2014

WORKING TOGETHER FOR A HEALTHIER STATE
MISSION
We are dedicated to leading evidence-based, collaborative initiatives to improve the health of Louisiana residents.

VISION
We will be the recognized leader in driving fundamental improvement in health and health care in Louisiana.
MESSAGE FROM BOARD PRESIDENT AND CHIEF EXECUTIVE OFFICER

Throughout 2014, the Louisiana Health Care Quality Forum remained true to its mission of supporting the state by leading evidence-based, collaborative initiatives to foster a healthier Louisiana. By bringing together providers, payers, purchasers and consumers to plan and implement change, the organization continues to drive improvements in health care quality, safety and value while nimbly navigating an evolving health care landscape.

Over the years, the Quality Forum has worked diligently to develop major areas of focus: health information technology (IT), the patient-centered medical home model, quality improvement and analytics, end-of-life care planning and education/outreach. While the areas have matured, they were not intended to be separate, disconnected programs. With strategic foresight and planning in mind, they were designed to seamlessly coordinate and integrate with each other while broadening the Quality Forum’s overall mission.

On the following pages, you will find organizational highlights that capture a dynamic year as well as specific examples that show the continuing overlap between initiatives. They include an analytics-enabled health IT infrastructure, a nationally recognized Regional Extension Center, a grassroots end-of-life care model and a growing practice transformation program, to name a few. Through these collective accomplishments, we reaffirm our commitment to improving the health and health care of Louisiana residents.

Finally, we would like to recognize the significant contributions of the Board of Directors, staff members, stakeholder representatives and community partners. The Quality Forum is proud to serve as the neutral, trusted mechanism through which we can discuss, plan, facilitate and coordinate solutions that serve to transform health care in our state. With this collaborative spirit and approach firmly in place, we look forward to even more exciting challenges and outcomes in 2015.

Louis R. Minsky, MD | Board President      Cindy Munn, MHA | Chief Executive Officer

LOUIS MINSKY, MD

CINDY MUNN, MHA

ACCOMPLISHMENTS
ORGANIZATIONAL BACKGROUND

In 2005, the resiliency of Louisiana and its residents was gravely tested in the days following the widespread destruction of hurricanes Katrina and Rita. Amid the formidable challenge of rebuilding our coastal communities came the unforeseen opportunity to repair the state’s crippled health care system.

For years, Louisiana had struggled to turn around its health care system, known for its extremely high costs and overall poor quality. Already in a fragile state, the storms landed a devastating blow to the health care infrastructure, as thousands of paper-based medical records and critical patient data were lost.

Lawmakers decided to take action and formed the Louisiana Health Care Redesign Collaborative in 2006 to tackle the state’s health care crisis. Among its recommendations was the creation of the Louisiana Health Care Quality Forum, a private, not-for-profit organization that would bring together providers, payers, purchasers and consumers in a united effort to effect change across the care delivery system in our state.

Since then, the Quality Forum has worked to integrate its initiatives, which include health IT; quality improvement and analytics; the patient-centered medical home (PCMH) model of care; advance care planning/Louisiana Physician Orders for Scope of Treatment (LaPOST) education; and community outreach into a transformational strategy and plan for Louisiana.

These efforts have served the state well, as Louisiana continues to advance its health care landscape and shifts from a volume-based to a value-based philosophy. With the ongoing support of our health care stakeholders, community partners and dedicated staff, the Quality Forum will press forward, sharing its vision to improve the health of Louisiana residents.
The Quality Forum has long recognized the foundational role of health IT in reshaping Louisiana’s health care system. By supporting new models of care and payment, health IT aims to improve health and patient satisfaction while reducing the cost of care.

To this end, the organization serves as the **REGIONAL EXTENSION CENTER (REC)** and the **HEALTH INFORMATION EXCHANGE (HIE)** for the state. Since 2010, milestones for both initiatives have not only been met, but exceeded, and the year in review proved to be no exception. Advancements realized in 2014 further strengthened a sound health IT infrastructure that is in turn, paving the way for innovation across the continuum of Quality Forum initiatives.

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**2010**
- Quality Forum awarded $7.8 million in federal grant funds through ARRA to establish a REC – the Louisiana Health IT (LHIT) Resource Center

**2011**
- Quality Forum adopted the Louisiana Physician Orders for Scope of Treatment (LaPOST) as a quality initiative
- LaHIE launched and went live in Acadiana region with two pilot hospitals

**2012**
- LHIT Resource Center, one of 62 in nation, reached target goal and enrolled 1,042 Priority Primary Care Providers (PPCPs)
- LaHIE facilitated public health reporting in Louisiana
- LHIT Resource Center exceeded program goal by enrolling 1,364 PPCPs
REGIONAL EXTENSION CENTER

Louisiana's REC, known as the Louisiana Health Information Technology (LHIT) Resource Center, was established in 2010 as one of 62 sites in the nation. Funded by the American Recovery and Reinvestment Act (ARRA) of 2009, the REC’s overall goal was to drive statewide adoption, implementation and meaningful use of electronic health records (EHRs) among providers to maintain patients’ health information. Because of the LHIT Resource Center’s accomplishments in 2014, participating providers and hospitals are better prepared to transform health care in our state by improving many aspects of patient care, encouraging healthier lifestyles in the population, promoting preventive medicine and integrating patient information from multiple sources.

Reached grant target of 1,042 HEALTH CARE PROVIDERS demonstrating Meaningful Use (MU) of EHRs under the Medicare and Medicaid EHR Incentive Programs

Successfully closed out REC grant in APRIL 2014 and received a one-year, no-cost extension to continue supporting additional providers and to develop new services

Assessed 70 STATE-OWNED, PUBLIC HEALTH UNITS for EHR readiness and preparing to assist sites with EHR implementation and connection to the statewide HIE

Coordinated services with 78 PRACTICES to work with LaHIE for statewide connectivity

Coordinated services with 57 PCMH CLIENTS for EHR adoption and implementation

Recognized by the Office of the National Coordinator for Health IT (ONC), along with the Quality Forum’s PCMH initiative, in a MAY 2014 presentation for demonstrating successful REC/PCMH collaborative efforts to improve patient care

Quality Forum launched pilot program to support six primary care practices in PCMH transformation

LaPOST became 14th program in nation to receive endorsement of National Physician Orders for Life-Sustaining Treatment (POLST) Paradigm Task Force

LaHIE commended by ONC as national leader for advancing e-prescribing and electronic data exchange in Louisiana

LaPOST developed and launched educational campaign in Baton Rouge area

Quality Forum recognized as sponsoring organization by National Committee on Quality Assurance (NCQA)

LaHIE recognized by ONC for participation in Southeast Regional Health IT-HIE Collaboration Project (SERCH) to develop legal and technical guide for disaster planning

2013

LaPOST launched educational campaign in Greater Lafayette area
HEALTH INFORMATION EXCHANGE

Since 2010, the Quality Forum has served as the State-Designated Entity responsible for developing, implementing and administering the Louisiana Health Information Exchange (LaHIE) with federal grant funding through ARRA. Launched in 2011, LaHIE enables the secure exchange of health information among authorized providers and organizations across Louisiana’s health care system to help improve patient safety, quality of care and health outcomes.

By the end of 2014, the LaHIE network included some 240 organizations – from hospitals and physicians to first responders, hospices and home health providers. In addition, the number of “live” participants grew from 33 in 2013 to 107 in 2014, marking a 224 percent increase. LaHIE’s performance continues to reinforce a coordinated and integrated approach to transforming health care in our state.

Working with 43 SCHOOL-BASED HEALTH CENTER SITES to enhance care coordination for students with primary care providers while automating collection/aggregation/reporting functions for the Louisiana Department of Health and Hospitals (DHH).

Began design and development of an EMERGENCY DEPARTMENT (ED) VISIT REGISTRY in support of DHH initiative to reduce avoidable ED visits and provide analysis of ED utilization at community and state levels.

Continued to facilitate PUBLIC HEALTH REPORTING in Louisiana with immunization data, lab results and syndromic surveillance information.

Successfully closed out HIE grant in MARCH 2014.

LaHIE cited as “Bright Spot” by ONC for approach to promoting HIE adoption among Louisiana’s rural providers.

LaHIE commended by State HIE Grantee Recognition Program as one of top 10 in nation for increasing data exchange.

Quality Forum expanded PCMH business model to formalize PCMH consulting services.

Quality Forum launched analytics platform populated with LaHIE data.

Quality Forum developed a pilot consumer engagement campaign in target areas of the state to promote awareness of health IT.

Quality Forum developed framework of Emergency Department (ED) utilization pilot program.
Celebrated THREE-YEAR ANNIVERSARY in November 2014

1,095,000+ Unique patient records
107 Participants contributing data
56.2 Million Transactions
106 Onboarding participants

LOUISIANA HEALTH INFORMATION EXCHANGE CUSTOMERS

- Hospitals
- Physicians
- Ambulance services
- Clinics
- Managed Care Organizations

- Bayou Health plans
- Office of Public Health/DHH
- Mental/behavioral health
- Louisiana Medicaid
- Parish health clinics
In keeping with its commitment to coordinated, quality-driven and patient-focused primary care, the Quality Forum continued to advance its medical home initiative during 2014. With the ongoing implementation of practice transformation, the PATIENT-CENTERED MEDICAL HOME (PCMH) team made great strides to help physicians achieve PCMH recognition and in turn, empower patients to participate in their own care.
Consultants and coaches worked closely with groups across the state to provide practice assessments; on-site and virtual training; practice and workflow redesign; project management; education/outreach; and PCMH application assistance. By year’s end, three primary care practices had successfully navigated the PCMH process with support from the team and were recognized by a national program.* Several other groups were at different phases of the process and are scheduled to achieve recognition during 2015.

Because of the integration of Quality Forum initiatives, the PCMH team also collaborated with the LHIT Resource Center and LaHIE to seamlessly assist clients who were prepared to implement EHR technology and connect to the statewide exchange.

With its rapid growth in 2014, the PCMH program is poised to deliver exciting outcomes for physicians and patients as it furthers the foundation of coordinated, quality-driven health care throughout Louisiana.

* The PCMH team supports practices that are working toward recognition from the National Committee for Quality Assurance (NCQA) and from The Joint Commission.

The PCMH MODEL is a team-based approach to health care designed to improve the quality, effectiveness and efficiency of the care provided to patients.

Expanded scope of work to include 126 SIGNED AGREEMENTS with practices across the state – an increase of 800 PERCENT from 2013

Piloting SIX CLINICS that are actively pursuing PATIENT-CENTERED SPECIALTY PRACTICE recognition

Employed 10 PRACTICE CONSULTANTS to work with physicians and their office personnel in targeted regions

Coordinated services with 57 PRACTICES to work with the LHIT Resource Center for EHR ADOPTION AND IMPLEMENTATION

Working with providers, managed care organizations and Louisiana Medicaid to develop a UNIQUE, PATIENT-CENTERED CARE MODEL that focuses specifically on Louisiana’s patient population needs and health care challenges with the Quality Forum as the certifying agency
Within its integrated framework of initiatives, the Quality Forum has aimed to impact stakeholder groups by providing an aggregate view of population health outcomes and using the findings to guide quality improvement in Louisiana’s health care.

As the organization’s vision has matured through the years, the Quality Forum has refocused its QUALITY IMPROVEMENT initiative to meet the needs of stakeholders. The fine-tuning process has led to the development of a comprehensive, fully functional analytics platform.
With an advanced health IT infrastructure in place, the Quality Forum used data sent to LaHIE to populate the analytics solution. This positioned the organization to provide quality reporting capabilities for the capture and measurement of patient outcomes. Examples include reporting services related to population health, PCMH measures and Emergency Department (ED) utilization.

The latter example—ED utilization—remains an important issue in Louisiana as the state’s DHH aims to improve health outcomes by reducing non-emergent use of hospital EDs. DHH data ranks the state as third in the nation in per capita ED utilization with 511 ED visits per 1,000 population and at an average cost of $1,000 per visit. The financial impact of these visits is significant and going forward, will be non-sustainable for the state. More importantly, patients who routinely use the ED for non-emergent care may be foregoing the health benefits of an established relationship with a primary care physician.

In support of this critical DHH initiative, the Quality Forum continued to pilot analytics programs in targeted areas of the state, including the Lafayette area and northern and southeastern Louisiana. Significant progress was also made in the ED utilization reports essential to Mayor Kip Holden’s Healthy Baton Rouge initiative.

Aimed at the community level, the analytics services are designed to achieve improvements in both quality and cost while providing DHH with the data necessary to identify and reverse specific causes related to non-emergent use of EDs. Further, the services are aligned with the requirements of PCMH practice transformation and Meaningful Use.

To assist DHH at the state level, the Quality Forum initiated the planning and development of a health information exchange application, working through LaHIE, that would receive, aggregate and report ED utilization data from hospital EDs across the state. Initially, the resulting reports are intended for use by the state’s Bayou Health Plans, which serve as Louisiana’s Medicaid Managed Care Organizations. In addition to identifying ED trends and causes, the information will be used to educate and inform patients about the appropriate use of the ED and assist with scheduling follow-up care with primary care providers. This program is projected to launch in late 2015.

Two other analytics opportunities were initiated in 2014. The first involved direct access to production data on the analytics platform and in LaHIE, allowing the Quality Forum to perform ad hoc queries. This has resulted in faster and more flexible delivery of necessary decision-making data. With regard to the second, the Quality Forum began researching geospatial analytics capabilities that would track support calls, training efforts and onboarding progress as well as enable the organization to conduct syndromic surveillance and epidemic outbreak analysis over time.

As the Quality Forum moves forward with its overall focus on quality improvement, the analytics platform will serve as a vital component in strategies to design and plan policy, improve care quality and delivery and to measure organizational performance.

GRANT OPPORTUNITY ADVANCES HEALTH CARE TRANSPARENCY

In August 2014, the Quality Forum was named one of 14 regional organizations to receive a grant from the Center for Healthcare Transparency (CHT). The awards, totaling more than $2 million, are part of a nationwide project designed to promote health care cost and quality transparency.

CHT, a non-profit group that focuses on access to credible data, is creating a multi-year implementation plan to make provider cost and quality data available for at least 50 percent of the U.S. by 2020. Grant recipients include Regional Healthcare Improvement Collaboratives, Health Information Exchanges, an All Payer Claims Database and a large safety net hospital system.

A Quality Forum representative serves on grant subgroups for Clinical and Patient-Reported Data interests. By the end of the year, both subgroups had contributed recommendations to the CHT blueprint that would enable regional organizations to produce meaningful cost and quality information. The grant findings are scheduled for completion in early 2016.
Since 2010, the LOUISIANA PHYSICIAN ORDERS FOR SCOPE OF TREATMENT (LaPOST) document has provided patients with serious, advanced illnesses the opportunity to record their treatment wishes in a medical order that travels across care settings.

In 2014, the Quality Forum continued its mission to educate health care professionals and consumers about advance care planning and the LaPOST document, witnessing measurable progress toward that goal.
Relaunched La-POST.ORG featuring user-friendly layout, improved menu options and updated advance care planning materials for health care professionals and consumers

Increased total WEBSITE VISITS by more than 23% and the number of UNIQUE VISITORS by nearly 30%

Increased social media activity with LaPOST participation in NUMEROUS TWITTER CHATS related to end-of-life care and advance care planning

SUSAN NELSON, MD, LaPOST Coalition Chair, named Vice-Chair of the National Physician Orders for Life Sustaining Treatment (POLST) Paradigm Task Force (NPPTF) and its Executive Committee

RECEIVED $90,000 IN GRANT FUNDING, including:
- $50,000 C.B. and Irene Pennington Family Foundation
- $35,000 Palliative Care Institute of Southeast Louisiana
- $5,000 Credit Bureau of Baton Rouge Foundation

With continued support from Franciscan Missionaries of Our Lady Health System, the Franciscan Ministry Fund-Province Priority Fund and the National Physician Orders for Life-Sustaining Treatment Paradigm.

Recognized National Healthcare Decisions Day (NHDD) on April 16 with 200+ HEALTH CARE ORGANIZATIONS across the country. NHDD is a national initiative that aims to inform the public and providers about the importance of advance care planning. Participation included published articles and blogs; a video message from Dr. Nelson; a social media campaign; and proclamations from Governor Bobby Jindal and Monroe Mayor Jamie Mayo.

Hosted FOUR INSTRUCTIONAL WEBINARS providing advance care planning and LaPOST education for 117 HEALTH CARE PROFESSIONALS

Conducted LaPOST Ready campaigns in Monroe and Covington to provide education and training efforts to more than 300 HEALTH CARE PROFESSIONALS in those regions

Produced a FOUR-PART VIDEO TRAINING SERIES for health care professionals about advance care planning entitled, “Conversations Change Lives,” and issued 24 CERTIFICATES to participants who completed the training course

AWARDED A GRANT from CMS to help educate nursing home personnel in the state about advance care planning and the LaPOST document with funding to be issued in 2015

Participated in health-related conferences, fairs and exhibits across the state with information about advance care planning and LaPOST, reaching more than 2,600 ATTENDEES
Since it was established, the QUALITY FORUM has recognized the importance of providing consumers with the information necessary to become truly engaged in their health care and to make informed health care decisions. Educating individuals and groups about ways to promote better health and health care utilization in the state is, and always will be, vital to the organization’s mission.

To accomplish this, a fusion of traditional and emerging communication tools were used throughout 2014 to reach consumers as well as providers, payers and employers. These tools include, but are not limited to, print/digital media, social media, collateral materials, speaking engagements, health fairs and expos, educational videos and public relations.

PROFESSIONAL OUTREACH

Throughout 2014, Quality Forum team members were invited to speak on a variety of topics across the state and the country in-person as well as via webinar. Topics included health IT, organizational sustainability, practice transformation, patient engagement, LaPOST/advance care planning and quality improvement, among others. The speaking engagement locations have brought the organizational content experts to all major regions of the state as well as to Orlando; San Antonio; Ojai, Calif.; and Columbia, Mo.

Cindy Munn, pictured with Cian Robinson, presented an overview of the Quality Forum with emphasis on the development and growth of LaHIE for attendees of Cajun CodeFest in April 2014

Nadine Robin (center) with other Gulf Coast HIMSS Chapter leaders at annual conference in December 2014

REDESIGNED THE QUALITY FORUM WEBSITE

for providers, payers/purchasers and consumers with a user-friendly layout, improved menu options and updated resources

EXPANDED USE OF SOCIAL MEDIA

to communicate with consumers as well as with industry and health-related audiences about Quality Forum initiatives

2,000+ FOLLOWERS

178 LIKES

294 CONNECTIONS
COMMUNITY OUTREACH

Members of the Quality Forum team shared informational material about EHRs, health information exchange and advance care planning/LaPOST with hundreds of health care consumers at health fairs and special events across the state.

Received official proclamation from Governor Bobby Jindal recognizing 2014 NATIONAL HEALTH IT WEEK in Louisiana

Cynthia Michael distributed advance care planning/LaPOST materials at numerous health-related events across the state

From left: Cynthia Michael, East Baton Rouge Mayor-President Kip Holden and Susan Nelson, MD, display the specially-stamped certificate that recognized Nov. 6, 2014 as Louisiana Health Care Quality Forum Day

From left: Jamie Martin and Jill Washington staffed the Quality Forum’s table for Senior Day at the Louisiana State Fair in Shreveport, hosted by THE BEST OF TIMES senior magazine and radio show

Marketing/Communications team produced first educational video for consumers demonstrating how LaHIE can improve health care
## FINANCIALS

### STATEMENT OF ACTIVITIES

Twelve Month Period Ended Dec. 31, 2014 (Unaudited)

### UNRESTRICTED NET ASSETS

Unrestricted revenues, gains, and other support:
- Cooperative endeavor agreements: $5,340,921
- Sponsorships and contributions: $5,000
- Other revenues, net: $190,196
- Program revenues: $114,100

Total unrestricted revenues, gains, and other support: $5,650,217

Net assets released from restriction: $1,219,435

Total unrestricted revenues, gains, and other support: $6,869,652

Expenses:
- Program expenses: $7,776,218
- Management and general expenses: $825,430

Total expenses: $8,601,648

Change in unrestricted net assets: $(1,731,996)

### TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted revenues, gains, and other support:
- Contract revenues: $161,620
- Cooperative endeavor agreements: $0
- Program revenues: $570,276
- Other revenues: $1,000

Net assets released from restriction: $(1,219,435)

Change in temporarily restricted net assets: $(486,539)

### CHANGE IN NET ASSETS

$ (2,218,535)
# Statement of Activities by Program

Twelve Month Period Ended Dec. 31, 2014  *(Unaudited)*

<table>
<thead>
<tr>
<th></th>
<th>Quality &amp; Education Development &amp; Admin.</th>
<th>Health Information Exchange</th>
<th>Regional Extension Center</th>
<th>LaPOST</th>
<th>Total</th>
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<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperative endeavor agreements</td>
<td>$2,621,439</td>
<td>$1,847,131</td>
<td>$872,351</td>
<td>$</td>
<td>$5,340,921</td>
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<td>Contract revenues</td>
<td>31,620</td>
<td>-</td>
<td>-</td>
<td>130,000</td>
<td>161,620</td>
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<td>Program revenues</td>
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<td>531,646</td>
<td>33,130</td>
<td>5,500</td>
<td>684,376</td>
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<td>Sponsorships and contributions</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,000</td>
<td>5,000</td>
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<tr>
<td>Other revenues, net</td>
<td>60,155</td>
<td>55,639</td>
<td>74,402</td>
<td>1,000</td>
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<td><strong>Total revenues</strong></td>
<td>2,827,314</td>
<td>2,434,416</td>
<td>979,883</td>
<td>141,500</td>
<td>6,383,113</td>
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<td><strong>Expenses</strong></td>
<td></td>
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<tr>
<td>Business expenses</td>
<td>1,274</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,274</td>
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<td>Contract services</td>
<td>290,080</td>
<td>3,381,352</td>
<td>312,981</td>
<td>14,141</td>
<td>3,998,554</td>
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<td>Facilities and equipment</td>
<td>105,892</td>
<td>353,221</td>
<td>3,367</td>
<td>1,271</td>
<td>463,751</td>
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<td>Operations</td>
<td>573,834</td>
<td>215,540</td>
<td>39,275</td>
<td>58,713</td>
<td>887,362</td>
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<td>Payroll expenses</td>
<td>1,389,784</td>
<td>1,249,029</td>
<td>512,728</td>
<td>84,031</td>
<td>3,235,572</td>
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<td>Other expenses</td>
<td>12,495</td>
<td>822</td>
<td>1,818</td>
<td>-</td>
<td>15,135</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td>2,373,359</td>
<td>5,199,964</td>
<td>870,169</td>
<td>158,156</td>
<td>8,601,648</td>
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<td><strong>Excess of revenues over (under) expenses</strong></td>
<td>$453,955</td>
<td>$(2,765,548)</td>
<td>$109,714</td>
<td>$(16,656)</td>
<td>$(2,218,535)</td>
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