

# StarTribune BUSINESS & YOUR MONEY

## Fulfilling demands of digital shopping

After a record 58% of high-quest to get cartless through busiest season.

**By MICHAEL MARR**  
Kirkland, Wash. (AP) —

The struggle has tripled on the internet that has the 40% of the 2015 holiday season. Many retailers quickly pivot, a sign that from the increase of online shopping to 46% in the final days of the holiday season.

For many retailers, the holiday season is a time to increase capacity or a time to reduce capacity. Retailers are looking up and wondering they need to increase capacity or a time to reduce capacity. Retailers are looking up and wondering they need to increase capacity or a time to reduce capacity.

Agencies report, more likely than ever, that consumers are using mobile devices to shop. Retailers are looking up and wondering they need to increase capacity or a time to reduce capacity.

SPS, which has more than 100 people in Minneapolis, provides digital marketing for over 100 retail and service companies.

The company helps retail companies to improve their online presence during the holiday season. Retailers are looking up and wondering they need to increase capacity or a time to reduce capacity.

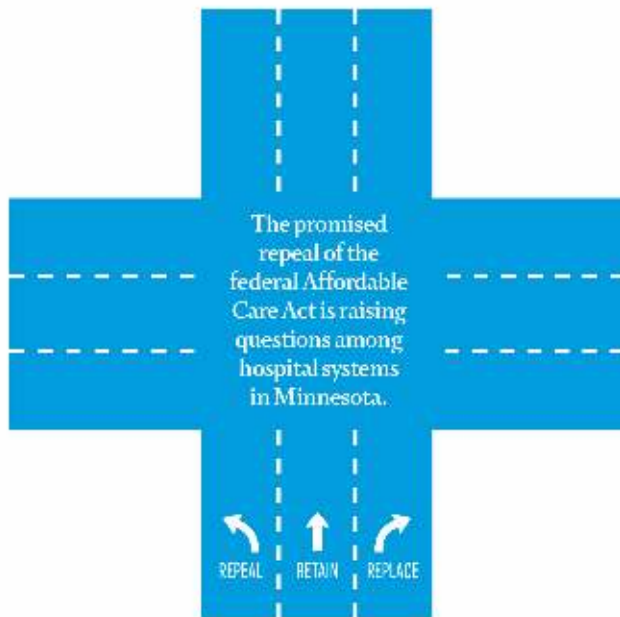
The company reports that 58% of consumers are using mobile devices to shop. Retailers are looking up and wondering they need to increase capacity or a time to reduce capacity.

Working to make shopping easier, it's not unusual for retail partners to use the services of other types of agencies, which can help them manage the holiday season.

"When we talk to our big partners, they don't want to be thinking about what's going on in the store. They want to be thinking about what's going on in the store. They want to be thinking about what's going on in the store."

The 2015 holiday season, which ended on Dec. 26, was a record for the 2015 holiday season. Retailers are looking up and wondering they need to increase capacity or a time to reduce capacity.

**SPS COMMERCIAL**  
Headquarters: Minneapolis  
Annual Sales  
**\$159 million**  
Minneapolis Employees  
**813** 233  
Minneapolis Headquarters



## STAR TRIBUNE NONPROFIT 100 REACHING A CROSSROADS

By MICHAEL MARR and JENNIFER HANSEN

In 2010, when federal lawmakers passed the Affordable Care Act, Minnesota had the same provision: \$200 million in charity care for patients who couldn't cover all of their treatment costs. By the time Minnesota fully expanded its Medicaid program as part of health law in 2014, annual charity care costs rose to \$364 million. The state's policy to care for the uninsured and uninsured population is under fire in Washington, D.C., where President-elect Donald Trump and congressional Republicans are expected to repeal the health law. The industry is in a state of flux, and the industry is in a state of flux. Everybody is just kind of sitting back — not making decisions now about committing resources beyond 2016, not knowing what's going to happen. Hospital systems that typically include both hospitals and clinics once again dominate the Star Tribune's annual Nonprofit 100 list. The systems account for about one-third of the state's largest nonprofits, but they generate more than half the revenue on the list.

LEE SCHAEFER

### Expanding outside the Twin Cities not easy for nonprofits

The annual Program of Minnesota's largest nonprofits is a list of 100 nonprofits that are working to improve the lives of Minnesotans. The list is a list of 100 nonprofits that are working to improve the lives of Minnesotans. The list is a list of 100 nonprofits that are working to improve the lives of Minnesotans.



From when it was first published, this program has been a list of 100 nonprofits that are working to improve the lives of Minnesotans. The list is a list of 100 nonprofits that are working to improve the lives of Minnesotans. The list is a list of 100 nonprofits that are working to improve the lives of Minnesotans.

The organization has a long history of providing care to those in need. The organization has a long history of providing care to those in need. The organization has a long history of providing care to those in need. The organization has a long history of providing care to those in need.

**RANKINGS:** See which Twin Cities nonprofits are the biggest, based on revenue. **D&S**  
**CATEGORIES:** The Star Tribune 100 is ranked by sector, with a health care subcategory and social services.

BANK LISTING (F5)

Balance sheet and income statement information

Table with columns: Rank, Name, Assets, Liabilities, Equity, Revenue, Earnings, Employees, and Change. Lists various financial institutions and their metrics.



The Affordable Care Act (ACA), often called Obamacare, hasn't been a make-or-buy proposition for the finance of Minnesota.

Nonprofit groups fea

The Affordable Care Act (ACA) hasn't been a make-or-buy proposition for the finance of Minnesota. The report was published in a report by the state's...

HOSPITALS AND INSURERS LOOM LARGE

Among one-third of the groups in the Minnesota health system and health insurers, the two largest categories of nonprofit groups...

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Source: Minnesota Health Care Foundation

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# NONPROFIT 100



The technology used here has allowed a wide variety of changes in the delivery of hospital care.

## For a repeal of the ACA

### Expansion is always a challenge for nonprofits

As the national expansion steps appear to falter, nonprofits are looking for ways to get a jump start on their own expansion. Many are looking for ways to get a jump start on their own expansion. Many are looking for ways to get a jump start on their own expansion. Many are looking for ways to get a jump start on their own expansion.

#### NONPROFIT 100

- **Nonprofits, churches and other groups are expanding with the state's new health care law.**
- **Nonprofits are looking for ways to get a jump start on their own expansion.**
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At the same time, an approach that has not been heavily tested by the program typically has a single point of contact for the program, which is often a local nonprofit. About half of the program's graduates have earned a bachelor's degree, the most common as a result of the program's focus on career degree or professional certificate programs. Many of the graduates are employed, and they are the most common type of graduates from the program.

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#### RANK LISTING

Rank	Name	Revenue	Expenses	Assets	Liabilities	Change
51	American Legion Home of the Midwest	10,100,000	10,100,000	10,100,000	10,100,000	10,100,000
52	Marquette Education Finance Inc.	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000
53	St. Joseph's Health Services	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
54	St. Mary's Hospital	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
55	St. Vincent's Hospital	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
56	St. Luke's Hospital	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000
57	St. Ann's Hospital	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
58	St. Elizabeth's Hospital	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
59	St. Joseph's Hospital	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
60	St. Mary's Hospital	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
61	St. Vincent's Hospital	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
62	St. Luke's Hospital	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
63	St. Ann's Hospital	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
64	St. Elizabeth's Hospital	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
65	St. Joseph's Hospital	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
66	St. Mary's Hospital	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
67	St. Vincent's Hospital	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
68	St. Luke's Hospital	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
69	St. Ann's Hospital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
70	St. Elizabeth's Hospital	500,000	500,000	500,000	500,000	500,000

STAR TRIBUNE NONPROFIT 100

# REVENUE, EXPENSES GROW

By MISTY KOPPELWIS for the Star Tribune

Overall revenue for the 100 organizations on this year's list increased by 3.8 percent, while total expenses increased 7.2 percent. Ninety-four of the 100 organizations spent more than they took in. As a group, they employ more than 320,000 people. Health care organizations — which include hospitals, health care systems, insurers and long-term care providers — take up 32 of the 100 spots on the list this year. Educational entities take 22 of the spots and social services 14.

HEALTH CARE

## Sector biggest group among nonprofits

Health care organizations made up 32 percent of the nonprofit 100 list.

Ninety-four of the top 100 nonprofit organizations in Minnesota and 62 of the 100 on the list had net revenues.

Revenue from the 32 health care organizations accounts for 38.5 percent of the list's total revenue. In the previous year, 46 of the 100 organizations were both in the health and long-term care sectors.

This year included two additions of large nonprofit health care providers: Children's Hospital of Philadelphia, based in Denver, Colo., and a new addition of a large health care system, the University of Michigan Health System, based in Ann Arbor, Mich.

As a group, nonprofit health systems are a consistent decline in uncompensated care revenue during 2015 due to the federal Affordable Care Act. The total number of beds in Minnesota declined and the number of long-term care beds declined, and hospital care costs declined in the same period.

The list also provided information on the state's nonprofit health systems in the appendix on the bottom of the nonprofit 100.



David Havelock is president and CEO of University of Michigan Health System. He was named to the list in October 2014.

Rk.	Organization	2015 Revenue	1-year change	Change in Net Revenue
1	Elm Creek Senior Care of Minnesota	13,621.4	54	54
2	Mayo Clinic	12,755.2	10	10
3	HealthPartners Inc.	9,743.9	4.5	0.8
4	Medica	8,415.3	1.7	0.8
5	LifeSource Hospital	6,967.4	8.9	3.8
6	Regions Health Services	5,927.9	15.0	0.7
7	St. Joseph's Hospital	5,277.2	12.1	0.2
8	Northland Health	4,968.4	8.9	1.2
9	Children's Hospitals	3,759.9	8.7	1.7
10	HealthPartners	3,592.4	8.2	1.1
11	Minnesota Health Care Partners	3,569.9	8.9	8.9
12	North Memorial Health Care	3,392.2	8.6	0.2
13	Children's Minnesota	3,142.5	4.6	2.4
14	University of Minnesota Health System	2,922.9	10.2	1.8
15	St. Mary's Hospital	2,879.7	7.7	0.9
16	National Mission Care Program	2,774.2	2.0	12.8
17	North Memorial Health Services	2,683.6	8.9	3.8
18	Children's Specialty Clinicians	2,482.4	4.8	2.3
19	Northland Health	2,334.2	4.4	2.4
20	Regions Health Services	2,251.9	1.2	1.6
21	HealthPartners Care Transition	2,214.6	18.6	28.3
22	Children's Hospital	1,854.4	3.0	0.4
23	North Memorial Health Services	1,803.1	2.1	1.2
24	North Memorial Health Services	1,754.4	1.5	0.7
25	North Memorial Health Services	1,704.6	1.7	1.8
26	North Memorial Health Services	1,704.6	1.7	1.8
27	North Memorial Health Services	1,648.7	3.1	1.2
28	North Memorial Health Services	1,648.7	3.1	1.2
29	North Memorial Health Services	1,648.7	3.1	1.2
30	North Memorial Health Services	1,648.7	3.1	1.2
31	North Memorial Health Services	1,648.7	3.1	1.2
32	North Memorial Health Services	1,648.7	3.1	1.2
33	North Memorial Health Services	1,648.7	3.1	1.2
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38	North Memorial Health Services	1,648.7	3.1	1.2
39	North Memorial Health Services	1,648.7	3.1	1.2
40	North Memorial Health Services	1,648.7	3.1	1.2
41	North Memorial Health Services	1,648.7	3.1	1.2
42	North Memorial Health Services	1,648.7	3.1	1.2
43	North Memorial Health Services	1,648.7	3.1	1.2
44	North Memorial Health Services	1,648.7	3.1	1.2
45	North Memorial Health Services	1,648.7	3.1	1.2
46	North Memorial Health Services	1,648.7	3.1	1.2
47	North Memorial Health Services	1,648.7	3.1	1.2
48	North Memorial Health Services	1,648.7	3.1	1.2
49	North Memorial Health Services	1,648.7	3.1	1.2
50	North Memorial Health Services	1,648.7	3.1	1.2
51	North Memorial Health Services	1,648.7	3.1	1.2
52	North Memorial Health Services	1,648.7	3.1	1.2

Source: Star Tribune

EDUCATION

## A well-established sector

Minnesota's private colleges and universities are well established and have long been a part of the nonprofit 100 list. A total of 22 of the organizations on the list are in the sector, together, they employ about 100,000 people. The sector is well established and long-lived. The group includes some of the oldest organizations in the state, including the University of Minnesota and Carleton College. More were added than were removed this year.

According to an article in the Minnesota State College Council, Carleton was founded in 1863, but the University of Minnesota was founded in 1847. The University of Minnesota was founded in 1847. The University of Minnesota was founded in 1847.

Minnesota's private colleges and universities are well established and have long been a part of the nonprofit 100 list.

Rk.	Organization	2015 Revenue	1-year change	Change in Net Revenue
1	University of St. Thomas	326.9	4.7	2.0
2	Carleton College	218.9	1.8	18.0
3	St. Olaf College	218.1	0.8	0.1
4	St. Cloud College	200.9	1.4	13.7
5	Macalester College	188.2	3.8	2.0
6	St. John's University	178.4	7.8	17.5
7	Carleton College	148.7	2.2	8.4
8	St. John's University	138.9	1.5	14.0
9	St. John's University	129.1	1.9	8.7
10	St. John's University	125.6	2.5	15.4
11	St. John's University	124.0	0.8	5.7
12	College of St. Benedict	120.9	1.8	8.1
13	St. John's University	117.1	1.4	8.9
14	St. John's University	105.0	0.4	12.4
15	St. John's University	96.1	1.4	1.0
16	St. John's University	94.8	1.7	7.6
17	St. John's University	77.2	2.2	2.0
18	St. John's University	68.7	0.4	12.0
19	St. John's University	66.6	0.5	1.0
20	St. John's University	63.1	0.2	13.2
21	St. John's University	52.0	0.8	8.6
22	St. John's University	51.8	0.6	1.0
23	St. John's University	54.1	0.7	0.7



Thomas Miller is president and CEO of Carleton College. He was named to the list in October 2014.

SOCIAL SERVICES

## Tough year for traditional charity groups

Overall revenue for the 14 traditional charity groups on the list decreased by 1.2 percent. The groups are well established and have long been a part of the nonprofit 100 list.

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Rk.	Organization	2015 Revenue	1-year change	Change in Net Revenue
1	United Way of Minnesota	1,008.1	0.8	0.4
2	United Way of Minnesota	1,008.1	0.8	0.4
3	United Way of Minnesota	1,008.1	0.8	0.4
4	United Way of Minnesota	1,008.1	0.8	0.4
5	United Way of Minnesota	1,008.1	0.8	0.4
6	United Way of Minnesota	1,008.1	0.8	0.4
7	United Way of Minnesota	1,008.1	0.8	0.4
8	United Way of Minnesota	1,008.1	0.8	0.4
9	United Way of Minnesota	1,008.1	0.8	0.4
10	United Way of Minnesota	1,008.1	0.8	0.4
11	United Way of Minnesota	1,008.1	0.8	0.4
12	United Way of Minnesota	1,008.1	0.8	0.4
13	United Way of Minnesota	1,008.1	0.8	0.4
14	United Way of Minnesota	1,008.1	0.8	0.4



David Wertheim is CEO of United Way of Minnesota. He was named to the list in October 2014.

OTHER

## These groups saw big shifts in revenue

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Rk.	Organization	2015 Revenue	1-year change	Change in Net Revenue
1	American Public Media Group	96.0	-32.6	64.2
2	American Public Media Group	96.0	-32.6	64.2
3	American Public Media Group	96.0	-32.6	64.2
4	American Public Media Group	96.0	-32.6	64.2
5	American Public Media Group	96.0	-32.6	64.2
6	American Public Media Group	96.0	-32.6	64.2
7	American Public Media Group	96.0	-32.6	64.2
8	American Public Media Group	96.0	-32.6	64.2
9	American Public Media Group	96.0	-32.6	64.2
10	American Public Media Group	96.0	-32.6	64.2
11	American Public Media Group	96.0	-32.6	64.2
12	American Public Media Group	96.0	-32.6	64.2



Peter Miller is president and CEO of American Public Media Group. He was named to the list in October 2014.

NOTES

1. The University of St. Thomas was named to the list in October 2014. The University of St. Thomas was named to the list in October 2014. The University of St. Thomas was named to the list in October 2014.

HEALTH CARE

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EDUCATION

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SOCIAL SERVICES

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OTHER

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