

FY2019 ANNUAL REPORT

DEDICATING OURSELVES TO YOU EVERY DAY

Mission:

Accommodating you with care and compassion by dedicating ourselves to you every day.

Vision:

Cuyuna Regional Medical Center will be the best place to receive care, practice medicine, and work.

Values:

People

Maintain an overall organizational response rate of 85% or above on the Employee Engagement Survey

Quality & Safety

Increase the Value of Care provided to all person's served by CRMC as measured by the Executive Dashboard

Service

Achieve an average LEM score of 3 overall for Press Ganey Inpatient, Press Ganey Clinic, ED, and Ambulatory Surgery on Patient Satisfaction Surveys

Innovation

Increate overall CRMC net patient revenue by 3.65%

Stewardship

Maintain an overall CRMC Operating Margin of 4.5% or above

Message from Leadership

This annual report outlines our accomplishments and progress this past year toward achieving our vision of being the best place to receive care, practice medicine and work. It showcases how we're doubling down on our commitment to deliver the highest value and quality of health care to residents of the area because our families, friends and neighbors deserve our best.

As we look back on the past year, we're humbled by all we have accomplished on behalf of our patients and the communities we serve. Those accomplishments wouldn't be possible without the hard work, innovation and dedication of our nearly 1,000 employees. CRMC's strength comes from teamwork, collaboration and a willingness to do whatever is necessary to ensure our patients receive high-quality care.

Forging strong partnerships within our community significantly impacts our ability to deliver high value health care to the people of the Brainerd Lakes Area. We've embarked on new collaborations with other organizations to improve the health of the communities we serve. Our affiliation with Smiles for Jake and Saving Hearts help us tackle important community issues like mental health and partnerships with schools, Crow Wing County and the Hallett Community Center help us improve residents' nutrition and fitness.

We will continue to make strategic investments in technology, equipment and infrastructure so we're positioned to deliver the care our community needs today, tomorrow and for years to come. You can learn more about these important accomplishments inside this report.

Thank you for your support of CRMC as we continue to pursue excellence in patient care. We'll be here when you need us most.

In good health,

ichan Schiller

Richard Schiller Board Chair

Kyle Bauer Chief Executive Officer

Susan Moen, M.D. Chief of Staff

I had a bone-on-bone hip condition on the right side of my body, so I needed help. I couldn't play tennis anymore, I couldn't do anything athletic so I looked around. I found CRMC in Crosby. I got my life back, I got my confidence back. What I really will remember is their competence." – John Corbo, Crosslake





The staff at CRMC made it really exciting to be a first-time Mom. I'd say go to CRMC, you'll definitely get the best care through any nurses and any doctor for the mother's experience as well as the child's experience. You'll get the best care."

- Jill Wittrock, Crosby

I came to CRMC for the strong expertise the physicians have with bariatrics. I decided to have bariatric surgery when I was at the heaviest I've been, a lot of knee pain, back pain. Since surgery I'm down 115 pounds, I would certainly recommend CRMC for bariatric surgery."

– Jay Godfrey, Ironton





I was having a lot of pain, and uncomfortable, painful periods and had dealt with this for many years and was just tired of it. I could not work out any more, it was harder for me to work out, harder to do my day-to-day activities. My life since the surgery has changed, I feel dramatically better. The whole experience was great, I don't even have to worry about it anymore."

– Kristin Holley, Nisswa

The symptoms of my hernia were straightforward, bulging in the umbilical area. The procedure for the robot surgery and the surgery in general was great. We're happy to drive the hour and 15 minutes to get great care. Always a great experience at CRMC."

- Mark Gugisbery, Longville





I chose to come to Cuyuna Regional Medical Center for my surgery because I've heard great things about it. I knew that the recovery would be minimal and that my pain would be minimal. Again, I am so glad that I had the procedure done. I am a new woman, life is good. We're really blessed to have Cuyuna Regional Medical Center in Crosby."

– Pat Glenz, Crosby



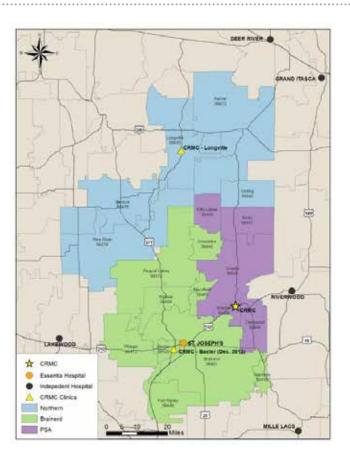
Serving the Cuyuna Lakes region for more than 56 years

Cuyuna Regional Medical Center is a community, non-profit health care organization dedicated to providing care for every person who comes through its doors.

Founded in 1962 by Cuyuna Range area miners.



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Serves approximately 60,000 residents of all ages in the Brainerd Lakes and its surrounding communities.

Including residents in Aitkin, Brainerd, Backus, Baxter, Crosslake, Deerwood, Emily, Fifty Lakes, Fort Ripley, Garrison, Ironton, Longville, Merrifield, Nisswa, Outing, Pequot Lakes, Pillager, Pine River and Remer

2019 Facts

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	2019	2018
Admissions	1,596	1,804
Patient Days	4,123	4,658
Length of Stay	2.58	2.58
Hospital Average Daily Census	14.10	14.50
Care Center Resident Days	25,691	30,890
Clinic Visits	76,073	74,768
Emergency Visits	10,473	10,524
Births	200	182
Surgeries	7,929	7,499
Outpatient Visits	184,863	184,230
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YTD FY 2019 Operating Expense

YTD FY 2019 Operating Revenue

Salaries	\$50,451,523	Gross Revenue	\$300,787,719
Employee Benefits	^{\$} 11,822,096	Deductions	(*181,021,932)
Fees & Purchased Services	^{\$} 21,341,025	Net Patient Revenue	^{\$} 119,765,787
Supplies	\$23,616,486	Other Operating Revenue	\$8,634,849
Other Operating Expenses	\$10,272,317	Total Operating Revenue	^{\$} 128,400,636
Interest	\$1,616,262		
Depreciation	^{\$} 6,629,462		
Total Operating Expenses	^{\$} 125,749,171		
Operating Income	^{\$} 2,651,465		

Services

- Anesthesiology
- Birthing Center
- Cancer Care Center
- Clinical Nutrition
- Diabetes Education
- ER and Ambulance
- Hospice and Home Health
- Hospital Medicine
- Intensive Care Unit
- Interventional Pain Management
- Laboratory
- Menopause & Healthy Aging Center
- Minnesota Center for Obstetrics/Gynecology

- Minnesota Center for Orthopaedics
- Minnesota Institute for Minimally Invasive Surgery
- Minnesota Reflux & Heartburn Center
- Palliative Care
- Pharmacy
- Radiology
- Rehabilitation
- Surgery Center
- Stroke Care
- Wellness

Physician Clinics

CRMC's physician clinics provide comprehensive, high quality medical care through an impressive range of primary and specialty care physicians. From family medicine practitioners and internists to orthopaedic surgeons and obstetrician/gynecologists, our growing family of physicians and professional staff manage a wide variety of our patients' health care needs. CRMC offers four locations for the convenience of our patients: Baxter next to the Minneapolis Heart Institute, Breezy Point across the highway from the Sports Arena, Crosby inside the hospital and Longville just off Girl Lake.



New Providers

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Mark Bernston, M.D. Family Practice



Elisabeth Jenkins, P.A. General Surgery



Pennie Carnes Licensed Professional Counselor



Sam Feyder, P.A. Emergency Medicine



Gail Clifford, M.D. Hospitalist



Kristin Furan Psychologist



Bret Danielson, P.A. Family Practice



Melissa Goble, N.P. Women's Health



Dan Lonergan, M.D. Interventional Pain Specialist



Kyle Thompson, M.D. Surgery Fellow



Kamran Darabi, M.D. Oncologist



Aaron Holley, M.D. Emergency Medicine



Joseph Merck, M.D. Ophthalmology



Jamie Westerman, N.P. Family Practice



Brian Holmgren, M.D. Hospitalist



Jessica Mudgett, N.P. Hospitalist



Paige Holmgren, M.D. Family Medicine



Danielle Munsterman, N.P. Family Practice



Christopher Kaczmarczyk, D.O. Emergency Medicine



Staci Roslansky, N.P. Surgery





Recognition & Accreditation



- America's 100 Best Hospitals for Patient Experience/Women's Choice Award
- U.S. News & World Report High Performing in Hip Replacement (2019-20, 2018-19)
- Silver Medal in the Association for Healthcare Foodservice's national competition
- U.S. Department of Health and Human Services' Health Resources and Services Administration for promoting organ donation enrollment
- Acute Stroke Ready Hospital by the Minnesota
 Department of Health
- Level IV Trauma designation by the State
 Trauma Advisory Council
- Minnesota Antibiotic Stewardship Honor Roll for Hospitals
- Care Center named to the Minnesota Antibiotic Stewardship Honor Roll for Long-Term Care

- Brainerd Lakes Chamber of Commerce's Business Excellence Award (2018)
- #1 Best Medical Facility in Best of the Brainerd Lakes Contest (2019 & 2018)
- #1 Best Elder Care Services (Heartwood) in Best of the Brainerd Lakes Contest (2019 & 2018)
- #1 Best Retirement Community (Heartwood) in Best of the Brainerd Lakes Contest (2018)
- 📩 The Joint Commission
- The Commission on Cancer of the American College of Surgeons
- MIMIS accredited as an Advanced Gastro-Intestinal Minimally Invasive Surgery/ Bariatric/Flexible Endoscopy fellowship
- Baxter and Longville Clinic Laboratory accredited by the Commission on Office Laboratory Accreditation

Innovation



Breezy Point Clinic

Construction is underway for a new 7,000-square-foot physician clinic that will open Spring 2019 in Breezy Point. One physician and an advanced practice provider will staff the clinic which will include nine exam rooms, a procedure room, laboratory and diagnostic imaging.

Spine/Orthopaedics/Pain Clinic

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A new, \$13 million state-of-the-art outpatient clinic and interior remodeling of the Crosby campus is also underway.. The new clinic expected to open in Fall 2020 will provide more space for expanding orthopaedics and pain services and a new spine surgeon.





JointPoint Used in Joint Replacement

The Minnesota Center for Orthopaedics is the only Minnesota facility using a computerized intraoperative software with the goal of creating a total hip replacement that has precise alignment, stability and component placement. Using this software, surgeons precisely measure a patient's legs to ensure symmetry and perform other implant measurements while using less X-ray radiation exposure.

New Service

Menopause Center for Healthy Aging

Menopause & Healthy Aging Center

A new Center was developed to help women age 40 and older deal with issues and symptoms caused by perimenopause and menopause. Certified menopause specialists provide personalized guidance and counseling along with education and resources to help manage the menopause transition with ease.

Technology



daVinci Robot

The daVinci surgical system is now being used to help enable surgeons to perform minimally invasive surgery with an advanced set of instruments and a 3D high definition view of the surgical area. The equipment is used widely in hernia, urology and gynecology procedures and in several other procedures. Patients experience fewer complications compared to those who had open surgery.

Renovations



Care Center

A new, centralized nursing station was installed in the Care Center for better resident flow and staff efficiency. A new entrance was also built together with a new dining room and outdoor patio. Numerous resident rooms were also remodeled.

Chiller Plant

With the help of a \$75,000 grant from the Minnesota department of Health's Rural Hospital Capital Improvement Grant Program, a new chiller plant was installed in CRMC's HVAC system. The total cost of project was \$810,000 which included replacing five failing air conditioning units with a 300-ton energy efficient chiller.





Heating System

New, energy-efficient boilers were installed to provide adequate hot water and heat to the organization. CRMC's heating system had been in operation more than 20 years and had started to decay resulting in costly repairs.

Community Benefit

CRMC is committed to making a positive impact on the health of the community it serves. One of the many strategies we use to do this is by providing for the unique health needs of area residents.

Using information collected in a Community Health Needs Assessment, CRMC embarked upon many efforts to improve residents' health status, increase their life spans, and elevate their overall quality of life. A healthy community is not only one where its residents suffer little from physical and mental illness, but also one where its residents enjoy a high quality of life.

Community Support

Each year, we give back over \$1.1 million to the community to improve health and ensure that all patients have access to quality health care.

Community Education and Support

We provide health-related education to the community through events, classes, lectures and wellness screenings. Most are completely free-of-charge to the community.

- Nearly 10,000 people attended a health or wellness event last year.
- We offer year-round education classes on topics like CPR/First Aid, childbirth and breastfeeding.
- A variety of support groups are offered for patients and their families.
- Our health care experts present numerous educational seminars throughout the year.





Supporting Our Community

We supported other organizations and initiatives through sponsorships and donations that share our goal to improve the health of our community. In 2018, they totaled \$119,768. Our staff also donate time, materials, and leadership to many community organizations including various schools; Cuyuna Lakes, Brainerd Lakes and Nisswa chamber of commerces; Hallett Community Center; Northland Arboretum; Race for the Cure; Kinship Partners; Brainerd, Crosby, Ironton, Cuyuna and Deerwood fire departments and others.

Investing in your hospital

We invest approximately \$3 million every year in capital improvements such as new equipment, facilities and technology infrastructure. This is a strong affirmation of our commitment to providing the best possible care for our community. Our "profits" are reinvested to improve the quality of care we offer, not distributed as dividends to shareholders. The returnon-investment: a healthier community for us all.



Charity Care

Charity care consists of health care services provided to low-income patients at free or reduced prices, and is provided to those who have exhausted third-party resources, do not qualify for Medicaid or have insufficient incomes. Ability to pay is based on Federal Poverty Income Guidelines, which considers family size, new assets, and overall financial position. CRMC makes significant efforts to ensure charity care is granted to all patients who qualify.

Unpaid cost of Medicaid

Medicaid is a jointly funded, Federal-State health insurance program for low-income individuals. Health care Medicaid reimburses provides well below the actual cost of care, so the unpaid cost of Medicaid represents the difference between our cost and the amount Medicaid paid us for the health care services we provided.

Subsidized health services

Our service area has a high need for several health care services that do not generate sufficient revenue to cover the cost of providing them. We subsidize the following services to ensure their availability to our community:

- Obstetrics
- Physician Clinics
- Hospice/Home Health
- Rehabilitation
- Clinical Nutrition
- Behavioral Health



Under this employee volunteer program, when staff volunteer 10 hours or more of their personal time at a non-profit organization in the area, CRMC donates \$100 to the organization. And, if five or more employees register for a charity run/walk/bike event, CRMC will sponsor the team with up to \$50 each employee (maximum of \$2,000). Employees choose how they spend their time and are empowered to choose their own causes to support so they can effect change in the areas most important to them, either within their own lives or in their own communities.



Among the organizations CRMC has donated to on behalf of its staff are:

- Alcoholics Anonymous
- Bit ad Bridle Saddle Club
- Bling Lake ATV Club
- Brainerd Basketball Association
- Brainerd High School
- Brainerd Lakes Curling Club
- Brainerd Varsity Cheer Team
- Community Care n Share in Emily
- Covenant Pines Bible Camp
- Crisis Line and Referral Center
- Crosby Days for Girls
- Crosby-Ironton Schools
- Crosby-Ironton Youth Softball
- Crow Wing County Civil Air Patrol
- Crow Wing County Sheriff's Mounted Patrol
- Cuyuna Lakes Chamber of Commerce
- Cuyuna Lakes High School Mountain Bike Team
- Cuyuna Range Elementary School
- Cuyuna Range Youth Center
- First Lutheran Church in Aitkin
- Forestview Middle School in Baxter

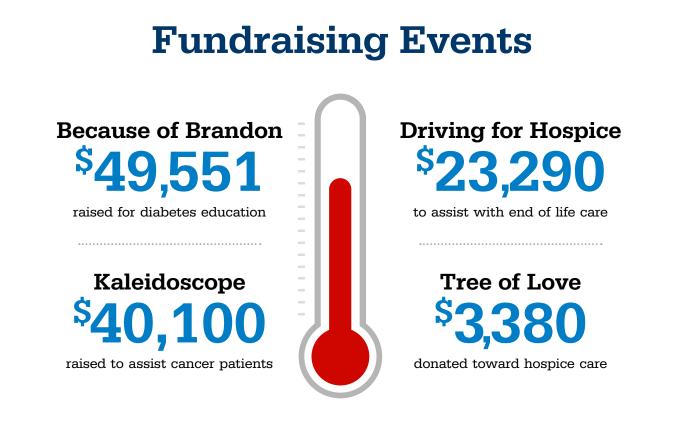
- Grace United Methodist Church
- Lakes Area Pregnancy Support
- Lakewood Evangelical Free Church in Baxter
- Mid-Minnesota Women's Center in Brainerd
- Nisswa Elementary School
- Northern Lakes Youth Hockey Association in Pequot Lakes
- Northland Arboretum
- Pequot Lakes Community Education
- Pequot Lakes Cub Scouts Pack 102
- Pioneer Elementary PTO in Pierz
- Sexual Assault Services of Brainerd
- Silos to Circles
- St. John's Lutheran Church in Aitkin
- St. Joseph's Catholic Church in Crosby
- The Log Church in Crosslake
- Trinity Lutheran Church in Brainerd
- United Way of Crow Wing County
- Vacationland Figure Skating Club in Brainerd
- Wild & Free Wildlife Rehabilitation
- Zion Lutheran Church in Milaca

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CRMC's Charitable Fund connects compassionate people with the healthcare efforts they care most about. It exists to help people improve and enhance the quality of care for patients at CRMC and people in the Brainerd Lakes Area. Thanks to caring donors, the Charitable Fund has touched many lives. Your support will enable CRMC to touch many more.

In 2018, more than \$234,000 was donated to the Charitable Fund. With this support, CRMC awarded nine scholarships for youth to attend a Type 1 Diabetes Education Camp in Hudson, Wisc., and provided over \$1,000 in food vouchers and \$500 in gas cards to assist families with travel to Children's Hospital in the Twin Cities. CRMC also provided \$12,000 in assistance to cancer patients undergoing treatment and helped make the lives of hospice patients more comfortable.



YOUR OPPORTUNITY TO SUPPORT HEALTHCARE IN OUR COMMUNITY

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Donors are critical to fulfilling CRMC's mission. Because they believe in the mission, they give of themselves as volunteers and with their gifts. **To all who have supported the Charitable Fund, thank you!** Without your support, making a difference in the lives of community residents' well-being would be harder to attain.



In honor of her father and his love for golf, Theresa Gade and her three nephews rode in her dad's former golf cart as they competed in Driving for Hospice, CRMC's fund-raiser golf tournament at Cuyuna Rolling Hills Golf Course in Deerwood. Kenneth "Bud" Kielty was an avid golfer up until the day he passed away in April 2018. In appreciation for the hospice services received the last six months of his life, his family donated to hospice and each year sponsors a hole at the tournament.

Adam Kielty of Chanhassen; Thomas Kielty of Dallas, Texas; Barb Kielty of Brainerd; Theresa Gade of Plymouth; and Matthew Kielty of Brooklyn, New York.

When I was diagnosed with Type 1 diabetes, going to summer camp was no longer an option because of the medical needs I now had. Camp Needlepoint allowed me to go to summer camp. At camp, I was no longer the only kid with Type 1 and for one week, I felt normal."

– Ethan, 14, Pequot Lakes



Gifts of \$1,000 or greater

Dr. Fawn & Thomas Atchison Kyle & Laura Bauer Family Dr. Rajesh Bhargava Brainerd Radiation Therapy Center/Minneapolis Radiation Oncology, P.A. Crosby Bar & Grill Crosby Fire Relief Association Crow Wing Power Cuyuna Firemen's Relief Association Cuyuna Range Community Center DeGraaf Financial Amy Hart Chris & Sheila Hoehn Hunt Electric Hy-Tec Construction Kraus Anderson Construction Marco, Inc. Dr. Kara & Anthony Maucieri North Risk Partners Rasinski's Total Door Service Regional Diagnostic Radiology RSM US LLP Sherner Family Charitable Fund Lisa Slepica Stinson Leonard Street Technical Life Care Medical Company Tito's Handmade Vodka Stacy Weldon

Gifts of \$500-\$999

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Gifts of \$250-\$499

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Bay Lake Area Lions BlackRidge Bank Theresa Blomer Brainerd BN Credit Union Tamera Browning Lea Carlson Cascade Ladies Diane Cash Kristin Christensen Todd Christenson CTC Cuyuna Iron Range Riders Diane Pogatchnik - LakePlace.com Emily Cooperative Telephone Company Heather Erickson Fifty Lakes Firemen's Relief Association Barb Genereux Great River Eye Clinic **Guardian Pharmacy** John & Carol Hilgers Laura Hoffard

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Gifts of \$1-\$99

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