

# 2021 YEAR IN REVIEW



OLMSTED  
MEDICAL  
CENTER

## 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

## Moving forward

Olmsted Medical Center (OMC) engages in a comprehensive assessment and adoption of a strategic plan on a set schedule. During 2021, OMC leadership looked at the four strategic organizational goals and developed goals for each of the four that will move the organization forward in 2022 and beyond. The four strategic organizational goals which are the same as last year are listed below.

- We place patients first.
- Our growth will be focused.
- We are good stewards of our resources.
- We are an employer of choice.

OMC's primary focus will be to serve our patients and families through improved access to healthcare and other services. We will do this by working to offer convenient hours of service at convenient locations, develop organizational telehealth strategies, and emphasize coordination of care for our patients.

As we look toward the future, our growth strategy will be centered on our patients and the communities we serve and will be accountable to current and future patients for their healthcare needs. We will also explore other ways we can help improve health equity by working to address community health needs and social determinants of health.

As part of the goals for the organizational strategic plan, we will develop a long-range Inclusion Diversity Equity and Access plan with an emphasis on completing the Intercultural Development Inventory (IDI) and providing education to our employees on inclusion.

## Inclusion, Diversity, Equity, and Access

In 2020, we began our journey toward providing a welcoming and inclusive healthcare setting by signing the Commitment to Action toward Racial Justice, a platform that was written by the Rochester Nonprofit Consortium and the Diversity Council. In 2021, we have started the important work to make this a reality.

At OMC, we believe everyone has a right to be healthy and receive the care they need when they need it. Everyone has the right to be valued and treated in a respectful manner. Everyone has a right to live and work in a welcoming

environment. To help ensure OMC has the most welcoming environment possible for patients, family members, guests, volunteers, and employees, we are creating an Inclusion, Diversity, Equity, and Access (IDEA) Council. The over 50 employees and patients on the Council will collaborate with OMC leadership to make recommendations for improvements in policies and procedures as well as to advocate for upholding the principles for inclusion, diversity, equity, and access throughout the organization.

The IDEA Council will use a phased, multi-year approach to create initiatives focused on different diverse communities. Each initiative will have components of "listen," "learn," and "act" so that we 1) hear from our patients, families, and employees; 2) research and employ best practices; and 3) enact policies, create education, and establish procedures. These policies and procedures will address disparities and ensure better outcomes for patients and their families as well as eliminate or reduce barriers for current or prospective employees.

We acknowledge that effecting change will take time. But we are committed to working together to listen, to learn, and, more importantly, to act.



James Hoffmann, DO  
President

A handwritten signature in black ink that reads "James Hoffmann, DO." The signature is written in a cursive style.



Tim W. Weir, FACHE  
Chief Executive Officer

A handwritten signature in black ink that reads "Tim Weir." The signature is written in a cursive style.

## Patient Services Activities

Total Patients Served	78,089
Clinician Visits	330,138
Hospital Patient Days	7,144
Hospital Admissions	2,984
Births	921
Surgical Procedures	4,885
Emergency Department Visits	21,559
Rehabilitation Therapy Procedures	46,609
MRI Procedures	3,095
CT Procedures	7,756
Laboratory Procedures	475,030
Number of Physicians and Clinicians	193
Number of Employees	1,319
Number of FTEs	1,035
Average Years of Service	8.7
Employee Turnover Rate	23.17%
Total Net Operating Revenue	\$251,867,843
Total Operating Expenses	\$238,015,329

Fiscal Year 2021

## Financial Benefit To Our Community

<b>Community Benefit Contributions</b>	
Total Operating Expenses	\$238,015,329
Charity Care Allowances Measured at Cost	\$1,315,729
Estimated costs in excess of payments for treating Medicaid patients	\$23,257,304
Medical Assistance Surcharge	\$1,183,454
Minnesota Care Tax	\$3,366,699
Financial Contributions	\$187,972
Total Costs of Community Benefits (as defined by CHA/VHA guidelines)	<b>\$29,311,157</b>
Estimated costs in excess of payments for treating Medicare Patients	\$31,628,274
Bad Debt Expense	\$5,985,567
Taxes and Fees	\$1,301,932
Sub Total	\$38,915,773
Total Value of Community Contributions	<b>\$68,226,930</b>
Percentage of Operating Expenses	28.66%

Fiscal Year 2021



## 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/talent, in-kind resources, and financial assistance. In 2021, our community contributions made up 28.66% of our annual operating expenses—\$68,226,930 in support of our commitment to be an active, contributing partner in the communities we serve.

Another way OMC actively supports community health is through its partnership with Mayo Clinic, Olmsted County Public Health Services, and several other community-service organizations as together we implemented the year-one action plan based on our collaborative Community Health Needs Assessment (CHNA). You'll find more details about our first year of CHNA-related activity on page 7.

OMC's community investment advisory council approved direct financial support for 74 local and regional organizations delivering education, civic, health and wellness, human service, arts and culture, and youth/fitness 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

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. The joint CHNA and related action plan identified three top community health needs: mental health, substance use, 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 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 financial stress is an issue beyond the scope of OMC's mission and resources, OMC participates in many community-wide efforts to try and address this difficult issue. OMC's documented progress on the community health needs focus areas is available online at [www.olmmed.org/chna/](http://www.olmmed.org/chna/).



## 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 2021:**

- Det Norske Veritas-GL (DNV) conducted its annual survey of OMC. DNV is the accrediting body that evaluates OMC's compliance with regulatory standards to assure safe, quality care is being provided. OMC continues to demonstrate to our accrediting organization it meets or exceeds patient safety standards set forth by the US Centers for Medicare and Medicaid Services.
- OMC received an "A" Leapfrog Hospital Safety Grade for fall 2021. This national distinction recognizes a hospital's achievements in protecting patients from harm and error in the hospital. The Leapfrog Hospital Safety Grade is a hospital ratings program based on prevention of medical errors and harms to patients.
- 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.
- In 2021, all OMC primary care sites were recognized by National Committee for Quality Assurance's Patient-Centered Medical Home (PCMH) for the delivery of high-quality, patient-centered care. PCMH is a model of care that puts patients at the forefront of care and where continuous quality improvement is a priority.
- OMC received a Gold Stars Level 8 rating from Epic, our electronic health records system. Epic's Gold Stars program measures the following areas: patient access, patient experience, clinical quality and safety, population health management, physician productivity, nursing productivity, and value from data. This information not only provides a snapshot of where OMC is related to Epic functionality, but also provides information about areas the organization may want to look at for future optimization efforts. It helps assure OMC is adopting new technologies and staying on the cutting edge.

### **OMC also celebrated the following accomplishments:**

- OMC was recognized as a Level 7 Digital Health Most Wired organization by the College of Healthcare Information Management Executives (CHIME). The CHIME Digital Health Most Wired program conducts an annual survey to assess how effectively healthcare organizations apply technologies to improve healthcare in their communities. Organizations at Level 7 have deployed technologies and strategies to help them analyze their data and are starting to achieve meaningful efficiency outcomes.
- Hospital and surgical services created and implemented a flexible and dynamic plan that allowed OMC to handle increased patient volume, unpredictable COVID-19 surges, and changes in staffing requirements.
- Multiple departments continued to work closely to coordinate and help staff not only the COVID-19 testing location but also the COVID-19 vaccine clinics.



*Olmsted Medical Center – Chatfield*

## Milestones and Meaningful Results (continued)

- OMC's Advance Care Planning workgroup offered its first-ever virtual "social hour" event for patients and community partners. The social hour provided information and resources related to advance care planning.
- Active Aging Services recruited and trained an additional provider for the Medical Cannabis program.
- The Palliative Care program started a pilot with Seasons Hospice to provide primary care to patients who no longer qualify for hospice care.
- Active Aging Services opened a new clinic at The Homestead at Rochester. Services included providing acute care, palliative care, advance care planning, memory care, resource and referral, and education.
- OMC began offering the Mohs procedure, an out-patient surgery for treating the two most common skin cancers, basal cell carcinoma and squamous cell carcinoma.
- OMC Sports Medicine and Athletic Performance expanded their tactical training services for military, firefighter, emergency medical technician (EMT), and law enforcement personnel. Through the program, first responders take part in training and assessments to help them work through injuries, gain better insight into what they need to do to stay healthy on the job, and help them continue to be healthy throughout their career.
- Sports Medicine and Athletic Performance began offering the Bridge program. Led by a certified strength and conditioning coach, the program is designed to help an athlete recovering from total knee or hip joint replacement surgery transition from physical therapy back into a more active lifestyle their sport, while also helping to prevent future injuries.
- The Finance department completed the required reporting with the Federal Government associated with the Coronavirus Aid, Relief, and Economic Security (CARES) Act funding.
- The organization maintained its "A" From Fitch Ratings, an international credit rating agency.

- OMC continued working closely with community partners to coordinate emergency preparedness efforts to enhance the ability to manage COVID-19 patients in the southeast region of Minnesota.
- The Advanced Wound Healing Clinic collaborated with International ATMO, Inc. (a provider of hyperbaric medicine education) to improve processes and safety. This quality initiative was completed to ensure that OMC continues to provide the safest, highest reliable care to our patients.
- The Advanced Wound Healing Clinic began offering provider-only visits for non-complex follow up of patients. This has allowed increased access for patients as well as enabled new patients to be seen sooner.
- Plastic Surgery began using SkinPen, the only FDA-approved microneedling device for a variety of complexion issues. Using this device has improved the quality and the results in the patients that we serve.
- During 2021, OMC began working on a plan to offer Low-Dose CT for lung cancer screening in 2022.
- OMC launched a Transitional Care Management program to improve coordination of care for patients meeting certain criteria. The goal of the program is for a care provider to temporarily oversee management and coordination of services for the patient's medical conditions, psychosocial needs, and daily living support as they transition from being discharge from a hospital or other facility to their home or community setting. The program is designed to eliminate gaps in patient care and reduce hospital readmission rates.



*Olmsted Medical Center - Hospital in Rochester.*

## Quality Department Updates

- Quality in healthcare refers to observing an organization's functions as an interaction of procedures and processes that can be addressed individually and collectively to ensure safe, effective, patient-centered, timely, efficient, and equitable care. At OMC, the Quality department has collaborated with both clinical and non-clinical areas to improve processes.
- Olmsted Medical Center received a 4-star Overall Hospital Rating from the Centers for Medicare and Medicaid Services (CMS) for quality of care during 2021. 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



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.

OMC is above the national average in all 10 areas, and is at or above the MN average in 8.

- Patients who reported that their nurses always communicated well:
  - o OMC = 84% (national avg = 80%, MN avg = 84%)
- Patients who reported that their doctors always communicated well:
  - o OMC = 82% (national avg = 81%, MN avg = 85%)
- Patients who reported that they always received help as soon as they wanted:
  - o OMC = 78% (national avg = 67%, MN avg = 75%)

- Patients who reported that the staff always explained about medicines before giving it to them:
  - o OMC = 68% (national avg = 63%, MN avg = 68%)
- Patients who reported that their room and bathroom were always clean:
  - o OMC = 80% (national avg = 73%, MN avg = 76%)
- Patients who reported that the area around their room was always quiet at night:
  - o OMC = 70% (national avg = 63%, MN avg = 70%)
- Patients who reported that they were given information about what to do during their recovery at home:
  - o OMC = 87% (national avg = 96%, MN avg = 88%)
- Patients who strongly agreed they understood their care when they left the hospital:
  - o OMC = 56% (national avg = 52%, MN avg = 57%)
- Patient who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest):
  - o OMC = 83% (national avg = 73%, MN avg = 78%)
- Patient who reported they would definitely recommend the hospital:
  - o OMC = 84% (national avg = 73%, MN avg = 76%)

## Timely & effective care

- Emergency department
  - o Average time patients spent in the Emergency department before being discharged:
    - OMC = 102 minutes (national average = 125 minutes, MN average = 117 minutes)
- Pregnancy & delivery care
  - o Percentage of mothers whose deliveries were scheduled too early, when a scheduled delivery wasn't medically necessary:
    - OMC = 0% (national average = 3%, MN average = 3%)

## 2021 OMC Department Chairs

**Randy Hemann, MD**  
Chairperson

**Carole Nistler, MD**  
Division Chair  
Primary Care and Specialty Services

**Kim McKeon, MD**  
Division Chair  
Hospital and Surgical Services

**Maral Kenderian, MD**  
Adult Primary Care -  
Rochester Non-Pediatric

**James Baber, MD**  
Department Lead, Anesthesiology

**Melissa Richards, MD**  
BirthCenter & OB/GYN

**Jay Myers, MD**  
Emergency Medicine

**Mark Wilbur, MD**  
Family Medicine - Branch Clinics

**David Lowe, MD**  
Medical Subspecialties

**Tamara Alexandrov, MD**  
Musculoskeletal

**Peter Arndt, MD**  
Pediatrics

**Jeffrey Gursky, MD**  
Psychiatry & Psychology

**Diya Odeh, MD**  
Department Lead, Radiology

**Vidhan Chandra, MD**  
Surgery Specialties

## New Contract Clinicians

**Lori Blauwet, MD**  
Cardiology

**Kimberly McLaughlin, MD**  
Anesthesiology

**Jorge Brenes Salazar, MD**  
Cardiology

**Jessica Sawinski, DO**  
Family Medicine

**Michael Symanietz, MD**  
Family Medicine

**Luke Hunter, MD**  
Emergency Medicine

**Margaret Dow, MD**  
Obstetrics & Gynecology

**Ashley Green, MD**  
Pediatrics

**Kathryn Chamberlain, MD**  
Family Medicine

**Eric Poulin, MD**  
Family Medicine

**Dawn Snow, MD**  
Family Medicine

**Sumaya Al Rawi, MD**  
Pathology

## Human Resources at a Glance

Number of Physicians and Clinicians: **193**

Number of Employees: **1,319**

# FTEs: **1,035**

Average Years of Service for employees: **8.7**

Employee Turnover Rate: **23.17%**



## Retired Contract Clinician

**Marco Santamaria, MD**  
Anesthesiology – 32 years

## 2021 Olmsted Medical Center Board of Trustees

**Maral Kenderian, MD**

Clinic Trustee

**Carole Nistler, MD**

Clinic Trustee

**Tamara Alexandrov, MD**

Clinic Trustee

**James Hoffmann, DO**

President

**Randy Hemann, MD**

Chief Medical Officer

**Tim Weir, FACHE**

Chief Executive Officer

**Jay Hesley**

Public Trustee - Chair

**Cassie Harrington**

Public Trustee

**Jack Priggen**

Public Trustee

**Dan Christianson**

Public Trustee - Past Chair

**Mike Malugani**

Public Trustee

**Wendy Shannon**

Public Trustee

**Steve Borchardt**

Public Trustee

**Andrea Chapman**

Public Trustee

## 2021 OMC Regional Foundation Board of Directors

**Don Supalla** – President

Community Volunteer/RCTC  
President Emeritus

**Corenia Walz** – Vice President

Rodney D. Anderson Law  
Offices

**Bob Groettum** – Secretary

Community Volunteer

**Paul Tieskoetter** – Treasurer

Community Volunteer

**Jeanine E. Gangeness, PhD**

Winona State University

**Jay Hesley**

Community Volunteer

**James Hoffmann, DO**

Olmsted Medical Center

**Jeff Jensen**

Express Employment  
Professionals

**Justin McNeilus**

Sterling State Bank

**David Oeth**

Community Volunteer

**Lilia Ponton, MD**

Olmsted Medical Center

**Stacey M. Vanden Heuvel**

OMC Regional Foundation

**Tim W. Weir, FACHE**

Olmsted Medical Center



Standing, from left: Kevin Higgins; Stacey Vanden Heuvel; Robert Cunningham; Sharon Schneller; Wendy Scheckel. Seated in front, from left: Tim Weir; James Hoffmann, DO; Randy Hemann, MD.

## 2021 OMC Senior Administrative Team

**James Hoffmann, DO**  
President

**Tim Weir, FACHE**  
Chief Executive Officer

**Randy Hemann, MD**  
Chief Medical Officer

**Kevin Higgins**  
Chief Financial Officer

**Sharon Schneller**  
Chief Nursing Officer

**Wendy Scheckel**  
Chief Information Officer

**Robert Cunningham**  
Chief Operating Officer

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



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