OUR MISSION
The delivery of exceptional patient care focusing on caring, quality, safety, and service.

OUR VISION
To be the healthcare provider of choice in our service area by leading in quality, access, and service.

OUR CORE VALUES
Our patients come first.
Every employee is a caregiver.
Our employees are the key to our success.
OMC is an active, contributing partner in the communities it serves.
We have a duty to position and prepare OMC for the future.

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Message to Our Community

It was another busy year at Olmsted Medical Center (OMC). Select highlights from 2018 include the recruiting and hiring of three senior leadership positions, implementing Epic Systems as our new electronic health record, providing an improved patient portal, and opening a new Infusion Therapy Services space for patients.

Leadership Changes

In 2017, three key leaders—our chief nursing officer (CNO), chief operational officer (COO), and chief information officer (CIO)—retired from OMC. Together, they had 102 years of service. Although expected and planned, these retirements meant OMC would be bringing in three new individuals to join six others to form a new senior leadership team. After conducting a nationwide search, Robert Cunningham as COO, Thomas Ogg as CIO, and Sharon Schneller as CNO joined the OMC family.

In addition to these new senior leadership positions, we re-emphasized our physician leadership and introduced three new senior medical division chairs. These physicians are paired with an administrative partner. OMC continues to operate with a dyad structure meaning each administrative leader is paired with a physician leader.

Epic Implementation

At the end of September, we implemented Epic as our new, combined electronic health record and revenue cycle system. Previously, we had two separate vendors for our medical records: one for inpatient (hospital setting) and one for outpatient (clinic setting). Having a single electronic health record and revenue cycle management system enables us to continue our mission of providing exceptional patient care that focuses on caring, quality, safety, and service. With Epic, we are able to offer our care providers additional tools and resources that support the needs of our patients as well as support and enhance the continuity of care throughout OMC's hospital and clinics. Epic also enables our care providers to better partner with our patients to improve their health.

New Patient Portal

The implementation of Epic also enables us to offer our patients a new and improved patient portal. OMC MyChart offers improved online communication and interaction between patients, their caregivers, and their OMC care team. Among the many new features offered in OMC MyChart is the ability for our patients view their laboratory, radiology, and other test results. In most cases, these results can be viewed immediately.

New Infusion Therapy Space

During the spring of 2018, we opened our new, expanded space for Infusion Therapy Services. Located on the second floor of the hospital, the new area was designed to better meet the needs of our patients. The space has a fireplace, small library, and technology counter from which patients can work on their laptops or electronic devices. In addition, each treatment bay offers a comfortable recliner, window, television, and seating for a guest. Snacks are available, and for patients having infusions lasting more than two hours, a free meal is available through the hospital cafeteria.

We invite you to learn more about OMC's activities by reading our annual report. We’re proud of our achievements and our employees, and we look forward to continued growth and success in 2019.
Patient Services Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Patients Served</td>
<td>80,910</td>
</tr>
<tr>
<td>Clinician Visits</td>
<td>325,311</td>
</tr>
<tr>
<td>Hospital Patient Days</td>
<td>6,504</td>
</tr>
<tr>
<td>Hospital Admissions</td>
<td>2,993</td>
</tr>
<tr>
<td>Births</td>
<td>982</td>
</tr>
<tr>
<td>Surgical Procedures</td>
<td>4,195</td>
</tr>
<tr>
<td>Emergency Department Visits</td>
<td>23,752</td>
</tr>
<tr>
<td>Rehabilitation Therapy Procedures</td>
<td>47,838</td>
</tr>
<tr>
<td>MRI Procedures</td>
<td>3,230</td>
</tr>
<tr>
<td>CT Procedures</td>
<td>5,988</td>
</tr>
<tr>
<td>Laboratory Procedures</td>
<td>379,884</td>
</tr>
<tr>
<td>Number of Physicians and Clinicians</td>
<td>168</td>
</tr>
<tr>
<td>Number of Employees</td>
<td>1,312</td>
</tr>
<tr>
<td>Number of FTEs</td>
<td>1,015.13</td>
</tr>
<tr>
<td>Average Years of Service</td>
<td>9.1</td>
</tr>
<tr>
<td>Employee Turnover Rate</td>
<td>15.47%</td>
</tr>
<tr>
<td>Total Net Operating Revenue</td>
<td>205,899,596</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>197,745,054</td>
</tr>
</tbody>
</table>

Fiscal Year 2018

Financial Benefit To Our Community

<table>
<thead>
<tr>
<th>Community Benefit Contributions</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Expenses</td>
<td>$197,273,949</td>
</tr>
<tr>
<td>Charity Care Allowances Measured at Cost</td>
<td>$1,578,257</td>
</tr>
<tr>
<td>Estimated costs in excess of payments for treating Medicaid patients</td>
<td>$18,406,839</td>
</tr>
<tr>
<td>Medical Assistance Surcharge</td>
<td>$1,163,902</td>
</tr>
<tr>
<td>Minnesota Care Tax</td>
<td>$3,154,874</td>
</tr>
<tr>
<td>Financial Contributions</td>
<td>$119,096</td>
</tr>
<tr>
<td>Total Costs of Community Benefits (as defined by CHA/VHA guidelines)</td>
<td>$24,422,969</td>
</tr>
<tr>
<td>Estimated costs in excess of payments for treating Medicare Patients</td>
<td>$16,131,579</td>
</tr>
<tr>
<td>Bad Debt Expense</td>
<td>$8,719,526</td>
</tr>
<tr>
<td>Taxes and Fees</td>
<td>$1,124,387</td>
</tr>
<tr>
<td>Sub Total</td>
<td>$25,975,493</td>
</tr>
<tr>
<td>Total Value of Community Contributions</td>
<td>$50,398,462</td>
</tr>
<tr>
<td>Percentage of Operating Expenses</td>
<td>25.55%</td>
</tr>
</tbody>
</table>

Fiscal Year 2018
Community Health Needs Assessment Progress

While Olmsted County Public Health Services (OCPHS) long has conducted regular assessments of health indicators in order to create its operational priorities, the 2010 Affordable Care Act established a Federal requirement that hospitals also conduct a community-based health needs assessment (CHNA) and related action plan once every three years.

To arrive at a true community-based health needs assessment, Olmsted Medical Center collaborated with OCPHS and Mayo Clinic. These organizations have a long history of cooperation and collaboration with each other, as well as with other community partners, in addressing local health issues. Completed in 2016, the joint CHNA and related action plan identified five top community health needs: obesity, mental health, immunizations, injury prevention, and financial stress.

Also required under the Federal CHNA mandate is annual documentation of progress toward addressing those community health priorities and collaboration with our community partners. OMC will continue to coordinate the efforts of all of the involved health providers and agencies in their work on the five major community health priorities as determined by the health needs assessment.

A key goal will be to integrate mental health, medical care, and social services for those particularly needy individuals who have multiple chronic medical and mental health problems and who are frequent and high-cost visitors to emergency departments, hospitals, and clinics. OMC has developed an action plan specific to our patient base to address these same priorities.

While financial stress is an issue beyond the scope of our mission and resources, OMC has established goals for this issue and participates in community-wide efforts to address this most difficult issue.

OMC’s documented progress in 2018 on the community health needs focus areas is available online at https://www.olmmed.org/about/community-involvement/.
Epic and OMC MyChart

On September 29, 2018, Olmsted Medical Center went live with Epic, a comprehensive electronic health records system used by many hospitals and clinics across the country. Epic replaced the two electronic health records OMC had been using: one for inpatient (hospital) and the other for ambulatory (clinic) services, and replaced OMC’s billing system. The decision to implement Epic was made to enhance patient care and support greater continuity of care throughout OMC’s hospital and clinics. The implementation of Epic involved approximately 350,000 medical records.

With OMC’s transition to a new and improved electronic medical record and billing system, a new patient portal was also implemented. The new portal, called OMC MyChart, offers patients the ability to take a more active role in their healthcare. They not only have access to information from their medical record, they also have access to many other features including the ability to communicate with their care provider, access test results, view their appointment schedule, request prescription refills, and view health records for family members. The goal of offering OMC MyChart was to help enable patients to be more engaged in their healthcare and that of their family members.

Milestones and Meaningful Results

Our reputation as a premier regional healthcare provider continues to grow. We regularly earn recognition from the Minnesota Department of Health for our ongoing efforts in support of the state’s patient-safety initiatives.

OMC again received recognition and accolades for its performance and activities in many important categories in 2018:

- OMC received ISO 9001-2015 Certification on May 24th through DNV. By earning this certification, OMC has demonstrated it meets or exceeds patient safety standards set forth by the US Centers for Medicare and Medicaid Services.
- Minnesota Keystone Program recognized OMC for our commitment to charitable giving and making an impact on the health and well-being of people in the communities we serve.
- Platinum Hospital Award

On December 17, members of OMC’s Team DAPP (Donation, Advanced Care Planning, Palliative Care, and Patient Rights) were presented the Platinum Hospital Award from the U.S. Department of Health and Human Services Health Resources and Services Administration, Division of Transplantation. Olmsted Medical Center is among a select group of hospitals nationwide recognized with the Platinum Hospital Award. This is the second year in a row OMC has received the platinum award. Previously, for three years in a row, OMC was recognized with the Gold Hospital Award. The award recognizes all that OMC does throughout the year to encourage employees and community members to enroll in the state’s registry as organ, eye, and tissue donors. This is a national campaign, a component of the Workplace Partnership for Life, which helps bring together the organ donation community and the U.S. Department of Health and Human Services with workplaces to spread the word about the importance of organ donation.
Milestones and Meaningful Results (continued)

- **Gold Award for Antibiotic Stewardship**

  Olmsted Medical Center has received the Gold Award from the Minnesota Department of Health for antibiotic auditing. This “gold level” recognition is given to hospitals that collaborate and look beyond their own facility to practice antibiotic stewardship.

- **OMC’s Diabetes Education Program was recertified for another five years through the American Diabetes Association (ADA).**

- **Olmsted Medical Center received the Get With The Guidelines® Heart Failure Silver Plus 2018 Award from the American Heart Association/ American Stroke Association for achievement in heart failure recognition.**

- **Olmsted Medical Center has been designated as a Level IV trauma center by the Minnesota Statewide Trauma System of the Minnesota Department of Health. This designation verifies that OMC has the expertise and resources to provide quality care to trauma patients. Specialty clinicians and nurses are available 24 hours a day to provide a high level of trauma care.**

Numerous changes were made to add services and improve access for our patients:

- **Infusion Therapy – new expanded space**

  OMC’s Infusion Therapy Services, located on the second floor of Olmsted Medical Center’s hospital, held an open house in March, with a Chamber of Commerce ribbon cutting, to celebrate their new, expanded space. Expanded Infusion Therapy Services now available for patients include:
  - Vascular Access Device Insertion and Care
  - Blood Products
  - IVIG
  - Alpha 1-Proteinase Inhibitor
  - Antibiotics
  - Advanced Biologicals
  - TNF-Alphablockers
  - High Dose Steroid Therapy
  - Monoclonal Antibodies
  - Vitamins and Minerals
  - Fluids for Hydration
  - Chemotherapy (limited).

  Infusion Therapy Services at OMC are ordered by an OMC provider and given at the hospital by highly skilled certified registered nurses who are trained for infusion therapies.

- **Flu shots in Olmsted County schools**

  Since 2013, OMC and Mayo Clinic have collaborated with surrounding schools to bring influenza immunizations to K-12 students during their school day. Each year, as part of this collaboration, OMC and Mayo Clinic nurses visit the schools in Olmsted County and administer influenza immunizations with parental permission. In 2018, OMC gave 1,652 school flu vaccinations. This is an increase from 2017 (when 1,529 vaccinations were given) and from 2016 (when 1,149 vaccinations were given) by OMC. There were 54 public and private schools in Olmsted County and Dodge County (added in 2018) that participated and, together, OMC and Mayo gave a total of 9,136 vaccinations to K-12 students.
• In 2018, Medical Social Services started having a full-time presence at the Rochester Southeast Clinic, providing patients, their family members, and staff with resource and referral assistance free of charge.

• OMC hired a new position to help patients who live in skilled nursing facilities. Working in OMC’s Nursing Home Services department and Internal Medicine, Lilia Ponton, MD, is OMC’s first geriatrician, a position that is sometimes referred to as a “SNFist.” SNF stands for “skilled nursing facility” and a “SNFist” is a primary care physician who visits patients at skilled nursing facilities on a rotating basis.

• Olmsted Medical Center Sports Medicine and Athletic Performance (SMAP) and the Rochester Football Club (FC) held a press conference on Wednesday, October 31, 2018, in the OMC SMAP gymnasium to announce their new partnership. OMC SMAP is responsible for athlete player strength and conditioning training as well as for providing medical coverage for all Rochester FC home games.

• OMC has seen growth in providing Medicare Annual Wellness Visits (AWV) by expanding this service to all primary care areas. As a result, the offering of AWVs enables care providers to better identify any possible gaps in care for Medicare patients and then ensure needed referrals are made for screenings and to services such as chronic care management. Our chronic care management services have also grown and assist patients with tools to better manage chronic diseases.

• Continued representation of OMC on numerous federal, state, regional, and local associations includes the American Medical Group Association, Minnesota Department of Human Services Alcohol and Drug Abuse Division Workgroup, Minnesota Hospital Association, Minnesota Medical Association (MMA), MMA’s Task Force on Physician Aid-in-Dying, Zumbro Valley Medical Society, Rochester Area Chamber of Commerce, The Rotary Club of Rochester, and Greater Rochester Advocates for University and Colleges.

Minnesota Health Care Quality Measures

OMC Hospital received a 4 out of 5 Star Rating on Hospital Compare. Hospital Compare is part of the Centers for Medicare & Medicaid Services (CMS) Hospital Quality Initiative and provides information about the quality of care at over 4,000 Medicare-certified hospitals across the country.

Measures of note from CMS:

1. Safety of Care
   a. Total Hip and Total Knee Arthroplasty Complication Rate = 2.4%
   (National Average = 2.8%)

2. Patient Experience
   a. Responsiveness of Hospital Staff = 90
   (National Average = 86)
   b. Quietness of Hospital Environment = 87
   (National Average = 82)
   c. Willingness to Recommend Hospital = 94
   (National Average = 88)
   d. Overall Rating of Hospital = 93
   (National Average = 88)

3. Timeliness of Care
   a. Emergency Department Median Time from ED Arrival to ED Departure for discharged patients = 84 min.
   (National Average = 142 min.)
   b. Emergency Department Median Time from ED Arrival to Admitted to Hospital = 196 min.
   (National Average = 273 min.)
# OMC Department Chairs

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Baber, MD</td>
<td>Anesthesiology</td>
</tr>
<tr>
<td>Jay Myers, MD</td>
<td>Emergency Medicine</td>
</tr>
<tr>
<td>Carole Nistler, MD</td>
<td>Family Medicine-Rochester</td>
</tr>
<tr>
<td>Mark Wilbur, MD</td>
<td>Family Medicine-North</td>
</tr>
<tr>
<td>Mark Wilbur, MD</td>
<td>Family Medicine–South</td>
</tr>
<tr>
<td>David Lowe, MD</td>
<td>Internal Medicine/Medical Subspecialties</td>
</tr>
<tr>
<td>Jeremy Gibson, DO</td>
<td>Laboratory/Pathology</td>
</tr>
<tr>
<td>Matthew Kirsch, MD</td>
<td>Musculoskeletal Disease</td>
</tr>
<tr>
<td>Melissa Richards, MD</td>
<td>Obstetrics/Gynecology</td>
</tr>
<tr>
<td>Peter Arndt, MD</td>
<td>Pediatrics</td>
</tr>
<tr>
<td>Jeffrey Gursky, MD</td>
<td>Psychiatry/Psychology</td>
</tr>
<tr>
<td>Diya Odeh, MD</td>
<td>Radiology</td>
</tr>
<tr>
<td>Vidhan Chandra, MD</td>
<td>Surgery Specialties</td>
</tr>
</tbody>
</table>

# New Contract Clinicians

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sue Babcock, PsyD, LP</td>
<td>Psychiatry/Psychology</td>
</tr>
<tr>
<td>Erica Behrens, PhD, LP</td>
<td>Psychiatry/Psychology</td>
</tr>
<tr>
<td>Donald Bodeau, MD</td>
<td>Occupational Health Services</td>
</tr>
<tr>
<td>Cory Boyce, MD</td>
<td>Family Medicine, Spring Valley</td>
</tr>
<tr>
<td>Ricky Clay, MD</td>
<td>Plastic Surgery</td>
</tr>
<tr>
<td>Crystal Ebert, PhD, LP</td>
<td>Psychiatry/Psychology</td>
</tr>
<tr>
<td>Jonathon Fields, MD</td>
<td>Occupational Health Services</td>
</tr>
<tr>
<td>Deepika Kakani, MD</td>
<td>Emergency Medicine</td>
</tr>
<tr>
<td>Arline Kandathiparampil, MD</td>
<td>Pediatrics, Rochester Northwest Clinic</td>
</tr>
<tr>
<td>Keith Kleis, DO</td>
<td>Psychiatry/Psychology</td>
</tr>
<tr>
<td>Scott Orth, DO</td>
<td>Psychiatry/Psychology</td>
</tr>
<tr>
<td>Lilia Ponton, MD</td>
<td>Nursing Home Services/ Internal Medicine</td>
</tr>
<tr>
<td>Brian Scholbrock, MD</td>
<td>Urology</td>
</tr>
<tr>
<td>Muhammad Shah, MD</td>
<td>Endocrinology</td>
</tr>
</tbody>
</table>
Retired Clinicians

Karen Canzanello, APRN
Obstetrics & Gynecology
After 24 years of service

Marcia Guertin, PsyD
Psychiatry/Psychology
After 9 years of service

Valarie Heiling, MD
Occupational Health Services
After 20 years of service

Dale Loeffler, DO
Family Medicine, Preston
After 15 years of service

Barbara Loring, PhD, LP
Psychiatry/Psychology
After 17 years of service

Deborah Petersen, MD
Obstetrics & Gynecology
After 16 years of service

Loring Stead, DPM
Podiatry
After 31 years of service

Harlan Wickre, MA, LP
Psychiatry/Psychology
After 33 years of service

OMC Board of Trustees

Kathryn Lombardo, MD
President

Tim Weir, FACHE
Chief Executive Officer

Randy Hemann, MD
Chief Clinical Care Officer

James Hoffmann, DO
Chief Medical Officer

Carole Nistler, MD
Clinic Trustee

Joseph Tricarico, MD
Clinic Trustee

Mark Wilbur, MD
Clinic Trustee

Ken Brown
Public Trustee & Board Chair

Steve Borchardt
Public Trustee

Dan Christianson
Public Trustee

Elaine Garry
Public Trustee

Hal Henderson
Public Trustee

Jay Hesley
Public Trustee

Greg House
Public Trustee

Jack Priggen
Public Trustee
OMC Regional Foundation
Board of Directors

Cassie Harrington
President
Foresight Bank

Michael Tuohy
Vice President
Tuohy Furniture

Bob Groettum
Secretary
Community Volunteer

Mike Malugani
Treasurer
Smith, Schafer & Associates, Ltd.

Ken Brown
Community Volunteer

John Doyle
Community Volunteer

Jeff Jensen
Express Employment Professionals

Kathryn Lombardo, MD
Olmsted Medical Center

David Lowe, MD
Olmsted Medical Center

Justin McNeilus
Sterling State Bank

Don Supalla
RCTC President Emeritus

Stacey M. Vanden Heuvel
OMC Regional Foundation

Tim W. Weir, FACHE
Olmsted Medical Center

OMC Senior Administrative Team

Kathryn D. Lombardo, MD
President

Tim W. Weir, FACHE
Chief Executive Officer

Randy Hemann, MD
Chief Clinical Care Officer

James Hoffmann, DO
Chief Medical Officer

Kevin Higgins
Chief Financial Officer

Sharon Schneller, RN, FACHE
Chief Nursing Officer

Thomas Ogg, CHCIO
Chief Information Officer

Robert Cunningham
Chief Operating Officer

Stacey Vanden Heuvel
Vice President, Marketing and Philanthropy

Seated in front, from left: James Hoffmann, DO; Kathryn D. Lombardo, MD; Tim Weir; Sharon Schneller.
Standing, from left: Thomas Ogg; Robert Cunningham; Randy Hemann, MD; Stacey Vanden Heuvel; Kevin Higgins.
Olmsted Medical Center President Kathryn Lombardo, MD, announced in July 2018 her intention to retire from OMC in 2019. Dr. Lombardo will complete her six-year term as president on June 30, 2019, and will return to a limited clinical practice in psychiatry until December 31, 2019.

Dr. Lombardo expressed her appreciation for the opportunity to serve OMC as president and to provide clinical care to OMC patients for 25 years. She was chair of the department of Psychiatry/Psychology at OMC from 1999-2013, and has been involved in countless committees and initiatives over the years to improve healthcare access, quality, safety, and service for our patients and the community.

“It has been my pleasure to work with Dr. Lombardo since 2006 when I joined OMC. She has been an excellent leadership partner to work with and has grounded all of her efforts in our mission and core values,” stated Tim Weir, OMC’s chief executive officer. “She exemplifies integrity, honesty, and patient advocacy each and every day in her actions and decisions, and has been instrumental in our continued organizational growth and provision of high quality care for our patients.”

When it comes to your role as president, what are you most proud of?

I have had the privilege to work at Olmsted Medical Center for my entire career, and in the last six years, I have had the opportunity to provide leadership for the organization in partnership with Tim Weir. I am proud of our continued commitment to the mission and vision of OMC, focusing on caring, quality, safety, and service. I am also proud of our employees and the care they provide to our patients and family members. We have earned our reputation within the communities that we serve, and while I am representing OMC within the Rochester area and throughout the state of Minnesota, I continue to learn how much OMC is appreciated.

What are some of the changes you have seen during your tenure as president?

Healthcare is ever changing. We have seen growth in our employees, in the services we provide, and our service area in southeastern Minnesota. OMC added the Women’s Health Pavilion, the Sports Medicine and Athletic Performance facility, new space for Infusion Therapy Services, and improved space at the hospital for Orthopedics and other services.

— Celebrating Kathryn Lombardo, MD —
In 2018, we implemented a new, enterprise-wide electronic health record, with opportunities for our patients to become even more engaged in their healthcare. We are always working to improve patient satisfaction, and in 2015, we introduced a patient and family advisory council to bring the importance of the voice of the patient into our decision-making at every opportunity. I’m proud of this work.

We do continue to face challenges with federal and state regulations and requirements. We also need to be aware of issues related to employee recruitment, engagement, and retention. This is true of any field now, not just healthcare, and I believe we have dedicated employees who continue to be committed to our mission and our patients.

What have you enjoyed most in your role as president?

I feel fortunate that I was able to serve in both the administrative and clinical aspects of our work at OMC to serve our communities during the last six years. Having excellent relationships with co-workers and all of our employees has been tremendous. The great people we work with help us with our success and in tackling the challenges facing healthcare. I know that OMC is well positioned for the next steps for future success.

I have also enjoyed my work on local boards and committees. Developing relationships with community members is very rewarding. I have appreciated the ability to serve on the boards of Minnesota Medical Association, Minnesota Hospital Association, Zumbro Valley Medical Society, and Minnesota Board of Medical Practice, in addition to other state and community organizations.

Do you have any special memories you would like to share?

I don’t have one special memory – I have a collection of memories that were created over many years of caring for patients and through the relationships that have been formed in our work.

What words of wisdom would you like to share with the employees at OMC?

Remind yourself every day of the reason why we work at OMC - to provide our patients and family members the highest quality and safe healthcare in our work together.
What will you miss most about being president and about seeing patients?

It has been a privilege to serve as president of OMC for the past six years. I will truly miss being part of OMC and the teamwork that is present in our work to serve our patients and their families. Relationships with colleagues and caregivers across the organization are built by our daily interactions with each other and mean a great deal to me personally and to me as a physician. The physician-patient relationship is something I’ve valued for many years and will not be forgotten. In addition, the lifelong learning that is required within healthcare will be missed.

What do you see on the horizon for healthcare? Both the challenges and the positives?

Healthcare is going to continue to face challenges within the insurance industry and reducing the cost of care for our patients while improving quality and patient safety. With these challenges and the demands of technology expansion within healthcare, we need to continually address employee recruitment and engagement. A healthy and stable workforce is critical to exceptional healthcare delivery and patient satisfaction. The expansion of technology will provide opportunities for patients to become more engaged in their healthcare and interactions with their caregivers.

What do you look forward to doing in retirement?

I will continue with community volunteer work, but what I most look forward to is increased flexibility with my time so that I can spend more time with my husband, our parents, and our children. We are very excited for the arrival of our first grandchild in August 2019.