

# Northfield Hospital + Clinics

Annual Report 2021



Care for the sick  
Nurture wellness  
Improve health  
of our communities





## The Marathon Continues

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2021 was, again, not the year we would have wished for in healthcare. The COVID pandemic continued to dominate our world, our communities, and our organization.

In some ways, the demand on community medical centers was more significant this year than when the pandemic began. More people were clinically appropriate to get care in local hospitals; in some cases, we were their only option.

The impact on health care workers evolved from a frantic sprint to an exhausting marathon.

I cannot overstate the deep gratitude I have for the teams at NH+C and their selfless efforts. The work is hard, stressful, and at times unrelenting. These folks, and their colleagues around the world, are this generation's standard bearers for public service.

One lesson from the pandemic is how valuable it is to have a hospital in the community. When there is a real crisis, hospitals are anchor institutions: open around the clock, serving everyone in need. Thriving hospitals, both in urban and rural settings, are a key safety net for all communities.

Unfortunately, as a society we have picked sides about nearly everything. I was hopeful that healthcare would be an exception, particularly during a healthcare crisis. Sadly, that has not been the case. We have been lauded and loathed throughout the year by individuals with wildly different beliefs about illness, treatment, prevention, vaccination. The result: Intense disagreements that have many times burdened our staff and frustrated their ability to care for patients, colleagues, and themselves.

There will be another worldwide pandemic at some point in the future. My hope is that we learned the lessons of the COVID pandemic, and that we can set aside more of our political and cultural disagreements than we did this time. I think we can do better.

Anticipating and preparing for the future is leadership's key responsibility. Even during this unprecedented interruption to normal operations, we have continued to add programs and locations as we strive to find new ways to meet the needs of our communities.

On behalf of our Board of Directors and the management team at NH+C, I offer thanks and gratitude to our care teams, their families, and our communities.

— Steve Underdahl  
CEO and President  
Northfield Hospital + Clinics

## FINANCIAL HIGHLIGHTS

During our second year of the pandemic, we began the year with most of our patient volumes related to COVID vaccination. As the year progressed, we started to see an uptick in surgeries and admissions – but not quite to pre-pandemic levels. At the same time, many departments were busier than they were before pandemic, as we experienced record levels of births and Emergency Department/EMS patients, plus double-digit growth in clinic visits.

With the increased patient volumes, NH+C realized a 19% increase in net patient revenue, aided by nearly \$3 million in federal grants. However, we also began experiencing some early inflationary increases in supply and utility costs, at the same time as increases in wages: With more health professionals leaving the profession, we needed to offer bonuses and other enticements to encourage staff to pick up shifts. Overall, our expenses increased by nearly 15%, and resulted in a \$2.7 million loss from operations.



# Northfield Hospital + Clinics

## Patient Trends 2017–2021

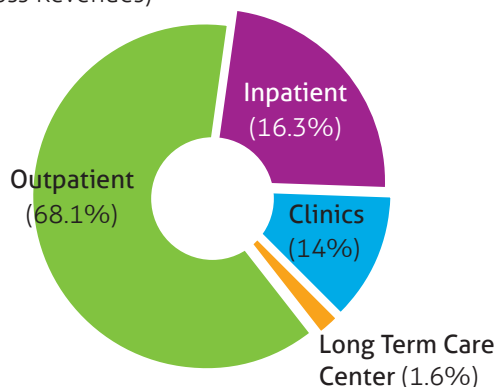
	2017	2018	2019	2020	2021
Outpatient Visits	54,157	54,143	51,924	40,553	70,122
Inpatient Admissions					
Hospital	2,423	2,492	2,187	1,909	2,105
Long Term Care Center	132	129	120	35	48
Births	541	550	505	491	594
Surgeries	3,164	2,933	2,921	2,360	2,667
Medical Imaging Procedures	29,388	29,845	30,717	27,824	33,240
Emergency Department Visits	11,787	11,876	11,793	10,471	12,577
Ambulance Transports	3,425	3,675	3,867	3,661	4,249
Clinic Visits	86,537	89,843	95,179	82,810	102,133

## Revenues

NORTHFIELD HOSPITAL + CLINICS REVENUES	2020	2021
Total Patient Revenue	\$ 220,656,565	\$ 271,396,645
Deductions from Revenue	(122,551,124)	(155,126,147)
Net Patient Revenue	98,105,441	116,270,798
Other Revenue	1,328,949	1,019,868
<b>Total Net Revenue</b>	<b>\$ 99,434,390</b>	<b>\$ 117,290,666</b>

## Service Activity in Dollars

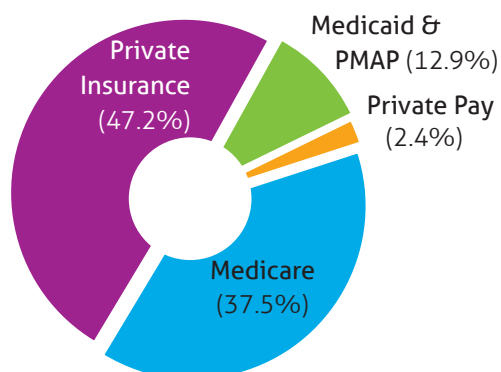
(Gross Revenues)



## Expenses

NORTHFIELD HOSPITAL + CLINICS EXPENSES	2020	2021
Employees Salaries and Benefits	\$ 60,168,931	\$ 64,225,117
Food, Drugs and Supplies	17,078,276	19,137,666
Purchased Services	13,796,660	16,542,064
Financing Costs	897,653	616,320
Depreciation and Amortization	5,819,026	6,195,562
Other	7,137,293	13,308,149
<b>Total Net Expenses</b>	<b>\$ 104,897,839</b>	<b>\$ 120,024,878</b>

## Sources of Gross Revenues



## Income

NORTHFIELD HOSPITAL + CLINICS INCOME	2020	2021
<b>Income/Loss from Operations</b>	<b>\$ (5,463,449)</b>	<b>\$ (2,734,212)</b>
Additional (expenses)/income related to future PERA obligations*	1,873,841	3,969,474
<b>Net Operating Income (Loss)</b>	<b>\$ (3,589,608)</b>	<b>\$ 1,235,262</b>

\*Current year allocated expense as required by GASB 68

<b>Net Operating Margin</b>	<b>- 3.6%</b>	<b>1.1%</b>
<b>Grant Revenue</b>	<b>\$ 8,084,750</b>	<b>\$ 3,444,580</b>



# Northfield Hospital + Clinics Community Benefit Summary

Community Benefits Reported to the Minnesota Hospital Association for its annual publication: *Minnesota Hospitals: Serving and Strengthening Our Communities*

	2019	2020	2021
Financial assistance (charity care)	\$ 91,893	\$ 88,205	\$ 29,227
Costs in excess of Medicaid payments	4,259,835	4,228,548	4,401,867
Costs of other means-tested government programs	1,415,595	1,017,957	1,354,469
Community health improvement services and community benefits operations costs	344,299	293,788	328,643
Subsidized health services	2,285,861	1,940,975	1,177,028
Cash and in-kind contributions for community benefit	203,250	80,000	132,119
<b>Total Cost of Community Benefits</b>	<b>\$ 8,600,733</b>	<b>\$ 7,649,473</b>	<b>\$ 7,423,353</b>
<b>Percentage of total operating budget</b>	<b>7.8%</b>	<b>7.4%</b>	<b>6.4%</b>

## Other Community Contributions

Community-building activities	\$ 409,626	\$ 297,435	\$ 425,042
Other care provided without compensation (bad debt)	2,822,419	1,577,301	1,754,548
Costs in excess of Medicare payments	16,217,422	13,995,808	15,687,321
Discounts offered to uninsured patients	1,761,962	1,597,631	1,538,200
Taxes and fees	353,131	352,605	352,939
<b>Total Value of Community Contributions</b>	<b>\$ 30,165,293</b>	<b>\$ 25,470,253</b>	<b>\$ 27,181,403</b>

## Essential Services

*Northfield Hospital + Clinics provides a wide range of additional services that meet emergency needs in the communities we serve.*

- + Ambulance Service
- + Emergency Department
- + Urgent Care (Lakeville)
- + 24-hour access to Diagnostic Imaging and Laboratory services
- + 24-hour access to General Surgeons
- + Birth Center
- + Home Care
- + Hospice

## Economic Impact

	2020	2021
Wages and Benefits Paid	\$58.30 million	\$64.23 million
Goods and Services Purchased	\$36.21 million	\$34.77 million
Number of Employees	795	782

## Support for Community Programs

*NH+C is committed to being a strong community partner. We invest in organizations and programs that extend our mission of care, and serve the health and wellness of our communities. NH+C made financial contributions totaling \$205,032 in 2021.*

SUPPORTED ORGANIZATIONS: All Seasons Community Services food shelf (Kenyon), City of Northfield Parks & Recreation, Community Action Center (Northfield and Faribault), Fifty North, Healthy Community Initiative (HCI), HealthFinders, HOPE Center, Infants Remembered in Silence, Laura Baker Services Association, Lonsdale Area Food Shelf, Meals-On-Wheels, Northfield Area Family YMCA, Northfield Area Fire & Rescue Squad, Northfield Promise, Northfield School District, Northfield Union of Youth, Ruth's House, and 360 Communities food shelves (Lakeville and Farmington).

# Year in Review

## 2021-2022 PANDEMIC TIMELINE

<b>January 2021</b>	Vaccination for healthcare workers begins Hospital begins allowing some visitors
<b>February</b>	Vaccination for the public begins: February for 72+; March for 65+, then 16+ <i>NH+C delivers over 25,000 doses to community members via dedicated clinics, Feb-June</i>
<b>April</b>	Vaccination waitlist opens in five languages
<b>May</b>	Vaccination begins for ages 12+
<b>June</b>	Visitor restrictions loosen for hospital and Long Term Care Center
<b>July</b>	Delta surge causes increase in hospitalizations (through September) Express Care Clinic reopens
<b>August</b>	FDA approves Pfizer vaccine (beyond emergency use authorization) Visitor restrictions tighten up as Delta spreads
<b>September</b>	Flu season begins, complicated by COVID Booster shots begin <i>Recommended for 65+ in October; extends to 18+ in November</i>
<b>October</b>	Express Care Clinic closes temporarily
<b>November</b>	Vaccination begins for ages 5+
<b>December</b>	Omicron surge begins Emergency Department, clinics see record numbers of patients NH+C stands up monoclonal antibody treatment clinic in EMS
<b>March 2022</b>	NH+C's Medical/Surgical care team celebrated with James Pelkey as he was discharged home after 45 days in the hospital with COVID. Many NH+C staff were part of James' care, from our hospitalists and nurses to respiratory therapy, rehabilitation services and social services.



# New providers and services

The **Wound Healing Center** opens in March, bringing specialized care for chronic wounds to the region. Providers and staff have specialized training in treating difficult-to-heal wounds. State-of-the-art treatments including hyperbaric oxygen therapy, debridement, topical wound therapy, growth-factor therapy, tissue therapy, dressing selection, and patient education. Each patient receives a personalized wound treatment program. NH+C's Wound Healing Center **hits the Top 10 nationally in its first nine months**: Named #9 among 600 Healogics centers in U.S. for 2021, based on healing rates and patient satisfaction.

**eCare** launches in March: An easy way to get care for common ailments and illnesses on your phone or computer. Patients get quick care by simply filling out an eCare interview, then get a diagnosis and treatment plan delivered in 1-2 hours. No appointment, video chat, or app download required. NH+C's eCare fields 228 patient interviews in 2021 (March-December).

The **Farmington Clinic** adds morning walk-in care in April, offering an easy option for quick care before school or work.



The **Kenyon Clinic** opens in October, led by **Chris Werner, CNP, APRN**. The full-service and full-time primary care clinic provides convenient, consistent, reliable care to the Kenyon community, with day and evening hours. Chris is a board-certified nurse practitioner, with experience in Family Medicine and Urgent Care. She's also a farmer, and passionate about rural healthcare: "My life is about daily commitments – feeding calves, doing chores, caring for family," Chris says. "I thrive on that continuity. It's about being the person there when people need you, day in and day out."

**Women's Health Center** welcomes (back) Nurse Practitioner **Christie Brockman, DNP, APRN, WHNP-BC** as a primary care provider offering a full range of care. As a triage nurse (until 2020), Christie was a key member of the care team at the Women's Health Center. Now as a nurse practitioner, Christie provides holistic care for people in all walks of life, with compassion . . . and without judgement: "I hope my patients feel comfortable expressing whatever is on their minds, so I can help them meet their healthcare needs."



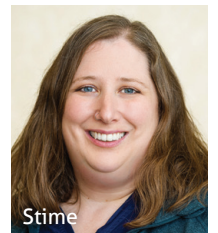
**Rehabilitation Services** welcomes several physical therapists throughout the year, including **Nic Kramer, DPT; Katie Olson, DPT; Angela Redepinning, DPT; Lisa Neitge, DPT;** and Corey **Tynan, DPT;** plus athletic trainer **Malachi Bedgood**.



Hospitalist **Berit Amundson, MD** joins NH+C in October, part of NH+C's expansion of its hospitalist program that has grown to seven hospitalists in 2022. They lead a multi-discipline team that brings a range of expertise to tailor care for each patient's best healing in the hospital, and later at home.

NH+C introduces **eHospitalist care** in fourth-quarter 2021, partnering with Avel eCare to provide hospitalist care with the swipe of a screen. Avel's intensivists are based in Sioux Falls, SD and communicate directly with patients and staff virtually: an iPad on wheels is brought to the bedside, and the hospitalist talks with the patient and nursing staff in real time. NH+C uses Avel for hospitalist coverage at night. Emergency Department doctors take charge for any hands-on emergencies.

Nurse navigators **Anya Sibunka, RN** and **Katie Stime, RN** step in as breast care navigators for patients of the **Breast Care Center**.



## JOSE FULCO, MD RETIRES



NH+C said a special farewell in June 2021: Our senior General Surgeon **Jose Fulco, MD** retired after 30 years as a surgeon . . . and 16 years creating and leading NH+C's General Surgery department. Dr. Fulco came to NH+C in 2005 – a time of growth at the newly built hospital, with fledgling practices in Orthopedics and OB/GYN, plus the beginnings of primary care. General Surgery was a whole new venture for NH+C. As Northfield's lone general surgeon, Dr. Fulco provided 24/7 emergency surgery coverage – alone – for six months. He recruited surgeon Chris Nielsen, MD in 2010; together, they led the development of endoscopy and the Surgery Center, plus the Breast Care Center that Dr. Fulco championed. With the addition of surgeons Katya Erickson, MD; Ellie Cohen, MD; and Ashley Marek, MD – Dr. Fulco has left the surgery practice in good hands.

# Do the Next Right Thing

DO THE NEXT RIGHT THING is a simple philosophy that extends our culture of excellence. It empowers every individual to act as an owner, and take responsibility for the experience of each of our guests and each other. The next right thing has been all around us and within us in 2021 as we meet the unrelenting demands of pandemic.

Care for our patients and residents, for our community – and for each other – has never been harder, or more vital.

The colleagues we honored this year represent the many who have gone above and beyond, found new ways to adapt without compromising excellence, and kept the humanity in healthcare.

## Mary Myos, Casi Otte & Kayla Zandstra brought peace.

The husband was a hospice patient nearing the end of life. His wife of 60 years had a fall that injured her brain. A team of nurses brought them together for their final hours. Mary Myos was charge nurse in Med/Surg when a call came from the ED to admit the woman for end-of-life care. Her husband was getting nursing care at home. Hospice nurse Kayla Zandstra asked if they could keep the couple together. Together with House Supervisor Casi Otte, they made it happen. Using the biggest room on Med/Surg, they pushed two beds together . . . then took the side rails down so the couple could hold hands. The couple passed away 48 hours apart. "This is what we're here for," Casi says. "This is why we do what we do every single day, even during COVID times, the difficult times. This is what makes it all worth it."



## Lynette Marks stitched community together.

When PPE shortages early in the pandemic threatened staff safety, Lynette deconstructed a surgical mask . . . then led a team of volunteers to construct 18,000 more. Lynette is a surgical nurse . . . and a seamstress. (And a MacGyver.) She created a sewing pattern for a three-ply mask, then repurposed surgical wrap – a two-ply, tightly woven fabric used to wrap sterile instruments for surgery. Voila: a safe mask that can be sterilized and used over and over again. Lynette and a friend recruited over 80 volunteers to produce masks at home. "Everybody was frightened, and wanted to help out. This was a way they could help the frontline people," Lynette says.

## Jerry Ehn and Andy Yurek keep us going.

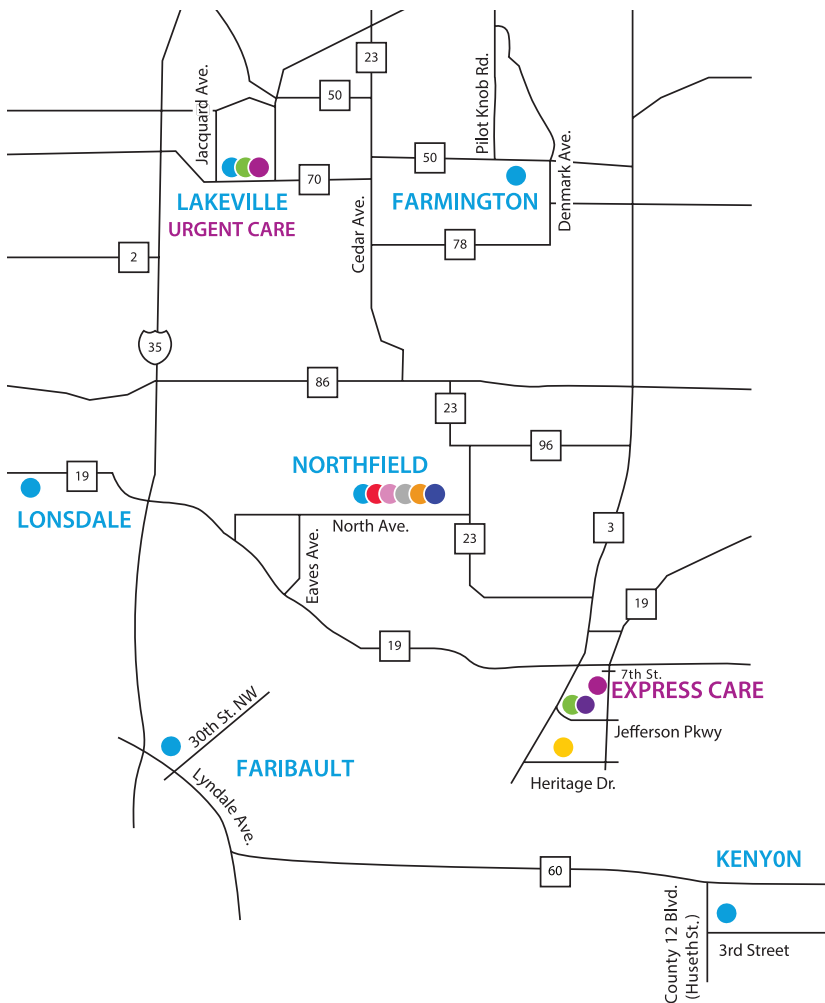
Since the pandemic began in early 2020, Jerry and Andy have been at the helm. They're part of the core team leading NH+C's COVID-19 response . . . and they'll tell you they're just two members of the entire NH+C team that's been working so hard, for so long, to care for patients, residents, and workforce throughout this extraordinary time. Jerry and Andy represent all staff who Do the Next Right Thing, again and again, to meet the unrelenting challenges of this era. They give calm, consistent leadership that keeps up going, whatever comes next. "Our people have stepped up time and time again, because this is at our core: To be the person that can fill the need, for the organization or the community," Andy says. "That's why many of us got into healthcare in the first place: To be the person that can touch those next to us and help them get better."





# Northfield Hospital + Clinics

2000 North Avenue, Northfield MN 55057



## OUR SERVICES

### Northfield Hospital

- + Birth Center
- + Breast Care Center
- + Cancer Care & Infusion Center
- + Endoscopy
- + Long Term Care Center
- + Sleep Center
- + Surgery Center
- + Wound Healing Center

### Clinics

- + Faribault Clinic
- + Farmington Clinic
- + Kenyon Clinic
- + Lakeville Clinic
- + Lonsdale Clinic
- + Northfield Clinic
- + Orthopedic Clinic
- + Urgent Care (Lakeville)
- + Women's Health Center

### Services

- + Emergency Medical Services
- + Home Care
- + Hospice
- + Northfield Eye Physicians & Surgeons
- + Rehabilitation Services (Northfield and Lakeville)

[northfieldhospital.org](http://northfieldhospital.org)

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