A Message from the Leadership Team

2006 will always be remembered as an extraordinary year in the history of Touro Infirmary. As we began the year, Touro had been open for only a few months and faced unprecedented challenges, including more than $60 million in losses from Katrina. Facing a post-Katrina New Orleans healthcare market rife with critical manpower shortages and unprecedented levels of uncompensated care, Touro met the challenge, serving as a safety net for the city. During the course of the year, other hospitals reopened, yet Touro has remained the busiest hospital currently in operation in Orleans Parish.

Our dedicated staff at Woldenberg Village has also risen to the occasion. Following a complete evacuation and closure of the facility, Woldenberg Village has made great progress in its recovery and service to the community.

We applaud the efforts of our employees, medical staff, volunteers and board members who have made our recovery and our achievements possible.

In the midst of rebuilding and recovery, as an organization we recognized the importance of planning for the future. Touro made the long-term investment of developing a strategic plan – a blueprint for our future. The cornerstone of this plan is a firm commitment to patient safety, quality and service excellence, as well as the continued growth and development of Touro’s clinical services and technology. Our vision is to be the preferred healthcare organization in the region and among the best in the United States as measured by our clinical outcomes, patient satisfaction and other key performance measures.

Touro’s strategic plan is underpinned by a desire to excel. We want Touro to be the best place for patients to come, physicians to practice and employees to work, and we are committing significant resources to assure this goal is accomplished.

In 2006, Touro invested in critical state-of-the-art technology, such as a new 64-slice CT scanner and cardiac catheterization laboratory. Last year we were the only hospital delivering babies in the city. Nearly 1,600 babies were born at Touro in 2006 and we anticipate more than 2,500 deliveries this year. We have expanded Touro’s Family Birthing Center to accommodate this growth. The opening of The Gulf South Joint Replacement Center at Touro, as well as the expansion of our cardio-vascular, oncology and women’s services, are significant examples of our plans to continue to expand Touro’s clinical services.

As we move forward, philanthropy and fundraising will also play an integral role Touro’s future.

This annual report reflects the many ways in which we are building on our mission – to provide the highest quality and most compassionate healthcare. In the following pages, it would become evident that our staff and volunteers make Touro such a vibrant organization. This Annual Report provides you with an opportunity to learn more about Touro, and to see the magnitude of our challenges and accomplishments, as well as our dedication to excellence.

On behalf of Touro Infirmary, its subsidiaries and the Governing Board, we offer our heartfelt appreciation to our employees, physicians and volunteers for the unwavering commitment to the care of our patients and to making Touro such a vital part of New Orleans.

Dedication to excellence is part of the culture of Touro and has been for 154 years. We look forward to a future in which we continue to serve our patients and our community.
Clinical Specialties

Touro provides healthcare services to meet a wide range of diagnostic, treatment and recovery needs. The only adult acute care hospital in Orleans Parish opened to serve our community for the first five months post-Katrina, we have excelled in providing compassionate and efficient healthcare in the following areas:

- Women and Newborn Services
- Cardiac and Vascular Services
- Rehabilitation
- Orthopedics
- Oncology
- Ambulatory Surgery

Giving Back to Our Community

Touro is bringing New Orleans back with investments in our community. Touro provided the following programs and services for the benefit of all residents either at a reduced rate or free of charge:

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<thead>
<tr>
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<th>2006</th>
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<tbody>
<tr>
<td>Uncompensated Care Charges*</td>
<td>$41,000,000</td>
</tr>
<tr>
<td>Community outreach events - 2006 expenditures</td>
<td>$498,000</td>
</tr>
<tr>
<td>Community outreach - 2006 annual attendance</td>
<td>5,000</td>
</tr>
<tr>
<td>Community Outreach - 2006 number of events</td>
<td>103</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$41,498,000</strong></td>
</tr>
</tbody>
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* Uncompensated care charges have increased 141% from 2005 to 2006.
Strategic Plan

To nurture and advance our culture of safety and service excellence, Touro adopted a new strategic plan including a new mission, vision, values and for the first time, a guiding principle.

Guiding Principle

Our patients’ safety, needs, and dignity come first.

Mission

Touro is guided by the principles of Judaism to provide the highest quality and most compassionate healthcare.

Vision

Touro shall be the preferred healthcare organization in the region and among the best in the United States.

Values

Welcoming Spirit: We provide a healing environment that is safe, caring and inviting.

Respect: We treat everyone with courtesy and are sensitive to cultural differences and diversity.

Integrity: We serve our patients and each other in accordance with the highest ethical standards and in a reliable, accountable and transparent manner.

Professionalism: We pursue excellence in everything we do and project an appropriate image at all times.

Teamwork: We effectively communicate and collaborate for the good of our patients.

Stewardship: We make wise use of our resources and advance Touro’s long standing tradition of community service.
2006 Highlights

**January** - Touro purchases St. Charles General.

**February** - Touro opens Mardi Gras emergency triage tent.

**March** - Touro Ambulatory Surgery Center (TASC) opens.

**May** - Secretary of Homeland Security Michael Chertoff visits Touro.

**May** - Touro installs new generators and water wells.

**June** - The Emergency Department’s Fast Track area opens.

**July** - Touro purchases life-saving equipment including a 16- and 64-slice scanner.

**July** - Touro upgrades elevators.

**September** - CCPI St. Claude Clinic re-opens.

**September** - Touro delivers 1,000th baby in Orleans Parish since reopening after Katrina.

**September** - Touro adopts new strategic plan.

**December** - Touro ranked ninth best place to work in New Orleans.

**December** - Touro becomes an official sponsor of the New Orleans Hornets.
Talented and Compassionate Employees

Touro’s 1,600+ dedicated employees bring compassion and commitment to our mission of restoring health and hope to our community. Named one of New Orleans’ Best Places to Work, we consistently strive to recruit and retain the best employees.

Vital Volunteers

Our team of 280 adult and student volunteers add a special spirit to Touro, supporting such areas as the patient information desk, physical therapy and the One-Day Surgery lounge. In 2006, volunteers gave 24,488 hours. If you would like to volunteer please call 897-8107.

Partnering with Physicians

Our medical staff of more than 500 physicians, representing a wide range of specialties underpin clinical service excellence for our community. Our collaborative relationships with physicians mean better care for our patients, as our interdisciplinary teams work together to bring the best technology and treatment to the region.

2006 Statistics

Patient Utilization

- Admits by Fiscal Year
  - 2002: 11,416
  - 2003: 12,774
  - 2004: 13,887
  - 2005: 11,323
  - 2006: 12,896

Births

- Deliveries by Fiscal Year
  - 2002: 1,360
  - 2003: 1,409
  - 2004: 1,502
  - 2005: 1,399
  - 2006: 1,594

Emergency Department Utilization

- ED Visits by Fiscal Year
  - 2003: 22,696
  - 2004: 22,972
  - 2005: 20,206
  - 2006: 28,664

Outpatient Visits

Excludes ED Utilization

- OutpatientVisits by Fiscal Year
  - 2003: 179,697
  - 2004: 199,652
  - 2005: 141,750
  - 2006: 163,377

Personnel & Facilities

- Total Employees: 1,648
- Active Medical Staff: 501
- Residents: 52
- Licensed Beds: 567

- 2006 Patients Admitted: 12,896
- Patient Days: 81,878
- Average Daily Census: 224
- Numbers of Births: 1,594
2006 Executive Team

Leslie D. Hirsch, FACHE
President and Chief Executive Officer

Senior Vice Presidents

Ralph L. Dean,
Operations

Sue Pitoscia, RN
Patient Care/Chief Nursing Officer

Vice Presidents

Al Fandrich,
Touro Rehabilitation Center

Robert Ficken,
Finance and Chief Financial Officer

Frank Folino,
Diagnostic and Ancillary Services

Kevin Jordan, M.D.,
Medical Affairs and Chief Medical Officer

Scott Landry,
Facilities Management

Dale Mertens,
Physician Services

Linda Osborne,
Strategy and Business Development

Joan Williams,
Human Resources

Touro Infirmary Foundation

Peter Peschke,
Interim Executive Director

Woldenberg Village

Donald Morris,
Executive Director

Peter Torsch,
Vice President of Finance

2006 Medical Executive Committee

N. Knight Worley, M.D.,
President

Barry Leader, M.D.,
Immediate Past President

Mario McNally, M.D.,
Vice President

Eduardo Rodriguez, M.D.,
Secretary/Treasurer

Roberto Quintal, M.D.,
Medicine Division Director

Leonard Glade, M.D.,
Medicine Associate Division Director

Alan Levin, M.D.,
Surgery Division Director

Ronald Swartz, M.D.,
Surgery Associate Division Director

Jack Jacob, M.D.,
Chief, Department of OB/GYN

Guy Williams, M.D.,
Member-at-Large

R. Dean Yount, M.D.,
Member-at-Large

Robert Occhipinti, M.D.,
Member-at-Large

William Bethea, M.D.,
Member-at-Large

Clifford Hendricks, M.D.,
Member-at-Large

Lance Estrada, M.D.,
Member-at-Large

Scott Chous, M.D.
Medical Director, Anesthesia

Vicky S. Hebert, M.D.,
Associate Director, Emergency Department

Kevin T. Jordan, M.D.,
Vice President, Medical Affairs & Chief Medical Officer

Dale Mertens,
Vice President, Physician Services

Leslie D. Hirsch, FACHE
President & Chief Executive Officer

Sue Pitoscia, MSN, RN
Vice President, Patient Care Services & Chief Nursing Officer

2006 Touro Infirmary
Governing Board

Stephen H. Kupperman, Chairman
Lee H. Schlesinger, Vice-Chairman
Paul S. Rosenblum, Secretary/Treasurer
Leslie D. Hirsch, FACHE, President & CEO
Paul Barron
Michael Berenson
Allan Bissinger
Richard A. Culbertson, Ph.D.
Raja W. Dhurandhar, M.D.
Lawrence J. Israel
Stephen L. Sontheimer
N. Knight Worley, M.D.
Ellen S. Yellin