



Looking Towards the Future of Rural Health

Minnesota Rural Health Policy Summit – November 19, 2025

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OBJECTIVES

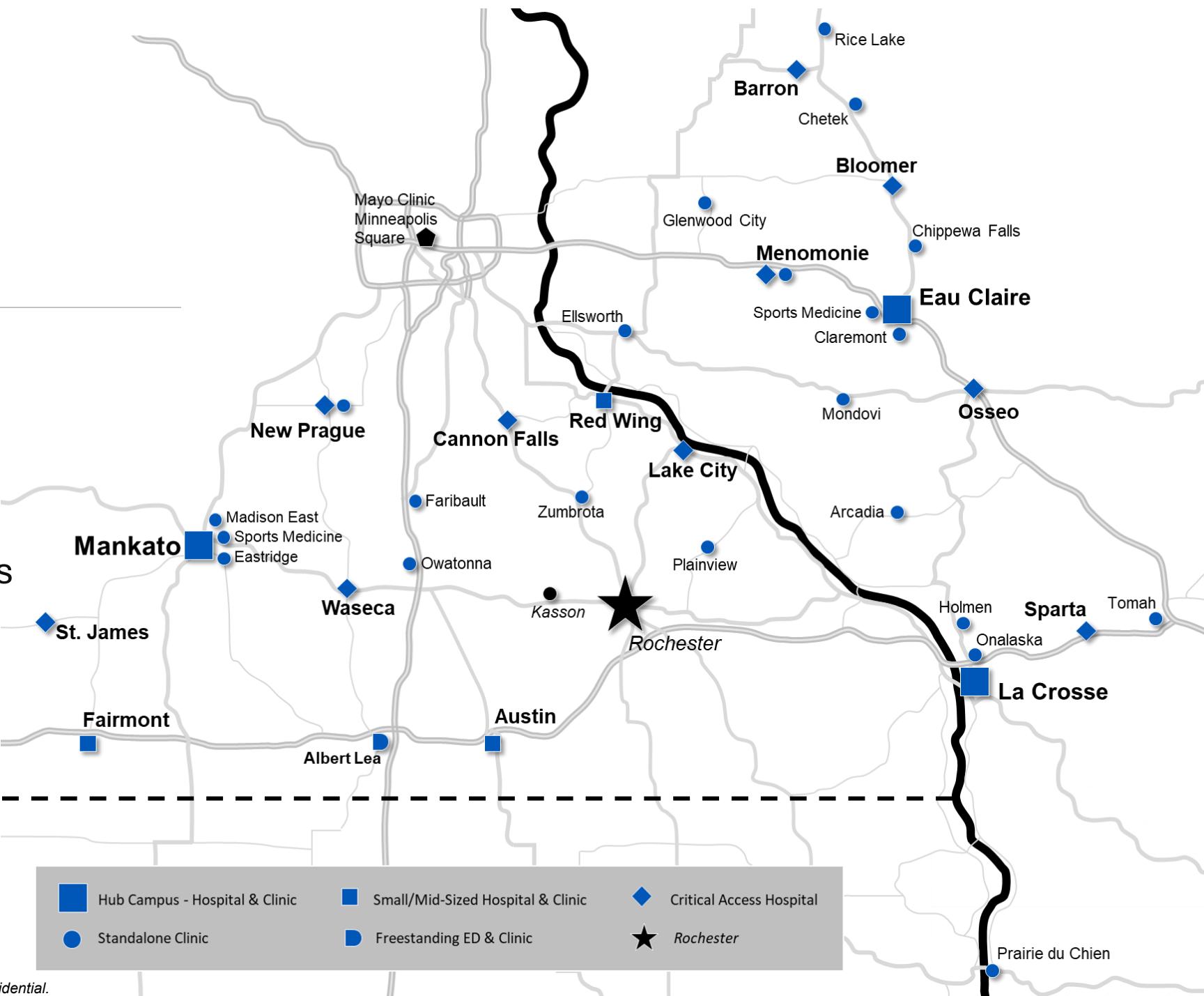
- ✓ Share insights on **digital technologies** and **innovative delivery models** that are enhancing healthcare in community and rural settings across care continuum:
 - **Primary Care**
 - **Hospital Operations**
 - **Medical Specialty Care**
 - **Surgical and Procedural Practices**
 - **Nursing**

- ✓ Discuss successful **digital strategies** and the benefits of a **system approach**

No disclosures, conflicts of interest, or financial relationships to report.

Today's Landscape

- **3 Main Hub Campuses**
- **6 PPS Hospitals**
- **10 Critical Access Hospitals**
- **17 Emergency Dept.**
- **38 Clinic Locations**
20 are standalone clinics





REVIEW OF 2024

- Over **2.2 million** outpatient clinic visits (inclusive of virtual visits)
 - **425,000** appointments self-scheduled online
 - **40,000** hospital admissions for **168,000** days
 - **253,000** emergency department visits
 - **38,000** surgical cases performed
 - Nearly **600,000** unique patients

2025 YEAR-TO-DATE

- **17.2% increase** in hospital admissions
- **2.7% increase** in OB deliveries (births)
- **3.5% increase** in surgeries

SEVERAL CHALLENGES LEADING TO A KEY QUESTION

Situation

- Hospital operating margins have been declining since 2014
- Federal relief funds and investment income helped hospitals remain financially solvent during the pandemic, but these are insufficient for long-term financial health
- Health systems face uncertainty with changes in government policy, funding sources and reimbursement models.
- Growing deficits across the healthcare workforce – physicians, nursing, paramedics, technicians, and more.
- Increasing pressures causing profound changes in hospital revenues, necessitating more diligent expense control

Challenges

- 1 **Regulatory Uncertainty:** hospitals face growing uncertainty and financial pressure amid recent policy shifts
- 2 **Healthcare Industry:** The industry experienced stagnant or lower reimbursement rates and had to rely heavily on high-cost contract staffing to fill workforce gaps
- 3 **Macroeconomics:** Inflationary pressures on staff wages and supplies, combined with labor shortages due to burnout, retirement, and higher demand, further strain financial resources

How do we ensure rural healthcare is not just surviving, but it is truly thriving?

A SHARED VISION IS FOUNDATIONAL TO SUCCESS

Shared Vision

Transform outcomes, quality, experience and financial sustainability by engaging and empowering the entire team

Guiding Principles

Patient-Centric

Focus on strategies and actions that directly contribute to the well-being and health of patients

Triad Leadership

Foster collaborative leadership involving physician, nursing, and administrative leaders to drive change

Data-Driven Decisions

Utilize data and analytics to inform, measure and guide ongoing progress across initiatives

Core requirements

Workforce Engagement and Front-Line Driven

Accountability to Relentlessly Elevate Care Delivery

Consensus on Performance Metrics



Elevating care by seamlessly integrating
physical and digital delivery models

A woman with long blonde hair is sitting on a bed, looking down at a smartphone in her hands. She is holding a digital thermometer in her other hand, which is extended towards the camera. In the background, a young child with curly hair is lying in bed, looking towards the camera. The scene is softly lit, suggesting a home environment.

Overcoming Rural Challenges and Addressing New Needs

Access

Consistent patient access, anytime, anywhere

Continuity

Care continuously connected with broader care team

Transitions

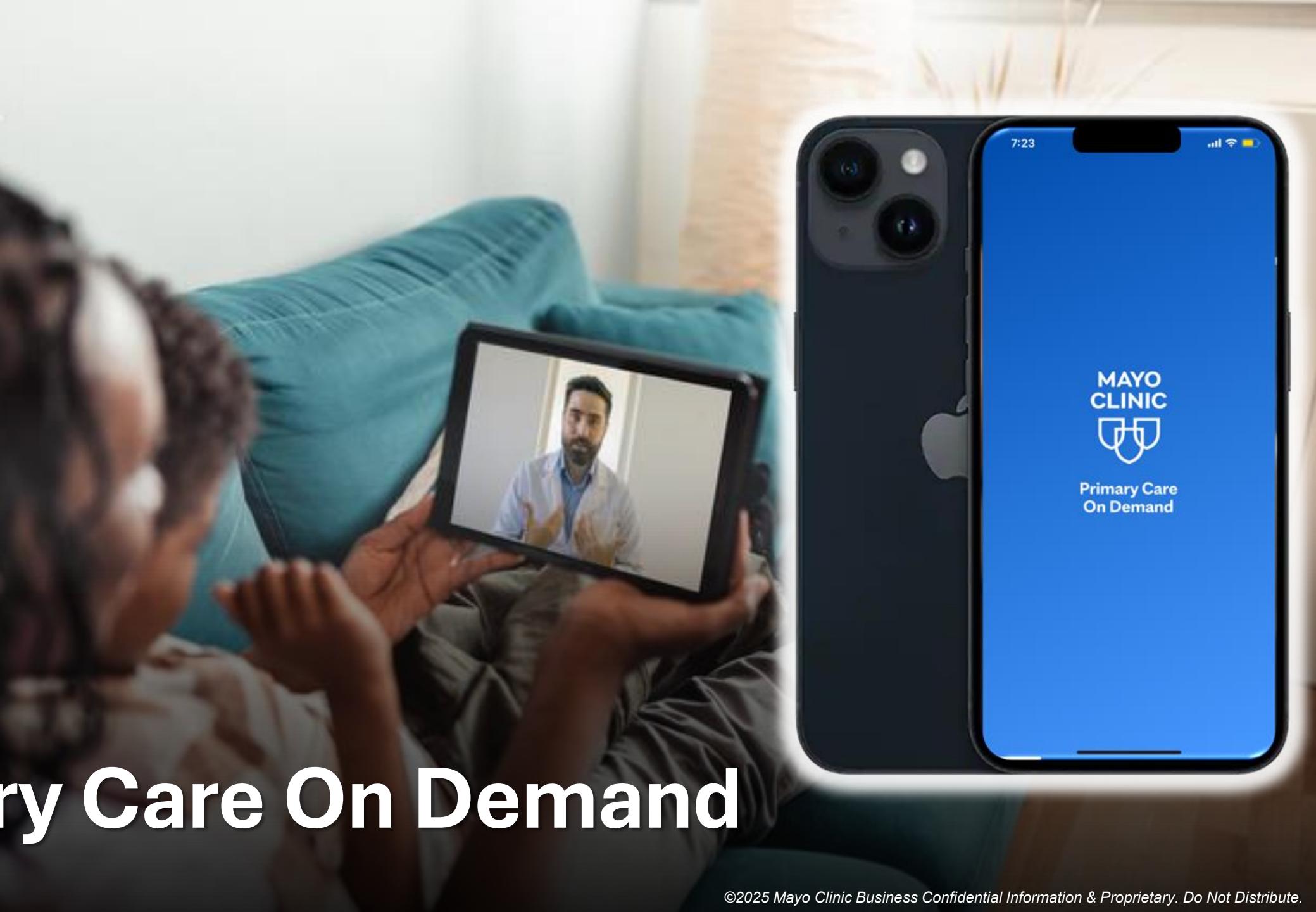
Ability to pivot to in-person care coordinated with local clinics when needed

Experience

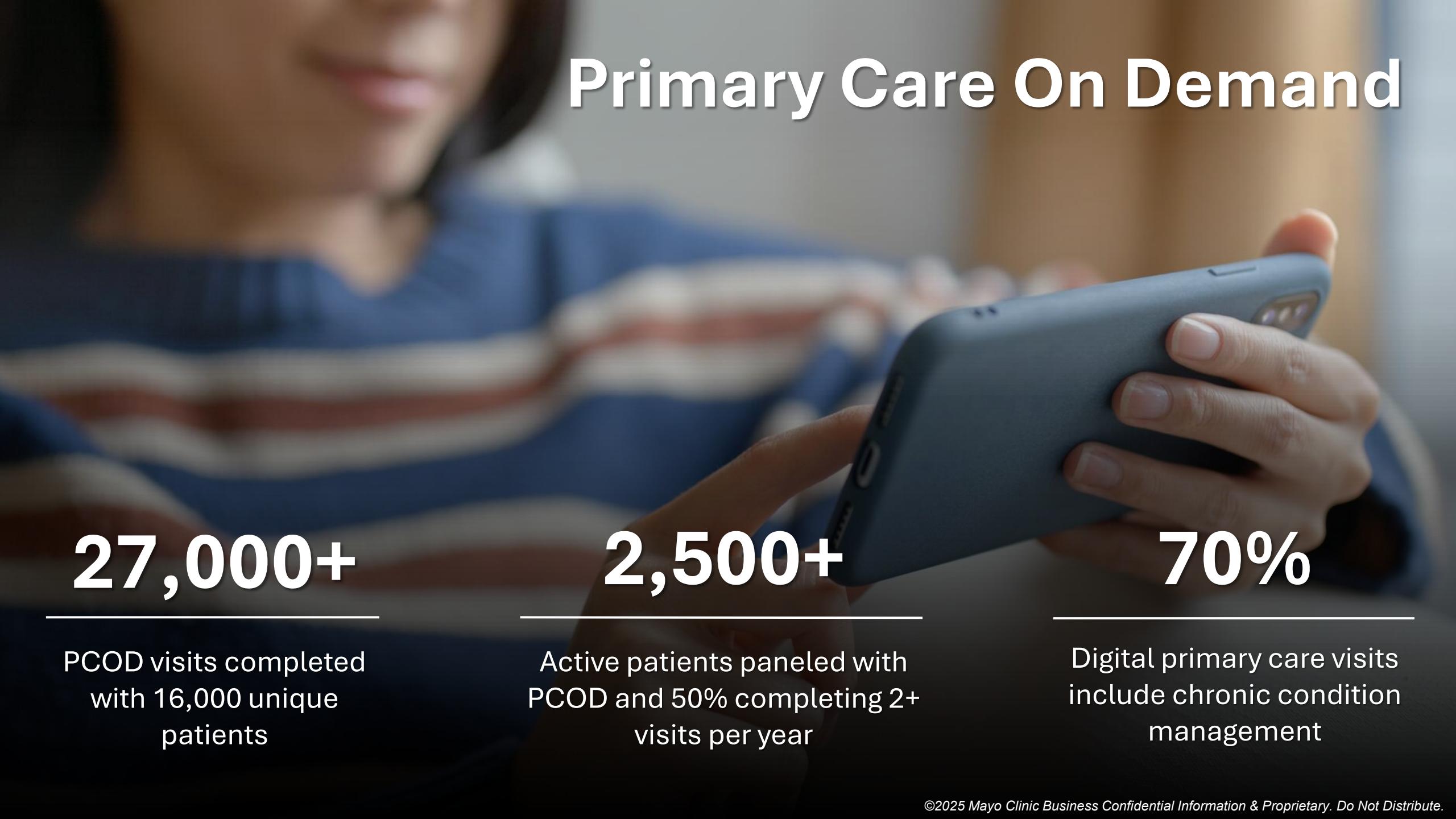
One consistent brand integrating care, physically and digitally



Primary Care On Demand



Primary Care On Demand



27,000+

PCOD visits completed
with 16,000 unique
patients

2,500+

Active patients paneled with
PCOD and 50% completing 2+
visits per year

70%

Digital primary care visits
include chronic condition
management



Advanced Care at Home

Eau Claire, Wisconsin



Digital Toolkits

Advanced Care at Home



52-55

Admissions Per Month

4.4 Days

Average Length-Of-Stay

8.4 Patients

Average Daily Census



Cancer Care and Clinical Trials Beyond Walls

ViRN



A photograph of three healthcare professionals in a control room. In the foreground, a man wearing a white lab coat, glasses, and a mask is looking directly at the camera. Behind him, two other individuals are seated at desks with multiple computer monitors displaying medical data. The room is dimly lit, with the screens being the primary light source.

eICU



Teleneonatology Program



Maria and Anya's Story

Arcadia, Wisconsin

A photograph of a surgical team in an operating room. A surgeon in the foreground, wearing a blue surgical cap, mask, and glasses, is focused on a procedure. A robotic arm with a camera or probe is positioned near the surgeon's hands. The background is filled with the silhouettes of other medical staff in scrubs and masks, creating a sense of a complex, high-tech medical environment.

Integrating AI into Surgical and Procedural Practices

Hospital Command Center

One Hospital, Seventeen Doors





Mobile Health Unit



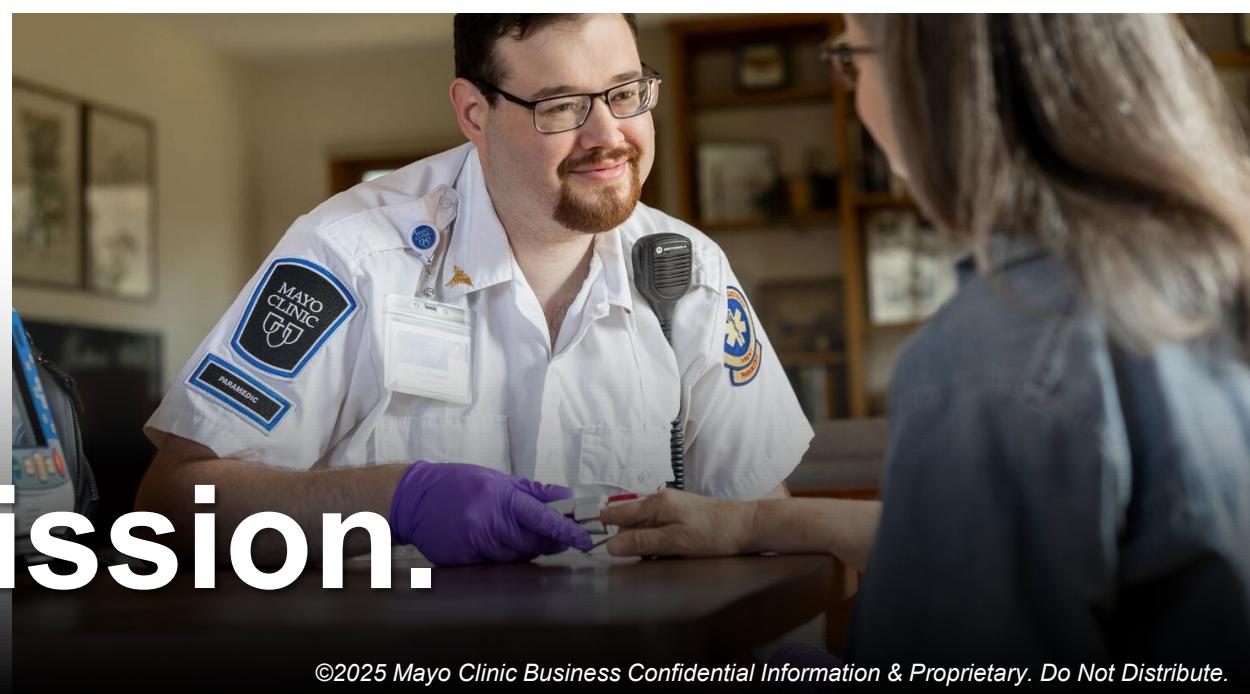
Focus on Population Health



Advancing Radiology and Pathology



One Team. One Mission.





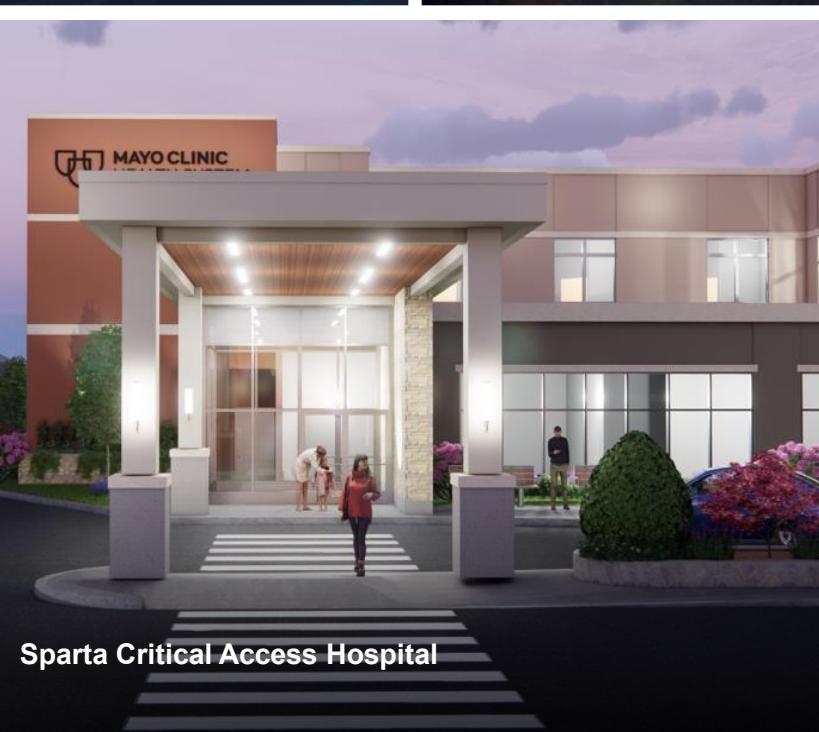
La Crosse Hospital Bed Tower



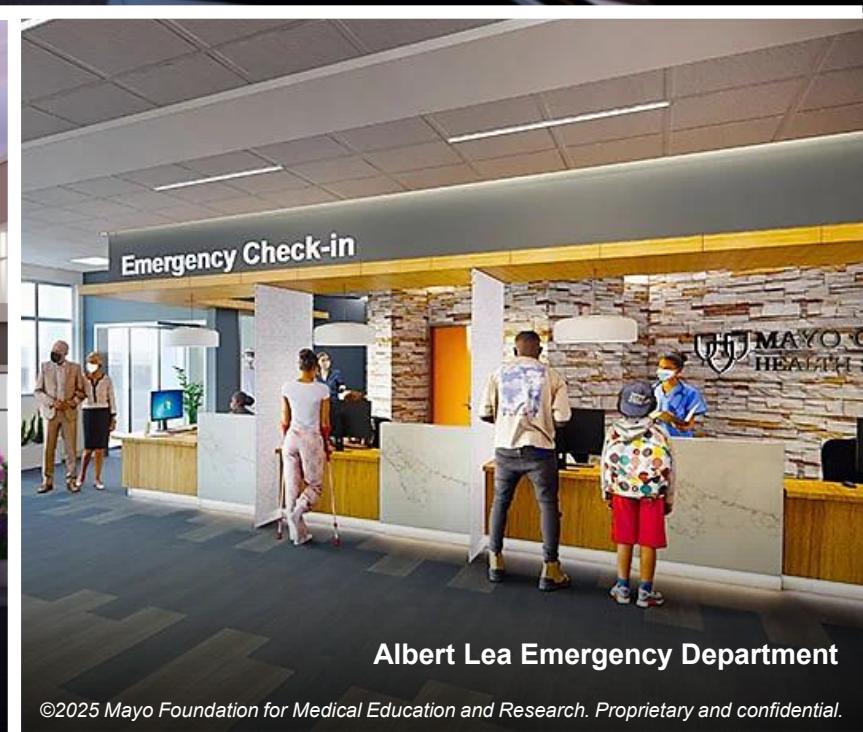
Mankato Hospital Bed Tower



MCHS Sports Medicine & Clinic at Sonnentag Complex



Sparta Critical Access Hospital



Albert Lea Emergency Department

A photograph of a construction site. In the foreground, a tall orange and red lattice-boom tower crane is angled upwards, its arm reaching towards the top of the frame. Behind it, a modern building is under construction, featuring a dark blue glass facade and a light-colored concrete or stone base. The sky is a clear, pale blue. The overall image has a slightly desaturated, cinematic feel.

Questions & Answers

Thank You For Your Time