

# 2024 Year in Review

Good Health Starts With Great Care®



OLMSTED  
MEDICAL  
CENTER

## **Our Mission**

**Partnering for better health and better lives.**

## **Our Vision**

**Patient-centered. Community-focused. Future-oriented.**

## **Our Core Values**

**Our patients are our highest priority.**

**Our people are the key to our success.**

**Our communities are our source of inspiration.**

# 2024 Year in Review



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# Message to Our Community

## Our commitment

We are pleased to present Olmsted Medical Center's (OMC) Year in Review. This report highlights our involvement in our communities as well as provides a snapshot of accomplishments for 2024.

As we look back on the past year, we are proud of the care we provided and our commitment to being patient-centered, community-focused, and future-oriented.

- Since the doors opened in 1949, we have been committed to ensuring our patients are our highest priority. In 2024, we celebrated 75 years of providing exceptional care in southeastern Minnesota, and Olmsted Medical Center continues to partner and walk alongside our patients to help them live their healthiest lives. We believe that every patient has a right to be healthy and deserves to be treated with respect, and we are always striving to improve the patient experience.
- We are committed to being part of the communities we serve and believe they are our source of inspiration. We continually show our commitment through the contribution of staff time and talent, in-kind resources, contributions, and financial assistance. During 2024, OMC's community investment advisory council approved financial support of nearly \$180,000 for 94 local and regional organizations throughout southeastern Minnesota.
- We are committed to being future-oriented. As an organization, we are always learning and looking for ways to improve our care, offer new services, and invest in new technologies and innovations.

Improving the delivery of healthcare through technology and planning for a future expansion of services were highlights of 2024. We invite you to read more about these and other recognitions in this report.

- OMC has consistently prioritized patient-centered care through advancements in quality, safety, and specialized services. Efforts to improve patient outcomes include reducing falls, enhancing trauma care, and expanding virtual consultations to increase access to specialty providers. Surgical and orthopedic services have grown, achieving top scores for joint replacements and increasing offerings in Mohs surgery and pain management. The BirthCenter has strengthened patient support with expanded car seat consultations and advanced fetal monitoring training. Pharmacy services have also progressed, earning recognition for antimicrobial stewardship and securing opioid harm reduction grants. Primary and specialty care improvements, such as drive-thru and sensory-

friendly vaccine clinics, improved breast biopsy processes, and increased transitional care visits, ensure patients receive high-quality, accessible healthcare. **We are patient-centered.**

- OMC's deep commitment to the community is evident through strategic partnerships, expanded access to care, and enhanced social services. Collaborations with Rochester Public Schools have improved healthcare affordability for employees and families. Facility growth remains a priority, with new expansions in rehabilitation services, Rochester Northwest clinic clinical services, a coffee shop addition at Rochester Southeast clinic, and the upcoming launch of the Owatonna clinic. Active aging and social service initiatives have secured funding for dementia education, mental health services, and caregiver support. OMC has strengthened relationships with first responders by expanding tactical strength training for fire and police departments. Additionally, investments in social wellbeing, such as the patient clothing closet service, demonstrate OMC's dedication to addressing the broader needs of the community. **We are community-focused.**
- OMC remains focused on the future through investments in workforce development, technology, and operational improvements. A retention committee is actively working on staff engagement and wellbeing initiatives, while clinician burnout prevention resources and de-escalation training programs are set for 2025. Technological advancements, including AI-assisted visit notes, EHR improvements, and cloud-based faxing, enhance efficiency and provider satisfaction. Research and population health initiatives continue to align with organizational priorities, ensuring data-driven improvements in patient outcomes. Through these efforts, OMC continues to evolve to meet the healthcare needs of its patients and community for years to come. **We are future-oriented.**

OMC is grateful for the support of our patients, community partners, benefactors, and staff. We are committed to continuing to provide our patients with the exceptional, personalized care they have come to expect from OMC.



James Hoffmann, DO  
President

A handwritten signature in black ink that reads "James Hoffmann, DO."



Tim W. Weir, FACHE  
Chief Executive Officer

A handwritten signature in black ink that reads "Tim Weir".

## Patient Services Activities

Total Patients Served	83,460
Clinician Visits	373,510
Hospital Patient Days	6,927
Hospital Admissions	2,736
Births	939
Surgical Procedures	4,812
Emergency Department Visits	25,832
Rehabilitation Therapy Procedures	76,127
MRI Procedures	3,525
CT Procedures	9,552
Laboratory Procedures	507,162
Number of Physicians and Clinicians	267
Number of Employees	1,428
Number of FTEs	1,111
Average Years of Service	8.3 years
Employee Turnover Rate	14.57%
Total Net Operating Revenue	\$290,457,043
<b>Total Operating Expenses</b>	<b>\$288,522,310</b>

Fiscal Year 2024

## Financial Benefit to Our Community

<b>Community Benefit Contributions</b>	
Total Operating Expenses	\$288,522,310
Charity Care Allowances Measured at Cost	\$1,277,812
Estimated costs in excess of payments for treating Medicaid patients	\$27,423,295
Medical Assistance Surcharge	\$1,217,206
Minnesota Care Tax	\$3,804,398
Financial Contributions	\$167,118
<b>Total Costs of Community Benefits (as defined by CHA/VHA guidelines)</b>	<b>\$33,889,828</b>
Estimated costs in excess of payments for treating Medicare patients	\$46,278,756
Bad Debt Expense	\$10,419,194
Taxes and Fees	\$1,187,426
Sub Total	\$57,885,376
<b>Total Value of Community Contributions</b>	<b>\$91,775,204</b>
Percentage of Operating Expenses	31.81%

Fiscal Year 2024



## **Giving Back to the Communities OMC Serves**

As a 501(c)3 non-profit organization, OMC actively supports southeastern Minnesota's health and wellness efforts through the contribution of staff time and talent, in-kind resources, charitable contributions, and financial assistance. In 2024, our community contributions made up 31.81% of our annual operating expenses (\$288,522,310) in support of our commitment to be an active, contributing partner in the communities we serve.

OMC's community investment advisory council approved direct financial support for 94 local and regional organizations delivering education, civic, health and wellness, human service, arts and culture, youth programs, and safety programs throughout southeastern Minnesota. Our support for those community organizations remains consistent with the way our employees continued to reach out to their own communities by volunteering.

## Community Health Needs Assessment Progress

Another way OMC actively supports community health is through its partnership with Olmsted County Public Health Services, Mayo Clinic, and other community-service organizations as we work together to implement the action plan based on our collaborative Community Health Needs Assessment (CHNA).

The Community Health Needs Assessment Process is about improving the health and wellbeing of residents in Olmsted County. Every three years the community conducts a health needs assessment to determine Olmsted County's leading health priorities, formulate a plan to address the needs, and publish an annual progress report. Olmsted County Public Health, Mayo Clinic, and Olmsted Medical Center engage with diverse partners across our community to lead this process.

While Olmsted County Public Health Services (OCPHS) long has conducted regular assessments of health indicators in order to inform 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. During 2023, the CHNA and related action plan identified three top community health needs: mental health, substance use, and access to care.

The federal CHNA mandate also requires annual documentation of progress in addressing community health priorities and collaboration with community partners. OMC will continue to coordinate the efforts of all of the involved health providers and agencies in their work on the 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 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 there are some aspects of the community priorities that are beyond the scope of OMC's mission and resources, OMC participates in many community-wide efforts to try and address those issues. OMC's documented progress on the community health needs focus areas is available online at [www.olmmed.org/about/community-involvement/](http://www.olmmed.org/about/community-involvement/).



# Milestones and Meaningful Results

Our reputation as southeastern Minnesota's premier hometown 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 the following important categories in 2024.**

## Strategic Partnerships and Healthcare Access

- Partnered with Rochester Public Schools (RPS) to address healthcare costs, leading to a preferred-level care contract benefiting employees and families.
- Expanded access to care with the completion of the Byron clinic and Miracle Mile clinic expansions, with progress continuing on the Rochester Northwest clinic, Owatonna clinic, and Ambulatory Surgery Center (ASC).

## Workforce Development and Wellbeing

- Established a Retention Committee to collaborate with Recruitment and Employee Wellbeing teams on engagement and retention strategies.
- Partnered with Human Resources and Finance to launch clinician wellbeing resources in 2025, supporting provider wellness and burnout prevention.
- Selected a de-escalation training program for 2025 to equip staff with skills for managing challenging interactions and improving workplace safety.
- 15 departments received wellbeing budget funds to enhance workplace wellness through items like yoga mats, under-desk cycles, wellness kits, and more; impact stories and data are being collected to highlight results.

## Technology and Digital Transformation

- Implemented AI-assisted visit note tools to enhance efficiency and diagnostic accuracy.
- Partnered with KLAS Research's ARCH Collaborative to assess and improve EHR-related provider satisfaction.
- Upgraded Epic systems, integrated new pulmonary function tests, and strengthened cybersecurity measures.
- Transitioned to cloud-based faxing, implemented OMC MyChart enhancements, and integrated electronic case reporting (eCR).

## Quality, Safety, and Clinical Excellence

- Reduced patient falls and specimen errors through targeted quality improvement initiatives.
- Completed a successful trauma re-accreditation survey with minimal corrective actions.
- Managed the national IV fluid shortage, ensuring minimal disruption to patient care.
- Enhanced emergency department policies, fall prevention strategies, and medication reconciliation workflows.
- Expanded virtual care consultations, improving patient access to specialty services.

## Milestones and Meaningful Results (continued)

### Research and Population Health

- Evaluated research proposals to align with organizational priorities.
- Formed a Population Health Council subgroup to guide research initiatives and improve patient outcomes.

### Surgical, Specialty, and Orthopedic Services

- Expanded Mohs surgery services and launched WHOLEyou weight management program for holistic patient care.
- Onboarded a new general surgeon and two sports medicine surgeons, strengthening surgical and orthopedic teams.
- Implemented monitored anesthesia care (MAC) cases with CRNAs, optimizing anesthesia care and patient safety.
- Achieved the highest Total Hip Arthroplasty (THA) outcome scores in Minnesota through OMC's Joint Replacement Center.
- Approved 3D-printed orthotics to begin in 2025, advancing podiatric care.

### BirthCenter and Obstetrics

- Provided inpatient car seat consultations by a nationally certified technician.
- BirthCenter staff hold 14 national certifications in breastfeeding, neonatal care, and quality and safety.
- Expanded in-house fetal monitoring training through newly certified instructors.
- Maintained primary cesarean section rate of 8.6%, compared to the 2024 national average of 25.3%
- Maintained a 2.5% preterm birth rate (deliveries prior to 37 weeks' gestation), while the national average is about 10%.

### Pharmacy and Pain Management

- Achieved Minnesota Department of Health Gold Level Antimicrobial Stewardship Honor Roll.
- Secured the Tackling Overdose with Networks (TOWNs) Grant for opioid harm reduction.
- Approved hiring an additional pain medicine provider and expanding services to Owatonna.

## Active Aging and Social Services

- Secured grants to expand dementia education, caregiver support, and mental health services.
- Increased Annual Wellness Visit (AWV) completion rates from 42% to 78%.
- Approved medical cannabis services for patient treatment options.
- Achieved 100% certification in Mental Health First Aid among social workers.
- Secured funding for patient clothing closets, car seats, and staff self-care tools.

## Primary and Specialty Care

- Recruited multiple new physicians and APCs to support 2024 patient care.
- Improved breast biopsy results process, enhancing efficiency and communication.
- Expanded drive-thru and sensory-friendly vaccine clinics.
- Increased transitional care management visits by 48% compared to 2023.
- Standardized virtual care processes, reducing emergency department visits.

## Sports Medicine and Athletic Performance

- Expanded partnerships with fire and police departments for tactical strength training and injury prevention.
- Introduced pickleball court rentals at the Sports Medicine and Athletic Performance facility and 1-on-1 hockey training at the Rochester Recreation Center.

## Administrative and Operational Improvements

- Implemented vendor check-in kiosks at hospital entrances.
- Transitioned OMC Regional Foundation benefactor data to a new platform.
- Attained national Service Enterprise recognition for OMC's Caring Partners Volunteer Program, honoring excellence in volunteer engagement.

# Honoring Our Past, Embracing Our Future

For 75 years, Olmsted Medical Center has grown from a vision into a cornerstone of healthcare in southeastern Minnesota. Our journey began in 1948, when Olmsted County voters approved the creation of a community hospital. From Dr. Wentz opening his office in 1949 to the formation of Olmsted Medical Group in 1953, our foundation was built on a commitment to exceptional patient care.

## Through the decades, we have expanded our reach and services:

**1955** - Olmsted Community Hospital opens.

**1961** - Olmsted Medical Group becomes one of the first professional associations in the state.

**1986** - Recognized as the region's dominant healthcare provider, doubling in size in just four years.

**1996** - Olmsted Medical Group transitions to Olmsted Medical Center and acquires Olmsted Community Hospital.



Since then, Olmsted Medical Center has continued to grow - adding the Rochester Northwest clinic, Women's Health Pavilion, Sports Medicine and Athletic Performance facility, and more. Each milestone reflects our dedication to innovation, service, and accessible, quality healthcare.

As we look ahead, our mission remains the same: partnering for better health and better lives as we expand access, enhance patient care, and support our staff. Investments in technology, research, and workforce development will ensure we continue to meet the evolving needs of our community - just as we have for the past 75 years.

Together, we honor our history and embrace the future of healthcare.



**Concept art of Owatonna Clinic  
and ASC - opening 2025**



**OMC Founder  
Hal Wentz, MD**



# OLMSTED MEDICAL CENTER

CELEBRATING  
**75**  
YEARS  
Olmsted Medical Center  
1949-2024



# Quality Department Updates

Olmsted Medical Center received a 4-star Overall Hospital Rating from the Centers for Medicare and Medicaid Services (CMS) for quality of care. CMS assigns star ratings to over 4,500 United States hospitals based on quality in seven areas: mortality, safety of care, readmission, patient experience, effectiveness of care, timeliness of care, and efficient use of medical imaging. The star ratings come from a survey called the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) survey. This random sample survey asks recently discharged patients about their hospital care experience based on 10 measures. Star ratings have been developed for all of the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) measures. These are then combined into the overall star rating.

## Overall star rating



## Patient survey rating



The overall star rating is based on how well a hospital performs across different areas of quality, such as treating heart attacks and pneumonia, readmission rates, and safety of care.

The patient survey rating measures patients' experiences of their hospital care. Recently discharged patients were asked about important topics like how well nurses and doctors communicated, how responsive hospital staff were to their needs, and the cleanliness and quietness of the hospital environment.

## OMC is above or at the national average in all 10 areas, and is at or above the MN average in three.

- Patients who reported that their nurses always communicated well:  
**OMC = 83% (national avg = 80%, MN avg = 84%)**
- Patients who reported that their doctors always communicated well:  
**OMC = 83% (national avg = 80%, MN avg = 84%)**
- Patients who reported that they always received help as soon as they wanted: **OMC = 73% (national avg = 67%, MN avg = 75%)**
- Patients who reported that the staff always explained about medicines before giving it to them: **OMC = 65% (national avg = 62%, MN avg = 66%)**
- Patients who reported that their room and bathroom were always clean:  
**OMC = 81% (national avg = 74%, MN avg = 77%)**
- Patients who reported that the area around their room was always quiet at night: **OMC = 66% (national avg = 62%, MN avg = 68%)**
- Patients who reported that yes, they were given information about what to do during their recovery at home:  
**OMC = 88% (national avg = 86%, MN avg = 89%)**
- Patients who strongly agree they understood their care when they left the hospital: **OMC = 54% (national avg = 52%, MN avg = 58%)**
- Patients who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest): **OMC = 79% (national avg = 72%, MN avg = 78%)**
- Patients who reported yes, they would definitely recommend the hospital:  
**OMC = 83% (national avg = 70%, MN avg = 76%)**

## Timely and effective care

### Emergency department

- Average time patients spent in the emergency department before being discharged: **OMC = 106 minutes (national average = 175 minutes, MN average = 117 minutes)**

## 2024 OMC Department Chairs

**Mark Wilbur, MD**

Chairperson

**Maral Kenderian, MD**

Division Chair  
Primary Care and Specialty Services

**Melissa Richards, MD**

Division Chair  
Hospital and Surgical Services

**Amanda Thoendel, MD**

Adult Primary Care -  
Rochester Non-Pediatric

**Samer Abdel-Aziz, MD**

Department Lead, Anesthesiology

**Natalie Braun, MD**

BirthCenter and Obstetrics and  
Gynecology

**Jay Myers, MD**

Emergency Medicine

**Katie McKenzie, MD**

Family Medicine - Branch Clinics

**Hugh Smith, MD**

Laboratory and Pathology

**David Lowe, MD**

Medical Subspecialties

**Tamara Alexandrov, MD**

Musculoskeletal

**Peter Arndt, MD/**

**Volha Rudnik, MD**

Pediatrics

**Jeffrey Gursky, MD**

Psychiatry and Psychology

**Hugh Smith, MD**

Department Lead, Radiology

**Vidhan Chandra, MD**

Surgery Specialties

## New Contract Clinicians

### **Kyle Drehmel, MD**

Lake City Family Medicine

### **Danya Kiydal, MD**

Lake City Family Medicine

### **Deborah Setter, MD**

Neurology

### **Lisa Hayes, MD**

Miracle Mile Family Medicine

### **Amy Biondich, MD**

Emergency Medicine

### **Jeffrey Okun, PhD, LP**

Psychiatry and Psychology

### **John Kee, MD**

Rochester Northwest Pediatrics

### **Sana Rehman, MD**

Active Aging Services

### **Joshua Froman, MD**

General Surgery

### **Manuel Sanchez-Palacios, MD**

Nephrology

### **Eucabeth Asamoah, MD**

Dermatology

### **Kristi Hultman, MD**

Orthopedics Sports Medicine

### **Julie Rogers, MD**

Anesthesiology

### **Katherine Lees, MD**

Ear, Nose, and Throat

### **Heidi Wipf, MD**

Rochester Northwest  
Internal Medicine

### **Hayley Sheldon, MD**

Mammography

## Retired Contract Clinicians

### **Peter Arndt, MD**

Rochester Northwest Pediatrics

### **Jay Myers, MD**

Emergency Medicine

### **Joseph Tricarico, MD**

Anesthesiology

### **Susanne Pfeffer-Kleeman, MD**

Anesthesiology

### **D. Karl Molenaar, MD**

Cannon Falls Family Medicine

# 2024 Olmsted Medical Center Board of Trustees

**James Hoffmann, DO**  
President

**Tim W. Weir, FACHE**  
Chief Executive Officer

**Tamara Alexandrov, MD**  
Clinic Trustee

**Pam Bishop**  
Public Trustee

**Cassie Harrington**  
Public Trustee

**Maral Kenderian, MD**  
Clinic Trustee

**Keith Kleis, DO**  
Clinic Trustee

**Justin McNeilus**  
Public Trustee

**Mike Malugani**  
Public Trustee - Chair

**Carole Nistler, MD**  
Public Trustee

**Don Supalla**  
Public Trustee

**Michael Tuohy**  
Public Trustee - Vice Chair

**Corenia Walz**  
Public Trustee

**Mark Wilbur, MD**  
Chief Medical Officer

# 2024 OMC Regional Foundation Board of Directors

**Tyler Coleman**

Sterling State Bank

**Mitch Stevenson**

Trader Joe's

**James Hoffmann, DO**

Olmsted Medical Center

**Don Supalla**

RCTC President Emeritus

**Denise Kelly**

Community Volunteer

**Paul Tieskoetter**

Community Volunteer

**Mike Malugani**

Smith Schafer & Associates

**Stacey Vanden Heuvel**

OMC Regional Foundation

**David Oeth**

Community Volunteer

**Corenia Walz**

Rodney D Anderson Law Offices

**Lilia Ponton, MD**

Olmsted Medical Center

**Tim W. Weir, FACHE**

Olmsted Medical Center

**Dharani Ramamoorthy**

Xylo Technologies

**Dan Christianson**

F & M Community Bank

## 2024 OMC Senior Administrative Team



**James Hoffmann, DO**  
President



**Tim W. Weir, FACHE**  
Chief Executive Officer



**Mark Wilbur, MD**  
Chief Medical Officer



**Robert Cunningham**  
Chief Operating Officer



**Kevin Higgins**  
Chief Financial Officer



**Wendy Scheckel**  
Chief Information Officer



**Katie Snow**  
Chief Nursing Officer



**Stacey Vanden Heuvel**  
Vice President, Marketing  
and Philanthropy





OLMSTED  
MEDICAL  
CENTER

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