

Economic Impact of  
LSU Health Shreveport (LSUHS) and  
Ochsner LSU Health System of North Louisiana (OLHS)





# Table of Contents

LSUHS AND OLHS: TRANSFORMING HEALTH AND PROSPERITY IN NORTH LOUISIANA	4
FY25 ECONOMIC IMPACT HIGHLIGHTS	6
STUDY OVERVIEW	13
COMBINED IMPACT OF BOTH ENTITIES ON THE STATE AND NORTH LOUISIANA IN FY25	17
LSUHS: FY25 ECONOMIC IMPACT	24
OLHS: FY25 ECONOMIC IMPACT	28
VALUE OF CHARITABLE CONTRIBUTIONS AND VOLUNTEERISM	32
LSUHS: RESEARCH POWERING INNOVATION AND HEALTH	35
LSUHS: HEALTHCARE WORKFORCE ENGINE	36
MOVING FORWARD: GROWTH BY FY35	39
APPENDIX A: LSUHS FOUNDATION: FY25 ECONOMIC IMPACT	40
APPENDIX B: DATA AND METHODS	42
APPENDIX C: TERMS AND DEFINITIONS	44
APPENDIX D: TRIPP UMBACH QUALIFICATIONS	47

# LSUHS and OLHS: Transforming Medical Education, Research, Health and Prosperity in North Louisiana

LSU Health Shreveport (LSUHS) and the Ochsner LSU Health System of North Louisiana (OLHS-NL) together form North Louisiana's academic health enterprise, integrating education, research, clinical care, and philanthropy to advance health outcomes, workforce development, and economic vitality across the region. Collectively, they serve as the cornerstone of Louisiana's healthcare workforce infrastructure, particularly in rural and medically underserved communities where access to advanced care and specialized clinicians is essential.

At the academic core of this enterprise, LSUHS drives physician, health professional and scientific education, biomedical research, and workforce development through campuses in Shreveport, and Monroe in addition to a residency program and outpatient clinic in Alexandria. During academic year 2024–25, LSUHS enrolled 1,095 students across medicine, health professions, and graduate programs and supported more than 600 residents and fellows through 47 accredited training programs. Together, this education and training continuum represents the most robust physician and advanced practitioner pipeline in North Louisiana, producing clinicians and researchers who deliver care and scientific discovery today while strengthening long-term capacity for the state's healthcare system.

Clinical education and service delivery are anchored by OLHS, a 50/50 joint partnership between Ochsner and LSU Health Shreveport, which operates the region's flagship academic medical center and affiliated clinical facilities in Shreveport, Bossier City and Monroe. These campuses provide comprehensive, high acuity care across a largely rural service area and form an integrated care corridor spanning approximately 100 miles along Interstate 20. As North Louisiana's only Level I Trauma Center, Comprehensive Stroke Center, verified adult and pediatric Burn Center, and nationally accredited Level IV Epilepsy Center, OLHS delivers services that prevent patient outmigration, retain healthcare dollars within the region, and ensure access to life saving specialty care close to home. Women's and Children's services and behavioral health platforms further support community health, emergency department stability, and regional resilience.





The academic and clinical missions are reinforced by strong partnerships with the Overton Brooks VA Medical Center and Shriners Children's Shreveport, embedding education and training within the region's safety net and specialty care systems. These relationships strengthen provider retention, support high-wage healthcare employment, and extend advanced services to both urban and rural communities throughout North Louisiana.

Philanthropic support provided through the LSU Health Sciences Foundation plays a critical role in sustaining and advancing this integrated enterprise. By connecting patients, alumni, and community supporters to LSUHS and OLHS's combined missions, the Foundation helps fund education, research, patient care initiatives, and community programs that expand access to care, accelerate discovery, and improve outcomes for patients and families across the region.

Strategic investments in modern education and research infrastructure further enhance the enterprise's impact. Team-based training environments, simulation facilities, and interdisciplinary learning spaces support workforce preparation aligned with regional needs, while NIH-supported research infrastructure, including Centers of Biomedical Research Excellence such as the Center for Redox Biology and Cardiovascular Disease and Center for Applied Immunology and Pathological Processes and a National Science Foundation Center along with five Louisiana Board of Regents Centers of Excellence, positions North Louisiana as a competitive hub for biomedical discovery and external research funding.

Together, LSUHS and OLHS function as an integrated academic and clinical partnership that advances patient access, workforce stability, research translation, and economic growth. As a unified system, they serve not only as North Louisiana's leading healthcare provider but also as a long-term engine for health improvement, workforce development, and economic resilience across Louisiana.

# FY25

## ECONOMIC IMPACT HIGHLIGHTS



# COMBINED IMPACTS OF LSUHS<sup>1</sup> AND OLHS ON THE STATE OF LOUISIANA FY25<sup>2</sup>



## ECONOMIC IMPACT

**\$3.7 BILLION**

generated in the Louisiana economy

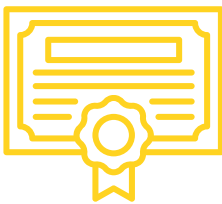
**\$1.1 billion** total impact from LSUHS

**\$2.6 billion** total impact from OLHS



## RETURN ON INVESTMENT

In FY25, the state invested \$127.0 million in LSUHS. In the same year, LSUHS and OLHS activities generated **\$3.7 billion** in total statewide economic impact, yielding **\$29.13** in Louisiana economy revenue for every **\$1** in state investment.



## LSUHS ALUMNI

In FY25, LSUHS's 4,379 working alumni in North Louisiana contributed **\$5.7 billion** to the North Louisiana economy.<sup>3</sup>



## EMPLOYMENT IMPACT

**30,974 TOTAL JOBS**

supported and sustained statewide

**7,534** supported by LSUHS<sup>4</sup>

**23,440** supported by OLHS



## TAX IMPACT

**\$177.9 MILLION**

generated in state and local taxes

**\$52.2 million** generated by LSUHS

**\$125.7 million** generated by OLHS

<sup>1</sup> Including the LSUHS Foundation impact.

<sup>2</sup> This report provides data on the combined impacts of LSUHS and OLHS. Operational impacts for the LSUHS Foundation are included in LSUHS numbers throughout the report. A breakout for all three entities is provided in Appendix B.

<sup>3</sup> The calculation is based on an average salary of \$3.2 million for each physician and \$1.2 million for each master's level provider in FY25.

<sup>4</sup> Total direct jobs include faculty, staff, and student positions.

# TOTAL COMBINED IMPACT OF LSUHS<sup>5</sup> AND OLHS ON NORTH LOUISIANA



## ECONOMIC IMPACT

**\$3.6 BILLION**

total economic impact generated in North Louisiana

**\$1.6 billion** direct impact

**\$2.0 billion** indirect/induced impact



## EMPLOYMENT IMPACT

**25,314 TOTAL JOBS**

supported and sustained in North Louisiana

**6,662** direct jobs

**18,652** indirect/induced jobs



## WORKFORCE

**One in every 12 jobs** in North Louisiana is either directly provided by LSUHS and OLHS or supported because of its presence.<sup>6</sup>



## TAX IMPACT

**\$175.8 MILLION**

generated in state and local taxes

\$1 in state and local taxes generated by both entities for every **\$17.34** collected by North Louisiana communities in FY25.<sup>7</sup>

<sup>5</sup> Including the LSUHS Foundation impact.

<sup>6</sup> U.S. Bureau of Labor Statistics. "Quarterly Census of Employment and Wages (QCEW)." U.S. Department of Labor. March 2025. <https://www.bls.gov/cew/> reports 312,343 jobs in the 20 parishes.

<sup>7</sup> U.S. Census Bureau. Census of Governments: Government Finance Data (2022). Retrieved from <https://www.census.gov/data/datasets/2022/econ/local/public-use-datasets.html> reports \$622.1 million in local tax collection for the 20 parishes and \$2.4 billion in state taxes for a total of \$3.1 billion.



## CHARITABLE GIVING AND VOLUNTEERISM

In FY25, the combined entities contributed **\$18.5 million** in charitable giving and volunteerism, including **\$9.5 million** in donations and **\$9.0 million** in volunteer service value. These contributions reflect a deep commitment to strengthening communities and improving lives across North Louisiana. In addition, OLHS provided **\$39.1 million** in charity care to patients in North Louisiana.

*Note: These benefits are in addition to the **\$3.6 billion** annual impacts generated by the combined entities.*

# IMPACT OF LSU HEALTH SHREVEPORT<sup>8</sup> ON NORTH LOUISIANA



SHREVEPORT

ECONOMIC IMPACT

MONROE

**\$935.2 MILLION**  
economic impact

**\$983.9 MILLION**  
total economic impact in  
North Louisiana

**\$48.8 MILLION**  
economic impact

**\$365.9 million** direct impact  
**\$569.3 million** indirect/induced impact

**\$386.2 million** direct impact  
**\$597.7 million** indirect/induced impact

**\$20.3 million** direct impact  
**\$28.5 million** indirect/induced impact



SHREVEPORT

EMPLOYMENT IMPACT

MONROE

**6,688 TOTAL JOBS**  
supported and sustained

**6,874 TOTAL JOBS**  
supported and sustained in  
North Louisiana

**186 TOTAL JOBS**  
supported and sustained

**2,329** direct jobs<sup>10</sup>  
**4,860** indirect/induced jobs

**2,402** direct jobs<sup>9</sup>  
**4,472** indirect/induced jobs

**73** direct jobs  
**124** indirect/induced jobs



SHREVEPORT

TAX IMPACT

MONROE

**\$46.7 MILLION**  
generated in state and  
local taxes

**\$49.1 MILLION**  
generated in state and  
local taxes

**\$2.4 MILLION**  
generated in state and  
local taxes



LSUHS ALUMNI

In FY25, LSUHS's 4,379 working alumni  
in North Louisiana contributed **\$5.7 billion**  
to the North Louisiana economy.<sup>11</sup>



CHARITABLE GIVING AND VOLUNTEERISM OF LSUHS

In FY25, LSUHS provided **\$3.9 million**  
in volunteer services and contributed  
**\$2.5 million** in charitable giving.

**Note:** These benefits are in addition to the **\$983.9 million** annual impact generated by LSUHS statewide.

<sup>8</sup> Including the LSUHS Foundation impact.

<sup>10</sup> Ibid.

<sup>9</sup> Total direct jobs include faculty, staff, and student positions.

<sup>11</sup> The calculation is based on an average salary of \$3.2 million for each physician and \$1.2 million for each master's level provider in FY25.

# IMPACT OF OCHSNER LSU HEALTH SYSTEM ON NORTH LOUISIANA



SHREVEPORT

**\$2.2 BILLION**  
economic impact

**\$1.0 billion** direct impact  
**\$1.2 billion** indirect/induced impact

ECONOMIC IMPACT

**\$2.6 BILLION**  
total economic impact in  
North Louisiana

**\$1.2 billion** direct impact  
**\$1.4 billion** indirect/induced impact

MONROE

**\$369.1 MILLION**  
economic impact

**\$167.4 million** direct impact  
**\$201.7 million** indirect/induced impact



SHREVEPORT

**16,042 TOTAL JOBS**  
supported and sustained

**3,381** direct jobs  
**12,661** indirect/induced jobs

EMPLOYMENT IMPACT

**18,440 TOTAL JOBS**  
supported and sustained  
statewide

**4,260** direct jobs  
**14,180** indirect/induced jobs

MONROE

**2,398 TOTAL JOBS**  
supported and sustained

**879** direct jobs  
**1,519** indirect/induced jobs



SHREVEPORT

**\$108.0 MILLION**  
generated in state and  
local taxes

TAX IMPACT

**\$125.7 MILLION**  
generated in state and  
local taxes

MONROE

**\$17.7 MILLION**  
generated in state and  
local taxes



## CHARITABLE GIVING AND VOLUNTEERISM OF OLHS

In FY25, OLHS delivered **\$5.1 million** in volunteer services and contributed **\$2.2 million** in charitable giving across North Louisiana. In the same year, OLHS also provided **\$39.1 million** in charity care, reinforcing its role as a critical safety net provider and its commitment to improving health outcomes.



# Study Overview

This report examines the combined economic, employment, and tax impacts of LSUHS, the LSUHS Foundation, and OLHS in FY25. To complete this assessment, the three entities engaged Tripp Umbach<sup>12</sup> to conduct a comprehensive economic impact study focused on both North Louisiana and the State of Louisiana. Although each organization operates independently, the findings highlight how they function as an integrated academic and clinical partnership that drives economic activity, supports workforce development, expands access to care, and anchors the region's healthcare infrastructure.

The analysis examines a broad range of impacts, including regional and statewide economic output, direct and indirect employment, and state and local tax revenues generated by the combined enterprise. Operational impacts of the LSUHS Foundation are included within LSUHS figures, with entity-specific breakouts provided in Appendix B. The study also captures spending by students, employees, and visitors, as well as the economic effects of capital investments and construction activity.

Beyond measurable economic outcomes, the study highlights broader community impacts, including volunteerism, charitable giving, and workforce development. It underscores the long-term value generated by LSUHS-trained healthcare professionals and alumni, whose continued presence and spending strengthen North Louisiana's economy and communities statewide.

<sup>12</sup> Founded in Pittsburgh and headquartered in Kansas City, Tripp Umbach is a nationally recognized consulting firm specializing in economic and community development. Over 35 years, the firm has completed more than 1,000 economic impact studies nationwide, including prior studies for LSUHS and OLHS, supporting health systems, universities, and communities across the United States.

## METHODOLOGY

Tripp Umbach’s economic impact analysis was conducted using a conservative, tested methodology consistent with the best national practices in regional economic modeling. The analysis is rooted in Tripp Umbach’s nearly 40 years of experience evaluating academic medical centers, health systems, and health sciences institutions across the United States, including on multiple occasions for healthcare and higher education organizations in Louisiana and North Louisiana.

Impacts reported for Fiscal Year 2025 capture:

- Direct impacts, representing institutional spending, employment, and payroll.
- Indirect impacts, reflecting purchases from Louisiana-based suppliers.
- Induced impacts, generated by household spending of employees, students, and visitors.
- Direct, indirect, and induced employment.
- State and local tax revenues.
- Workforce and economic development contributions.
- Visitor and conference-related spending.

## DATA COLLECTION AND SOURCES

Tripp Umbach utilized a combination of primary and secondary data to ensure accuracy and transparency. Primary data were collected directly from the partner organizations using customized data collection instruments. They included operating expenditures, capital expenditures (five-year average), employment and compensation, student enrollment, patient volumes, charitable contributions, charity care, and conference and visitor activity. Secondary data were drawn from federal and state sources, industry-standard datasets, and Tripp Umbach’s extensive benchmarking databases developed from hundreds of comparable academic medical center studies. Where institution-specific data were unavailable, Tripp Umbach applied conservative assumptions grounded in national benchmarks.

## ECONOMIC MODELING AND ASSUMPTIONS

Tripp Umbach used the IMPLAN input-output modeling system, the nationally recognized standard for estimating regional economic impacts. IMPLAN was used to quantify business volume, employment, and state and local tax impacts at both the regional and statewide levels.

All modeling assumptions were intentionally conservative. Only spending remaining in the state or North Louisiana was included; spending that flowed to out-of-state vendors or suppliers was excluded to avoid overstating impacts and double counting. Assumptions were aligned with federal per diem rates, regional cost-of-living adjustments, and locally appropriate spending profiles.



## **QUALITATIVE AND COMMUNITY BENEFIT ANALYSIS**

To complement the quantitative modeling, Tripp Umbach conducted interviews with leadership from the three organizations and community stakeholders. These discussions informed the report’s narrative sections. They provided insight into workforce development, research translation, population health, and the impacts of community engagement that are not fully captured in traditional economic models.

In addition, the study documents community and societal benefits, including volunteerism, charitable activities, education and training, alumni workforce contributions, and public service. Further explanations of economic impact methodology and terms are provided in Appendix A.



# Combined Impact of All Entities on the State and North Louisiana – FY25

Formed in October 2018, a transformational partnership among the State of Louisiana, Louisiana State University, and Ochsner Health occurred. This partnership has reshaped healthcare delivery in North Louisiana while strengthening healthcare access statewide. Working together, LSUHS, the LSUHS Foundation, and OLHS, provide long-term viability of advanced clinical services, physician training, and biomedical research in a largely rural and medically underserved region.

Individually, each organization serves as a major economic and workforce contributor. Together, they function as an integrated academic medical center whose economic influence extends beyond direct employment and spending. The partnership attracts and retains highly skilled healthcare professionals, supports capital investment, advances research and innovation, draws patients and students from outside the region, and generates substantial state and local tax revenues. It also delivers meaningful community benefits through population health initiatives, education and training programs, volunteerism, and uncompensated care.

For North Louisiana, the partnership is strategically indispensable. It anchors the region's highest level of care through the only Level I Trauma Center, Comprehensive Stroke Center, Level IV Epilepsy Center and verified adult and pediatric Burn Center. These capabilities prevent patient outmigration and preserve access to life-saving services close to home. Campuses in Shreveport and Monroe which boasts a Level 3 Trauma Unit form an integrated care corridor along I-20, extending emergency, inpatient, specialty, and ambulatory services across a 20-parish service area.

Together, OLHS and LSUHS sustain one of Louisiana's most critical health care workforce pipelines. LSUHS trains more than 1,000 students, residents, and fellows each year across dozens of accredited programs, while in 2025 alone OLHS supported 2,689 clinical placements, providing essential hands-on training experiences that strengthen the state's provider pipeline and expand access to care.

Research and innovation are reinforced through shared scale, including clinical trials and NIH-supported infrastructure. The Ochsner LSU Health – Feist Weiller Cancer Center exemplifies this integrated model by linking discovery and education with advanced cancer care as the only academic cancer hub in northern Louisiana. Collectively, OLHS and LSUHS enhance patient access, workforce stability, research translation, and economic vitality, serving as a cornerstone of Louisiana's long-term health and economic strategy.

# COMBINED IMPACTS ON THE STATE OF LOUISIANA

## ECONOMIC IMPACT ON LOUISIANA

In FY25, the combined entities generated a total combined statewide economic impact of **\$3.7 billion**, including **\$1.1 billion** attributable to LSUHS<sup>13</sup> and **\$2.6 billion** to OLHS. This substantial footprint demonstrates the broad influence of the health sciences center and its affiliated health system as drivers of education, healthcare, innovation, and economic opportunity in Louisiana.

## EMPLOYMENT IMPACT ON LOUISIANA

Total employment supported statewide by the combined entities underscores their role not only as leaders in education, research, and healthcare, but also as a powerful economic engine for Louisiana. In FY25, the combined entities supported **30,974 jobs** across the state, including **7,534 jobs** attributable to LSUHS and **23,440 jobs** supported by OLHS.

## TAX IMPACT ON LOUISIANA

There is a common misconception that public academic medical centers and not-for-profit health systems do not contribute meaningfully to state and local tax revenue. In FY25, the combined entities generated **\$177.9 million** in total tax revenue statewide, including **\$52.2 million** attributable to LSUHS and **\$125.7 million** supported by OLHS, underscoring their significant role in supporting Louisiana’s fiscal health.



ECONOMIC IMPACT  
**\$3.7 BILLION**  
generated in the  
Louisiana economy

**\$1.1 billion**  
total impact from LSUHS

**\$2.6 billion**  
total impact from OLHS



EMPLOYMENT IMPACT  
**30,974 TOTAL JOBS**  
supported and sustained  
statewide

**7,534 jobs**  
supported by LSUHS

**23,440 jobs**  
supported by OLHS



TAX IMPACT  
**\$177.9 MILLION**  
generated in state and  
local taxes

**\$52.2 million**  
generated by LSUHS

**\$125.7 million**  
generated by OLHS

<sup>13</sup> LSUHS Foundation numbers are included in LSUHS totals.





# COMBINED IMPACTS ON NORTH LOUISIANA

## ECONOMIC IMPACT ON NORTH LOUISIANA

In North Louisiana, LSUHS and OLHS had a combined economic impact of **\$3.6 billion** in FY25. This total includes \$1.6 billion in direct spending, reflecting operational expenditures, payroll, capital investments, and student and visitor spending. An additional \$2.0 billion was created in indirect and induced impacts, underscoring the powerful ripple effects of re-spending within the regional economy.

These organizations generate combined economic value through direct institutional spending and multiplier effects that stimulate growth across multiple industries. Their expenditures support North Louisiana businesses, sustain employment, and contribute to the vitality of both rural and urban economies.

- **Direct Expenditures:** Spending by the organizations on goods, services, payroll, and capital projects, along with spending by faculty, staff, students, and visitors, creates immediate monetary value that supports local businesses and employment. This direct spending drives demand in sectors such as construction, professional services, hospitality, retail, and healthcare.
- **Indirect and Induced Effects:** Direct expenditures by the combined entities circulate through the economy as vendors, contractors, and employees re-spend their income locally. These transactions create indirect impacts and induced impacts, such as household spending, which together amplify total economic output and sustain thousands of additional jobs across the state.

Two major hubs drive this broad-based impact:

- **Shreveport campus:** **\$3.2 billion** in total economic impact in North Louisiana.
- **Monroe campus:** **\$417.9 million** in total economic impact in North Louisiana.

Together, the combined entities function as both North Louisiana's leading healthcare provider and a central driver of regional economic development. Their impact extends well beyond their academic medical centers, anchoring healthcare access, job creation, and public revenues across both rural and urban communities. This broad economic footprint reflects the essential role these organizations play in sustaining employment, supporting local businesses, and strengthening community infrastructure throughout North Louisiana.

## EMPLOYMENT IMPACT ON NORTH LOUISIANA

The LSUHS and OLHS organizations are among North Louisiana's largest employers, supporting a total of **25,314 total jobs** across the region. This employment footprint plays a critical role in sustaining economic vitality across all 20 parishes in North Louisiana. Employment impacts are concentrated in two primary hubs: the Shreveport campus, which supports **22,730 total jobs**, and the Monroe campus, which supports **2,584 total jobs**.

- **Direct Employment:** The combined entities directly employed 6,662 individuals in North Louisiana in FY25, spanning a broad spectrum of positions, from faculty, researchers, physicians, nurses, and hospital staff to administrative and facilities personnel. These direct jobs represent a sizable component of the state's workforce and are distributed across both urban centers and rural communities.
- **Indirect and Induced Employment:** An additional 18,652 jobs were supported through the indirect and induced effects of the combined entities' operations and employment.
  - **Indirect Jobs:** Created through business-to-business spending, these jobs arise among vendors and suppliers providing goods and services such as construction, maintenance, utilities, and professional services.
  - **Induced Jobs:** Generated through household spending by employees, students, and visitors on housing, dining, retail, and entertainment, further stimulating local economies and supporting employment in hospitality, retail, and healthcare sectors.

*The combined entities are a significant economic engine for North Louisiana, driving employment and supporting livelihoods across the state. The combined activity of LSUHS and OLHS sustains roughly one in every 12 jobs across the region<sup>14</sup>*

<sup>14</sup> U.S. Bureau of Labor Statistics. "Quarterly Census of Employment and Wages (QCEW)." U.S. Department of Labor. March 2025. <https://www.bls.gov/cew/> reports 312,343 jobs in the 20 parishes.



## TAX IMPACT ON NORTH LOUISIANA

Within North Louisiana, state and local tax revenues attributable to the combined entities totaled **\$175.8 million** in FY25. Of this amount, the Shreveport campus generated **\$154.7 million** in state and local tax revenue, while the Monroe campus generated **\$20.1 million**. These revenues reflect the broad ripple effects of the organizations' operations, including spending by faculty, staff, students, patients, and visitors, which collectively strengthen regional and statewide tax bases.

## CHARITABLE GIVING AND VOLUNTEERISM

In FY25, the combined entities contributed **\$12.5 million** through charitable giving and volunteerism, including **\$3.5 million** in direct financial contributions and **\$9.0 million** representing the value of volunteer service. These investments support a wide range of community-focused activities across North Louisiana, including health education and outreach programs, community-based clinics and screenings, support for local nonprofit organizations, workforce and pipeline initiatives, and volunteer service by faculty, staff, students, physicians, and trainees. Together, these efforts reflect a sustained commitment to strengthening communities, expanding access to care, and improving health outcomes.

In addition, OLHS provided **\$39.1 million** in charity care to patients in North Louisiana in FY25, ensuring access to essential medical services regardless of ability to pay and reinforcing the partnership's role as a critical safety net provider for the region.

*Note: These benefits are in addition to the **\$3.6 billion** annual impacts generated by the combined entities.*

# LSUHS:

## FY25 Economic Impact

LSUHS is a cornerstone of Louisiana’s academic health infrastructure and the primary driver of healthcare workforce development, physician retention, and biomedical research capacity in North Louisiana. As a comprehensive academic health center within the LSU System, LSUHS integrates education, research, and patient care to generate significant regional and statewide economic, workforce, and public health benefits.

During academic year 2024–25, LSUHS enrolled 1,095 students across medicine, health professions, and scientific graduate programs and supported an additional 602 residents and fellows across 47 accredited training programs and numerous research labs. Together, this undergraduate and graduate medical education enterprise represents the most robust physician and advanced practitioner pipeline in North Louisiana.

LSUHS maintains strong clinical alignment with OLHS teaching hospitals in Shreveport and Monroe, as well as longstanding partnerships with the Overton Brooks VA Medical Center and Shriners Children’s Shreveport. These relationships embed trainees within the region’s safety net and specialty care systems, strengthening healthcare access across both urban and rural communities while anchoring high-wage healthcare jobs locally.

Strategic investments in modern education infrastructure, including the Center for Medical Education, support team-based training, simulation, and interdisciplinary learning aligned with regional and rural workforce needs. At the same time, LSUHS’s expanding research enterprise, including NIH-supported Centers of Biomedical Research Excellence such as the Center for Redox Biology and Cardiovascular Disease, positions North Louisiana as a competitive hub for biomedical discovery, faculty recruitment, and external research funding. Collectively, LSUHS functions as a long-term engine for economic growth and health improvement in North Louisiana and a critical asset to Louisiana’s statewide healthcare system.



## ECONOMIC IMPACT

In FY25, LSUHS generated **\$1.1 billion** in total economic impact statewide, with **\$983.9 million** of that activity occurring in North Louisiana. This impact reflects the health sciences center's role as a major driver of economic activity through operations, payroll, capital investment, and research.

Direct spending by LSUHS in North Louisiana totaled \$386.2 million, supporting immediate economic activity across the region. An additional \$597.7 million was generated through indirect and induced effects as supplier purchases and household spending rippled through the economy, underscoring the strong multiplier effect of LSUHS's presence.

The majority of this impact was concentrated in Shreveport, where the campus generated **\$935.2 million** in total economic impact, including \$365.9 million in direct activity and \$569.3 million in indirect and induced effects. The Monroe campus contributed **\$48.8 million** in economic impact, consisting of \$20.3 million in direct activity and \$28.5 million in indirect and induced impacts.

# *\$1.1 Billion in total Economic Impact.*

*Advancing Health, Strengthening North Louisiana.*

*Additionally, LSUHS's **4,379 working alumni** in North Louisiana contributed **\$5.7 billion** to the North Louisiana economy.<sup>15</sup>*

<sup>15</sup> The calculation is based on an average salary of \$3.2 million for each physician and \$1.2 million for each master's level provider in FY25.



## EMPLOYMENT IMPACT

In FY25, LSUHS directly and indirectly supported **7,470 jobs** statewide, including **6,874 jobs** across North Louisiana, positioning the institution as one of the region's most significant employment engines. Within North Louisiana, LSUHS directly employed 2,402<sup>16</sup> faculty, researchers, staff, and students, while an additional 4,472 jobs were supported through indirect and induced activity across sectors such as education, research, construction, retail, and hospitality. Together, operational, capital, and payroll expenditures, combined with spending by faculty, staff, and students, sustain employment opportunities and reinforce LSUHS's role as a critical driver of workforce stability and economic vitality throughout the region.

Employment impacts were concentrated in two primary hubs. In Shreveport, LSUHS supported **6,688 total jobs**, including 1,828 direct positions and 4,860 indirect and induced jobs. In Monroe, the institution supported **186 total jobs**, comprised of 62 direct jobs and 124 indirect and induced positions.

## TAX IMPACT

LSUHS is a significant source of state and local tax revenue, supporting public services, infrastructure, and community development across North Louisiana and statewide. In FY25, LSUHS generated **\$49.1 million** in state and local tax revenue through a combination of direct payments, including payroll, property, and business taxes, and indirect and induced revenues resulting from university operations and household spending.

Of the total tax revenue generated, **\$46.7 million** occurred in Shreveport and **\$2.4 million** in Monroe, reflecting the geographic distribution of LSUHS's economic activity.

These fiscal impacts underscore LSUHS's essential role in supporting state and local economic stability. With a \$127.0 million state investment in FY25, the institution returned approximately 40% of that investment to the state in the form of recurring state and local tax revenue, delivering a strong and ongoing return to taxpayers through education, employment, and long-term economic growth.

<sup>16</sup> Direct employment includes 1,890 full-time positions, along with an additional 512 part-time roles in FY25.

# OLHS:

## FY25 Economic Impact

OLHS serves as the academic health system anchoring healthcare delivery, physician training, and high acuity specialty care in North Louisiana. Operating the region's flagship academic medical center and affiliated facilities in Shreveport and Monroe, OLHS provides the clinical foundation that sustains Louisiana's academic medical enterprise while expanding access to care across a largely rural service area.

The system includes the Academic Medical Center on the Kings Highway campus, which has approximately 237 staffed beds and is designated as a Level I Trauma Center, as well as St. Mary Medical Center, which has approximately 110 beds and serves as a regional teaching hospital. It also includes Monroe Medical Center, which offers approximately 244 staffed beds and delivers comprehensive inpatient and outpatient services to communities across Northeast Louisiana. Together, these campuses support comprehensive, high acuity care and form an integrated care corridor spanning approximately 100 miles along Interstate 20, bringing advanced medical services closer to patients who might otherwise seek care out of state.

From both an economic and workforce perspective, OLHS serves as a regional care anchor by retaining specialty and high-acuity services locally and reducing the outmigration of patients and health care dollars to neighboring states. Its hospitals and clinics are essential training sites for LSU medical students, residents, fellows, and students from partner institutions. With 98 active partnership agreements, OLHS hosted 2,689 students in clinical placements last year, reinforcing the provider pipeline, supporting high-skill employment, and strengthening long-term workforce retention across North Louisiana.

Several OLHS designations are uniquely critical to the region. The Academic Medical Center in Shreveport is North Louisiana's only Level I Trauma Center, requiring continuous specialty readiness and advanced surgical and critical care infrastructure. OLHS is also the region's only Comprehensive Stroke Center and home to the only nationally accredited Level IV Epilepsy Center. In addition, its Women and Children's and behavioral health platforms provide essential maternal child and psychiatric services that support community health, emergency department stability, and regional resilience.





## ECONOMIC IMPACT

In FY25, OLHS generated **\$2.6 billion** in total economic impact across North Louisiana. This impact includes \$1.2 billion in direct spending on operations, payroll, medical supplies, and capital projects, along with \$1.4 billion in indirect and induced impacts generated as these dollars continued to circulate through the regional and state economy. Together, these effects illustrate the broad influence of OLHS's activities on businesses, households, and communities throughout North Louisiana.

The majority of this impact was concentrated in Shreveport, where OLHS generated **\$2.2 billion** in total economic impact, including \$1.0 billion in direct activity and \$1.2 billion in indirect and induced effects. The Monroe campus contributed an additional **\$369.1 million** in economic impact, consisting of \$167.4 million in direct activity and \$201.7 million in indirect and induced impacts.

OLHS strengthens the regional economy by purchasing goods and services, employing thousands of North Louisianans, and investing in facilities and innovation. Each dollar spent by the health system generates new economic activity by increasing demand for local goods and services and supporting jobs across industries such as construction, retail, professional services, and hospitality. As businesses and employees re-spend their pay within the state, additional indirect and induced impacts occur, creating a strong multiplier effect that reinforces OLHS's role as one of North Louisiana's most significant and sustained economic drivers.

***\$2.6 Billion Driving the Economy.**  
A Lasting Impact on Lives and Communities.*

## EMPLOYMENT IMPACT

In FY25, OLHS supported 23,440 jobs statewide, including 18,440 jobs across North Louisiana, underscoring its role as one of the region’s most powerful employment engines. Through its operations, OLHS sustains employment not only within its hospitals and clinics but also across a broad range of industries supported by its supply chain and local spending.

- **Direct Employment:** OLHS directly employed 4,260 individuals across North Louisiana, including providers, nurses, residents, and administrative professionals.<sup>17</sup> These positions form the backbone of the state’s healthcare workforce and are distributed across both urban and rural communities, ensuring access to care and employment throughout the state.
- **Indirect and Induced Employment:** An additional 14,180 jobs were supported through the economic ripple effects of OLHS’s academic, research, and clinical activities.
  - **Indirect jobs** stem from spending on goods and services by vendors and suppliers that support the health system, such as construction, maintenance, medical equipment, and professional services.
  - **Induced jobs** are created when OLHS employees and residents spend their income locally on housing, dining, retail, and entertainment—boosting employment in hospitality, retail, and other service sectors.

## TAX IMPACT

OLHS makes a substantial contribution to North Louisiana’s tax base through its wide-ranging economic activity. In FY25, state and local tax revenues attributable to OLHS totaled **\$125.7 million**.

This figure reflects the tax impact generated not only by OLHS’s operations but also by the spending of its physicians, nurses, residents, staff, patients, and visitors, who contribute to local and statewide economic vitality. These dollars help fund essential public services, infrastructure improvements, and community development initiatives throughout North Louisiana.

<sup>17</sup> For the purposes of this analysis, to avoid double-counting, OLHS direct employment numbers exclude physicians and other healthcare providers who work for LSUHS and provide patient care, education, research, and administrative services at OLHS facilities.

# Value of Charitable Contributions and Volunteerism

The combined missions of LSUHS, the LSUHS Foundation, and OLHS deliver extraordinary charitable and community value to North Louisiana, extending well beyond traditional measures of healthcare delivery and academic medicine.

Across the combined entities, the total annual value of volunteer service and charitable contributions reaches **\$18.5 million**, reflecting both direct philanthropic giving and the monetized value of time devoted by faculty, staff, clinicians, students, and community volunteers. Of this total, **\$9.5 million** represents charitable donations, while **\$9.0 million** reflects the value of volunteerism, a powerful indicator of civic engagement and institutional commitment to community well-being.

- LSUHS alone contributes **\$5.2 million** in combined volunteer and charitable value, including \$1.3 million in direct philanthropic contributions and \$3.9 million in volunteer service. These activities support community health education, clinical outreach, student-led service programs, research initiatives, and the donation of professional expertise to local organizations and public health efforts throughout North Louisiana.
- OLHS contributes an even larger **\$7.3 million** in combined value, including \$2.2 million in charitable contributions and \$5.1 million in volunteer service. OLHS staff and clinicians provide extensive community outreach, health screenings, education, and service activities that directly strengthen community health capacity across the I-20 corridor and surrounding rural parishes.
- Philanthropy is further amplified through the LSUHS Foundation, which provided **\$6.0 million** in direct donations supporting students, faculty, research, clinical programs, and strategic initiatives.

Beyond these figures, OLHS delivered an additional **\$39.1 million** in charity care, ensuring access to essential healthcare services regardless of a patient's ability to pay. Taken together, the total community contribution reached **\$52.8 million** in FY25, a clear demonstration that LSUHS, its Foundation, and OLHS function not only as healthcare and academic institutions but as civic partners whose charitable giving, volunteerism, and uncompensated care measurably strengthen health outcomes, economic stability, and quality of life across North Louisiana.

# DAY OF PURPOSE





# LSUHS: Research Powering Innovation and Health

Beyond its educational mission, LSUHS serves as a regional engine for biomedical research, innovation, and interprofessional collaboration, generating measurable economic benefits for North Louisiana. Faculty and students conduct applied research in cancer, neuroscience, cardiovascular disease, population and behavioral health, and rural health delivery, translating discoveries from the laboratory to clinical practice through close integration with OLHS, its Feist-Weiller Cancer Center, and other academic and clinical partners.

This research enterprise improves healthcare quality and clinical outcomes while generating new knowledge tailored to Louisiana's most pressing health challenges. At the same time, it supports a homegrown physician and health professional workforce, anchors hospitals and specialty services across North Louisiana, and reduces reliance on out-of-state providers, reinforcing long-term economic and workforce stability.

LSUHS also serves as the primary gateway for federal, corporate, and philanthropic research investment in North Louisiana. In FY25, the institution reported \$68.5 million in external research expenditures, despite national declines in federal research funding. This activity generated an estimated **\$138.8 million** in total economic impact, supported **827 jobs**, and produced **\$4.4 million** in state and local tax revenue, underscoring the role of research and innovation as a key driver of economic growth and competitiveness in the region.

# LSUHS:

## Healthcare Workforce Engine

LSUHS functions as North Louisiana's leading generator of physicians, other healthcare providers and scientists. Every dollar invested in workforce development is amplified many times through the local economy by producing doctors, other healthcare providers, and researchers who strengthen the physical and economic health of communities and provide a foundation for long-term economic growth across North Louisiana.

LSUHS plays an unmatched role in building and sustaining North Louisiana's healthcare workforce. More than 70% of practicing physicians in North Louisiana received part of their education or training at LSUHS, underscoring its position as the region's dominant physician pipeline. This impact extends well beyond physicians, as LSUHS's health professions programs supply essential diagnostic, rehabilitation, and clinical support professionals who are critical to the daily operations of hospitals, specialty clinics, and academic medical centers across the region. Graduates are far more likely to remain in North Louisiana to live and work, directly reinforcing healthcare access, economic stability, and community well-being.

A defining feature of LSUHS's workforce mission is its commitment to rural and underserved communities as evidenced in the LSUHS School of Medicine ranking in the top 5% in the nation for graduates practicing in underserved areas and in the top 30% for grads practicing in rural areas.

Through its Rural Track Program, statewide clinical rotations, and partnerships with community hospitals and clinics, students gain hands-on experience delivering care in areas with the most acute provider shortages. This exposure prepares future clinicians with the skills, adaptability, and community orientation needed to practice close to home, stabilizing rural hospitals and strengthening continuity of care throughout North Louisiana.

The economic implications of this homegrown workforce are substantial. LSUHS has **9,815 working alumni**, including 5,339 practicing in North Louisiana, who generated an estimated **\$12.7 billion** in annual economic activity in FY25. This is in addition to the institution's \$935 million total annual economic impact on the region. By educating and retaining healthcare professionals who deliver care, anchor institutions, and support local economies, LSUHS produces clinical, economic, and social returns that extend far beyond campus boundaries, making it indispensable to North Louisiana's long-term health and prosperity.





# Moving Forward: Growth by FY35

## RESEARCH EXPANSION

LSUHS's Research Expansion Project is already underway. It will generate a significant immediate economic impact while strengthening Louisiana's long-term research and innovation capacity by FY35. To meet surging demand driven by the recruitment of more than 14 newly funded research scientists, LSUHS is redeveloping the 160,000-square-foot former Sears property at Mall St. Vincent into a modern life sciences research facility focused on cancer and cardiovascular disease.

This \$120 million redevelopment delivers research-ready Class A space faster and more cost-effectively than new construction, while revitalizing a high-visibility commercial site along I-49. Construction from 2026 to 2029 is projected to generate **\$235.8 million** in economic activity and support 1,825 jobs. Once fully operational, the facility is expected to support more than 600 ongoing jobs, spur nearly \$75 million in annual economic activity, and attract up to \$24 million in research funding annually, positioning LSU Health Shreveport as a powerful driver of economic growth, innovation, and workforce expansion by FY35.

## FUTURE NCI-DESIGNATED COMPREHENSIVE CANCER CENTER

While Louisiana does not yet have an NCI-designated cancer center, Ochsner LSU Health - Feist-Weiller Cancer Center is an established Center of Excellence in cancer research, treatment, education, and prevention, serving as the region's only academic cancer program for approximately 1.5 million patients in North Louisiana. Ochsner LSU Health - Feist-Weiller Cancer Center is anticipated to serve as a major contributor to Louisiana's goal of achieving an NCI designation.

Over the next 10 years, the integrated academic health enterprise has an opportunity to expand North Louisiana's role as a destination for advanced care and clinical research, leading to reducing patient outmigration and strengthening workforce retention. A staged pathway toward NCI Comprehensive Cancer Center designation would increase access to clinical trials, enhance prevention and disparities programming, improve recruitment of oncology specialists, and expand external research funding.

Tripp Umbach estimates that by 2030, Feist-Weiller's fully mature operations will generate **\$247.4 million** in annual economic impact, support **1,460 jobs** statewide, and produce **\$4.1 million** in state and local tax revenue. Beyond operational impacts, expanded prevention and early detection programs are expected to avoid **\$286.9 million** in healthcare costs annually, reduce Medicaid expenditures, and save hundreds of lives each year—creating an estimated **\$2.9 billion** in long-term economic value from lives saved.

# Appendix A:

## LSUHS Foundation: FY25 Economic Impact

The LSUHS Foundation connects patients, alumni, and community supporters with LSUHS and OLHS, advancing healing, education, and innovative research across North Louisiana. Through philanthropic partnerships, the Foundation strengthens institutional capacity and helps ensure that patients, families, and communities continue to benefit from LSUHS's impact for generations to come.

LSUHS serves as an essential resource for the region, with faculty physicians delivering patient care, educating the next generation of healthcare professionals, and training residents and fellows who strengthen the local medical workforce. At the same time, researchers and scientists based in Shreveport are advancing discoveries that improve treatments and outcomes for complex diseases, helping shape the future of healthcare in North Louisiana.

Beyond its philanthropic mission, the LSUHS Foundation plays a vital role in the regional economy by converting charitable support into sustained institutional capacity, workforce investment, and community benefit. These activities generate measurable economic returns that extend well beyond the campus, reinforcing LSUHS's role as both a healthcare leader and an economic anchor for North Louisiana.

In North Louisiana, the LSUHS Foundation generates an estimated **\$10.9 million** in total economic impact, supporting **64 jobs**, including 12 direct Foundation-supported positions. The Foundation's activity also produces meaningful public returns. An estimated **\$459,527** in state and local tax revenues is generated through payroll, business activity, and household spending associated with Foundation-supported programs. These revenues help support essential public services and reinforce the fiscal health of communities across North Louisiana.

The LSUHS Foundation plays a vital role in strengthening North Louisiana's economy by translating philanthropic support into sustained institutional capacity, workforce investment, and community impact. While philanthropic in mission, the Foundation's activities generate measurable economic returns that extend beyond LSUHS.

Most importantly, the Foundation stewards **\$6.0 million** in charitable contributions that directly support education, research, clinical programs, faculty recruitment, and student assistance at LSUHS. These investments strengthen the institution's ability to train healthcare professionals, attract and retain talent, advance biomedical research, and expand access to care, reinforcing the Foundation's role as a strategic economic catalyst and a key contributor to North Louisiana's long-term health and economic vitality.



# Appendix B:

## Data and Methods

### IMPLAN METHODOLOGY

The analysis was conducted using IMPLAN (Impact Analysis for Planning), one of the most widely accepted economic modeling systems in the United States. Initially developed by the U.S. Forest Service and the University of Minnesota in the late 1970s, IMPLAN is now maintained by IMPLAN Group LLC and used by thousands of universities, healthcare systems, consulting firms, and government agencies.

IMPLAN integrates data from the U.S. Bureau of Economic Analysis, U.S. Bureau of Labor Statistics, U.S. Census Bureau, and other federal sources. It combines national production functions for more than 450 industries with county-level economic data to estimate how organizations interact with local and state economies. This framework generates multipliers that measure how one dollar of direct spending circulates through the economy, creating additional rounds of activity.

The model captures three levels of impact:

- **Direct impacts** – spending directly attributable to the institution (operations, payroll, and capital investments).
- **Indirect impacts** – supply chain activity generated by vendor and contractor spending.
- **Induced impacts** – household spending supported by employee wages, both within the institution and across related industries.

By combining these effects, IMPLAN provides a comprehensive and conservative estimate of how institutional spending ripples through the broader economy.

### INPUT-OUTPUT ANALYSIS AND THE MULTIPLIER EFFECT

The study relied on input-output (I-O) analysis, the standard methodology for measuring economic impacts. At its core, I-O analysis maps the flow of resources among industries, households, and governments within a region. It records how dollars enter the economy, how they are spent and re-spent across sectors, and how these transactions generate subsequent rounds of activity. This chain reaction is known as the multiplier effect.

For example, when an institution pays wages, employees spend those earnings on housing, groceries, and services in their community. Vendors supplying goods to the institution purchase raw materials and hire workers, who in turn spend their income locally. These recurring cycles of spending continue until money “leaks” out of the region (for example, when a good or service is purchased from outside the area).

## CONSIDERATIONS

As with all I-O models, several considerations apply:

- **Fixed-price assumption** – The model assumes that increased demand does not affect prices or capacity, making it appropriate for snapshot analyses.
- **Direct impacts based on actual spending** – Direct expenditures are not modeled but reflect real data reported by institutions. Changes in spending directly affect indirect and induced effects.
- **Regional leakage** – The more economically diverse a region, the more spending remains in circulation before leaking out. As a result, state-level impacts are larger than regional impacts, and national effects are larger still.

## CONSERVATIVE APPROACH

This study represents a conservative estimate of impact, grounded in actual institutional data and standard modeling assumptions. Results provide a point-in-time snapshot of the contributions of LSUHS and OLHS, capturing how their operations support jobs, generate tax revenue, and stimulate economic activity across communities statewide.

## ADDITIONAL ANALYSIS

While IMPLAN serves as the foundation of Tripp Umbach’s modeling, the analysis is enhanced with customized components that capture longer-term and nontraditional impacts. For this study, those measures include charitable giving and volunteerism. This comprehensive approach reflects not only the immediate economic effects of LSUHS and OLHS, but also the lasting value they provide through strengthened communities and improved quality of life.

# Appendix C:

## Terms and Definitions

Study Year	Fiscal Year 2025: July 1, 2024, to June 30, 2025.
Total Economic Impact	The combined direct, indirect, and induced effects across the economy are generated by LSUHS and OLHS.
Direct Economic Impact	Spending by LSUHS and OLHS, its employees, and its patients and visitors.
Indirect Economic Impact	Re-spending by vendors and suppliers that provide goods and services to LSUHS and OLHS.
Induced Economic Impact	Household spending by employees whose wages are tied to LSUHS and OLHS generates activity in housing, retail, food, and other services.
Multiplier Effect	The added economic activity created when LSUHS and OLHS's direct spending circulates through local businesses and households.
Direct Employment	The total number of jobs directly supported by LSUHS and OLHS, including physicians, nurses, allied health professionals, researchers, administrative staff, and operations personnel.
Indirect Employment	Additional jobs created through LSUHS and OLHS's spending with vendors and suppliers. As these local businesses expand to meet demand, they hire more employees, generating a ripple effect across industries such as construction, transportation, and professional services.
Induced Employment	Jobs are sustained when LSUHS and OLHS employees, vendors, and suppliers spend their earnings in the local economy. This household spending supports employment in sectors such as retail, dining, housing, hospitality, and other community services.
State and Local Tax Impact	Government revenue is generated at the state and local levels through LSUHS and OLHS's operations. This includes taxes paid directly by the organization, as well as those generated through employee wages, household spending, and purchases made by vendors and suppliers that support LSUHS and OLHS.





# Appendix D:

## Tripp Umbach Qualifications

Founded in Pittsburgh, PA, and now headquartered in Kansas City, MO, Tripp Umbach is recognized as one of the nation's leading private consulting firms specializing in economic and community development. For 35 years, the firm has partnered with more than 1,000 healthcare, education, government, and corporate clients to advance the economic, social, and physical well-being of communities worldwide. Tripp Umbach has completed more than 500 economic impact studies for hospitals, health systems, and higher education institutions across the United States, as well as community assessments and economic development strategies.



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