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A LOT OF PEOPLE IN OUR INDUSTRY haven't had very diverse experiences. So they don't have enough dots to connect, and they end up with very linear solutions without a broad perspective on the problem. The broader one's understanding of the human experience, the better design we will have. | STEVE JOBS



RECENTLY I WENT THROUGH a 10-day cleanse. I was curious. I won't mention the product because it's not about the endorsement, but rather the concept.

The process was similar to a coordinated fast, which included very few calories of an all organic, high nutrient vegan eating plan with amino acid supplements. From a food taste and satisfaction perspective it felt like the opposite of the normal tailgating cuisine.

The physical changes were as promised. I became much lighter. My belt size was two inches less than prior to the cleanse. My body felt better and leaner. But none of this was surprising. Many of us have probably experienced something similar in what could also be characterized as a crash diet. This is where I hope an intentional cleanse can differentiate itself from a diet. The focus of cleanse is more about overall health.

One of the goals, or intentions, of a cleanse is to remove toxins and other impurities from the body. Was this my experience? It felt like it. But how would I really know?

The most significant noticeable result in my experience had to do with recognizing certain thought patterns. Beginning immediately I noticed how much of my thought patterns were related to food and future meals. I should note I wasn't approaching this cleanse as someone who is overweight. My weight is fine and my normal eating experiences are mostly healthy. But things were ramping up.

This thought pattern comes from a very primal place in our deep-seated survival need for food. While I was very aware of missing out on the normal pleasures of food, I was also experiencing something that could almost be characterized as a panic that comes with fewer calories. This is where the experience got interesting. Watching my own survival anxiety was fascinating. I had to trust the process. I had to trust that I wasn't

actually starving. To the contrary, I was never actually hungry. What I experienced was a feeling that masks itself as hunger.

There was an interesting clarity of mind when the false needs were better understood. It somehow removed an unsubstantiated fear. Whenever any fear is removed from the mind, the mind immediately fills the void with possibilities. It's the removal of false barriers and static that allows options otherwise never conceived.

I don't know if experiencing this process is necessary for everyone. It seems most religions recognize the importance of a fast. There are many studies that suggest a cleansing experience provides health benefits. But, I think we should learn more.

As the healthcare community is always looking for ideas to improve health, perhaps setting aside time for a coordinated and healthy cleanse could provide some interesting benefits to our patients. It's at least worth considering.

A handwritten signature in blue ink that reads "Smith".

Smith Hartley
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Mapping the Future

OF CANCER TREATMENT

Precision medicine is expanding the medical field and creating endless opportunities to help cancer patients by expanding the resources available for oncologists.

By **Kristen Cockrell**

In the past, doctors would treat cancer patients based only on their education and their previous treatment experiences; however, oncologists can now use TreatmentMAP, a new technology developed by Molecular Health, to create a more efficient plan of action for treating each patient based on extensive research and individual genetic data. Dr. Christopher McCanless, a local oncologist at Baton Rouge General Medical Center Hematology and Oncology Clinic is one of the first in the region to utilize this new technology.



“It gives people in Baton Rouge state-of-the-art therapy without having to go off to a university center. We really are not limited in having to send patients off to different centers.”

Christopher McCanless, MD, Oncologist, Baton Rouge General Medical Center Hematology and Oncology Clinic

“Whereas in the past the critical questions were ‘How can we get this information?’ ‘What does it mean?’ now the question is, ‘We have so much information, how do we make sense of it?’” said Gabriel Bien-Willner, medical director at Molecular Health. “And to that end, we had to create computation approaches to review the data and make clinical sense of it.”

When an oncologist removes a cancerous tumor, he or she sends it off to the Molecular Health laboratory via mail. The Molecular Health medical team isolates the tumor cells and extracts the DNA of the tumor in order to have a better understanding of the patient’s condition. With this DNA, the doctors have access to a multitude of research about that particular type of mutation.

“Even the most diligent oncologist is literally incapable of keeping up to date with all of the studies and all of the new articles coming out,” said Mark Rodgers, director of corporate communications and public relations at Molecular Health. “What we’re able to do, in addition to having excellent medical

5000 BC

A Sumerian text of this date describes “tooth worms” as the cause of dental decay.



2600 BC

Death of Hesy-Re, an Egyptian scribe, often called the first “dentist.” An inscription on his tomb includes the title “the greatest of those who deal with teeth, and of physicians.” This is the earliest known reference to a person identified as a dental practitioner.



Sample pages of a TreatmentMAP document developed for a fictitious patient.

professionals, is tap into all that information.” A group of specialists then analyzes the research and the patient’s medical history to determine the most effective treatment options for that particular patient.

The research and analysis is organized and sent to the patient’s physician in the form of a complex but easy-to-read document. Doctors can use this document, the patient’s TreatmentMAP, to help explain their patient’s condition in greater detail and discuss how the patient can go about treatment, rather than resorting to chemotherapy, which is the most common cancer treatment practice.

“They get the tissue from the biopsy from the lung, and they do molecular profiling on it,” said Dr. McCanless. “They do what’s called next generation sequencing, and they are able to pick up on all the relevant mutations and the biomarkers that provide us with information that we need to help make decisions on that individual patient.”

Dr. McCanless uses this new technology about four to five times a week with his own patients. He uses the service primarily for colon and lung cancer patients whose tumors have rare mutations. He stated, “About eight to ten percent of patients will have these mutations. The patients have a

much stronger benefit from these targeted therapies than from chemotherapy.” According to Dr. McCanless, these targeted therapies are usually oral and have fewer side effects than chemotherapy. “Usually they have 60 to 70 percent response rates, compared to 30 to 40 with chemotherapy,” he explained.

Chemotherapy kills all the patient’s cells, including those that are cancerous. Side effects of chemotherapy include dry mouth, loss of appetite, weight loss, hair loss, and pain. By using Molecular Health’s expertise, patients can be treated on a more individualized basis, which is more beneficial for them

1700-1550 BC

An Egyptian text, the Ebers Papyrus, refers to diseases of the teeth and various toothache remedies.



Hippocrates and Aristotle write about dentistry, including the eruption pattern of teeth, treating decayed teeth and gum disease, extracting teeth with forceps, and using wires to stabilize loose teeth and fractured jaws.

500-300 BC

60-70%

“Usually they have 60 to 70 percent response rates, compared to 30 to 40 with chemotherapy...”

and can improve the quality and longevity of their lives. Bien-Willner explained, “With that information, we can identify which pathways are aberrant, and because we know that new targeted therapy can affect these pathways specifically, instead of just killing all cells that are reproducing, killing

potentially or stopping cellular processes that should be off that are accidentally on, for example, we can likely have a much better outcome for patients.”

Dr. McCanless currently has a patient with an extremely rare, abnormal type of cancer. This patient is only the sixth known patient

in the world to test positive for both EGFR and ALK lung cancer mutations. “One is usually positive, and the other would be negative, so they are usually mutually exclusive,” Dr. McCanless explained, “but for this patient, both of them were positive.” Dr. McCanless quickly turned to the expertise of the medical team at Molecular Health to help him find the most effective solution for this patient’s cancer treatment. “[Molecular Health] really gave us a lot of information about how to treat this patient differently than we would have normally done with traditional chemotherapy. I wouldn’t have been able to know that we were going to treat him with these individual drugs if I hadn’t ordered the panel, so it’s really helped us.”

Dr. McCanless enjoys the convenience of TreatmentMAP. “It gives people in Baton Rouge state-of-the-art therapy without having to go off to a university center. We really are not limited in having to send patients off

Now the question is, ‘We have so much information, how do we make sense of it?’ And to that end, we had to create computation approaches to review the data and make clinical sense of it.”

Gabriel Bien-Willner, medical director at Molecular Health



100 BC

Celsus, a Roman medical writer, writes extensively in his important compendium of medicine on oral hygiene, stabilization of loose teeth, and treatments for toothache, teething pain, and jaw fractures.

700

A medical text in China mentions the use of “silver paste,” a type of amalgam.

166-201 AD

The Etruscans practice dental prosthetics using gold crowns and fixed bridgework.





(Seated, left to right) Peggy Jo Jones, MSN, and Janan Slay, MN; (Standing, left to right) Christopher McCannless, MD, Michael Castine, MD, Gerald Miletello, MD, and Genevieve Maronge, MD.

to different centers.”

Molecular Health’s services are offered to physicians nationwide. The team of experienced professionals at Molecular Health includes PhD-level scientists who specialize in different cancer types, pathologists who are experts in cancer and cancer diagnostics, and clinical research associates. Because this medical team specializes in many different areas, Molecular Health is able to provide services for every type of cancerous tumor. Bien-Willner explained, “We look at the cancer cells and find what’s wrong with them

and then make recommendations based on that information. The cancer type is important, and that shapes how we make our recommendations, but we do all cancer types.”

Though Molecular Health offers services for all cancer patients, not all tumor samples are typically sent to the experienced team of physicians. “It’s still the more rare case that’s getting anywhere near the kind of attention that a company like Molecular Health is providing with TreatmentMAP. It’s really the gold standard of treatment decisions for cancer,” said Rodgers.

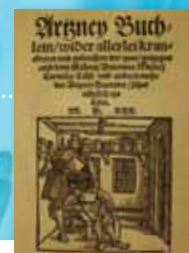
Molecular Health is only a few years old, but the team believes that they hold the key to the future of medical advancement in cancer research and targeted therapy for cancer patients. “Genomic medicine is very much a new idea. Like any new field, existing medical practices will try to look up as much as they can, and then they will realize that they don’t have the required expertise to really do it on their own, and they’re going to require experts to help them make it work,” said Bien-Willner. “And I think that’s where we’re going with genomic medicine.” ■

1210

A Guild of Barbers is established in France. Barbers eventually evolve into two groups: surgeons who were educated and trained to perform complex surgical operations; and lay barbers, or barber-surgeons, who performed more routine hygienic services including shaving, bleeding, and tooth extraction.

1530

The Little Medicinal Book for All Kinds of Diseases and Infirmities of the Teeth (Artzney Buchlein), the first book devoted entirely to dentistry, is published in Germany.





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a new face
FOR CANCER CARE



The Mary Bird Perkins-Our Lady of the Lake Cancer Center recently underwent a \$23 million renovation and expansion. And when you walk into the brand new entrance you might find something unexpected. Smiles. Smiles at the Guest Services desk, smiles on the fresh young faces of the patient escorts. “They are the most important people,” says Administrator Linda Lee. “They set the tone.”



“EVERYBODY THAT YOU SEE THAT WORKS here, you are going to be able to tell they want to be here,” says Lee, pointing out smiling staffers. “People feel a very sensitive connection and commitment to the work that they do here every day. Their compassion for patients is overwhelming. Bricks and mortar do not a cancer center make. Even before the renovation, we had incredible physicians and staff and unbelievable nursing care and services. We are so lucky that we are able to wrap it in this beautiful building with aesthetics that are calming.”

Patients can now be dropped off just steps from the entrance, where they are greeted outside by a patient guide, or can access the entrance from the covered parking lot. The new entrance opens into an airy glass-roofed atrium dominated by a towering three-dimensional stained glass back wall designed

by artist Stephen Wilson. Warm wood paneled walls absorb sound so the atrium is filled with glass and light, yet is still intimate.

Throughout the building colorful artwork by local artists not only draws the eye, but also helps guide patients through the facility. Using artwork for wayfinding is a beautiful and natural way to lead patients without overwhelming them with signage, explains Lee. Paintings adorn seating nooks throughout the cancer center, where a patient, family member, or staffer can sit for a moment’s rest, contemplation, or meditation. “If we can shift the patient’s mind to look at something beautiful, then we’ve been successful,” says Lee.

Even the wall recognizing donors incorporates the warm wood and inserts of artwork in soothing blues and greens. Magnetic placards allow donor names to be moved throughout the display, but the display itself welcomes more scrutiny than the standard brass wall plaque and adds to the overall atmosphere of the atrium.

On the first floor, the completely renovated and refurbished radiation oncology clinic includes a new private waiting room, the Anna B. Lipsey Waiting Room, and a dedicated suite for treatment simulation and special procedures. Here the check-in desk is backed by a large, colorful three-dimensional piece of art called What the Swamp Means to Me by Mia Kaplan. Every patient that looks at it sees different things. One of the staff keeps a running list of “what it means” to each visitor, which includes flowers, rabbits, angels, fairies, volcanoes, even the Eiffel Tower. The clinic features 12 exam rooms and four consultation rooms. There is also a new treatment room for the revolutionary Elekta Versa HD, a new radiation therapy technology, providing faster and more accurate treatments

1575

In France Ambrose Pare, known as the Father of Surgery, publishes his Complete Works. This includes practical information about dentistry such as tooth extraction and the treatment of tooth decay and jaw fractures.

1723

Pierre Fauchard, a French surgeon publishes The Surgeon Dentist, A Treatise on Teeth. Fauchard is credited as being the Father of Modern Dentistry because his book was the first to describe a comprehensive system for the practice of dentistry including basic oral anatomy and function, operative and restorative techniques, and denture construction.



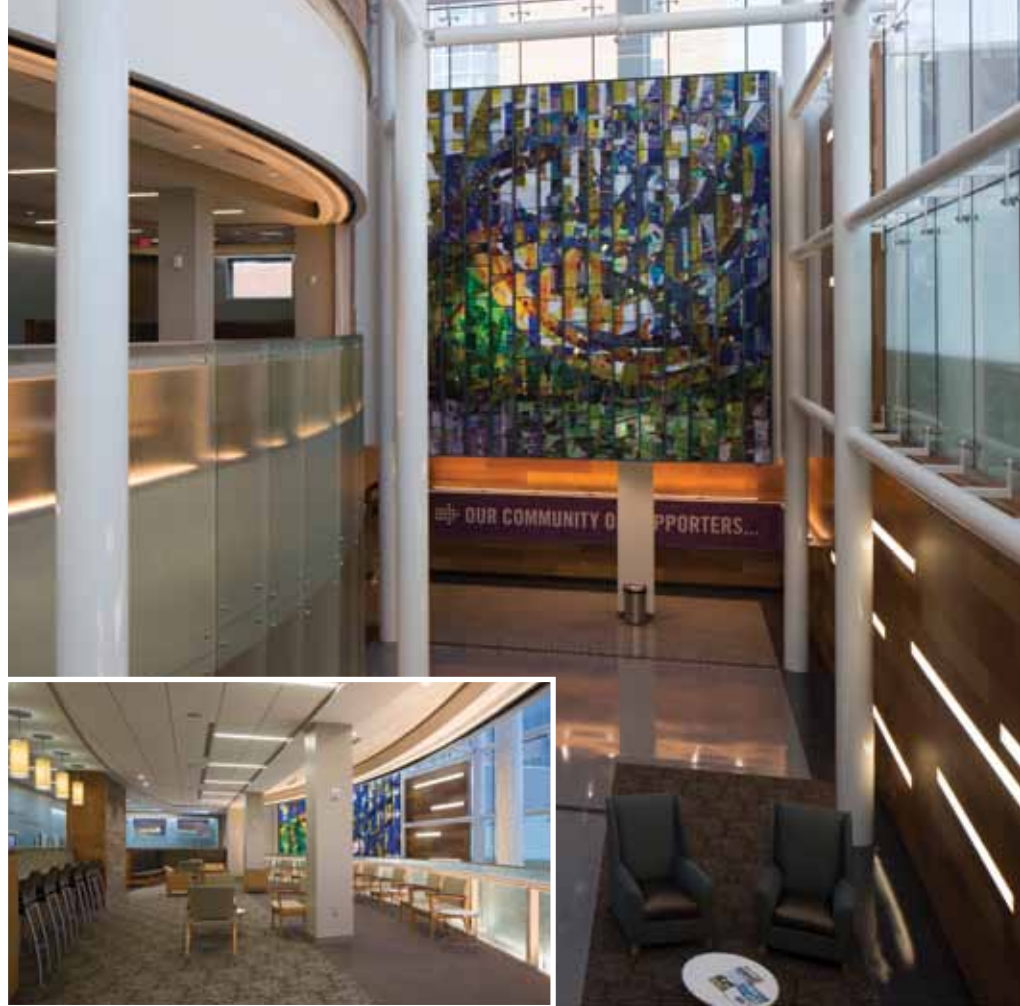
for a wide range of tumors and highly complex cancers.

Also on this level, the 8,149-square-foot Thomas J. Moran Imaging Center offers the latest in diagnostic technologies, including digital X-ray, CT, nuclear medicine, SPECT/CT, PET/CT, and MRI. Unlike other imaging centers in town, this one is dedicated exclusively to cancer imaging. The Imaging Center will soon expand its services to include fluoroscopy, mammography, and ultrasound imaging as well.

The first floor also features a new public pathway between Mary Bird Perkins and Our Lady of the Lake, allowing patients and visitors to move easily between inpatient and outpatient areas.

High speed elevators bring patients and visitors alike to the second floor, where one emerges from the elevator to huge picture windows offering spectacular views of the world outside, the trees, and most importantly, the sky. Again, this was by design, explains Lee. "We wanted to use the elements of Mother Nature because it is natural and as humans we gravitate toward that." The doctors and the nurses wanted the building design to constantly remind patients that there is a world out there and that they are still connected to it. "We are not trying to be a living room or not be an institution of health, but there are small things you can do to help a patient's comfort and that has been front and center, putting the patient in the center of the room, of every planning meeting that we've had."

The 2nd Floor features a new family and visitor hospitality area that will soon include a healthy food café offering local, fresh, organic choices. The Adamek Overlook is spacious with comfortable seating areas



ABOVE The Meditation Art Wall is a key architectural feature that sets the tone of the Cancer Center.

INSET The quiet and comfortable Adamek Overlook provides family members and caregivers a place to relax and look out into the Atrium from an elevated vantage point.

LEFT Named after T.J. Moran, a grateful patient, the Imaging Center fulfills a dream of Moran's to have all cancer diagnostics in one area.

1746

Claude Mouton describes a gold crown and post to be retained in the root canal. He also recommends white enameling for a more esthetic appearance.

1760-1780

Isaac Greenwood practices as the first native-born American dentist.

1760

John Baker, the earliest medically-trained dentist to practice in America, immigrates from England and sets up practice.



Open House Celebration guests visited the new meditation room, a place where patients, family members and Cancer Center team members can visit for a quiet moment of reflection.

and a raised bar area for working or eating. The 2nd floor also features a large high-tech conference room to support the collaborative work of physician multidisciplinary care teams. Named after a prominent surgeon and cancer center founder, the Rathbone Conference Room features state-of-the-art audiovisual and communication technology. It is also used for tumor conferences for the residency program. Just outside that room is a door leading directly to the main OLOL medical center, providing easy back and forth access for the physicians.

Clearly a favorite spot among patients, families, and staff, a meditation room is cleverly concealed behind the huge stained glass wall of the atrium. Seen from the back, the stained glass sculpture is muted, hypnotic,

offering a changing view depending on the light shining through. The quiet, softly lit room features a long cushioned banquette facing the stained glass wall, encouraging you to get lost in your gaze. It has a spiritual, yet nondenominational feel to it. Again by design. The idea was to make everyone feel welcome. "It was designed to be a neutral ground for people to be as spiritual or mindful as they want to be," explains Lee. Mind-Body meditation classes are also held in this space for patients who have finished treatment or are in treatment, and now also, at their request, for staff members.

Mind-Body Medicine is a form of complementary medicine, where practitioners take the best practices from the medical oncologists and radiation oncologists,

chemotherapy, radiation, and surgery and complement those standard treatments with dealing with the mind a little and teaching patients tools to help with their anxiety, explains Lee. This can actually lead to healing. "It's a little progressive for our region," she admits. "It's not rocket science, but when you are stressed there are stress hormones that are released in your body, cortisol and those types of things. If you are able to distract yourself or shift your thoughts, it can release relaxing hormones that help reduce anxiety."

In addition to Mind-Body Together, the center's THRIVE survivorship services include health and wellness coaching, yoga, water aerobics, Pilates, and massage therapy. THRIVE recently added seminars on proper nutrition, financial planning, and other educational workshops addressing common physical and emotional concerns of cancer survivors, family members, and caregivers.

Also part of THRIVE, the Healing Arts program is designed to provide a pleasant distraction for patients and others visiting the facility, as well as help patients and survivors better cope with the stress, anxiety, and side effects that come after a cancer diagnosis. Healing Arts is based on the Mind-Body Medicine approach, which uses the power of thoughts and emotions to influence physical health. The Healing Arts program consists of two elements: the soothing, engaging art displayed throughout the Cancer Center and an art program through which patients are given the opportunity to create original art, color beautiful mandala designs in adult coloring books, arrange flowers, and much more.

"What we believe as a cancer center is that a patient becomes a survivor at the moment of diagnosis," says Lee. "And the tools that the doctors give them with all of the wonderful

3,000

About 3,000 newly diagnosed cancer patients a year come through the center.

1768-1770

Paul Revere places advertisements in a Boston newspaper offering his services as a dentist. In 1776, in the first known case of post-mortem dental forensics, Revere verifies the death of his friend, Dr. Joseph Warren in the Battle of Breed's Hill, when he identifies the bridge that he constructed for Warren.

1789

Frenchman Nicolas Dubois de Chemant receives the first patent for porcelain teeth.



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ABOVE The Anna B. Lipsey waiting room offers a comfortable and relaxing environment for patients to wait prior to radiation treatments. The room is named in honor of Lipsey who, over 40 years ago, was one of the Cancer Center's founders and served as a volunteer board member for many years.

BELOW Cancer radiation therapy is provided by the Elekta Versa HD technology. The Cancer Center is one of the first in North America with this machine, which offers increased speed and precision.



treatments that can be so curative are augmented by some of these other things, being able to take care of the mind and to teach tools that way." Lee explains how a patient can sit in infusion and color or paint and their mind is now focused on something other than the toxic drugs going into their body. "I think society is becoming more embracing of these alternate ways for health and fitness and that is true of our physician community, too. Our doctors are very aware that this works. There is enough scientific study in the research now that proves that it works. So they rapidly and readily refer to THRIVE."

On the 3rd Floor an Oncology Supportive Care Clinic offers onsite outpatient palliative care and survivorship services. The first outpatient palliative care clinic in the state, it offers a wholly different paradigm than most people's understanding of palliative care. "We want this service to be available to patients earlier in their cancer, even when there are curative factors in play," explains Lee. "We can help with symptom relief, side effect treatment, planning, talking." A full-time certified palliative care physician, nurse practitioner, and a nurse will provide outpatient services. "Our physicians are very supportive of this and see it as another augmenting service. People should not have to suffer, not in 2015," says Lee.

The 4th floor is home to the Head and Neck Center. With eight physicians collaborating and working interchangeably depending on each patient's unique diagnosis, comprehensive services include: skull base surgery, anterior skull base surgery, microvascular reconstruction, neurotology and lateral skull base surgery, robotic surgery, and minimally invasive surgeries treating complications of the salivary glands due to cancer and the effects

1790

John Greenwood, son of Isaac Greenwood and one of George Washington's dentists, adapts his mother's foot treadle spinning wheel to rotate a drill.

1825

Samuel Stockton begins commercial manufacture of porcelain teeth.

1801

Richard C. Skinner writes the Treatise on the Human Teeth, the first dental book published in America.



Linda Lee, Cancer Center administrator, rejoices with Blake Lebran, a Hodgkin's Lymphoma survivor, and his family, as he rings the Celebration Bell signifying the end of his treatment.

of radiation treatment.

Each patient with a newly diagnosed or recurrent cancer of the head and neck is presented at the multidisciplinary Head and Neck Tumor Board.

This floor also offers the only full-service voice center in Louisiana. The team consists of two fellowship-trained laryngologist and five speech/language pathologists. This unique integrated model of care focuses on patients with cancer and non-cancer related voice, swallowing, and airway disorders. Head and neck cancer patients in particular may face challenges in these areas following treatment. The Voice Center provides therapy, rehabilitation, and treatment to restore these vital functions, and serves as a referral center for minimally invasive surgery for laryngeal cancer.

Finally, also on the 4th floor can be found Facial Plastic Reconstructive Surgery. Reconstruction and reanimation surgery is offered to those undergoing major facial or head and

neck surgeries to remove cancer. Reanimation surgery involves nerve grafts that give tone and can restore movement and function. This can mean regaining a smile or the ability to eat and drink.

The 5th Floor features a modernized clinic for Louisiana Hematology Oncology Associates, a team of physicians, and includes both functional and cosmetic upgrades designed to better facilitate patient care. It also includes an expanded blood draw and laboratory processing suite as well as a new clinical research suite.

The entire 14,000-square-foot 6th floor is dedicated to the Lane Infusion Center, including a state-of-the-art clinical oncology pharmacy, and a mixture of private infusion rooms and semiprivate infusion bays. The infusion center sees upwards of 100 patients a day, but you would not know it. The waiting room is small, again by design, because the goal is not to have the patients wait very long. Despite having 56 individual infusion bays (14

of which are in a second infusion area), each with its own entertainment system, multiple nursing staff, and constant activity, the atmosphere is calm, soothing, and quiet.

The pods, designed by the nurses, are closed in on three sides by privacy walls topped with glass. The glass allows light to travel through the room, but provides sound privacy. Embedded in the glass are real twigs and leaves bringing the element of nature into the room. Picture windows encircle the room giving each patient a view of the outside. A complex series of overhead lights allow the nursing staff to dim and brighten individual areas based on both patient preferences and the amount of natural light coming in. Heated, reclining chairs face individual large screen TVs and Get Well Network keyboards, allowing patients to choose their own distractions, from movies, TV, health videos, relaxation music videos, and email access. A small selection of books is also available, while handmade blankets are on hand for those who would rather just relax and sleep. Ear bud jacks for both patients and family members are mounted into the walls for easy access and to keep noise levels down. "There are 2000 examples of those little touches that a patient might not notice, but were intentionally put into the design for comfort," says Lee. A handful of private rooms are also available for truly frail patients who might need to lie down or those who want a little more privacy.

A dedicated infusion pharmacy is located next to the center so patients have minimal waiting time for their individualized treatment. For safety and quality, video cameras, robots, and digital systems are used to validate drug preparation with all processes documented in real time so nurses can be informed immediately when prescriptions

1832

James Snell invents the first reclining dental chair.

1839

The American Journal of Dental Science, the world's first dental journal, begins publication.

1833-1850

The Crawcours (two brothers from France) introduce amalgam filling material in the United States under the name Royal Mineral Succedaneum.

Charles Goodyear invents the vulcanization process for hardening rubber. The inexpensive material makes an excellent base for false teeth, and is soon adopted for use by dentists.



The infusion center sees about 100 patients a day, as does the radiation oncology center.

are ready. The turnaround time from when the patient sits in the chair to when the infusion is ready to go, is 30 minutes.

Patient areas and offstage staff areas are immediately identifiable by flooring changes. A linoleum block-type floor lets staff know they are offstage where they can relax a little. Even the break rooms for staff are open to the outside and decorated with commissioned artwork.

Offsite, but still part of the expanded Cancer Center, Medical Oncology, a team of hematology-oncology physicians, now offers patient management and infusion services at 8119 Picardy Avenue, near the main campus. In addition the Cancer Center's extended campus also includes the LSU North Baton

Rouge Clinic at 5439 Airline Highway. There they have their own infusion center. Members from one of the oncology groups supports patients at that location, so they don't have to travel.

Thoughtful design is evident even as you leave the center. One of the nurses was concerned about patients who were waiting for their rides to pick them up. In the old center it was difficult to see when a ride arrived unless one waited right in front of the door, subject to blasts of cold, wet, or hot air, depending on the season. She suggested a special waiting area behind a glass wall with full view of the patient pick up area and protected from the elements. Her idea was beautifully realized in the new design...a parting tribute to

patient-centered care.

So what prompted the creation of this all inclusive cancer center? According to Lee, Mary Bird Perkins and Our Lady of the Lake had been working for several years to develop a formalized affiliation to combine the services OLOL offered as they related to cancer, which were surgery, inpatient cancer care, and a small infusion center, and what Mary Bird Perkins offered, which was research, radiation, and a lot of screening and early detection services. "They got really smart and decided that there were two separate institutions located right next to each other, how powerful it would be to affiliate those services and blend them so that you really have comprehensive cancer care," says Lee. "To blend them you needed the space to be able to accommodate all of those services." While many of the services were already here, the expansion allowed for technology upgrades, the new imaging center, a new conference center, an expanded infusion center, as well as many other services that were not previously available onsite.

"The patient benefit from that affiliation is overwhelming," says Lee. "It has been a tremendous collaborative effort. When a patient comes in the door they know it's the Mary Bird Perkins-Our Lady of the Lake Cancer Center. They don't know which part is which, they just know that when you come here you can get radiation oncology, chemotherapy and other infusion services, imaging, bloodwork; it's all in one place. What we know from recent studies is that one of the top things cancer patients want is all their services in one place. When you are sick you don't want to have to get in your car and drive to a different parking lot. We have been successful in getting that all under one roof with room to grow." ■

5,048

From its opening in April to December 2014, the new imaging center saw 5,048 patients.

1840

Horace Hayden and Chapin Harris found the world's first dental school, the Baltimore College of Dental Surgery, and establish the Doctor of Dental Surgery (DDS) degree. (The school merges with the University of Maryland in 1923).

The American Society of Dental Surgeons, the world's first national dental organization, is founded, but dissolves in 1856.

1841

Alabama enacts the first dental practice act, regulating dentistry in the United States. The act called for the assignment of a dentist to the state's medical board in order to grant licenses for practicing dentistry in the state, but was never enforced.

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NEW ORLEANS STUBS OUT BAR SMOKING.

IS BATON ROUGE NEXT?

By Claudia S. Copeland, PhD



Everyone knows that smoking is bad for you. Lung cancer, bronchitis, heart disease, premature skin aging, even cognitive deficits—tobacco is a full-spectrum natural poison that kills about 6 million people every year, according to the World Health Organization. It is a very slim minority who would argue that smoking isn't one of the most deadly and detrimental things you can do to your body. So, why are we so reluctant to ban this practice?

1846

Dentist William Morton conducts the first successful public demonstration of the use of ether anesthesia for surgery.



1859

Twenty-six dentists meet in Niagara Falls, New York, and form the American Dental Association.

1855

Robert Arthur originates the cohesive gold foil method allowing dentists to insert gold into a cavity with minimal pressure. The foil is fabricated by annealing, a process of passing gold through a flame, making it soft and malleable.

AIR

1864

Sanford C. Barnum develops the rubber dam, a piece of elastic rubber fitted over a tooth by means of weights. This simple device isolates the tooth from the oral cavity, a troublesome problem for dentists.

1866

Lucy Beaman Hobbs graduates from the Ohio College of Dental Surgery, becoming the first woman to earn a dental degree.



“third-hand smoke”

Less understood is another type of passive exposure that has recently been receiving increasing attention—residual tobacco smoke pollutants, or “third-hand smoke” (THS).

One valid argument is that of individual liberty—in a truly free society, we should be free to do with our own bodies as we will. But, in the case of smoking, it’s not just about smokers’ own bodies. Of the 6 million people who die from tobacco every year, more than 600,000 are nonsmokers exposed to secondhand smoke. Secondhand smoke—a mixture of exhaled smoke and “sidestream smoke” coming from the end of the cigarette—contains more than 4,000 chemicals, many of which have known adverse health effects. Abundant evidence shows that secondhand smoke causes the same types of toxic effects as firsthand smoke, including

lung cancer, lower respiratory tract infections, asthma, cardiovascular disease, eye and nasal irritation, and low birth weight in babies of nonsmokers. Increasing evidence is also linking secondhand smoke with cognitive decline in older adults and impaired cognitive abilities in children and adolescents. The U.S. Dept. of Health and Human Services has concluded that there is “no risk-free level of exposure to secondhand smoke.”

Less understood is another type of passive exposure that has recently been receiving increasing attention—residual tobacco smoke pollutants, or “third-hand smoke”

(THS). This is the component of secondhand smoke that adheres to surfaces and dust, and sticks around long after the air seems to have cleared. Have you ever walked into a smoking-permitted hotel room and been assaulted by the stale, nauseating smell of past smoking, even though the room is clean and there is no smoke in the air? Come home from an evening out with your hair and clothes exuding that ashtray stench even though you are a nonsmoker? That’s THS. THS, which includes nicotine, 3-ethenylpyridine (3-EP), phenol, cresols, naphthalene, formaldehyde, and tobacco-specific nitrosamines (including some not found in freshly emitted tobacco smoke), can enter the body

Finally, smoking may even be helping to breed “super germs”—extra-tough, immune-resistant bacteria that can then move on to infect anyone, smoking or non.



1867

The Harvard University Dental School, the first university-affiliated dental institution, is founded. The school calls its degree the *Dentariae Medicinae Doctorae* (DMD), creating a continuing semantic controversy (DDS vs. DMD).

1871

James B. Morrison patents the first commercially manufactured foot-treadle dental engine.

1869

Dr. Robert Tanner Freeman, graduating from Harvard University Dental School, becomes the first African-American to earn a dental degree.





PHOTO BY REID SHAY

“The argument that people who work in bars already smoke, and thus make the smoking ban irrelevant, is ignorant and uninformed. From the point of view of a musician, I play with more people who don’t smoke than do.”

Pianist and Accordionist Bart Ramsey

through the skin, can be re-emitted as gases, or can react with oxidants and other environmental compounds to create secondary pollutants. While clothes or hair can be easily washed, indoor surface THS is much more difficult to remove. A recent study of regular smokers’ cars found that cleaning practices like wiping and vacuuming failed to significantly decrease the level of nicotine on surfaces in the car, as long as regular smoking continued.

Finally, smoking may even be helping to breed “super germs”—extra-tough, immune-resistant bacteria that can then move on to infect anyone, smoking or non. As reported in the *Healthcare Journal*

of *Baton Rouge* last year, Dr. Ritwij Kulkarni and his colleagues at LSU have shown that *Staphylococcus aureus* bacteria become more virulent when exposed to tobacco smoke (www.healthcarejournalno.com/journal-categories-and-departments/1534-smoke-gets-in-your-what). Now, University of California at San Diego researchers McEachern et al. have found that exposure to cigarette smoke causes methicillin-resistant *S. aureus* (MRSA), a strain that is already highly antibiotic resistant, to become more resistant to macrophage killing, an important component of our immune defense system. In vivo, mice infected with the cigarette smoke-exposed MRSA had higher bacterial burdens and were four times as likely to die of pneumonia as mice infected with non-exposed MRSA. Importantly, the mice themselves had not been exposed to cigarette smoke. These were non-tobacco-exposed animals infected with bacteria that had become more virulent after exposure to cigarette smoke, akin to nonsmokers infected with extra-aggressive strains of

bacteria bred in smokers’ nasopharynxes. Between the well-known effects of second-hand smoke and the emerging findings on THS and cigarette-strengthened bacteria, the act of smoking clearly affects not just the health of the smoker, but also of everyone else in the room.

The evidence of passive smoking’s toxicity has become so overwhelming that even New Orleans, that bastion of individual liberty—and tolerance of self-damage in the name of a good time—has taken notice. In April of this year, New Orleans joined hundreds of cities across the nation in banning smoking in most indoor locations, including bars. While many residents are pleased with the ban, others are critical, arguing that smoking and drinking go together, that New Orleans’ smoky bars are an iconic part of the culture here, and that the ban is pointless because people go to bars to smoke, and people who work in bars are smokers themselves.

Lindsey White, director of the smoking cessation program at Ochsner, points out that, while drinking and smoking are seen

1877

The Wilkerson chair, the first pump-type hydraulic dental chair, is introduced.

1883

The National Association of Dental Examiners is founded to establish uniform standards in the qualifications for dental practitioners, the administration of dental boards overseeing licensing, and legislation of dental practice acts.

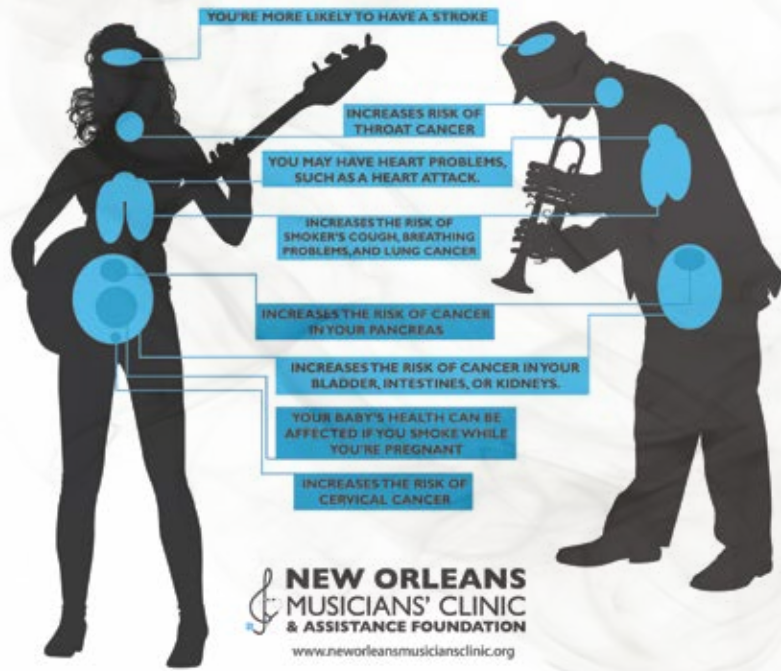
1880s

The collapsible metal tube revolutionizes toothpaste manufacturing and marketing. Dentifrice had been available only in liquid or powder form.

to go together at this point in time, 80% of the population does not smoke, so banning smoking is opening up these spaces to the majority of the people. As to bartenders and other workers being smokers themselves, she points out that many such workers would like to quit, but find it extremely difficult when they are surrounded by smoking at their jobs. With the ban, she is seeing an increase in patients in this line of work. "I think in general it is an increase in an opportunity that people did not think they had. It has given people hope that they might be able to quit this time."

Pianist Bart Ramsey also counters the anti-ban sentiment, based on his own experience performing in smoky bars. "The argument that people who work in bars already smoke, and thus make the smoking ban irrelevant, is ignorant and uninformed. From the point of view of a musician, I play with more people who don't smoke than do. And of those who do smoke, most don't smoke much. People working in bars are surrounded by smoke for the duration of their job, which can be up to 4 hours of playing time. To that you can add the time setting up and breaking down the gear." He continues, "Some argue that smoky bars are part of the New Orleans vibe, and that smoking and drinking go hand in hand. And yet, the act of smoking and the act of drinking are different. Imagine if every time somebody ordered a fresh drink in a bar, the musicians and everyone else had to take a sip of it. That's pretty much how it works when people light up a cigarette in a bar that allows smoking—we all have to breathe it. The New Orleans music scene is one of the things that makes New Orleans a world treasure.

WHAT SMOKING DOES TO YOUR BODY



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And yet, musicians on stage in bars that allow smoking have had to be vibrant and excel at their art while inhaling cigarette smoke for hours."

Musicians were, in fact, important voices in getting the ban passed. The New Orleans Musicians' Clinic was instrumental, and several musicians, including Kermit Ruffins, Irvin Mayfield, Deacon John, and Raymond Williams of the Hot 8 Brass Band, to name a few, have spoken out in support of it, in spite of fears of lowered income at smoke-free bars. Ultimately, Musicians' Clinic nurse

practitioner Catherine Lasperches believes that "the ban will improve musicians' health, especially the singers, and they are very happy about that."

But are the musicians happy about the economics of the ban? Clean air is important for health, but so is money to put food on the table. And, of course, bars are an important source of tax revenue in addition to their contribution to the general economy. With Baton Rouge considering a comprehensive smoking ban of its own, economic reality is an issue that can't be ignored. What can

1885

The first female dental assistant is employed by C. Edmond Kells, a prominent New Orleans dentist. Her duties include chair-side assistance, instrument cleaning, inventory, appointments, bookkeeping, and reception.

1890

Ida Gray, the first African-American woman to earn a dental degree, graduates from the University of Michigan School of Dentistry.

1890

Willoughby Miller, an American dentist in Germany, notes the microbial basis of dental decay in his book *Micro-Organisms of the Human Mouth*. This generates an unprecedented interest in oral hygiene.





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22%

Only about 22% of Louisianans smoke, according to the Louisiana Department of Health and Hospitals (DHH), meaning that the vast majority of Louisianans are, in fact, nonsmokers.

the experiences of cities that have instituted comprehensive smoking bans teach cities like Baton Rouge, which are trying to decide whether to implement similar programs?

It is too soon to say anything definitive about either the health or economic effects of the New Orleans comprehensive smoking ban, but we can look at the effects of such bans in other places. California implemented a comprehensive ban in 1998, and several other states, individual cities, and European countries have been smoke-free long enough to provide meaningful data on outcomes. The results from peer-reviewed studies are remarkably consistent—overwhelmingly, there is a pattern of unchanged or increased employment in restaurants after a smoking ban, and no change in employment in bars. Profitability has followed the same pattern, with unchanged or increased profits seen in restaurants and no change in bars. Tourism has been either unaffected by

bans, or bans have had a positive impact, particularly with restaurants and hotels.

The one possible exception to this clear pattern of no-or-positive impact is the gaming industry. In casinos and other gambling establishments, data are sparse (because relatively few bans cover these establishments) and results are mixed. Bans in some places appear to have positive or no effects, but bans in other places appear to have had a negative economic impact. These results could be related to local cultural differences, or they could be the result of other factors, such as one case in which the smoking ban coincided with a particularly harsh winter, so the loss may have been due to the weather; the smoking ban, or a combination of the two. For example, it is conceivable that smokers might be willing to continue to patronize a casino if the weather is mild and they could step outside comfortably for a cigarette, but if the weather is harsh, they may decide that it's

not worth the trouble and discomfort.

Interestingly, the results differ based on whether the economic impact is measured by opinion survey or objective measures such as employment or sales. Subjective opinion surveys of managers and business owners are four times as likely to yield a negative or mixed economic effect after a smoking ban than objective measures. So, business owners are likely to believe that smoking bans are bad for business, even if



1895

Wilhelm Roentgen, a German physicist, discovers the x-ray.

1899

Edward Hartley Angle classifies the various forms of malocclusion. Credited with making orthodontics into a dental specialty, Angle also establishes the first school of orthodontics, the first orthodontic society, and the first dental specialty journal.

1896

New Orleans dentist C. Edmond Kells takes the first dental x-ray of a living person in the U.S.

they aren't. This is important, as it reflects the power of a negative message about smoking bans, and the need to consider that opinion surveys may not be in line with quantitative measures like employment or profits.

So, all in all, what does this mean for cities like Baton Rouge, that are considering a comprehensive smoking ban of their own? Smoking is clearly bad for smokers and nonsmokers alike, and based on the experience of dozens of other cities, we can be

reasonably confident that there will be no adverse economic impact, except possibly to gambling venues.

One main argument remains: that smoking is somehow intrinsic to bar culture, that people love to go see bands and socialize in that smoky bar atmosphere. Bart Ramsey again refutes this idea based on his own experience. "Many of my friends never went to my gigs because they hated being in secondary smoke." Only about 22% of

Louisianans smoke, according to the Louisiana Department of Health and Hospitals (DHH), meaning that the vast majority of Louisianans are, in fact, nonsmokers. Smoky venues force them—and the musicians they are going out to hear—to choose between the art and their own health. "I love my work as a musician in New Orleans," continues Ramsey, "but the secondary smoke caused me problems. I had started avoiding playing in smoky bars, with the exception of those where the musical experience was extraordinary. Young employees are less likely to complain, but the older we get, the more we notice the problems of secondary smoke." He also knows other musicians who had gotten to the point of refusing to play in venues that allowed smoking.

Now, musicians no longer have to choose between health and their professions. "Now, I look forward to playing in clubs that used to leave me with mixed feelings because I knew I'd get asphyxiated throughout the night, with conditions all the worse during high season. The smoking ban has improved my life. My accordion no longer smells like an ashtray for days after a gig, and my clothes don't stink. (The skin absorbs secondary smoke too). But most important, I don't have to breathe all the smoke in a room anymore."

The 78% of Louisianans who don't smoke might well agree. As one nonsmoking New Orleanian bar patron confided, "I still think it should be up to the bar owners, but man—I love it! I'm going back to bars, now that the air is clear, and it's so much fun, being with friends and drinking, but still being able to breathe." ■



Catherine Lasperches

1903

Charles Land devises the porcelain jacket crown.

1905

Alfred Einhorn, a German chemist, formulates the local anesthetic procain, later marketed under the trade name Novocain.



1907

William Taggart invents a "lost wax" casting machine, allowing dentists to make precision cast fillings.

They're Back!

SHEDDING NEW LIGHT ON SUPER USERS

By John W. Mitchell



A recent study challenges a long held belief common in hospitals everywhere: “frequent flyers” – patients who return to the hospital again and again for chronic conditions – are a habitual drag on healthcare. The widely held notion is that these patients are willful.

1908

Greene Vardiman Black, the leading reformer and educator of American dentistry, publishes his monumental two-volume treatise *Operative Dentistry*, which remains the essential clinical dental text for fifty years.

1913

Alfred C. Fones opens the Fones Clinic For Dental Hygienists in Bridgeport, Connecticut, the world's first oral hygiene school.

1911

The U.S. Army Dental Corps is established as the first armed services dental corps in the U.S. The Navy institutes its Dental Corps in 1912.



And while every ER and inpatient staff can name a few such manipulative patients by name, it turns out that most of these patients – dubbed “super utilizers” in a Denver Health study published in the August issue of *Health Affairs* – are not who or what we think. According to the lead study author, Tracy Johnson, PhD, Director of Health Care Reform Initiatives at Denver Health, only about a third of super utilizer patients remain in that category after a year. Further, the study found while such inpatients accounted for only about three percent of adult inpatients at any given point in time, they racked up 30 percent of hospital inpatient charges.

“Most patients don’t want to be in the hospital and in the case of super users, it’s often avoidable,” said Dr. Johnson.

She explained that the root of the problem, according to the study, is not that, by and large, these patients are exploiting hospital services. But rather that underlying needs – often social – are not being managed to keep them out of the hospital. She said even the old label “frequent flyer” reflects a pejorative attitude that in itself can create a barrier in properly managing this population of patients.

“The term ‘frequent flyer’ facilitates a superficial understanding of the problem and a punitive response,” explained Dr. Johnson. “To me, this is an opportunity to ask how are such hospital admissions avoidable? We have to pursue the answer with an open mind and curiosity.”

“...the root of the problem, according to the study, is not that, by and large, these patients are exploiting hospital services. But rather that underlying needs – often social – are not being managed to keep them out of the hospital.”

1917

Irene Newman receives the world’s first dental hygiene license in Connecticut.

1937

Alvin Strock inserts the first Vitallium dental screw implant. Vitallium, the first successful biocompatible implant metal, had been developed a year earlier by Charles Venable, an orthopedic surgeon.

1930

The American Board of Orthodontics, the world’s first dental specialty board, is founded.



“Our recent experience working with patients and their families in new initiatives to reduce unnecessary admissions is that once we have successful, difficult conversations about their social needs, things do get better.”

The study findings came as both a surprise and a reminder to many healthcare providers. Regional hospitals have developed working solutions to take better care of super users to control readmission costs.

“You know, at first when I read the study, I thought, ‘no way,’” said Sherry Jensen, RN, Director of Quality, Risk and Compliance at Saline Memorial Hospital in Little Rock. “But then when I got to thinking about it, I

agree. Our recent experience working with patients and their families in new initiatives to reduce unnecessary admissions is that once we have successful, difficult conversations about their social needs, things do get better.”

She cited the example of an adult daughter who took her 90-year-old mother to another hospital because her mother wasn’t getting any better at Saline. When the

mother’s condition continued to deteriorate, she called Jensen back to continue a conversation about end of life care that Jensen had started when her mother was at Saline.

“Often the challenge is getting family members on board,” said Jensen. “I talked to the patient’s daughter three times in three admissions to the hospital, but it’s hard to accept that mamma is not going to get well. But you can’t be blunt about these conversations; it takes patience.”

Jensen explained that any family needs time to accept a prognosis and to organize time and money to come up with a plan. She said that she and her staff are having more success in helping families make assisted living, long term, and hospice care decisions for elderly super utilizers.

Not that some patients can’t be difficult over time. Jensen cited an alcoholic patient who came to the hospital’s emergency department (ED), mostly by ambulance, 206 times over a three-year period. She said he sometimes had seizures related to his alcoholism, but often he was just lonely.



Jennifer Avegno, MD



Laura Davis

1938

The nylon toothbrush, the first made with synthetic bristles, appears on the market.

1948

President Harry S. Truman signs the Congressional bill formally establishing the National Institute of Dental Research and initiating federal funding for dental research.

1945

The water fluoridation era begins when the cities of Newburgh, New York, and Grand Rapids, Michigan, add sodium fluoride to their public water systems.



“I work in the ED and I can tell you the names of every one of our super users,” said Jennifer Avegno, MD, an LSU Health Science Center assistant clinical professor and emergency room physician in New Orleans. “We’ve been complaining about these patients for years and we are tired of not being able to provide for them. So we finally had to ask ourselves – why can’t we do this? A lot of ED physicians around the country feel the same way.”

This frustration led Dr. Avegno to work for a second year with a federal grant at LSU and nine other medical schools across the country to find a solution. The program involves “hot spotting,” identifying high (super) utilizer patients, for which there is no standard definition. According to Dr. Avegno, LSU uses a combination of three visits and or transports a year to the ED.

“We look for high utilizers who are not getting better or getting sicker,” she explained. “It’s hard to get things to stick with this patient population, so we have to put money into the resources they need to keep them out of the hospital.”

To this end, the LSU hot spotting program



Tracy Johnson, PhD

works closely with community partners such as Catholic Charities. These community agencies help with needs such as transportation, nutrition, and getting prescriptions filled. Each patient is also assigned to a team headed by a medical resident and includes social workers, pharmacists, and nurses.

“We’re teaching medical residents that you ignore patient social factors to your own detriment,” said Dr. Avegno.

The goal of the grant program is to find out which patients stay in the hot spotting program, which patients drop out and why – basically, to learn whom intensive intervention benefits. She said that the initial test group is saving the hospital \$20,000 a month in unnecessary ED visits and hospitalizations. The results are promising enough for the second year of the study that they are increasing the number of super users to 10 patients in each medical student panel.

At Our Lady of the Lake Regional Medical Center in Baton Rouge several pilot projects are in place or planning to take better

hot spotting

identifying high (super) utilizer patients, for which there is no standard definition.

1949

Oskar Hagger, a Swiss chemist, develops the first system of bonding acrylic resin to dentin.

1957

John Borden introduces a high-speed air-driven contra-angle handpiece, launching a new era of high-speed dentistry.

1950

The first fluoride toothpastes are marketed.





“We also know a big part of the solution is to address social isolation. So it makes sense to identify patients who can benefit from ambulatory (outpatient) services – it works.”

care of super users, or complex patients as they are known at the hospital. Laura Davis, Assistant Vice President, said social workers identify complex patients as any patient who visits the ED six times in six months. According to Davis, a little more than half of these patients, who are typically not under the care of a doctor, are readily open to being referred to a primary care physician to help

them manage their chronic condition.

“I thought the Denver Health study was well done and it was good to learn that another health system deals with the same pressure points as we do,” Davis said. “Our goal is to get and keep people well.”

She said that complex patients are not alike; they have wide range of needs. These patients may have difficult family situations,

cannot pay their utility bill, and have a tough time navigating the healthcare system. Under the Affordable Care Act, many have insurance for the first time, but do not understand what preventative care is included with their coverage. They also don’t understand co-pays or deductibles.

“We had a high percentage of no-shows to our primary care clinics, because many complex patients don’t have transportation,” Davis explained. To remedy this problem, Our Lady of the Lake arranged a day pass program with the local transit system. “Since we did that, our success rate in getting complex patients to arrive for their appointments has increased to 80 percent.” Overall, since their outreach started in March, which will soon include a mobile van in high-use Zip codes and in-home health monitoring, they have seen their monthly readmission rate drop as much as 50 percent. The hospital has also just implemented an online

1958

A fully reclining dental chair is introduced.

1960

Lasers are developed and approved for soft tissue work, such as treatment of periodontal disease.

1960

Sit down, four-handed dentistry becomes popular in the U.S. This technique improves productivity and shortens treatment time.

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SUPER USERS

urgent care check-in to allow patients to “wait at home” to avoid long lines, as well as online appointment access for its primary care clinics.

The University of Arkansas for Medical Sciences (UAMS) Medical Center has adopted what Chief Medical Quality Officer Chris Cargile, MD describes as “a blend of big data and traditional clinical contact” to identify super users and help improve their



Chris Cargile, MD



Joseph Bisordi, MD

health. According to Dr. Cargile, UAMS concentrates on controlling 30-day readmissions and associated ED visits after a patient is discharged from the hospital.

He said although the Centers for Medicare and Medicaid Services has created an incentive for reducing readmissions by not reimbursing – commonly referred to as decompensation – for those readmissions, UAMS believes it is good medicine to address this issue.

“We need to do better on care transitions. In talking to our front line doctors, it’s clear there has been a problem on how we transition patients out of the hospital,” explained Dr. Cargile. He said that evidence clearly shows the benefit of getting a discharged patient in to see a primary care doctor within a week of discharge, to make sure they have access to the right medications, and arrange other social and medical supports services.

To accomplish this at UAMS, the electronic health record system produces a list of daily potential at-risk patients. This list then gets reviewed by an ED and administrative team to see if there are missed opportunities to get the patient plugged into chronic care resources.

“It’s all about increasing primary physician care access,” he said. “If we see someone coming into the ED for not very serious medical conditions, we have case managers and doctors available to help encourage them to improve their condition.” Dr. Cargile said UAMS is tracking this program through chart review and outcomes to determine



results and future strategies.

At New Orleans-based Ochsner Health System – with hospitals in several locations, including Baton Rouge – better managing super users and all patients is not just a quality of care issue. It is an important part of

1960

The first commercial electric toothbrush, developed in Switzerland after World War II, is introduced in the United States. A cordless, rechargeable model follows in 1961.

1980

Per-Ingvar Branemark describes techniques for the osseointegration of dental implants.

1962

Rafael Bowen develops Bis-GMA, the thermoset resin complex used in most modern composite resin restorative materials.



“THE RESULTS OF THE STUDY DID NOT SURPRISE ME AT ALL. IT REAFFIRMED WHAT WE KNOW.”

50%

five to ten percent of inpatients can account for up to 50 percent of costs

their obligations under a capitated, at-risk Medicare Advantage Plan to align health management and reimbursement for 35,000 patients.

“We know from 25 years experience in a managed care environment that five to ten percent of inpatients can account for up to 50 percent of costs,” said Joseph Bisordi, MD, executive Vice President and Chief Medical Officer at Ochsner. “We also know a big part of the solution is to address social isolation. So it makes sense to identify patients who can benefit from ambulatory (outpatient) services – it works.”

Dr. Bisordi stressed that social isolation is the biggest predictor of readmission after a hospital discharge. He, too, cited the recurring theme of transportation solutions to get patients to a doctor after a hospital discharge. He noted this is less expensive than an ambulance call to transport a patient back to the hospital and the patient’s health improves. Dr. Bisordi said more and more, hospitals have to bring such services under their control to help patients stay well and avoid readmissions. He cited the case of an elderly man who had arrived in the ED 18

times for bowel impaction.

“He was told to eat more fiber and it turned out that’s all he was eating,” Dr. Bisordi recalled. He said by instructing the patient in home visits, they were able to educate him about a balanced diet, improve his health, and prevent further ambulance rides to the ED.

Ochsner has established special priority clinics to provide intensive outpatient care and support services. They limit patient visits in those clinics to 15-20 a day and have 150 employed primary care physicians and support staff for the clinics. Preliminary results are indicating a one-third decrease in readmissions.

“The Denver study was really interesting, in that it is always helpful to get data,” said Dr. Bisordi. “It is evident that complex case management is good for patients. The results of the study did not surprise me at all. It reaffirmed what we know. I think these types of solutions to reduce hospital admissions are getting traction across the country.” ■

1990

New tooth-colored restorative materials plus increased usage of bleaching, veneers, and implants inaugurate an era of esthetic dentistry.

1998

The National Institute of Dental Research is renamed National Institute of Dental and Craniofacial Research.

1997

FDA approves the erbium YAG laser, the first for use on dentin, to treat tooth decay.



SOURCE: American Dental Association, www.ada.org/en/about-the-ada/ada-history-and-presidents-of-the-ada/ada-history-of-dentistry-timeline



Making Every Moment Meaningful

Canon Hospice is making a difference in our community by providing quality end of life care to those seeking comfort and dignity while dealing with a life limiting illness. Care is provided by skilled hospice professionals who specialize in pain and symptom management.

Canon's community involvement is extended even further through the non-profit Akula Foundation. The foundation sponsors:

- Camp Swan, a children's bereavement camp held three times a year, in Biloxi in the spring, Baton Rouge in the summer and the Northshore of New Orleans in the fall.
- The Canon Hospice Health Hour of New Orleans airs each Saturday from Noon – 1pm on WGSO 990 AM.
- The Grief Resource Center (GRC) offers educational inservices to health care professions, free of charge, throughout the year. In addition the GRC offers grief support to anyone in the community experiencing any type of loss.

All Foundation services are free and open to the public. For information about Canon Hospice, Camp Swan, The Canon Hospice Health Hour or Community Education and support, contact a Canon location in your area.

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Mississippi Gulf Coast
228.575.6251

New Orleans
504.818.2723

Baton Rouge
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"Making Every Moment Meaningful"

L-R: Laura Martinez
Wright, Ginger Miller,
Celeste Goodwin



OUR LADY OF THE LAKE COLLEGE NAMES AWARD RECIPIENTS

ANNUALLY OUR LADY OF THE LAKE COLLEGE acknowledges three individuals, a distinguished member of the alumni, a distinguished recent graduate, and a Baton Rouge area community service leader. The Distinguished Alumni and Distinguished Recent Alumni—chosen from a class graduating during the past ten years—are selected from among the College's 92 years of outstanding graduates. The Franciscan Impact Award recipient must exemplify elements of the College's mission and must be an active in community service efforts within the Greater Baton Rouge Region. This community member must give of their time, leadership, guidance or other personal support to those most in need.

This year's award recipients are:

2015 Distinguished Alumni: Ginger Miller, RN, CEBT, Class of 1962

Eugenia "Ginger" Miller's greatest passion is the Baton Rouge Regional Eye Bank, an organization that has helped thousands of citizens through the gift of vision. As Executive Director since 1985, she has lead an organ donor organization that truly impacts the lives of patients who need this life-enhancing assistance.

2015 Distinguished Recent Alumni: Laura Martinez Wright, BA in Behavioral Sciences, Class of 2008

Laura Wright, a proud graduate of Our Lady of the Lake College, is employed at the St. Vincent de Paul Homeless Shelter as the Director of Shelter and Residential Services.

2015 Franciscan Impact Award: Celeste Goodwin, Founder and President of the National Pediatric Blood Pressure Awareness Foundation

After nearly losing her own 4-year-old son to undiagnosed hypertension in 2007, Celeste Goodwin created the National Pediatric Blood Pressure Awareness Foundation (NPBPAF) as a way to educate and advocate on the serious issue of undiagnosed high blood pressure in children.

STATE

Statewide Patient Engagement Campaign Underway

The Louisiana Department of Health and Hospitals (DHH) and the Louisiana Health Care Quality Forum have launched a joint, statewide campaign to educate Louisiana's patients and families about how to use available health information technology (IT) tools to improve their health and health-care decision-making.

The 'Your Health in Your Hands' campaign launched Aug. 1, making Louisiana the first state in the nation to pioneer a direct-to-consumer campaign that engages patients and families in the use of health IT.

A key component of the campaign is its website, www.makemyhealth.me, where Louisiana residents can find valuable information and resources designed to engage them in their health and healthcare. The website features information about health IT tools such as electronic health records (EHRs), patient portals and the statewide health information exchange (HIE). In addition, the website provides patients and families with information about patient rights, such as how to request copies of their medical records and how to use those records to improve their health.

Camp Swan Scheduled for November

Camp Swan is a 3-day/2-night camp for children ages 7-12 who have lost someone significant in their lives. This camp is sponsored by Canon Hospice and the Akula Foundation. The camp will be held at Camp Living Waters in Loranger on November 20-22, 2015. Camp Swan is designed to provide an experience in outdoor living combined

with therapeutic activities to facilitate grieving in a fun and naturalistic setting.

The camp is staffed by volunteer counselors including bereavement counselors, social workers, doctors, nurses, medical students, and adults from the community. This weekend camp can accommodate approximately 40 children. The funding source for Camp Swan comes from donations from the community directed to the Akula Foundation and Camp Swan.

All campers will follow a schedule which will include meals, snacks, small and large group therapeutic and recreational activities. Therapeutic activities will include art, music, drama, and group and individual discussions. These are designed to help the campers to better understand and express their feelings of grief. Recreational activities will include an obstacle course, educational lectures, and physical exercise time.

Admission is given on a space available basis and is free of charge. It is anticipated that the Camp will provide a healing experience for bereaved children and further enhance a feeling of service and goodwill in the community.

DHH Urges Communities to Strengthen Recovery Efforts

The impact of mental and substance use disorders spans individuals, families, and communities. Addiction treatment and mental health services can enable those with a mental and/or substance use disorder to live a healthy and rewarding life. The Louisiana Department of Health and Hospitals (DHH) is emphasizing several critical components of this care: supporting individuals in recovery, understanding the warning signs of use or abuse, and knowing where programs and services are provided.

A key component of supporting recovery for

Louisiana residents is ensuring access to treatment and services for individuals with behavioral health needs. To strengthen these services, the Department will soon integrate all specialized behavioral healthcare services into its Medicaid managed care program known as Bayou Health. Beginning Dec. 1, 2015 patients who previously accessed care through the Louisiana Behavioral Health Partnership will now get their specialized behavioral healthcare directly from their Bayou Health Plan.

The Substance Abuse and Mental Health Services Administration's (SAMHSA) National Helpline is a free, confidential, 24/7, 365-day-a-year treatment referral and information service (in English and Spanish) for individuals and families facing mental health and/or substance use disorders. Treatment is effective and varied to meet an individual's unique needs.

Additional mental health, substance abuse and addictive disorder services are available through the local human service districts and authorities.

Blue Cross Welcomes New Medical Director

Blue Cross and Blue Shield of Louisiana has hired a new medical director to oversee its Quality Blue programs, which are getting better health outcomes for customers while holding down costs. Dr. Robert Muscalus will serve as the company's Director of Care Transformation, a new position, which is needed because of the significant growth of Blue Cross' Quality Blue programs over the past two years. Through these programs, Blue Cross works closely with the doctors and clinics in its networks to drive better health outcomes for members and patients. Quality Blue uses a patient-centered approach to care and ties doctors' payments directly to how well they are helping their patients get and stay healthy.

In his role, Muscalus will work closely with Blue Cross Interim Chief Medical Officer Dr. Paul Murphree and Blue Cross' Clinical staff, which includes nearly 200 healthcare professionals such as doctors, nurses, social workers, pharmacists, and dietitians, in growing Quality Blue programs and creating other patient-centered programs.

Muscalus served as strategic medical executive for national markets for Highmark Blue Cross Blue Shield, which has health plans in Delaware, Pennsylvania, and West Virginia. Before that, he was medical director for CareFirst, which has health plans in Washington D.C., Maryland, and Virginia. In these roles, he helped to promote and support innovative programs like Quality Blue.



Humana Launches Health Initiative

Humana has a bold goal to improve the health of New Orleans and Baton Rouge by 20 percent by 2020. Over the next few months, Humana Louisiana leaders and corporate representatives will be meeting with community and nonprofit organizations, healthcare and business leaders, and consumers in both New Orleans and Baton Rouge in an effort to hear firsthand what are the barriers to health in these communities, and identify the top healthcare issues that Humana will collaborate with the community to address over the next five years.

Then, in the first quarter of 2016, Humana will host Clinical Town Halls in New Orleans and Baton Rouge, bringing together community advocates, business leaders and clinicians to discuss the key healthcare themes that have emerged, and develop strategic action plans and initiatives that focus on those community health needs.

Humana will utilize the Centers for Disease Control & Prevention measure known as "Healthy Days" to measure its progress and impact toward its 20/20 goal in New Orleans and Baton Rouge.

QIN Celebrates One-Year Milestone

Recently, Quality Insights Quality Innovation Network marked the one-year anniversary of its formation as the Quality Innovation Network-Quality Improvement Organization (QIN-QIO) for Delaware, Louisiana, New Jersey, Pennsylvania and West Virginia. Already, more than 1,900 hospitals, physician offices, home health agencies, and nursing homes are participating in the new network approach to healthcare quality improvement.

QIN-QIOs like Quality Insights, a collaboration between the former state based QIOs, which included eQHealth Solutions in Louisiana, focus solely on helping CMS achieve its three-part aim of better care, better health and lower costs, and case review is addressed by Beneficiary and Family Centered Care-Quality Improvement Organizations.

Until July 2019, Quality Insights is offering free learning and networking opportunities, technical assistance, and best practice tools and resources in support of data-driven quality initiatives designed to improve patient safety, reduce harm, and positively impact clinical care locally and across the network.

Quality Insights has formed Learning and Action Networks (LAN) to improve cardiac care, diabetes care, adult vaccination rates, and to lower

incidences of healthcare associated infections and healthcare acquired conditions, such as pressure ulcers. Staff are also offering LANs related to the use of healthcare technology and quality reporting, and they are forming community coalitions to improve effective communication and coordination of care.

Healthcare providers and community partners interested in collaborating with Quality Insights can learn more at www.qualityinsights-qin.org.

Faucheux Elected PTPN Board President

Physical Therapy Provider Network, Inc., (PTPN), a statewide network of outpatient physical and occupational therapists owned rehabilitation clinics, recently elected Cristina Faucheux, PT, COMT, as President of its Board of Directors, to replace outgoing President Virginia Davis, PT, MA. Faucheux is an Owner/ Vice President of Moreau Physical Therapy with ten locations in East Baton Rouge, St. Landry, Iberville, and Orleans Parishes.

Faucheux is a member of the American Academy of Orthopedic Manual Physical Therapy and the American Physical Therapy Association (APTA) for which she serves as a Key Contact for the Private Practice Section to the US Congress. In addition, she is a member of the Governmental Affairs Committee for the Private Practice Section and Governmental Affairs Chairman for the Louisiana Physical Therapy Association (LPTA), and was recently honored as the recipient of the 2014 Dave Warner Distinguished Service Award.

MGMA-Louisiana Board of Directors Named

Mary Alice Stanford, CMPE, of Baton Rouge has been named President of the Board of Directors for MGMA-Louisiana. She is the Administrator of Renal Associates in Baton Rouge.

MGMA, a national organization with chapters in every state, is a professional association for medical executives and managers. MGMA-Louisiana (www.imgma.org) additionally has six chapters located around the state.

Other officers are Vice President Tina Baus of Southwest Louisiana Sports & Rehab Center in Lake Charles; Treasurer Tim Barrett, CPA, of Baton Rouge of Radiology Associates in Baton Rouge; and Secretary Crystal Williams, FACMPE, of Cardiovascular Institute of the South in Houma.

Additional Directors are Stephanie Owens Ardoin, RHIA, of Acadiana Ear Nose Throat Facial Plastic Center in Lafayette; Julie Beene-Police, of Hematology Oncology Life Center in Alexandria;

Greg Ivey, of The Pediatric Center SWLA in Sulphur; Bruce Anzalone, of Slidell Memorial Hospital Physician Network of Slidell; and Diane Weiss, CPC, CPB, of Wound Care Specialists of Metairie.

Ford Named LAHP Communications Director

The Louisiana Association of Health Plans (LAHP) announced the hiring of John Ford as its communications director. Ford left the Louisiana Department of Health and Hospitals, where he worked in media relations and helped develop communications strategies for the department.

Ford previously worked in corporate communications for Blue Cross and Blue Shield of Louisiana and as an account manager at Red Pelican Strategies, a Baton Rouge-based communications and governmental relations firm.

In his role with the health insurance advocacy organization, Ford will focus on improving communication with LAHP members, the State Legislature and the greater Louisiana community.

LOCAL

Guardians of Louisiana Youth to Be Honored

The Blue Cross and Blue Shield of Louisiana Foundation has recognized its 2015 Angel Award recipients. Among the class this year are Dustin LaFont of Baton Rouge, Kristen Maddox of Denham Springs, and Tanja Foil, also of Baton Rouge. The three run or volunteer with programs that are focused on providing life-improving resources for children and their families in Louisiana. For that reason, they are what the Blue Cross and Blue Shield of Louisiana Foundation calls Angels. LaFont, Maddox, and Foil will join six other volunteers for Louisiana children as this year's Angel Award recipients.

LaFont founded Front Yard Bikes in Baton Rouge in 2010. Front Yard Bikes is a program that teaches young children to earn a bike through hard work and dedication. If kids repair or restore a bike in the Front Yard Bikes shop, they are working to earn it. LaFont uses his experience as a teacher to educate children on mathematics, physics, and mechanics while repairing bikes. As a bonus, the kids experience inclusivity, mentorship, recreation, and academic achievement. Front Yard Bikes provides ways for youth in the community to participate in weekly group rides, extracurricular activities, and in building reliable transportation in a safe environment.

Maddox founded A Door of Hope, a

Healthcare Briefs

faith-based, non-profit organization in Denham Springs that helps its clients break the vicious cycle of life-controlling issues and self-destructive behaviors such as abuse, addiction, eating disorders, depression, past abortions, or self-harm. A Door of Hope provides free counseling and other support services. Inspired by Maddox's own experiences, A Door of Hope works to meet the physical, emotional, and spiritual needs of young women in the community.

Foil has volunteered and supported Families Helping Families of Greater Baton Rouge, a non-profit organization that provides resources for children with disabilities and their families, since 2011. In addition to her work with Families Helping Families, Foil also serves as an active voice for autism in the community. Foil helps coordinate the annual Active for Autism 5K and Family Fun Fest and helps facilitate the Attic Trash and Treasure Sale, which raised a record \$94,000 this year for Families Helping Families of Greater Baton Rouge. Foil is recognized as this year's Blue Angel for her efforts outside her daily work as an employee of Blue Cross and Blue Shield of Louisiana. Her organization will receive a grant of \$5,000.

During two decades, the Angel Award has given more than \$1.9 million to charities whose purpose is to improve the welfare of the state's children. The current Angels bring the number of volunteers honored by the program to 169.

More than 60 nominees from across the state were considered for the award by a committee of past Angel Award winners. Each Angel will receive a \$20,000 grant for the charity of his or her choice.

Sisters of St. Joseph Medical Plaza Opens

A brand new, state-of-the-art healthcare clinic is now open in New Roads providing area residents



Jared Rochelle, MD; Tammy Vidrine; Tarek Abdallah, MD; and Judith V. Roberson.

with increased access to primary care services.

The Sisters of St. Joseph Medical Plaza, an Our Lady of the Lake Physician Group facility, is located on the campus of Pointe Coupee General Hospital at 310 Durel Drive in New Roads. The 11,000 square-foot clinic houses five family practice physicians and a nurse practitioner who specialize in the diagnosis and treatment of a wide range of illnesses and medical issues. Construction on the new facility began last September.

Rochelle Joins North Oaks Pain Management

Dr. Jared Rochelle has joined North Oaks Physician Group's newest Hammond clinic, North Oaks Pain Management.

Specializing in the diagnosis and management of chronic pain, Dr. Rochelle earned his medical degree from Louisiana State University Health Sciences Center in New Orleans, where he also served as Chief Resident of Physical Medicine and Rehabilitation and completed a fellowship in Multidisciplinary Pain Medicine. Professionally, he belongs to the North American Spine Society.

New Director of Campus Ministry Joins OLOL College

Tammy Vidrine recently joined Our Lady of the Lake College as the Director of Campus Ministry. Vidrine will be responsible for organizing a

program of religious and spiritual outreach to the college community. In addition, she will be reaching out to and forming ongoing relationships with the greater Baton Rouge community including, but not limited to, the Diocese of Baton Rouge, the College's many community partner organizations, the Franciscan Missionaries of Our Lady, and the family of services throughout the Franciscan Missionaries of Our Lady Health System.

Before joining Our Lady of the Lake College, Vidrine served as Certification Coordinator for the Diocese of Baton Rouge where she assisted in the development of online theology courses for basic certification and a methodology course for Catholic Sexual Morality.

Abdallah Joins North Oaks Pulmonology Clinic

Pulmonologist Tarek Abdallah, MD, has joined North Oaks Physician Group in practice with North Oaks Pulmonology Clinic.

Certified by the American Board of Internal Medicine in Internal Medicine and Pulmonary Disease, Dr. Abdallah also is fellowship-trained in Pulmonology and Critical Care Medicine through Staten Island University Hospital in NY. He specializes in the diagnosis and treatment of lung and respiratory system diseases, such as asthma, emphysema, bronchitis and pneumonia, and can help patients stop smoking.

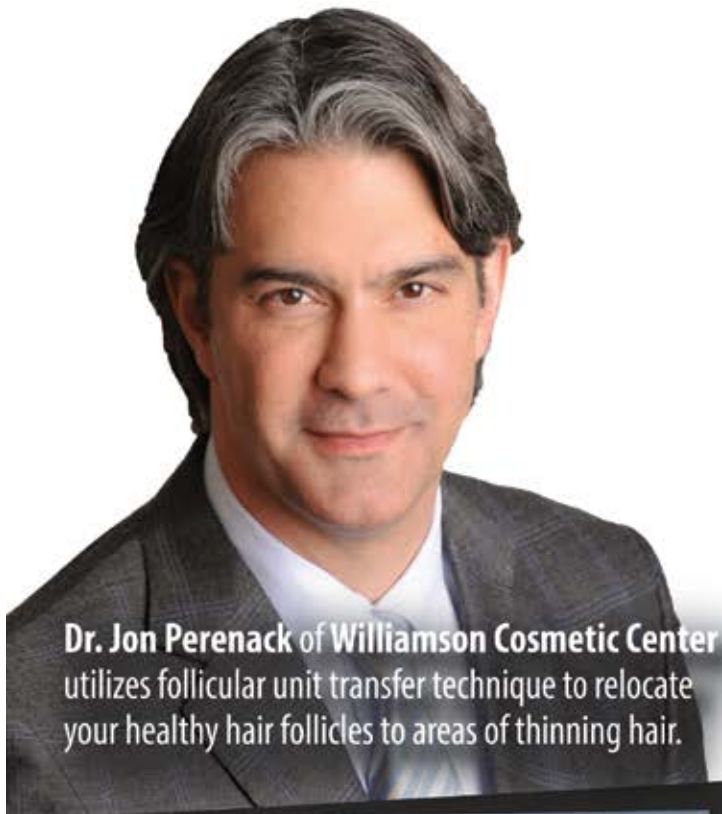
Other providers with North Oaks Pulmonology include: Drs. Wesley Cook, Katherine St. Amant, Theepha Thaya and Arvind Yertha; and Nurse Practitioners Jennifer Bouffard and Lori Mayers.

OLOL College Welcomes New VP

Judith V. Roberson recently joined Our Lady of the Lake College as Vice President for Institutional Advancement. Her 28-year career in higher education has included transformational work for the University of New Orleans and the LSU School of Veterinary Medicine, where she played a leadership role in creating a comprehensive advancement program and grew relationships with new and existing donors through a grateful client program.



Sisters of St. Joseph Medical Plaza Opens



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Thomas B. Flynn, MD;
Dr. Brian Rash; and Dr.
Alison Wells.

Roberson brings to Our Lady of the Lake College a career of increasing professional responsibility and outstanding experience. Other institutions where she has held leadership roles include Louisiana State University, University of Louisiana at Lafayette, Sallie Mae, Nellie Mae, and Stamats Higher Education Marketing.

Her responsibility as Vice President for Institutional Advancement at Our Lady of the Lake College is to establish a high-performing institutional advancement office and to develop philanthropic support for the strategic and master campus plan of the College. Through collaboration with alumni and friends, the current campus will be transformed into a state-of-the-art "academic village" featuring healthcare education facilities.

NMC Founder Named 2015 Outstanding Philanthropist

The Association of Fundraising Professionals (AFP) Greater Baton Rouge Chapter has named the founder of The NeuroMedical Center, neurosurgeon Thomas B. Flynn, MD, its Outstanding Philanthropist for 2015. Dr. Flynn will be honored during a special National Philanthropy Day ceremony on Friday, November 20, 2015 at the Renaissance Hotel in Baton Rouge. Dr. Flynn will be recognized alongside a handful of honorees who have provided substantial financial support and leadership to numerous nonprofit organizations and agencies in our community.

Dr. Flynn has made enormous contributions to local nonprofits and charities over the past several decades. As a longtime advocate of the Boy Scouts of America, he currently holds Board Membership in the Istrouma Area Council and assists in the fundraising efforts for scouts across 12 Louisiana parishes. Dr. Flynn has carried out a passion for service through a very active 40+ year Rotary Club Membership. While Dr. Flynn retired from medical practice in 2008, he remains very involved with Our Lady of the Lake College, where he serves on the Board of Directors and chairs the Institutional Development Committee. Additionally, Dr. Flynn remains on the faculty of

Tulane University's Neuroanatomy department where he serves as teacher and mentor to first-year medical students.

Dr. Flynn's commitment to charitable giving and community service adds to his legacy. When Dr. Flynn began practicing in Baton Rouge in 1967, he was the only board-certified neurosurgeon between Baton Rouge and Shreveport. Recognizing a need for expert neurological care in South Louisiana, Dr. Flynn joined forces with other neuro specialists to form The NeuroMedical Center in 1978. Today, The NeuroMedical Center campus located in Baton Rouge's Perkins Rowe is home to 30 neurological specialists (The NeuroMedical Center Clinic), a 23-bed surgical hospital (The Spine Hospital of Louisiana) and a 27-bed rehabilitation hospital (The NeuroMedical Center Rehabilitation Hospital), offering patients and their families the full-spectrum of neurological care under one roof.

The public is invited to join AFP in celebrating the unselfish accomplishments of Dr. Thomas B. Flynn and his fellow award recipients. NPD Luncheon tickets are \$50 each (tables of ten for \$500) and may be purchased at <https://afpbatonrouge.ejoinme.org/NPD2015>.

LSO Foundation to Host Annual Top Hat Soirée

The LSO Foundation has announced the date for their annual fall fundraiser, The Top Hat Soirée, set for Friday, November 20, 2015. The festive cocktail party benefiting skin cancer awareness will be held at the Baton Rouge Gallery, BREC City Park. This year's soiree has a fun theme, Night at the Circus, and will include stilt walkers, jugglers, and balloon artists. Guests can also play adult carnival games and enjoy cotton candy cocktails.

The LSO Foundation's mission is to raise awareness of skin cancer through the efforts of education, prevention, and early detection. Projects include: shading playgrounds, providing hats and sun safety education to outdoor workers, and skin cancer education to youth, hairdressers, and the community. With 1 in 5 Americans expected to

develop skin cancer in their lifetime, the LSO Foundation hopes to decrease that statistic and educate the public on how to protect the skin they're in. Together with community partners, the LSO Foundation implements projects that bring immediate prevention and awareness of skin cancer to our local area.

The event will include a live and silent auction, fare from local restaurants, beer, wine and a specialty cocktail. Festive hats and headwear are encouraged, as well as casual cocktail attire. For more information on the Top Hat Soirée, to purchase tickets (\$50 general admission, \$35 for 35 and younger) or to learn more visit lsfoundation.org.

LOL College Announces New Deans

Our Lady of the Lake College announces Dr. Brian Rash as the Dean of the School of Arts & Sciences and Dr. Alison Wells as the Dean of Students.

In his role as Dean, Dr. Rash's primary responsibilities include managing and facilitating the assessment of Arts & Sciences programs (including core curriculum), optimizing course schedules, new program development and providing oversight regarding school-related proposals for revised curricula, policies, and procedures.

Dr. Rash most recently served as the Associate Dean of the School of Arts, Sciences, and Health Professions. Since 2006, he has held many other positions within Our Lady of the Lake College including Director of the College's Biology program, Professor of Biology, Assistant Professor, and Adjunct Professor.

Dr. Rash received his Bachelor of Science degree in Microbiology from Bowling Green State University in 2000 and PhD in Biological Sciences from Louisiana State University in 2004.

In her role as Dean, Dr. Wells supports the mission of the College by creating and maintaining a safe, healthy, and supportive environment for students and supports a culture that enhances the spiritual, intellectual, physical, social, and emotional development of students in a holistic way.

Before joining Our Lady of the Lake College, Dr. Wells served within the Dean of Students Office at The University of Houston as the Assistant Dean from 2009-2015. Also at The University of Houston, Dr. Wells served as an Activities Advisor and adjunct faculty member for the online Masters in Higher Education Program.

Dr. Wells received her EdD from the University of Houston, M.Ed from Texas State University, and BS from Louisiana State University. ■

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Innovation is the vehicle that spurs progress in the health care industry and telehealth is the latest practice to revolutionize the way physicians treat patients and manage their care.

TELEHEALTH: Care That's Virtually Everywhere

TELEHEALTH IS ARGUABLY the “next big thing,” as more physicians begin to adopt it nationwide. IHS Technology predicts that by 2018, the number of patients using telehealth services will increase to seven million. This anticipated growth comes as the need for health care access continues to rise, and the catalyst for that access is health information technology (IT).

As one of the front-runners in the nation for the adoption and meaningful use of health IT, Louisiana is now preparing to position itself at the forefront of the telehealth movement.

The Louisiana Department of Health and Hospitals (DHH) is leading the charge in bringing telehealth to more patients in our state. The agency formed a special task force that works as an advisory body on policies and practices that expand access to telehealth services. The group submitted a report to the legislature on Louisiana's telehealth landscape, identifying several projects that are currently taking place. Among them are

subspecialty Neurology and Orthopedics services, provided by LSU Health, to Department of Corrections facilities and parish jails. Additionally, DHH says its Office of Public Health has been utilizing telehealth to provide inmates with HIV/STD care, resulting in a significant increase in the HIV care rate of recently released prisoners in the two years since the program's inception.

These are just two examples of the critical, life-changing services made possible through telehealth, and state health officials believe this approach is the key to transforming the state's health care system. “Our goal is to maximize the availability of health care to the residents of Louisiana, and to shift health care toward primary and preventive care and away from more expensive emergency and inpatient care,” says DHH Secretary Kathy Kliebert.

DHH believes telehealth has the potential to redefine care delivery, reduce costs, and to dramatically broaden the scope of care,

specifically for underserved and high-risk populations. “The expansion of quality telehealth has the potential to greatly improve health care access in Louisiana. The majority of our state is considered medically underserved for primary care, and specialty care is even more difficult to access,” says Kliebert. “When you also consider that many patients live in rural areas and physicians are primarily located in high population areas, the importance of improving access to care is highlighted.”

Patients in north Louisiana are already benefitting from the telehealth services provided through independent organizations like the Louisiana Rural Health Information Exchange, or LARHIX. Having seen measurable success in the region, LARHIX is working to expand its reach even further. The organization has begun offering services in south Louisiana and is conducting health care mission work in Guatemala through telemedicine consults with stateside providers. Its efforts speak to the limitless possibilities of telehealth to improve health care and patient outcomes on a global scale.

Like LARHIX, the Louisiana Health Care Quality Forum is a strong supporter of telehealth and its capacity to improve the health care experience for both patients and providers.

Lonnie DuFour, Director of Client Services for the Louisiana Health Information Exchange (LaHIE) and Telehealth Project Coordinator says, “Our partnership with the Texas/Louisiana Telehealth Resource Center enables us to conduct telehealth education and outreach across the state. This federally-funded programming helps to familiarize physicians with telehealth and explains how it can advance their medical practices.”

Through LaHIE, participating doctors and facilities have the added advantage of accessing patients' health information electronically. This facilitates the telehealth consult by



41 states

These changes are also evident in a recent analysis by ATA that found that the Medicaid policies for 41 states, including Louisiana, cover telemedicine services statewide, without distance restrictions or geographic designations.

allowing doctors time to review patient data before, during and after the appointment, as necessary. They can also document the visit in the patient's electronic health record and transfer it into LaHIE, making it available for the referring physician or any other authorized user in the patient's circle of care.

Many providers have begun to realize the full advantages of telehealth. Behavioral health providers across the state, whose resources are often stretched thin, now see the value of utilizing telemedicine, as its usage allows for less driving time between facilities. In addition to its convenience, telehealth also provides patients with timely access to specialty care, which they may not receive otherwise from their primary care physician.

Despite its overwhelming potential, the path to universalizing telehealth has not been the easiest to navigate. Industry leaders acknowledge that insurance issues, such as payment and coverage for services delivered, have hindered widespread adoption. But in recent years, experts have witnessed a shift nationally, with more lawmakers taking action to overcome these policy barriers.

According to the American Telemedicine Association (ATA), the number of states with telemedicine parity laws - which "require private insurers to cover telemedicine-provided services comparable to that of in-person" services - has doubled since 2012. These changes are also evident in a recent analysis by ATA that found that the Medicaid

policies for 41 states, including Louisiana, cover telemedicine services statewide, without distance restrictions or geographic designations.

Last year, state lawmakers created the Louisiana Telehealth Access Act, which enables providers to consider telehealth as a means to improve access to quality care. The law also establishes guidelines for providers to follow in order to maintain the integrity of the medical practice, regardless of how care is delivered. One provision calls for physicians to use the "same standard of care" as they would if the services were provided in-person.

Although Louisiana is making progress with implementing telehealth in medical practices, many rural areas of the state have little to no broadband access and this poses a great challenge. State health officials also cite cost and education as the two biggest challenges to expanding telehealth throughout the 64 parishes.

"The cost for telehealth equipment and clinician training is significant. We also have to make sure patients, third party payers, providers, and government agencies understand the benefits of telemedicine and are comfortable with its use. Many regulations and payment provisions have not yet caught up with significant advances in technology," Kliebert says.

Moving forward, we, as health care practitioners and advocates, must remain diligent in our efforts to advance telehealth in the hopes that its opponents will ultimately recognize its significance and value in treating patients and improving their access to health care.

The advent of the telehealth delivery method reflects the continued evolution of health care and the further integration of science and technology to facilitate patient care. Though statewide implementation may be difficult to achieve, it is not impossible, and the long-term benefits far outweigh the obstacles in its path. ■



Patient-centered care, team-based care, person-centered care, family-centered care: all of these are phrases one will find in the current literature in which proclamations are made that patients should be the hub of our healthcare wheel. We are told that achieving patient centeredness in our hospitals, particularly, and healthcare organizations, generally, is integral to achieving quality health outcomes. Yet, little is known about how to actually achieve this lauded state within our healthcare organizations.

Building a Better Mouse Trap

The Nursing Role in Creating Enhanced Systems of Care

ONE TOOL THAT IS AVAILABLE TO GIVE US feedback from our patients is the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS). This survey measures patients' reports on behaviors and activities that are evaluated as key to a high quality hospital experience. In a recent national study by Aboumatar, Chang, Al Danaf et al, the authors reported promising practices for improving patient experiences.¹ Fifty-two hospitals participated in the study and hospitals were identified which had either achieved top ranking on HCAHPS Scores or they had experienced significant improvement in their ratings. The goals that were tracked by the researchers included responsiveness to patient needs, the discharge experience and interactions between clinicians and patients. The activities reported by patients in the highest scoring hospitals included:

- Proactive nursing rounds (83% of hospitals);
- Executive rounds (62% of hospitals);
- Multidisciplinary rounds to improve the discharge process (56% of hospitals);
- Post-discharge calls (54% of hospitals);
- Use of discharge folders (52% of hospitals);
- Promotion of specific clinician behaviors to improve interactions with patients (65% of hospitals); and
- Holding employees accountable for meeting the behavioral standards (60% of hospitals).¹

Brent Myers, MD, MPH, discusses the need for creating integrated systems in which all providers know their patients. With a background in emergency medicine, Dr. Myers discusses that creating a reliable, patient-centered system requires that we know our

patients. With so many patients continuing to seek their care in emergency departments, Dr. Myers explains that this inappropriate use of the ED might not be the case if we directed our efforts to evaluating the patient, listening to their concerns and determining what is the baseline status of any given patient. Particularly in the elderly, if they are seen in emergency rooms where no one knows them or their history, they may be worked up with a full trauma panel for head injury if they don't know what day it is when, in fact, they are simply suffering from mild dementia. A better system would be to connect community settings with providers who know the patients in those settings so that the patient can be treated in place without being transferred to a hospital.² As important as decreasing costs, the emphasis on patient-centric systems is improving the quality of care as experienced by patients and their families as well as improved use of providers delivering the appropriate level of care.

The Patient Protection and Affordable Care Act of 2010 (H.R. 3590, 111th Congress) focuses on patient-centered care as a specific outcome as well as a means to achieving improved patient care. Additionally, the Institute of Medicine has identified patient-centeredness as one of its six primary aims for improving health care quality.³ Nursing has always considered the patient and family

Karen C. Lyon
PhD APRN, NEA
Executive Director
Louisiana State Board of Nursing



perspective in planning for care but it is not always easy to maintain this focus in a healthcare system that emphasizes cost containment and early discharge for patients that have increasingly complex diagnoses with the existence of multiple co-morbidities. Measurement of patient-centeredness may be complex but it is essential to quality improvement efforts within the healthcare system. Following are identified practices that can assist nursing service to improve the patient care experience within any institution:

- Patients and their families/significant others must be active participants in the care process. This implies a collaborative therapeutic approach.
- Practitioners must exhibit respect for patients/clients, involving them in the decision-making process. We must involve patients and their families in meeting their own needs, recognizing their experience and knowledge.
- Open communication is an essential aspect of giving patients and families hope and is a core element of patient-centeredness allowing the patient to maintain control and power within the treatment process.
- The values, beliefs, and spirituality of patients and their families need to be respected within the context of care as recognition of the social framework within which care occurs.
- Patients should be supported in self-management of their medical conditions with the balance of power for decision-making remaining with the patient.⁴

Care coordination and team-based care are the foundation upon which patient-centered care is built. A recognition of how nursing interacts with other professionals including physicians, pharmacists, physical and occupational therapists, speech-language pathologists, social workers, teachers, employers, and others in the community is necessary to facilitate coordination of care. This is especially true for transitions from acute care facilities to rehabilitation and care within the community. As the largest segment of health providers and the most trusted according to Gallup (<http://www.gallup.com/poll/1654/Honesty-Ethics-Professions.aspx>), nursing is in a unique position to demonstrate our commitment to patient-centeredness in care delivery and to ensure practitioners' continuing competence in its core tenets. ■

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Dr. Heike Munzberg-Gruening has long been following clues in her research on factors in our brains that may affect the development of obesity – namely hormonal clues like leptin. In examining the different hormones related to obesity, Dr. Munzberg-Gruening stumbled upon something unexpected. She found that reward circuits in our brain may play an even more important role in weight gain than researchers previously determined.

We Are Learning More ABOUT HOW CRAVINGS MAY CONTRIBUTE TO OBESITY

IN SHORT, THOSE INTENSE CRAVINGS that seem to derail even the best attempts to stick to a healthier diet may be more than a just lack of self-control—they may be powerful signals from our brain that drive us to eat what we shouldn't, when we shouldn't.

To better understand the nature of cravings and the role of the hormone leptin, Munzberg-Gruening and her team at LSU's Pennington Biomedical Research Center compared typical mice with those that were missing a select portion of leptin receptors in a part of their brain called the lateral hypothalamus and in a subset of neurons that produce the neuropeptide galanin, which is associated with how we select macronutrients, or what we eat.

They found no initial difference in body weight between the two groups of mice, but their eating patterns were vastly different.

Unlike the control group, the mice that were missing leptin receptors in galanin neurons were ultra-focused on obtaining sweet foods. When placed on an incentive runway with a sweet cereal at the end, these mice aimed directly for that reward. In contrast,

the control group set off toward the reward but often got distracted.

Munzberg-Gruening was surprised when the galanin deficient mice seemed obsessed with sweet foods but did not gravitate toward fatty foods the way mice in the control group did.

"This research suggests that there are two parallel reward pathways in the brain—not just one, like we'd previously thought—that determine if we prefer either fatty or sugary foods, or both," said Munzberg-Gruening.

While the two groups of mice maintained about the same weight in the beginning of the study, the mice lacking galanin receptors focused on sugary foods and ended up gaining significantly more weight than the control group, even though both groups ate the same amount of calories.

"We often hear that if you eat too much fat and sugar, you'll gain weight," said Munzberg-Gruening, "But until now, research has lagged behind to

prove that a fat or sugar craving influences body weight."

This research study is one of the few to show that genetic changes to feeding circuits, or to the reward pathways in our brain that drive select macronutrient cravings, can contribute to obesity. With a better understanding of the brain's role in regulating our weight, researchers can be better equipped to create targeted treatments for obesity as they move forward.

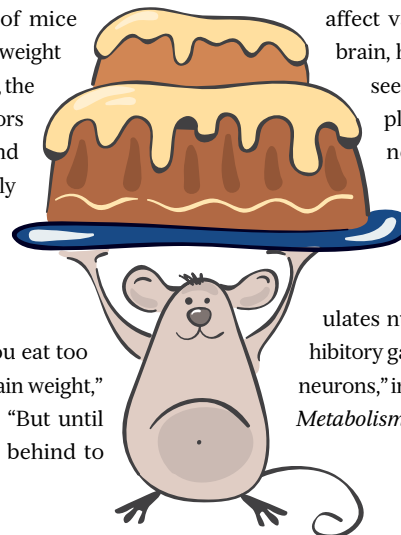
"It's an exciting time for researchers at the lab bench like myself, because people are starting to appreciate the substantial role that reward circuits play in body weight," said Munzberg-Gruening.

"Unlike people who struggle with other types of addictions, those who are obese cannot simply abstain from eating, which is why our research is so important. With a better understanding of how cravings work, we can find improved ways to combat them and ultimately help people live healthier lives," she added.

In the future, Munzberg-Gruening and her team are looking forward to conducting more research about how hormones work together in different parts of the brain to regulate body weight.

Given the countless combinations of our body's hormones and ways they can affect various regions of the brain, her team will continue seeking ways to better explain the complex connections between the body and the brain.

You can read the full research study entitled, "Leptin modulates nutrient reward via inhibitory galanin action on orexin neurons," in the journal *Molecular Metabolism*. ■



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Improving breastfeeding rates is one of the most effective, low-cost ways to improve the health of mothers and children, yet Louisiana's breastfeeding rates are among the lowest in the nation. Recent assessments of statewide maternal and child health needs demonstrated that women need continuous support on multiple levels to breastfeed successfully for a sustained period of time. Through a series of programs and initiatives focused on improving the health of mothers and their babies, the Louisiana Department of Health and Hospitals is helping to raise breastfeeding rates.

BEST FOR BABY **DHH Promotes** **Breastfeeding**

STUDIES SHOW THAT BREASTFEEDING leads to better health for both babies and mothers and that the benefits of breastfeeding persist throughout life. The American Academy of Pediatrics recognizes these benefits and recommends feeding newborns exclusively through breastfeeding for the first six months of life and continuing to breastfeed for at least one year as other foods are introduced. Yet recent studies performed by both the State and the Centers for Disease Control and Prevention show that most women either did not breastfeed at all or did not do so for the recommended length of time. In fact, Louisiana ranks 49th among other states and the District of Columbia for the percentage of infants who have ever breastfed, with only 59.5 percent of Louisiana infants ever being breastfed by their mothers. The national rate is 80 percent. Louisiana's performance for sustained breastfeeding is even worse, with only 11.8 percent of Louisiana's

infants being breastfed exclusively for six months compared to a national rate nearly double that (21.9 percent).

While some mothers or babies are simply unable to breastfeed due to medical conditions, the reason most mothers don't is because they lack the education or support needed to initiate and confidently sustain breastfeeding. Some have said that they do not breastfeed because their doctors didn't provide any information on its benefits. Other mothers noted uncertainty about whether their babies would get enough food or if they were breastfeeding properly. Many cited the social awkwardness of breastfeeding in public and sanitation concerns when the only available space for privacy while breastfeeding was a toilet.

Information and support from healthcare providers and a greater awareness of the importance of breastfeeding can help overcome these barriers. Responding to this need, DHH has launched several initiatives to increase breastfeeding education and support from the start.

Louisiana's flagship breastfeeding initiative is The Gift, an evidence-based program for Louisiana birthing facilities designed to increase breastfeeding rates and hospital success. The Gift helps birthing facilities improve their policies and practices





Kathy Kliebert
Secretary, Louisiana DHH

around infant feeding and mother-baby bonding, a key component of breastfeeding success. Expectant mothers are shown how to breastfeed, educated on its benefits, and are referred to breastfeeding support groups upon discharge. The breastfeeding initiation rate among mothers who deliver their babies at Gift-designated facilities is 71 percent, compared to 61 percent at non-Gift facilities. Eighty-two percent of Louisiana hospitals have either achieved designation as Gift facilities or are working towards that designation. Five of Louisiana's Gift hospitals have also been awarded the prestigious Baby-Friendly designation by UNICEF and the World Health Organization (WHO). These hospitals have shown a strong commitment to sharing tools for success and lessons learned with other Louisiana hospitals, including strong policies to encourage breastfeeding. The Louisiana hospitals that have been named Baby-Friendly by UNICEF and the WHO are:

- East Jefferson General Hospital,
- Ochsner Medical Center Baton Rouge,
- Opelousas General Health System,
- Terrebonne General Medical Center, and
- Tulane Lakeside Hospital for Women and Children.

Participation in these programs works. For example, Opelousas General Health System (OGHS) has taken steps to improve skin-to-skin rates from 40 percent to 90 percent and has implemented a new rooming-in policy with near 100 percent success. Championing these practices is part of both The Gift program and the Baby-Friendly Hospital Initiative and has helped OGHS increase their breastfeeding initiation rate by over 35 percent.

Working with hospitals and birthing facilities is only one part of our effort to encourage more mothers to breastfeed. Breastfeeding is a community value, and DHH is active in every Louisiana community to promote it. The Educating Physicians In their Communities

on Breastfeeding, Education, Support, and Training (EPIC-BEST) program is a DHH initiative that educates pediatric, family, and obstetric providers and staff across the state on best breastfeeding practices. The program is free and has reached over 300 physicians and staff statewide. Staff at Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) clinics throughout Louisiana also provide breastfeeding education to their communities by hosting breastfeeding showers and health fairs, speaking at public events and disseminating breastfeeding education materials. To help women find these and other breastfeeding resources close to home, our Bureau of Family Health is working with hospitals, the WIC program and breastfeeding coalitions across the state to build an online database of breastfeeding resources by zip code that will be searchable with a mobile app.

Mothers also need support from their employers and colleagues to make breastfeeding work, and over 100 Louisiana employers, including hospitals and other healthcare providers, have been recognized as breastfeeding-friendly workplaces or champions for providing lactation accommodations to employees. Through DHH's support of the Louisiana Breastfeeding Coalition and our own Well-Ahead Louisiana initiative, we are encouraging employers in every community

and every sector to make their businesses healthier for both mothers and babies.

These efforts are working, and we are seeing improvements in breastfeeding. In 2007, the CDC's Maternity Care Practices in Infant Nutrition and Care Survey (mPINC), a nationwide survey of hospital maternity practices related to breastfeeding, ranked Louisiana 47th in the nation, with a score of 54 points out of 100. In 2013, Louisiana scored 71 points out of 100 and ranked 36th overall.

I look forward to seeing these efforts continue and expand in the years to come, but that cannot happen without the active support and participation of healthcare providers across the state. We hope you will join us by actively participating in our programs that support breastfeeding and educating all of your patients on the benefits of breastfeeding.

For more reports on the status of maternal and child health in Louisiana, including data on breastfeeding rates, visit 1800251baby.org/provider/data. To learn how you can help your hospital or birthing facility achieve Gift designation, visit www.thegiftla.org. To find out what resources are available to help your practice become breastfeeding friendly, contact the Bureau of Family Health at (504) 568-3504. More information on Well-Ahead and how to make your organization a participating WellSpot can be found at <http://www.wellaheadla.com/>. ■

59.5%

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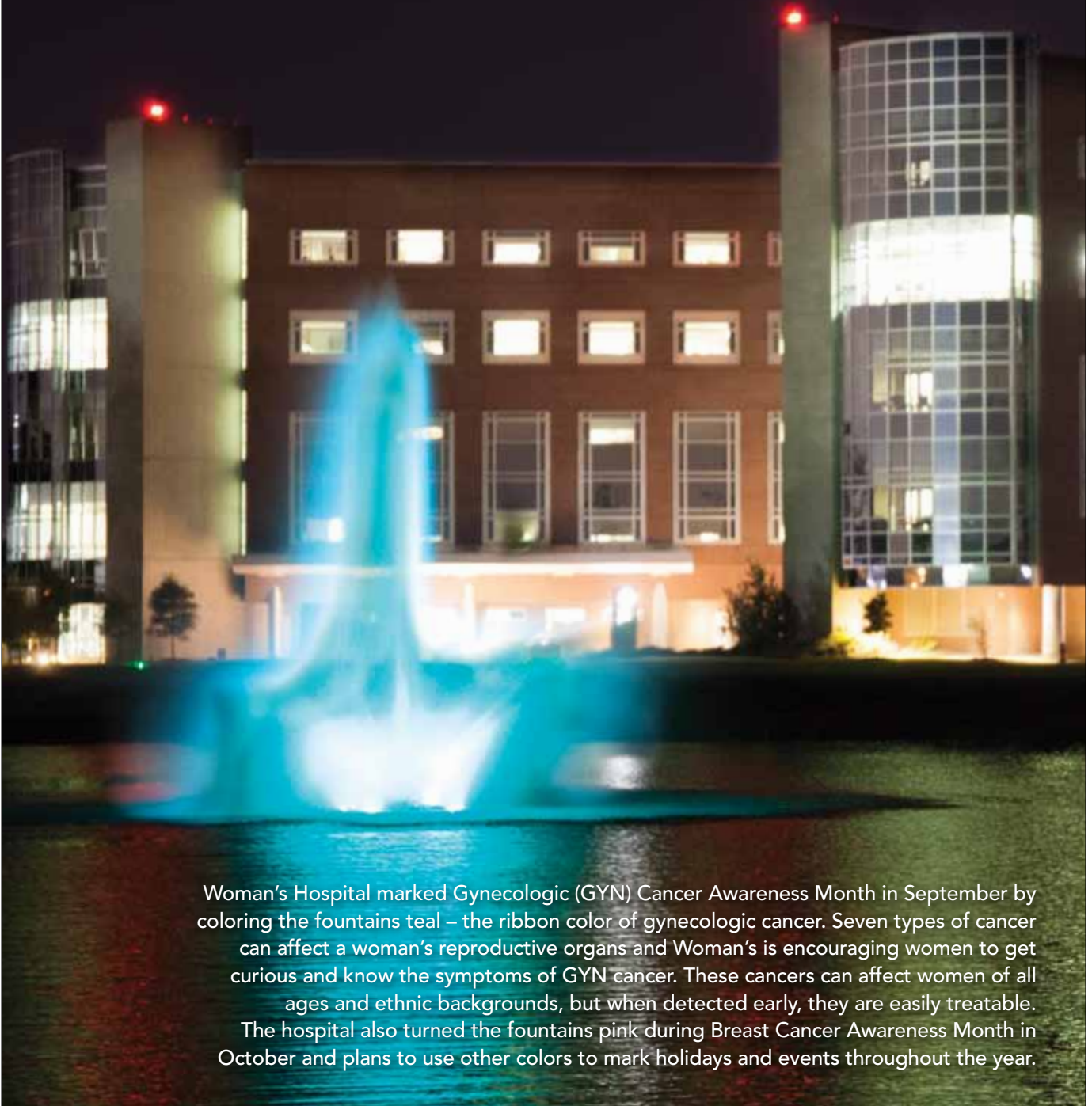
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WOMAN'S ADDS NEW HUE TO CAMPUS FOUNTAINS



Woman's Hospital marked Gynecologic (GYN) Cancer Awareness Month in September by coloring the fountains teal – the ribbon color of gynecologic cancer. Seven types of cancer can affect a woman's reproductive organs and Woman's is encouraging women to get curious and know the symptoms of GYN cancer. These cancers can affect women of all ages and ethnic backgrounds, but when detected early, they are easily treatable. The hospital also turned the fountains pink during Breast Cancer Awareness Month in October and plans to use other colors to mark holidays and events throughout the year.

HospitalRounds

LOL to Participate in National Initiative

Our Lady of the Lake Regional Medical Center has been selected by the Alliance of Independent Academic Medical Centers (AIAMC) to participate in National Initiative V: Improving Community Health and Health Equity through Medical Education. The National Initiative V is a collaboration among hospitals across the country in which resident physicians lead local quality improvement teams to improve healthcare for patients.

Our Lady of the Lake was selected based upon a demonstrated commitment to better understand and reduce health disparities in the Baton Rouge community. A leadership team from Our Lady of the Lake will collaborate with select hospitals from across the United States in engaging community partnerships that will result in better care for at-risk populations.

Fifty-five hospitals and health systems and more than 450 individuals have participated in the AIAMC National Initiatives since 2007 and have driven change that resulted in meaningful and sustainable outcomes which improved the quality and safety of patient care. Twenty-nine AIAMC-member hospitals and health systems were selected to participate in National Initiative V.

BR General Rejoins Aetna Network

As of August, Baton Rouge General is again part of Aetna's contracted Louisiana network. The hospital and its affiliated physicians will be part

of Aetna's contracted Louisiana network for the first time since 2011. The agreement also adds 33 BRGP physicians to Aetna's provider network.

Members of Aetna plans and Coventry-branded plans will be able to receive covered benefits, at in-network rates, from Baton Rouge General Medical Center's Bluebonnet and Mid City locations. The agreement also adds 33 physicians to Aetna's provider network.

LOL Children's Hospital Opens Clinic in Hammond

Our Lady of the Lake Children's Hospital has opened a pediatric specialty clinic in Hammond offering diagnosis and treatment for digestion and gastrointestinal issues in children. The Pediatric Specialty Clinic is located at 15800 Professional Plaza Club Deluxe Road in Hammond, where it shares office space with Pediatric Cardiology Associates.

Pediatric Gastroenterologist Patrice Tyson, MD is the Board Certified specialist at the clinic offering treatment for children ranging from newborns to teenagers. Dr. Tyson also provides care at Our Lady of the Lake Children's Hospital in Baton Rouge.

Newest LEAD Academy Students Arrive at BR General

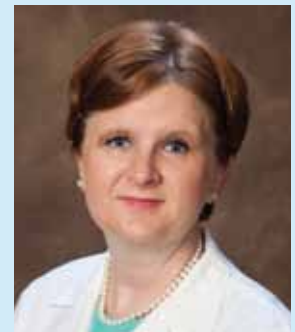
Baton Rouge General recently welcomed its newest medical education students. As a satellite campus of Tulane University School of Medicine, BRG trains students in their third and fourth years



Patrice Tyson, MD



Meredith Hitch, MD



Elizabeth McDonough, MD



LEAD ACADEMY

Pictured above are (front row left to right) Christopher Konfirst, Heather Kawalick, Katherine Rogg, Caroline Murphy, Brittany Ockenfels, Ashley Gregory, Rachel Yuen, Lin Wang, Amy Strong, Rachel Evers-Meltzer, Tedhar "Tedi" Setton and Kelly Jensen, and (back row left to right) Abraham Mathai, Brittany Matthews, Adam Hockensmith, Andrew Voyiadjis, Scott Arno, Cameron Callaghan, Hans Binder, Michael Strong, Laura DeCesare, and Robert Kenney, MD, Regional Dean for the Tulane-Baton Rouge satellite campus. Not pictured are Rohil Shekhar and Andrew Van Atta.



Angela Keller of Our Lady of the Lake (left) and Erin Asa of Bradley-Blewster & Associates accept an Interior Design Excellence Award for the design of the Heart & Vascular Institute at the International Design Association-Delta Regional Chapter's 2015 gala event.

Board Certified in both pediatrics and pediatric gastroenterology.

Dr. McDonough completed both her internship and residency in pediatrics at Vanderbilt University Medical Center in Tennessee, where she also completed her Fellowship in pediatric gastroenterology and nutrition. She is Board Certified in both pediatrics and pediatric gastroenterology.

Dr. Hitch and Dr. McDonough will be practicing at the Pediatric Specialty Clinic located at 7777 Hennessey Boulevard, Suite 502 in Baton Rouge.

North Oaks Recognized for Improving Health

Premier Inc., a healthcare improvement alliance, recently honored North Oaks Medical Center as one of 120 healthcare organizations nationwide for outstanding work improving community health and cost efficiencies. North Oaks earned Premier's "Supply Chain Innovation Award" for introducing an innovative, high-impact healthcare improvement idea in the area of antimicrobial stewardship.

North Oaks Pharmacy Clinical Manager Jamie Covington accepted the award at Premier's annual Breakthroughs Conference and Exhibition held this summer in National Harbor, Md. The Antimicrobial Stewardship program at North Oaks has been in place for 4 years to promote the appropriate use of antimicrobials, including antibiotics, to improve patient outcomes, as well as reduce drug resistance and the spread of infections caused by multidrug-resistant organisms.

Covington explained how the hospital used data to drive the reduction of antibiotic resistance and realize better patient outcomes. In the 4 years that the program has been in place at North Oaks, Covington shared how the effectiveness of antibiotics used to treat bacterial infections has increased from 82 to 98 percent. The hospital's efforts also have resulted in an estimated \$2.5 million in savings over the 4-year period.

Heart & Vascular Institute Recognized for Design

The International Interior Design Association-Delta Regional Chapter recently recognized the design of the Our Lady of the Lake Heart & Vascular Institute as an outstanding example of interior design for a large healthcare facility.

The association awarded the hospital's architectural partners, VOA Associates Inc. and Bradley-Blewster and Associates, with an Interior Design Excellence Award at its 2015 Gala in New Orleans. The awards celebrate outstanding examples of

of medical school through the LEAD (Leadership, Education, Advocacy and Discovery) Academy. The program provides clinical training and instills leadership skills and quality improvement principles in Louisiana's future physicians.

Tulane and Baton Rouge General established the LEAD Academy in 2010 to allow students to complete their clinical rotations based at Baton Rouge General's Mid City campus. Experienced Baton Rouge General physicians serve as teachers, mentors and role models.

OLOL Announces New Pediatric Specialists

Our Lady of the Lake recently welcomed two new pediatric gastroenterologists to the Our Lady of the Lake Physician Group, Meredith Hitch, MD and Elizabeth McDonough, MD. These physicians specialize in the diagnosis and treatment of children, ranging from newborns to teenagers, with digestion and gastrointestinal (GI) issues.

Dr. Hitch completed both her internship and residency in pediatrics at the University of Louisville School of Medicine in Kentucky. Dr. Hitch then completed her Fellowship in pediatric gastroenterology and nutrition at Washington University School of Medicine in Missouri. She is

Jamie Covington, second from right, is pictured with Premier executives, from left, President of Supply Chain Services Durrall Gilbert, Chief Operating Officer Michael J. Alkire, and Executive Officer Susan D. DeVore.



designed interior spaces within the regions of Arkansas, Louisiana, and Mississippi.

Since opening on November 4, 2013, the Our Lady of the Lake Heart & Vascular Institute has established itself as a significant resource for diagnosing, treating, and managing cardiovascular disease. The addition of the 9-story building is the most significant addition to the Our Lady of the Lake campus since the hospital moved to its Essen Lane location in 1978.

Earlier this year, the Heart & Vascular Institute was also recognized by the Society for Critical Care Medicine as the recipient of its 2015 ICU Design Citation Award. The award hailed the design of the building's intensive care units as the best in the country, recognizing the unique patient- and family-focused elements that were incorporated into the design of the 60-bed unit.

Ochsner, Adeptus Partner to Enhance Emergency Care

Ochsner Health System and Adeptus Health Inc. have entered into a new partnership aimed at improving access to emergency medical care in Louisiana. The joint venture will identify multiple sites for freestanding emergency rooms, starting in Greater New Orleans, to make access to emergency medical care services within communities more convenient. The freestanding emergency rooms are expected to provide Louisiana residents with enhanced, integrated care and emergent patients with quicker access to all of the services provided by Ochsner. Once open, the new facilities are expected to create additional full-time jobs.

The American College of Emergency Physicians' (ACEP) 2014 National Report Card demonstrated the need for additional access to emergency medical care. The most recent ACEP survey highlights emergency visits are on the rise. The overwhelming response from physicians noted that this rise is combined in part with an increase in the acuity of patients' injuries and/or illnesses. This underscores the growing need for additional access points to high quality, 24/7 emergency care.

OLOL Physician to Lead Two National Medical Groups

Moisés Arriaga, MD, MBA, FACS, a neurotologist with Our Lady of the Lake Physician Group, was recently elected president of the American Neurotology Society (ANS) at its annual meeting in Dallas. The ANS is an international

organization devoted to the treatment and research of advanced ear surgery and skull base surgery.

In addition, Dr. Arriaga was also elected president of the Otosclerosis Study Group, the national organization devoted to surgery and treatment of otosclerosis and stapedectomy, two conditions that cause deafness. In these roles, Arriaga is responsible for coordinating educational programs, overseeing research funding and interacting with other professional organizations.

Arriaga is the Director of the Hearing and Balance Center at Our Lady of the Lake, one of only a few facilities in the country that focus on restoring and maintaining the function of hearing, balance and equilibrium systems. Arriaga treats a number of conditions including hearing loss, balance disorders, skull base tumors, facial nerve problems, acoustic neuromas, dizziness, ear trauma, Meniere's Disease, and vertigo.

Arriaga is the Director of Otolaryngology-Neurotology and Professor of Otolaryngology and Neurosurgery at Louisiana State University. He frequently lectures nationally and internationally teaching state-of-the-art surgery to students and practicing physicians. He has published more than 130 articles and co-edited five textbooks. Arriaga has also been recognized in *U.S. News & World Report* as being among the top one percent of doctors in the nation in the Ear, Nose and Throat specialty.

BR General Expands Birth Center Services

Baton Rouge General (BRG) announced its Birth Center has expanded its services to expecting and new mothers by offering dedicated 24-hour assessment and emergency care. The expanded coverage is made available through an agreement with Ob Hospitalist Group.

While many obstetricians divide their time between a hospital and private practice, hospitalists are solely based in the hospital. Their addition at BRG's Birth Center means the hospital can offer around-the-clock emergency care focused entirely on expecting and new mothers. These dedicated OB/GYN physicians provide a number of services, including:

- Providing care in times of emergency prior to the arrival of a patient's own physician
- Supporting the care of high-risk pregnancy patients
- Caring for patients who don't have an obstetrician



David Carmouche, MD



Ralph Prows, MD

While many obstetricians divide their time between the hospital and their private practice, OBHG hospitalists focus solely on providing care to patients in the labor and delivery unit, as well as those facing emergent situations. These physicians provide enhanced coverage and a critical safety net to private OB/GYNs and their patients.

BRG's Birth Center is backed by the extensive resources of the full service hospital, including top level neonatal and adult intensive care unit and a comprehensive list of adult and pediatric subspecialists like maternal-fetal medicine and neonatology. While rare, there are circumstances when a mother needs a higher level of care.

In addition to 24-hour emergency and assessment, BRG's Birth Center has also added expectant and new mother parking spaces to allow more convenient access for patients. And, the interior of the Center is in the process of renovating with new furniture, flooring, and artwork to create a comfortable and soothing environment for mothers and their families. Patients can access the

Birth Center through the referral of their obstetrician or by presenting to the Birth Center with any pregnancy-related concerns.

Ochsner Announces Leadership Positions

Dr. David Carmouche has joined Ochsner Medical Center – Baton Rouge as Regional Medical Director Physician Leader of Service Lines. Dr. Carmouche most recently served as the Executive Vice President of External Operations and Chief Medical Officer at Blue Cross Blue Shield of Louisiana (BCBSLA) in Baton Rouge.

In this role, he will help oversee service lines for the Baton Rouge region including Cancer, Cardiology, Lab, Radiology, Women's Services, Primary Care, Post-Acute Care, Hospital Medicine, Emergency Services, and Anesthesia and Pain Management. In addition, Carmouche will also partner to oversee clinic and hospital operations in the region.

In addition, Dr. Ralph Prows has been named the Senior Vice President and President of the Ochsner Health Network (OHN). Dr. Prows most recently served as President and CEO of Oregon's Health Co-Op.

In this role, Dr. Prows will direct the OHN and its member hospitals to provide an unparalleled depth and breadth of integrated, medical services. Additionally, OHN will deliver a higher level of care locally, lower healthcare costs, improve quality and safety and increase access to Ochsner's highly-specialized care as a national referral center and the region's leading health system.

LOL Becomes First Choice Provider

Our Lady of the Lake Regional Medical Center and Our Lady of the Lake Physician Group have entered into an agreement to serve as a First Choice Provider in the LSU First Choice Health Plan.

The contract allows those who are covered by the LSU health plan to access medical services at Our Lady of the Lake facilities and among hundreds of providers in the Our Lady of the Lake Physician Group with no out-of-pocket expenses.

In addition to Our Lady of the Lake and its physician group, the LSU First network also includes Lake-affiliated organizations such as Our Lady of the Lake Livingston, Lake After Hours, and LSU Health Baton Rouge.

Our Lady of the Angels Hospital in Bogalusa and its physician group are also included in the agreement. As a result, more than 5,700 LSU First enrollees in the Baton Rouge and Bogalusa regions will have increased access to premier healthcare services.

Heart & Vascular Institute Expands Services in Livingston

Our Lady of the Lake announced the expansion of new heart care services to its clinic location in Livingston Parish, providing a more accessible and comprehensive healthcare experience for heart patients in the community.

Electrophysiology services are now available at the Louisiana Cardiology Associates clinic in Denham Springs. This is a new service in Livingston Parish that provides a special focus on heart

rhythm disorders such as atrial fibrillation and other arrhythmias.

With the addition of this specialty, Our Lady of the Lake welcomes Cardiologist Dr. Paul Dampf to the Heart & Vascular Institute team practicing at the clinic. Dr. Dampf earned his medical degree from Louisiana State University in New Orleans and completed a residency at LSU Health Sciences Center in Baton Rouge. He went on to complete a Fellowship in cardiovascular disease at the University of Mississippi Medical Center in Jackson, Mississippi and a Fellowship in cardiac electrophysiology at Ochsner in New Orleans.

Other cardiologists practicing at the clinic include Drs. Joseph Deumite, Paul Garrett, Karin Hawkins, John McLachlan, and Denzil Moraes. These physicians are currently providing general and preventive cardiology services.

The Louisiana Cardiology Associates clinic in Livingston Parish is located at 31985 Highway 16 in Denham Springs.

Are You Ready?

The inaugural Our Lady of the Lake Children's Hospital Amazing Half Marathon will be held March 5 and 6, 2016, with race registration beginning September 1. The event weekend includes a kids run, 5K, 10K, and half marathon. The 10K race will be a qualifier for the Crescent City Classic held in New Orleans. The course for all races will start and finish in downtown Baton Rouge. For more information visit www.AmazingHalf.com.

"The Our Lady of the Lake Children's Hospital Amazing Half Marathon will be an annual event and an opportunity for participants of all ages and running levels to join in a fun and healthy event in Baton Rouge," said Nicole Telhiard, Vice President of Children's Services, Our Lady of the Lake Children's Hospital.

The race is an extension of the hospital's vision to create a healthier Louisiana through teaching families healthy habits. It will raise regional and national awareness of the hospital and the many activities that families can do together to remain active and embrace a healthier lifestyle in Louisiana.

Event Dates:

- March 4th: Amazing Half Marathon Expo and other race events
- March 5th: Kids Run, 5K, and Physician Education
- March 6th: 10K (Crescent City Classic Qualifier) and Half Marathon

Register online at www.AmazingHalf.com. ■



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For her 25th anniversary, Faye began planning the big wedding she had always wanted, until discovering she had breast cancer. That's when Faye drew on her faith and the support of her husband. Between visits to Baton Rouge General for radiation treatment, Faye selected a dress, designed a cake, chose flowers, sent out invitations, and went to work every day.

And then she walked down the aisle – as a beautiful bride and a very happy cancer survivor. “I love everyone at Baton Rouge General, and I thank them for what they did for me” Faye said.

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Learn more about Faye's cancer treatment and her story of survival at BRGeneral.org.



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