



TWIN CITIES ORTHOPEDICS | **2019 YEAR IN REVIEW**

LETTER FROM THE PRESIDENT

2019 was a special year for our organization. While much of our industry is struggling to keep up with the demands of savvy patients and an ever-changing healthcare landscape, TCO is thriving and leading the charge toward a better future.

This year, we had the privilege of treating more patients than ever before. **101,913** people trusted us with their care for the first time, and **99%** said they would recommend TCO to family and friends. An incredible **1,588** of you took the time to tell us about your experience or leave a review online, and we are deeply humbled to be part of such a powerful community.

TCO is recognized as a global leader, as evidenced by patients coming from **50** states and **8** countries to receive care. Our value-based care model is a blueprint for others to follow, led by our EXCEL Surgery & Recovery program, which celebrated its milestone **5,000th** patient. Orthopedic Urgent Care locations proudly provide the metro with access to muscle, bone, and joint specialists 12 hours a day, 365 days a year. And our experts spent the year improving medicine through research studies, published literature, and presentations to world experts.

Training HAUS, our cutting-edge sports performance philosophy, continued to expand beyond its flagship Eagan – Viking Lakes location to reach more athletes than ever before. We are now developing the next generation of champions in locations across the metro, including our newest innovation, TCO Waconia Therapy & Sports Performance.

Supporting the local communities where we live and work is incredibly important to us, which is why we supported over **961** local events, teams, and organizations this year. TCO and Training HAUS also formed new official sports medicine and sports performance partnerships with **29** local high schools and universities.

Our longtime partner, the St. Paul Saints, won a heart-pounding league championship, while our newest partner, the Minnesota Twins, captivated the country with their own playoff run. To close the year, the Minnesota Vikings earned a postseason appearance of their own.

We chronicled the TCO Comeback stories of nine incredible people, and our hearts were touched by their motivating determination to overcome adversity and inspire others. Swimmer Mallory Weggemann is propelling toward the Tokyo 2021 Paralympic Games. Retired US Postal worker Jeff can feel his toes again after decades of back problems, and amputees Tim and Timmy are refusing to let diabetes take away their joys in life.

Every comeback is a journey, and nobody can do it alone. A sincere thank you to our talented team of physicians and employees who embrace our Be The Difference culture, and impact lives every single day. None of this would be possible without your commitment to the people we serve. I am honored to work alongside you, and am looking forward to the exciting road ahead.

David C. Holte, M.D.

DAVID C. HOLTE, MD

President, Twin Cities Orthopedics



TCO

ONE OF THE LARGEST INDEPENDENT
ORTHOPEDIC PRACTICES IN THE COUNTRY

114

PHYSICIANS

8

URGENT CARE
LOCATIONS

38

LOCATIONS

439,205

TOTAL CLINIC VISITS

101,913

TOTAL NEW PATIENT VISITS



TREATED PATIENTS
FROM ALL 50 STATES

1,673

DEDICATED EMPLOYEES

ALL WITH ONE GOAL TO
BE THE DIFFERENCE

9

YEARS AS
TOP WORKPLACE

961

COMMUNITY
EVENTS

161

RESEARCH
PUBLICATIONS

80+

YEARS OF ORTHOPEDIC
EXCELLENCE

2019 | YEAR IN REVIEW

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ABOUT TCO

Empowering Patient Choice

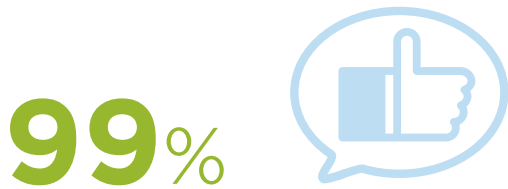
Decades ago, we started as a small group of independent physicians simply trying to do right by our patients. We help you understand your options, and we guide you through your healthcare decisions. It's the original model in medicine, and it's how we still operate to this day. By encouraging you to be educated, informed, and confident in your care, we've earned your trust, and it's why we've sustained long-term success.

This year, we extended that model beyond orthopedics and launched Infinite Health Collaborative (i-Health). i-Health is an independent practice of like-minded physicians representing several unique specialties. By banding together, we can preserve our independence and strengthen our voice in the industry. We are bound by the belief that patient-doctor relationships are the heartbeat of healthcare, and we intend to keep it that way.

We deliver value-based care, and we empower patient choice. It's that simple.



Visit i-Health.com to learn more



99% OF PATIENTS WOULD RECOMMEND TCO TO THEIR FRIENDS & FAMILY



1,187 PATIENTS RATED TCO WITH A 5 STAR REVIEW

Being an independent practice means we survive on our reputation. We have to deliver on our promises of outstanding service and exceptional care every single day, or risk losing our most important asset: the trust of our patients and their families. Now, we've found partners within i-Health who are as committed as we are to creating powerful relationships within this community, and **the future is brighter than ever.**

Troy Simonson, CEO, Twin Cities Orthopedics



To the amazing people who work at Twin Cities Orthopedics, thank you so much for all that you do! Every experience that I've had at TCO has been met with **professionalism, courtesy, respect and care.** My surgical experience from start to finish could not have been better! Keep up the great work, we need people like you. All you do is greatly appreciated!

Michael M., Patient

My job is not to tell you what to do with your healthcare choices. My job is to help **lead you through your choices.**

Krista J. Olsen, MD, OBGYN Associates Physician & i-Health Board Member

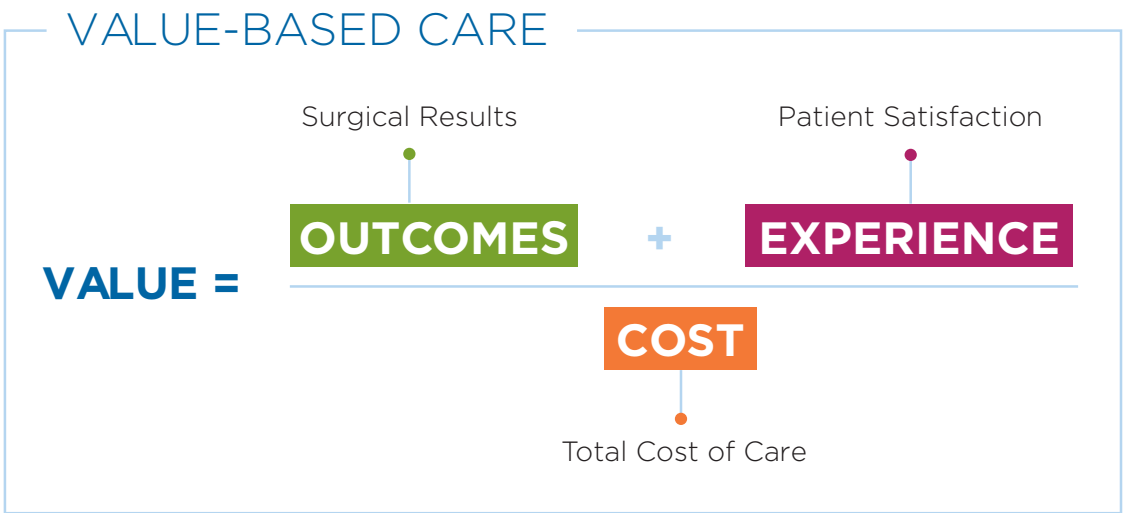


VALUE-BASED CARE

In order to deliver value-based care, you first need to define “value.” We define value with a simple equation: **Value = Outcomes + Experience ÷ Cost**

If a patient reports better **OUTCOMES**, such as reduced pain after surgery, or faster recovery, then value increases. Similarly, if a patient has an outstanding care **EXPERIENCE** that exceeds their expectations, value increases. If a procedure is more efficient and results in a lower **COST** to the insurance company or patient, value increases.

Many healthcare organizations struggle to define and measure the components that make up value, which is understandable. It’s not easy. But TCO spent years developing the systems and processes necessary to deliver true, measurable, value-based care. And it’s working.



OUTCOMES

TCO measures outcomes by gathering patient-reported feedback following surgical procedures. Thanks to our patients who report their progress at key milestones along their journeys, we’re able to set realistic expectations for future patients, and find opportunities to improve our procedures.

EXPERIENCE

We measure experience by gathering patient-reported feedback following all clinical visits and procedures. Thanks to our patients who report on their willingness to recommend TCO to family and friends, we’re able to identify more ways to exceed expectations.

COST

Cost is not solely defined as the amount of money a patient pays for a procedure. Rather, it reflects the total cost of care. Depending on individual insurance plans, a patient may only pay a small percentage of the total cost of care. So why should they care about the total cost, if their out-of-pocket may not be affected? Because ultimately, patients pay the price for bloated expenses resulting in higher premiums and limited networks.

854,323

PATIENT REPORTED OUTCOME SURVEYS (PROS) COMPLETED

99%

OF OUR PATIENTS SAY THEY WOULD RECOMMEND TCO TO FAMILY AND FRIENDS

\$23,750

AVERAGE COST OF A TCO EXCEL TOTAL JOINT REPLACEMENT
View all EXCEL prices at TCOEXCEL.com



I get up every day and **I love what I do**. I love the patient interaction, and being able to provide true, value-based care. What does that mean? Simply put, it means we want to provide **higher quality care**, but we want it to be more **cost efficient**.

Owen O’Neill, MD,
TCO Physician &
i-Health Board
Member



MARIA A. | Adventurous Mom | Excelsior, MN

EXCEL

ORTHOPEDIC SURGERY & RECOVERY
TWIN CITIES ORTHOPEDICS



KEVEN D. | EXCEL Patient | Stillwater, MN



I am recommending TCO to **everyone**, because, simply put, they are **excellent** and **they truly care**. Everyone worked hand in hand very smoothly, and I was thoroughly prepared for surgery and truly had the best experience and outcome. Every aspect of care was covered under the EXCEL program, including education, post-surgery care and a simplified convenient billing package. Every detail, every need was anticipated, and I was well set up for success. The staff are ALL very approachable and made themselves available for support 24/7. Truly, I now have a **new life**, new energy, a smile on my face, and **no more pain**.

Christine K., EXCEL Patient

WHY CHOOSE EXCEL?

As an independent practice, we're granted the freedom to innovate and find simple solutions to complex problems. In 2012, we created the EXCEL Surgery & Recovery program to challenge the status quo and deliver true, value-based care. Now, it's becoming a blueprint for practices across the country.

The model works because the EXCEL model takes our patients' biggest worries, and throws them out the window.

Is it expensive? Our prices are transparent. In fact, they're published on our website. Patients can see the total cost of care for their procedure before they ever step foot inside TCO, and their entire episode of care is wrapped into one itemized bill. That way, there's no worrying about medical bills or hidden expenses. Not to mention, EXCEL is about 30% less expensive than a hospital.

What is it like? Surgery doesn't have to be intimidating, confusing, or scary. In 2019, we spent **2,979** hours educating EXCEL patients about their procedures, what to expect, and how to get back to living their lives to the fullest. Our 1-on-1, concierge approach gives patients peace of mind, and allows family and caregivers to relax, knowing their loved ones are in great hands. Plus, our private care suites are quite cozy.

TCOEXCEL.com

9.9/10

PATIENT
SATISFACTION

0.17%

30-DAY REVISION
RATE | 2019

2,979

HOURS OF EXCEL PATIENT
EDUCATION | 2019

\$20M

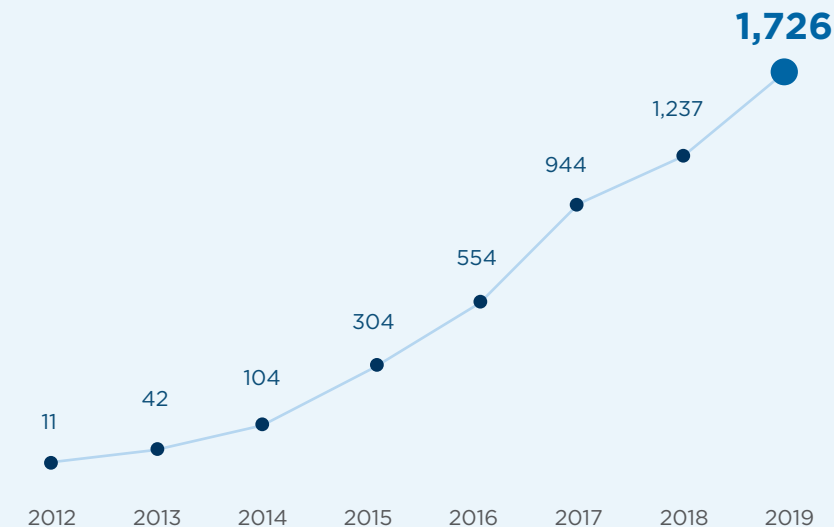
HEALTH PLAN
SAVINGS | 2019

0.52%

30-DAY READMISSION
RATE | 2019

2019 | YEAR IN REVIEW

TOTAL EXCEL CASES PERFORMED:



The EXCEL Orthopedic Surgery and Recovery Program is designed for healthy, active adults who would have a better quality of life after surgery.

PATIENT OUTCOMES



JEFF B. | Retired US Postal Worker | Minneapolis, MN

Nobody likes filling out forms, which is why our patients are so remarkable. After appointments and procedures, we ask our patients to report on their progress and tell us about their experiences. To date, we've received **2.4 MILLION** patient reported forms, covering everything from general health status, satisfaction, to pain, improvement since receiving treatment (PROs), and so much more. It's helping to shape the future of healthcare.

Thanks to the generosity of our patients, we are now able to answer a lot of questions people have, before they ever walk through our doors.

We're speeding toward a bright future, and our patients are in the driver's seat.

DATA GUIDES THE JOURNEY



MY JOURNEY

At an individual level, data helps patients understand their care options, make informed decisions, and track their progress.



OUR JOURNEY

Collectively, data helps patients understand benchmarks and set realistic expectations.



2019 | YEAR IN REVIEW

CONNOR JO L. | Pro Football Player | St. Paul, MN



Developing and implementing a comprehensive patient-reported outcome program like ours is no easy feat. It requires true collaboration amongst physicians, patients, analysts, and support teams, and all parties involved should feel **proud of the impact** they're making. Together, we're improving the healthcare delivery model through outcome transparency, peer review, education, and science-based protocols, and raising the bar for future generations.

Gary Wyard, MD, Chief Medical Officer, TCO

854,323

PATIENT REPORTED OUTCOME SURVEYS (PROs) COMPLETED

90%

OF PATIENTS WOULD HAVE SURGERY AGAIN IF NEEDED

PATIENT OUTCOMES CONTINUED

2019 | YEAR IN REVIEW

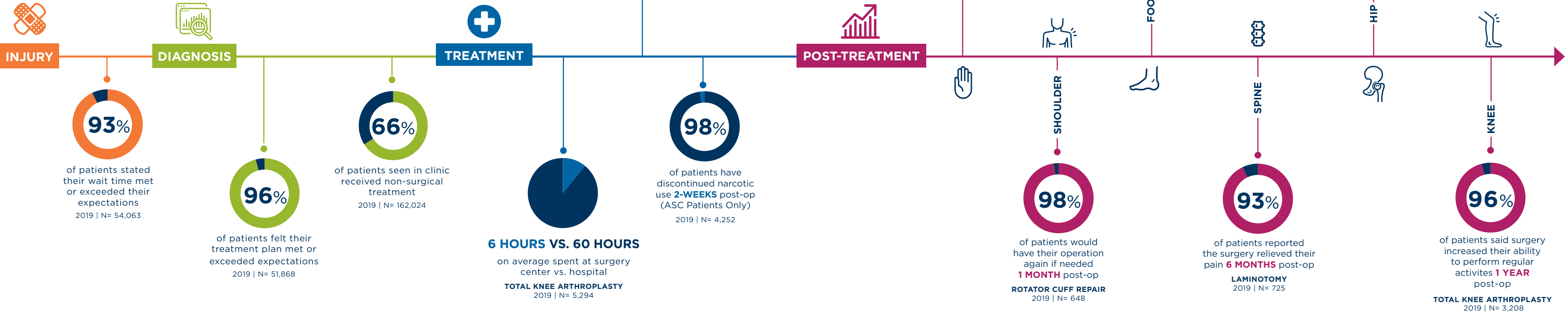
DATA GUIDES THE JOURNEY

MY JOURNEY

- Am I on track?
- Is my recovery plan working?
- Am I achieving milestones?
- Is TCO meeting my expectations?

OUR JOURNEY

- Is this procedure common?
- Where should I have this procedure?
- Who should I choose to be my surgeon?
- What can I expect 6 months from now?



COMPREHENSIVE CARE



TIMMY T. | Type 1 Diabetic | Burnsville, MN

SURROUNDED BY A TEAM EVERY STEP OF THE WAY

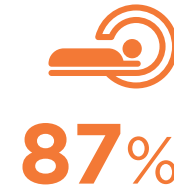
DIAGNOSIS

ORTHOPEDIC URGENT CARE



OF PATIENTS REPORTED THEIR WAIT TIME MET OR EXCEEDED THEIR EXPECTATION

IMAGING



OF PATIENTS WAITED 4 OR LESS DAYS FOR A CT OR MRI

TREATMENT

SURGERY CENTERS



PATIENTS REPORTED CONFIDENCE IN CARE

PHARMACY



COST SAVINGS FROM REDUCTION IN NARCOTIC MEDICATIONS PRESCRIBED

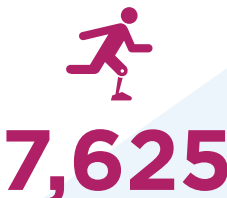
RECOVERY

THERAPY



OF PATIENTS STATED THE TIME AND CARE THEY RECEIVED MET OR EXCEEDED EXPECTATIONS

PROSTHETIC & ORTHOTICS



CUSTOMIZED PROSTHETIC & ORTHOTIC DEVICES FITTED TO PATIENTS

My experience has been nothing but extraordinary. I cannot think of a better customer service experience in my lifetime! **The care and attention I have received at every level has been amazing!** There has not been a moment during this process that I didn't feel completely cared for.

Paul L., Patient



ORTHOPEDIC
URGENT CARE
8AM – 8PM

OPEN DAILY
NO APPOINTMENT NEEDED

I was very impressed with the fact I was a walk-in patient and **didn't have to wait** to see a doctor. I was also happy about how fast my x-ray was done and how quickly I received results.

Dana B.
Orthopedic Urgent Care Patient



SPORTS MEDICINE PARTNERSHIPS



PRO PARTNER TEAM PHYSICIANS

Building a great franchise requires more than the 11 players on a football field. It takes dedicated partners like TCO, who share our commitment to community and are motivated to make an impact.

Katie Bernhjelm, Partnership Activation, Minnesota Vikings

PROFESSIONAL



Minnesota Vikings



Minnesota Twins
























St. Paul Saints



USA Curling

HIGH SCHOOL

 Apple Valley	 Blake	 Bloomington Jefferson
 Eagan	 Eastview	 Eden Prairie
 Edina	 Henry Sibley	 Minnehaha Academy
 North St. Paul	 Osseo	 Rockford
 Rosemount	 Simley	 South St. Paul
 Spring Lake Park	 St. Anthony Village	 St. Paul Academy
 Tartan	 Visitation	 Waconia

COLLEGIATE


Augsburg
 
Bethel
 
Crown
 
Hamline
 
St. Thomas
 
UW-River Falls

CLUB


Blaine Soccer Club
 
Blizzard Baseball
 
JP4 Foundation
 
Lakeville Soccer Club
 
Minneapolis City Soccer Club


Minnesota Blue Ox Hockey
 
Minnesota Thunder Academy
 
Salvo Soccer Club
 
Team Gilboa
 
White Bear Soccer Club

WE'RE PROUD TO WORK WITH INCREDIBLE ATHLETES AT EVERY LEVEL OF COMPETITION.

39
CHAMPIONSHIP
TEAMS
2019

54
SPORTS MEDICINE
PHYSICIANS
2019

SPORTS MEDICINE SIDELINE TEAM



ABBY TURBES | TCO Athletic Trainer

There’s no higher honor in sports than being trusted to care for athletes, and we take the responsibility seriously. It’s called a “Sideline Team” for a reason, because that’s where you’ll find us.

Whether you’re a local high school, or a billion-dollar professional team, our approach is the same. It’s our duty to protect and develop athletes, and provide expert guidance if an injury occurs.

37
SCHOOLS SERVED
WITH TCO MEDICAL
COVERAGE
2019

170
ATHLETES SUPPORTED
BY A CLINICAL
NAVIGATOR
2019



As the Assistant Principal for Curriculum and Athletics, the well-being of our student-athletes is our top priority, which is why we partner with TCO. It puts my mind at ease knowing **our kids are in such great hands.**

Matt Percival, Eastview

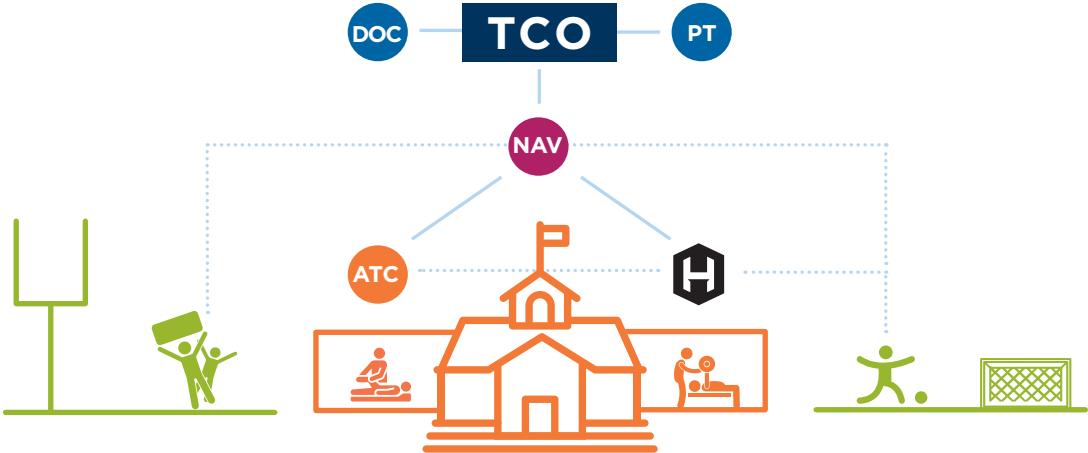
Learn more about our Sideline Team at
TCOmn.com/Community



KATE WAHLIN | TCO Athletic Trainer

SIDELINE TEAM:

- DOC** - Team Physician
- PT** - Physical Therapist
- NAV** - Clinical Navigator
- ATC** - Athletic Trainer
- H** - Training HAUS Sports Performance Coach
- Student Athlete**
- Parents & Guardians**





TRAINING HAUS

POWERED BY TCO

Champions are built, not born. Training HAUS applies science, research and world-class sports medicine expertise to develop & rehabilitate athletes at every level of competition.

TRAINING LOCATIONS



I really like being at Training HAUS. Every single person I've met there is so nice and so supportive. They want **what's best for you**, which I think is really cool.

Paige Z.

High School Athlete | Rosemount, MN

OFFICIAL SPORTS PERFORMANCE PROVIDER



MALLORY W. | Paralympic Gold Medalist | Eagan, MN

SPORTS PERFORMANCE

5

OFFICIAL HIGH SCHOOL SPORTS PERFORMANCE PARTNERSHIPS

SPORTS THERAPY

1,598

CUSTOMIZED TREATMENT PLANS CREATED

SPORTS SCIENCE

1,064

TRAC ACL TEST COMPLETED
TESTING FOR RETURN TO ATHLETIC COMPETITION



SPORTS SCIENCE

SPORTS CHIROPRACTIC

SPORTS MASSAGE

SPORTS ACUPUNCTURE

SPORTS THERAPY

SPORTS PERFORMANCE

SPORT PSYCHOLOGY

SPORTS NUTRITION

SPORTS RECOVERY

FOLLOW US



COMMUNITY PARTNERSHIPS



Every year, the thread that binds us to our local communities gets a little bit stronger. Our relationships with neighbors, coaches, families, and friends extend a little bit wider. And our roots grow a little bit deeper. You trust us during your most vulnerable moments, and you invite us to celebrate in your success. We've never taken a single moment for granted, and we never will.



Do what you love, and if you can't do it right now, just keep working for it. When it's finally over, you can say, I got through an injury. **I did it like a champion.** Now I get to go do what I love. I get to be myself again.

Savannah M.
10-Year-Old Runner | Lakeville, MN



15,603

FREE IMPACT
CONCUSSION
TESTS PROVIDED



3,505

FREE HIGH SCHOOL
SPORTS PHYSICALS



We were thrilled to expand our partnership with Twin Cities Orthopedics this year. Their expertise in injury prevention, treatment and recovery is incredibly valuable to our girls, coaches and families. Plus, they're **committed to enhancing** the health and well-being of the **communities** they serve, just like us.

Mary Uran,
Executive Director, Girls on the Run Twin Cities



400+

COMMUNITY
SPONSORSHIPS
2019



946

EVENTS COVERED BY TCO
MEDICAL PROVIDERS
2019





JAMES P. | BMX Racer | St. Francis, MN

BUILDING A COMMUNITY THROUGH COMEBACKS

Every day there are amazing TCO patients overcoming fears, pushing their limits, and coming back from injuries. Whether they're an athlete trying to get back to competition, or an active adult trying to get their normal life back, the journey can be tough.

We're honored to be surrounded by such an inspirational community of people who overcome adversity, push themselves to new mental and physical limits, and - most importantly - lift up those around them.

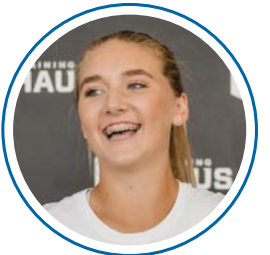
Every comeback is a journey, and nobody can do it alone.

Check out their full stories and inspiring videos here!



TIM & TIMMY
Type 1 Diabetics
Burnsville, MN

I feel really **comfortable** with everybody that I've worked with at TCO. I would do anything for them, for what they've done for me and for what they've done for my son.



PAIGE
High School Athlete
Rosemount, MN

A big milestone for me was my first at-bat after I got cleared to hit. I hit a home run, and it was probably my favorite home run. I'll **be back, and I'll be stronger than ever.**



MARIA
Adventurous Mom
Excelsior, MN

When I finally got to TCO in Eagan, the doctor came in, and he didn't shame me. He just said, tell me about your trip. **We'll take care of you.** That's really important to me.



MALLORY
Paralympic Gold Medalist
Eagan, MN

Every single day has been a choice. **It's not been just one moment that's marked a comeback.** It has been getting up every single morning and choosing to fight for the dream.



CONNOR JO
Pro Football Player
St. Paul, MN

I could make cuts off of my right leg so **fluidly and confidently**, which had not happened in honestly seven years.



JEFF
Retired US Postal Worker
Minneapolis, MN

I truly believe that I got a **second chance at life.**



SAVANNAH
10-Year-Old Runner
Lakeville, MN

My goal was to **come back and be even stronger than before.** It was almost like having a fresh start.



JAMES
BMX Racer
St. Francis, MN

I made my recovery through TCO, and I was able to pull off a national win in my **first race back** from injury.

RESEARCH & EDUCATION

Healthcare is rapidly evolving, and it's our duty to patients to constantly pioneer new best practices, share what we learn and improve the industry as a whole. Research helps us take better care of patients here at home, while also impacting lives across the globe. This was a monumental year for our organization, as TCO experts contributed more research, publications and knowledge to the industry than ever before.

TOTAL PUBLICATIONS

- SHOULDER: 1
- HAND & WRIST: 3
- HIP: 30
- KNEE: 86
- FOOT & ANKLE: 15
- SPORTS MEDICINE: 14
- ORTHOPEDICS: 2
- BIOLOGICS/ISCHEMIC THERAPY: 7



Check out our full list of research publications here



70

RESEARCH STUDIES | 2019

335

TCO PRIMARY CARE CONFERENCE ATTENDEES | 2019

25

NUMBER OF TCO PHYSICIANS PARTICIPATING IN RESEARCH AND EDUCATION | 2019



2019 | YEAR IN REVIEW

TCO PRIMARY CARE CONFERENCE ATTENDEES



PUBLISHED PEER-REVIEWED JOURNALS

131



PUBLISHED BOOK CHAPTERS

27



NUMBER OF PUBLISHED NON-PEER REVIEW EDITORIALS

3



TOTAL PUBLICATIONS

161

RESEARCH & EDUCATION

- = Participates in an IRB approved Research Study and/or Quality Improvement Project
- = Contributed to a Peer-Reviewed Journal
- = Contributed to a Book Chapter
- = Contributed to a Non Peer Review Editorial

PHYSICIANS:

- Scott D. Anseth, MD ●
- Benjamin L. Clair, DPM ● ●
- J. Chris Coetzee, MD ● ● ● ●
- Thomas K. Comfort, MD ●
- Jonathan M. Cooper, DO ● ●
- Bryan D. Den Hartog, MD ● ● ●
- Patrick B. Ebeling, MD ● ● ●
- David E. Hartigan, MD ● ●
- Ryan W. Hess, MD ●
- Scott M. Holthusen, MD ● ●
- Robert F. LaPrade, MD ● ● ●
- Christopher M. Larson, MD ● ● ● ● ●
- Gregory N. Lervick, MD ●

Check out our full list of
research publications here



- Clare K. McCarthy, MD ● ●
- Amy T. Moeller, MD ● ●
- Brad R. Moser, MD ● ●
- Jozef Murar, MD ●
- Frank B. Norberg, MD ●
- Andrew C. Ockuly, DO ●
- Owen R. O'Neill, MD ●
- Gary R. Sager, MD ●
- Jeffrey D. Seybold, MD ● ●
- Troy A. Vargas, DPM ●
- Corey A. Wulf, MD ●
- Gary E. Wyard, MD ●

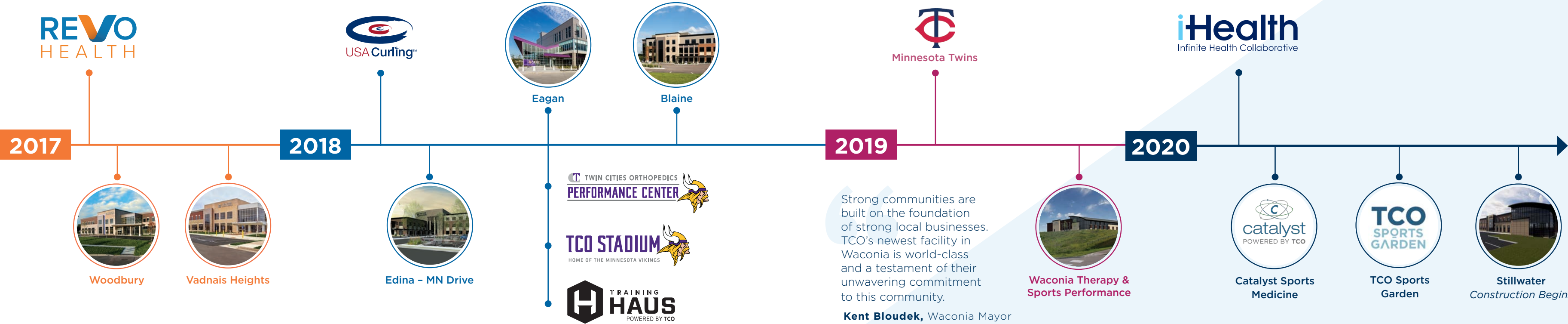


LOOKING AHEAD

Over the years, many things about our organization have changed. We’ve established new partnerships, constructed new buildings, and even created new companies.

What we’re most proud of, however, is that through all this change, we’ve continued to gain your trust. We’re honored to receive your feedback, and proud to earn your recommendations.

Thanks to you, the future is bright.



We’re proud to officially welcome TCO to the Twins family. Their passion for impacting lives on and off the field aligns naturally with our goals as an organization.

Chad Jackson
Manager, Corporate Partnerships, Minnesota Twins

PHYSICIAN LISTING

David R. Anderson, MD	J. Chris Coetzee, MD	Jason Eggers, MD ³	Peter D. Holmberg, MD	Paul R. Langer, DPM ⁴	Steven A. Moen, MD	Kayvon S. Riggi, MD	Jennifer H. Wood, MD
Kurt D. Anderson, MD	Ryan P. Cole, MD ⁵	D. Charles Eggert, MD	Nicholas N. Holmes, MD ⁵	Robert F. LaPrade, MD	Brad R. Moser, MD ⁵	Maria C. Ryan, MD ⁵	Corey A. Wulf, MD
Scott D. Anseth, MD	Thomas K. Comfort, MD	William M. Engasser, MD	David C. Holte, MD	Christopher M. Larson, MD	Jozef Murar, MD	Gary R. Sager, MD	Gary E. Wyard, MD
Zachary P. Arntson, DO	Thomas N. Conner, MD	David C. Fey, MD	Scott M. Holthusen, MD	Gregory N. Lervick, MD	Joseph P. Nemanich, MD	Peter C. Sanders, MD	
Andrew F. Arthur, MD	Jonathan M. Cooper, DO	Mark D. Fischer, MD	Ryan D. Horazdovsky, MD	Randall A. Lewis, MD	Michael J. Nemanich, MD	Andrea M. Saterbak, MD	
Jonathan P. Asp, MD	Paul J. Crowe, MD	Mark E. Friedland, MD	Allan F. Hunt, MD	Jeffrey J. Mair, DO	Frank B. Norberg, MD	Jeffrey D. Seybold, MD	
Adam J. Bakker, MD	Rick A. Davis, MD	David J. Gerlach, MD	Michael H. Johnson, MD	Daniel J. Marek, MD	Randall J. Norgard, MD	John E. Sherman, MD	
Garry M. Banks, MD	Eric M. Deal, MD	David Gesensway, MD	Neil R. Johnson, MD	Clare K. McCarthy, MD	Andrew C. Ockuly, DO	William Simonet, MD	
Jason A. Barry, MD	Bryan D. Den Hartog, MD	Benjamin Gulli, MD	Ryan R. Karlstad, MD	Scott R. McGarvey, MD	Patrick F. O’Keefe, MD	Michael D. Smith, MD	
Paul C. Biewen, MD ³	Jeffrey C. Dick, MD	Frederick B. Harris, MD ²	Edward W. Kelly, MD	Michael R. Meisterling, MD	Stephen L. Olmsted, MD	Edward W. Szalapski, MD	
Brian P. Bjerke, MD	Paul R. Diekmann, MD	David E. Hartigan, MD	Eric E. Kirksson, MD ³	Steven W. Meisterling, MD	David E. Olson, MD ⁵	John C. Tanner, MD	
Matthew S. Butterfield, MD	Jason P. Dieterle, DO	Maura Scanlon Hartigan, MD ¹	Jeffrey F. Klassen, MD	Steven D. Meletiou, MD	Brian T. O’Neill, MD	Joseph T. Teynor, MD	
Paul M. Cammack, MD	Christian M. DuBois, MD	Christie S. Heikes, MD	Robert V. Knowlan, MD	Christopher P. Meyer, MD	Owen R. O’Neill, MD	Troy A. Vargas, DPM ⁴	
Thomas J. Cesarz, MD ³	Kurt J. Duncan, MD	Ryan W. Hess, MD	Laura D. Koch, MD	Nicholas J. Meyer, MD	Timothy J. Panek, MD	Loren N. Vorlicky, MD	
Glenn W. Ciegler, MD	Patrick B. Ebeling, MD	Ryan J. Hoel, MD	Jay F. Kruse, MD	Marcus J. Mittelsteadt, MD	Erik J. Peterson, MD	Nicholas G. Weiss, MD	
Benjamin L. Clair, DPM ⁴	David R. Edwards, MD	Jason S. Holm, MD	Paul M. Lafferty, MD	Amy T. Moeller, MD	Taylor J. Ridley, MD	Erik M. Wetter, MD	

¹ Anesthesiology ² Neurosurgery ³ Physical Medicine & Rehab ⁴ Podiatry ⁵ Primary Care Sports Medicine

CLINIC LOCATIONS

TWIN CITIES ORTHOPEDICS

38 Locations | 32 Cities

- | | |
|------------------|---------------------|
| Amery, WI | New Richmond, WI |
| Arlington, MN | Olivia, MN |
| Belle Plaine, MN | Osceola, WI |
| Blaine, MN | Otsego, MN |
| Burnsville, MN | Plymouth, MN |
| Chaska, MN | River Falls, WI |
| Coon Rapids, MN | Robbinsdale, MN |
| Delano, MN | Shoreview, MN |
| Eagan, MN | St. Croix Falls, WI |
| Eden Prairie, MN | Stillwater, MN |
| Edina, MN | Vadnais Heights, MN |
| Fridley, MN | Waconia, MN |
| Hudson, WI | Watertown, MN |
| Maple Grove, MN | Westonka, MN |
| Minnetonka, MN | Woodbury, MN |
| New Prague, MN | Wyoming, MN |

ORTHOPEDIC URGENT CARE

8 AM - 8 PM | 7 Days/Week

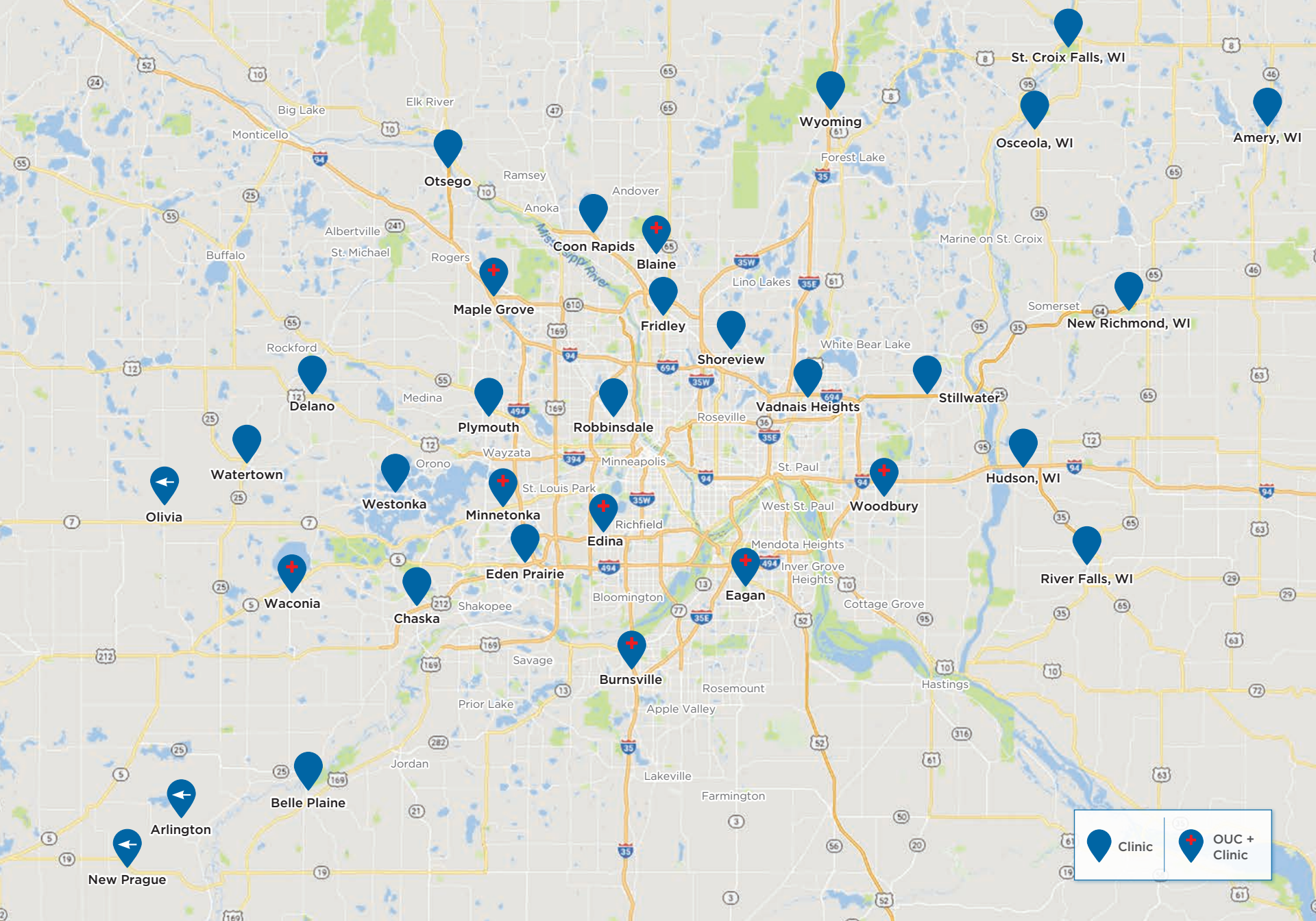
- | | | |
|------------|-------------|----------|
| Blaine | Edina | Waconia |
| Burnsville | Maple Grove | Woodbury |
| Eagan | Minnetonka | |

SAME-DAY SURGERY CENTERS

- Blaine - Blaine Orthopedic Surgery Center
- Burnsville - Minnesota Valley Surgery Center
- Chaska - Two Twelve Surgery Center
- Eagan - Eagan Orthopedic Surgery Center
- Edina - Crosstown Surgery Center
- Lake Elmo - High Pointe Surgery Center
- Maple Grove - North Memorial Surgery Center

TCO EXCEL

- | | | |
|--------|-------|-------------|
| Blaine | Eagan | Lake Elmo |
| Chaska | Edina | Maple Grove |





THANK YOU

TO OUR PATIENTS, PARTNERS AND COMMUNITY