

# Comprehensive Market Assessment and 3-Year Strategic Plan



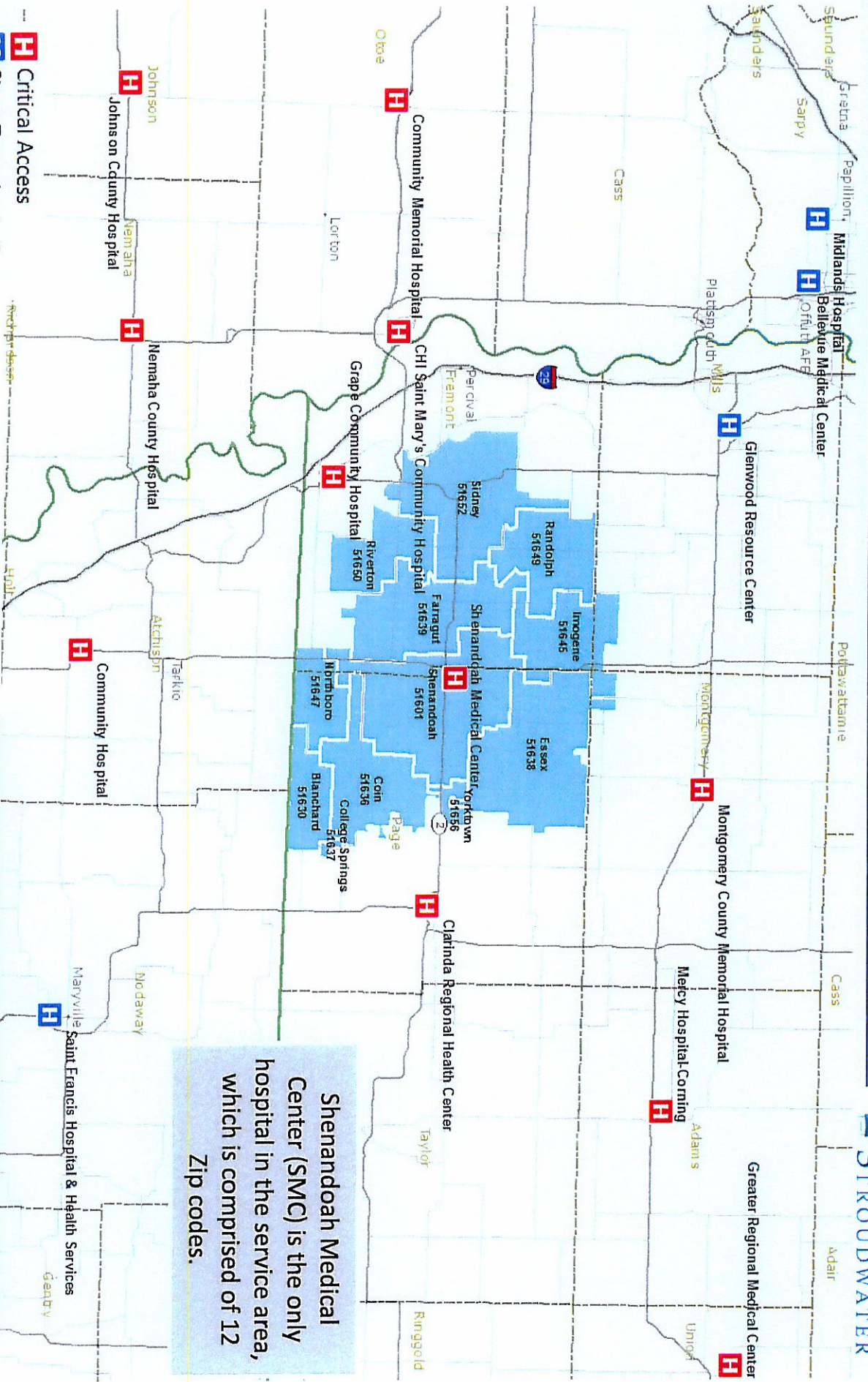
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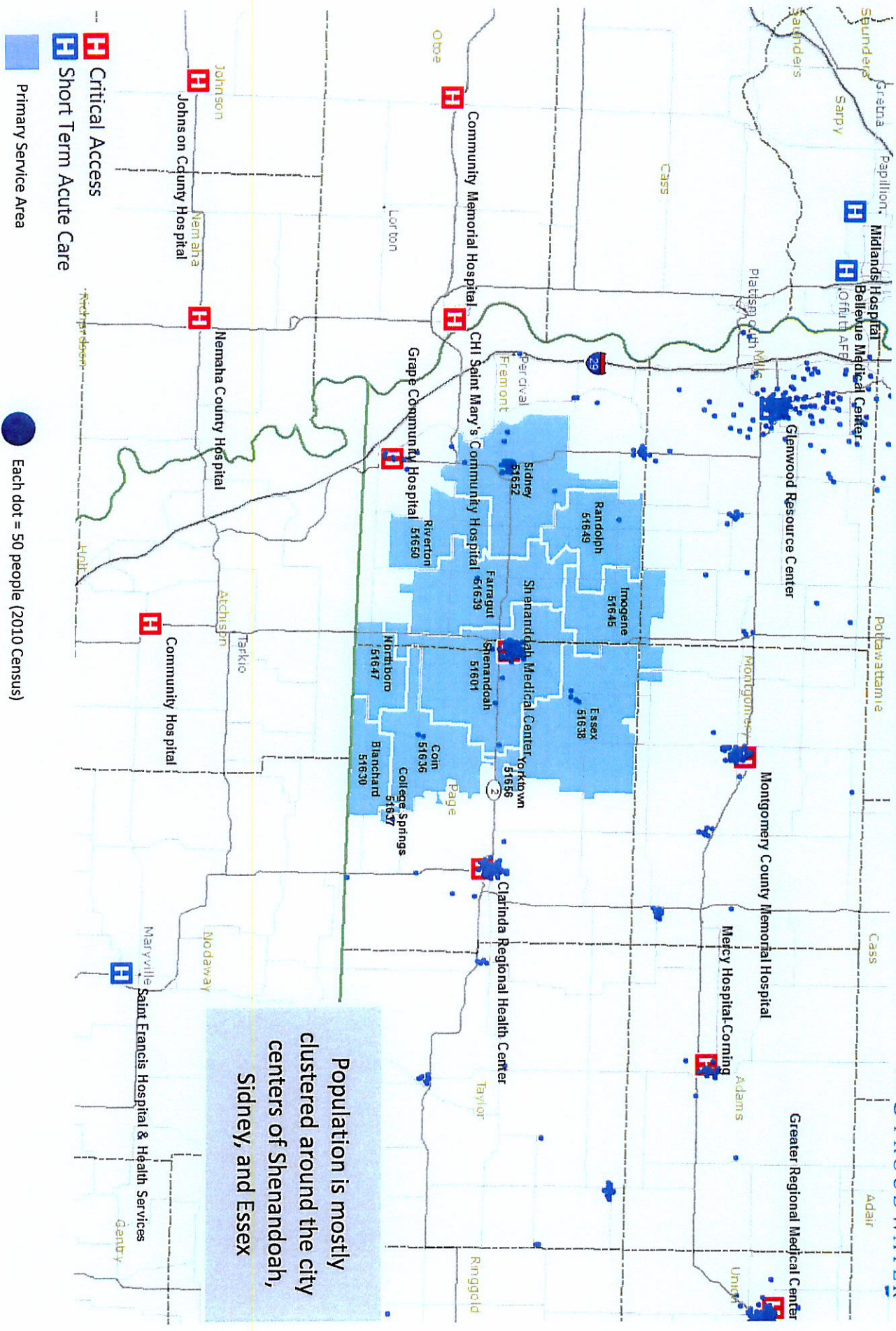
# Service Area Overview



Shenandoah Medical Center (SMC) is the only hospital in the service area, which is comprised of 12 Zip codes.

The service area was determined by looking at contiguous ZIP codes where Shenandoah Medical Center (SMC) had 10% or greater Iowa all payer market share in 2014 and Hospital recommendations.

# Service Area Population Density



# Area Hospitals



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Hospital	Dist. (miles)	Med Surg Beds	Type	Net Patient Revenue	Operating Margin	Days Cash on Hand - All Sources	Long Term Debt to Net Assets
Shenandoah Medical Center	-	23	CAH	\$33,569,190	5.1%	199.7	0.00
Clarinda Regional Health Center	19 E	25	CAH	\$26,098,329	-1.1%	168.2	2.80
George C. Grape Community Hospital	24 W	25	CAH	\$10,684,081	-1.4%	34.4	0.26
Montgomery County Memorial Hospital	30 N	17	CAH	\$29,093,404	-7.6%	123.1	0.27
Methodist Jennie Edmundson Hospital	60 N	97	STAC	\$94,829,000	6.8%	141.6	0.28
CHI Mercy Council Bluffs	60 N	148	STAC	\$110,978,184	9.8%	167.8	0.28
The Nebraska Medical Center	66 N	405	STAC	\$753,880,101	0.9%	141.7	0.16

Source: AHD.com based on most recent cost report data.

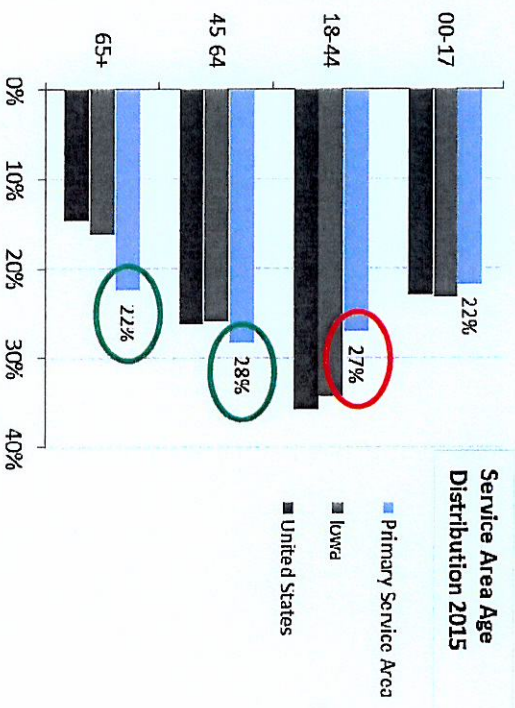
# Service Area Population



## 2015 Population Estimates

Primary Service Area Name	00-17	18-44	45-64	65+	Total	% of PSA
51601 Shenandoah	1,305	1,639	1,541	1,395	5,880	52%
51652 Sidney	352	458	477	364	1,651	15%
51638 Essex	291	337	370	275	1,273	11%
51639 Farragut	141	193	244	152	730	6%
51636 Coin	82	86	126	72	366	3%
51650 Riverton	58	77	94	63	292	3%
51649 Randolph	62	80	102	66	310	3%
51645 Imogene	57	61	88	51	257	2%
51637 College Springs	30	42	46	31	149	1%
51630 Blanchard	36	42	52	33	163	1%
51647 Northboro	46	51	67	34	198	2%
51656 Yorktown	16	12	11	4	43	0%
<b>PSA Total</b>	<b>2,476</b>	<b>3,078</b>	<b>3,218</b>	<b>2,540</b>	<b>11,312</b>	<b>100%</b>
<b>Total Service Area</b>	<b>2,476</b>	<b>3,078</b>	<b>3,218</b>	<b>2,540</b>	<b>11,312</b>	
Total Service Area	22%	27%	28%	22%	100%	
Iowa	23%	34%	26%	16%	100%	
United States	23%	36%	26%	15%	100%	

Source: Truven Health Analytics



- The Total Service Area population is approximately 11,312 in 2015.
- Fifty percent (50%) of the total population is older than 45 years of age.
- The 65+ age cohort has a larger percentage of people (22%) compared to the Iowa average (16%).
- The 45-64 age cohort has a larger percentage of people (28%) compared to the Iowa average (26%).
- The 18-44 age cohort has a smaller percentage of people (27%) compared to the Iowa average (34%).
- The 0-17 age cohort has a smaller percentage of people (22%) compared to the Iowa average (23%).

# Service Area Population Growth by Area



## 2015-2020 Change

Primary Service Area Name	2015 Estimate	2020 Projection	2015-2020 % Change	2015-2020 Ab. Change
51601 Shenandoah	5,880	5,782	-2%	-98
51652 Sidney	1,651	1,566	-5%	-85
51638 Essex	1,273	1,233	-3%	-40
51639 Farragut	730	685	-6%	-45
51636 Coin	366	351	-4%	-15
51650 Riverton	292	273	-7%	-19
51649 Randolph	310	295	-5%	-15
51645 Imogene	257	244	-5%	-13
51637 College Springs	149	143	-4%	-6
51630 Blanchard	163	156	-4%	-7
51647 Northboro	198	189	-5%	-9
51656 Yorktown	43	43	0%	0
<b>PSA Total</b>	<b>11,312</b>	<b>10,960</b>	<b>-3%</b>	<b>-352</b>
<b>Total Service Area</b>	<b>11,312</b>	<b>10,960</b>	<b>-3%</b>	<b>-352</b>
Iowa	3	3	2%	
United States	319	331	4%	
State and US in Millions				

Source: Truven Health Analytics

- The total service area population is projected to decrease by 3% (-352 people) over the next five years.
  - Iowa and the United States' populations are projected to grow at 2% and 4% respectively.
- The Shenandoah zip code (51601) is expected to see -2% growth (-98) over the next five years.
- All zip codes in the service area are expected to see negative growth over the next five years.

# Service Area Population Change by Age

## 2015-2020 Change

Total Service Area	2015 Estimate	2020 Projection	Absolute Change	Percent Change	Share of Growth
00-17	2,476	2,345	-131	-5%	0%
18-44	3,078	3,027	-51	-2%	0%
45-64	3,218	2,833	-385	-12%	0%
65+	2,540	2,755	215	8%	100%
<b>Total</b>	<b>11,312</b>	<b>10,960</b>	<b>-352</b>	<b>-3%</b>	<b>100%</b>

Source: Truven Health Analytics



Primary Service Area Name	00-17	18-44	45-64	65+	Total
51601 Shenandoah	(36)	(19)	(162)	119	(98)
51652 Sidney	(42)	(17)	(49)	23	(85)
51638 Essex	(23)	6	(51)	28	(40)
51639 Farragut	(7)	(9)	(37)	8	(45)
51636 Coin	2	3	(24)	4	(15)
51650 Riverton	(1)	(4)	(15)	1	(19)
51649 Randolph	0	(7)	(12)	4	(15)
51645 Imogene	(4)	(2)	(9)	2	(13)
51637 College Springs	(6)	3	(5)	2	(6)
51630 Blanchard	(3)	(3)	(7)	6	(7)
51647 Northboro	(3)	(3)	(14)	11	(9)
51656 Yorktown	(8)	1	0	7	0
<b>PSA Total</b>	<b>(131)</b>	<b>(51)</b>	<b>(385)</b>	<b>215</b>	<b>(352)</b>
<b>Total Service Area</b>	<b>(131)</b>	<b>(51)</b>	<b>(385)</b>	<b>215</b>	<b>(352)</b>

Source: Truven Health Analytics

- One hundred percent (100%) of all growth in the total service area is projected to come from those 65 years and older.
  - The 65+ age cohort is expected to grow 8%, gaining 215 people over the next 5 years.
- The 45 – 64 age cohort is projected to decline by -12% (-385 people).
- The 18 – 44 age cohort is projected to decline by -2% (-51 people).
- The 0 – 17 age cohort is projected to decline by -5% (-131 people).
- All Zip codes are expected to contribute growth in the 65+ age cohort.

# Service Area Household Income



## 2015 Median Household Income

Primary Service Area Name	Median Household Income	% of State	% of US
51601 Shenandoah	\$44,525	79%	83%
51652 Sidney	\$54,950	97%	102%
51638 Essex	\$47,332	84%	88%
51639 Farragut	\$60,938	108%	114%
51636 Coin	\$41,477	74%	77%
51650 Riverton	\$60,345	107%	112%
51649 Randolph	\$62,500	111%	116%
51645 Imogene	\$59,375	105%	111%
51637 College Springs	\$45,000	80%	84%
51630 Blanchard	\$44,000	78%	82%
51647 Northboro	\$45,227	80%	84%
51656 Yorktown	\$47,500	84%	89%
<i>PSA Weighted</i>	<i>\$48,584</i>	<i>86%</i>	<i>91%</i>
<b>Total Weighted Service Area</b>	<b>\$48,584</b>	<b>86%</b>	<b>91%</b>
Iowa	\$56,421	100%	105%
United States	\$53,660		

Source: Truven Health Analytics

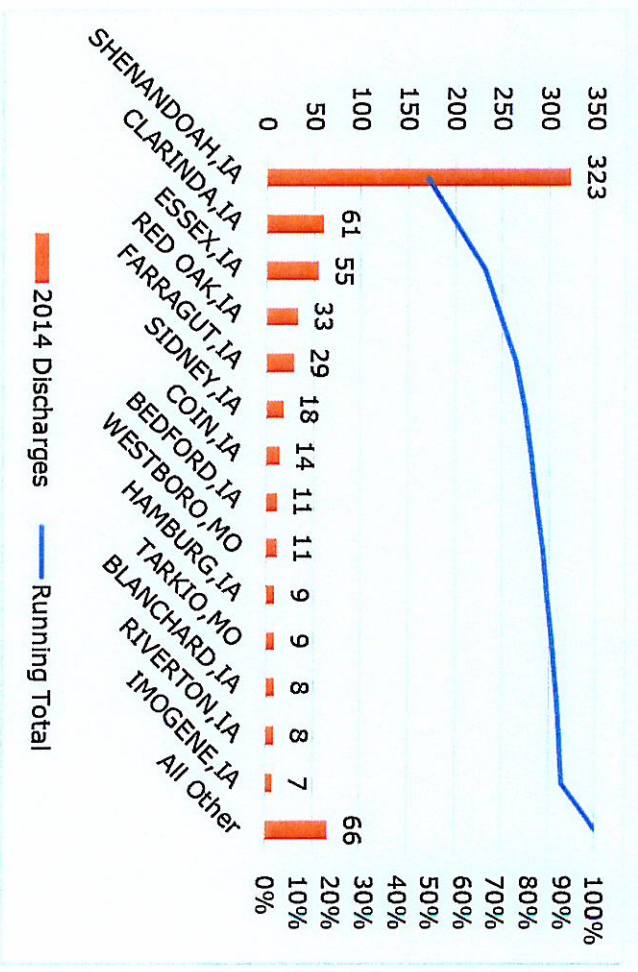
- Median household incomes for the service area are 86% of the State of Iowa median and 91% of the US median.
  - The weighted median household income for the service area is the sum of each ZIP code income times the ZIP code population divided by the total service-area population.



# SMC 2014 Inpatient Origin



ZIP	City	2014 Discharges	% of Total	Running Total
51601	SHENANDOAH,IA	323	48.8%	48.8%
51632	CLARINDA,IA	61	9.2%	58.0%
51638	ESSEX,IA	55	8.3%	66.3%
51566	RED OAK,IA	33	5.0%	71.3%
51639	FARRAGUT,IA	29	4.4%	75.7%
51652	SIDNEY,IA	18	2.7%	78.4%
51636	COIN,IA	14	2.1%	80.5%
50833	BEDFORD,IA	11	1.7%	82.2%
64498	WESTBORO,MO	11	1.7%	83.8%
51640	HAMBURG,IA	9	1.4%	85.2%
64491	TARKIO,MO	9	1.4%	86.6%
51630	BLANCHARD,IA	8	1.2%	87.8%
51650	RIVERTON,IA	8	1.2%	89.0%
51645	IMOGENE,IA	7	1.1%	90.0%
	All Other	66	10.0%	100.0%
		662	100.0%	



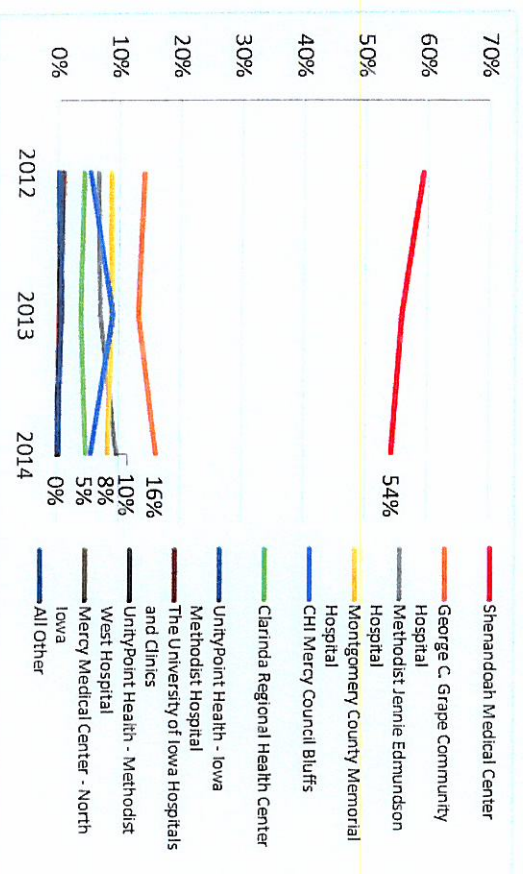
- Using data provided by the Iowa Hospital Association, Shenandoah Medical Center got 48.8% of all inpatient discharges from the Shenandoah (51601) Zip code.
- The Clarinda (61632) Zip code accounted for 9.2% of all IP discharges in 2014.

# Iowa All Payer Inpatient Market Share



Facility	All Payer Market Share			Discharges		
	2012	2013	2014	2012	2013	2014
Shenandoah Medical Center	59%	56%	54%	500	388	427
George C. Grape Community Hospital	14%	13%	16%	118	92	127
Methodist Jennie Edmundson Hospital	7%	7%	10%	55	49	77
Montgomery County Memorial Hospital	9%	9%	8%	73	62	65
CHI Mercy Council Bluffs	5%	9%	6%	45	63	44
Clarinda Regional Health Center	4%	4%	5%	37	27	37
UnityPoint Health - Iowa Methodist Hospital	0%	1%	0%	1	4	3
The University of Iowa Hospitals and Clinics	1%	0%	0%	8	3	2
UnityPoint Health - Methodist West Hospital	0%	0%	0%	1		2
Mercy Medical Center - North Iowa			0%			1
All Other	0%	1%	0%	4	6	0
Grand Total	100%	100%	100%	842	694	785

Iowa Hospital Assoc 2012-2014  
Excludes Normal Newborns



- For the Zip codes making up the primary service area, Shenandoah Medical Center had a 54% market share in FY2014 (excluding Normal Newborns)
  - SMC has seen a 5% decline in market share since 2012.
- George C. Grape Community Hospital has seen a gain of 2% points since 2012 to finish off FY2014 with 16% market share.
- Methodist Jennie Edmundson Hospital has also seen a gain of 3% market share in the SMC service area.
- Overall, cases in the service area have decreased 7% (-57) since 2012.

# SMC All Payer Market Share by Product



Product	SMC Market Share			SMC Discharges		
	2012	2013	2014	2012	2013	2014
PULMONARY	66%	52%	53%	117	60	67
OB/DELIVERY	77%	83%	81%	62	73	60
CARDIOLOGY	57%	48%	59%	39	34	41
GASTROENTEROLOGY	65%	63%	56%	41	35	45
ORTHOPEDICS	21%	17%	23%	9	7	10
GENERAL MEDICINE	52%	58%	53%	17	15	18
DERMATOLOGY	53%	58%	58%	16	14	15
GENERAL SURGERY	57%	42%	56%	20	5	18
NEPHROLOGY	61%	41%	27%	17	11	6
ENDOCRINE	50%	56%	48%	13	10	14
NEONATOLOGY	87%	86%	73%	20	24	16
OTHER OB	85%	93%	88%	17	13	7
NEUROLOGY	50%	46%	53%	4	6	9
HEMATOLOGY	53%	44%	44%	10	4	4
ONCOLOGY MEDICAL	61%	71%	71%	11	5	5
GYNECOLOGY	70%	78%	40%	7	7	4
PSYCH/DRUG ABUSE	100%	20%	14%	2	2	1
OTOLARYNGOLOGY	50%	50%	38%	1	3	3
RHEUMATOLOGY	60%	60%	100%	3	3	2
UROLOGY	50%	50%	33%	1	2	1
TRAUMA	50%		100%	1		1
OTHER			100%			1
DENTISTRY	100%	50%		1	1	
Grand Total	100%	100%	100%	429	334	348

Excludes Normal Newborns and Null DRGs

Less than 50% Share

- The Iowa Hospital Association DRG data was linked to Truven Health Analytics Product definitions in order to organize the inpatient data.
- Looking only at SMC market share (excluding normal newborns and null DRGs), there are 9 product lines where the hospital is below 50% in 2014.
  - Since SMC is the only hospital in the service area, this is also a view at the outmigration patterns. **Hospital level detail by Product is provided in the IP Appendix.**
- **The Iowa Hospital Association data does not contain market share for hospitals outside the state of Iowa.**

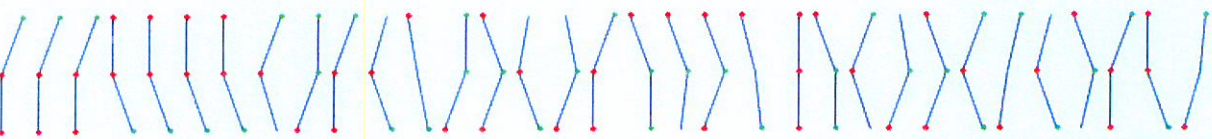
# SMC All Payer Market Share by Zip Code



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- The following charts are looking only at SMC market share (excluding normal newborns and null DRGs), for each Zip Code in the service area.
- The Iowa Hospital Association data does not contain market share for hospitals outside the state of Iowa.

Product	ZIP	City	SMC Market Share			SMC Discharges			
			2012	2013	2014	2012	2013	2014	
PULMONARY	51601	Shenandoah	89.5%	87.0%	80.4%	94	47	45	
	51630	Blanchard	0.0%	0.0%	100.0%			3	
	51636	Coin	40.0%	0.0%	0.0%	2			
	51637	College Springs	0.0%	50.0%	20.0%		2	1	
	51638	Essex	52.9%	31.3%	63.2%	9	5	12	
	51639	Farragut	100.0%	75.0%	57.1%	9	3	4	
	51649	Randolph	33.3%	0.0%	33.3%	1		2	
	51650	Riverton	0.0%	20.0%	0.0%		1		
	51652	Sidney	6.7%	11.8%	0.0%	2	2		
	51601	Shenandoah	89.4%	79.6%	88.1%	42	43	37	
OB/DELIVERY	51630	Blanchard	50.0%	100.0%	100.0%	2	1	1	
	51636	Coin	100.0%	100.0%	100.0%	2	3	5	
	51637	College Springs	0.0%	66.7%	100.0%		2	1	
	51638	Essex	66.7%	100.0%	66.7%	6	6	4	
	51639	Farragut	50.0%	100.0%	83.3%	1	3	5	
	51645	Imogene	50.0%	100.0%	100.0%	1	1	1	
	51647	Northboro	100.0%	0.0%	0.0%	1			
	51649	Randolph	50.0%	100.0%	0.0%	1	2		
	51650	Riverton	50.0%	0.0%	100.0%	1		2	
	51652	Sidney	50.0%	100.0%	50.0%	4	11	4	
51656	Yorktown	100.0%	100.0%	0.0%	1	1			
CARDIOLOGY	51601	Shenandoah	68.8%	75.7%	84.4%	22	28	27	
	51630	Blanchard	50.0%	0.0%	66.7%	1		2	
	51636	Coin	100.0%	0.0%	0.0%	5			
	51637	College Springs	100.0%	100.0%	33.3%	1	1	1	
	51638	Essex	37.5%	16.7%	33.3%	3	2	3	
	51639	Farragut	50.0%	50.0%	100.0%	2	1	1	
	51645	Imogene	0.0%	0.0%	50.0%			2	
	51647	Northboro	0.0%	0.0%	100.0%			1	
	51649	Randolph	0.0%	0.0%	66.7%			2	
	51650	Riverton	50.0%	33.3%	33.3%	1	1	1	
51652	Sidney	30.0%	14.3%	14.3%	3	1	1		
51656	Yorktown	50.0%	0.0%	0.0%	1				

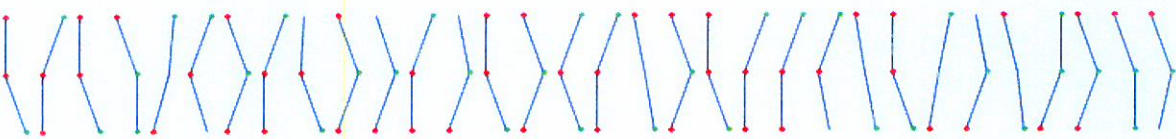


Source: Iowa Hosp. Assoc.

# SMC All Payer Market Share by Zip Code



Product	ZIP	City	SMC Market Share			SMC Discharges			
			2012	2013	2014	2012	2013	2014	
GASTRO	51601	Shenandoah	80.0%	81.3%	80.5%	36	26	33	
	51636	Coin	0.0%	100.0%	100.0%	1	1	1	
	51637	College Springs	0.0%	25.0%	0.0%	1	1	1	
	51638	Essex	50.0%	50.0%	30.8%	3	3	4	
	51639	Farragut	0.0%	50.0%	71.4%	2	2	5	
	51645	Imogene	50.0%	100.0%	0.0%	1	1	1	
ORTHO	51647	Northboro	100.0%	50.0%	0.0%	1	1	2	
	51652	Sidney	0.0%	0.0%	22.2%	1	1	1	
	51601	Shenandoah	20.0%	33.3%	50.0%	4	6	8	
MEDICINE	51638	Essex	16.7%	0.0%	9.1%	1	1	1	
	51639	Farragut	60.0%	0.0%	0.0%	3	1	1	
	51645	Imogene	50.0%	0.0%	0.0%	1	1	1	
	51650	Riverton	0.0%	0.0%	50.0%	1	1	1	
	51652	Sidney	0.0%	14.3%	0.0%	1	1	1	
	51601	Shenandoah	68.4%	81.3%	94.1%	13	13	16	
DERMATOLOGY	51630	Blanchard	100.0%	0.0%	0.0%	1	1	1	
	51636	Coin	50.0%	0.0%	50.0%	1	1	1	
	51637	College Springs	0.0%	100.0%	0.0%	1	1	1	
	51638	Essex	0.0%	0.0%	14.3%	1	1	1	
	51639	Farragut	50.0%	100.0%	0.0%	1	1	1	
	51650	Riverton	100.0%	0.0%	0.0%	1	1	1	
GENERAL SURGERY	51601	Shenandoah	75.0%	91.7%	72.7%	12	11	8	
	51637	College Springs	0.0%	100.0%	0.0%	1	1	1	
	51638	Essex	33.3%	25.0%	77.8%	2	1	7	
	51639	Farragut	66.7%	0.0%	0.0%	2	1	1	
GENERAL SURGERY	51650	Riverton	0.0%	100.0%	0.0%	1	1	1	
	51601	Shenandoah	76.5%	28.6%	68.8%	13	2	11	
	51638	Essex	57.1%	50.0%	25.0%	4	1	1	
	51639	Farragut	66.7%	100.0%	100.0%	2	2	2	
	51645	Imogene	0.0%	0.0%	50.0%	1	1	1	
51649	Randolph	33.3%	0.0%	0.0%	1	1	1		
51652	Sidney	0.0%	0.0%	42.9%	3	3	3		



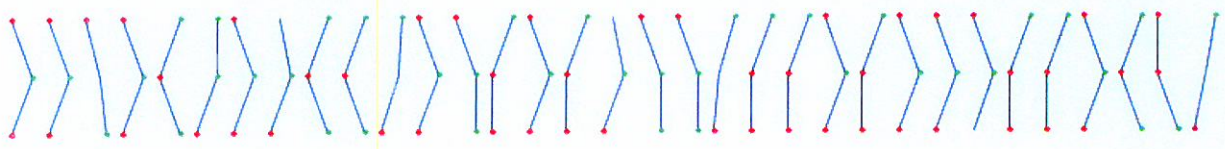
Source: Iowa Hosp. Assoc.

# SMC All Payer Market Share by Zip Code



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Product	ZIP	City	SMC Market Share				SMC Discharges			
			2012	2013	2014		2012	2013	2014	
NEPHROLOGY	51601	Shenandoah	86.7%	66.7%	44.4%	13	10	4		
	51638	Essex	0.0%	0.0%	100.0%			1		
	51639	Farragut	100.0%	0.0%	100.0%	2		1		
	51647	Northboro	0.0%	33.3%	0.0%		1			
	51649	Randolph	50.0%	0.0%	0.0%	1				
	51652	Sidney	25.0%	0.0%	0.0%	1				
ENDOCRINE	51601	Shenandoah	81.8%	87.5%	82.4%	9	7	14		
	51637	College Springs	0.0%	100.0%	0.0%		1			
	51638	Essex	0.0%	50.0%	0.0%		1			
	51639	Farragut	100.0%	0.0%	0.0%	2				
	51647	Northboro	0.0%	100.0%	0.0%		1			
	51649	Randolph	50.0%	0.0%	0.0%	1				
	51652	Sidney	16.7%	0.0%	0.0%	1				
NEONATOLOGY	51601	Shenandoah	100.0%	81.3%	75.0%	16	13	9		
	51636	Coin	0.0%	100.0%	100.0%		2	3		
	51637	College Springs	0.0%	100.0%	100.0%		1	1		
	51638	Essex	50.0%	100.0%	0.0%	2	4			
	51639	Farragut	100.0%	0.0%	0.0%	1				
	51645	Imogene	0.0%	100.0%	0.0%		1			
	51647	Northboro	100.0%	0.0%	0.0%	1				
	51652	Sidney	0.0%	100.0%	100.0%		2	3		
	51656	Yorktown	0.0%	100.0%	0.0%		1			
OTHER OB	51601	Shenandoah	88.9%	87.5%	80.0%	8	7	4		
	51636	Coin	100.0%	0.0%	100.0%	2		2		
	51638	Essex	100.0%	0.0%	100.0%	3		1		
	51639	Farragut	50.0%	100.0%	0.0%	1	1			
	51645	Imogene	0.0%	100.0%	0.0%		1			
	51652	Sidney	100.0%	100.0%	0.0%	3	4			
NEUROLOGY	51601	Shenandoah	100.0%	40.0%	100.0%	4	2	7		
	51636	Coin	0.0%	100.0%	0.0%		1			
	51638	Essex	0.0%	33.3%	50.0%		1	2		
	51647	Northboro	0.0%	100.0%	0.0%		1			
	51652	Sidney	0.0%	100.0%	0.0%		1			

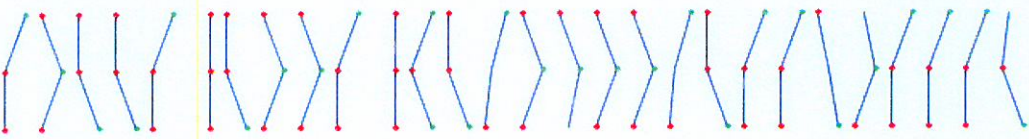


Source: Iowa Hosp. Assoc.

# SMC All Payer Market Share by Zip Code



Product	ZIP	City	SMC Market Share				SMC Discharges			
			2012	2013	2014		2012	2013	2014	
HEMATOLOGY	51601	Shenandoah	66.7%	50.0%	100.0%	6	2	4		
	51636	Coin	100.0%	0.0%	0.0%	1				
	51639	Farragut	33.3%	0.0%	0.0%	1	1			
	51647	Northboro	100.0%	0.0%	0.0%	1	1			
	51652	Sidney	33.3%	66.7%	0.0%	1	2			
ONCOLOGY	51601	Shenandoah	63.6%	83.3%	100.0%	7	5	4		
	51639	Farragut	100.0%	0.0%	0.0%	3				
	51649	Randolph	50.0%	0.0%	0.0%	1				
MEDICAL	51650	Riverton	0.0%	0.0%	100.0%			1		
	51601	Shenandoah	87.5%	60.0%	50.0%	7	3	3		
GYNECOLOGY	51636	Coin	0.0%	100.0%	0.0%		1			
	51638	Essex	0.0%	100.0%	0.0%		1			
	51639	Farragut	0.0%	100.0%	50.0%		1	1		
	51652	Sidney	0.0%	100.0%	0.0%		1			
PSYCH/DRUG	51601	Shenandoah	100.0%	33.3%	0.0%	2	2			
ABUSE	51638	Essex	0.0%	0.0%	100.0%			1		
ENT	51601	Shenandoah	100.0%	60.0%	100.0%	1	3	3		
RHEUMATOLOGY	51601	Shenandoah	100.0%	100.0%	100.0%	2	1	1		
	51630	Blanchard	100.0%	0.0%	0.0%	1				
	51638	Essex	0.0%	33.3%	0.0%		1			
	51639	Farragut	0.0%	100.0%	0.0%		1			
	51647	Northboro	0.0%	0.0%	100.0%			1		
UROLOGY	51601	Shenandoah	100.0%	100.0%	100.0%	1	2	1		
TRAUMA	51601	Shenandoah	100.0%	0.0%	0.0%	1				
	51652	Sidney	0.0%	0.0%	100.0%			1		
OTHER	51601	Shenandoah	0.0%	0.0%	100.0%			1		
DENTISTRY	51601	Shenandoah	0.0%	100.0%	0.0%		1			
	51656	Yorktown	100.0%	0.0%	0.0%	1				
Grand Total			100.0%	100.0%	100.0%	429	334	348		

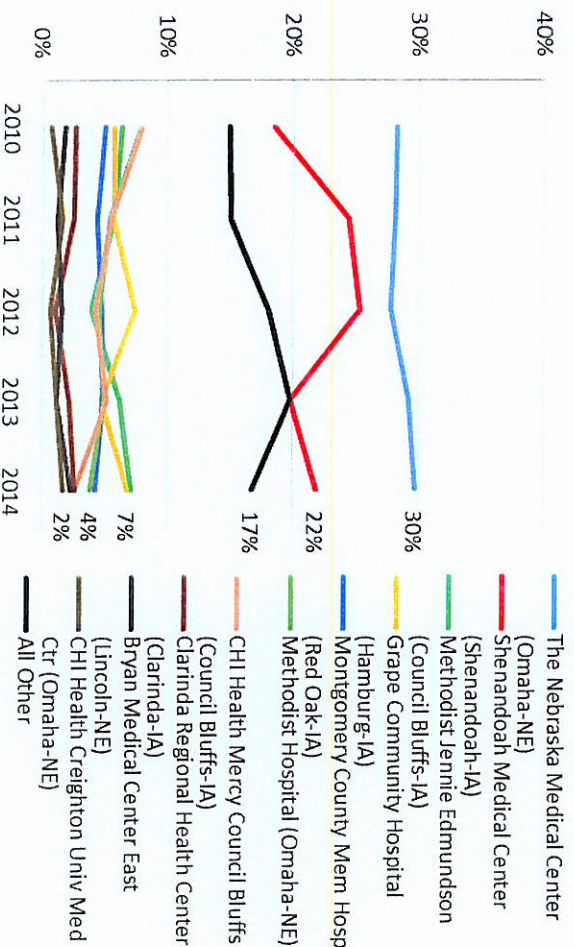


Excludes Normal Newborns and Null DRGs

# Medicare Market Share



Facility	Medicare Market Share					Medicare Cases				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
The Nebraska Medical Center (Omaha-NE)	28%	28%	28%	29%	30%	265	278	242	243	256
Shenandoah Medical Center (Shenandoah-IA)	19%	24%	25%	20%	22%	174	242	221	165	188
Methodist Jennie Edmundson (Council Bluffs-IA)	6%	6%	4%	6%	7%	59	57	35	52	62
Grape Community Hospital (Hamburg-IA)	6%	6%	7%	5%	7%	54	57	65	40	59
Montgomery County Mem Hosp (Red Oak-IA)	5%	4%	5%	5%	4%	47	44	42	41	37
Methodist Hospital (Omaha-NE)	8%	5%	5%	5%	4%	74	54	40	42	33
CHI Health Mercy Council Bluffs (Council Bluffs-IA)	8%	6%	4%	5%	3%	75	55	37	43	23
Clarinda Regional Health Center (Clarinda-IA)	3%	3%	1%	2%	3%	25	25	10	19	23
Bryan Medical Center East (Lincoln-NE)	2%	1%	2%	1%	2%	17	12	14	10	20
CHI Health Creighton Univ Med Ctr (Omaha-NE)	1%	2%	1%	1%	2%	7	16	6	10	15
All Other	15%	15%	18%	20%	17%	140	149	158	165	144
Grand Total	100%	100%	100%	100%	100%	937	989	870	830	860



- The Medicare data covers hospitals in the whole country where as the Iowa Hospital Assoc. data is only for Iowa hospitals.
- For the Zip codes making up the primary service area, SMC had a 22% Medicare market share in FY2014.
  - SMC has seen a 3% increase in market share since 2010.
- The Nebraska Medical Center in Omaha, has seen a gain of 2% points since 2010 to finish off FY2014 with 30% Medicare market share.
- Overall, Medicare cases in the service area have decreased 8% over the past five years.



# SMC Outpatient Market Share



Service Category	SMC Market Share			SMC Procedures			
	2012	2013	2014	2012	2013	2014	2014
LABS	77.8%	74.5%	72.8%	13,345	13,251	13,147	
EMI	87.7%	86.8%	85.2%	8,414	7,695	7,728	
MEDICINE	77.4%	73.2%	69.2%	5,950	5,610	5,149	
HEMONC	82.9%	75.3%	76.0%	4,022	3,607	4,262	
DIAG RAD	76.6%	72.7%	75.5%	2,283	2,039	2,378	
CARDIOLOGY	76.6%	73.8%	69.9%	1,214	1,343	1,240	
CT SCAN	81.5%	81.2%	81.4%	884	959	1,047	
MISC	72.4%	70.0%	71.3%	604	683	815	
PULMONARY	72.6%	64.4%	62.2%	566	491	473	
ANESTHESIA	80.9%	67.4%	80.2%	368	328	581	
GASTRO	77.9%	74.1%	63.6%	727	562	415	
GEN SURG	82.1%	75.4%	81.4%	343	212	329	
OB/GYN	86.3%	87.6%	90.0%	139	155	243	
UROLOGY	79.9%	82.3%	88.0%	234	205	205	
OPHTHAL	79.7%	90.3%	86.5%	122	121	122	
PSYCH	57.0%	54.2%	69.3%	65	65	88	
DERMATOLOGY	75.4%	59.4%	78.4%	86	57	98	
ORTHO	58.5%	46.8%	54.1%	83	74	66	
PAIN MGMT		1.6%	1.0%		2	1	
OTOLARYNG	63.2%	38.9%	26.3%	36	21	21	
PHYS THER	70.5%	41.0%	60.0%	55	25	39	
PODIATRY	23.3%	17.6%	27.8%	10	6	10	
MRI	53.6%	38.9%	43.8%	15	7	7	
COLORRECTAL		30.8%	45.5%		8	5	
PLAST SURG	80.0%		27.3%	8		3	
VASCULAR		25.0%	25.0%		1	1	
CDTHORACIC		100.0%			1		
SPECT	50.0%	100.0%		1	1		
Null	64.7%	64.3%	58.8%	10,158	11,584	9,066	
Grand Total	100.0%	100.0%	100.0%	49,732	49,113	47,539	

Less than 50% Share

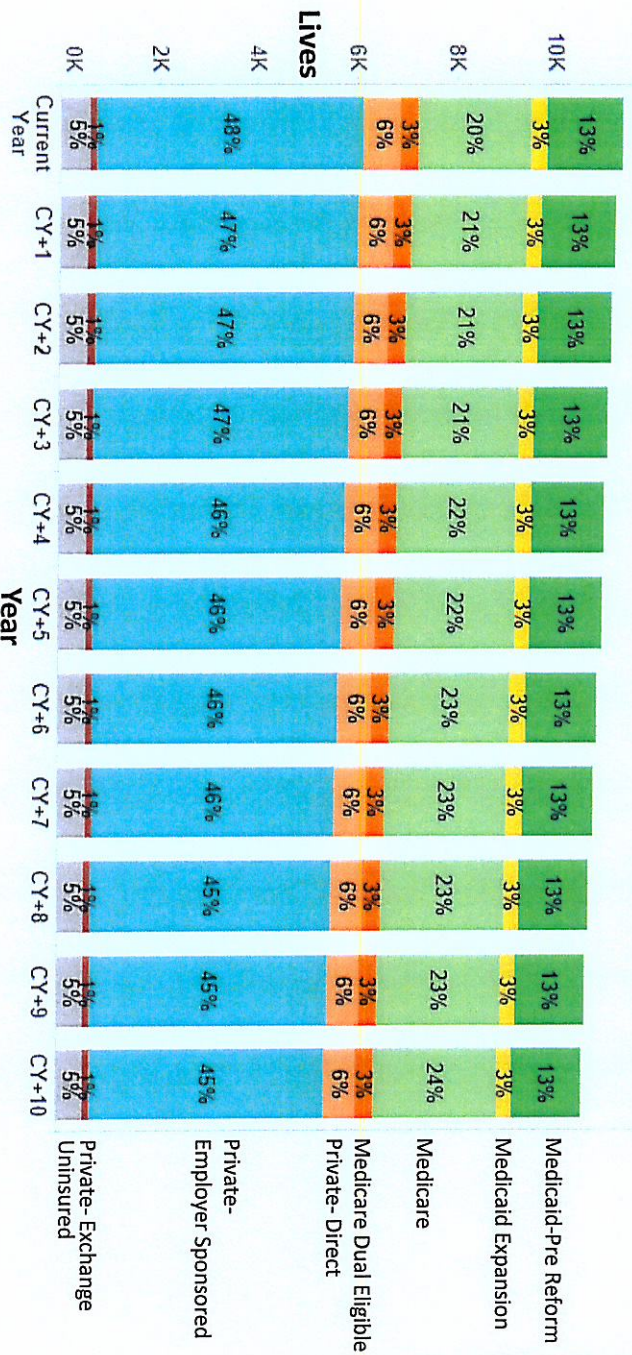
- Iowa outpatient hospital HCPCS/CPT data was linked to the Truven Health Analytics CPT crosswalk in order to organize the data by Service Category.
- Looking only at SMC market share, there are 7 service categories where the hospital is below 50% in 2014.
  - Since SMC is the only hospital in the service area, this is also a view at the outmigration patterns. **Hospital level detail by Product is provided in the OP Appendix.**

# Insurance Estimates



Insurance Type	Adjusted Lives														
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025				
Medicaid - Pre Reform	1,508	1,491	1,478	1,466	1,455	1,447	1,435	1,424	1,414	1,405	1,396				
Medicaid Expansion	324	320	317	314	311	308	305	302	300	297	295				
Medicare	2,290	2,320	2,344	2,371	2,400	2,435	2,448	2,462	2,477	2,493	2,510				
Medicare Dual Eligible	358	360	361	363	365	368	368	368	368	368	369				
Private - Direct	722	710	700	691	682	675	665	655	646	637	629				
Private - ESI	5,391	5,300	5,225	5,157	5,096	5,043	4,975	4,911	4,850	4,793	4,739				
Private - Exchange	146	143	141	138	136	134	133	131	129	128	126				
Uninsured	573	566	560	555	551	548	543	539	535	532	528				
<b>Grand Total</b>	<b>11,312</b>	<b>11,210</b>	<b>11,126</b>	<b>11,055</b>	<b>10,997</b>	<b>10,959</b>	<b>10,872</b>	<b>10,792</b>	<b>10,719</b>	<b>10,653</b>	<b>10,592</b>				

Insurance Type	Percent of Total														
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025				
Medicaid - Pre Reform	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%				
Medicaid Expansion	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%				
Medicare	20%	21%	21%	21%	22%	22%	23%	23%	23%	23%	24%				
Medicare Dual Eligible	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%				
Private - Direct	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%				
Private - ESI	48%	47%	47%	47%	46%	46%	46%	46%	45%	45%	45%				
Private - Exchange	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%				
Uninsured	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%				
<b>Grand Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>				

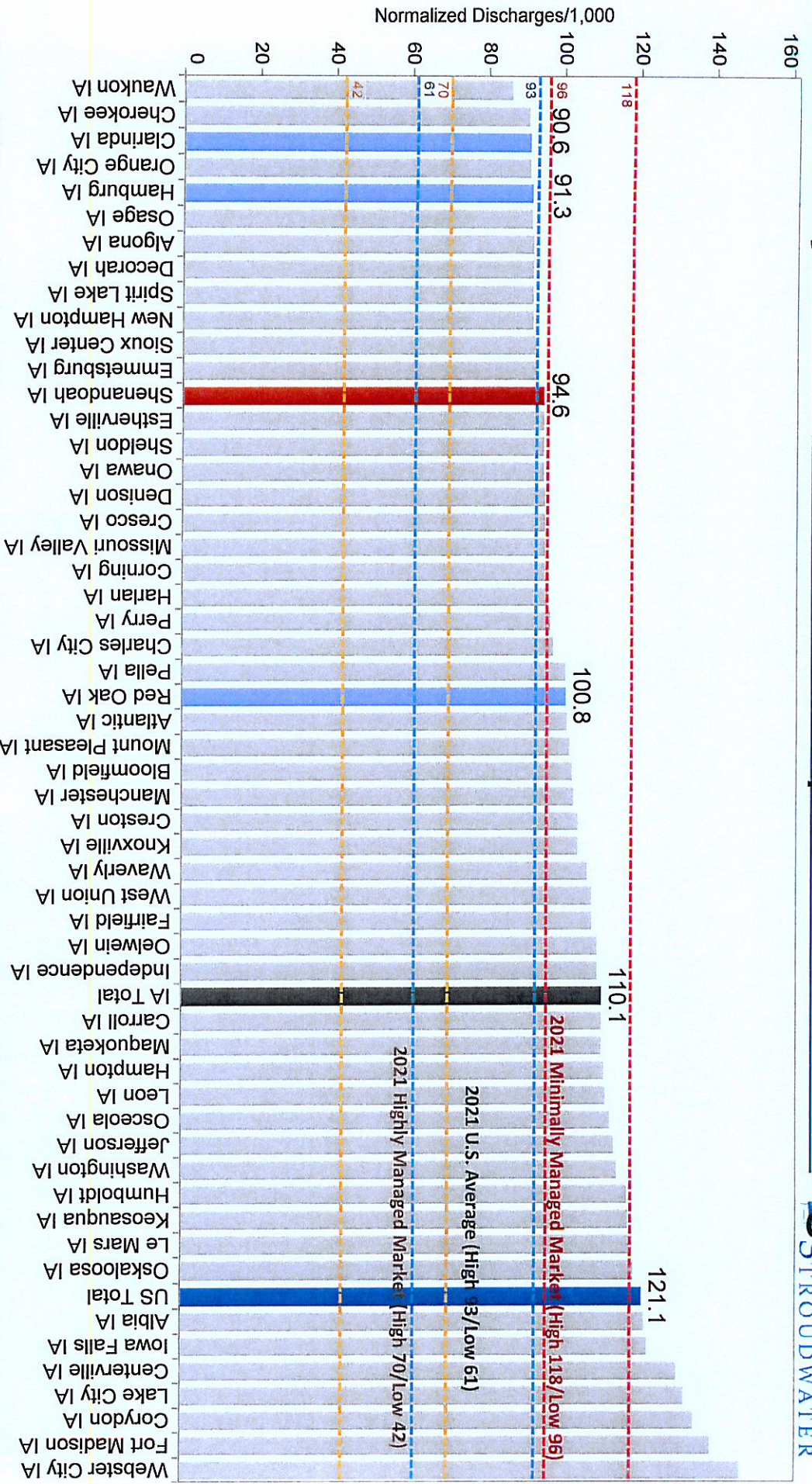


- The uninsured rate for the service area is expected to stay at 5% for the next 10 years (CY+10).
- The aging population will increase the percentage of Medicare coverage from 20% to 24%.
- Approximately 45% of population is projected to be covered by private, employee-sponsored health plans (Private ESI) in 2025 (CY+10).
- The number of covered lives is expected to decline by 6% over the next 10 years losing -720 people.

Sources: Truven Health Analytics

# Age Adjusted Use Rate Comparisons: Discharges/1000

STROUD WATER



Source: 2021 use rates based on Milliman Governance Institute Data

Notes:

- Use rates have not been adjusted gender, or socioeconomic factors.
- Table shows current age normalized use rates based on 2014 adjusted discharge estimates from Truven Health Analytics. Population and discharge estimates are grouped by Dartmouth Hospital Service Area (HSA).
- Chart limited to Iowa HSAs with 2014 population between 6,000-20,000

• Shenandoah Medical Center is in the Shenandoah Hospital Service Area (HSA), and has inpatient use rates (94.6/1000) that are lower than the IA (110.1) and US average (121.1)

Discharge Estimate Source: Truven Health Analytics

# Inpatient Demand Estimates

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**Inpatient Procedure Estimates include projections for the years 2014 through 2019:**

- **Adjusted and Trended Procedures** The Adjusted and Trended projections are the most comprehensive forecast of changes in inpatient demand from Truven Health Analytics. In addition, with the impact of the ACA on insurance coverage and on utilization, these estimates also incorporate short-term trends in utilization projected from historical trends and long-term trends due to major changes in the prevalence of chronic diseases.
- The following table show estimated and projected inpatient growth rates by Product for the zip codes that comprise the Shenandoah Medical Center service area, based on Truven Health Analytics methodology, and ranked based on expected 2014-2019 Adjusted and Trended (A&T) absolute growth.

# Inpatient Demand Estimates



Product	2019 Adj Trended		2014-2019 Abs.		2014-2019 %Growth
	2014 Discharges	Discharges	Growth		
GENERAL MEDICINE	104.93	119.05	14.12	13%	
NEPHROLOGY	49.26	54.91	5.65	11%	
NEUROLOGY	55.92	57.10	1.19	2%	
HEMATOLOGY	14.41	15.29	0.87	6%	
PSYCH/DRUG ABUSE	47.30	47.58	0.29	1%	
OTHER	0.07	0.06	-0.01	-9%	
RHEUMATOLOGY	4.22	4.18	-0.04	-1%	
HIV	0.14	0.06	-0.08	-55%	
DENTISTRY	1.14	1.06	-0.08	-7%	
OPHTHALMOLOGY	1.13	1.05	-0.08	-7%	
TRAUMA	4.85	4.37	-0.47	-10%	
DERMATOLOGY	24.75	24.25	-0.49	-2%	
NEUROSURGERY	7.24	6.54	-0.70	-10%	
THORACIC SURGERY	8.93	8.04	-0.88	-10%	
OTHER OB	8.61	7.65	-0.96	-11%	
OTOLARYNGOLOGY	7.79	6.50	-1.29	-17%	
OPEN HEART	9.09	7.62	-1.47	-16%	
UROLOGY	17.31	14.64	-2.67	-15%	
VASCULAR SURGERY	13.05	10.30	-2.75	-21%	
GASTROENTEROLOGY	101.04	98.10	-2.94	-3%	
ONCOLOGY MEDICAL	18.93	14.91	-4.02	-21%	
GENERAL SURGERY	72.57	67.28	-5.30	-7%	
PULMONARY	137.40	131.43	-5.98	-4%	
ENDOCRINE	29.25	23.24	-6.02	-21%	
GYNECOLOGY	8.73	2.58	-6.15	-70%	
NEONATOLOGY	28.42	22.07	-6.35	-22%	
ORTHOPEDICS	140.71	131.78	-8.92	-6%	
CARDIOLOGY	142.96	124.17	-18.79	-13%	
OB/DELIVERY	94.20	74.93	-19.27	-20%	
Grand Total	1,154.35	1,080.74	-73.61	-6%	

- Overall, Truven Health Analytics is projecting a -6% decrease in IP demand over the next 5 years (2014-2019).
- There are product lines that are expected to see growth from 2014-2019.
  - General Medicine, Nephrology, Neurology, Hematology, and Psych/Drug Abuse are all expected to see small amounts of growth.

Source: Truven Health Analytics

# Outpatient Demand Estimates

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**Outpatient Procedure Estimates can include three sets of projections for the years 2014 through 2019:**

- **Adjusted Procedures** The Adjusted projections include the impact of the Affordable Care Act (ACA) on utilization rates. These projections also incorporate shifts in healthcare coverage due to the ACA. This projection allows the user to study the full effect of expanded coverage and reimbursement changes included in Healthcare Reform.
- **Adjusted and Trended Procedures** The Adjusted and Trended projections are the most comprehensive forecast of changes in outpatient demand from Truven Health Analytics. In addition, with the impact of the ACA on insurance coverage and on utilization, these estimates also incorporate short-term trends in utilization projected from historical trends and long-term trends due to major changes in the prevalence of chronic diseases.
- The following table show estimated and projected outpatient growth rates by Clinical Service Category for the zip codes that comprise the Shenandoah Medical Center service area, based on Truven Health Analytics methodology, and ranked based on expected 2014-2019 Adjusted absolute growth.

# Outpatient Demand Estimates



Service Category	2014		2019		2019 Adjusted & Trended	14-'19 Adjusted		14-'19 Adjusted		14-'19 A&T	
	Estimates	Adjusted	Adjusted	Adjusted		Abs. Growth	%Growth	Abs. Growth	%Growth	Abs. Growth	%Growth
OPHTHAL	6,926.09	7,034.29	7,184.69	108.20	1.56%	258.60	3.73%	-0.08	-6.78%	-2,155.31	-0.66%
HEMONC	11,566.40	11,662.85	11,426.32	96.45	0.83%	-140.08	-1.21%	1.29	14.35%		
PODIATRY	3,888.56	3,959.98	3,833.21	71.42	1.84%	-55.35	-1.42%	-30.99	-14.49%		
NEPHROLOGY	2,366.08	2,400.68	2,384.51	34.60	1.46%	18.43	0.78%	-1.53	-4.72%		
ANESTHESIA	268.55	274.69	258.35	6.14	2.29%	-10.20	-3.80%	-0.64	-0.77%		
PET	67.36	67.83	77.09	0.47	0.70%	9.73	14.44%	-7.05	-10.42%		
PATHOLOGY	1.18	1.14	1.10	-0.04	-3.39%	-0.08	-6.78%	-5.56	-10.37%		
CDTHORACIC	8.99	8.86	10.28	-0.13	-1.45%	1.29	14.35%	-425.07	-27.71%		
VASCULAR	213.88	213.47	182.89	-0.41	-0.19%	-30.99	-14.49%	-98.66	-8.38%		
NEUROSURGERY	32.43	30.52	30.90	-1.91	-5.89%	-1.53	-4.72%	-9.56	-0.53%		
PLAST SURG	83.10	80.43	82.46	-2.67	-3.21%	-0.64	-0.77%	65.32	6.72%		
SPECT	298.85	296.03	146.85	-2.82	-0.94%	-152.00	-50.86%	-19.95	-4.72%		
COLORECTAL	67.64	64.09	60.59	-3.55	-5.25%	-7.05	-10.42%	-10.37%	-10.37%		
ORAL SURG	53.63	50.01	48.07	-3.62	-6.75%	-5.56	-10.37%	-10.37%	-10.37%		
OB/GYN	1,543.67	1,536.57	1,691.19	-7.10	-0.46%	147.52	9.56%	-27.71%	-27.71%		
RAD THER	1,533.85	1,522.64	1,108.78	-11.21	-0.73%	-425.07	-27.71%	-98.66	-8.38%		
UROLOGY	1,176.96	1,165.71	1,078.30	-11.25	-0.96%	-98.66	-8.38%	-9.56	-0.53%		
DERMATOLOGY	1,801.88	1,786.07	1,792.32	-15.81	-0.88%	-9.56	-0.53%	-19.95	-4.72%		
GEN SURG	422.78	406.20	402.83	-16.58	-3.92%	-19.95	-4.72%	65.32	6.72%		
NEUROLOGY	971.56	938.94	1,036.88	-32.62	-3.36%	-67.22	-7.44%	-67.22	-7.44%		
PAIN MGMT	903.48	868.87	836.26	-34.61	-3.83%	-67.22	-7.44%	-15.69	-0.54%		
CT SCAN	2,918.92	2,878.69	2,903.23	-40.23	-1.38%	-201.04	-21.69%	-201.04	-21.69%		
GASTRO	927.00	884.88	725.96	-42.12	-4.54%	-21.14	-1.76%	-21.14	-1.76%		
MRI	1,201.02	1,155.66	1,179.88	-45.36	-3.78%	-21.14	-1.76%	-21.14	-1.76%		
CARDIOLOGY	7,654.65	7,606.10	6,812.19	-48.55	-0.63%	-842.46	-11.01%	-842.46	-11.01%		
PULMONARY	2,710.61	2,659.02	2,613.32	-51.59	-1.90%	-97.29	-3.59%	-97.29	-3.59%		
MISC	2,198.34	2,139.39	2,195.99	-58.95	-2.68%	-2.35	-0.11%	-2.35	-0.11%		
OTOLARYNG	2,113.67	2,026.55	2,149.23	-87.12	-4.12%	35.56	1.68%	35.56	1.68%		
ORTHO	2,244.15	2,151.17	2,281.06	-92.98	-4.14%	36.91	1.64%	36.91	1.64%		
ALLERGY	7,496.28	7,131.00	7,128.45	-365.28	-4.87%	-367.83	-4.91%	-367.83	-4.91%		
EM	6,164.36	5,784.67	6,187.07	-379.69	-6.16%	22.71	0.37%	22.71	0.37%		
DIAG RAD	17,411.91	16,867.86	16,509.62	-544.05	-3.12%	-902.29	-5.18%	-902.29	-5.18%		
PSYCH	6,961.18	6,410.49	7,149.37	-550.69	-7.91%	188.19	2.70%	188.19	2.70%		
CHIRO	14,909.15	14,306.70	15,059.15	-602.45	-4.04%	150.00	1.01%	150.00	1.01%		
PHYS THER	23,661.79	22,991.79	21,994.19	-670.00	-2.83%	-1,667.60	-7.05%	-1,667.60	-7.05%		
LABS	95,898.87	94,284.22	97,670.17	-1,614.65	-1.68%	1,771.30	1.85%	1,771.30	1.85%		
MEDICINE	100,103.53	97,286.48	100,384.29	-2,817.05	-2.81%	280.76	0.28%	280.76	0.28%		
Grand Total	328,772.35	320,934.54	326,617.04	-7,837.81	-2.38%						

- Overall, Truven Health Analytics is projecting a 2% decrease in Adjusted OP demand estimates over the next 5 years (2014-2019).
- 66% decrease in Adjusted and Trended estimates
- There are categories that are expected to see growth in Adjusted discharges from 2014-2019.
  - Ophthalmology, Hemonic, Podiatry, Nephrology, Anesthesia, and PET are all expected to see small amounts of growth.

Source: Truven Health Analytics

# Iowa All Payer Market Share by Product

Product	Hospital	Market Share				Change '12-'14	Discharges			
		2012	2013	2014			2012	2013	2014	
PULMONARY	Shenandoah Medical Center	66%	52%	53%	↓ -13%	117	60	67		
	George C. Grape Community Hospital	19%	23%	29%	↑ 10%	34	27	37		
	Methodist Jennie Edmundson Hospital	2%	1%	6%	↑ 4%	4	1	8		
	Montgomery County Memorial Hospital	8%	10%	6%	↓ -2%	14	12	7		
	Clarinda Regional Health Center	3%	7%	5%	↓ 1%	6	8	6		
	CHI Mercy Council Bluffs	1%	5%	2%	↓ 0%	2	6	2		
	Ringgold County Hospital			1%	↑ 0%			1		
	Total	100%	100%	100%		177	115	127		
	OB/DELIVERY	Shenandoah Medical Center	77%	83%	81%	↓ 5%	62	73	60	
		Methodist Jennie Edmundson Hospital	6%	5%	11%	↑ 5%	5	4	8	
	Montgomery County Memorial Hospital	7%	5%	4%	↓ -3%	6	4	3		
	CHI Mercy Council Bluffs	9%	7%	4%	↓ -5%	7	6	3		
	Greater Regional Medical Center			1%	↑ 0%			1		
	UnityPoint Health - St. Luke's Hospital	1%			↓ -1%	1				
	Total	100%	100%	100%		81	88	74		
CARDIOLOGY	Shenandoah Medical Center	57%	48%	59%	↑ 3%	39	34	41		
	Montgomery County Memorial Hospital	12%	13%	14%	↑ 3%	8	9	10		
	George C. Grape Community Hospital	12%	10%	12%	↑ 0%	8	7	8		
	Methodist Jennie Edmundson Hospital	13%	20%	9%	↓ -4%	9	14	6		
	Clarinda Regional Health Center	3%	6%	4%	↑ 1%	2	4	3		
	CHI Mercy Council Bluffs	3%	1%	1%	↓ -1%	2	1	1		
	The University of Iowa Hospitals and Clinics	1%	3%		↑ -1%	1	2			
	Total	100%	100%	100%		69	71	69		
	GASTRO	Shenandoah Medical Center	65%	63%	56%	↓ -10%	41	35	45	
		George C. Grape Community Hospital	8%	13%	12%	↓ 4%	5	7	10	
Montgomery County Memorial Hospital		10%	9%	12%	↑ 3%	6	5	10		
Methodist Jennie Edmundson Hospital		3%	7%	9%	↑ 5%	2	4	7		
Clarinda Regional Health Center		8%	5%	9%	↑ 1%	5	3	7		
CHI Mercy Council Bluffs		5%	4%	1%	↓ -4%	3	2	1		
UnityPoint Health - Iowa Methodist Hospital				1%	↑ 1%			1		
The University of Iowa Hospitals and Clinics		2%			↓ -2%	1				
Total		100%	100%	100%		63	56	81		

- The Following slides show Iowa All Payer Inpatient Market Share for the Zip Codes that make up the SMC service area. (excluding normal newborns and null DRGs)
- The Iowa Hospital Association data does not contain market share for hospitals outside the state of Iowa.

Source: Iowa Hosp. Assoc.



# Iowa All Payer Market Share by Product

Product	Hospital	Market Share				Change '12-'14	Discharges			
		2012	2013	2014			2012	2013	2014	
ORTHO	CHI Mercy Council Bluffs	37%	62%	36%	↘	-1%	16	26	16	
	Methodist Jennie Edmundson Hospital	21%	14%	30%	↘	9%	9	6	13	
	Shenandoah Medical Center	21%	17%	23%	↘	2%	9	7	10	
	UnityPoint Health - Methodist West Hospital	2%		5%	↘	2%	1		2	
	George C. Grape Community Hospital			2%	↘	2%			1	
	Montgomery County Memorial Hospital	9%	5%	2%	↘	-7%	4	2	1	
	Clarinda Regional Health Center			2%	↘	2%			1	
	UnityPoint Health - Iowa Methodist Hospital	2%			↘	-2%	1			
	The University of Iowa Hospitals and Clinics	7%			↘	-7%	3			
	Mercy Medical Center-Des Moines			2%	↘	0%			1	
<b>Total</b>		100%	100%	100%		43	42	44		
GENERAL MEDICINE	Shenandoah Medical Center	52%	58%	53%	↘	1%	17	15	18	
	Methodist Jennie Edmundson Hospital	9%	4%	18%	↘	9%	3	1	6	
	CHI Mercy Council Bluffs	9%	4%	12%	↘	3%	3	1	4	
	Montgomery County Memorial Hospital			8%	↘	9%		2	3	
	Clarinda Regional Health Center	12%	8%	6%	↘	-6%	4	2	2	
	Mercy Medical Center - North Iowa			3%	↘	3%			1	
	George C. Grape Community Hospital	12%	8%		↘	-12%	4	2		
	UnityPoint Health - Iowa Methodist Hospital			12%	↘	0%			3	
	Ringgold County Hospital	3%			↘	-3%	1			
	UnityPoint Health - St. Luke's Hospital	3%			↘	-3%	1			
<b>Total</b>		100%	100%	100%		33	26	34		
DERMATOLOGY	Shenandoah Medical Center	53%	58%	58%	↘	4%	16	14	15	
	Montgomery County Memorial Hospital	20%		15%	↘	-5%	6		4	
	George C. Grape Community Hospital	13%	13%	8%	↘	-6%	4	3	2	
	Methodist Jennie Edmundson Hospital	7%	8%	8%	↘	1%	2	2	2	
	Clarinda Regional Health Center		4%	8%	↘	8%		1	2	
	CHI Mercy Council Bluffs	7%	17%	4%	↘	-3%	2	4	1	
	<b>Total</b>		100%	100%	100%		30	24	26	

# Iowa All Payer Market Share by Product

Product	Hospital	Market Share				Change <sup>'12-'14</sup>	Discharges			
		2012	2013	2014			2012	2013	2014	
GENERAL SURGERY	Shenandoah Medical Center	57%	42%	56%	↓ -1%	20	5	18		
	Methodist Jennie Edmondson Hospital	9%	42%	25%	↓ 16%	3	5	8		
	Montgomery County Memorial Hospital	14%	8%	9%	↓ -5%	5	1	3		
	CHI Mercy Council Bluffs	14%		9%	↓ -5%	5		3		
	Clarinda Regional Health Center	6%			↓ -6%	2				
	UnityPoint Health - Iowa Methodist Hospital		8%		↓ 0%		1			
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>35</b>	<b>12</b>	<b>32</b>		
NEPHROLOGY	George C. Grape Community Hospital	21%	33%	41%	↓ 19%	6	9	9		
	Shenandoah Medical Center	61%	41%	27%	↓ -33%	17	11	6		
	Methodist Jennie Edmondson Hospital	4%	4%	14%	↓ 10%	1	1	3		
	Montgomery County Memorial Hospital		4%	5%	↓ 5%		1	1		
	CHI Mercy Council Bluffs		4%	5%	↓ 5%		1	1		
	UnityPoint Health - Iowa Methodist Hospital		4%	5%	↓ 5%		1	1		
	The University of Iowa Hospitals and Clinics		4%	5%	↓ 5%		1	1		
	Clarinda Regional Health Center	11%	7%		↓ -11%	3	2			
	Dallas County Health Systems		4%		↓ 0%		1			
	Van Buren County Hospital		4%		↓ -4%		1			
		<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>28</b>	<b>27</b>	<b>22</b>	
ENDOCRINE	Shenandoah Medical Center	50%	56%	48%	↓ -2%	13	10	14		
	George C. Grape Community Hospital	27%	33%	34%	↓ 8%	7	6	10		
	Methodist Jennie Edmondson Hospital	12%	6%	10%	↓ -1%	3	1	3		
	Clarinda Regional Health Center	8%		7%	↓ -1%	2		2		
	Montgomery County Memorial Hospital	4%	6%		↓ -4%	1	1			
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>26</b>	<b>18</b>	<b>29</b>		
NEONATOLOGY	Shenandoah Medical Center	87%	86%	73%	↓ -14%	20	24	16		
	Methodist Jennie Edmondson Hospital	7%	7%	14%	↓ 14%	2	2	3		
	CHI Mercy Council Bluffs	9%	7%	9%	↓ 0%	2	2	2		
	Montgomery County Memorial Hospital	4%		5%	↓ 0%	1		1		
		<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>23</b>	<b>28</b>	<b>22</b>	

# Iowa All Payer Market Share by Product

Product	Hospital	Market Share				'12-'14 Change	Discharges			
		2012	2013	2014	2014		2012	2013	2014	2014
OTHER OB	Shenandoah Medical Center	85%	93%	88%	↓ 3%	17	13	7		
	Methodist Jennie Edmondson Hospital	10%		13%	↑ 3%	2		1		
	CHI Mercy Council Bluffs	5%			↓ -5%	1				
	Greater Regional Medical Center		7%		↔ 0%			1		
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>20</b>	<b>14</b>	<b>8</b>		
NEUROLOGY	Shenandoah Medical Center	50%	46%	53%	↑ 3%	4	6	9		
	Montgomery County Memorial Hospital	13%	23%	18%	↑ 5%	1	3	3		
	Clarinda Regional Health Center	13%		18%	↑ 5%	1		3		
	Methodist Jennie Edmondson Hospital		8%	12%	↑ 12%			2		
	George C. Grape Community Hospital	25%			↓ -25%	2				
	CHI Mercy Council Bluffs		23%		↑ 0%			3		
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>8</b>	<b>13</b>	<b>17</b>			
HEMATOLOGY	Shenandoah Medical Center	53%	44%	44%	↓ -8%	10	4	4		
	George C. Grape Community Hospital	16%	11%	33%	↑ 18%	3	1	3		
	Methodist Jennie Edmondson Hospital	21%	33%	22%	↔ 1%	4	3	2		
	Montgomery County Memorial Hospital	5%			↓ -5%	1				
	CHI Mercy Council Bluffs		11%		↓ 0%			1		
	Clarinda Regional Health Center	5%			↓ -5%	1				
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>19</b>	<b>9</b>	<b>9</b>		
ONCOLOGY MEDICAL	Shenandoah Medical Center	61%	71%	71%	↑ 10%	11	5	5		
	Methodist Jennie Edmondson Hospital	33%	14%	14%	↓ -19%	6	1	1		
	Montgomery County Memorial Hospital		14%	14%	↑ 14%		1	1		
	George C. Grape Community Hospital	6%			↔ -6%	1				
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>18</b>	<b>7</b>	<b>7</b>		
GYNECOLOGY	Shenandoah Medical Center	70%	78%	40%	↓ -30%	7	7	4		
	CHI Mercy Council Bluffs	20%	22%	40%	↑ 20%	2	2	4		
	Methodist Jennie Edmondson Hospital			10%	↑ 10%			1		
	The University of Iowa Hospitals and Clinics	10%		10%	↔ 0%	1		1		
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>10</b>	<b>9</b>	<b>10</b>		

# Iowa All Payer Market Share by Product

Product	Hospital	Market Share				Change '12-'14	Discharges			
		2012	2013	2014			2012	2013	2014	
PSYCH/DRUG ABUSE	CHI Mercy Council Bluffs		60%	86%	↑ 86%		6	6		
	Shenandoah Medical Center	100%	20%	14%	↓ -86%	2	2	1		
	George C. Grape Community Hospital		10%		↔ 0%		1			
	Manning Regional Healthcare Center		10%		↔ 0%		1			
	<b>Total</b>	100%	100%	100%		2	10	7		
ENT	Shenandoah Medical Center	50%	50%	38%	↓ -13%	1	3	3		
	George C. Grape Community Hospital			25%	↑ 25%		2			
	Methodist Jennie Edmundson Hospital	50%	33%	25%	↓ -25%	1	2	2		
	Clarinda Regional Health Center			13%	↑ 13%		1			
	CHI Mercy Council Bluffs		17%		↔ 0%		1			
	<b>Total</b>	100%	100%	100%		2	6	8		
RHEUMATOLOGY	Shenandoah Medical Center	60%	60%	100%	↑ 40%	3	3	2		
	George C. Grape Community Hospital	20%			↓ -20%	1				
	Montgomery County Memorial Hospital	20%	40%		↓ -20%	1	2			
	<b>Total</b>	100%	100%	100%		5	5	2		
UROLOGY	George C. Grape Community Hospital		25%	67%	↑ 67%	1	1	2		
	Shenandoah Medical Center	50%	50%	33%	↓ -17%	1	2	1		
	Methodist Jennie Edmundson Hospital		25%		↔ 0%		1			
	The University of Iowa Hospitals and Clinics	50%			↓ -50%	1				
<b>Total</b>	100%	100%	100%		2	4	3			

# Iowa All Payer Market Share by Product

Product	Hospital	Market Share				Change	Discharges	
		2012	2013	2014	'12-'14			
DENTISTRY	Shenandoah Medical Center	100%	50%	100%	↓100%	1	1	
	Clarinda Regional Health Center		50%		↓0%		1	
	Total	100%	100%	100%		1	2	
THORACIC SURGERY	Methodist Jennie Edmundson Hospital	100%		100%	↑0%	1	1	
	CHI Mercy Council Bluffs		100%		↑0%		1	
	Total	100%	100%	100%		1	1	
TRAUMA	Shenandoah Medical Center	50%		100%	↑50%	1	1	
	Montgomery County Memorial Hospital	50%			↓-50%	1		
	Total	100%		100%		2	1	
NEUROSURGERY	The University of Iowa Hospitals and Clinics	100%				1		
	Total	100%				1		
OPEN HEART	UnityPoint Health - Iowa Methodist Hospital			100%			1	
	Total			100%			1	
OTHER	Shenandoah Medical Center			100%			1	
	Total			100%			1	
Grand Total		100%	100%	100%		699	587	635

Excludes Normal Newborns

# Outpatient Market Share

Service Category	Hospital	Market Share				Change '12-'14	Procedures			
		2012	2013	2014			2012	2013	2014	
LABS	Shenandoah Medical Center	78%	74%	73%	↓ -5%	13,345	13,251	13,147		
	George C. Grape Community Hospital	8%	9%	11%	↑ 3%	1,373	1,587	2,053		
	Clarinda Regional Health Center	5%	6%	7%	↑ 3%	803	1,048	1,337		
	Montgomery County Memorial Hospital	5%	7%	4%	↔ 0%	824	1,157	792		
	Methodist Jennie Edmundson Hospital	3%	3%	3%	↔ 0%	521	447	474		
	CHI Mercy Council Bluffs	1%	1%	1%	↔ 0%	206	170	144		
	All Other	1%	1%	0%	↔ 0%	87	123	73		
	CHI Health Mercy Corning	0%	0%	0%	↔ 0%		6	20		
	Adair County Memorial Hospital	0%	0%	0%	↔ 0%			12		
	Total	100%	100%	100%		17,159	17,789	18,052		
	EM	Shenandoah Medical Center	88%	87%	85%	↓ -2%	8,414	7,695	7,728	
		Clarinda Regional Health Center	3%	4%	5%	↑ 2%	331	327	483	
		George C. Grape Community Hospital	4%	5%	5%	↔ 1%	410	436	481	
		Montgomery County Memorial Hospital	2%	3%	2%	↔ 0%	191	222	195	
Methodist Jennie Edmundson Hospital		1%	1%	1%	↔ 0%	124	79	84		
CHI Mercy Council Bluffs		1%	0%	0%	↔ 0%	53	43	45		
All Other		1%	1%	0%	↔ 0%	71	54	41		
CHI Health Mercy Corning		0%	0%	0%	↔ 0%	3	5	8		
Adair County Memorial Hospital		0%	0%	0%	↔ 0%	2	2	4		
Total		100%	100%	100%		9,599	8,863	9,069		
MEDICINE		Shenandoah Medical Center	77%	73%	69%	↓ -8%	5,950	5,610	5,149	
		George C. Grape Community Hospital	9%	10%	12%	↑ 3%	728	755	923	
		Clarinda Regional Health Center	6%	7%	9%	↑ 4%	440	524	702	
		Montgomery County Memorial Hospital	3%	5%	4%	↔ 1%	209	372	311	
	Methodist Jennie Edmundson Hospital	3%	2%	3%	↔ 0%	221	186	211		
	CHI Mercy Council Bluffs	1%	2%	1%	↔ 0%	83	126	93		
	All Other	1%	1%	1%	↔ 0%	59	81	41		
	CHI Health Mercy Corning	0%	0%	0%	↔ 0%		9	11		
	Adair County Memorial Hospital	0%	0%	0%	↔ 0%			2		
	Total	100%	100%	100%		7,690	7,663	7,443		

- For the Zip codes making up the primary service area, Shenandoah Medical Center had a 73% (Percentage are rounded) outpatient market share in Labs for 2014.
- Iowa outpatient hospital HCPCS/CPT data was linked to the Truven Health Analytics CPT crosswalk in order to organize the data by Service Category.

Source: Iowa Hosp. Assoc.

# Outpatient Market Share

Service Category	Hospital	2012-2014				Change '12-'14	2012	2013	2014
		2012	2013	2014					
HEMONC	Shenandoah Medical Center	83%	75%	76%	↓ -7%	4,022	3,607	4,262	
	Clarinda Regional Health Center	4%	7%	8%	↑ 3%	199	320	426	
	Methodist Jennie Edmondson Hospital	5%	5%	5%	↔ 0%	250	248	302	
	George C. Grape Community Hospital	4%	3%	5%	↔ 0%	217	156	276	
	Montgomery County Memorial Hospital	2%	4%	3%	↔ 2%	89	208	190	
	CHI Mercy Council Bluffs	1%	4%	2%	↔ 1%	47	196	122	
	All Other	1%	1%	0%	↔ 0%	29	44	24	
	CHI Health Mercy Corning	0%	0%	0%	↔ 0%		7	5	
	Adair County Memorial Hospital	0%	0%	0%	↔ 0%		1		
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>4,853</b>	<b>4,787</b>	<b>5,607</b>	
	DIAG RAD	Shenandoah Medical Center	77%	73%	75%	↓ -1%	2,283	2,039	2,378
		George C. Grape Community Hospital	7%	9%	10%	↔ 3%	214	265	312
		Clarinda Regional Health Center	6%	6%	6%	↔ 0%	180	173	204
		Montgomery County Memorial Hospital	5%	6%	4%	↓ -1%	155	162	130
Methodist Jennie Edmondson Hospital		3%	3%	2%	↓ -1%	90	94	72	
CHI Mercy Council Bluffs		1%	2%	1%	↓ 0%	36	46	39	
All Other		1%	1%	0%	↓ 0%	18	20	14	
CHI Health Mercy Corning		0%	0%	0%	↔ 0%	1		2	
Adair County Memorial Hospital		0%	0%	0%	↔ 0%	2	4		
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>2,979</b>	<b>2,803</b>	<b>3,151</b>	
CARDIOLOGY		Shenandoah Medical Center	77%	74%	70%	↓ -7%	1,214	1,343	1,240
		George C. Grape Community Hospital	9%	9%	11%	↔ 2%	143	162	199
		Montgomery County Memorial Hospital	4%	8%	9%	↔ 5%	63	141	153
		Clarinda Regional Health Center	4%	5%	6%	↔ 2%	63	88	104
	Methodist Jennie Edmondson Hospital	5%	3%	3%	↔ -2%	78	51	46	
	CHI Mercy Council Bluffs	0%	1%	1%	↔ 1%	7	23	19	
	All Other	1%	1%	1%	↔ -1%	17	11	9	
	CHI Health Mercy Corning	0%	0%	0%	↔ 0%			3	
	Adair County Memorial Hospital	0%	0%	0%	↔ 0%			1	
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>1,585</b>	<b>1,819</b>	<b>1,774</b>	

# Outpatient Market Share

Service Category	Hospital	Market Share				Change '12-'14	Procedures			
		2012	2013	2014			2012	2013	2014	
CT SCAN	Shenandoah Medical Center	81%	81%	81%	0%	884	959	1,047		
	George C. Grape Community Hospital	5%	6%	6%	1%	57	71	82		
	Clarinda Regional Health Center	4%	5%	6%	1%	48	55	74		
	Montgomery County Memorial Hospital	4%	4%	4%	0%	41	44	53		
	Methodist Jennie Edmundson Hospital	2%	2%	1%	-1%	26	25	18		
	CHI Mercy Council Bluffs	1%	1%	0%	-1%	13	14	5		
	All Other	1%	1%	0%	-1%	15	10	5		
	Adair County Memorial Hospital	0%	0%	0%	0%			2		
	CHI Health Mercy Corning	0%	0%	0%	0%	1	3	1		
	Total	100%	100%	100%		1,085	1,181	1,287		
	MISC	Shenandoah Medical Center	72%	70%	71%	-1%	604	683	815	
Clarinda Regional Health Center		12%	14%	16%	4%	97	140	183		
George C. Grape Community Hospital		5%	6%	5%	0%	43	60	59		
Montgomery County Memorial Hospital		3%	6%	4%	1%	29	54	47		
Methodist Jennie Edmundson Hospital		4%	2%	3%	-1%	35	17	31		
All Other		0%	1%	0%	0%	4	9	4		
CHI Mercy Council Bluffs		3%	1%	0%	-2%	21	12	3		
CHI Health Mercy Corning		0%	0%	0%	0%	1	1	1		
Total		100%	100%	100%		834	976	1,143		
PULMONARY		Shenandoah Medical Center	73%	64%	62%	-10%	566	491	473	
		George C. Grape Community Hospital	13%	17%	23%	10%	102	132	176	
	Clarinda Regional Health Center	5%	6%	8%	4%	36	42	64		
	Methodist Jennie Edmundson Hospital	4%	4%	3%	-1%	34	28	25		
	Montgomery County Memorial Hospital	5%	7%	2%	-2%	37	57	19		
	CHI Mercy Council Bluffs	1%	1%	0%	0%	5	5	2		
	All Other	0%	1%	0%	0%	7	7	2		
	Total	100%	100%	100%		780	762	761		



# Outpatient Market Share

Service Category	Hospital	Market Share				Change '12-'14	Procedures			
		2012	2013	2014			2012	2013	2014	
ANESTHESIA	Shenandoah Medical Center	81%	67%	80%	↓ -1%	368	328	581		
	Clarinda Regional Health Center	11%	10%	8%	↓ -3%	48	51	57		
	Montgomery County Memorial Hospital	0%	9%	6%	↔ 6%	45	45	42		
	CHI Mercy Council Bluffs	0%	5%	2%	↔ 2%	22	22	16		
	Methodist Jennie Edmundson Hospital	3%	3%	2%	↓ -1%	14	17	12		
	George C. Grape Community Hospital	4%	2%	1%	↓ -3%	18	12	8		
	All Other	2%	2%	1%	↓ -1%	7	10	7		
	CHI Health Mercy Corning	0%	0%	0%	↔ 0%	2	2	1		
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>455</b>	<b>487</b>	<b>724</b>		
	GASTRO	Shenandoah Medical Center	78%	74%	64%	↓ -14%	727	562	415	
		Montgomery County Memorial Hospital	6%	7%	12%	↔ 6%	53	54	78	
		George C. Grape Community Hospital	8%	13%	12%	↔ 4%	77	95	77	
Methodist Jennie Edmundson Hospital		4%	3%	5%	↔ 1%	40	24	32		
CHI Mercy Council Bluffs		1%	1%	3%	↔ 2%	13	10	22		
Clarinda Regional Health Center		2%	1%	3%	↔ 1%	23	6	22		
All Other		0%	1%	1%	↔ 1%	6	6	5		
CHI Health Mercy Corning		0%	0%	0%	↔ 0%	1	1	2		
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>933</b>	<b>758</b>	<b>653</b>		
GEN SURG		Shenandoah Medical Center	82%	75%	81%	↓ -1%	343	212	329	
		Methodist Jennie Edmundson Hospital	3%	8%	6%	↔ 3%	14	23	25	
		Montgomery County Memorial Hospital	6%	7%	6%	↔ 0%	23	20	24	
	Clarinda Regional Health Center	6%	4%	3%	↓ -2%	23	11	14		
	George C. Grape Community Hospital	2%	2%	2%	↔ -1%	10	5	7		
	CHI Mercy Council Bluffs	1%	2%	1%	↔ 0%	4	6	4		
	All Other	0%	1%	0%	↔ 0%	1	4	1		
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>418</b>	<b>281</b>	<b>404</b>		

# Outpatient Market Share

Service Category	Hospital	Market Share				Change '12-'14	Procedures			
		2012	2013	2014			2012	2013	2014	
OB/GYN	Shenandoah Medical Center	86%	88%	90%	↑ 4%	139	155	243		
	CHI Mercy Council Bluffs	2%	1%	4%	↑ 2%	3	2	11		
	Methodist Jennie Edmundson Hospital	5%	5%	3%	↓ -2%	8	8	7		
	George C. Grape Community Hospital	2%	0%	1%	↓ -1%	4		3		
	Montgomery County Memorial Hospital	3%	5%	1%	↓ -2%	5	9	3		
	Clarinda Regional Health Center	1%	0%	1%	↓ -1%	2		2		
	All Other	0%	2%	0%	↓ 0%		3	1		
	Total	100%	100%	100%		161	177	270		
	Shenandoah Medical Center	80%	82%	88%	↑ 8%	234	205	205		
	George C. Grape Community Hospital	4%	5%	5%	↔ 1%	12	12	11		
Clarinda Regional Health Center	5%	6%	3%	↓ -3%	16	14	6			
Montgomery County Memorial Hospital	5%	3%	2%	↓ -3%	16	7	5			
Methodist Jennie Edmundson Hospital	5%	2%	1%	↓ -4%	15	4	3			
All Other	0%	2%	1%	↑ 1%		5	2			
CHI Mercy Council Bluffs	0%	0%	0%	↔ 0%		1	1			
CHI Health Mercy Corning	0%	0%	0%	↔ 0%		1	1			
Total	100%	100%	100%		293	249	233			
OPHTHAL	Shenandoah Medical Center	80%	90%	87%	↓ 7%	122	121	122		
	Montgomery County Memorial Hospital	14%	9%	7%	↓ -7%	21	12	10		
	Clarinda Regional Health Center	2%	0%	4%	↑ 2%	3		6		
	CHI Mercy Council Bluffs	0%	0%	1%	↑ 1%			2		
	All Other	5%	1%	1%	↓ -4%	7	1	1		
	Total	100%	100%	100%		153	134	141		
	Shenandoah Medical Center	57%	54%	69%	↑ 12%	65	65	88		
	Clarinda Regional Health Center	4%	10%	12%	↑ 7%	5	12	15		
	Methodist Jennie Edmundson Hospital	15%	12%	8%	↓ -7%	17	14	10		
	George C. Grape Community Hospital	17%	14%	6%	↓ -10%	19	17	8		
Montgomery County Memorial Hospital	1%	5%	3%	↑ 2%	1	6	4			
CHI Mercy Council Bluffs	4%	3%	1%	↓ -4%	5	4	1			
All Other	2%	2%	1%	↓ -1%	2	2	1			
Total	100%	100%	100%		114	120	127			
PSYCH	Shenandoah Medical Center	57%	54%	69%	↑ 12%	65	65	88		
	Clarinda Regional Health Center	4%	10%	12%	↑ 7%	5	12	15		
	Methodist Jennie Edmundson Hospital	15%	12%	8%	↓ -7%	17	14	10		
	George C. Grape Community Hospital	17%	14%	6%	↓ -10%	19	17	8		
	Montgomery County Memorial Hospital	1%	5%	3%	↑ 2%	1	6	4		
	CHI Mercy Council Bluffs	4%	3%	1%	↓ -4%	5	4	1		
	All Other	2%	2%	1%	↓ -1%	2	2	1		
	Total	100%	100%	100%		114	120	127		

Source: Iowa Hosp. Assoc.

# Outpatient Market Share

Service Category	Hospital	Market Share				Procedures			
		2012	2013	2014	'12-'14 Change				
DERMATOLOGY	Shenandoah Medical Center	75%	59%	78%	↗ 3%	86	57	98	
	George C. Grape Community Hospital	3%	15%	14%	↘ 11%	3	14	17	
	All Other	4%	2%	3%	↘ -1%	5	2	4	
	Montgomery County Memorial Hospital	3%	19%	2%	↘ 0%	3	18	3	
	CHI Mercy Council Bluffs	1%	2%	1%	↘ 0%	1	2	1	
	Clarinda Regional Health Center	9%	0%	1%	↘ -8%	10		1	
	Methodist Jennie Edmundson Hospital	5%	2%	1%	↘ -4%	6	2	1	
	CHI Health Mercy Corning	0%	1%	0%	↘ 0%		1		
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>114</b>	<b>96</b>	<b>125</b>	
	ORTHO	Shenandoah Medical Center	58%	47%	54%	↘ -4%	83	74	66
Methodist Jennie Edmundson Hospital		13%	10%	13%	↘ 0%	18	16	16	
Montgomery County Memorial Hospital		11%	11%	12%	↘ 2%	15	18	15	
CHI Mercy Council Bluffs		3%	18%	11%	↘ 8%	4	29	13	
Clarinda Regional Health Center		10%	6%	6%	↘ -4%	14	9	7	
George C. Grape Community Hospital		4%	4%	3%	↘ 0%	5	6	4	
All Other		2%	4%	1%	↘ -1%	3	6	1	
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>142</b>	<b>158</b>	<b>122</b>	
PAIN MGMT		George C. Grape Community Hospital	58%	41%	74%	↘ 17%	56	51	75
		Montgomery County Memorial Hospital	37%	44%	19%	↘ -18%	36	54	19
	CHI Mercy Council Bluffs	0%	2%	4%	↘ 4%		2	4	
	Methodist Jennie Edmundson Hospital	5%	10%	2%	↘ -3%	5	12	2	
	Shenandoah Medical Center	0%	2%	1%	↘ 1%		2	1	
	All Other	0%	2%	0%	↘ 0%		3		
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>97</b>	<b>124</b>	<b>101</b>	
	OTOLARYNG	Methodist Jennie Edmundson Hospital	21%	39%	65%	↘ 44%	12	21	52
		Shenandoah Medical Center	63%	39%	26%	↘ -37%	36	21	21
		George C. Grape Community Hospital	0%	2%	4%	↘ 4%		1	3
Clarinda Regional Health Center		4%	9%	3%	↘ -1%	2	5	2	
CHI Mercy Council Bluffs		2%	0%	1%	↘ -1%	1		1	
Montgomery County Memorial Hospital		9%	9%	1%	↘ -8%	5	5	1	
All Other		2%	2%	0%	↘ -2%	1	1		
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>57</b>	<b>54</b>	<b>80</b>	

Source: Iowa Hosp. Assoc.

# Outpatient Market Share

Service Category	Hospital	Market Share				'12-'14 Change	Procedures			
		2012	2013	2014			2012	2013	2014	
PHYS THER	Shenandoah Medical Center	71%	41%	60%	↓ -11%	55	25	39		
	Clarinda Regional Health Center	9%	10%	14%	↑ 5%	7	6	9		
	Montgomery County Memorial Hospital	6%	13%	11%	↑ 4%	5	8	7		
	All Other	0%	0%	11%	↑ 11%			7		
	George C. Grape Community Hospital	0%	0%	3%	↑ 3%			2		
	Methodist Jennie Edmundson Hospital	14%	13%	2%	↓ -13%	11	8	1		
	CHI Mercy Council Bluffs	0%	23%	0%	→ 0%		14			
	Total	100%	100%	100%		78	61	65		
	Montgomery County Memorial Hospital	65%	74%	47%	↓ -18%	28	25	17		
	Shenandoah Medical Center	23%	18%	28%	↑ 5%	10	6	10		
Clarinda Regional Health Center	7%	0%	11%	↑ 4%	3		4			
Methodist Jennie Edmundson Hospital	5%	6%	11%	↑ 6%	2	2	4			
CHI Mercy Council Bluffs	0%	0%	3%	↑ 3%			1			
George C. Grape Community Hospital	0%	3%	0%	↑ 0%		1				
Total	100%	100%	100%		43	34	36			
Methodist Jennie Edmundson Hospital	100%	100%	86%	↓ -14%	6	12	18			
CHI Mercy Council Bluffs	0%	0%	14%	↑ 14%			3			
Total	100%	100%	100%		6	12	21			
MRI	Shenandoah Medical Center	54%	39%	44%	↓ -10%	15	7	7		
	Clarinda Regional Health Center	4%	11%	19%	↑ 15%	1	2	3		
	Montgomery County Memorial Hospital	7%	22%	19%	↑ 12%	2	4	3		
	CHI Mercy Council Bluffs	7%	17%	13%	↑ 5%	2	3	2		
	George C. Grape Community Hospital	7%	6%	6%	→ -1%	2	1	1		
	Methodist Jennie Edmundson Hospital	18%	6%	0%	↓ -18%	5	1			
	All Other	4%	0%	0%	→ -4%	1				
	Total	100%	100%	100%		28	18	16		
	ORAL SURG	Shenandoah Medical Center	71%	41%	60%	↓ -11%	55	25	39	
		Clarinda Regional Health Center	9%	10%	14%	↑ 5%	7	6	9	
Montgomery County Memorial Hospital		6%	13%	11%	↑ 4%	5	8	7		
All Other		0%	0%	11%	↑ 11%			7		
George C. Grape Community Hospital		0%	0%	3%	↑ 3%			2		
Methodist Jennie Edmundson Hospital		14%	13%	2%	↓ -13%	11	8	1		
CHI Mercy Council Bluffs		0%	23%	0%	→ 0%		14			
Total		100%	100%	100%		78	61	65		
Montgomery County Memorial Hospital		65%	74%	47%	↓ -18%	28	25	17		
Shenandoah Medical Center		23%	18%	28%	↑ 5%	10	6	10		
Clarinda Regional Health Center	7%	0%	11%	↑ 4%	3		4			
Methodist Jennie Edmundson Hospital	5%	6%	11%	↑ 6%	2	2	4			
CHI Mercy Council Bluffs	0%	0%	3%	↑ 3%			1			
George C. Grape Community Hospital	0%	3%	0%	↑ 0%		1				
Total	100%	100%	100%		43	34	36			
Methodist Jennie Edmundson Hospital	100%	100%	86%	↓ -14%	6	12	18			
CHI Mercy Council Bluffs	0%	0%	14%	↑ 14%			3			
Total	100%	100%	100%		6	12	21			
PODIATRY	Shenandoah Medical Center	54%	39%	44%	↓ -10%	15	7	7		
	Clarinda Regional Health Center	4%	11%	19%	↑ 15%	1	2	3		
	Montgomery County Memorial Hospital	7%	22%	19%	↑ 12%	2	4	3		
	CHI Mercy Council Bluffs	7%	17%	13%	↑ 5%	2	3	2		
	George C. Grape Community Hospital	7%	6%	6%	→ -1%	2	1	1		
	Methodist Jennie Edmundson Hospital	18%	6%	0%	↓ -18%	5	1			
	All Other	4%	0%	0%	→ -4%	1				
	Total	100%	100%	100%		28	18	16		

# Outpatient Market Share

Service Category	Hospital	Market Share				Change '12-'14	Procedures			
		2012	2013	2014			2012	2013	2014	
COLORECTAL	Methodist Jennie Edmundson Hospital	86%	31%	55%	↓ -31%	6	8	6		
	Shenandoah Medical Center	0%	31%	45%	↑ 45%	8	8	5		
	CHI Health Mercy Corning	0%	4%	0%	→ 0%	1	1			
	CHI Mercy Council Bluffs	0%	4%	0%	→ 0%	1	1			
	George C. Grape Community Hospital	0%	15%	0%	→ 0%	4	4			
	Montgomery County Memorial Hospital	0%	15%	0%	→ 0%	4	4			
	All Other	14%	0%	0%	↓ -14%	1				
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>7</b>	<b>26</b>	<b>11</b>		
PLAST SURG	Methodist Jennie Edmundson Hospital	10%	25%	45%	↑ 35%	1	2	5		
	Shenandoah Medical Center	80%	0%	27%	↓ -53%	8	8	3		
	Montgomery County Memorial Hospital	10%	63%	18%	↑ 8%	1	5	2		
	CHI Mercy Council Bluffs	0%	13%	9%	↑ 9%	1	1	1		
	<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>10</b>	<b>8</b>	<b>11</b>		
VASCULAR	Clarinda Regional Health Center	50%	50%	50%	→ 0%	1	2	2		
	Methodist Jennie Edmundson Hospital	50%	25%	25%	↓ -25%	1	1	1		
	Shenandoah Medical Center	0%	25%	25%	↑ 25%	1	1	1		
	<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>2</b>	<b>4</b>	<b>4</b>		
CDTHORACIC	Methodist Jennie Edmundson Hospital	0%	0%	100%	↑ 100%			1		
	Shenandoah Medical Center	0%	100%	0%	↓ 0%	1	1			
	<b>Total</b>		<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>1</b>	<b>1</b>	<b>1</b>		
NEUROLOGY	CHI Mercy Council Bluffs	0%	100%	0%	↓ 0%			1		
	Methodist Jennie Edmundson Hospital	14%	0%	0%	↓ -14%	1				
	All Other	86%	0%	0%	↓ -86%	6				
	<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>7</b>	<b>1</b>	<b>1</b>		
NEUROSURGERY	CHI Mercy Council Bluffs	0%	50%	0%	↓ 0%			1		
	All Other	67%	50%	0%	↓ -67%	2	1			
	Methodist Jennie Edmundson Hospital	33%	0%	0%	→ -33%	1				
	<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>3</b>	<b>2</b>	<b>1</b>		

# Outpatient Market Share

Service Category	Hospital	Market Share				Procedures
		2012	2013	2014	'12-'14 Change	
SPECT	Shenandoah Medical Center	50%	100%	0%	↓ -50%	1
	Clarinda Regional Health Center	50%	0%	0%	↑ -50%	1
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>		<b>2</b>
No/Null Crosswalk to 2014 Truven CPT codes	Shenandoah Medical Center	65%	64%	59%	↓ -6%	10,158
	George C. Grape Community Hospital	10%	10%	13%	↑ 3%	1,584
	Clarinda Regional Health Center	7%	9%	11%	↑ 4%	1,047
	Montgomery County Memorial Hospital	10%	9%	8%	↓ -2%	1,528
	Methodist Jennie Edmundson Hospital	5%	4%	7%	↑ 2%	809
	CHI Mercy Council Bluffs	3%	3%	2%	↓ -1%	450
	All Other	1%	1%	1%	↔ 0%	128
	CHI Health Mercy Corning	0%	0%	0%	↔ 0%	1
	Adair County Memorial Hospital	0%	0%	0%	↔ 0%	2
	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>15,705</b>
<b>Grand Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>65,392</b>	
					<b>18,007</b>	
					<b>15,424</b>	
					<b>67,456</b>	
					<b>66,856</b>	