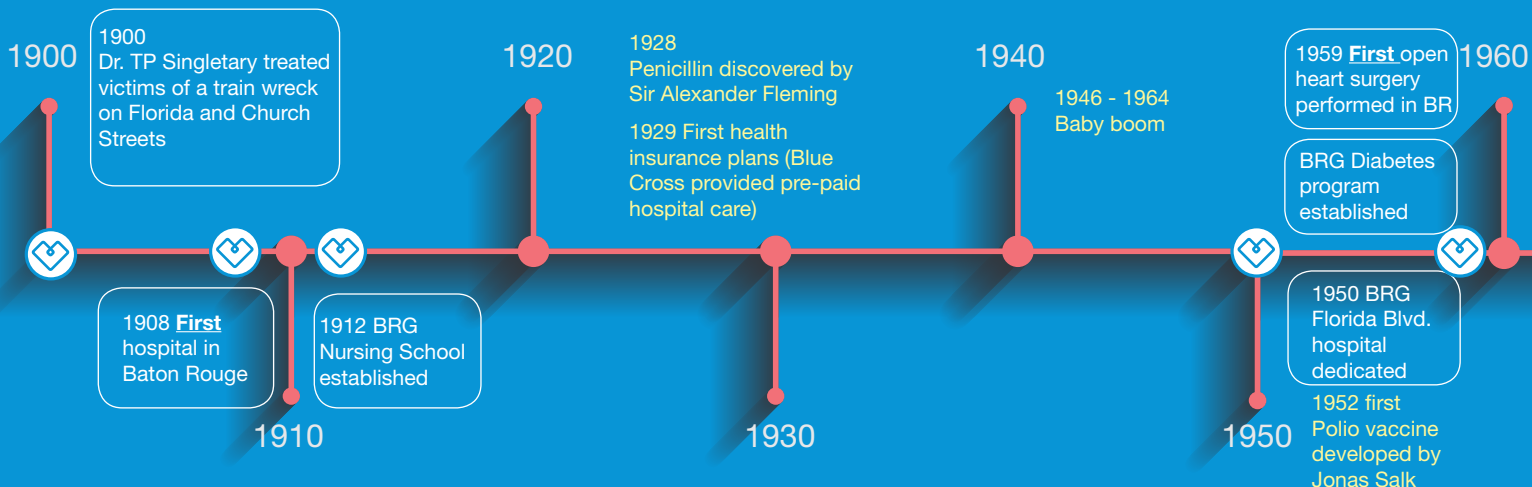
For nearly two years, our organization has been intensely focused on a strategic planning process to help us navigate the countless and unavoidable changes ahead for our industry.



Today

Long List of Firsts:

Beginning as the region's first community hospital, we've led a long line of firsts throughout our history...





The future of healthcare is not just treating illness,
it's **managing a person's overall health and well-being** across locations and
providers, and even virtually, to offer the right balance of care, at the right time, in the most
affordable manner. It's matching the critical needs in our community with a responsible
complement of value-based services. It's making healthcare accessible and convenient.

The future is General Health System.

Our Vision

We will heal, lead, and inspire communities
to live the healthiest lives possible.

Our Mission

We create exceptional experiences and value for the people
we serve through health and healing.

2015-2016 Accolades

Healthgrades, 2016:

Five star recipient for
treating:

- Heart failure
- Respiratory failure
- Pneumonia

healthgrades®

CareChex, 2016:

#1 in Louisiana for

- Overall Medical Care
- Heart Attack treatment
- Heart Failure treatment
- Orthopedic Care

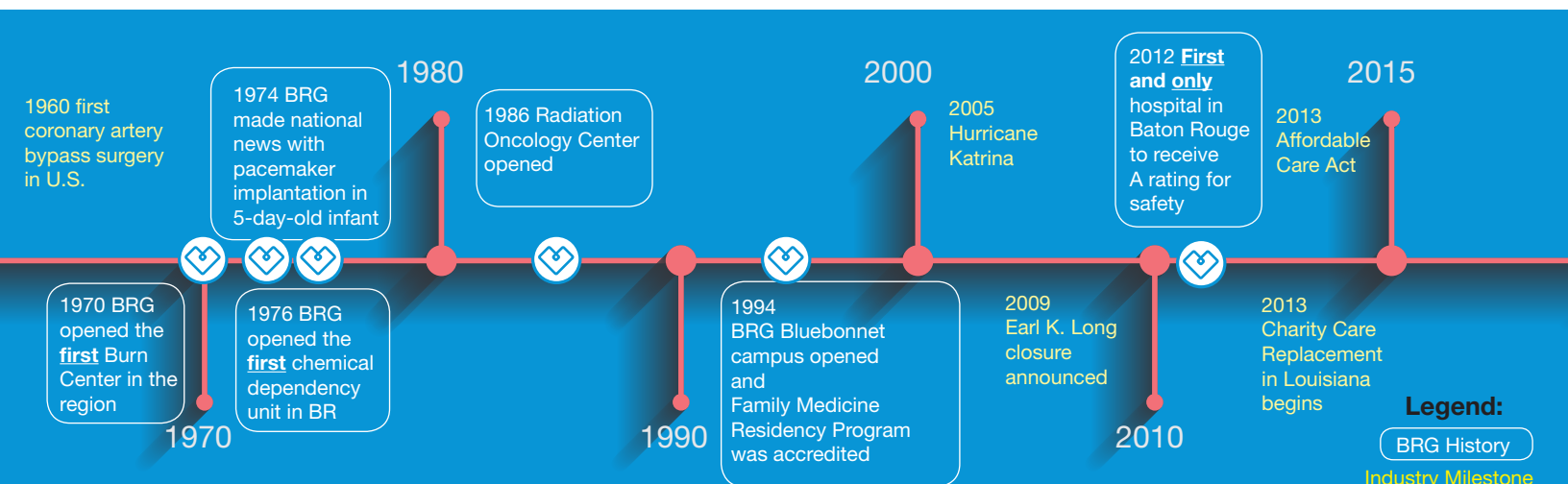
#1 in Baton Rouge for

- Cancer Care,
- Major Neuro-Surgery
- Stroke Care



Leapfrog Group, 2015:

Rated **'A' for safety** for
each of the last four years.



The Case for Transformation



Healthcare spending is rising



Communities' health not improving



Government healthcare payments decreasing



Employers driving demands

The move to value-based care

The way we pay for healthcare is not sustainable. By focusing on the number of patients and number of procedures provided, overall patient health is not the priority.

In a value-based system, the focus is on the end result - healthy patients.

For health systems to succeed in the future, they must consider not only how to treat a patient's individual illness or injury, but how they help patients and communities manage their overall health.

Shifting Healthcare Trends

By 2025, Baton Rouge will need fewer inpatient hospital beds. A focus on population health, new care delivery models and a shift to outpatient care will change the demand for inpatient beds.

Inpatient hospital beds

Current Supply
2,273



2025 Demand
1,585



The average consumer requires hospitalization **once every 20 years**

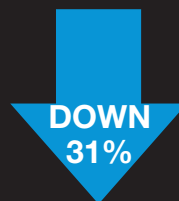
Source: Kurt Salmon, 2015 analysis

Baton Rouge General Reducing the cost of care

Implementing a population health pilot with BRG employees has improved the health of our employee population and decreased costs

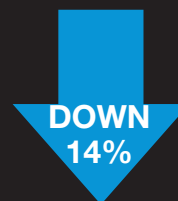
Source: BRG Fit!

Costs from preventable hospitalizations



DOWN
31%

Costs from preventable ER visits



DOWN
14%

Triple Aim

- Improve patient experience
- Improve population health
- Improve affordability



Value is...



**customer defined and
evidence driven for
appropriateness**

General Health System is committed to being
a leader in the transition from volume to value as we work to
improve the health of our community.

We are the region's only full-service, comprehensive hospital.
To maximize the value we provide for our patients, we offer a
comprehensive list of services at locations across the area.

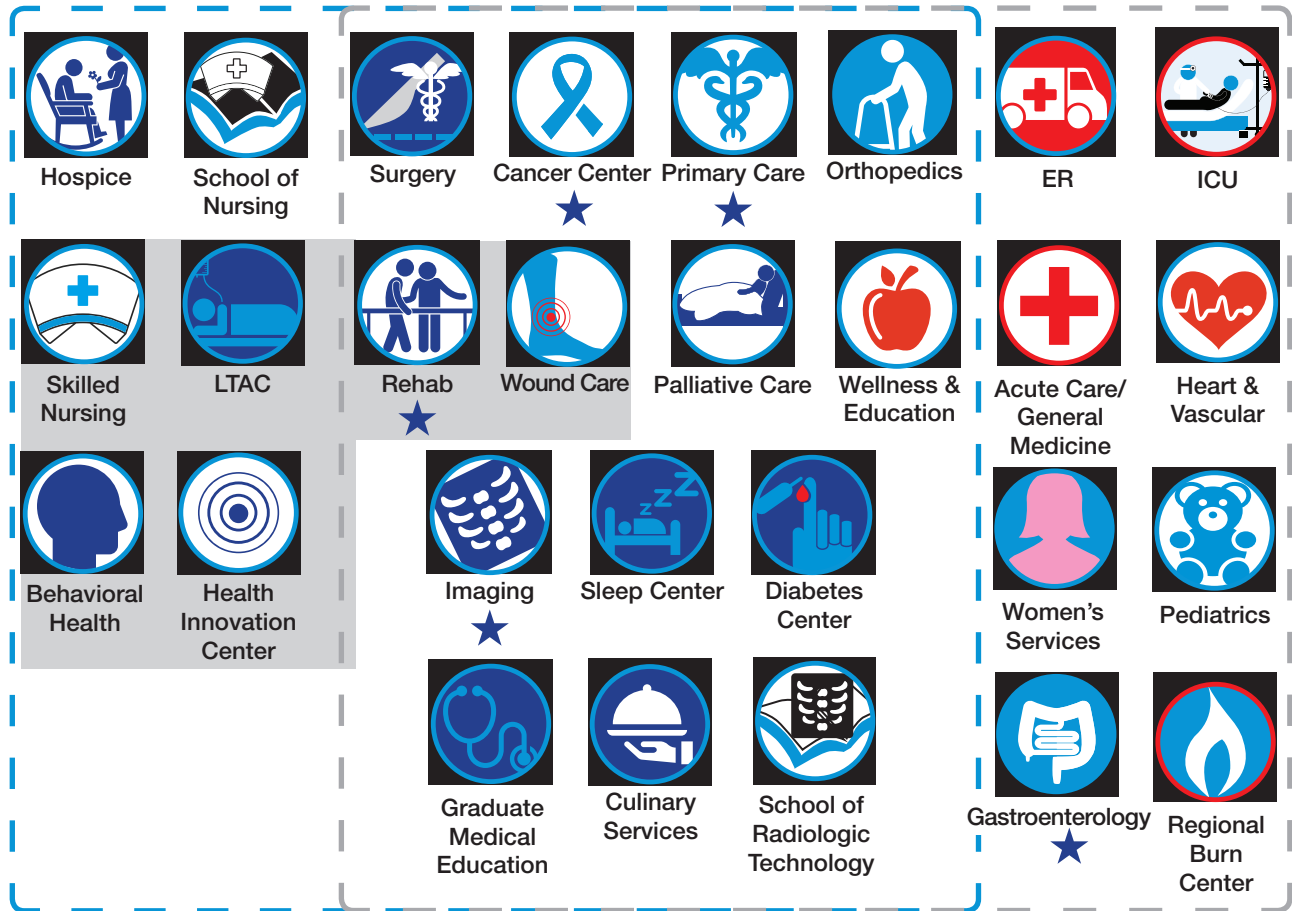


The Future of General Health

With multiple campus and clinic locations throughout the Baton Rouge area, General Health has transformed into much more than a hospital. We are a full-service health system that offers services for all phases of life, whether it's the birth of a new baby, behavioral or mental health issues, an unexpected accident or illness, or recovery and rehabilitation.

Mid City campus services

Bluebonnet campus services



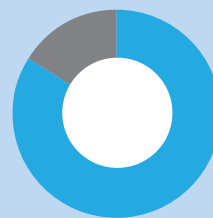
Post-Acute Services

★ Services also offered at clinics and other specialty campus locations.

Visit BRGeneral.org for details about each service.

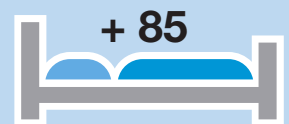
Community Perception and Needs

We have incorporated feedback from **community members, physicians, and stakeholders** with industry forecasts to create a new vision for healthcare in our community.



84% of Mid City residents believe there is a need to **focus on care, wellness, and education for people with chronic disease.**

Source: Market Street Research survey, 2015



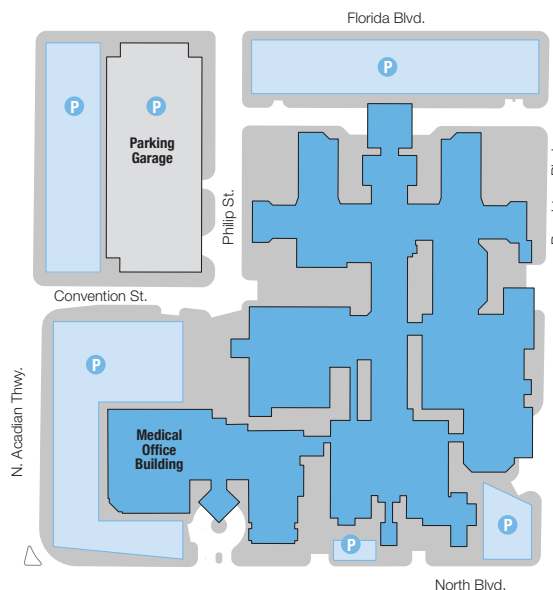
Demand for inpatient behavioral health services is expected to increase to **85 beds in Baton Rouge by 2025.**

Kurt Salmon, 2015 analysis



Reinventing Our Mid City Campus

Our Mid City campus will continue to offer vital services to the community, focused on caring for the elderly, people with chronic conditions, behavioral health issues, and recovery from illness or injury.



We've **expanded primary care clinic access** at the Mid City Medicine Clinic, including **walk-in and weekend appointments**.

We are also exploring relationships with other like-minded partners who share our mission for serving and optimizing the Mid City campus' capacity.

BRG trains approximately 500 clinicians annually –

Economic impact of physician residents is **\$63 million and 252 full-time jobs** each year.

Post-acute care

Services that support patients' continued recovery from illness or management of a chronic illness or disability.

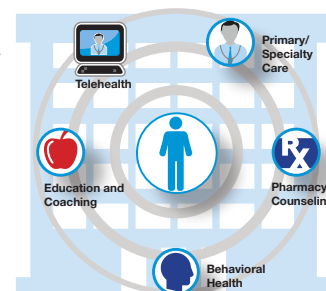


Expanding Behavioral Health

Behavioral and mental health is a critical factor in improving the health and wellness of our community, especially among seniors and those with chemical dependency challenges. We are expanding our services to offer an additional 19 beds that will allow us to care for behavioral health patients age 50+ who also have medical needs.

Health Innovation Center

We are piloting the Health Innovation Center to centralize services for patients with certain conditions, creating a collaborative, convenient environment to get specialized care, including behavioral health, pharmacy counseling, primary care, education and coaching.



Physicians and consumers in the Mid City area believe **paying for healthcare** is the number one barrier to care.

Source: Market Street Research survey, 2015



Chronic diseases account for **\$3 of every \$4** spent on healthcare in the U.S. Nearly 1/3 of our overall healthcare resources are spent in the last few years of a person's life.

Source: Centers for Disease Control and Prevention

84%

90%

84% of Baton Rouge residents and 90% of Mid City residents **perceive a need for educating seniors on healthcare and chronic illness**.

Source: Market Street Research survey, 2015

The Future of Baton Rouge's Healthcare District

Our 142-acre Bluebonnet campus is uniquely positioned in the heart of the up-and-coming healthcare district to provide not only health and wellness services, but entertainment and lifestyle programs that will make Baton Rouge General a model for lifestyle and healthy living.



With 62 acres available for future development, our Bluebonnet campus offers a peaceful, comforting environment with comprehensive services, green spaces, plant life, and a walking path. **Future plans include:**



A retail and wellness hub that creates opportunities to be active.



Louisiana's annual economic outlook predicts 35,000 new jobs will be created in the state in the next two years, many of which will be in the petrochemical industry.* As the industry expands, Baton Rouge General's Regional Burn Center becomes even more important to emergency response in the area.

**LSU Professor Emeritus Loren Scott and
LSU Public Administration Institute Professor
James Richardson*

Since 2009:

- Cared for 8,278 burn patients
- Nearly 100 from industrial accidents each year
- Majority of patients are minorities from underserved communities

Relocating the Regional Burn Center

Caring for patients from all over the region, Baton Rouge General's Regional Burn Center is internationally recognized for the highly specialized care it offers to burn patients.

- Only American Burn Association verified burn center in region
- Region 2 designated Hazmat response hospital
- Vital to planning and expansion of Louisiana's top petrochemical, manufacturing and oil and gas industries

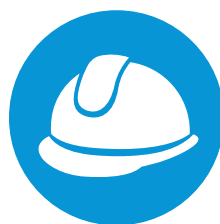
Our Vision



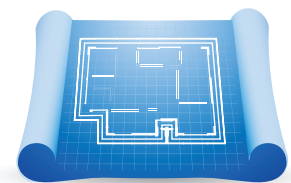
To streamline services and further enhance our patients' experience and outcomes in the Regional Burn Center, we are relocating the program to Bluebonnet with a vision to expand our campus with state of the art advancements in burn care. These plans enhance our patients' and families' experiences from the time of an emergency, through rehabilitation, recovery and survivorship.



The Baton Rouge healthcare district's plans include increasing access to the campus with road expansions.



We're working with developers to create a healthcare model that combines health and wellness with lifestyle, entertainment and retail.



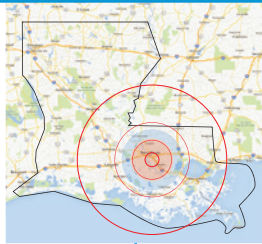
We've crafted a master plan for developing our campus as a true destination, making it a welcoming, easy-to-navigate environment.

Working Together to Improve Care

Traditional hospitals are cultivating relationships with other healthcare providers in their communities to expand their reach, coordinate patient care and increase convenience and satisfaction.

We collaborate with like-minded, innovative organizations that can advance our mission of exceptional healthcare.

We believe that communities can benefit when healthcare organizations partner to share best practices and evidence-based medical knowledge, while improving access, affordability, service and quality care for our patients.



At Lane Regional Medical Center

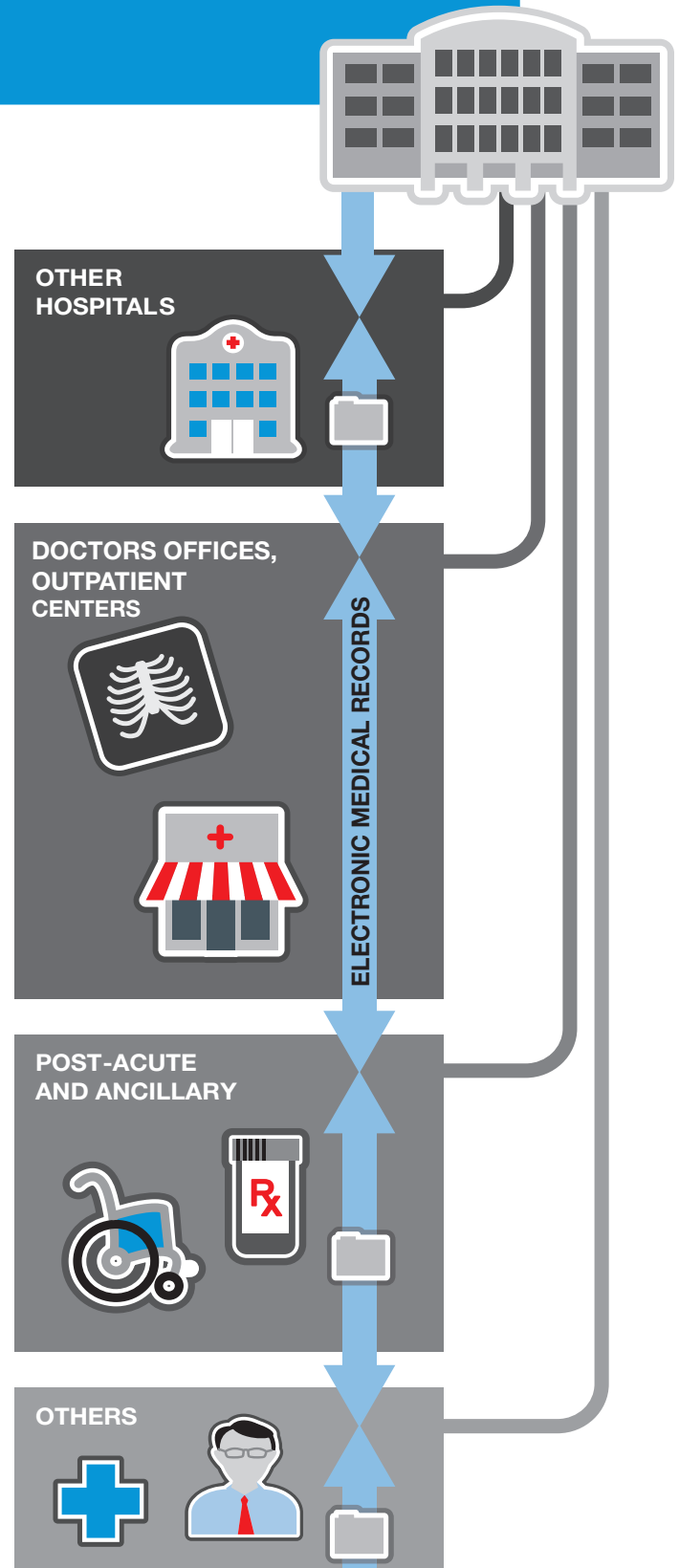


Baton Rouge
Rehab Hospital



78% of physicians in our community support the concept of healthcare alliances.

Source: Strategic Marketing survey, Feb. 2015



Working Together to Improve Care

GHS partners closely with healthcare organizations, physicians and other groups that share our goals and values to provide better coordinated care, enhance our safety and efficiency, and improve our community's health.



Employers
Payors
Providers

Community Resources
Other Healthcare
Organizations
Independent Physicians

Employed Physicians
Contracted Physicians
Education Organizations

Guiding Principles of Partnership:

In the evolving healthcare environment, we believe collaborative relationships will strengthen and accelerate Baton Rouge General's ability to achieve the value vision. Baton Rouge General has a history of success in building collaborative relationships and we will increase our attention and focus on these opportunities moving forward. To guide our selection of future partners and facilitating arrangements of current partners, the guiding principles of partnership were established.

Shared
Purpose

Entity
Centric

Value
Driven

Physician
Led

Clinical Integration

For health systems to succeed in the future, patient care must become more "clinically integrated" so that hospitals, doctors and other kinds of clinical caregivers work together – real time – to help manage a patient's overall health, not just one particular condition, disease or injury.



Clinically Integrated Network

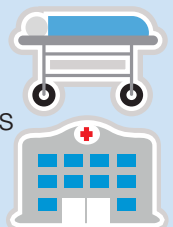
A legal structure in which physicians and hospitals collaboratively govern and operate the network to ensure the delivery of high quality, cost effective care.

A 2013 Kaiser Permanente study showed that **electronic health record use** for patients with diabetes resulted in:

29 fewer ER visits
per 1,000 patients and

13 fewer hospitalizations
per 1,000 patients

Source: Advisory Board



Improving Accessibility to Healthcare through Innovation

The delivery of healthcare continues to change at a remarkable pace – not only across our city but in every hospital community in the country. Emergency rooms no longer need to be housed in hospitals. Medical clinics are commonly found in drugstores. Doctors are visiting with patients via smart phones.

As our organization looks to the future of healthcare and the transformation ahead, we remain committed to providing the healthcare services our community needs and deserves, while embracing the innovation necessary to get us there.

PRICE TRANSPARENCY

We have launched an online service that allows consumers to live chat with a representative and estimate the cost of their care before scheduling.



[Click here](#)

How much will that cost?

TELEHEALTH

We are beginning a pilot program of a new telehealth platform that will allow patients to visit with physicians and healthcare providers over computer or camera-enabled device.



42% of consumers would consider using email visits.



Source: Advisory Board

Compared to not knowing how much the visit costs until they receive the bill, **92%** of consumers said they'd rather go somewhere else and **74%** would rather pay \$50 out of pocket.

Source: Advisory Board



24/7 Access

62% of consumers rank 24/7 access as a top need.

Source: Advisory Board



SAFETY TECHNOLOGY



To better serve our patients and protect the privacy and confidentiality of patient data, GHS was the **first in the area** to implement palm scanning that links individual palm prints to medical records.

ANALYTICS TEAM

Earlier this year, we launched a multi-disciplined data analytics team that combines finance, decision support, quality and market intelligence to monitor trends in patient preference and community health that will allow us to make adjustments that improve the overall patient experience and outcomes.



Helping Communities Become Healthier Begins with Data

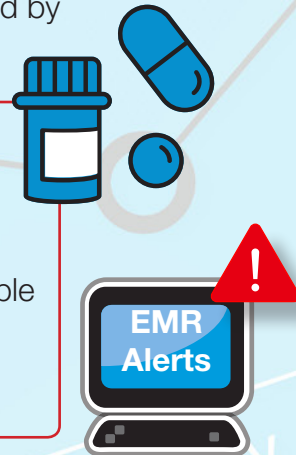
Overuse of antibiotics contributes to the development of “SUPERBUGS” - infections that are resistant to several different antibiotics and are more likely to cause complications.

DATA SUCCESS STORY:

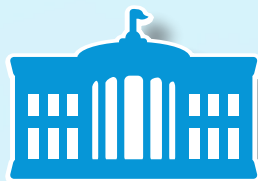
BRG established an **antibiotic stewardship program** five years ago and has **reduced antibiotic use by 60 percent**.

Our multi-disciplinary approach involves our microbiology and pharmacy departments tracking and leveraging data that drives best practices implemented by physicians.

For example, we are alerted when an organism is resistant and when we see trends in resistance or overuse in our system. From there, we are able to make customized, specific plans to treat the resistant organism.



Because of our success, BRG is the **only hospital in the state** that will be working with the CDC on the White House's national action plan for antibiotic resistance by submitting usage and resistance information.



Dec

Nov

Aug

Jul



Community Engagement

Baton Rouge General is committed to supporting the Baton Rouge community.

Healthcare is the foundation of our mission, but we go beyond that, reaching out to educate, inform and set a positive example for those we serve. We support more than **40 community organizations** with financial, volunteer and in-kind contributions, and we also provide free educational programs, support groups, health screenings and special events. Baton Rouge General employees participate in health walks and volunteer their time for events such as Go Red For Women, Heart Walk, Race for the Cure, Louisiana Marathon and many more. We care about our community ... and it shows.



\$33 million in **charity care impact** (2015)



3,600 community donors (2015)



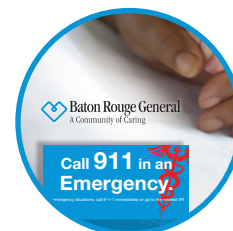
More than **30,000** **volunteer hours** (2015)



Engaged nearly **1,000** **community** members in free preventive health (2015)

Need Health Insurance?
Free Enrollment Help:
Monday - Friday • 9 am - 9 pm
Baton Rouge General

650 Affordable Care Act **sign-ups** (2015)



More than **100,000** **educational materials** delivered to local residents (2015)

MID CITY COMMUNITY ENGAGEMENT

- We support community organizations such as Mid City Redevelopment Alliance, Mid City Merchants, Bernard Terrace Elementary School, area summer camps for kids, as well as provide meeting space for local groups such as AARP
- BRG has contributed more than \$1 million in cash and in-kind support for Mid City-based organizations, events, education and screenings in the last two years
- We offer free wellness and health education classes to Mid City area residents and neighbors
- Our hospital leaders remain at the table and engaged in Mid City redevelopment and with stakeholders including Mid City Redevelopment Alliance, Center for Planning Excellence, Mid City Merchants, Baton Rouge Area Chamber and Baton Rouge Area Foundation

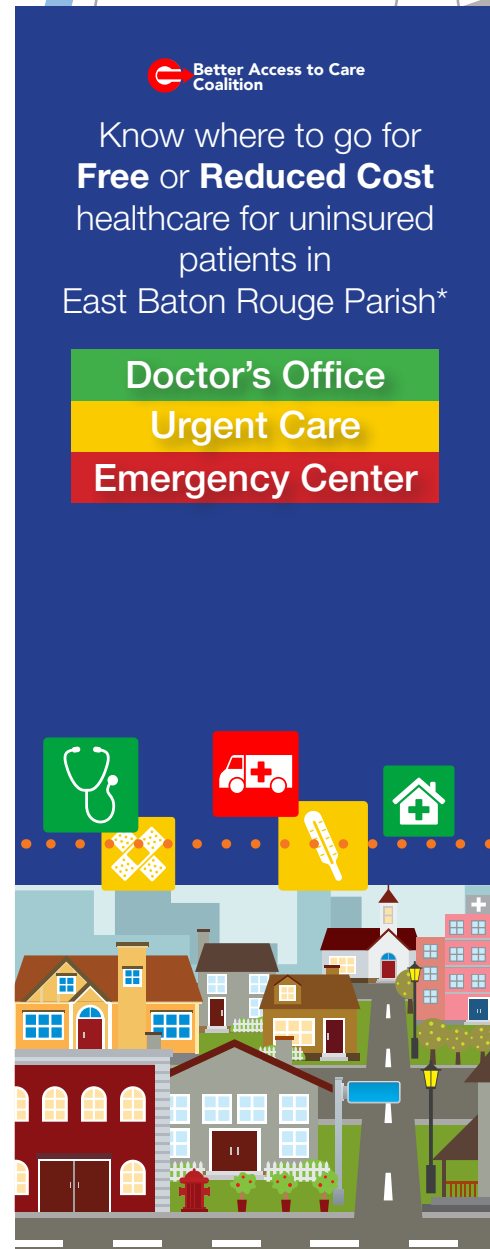
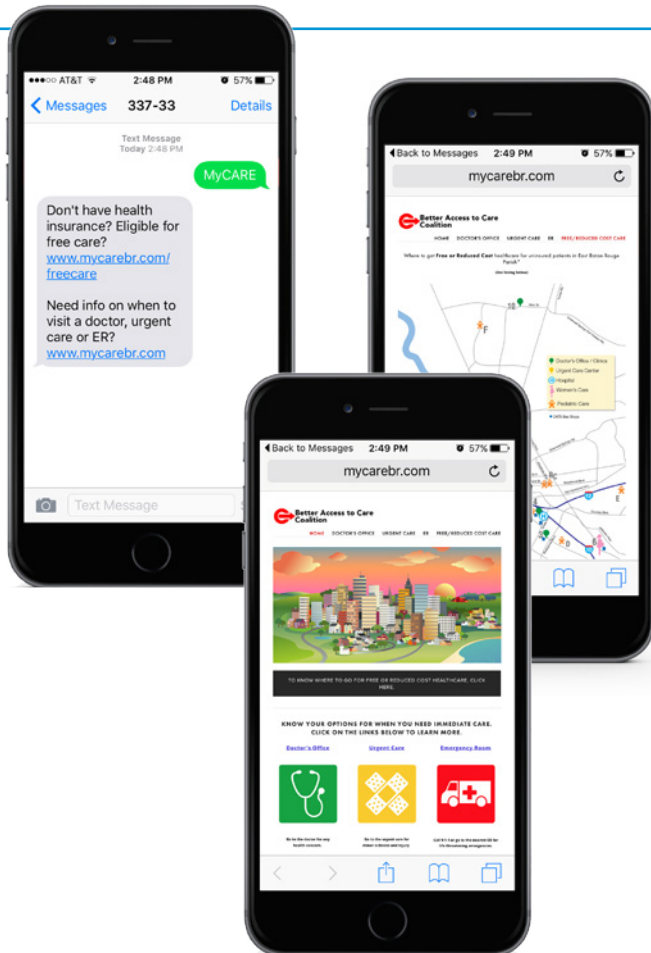


Better Access to Care

EDUCATING COMMUNITY

In 2012, Baton Rouge emergency room utilization was 17% higher than the rest of the country. That points to a community-wide problem with awareness, education and access barriers. *Source: Centers for Disease Control and Prevention*

- With seven members, the **Better Access to Care Coalition** has designed consumer-friendly resources that educate the community
- More than **500 text subscribers**
- **7,000 website visits**





*Mid City
Redevelopment*



Life's a Canvas



Carnival For Pediatric Burn patients



Your Heart!





MID CITY REDEVELOPMENT ALLIANCE

(see video at: BRGeneral.org)

- Established by Baton Rouge General in 1991
- Developed to serve as a catalyst, facilitator and coordinator to encourage the growth and renewal of Baton Rouge's Mid City community
- Focused on improving the quality, safety and appeal of the area
- Led a number of community programs including The Home Ownership Center, FIXUP! Mid City, FACELIFT! Mid City and NeighborGrants
- Launched to independence in 2011
- BRG and MCRA continue to work closely together to support the Mid City community



MID CITY
REDEVELOPMENT ALLIANCE, INC.



YOU ME & BRG

More than 1,200 employees participate in the You, Me, and BRG program that raised more than \$287,000 in 2015.

