



*Care for the sick*  
*Nurture wellness*  
*Improve health of  
our communities*





# A Year of Compound Challenges

## Board of Directors 2022

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We hoped for a chance to catch our breath in 2022 after two frantic years of COVID.

Instead, we faced a new set of challenges, a complex combination of factors that compounded each other: record numbers of patients; too few workers; high labor costs; supply shortages and inflation; and changes in payer mix that often didn't cover the cost of care.

We saw more and sicker patients, with record numbers in the Emergency Department, Urgent Care clinics and hospital in-patient, especially during the "triple-demic" of COVID, influenza, and RSV — earlier, longer, and more virulent than typical cold & flu season.

Other hospitals were overwhelmed too, limiting our ability to transfer patients who needed higher levels of care, or a nursing home bed — in short supply due to staffing shortages. Unable to move patients to more appropriate levels of care, beds became scarce for new patients with emergencies like heart attack or stroke, or scheduled surgeries.

That systemwide roadblock is hard on patients, hard on staff, and hard on healthcare systems overall.

Increased demand was exacerbated by a chronic, persistent workforce shortage. With fewer staff to provide more care, we relied on dedicated staff to take extra shifts — incurring high costs for overtime, retention bonuses and other compensation.

Meanwhile, we updated our Electronic Health Records system — a major transition that affects nearly all staff in their daily work. EHR is the computer system that manages all patient records, plus much of the information generated by medical equipment in the hospital and clinics. The process was underway for a year and a half to prepare for the transition. Then, staff across all hospital and clinic departments trained and prepared for several months before the new system went live in July. We continue to adapt and fine-tune our EHR — with sustained demands on staff's time and energy.

Throughout these challenges, we must always have one eye on the horizon on how to best care for the communities that rely on us — to serve them now, and into the future for generations to come.

It's been a long haul for healthcare workers, worn out in body and spirit — and still committed to caring for our community. They are this generation's standard bearer for public service. We owe them our gratitude.

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

## 2022 FINANCIAL HIGHLIGHTS

The organization continued to see volumes get closer to pre-pandemic levels, including hospital admissions and surgeries. At the same time, many departments were busier than they were before the pandemic, as we experienced record levels of Emergency Department visits and imaging procedures. Outpatient and clinic visits took a step back from 2021, but still had significant growth compared to prior years.

With the increased patient volumes, NH+C realized a 2% increase in net patient revenue, aided by nearly \$1.3 million in federal grants. However, we also experienced 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 hire travelers while also offering bonuses and other enticements to encourage staff to pick up shifts. Overall, our expenses increased over 7%, and resulted in a \$9.1 million loss from operations.

# Northfield Hospital + Clinics

## Patient Trends

	2017	2018	2019	2020	2021	2022
Outpatient Visits	54,157	54,143	51,924	40,553	70,122	63,494
Inpatient Admissions						
Hospital	2,423	2,492	2,187	1,909	2,105	1,967
Long Term Care Center	132	129	120	35	48	39
Births	541	550	505	491	594	541
Surgeries	3,164	2,933	2,921	2,360	2,667	2,773
Medical Imaging Procedures	29,388	29,845	30,717	27,824	33,240	35,127
Emergency Department Visits	11,787	11,876	11,793	10,471	12,577	13,561
Ambulance Transports	3,425	3,675	3,867	3,661	4,249	3,938
Clinic Visits	86,537	89,843	95,179	82,810	102,133	100,428

## Revenues

	2020	2021	2022
Total Patient Revenue	\$ 220,656,565	\$ 271,396,645	\$ 297,023,362
Deductions from Revenue	(122,551,124)	(155,126,147)	(178,483,159)
Net Patient Revenue	98,105,441	116,270,798	118,540,203
Other Revenue	1,328,949	1,019,868	1,163,463
<b>Total Net Revenue</b>	<b>\$ 99,434,390</b>	<b>\$ 117,290,666</b>	<b>119,703,666</b>

## Expenses

	2020	2021	2022
Employees Salaries and Benefits	\$ 60,168,931	\$ 64,225,117	\$ 77,341,963
Food, Drugs and Supplies	17,078,276	19,137,666	19,822,781
Purchased Services	13,796,660	16,542,064	18,167,559
Financing Costs	897,653	616,320	793,347
Depreciation and Amortization	5,819,026	6,195,562	6,103,555
Other	7,137,293	13,308,149	6,552,402
<b>Total Net Expenses</b>	<b>\$ 104,897,839</b>	<b>\$ 120,024,878</b>	<b>\$ 128,781,607</b>



# Northfield Hospital + Clinics

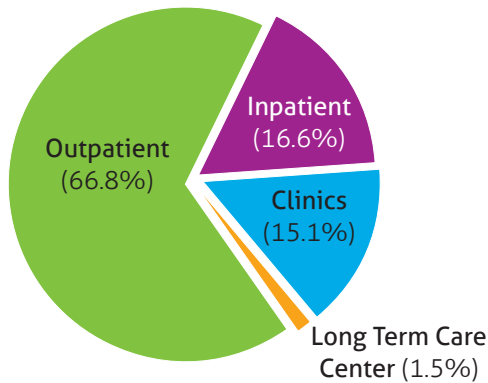
## Income

	2020	2021	2022
<b>Income/Loss from Operations</b>	<b>\$ (5,463,449)</b>	<b>\$ (2,734,212)</b>	<b>\$ (9,077,941)</b>
Additional (expenses)/income related to future PERA obligations*	1,873,841	3,969,474	(3,603,747)
<b>Net Operating Income (Loss)</b>	<b>\$ (3,589,608)</b>	<b>\$ 1,235,262</b>	<b>\$ (12,681,688)</b>
<b>Net Operating Margin</b>	<b>- 3.6%</b>	<b>1.1%</b>	<b>-10.6%</b>

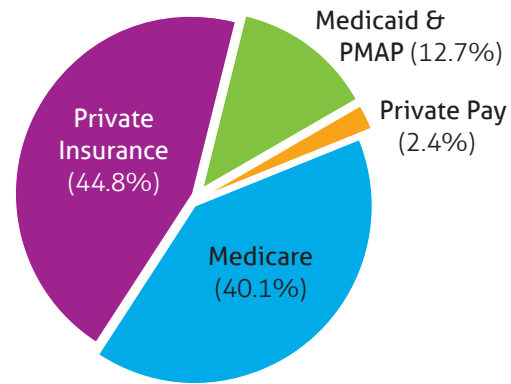
\*Current year allocated expense as required by GASB 68

## Service Activity in Dollars

(Gross Revenues)



## Sources of Gross Revenues



## Community Benefit Summary

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

	2020	2021	2022
Financial assistance (charity care)	\$ 88,205	\$ 29,227	\$ 167,087
Costs in excess of Medicaid payments	4,228,548	4,401,867	6,121,064
Costs of other means-tested government programs	1,017,957	1,354,469	1,193,229
Community health improvement services and community benefits operations costs	293,788	328,643	415,874
Subsidized health services	1,940,975	3,017,421	2,986,341
Cash and in-kind contributions for community benefit	80,000	132,119	200,587
<b>Total Cost of Community Benefits</b>	<b>\$ 8,600,733</b>	<b>\$ 9,263,746</b>	<b>\$ 11,084,182</b>
<b>Percentage of total operating budget</b>	<b>7.8%</b>	<b>8.0%</b>	<b>8.4%</b>

### Other Community Contributions

Community-building activities	\$ 297,435	\$ 425,042	\$ 493,109
Other care provided without compensation (bad debt)	1,577,301	1,754,548	2,991,799
Costs in excess of Medicare payments	13,995,808	15,687,321	23,293,851
Discounts offered to uninsured patients	1,597,631	1,538,200	1,554,982
Taxes and fees	352,605	352,939	357,754
<b>Total Value of Community Contributions</b>	<b>\$ 25,470,253</b>	<b>\$ 27,181,403</b>	<b>\$ 39,775,677</b>

# Northfield Hospital + Clinics

## Economic Impact

	2020	2021	2022
Wages and Benefits Paid	\$58.30 million	\$64.23 million	\$77.34 million
Goods and Services Purchased	\$36.21 million	\$41.45 million	\$43.70 million
Number of Employees	795	782	824

## 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 and Northfield)
- + 24-hour access to Diagnostic Imaging and Laboratory services
- + 24-hour access to General Surgeons
- + Birth Center + Home Care + Hospice

## 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 \$200,587 in 2022.

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).

## New providers and services

Specialized **back, neck and spine care** began in April 2022 in the Orthopedic Clinic in Northfield with a multi-disciplinary team of spine surgeons, doctors and physical therapists experienced with back and neck care. Led by **Dr. Monty Seper** and **Dr. Jeff Meland**, the team designs custom treatment plans including non-surgical options. Patients who would benefit from surgery are referred to spine surgeons Dr. Amir Mehdod and Dr. Benjamin Mueller through NH+C's partnership with Twin Cities Spine Center. Allina physician Scott Koehler, MD provides injections; nine physical therapists on NH+C's Rehabilitation Services staff bring specialized training in spine and neck care.



**Northfield Hospital Foundation** launched in April, helping Northfield Hospital to exceed the normal boundaries of care for those touched by emergencies, illness, childbirth, long term care, and end of life. While healthcare is mostly funded through insurance and other sources, some needs are not covered. Gifts to the Foundation can help pay for patient care items, services, and equipment that enhance care.



**Urgent Care Northfield** opened in September 2022, providing walk-in care from providers experienced in emergency medicine. Located on Hwy 3, convenient to Faribault and Northfield, the clinic has imaging and lab on-site. Urgent Care providers can give referrals and help schedule appointments with specialists (such as orthopedics and ENT). Walk in with a problem, walk out with a plan.

Pediatric nurse practitioner **Niki Feran**, APRN, PNP joined the peds team in June 2022. She brings 22 years of experience as a nurse at a specialty pediatric hospital and clinic. Niki takes a collaborative approach with her patients – and their parents. "I believe providers and families should work together equally to create the best possible outcome for the children," she says. Niki sees patients in the Northfield, Farmington and Lakeville clinics.



## New providers and services

**Midwifery** expanded at the Birth Center and Women's Health Center, offering more options for more women to have a certified nurse midwife deliver their baby. The Birth Center now offers 24/7 care – so whenever labor begins, a midwife is available. The midwives also provide pre-natal care in the Women's Health Center. **Brittany Cordes**, APRN, CNM began in March 2022; **Janelle Dahl**, APRN, CNM began in May 2022. They joined Jessica Bohren, APRN, CNM to round out the midwifery practice.



The Farmington Clinic welcomed two new family medicine providers in September. **Adrienne Westmoreland**, DO takes a holistic view when working with patients: "Truly treating the whole patient has always been important to me. There are so many aspects of a patient's life that affect their health," Dr. Westmoreland says. **Jeni Robinson**, MD is an approachable, responsive doctor who wants to partner with – and advocate for – her patients. "From my own experience raising a medically high-needs child, I have seen how uncoordinated and detached the healthcare system can feel," Dr. Robinson says. "I want to listen to you, especially if you've felt unheard, and I want to help organize your care if the complexity feels overwhelming."



The Women's Health Center welcomed two OB/GYN physicians in September 2022.

**Ngoc Vu**, MD believes in meeting women wherever they are in their lives. From delivering babies to menopause, Dr. Vu offers expert care focused on the whole person. "The more you know about the factors that affect a person's life, the better you can find a solution for them. When people know they have options, they feel empowered," Dr. Vu says.

**Cristina Gonzalez-Mendez**, MD, FACOG, returned to the Women's Health Center, caring for women of all ages. "The most important thing for me is to make my patients feel they are my priority," says Dr. Gonzalez-Mendez. "I will always pursue the safest environment and up-to-date treatments to create a meaningful lifelong relationship."

**Rehabilitation Services** added two physical therapists: **Taylor Quandt**, DPT joined NH+C in May 2022. "I enjoy working as a team with patients of all ages to help maximize their full movement potential," Taylor says. **Vanessa Yeager**, DPT joined in November 2022. "I love getting to watch my patients reach their goals, whether that is becoming more independent, recovering after surgery, or living a pain-free life," Vanessa says.



## Do the Next Right Thing

*NH+C honors select employees each year as part of our Do the Next Right Thing initiative that empowers every individual on staff to help provide the best experience possible for patients, guests, and each other.*



### A small circle provided tender care at the end of life ... and afterwards.

**Mary Freiermuth**, **Eileen Nitz** and **Tamara Beebe** didn't set out to care for the patient's husband. It unfolded naturally as the two nursing assistants cared for his wife. The elderly patient was admitted to Med/Surg, weak and on oxygen. Her husband was alone at her bedside.

Mary and Eileen alternated staying in the room with him throughout his wife's final hours. They made sure he had someone with him when he wanted that, and had privacy when he preferred it. They brought him two meals: One for now, and one to have at home later. "When she passed away, he was in shock," Mary recalls. "He said that he didn't know what to do, who to call, or even how to call a funeral home. He wondered how he would sleep that night, all by himself. It was so sad."

Healthcare teams are used to seeing family and friends create a circle of support when a loved one dies. Mary, Eileen and social worker Tamara stepped in to create that circle, providing practical and emotional care for this devoted husband. "Treat people the way you want to be treated, even if they're difficult or grieving," Tamara says. Because care goes beyond the bedside ... and sometimes, beyond the patient.

## Tasha Patrick set a table for two.

It was the hospice patient and his wife's anniversary. It would be their last one together.

The Long Term Care Center traditionally serves anniversary meals for residents. This one was different. "We wanted to help them celebrate in a way that felt special, and comfortable to them," Tasha says. She brought in a menu from their favorite restaurant, Tokyo Grill, and said, "We'd like to treat you to your anniversary meal here."

Tasha arranged their dinner — plus cupcakes, fresh flowers, piano music, and a table set with white linens in the privacy of the LTCC lounge. "It was my honor to be able to do this for them," Tasha says. As Activities Coordinator for LTCC Life Enrichment, Tasha takes her inspiration from the residents themselves: "I feel privileged to provide for them — hearing their stories, meeting them on their journey and being part of it." Tasha's advice: "Every journey is different. Make the best of it, no matter what. Have empathy and compassion, and give people the best experience you can." And milestone days get an extra helping of tender care.



## Trista Shimota heard an emergency in her patient's voice.

Trista is a triage nurse in the Women's Health Center. She was on the phone with a patient when the patient's voice changed: She began repeating one sentence over and over in a robotic tone.

"You can tell a lot from a voice — not just what the patient is saying, but how they're saying it," Trista says. "You're listening to what's happening physically and emotionally" beyond sharing medical information. This time, it was medical. And it was urgent. Trista suspected a stroke. She asked to speak with the patient's husband, and told him to call 911 for an ambulance.

It was, indeed, a stroke. With immediate care and medication, the patient made a full recovery. Trista's combination of close attention, medical judgement and quick action made all the difference in an extraordinary situation. "Patients rely on their nurses and doctors to tell them everything. They trust us to tell them what to do next," she says. "I want to make sure patients get personal support, and know what their options are for the next step."

That patient on the phone? She and Trista met for the first time during a follow up appointment. "It was a powerful moment," Trista says. "I felt like I'm in the right spot, doing something that matters."



## Frankie Stocker helps colleagues help patients with fetal loss.

Frankie is an OB nurse in the Birth Center. Seeing loss there (and in her own family) spurred Frankie to create education for NH+C nurses and staff to help families when they experience the loss of a baby.

"As a new nurse, you don't really get trained on it. It's not fair to families that the first time you're experiencing it is their loss," Frankie says. The training is designed to help nurses and staff know what to expect, to build a level of comfort so when it's time to care for a patient experiencing loss, "you're in a place where you can focus on them and not be held captive by your own discomfort," Frankie says.

Frankie created two modules: One for the Birth Center and Surgical Services for loss of greater than 20 weeks' gestation; and one for the Emergency Department, EMS, and Same Day Surgery for loss of less than 20 weeks' gestation. Her project also established the Birth Center staff as a resource for other departments that have fewer encounters with patients experiencing loss. "We're so blessed to be part of the happiest moments of someone's life. But we need to prepare ourselves to be present in the hard moments, too," Frankie says. "It makes us a better, more cohesive team of nurses and staff."



## Teamwork got an out-of-state patient back on her feet, then safely on her way.

The woman was driving through the area when she started to feel unwell. She pulled over and called 911; an ambulance brought her to the Emergency Department. She left her car flashers on, there on the side of the highway.

She spent the night in Med/Surg, where nurse **Paula Supon, RN** and hospitalist **Berit Amundson, MD** cared for her. At discharge the next morning, Paula realized the car might not start, since its flashers were on all night. Paula also suggested it would be easier for the patient to be discharged with medication in hand, rather than a prescription that would be tough to fill while traveling. The hospital pharmacy provided medication, and the team of **Andy Yurek**, **Tim Anderson** and **Tim Wolff** helped the patient back out to the highway, to her car. Which . . . wouldn't start. It took about 20 minutes to get the car running. She was safely on her way home.

Thinking ahead — in Med/Surg, and by the side of the road — helps staff see the next need. "It's a great example of whole-person care," Dr. Amundson says. Patients count on us to see them the whole way through an experience. That takes foresight, teamwork . . . and sometimes, jumper cables.





# 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

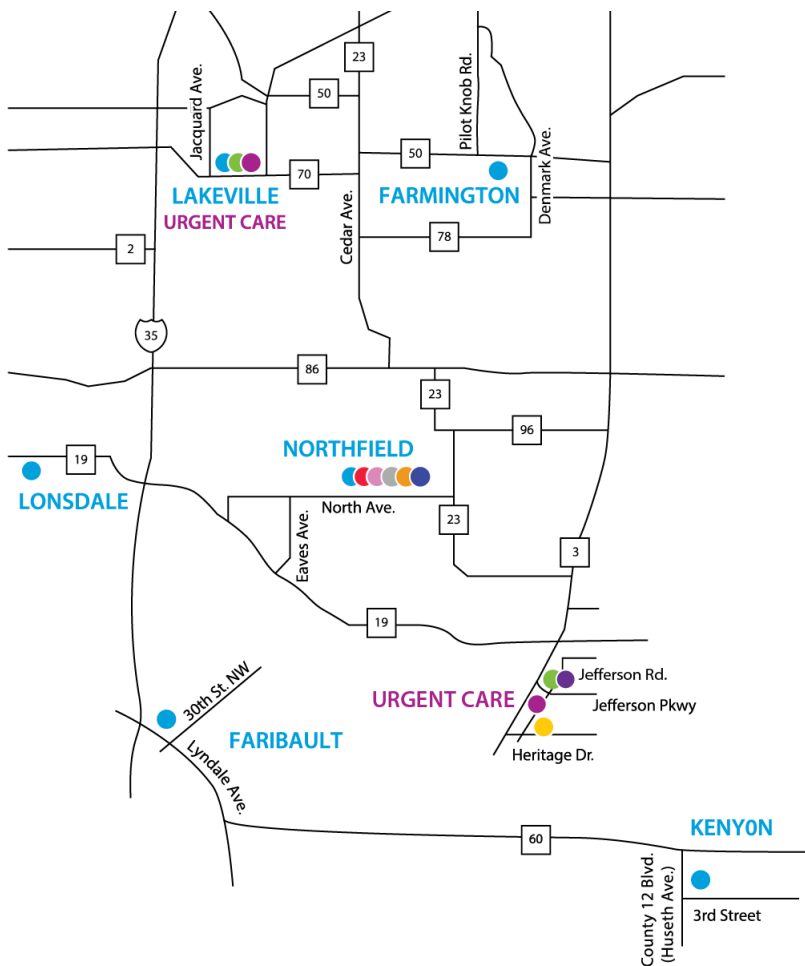
### Clinics

- + Faribault Clinic
- + Farmington Clinic
- + Kenyon Clinic
- + Lakeville Clinic
- + Lonsdale Clinic
- + Northfield Clinic
- + Orthopedic Clinic
- + Urgent Care (Northfield and 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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|--------------------------|---------------------------------|
| ● Clinics                | ● Cancer Care + Infusion Center |
| ● Urgent Care            | ● Breast Care Center            |
| ● Rehabilitation Clinics | ● Eye Physicians + Surgeons     |
| ● Women's Health Center  | ● Hospital + Emergency Dept.    |
| ● Orthopedic Clinic      | ● Wound Healing Center          |