Care for the sick
Nurture wellness
Improve health of our communities
In 2017, Northfield Hospital + Clinics continued our mission to care for the sick, nurture wellness, and improve the health of our communities.

In an environment of uncertain public health policy, significant financial pressures and a rapidly changing competitive environment, our focus remains on the reason we exist: caring for our patients, and our communities.

There are few industries that change as rapidly and experience as much uncertainty as healthcare. We do our best to adapt to the changing circumstances in whatever way we can to meet our communities’ needs, now and for generations to come.

The team at NH+C is the secret sauce to our success. Adapting to a rapidly changing, multi-faceted landscape can be exhausting work. Our team continues to do it well, striving always to deliver the best possible patient care and patient experience.

We continue our commitment to the idea of meeting people where they are, beyond caring for them at our campuses. We continue our strategic partnership with HealthFinders to serve patients that might not otherwise receive health care. We recently opened an Express Care Clinic in downtown Northfield on a campus shared with Sterling Pharmacy and HealthFinders. We believe we are better able to accomplish our mission when we combine our efforts with good partners whose services complement ours.

I encourage you to get to know NH+C. In an environment of big challenges and sometimes chaotic change, we strive to be the stable, reliable health resource for our friends and neighbors across all the communities we serve.

— Steve Underdahl  
CEO and President  
Northfield Hospital + Clinics
Northfield Hospital + Clinics saw continued growth in patient volume across several departments, including the Emergency Department (up 7%) and clinics (up 3%). At the same time, a significant shift in payer mix to more Medicare coverage (38.5% of 2017 gross revenue, up 10% from 2016) had a pronounced impact, driving deductions up and shrinking net patient revenue to a modest 3.7% increase over 2016, despite a 7.2% increase in total patient revenue.

Expenses increased 7% in 2017, led by drugs and supplies (up 13%). With operating expenses up 7% and total net revenue up only 3.4%, NH+C eked out a 1.2% operating margin. That enabled NH+C to reinvest in new technology and equipment to ensure quality patient care and long-term sustainability.
Community Benefits Reported to the Minnesota Hospital Association for its annual publication: *Minnesota Hospitals: Serving and Strengthening Our Communities*

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assistance (charity care)</td>
<td>$136,825</td>
<td>$82,388*</td>
<td>$153,515</td>
</tr>
<tr>
<td>Costs in excess of Medicaid payments</td>
<td>$3,788,838</td>
<td>$4,547,196</td>
<td>$4,725,892</td>
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<tr>
<td>Costs of other means-tested government programs</td>
<td>$1,212,476</td>
<td>$1,391,554</td>
<td>$1,363,913</td>
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<tr>
<td>Community health improvement services and community benefits operations costs</td>
<td>$516,178</td>
<td>$521,639</td>
<td>$536,962</td>
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<tr>
<td>Subsidized health services</td>
<td>$2,571,172</td>
<td>$2,605,779</td>
<td>$2,849,496</td>
</tr>
<tr>
<td>Cash and in-kind contributions for community benefit</td>
<td>$218,315</td>
<td>$344,022</td>
<td>$187,875</td>
</tr>
<tr>
<td><strong>Total Cost of Community Benefits</strong></td>
<td><strong>$8,443,804</strong></td>
<td><strong>$9,492,578</strong></td>
<td><strong>$9,817,653</strong></td>
</tr>
<tr>
<td>Percentage of total operating budget</td>
<td>9.6%</td>
<td>9.3%</td>
<td>9.1%</td>
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Other Community Contributions

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>Community-building activities</td>
<td>$377,934</td>
<td>$357,255</td>
<td>$411,178</td>
</tr>
<tr>
<td>Other care provided without compensation (bad debt)</td>
<td>$1,594,120</td>
<td>$2,253,835</td>
<td>$2,335,223</td>
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<tr>
<td>Costs in excess of Medicare payments</td>
<td>$11,367,618</td>
<td>$15,240,165</td>
<td>$17,286,809</td>
</tr>
<tr>
<td>Discounts offered to uninsured patients</td>
<td>$1,374,835</td>
<td>$1,582,065</td>
<td>$1,544,678</td>
</tr>
<tr>
<td>Taxes and fees</td>
<td>$386,208</td>
<td>$356,023</td>
<td>$344,424</td>
</tr>
<tr>
<td><strong>Total Value of Community Contributions</strong></td>
<td><strong>$23,544,519</strong></td>
<td><strong>$29,281,921</strong></td>
<td><strong>$31,739,965</strong></td>
</tr>
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*(Medicare expansion under the Affordable Care Act increased coverage and decreased the need for charity care. (Reported using guidelines from the Minnesota Hospital Association)*

**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**

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<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
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<tbody>
<tr>
<td>Wages and Benefits Paid</td>
<td>$57.61 million</td>
<td>$62.26 million</td>
</tr>
<tr>
<td>Goods and Services Purchased</td>
<td>$33.92 million</td>
<td>$37.17 million</td>
</tr>
<tr>
<td>Number of Employees</td>
<td>815</td>
<td>840</td>
</tr>
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**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 and in-kind contributions totaling $187,875 in 2017.*

Supported Organizations: City of Northfield Parks & Recreation, Community Action Center, Healthy Community Initiative (HCl), HealthFinders, HOPE Center, Infants Remembered in Silence, Laura Baker Services Association, Lonsdale Area Food Shelf, Meals-On-Wheels, Northfield Area Family YMCA, Northfield Area United Way, Northfield School District, Northfield Senior Center, Ruth’s House, and 360 Communities.
New Providers

**Staff additions expand services**

In 2017, NH+C welcomed six new providers to our clinics – three in Women’s Health, one pediatric specialist, and two primary-care nurse practitioners.

**April Fitzloff, PA-C** is a Certified Physician Assistant who sees women of all ages at the Women’s Health Center in Northfield and the Lakeville Clinic. Fitzloff joined the Women’s Health Center from NH+C’s Farmington Clinic. She has 20 years’ experience as a physician assistant, and is board-certified by the National Commission on Certification of Physician Assistants.

**Jill Galassi, APRN, WHNP-BC** is an OB/GYN Nurse Practitioner who sees patients at the Women’s Health Center and the Farmington Clinic. She has 18 years’ experience, and joined NH+C from Minnesota Perinatal Physicians in Minneapolis and St. Paul.

**Sara Gergen, MSN, CPNP-PC, NNP-BC** is a neonatal nurse practitioner who cares for newborns in the Birth Center, and sees children of all ages at the Northfield Clinic. With Sara’s extensive training and experience in neonatal intensive care, the Birth Center expands critical care for babies who have health problems at birth – giving parents more options to keep a fragile newborn close to home.

**Shannon Lau, MD, FACOG** is an OB/GYN who sees women of all ages at the Women’s Health Center and the Lonsdale Clinic. Dr. Lau joined NH+C with eight years’ experience in OB/GYN medicine. She is board-certified by the American Board of Obstetrics and Gynecology and a Fellow of the American Congress of Obstetricians and Gynecologists.

**Sarah Lybarger, PA-C** is a Certified Physician Assistant who sees patients of all ages in the Lakeville Clinic. Sarah has experience in emergency medicine, and is board-certified by the National Commission on Certification of Physician Assistants.

**Mukti Patel, PA-C** is a Certified Physician Assistant who sees patients of all ages in the Farmington Clinic. Mukti joined NH+C with 13 years’ experience as a Certified Physician Assistant, primarily in Family Medicine.

Also new in 2017 (and early 2018) are three leaders in key patient-care roles: Director of Surgical Services & Endoscopy **Cheryl Langford, MSN, RN, CNOR**; Breast Care Navigator **Patty Kark, RN**; and Birth Center Director **Lisa Bauer, RN**.

**Awards and Recognition**

**“Top Doctor,” plus top ratings for quality care**

**Jose Fulco, MD** was honored among leading surgeons in *Minnesota Monthly*’s annual “Top Doctors” feature . . . the only Northfield doctor on the prestigious list of physicians in the Twin Cities and beyond.

**Farmington Clinic** was recognized for delivering exceptional quality outcomes for patients with depression, through the statewide Minnesota Bridges to Excellence program.

**Long Term Care Center** earned a 5-star rating – the most stars possible – from CMS, Centers for Medicare & Medicaid Services. This is the seventh year in a row that the LTCC has received a 5-star rating. CMS scores nursing homes on health inspections; staffing; and quality of resident care (based on 11 physical and clinical care measures).

**ACO Prepares NH+C for the Future of Healthcare**

NH+C began participating in an ACO (Accountable Care Organization), a collective of similar-sized healthcare organizations committed to improving health and making care more affordable. The ACO model prepares health systems for new reimbursement models based on wellness and health. These payment models replace fee-for-service, instead tying reimbursement to quality measures designed to improve health, reduce the cost of care, and increase patient satisfaction. As of January 2018, NH+C is part of an ACO led by Caravan Health, with member healthcare organizations from west central Minnesota and Idaho.
ASHA GREETS EVERY PATIENT at Rehabilitation Services with a smile. During holidays, she also asks how they’re doing, because holidays are hard for some. One patient told Asha she’d be spending Thanksgiving at home with her cat. Asha asked, “Would it be okay if somebody delivers a meal to you?” And while she was in therapy, Asha figured out how to make it happen: “I wanted an answer for her by the time her appointment was done.” Asha arranged for Laura Baker Services Association to deliver a meal. The patient was delighted. Asha’s lesson: You can offer to help before you’ve figured out how to make it happen.

Mellissa Buchta

AS A PATIENT SERVICE REPRESENTATIVE in the Women’s Health Center, Mellissa helped a patient with a high-risk pregnancy who didn’t have a ride for an important appointment: Mellissa drove the patient herself. (Then Mary Jo Futhey, PSR Supervisor of the Northfield Clinic, drove the patient home.) When another patient (not high-risk) called to cancel because she didn’t have a ride, Mellissa drove her – with two kids in tow – to the clinic and then back home. Giving rides is a common extension of the spirit of care across NH+C. “Just put yourself in the other person’s shoes,” Mellissa says. “Then do what you can to help.”
Laura Daily

LAURA HELPS PATIENTS SIGN UP and use the MyHealth Info online portal. For some, the technology is daunting. As she helped an older patient over the phone, he asked, "Do you make house calls?" Turns out, she does. At his home, Laura set up his account and helped him practice using it. "Then he introduced me to his wife, and showed me pictures of their wedding and their home country," says Laura, who set up an account for his wife the next day. (Over the phone.) Sometimes patients ask for help in unusual ways. Laura simply responds – meeting patients at their level, and their pace: "You need to forget that you’re in a hurry and busy. Take the time to listen to the patient."

Northfield Hospital + Clinics honored four employees with Exceptional Service Awards in 2017, part of our Do The Next Right Thing initiative that empowers every individual to help provide the best experience possible for patients, guests, and each other.

Monica Brockton

MONICA MAKES A SPECIAL DELIVERY for residents of the Long Term Care Center on Christmas and Valentine’s Day. As she sets the dining room tables for lunch on holidays, Monica puts a handmade card at each place. "When the residents come to eat lunch, they have a card there," Monica says. "A card will cheer anyone up, even if it’s not handmade." Monica also packs Meals on Wheels meals for delivery, and added Christmas cards there, too: "It’s nice to reach out to people at that time of year." Monica shows that a personal touch enriches everyday interactions for patients and residents. Her advice: "Just do something nice when you can."
OUR SERVICES

Northfield Hospital
+ Birth Center
+ Breast Care Center
+ Cancer Care & Infusion Center
+ Endoscopy
+ Long Term Care Center
+ Sleep Center
+ Surgery Center

Clinics
+ Northfield Clinic
+ Farmington Clinic
+ Lakeville Clinic
+ Lonsdale Clinic
+ ENT Clinic – Faribault
+ Express Care Clinic

Services
+ Emergency Medical Services
+ Home Care
+ Hospice
+ Northfield Eye Physicians & Surgeons
+ Rehabilitation Services (Northfield and Lakeville)
+ Summit Orthopedics
+ Urgent Care (Lakeville)
+ Women’s Health Center

northfieldhospital.org

OUR MISSION  +  Care for the sick  +  Nurture wellness  +  Improve health of our communities