

Strengthening Rural Health Care Through Locally Driven Solutions and Partnerships

Dr. Jason Caron, President and CEO, Sanford Bemidji

SANFORD HEALTH



58 medical centers*

- 36 owned and leased
- 22 managed affiliates



289 clinic locations*

- 220 owned and leased
- 69 managed affiliates



145 senior living locations*



\$12.5 billion in annual revenue



415,000 Sanford Health Plan and Security Health Plan members



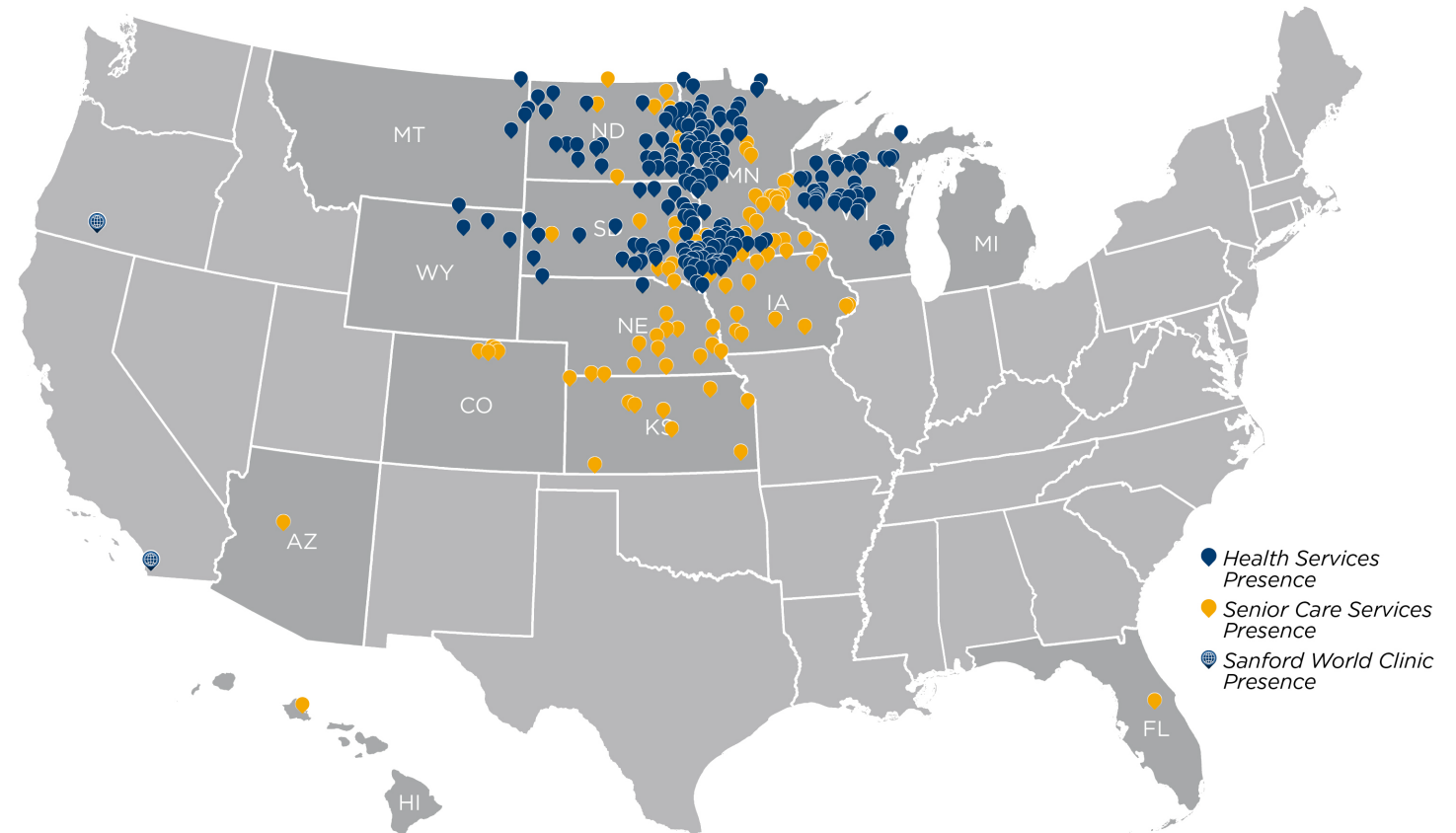
2,474 physicians, **2,043** advanced practice providers and **11,060** registered nurses delivering care in more than **80** specialty areas



500 scientific staff with **1,100** active clinical trials/studies



55,000 employees



- Health Services Presence
- Senior Care Services Presence
- Sanford World Clinic Presence



As of December 31, 2025. Approved by Data Governance Committee.

*Locations include where Sanford Health offers health care services, management support or partnerships to advance rural care delivery.



USING SYSTEM STRENGTH TO KEEP CARE CLOSE TO HOME



\$170M+

invested since 2011 to strengthen the workforce, modernize facilities and expand specialty access across northern Minnesota

LOCAL

Local leadership, care teams, clinics, hospital and community partnerships



REGIONAL

Outreach clinics, AirMed, mobile services and shared specialty coverage



SYSTEM

Specialists, technology, virtual care, capital and clinical expertise



THE COMMUNITIES WE SERVE

SANFORD HEALTH
OF NORTHERN MINNESOTA

SANFORD
HEALTH



A regional network built around local needs

2 medical centers • 12+ clinics • senior living communities

- AirMed based in Bemidji
- Critical access hospital and ambulance services in Bagley
- Clinics in Bagley, Clearbrook, Red Lake, Cass Lake, Blackduck, International Falls, Park Rapids and Walker

REGIONAL SNAPSHOT

14,426

square miles
served

176,000+

people in the
service area

200+

clinicians

1,800+

employees

480+

nurses

21%+

poverty rate in
Bemidji

70%+

patients on Medicare
or Medicaid

20%+

patients identify as
Native American

27%+

age 65+ in
5 of 7 counties

20%

projected senior-
population growth

The needs of the rural communities we serve shape how we deliver care. Our goal is to connect patients to the right care, at the right time, as close to home as possible.



DESIGNING SOLUTIONS AROUND LOCAL NEEDS

01

BRING CARE CLOSER

Specialty, emergency and follow-up care should be available as close to home as possible.

Outreach clinics, AirMed, mobile services and virtual care help close distance gaps.

02

GROW THE WORKFORCE LOCALLY

Build pathways for students and clinicians to learn, train and stay in rural communities.

Partnerships with schools, colleges and residency programs strengthen the pipeline.

03

MEET WHOLE-PERSON NEEDS

Health is shaped by housing, food security, transportation and trust.

Care must extend beyond hospital walls through community partnerships.

04

STRENGTHEN THROUGH SCALE

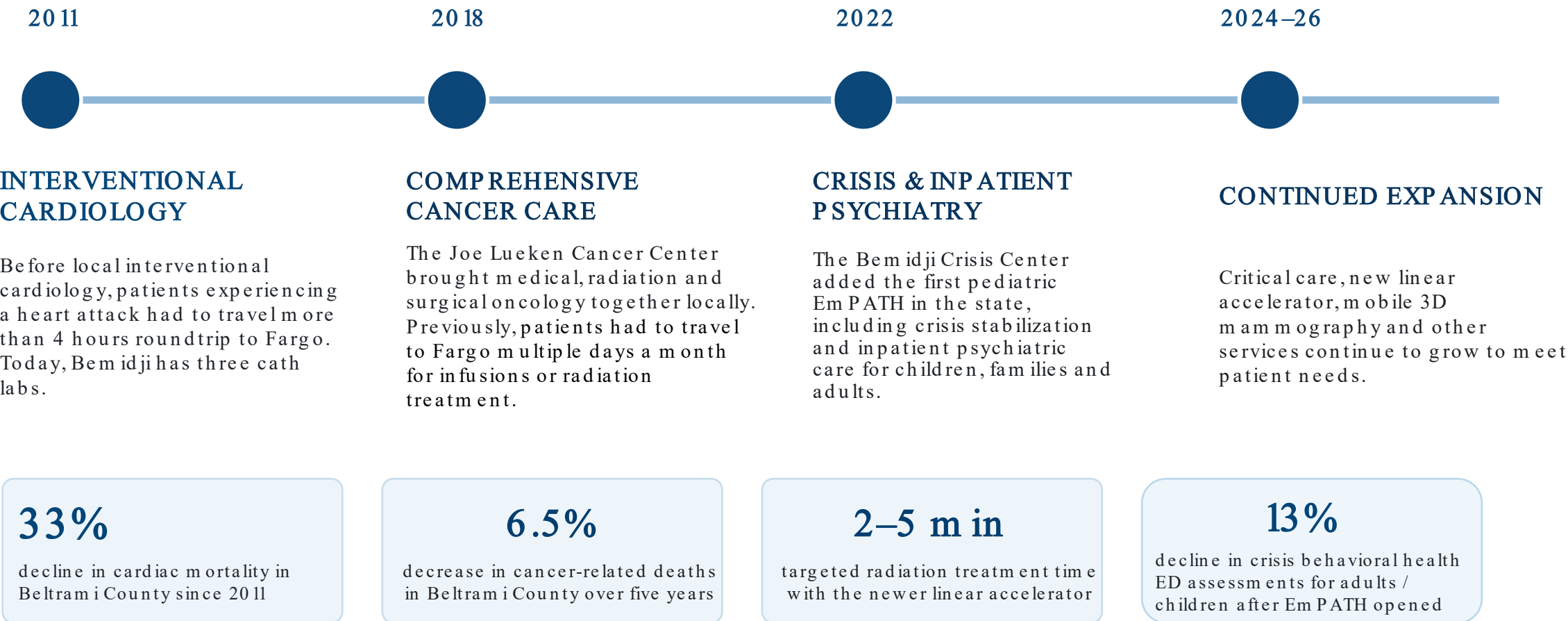
Local priorities supported by the resources and expertise of an integrated system.

Shared specialists, technology, capital and clinical expertise expand access to services and ensure long-term sustainability.

Locally driven care, strengthened by collaboration and systemwide support.



EXPANDING ACCESS TO SPECIALTY CARE



MEETING PATIENTS WHERE THEY ARE

VIRTUAL MATERNAL CARE

Home monitoring kit with doppler and blood pressure cuff brings prenatal care to patients and virtual OB hospitalist program gives rural EDs immediate access to expertise to evaluate and stabilize obstetric emergencies

MOBILE SCREENING

A mobile 3D mammography unit travels to rural communities including Park Rapids, Walker, Bagley and Blackduck.

BEHAVIORAL HEALTH ACCESS

Virtual behavioral health without a referral reached 9,827 northern Minnesota patients in its first two years — 8,863 new to behavioral health care.

CRITICAL CARE SUPPORT

Sanford intensivists in Fargo help strengthen critical care in Bemidji, resulting in about 35 fewer transfers each month.



GROWING THE RURAL HEALTH WORKFORCE LOCALLY

Meaningful rural training experiences are key to building the workforce pipeline.

\$ 1M+ CARES investment with Bemidji High School, Northwest Technical College and Bemidji State University

20–25 nursing students welcomed annually for clinical rotations

4 medical-school partnerships supporting immersive rural training

5 residency specialties hosted for rural rotations through the Hennepin Healthcare partnership



STRENGTHENING RURAL HEALTH CARE FOR THE FUTURE



Rural communities are a strength of the Midwest. The opportunity is to build on what is working — workforce pipelines, technology-enabled care, regional partnerships and innovative approaches that keep high-quality care close to home.

WORKFORCE

Recruit, train and retain the people rural communities need.

INNOVATION

Use technology and new care models to bridge workforce and access gaps

COLLABORATION

Connect rural providers, regional systems, Tribal partners, EMS, educators and public partners.

SUSTAINABILITY

Strengthen essential services and capabilities for the long term.

The opportunity: strengthen the workforce, partnerships and models of care that help keep high-quality care close to home.

