



Reasons



#1: Winona Health

125 Reasons

Since 1894, Winona Health has been here to take care of community members, and community members have been supporting Winona Health.

Thank you for helping Winona Health stay deeply rooted in our community so the services you need will be here for you and your family for generations to come.

#2: Our Mission

Devoted to improving the health and well-being of our family, friends and neighbors.

- An environment where people can realize their full potential
- Excellence and leadership in clinical care and service
- Customer focus
- Stewardship of resources

#3: Our Vision

To be a recognized leader in the revolutionary transformation of community healthcare.

#4: Our Values

Humble Integrity: We are honest, sincere and accountable for every interaction.

Service with Heart: We respect people and encourage health and healing so that everyone can achieve their full potential.

Enduring Loyalty: We are deeply committed to our legacy of caring for each other and our community.

Passion for Excellence: We intentionally pursue continuous improvement in ourselves and across the organization.

Reason #5: Focused on our community



Rachelle Schultz, Ed.D
President/CEO

Winona Health has been serving our regional community for 125 years. From the first day the hospital opened, until now, and into the future, our mission has not waived. Through time and change, the physicians, staff, and volunteers who are Winona Health understand our community, value our deep relationships, and remain committed to health, healing, care and compassion.

A community hospital is so much more than meets the eye. Often, we hear, "I didn't know you did that at Winona Health," and we think we need to do more marketing. The reality is, most people don't know because they didn't need the service - until they did.

It is when someone is diagnosed with a new condition, or when an emergency occurs where hospitalization or surgery is required, or symptoms don't go away after a period of time, or longer rehabilitation and healing is in order (and the list goes on) that a search for clinical care and support begins.

Winona Health provides a robust array of services in the hospital, the clinics, outpatient ancillary departments, senior living settings, as well as in homes and throughout the community. We also remain clear on our scope of services so we also coordinate care with specialists and link that care back to your primary care physician and team. You are not the disease you seek care for, you are not the body part that is in need of attention – our holistic person-centered approach understands that *all* of you needs care.

It is our honor to be your partner in advancing your health and well-being.

We're here for you, your family and friends 24 hours a day, 7 days a week and 365 days a year. For 125 years and counting.



Reason #6: Leaders committed to our community

2019 Winona Health Administrative Leaders

Front (l-r): Rebecca Lamberty, Chief Administrative Officer; Jan Brosnahan, Chief Financial Officer; Rachelle Schultz, EdD, President/CEO; row 2 (l-r): Robin Hoeg, Vice President of Hospital & Senior Services; Sara Gabrick, Vice President of Surgical & Specialty Care Services/CNO; Marti Bollman, Vice President of Primary Care Clinics & Wellness (now retired).

#7: We care about the people we serve.



Ken Mogren
Chairman of the Board

Having served on the Winona Health Board of Directors for several years, I've seen enough of what happens day to day to be able make a very long list of reasons people should choose Winona Health as their healthcare partner. Alas, trying to fit them all onto this page would be like trying to stuff an elephant into an envelope. But there is room to expand a bit on the common thread that runs through all those good reasons, and it's simply this: We care about the people we serve.



When our board is making decisions, the most important factor is always what effect the action will have on patients. We never lose sight of our mission statement which reads, "Dedicated to improving the health and well-being of our family, friends and neighbors."

A mission statement is like the foundation of a building. If it's compromised, the sturdiness of the building is at risk. A solid mission has made Winona Health a sturdy organization for 125 years. The mission is the core of who we are, it helps us define ourselves, and it's critical that we know exactly who we are, and just as important, who we are not.

The two phrases that best define Winona Health are, "primary care" and "community owned."

"Primary care" means we are a first stop for care, much of which we can deliver right here. We refer to partner organizations when we see a situation where more complex, specialty

care is advisable. We are blessed to be located so close to some of the best specialty care in the world, and our patients benefit from the relationships we have with such organizations. "Community owned" means we're governed by local people who want what is best for people in our community.

We have always resisted opportunities to become part of any larger organization where we'd have far less to say about how people in our community are served. Many communities regret giving up their independence by merging with or being acquired by bigger organizations. Bigger isn't always better, especially when it comes to something as important as your health and the health of your loved ones.

A timeless mission and clarity about who we are have enabled Winona Health to provide a level of care that has made us the healthcare choice for people in this community for 125 years. And we are committed to continuing that tradition.

#8: A volunteer board committed to our community

2019 Winona Health Board of Directors Front (l-r): Ken Mogren, Chairman, Retired President, Winona Agency, Inc.; Rachelle Schultz, EdD, Winona Health President/CEO; Row 2: Katrina Hammel, MD, Chief of Inpatient & Senior Services; Nicholas Modjeski, MD, Family Medicine Physician; Row 3: Vicki Decker, Community Volunteer; Greg Evans, President/Chief Banking Officer Merchants Bank; Toni Highum, Senior System Analyst, J.R. Watkins, Co.; Row 4: Fatima Said, Executive Director, Project FINE; Brian Semling, Founder/CEO, Brian's Toys; Sandra Burke, Executive Director, Winona Volunteer Services; Row 5: Matthew Broghammer, DO, General Surgeon; Bob Williams, Retired Owner, Robert J. Williams Associates; Todd Paulson, Chief Financial Officer, RTP Company; Row 6: Steve Blue, President/CEO, Miller Ingenuity; Hugh Miller, President/CEO, RTP Company; Row 7: David Gilmer, DDS, Waterfront Family Dentistry; Brett Whyte, MD, Winona Health Chief of Medical Staff; Not Pictured: Mark Wagner, Engineering Team Leader, Watlow Controls

Reason #9: Knowledgeable, compassionate healers



Brett Whyte, MD
Chief of Staff

Healthcare has evolved in many positive ways over the past 125 years, and the pace of change is ramping up.

To remain a successful, independent, community-focused organization over that timeframe is truly remarkable and a testament to our communities' support for local healthcare.

I'm proud to be a part of the Winona Health team over the last 21 years of our long history. I can think of more than 125 reasons for patients to choose Winona Health but will

focus on the one that I am most familiar with: our medical staff.

I'm very proud of our providers and see their unique blend of clinical acumen and boundless compassion at work every day. It takes both knowledge and compassion to make a great healer, and we have many great healers in our organization. Winona Health encourages a singular focus in meeting the needs of our patients. Usually, we can meet those needs right here in Winona, but we never hesitate to use specialty expertise outside of our walls when it's needed.

We are free to choose consultants not by affiliation, but in collaboration with our patients, considering quality, cost, timeliness, or other factors important to each patient's unique needs.

Patients can trust us to be their first stop in managing their medical conditions, and we will guide them through the complexities of healthcare to resolution. In my humble opinion, our medical staff is exceptional in this role, and that is just one of many compelling reasons to choose Winona Health for the next 125 years.

#10: Dedicated Physician Leaders



Matthew Broghammer, DO
Vice Chief of Medical Staff



Michael Donnenwerth, DPM, FACFAS
Chief of Surgical and Specialty Services



Katrina Hammel, MD
Chief of Inpatient and Senior Services



Sarah Lallaman, DO
Chief of Primary Care and Wellness Services



Christopher Watras, MD
Chief of Emergency & Urgent Care Services



Brett Whyte, MD
Chief of Staff

#11: Careers dedicated to local care



#12 - Dr. Parker's influence

Daniel Parker, MD, Winona Health Internal Medicine physician, retired after more than 40 years of caring for the Winona community. Dr. Parker said, "It's hard to believe I've been taking care of area families for 41 of Winona Health's 125 years. I came to practice here because Winona is a great place and I was impressed by the skill of the doctors. While there has been astounding growth and change in healthcare through the years, Winona Health is committed to meeting change with innovation. I'm optimistic about Winona Health's future because I know my Winona Health colleagues are dedicated to caring for their neighbors, friends and community."

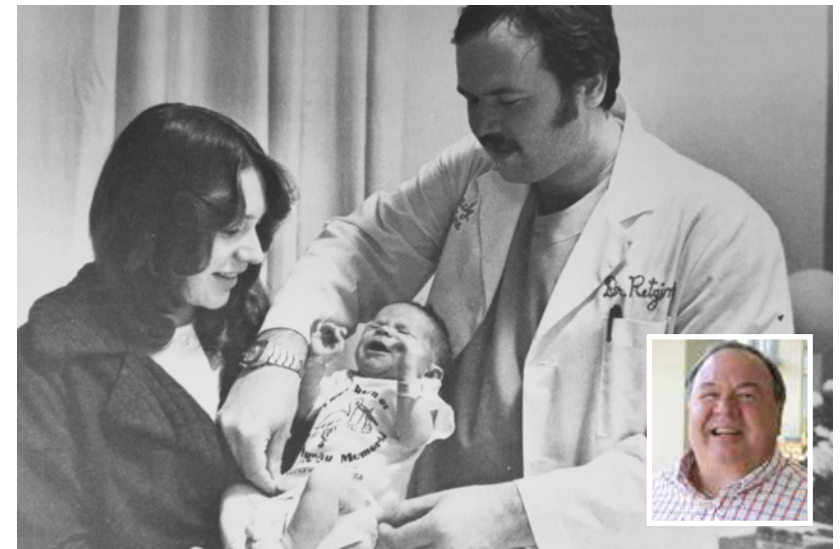


Dr. Parker was elected Chief of the Winona Health Medical Staff in 2008 and served in that role through 2016. While serving his patients, he led initiatives to standardize several treatment protocols and processes; helped further Winona Health's use of technology to improve safety, quality and efficiency; and supported creation of new committees such as the Cancer Committee, Student Research Committee, and the Continuous Clinical Improvement Committee.

He also led a team in developing the Conservative Management Clinic to improve safety and help people who are on prescription pain medication better manage their pain and their medication needs. That program won a Minnesota Hospital Association Quality and Patient Safety Improvement Award in 2018.

#13: Lifelong connections

A few friends and colleagues (some now retired) reconnect over coffee. Their contributions span generations.



#14 - Countless connections and contributions:

With sadness for his passing and gratitude for his service, we honor the memory of Dr. Thomas Retzinger. Dr. Retzinger began his practice in Winona on July 10, 1979 with the Family Medicine Clinic. He retired from practice September 2, 2016 after more than 37 years of caring for our community. Dr. Retzinger passed away December 26, 2019.

Dr. Retzinger had a wonderful sense of humor and a way of connecting with his patients that made them feel like they were his only patient. His presence on the medical staff and his membership on numerous committees over the years demonstrated his deep commitment to our community. His many friends and colleagues feel a great loss. Dr. Retzinger and his family will remain in our thoughts and in our hearts. Meaningful connections make life sweeter.

#15: Meaningful careers

Marti Bollman retired after a nearly 50-year career encompassing nursing care and administrative leadership. Marti was Dr. Retzinger's first patient when he started practice in Winona, and Marti was his last patient before he retired (intentionally scheduled) bookending a long and fruitful career. Marti's leadership through the years will continue to have a positive impact on Winona Health patients, visitors and staff long into the future.



Reason #16: New providers who choose Winona Health



Milind Limaye, DO
Emergency Department -
March



Jennifer Van Keulen, PA-C
Urgent Care - March



Lisa McCabe-Evans, CNP
Urgent Care - March



Kristen Badenhorst, PA-C
Urgent Care - April



Mary Vang, CNP
Kidney Care Team - June



Hannah Degallier, PA-C
Family Medicine - July



Rebecca Wuensch, CNP
Urgent Care - July



Obi Ogonna, MD
Emergency Department -
August



Greg Obi, MD
Women's Health - officially
joined our team August



Garrett Fooshee, PA-C
Orthopedics & Sports
Medicine - September



Ayesha Carlson, PA-C
Urgent Care - November



Courtney Beyer, CNP
Urgent Care - September



Lynsey Laxton, PA-C
Urgent Care - December



#17-19: Award-winning providers and staff

General Surgeon Matthew Broghammer received a Karl Shurson Quality Award at the Performance Excellence Network – Southeast Minnesota (PEN-SE MN) annual Karl Shurson Quality Awards presentation. Dr. Broghammer is first and foremost a patient advocate. He is focused on opportunities for improvement to consistently deliver exceptional care. In accepting this award, Dr. Broghammer credited staff engagement and colleague support as key aspects of ongoing improvement.

Continuous Systems Improvement Director Roderick Baker was a Shurson Award Recognition Recipient. The Karl Shurson Committee recognized Baker for his leadership in continuous systems improvement and for his dedication to Winona Health and his colleagues in the pursuit of continuous improvement.



Daniel Parker, MD, received the annual Teacher of the Year award from the Winona Health medical staff. Each year, Winona Health provides opportunities for students on their path to becoming a physician, nurse practitioner, physician assistant or certified registered nurse anesthetist, to complete their clinical rotations under the guidance of Winona Health physicians. Dr. Parker retired in October 2019 after caring for the greater Winona community for more than forty years.

SINCE 1894

That's 125 years of community members working together to ensure our hometown has access to high-quality, local healthcare services for all! Thank you for the role you play... provider, staff, volunteer, contributor, community member...in supporting strong local healthcare from one generation to the next.



#20: Winona Health Day Staff from various departments greeted community members on Winona Health Day. We celebrated by sharing Kind granola bars and kindness cards with those who visited to celebrate the day.



#22: Winona Health Day Proclamation:

Winona Mayor Mark Peterson proclaimed February 28, 2019 Winona Health Day. Winona Health was established as the Winona General Hospital Association on February 28, 1894. The names and locations have changed, but its mission to serve the Winona-area community has remained steadfast for 125 years.



#21: Our Deep Roots

In 1894, Winona was a 43-year-old city with a population of about 22,000. According to historical accounts, it was “a lively city, bursting with vitality, growth and ambition.” Winona already had a lot to be proud of: shady, paved streets, palace-like dwellings and schools, hotels, large stores and warehouses, flour mills, sawmills, lumber yards and manufacturers, a library and social buildings... Yet despite these luxuries, the beautiful river town lacked something important: a hospital.

The challenge of starting a hospital was daunting. Local physicians and concerned citizens initially met on February 24, 1894, to discuss the need for a hospital, and because they agreed there was a pressing need, four days later, 16 area physicians and community members met at the office of Drs. J. B. McGaughey and Donald Pritchard. During that meeting, on February 28, 1894, the Winona General Hospital Association was established.

Over the next 125 years, the names and locations changed. Through every change, Winona Health’s mission to serve this community has remained steadfast, and area residents have made it clear that community-focused healthcare is a priority worth supporting.

Here for each other... Thanks to community members’ generosity and dedication through the generations, Winona Health has come a

long way since 1894. Winona’s community-focused healthcare system has made a difference in countless lives including patients and their families, healthcare providers and their families, volunteers, supporters, administrators and staff, who devoted their careers to advancing community healthcare. It’s difficult to imagine what Winona would be like without an independent, community-owned healthcare organization.

As Winona Health celebrates its 125th anniversary, it’s the ideal time to reflect on the generosity that has shaped local healthcare. From the city’s first hospital in 1894 to an integrated healthcare system that today not only provides medical care, but also helps people stay well. Today, Winona Health continues to innovate, ensuring that community members not only have access to care, but that they also have more options for receiving care in the way they prefer.

“Winona Health is deeply rooted in this community. Those of us who serve our community through Winona Health are grateful for those who have come before, and we are committed to ensuring that community members continue to have a strong community hospital and healthcare system for generations to come,” said Winona Health President/CEO, Rachelle Schultz, EdD. “We are excited about where we are and what is yet to be.”

23: Top 100 in the nation In 2019, Winona Health was among the nation’s Top 100 Rural & Community Hospitals for the third consecutive year! The Top 100 list is based on managing risk, achieving higher quality, securing better outcomes, increasing patient satisfaction and lowering operating costs.



After 125 years...

So many things have changed at Winona Health in the past 125 years. Something that hasn't changed? Our mission to improve the health and well-being of our family, friends and neighbors, and the compassion with which we carry out that mission.

#24: A special welcome to our 125th baby of our 125th year:

The 125th baby of Winona Health's 125th year arrived on Thursday, August 1! Winona Health's Family Birth Center, Women's Health and Pediatric teams, along with some of the organization's leaders, welcomed the healthy little boy.

All of our parents and babies are special to us. It is an honor to help parents bring their babies into the world and be the first to welcome them to our community.

#27: Support for new patients:

All About Baby, a weekly drop-in gathering in the Women's Health clinic, gives parents a place to gather, ask questions, weigh their baby and socialize with other parents and their new little ones. New and expecting parents are welcome to this fun and informal group.

#28: Snuggles to spare:

The Cuddle Squad volunteers are available around-the-clock to cuddle, rock, and even sing to newborns who need extra care when their parents may be unable to provide it.



#25: We sparkle with our community

#26: A holistic approach to well-being

The inpatient Department of Behavioral Health was fully integrated with other hospital inpatient services in September 2019. Our goal is to provide behavioral health expertise with a holistic approach to care to more efficiently serve patients with a range of behavioral health needs.



#29: Award-winning innovation Winona Health earned a Minnesota Hospital Association Innovation of the Year in Patient Care award for developing the unique role of the primary care flow manager. The primary care team developed the flow manager position to achieve a breakthrough in clinic efficiency and improve patient and provider satisfaction. The flow manager coordinates the primary care team workflow to optimize patient care, using continuous systems improvement tools so all patients receive the highest quality care in a timely manner. See also #103 on page 24.



#31: Our Patient Resource Center

Our business office and cashier staff have developed a new free service to help patients who have questions regarding insurance coverage, insurance benefits and healthcare costs. The Patient Resource Center provides additional assistance for people who want help navigating the insurance and payment side of healthcare.



#32: Staying connected

We have plenty to celebrate — 125 years and now we're on Instagram!



Christopher Watras, DO

#30: Caring for patients and...

It was the end of his shift and Dr. Watras was seeing his last patient of the day in the Emergency Department. The patient needed to be admitted but said he had a cat that required special care. He was very attached to the cat and wanted to go home and take care of it. Dr. Watras called around and tried to resolve the cat issue. He contacted a boarding facility familiar with the cat and its medical needs—the next challenge was getting the cat there before they closed at 5:30. The staff called animal control to see if they could help, but they were off shift. A police officer could come to the hospital but would need to get permission and keys from the patient to enter his home to get the cat. Dr. Watras knew timing might be too tight for that. So, he got permission to go to his patient's home to take his cat to be cared for. The problem was solved and the patient received the care he needed.

In sharing this story, Joel Stevens, PA-C, said, "This is just one example of the reasons I'm glad I choose Winona Health. We are so fortunate to have the people we work with here."



#33: Trauma Center Designation Winona Health is designated a level IV trauma center and is part of Minnesota's state-wide trauma system. We're able to get trauma patients the level of care they need quickly, whether it's treatable right here or requires transfer to a level I trauma center. Emergency Medicine experts are ready and available at Winona Health around the clock, every day to ensure that when minutes count, you can count on our Emergency team.

"This is a fabulous trauma program with an excellent Performance Improvement program. The Trauma Program Manager and Trauma Medical Director are very passionate for their program and improving care of patients in their community."
– State Trauma Advisory Council Applicant Review Committee



#34: Our employees and volunteers



#35: Our staff are angels
Snow angels for the residents? Laverne from our Facilities Department makes it happen!



#36: Halloween fun and history

#37: Community safety
A drug disposal box is available just inside the entrance to the Winona Clinic Pharmacy. This box is open to the general to dispose of unneeded prescription medications. This improves safety and helps keep drugs out of our the environment and our community.



#38: Our compassionate community Cozy blankets and cuddly bears give a warm welcome to babies and help distract kids needing care.

Thanks to gifts from individuals, students, sewing groups and quilters, children, new parents, and people in our senior living and skilled care residences experience the warmth of our community's compassion.



#39: Extra care and service

Sometimes we just have to pause for a moment and be grateful. One of our residents shared how much she appreciates having her car cleaned off after it snows. She said she never expected this kind of service, which makes it extra special. It makes her feel so well cared for here. at the Senor Living at Watkins.

We're grateful to you, Lee and Bert, for so many of the things you have been doing for years, including all the extras like brushing off our residents' cars while keeping the parking lot cleared and safe for our residents and their visitors. Your thoughtfulness shows how much you care.



#40: Spreading holiday cheer:

Winona Health staff spread holiday cheer caroling throughout the hospital, Lake Winona Manor and Dialysis.



#41: So many years of service Eight Winona Health staff were recognized for 40 years of service during Winona Health's annual service awards celebration. In all, 119 staff were recognized for service milestones from five to 45 years in five-year increments. Pictures (l-r): Mary Jo Duellman, Mary Bunke, Deb Maus, Dan Parker, MD, Cindy McGill, John Kouba, Jane Bollinger and Becky Suhr.



#42: Sharing our "ussie"

For many families, the path to better health and well-being may be just a connection away.

Imagine raising your children. Alone. Now imagine not having enough food to feed those children, being behind on your rent and facing eviction. You're doing the best you can, but it isn't enough. There is no break from the stress and worry, and no relief in sight.

Where would you even begin?

Relief began for one area mom when she was referred to our Community Connector, Winona Health's connection with the Winona Community HUB. Our Community Connector helped this struggling mom with a plan to avoid eviction and assisted her with an application for support from the Minnesota Family Investment Program and resources to help with food and budgeting.

Our connector also supported her in finding a behavioral health provider, resulting in treatment for depression, and ensured the children were registered for school and connected with dental care. After successfully following through with these resources, this mom is now on a better path and grateful for the progress her family has made.

This is not an isolated case. Research shows approximately 80 to 90 percent of health outcomes are determined by factors outside the clinic walls—factors known as social determinants of health—such as access to food, transportation, housing, education and other social support.

Winona Health's Community Connector is a key part of the Winona Community HUB, a community-based care coordination program that addresses the complex needs of families experiencing financial and food insecurity and other barriers to health and well-being.

Live Well Winona serves as the umbrella organization and "home base" for the Winona Community HUB. Organizations in the Winona Wellbeing Collaborative, the group of organizations involved in the HUB initiative, work with families to navigate resources at other partner agencies. The goal is to ensure seamless, effective, and unduplicated assistance and the most effective and efficient use of our community's resources.

In addition to Winona Health, collaborative partners include Winona County Human Services, Winona Volunteer Services, Project FINE, Winona Area Public Schools, Live Well Winona and Bluff Country Co-op. Other community partners are ready to help as the Winona Wellbeing Collaborative's reach grows.

To learn more about the Winona Community HUB and how it will benefit families and children throughout our community, visit livewellwinona.org/hub.



**#43: Connections to
help area families.**



#44: Award-winning quality

Winona Health was A Salute to Excellence winner, receiving recognition from UCare for being a top performer in their quality program.



#45: Happy kids

Our pediatric play area keeps kids happy and distracted when waiting for their checkup. That's nice for parents, too!



#46: More Experts

Experts in our Wound Care Clinic offer relief for people dealing with temporary or chronic, non-healing wounds.



#47 - Outstanding Teamwork

Physicians, Nurse Practitioners, Physician Assistants, Nurses and staff throughout Winona Health help you when you or a family member needs unexpected care any day of the week.



#48: We help you reach your goals

Our integrated clinical and social support care model is comprised of nurses and social workers who help patients reach their goals by providing a linkage between primary care, wellness, illness, prevention, self-management and community services.



#49: Fostering Kindness

Packs of Winona Health Kindness Cards, designed to infuse a little extra kindness throughout our community, were distributed at Winona Health and at various events.

#50: We've been welcoming New Year's babies for 125 years!

Women's Health and Family Birth Center staff have been providing a safe and warm welcome to the Winona area's newest little residents for 125 years. The 125th New Year's Baby was Lily Grace Rieker. She took her first breaths January 1, 2019 at 12:19 a.m. With her entry into the world, five-year-old Liam became a big brother. Liam and Lily's parents are Alyssa and Justin Rieker. The Family Birth Center has undergone many changes and updates through the years, but one thing hasn't changed: Babies and parents receive high-quality care from skilled and compassionate physicians, nurses and staff who love helping them welcome their little ones into the world.



51: Students
in Residences



Students volunteer to do activities with residents for 10 or more hours per month. Activities are as varied as the students and seniors involved, from pumpkin carving to crocheting and bible study to crafts.



Bridging the generations: Sharing life stories.

“It’s been fun to see that go-go-go attitude!” says Senior Living at Watkins resident Diane Sheldon. “I enjoy the students’ perspective and hopefulness as they get ready to go out into their life. It’s fun to hear their life stories and to share ours.”

In fall of 2019, Winona State University students interested in volunteering their time to enrich the lives of seniors, applied for a spot in the Senior Living at Watkins Students in Residence program.

“This program was sort of an answer to a prayer,” says Allen Thompson, a resident at Watkins. He had worked with young people throughout his career and had been missing that kind of interaction. “The students are delightful people. I admire their vitality and their energy. I think we have the cream of the crop here. They care about other people and have an interest in learning from their peers and their elders. We have so many different experiences to share. They don’t know what life was like when I was growing up, but ask them anything about technology and they’re willing to help. I remember my first battery-powered radio, and today they carry the world around on their phones in their pocket. It’s fascinating.”

Laura Jensen, one of the first Students in Residence, says, “I love being able to go downstairs and just sit and chat with

the residents. We swap stories; they ask about what I’m learning in school, and I’ll ask them about their families and what life was like for them growing up. We come away from those conversations with deeper friendships and understanding of one another.

I learned that although there is an age gap, we’re not that different from one another. We all experience challenges and struggles, and we are all learning and growing together. I think that the older generation is usually viewed with this idea that they are so different from us that they won’t understand us or what we are going through. This is so far from what I’ve experienced. I realize that we’re more alike than we may think.”

Laura says the only hard part is, “Some of the people I have come to know so well must deal with physical disabilities. It’s difficult to see them face barriers that hinder their daily life. Yet, even though it’s difficult to see my new-found friends challenged by these disabilities, their resilience, optimism, and positivity about life have truly inspired me. They have shown me that even though aging comes with challenges, there are challenges in everything we face, and it truly is our attitude about these challenges that defines how they will affect us. Aging used to seem kind of scary, and this experience has kind of normalized it.”

Intergenerational housing bridges gaps between the generations. For most of its 125-year history, Winona Health has offered a learning environment for clinical practice as well as offering volunteer opportunities for others.

“As an organization, we know that helping to grow the next generation of leaders has to be intentional,” says Cheryl Krage, director of assisted living, who was instrumental in developing and now oversees the Students in Residence program. “We challenge ourselves to think differently and implement new programs to benefit our patients, residents, staff and community.



#52: Sharing inspires sharing

Tony Bol, brother of Little Free Library founder, the late Todd Bol, started Share with Others. He heard a story about The Students in Residence program and was inspired to give a Little Free Library to Senior Living at Watkins.





#53: Comfort and joy for our residents Our staff cares for each resident around the clock, every day, providing life-enriching care along with comfort and joy. With that, comes peace of mind for their families.



#54 Fresh-baked cookies On a cold, snowy morning, staff at Adith Miller Manor, one of our wonderful memory care residences, along with a student from Winona Senior High School's service-learning class, were doing what they do every day: enriching the lives of our residents.

Coming in from the cold, a visitor is immediately enveloped in warmth and greeted with the smell of freshly baked sugar cookies. The tree lights sparkle and holiday music lends to the cozy, festive atmosphere. After helping residents catch up on the day's news, student Amaya pitched in helping residents frost the sugar cookies staff pulled from the oven and let cool earlier that morning. Amaya, a junior, is a member of the high school's service-learning class. She volunteers with the residents an hour per day Monday through Thursday.



#55: Laughter heals: Laughter! Send in the clowns! The Winona Area Clown Club stops by Lake Winona Manor to share some laughs and smiles! They're also attendees of our annual Lake Winona Manor parade in June!



#56: Horsing around with Bud Life is full of fun surprises when you call Adith Miller, Roger Metz or Lake Winona Manor home. When the Clydsdales were in town for the Steamboat Days Parade, they clip clopped by to say hi.



#58: Sharing memories A trip down memory lane on the Winona Health van. Everyone is enjoying the jaunt around town, navigating through their former neighborhoods, recalling memories and shared experiences of raising children, enjoying friends and even laughing about some of their early years when they had to find ways to "make ends meet."

#57: Music on Mondays Every week, Senior Living at Watkins hosts area musicians who come to entertain residents, guests and community members. "Music produces a kind of pleasure which human nature cannot do without." – Confucius



#59 -70: Connecting at community events Our staff adds to the fun and provides information to help people improve their health and well-being by participating in events throughout the community! It's wonderful to have the opportunity to connect when people are out and about and feeling fine! This includes events like: Leighton Broadcasting's Pool Party, Parents and Kids Expo and Wine Knot. Winona State University's Game Day Experience. The Steamboat Days Parade, Shut Down Third Street and others. We hope you've seen us around!



#74: Carrying on legacies: Honoring the service of Roger L. Metz, who joined Winona Health as Assistant Administrator/Controller in 1966 and led Winona Health as President/CEO from 1977 until 1997. For nearly 30 years he devoted his time and talent to ensuring the Winona community had access to outstanding local healthcare services.



#71-72: Our hidden gem Lakeside Café was remodeled and expanded, so patients, visitors, residents, volunteers, community members and staff now enjoy a cafe that's bigger, brighter and better than ever. The goal was to provide a more spacious and relaxing gathering space, and, after our healing garden area was complete, connecting our Café to it was the next step. Tanya Johnson, director of hospitality, cut the ribbon on the new Lakeside Café entrance. New windows on the inside, as well as overlooking the healing garden outside, have transformed the cafe with light. The new café expanded seating from about 70 people to now seating 90. The salad bar is full of fresh, unique items from olives to roasted potatoes.

The Grand Reopening Celebration was Wednesday, April 17, 2019



#73: We create special moments Our Food & Nutrition staff prepares a celebration dinner for new parents in the Family Birth Center. Whether first-time parents or seasoned veterans, this is a special time to share with each other— or with the new little one's big brothers and sisters.

He also served on the Winona Health board of directors and, in doing so, noted that, "being part of a very progressive independent healthcare organization has been his most rewarding board experience."

Winona Health and the Winona community are better because of his service.

Roger Metz passed away February 14, 2019.

#75: Sparkling clean Our Environmental Services staff does an amazing job of keeping things sparkling clean and sanitized. Plus, they are wonderful people who make a difference to patients and their families every day. They are often recognized as guardian angels because of the special ways they show they care.

Walk in for convenient, affordable care— See you there!

For college students, downtown dwellers, business professionals and those just across the river, the Main Street Clinic will be the new go-to for people who want convenient, affordable care close to where they live, shop, work or go to school.

“Our goal is to make healthcare more affordable and accessible to everyone in our community,” said Jessica Remington, associate vice-president of business development. “Quick Care services at our Main Street Clinic will be cash-based and transparent.”

Winona Health’s Main Street Clinic is part of Main Square, a development that includes a variety of residential, office and retail space in the heart of downtown Winona.

Main Street Clinic will offer a unique, new walk-in care experience featuring:

- Health and wellness services.
- Care for basic illnesses.
- Prevention and wellness care.
- Commonly needed over-the-counter supplies.
- Optometry services including eyewear provided by Winona Health’s Eye Care Center staff, which will be billed and submitted to insurance based on each person’s coverage, just like it is at the Eye Care Center on the Winona Health main campus.
- Lab services including rapid strep tests, urinalysis, pregnancy tests, screenings for glucose, cholesterol and STIs.

“When we had the opportunity to be part of this exciting downtown project, our board of directors agreed that this would be a good investment in our community,” says Rachelle Schultz, Winona Health president/CEO. “Our staff began developing a new care model to increase affordability and access to care. Because we can offer care here on a cash basis, without factoring in the administrative complexity and variability of insurance coverage, we’re better able to implement a retail model for healthcare and provide clear, simple price transparency.”

Jessica notes, “In addition to being a great place to receive healthcare services, it’s a welcome option for those who have high deductibles, or who may otherwise have postponed or avoided healthcare services due to cost or inconvenience.”

Bill Cota, director of retail services at Winona Health, adds, “What’s also exciting is that the new space will be adaptable so that we can reinvent the clinic to meet changing needs. The community will ultimately help determine what services will be offered.”

The Main Street Clinic is at the corner of 4th and Main streets in the heart of downtown Winona. For more information, visit mainstreetclinicmn.org.

76: Main Street Clinic





#77 - We promote healthy habits:

These brothers sure love to read! During a recent visit to see Dr. Lallaman, they brought in a few books to share through our Pediatric Department's Little Free Library. Their healthy habits include reading together and avoiding too much screen time.



#79: Increased access to affordable

care: Winona Health introduced SmartExam, an online service that allows people to get high-quality, efficient healthcare remotely and immediately for just \$39. Patients with colds, flu, allergies, rashes, urinary tract infections, yeast infections, pink eye, sore throat, ear aches, and many other common medical conditions can receive a diagnosis, treatment plan, and prescription, if necessary, without an appointment or an in-person visit. Using a smartphone, tablet, or computer, patients can receive care — whether they are at their desk, at a soccer match or at home under a blanket on their couch. Access to this convenient care means people can feel better faster—whether it requires a prescription or sound medical advice to speed recovery and provide peace of mind.

Reason #78: Cancer Care

In 2019, our program earned three-year accreditation with Silver-Level Commendation for high performance. Our community can be assured that they have access to high-quality, patient-focused cancer care. Our Cancer Care program has been accredited by the Commission on Cancer since 2013. This accreditation is nationally recognized by the National Cancer Institute, Centers for Medicare & Medicaid Services, National Quality Forum, American Cancer Society, and The Joint Commission. This means our community can be confident that high-quality cancer care is available right here at Winona Health.

#80-85: Our proactive approach

We provide screenings and raise awareness to proactively protect the health of our family, friends and neighbors. Throughout the year, we provide screenings and education to help people take care of their health by discovering potential issues before they become problems. [This includes education about or screenings for breast cancer, colon cancer, skin cancer, depression, heart disease and more.](#)

Tuesday, March 5, 2019 was Colorectal Cancer Awareness Day. We were lit up in blue, joining healthcare organizations across Minnesota in shining a light on the importance of colon cancer screening.





#86: Collaboration with community organizations including

- Winona County ASAP (Alliance for Substance Abuse Prevention)
- Supplemental Nutrition Assistance Program (SNAP)
- Well Connect, State Health Improvement Partnership (SHIP)
- Winona Area Ambulance Service (joint ownership)
- City of Winona
- Winona Police Department
- Winona County Public Health
- Winona Family YMCA
- Winona State University
- Manitou Wellness Center
- Live Well Winona
- Engage Winona
- Minnesota State Southeast
- Project FINE
- Winona Volunteer Services
- Winona ORC
- Hiawatha Valley Mental Health Center
- Women's Resource Center
- Cotter Schools
- Winona Area Public Schools
- Winona Charter Schools
- Winona Dakota Unity Alliance
- Winona Ministerial Association



#87: Rushford Clinic

Making healthcare closer for the Rushford community, Winona Health's Rushford Clinic has been taking care of families in Rushford and the beautiful surrounding area since 1951. The Rushford Clinic has been in its current location downtown on West Jessie Street for 10 years now!



#88: Career development

Through the Winona Area Chamber of Commerce REACH program, Winona Health helps high school students gain insight into healthcare careers. Made possible with the support of Chamber business partners, Winona State University, and Saint Mary's University, the vision of REACH is to help prepare students for careers and provide a skilled workforce.



#89: We support our employers - and their employees

Our Occupational Health team helps area businesses keep their employees healthy and injury free. If an injury does occur, our experts are here to help with recovery and a safe return to work.

#90: Opportunities for students

Winona Health is dedicated to supporting the healthcare career goals of our local university students. Our annual Research Fair provides an opportunity for students and professionals to showcase their research and gives community members a chance to learn more about the research being conducted right here in Winona.



#91: A beautiful environment

Arcadia FFA students added cheerful color to our flower beds!



#92-98: Collaboration with area universities

Students have the opportunity to work with and learn from our Orthopedic and Sports Medicine specialists, Athletic Trainers and Physical Therapy teams as they [support student athletes](#) and coaches, preventing injuries, providing treatment and developing plans to ensure the best possible outcome if they are injured.

Winona Health provides opportunities for pre-professional students to be involved in medical and health-related research to gain experience prior to applying to professional school. Members of the Winona Health Research Committee oversee the [Arnold W. Fenske Research Internship and the Clinical Research Mentorship Program](#).

Our innovative and award-winning Community Care Network provides training for students to become non-clinical volunteer members of our care teams. As volunteer health coaches, [students learn and earn credit](#) while building experience as contributing members of their community through working with a healthcare team and supporting individuals in their health goals.

Most recently, we introduced our innovative Students in Residence program at Senior Living at Watkins to provide a unique, [intergenerational living opportunity](#) that is mutually beneficial to students and our assisted living residents.

Winona State University professors and various departments at Winona Health [collaborate on projects](#) that are mutually beneficial to students and to our organization. For example, business and marketing students conducted research for our Main Street Clinic, and students in the Green Living class worked with our staff to get real-world experience and insight.

One of our Winona Health physicians is the medical director for the student health clinic at Winona State University, providing [medical oversight and expertise](#) to the providers in their clinic.



#99: Community education

Our experts are willing to share their skills. For example, Karla Eppler, a paramedic and now our director of Learning & Development, and Dr. Bethany da Rocha, one of our Emergency Medicine physicians, hosted a Stop the Bleed workshop, to help community members learn what to do in an emergency involving severe bleeding.



#100: Healing Partnerships The Winona Family YMCA broke ground on the much anticipated new Y on the Winona Health campus. Both organizations have deep roots in the community, and with missions that align, collaboration is resulting in expanded health and wellness opportunities for community members.



#101: On-site referral

coordination: Mayo Clinic Health System now provides a full-time on site referral coordinator for patients in cases where specialty services cannot be provided by Winona Health. The referral coordinator facilitates those appointments at Mayo Clinic Health System sites, and patients benefit from the smooth and timely flow of information between providers so care can continue quickly and continuously.

Reason: 102: Our patients



"Now, I'm preparing to **keep on living.**"

There are many ways one could end this sentence: "Single father seeking..."

In Andy Kuklinski's case, there is only one way: "Single father seeking living kidney donor."

Andy has been undergoing dialysis treatment for nearly four years. "It pretty much consumes your whole life," he says.

For the first two years Andy was on dialysis, he lived in Tennessee. "We were pretty much treated like cattle being put on machines," he recalls.

After receiving care at Winona Health during visits to see family in the area, Andy felt like the difference in care was worth moving for. "I couldn't believe the difference in care here. They've helped me improve my health. The staff is cheerful, they know me, they ask about my son. It's obvious they care—they feel like family."

Working with his Winona Health kidney care team, Andy has been able to improve his health enough to make it onto the kidney transplant list, which has given him new hope for getting back to a normal life with his young teen-aged son, Yusuf.

"He is an amazing kid. I'm really lucky. He's embraced the culture of this small town. He's an excellent student, and he's involved in so many things from sports to speech."

Andy says that doing what his doctors say is "a life or death situation." He has to stay healthy enough to remain on the transplant list. "I have to be here for my son at least a few more years—hopefully a lot longer. When I first went on dialysis, I was preparing for what will happen to him after I die. Now, I'm hopeful, and I'm preparing to keep on living."

Interested in helping people who are waiting to receive a life-saving kidney transplant? Learn about being a living donor. Visit mayoclinic.org/livingdonor, or contact the Winona Health dialysis manager at 507.453.3770.

UPDATE: Andy received a kidney transplant and is doing well!

Reason #103: Fostering organ and tissue donation Winona Health received an Excellence in Donation Award - Small Program from LifeSource for demonstrating remarkable process expertise and a hospital culture that embraces organ and tissue donation as a valued end-of-life opportunity. This work provided hope and healing for donor families and grateful recipients.



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WH Winona Health

Grateful for Volunteers' generosity of time, talent and treasure...by the numbers

Last year, **381 volunteers** contributed **28,734 hours of service** and, through their fundraising efforts provided more than **\$86,000 to benefit Winona Health patients, residents and visitors.**



#104: 125 years of Caring. Serving. Giving The Winona Health Volunteers.

In addition to their priceless gift of volunteering in many service areas throughout Winona Health, our volunteers put the fun in fundraising with events that delight our community. We're grateful to our volunteers for making a meaningful difference to patients, visitors and staff every day.



106: Knitting lessons

#105: Knitted Knockers

Knitted Knockers are handmade breast prosthesis, lovingly made by Winona Health Volunteers and given to any women who have undergone a mastectomy or other breast procedure.



#107: Sewing days Several times a year the hum of sewing machines, mists of steam from hot irons and the laughter of volunteers fill the B.A. Miller Auditorium. On Sewing Days, volunteers create colorful, handmade pillowcases to delight patients of all ages. In 2019, several volunteers gathered for nine sewing days and made 510 pillowcases! That is approximately 624 volunteer hours!



#108: Pre-surgery smiles

Jack Holger is delighted with the colorful surprises that awaited when he arrived for a surgical procedure with his parents. Winona Health Volunteers make colorful pillowcases, and thoughtful community members and groups give new stuffed animals to departments that cater to children. Our surgery team does the rest!



#109: A bounty of baskets

More than 30 baskets were raffled during the 2019 Basket Bonanza.



#110: Making your wishes known

Everyone 18 and older should have a Healthcare Directive on record. Thanks to our Healthcare Directives certified facilitators with the Winona Health Volunteers, free assistance is available to all community members!

#111: Holiday celebrating

It's a tradition! Dips, desserts, decorations and all sorts of delightful gifts are on display at Holiday Happiness!

The 19th annual Fantasy of Trees added to the festive feeling throughout the clinic.



#112: We appreciate our Winona Health Volunteers

Heartfelt appreciation and plenty of laughter were among the highlights of the Winona Health Volunteers annual Recognition and Appreciation Celebration on Wednesday, April 10 at Visions Event Center. A total of 68 volunteers received pins for achieving service milestones. Kris Walters, volunteer manager, commented on the generous gifts of time and talent contributed by each attendee being recognized for service milestones, ranging from 100 hours to 4,500 hours.



#113: Our volunteer's generosity

On behalf of the Winona Health Volunteers, incoming Volunteers President, Nancy Prodzinski, presented a check to Winona Health President/CEO, Rachelle Schultz for \$86,702.91 for new furnishings in common areas at Lake Winona Manor and for refreshing the look of the Family Birth Center.

In receiving the gift on behalf of Winona Health, Schultz, noted, "Volunteering is one of the healthiest things you can do. It not only touches the heart and soul; it feeds them as well." Schultz expressed her appreciation noting, "over the past 125 years, the community, Winona Health, and the Winona Health Volunteers continue to evolve, but together, we meet timeless needs. Thank you for your open hearts, love of this organization and for all you do for our patients, residents, visitors, staff and community."



#114: Outstanding professionals

Kris Walters received the 2018 Heart of Minnesota Outstanding Volunteer Resource Professional Award at the Minnesota Association of Healthcare Volunteers annual conference in September.

For more information about Winona Health Volunteer service areas and fundraising activities, visit winonahealth.org/volunteer.

Winona Health Foundation

#115: We give back Through gifts from our community members, the Winona Health Foundation gives back by supporting Winona Health's mission, such as: helping patients meet their medical needs through the Ben & Adith Miller Patient Care Fund; assisting patients undergoing treatment for cancer with gift cards to cover expenses that fall outside of medical care; and supporting other projects and programs that improve the health and well-being of patients, their families, and the greater Winona-area community.

#116: Generosity in bloom At the Open House in the Adith Miller and Roger Metz Manor garden, attendees strolled along the paths and enjoyed the sensory delights of nature that enrich the lives of memory care residents, their families and friends. The garden, funded by generous Winona Health staff, volunteers and community members, is a beautiful, safe, outdoor space for residents to engage in physical and social activities with friends, staff and loved ones.



#118: Life-enriching care Leah Dufault and Linda Atkinson invited coworkers to donate for a chance to cut off their hair. Their unique idea raised more than \$400 for the Memory Care Fund, which supports life-enriching memory care services. The fundraiser also provided many laughs for their coworkers and our residents!



#117: We celebrate generosity Winona Health Foundation's Benevolence & Blues is a community celebration! The 2019 event at Visions Event Center at Signatures provided highlights of Winona Health 125 years along with other stories celebrating generosity in all its forms, including: The Cuddle Squad (see #28), Winona Health Facilities team (pictured above) Memory Care and Jim Vrchota. Jim wrote and directed the Winona Health Volunteers 2018 variety show, "USO Salute to the Troops." From the Volunteers and community members he works with to the audiences who enjoy the performances, Jim's generosity touches so many lives. Attendees came dressed as they wished — blue jeans, blue cocktail dress, blue tie, blue scrubs or blue suede shoes. Musical entertainment was provided by The Burke Band.



#119: We make health fun Fill'er up! We're loving these new water bottle fillers courtesy of the Winona Health Facilities team and participants and supporters of the Beards for Bucks Campaign! Thank you!

#120: Golfing for good

The B. A. Miller Golf Classic was Monday, August 5 at Cedar Valley Golf Course and raised \$230,000 for our local Patient Care Fund. The Classic has made a meaningful difference for thousands of people over the years. It also has a deep meaning for all who sponsor, participate, support and volunteer – this event is a gathering for golf and a gathering for good that impacts so many in our community.

Professional golfer and entertainer Lisa “Longball” Vlooswyk gave a demonstration and mingled with participants throughout the day. More than 30 Winona Health Volunteers were on hand to help ensure participants enjoyed the event, which was supported by more than 60 local, regional and international companies.



#121: Angels Among us

The Winona Health Foundation’s Guardian Angel program is a way to make a difference while recognizing anyone at Winona Health who made a meaningful difference to you or a loved one. In 2019, 118 employees were recognized as Guardian Angels.



#122: Oohs and ahhs

Our annual Lake Winona Manor fall fireworks lit up the sky over Lake Winona for Adith Miller, Roger Metz and Lake Winona Manor residents who were joined by friends, family and community members. Residents and families also enjoyed s’mores and a bonfire. The 2019 fireworks sparkled extra bright in celebration of Winona Health’s 125th year!



#123: Honoring community service

Many of the things that make our community a wonderful place to live are the result of the generosity of our community members—community members like Greg Evans, who received the Ben & Adith Miller Community Service Tribute. The Tribute recognizes generosity in all of its forms: time, talent, spirit and charitable gifts. Greg, pictured with David Miller, was recognized at a special dinner at Cedar Valley Restaurant, and the family of Ben and Adith Miller and RTP Company gave a \$25,000 gift to the Ben & Adith Miller Patient Care Fund in his honor.

#124: Holiday traditions

The Winona Health Foundation’s Trees of Light campaign, which began in 1988, gives people the opportunity to remember and honor their family, friends and neighbors through gifts to the Winona Health Foundation. Those who give may direct their gift to the fund of their choice, including Memory Care, Hospice, Dialysis, Patient Care, area of greatest need and more. In 2019, the campaign raised \$38,445.



Harland and Pauline Knight sip coffee and listen to Tom Kujawa playing the piano at the Winona Health Foundation’s 2019 Trees of Light gathering, during which the tree lights were flipped on. The Knights have been honoring and remembering others for years through the Trees of Light campaign.

#125: We celebrate community milestones

An important part of working hard is taking the time to celebrate milestones along the way. That was the goal of our 125th Anniversary Gala on December 7 at Visions Event Center at Signatures.

If you would like to give a gift, please direct it to the Winona Health Foundation, PO Box 5600, 855 Mankato Ave., Winona, MN 55987 or online: winonahealth.org/foundation.

Community Benefit Report

We demonstrate our commitment to community service through programs that benefit individuals and families throughout our region. This includes health screenings, educational classes, charity care, student internships and support of other area nonprofit organizations. Below is a list of our community benefit activities during fiscal year 2019 .

CATEGORY	DESCRIPTION	PEOPLE SERVED	VALUE OF BENEFIT
COMMUNITY BENEFIT			
Community Health Improvement	Educational classes, support groups, community health talks and health screenings	13,343	\$41,335
Community Care Network	Clinical outreach to provide resources and education for people managing chronic illnesses	1,362	\$29,667
Health Professional Education	Clinical training site for nursing and other students	3,578	\$209,484
Financial Donations	Contributions to local nonprofit organizations for healthcare, youth and other community needs		\$44,353
In-Kind Donations & Support for Nonprofit Organizations	Staff expertise, meeting rooms, donated items and time spent assisting local nonprofit organizations to further their mission	376	\$303,912
Community-Building Activities	Partnering with local organizations on projects to enhance the quality of life in the community	718	\$2,453
Charity Care	Cost of free or discounted services provided to individuals who qualify	791	\$646,000
Minnesota Care Tax	Tax paid by Winona Health to fund the Minnesota Care Health Insurance program		\$1,259,066
Medicaid Surcharge	Assessment paid by Winona Health to help fund the State of Minnesota's Medical Assistance/Medicaid program		\$946,646
Medicaid Under-Funding	The difference (shortfall) between the cost of providing care and the payments received for providing care to Medical Assistance/Medicaid patients		\$6,354,724
TOTAL COMMUNITY BENEFIT		20,168	\$9,837,640
OTHER COMMUNITY CONTRIBUTIONS			
Medicare Under-Funding	The difference (shortfall) between the cost of providing care and payments received for providing care to Medicare patients		\$18,023,105
Taxes and Fees (Real Estate Tax)	Tax assessed on property		\$420,175
Bad Debt	Amounts for services provided in which payment is expected but not received		\$4,455,353
Discounts Offered to Uninsured			\$494,906
TOTAL OTHER COMMUNITY CONTRIBUTIONS			\$23,393,539
TOTAL COMMUNITY BENEFIT AND OTHER COMMUNITY CONTRIBUTIONS		20,168	\$33,231,179

Summary Financial Information

Balance Sheet

As of September 30, 2019

Assets

Cash and Investments	\$84,968,667
Amounts Due from Government Programs, Insurance Companies and Patient	16,488,115
Property and Equipment	37,082,321
Other Assets	14,491,478
	<u>153,030,581</u>

Long-Term Debt and Other Liabilities

40,116,358

Net Assets

\$ 112,914,223

The Balance Sheet gives the financial position of the organization for a specific point in time. The Assets of the organization are primarily cash/investments, amounts due from payers, and hard assets like buildings and equipment. The organization is appropriately leveraged with a long-term debt to equity ratio of 20%, which is better than median levels for similar organizations. Net Assets of more than \$112,000,000 gives the organization stability to weather uncertain times.

Revenue and Costst

As of September 30, 2019

	Government Programs	Insurance, Self-Pay and Others	Long-term Care	Total
Operating Revenue				
Net Patient Revenue	\$39,787,983	\$62,291,193	\$14,738,517	\$116,817,693
Other Revenue		3,098,142	49,918	3,148,060
	<u>\$39,787,983</u>	<u>\$65,389,335</u>	<u>\$14,788,435</u>	<u>\$119,965,753</u>
Operating Costs				
Operating Costs	<u>64,282,455</u>	<u>44,613,749</u>	<u>14,271,930</u>	<u>123,168,135</u>
Gain (Loss) From Operations	\$ (24,494,472)	\$20,775,587	\$516,505	(3,202,381)
Other Changes in Net Assets				<u>1,634,775</u>
Decrease in Net Assets				<u><u>(1,567,606)</u></u>

The statement of revenue and costs shows the financial results during the past fiscal year. The organization is able to generate positive returns from services that are paid for through private sources, primarily insurance. The gains generated through private sources are largely erased by the underpayment of services by government programs such as Medicare and Medicaid, which generate severe losses. The key takeaway is that the government programs pay below the cost to provide the services, creating an irrational system for financing healthcare. The Other Changes in Net Assets primarily reflects the increase in the value of investments.



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