

November 29, 2004

**Park Nicollet Health Services/Allina  
Hospitals and Clinics**

**A Collaborative Model to  
Build a Health Care  
Campus in the Maple  
Grove Service Area**

**Hospital Bed Need Review**



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## **Section 1 - Overview**

Allina Hospitals & Clinics and Park Nicollet Health Services are delighted to submit this plan for review in anticipation of seeking authorization from the legislature to construct up to a 250 bed hospital in Maple Grove.

Park Nicollet Health Services is an integrated care system that includes Methodist Hospital, Park Nicollet Clinic, Park Nicollet Foundation and the Park Nicollet Institute. Based in St. Louis Park, Park Nicollet has almost 7,500 employees including 543 physicians on staff.

Methodist Hospital is a 426 bed facility with 3,000 employees and more than 1,000 physicians on staff. Methodist is recognized as an area leader in cancer care, cardiovascular services, and maternity and neuro rehabilitation medicine.

Park Nicollet Clinic is one of the largest multi-specialty clinics in the United States, providing care in 45 medical specialties and subspecialties. Almost 4,500 employees, including 543 physicians and 270 clinical professionals are on staff at 25 clinics in Minneapolis and the western suburbs of the Twin Cities.

Allina Hospitals & Clinics is a non-profit network of hospitals, clinics and other health care services, providing care throughout Minnesota and western Wisconsin. Allina offers a vast array of services and programs through a dedicated workforce of more than 22,000 employees.

Allina owns and operates 11 hospitals, 42 clinics, hospice services, pharmacies, medical equipment, and emergency medical transportation services. Allina provides a continuum of care, from disease prevention programs, to technically advanced inpatient and outpatient care, to medical transportation, pharmacy and hospice services.

Both organizations have long standing commitments to the Maple Grove service area and are excited about the opportunity to deepen our relationships by providing more health care services in the community. We intend to accomplish this through a collaborative arrangement. This partnership is unique in that it approaches the needs of the community through a process of co-creation with residents and service organizations. The proposed development will occur in phases with Phase I of the hospital opening in 2008.

### **1.1 Maple Grove Site Selection**

As evidenced later in this submission, Maple Grove is one the fastest growing communities in Minnesota. This growth not only puts pressure on capacity for health care services in the immediate area, but it also affects the surrounding communities. The problem is compounded by our state's expanding cohort of older residents, which is already constraining the available capacity of existing hospitals serving the region.

The combination of an aging population, traffic congestion, and general population growth poses serious challenges for medical and emergency services in the Maple Grove area. Because many times it can take up to 30 minutes to reach an emergency room, community leaders have openly expressed strong concern about urgent care needs in the area.

Looking ahead, population growth is projected to continue at a rapid pace to the north and west of Maple Grove, along the I-94 corridor. Current projections indicate a growth rate of 29% by the year 2018. Additionally, hospital discharges are projected to increase by as much as 12% in excess of population growth due to the aging population.

This increase in demand provides strong support for the construction of a new hospital in Maple Grove. Estimated population and demographic changes together will drive the need for an additional 160-216 beds to serve the region's projected increase of nearly 15,000 inpatient discharges by 2018. If the needs of these patients are not met in Maple Grove, they will be met elsewhere in the Twin Cities. This will increase pressure on existing hospital beds and require patients in this community to travel greater distances for their care.

This review process will provide the necessary evidence to affirmatively conclude on the need and feasibility of constructing a hospital in Maple Grove. It is also written to be responsive to the specific questions posed by the legislature in Minnesota Laws 2004, Chapter 231.

### **1.2 Description of Partnership**

To the extent capital resource needs can be shared, it only makes sense to approach construction of inpatient facilities from a collaborative perspective.

Allina and Park Nicollet have experience in collaborating. Together with Benedictine Health Care, Allina and Park Nicollet currently share ownership in the St. Francis Regional Medical Center in Shakopee. Our organizations have demonstrated the ability to collaborate around information technology, infrastructure and other business services to better serve our patients. Most importantly, this relationship has been successful because of our similar visions, values and missions.

Park Nicollet and Allina share the mission of caring for and supporting the health and healing of those we serve. We approach our missions through assessing the needs of the communities we serve and through cultivating collaborative relationships to address those needs.

Additionally, Park Nicollet and Allina continue discussions with other health care providers in the region about the most efficient way to meet growing demand for inpatient hospital services in the metro area. (We are currently in discussions with Children's Hospitals and Clinics about becoming an equity partner in this venture.)

Again, because the cost of health care is a growing concern for business, patients and elected officials, it is prudent to approach these problems in a collaborative fashion.

### **1.3 Reasons for Collaboration**

The community has expressed a need for hospital based services, and the state has a need for us to create efficiencies so that total health care costs can be contained. We believe collaboration is in the best interest of the community and the state for the following reasons:

- A. Sharing the capital cost for facility based services among the participating provider organizations allows us to cost effectively serve patients' needs. Our proposal spreads the debt burden among our organizations to keep the project development costs to a minimum.
- B. Rather than competing on buildings and locations, all the participants in our collaborative will vigorously compete on quality and cost of care.
- C. Collaboration meets community needs where competition fails. Our collaborative provides broader community benefits, such as serving the low income population by providing charity care.

### **1.4 Partnership Description**

Current partners in this collaborative include Park Nicollet Health Services and Allina Hospitals & Clinics. Park Nicollet and Allina continue to explore collaborative relationships with other providers in the community to achieve the objectives mentioned above. We are currently in discussions with Children's Hospitals and Clinics and Hennepin County Medical Center to assure the full array of community needs are met. The details of HCMC and Children's level of involvement and contributions to the Maple Grove campus are still in the development stages and will be updated as discussions proceed. Other provider organizations who serve this region have been approached, but to date have not wanted to pursue a collaborative model for inpatient services.

The proposed Maple Grove Hospital will be an "open access" hospital. All providers in the region who are properly credentialed will be welcome. This will assure that patients need not change their loyalties to their current health care providers.

Our confidence-level in this partnership is high, as we have a proven successful experience in the Park Nicollet/Allina/Benedictine partnership at the St. Francis Regional Medical Center in Shakopee. As joint owners of the St. Francis Hospital, each organization has successfully contributed to the provision of high quality hospital services to the community, while competing on their own patient care and patient satisfaction measures. It is because of our success in our existing partnership that we are confident that a similar partnership will be successful in Maple Grove.

An equally important partner in this project is the Healthy Communities Initiative that is facilitated by the Park Nicollet Foundation. It includes the Northwest Hennepin Family

Collaborative, Osseo School District 279, St. Mary's Carondolet Caring Clinics, and the Plymouth, Maple Grove and Brooklyn Center Park Nicollet Clinics. Our partnership responds to the health care needs of children and families who are underserved and/or underinsured. Services provided through this partnership include: same day access, immunizations, and mental health with a focus on health disparities. Monetary grants are also provided in response to community health needs through Park Nicollet Foundation's Healthy Community Fund grant process.

The Maple Grove community and the surrounding service area will benefit from the areas of expertise each organization brings to this partnership. Through this partnership, specialty services will be available to the broader community. Such services include, but are not limited to: recognized programs delivering cardiac care, cancer care, behavioral health services (eating disorders, treatment of obesity, chemical dependency). The following are specific examples of programs that will be further extended to the community:

- Park Nicollet's Eating Disorders Institute
- Allina's nationally acclaimed Sister Kenny Rehabilitation Institute
- Park Nicollet's International Diabetes Center
- Behavioral health inpatient units at Abbott Northwestern and United Hospitals
- Inpatient chemical dependency services provided at Unity hospital

While not all of these services will be directly provided at the Maple Grove site, specialty areas of services will be extended to the community through this partnership. For services not specifically available in Maple Grove, the campus will serve to facilitate and coordinate access to more specialized services.

The partners in this project also have the experience and the capacity to serve low income populations, Medical Assistance program patients, and Minnesota Care program patients. We expect the Maple Grove Hospital to continue the tradition of charity care in its community in proportion to the level of services provided by other hospitals in the region.

Each member of the partnership also anticipates providing charity care and uncompensated care to the broader community (mostly the west metro area) relative to their level of equity ownership in this partnership. Further detail with regard to charity care and low income services will be provided in Section 7. This joint venture will allow us to extend such services beyond the communities we currently serve. Again, additional services will be provided through the Healthy Communities Initiative as described previously.

Allina and Park Nicollet will jointly finance and share in the capital costs of constructing the hospital. Currently Park Nicollet and Allina plan to share equally in those capital costs. Should another organization decide to become an equity partner in the project, the

cost-sharing and equity ownership in this project will be revisited to reflect each organization's level of interest.

### **1.5 Project Description**

The Maple Grove campus will be developed in phases to include physician office/clinic space, ancillary services and inpatient beds. Other health related services such as assisted living and long term care could be added in future phases.

The Maple Grove Campus will provide primary and secondary care to the surrounding community. It will also serve as a portal to tertiary services (cardiac catheterization, open heart surgery, complex head and neck surgery, etc.) at existing Twin Cities tertiary care hospitals

The Maple Grove hospital will be a full-service hospital that focuses on the needs of the community for inpatient care. The service mix selected was determined based upon the demographics of the community (age) and the services that Buffalo and Unity Hospitals (similar community hospitals in the area) provide. (A complete list of the DRGs that will be served by Maple Grove is shown in **Appendix 15.**)

#### **The service categories include:**

- Inpatient general medical/surgical beds, intensive care and labor and delivery services
- Ambulatory Services
- Diagnostic and Treatment Services
- Level II Emergency Services
- Support Services (governance, IT, operations, etc.)
- Management and Education Services

A full list of services to be offered can be found in Phase I description below.

We do not believe it is necessary to duplicate the highly complex specialty services already available in the Twin Cities. Therefore, we do not plan to provide the following services at the Maple Grove campus:

- Catheterization services
- Electro Physiology services
- Open Heart services
- Level I trauma services
- Level III NICU services
- Complex Head and Neck services
- Inpatient oncology

By focusing on less complex inpatient care at the Maple Grove hospital, capacity at Twin Cities tertiary hospitals will be freed to accommodate more complex cases that are projected due to an aging population.

We also plan to develop behavioral health services that not only meet the needs of the hospital service area, but the broader population in the metropolitan area as well. We are exploring the following Behavioral Health services: inpatient mental health care, outpatient behavioral health services and chemical dependency services.

Community demand for behavioral health services is high. We recognize the need to assure the financial feasibility of this project, to do so it is necessary to have critical mass of patients (i.e. – a sustainable average daily census). We continue to explore partnerships around the delivery behavioral health services. This will include discussions with payers and the State of Minnesota about ensuring adequate reimbursement to secure the financial viability of providing these services. Collaboratively, we will address the following:

- Scaling and phasing of behavioral health services to assure success. (This may include an initial focus on outpatient and observation services as we construct a viable model for inpatient services.)
- Locating inpatient behavioral health beds elsewhere among the collaborative partnership.
- Improving the availability of mental health providers and an inpatient hospitalist to assure coverage.
- Establishing delivery and payment models that will assure robust delivery of mental health services.

We will include in our Phase I development, plans for outpatient services, including: psychiatric, therapy and chemical dependency services. Many of these services are provided at other sites of the partnership organizations, and will be expanded to meet the expected demand of the Maple Grove Service Area.

### **1.6 Phasing and Timelines of Project**

#### **Phase I**

Due to the relatively young age of the population in the Maple Grove service area, the initial phase of this project will focus on women and family services, less complex medical and surgical services, obstetrical services, pediatric services, ambulatory care, behavioral health and services for acute conditions. The demographics suggest less focus on chronic care services and highly complex services, which can be accessed elsewhere in the region.

Phase I of our plan should be completed by the year 2008. It will include the development of clinical services, outpatient diagnostic and treatment services, other ancillary services and a 60-100 bed hospital.

Initially the project will involve construction of between 60-100 beds. The final number of beds to be constructed in Phase I will be determined based on our financial pro-forma and the need to assure the facility is self-supporting within the first two years. The

number of beds to be initially constructed will be tailored to meet the immediate needs of the community, and financially be self-sustaining to fund projected growth in demand.

The ancillary services that will be provided include a full complement of imaging (MRI, CT, ultrasound, rad/fluoro, nuclear medicine, mammography, and bone densitometry), outpatient surgery, endoscopy, non-invasive cardiac diagnostics, rehabilitation therapies, radiation therapy and an emergency department.

As we finalize our pro forma (which will be submitted in the next couple of weeks), we will submit further detail to the Department of Health.

### **Maple Grove Projected Beds (Phase I)**

Med/Surg/Peds	48 – 64
ICU	8 – 16
Subotal Acute	56 – 80
Obstetrics	12 – 16
Total Beds	68 – 96
Level II NICU	6 – 8
Newborn Bassinets	12 – 16



## **Phase II**

Phase II will involve expanding the number of beds to 100 – 150 in the year 2012. Our projections indicate that by the year 2012, a 100 bed facility will operate at 75% of total capacity, which is nearing the maximum sustainable year-round occupancy level. Other health related activities such as assisted living and long term care may be added if community demand exists and viable partnership opportunities can be developed.

## **Phase III**

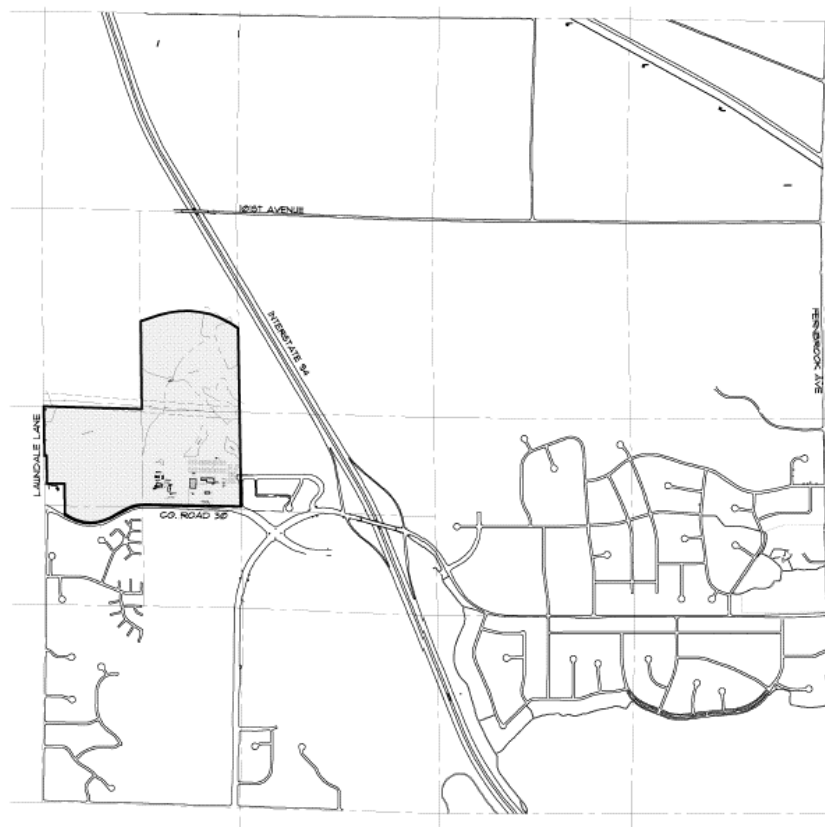
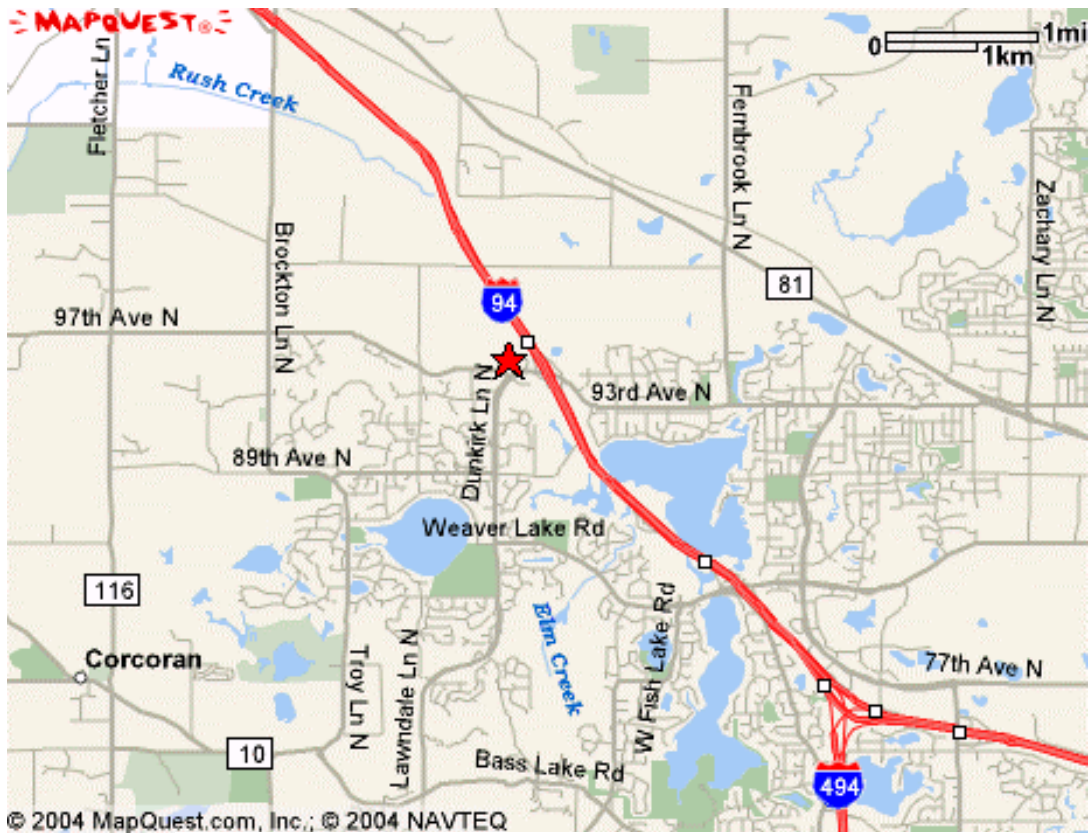
Phase III includes the addition of beds to meet the projected demand for 250 beds by the year 2020.

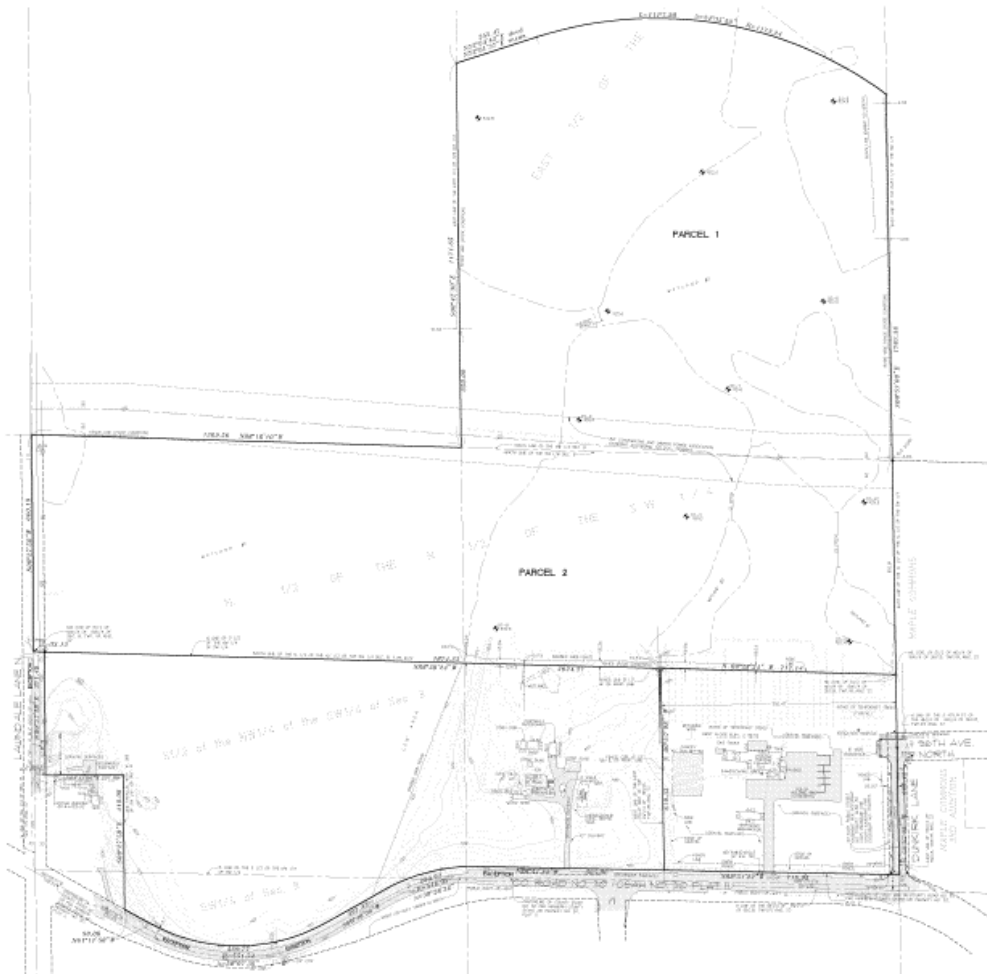
### **1.7 Maple Grove Campus Site**

The site we have chosen for this health care campus is unique in that it is readily available for construction, easily visible and accessible from Interstate Highway 94 (I-94). This project would not be dependent on the completion of Minnesota State Highway 610 interchange (610) and therefore would be immediately available to and accessible by the community.

The campus will be located on 84 acres of property located at the intersection of Dunkirk Lane and 97<sup>th</sup> Avenue North in Maple Grove. Of the available acres, 50 acres are suitable for construction. The remainder of the property consists of wetlands not suitable for construction – this area will compliment the healing environment ideal for patient care.

The following charts show the location of the property, and a more detailed rendering of the land available for construction. The impending construction of the 610 corridor (directly to the north of this site) and the extension of Dunkirk lane (across I-94) will not adversely impact the construction and operation of the proposed facility.





The location we have selected is readily suitable for each phase of the project as described above.

**Section 2 Need for Hospital in Maple Grove Service Area**

Allina and Park Nicollet will request authorization from the legislature for 250 new beds to be constructed in Maple Grove. This request is based on analysis of current and projected demand for beds from the Maple Grove service area.

Much is known about the expected growth and shift in aging demographics in the metropolitan area, but little has been done to anticipate the growth in demand for hospital services. Our project will not only meet the growing access needs of the immediate service area but will also assure needed capacity exists meet the needs the aging population. Any shift in market share will quickly be offset by other demographic factors that will increase the demand on services. Again, by focusing on less complex inpatient care at the Maple Grove hospital, capacity at Twin Cities’ tertiary hospitals will be freed to serve more complex cases.

## **2.1 Service Area Defined**

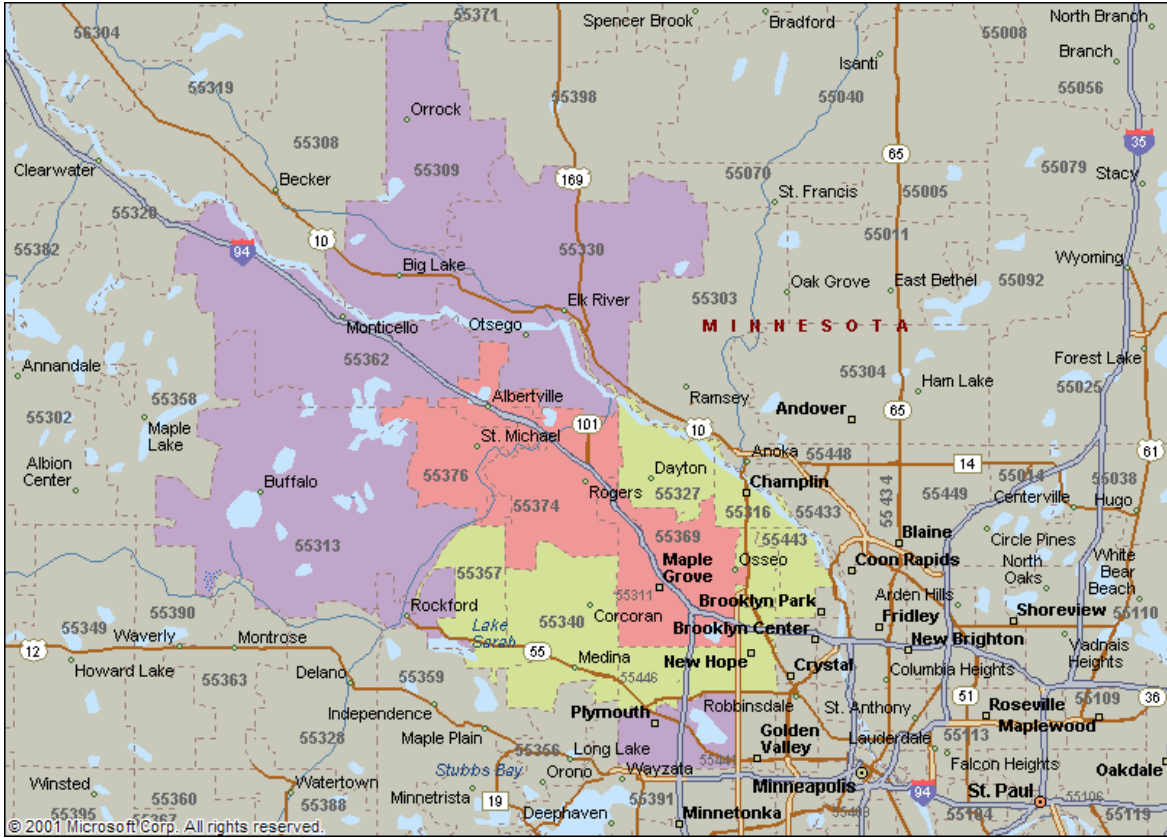
This section will define the service area for a new hospital and examine its profile, and growth trends.

Exhibit A below represents the 22 ZIP codes (the primary service area) that would be served by a Maple Grove hospital. A detailed list of the 22 ZIP codes and the sub areas is included as **Appendix 1**. Criteria for defining the service area include the following:

- Patient origin by ZIP code for the Allina and Park Nicollet Maple Grove clinics, based on E&M (evaluation and management code) visits (detailed patient origin data for the Allina and Park Nicollet Clinics in Maple Grove are included as **Appendix 2**.)
- Clinic market share by ZIP code based on unique patients;
- Geographic factors (e.g., contiguous geography, propensity of patients who do not want to cross the Mississippi River for care);
- Travel patterns and commute times; and
- Strategic considerations (e.g., potential future referral patterns of Allina and Park Nicollet clinics outside of Maple Grove).

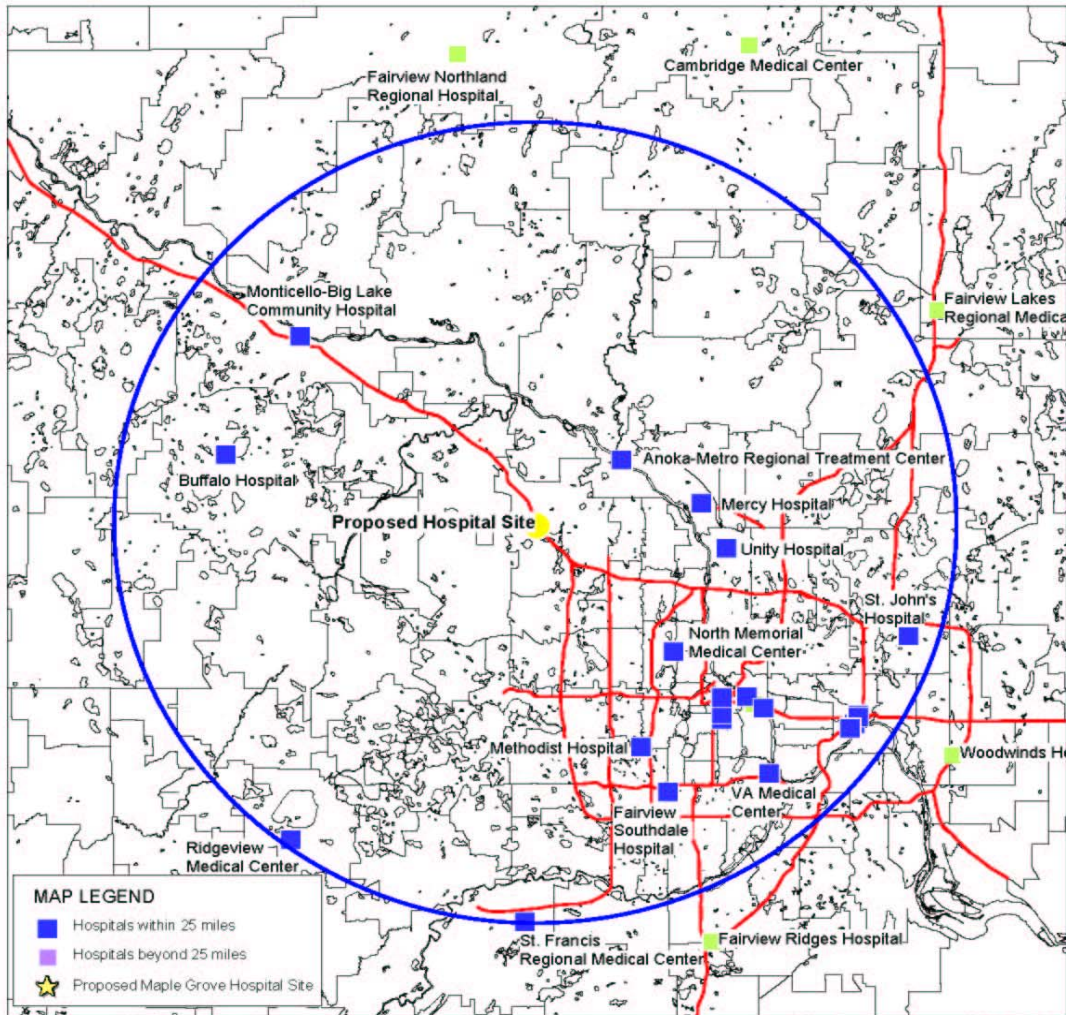
There are two physical barriers to patients accessing emergency and hospital services that deserve recognition. The first is the Mississippi River. For many residents seeking urgent care/emergency services, the Mississippi River presents a significant barrier to access. We have experienced a similar phenomenon at our Shakopee hospital where the Mississippi River becomes a barrier to accessing timely care. The second barrier to timely service is the 494/694 interchange. Traveling down the I-94 corridor, patients eventually face a decision on which direction to go to access hospital services. A hospital located in Maple Grove eliminates both barriers. This is a critical factor for patients needing quick access to emergency services.

Exhibit A



The following map shows hospitals within a 25-mile radius of the proposed Maple Grove hospital. The hospitals most likely to be impacted by a new facility in Maple Grove are: Buffalo (an Allina hospital), Mercy (an Allina hospital), Methodist (a Park Nicollet hospital), Monticello, North Memorial and Unity (an Allina hospital).

## Hospitals Within a 25-mile Radius of Proposed Maple Grove Hospital

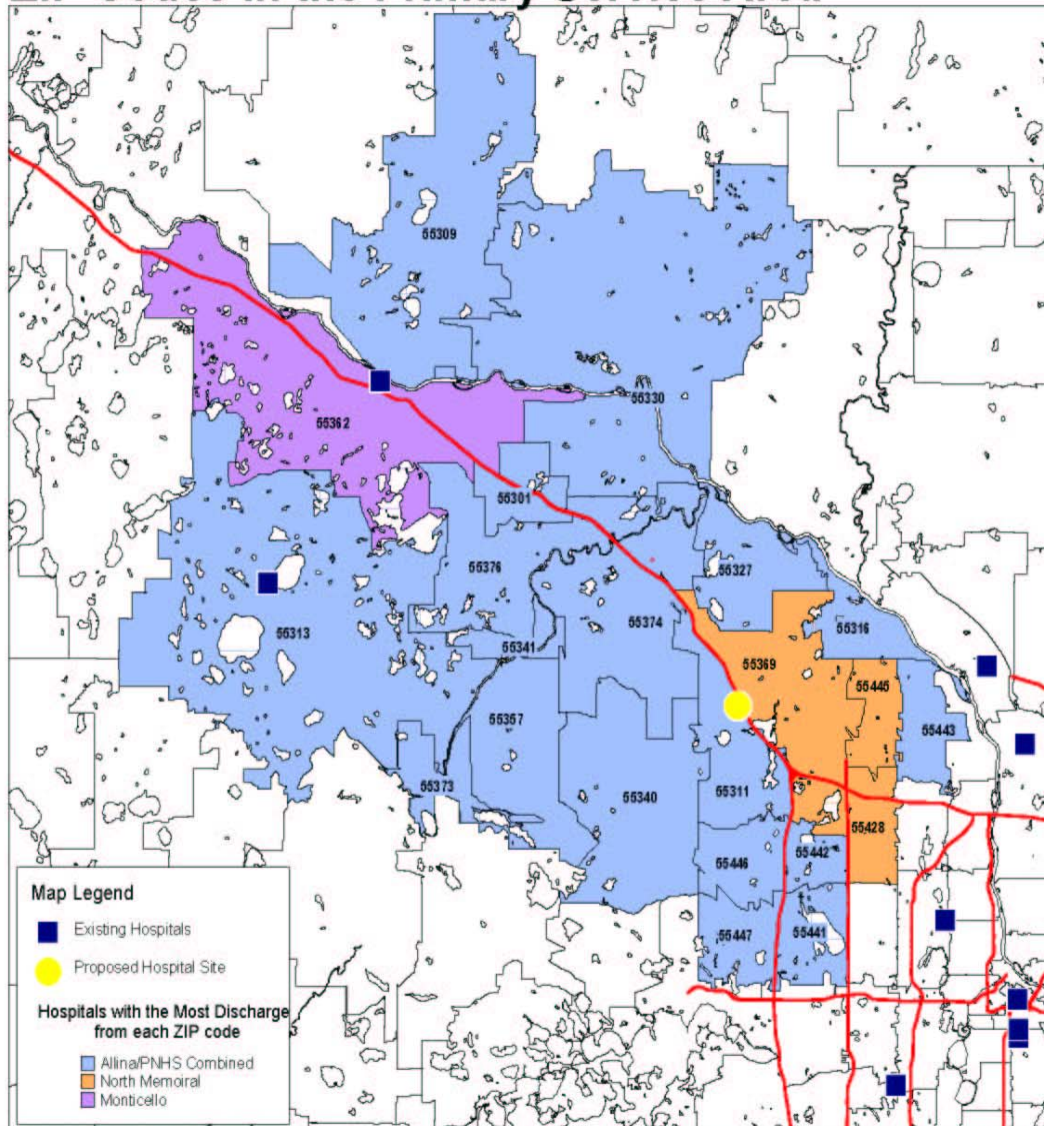


Data Source: Jola list of Hospitals, MapInfo Radius tool  
 Data Criteria: Hospitals within 25 miles of proposed Maple Grove Site

Map Created October 19, 2004 by  
 Park Nicollet Demand Planning and Analysis

The following map shows those hospitals with the most 2003 discharges in the primary service area. Allina and Park Nicollet together have the majority of discharges from 18 of the 22 zip codes. (North Memorial has the highest share of discharges from 3 zip codes and Monticello has the highest share from 1 zip code.)

## Hospitals with the Most 2003 Discharges from ZIP Codes in the Primary Service Area

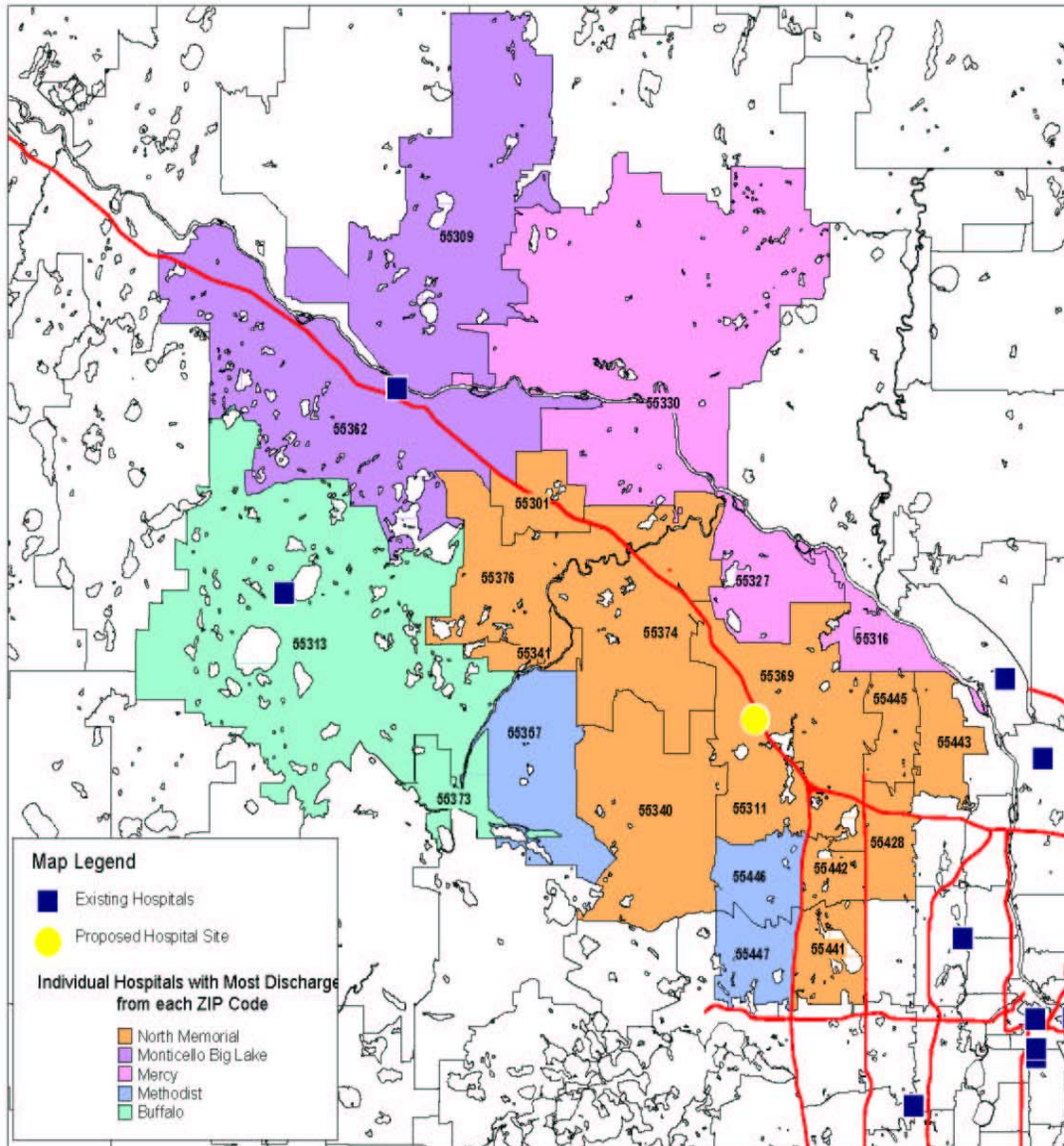


Data Source: Minnesota Hospital Association  
 Data Criteria: 2003 discharges by hospital and ZIP code

Map Created November 5, 2004 by  
 Park Nicollet Demand Planning and Analysis

The following chart shows the break down of most frequent discharges by individual hospital facility.

## Individual Hospitals with the Most 2003 Discharges from ZIP Codes in the Primary Service Area



Data Source: Minnesota Hospital Association  
 Data Criteria: 2003 discharges by hospital and ZIP code

Map Created November 5, 2004 by  
 Park Nicollet Demand Planning and Analysis

## **2.2 Population Growth**

The proposed Maple Grove campus is situated in a densely populated area in close proximity to areas of population growth. Areas to the south and east of the campus are more densely populated and have a rapidly aging population, but are projected to experience slower population growth. Areas north and west are less densely populated but faster growing. Our site will provide quick access to emergency services along the I-94 corridor from the north. Our location also avoids heavy congestion at the Interstate 494/694 interchange, especially during peak hours for emergency services (rush hours). This location assures residents of this service area timely access to urgent and emergency services.

Population in the primary service area is projected to grow from 337,638 people in 2003 to 371,484 by the year 2008, a growth rate of 10%. This rate is twice as fast as the national average. Five-year growth rates for the US Census are projected to be 5% from 2003-2008, as compared to 10% for the Maple Grove service area. Growth is projected to continue for the next 15 years. A 29% growth in population in the primary service area is projected by the year 2018.

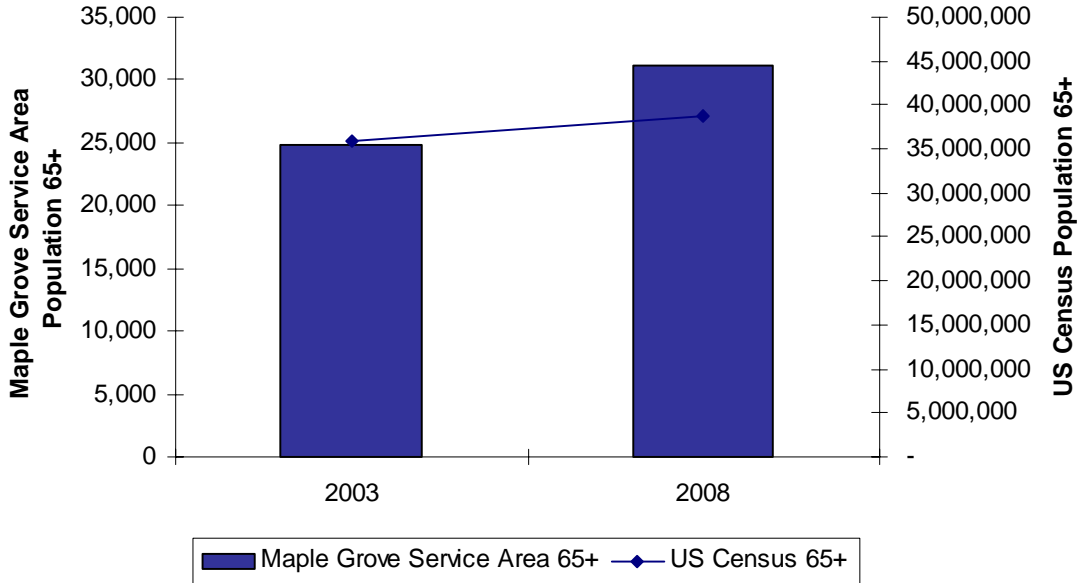
**Appendix 3** summarizes the 2003 and 2008 population for the primary service area.

The population in the primary service area is younger than the national average, but it is aging faster than the national average –with a 25% growth in population over the age of 65 over the next 5 years compared to an 8% growth in the same age demographic nationally. (See Exhibit B below.) This will result in increased demand for health care services, but will also change the types of health care services that will be needed to meet the projected demand.

**Appendix 4** provides population and population growth by age and gender for the primary service area. As the data suggests, the greatest need in this population will be for pediatric care, women's health and family services. 35% of the female population is between the ages of 18-44 and 28% between the ages of 45-64. Therefore, women between the ages of 18-64 make up 63% of the female population in this region.

Exhibit B

**Projected Growth, 65+ Population, 2003-2008**



Sources: Solucient, US Census Bureau.

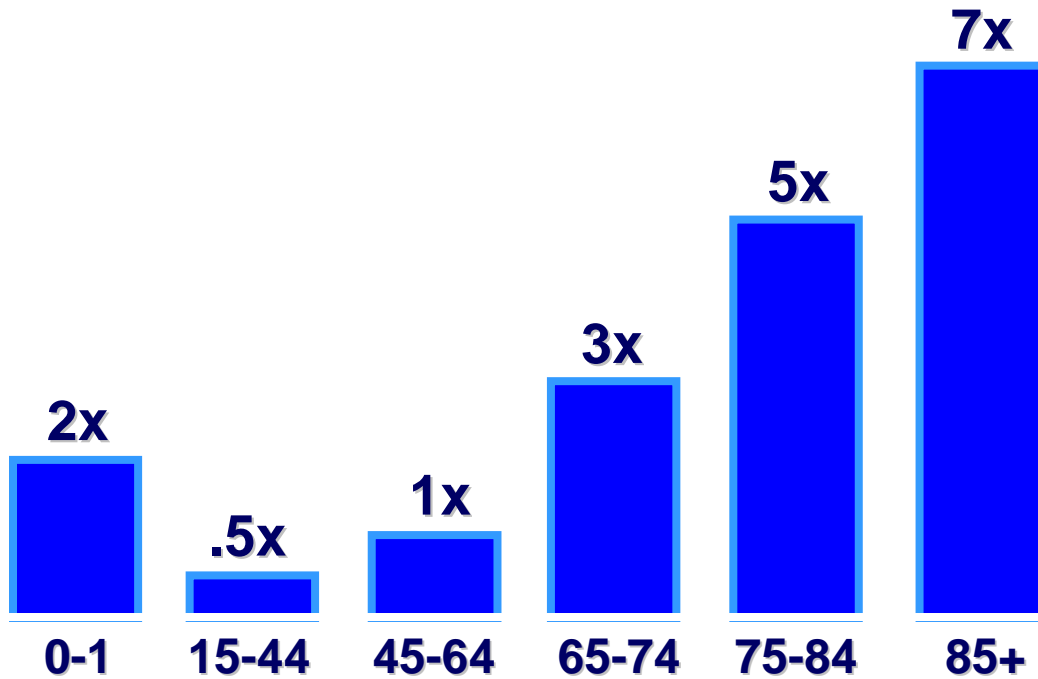
Increased demand caused by population growth and aging in the primary service area will put pressure on all existing west metro hospital facilities' ability to meet the needs of the community. This includes the Allina and Park Nicollet facilities, which collectively generated more than 13,100 discharges from the service area in 2003.<sup>1</sup>

**Appendix 5** provides household income estimates by ZIP code for 2000, 2004 and 2009 for the primary service area.

**2.3 Projected Increase in Demand for Services**

Population growth and an aging population put pressure on the capacity of existing hospitals in this region. The population is increasing rapidly and the demand for inpatient hospital services is increasing because of the aging baby boom population. As the following chart of national utilization rates by age indicates, as people age, there is an exponential increase in the likelihood they will need inpatient services.

<sup>1</sup> MHA 2003 inpatient discharge data. This represents 41.5% of the 31,600 discharges originating in the service area.



### Relative inpatient use rate by age

Discharge data from the Minnesota Hospital Association indicate the following volumes of care for residents in the primary service area in 2003.

	Excluding Newborns	Newborns
Discharges	31,580	4,135
Days	125,777	8,578
Average Daily Census	344.6	23.5
Bed Need (assumes 75% occupancy)	459.5	490.8

**Appendix 6** details discharges, days, average daily census and bed need by service line for each of the 22 ZIP codes.

Population and demographic growth as described in section 2.2 above are projected to increase discharges by nearly 15,000 by 2018. This growth alone will drive the need for a Maple Grove hospital. An additional 160-216 beds (assuming a length of stay of 3.0 to 4.0 days) will be needed to meet the increased demand. Combined with the current demand for 460 beds to serve residents from this service area, the total number of beds needed for residents in the primary service area will be 620-676 by 2018.

## **2.4 Utilization Trends**

Recent studies demonstrate that hospital discharge rates are growing and will accelerate in 2005. Smith Barney estimates that hospital discharges will grow up to 4% in 2005. Bank of America expects 2% growth in patient discharge volumes in 2005. Although new technologies are projected to decrease discharge rates over the next ten years, their influence will not mitigate other factors increasing discharge rates such as an aging population and population growth. These reports also indicate that other factors driving the increase in discharges include the rising prevalence of obesity and diabetes.

Recent experience in the 7-county Twin Cities metro area demonstrates that increased utilization is inevitable. Although discharges and utilization in the 7-County metro area decreased from the early 1980's to the early 1990s, there has been an upwards trend in utilization and discharges since the mid-1990s. From 1980 – 1994 discharges and days both declined significantly. Since the low point in 1994, discharges have increased from 240,000 to approximately 285,000 in 2003. Similarly, discharges per 1000 have steadily increased since 1995, from around 95 per 1000 in 1995 to about 105 per 1000 in 2003.

As expected, the age cohort 75-84 and 85+ contribute most heavily to the increase in utilization. Discharges in the 85+ age category increased from 400 per 1,000 in 1995 to 500 per 1,000 in 2003. Discharges for the age cohort 75-84 increased from around 320 to 385 per 1,000. All other age categories, except 0-14, experienced increases in utilization, but at lower rates.

The historical utilization data for the metro area shows that utilization increases are largest in the areas of general medical services, orthopedics and general surgical services- these will be the focus of a new Maple Grove hospital.

Patient days between 1980 and 1995 showed a significant decrease from about 2.2 million in 1980 to about 1.2 million in 1995. The factor that contributes most heavily to this drop is the decrease in average length of stay (ALOS) in the metropolitan area which decreased steadily, and continues to decrease. The average length of stay in 1980 was about 7.8 days compared to an average length of stay in 2003 of 4.2 days. Despite continued decreases in the ALOS total patient days have been on the rise since 1995. While some further decline in ALOS is possible, the Twin Cities average of 4.2 days is almost 1 full day lower than the national average.

**Appendix 7** includes utilization graphs (days, discharges, length of stay) for the 7-county Twin Cities metro area from 1980-2003 and demonstrates the need for a moratorium exception for the construction of a new hospital in Maple Grove.

### **Utilization Assumptions Used for Maple Grove**

The utilization assumptions used for projecting demand are based on the most conservative estimates of future use rates. These rates are documented through research of publicly available utilization projections by reputable national forecasting firms.

Two separate forecasts on future impacts of aging, technology and other factors were used: Solucient and SG2. (**Attachment 1.**)

**Appendix 8** is a summary of SG-2’s forecast.

Using Solucient’s projection for inpatient utilization in the Maple Grove service area, use rates per 1000 in the primary service area would increase 2.8% between 2003-2008.

2003-2008 Project Increase in Use Rates  
High Scenario  
Maple Grove Service Area

<u>Service Area</u>	<u>Solucient Estimates</u>
Sub Area 1	3.8%
Sub Area 2	2.8%
Sub Area 3	<u>3.0%</u>
<b>Total</b>	<b>2.8%</b>

SG2 projects that technology adoption and shifts to outpatient care will offset some of the pressures of an aging population. Two methodologies were used for applying SG2’s use rates.

In the first scenario, an overall reduction of 0.6% annually was assumed across all service lines. This reflects the annual reduction in overall inpatient utilization that SG2 is projecting nationwide. In the second approach, those specific service lines (heart, general surgery, orthopedics, urology, gynecology and neuroscience) profiled in SG2’s 2004 EDGE Focus Report, were modified according to their specific utilization forecasts. All other service lines (chemical dependency, ear, nose and throat, general medicine, ophthalmology, psychiatry, and rehabilitation) were held at the age-adjusted rates. Applying SG2’s assumption for utilization factors to the Maple Grove service area provides the following results:

<u>Service Area</u>	SG2- 0.6% Reduction to Age- Adjusted Use Rates, <u>All Service Lines</u>	<u>SG2 – Service Line Specific Reductions</u>
-----		
Sub Area 1	1.5%	3.4%
Sub Area 2	-1.8%	0.2%
Sub Area 3	<u>0.1%</u>	<u>1.8%</u>
Total	-0.5%	1.3%

Based on this analysis, we have used the most conservative projection methodology available – SG2’s 0.6% reduction in age-adjusted use rates – to calculate future demand for inpatient services in the primary service area. We have used these decreases to be conservative, despite the 1995-2003 trend of increasing utilization in the Twin Cities metro area. The net effect of decreased utilization rates by age balances out the aging effect so that discharge growth is more-or-less equal to the rate of population growth.

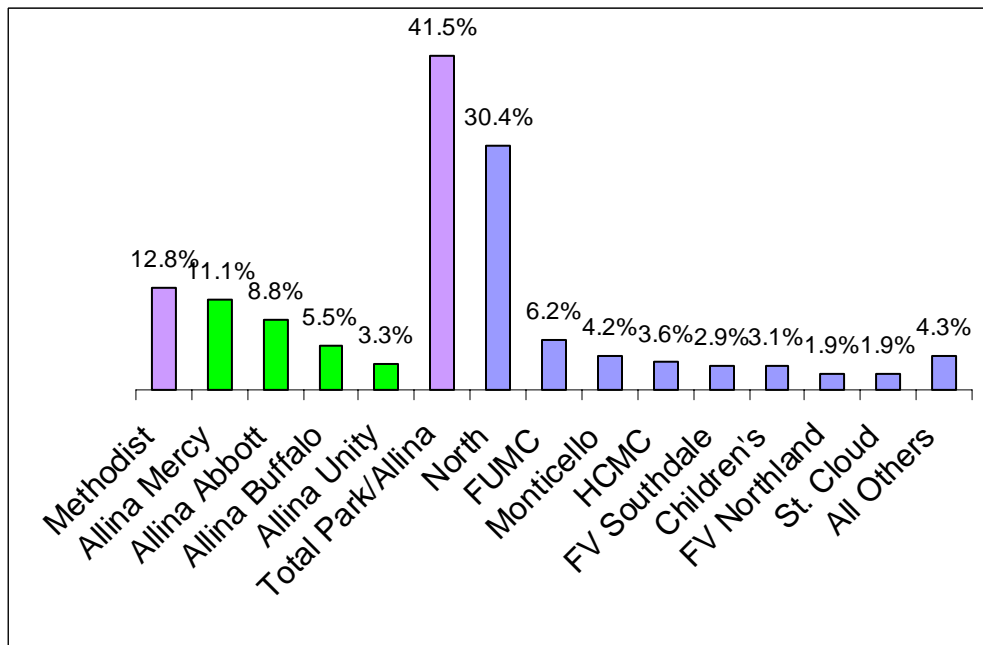
**Appendix 9** provides 2003 inpatient discharges per 1000 population by service line for each of the 22 ZIP codes.

**Appendix 10** provides projected 2008 inpatient discharges per 1000 population by service line for each of the 22 ZIP codes based on the utilization assumptions described above.

**2.5 Current Market Capacity**

This section provides an overview of hospital market share, bed availability, and occupancy rates for the 12 metro area hospitals that have greater than 1% market share in the Maple Grove primary service area (St. Cloud hospital has 1.9% of discharges from the primary service area but is not included in this analysis). Collectively, these 12 hospitals account for 93.8% of all discharges from the 22 ZIP codes constituting the primary service area.

Discharge market share in the 22 ZIP codes is shown in the table below.



**Appendix 11** summarizes market share by hospital.

**Appendix 12** details volume and market share by hospital for each ZIP code in the primary service area.

In 2003, the average occupancy rate for these 12 hospitals was 72%. The top five market leaders (North Memorial, Mercy, Methodist, Abbott Northwestern and Fairview University) are all reaching functional capacity of 75% of their beds. Increasing capacity at these facilities without significant capital investment in new construction is highly doubtful given age and structural limitations.

<b>Hospital</b>	<b>Licensed Beds - 2003</b>	<b>Available Beds - 2003</b>	<b>Avg Daily Census- 2003</b>	<b>Occupancy Rate - 2003</b>	<b>Market Share 2003</b>
Allina/PN *	1,963	1,454	1,063.4	73%	41.5%
North Memorial	518	432	319.9	74%	30.4%
FV University	1,700	729	507.7	70%	6.2%
HCMC	910	422	301.1	71%	3.6%
FV Southdale	390	322	206.2	64%	2.9%
Children's	153	153	129.4	85%	3.1%
Monticello	39	18	10.3	57%	4.2%
FV Northland	41	41	21.1	51%	1.9%
Total	5,714	3,571	2,559.1	72%	93.8%

\* Included in the Allina/Park Nicollet group are Methodist, Abbott Northwestern, Mercy, Unity, and Buffalo.

**Appendix 13** provides detail on the licensed beds, available beds, average daily census and occupancy for the 12 hospitals.

Other evidence of capacity constraints at existing facilities are the obstetric unit closures and emergency department diversions as reported by the Hennepin County EMS System. In general, emergency departments close when their hospital lacks available beds. YTD (through August 2004), 67 of 96 emergency department closures in the west metro were at hospitals with greater than 5% market share in the primary service area. Allina and Methodist Hospitals had 40 of these closures. Likewise, 60 of the 140 west metro obstetrics closures were in hospitals with greater than 5% market share in the primary service area. Opening a new facility will diminish the likelihood of patients being diverted from one facility to another due to emergency department obstetrical unit closures.

**Appendix 14** provides emergency department closure events by month by hospital for 2002 – 2004.

### **Easing Capacity Constraints**

Our facility in Maple Grove will ease capacity constraints at existing hospitals. A new facility reduces the likelihood of diversions both for patients who live in the service area, as well as for patients who seek care at facilities that serve the primary service area. It

will also reduce the likelihood of elective admissions being delayed or scheduled farther from the patient's home because of bed capacity concerns.

Moreover, our proposed facility will be a community facility. It will serve patients with a wide range of diagnoses, but will not provide tertiary level services. A facility that provides services for lower acuity patients will divert less complex patients from tertiary facilities, freeing up space for patients who need complex care that can only be delivered at tertiary hospitals.

## **2.6 Service Area Needs**

The Maple Grove hospital will be a full-service community hospital that provides primary and secondary care. Because it will not provide tertiary care, the Maple Grove hospital will not provide care for all DRGs (Diagnosis Related Groups).

**Appendix 15** lists the DRGs that will be provided at the Maple Grove hospital. This list is based on the services currently provided at Buffalo and Unity Hospitals.

**Appendix 16** details the 2003 actual and projected 2008-2012 volumes for the primary service area by service line for the DRGs.

**Appendix 17** details the Maple Grove hospital discharges by service line and by source for the first five years of operation (2008-2012).

**Appendix 17A** shows total projected discharges.

**Appendix 17B** shows shifting from other Park Nicollet/Allina hospitals.

**Appendix 17C** shows shifting from non-Park and Allina hospitals.

**Appendix 17D** shows in-migration (patients from outside the primary service area).

**Appendix 18** shows market share for the 22 ZIP codes and for each of the three sub areas.

**Appendix 19** shows length of stay, discharge and days comparisons to other Twin Cities metro hospitals with similar service to the proposed Maple Grove hospital.

**Appendices 20-24** provide a further breakdown of projected volumes for ancillary services, including low and high market estimates from Solucient and low and high Maple Grove campus projections.

## **2.7 Timely Access to Services**

A growing concern to residents of the Maple Grove Service Area, elected officials, and police and emergency staff, has been travel times for emergency services. In this section we highlight the changes in drive time for emergency services, both under “lights and sirens” and without.

To analyze drive times from the Maple Grove Service area to the nearest emergency department, we gathered data from a variety of sources in order to assign drive time approximations for emergency services. The Department of Transportation only had limited data available on drive times. We wanted to get data for 16 different routes, but could only obtain information on 8 of the routes. Metropolitan Council has data available but indicated it may be a while before any requests for information can be accommodated.

**Appendix 25** shows MNDOT travel time data from I-94 near the proposed Maple Grove site to Interstate exits near other hospitals.

The Metropolitan Council has more detailed data but could not access it in time for submission with this application.

### **Drive Time to Area Facilities**

Allina Medical Transportation was able to construct 2004 data for Code 3 runs (under lights, sirens and emergency transport) from a select number of municipalities in the service area to North Memorial Medical Center. For 21 calls analyzed in 2004, the average transport time to North Memorial Medical Center was 30 minutes and 45 seconds. The longest transport time was 42 minutes and 24 seconds from Rockford, and the shortest run time was 19 minutes and 47 seconds from Champlin.

Many emergency room visits result from transportation other than Code 3, and typically add a minimum of 2 minutes to each run.

**Appendix 26** is the list of the Code 3 ambulance runs by Allina Medical Transportation.

We also provide data from routes in the primary service area to a variety of emergency departments. Added transport time during peak hours can increase the time it takes to get to an emergency room by as much as 6 additional minutes.

### **Divert Frequencies**

Access will also be improved (as will transport time) because many of the existing hospital emergency departments in the metropolitan area have frequently been on divert status rendering the nearest facility unavailable for service (see section 2.5 above).

## **Projected Run Times to New Facility**

In order to access an emergency department from this service area, transport services must travel the length of I-94 to the 494/694 interchange. At that point a decision must be made to travel the 494 corridor or 694 corridor to the nearest available emergency department. A hospital in Maple Grove will obviate the need for such decisions, and travel time can be significantly decreased to the nearest emergency room.

Because we can't simulate a "lights and siren" drive time along the same routes to the new Maple Grove Hospital, we can only estimate that the proposed location in Maple Grove is 8.5 to 12 miles closer to the calls Allina analyzed than transporting to North Memorial, with the exception of the calls from Champlin, which is an equal distance from North Memorial.

## **2.8 Impact on Other Hospitals**

Because many of the hospitals located in the west metro are currently at or nearing their functional capacity (see section 2.5 above) and population growth in the Maple Grove service area is expected to add demand for almost 200 more beds in the next 15 years, we anticipate the net impact on existing hospitals will be limited. In some cases the impact is *de minimis*. Without new hospital beds (whether in Maple Grove or elsewhere), demand for services will quickly outgrow hospital capacity.

The five west metro hospitals owned and operated by Allina and Park Nicollet (Abbott Northwestern Hospital, Buffalo Hospital, Methodist Hospital, Mercy Hospital and Unity Hospital) collectively have the highest market share in the primary service area, 41.5% in 2003; therefore, a new facility will have the greatest impact on the hospitals of Allina and Park Nicollet. Both partners look at this project as a one-for-one substitute for new bed construction at their existing campuses.

As we have stated elsewhere in this application, building a hospital in Maple Grove will help alleviate capacity concerns, especially at tertiary hospitals in the west metro, thereby enabling those facilities to better meet the needs of patients requiring more complex care.

We do not believe the construction of a hospital at the Maple Grove site will materially impact or shift the burden of charity care/uncompensated care provided by hospitals within the region. Because most of the admissions to the new hospital will come from current Park Nicollet and Allina facilities, this burden will be minimal. Furthermore, we do not project the need for high intensity services that would take better paying revenue sources away from competing area hospitals.

We also estimate that in the first year of operation, there will be no shifts in market share from North Memorial to a Maple Grove Hospital. In years 2-5, North Memorial could lose about 1.2% of its discharges from this service area to a new hospital. Given the

demographic data on aging and growing demand, we believe this impact is insignificant, and will be easily made up by increased demand in the core areas of the metro.

## **2.9 Source of New Beds**

Minnesota Law 144.551 explicitly prohibits the construction of new hospitals in the state. The statute also precludes the transfer of hospital beds from one hospital site, or campus, to another. Since the beds cannot be shifted without explicit statutory authority, they are of no value anywhere else in the system except at the facility to which the licensed beds are attached.

In order to transfer beds, or create new beds, interested organizations must approach the legislature for authority to transfer beds or to construct a new hospital. The explicit authorization by the legislature in the form of an exception is the mechanism by which new beds enter the system.

Historically, the legislature has granted exceptions to the bed moratorium law on a case by case basis. Because there has been excess capacity in the system, in the past the legislature's preferred method of granting moratorium exception has been through the transfer of beds from one site to another, or within a specific entity.

Since the moratorium law was enacted, there have been numerous changes in Minnesota's health care marketplace and health care statutes. The Minnesota Care law of 1993 created incentives for health care entities to consolidate. Specific protections from anti-trust laws were put in place to facilitate horizontal integration. The end result was the emergence of integrated systems (at varying levels) to compete in the market-place.

As a result bed capacity has not been distributed according to patient loads for hospital facilities. Rather, they have been distributed according to location of the licensed entities. This has made it difficult for growing organizations that have successfully met their patients' requirements continue to meet expanding needs of the patients they serve. New beds needed for expanding organizations are not available to support the increased demand due to increased market share.

Additionally, demographic shifts, like aging, will continue to create increased demands on existing organizations that do not have banked beds (beds licensed but not used) in their system to meet the needs of their patients. While some excess capacity can be created through efficiency, it will be inadequate to meet the demands of the aging population, especially for highly complex cases.

Therefore, if the only criterion for which hospital construction could be granted was the existence of banked beds, successful health care organizations would face the possibility of no longer being able to provide the full continuum of care to their patient populations. As a matter of economic policy, it makes no sense to authorize new beds only to those organizations having excess beds in their system; such a policy fails to address the maldistribution of beds.

As a matter of economic principle, new beds (transferred or otherwise) that increase capacity will require significant capital expenditures. Capital commitments for a new hospital, or expansion, effectively substitutes capital expenditures at existing sites. Furthermore, even though all existing facilities have unused beds at their current sites, these beds have been unused for many years. For practical purposes, these beds do not exist within the system.

Finally, beds must be available to serve community need based upon disease patterns within a community. These patterns shift over time, and resources must be available to meet shifting demand.

As the market evolves into one of competition on the basis of cost and quality of care, it becomes important that each organization be able to provide capacity to meet the demand relative to their patient population. The legislature will need to address these issues as it considers new requests for exceptions.

### **Section 3 – Other Items of Public Interest**

#### **3.1 Uncompensated Care**

Park Nicollet and Allina have a long history of providing uncompensated care to the communities that they serve. On an annualized basis for 2004, Park Nicollet and Allina are projected to provide a total of \$5,404,000 in uncompensated care to the Maple Grove service area. (**Appendix 27**) We anticipate that the addition of a larger facility in Maple Grove will increase access to uncompensated care provided to the community.

As **Appendix 27** demonstrates, Park Nicollet and Allina both provide uncompensated care to the communities they serve, not only through their hospitals' community commitment, but also through their clinics.

The Maple Grove Hospital will provide the same levels of charity care to residents in its service area as other hospitals in the region provide to their residents. There are large pockets of unmet need in the Maple Grove Service area, particularly among new immigrant populations, and through needs identified in collaboration with the areas' school districts. We therefore expect the Maple Grove Hospital to serve the community as other hospitals serve the residents of their respective communities.

#### **3.2 Staffing Impact**

Health care staffing continues to be a state-wide issue and will become more acute over the next several years. Data projections from the Minnesota Department of Employment & Economic Development indicate the need for registered nurses will grow 23% from 2000 – 2010. Two significant factors leading to increased staffing demands include:

- Population growth trends and the subsequent increased utilization of health care services.
- An aging workforce that will need to be replaced over the next decade. (More than 20% of the current clinical providers are over 50 years of age. By 2011, employees over age 46 will represent almost half the population.

Providers are anticipating a need to hire several thousand new employees to meet the demands of a growing population and an aging workforce. The table provided highlights some of the key health care positions and anticipated growth in employment expected by 2010.

<b>Title</b>	<b>2000 Employment</b>	<b>2010 Employment</b>	<b>Quantity Employment Change</b>	<b>Percent Employment Change</b>
Pharmacy Technicians	5,590	7,621	2,031	36%
Radiologic Technologists and Technicians	2,719	3,394	675	25%
Registered Nurses	48,640	59,625	10,985	23%
Surgeons	820	1,000	180	22%
Internists, General	738	900	162	22%
Pediatricians, General	387	468	81	21%
Obstetricians and Gynecologists	155	187	32	21%
Family and General Practitioners	2,683	3,236	553	21%
Pharmacists	4,140	4,988	848	20%
Medical and Clinical Laboratory Technologists	2,258	2,628	370	16%
Licensed Practical and Licensed Vocational Nurses	18,225	20,741	2,516	14%

The development of a Maple Grove hospital and health campus will not exacerbate the staffing issues in Minnesota. Environmental factors are requiring additional staff resources. The impact of the Maple Grove hospital will primarily be a shift of needs from the existing facilities/providers in the region to a hospital that is more appropriately positioned to meet the demands of the community. Regardless of a new hospital development, Allina, Park Nicollet and other providers will require additional staff. The proposed staff requirements are not incremental additions, but necessary to meet the community demand.

The staffing requirements for a Maple Grove hospital are not viewed as having negative consequences on area providers. Wages will be competitive and provide additional opportunities for health care employees to work closer to home.

Furthermore, it is our expectation that a hospital in Maple Grove would participate in teaching programs offered through the University of Minnesota to train needed health care professionals.

The need for additional health care professionals will continue to grow regardless of whether or not a new hospital is constructed in the region.

### **3.3 Project Costs**

Total project costs are being refined and will vary depending on the final decision regarding the number of beds needed. Both Allina and Park Nicollet are looking at the project costs as a one-for-one substitution for capital spending on their existing campuses.

**Appendix 28** provides an estimate of preliminary space requirements and cost estimate by service type. A 68 bed hospital, net of major equipment and IT infrastructure is projected to cost \$72 million.

We continue to work on our pro forma for a new Maple Grove Campus. Because additional partners are contemplated for this project, their inclusion will materially impact the type of beds and revenues that would result from their inclusion. We anticipate having completed a final pro forma for submission to the Department of Health by mid-December.

### **3.4 Community Input/Interest**

Park Nicollet and Allina are developing the proposed Maple Grove service area medical campus in partnership with the community. We have participated in several meetings with stakeholders interested in the delivery of health service in the area.

In 2002, a report titled “City of Maple Grove Community Survey” identified key issues of importance to residents of Maple Grove. Two key findings of this survey are relevant to the analysis of needs for the Maple Grove Community specifically, and the Maple Grove service area.

First, when asked “What one thing do you like least about living in Maple Grove?” 45% of the residents responded “traffic congestion”. Given this was an open ended question, the results are significant.

Second, when asked about whether they felt it was important that a hospital be built in Maple Grove, 53% of the respondents said it was important or very important, 24% felt it was somewhat important, and 20% feel it was unimportant.

Over the past year, Park Nicollet held numerous community forums to assess the needs of the community. To further assess the needs and perspectives of the community, leaders from Park Nicollet Health Services and Allina Hospitals & Clinics held a forum with a variety of community leaders, providers of community services and other stakeholders in the economy and needs of the Maple Grove Service area to discuss their thoughts and perspectives on a hospital campus and what that campus should look like.

Park Nicollet and Allina presented findings and initial plans regarding constructing a health care campus in Maple Grove. Attending the meeting was a legislator, city council members, a county commissioner, the city administrator and representatives from the following organizations: the Osseo School District, Portico Healthnet, NW Chamber of Commerce and Hennepin Family Services Collaborative. We will continue to hold additional community meetings to elicit a broader perspective of the identified needs of the community.

The following is a summary of the findings and comments that emanated from this meeting, which was held on November 9, 2004:

- Relationships to existing providers in the community are critical to the development of a Maple Grove Hospital.
- The Mississippi River and the 494/694 interchange are significant barriers to people accessing services at Mercy Hospital or North Memorial. This is especially true for frail and elderly residents of the community.
- The location selected by Park Nicollet and Allina was perceived to be the optimal location for the following reasons:
  - It would not be disrupted by 610 construction once the project is funded.
  - It provides immediate access from I-94.
  - It is separate but identifiable in relationship to neighborhoods and other residential areas. Aesthetically appropriate for a hospital campus.
  - There is adequate land to construct a campus.
  - It can happen now with minimum impact.
- The decision should be considerate of patient relationships with their providers.
- The configuration of ambulance services is an important factor as current response times are very poor.
- The culture of a hospital needs to reflect the values of the community.
- Many of the members, especially school district representatives, council members and community service organizations expressed the desperate need for behavioral health services, particularly chemical dependency. Community representatives stressed the need to undertake a complete analysis to understand the depth of need for behavioral health services. Many community service members indicated that timely mental health services are needed. Wait times for care have become extraordinarily long. (Our involvement in these issues, and support for delivery of needed services, are demonstrated by written expression of community support as evidenced in **Attachment 1.**)
- Members also asked what the impact might be on tax revenues for the city. This would be a positive factor with regard to the creation of jobs and expanding the employment base in the region.

- There was also concern about the trend of insurance premiums and felt a collaborative approach was highly preferred in that it creates efficiency by spreading the capital costs amongst a larger group of providers who serve the community.
- A member from the chamber of commerce indicated that with some of the major corporations expanding their employment base in Maple Grove, it is even more critical to have hospital and emergency services in the community.
- There is a high degree of medical fragility within the school districts.
- One public official indicated that as he was campaigning this past year, he heard when he went door to door that people want a hospital in the region. They also want to know what it will cost them. It is important to have emergency services more readily available. He indicated everyone knows what it means when they see a helicopter fly over. Ground transport time is a growing and significant problem to timely access.
- It was recommended that we work with Junior Colleges, High Schools and vocational schools to build a broader base of providers to meet community need. It is also important to consider the presence and needs of senior housing projects in the area.
- We were advised to hold broader dialogues with members of the community in future meetings.

### **3.5 Park Nicollet and Allina Quality Recognition**

As we indicated in our rationale for our collaborating as partners to serve the needs in Maple Grove, Park Nicollet and Allina share similar values towards meeting community need and for the health and healing of our patients.

We also share similar values on providing quality health care services to the communities we serve. The following is a summary of quality awards received by both organizations that demonstrate this commitment to value.

### **Park Nicollet Awards**

#### **2004**

- Struthers Parkinson's Center receives **2004 "Award of Excellence"** from the Minnesota Council on Physical Activity and Sports
- American Medical Group Association's **Acclaim Award** presented to Park Nicollet Health Services for "Applying Production Principles from Toyota to Improve Patient Care."

- Buyers Health Care Action Group **2004 Gold Award for Excellence in Comprehensive Disease Management** for management of coronary artery disease, diabetes and preventive services.
- Buyers Health Care Action Group **2004 Gold Award for Innovation in Clinical Quality** for Park Nicollet's systematic approach to improving patient safety and the effective, efficient delivery of care.

## 2003

- Park Nicollet/Methodist Care System received the **2003 Gold Award for Excellence in Comprehensive Disease Management**. The Care System also received a **2003 Gold Award for Innovation in Clinical Quality** for its development of an integrated clinical information system.
- David Wessner, president and chief executive officer was awarded the **2003 Stephen Rogness Distinguished Service Award** for his demonstrated history of significant leadership.
- Park Nicollet Foundation was the **2003 co-winner of the Community Health Commitment Award** for its work as a founding partner of "No Shots, No School."
- Park Nicollet won 2 awards from the American Medical Group Association (AMGA)
  - **AMGA High Risk Patient Management Award** for the project "creating a chronic disease model for patients with diabetes"
  - **Medical Preeminence Award** to David Wessner, Chief Executive Officer of Park Nicollet
- Park Nicollet was named **Acclaim Award honoree** for the project "changing an organization to improve patient safety."
- The Minnesota Hospital Association, (formerly known as the Minnesota Hospital and Healthcare Partnership, MHHP), recognized Park Nicollet Health Services for its efforts in patient safety. Other patient safety recognitions came from MAPS and the American Medical Group Association.
- International Diabetes Center (IDC) received a four-year extension of its designation with the Pan American Health Organization/World Health Organization Collaborating Center for Diabetes Education, Translation and Computer Technology. IDC's designation has been renewed many times since 1985. IDC is one of 32 expert centers worldwide.

## 2002

- Park Nicollet once again won the **Excellence in Quality Gold Award** from HealthFront on behalf of Buyers Health Care Action Group employers. This very important distinction recognizes improvements in patient safety and support for individuals with diabetes.
- Park Nicollet has won the first annual **Patient Safety Award** by the Minnesota Alliance for Patient Safety (MAPS).
- PNHS wins American Medical Group Association's **Acclaim Award** for outstanding work addressing effects of Coronary Artery Disease.

## 2001

- For the third consecutive year, Park Nicollet wins the American Medical Group Association's **Acclaim Award** for outstanding work in two areas that address

the effect of coronary artery disease (CAD) -prevention and care improvement.

- The Minnesota Council on Physical Activity and Sports awarded its **2001 Award of Excellence** to the Burnsville-Eagan-Savage School District (ISD191) for its "Creating Life Balance" wellness and physical activity program. Park Nicollet HealthSource staff were program consultants.
- Buyer's Health Action Group, a coalition of health care purchasers, presented its **2001 special recognition award** to Park Nicollet for "significantly improving the quality of care and outcomes of care for people with cardiovascular artery disease."
- Park Nicollet's laboratory services received a two-year accreditation following a four-day inspection by the College of American Pathologists (CAP). CAP accreditation is accepted by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).
- Methodist Hospital and Park Nicollet Clinic successfully completed an exhaustive survey by JCAHO. Park Nicollet received three-year accreditations in all three surveyed categories: hospital standards, ambulatory standards and home care, hospice and pharmacy services standards.
- Methodist is one of the nation's 100 Top Cardiovascular Hospitals
- PNHS receives Special Recognition from the Buyers Health Action Group

## **2000**

- Methodist is one of the nation's 100 Top Hospitals
- PNHS wins the American Medical Group Association's **Acclaim Award** for outstanding systematic improvements in care quality
- PNHS wins the Buyers Health Care Action Group **Excellence in Quality Silver Award** for improvements in colon cancer screening

## **1999**

- PNHS wins the **first-ever American Medical Group Association's Acclaim Award** for efforts in preventive care
- PNHS wins the Buyers Health Care Action Group Choice Plus **Excellence in Quality Gold Award**, recognizing outstanding achievements in care improvement.

## **Allina Hospitals and Clinics Awards**

## **2004**

- Three Allina hospitals included in **Nation's 100 Top Cardiovascular Hospitals** by Solucient.

- Abbott Northwestern Hospital named in **U.S. News & World Report's America's Best Hospitals.**
- Mercy & Unity Foundation earns **AHA HeartSaver Award.**
- Buffalo Hospital: **Best Minnesota Hospital Workplace**
- United Hospital: **Patient Safety Improvement Award for "Falls Prevention."**
- Buffalo Hospital: **Innovation of the Year in Patient Care Award for "InstyMeds Implementation"**
- ANW Hospital: **Healthcare Care Promotion Awards for "Train to Work/Health Careers Institute"**
- Mercy & Unity Hospitals: **Public Achievement Award** presented to Betty Wall, No. Suburban Hospital District retired member of Mercy & Unity Hospitals Board.
- Owatonna Hospital: **Hospital Volunteer of the Year Award** *Mark D.Ramussen*

## 2003

- Allina Hospitals & Clinics recognized as national leader for quality health care by HealthGrades.
- CDMSC presents **Quality Leadership Award** to Allina Hospitals & Clinics.
- Allina Hospitals & Clinics Heart Safe Communities project receives national recognition from the National Center for Early Defibrillation.
- Abbott Northwestern and Mercy Hospitals named among **Nation's Top 100 Heart Hospitals.**
- New Ulm Hospital wins State Employee Safety Award.
- Abbott Northwestern Hospital nurse Nancy Siemers, receives the American Heart Association, **Greater Midwest Affiliate's Heart Hero Award.**
- Abbott Northwestern and Mercy hospitals named in **U.S. News' America's Best Hospitals.**

## 2002

- **Shotwell Award** presented to Dr. Michael Osterholm at Abbott Northwestern Hospital's medical staff annual meeting.
- Mercy & Unity Hospitals receive **2002 Exemplary Employee Award.**
- Mercy & Unity Hospitals win **Innovation of the Year Award** from Minnesota Hospital Association.
- Abbott Northwestern Hospital earns **Five Stars for Excellence in National Report Card.**
- Cambridge Medical Center laboratory receives **Quality Award .**
- Abbott Northwestern and Mercy & Unity hospitals ranked among **U.S. News' America's Best Hospitals.**
- Abbott Northwestern named **Top Hospital in Neuroscience Services in Stroke.**

## 2001

- Abbott Northwestern Hospital ranked **Best Cardiac Care** in Minnesota.
- **100 Most Wired Hospitals**
- Book for new parents wins **Best Consumer Health Information Award**

- Abbott Northwestern physician receives **Anti-aging Award**
- **Patient Safety Award** from MHHP

22 ZIP Maple Grove Service Area

<u>ZIP</u>	<u>City</u>	<u>Sub Area</u>
55301	Albertville	1
55309	Big Lake	3
55311	Maple Grove	1
55313	Buffalo	3
55316	Champlin	2
55327	Dayton	2
55330	Elk River	3
55340	Hamel	2
55341	Hanover	1
55357	Loretto	3
55362	Monticello	3
55369	Maple Grove/Osseo	1
55373	Rockford	3
55374	Rogers	1
55376	St. Michael	1
55428	New Hope	2
55441	Plymouth	3
55442	Plymouth	2
55443	Brooklyn Park	2
55445	Brooklyn Park	2
55446	Plymouth	2
55447	Plymouth	3

TRADE SECRET

## Demographics: Population by Age, Sex and Ethnicity

Zip	City	<u>2003 pop</u>	<u>2008 pop</u>	<u>Change</u>	<u>% growth</u>
55301	Albertville	4,715	5,832	1,117	23.7%
55309	Big Lake	13,746	16,042	2,296	16.7%
55311	Maple Grove	24,759	31,007	6,248	25.2%
55313	Buffalo	19,866	22,535	2,669	13.4%
55316	Champlin	23,179	24,727	1,548	6.7%
55327	Dayton	3,738	3,682	(56)	-1.5%
55330	Elk River	28,945	32,798	3,853	13.3%
55340	Hamel	5,392	5,486	94	1.7%
55341	Hanover	1,553	1,948	395	25.4%
55357	Loretto	2,563	2,798	235	9.2%
55362	Monticello	15,097	17,177	2,080	13.8%
55369	Maple Grove/Osseo	33,576	34,340	764	2.3%
55373	Rockford	5,244	6,171	927	17.7%
55374	Rogers	9,312	11,337	2,025	21.7%
55376	St. Michael	10,417	12,854	2,437	23.4%
55428	New Hope	28,999	28,496	(503)	-1.7%
55441	Plymouth	17,873	17,812	(61)	-0.3%
55442	Plymouth	13,618	14,580	962	7.1%
55443	Brooklyn Park	28,796	32,600	3,804	13.2%
55445	Brooklyn Park	9,115	9,358	243	2.7%
55446	Plymouth	14,613	17,138	2,525	17.3%
55447	Plymouth	22,522	22,766	244	1.1%
	TOTAL	337,638	371,484	33,846	10.0%

Data Source: Solucient

Population by Age and Gender

		2003 Population														
		Female					Male					Total				
ZIP	Town	00-17	18-44	45-64	65+	All Ages	00-17	18-44	45-64	65+	All Ages	00-17	18-44	45-64	65+	All Ages
55301	Albertville	804	1,074	328	135	2,341	786	1,119	348	121	2,374	1,590	2,193	676	256	4,715
55309	Big Lake	2,234	2,854	1,299	361	6,748	2,305	2,973	1,398	322	6,998	4,539	5,827	2,697	683	13,746
55311	Maple Grove	4,046	4,929	3,132	417	12,524	3,981	4,635	3,197	422	12,235	8,027	9,564	6,329	839	24,759
55313	Buffalo	2,788	3,626	2,390	1,137	9,941	2,868	3,934	2,315	808	9,925	5,656	7,560	4,705	1,945	19,866
55316	Champlin	3,670	4,925	2,378	530	11,503	3,887	4,829	2,540	420	11,676	7,557	9,754	4,918	950	23,179
55327	Dayton	564	689	497	96	1,846	553	738	504	97	1,892	1,117	1,427	1,001	193	3,738
55330	Elk River	4,287	5,739	3,082	1,176	14,284	4,552	5,998	3,294	817	14,661	8,839	11,737	6,376	1,993	28,945
55340	Hamel	864	913	719	138	2,634	864	930	788	176	2,758	1,728	1,843	1,507	314	5,392
55341	Hanover	269	295	161	44	769	235	324	200	25	784	504	619	361	69	1,553
55357	Loretto	394	482	301	72	1,249	417	484	331	82	1,314	811	966	632	154	2,563
55362	Monticello	2,302	3,078	1,548	727	7,655	2,307	3,094	1,536	505	7,442	4,609	6,172	3,084	1,232	15,097
55369	Maple Grove/Osseo	4,359	6,374	4,967	1,330	17,030	4,540	6,491	4,604	911	16,546	8,899	12,865	9,571	2,241	33,576
55373	Rockford	843	1,113	524	133	2,613	858	1,087	558	128	2,631	1,701	2,200	1,082	261	5,244
55374	Rogers	1,559	1,845	948	263	4,615	1,542	1,900	1,029	226	4,697	3,101	3,745	1,977	489	9,312
55376	St. Michael	1,727	2,137	929	363	5,156	1,816	2,198	969	278	5,261	3,543	4,335	1,898	641	10,417
55428	New Hope	3,313	5,496	3,281	3,020	15,110	3,483	5,738	3,083	1,585	13,889	6,796	11,234	6,364	4,605	28,999
55441	Plymouth	1,955	3,526	2,619	838	8,938	1,951	3,669	2,535	780	8,935	3,906	7,195	5,154	1,618	17,873
55442	Plymouth	1,841	2,510	1,997	644	6,992	1,897	2,307	1,958	464	6,626	3,738	4,817	3,955	1,108	13,618
55443	Brooklyn Park	4,074	5,917	3,424	1,054	14,469	4,263	5,994	3,293	777	14,327	8,337	11,911	6,717	1,831	28,796
55445	Brooklyn Park	1,212	2,020	1,135	277	4,644	1,242	2,040	1,017	172	4,471	2,454	4,060	2,152	449	9,115
55446	Plymouth	2,357	2,881	1,833	467	7,538	2,332	2,607	1,796	340	7,075	4,689	5,488	3,629	807	14,613
55447	Plymouth	2,861	4,039	3,253	1,211	11,364	2,921	4,292	2,998	947	11,158	5,782	8,331	6,251	2,158	22,522
TOTAL		48,323	66,462	40,745	14,433	169,963	49,600	67,381	40,291	10,403	167,675	97,923	133,843	81,036	24,836	337,638

Data Source: Solucient

Population by Age and Gender

		2008 Population														
		Female					Male					Total				
ZIP	Town	00-17	18-44	45-64	65+	All Ages	00-17	18-44	45-64	65+	All Ages	00-17	18-44	45-64	65+	All Ages
55301	Albertville	950	1,221	545	178	2,894	952	1,225	606	155	2,938	1,902	2,446	1,151	333	5,832
55309	Big Lake	2,458	3,053	1,906	464	7,881	2,583	3,148	1,980	450	8,161	5,041	6,201	3,886	914	16,042
55311	Maple Grove	4,654	5,298	5,010	768	15,730	4,600	5,163	4,759	755	15,277	9,254	10,461	9,769	1,523	31,007
55313	Buffalo	2,940	3,892	3,052	1,378	11,262	3,048	4,210	2,988	1,027	11,273	5,988	8,102	6,040	2,405	22,535
55316	Champlin	3,629	4,602	3,417	672	12,320	3,793	4,518	3,519	577	12,407	7,422	9,120	6,936	1,249	24,727
55327	Dayton	488	620	576	135	1,819	498	654	575	136	1,863	986	1,274	1,151	271	3,682
55330	Elk River	4,542	5,972	4,301	1,418	16,233	4,715	6,327	4,428	1,095	16,565	9,257	12,299	8,729	2,513	32,798
55340	Hamel	792	809	901	190	2,692	776	861	936	221	2,794	1,568	1,670	1,837	411	5,486
55341	Hanover	304	325	275	64	968	264	345	319	52	980	568	670	594	116	1,948
55357	Loretto	411	465	390	108	1,374	425	468	429	102	1,424	836	933	819	210	2,798
55362	Monticello	2,472	3,250	2,091	869	8,682	2,509	3,291	2,057	638	8,495	4,981	6,541	4,148	1,507	17,177
55369	Maple Grove/Osseo	3,937	6,004	5,850	1,657	17,448	4,125	6,222	5,367	1,178	16,892	8,062	12,226	11,217	2,835	34,340
55373	Rockford	945	1,193	750	197	3,085	959	1,142	812	173	3,086	1,904	2,335	1,562	370	6,171
55374	Rogers	1,818	1,968	1,440	410	5,636	1,845	1,980	1,522	354	5,701	3,663	3,948	2,962	764	11,337
55376	St. Michael	1,997	2,340	1,517	508	6,362	2,111	2,422	1,579	380	6,492	4,108	4,762	3,096	888	12,854
55428	New Hope	3,300	5,008	3,501	3,032	14,841	3,426	5,259	3,342	1,628	13,655	6,726	10,267	6,843	4,660	28,496
55441	Plymouth	1,825	3,221	2,861	1,048	8,955	1,768	3,431	2,724	934	8,857	3,593	6,652	5,585	1,982	17,812
55442	Plymouth	1,765	2,406	2,548	781	7,500	1,868	2,270	2,366	576	7,080	3,633	4,676	4,914	1,357	14,580
55443	Brooklyn Park	4,534	6,017	4,469	1,368	16,388	4,690	6,262	4,224	1,036	16,212	9,224	12,279	8,693	2,404	32,600
55445	Brooklyn Park	1,266	1,846	1,306	350	4,768	1,289	1,889	1,166	246	4,590	2,555	3,735	2,472	596	9,358
55446	Plymouth	2,526	2,929	2,749	633	8,837	2,559	2,722	2,573	447	8,301	5,085	5,651	5,322	1,080	17,138
55447	Plymouth	2,736	3,642	3,623	1,529	11,530	2,772	4,104	3,195	1,165	11,236	5,508	7,746	6,818	2,694	22,766
TOTAL		50,289	66,081	53,078	17,757	187,205	51,575	67,913	51,466	13,325	184,279	101,864	133,994	104,544	31,082	371,484

Data Source: Solucient

Population by Age and Gender

Growth 2003-2008

ZIP	Town	Female					Male					Total				
		00-17	18-44	45-64	65+	All Ages	00-17	18-44	45-64	65+	All Ages	00-17	18-44	45-64	65+	All Ages
55301	Albertville	146	147	217	43	553	166	106	258	34	564	312	253	475	77	1,117
55309	Big Lake	224	199	607	103	1,133	278	175	582	128	1,163	502	374	1,189	231	2,296
55311	Maple Grove	608	369	1,878	351	3,206	619	528	1,562	333	3,042	1,227	897	3,440	684	6,248
55313	Buffalo	152	266	662	241	1,321	180	276	673	219	1,348	332	542	1,335	460	2,669
55316	Champlin	(41)	(323)	1,039	142	817	(94)	(311)	979	157	731	(135)	(634)	2,018	299	1,548
55327	Dayton	(76)	(69)	79	39	(27)	(55)	(84)	71	39	(29)	(131)	(153)	150	78	(56)
55330	Elk River	255	233	1,219	242	1,949	163	329	1,134	278	1,904	418	562	2,353	520	3,853
55340	Hamel	(72)	(104)	182	52	58	(88)	(69)	148	45	36	(160)	(173)	330	97	94
55341	Hanover	35	30	114	20	199	29	21	119	27	196	64	51	233	47	395
55357	Loretto	17	(17)	89	36	125	8	(16)	98	20	110	25	(33)	187	56	235
55362	Monticello	170	172	543	142	1,027	202	197	521	133	1,053	372	369	1,064	275	2,080
55369	Maple Grove/Osseo	(422)	(370)	883	327	418	(415)	(269)	763	267	346	(837)	(639)	1,646	594	764
55373	Rockford	102	80	226	64	472	101	55	254	45	455	203	135	480	109	927
55374	Rogers	259	123	492	147	1,021	303	80	493	128	1,004	562	203	985	275	2,025
55376	St. Michael	270	203	588	145	1,206	295	224	610	102	1,231	565	427	1,198	247	2,437
55428	New Hope	(13)	(488)	220	12	(269)	(57)	(479)	259	43	(234)	(70)	(967)	479	55	(503)
55441	Plymouth	(130)	(305)	242	210	17	(183)	(238)	189	154	(78)	(313)	(543)	431	364	(61)
55442	Plymouth	(76)	(104)	551	137	508	(29)	(37)	408	112	454	(105)	(141)	959	249	962
55443	Brooklyn Park	460	100	1,045	314	1,919	427	268	931	259	1,885	887	368	1,976	573	3,804
55445	Brooklyn Park	54	(174)	171	73	124	47	(151)	149	74	119	101	(325)	320	147	243
55446	Plymouth	169	48	916	166	1,299	227	115	777	107	1,226	396	163	1,693	273	2,525
55447	Plymouth	(125)	(397)	370	318	166	(149)	(188)	197	218	78	(274)	(585)	567	536	244
	TOTAL	1,966	(381)	12,333	3,324	17,242	1,975	532	11,175	2,922	16,604	3,941	151	23,508	6,246	33,846

Data Source: Solucient

Population by Age and Gender

Percent Growth 2003-2008

ZIP	Town	Female					Male					Total				
		00-17	18-44	45-64	65+	All Ages	00-17	18-44	45-64	65+	All Ages	00-17	18-44	45-64	65+	All Ages
55301	Albertville	18.2%	13.7%	66.2%	31.9%	23.6%	21.1%	9.5%	74.1%	28.1%	23.8%	19.6%	11.5%	70.3%	30.1%	23.7%
55309	Big Lake	10.0%	7.0%	46.7%	28.5%	16.8%	12.1%	5.9%	41.6%	39.8%	16.6%	11.1%	6.4%	44.1%	33.8%	16.7%
55311	Maple Grove	15.0%	7.5%	60.0%	84.2%	25.6%	15.5%	11.4%	48.9%	78.9%	24.9%	15.3%	9.4%	54.4%	81.5%	25.2%
55313	Buffalo	5.5%	7.3%	27.7%	21.2%	13.3%	6.3%	7.0%	29.1%	27.1%	13.6%	5.9%	7.2%	28.4%	23.7%	13.4%
55316	Champlin	-1.1%	-6.6%	43.7%	26.8%	7.1%	-2.4%	-6.4%	38.5%	37.4%	6.3%	-1.8%	-6.5%	41.0%	31.5%	6.7%
55327	Dayton	-13.5%	-10.0%	15.9%	40.6%	-1.5%	-9.9%	-11.4%	14.1%	40.2%	-1.5%	-11.7%	-10.7%	15.0%	40.4%	-1.5%
55330	Elk River	5.9%	4.1%	39.6%	20.6%	13.6%	3.6%	5.5%	34.4%	34.0%	13.0%	4.7%	4.8%	36.9%	26.1%	13.3%
55340	Hamel	-8.3%	-11.4%	25.3%	37.7%	2.2%	-10.2%	-7.4%	18.8%	25.6%	1.3%	-9.3%	-9.4%	21.9%	30.9%	1.7%
55341	Hanover	13.0%	10.2%	70.8%	45.5%	25.9%	12.3%	6.5%	59.5%	108.0%	25.0%	12.7%	8.2%	64.5%	68.1%	25.4%
55357	Loretto	4.3%	-3.5%	29.6%	50.0%	10.0%	1.9%	-3.3%	29.6%	24.4%	8.4%	3.1%	-3.4%	29.6%	36.4%	9.2%
55362	Monticello	7.4%	5.6%	35.1%	19.5%	13.4%	8.8%	6.4%	33.9%	26.3%	14.1%	8.1%	6.0%	34.5%	22.3%	13.8%
55369	Maple Grove/Osseo	-9.7%	-5.8%	17.8%	24.6%	2.5%	-9.1%	-4.1%	16.6%	29.3%	2.1%	-9.4%	-5.0%	17.2%	26.5%	2.3%
55373	Rockford	12.1%	7.2%	43.1%	48.1%	18.1%	11.8%	5.1%	45.5%	35.2%	17.3%	11.9%	6.1%	44.4%	41.8%	17.7%
55374	Rogers	16.6%	6.7%	51.9%	55.9%	22.1%	19.6%	4.2%	47.9%	56.6%	21.4%	18.1%	5.4%	49.8%	56.2%	21.7%
55376	St. Michael	15.6%	9.5%	63.3%	39.9%	23.4%	16.2%	10.2%	63.0%	36.7%	23.4%	15.9%	9.9%	63.1%	38.5%	23.4%
55428	New Hope	-0.4%	-8.9%	6.7%	0.4%	-1.8%	-1.6%	-8.3%	8.4%	2.7%	-1.7%	-1.0%	-8.6%	7.5%	1.2%	-1.7%
55441	Plymouth	-6.6%	-8.7%	9.2%	25.1%	0.2%	-9.4%	-6.5%	7.5%	19.7%	-0.9%	-8.0%	-7.5%	8.4%	22.5%	-0.3%
55442	Plymouth	-4.1%	-4.1%	27.6%	21.3%	7.3%	-1.5%	-1.6%	20.8%	24.1%	6.9%	-2.8%	-2.9%	24.2%	22.5%	7.1%
55443	Brooklyn Park	11.3%	1.7%	30.5%	29.8%	13.3%	10.0%	4.5%	28.3%	33.3%	13.2%	10.6%	3.1%	29.4%	31.3%	13.2%
55445	Brooklyn Park	4.5%	-8.6%	15.1%	26.4%	2.7%	3.8%	-7.4%	14.7%	43.0%	2.7%	4.1%	-8.0%	14.9%	32.7%	2.7%
55446	Plymouth	7.2%	1.7%	50.0%	35.5%	17.2%	9.7%	4.4%	43.3%	31.5%	17.3%	8.4%	3.0%	46.7%	33.8%	17.3%
55447	Plymouth	-4.4%	-9.8%	11.4%	26.3%	1.5%	-5.1%	-4.4%	6.6%	23.0%	0.7%	-4.7%	-7.0%	9.1%	24.8%	1.1%
	TOTAL	4.1%	-0.6%	30.3%	23.0%	10.1%	4.0%	0.8%	27.7%	28.1%	9.9%	4.0%	0.1%	29.0%	25.1%	10.0%

Data Source: Solucient

### Maple Grove Service Area Household Income Level Estimates

Income Level	2000 Census		2004 Estimates		2009 Estimates	
	Households	% Of Total	Households	% Of Total	Households	% Of Total
\$ 0 - \$ 9,999	3,096	2.7%	3,352	2.6%	3,345	2.3%
\$ 10,000 - \$ 14,999	2,937	2.6%	2,712	2.1%	2,404	1.7%
\$ 15,000 - \$ 19,999	3,183	2.8%	2,949	2.3%	2,838	2.0%
\$ 20,000 - \$ 24,999	4,014	3.6%	3,682	2.9%	3,250	2.3%
\$ 25,000 - \$ 29,999	4,401	3.9%	4,001	3.2%	3,741	2.6%
\$ 30,000 - \$ 34,999	5,447	4.8%	5,227	4.1%	4,092	2.8%
\$ 35,000 - \$ 39,999	5,093	4.5%	5,250	4.1%	5,273	3.7%
\$ 40,000 - \$ 44,999	5,579	5.0%	5,280	4.2%	5,196	3.6%
\$ 45,000 - \$ 49,999	5,748	5.1%	4,859	3.8%	5,219	3.6%
\$ 50,000 - \$ 59,999	11,771	10.5%	11,729	9.2%	10,266	7.1%
\$ 60,000 - \$ 74,999	16,588	14.7%	16,704	13.2%	17,054	11.9%
\$ 75,000 - \$ 99,999	20,489	18.2%	24,050	18.9%	25,386	17.6%
\$100,000 - \$124,999	10,988	9.8%	15,419	12.1%	20,303	14.1%
\$125,000 - \$149,999	5,246	4.7%	7,871	6.2%	13,212	9.2%
\$150,000 - \$199,999	4,288	3.8%	6,983	5.5%	10,542	7.3%
\$200,000 - \$249,999	1,806	1.6%	3,222	2.5%	5,289	3.7%
\$250,000 - \$499,999	1,429	1.3%	2,591	2.0%	4,539	3.2%
\$500,000 +	516	0.5%	1,039	0.8%	1,962	1.4%
<b>22 ZIP Totals</b>	<b>112,619</b>	<b>100%</b>	<b>126,920</b>	<b>100%</b>	<b>143,911</b>	<b>100%</b>

**Data Sources:** 2000, 2004, & 2009 ZIP Code estimates, Claritas, Inc., 2000 Census, U.S. Bureau of the Census

**Criteria:** 22 ZIP code Maple Grove service area

Maple Grove Service Area Household Income Level Estimates By ZIP, 2000 Census

Year	ZIP	City	\$ 0 - \$ 9,999	\$ 10,000 - \$ 14,999	\$ 15,000 - \$ 19,999	\$ 20,000 - \$ 24,999	\$ 25,000 - \$ 29,999	\$ 30,000 - \$ 34,999	\$ 35,000 - \$ 39,999	\$ 40,000 - \$ 44,999	\$ 45,000 - \$ 49,999	\$ 50,000 - \$ 59,999	\$ 60,000 - \$ 74,999
2000 Household Income	55301	Albertville	47	25	37	57	102	60	90	81	77	165	231
	55309	Big Lake	130	109	92	134	175	230	251	208	321	622	745
	55311	Maple Grove	70	39	61	82	138	155	164	211	217	584	1,039
	55313	Buffalo	253	221	285	268	315	421	269	333	333	712	1,063
	55316	Champlin	62	143	155	207	236	317	219	385	345	953	1,467
	55327	Dayton	7	40	33	57	57	46	43	35	79	120	161
	55330	Elk River	298	387	340	312	347	454	400	438	516	1,072	1,530
	55340	Hamel	22	13	12	32	41	25	70	77	60	182	200
	55341	Hanover	7	18	7	3	7	10	8	14	21	62	62
	55357	Loretto	21	18	24	19	30	29	42	40	31	54	105
	55362	Monticello	180	202	214	204	284	322	241	396	303	619	633
	55369	Maple Grove/Osseo	120	189	304	367	332	525	587	499	705	1,267	1,993
	55373	Rockford	52	56	40	102	84	101	114	127	74	170	259
	55374	Rogers	50	39	29	42	35	67	93	103	118	240	437
	55376	St. Michael	53	41	100	74	36	126	86	156	130	214	576
	55428	New Hope	775	600	696	784	740	836	777	829	719	1,208	1,410
	55441	Plymouth	236	155	167	351	381	459	359	303	389	680	690
	55442	Plymouth	99	23	69	105	154	149	165	189	148	343	498
	55443	Brooklyn Park	353	325	219	373	393	476	515	562	412	991	1,341
	55445	Brooklyn Park	51	70	47	169	132	171	121	201	191	375	588
55446	Plymouth	85	54	71	66	75	101	164	118	209	334	447	
55447	Plymouth	125	170	181	206	307	367	315	274	350	804	1,113	
<b>22 ZIP Total</b>			<b>3,096</b>	<b>2,937</b>	<b>3,183</b>	<b>4,014</b>	<b>4,401</b>	<b>5,447</b>	<b>5,093</b>	<b>5,579</b>	<b>5,748</b>	<b>11,771</b>	<b>16,588</b>
			<b>2.7%</b>	<b>2.6%</b>	<b>2.8%</b>	<b>3.6%</b>	<b>3.9%</b>	<b>4.8%</b>	<b>4.5%</b>	<b>5.0%</b>	<b>5.1%</b>	<b>10.5%</b>	<b>14.7%</b>

Note: This table shows household, not population, based information

Data Sources: 2000, 2004, & 2009 ZIP Code estimates, Claritas, Inc., 2000 Census, U.S. Bureau of the Census

Criteria: 22 ZIP code Maple Grove service area

Maple Grove Service Area Household Income Level Estimates By ZIP, 2000 Census

Year	ZIP	City	\$ 75,000 - \$ 99,999	\$100,000 - \$124,999	\$125,000 - \$149,999	\$150,000 - \$199,999	\$200,000 - \$249,999	\$250,000 - \$499,999	\$500,000 +	ZIP Total
2000 Household Income	55301	Albertville	252	130	14	30	3	2	0	1,403
	55309	Big Lake	631	287	65	35	29	19	3	4,086
	55311	Maple Grove	1,427	1,059	686	514	206	167	64	6,883
	55313	Buffalo	963	460	183	169	52	37	9	6,346
	55316	Champlin	1,663	748	279	150	53	37	6	7,425
	55327	Dayton	227	167	67	36	28	34	17	1,254
	55330	Elk River	1,617	692	247	139	53	45	11	8,898
	55340	Hamel	347	204	126	113	47	59	49	1,679
	55341	Hanover	114	56	6	12	7	7	1	422
	55357	Loretto	173	79	59	32	16	17	11	800
	55362	Monticello	730	362	77	35	21	10	1	4,834
	55369	Maple Grove/Osseo	2,553	1,382	601	385	115	68	31	12,023
	55373	Rockford	273	116	61	16	18	14	3	1,680
	55374	Rogers	691	338	105	85	45	38	16	2,571
	55376	St. Michael	603	317	103	144	55	26	2	2,842
	55428	New Hope	1,375	725	216	81	43	29	10	11,853
	55441	Plymouth	1,119	672	407	454	200	152	52	7,226
	55442	Plymouth	988	504	450	440	196	152	69	4,741
55443	Brooklyn Park	1,727	947	256	335	79	43	2	9,349	
55445	Brooklyn Park	628	263	103	128	36	17	1	3,292	
55446	Plymouth	885	639	520	422	213	197	61	4,661	
55447	Plymouth	1,503	841	615	533	291	259	97	8,351	
<b>22 ZIP Total</b>			<b>20,489</b>	<b>10,988</b>	<b>5,246</b>	<b>4,288</b>	<b>1,806</b>	<b>1,429</b>	<b>516</b>	<b>112,619</b>
			<b>18.2%</b>	<b>9.8%</b>	<b>4.7%</b>	<b>3.8%</b>	<b>1.6%</b>	<b>1.3%</b>	<b>0.5%</b>	<b>100.0%</b>

Note: This table shows household, not population, based information

Data Sources: 2000, 2004, & 2009 ZIP Code estimates, Claritas, Inc., 2000 Census, U.S. Bureau of the Census

Criteria: 22 ZIP code Maple Grove service area

Maple Grove Service Area Household Income Level Estimates By ZIP, 2004 Estimates

Year	ZIP	City	\$ 0 - \$ 9,999	\$ 10,000 - \$ 14,999	\$ 15,000 - \$ 19,999	\$ 20,000 - \$ 24,999	\$ 25,000 - \$ 29,999	\$ 30,000 - \$ 34,999	\$ 35,000 - \$ 39,999	\$ 40,000 - \$ 44,999	\$ 45,000 - \$ 49,999	\$ 50,000 - \$ 59,999	\$ 60,000 - \$ 74,999
<b>2004 Household Income</b>	55301	Albertville	63	34	40	57	83	142	78	103	92	214	290
	55309	Big Lake	147	110	103	131	153	223	255	278	205	695	905
	55311	Maple Grove	93	44	55	82	115	187	167	199	209	628	1,121
	55313	Buffalo	316	232	291	317	315	439	425	308	331	729	1,128
	55316	Champlin	62	101	136	171	192	253	283	215	280	707	1,275
	55327	Dayton	7	23	33	37	49	57	41	38	32	117	156
	55330	Elk River	352	377	368	358	345	455	469	431	420	1,102	1,589
	55340	Hamel	22	12	11	16	31	43	24	54	63	129	228
	55341	Hanover	10	21	17	8	5	16	15	11	15	59	116
	55357	Loretto	23	17	15	22	17	31	29	26	32	73	74
	55362	Monticello	212	207	216	241	255	355	340	297	364	676	818
	55369	Maple Grove/Osseo	123	158	244	336	328	400	528	592	468	1,290	1,866
	55373	Rockford	53	50	40	61	89	90	90	99	108	167	234
	55374	Rogers	68	45	41	43	52	51	86	115	113	295	476
	55376	St. Michael	84	54	91	128	91	62	153	139	157	356	539
	55428	New Hope	748	511	571	696	664	820	704	744	638	1,226	1,336
	55441	Plymouth	233	140	145	229	319	407	402	340	251	665	786
	55442	Plymouth	104	31	44	86	114	157	145	161	164	317	456
	55443	Brooklyn Park	371	304	231	325	358	477	458	540	416	915	1,297
	55445	Brooklyn Park	46	55	45	98	134	129	133	127	165	322	523
55446	Plymouth	92	49	57	69	68	97	111	176	110	387	480	
55447	Plymouth	123	137	155	171	224	336	314	287	226	660	1,011	
<b>22 ZIP Total</b>			<b>3,352</b>	<b>2,712</b>	<b>2,949</b>	<b>3,682</b>	<b>4,001</b>	<b>5,227</b>	<b>5,250</b>	<b>5,280</b>	<b>4,859</b>	<b>11,729</b>	<b>16,704</b>
			<b>2.6%</b>	<b>2.1%</b>	<b>2.3%</b>	<b>2.9%</b>	<b>3.2%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>4.2%</b>	<b>3.8%</b>	<b>9.2%</b>	<b>13.2%</b>

**Note: This table shows household, not population, based information**

Data Sources: 2000, 2004, & 2009 ZIP Code estimates, Claritas, Inc., 2000 Census, U.S. Bureau of the Census

Criteria: 22 ZIP code Maple Grove service area

**Maple Grove Service Area Household Income Level Estimates By ZIP, 2004 Estimates**

Year	ZIP	City	\$ 75,000 - \$ 99,999	\$100,000 - \$124,999	\$125,000 - \$149,999	\$150,000 - \$199,999	\$200,000 - \$249,999	\$250,000 - \$499,999	\$500,000 +	ZIP Total
<b>2004 Household Income</b>	55301	Albertville	428	260	113	39	24	5	1	2,066
	55309	Big Lake	988	493	194	84	36	38	10	5,048
	55311	Maple Grove	1,949	1,435	1,002	1,084	480	367	151	9,368
	55313	Buffalo	1,349	669	314	257	107	65	21	7,613
	55316	Champlin	1,927	1,151	511	356	116	76	19	7,831
	55327	Dayton	233	179	116	78	29	46	28	1,299
	55330	Elk River	2,078	1,136	474	280	97	79	25	10,435
	55340	Hamel	313	263	151	165	83	86	77	1,771
	55341	Hanover	153	126	60	17	15	17	7	688
	55357	Loretto	155	138	69	90	26	34	22	893
	55362	Monticello	902	530	199	71	26	20	2	5,731
	55369	Maple Grove/Osseo	2,902	1,861	940	699	255	135	57	13,182
	55373	Rockford	347	209	90	81	18	28	12	1,866
	55374	Rogers	942	714	329	179	86	90	41	3,766
	55376	St. Michael	1,055	627	315	239	154	89	14	4,347
	55428	New Hope	1,497	824	359	184	49	43	15	11,629
	55441	Plymouth	1,033	775	447	532	307	246	90	7,347
	55442	Plymouth	876	690	395	572	324	264	120	5,020
	55443	Brooklyn Park	1,876	1,167	497	385	184	87	15	9,903
	55445	Brooklyn Park	665	391	163	148	69	33	5	3,251
	55446	Plymouth	908	790	549	730	367	363	145	5,548
	55447	Plymouth	1,474	991	584	713	370	380	162	8,318
<b>22 ZIP Total</b>			<b>24,050</b>	<b>15,419</b>	<b>7,871</b>	<b>6,983</b>	<b>3,222</b>	<b>2,591</b>	<b>1,039</b>	<b>126,920</b>
			<b>18.9%</b>	<b>12.1%</b>	<b>6.2%</b>	<b>5.5%</b>	<b>2.5%</b>	<b>2.0%</b>	<b>0.8%</b>	<b>100.0%</b>

**Note: This table shows household, not population, based information**

Data Sources: 2000, 2004, & 2009 ZIP Code estimates, Claritas, Inc., 2000 Census, U.S. Bureau of the Census

Criteria: 22 ZIP code Maple Grove service area

**Maple Grove Service Area Household Income Level Estimates By ZIP, 2009 Estimates**

Year	ZIP	City	\$ 0 - \$ 9,999	\$ 10,000 - \$ 14,999	\$ 15,000 - \$ 19,999	\$ 20,000 - \$ 24,999	\$ 25,000 - \$ 29,999	\$ 30,000 - \$ 34,999	\$ 35,000 - \$ 39,999	\$ 40,000 - \$ 44,999	\$ 45,000 - \$ 49,999	\$ 50,000 - \$ 59,999	\$ 60,000 - \$ 74,999
<b>2009 Household Income</b>	55301	Albertville	76	37	46	55	72	96	168	110	109	232	373
	55309	Big Lake	158	107	114	130	153	176	241	279	303	568	1,054
	55311	Maple Grove	107	48	52	69	105	133	218	186	212	536	1,181
	55313	Buffalo	356	236	300	336	345	380	488	444	337	756	1,179
	55316	Champlin	57	67	110	135	166	171	237	247	214	503	1,023
	55327	Dayton	6	14	26	30	34	41	55	40	35	67	150
	55330	Elk River	383	354	395	384	379	397	492	495	462	1,003	1,696
	55340	Hamel	20	9	10	12	17	28	43	25	37	108	188
	55341	Hanover	10	17	24	19	12	7	19	20	15	36	119
	55357	Loretto	22	17	17	10	18	15	28	28	27	47	97
	55362	Monticello	231	202	234	248	277	298	382	382	326	737	980
	55369	Maple Grove/Osseo	119	124	207	275	317	310	413	520	587	1,052	1,852
	55373	Rockford	50	40	43	43	61	80	87	85	93	186	237
	55374	Rogers	81	49	50	47	51	55	66	92	125	270	531
	55376	St. Michael	103	65	87	124	149	103	79	161	180	371	647
	55428	New Hope	662	418	495	571	612	628	735	636	655	1,118	1,356
	55441	Plymouth	211	116	132	158	230	286	384	356	321	510	825
	55442	Plymouth	99	35	37	57	91	110	158	132	159	312	446
	55443	Brooklyn Park	359	266	238	291	327	383	462	465	475	817	1,262
	55445	Brooklyn Park	40	40	41	62	93	113	111	106	116	283	431
55446	Plymouth	90	44	49	56	65	69	105	118	176	287	551	
55447	Plymouth	105	99	131	138	167	213	302	269	255	467	876	
<b>22 ZIP Total</b>			<b>3,345</b>	<b>2,404</b>	<b>2,838</b>	<b>3,250</b>	<b>3,741</b>	<b>4,092</b>	<b>5,273</b>	<b>5,196</b>	<b>5,219</b>	<b>10,266</b>	<b>17,054</b>
			<b>2.3%</b>	<b>1.7%</b>	<b>2.0%</b>	<b>2.3%</b>	<b>2.6%</b>	<b>2.8%</b>	<b>3.7%</b>	<b>3.6%</b>	<b>3.6%</b>	<b>7.1%</b>	<b>11.9%</b>

**Note: This table shows household, not population, based information**

Data Sources: 2000, 2004, & 2009 ZIP Code estimates, Claritas, Inc., 2000 Census, U.S. Bureau of the Census

Criteria: 22 ZIP code Maple Grove service area

**Maple Grove Service Area Household Income Level Estimates By ZIP, 2009 Estimates**

Year	ZIP	City	\$ 75,000 - \$ 99,999	\$100,000 - \$124,999	\$125,000 - \$149,999	\$150,000 - \$199,999	\$200,000 - \$249,999	\$250,000 - \$499,999	\$500,000 +	ZIP Total
<b>2009 Household Income</b>	55301	Albertville	549	449	271	154	43	25	4	2,869
	55309	Big Lake	1,294	829	429	224	70	60	23	6,212
	55311	Maple Grove	2,178	2,005	1,501	1,674	948	769	319	12,241
	55313	Buffalo	1,653	1,047	542	412	188	121	43	9,163
	55316	Champlin	1,807	1,516	934	619	273	156	46	8,281
	55327	Dayton	220	197	149	134	52	53	42	1,345
	55330	Elk River	2,388	1,684	934	548	190	138	51	12,373
	55340	Hamel	316	271	225	207	122	128	113	1,879
	55341	Hanover	221	179	148	93	19	31	18	1,007
	55357	Loretto	120	141	120	122	74	58	40	1,001
	55362	Monticello	1,137	742	402	177	42	30	6	6,833
	55369	Maple Grove/Osseo	2,927	2,395	1,529	1,118	467	276	100	14,588
	55373	Rockford	347	287	186	139	67	45	26	2,102
	55374	Rogers	1,004	1,038	778	473	165	165	91	5,131
	55376	St. Michael	1,189	1,110	708	524	260	246	57	6,163
	55428	New Hope	1,491	965	522	304	90	54	23	11,335
	55441	Plymouth	1,038	825	607	590	374	378	152	7,493
	55442	Plymouth	758	735	580	590	413	436	204	5,352
	55443	Brooklyn Park	1,885	1,425	837	560	255	178	41	10,526
	55445	Brooklyn Park	639	461	285	193	93	59	13	3,179
	55446	Plymouth	882	909	768	912	603	621	296	6,601
	55447	Plymouth	1,343	1,093	757	775	481	512	254	8,237
<b>22 ZIP Total</b>			<b>25,386</b>	<b>20,303</b>	<b>13,212</b>	<b>10,542</b>	<b>5,289</b>	<b>4,539</b>	<b>1,962</b>	<b>143,911</b>
			<b>17.6%</b>	<b>14.1%</b>	<b>9.2%</b>	<b>7.3%</b>	<b>3.7%</b>	<b>3.2%</b>	<b>1.4%</b>	<b>100.0%</b>

**Note: This table shows household, not population, based information**

Data Sources: 2000, 2004, & 2009 ZIP Code estimates, Claritas, Inc., 2000 Census, U.S. Bureau of the Census

Criteria: 22 ZIP code Maple Grove service area

## Appendix 6

### 2003 Discharges from all hospitals by service line

		<u>Cardiology</u>	<u>Chem Dep.</u>	<u>E.N.T.</u>	<u>Gen Med</u>	<u>Gen Surg</u>	<u>Gyn</u>	<u>Neonates</u>	<u>Neurology</u>	<u>Obstetrics</u>	<u>Oncology</u>
Albertville	55301	42	2	12	89	40	13	44	14	167	7
Big Lake	55309	174	32	19	283	106	50	69	56	304	18
Maple Grove	55311	195	27	36	319	130	57	96	69	447	44
Buffalo	55313	363	21	37	516	144	72	117	107	353	41
Champlin	55316	209	44	28	336	145	64	74	101	329	66
Dayton	55327	51	8	4	62	33	9	9	26	29	8
Elk River	55330	448	34	48	604	214	91	135	158	491	86
Hamel	55340	59	8	10	66	35	20	17	24	60	6
Hanover	55341	15	3	4	33	10	6	11	6	64	
Loretto	55357	35	5	4	57	21	14	6	12	49	4
Monticello	55362	232	17	14	366	123	60	62	66	312	29
Maple Grove/Osseo	55369	373	61	44	554	253	109	99	175	416	87
Rockford	55373	83	10	6	122	38	13	33	33	109	7
Rogers	55374	90	12	9	161	59	33	54	47	239	14
St. Michael	55376	93	8	22	165	61	24	52	46	277	17
New Hope	55428	616	62	64	1,029	245	95	107	253	509	128
Plymouth	55441	213	37	34	398	118	35	62	89	229	65
Plymouth	55442	147	18	26	207	88	31	29	55	171	56
Brooklyn Park	55443	361	50	48	571	205	76	149	137	581	91
Brooklyn Park	55445	84	13	11	152	70	25	38	33	135	10
Plymouth	55446	141	26	21	182	79	42	50	47	199	46
Plymouth	55447	277	31	25	393	140	44	58	127	224	57
<b>TOTAL</b>	<b>22 ZIPs</b>	<b>4,301</b>	<b>529</b>	<b>526</b>	<b>6,665</b>	<b>2,357</b>	<b>983</b>	<b>1,371</b>	<b>1,681</b>	<b>5,694</b>	<b>887</b>

Data Source: 2003 MHA statewide data

2003 Discharges from all hospit  
by service line

		<u>Eye</u>	<u>Ortho</u>	<u>Psychiatry</u>	<u>Rehab</u>	<u>Urology</u>	<u>TOTAL excl Newborns</u>	<u>Newborns</u>	<u>TOTAL incl Newborns</u>
Albertville	55301	1	40	13	3	10	497	115	612
Big Lake	55309	2	138	65	10	44	1,370	234	1,604
Maple Grove	55311		217	62	12	56	1,767	332	2,099
Buffalo	55313	1	234	104	7	105	2,222	237	2,459
Champlin	55316	2	223	99	19	77	1,816	244	2,060
Dayton	55327	1	27	9	2	13	291	18	309
Elk River	55330	3	320	134	15	114	2,895	353	3,248
Hamel	55340	1	46	22	3	17	394	40	434
Hanover	55341		12	9		4	177	52	229
Loretto	55357	1	29	11	1	8	257	44	301
Monticello	55362		147	89	4	86	1,607	240	1,847
Maple Grove/Osseo	55369	10	347	163	15	115	2,821	297	3,118
Rockford	55373	1	45	17	2	26	545	68	613
Rogers	55374	1	96	36	4	31	886	182	1,068
St. Michael	55376	3	102	41	8	29	948	222	1,170
New Hope	55428	7	483	254	13	200	4,065	355	4,420
Plymouth	55441	4	184	124	17	52	1,661	165	1,826
Plymouth	55442	3	133	46	7	53	1,070	127	1,197
Brooklyn Park	55443	7	217	153	24	89	2,759	402	3,161
Brooklyn Park	55445	1	76	46	6	22	722	99	821
Plymouth	55446	1	118	48	3	39	1,042	143	1,185
Plymouth	55447	1	210	108	10	63	1,768	166	1,934
<b>TOTAL</b>	<b>22 ZIPs</b>	<b>51</b>	<b>3,444</b>	<b>1,653</b>	<b>185</b>	<b>1,253</b>	<b>31,580</b>	<b>4,135</b>	<b>35,715</b>

Data Source: 2003 MHA stawew

## Appendix 6

2003 Days from all hospitals  
by service line

		<u>Cardiology</u>	<u>Chem Dep.</u>	<u>E.N.T.</u>	<u>Gen Med</u>	<u>Gen Surg</u>	<u>Gyn</u>	<u>Neonates</u>	<u>Neurology</u>	<u>Obstetrics</u>
Albertville	55301	215	6	23	283	213	31	430	57	424
Big Lake	55309	408	207	34	1,127	504	115	280	277	824
Maple Grove	55311	658	120	73	1,355	689	121	619	331	1,177
Buffalo	55313	1,037	118	91	1,745	645	166	579	482	875
Champlin	55316	657	301	54	1,265	779	143	582	418	867
Dayton	55327	160	64	9	206	132	28	25	111	72
Elk River	55330	1,332	247	87	2,139	1,040	216	615	734	1,253
Hamel	55340	147	33	19	242	199	49	317	86	150
Hanover	55341	48	16	4	124	59	14	79	13	166
Loretto	55357	148	25	7	267	93	39	14	78	120
Monticello	55362	583	65	36	1,339	587	133	197	382	749
Maple Grove/Osseo	55369	1,113	292	102	2,150	1,349	267	771	725	1,216
Rockford	55373	235	25	9	389	124	29	152	148	289
Rogers	55374	278	79	13	588	275	68	295	246	594
St. Michael	55376	334	29	42	619	267	50	293	152	701
New Hope	55428	2,460	313	158	4,302	1,568	258	829	1,256	1,397
Plymouth	55441	734	179	79	1,255	729	83	485	283	667
Plymouth	55442	403	108	80	765	477	76	323	176	459
Brooklyn Park	55443	1,087	330	97	2,529	1,131	183	1,304	603	1,487
Brooklyn Park	55445	309	69	25	569	412	62	216	122	325
Plymouth	55446	405	93	65	760	402	99	373	186	523
Plymouth	55447	864	150	54	1,587	732	109	311	489	617
TOTAL	22 Zips	13,615	2,869	1,161	25,605	12,406	2,339	9,089	7,355	14,952

Data Source: 2003 MHA statewide data

## Appendix 6

2003 Days from all hospitals  
by service line

		<u>Oncology</u>	<u>Eye</u>	<u>Ortho</u>	<u>Psychiatry</u>	<u>Rehab</u>	<u>Urology</u>	<u>TOTAL excl Newborns</u>	<u>Newborns</u>	<u>TOTAL incl Newborns</u>
Albertville	55301	22	1	130	74	32	34	1,975	229	2,204
Big Lake	55309	164	2	421	436	149	158	5,106	492	5,598
Maple Grove	55311	237	-	710	436	311	164	7,001	659	7,660
Buffalo	55313	267	1	796	614	89	342	7,847	500	8,347
Champlin	55316	378	4	675	616	214	255	7,208	526	7,734
Dayton	55327	25	4	93	62	23	35	1,049	34	1,083
Elk River	55330	408	9	972	940	157	409	10,558	745	11,303
Hamel	55340	29	1	137	133	65	65	1,672	91	1,763
Hanover	55341	-	-	25	58	-	12	618	107	725
Loretto	55357	18	3	106	63	9	21	1,011	95	1,106
Monticello	55362	188	-	429	478	51	263	5,480	484	5,964
Maple Grove/Osseo	55369	457	10	1,101	1,346	216	397	11,512	617	12,129
Rockford	55373	19	3	155	117	25	91	1,810	129	1,939
Rogers	55374	51	2	366	243	24	80	3,202	388	3,590
St. Michael	55376	65	4	336	217	176	83	3,368	466	3,834
New Hope	55428	767	8	1,878	2,241	219	815	18,469	740	19,209
Plymouth	55441	453	4	598	1,051	197	164	6,961	354	7,315
Plymouth	55442	319	6	469	356	81	186	4,284	263	4,547
Brooklyn Park	55443	514	9	731	1,406	300	380	12,091	832	12,923
Brooklyn Park	55445	57	2	286	402	116	66	3,038	182	3,220
Plymouth	55446	376	6	346	344	34	164	4,176	284	4,460
Plymouth	55447	330	1	910	780	120	287	7,341	361	7,702
TOTAL	22 Zips	5,144	80	11,670	12,413	2,608	4,471	125,777	8,578	134,355

Data Source: 2003 MHA statewide

**Park Nicollet Health Services**  
**Allina Hospitals and Clinics**

Appendix Exhibits (excl trade secrets).xlsAppendix 6b

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Kurt Salmon Associates

12/28/2004

## Appendix 6

2003 Average Daily Census from all hospitals  
by service line

		<u>Cardiology</u>	<u>Chem Dep.</u>	<u>E.N.T.</u>	<u>Gen Med</u>	<u>Gen Surg</u>	<u>Gyn</u>	<u>Neonates</u>	<u>Neurology</u>	<u>Obstetrics</u>
Albertville	55301	0.6	0.0	0.1	0.8	0.6	0.1	1.2	0.2	1.2
Big Lake	55309	1.1	0.6	0.1	3.1	1.4	0.3	0.8	0.8	2.3
Maple Grove	55311	1.8	0.3	0.2	3.7	1.9	0.3	1.7	0.9	3.2
Buffalo	55313	2.8	0.3	0.2	4.8	1.8	0.5	1.6	1.3	2.4
Champlin	55316	1.8	0.8	0.1	3.5	2.1	0.4	1.6	1.1	2.4
Dayton	55327	0.4	0.2	0.0	0.6	0.4	0.1	0.1	0.3	0.2
Elk River	55330	3.6	0.7	0.2	5.9	2.8	0.6	1.7	2.0	3.4
Hamel	55340	0.4	0.1	0.1	0.7	0.5	0.1	0.9	0.2	0.4
Hanover	55341	0.1	0.0	0.0	0.3	0.2	0.0	0.2	0.0	0.5
Loretto	55357	0.4	0.1	0.0	0.7	0.3	0.1	0.0	0.2	0.3
Monticello	55362	1.6	0.2	0.1	3.7	1.6	0.4	0.5	1.0	2.1
Maple Grove/Osseo	55369	3.0	0.8	0.3	5.9	3.7	0.7	2.1	2.0	3.3
Rockford	55373	0.6	0.1	0.0	1.1	0.3	0.1	0.4	0.4	0.8
Rogers	55374	0.8	0.2	0.0	1.6	0.8	0.2	0.8	0.7	1.6
St. Michael	55376	0.9	0.1	0.1	1.7	0.7	0.1	0.8	0.4	1.9
New Hope	55428	6.7	0.9	0.4	11.8	4.3	0.7	2.3	3.4	3.8
Plymouth	55441	2.0	0.5	0.2	3.4	2.0	0.2	1.3	0.8	1.8
Plymouth	55442	1.1	0.3	0.2	2.1	1.3	0.2	0.9	0.5	1.3
Brooklyn Park	55443	3.0	0.9	0.3	6.9	3.1	0.5	3.6	1.7	4.1
Brooklyn Park	55445	0.8	0.2	0.1	1.6	1.1	0.2	0.6	0.3	0.9
Plymouth	55446	1.1	0.3	0.2	2.1	1.1	0.3	1.0	0.5	1.4
Plymouth	55447	2.4	0.4	0.1	4.3	2.0	0.3	0.9	1.3	1.7
TOTAL	22 Zips	37.3	7.9	3.2	70.2	34.0	6.4	24.9	20.2	41.0

Data Source: 2003 MHA statewide data

## Appendix 6

2003 Average Daily Census from  
by service line

		<u>Oncology</u>	<u>Eye</u>	<u>Ortho</u>	<u>Psychiatry</u>	<u>Rehab</u>	<u>Urology</u>	<u>TOTAL excl Newborns</u>	<u>Newborns</u>	<u>TOTAL incl Newborns</u>
Albertville	55301	0.1	0.0	0.4	0.2	0.1	0.1	5.4	0.6	6.0
Big Lake	55309	0.4	0.0	1.2	1.2	0.4	0.4	14.0	1.3	15.3
Maple Grove	55311	0.6	-	1.9	1.2	0.9	0.4	19.2	1.8	21.0
Buffalo	55313	0.7	0.0	2.2	1.7	0.2	0.9	21.5	1.4	22.9
Champlin	55316	1.0	0.0	1.8	1.7	0.6	0.7	19.7	1.4	21.2
Dayton	55327	0.1	0.0	0.3	0.2	0.1	0.1	2.9	0.1	3.0
Elk River	55330	1.1	0.0	2.7	2.6	0.4	1.1	28.9	2.0	31.0
Hamel	55340	0.1	0.0	0.4	0.4	0.2	0.2	4.6	0.2	4.8
Hanover	55341	-	-	0.1	0.2	-	0.0	1.7	0.3	2.0
Loretto	55357	0.0	0.0	0.3	0.2	0.0	0.1	2.8	0.3	3.0
Monticello	55362	0.5	-	1.2	1.3	0.1	0.7	15.0	1.3	16.3
Maple Grove/Osseo	55369	1.3	0.0	3.0	3.7	0.6	1.1	31.5	1.7	33.2
Rockford	55373	0.1	0.0	0.4	0.3	0.1	0.2	5.0	0.4	5.3
Rogers	55374	0.1	0.0	1.0	0.7	0.1	0.2	8.8	1.1	9.8
St. Michael	55376	0.2	0.0	0.9	0.6	0.5	0.2	9.2	1.3	10.5
New Hope	55428	2.1	0.0	5.1	6.1	0.6	2.2	50.6	2.0	52.6
Plymouth	55441	1.2	0.0	1.6	2.9	0.5	0.4	19.1	1.0	20.0
Plymouth	55442	0.9	0.0	1.3	1.0	0.2	0.5	11.7	0.7	12.5
Brooklyn Park	55443	1.4	0.0	2.0	3.9	0.8	1.0	33.1	2.3	35.4
Brooklyn Park	55445	0.2	0.0	0.8	1.1	0.3	0.2	8.3	0.5	8.8
Plymouth	55446	1.0	0.0	0.9	0.9	0.1	0.4	11.4	0.8	12.2
Plymouth	55447	0.9	0.0	2.5	2.1	0.3	0.8	20.1	1.0	21.1
<b>TOTAL</b>	22 Zips	<b>14.1</b>	<b>0.2</b>	<b>32.0</b>	<b>34.0</b>	<b>7.1</b>	<b>12.2</b>	<b>344.6</b>	<b>23.5</b>	<b>368.1</b>

Data Source: 2003 MHA statewide

## Appendix 6

2003 Bed Need for all hospitals  
by service line

		<u>Cardiology</u>	<u>Chem Dep.</u>	<u>E.N.T.</u>	<u>Gen Med</u>	<u>Gen Surg</u>	<u>Gyn</u>	<u>Neonates</u>	<u>Neurology</u>	<u>Obstetrics</u>
Albertville	55301	0.8	0.0	0.1	1.0	0.8	0.1	1.6	0.2	1.5
Big Lake	55309	1.5	0.8	0.1	4.1	1.8	0.4	1.0	1.0	3.0
Maple Grove	55311	2.4	0.4	0.3	4.9	2.5	0.4	2.3	1.2	4.3
Buffalo	55313	3.8	0.4	0.3	6.4	2.4	0.6	2.1	1.8	3.2
Champlin	55316	2.4	1.1	0.2	4.6	2.8	0.5	2.1	1.5	3.2
Dayton	55327	0.6	0.2	0.0	0.8	0.5	0.1	0.1	0.4	0.3
Elk River	55330	4.9	0.9	0.3	7.8	3.8	0.8	2.2	2.7	4.6
Hamel	55340	0.5	0.1	0.1	0.9	0.7	0.2	1.2	0.3	0.5
Hanover	55341	0.2	0.1	0.0	0.5	0.2	0.1	0.3	0.0	0.6
Loretto	55357	0.5	0.1	0.0	1.0	0.3	0.1	0.1	0.3	0.4
Monticello	55362	2.1	0.2	0.1	4.9	2.1	0.5	0.7	1.4	2.7
Maple Grove/Osseo	55369	4.1	1.1	0.4	7.9	4.9	1.0	2.8	2.6	4.4
Rockford	55373	0.9	0.1	0.0	1.4	0.5	0.1	0.6	0.5	1.1
Rogers	55374	1.0	0.3	0.0	2.1	1.0	0.2	1.1	0.9	2.2
St. Michael	55376	1.2	0.1	0.2	2.3	1.0	0.2	1.1	0.6	2.6
New Hope	55428	9.0	1.1	0.6	15.7	5.7	0.9	3.0	4.6	5.1
Plymouth	55441	2.7	0.7	0.3	4.6	2.7	0.3	1.8	1.0	2.4
Plymouth	55442	1.5	0.4	0.3	2.8	1.7	0.3	1.2	0.6	1.7
Brooklyn Park	55443	4.0	1.2	0.4	9.2	4.1	0.7	4.8	2.2	5.4
Brooklyn Park	55445	1.1	0.3	0.1	2.1	1.5	0.2	0.8	0.4	1.2
Plymouth	55446	1.5	0.3	0.2	2.8	1.5	0.4	1.4	0.7	1.9
Plymouth	55447	3.2	0.5	0.2	5.8	2.7	0.4	1.1	1.8	2.3
TOTAL	22 Zips	49.7	10.5	4.2	93.5	45.3	8.5	33.2	26.9	54.6

Data Source: 2003 MHA statewide data  
75% Occupancy assumed

**Park Nicollet Health Services**  
**Allina Hospitals and Clinics**

Appendix Exhibits (excl trade secrets).xlsAppendix 6d

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Kurt Salmon Associates

12/28/2004

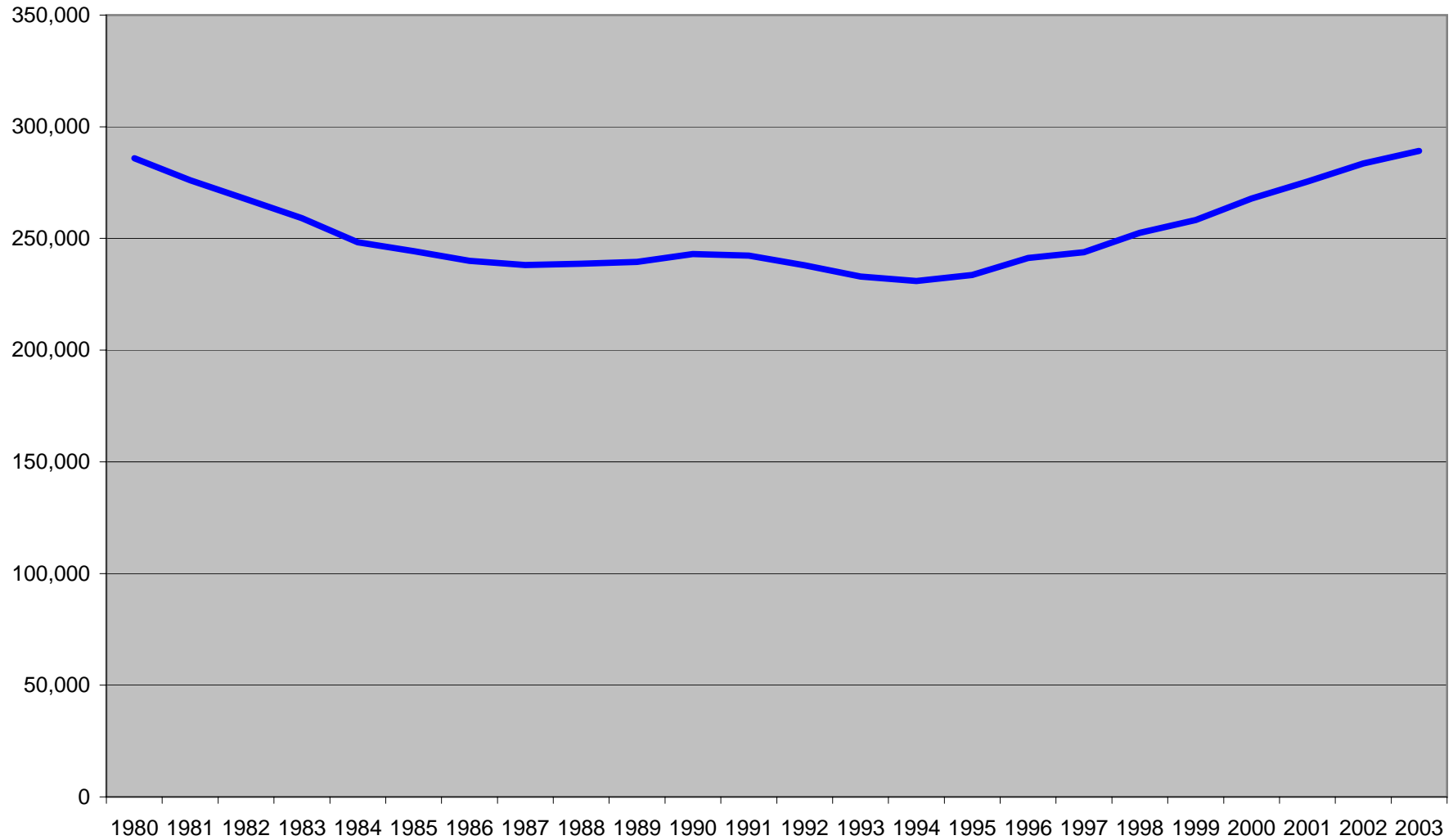
Appendix 6

2003 Bed Need for all hospitals  
by service line

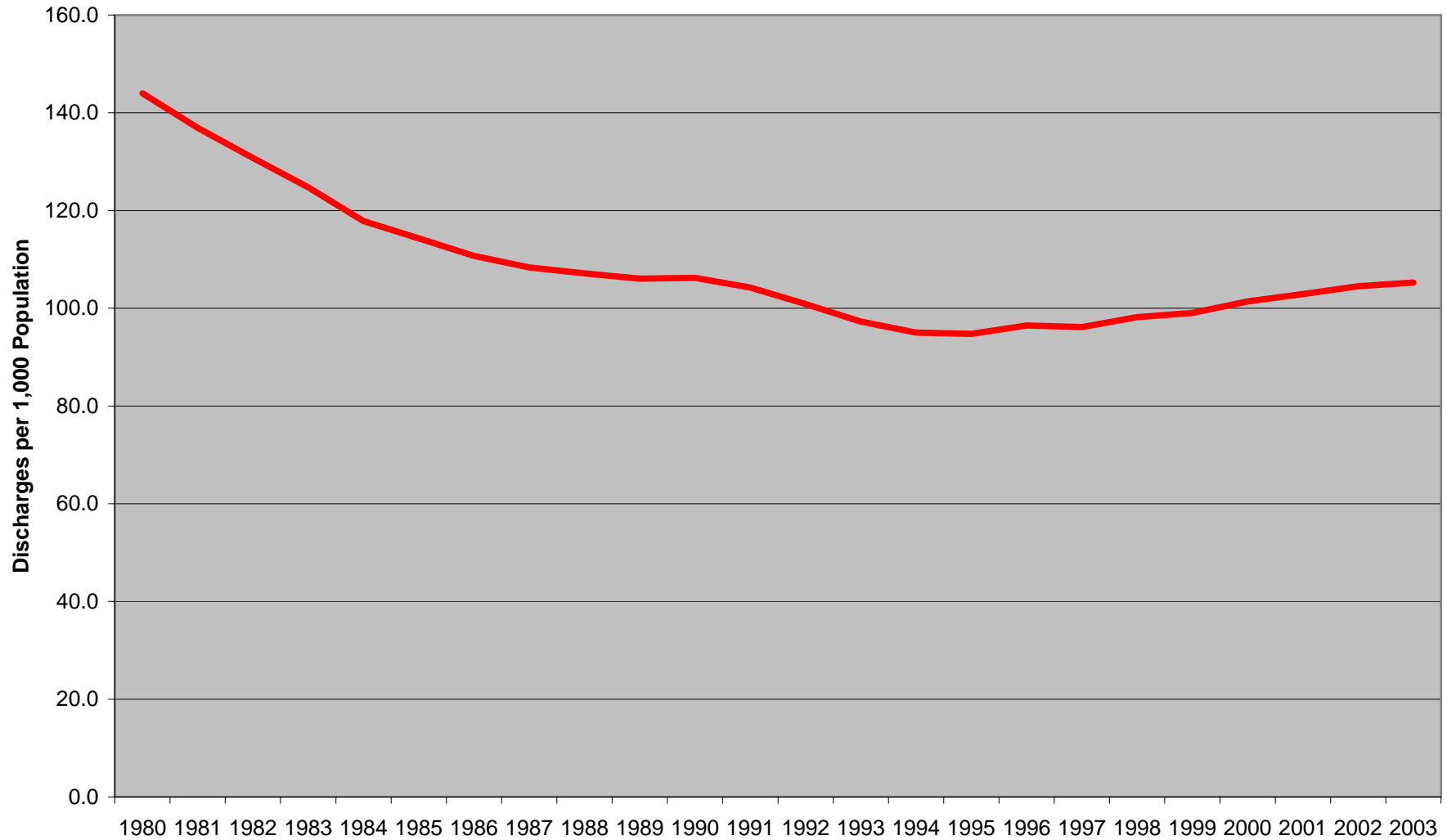
		<u>Oncology</u>	<u>Eye</u>	<u>Ortho</u>	<u>Psychiatry</u>	<u>Rehab</u>	<u>Urology</u>	<u>TOTAL excl Newborns</u>	<u>Newborns</u>	<u>TOTAL incl Newborns</u>
Albertville	55301	0.1	0.0	0.5	0.3	0.1	0.1	7.2	0.8	8.1
Big Lake	55309	0.6	0.0	1.5	1.6	0.5	0.6	18.7	1.8	20.4
Maple Grove	55311	0.9	0.0	2.6	1.6	1.1	0.6	25.6	2.4	28.0
Buffalo	55313	1.0	0.0	2.9	2.2	0.3	1.2	28.7	1.8	30.5
Champlin	55316	1.4	0.0	2.5	2.3	0.8	0.9	26.3	1.9	28.3
Dayton	55327	0.1	0.0	0.3	0.2	0.1	0.1	3.8	0.1	4.0
Elk River	55330	1.5	0.0	3.6	3.4	0.6	1.5	38.6	2.7	41.3
Hamel	55340	0.1	0.0	0.5	0.5	0.2	0.2	6.1	0.3	6.4
Hanover	55341	0.0	0.0	0.1	0.2	0.0	0.0	2.3	0.4	2.6
Loretto	55357	0.1	0.0	0.4	0.2	0.0	0.1	3.7	0.3	4.0
Monticello	55362	0.7	0.0	1.6	1.7	0.2	1.0	20.0	1.8	21.8
Maple Grove/Osseo	55369	1.7	0.0	4.0	4.9	0.8	1.5	42.1	2.3	44.3
Rockford	55373	0.1	0.0	0.6	0.4	0.1	0.3	6.6	0.5	7.1
Rogers	55374	0.2	0.0	1.3	0.9	0.1	0.3	11.7	1.4	13.1
St. Michael	55376	0.2	0.0	1.2	0.8	0.6	0.3	12.3	1.7	14.0
New Hope	55428	2.8	0.0	6.9	8.2	0.8	3.0	67.5	2.7	70.2
Plymouth	55441	1.7	0.0	2.2	3.8	0.7	0.6	25.4	1.3	26.7
Plymouth	55442	1.2	0.0	1.7	1.3	0.3	0.7	15.6	1.0	16.6
Brooklyn Park	55443	1.9	0.0	2.7	5.1	1.1	1.4	44.2	3.0	47.2
Brooklyn Park	55445	0.2	0.0	1.0	1.5	0.4	0.2	11.1	0.7	11.8
Plymouth	55446	1.4	0.0	1.3	1.3	0.1	0.6	15.3	1.0	16.3
Plymouth	55447	1.2	0.0	3.3	2.8	0.4	1.0	26.8	1.3	28.1
TOTAL	22 Zips	18.8	0.3	42.6	45.3	9.5	16.3	459.5	31.3	490.8

Data Source: 2003 MHA statewide  
75% Occupancy

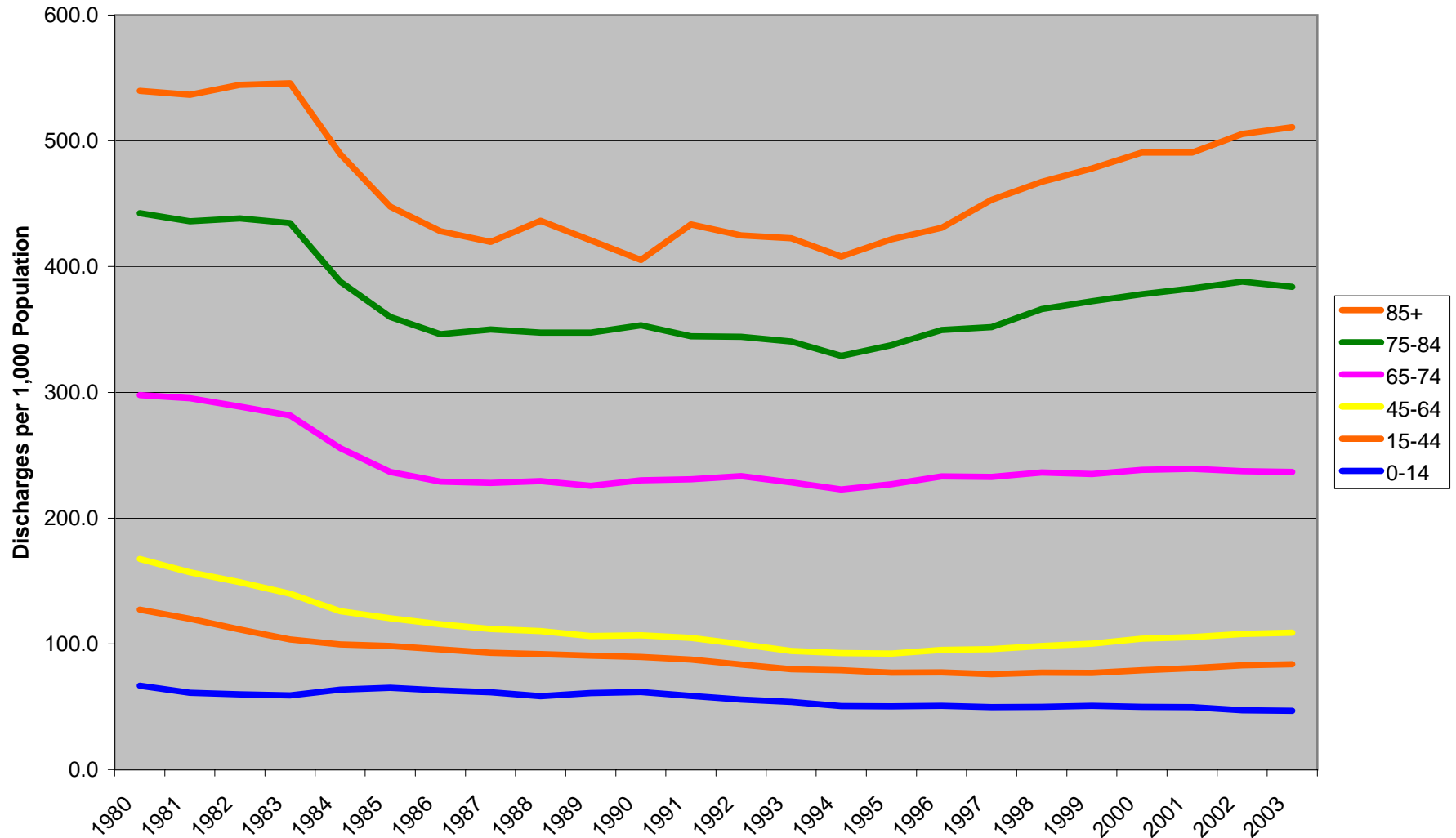
Total Discharges, 7-County Metropolitan Area  
1980-2003, MHA Data



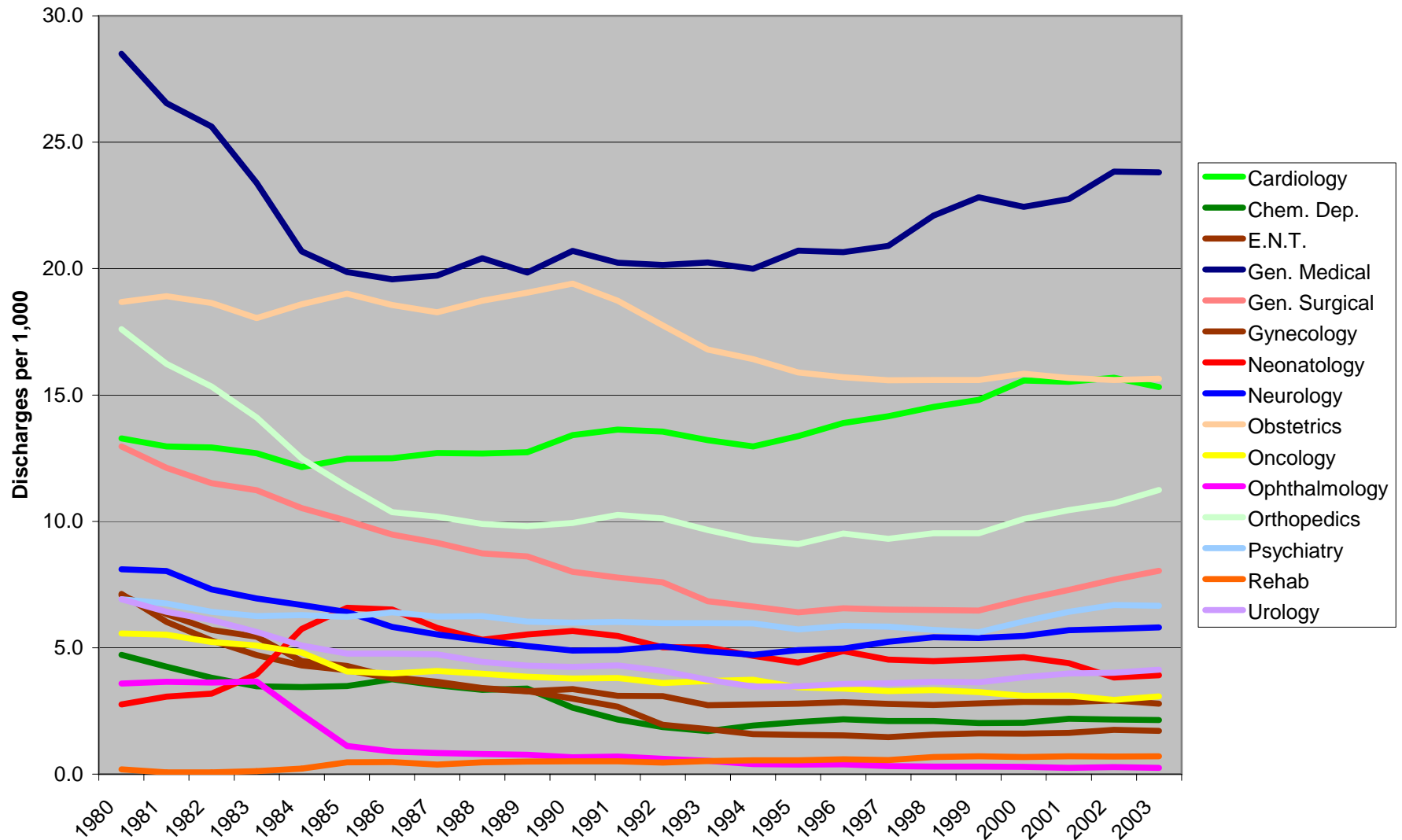
Utilization Trend, 7-County Metropolitan Area  
1980-2003 MHA Data



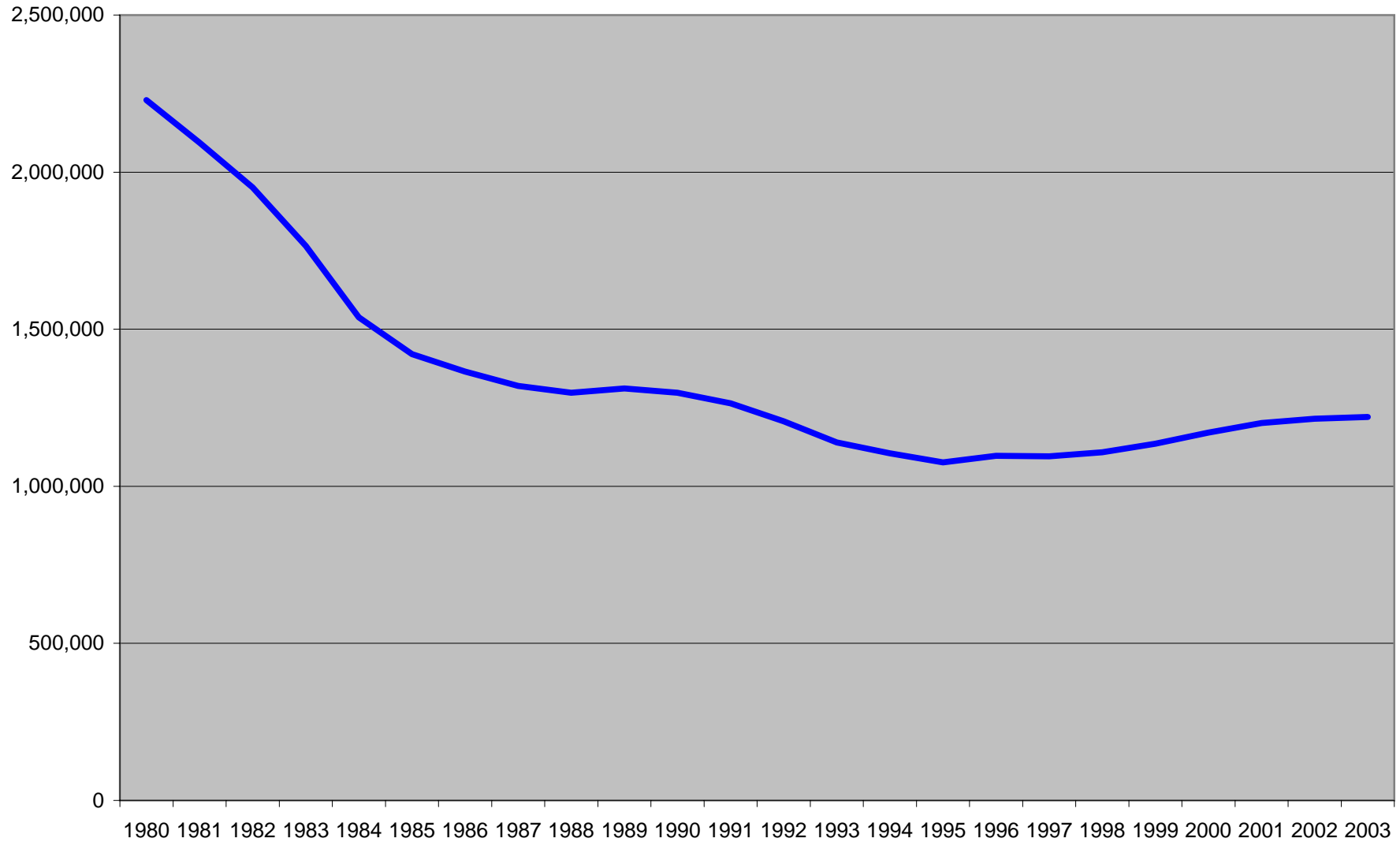
Utilization Trend by Age Group, 7-County Metropolitan Area  
1980-2003 MHA Data



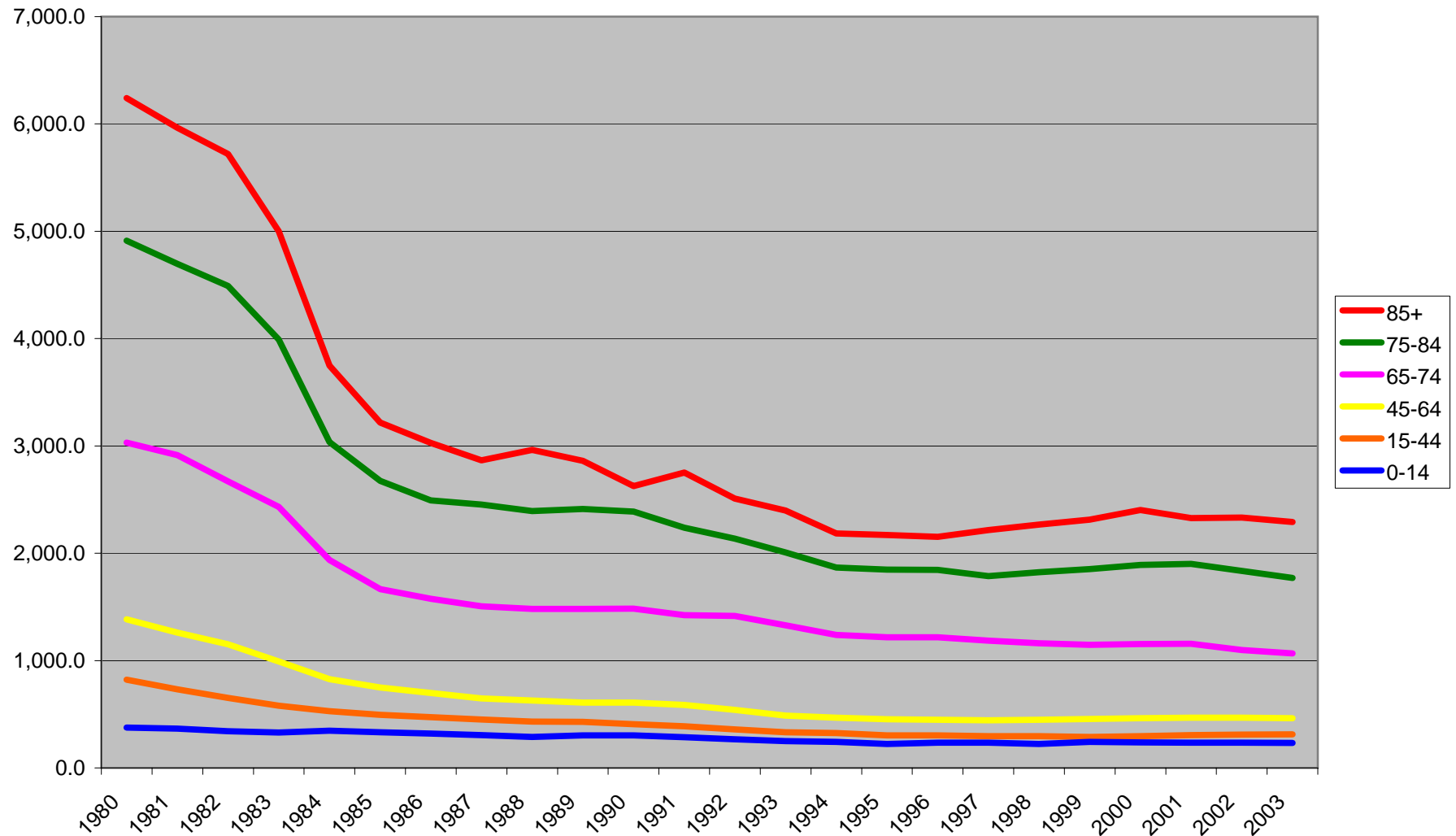
Utilization by Service Line, 7-County Metropolitan Area, 1980-2003 MHA Data



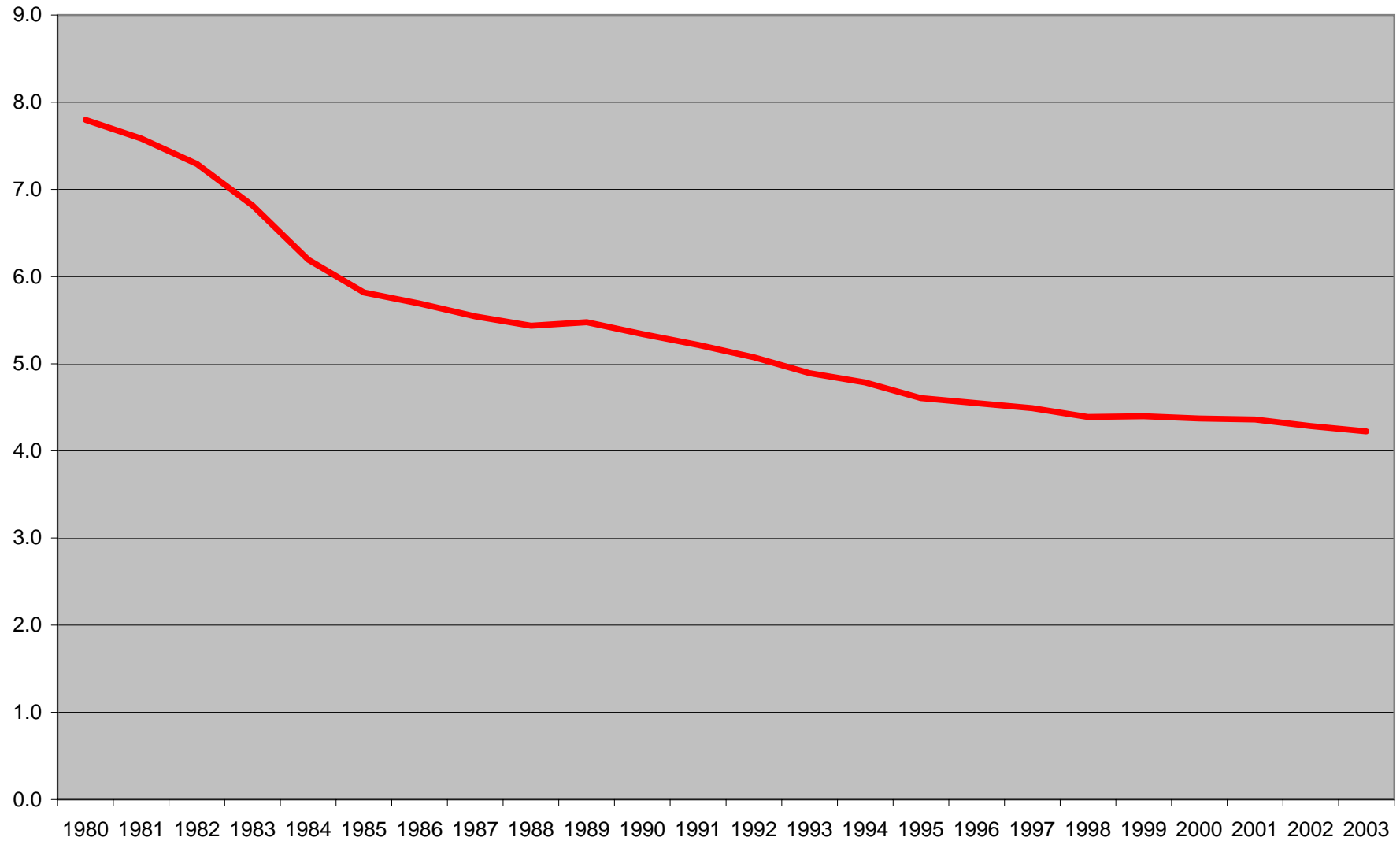
Patient Days, 7-County Metropolitan Area, 1980-2003 MHA Data



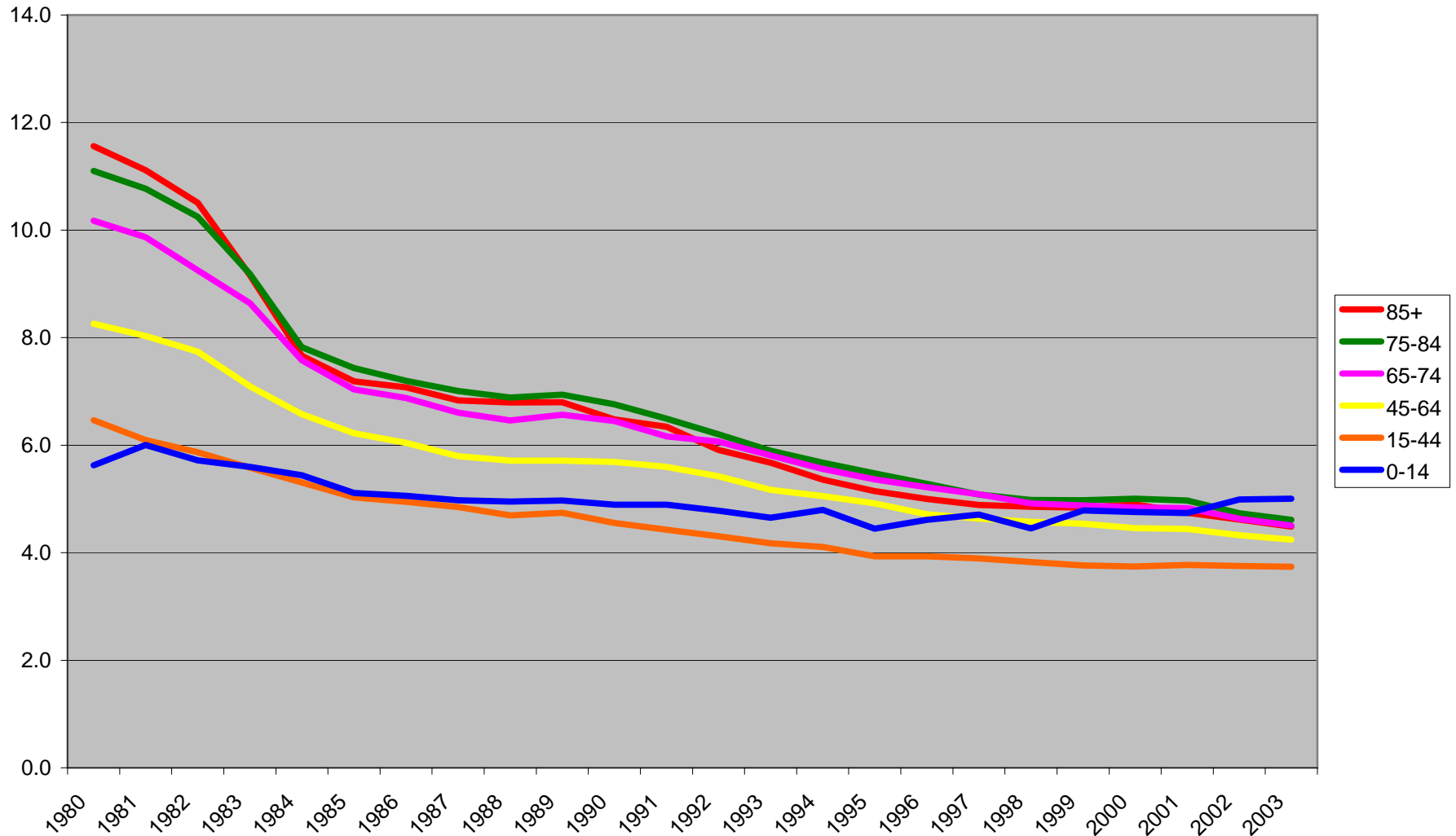
Patient Days per 1,000 Population, by Age Group, 7-County Metropolitan Area, 1980-2003 MHA Data



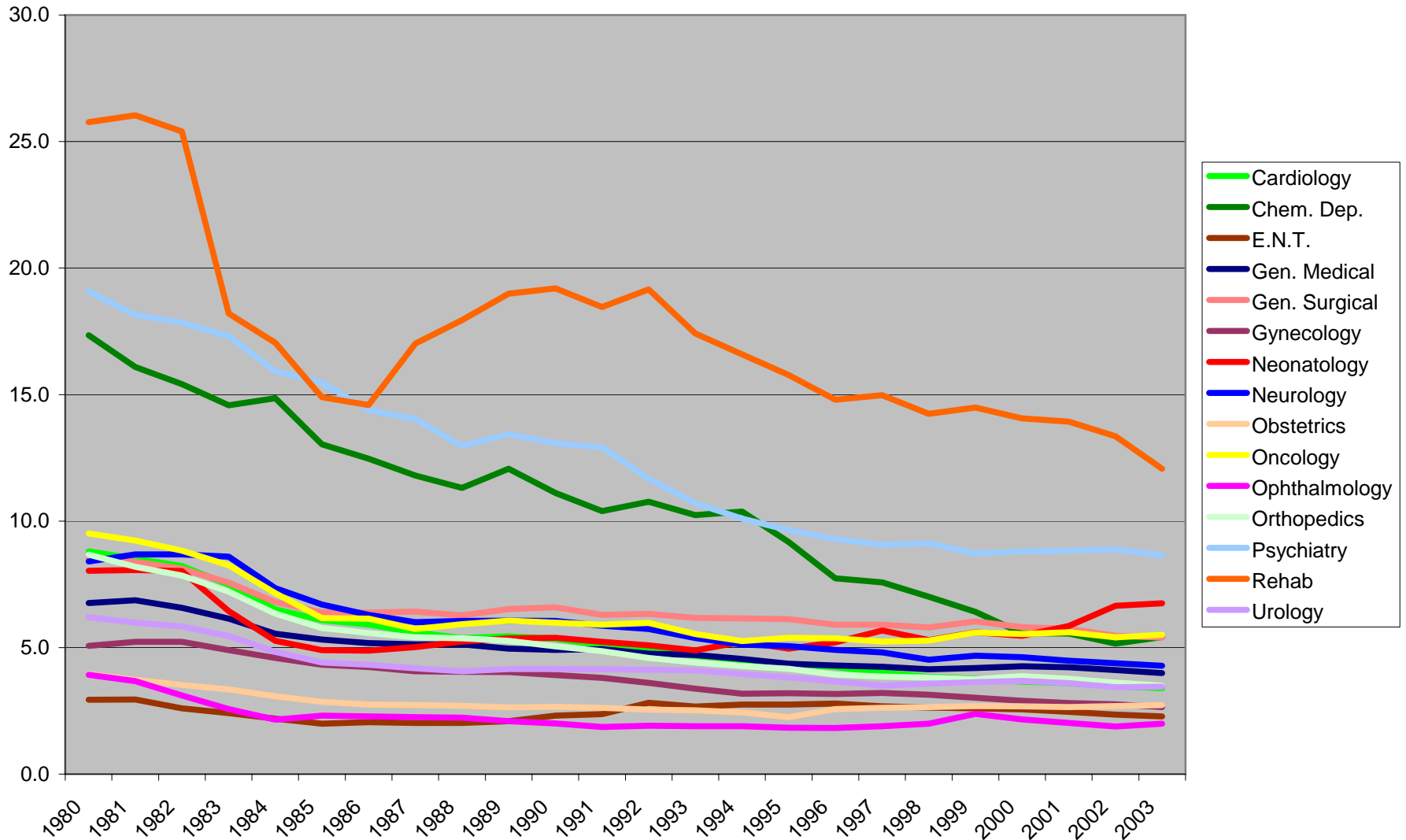
Average Length of Stay, 7-County Metropolitan Area, 1980-2003 MHA Data



Average Length of Stay by Age, 7-County Metropolitan Area  
1980-2003 MHA Data



ALOS by Service Line, 7-County Metropolitan Area, 1980-2003 MHA Data



## Hospital Use: Where is It Going and What is Driving It?

New evidence from two sources suggests that national hospital discharge volumes are growing again and that growth will accelerate in 2005, following a period of flat-to-negative trends in 2003. This forecast represents modest good news for hospitals, though it does not indicate a return to the fast growth trends of 3 to 5 years ago.

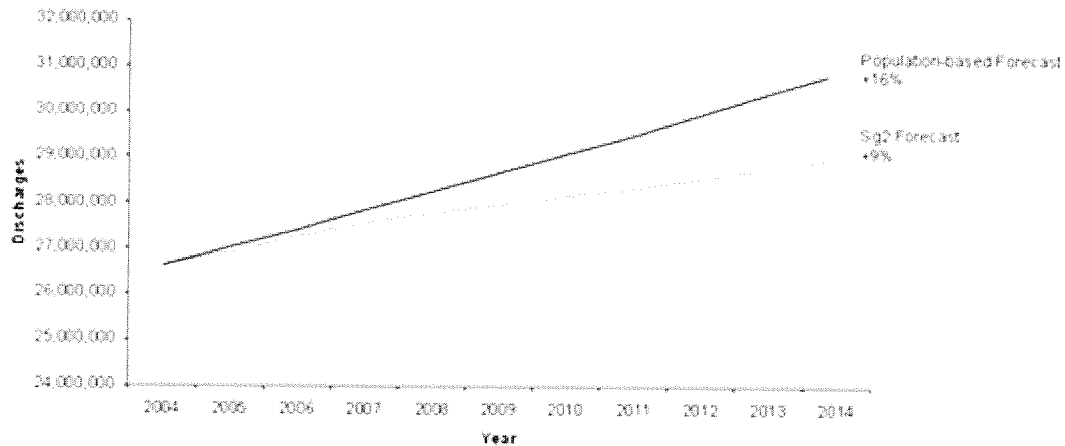
- **Smith Barney**, which holds one of the largest annual non-profit health care investor conferences, forecasts that hospital discharges will grow 0–4% in 2005 (based on presentations by more than a dozen health system executives).
- **Banc of America** hospital analyst Gary Taylor recently reported his expectation that discharge volumes will grow at a rate of 2% in 2005, following growth just under 2% in 2004, based on the company's 2004 hospital survey. Banc of America Securities publishes the broadest annual survey of current hospital utilization trends.

### What Is Driving Growth?

- 2003 – Economic factors were the principal drivers of the flat-to-negative trends in hospital discharges seen in 2003. While the recession occurred in 2001, effects on hospital inpatient utilization were not felt until 2003, due to the 18- to 24-month lag that characterizes the effects of economic cycles on health care utilization. Also contributing to the decrease in discharge volume growth was the increased use of statins and polysaccharide pneumonia vaccines.
- 2004 – As the economy begins to rebound, hospital discharge rates start to experience positive growth close to 1% in 2004. In addition, increased use of technologies such as implantable cardiac defibrillators (ICDs) and cardiac resynchronization therapy (CRT) will result in more positive discharge growth.
- 2005 – The rebound in the economy that began in 2003 will continue to positively affect hospital discharge rates in 2005. In addition to strong economic factors, the rising prevalence of obesity and diabetes will increase inpatient utilization. Increased use of technologies such as PET/CT scans and drug-eluting stents will decrease discharge rates, but the economic factors will be strong enough to result in growth close to the population-based forecast.

### Sg2 Forecast

Sg2's most recent Impact of Change™ v3.0 national forecast predicts that national hospital discharges for medical/surgical services will grow 9% over the next 10 years. A forecast based on population trends alone would predict 16% growth; the difference reflects the impact of earlier disease detection, new medical therapies, disease management and a shift to the outpatient setting (Figure 1).

**Figure 1. National Medical/Surgical Discharge Forecast, 2004-2014****Edge Impact:**

- *Expect positive hospital discharge growth rates to return in 2004 and increase further in 2005, following a period of flat-to-negative trends in 2003.*
- *Hospitals can expect total discharge growth of 9% over the next 10 years.*

**Sg2 Resources****Impact of Change™ Online**

Impact of Change™ Online is a Web-based tool that provides instant access to Sg2's forecasts for all inpatient service lines and DRGs. By entering local demographics, members can customize the forecasts and apply national trends to their individual markets.

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**Discharges per 1000 by service  
by Zip Code - 2003**

		<u>Cardiology</u>	<u>Chem Dep.</u>	<u>E.N.T.</u>	<u>Gen Med</u>	<u>Gen Surg</u>	<u>Gyn</u>	<u>Neonates</u>	<u>Neurology</u>	<u>Obstetrics</u>
Albertville	55301	8.9	0.4	2.5	18.9	8.5	2.8	9.3	3.0	35.4
Big Lake	55309	12.7	2.3	1.4	20.6	7.7	3.6	5.0	4.1	22.1
Maple Grove	55311	7.9	1.1	1.5	12.9	5.3	2.3	3.9	2.8	18.1
Buffalo	55313	18.3	1.1	1.9	26.0	7.2	3.6	5.9	5.4	17.8
Champlin	55316	9.0	1.9	1.2	14.5	6.3	2.8	3.2	4.4	14.2
Dayton	55327	13.6	2.1	1.1	16.6	8.8	2.4	2.4	7.0	7.8
Elk River	55330	15.5	1.2	1.7	20.9	7.4	3.1	4.7	5.5	17.0
Hamel	55340	10.9	1.5	1.9	12.2	6.5	3.7	3.2	4.5	11.1
Hanover	55341	9.7	1.9	2.6	21.2	6.4	3.9	7.1	3.9	41.2
Loretto	55357	13.7	2.0	1.6	22.2	8.2	5.5	2.3	4.7	19.1
Monticello	55362	15.4	1.1	0.9	24.2	8.1	4.0	4.1	4.4	20.7
Maple Grove/Osseo	55369	11.1	1.8	1.3	16.5	7.5	3.2	2.9	5.2	12.4
Rockford	55373	15.8	1.9	1.1	23.3	7.2	2.5	6.3	6.3	20.8
Rogers	55374	9.7	1.3	1.0	17.3	6.3	3.5	5.8	5.0	25.7
St. Michael	55376	8.9	0.8	2.1	15.8	5.9	2.3	5.0	4.4	26.6
New Hope	55428	21.2	2.1	2.2	35.5	8.4	3.3	3.7	8.7	17.6
Plymouth	55441	11.9	2.1	1.9	22.3	6.6	2.0	3.5	5.0	12.8
Plymouth	55442	10.8	1.3	1.9	15.2	6.5	2.3	2.1	4.0	12.6
Brooklyn Park	55443	12.5	1.7	1.7	19.8	7.1	2.6	5.2	4.8	20.2
Brooklyn Park	55445	9.2	1.4	1.2	16.7	7.7	2.7	4.2	3.6	14.8
Plymouth	55446	9.6	1.8	1.4	12.5	5.4	2.9	3.4	3.2	13.6
Plymouth	55447	12.3	1.4	1.1	17.4	6.2	2.0	2.6	5.6	9.9
Total	22 ZIPs	12.7	1.6	1.6	19.7	7.0	2.9	4.1	5.0	16.9

Calculated based on MHA discharge data and population estimates

**Discharges per 1000 by service  
by Zip Code - 2003**

		<u>Oncology</u>	<u>Eye</u>	<u>Ortho</u>	<u>Psychiatry</u>	<u>Rehab</u>	<u>Urology</u>	<u>Total</u>
Albertville	55301	1.5	0.2	8.5	2.8	0.6	2.1	<b>105.4</b>
Big Lake	55309	1.3	0.1	10.0	4.7	0.7	3.2	<b>99.7</b>
Maple Grove	55311	1.8	-	8.8	2.5	0.5	2.3	<b>71.4</b>
Buffalo	55313	2.1	0.1	11.8	5.2	0.4	5.3	<b>111.8</b>
Champlin	55316	2.8	0.1	9.6	4.3	0.8	3.3	<b>78.3</b>
Dayton	55327	2.1	0.3	7.2	2.4	0.5	3.5	<b>77.8</b>
Elk River	55330	3.0	0.1	11.1	4.6	0.5	3.9	<b>100.0</b>
Hamel	55340	1.1	0.2	8.5	4.1	0.6	3.2	<b>73.1</b>
Hanover	55341	-	-	7.7	5.8	-	2.6	<b>114.0</b>
Loretto	55357	1.6	0.4	11.3	4.3	0.4	3.1	<b>100.3</b>
Monticello	55362	1.9	-	9.7	5.9	0.3	5.7	<b>106.4</b>
Maple Grove/Osseo	55369	2.6	0.3	10.3	4.9	0.4	3.4	<b>84.0</b>
Rockford	55373	1.3	0.2	8.6	3.2	0.4	5.0	<b>103.9</b>
Rogers	55374	1.5	0.1	10.3	3.9	0.4	3.3	<b>95.1</b>
St. Michael	55376	1.6	0.3	9.8	3.9	0.8	2.8	<b>91.0</b>
New Hope	55428	4.4	0.2	16.7	8.8	0.4	6.9	<b>140.2</b>
Plymouth	55441	3.6	0.2	10.3	6.9	1.0	2.9	<b>92.9</b>
Plymouth	55442	4.1	0.2	9.8	3.4	0.5	3.9	<b>78.6</b>
Brooklyn Park	55443	3.2	0.2	7.5	5.3	0.8	3.1	<b>95.8</b>
Brooklyn Park	55445	1.1	0.1	8.3	5.0	0.7	2.4	<b>79.2</b>
Plymouth	55446	3.1	0.1	8.1	3.3	0.2	2.7	<b>71.3</b>
Plymouth	55447	2.5	0.0	9.3	4.8	0.4	2.8	<b>78.5</b>
Total	22 ZIPs	2.6	0.2	10.2	4.9	0.5	3.7	<b>93.5</b>

Calculated based on MHA discharge data at

**Discharges per 1000 by service  
by Zip Code - 2008**

		<u>Cardiology</u>	<u>Chem Dep.</u>	<u>E.N.T.</u>	<u>Gen Med</u>	<u>Gen Surg</u>	<u>Gyn</u>	<u>Neonates</u>	<u>Neurology</u>	<u>Obstetrics</u>	<u>Oncology</u>
Albertville	55301	8.9	0.4	2.4	18.4	8.3	2.7	8.7	2.9	34.5	1.5
Big Lake	55309	12.8	2.3	1.3	20.6	7.6	3.6	4.6	4.1	21.5	1.3
Maple Grove	55311	9.1	1.1	1.4	13.8	5.5	2.2	3.4	3.1	17.6	2.1
Buffalo	55313	18.5	1.0	1.8	25.9	7.1	3.6	5.3	5.4	17.3	2.1
Champlin	55316	9.4	1.9	1.2	14.7	6.2	2.7	2.8	4.5	13.9	2.9
Dayton	55327	15.1	2.3	1.2	17.6	9.1	2.4	2.1	7.4	7.5	2.1
Elk River	55330	15.9	1.2	1.6	20.9	7.3	3.1	4.2	5.5	16.6	3.0
Hamel	55340	12.0	1.4	1.8	12.5	6.4	3.7	2.7	4.9	10.9	1.3
Hanover	55341	10.3	1.9	2.5	22.1	6.1	4.0	6.1	4.0	40.4	-
Loretto	55357	14.4	2.0	1.5	23.6	8.5	5.4	2.1	4.7	18.4	1.8
Monticello	55362	15.4	1.1	0.9	23.9	8.0	3.9	3.8	4.3	20.1	1.9
Maple Grove/Osseo	55369	12.0	1.8	1.3	17.1	7.6	3.2	2.5	5.5	12.1	2.8
Rockford	55373	16.5	1.9	1.1	23.5	7.2	2.4	5.8	6.3	20.1	1.4
Rogers	55374	10.8	1.2	0.9	18.1	6.3	3.5	5.4	5.3	24.5	1.6
St. Michael	55376	9.0	0.8	2.0	15.5	5.7	2.3	4.5	4.4	26.0	1.7
New Hope	55428	20.8	2.0	2.1	34.7	8.2	3.2	3.6	8.5	16.8	4.3
Plymouth	55441	12.7	2.0	1.9	22.6	6.6	1.9	3.1	5.1	12.2	3.8
Plymouth	55442	11.2	1.3	1.9	15.3	6.5	2.3	1.9	4.1	12.3	4.1
Brooklyn Park	55443	12.9	1.7	1.6	19.8	7.0	2.5	4.9	4.8	19.3	3.2
Brooklyn Park	55445	10.1	1.3	1.2	17.2	7.4	2.6	4.1	3.7	13.9	1.1
Plymouth	55446	10.1	1.8	1.4	12.7	5.4	2.8	3.0	3.3	13.4	3.3
Plymouth	55447	13.2	1.3	1.1	18.1	6.3	1.9	2.3	6.0	9.4	2.7
Total	22 ZIPs	13.1	1.5	1.5	19.8	6.9	2.9	3.7	5.0	16.6	2.7

**Discharges per 1000 by se**  
**by Zip Code - 2008**

		<u>Eye</u>	<u>Ortho</u>	<u>Psychiatry</u>	<u>Rehab</u>	<u>Urology</u>	<u>Total</u>
Albertville	55301	0.2	8.3	2.7	0.6	2.1	102.4
Big Lake	55309	0.1	10.2	4.6	0.7	3.2	98.5
Maple Grove	55311	-	9.4	2.5	0.5	2.4	74.3
Buffalo	55313	0.0	11.8	5.1	0.4	5.3	110.7
Champlin	55316	0.1	9.8	4.1	0.9	3.3	78.5
Dayton	55327	0.3	7.9	2.3	0.5	3.3	81.2
Elk River	55330	0.1	11.1	4.5	0.5	4.0	99.3
Hamel	55340	0.2	8.8	4.0	0.6	3.2	74.4
Hanover	55341	-	7.8	5.5	-	2.7	113.3
Loretto	55357	0.4	11.6	4.1	0.4	3.0	101.9
Monticello	55362	-	9.7	5.7	0.3	5.7	104.6
Maple Grove/Osseo	55369	0.3	10.7	4.8	0.5	3.6	85.8
Rockford	55373	0.2	8.7	3.2	0.4	4.9	103.5
Rogers	55374	0.1	10.8	3.7	0.4	3.6	96.1
St. Michael	55376	0.3	9.9	3.8	0.8	2.8	89.4
New Hope	55428	0.2	16.3	8.4	0.4	6.7	136.3
Plymouth	55441	0.2	10.4	6.7	1.0	3.0	93.2
Plymouth	55442	0.2	10.0	3.2	0.5	4.0	78.7
Brooklyn Park	55443	0.2	7.5	5.1	0.8	3.2	94.6
Brooklyn Park	55445	0.1	8.4	4.8	0.7	2.5	79.2
Plymouth	55446	0.1	8.2	3.2	0.2	2.8	71.8
Plymouth	55447	0.0	9.9	4.6	0.5	3.0	80.4
Total	22 ZIPs	0.1	10.3	4.7	0.6	3.7	93.1

	22 ZIP Discharge Market Share
<b>Methodist</b>	12.8%
<b>Allina Mercy</b>	11.1%
<b>Allina Abbott</b>	8.8%
<b>Allina Buffalo</b>	5.5%
<b>Allina Unity</b>	3.3%
<b>Total Park/Allina</b>	41.5%
North	30.4%
FUMC	6.2%
Monticello	4.2%
HCMC	3.6%
FV Southdale	2.9%
Children's	3.1%
FV Northland	1.9%
St. Cloud	1.9%
All Others	4.3%

Excludes Newborns  
Source: MHA discharge data

### Market Share by Hospital by ZIP - 2003

ZIP	City	Total Disch	NORTH MEMORIAL Med Ctr	PARK NIC METHODIST Hosp	ALLINA MERCY Hosp	ALLINA ABBOTT N'WESTERN Hosp	FUMC	ALLINA BUFFALO Hosp
55301	Albertville	612	150	60	83	35	19	46
55309	Big Lake	1,604	155	36	273	80	67	79
55311	Maple Grove	2,099	694	525	91	306	96	
55313	Buffalo	2,459	281	75	130	177	70	1,257
55316	Champlin	2,060	480	127	751	187	129	1
55327	Dayton	309	75	14	128	15	22	1
55330	Elk River	3,248	381	91	1,281	159	172	20
55340	Hamel	434	162	96	16	47	30	6
55341	Hanover	229	62	41	15	18	8	45
55357	Loretto	301	49	80	8	30	26	24
55362	Monticello	1,847	182	46	144	108	81	213
55369	Maple Grove/Osseo	3,118	1,329	551	316	234	214	6
55373	Rockford	613	106	94	16	85	22	164
55374	Rogers	1,068	433	148	156	96	47	12
55376	St. Michael	1,170	299	142	124	79	60	127
55428	New Hope	4,420	2,528	491	96	293	249	2
55441	Plymouth	1,826	639	390	20	244	124	1
55442	Plymouth	1,197	452	262	15	193	91	2
55443	Brooklyn Park	3,161	1,137	370	246	295	219	1
55445	Brooklyn Park	821	311	103	46	68	63	
55446	Plymouth	1,185	300	359	4	205	86	
55447	Plymouth	1,934	444	679	9	282	141	1
	<b>TOTAL</b>	<b>35,715</b>	<b>10,649</b>	<b>4,780</b>	<b>3,968</b>	<b>3,236</b>	<b>2,036</b>	<b>2,008</b>
	Newborns	4,135	1,064	742	465	460	63	268
	<b>TOTAL Excl Newborns</b>	<b>31,580</b>	<b>9,585</b>	<b>4,038</b>	<b>3,503</b>	<b>2,776</b>	<b>1,973</b>	<b>1,740</b>

#### Market Share

55301	Albertville	100.0%	24.5%	9.8%	13.6%	5.7%	3.1%	7.5%
55309	Big Lake	100.0%	9.7%	2.2%	17.0%	5.0%	4.2%	4.9%
55311	Maple Grove	100.0%	33.1%	25.0%	4.3%	14.6%	4.6%	
55313	Buffalo	100.0%	11.4%	3.1%	5.3%	7.2%	2.8%	51.1%
55316	Champlin	100.0%	23.3%	6.2%	36.5%	9.1%	6.3%	0.0%
55327	Dayton	100.0%	24.3%	4.5%	41.4%	4.9%	7.1%	0.3%
55330	Elk River	100.0%	11.7%	2.8%	39.4%	4.9%	5.3%	0.6%
55340	Hamel	100.0%	37.3%	22.1%	3.7%	10.8%	6.9%	1.4%
55341	Hanover	100.0%	27.1%	17.9%	6.6%	7.9%	3.5%	19.7%
55357	Loretto	100.0%	16.3%	26.6%	2.7%	10.0%	8.6%	8.0%
55362	Monticello	100.0%	9.9%	2.5%	7.8%	5.8%	4.4%	11.5%
55369	Maple Grove/Osseo	100.0%	42.6%	17.7%	10.1%	7.5%	6.9%	0.2%
55373	Rockford	100.0%	17.3%	15.3%	2.6%	13.9%	3.6%	26.8%
55374	Rogers	100.0%	40.5%	13.9%	14.6%	9.0%	4.4%	1.1%
55376	St. Michael	100.0%	25.6%	12.1%	10.6%	6.8%	5.1%	10.9%
55428	New Hope	100.0%	57.2%	11.1%	2.2%	6.6%	5.6%	0.0%
55441	Plymouth	100.0%	35.0%	21.4%	1.1%	13.4%	6.8%	0.1%
55442	Plymouth	100.0%	37.8%	21.9%	1.3%	16.1%	7.6%	0.2%
55443	Brooklyn Park	100.0%	36.0%	11.7%	7.8%	9.3%	6.9%	0.0%
55445	Brooklyn Park	100.0%	37.9%	12.5%	5.6%	8.3%	7.7%	
55446	Plymouth	100.0%	25.3%	30.3%	0.3%	17.3%	7.3%	
55447	Plymouth	100.0%	23.0%	35.1%	0.5%	14.6%	7.3%	0.1%
	<b>TOTAL</b>	<b>100.0%</b>	<b>29.8%</b>	<b>13.4%</b>	<b>11.1%</b>	<b>9.1%</b>	<b>5.7%</b>	<b>5.6%</b>
	Newborns	100.0%	25.7%	17.9%	11.2%	11.1%	1.5%	6.5%
	<b>TOTAL Excl Newborns</b>	<b>100.0%</b>	<b>30.4%</b>	<b>12.8%</b>	<b>11.1%</b>	<b>8.8%</b>	<b>6.2%</b>	<b>5.5%</b>

### Market Share by Hospital by ZIP - 2003

ZIP	City	Total Disch	MONTICELLO BIG LAKE Hosp	HCMC	UNITY Hosp	FV SOUTHDALE Hosp	CHILDREN'S HospS AND CLINICS	FV NORTHLAND Reg Hosp
55301	Albertville	612	98	6	11	13	29	18
55309	Big Lake	1,604	512	14	44	12	35	99
55311	Maple Grove	2,099		34	68	129	96	1
55313	Buffalo	2,459	74	29	29	42	54	3
55316	Champlin	2,060	5	53	142	37	62	1
55327	Dayton	309	4	2	18	5	9	4
55330	Elk River	3,248	136	29	114	76	100	494
55340	Hamel	434		14	6	16	17	3
55341	Hanover	229	2	3	7	8	4	
55357	Loretto	301	3	7	1	20	8	1
55362	Monticello	1,847	694	13	22	32	30	23
55369	Maple Grove/Osseo	3,118	8	67	86	100	64	3
55373	Rockford	613	12	12	13	16	13	
55374	Rogers	1,068	21	10	23	41	30	12
55376	St. Michael	1,170	87	13	36	47	48	26
55428	New Hope	4,420		296	156	97	79	1
55441	Plymouth	1,826	3	157	13	93	58	
55442	Plymouth	1,197		22	21	44	47	1
55443	Brooklyn Park	3,161	1	280	289	78	84	
55445	Brooklyn Park	821	1	61	92	11	21	
55446	Plymouth	1,185	1	33	9	95	44	
55447	Plymouth	1,934		82	11	144	65	5
	<b>TOTAL</b>	<b>35,715</b>	<b>1,662</b>	<b>1,237</b>	<b>1,211</b>	<b>1,156</b>	<b>997</b>	<b>695</b>
	Newborns	4,135	331	87	158	244	4	88
	<b>TOTAL Excl Newborns</b>	<b>31,580</b>	<b>1,331</b>	<b>1,150</b>	<b>1,053</b>	<b>912</b>	<b>993</b>	<b>607</b>

#### Market Share

55301	Albertville	100.0%	16.0%	1.0%	1.8%	2.1%	4.7%	2.9%
55309	Big Lake	100.0%	31.9%	0.9%	2.7%	0.7%	2.2%	6.2%
55311	Maple Grove	100.0%		1.6%	3.2%	6.1%	4.6%	0.0%
55313	Buffalo	100.0%	3.0%	1.2%	1.2%	1.7%	2.2%	0.1%
55316	Champlin	100.0%	0.2%	2.6%	6.9%	1.8%	3.0%	0.0%
55327	Dayton	100.0%	1.3%	0.6%	5.8%	1.6%	2.9%	1.3%
55330	Elk River	100.0%	4.2%	0.9%	3.5%	2.3%	3.1%	15.2%
55340	Hamel	100.0%		3.2%	1.4%	3.7%	3.9%	0.7%
55341	Hanover	100.0%	0.9%	1.3%	3.1%	3.5%	1.7%	
55357	Loretto	100.0%	1.0%	2.3%	0.3%	6.6%	2.7%	0.3%
55362	Monticello	100.0%	37.6%	0.7%	1.2%	1.7%	1.6%	1.2%
55369	Maple Grove/Osseo	100.0%	0.3%	2.1%	2.8%	3.2%	2.1%	0.1%
55373	Rockford	100.0%	2.0%	2.0%	2.1%	2.6%	2.1%	
55374	Rogers	100.0%	2.0%	0.9%	2.2%	3.8%	2.8%	1.1%
55376	St. Michael	100.0%	7.4%	1.1%	3.1%	4.0%	4.1%	2.2%
55428	New Hope	100.0%		6.7%	3.5%	2.2%	1.8%	0.0%
55441	Plymouth	100.0%	0.2%	8.6%	0.7%	5.1%	3.2%	
55442	Plymouth	100.0%		1.8%	1.8%	3.7%	3.9%	0.1%
55443	Brooklyn Park	100.0%	0.0%	8.9%	9.1%	2.5%	2.7%	
55445	Brooklyn Park	100.0%	0.1%	7.4%	11.2%	1.3%	2.6%	
55446	Plymouth	100.0%	0.1%	2.8%	0.8%	8.0%	3.7%	
55447	Plymouth	100.0%		4.2%	0.6%	7.4%	3.4%	0.3%
	<b>TOTAL</b>	<b>100.0%</b>	<b>4.7%</b>	<b>3.5%</b>	<b>3.4%</b>	<b>3.2%</b>	<b>2.8%</b>	<b>1.9%</b>
	Newborns	100.0%	8.0%	2.1%	3.8%	5.9%	0.1%	2.1%
	<b>TOTAL Excl Newborns</b>	<b>100.0%</b>	<b>4.2%</b>	<b>3.6%</b>	<b>3.3%</b>	<b>2.9%</b>	<b>3.1%</b>	<b>1.9%</b>

### Market Share by Hospital by ZIP - 2003

ZIP	City	Total Disch	ST_CLOUD Hosp	UNITED Hosp	RIDGEVIEW Med Ctr	REGIONS Hosp	CHILDREN'S HOSP AND CLINICS - ST_PL	ST_JOHN'S HE
55301	Albertville	612	25	2			4	2
55309	Big Lake	1,604	140	6	5	7	6	3
55311	Maple Grove	2,099	4	8	2	6	4	8
55313	Buffalo	2,459	96	13	83	10	5	1
55316	Champlin	2,060	8	18	1	7	8	8
55327	Dayton	309		3			1	
55330	Elk River	3,248	79	22	4	7	10	7
55340	Hamel	434	3	3		2		
55341	Hanover	229	2	1	7	2		
55357	Loretto	301	4		31	2		
55362	Monticello	1,847	200	8	4	1	7	3
55369	Maple Grove/Osseo	3,118	15	26	1	18	7	6
55373	Rockford	613	4	5	41		5	
55374	Rogers	1,068	1	12	1	8	1	5
55376	St. Michael	1,170	28	14	11	5	2	7
55428	New Hope	4,420	6	16	4	33	13	6
55441	Plymouth	1,826	8	13	4	20	2	3
55442	Plymouth	1,197	2	4	2	6	7	2
55443	Brooklyn Park	3,161	1	31		36	21	22
55445	Brooklyn Park	821	3	14	2	9	1	1
55446	Plymouth	1,185	2	8	6	3	4	4
55447	Plymouth	1,934	2	8	16	10	4	
	<b>TOTAL</b>	<b>35,715</b>	<b>633</b>	<b>235</b>	<b>225</b>	<b>192</b>	<b>112</b>	<b>88</b>
	Newborns	4,135	47	28	24	12		17
	<b>TOTAL Excl Newborns</b>	<b>31,580</b>	<b>586</b>	<b>207</b>	<b>201</b>	<b>180</b>	<b>112</b>	<b>71</b>

#### Market Share

55301	Albertville	100.0%	4.1%	0.3%			0.7%	0.3%
55309	Big Lake	100.0%	8.7%	0.4%	0.3%	0.4%	0.4%	0.2%
55311	Maple Grove	100.0%	0.2%	0.4%	0.1%	0.3%	0.2%	0.4%
55313	Buffalo	100.0%	3.9%	0.5%	3.4%	0.4%	0.2%	0.0%
55316	Champlin	100.0%	0.4%	0.9%	0.0%	0.3%	0.4%	0.4%
55327	Dayton	100.0%		1.0%			0.3%	
55330	Elk River	100.0%	2.4%	0.7%	0.1%	0.2%	0.3%	0.2%
55340	Hamel	100.0%	0.7%	0.7%		0.5%		
55341	Hanover	100.0%	0.9%	0.4%		0.9%		
55357	Loretto	100.0%	1.3%		10.3%	0.7%		
55362	Monticello	100.0%	10.8%	0.4%	0.2%	0.1%	0.4%	0.2%
55369	Maple Grove/Osseo	100.0%	0.5%	0.8%	0.0%	0.6%	0.2%	0.2%
55373	Rockford	100.0%	0.7%	0.8%	6.7%		0.8%	
55374	Rogers	100.0%	0.1%	1.1%	0.1%	0.7%	0.1%	0.5%
55376	St. Michael	100.0%	2.4%	1.2%	0.9%	0.4%	0.2%	0.6%
55428	New Hope	100.0%	0.1%	0.4%	0.1%	0.7%	0.3%	0.1%
55441	Plymouth	100.0%	0.4%	0.7%	0.2%	1.1%	0.1%	0.2%
55442	Plymouth	100.0%	0.2%	0.3%	0.2%	0.5%	0.6%	0.2%
55443	Brooklyn Park	100.0%	0.0%	1.0%		1.1%	0.7%	0.7%
55445	Brooklyn Park	100.0%	0.4%	1.7%	0.2%	1.1%	0.1%	0.1%
55446	Plymouth	100.0%	0.2%	0.7%	0.5%	0.3%	0.3%	0.3%
55447	Plymouth	100.0%	0.1%	0.4%	0.8%	0.5%	0.2%	
	<b>TOTAL</b>	<b>100.0%</b>	<b>1.8%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>0.5%</b>	<b>0.3%</b>	<b>0.2%</b>
	Newborns	100.0%	1.1%	0.7%	0.6%	0.3%		0.4%
	<b>TOTAL Excl Newborns</b>	<b>100.0%</b>	<b>1.9%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.4%</b>	<b>0.2%</b>

### Market Share by Hospital by ZIP - 2003

ZIP	City	Total Disch	ST_ JOSEPH'S HE	GILLETTE CHILDREN'S SPECIALTY HlthCARE	FV RIDGES Hosp	CAMBRIDGE Med Ctr	ST_ FRANCIS Reg MED_ CNTR	HUTCHINSON AREA Hlth CARE
55301	Albertville	612	2		1		3	
55309	Big Lake	1,604	1	1	1	6	4	6
55311	Maple Grove	2,099	8	6	1		1	
55313	Buffalo	2,459	1	5	3	2	1	7
55316	Champlin	2,060	5	6	5	2	1	2
55327	Dayton	309	1	2		2		
55330	Elk River	3,248	4	12		12	1	2
55340	Hamel	434		1				
55341	Hanover	229						
55357	Loretto	301	1	1	1			
55362	Monticello	1,847	2	5	2	2	1	6
55369	Maple Grove/Osseo	3,118	15	10	7	2	2	2
55373	Rockford	613		1			2	1
55374	Rogers	1,068	3	1			2	1
55376	St. Michael	1,170		3	3		2	
55428	New Hope	4,420	13	7	8	2	4	
55441	Plymouth	1,826	7	5	4	3	2	
55442	Plymouth	1,197	1	6	2	2	2	1
55443	Brooklyn Park	3,161	14	5	5	1	4	1
55445	Brooklyn Park	821	2	3	3	1	2	
55446	Plymouth	1,185	4	2	6	1	1	1
55447	Plymouth	1,934	4	5	5	3	3	
	<b>TOTAL</b>	<b>35,715</b>	<b>88</b>	<b>87</b>	<b>57</b>	<b>41</b>	<b>38</b>	<b>30</b>
	Newborns	4,135	4		14	2	3	1
	<b>TOTAL Excl Newborns</b>	<b>31,580</b>	<b>84</b>	<b>87</b>	<b>43</b>	<b>39</b>	<b>35</b>	<b>29</b>

#### Market Share

55301	Albertville	100.0%	0.3%		0.2%		0.5%	
55309	Big Lake	100.0%	0.1%	0.1%	0.1%	0.4%	0.2%	0.4%
55311	Maple Grove	100.0%	0.4%	0.3%	0.0%		0.0%	
55313	Buffalo	100.0%	0.0%	0.2%	0.1%	0.1%	0.0%	0.3%
55316	Champlin	100.0%	0.2%	0.3%	0.2%	0.1%	0.0%	0.1%
55327	Dayton	100.0%	0.3%	0.6%		0.6%		
55330	Elk River	100.0%	0.1%	0.4%		0.4%	0.0%	0.1%
55340	Hamel	100.0%		0.2%				
55341	Hanover	100.0%						
55357	Loretto	100.0%	0.3%	0.3%	0.3%			
55362	Monticello	100.0%	0.1%	0.3%	0.1%	0.1%	0.1%	0.3%
55369	Maple Grove/Osseo	100.0%	0.5%	0.3%	0.2%	0.1%	0.1%	0.1%
55373	Rockford	100.0%		0.2%			0.3%	0.2%
55374	Rogers	100.0%	0.3%	0.1%			0.2%	0.1%
55376	St. Michael	100.0%		0.3%	0.3%		0.2%	
55428	New Hope	100.0%	0.3%	0.2%	0.2%	0.0%	0.1%	
55441	Plymouth	100.0%	0.4%	0.3%	0.2%	0.2%	0.1%	
55442	Plymouth	100.0%	0.1%	0.5%	0.2%	0.2%	0.2%	0.1%
55443	Brooklyn Park	100.0%	0.4%	0.2%	0.2%	0.0%	0.1%	0.0%
55445	Brooklyn Park	100.0%	0.2%	0.4%	0.4%	0.1%	0.2%	
55446	Plymouth	100.0%	0.3%	0.2%	0.5%	0.1%	0.1%	0.1%
55447	Plymouth	100.0%	0.2%	0.3%	0.3%	0.2%	0.2%	
	<b>TOTAL</b>	<b>100.0%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>
	Newborns	100.0%	0.1%		0.3%	0.0%	0.1%	0.0%
	<b>TOTAL Excl Newborns</b>	<b>100.0%</b>	<b>0.3%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>

**Market Share by Hospital  
by ZIP - 2003**

ZIP	City	Total Disch	WOODWINDS Hlth CAMPUS	ST_ JOSEPH'S Med Ctr	PHILLIPS EYE INSTITUTE	FV LAKES Reg Med Ctr	ST_ MARY'S Med Ctr	MILLER- DWAN Med Ctr
55301	Albertville	612		1	1			
55309	Big Lake	1,604	1	2	2	1		
55311	Maple Grove	2,099	1			1	1	1
55313	Buffalo	2,459	4					
55316	Champlin	2,060	1	3		3	1	
55327	Dayton	309					1	
55330	Elk River	3,248	1	4		5	3	3
55340	Hamel	434	2		1		4	
55341	Hanover	229				2	1	
55357	Loretto	301				2		
55362	Monticello	1,847		3				2
55369	Maple Grove/Osseo	3,118	2	4	6		2	1
55373	Rockford	613						
55374	Rogers	1,068	2	1				
55376	St. Michael	1,170			2			
55428	New Hope	4,420	2	1	4		2	
55441	Plymouth	1,826			2	1		
55442	Plymouth	1,197	2	1	1			1
55443	Brooklyn Park	3,161	2		2	2	2	
55445	Brooklyn Park	821	1			1		1
55446	Plymouth	1,185	2					1
55447	Plymouth	1,934	2	2				1
	<b>TOTAL</b>	<b>35,715</b>	<b>25</b>	<b>22</b>	<b>21</b>	<b>18</b>	<b>17</b>	<b>11</b>
	Newborns	4,135	3			2	1	
	<b>TOTAL Excl Newborns</b>	<b>31,580</b>	<b>22</b>	<b>22</b>	<b>21</b>	<b>16</b>	<b>16</b>	<b>11</b>

**Market Share**

55301	Albertville	100.0%		0.2%	0.2%			
55309	Big Lake	100.0%	0.1%	0.1%	0.1%	0.1%		
55311	Maple Grove	100.0%	0.0%			0.0%	0.0%	0.0%
55313	Buffalo	100.0%	0.2%					
55316	Champlin	100.0%	0.0%	0.1%		0.1%	0.0%	
55327	Dayton	100.0%					0.3%	
55330	Elk River	100.0%	0.0%	0.1%		0.2%	0.1%	0.1%
55340	Hamel	100.0%	0.5%		0.2%		0.9%	
55341	Hanover	100.0%				0.9%	0.4%	
55357	Loretto	100.0%				0.7%		
55362	Monticello	100.0%		0.2%				0.1%
55369	Maple Grove/Osseo	100.0%	0.1%	0.1%	0.2%		0.1%	0.0%
55373	Rockford	100.0%						
55374	Rogers	100.0%	0.2%	0.1%				
55376	St. Michael	100.0%			0.2%			
55428	New Hope	100.0%	0.0%	0.0%	0.1%		0.0%	
55441	Plymouth	100.0%			0.1%	0.1%		
55442	Plymouth	100.0%	0.2%	0.1%	0.1%			0.1%
55443	Brooklyn Park	100.0%	0.1%		0.1%	0.1%	0.1%	
55445	Brooklyn Park	100.0%	0.1%			0.1%		0.1%
55446	Plymouth	100.0%	0.2%					0.1%
55447	Plymouth	100.0%	0.1%	0.1%				0.1%
	<b>TOTAL</b>	<b>100.0%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>
	Newborns	100.0%	0.1%			0.0%	0.0%	
	<b>TOTAL Excl Newborns</b>	<b>100.0%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.0%</b>

**Market Share by Hospital  
by ZIP - 2003**

ZIP	City	Total Disch	CUYUNA Reg Med Ctr	LAKEVIEW Hosp	RICE MEMORIAL Hosp	RIVERWOOD Hlth CARE CENTER	ST_ JOSEPH'S AREA Hlth SERVICES	ST_ LUKE'S Hosp
55301	Albertville	612				1		
55309	Big Lake	1,604						
55311	Maple Grove	2,099	1	4				
55313	Buffalo	2,459		2			1	
55316	Champlin	2,060		1				
55327	Dayton	309						
55330	Elk River	3,248	2		1	1	2	2
55340	Hamel	434	1					
55341	Hanover	229						
55357	Loretto	301						
55362	Monticello	1,847		1	5	2		
55369	Maple Grove/Osseo	3,118			1	2	2	2
55373	Rockford	613						
55374	Rogers	1,068						1
55376	St. Michael	1,170	2					
55428	New Hope	4,420	1					
55441	Plymouth	1,826	2					
55442	Plymouth	1,197		1			1	2
55443	Brooklyn Park	3,161				1		
55445	Brooklyn Park	821						
55446	Plymouth	1,185	1					
55447	Plymouth	1,934		1			1	
	<b>TOTAL</b>	<b>35,715</b>	<b>10</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
	Newborns	4,135			1			
	<b>TOTAL Excl Newborns</b>	<b>31,580</b>	<b>10</b>	<b>10</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>

**Market Share**

55301	Albertville	100.0%				0.2%		
55309	Big Lake	100.0%						
55311	Maple Grove	100.0%	0.0%	0.2%				
55313	Buffalo	100.0%		0.1%			0.0%	
55316	Champlin	100.0%		0.0%				
55327	Dayton	100.0%						
55330	Elk River	100.0%	0.1%		0.0%	0.0%	0.1%	0.1%
55340	Hamel	100.0%	0.2%					
55341	Hanover	100.0%						
55357	Loretto	100.0%						
55362	Monticello	100.0%		0.1%	0.3%	0.1%		
55369	Maple Grove/Osseo	100.0%			0.0%	0.1%	0.1%	0.1%
55373	Rockford	100.0%						
55374	Rogers	100.0%						0.1%
55376	St. Michael	100.0%	0.2%					
55428	New Hope	100.0%	0.0%					
55441	Plymouth	100.0%	0.1%					
55442	Plymouth	100.0%		0.1%			0.1%	0.2%
55443	Brooklyn Park	100.0%				0.0%		
55445	Brooklyn Park	100.0%						
55446	Plymouth	100.0%	0.1%					
55447	Plymouth	100.0%		0.1%			0.1%	
	<b>TOTAL</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	Newborns	100.0%			0.0%			
	<b>TOTAL Excl Newborns</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

**Market Share by Hospital  
by ZIP - 2003**

ZIP	City	Total Disch	DOUGLAS COUNTY Hosp	REGINA Med Ctr	ALTRU Hlth SYSTEM	NEW ULM Med Ctr	ST_ MARY'S Reg Hlth CENTER	ELEAH Med Ctr
55301	Albertville	612						
55309	Big Lake	1,604						4
55311	Maple Grove	2,099						
55313	Buffalo	2,459	2					
55316	Champlin	2,060			2			
55327	Dayton	309						
55330	Elk River	3,248	1	1			1	
55340	Hamel	434	1					
55341	Hanover	229						
55357	Loretto	301						
55362	Monticello	1,847	1					
55369	Maple Grove/Osseo	3,118	1	1	1	2		
55373	Rockford	613						
55374	Rogers	1,068						
55376	St. Michael	1,170			1			
55428	New Hope	4,420		2	1	1		
55441	Plymouth	1,826				2	2	
55442	Plymouth	1,197						
55443	Brooklyn Park	3,161		2			1	
55445	Brooklyn Park	821						
55446	Plymouth	1,185					1	
55447	Plymouth	1,934						
TOTAL		35,715	6	6	5	5	5	4
Newborns		4,135		1				
TOTAL Excl Newborns		31,580	6	5	5	5	5	4

**Market Share**

55301	Albertville	100.0%						
55309	Big Lake	100.0%						0.2%
55311	Maple Grove	100.0%						
55313	Buffalo	100.0%	0.1%					
55316	Champlin	100.0%			0.1%			
55327	Dayton	100.0%						
55330	Elk River	100.0%	0.0%	0.0%			0.0%	
55340	Hamel	100.0%	0.2%					
55341	Hanover	100.0%						
55357	Loretto	100.0%						
55362	Monticello	100.0%	0.1%					
55369	Maple Grove/Osseo	100.0%	0.0%	0.0%	0.0%	0.1%		
55373	Rockford	100.0%						
55374	Rogers	100.0%						
55376	St. Michael	100.0%			0.1%			
55428	New Hope	100.0%		0.0%	0.0%	0.0%		
55441	Plymouth	100.0%				0.1%	0.1%	
55442	Plymouth	100.0%						
55443	Brooklyn Park	100.0%		0.1%			0.0%	
55445	Brooklyn Park	100.0%						
55446	Plymouth	100.0%					0.1%	
55447	Plymouth	100.0%						
TOTAL		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Newborns		100.0%		0.0%				
TOTAL Excl Newborns		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Market Share by Hospital  
by ZIP - 2003**

ZIP	City	Total Disch	FV RED WING Hosp	IMMANUEL ST_ JOSEPH'S - MAYO HLTH	MORA KANABEC Hosp	DISTRICT ONE Hosp	GRAND ITASCA CLINIC AND Hosp	LAKE REGION HlthCARE CORP
55301	Albertville	612						1
55309	Big Lake	1,604		1				
55311	Maple Grove	2,099						
55313	Buffalo	2,459			1			
55316	Champlin	2,060	1		1			
55327	Dayton	309					1	
55330	Elk River	3,248		1	2			1
55340	Hamel	434						
55341	Hanover	229						
55357	Loretto	301						
55362	Monticello	1,847						
55369	Maple Grove/Osseo	3,118	1					
55373	Rockford	613					1	
55374	Rogers	1,068						
55376	St. Michael	1,170						
55428	New Hope	4,420		1		2		
55441	Plymouth	1,826		1		1		1
55442	Plymouth	1,197						
55443	Brooklyn Park	3,161	2					
55445	Brooklyn Park	821						
55446	Plymouth	1,185						
55447	Plymouth	1,934					1	
	<b>TOTAL</b>	<b>35,715</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>
	Newborns	4,135						
	<b>TOTAL Excl Newborns</b>	<b>31,580</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>

**Market Share**

55301	Albertville	100.0%						0.2%
55309	Big Lake	100.0%		0.1%				
55311	Maple Grove	100.0%						
55313	Buffalo	100.0%			0.0%			
55316	Champlin	100.0%	0.0%		0.0%			
55327	Dayton	100.0%					0.3%	
55330	Elk River	100.0%		0.0%	0.1%			0.0%
55340	Hamel	100.0%						
55341	Hanover	100.0%						
55357	Loretto	100.0%						
55362	Monticello	100.0%						
55369	Maple Grove/Osseo	100.0%	0.0%					
55373	Rockford	100.0%					0.2%	
55374	Rogers	100.0%						
55376	St. Michael	100.0%						
55428	New Hope	100.0%		0.0%		0.0%		
55441	Plymouth	100.0%		0.1%		0.1%		0.1%
55442	Plymouth	100.0%						
55443	Brooklyn Park	100.0%	0.1%					
55445	Brooklyn Park	100.0%						
55446	Plymouth	100.0%						
55447	Plymouth	100.0%					0.1%	
	<b>TOTAL</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	Newborns	100.0%						
	<b>TOTAL Excl Newborns</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

**Market Share by Hospital  
by ZIP - 2003**

ZIP	City	Total Disch	NORTH COUNTRY Reg Hosp	UNIVERSITY Med Ctr- MESABI	VIRGINIA Reg Med Ctr	COOK Hosp	MEEKER COUNTY MEMORIAL Hosp	MELROSE Hosp
55301	Albertville	612						
55309	Big Lake	1,604			1			
55311	Maple Grove	2,099			1			
55313	Buffalo	2,459					1	
55316	Champlin	2,060						
55327	Dayton	309						
55330	Elk River	3,248		2				
55340	Hamel	434				1		
55341	Hanover	229						
55357	Loretto	301						
55362	Monticello	1,847					1	
55369	Maple Grove/Osseo	3,118						
55373	Rockford	613						
55374	Rogers	1,068						
55376	St. Michael	1,170						
55428	New Hope	4,420	1		1			
55441	Plymouth	1,826						
55442	Plymouth	1,197						
55443	Brooklyn Park	3,161		1		1		2
55445	Brooklyn Park	821						
55446	Plymouth	1,185						
55447	Plymouth	1,934	2					
TOTAL		35,715	3	3	3	2	2	2
Newborns		4,135						
TOTAL Excl Newborns		31,580	3	3	3	2	2	2

**Market Share**

55301	Albertville	100.0%						
55309	Big Lake	100.0%			0.1%			
55311	Maple Grove	100.0%			0.0%			
55313	Buffalo	100.0%					0.0%	
55316	Champlin	100.0%						
55327	Dayton	100.0%						
55330	Elk River	100.0%		0.1%				
55340	Hamel	100.0%				0.2%		
55341	Hanover	100.0%						
55357	Loretto	100.0%						
55362	Monticello	100.0%					0.1%	
55369	Maple Grove/Osseo	100.0%						
55373	Rockford	100.0%						
55374	Rogers	100.0%						
55376	St. Michael	100.0%						
55428	New Hope	100.0%	0.0%		0.0%			
55441	Plymouth	100.0%						
55442	Plymouth	100.0%						
55443	Brooklyn Park	100.0%		0.0%		0.0%		0.1%
55445	Brooklyn Park	100.0%						
55446	Plymouth	100.0%						
55447	Plymouth	100.0%	0.1%					
TOTAL		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Newborns		100.0%						
TOTAL Excl Newborns		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Market Share by Hospital  
by ZIP - 2003**

ZIP	City	Total Disch	MINNEWASKA DISTRICT Hosp	PINE Med Ctr	QUEEN OF PEACE Hosp	ST_GABRIEL'S Hosp	SWIFT COUNTY-BENSON Hosp	APPLETON MUNICIPAL Hosp & C&NC
55301	Albertville	612					1	
55309	Big Lake	1,604						
55311	Maple Grove	2,099						
55313	Buffalo	2,459						
55316	Champlin	2,060						
55327	Dayton	309						
55330	Elk River	3,248						
55340	Hamel	434						
55341	Hanover	229						
55357	Loretto	301	1			1		
55362	Monticello	1,847		1		1		
55369	Maple Grove/Osseo	3,118						
55373	Rockford	613						
55374	Rogers	1,068						
55376	St. Michael	1,170					1	1
55428	New Hope	4,420		1				
55441	Plymouth	1,826						
55442	Plymouth	1,197						
55443	Brooklyn Park	3,161						
55445	Brooklyn Park	821						
55446	Plymouth	1,185			2			
55447	Plymouth	1,934	1					
	<b>TOTAL</b>	<b>35,715</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
	Newborns	4,135			1			
	<b>TOTAL Excl Newborns</b>	<b>31,580</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>

**Market Share**

55301	Albertville	100.0%					0.2%	
55309	Big Lake	100.0%						
55311	Maple Grove	100.0%						
55313	Buffalo	100.0%						
55316	Champlin	100.0%						
55327	Dayton	100.0%						
55330	Elk River	100.0%						
55340	Hamel	100.0%						
55341	Hanover	100.0%						
55357	Loretto	100.0%	0.3%			0.3%		
55362	Monticello	100.0%		0.1%		0.1%		
55369	Maple Grove/Osseo	100.0%						
55373	Rockford	100.0%						
55374	Rogers	100.0%						
55376	St. Michael	100.0%					0.1%	0.1%
55428	New Hope	100.0%		0.0%				
55441	Plymouth	100.0%						
55442	Plymouth	100.0%						
55443	Brooklyn Park	100.0%						
55445	Brooklyn Park	100.0%						
55446	Plymouth	100.0%			0.2%			
55447	Plymouth	100.0%	0.1%					
	<b>TOTAL</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	Newborns	100.0%			0.0%			
	<b>TOTAL Excl Newborns</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

**Market Share by Hospital  
by ZIP - 2003**

ZIP	City	Total Disch	FIRST CARE MEDICAL SERVICES	LAKE CITY Hosp	LAKELWOOD Hlth CENTER	LAKELWOOD Hlth SYSTEM	LONG PRAIRIE MEMORIAL Hosp	LUVERNE COMMUNITY Hosp
55301	Albertville	612						
55309	Big Lake	1,604						
55311	Maple Grove	2,099						
55313	Buffalo	2,459						
55316	Champlin	2,060						1
55327	Dayton	309						
55330	Elk River	3,248				1		
55340	Hamel	434		1			1	
55341	Hanover	229						
55357	Loretto	301						
55362	Monticello	1,847						
55369	Maple Grove/Osseo	3,118						
55373	Rockford	613						
55374	Rogers	1,068						
55376	St. Michael	1,170						
55428	New Hope	4,420						
55441	Plymouth	1,826				1		
55442	Plymouth	1,197						
55443	Brooklyn Park	3,161	1					
55445	Brooklyn Park	821						
55446	Plymouth	1,185						
55447	Plymouth	1,934						
TOTAL		35,715	1	1	1	1	1	1
Newborns		4,135						
TOTAL Excl Newborns		31,580	1	1	1	1	1	1

**Market Share**

55301	Albertville	100.0%						
55309	Big Lake	100.0%						
55311	Maple Grove	100.0%						
55313	Buffalo	100.0%						
55316	Champlin	100.0%						0.0%
55327	Dayton	100.0%						
55330	Elk River	100.0%				0.0%		
55340	Hamel	100.0%		0.2%			0.2%	
55341	Hanover	100.0%						
55357	Loretto	100.0%						
55362	Monticello	100.0%						
55369	Maple Grove/Osseo	100.0%						
55373	Rockford	100.0%						
55374	Rogers	100.0%						
55376	St. Michael	100.0%						
55428	New Hope	100.0%						
55441	Plymouth	100.0%				0.1%		
55442	Plymouth	100.0%						
55443	Brooklyn Park	100.0%	0.0%					
55445	Brooklyn Park	100.0%						
55446	Plymouth	100.0%						
55447	Plymouth	100.0%						
TOTAL		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Newborns		100.0%						
TOTAL Excl Newborns		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Market Share by Hospital  
by ZIP - 2003**

ZIP	City	Total Disch	MERCY Hosp AND HlthCARE CENTER	NORTHFIELD Hosp LONG TERM CARE	NORTHWEST Med Ctr	OLMSTED Med Ctr	REDWOOD AREA Hosp	STEVENS COMMUNITY Med Ctr
55301	Albertville	612						
55309	Big Lake	1,604						
55311	Maple Grove	2,099						1
55313	Buffalo	2,459						
55316	Champlin	2,060						
55327	Dayton	309					1	
55330	Elk River	3,248	1					
55340	Hamel	434						
55341	Hanover	229		1				
55357	Loretto	301						
55362	Monticello	1,847				1		
55369	Maple Grove/Osseo	3,118						
55373	Rockford	613						
55374	Rogers	1,068						
55376	St. Michael	1,170						
55428	New Hope	4,420						
55441	Plymouth	1,826						
55442	Plymouth	1,197						
55443	Brooklyn Park	3,161			1			
55445	Brooklyn Park	821						
55446	Plymouth	1,185						
55447	Plymouth	1,934						
TOTAL		35,715	1	1	1	1	1	1
Newborns		4,135						
TOTAL Excl Newborns		31,580	1	1	1	1	1	1

**Market Share**

55301	Albertville	100.0%						
55309	Big Lake	100.0%						
55311	Maple Grove	100.0%						0.0%
55313	Buffalo	100.0%						
55316	Champlin	100.0%						
55327	Dayton	100.0%					0.3%	
55330	Elk River	100.0%	0.0%					
55340	Hamel	100.0%						
55341	Hanover	100.0%		0.4%				
55357	Loretto	100.0%						
55362	Monticello	100.0%				0.1%		
55369	Maple Grove/Osseo	100.0%						
55373	Rockford	100.0%						
55374	Rogers	100.0%						
55376	St. Michael	100.0%						
55428	New Hope	100.0%						
55441	Plymouth	100.0%						
55442	Plymouth	100.0%						
55443	Brooklyn Park	100.0%			0.0%			
55445	Brooklyn Park	100.0%						
55446	Plymouth	100.0%						
55447	Plymouth	100.0%						
TOTAL		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Newborns		100.0%						
TOTAL Excl Newborns		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Market Share by Hospital  
by ZIP - 2003**

ZIP	City	Total Disch	TRI-COUNTY Hosp	WINONA COMMUNITY MEMORIAL Hosp	ONAMIA MILLE LACS Hlth SYSTEM	ST MICHAEL'S Hosp
55301	Albertville	612				
55309	Big Lake	1,604				
55311	Maple Grove	2,099				
55313	Buffalo	2,459				
55316	Champlin	2,060				
55327	Dayton	309				
55330	Elk River	3,248				
55340	Hamel	434				
55341	Hanover	229				
55357	Loretto	301				
55362	Monticello	1,847				
55369	Maple Grove/Osseo	3,118		1		
55373	Rockford	613				
55374	Rogers	1,068				
55376	St. Michael	1,170				
55428	New Hope	4,420				
55441	Plymouth	1,826				
55442	Plymouth	1,197	1			
55443	Brooklyn Park	3,161				
55445	Brooklyn Park	821				
55446	Plymouth	1,185				
55447	Plymouth	1,934				
	<b>TOTAL</b>	<b>35,715</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
	Newborns	4,135				
	<b>TOTAL Excl Newborns</b>	<b>31,580</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>

**Market Share**

55301	Albertville	100.0%				
55309	Big Lake	100.0%				
55311	Maple Grove	100.0%				
55313	Buffalo	100.0%				
55316	Champlin	100.0%				
55327	Dayton	100.0%				
55330	Elk River	100.0%				
55340	Hamel	100.0%				
55341	Hanover	100.0%				
55357	Loretto	100.0%				
55362	Monticello	100.0%				
55369	Maple Grove/Osseo	100.0%		0.0%		
55373	Rockford	100.0%				
55374	Rogers	100.0%				
55376	St. Michael	100.0%				
55428	New Hope	100.0%				
55441	Plymouth	100.0%				
55442	Plymouth	100.0%	0.1%			
55443	Brooklyn Park	100.0%				
55445	Brooklyn Park	100.0%				
55446	Plymouth	100.0%				
55447	Plymouth	100.0%				
	<b>TOTAL</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	Newborns	100.0%				
	<b>TOTAL Excl Newborns</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

Hospital	City	Driving Distance from proposed MG site	Licensed Beds	2003		
				Average Daily Census	Available Beds	Occupancy Rate
<b>Hospitals in the Service Area</b>						
Allina Buffalo Hospital	Buffalo	26 miles	65	20.3	34	60%
Monticello Big Lake Comm. Hosp. Distric	Monticello	20 miles	39	10.3	18	57%
<b>Subtotal</b>			104	30.6	52	59%
<b>Hospitals with 5+% Market Share in 22 ZIP service area</b>						
North Memorial Medical Center	Robbinsdale	13 miles	518	319.9	432	74%
Park Nicollet Methodist Hospital	St. Louis Park	19 miles	426	263.7	370	71%
Allina Mercy Hospital	Coon Rapids	12 miles	271	166.6	212	79%
Allina Abbott Northwestern Hospital	Minneapolis	21 miles	926	473.3	627	75%
Fairview-University Medical Center	Minneapolis	22 miles	1,700	507.7	729	70%
<b>Subtotal</b>			3,841	1,731.1	2,370	73%
<b>Hospitals with 2-4% Market Share in 22 ZIP service area</b>						
Hennepin County Medical Center	Minneapolis	19 miles	910	301.1	422	71%
Allina Unity Hospital	Fridley	16 miles	275	139.5	211	66%
Children's Hosp. & Clinics-Mpls. Campus	Minneapolis	21 miles	153	129.4	153	85%
Fairview Southdale Hospital	Edina	24 miles	390	206.2	322	64%
Fairview Northland Regional Hospital	Princeton	32 miles	41	21.1	41	51%
<b>Subtotal</b>			1,769	797.3	1,149	69%
<b>Group average</b>			5,714	2,559.0	3,571	72%

Source: MHA's administration of the Health Care Cost Information System.

Hospital	City	Distance from proposed MG site	Average ED Closing Events per Month \a			2002 Available Beds	2003 Available Beds	Available Beds Increase / (Decrease)
			2002	2003	YTD August 2004			
<b>Hospitals in the Service Area</b>								
Allina Buffalo Hospital	Buffalo	26 miles				34	34	-
Monticello Big Lake Comm. Hosp. Distric	Monticello	20 miles				15	18	-
<b>Subtotal</b>						<u>49</u>	<u>52</u>	<u>-</u>
<b>Hospitals with 5+% Market Share in 22 ZIP service area</b>								
North Memorial Medical Center	Robbinsdale	13 miles	5.6	3.3	1.9	392	432	40
Park Nicollet Methodist Hospital	St. Louis Park	19 miles	3.9	6.5	2.6	341	370	29
Allina Mercy Hospital	Coon Rapids	12 miles	2.3	1.7	1.1	209	212	3
Allina Abbott Northwestern Hospital	Minneapolis	21 miles	3.7	1.1	0.5	622	627	5
Fairview Riverside	Minneapolis	22 miles	0.9	0.6	1.4	721	729	8
Fairview University	Minneapolis	22 miles	2.9	3.3	0.9	included with Riverside		
						<u>2,285</u>	<u>2,370</u>	<u>85</u>
<b>Hospitals with 1-4% Market Share in 22 ZIP service area</b>								
Hennepin County Medical Center	Minneapolis	19 miles	2.3	0.6	0.5	424	422	(2)
Allina Unity Hospital	Fridley	16 miles	2.6	1.6	0.8	206	211	5
Children's Hosp. & Clinics-Mpls. Campus	Minneapolis	21 miles	-	-	-	153	153	-
Fairview Southdale Hospital	Edina	24 miles	4.8	4.3	2.0	354	322	(32)
						<u>1,137</u>	<u>1,108</u>	<u>(29)</u>

Note: \a Average closure time per event was 3:03, 3:04 and 2:52 in 2002, 2003, and 2004 respectively

Source: Twin Cities Metropolitan Area EMSsystem, Hennepin County Community Health Department - EMS Unit

Hospital	City	Distance from proposed MG site	2002 - Emergency Dept Closure Events per Month													
			Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Avg	
<b>Hospitals in the Service Area</b>																
Allina Buffalo Hospital	Buffalo	26 miles														
Monticello Big Lake Comm. Hosp. Distric	Monticello	20 miles														
<b>Subtotal</b>																
<b>Hospitals with 5+% Market Share in 22 ZIP service area</b>																
North Memorial Medical Center	Robbinsdale	13 miles	15	8	3	4	0	3	12	3	5	4	3	7	5.58	
Park Nicollet Methodist Hospital	St. Louis Park	19 miles	2	4	5	1	1	5	5	7	6	3	3	5	3.92	
Allina Mercy Hospital	Coon Rapids	12 miles	0	6	2	0	1	2	5	3	2	3	2	1	2.25	
Allina Abbott Northwestern Hospital	Minneapolis	21 miles	4	5	3	3	0	2	6	5	8	4	1	3	3.67	
Fairview Riverside	Minneapolis	22 miles	2	0	4	1	1	0	1	0	1	1	0	0	0.92	
Fairview University	Minneapolis	22 miles	2	2	2	1	0	3	3	6	5	5	3	3	2.92	
<b>Hospitals with 1-4% Market Share in 22 ZIP service area</b>																
Hennepin County Medical Center	Minneapolis	19 miles	5	3	0	2	0	0	10	3	4	0	0	0	2.25	
Allina Unity Hospital	Fridley	16 miles	3	1	1	3	5	2	6	2	3	1	3	1	2.58	
Children's Hosp. & Clinics-Mpls. Campus	Minneapolis	21 miles	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fairview Southdale Hospital	Edina	24 miles	10	10	6	1	3	4	6	5	3	2	4	3	4.75	

Note: Average closure time per event was 3:03, 3:04 and 2:52 in 2002, 2003 and 2004

Source: Twin Cities Metropolitan Area EMS System, Hennepin County Communications

Hospital	City	Distance from proposed MG site	2003 - Emergency Dept Closure Events per Month													
			Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Avg	
<b>Hospitals in the Service Area</b>																
Allina Buffalo Hospital	Buffalo	26 miles														
Monticello Big Lake Comm. Hosp. Distric	Monticello	20 miles														
<b>Subtotal</b>																
<b>Hospitals with 5+% Market Share in 22 ZIP service area</b>																
North Memorial Medical Center	Robbinsdale	13 miles	2	2	4	3	1	3	5	7	1	3	3	5	3.25	
Park Nicollet Methodist Hospital	St. Louis Park	19 miles	12	9	8	1	6	15	7	1	2	1	5	11	6.5	
Allina Mercy Hospital	Coon Rapids	12 miles	2	5	5	0	1	2	0	0	0	0	3	2	1.67	
Allina Abbott Northwestern Hospital	Minneapolis	21 miles	0	1	2	0	1	1	1	1	2	0	1	3	1.08	
Fairview Riverside	Minneapolis	22 miles	1	0	0	0	0	2	1	1	0	1	1	0	0.58	
Fairview University	Minneapolis	22 miles	0	4	4	2	4	3	5	2	3	6	4	2	3.25	
<b>Hospitals with 1-4% Market Share in 22 ZIP service area</b>																
Hennepin County Medical Center	Minneapolis	19 miles	0	2	0	1	0	0	3	1	0	0	0	0	0.58	
Allina Unity Hospital	Fridley	16 miles	0	4	5	0	0	0	3	1	2	1	1	2	1.58	
Children's Hosp. & Clinics-Mpls. Campus	Minneapolis	21 miles	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fairview Southdale Hospital	Edina	24 miles	4	4	4	2	1	8	1	6	1	8	7	5	4.25	

Note: Average closure time per event was 3:03, 3:04 and 2:52 in 2002, 2003 and 2004

Source: Twin Cities Metropolitan Area EMS System, Hennepin County Community EMS System

Hospital	City	Distance from proposed MG site	2004 - Emergency Dept Closure Events per Month												
			Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Avg
<b>Hospitals in the Service Area</b>															
Allina Buffalo Hospital	Buffalo	26 miles													
Monticello Big Lake Comm. Hosp. Distric	Monticello	20 miles													
<b>Subtotal</b>															
<b>Hospitals with 5+% Market Share in 22 ZIP service area</b>															
North Memorial Medical Center	Robbinsdale	13 miles	1	1	2	4	2	5	0	0					1.88
Park Nicollet Methodist Hospital	St. Louis Park	19 miles	8	2	1	2	3	2	2	1					2.63
Allina Mercy Hospital	Coon Rapids	12 miles	0	1	2	2	0	2	2	0					1.13
Allina Abbott Northwestern Hospital	Minneapolis	21 miles	1	0	0	1	0	1	1	0					0.5
Fairview Riverside	Minneapolis	22 miles	1	3	1	1	3	1	1	0					1.38
Fairview University	Minneapolis	22 miles	0	1	0	2	1	1	1	1					0.88
<b>Hospitals with 1-4% Market Share in 22 ZIP service area</b>															
Hennepin County Medical Center	Minneapolis	19 miles	0	0	0	0	0	2	0	2					0.5
Allina Unity Hospital	Fridley	16 miles	0	3	0	0	1	0	0	2					0.75
Children's Hosp. & Clinics-Mpls. Campus	Minneapolis	21 miles	0	0	0	0	0	0	0	0					0
Fairview Southdale Hospital	Edina	24 miles	3	2	2	2	3	2	2	0					2

Note: Average closure time per event was 3:03, 3:04 and 2:52 in 2002, 2003 and 2004

Source: Twin Cities Metropolitan Area EMS System, Hennepin County Community EMS System

TRADE SECRET

**22 ZIP Service Area - Total Market Discharges  
Conservative Utilization Scenario**

<b>Service Line</b>	<b>2003</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Cardiology	4,338	4,881	5,018	5,160	5,306	5,458
Chemical Dependency	529	560	567	575	583	591
General Medicine	6,707	7,341	7,499	7,662	7,830	8,001
General Surgery	2,393	2,565	2,614	2,665	2,717	2,770
Gynecology	992	1,061	1,079	1,097	1,116	1,134
Neonatal	1,376	1,390	1,391	1,391	1,392	1,393
Neurology	1,704	1,861	1,904	1,949	1,996	2,043
Obstetrics	5,696	6,161	6,249	6,340	6,432	6,527
Oncology	922	988	1,010	1,033	1,056	1,080
Ophthalmology	53	54	55	56	57	58
Orthopedics	3,496	3,823	3,910	3,999	4,091	4,186
Otorhinolaryngology	533	565	572	580	588	596
Psychiatry	1,661	1,739	1,759	1,779	1,800	1,821
Rehabilitation	186	209	214	219	224	229
Urology	1,277	1,389	1,420	1,452	1,485	1,520
<b>Total</b>	<b>31,863</b>	<b>34,586</b>	<b>35,271</b>	<b>35,969</b>	<b>36,682</b>	<b>37,408</b>

Note: Total discharges vary by 0.9% from Appendix 6 Total Discharges (31,580) due to different data sources

**5-Year Projected Volumes - Maple Grove Hospital**  
**Includes only "less complex" DRGs**

<b>Service Line</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Cardiology	207	343	410	477	544
Chemical Dependency	-	-	-	-	-
General Medicine	911	1,520	1,825	2,131	2,438
General Surgery	295	483	573	663	753
Gynecology	179	278	317	356	395
Neonatal	101	155	176	196	217
Neurology	85	144	175	206	237
Obstetrics	549	838	943	1,049	1,155
Oncology	42	73	90	107	125
Ophthalmology	-	-	-	-	-
Orthopedics	531	862	1,015	1,170	1,324
Otorhinolaryngology	39	66	80	94	108
Psychiatry	-	-	-	-	-
Rehabilitation	-	-	-	-	-
Urology	174	288	346	403	460
<b>Total</b>	<b>3,113</b>	<b>5,049</b>	<b>5,949</b>	<b>6,851</b>	<b>7,757</b>
Annual Growth		62.2%	17.8%	15.2%	13.2%

TRADE SECRET

TRADE SECRET

TRADE SECRET

TRADE SECRET

TRADE SECRET

## Length of Stay Comparison

## Length of Stay

Service Line	Buffalo	Cambridge	Lakeview	Ridgeview	SFRMC	Unity	Woodwinds	Grand Total
Cardiology	2.1	2.9	2.0	2.8	2.3	outlier	2.7	2.5
Chem Dep.	2.5	-	1.3	3.1	2.4	outlier	2.1	2.5
E.N.T.	1.6	2.5	1.5	1.6	1.9	2.0	1.6	1.8
Gen Medical	3.0	3.6	2.9	3.3	3.2	4.0	3.8	3.6
Gen Surgical	4.0	4.1	3.1	3.6	4.0	4.2	4.0	3.9
Gynecology	2.1	2.3	2.2	2.1	2.0	2.8	2.8	2.5
Neonatology	2.7	2.6	2.9	3.5	3.0	2.7	3.1	2.9
Neurology	2.8	3.2	2.9	5.1	3.1	4.2	3.3	3.9
Newborns	2.1	1.9	2.2	2.1	2.1	2.1	2.2	2.1
Obstetrics	2.5	2.3	2.6	2.3	2.4	2.5	2.6	2.4
Oncology	4.4	4.1	3.2	3.5	3.7	outlier	4.4	3.8
Ophthalmology	outlier	3.8	2.5	2.0	1.0	2.6	4.0	2.6
Orthopedics	3.2	3.7	2.5	3.3	3.0	3.6	2.9	3.1
Psychiatry	2.4	outlier	2.3	outlier	2.5	3.0	2.1	2.7
Urology	2.6	2.9	2.7	3.2	3.0	3.0	2.9	2.9
ALOS	2.7	3.0	2.5	3.0	2.8	3.4	3.0	3.0

Excluded - Program Not Offered/Outlier

## Length of Stay Comparison

## Discharges

Service Line	Buffalo	Cambridge	Lakeview	Ridgeview	SFRMC	Unity	Woodwinds	Grand Total
Cardiology	430	437	394	808	617	outlier	477	3,163
Chem Dep.	27		9	26	37	outlier	10	109
E.N.T.	49	57	36	178	47	103	50	520
Gen Medical	901	1,171	706	1,645	1,437	3,297	1,037	10,194
Gen Surgical	160	177	418	651	312	1,612	368	3,698
Gynecology	107	116	131	238	123	382	328	1,425
Neonatology	193	132	157	204	409	445	228	1,768
Neurology	113	187	122	322	179	678	210	1,811
Newborns	428	368	644	1,067	640	1,415	823	5,385
Obstetrics	640	530	808	1,299	1,111	1,987	1,334	7,709
Oncology	34	53	78	175	70	outlier	137	547
Ophthalmology		4	2	3	3	10	2	24
Orthopedics	158	272	1,245	1,110	431	1,366	905	5,487
Psychiatry	18	outlier	3	outlier	20	47	15	103
Urology	101	130	110	248	177	436	186	1,388
Total Discharges	3,359	3,634	4,863	7,974	5,613	11,778	6,110	43,331

Excluded - Program Not Offered/Outlier

## Length of Stay Comparison

## Days

Service Line	Buffalo	Cambridge	Lakeview	Ridgeview	SFRMC	Unity	Woodwinds	Grand Total
Cardiology	920	1,255	785	2,254	1,436	outlier	1,275	7,925
Chem Dep.	68		12	80	87	outlier	21	268
E.N.T.	80	143	53	281	88	208	80	933
Gen Medical	2,702	4,188	2,039	5,450	4,614	13,313	3,900	36,206
Gen Surgical	645	732	1,293	2,367	1,242	6,738	1,454	14,471
Gynecology	228	270	286	488	248	1,080	902	3,502
Neonatology	522	338	452	714	1,239	1,203	701	5,169
Neurology	316	593	349	1,632	561	2,845	701	6,997
Newborns	907	691	1,394	2,258	1,359	3,009	1,811	11,429
Obstetrics	1,594	1,218	2,111	2,925	2,672	4,891	3,414	18,825
Oncology	149	215	252	610	256	outlier	609	2,091
Ophthalmology	outlier	15	5	6	3	26	8	63
Orthopedics	498	1,009	3,052	3,684	1,305	4,906	2,656	17,110
Psychiatry	43	outlier	7	outlier	50	142	32	274
Urology	261	375	297	789	531	1,287	538	4,078
Patient Days	8,933	11,042	12,387	23,538	15,691	39,648	18,102	129,341

Excluded - Program Not Offered/Outlier

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Drive Times per MNDOT

Route	Destination	Feasible	Route	AM peak	off-peak	pm peak
Weaver Lake Road at I-94 to 36th Ave N exit off Hwy 100.	NMMC	No (no data on 100 north	NA			
Weaver Lake Road at I-94 to 4th street exit off I-94	HCMC	No (no data from Hemloc	NA			
Weaver Lake Road at I-94 to U of M exit off I-35W (3rd street)	FUMC-Campus	Yes	94/494/394/94	27:44	22:00	23:46
Weaver Lake Road at I-94 to 25TH AVE/RIVERSIDE AVE off of I-94	FUMC-Riverside	Yes	94/494/394/94	29:13	23:37	26:53
Weaver Lake Road at I-94 to E Main Street off US-169 N.	Mercy	No (no data north of 77th	NA			
Weaver Lake Road at I-94 to MN-47 N/UNIVERSITY AVENUE NORTH exit- EXIT 37 off I-694.	Unity	No	NA			
Weaver Lake Road at I-94 to Excelsior Blvd/Co. Rd 3 exit off US-169	Methodist	Yes	94/494/394/169	21:08	16:03	16:05
Weaver Lake Road at I-94 to 12th Street N exit off I-394	Abbott via DT	Yes (downtown Mpls. Righ	94/494/394	0:25:32	0:19:48	0:21:29
OLSON MEMORIAL HWY/MN-55 E. at I-494 to 36th Ave N exit off Hwy 100.	NMMC	No	NA			
OLSON MEMORIAL HWY/MN-55 E. at I-494 to 4th street exit off I-94	HCMC	No (no data on 55)	No direct route			
OLSON MEMORIAL HWY/MN-55 E. at I-494 to U of M exit off I-35W (3rd street)	FUMC-Campus	Yes	494/394/94	20:47	16:13	18:05
OLSON MEMORIAL HWY/MN-55 E. at I-494 to 25TH AVE/RIVERSIDE AVE off of I-94	FUMC-Riverside	Yes	494/394/94	0:22:16	0:17:50	0:21:11
OLSON MEMORIAL HWY/MN-55 E. at I-494 to E Main Street off US-169 N.	Mercy	No	NA			
OLSON MEMORIAL HWY/MN-55 E. at I-494 to MN-47 N/UNIVERSITY AVENUE NORTH exit- EXIT 37 off I-694.	Unity	No	No direct route			
OLSON MEMORIAL HWY/MN-55 E. at I-494 to Excelsior Blvd/Co. Rd 3 exit off US-169	Methodist	Yes	494/394/169	0:14:11	0:10:16	0:10:24
OLSON MEMORIAL HWY/MN-55 E. at I-494 to 12th Street N exit off I-394	Abbott via DT	Yes	494/394	0:18:35	0:14:01	0:15:48

## Allina Medical Transportation 2004 YTD Experience

Data represents Allina Medical Transportations transfer of Code 3 patients from the Maple Grove defined service area to North Memorial Level 1 Trauma. Code 3 = lights, sirens and emergency transport to the hospital.

RUNS	TO.DESCR	CITY	TRANSPORT TIME (minutes)
4009559	H NORTH MEMORIAL	ALBERTVILLE	34:42.0
4031704	H NORTH MEMORIAL	ALBERTVILLE	21:49.0
4027885	H NORTH MEMORIAL	BUFFALO TOWNSHIP	28:50.0
4013220	H NORTH MEMORIAL	CHAMPLIN	24:35.0
4014937	H NORTH MEMORIAL	CHAMPLIN	24:39.0
4019309	H NORTH MEMORIAL	CHAMPLIN	27:35.0
4031092	H NORTH MEMORIAL	CHAMPLIN	26:59.0
4032743	H NORTH MEMORIAL	CHAMPLIN	35:56.0
4036007	H NORTH MEMORIAL	CHAMPLIN	19:47.0
4036476	H NORTH MEMORIAL	CHAMPLIN	31:37.0
4043806	H NORTH MEMORIAL	CHAMPLIN	21:26.0
4048383	H NORTH MEMORIAL	HANOVER	35:35.0
4048408	H NORTH MEMORIAL	HANOVER	35:35.0
4048409	H NORTH MEMORIAL	HANOVER	35:35.0
4060385	H NORTH MEMORIAL	OTSEGO	41:58.0
4055718	H NORTH MEMORIAL	ROCKFORD	42:24.0
4062904	H NORTH MEMORIAL	ST MICHAEL	22:41.0
4063555	H NORTH MEMORIAL	ST MICHAEL	35:18.0
4010513	H NORTH MEMORIAL	ST MICHAEL	33:57.0
4014894	H NORTH MEMORIAL	ST MICHAEL	32:25.0
4031646	H NORTH MEMORIAL	ST MICHAEL	32:29.0
<b>Count</b>	<b>21</b>	<b>Average of all calls</b>	<b>30:45.3</b>

Source: Allina Medical Transportation

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## Maple Grove Projected Beds (Phase I)

Med/Surg/Peds	48-64
ICU	<u>8-16</u>
Subtotal Acute	56-80
Obstetrics	<u>12-16</u>
Total Beds	68-96
Level II NICU	6-8
Newborn Bassinets	12-16

## Ancillary Services Provided

Imaging	CT MRI Rad/Fluoro Ultrasound Nuclear Medicine DEXA scan Mammography Stereotactic local, breast
Non-invasive Cardiac Dx	EKG Echocardiography Cardiovascular stress test Cerebrovascular arterial studies Holter monitor Noninvasive vascular studies Pacemaker analysis
Therapies	Physical Therapy Occupational Therapy Cardiac rehab, md services Speech therapy
Other Diagnostic Services	Emergency Visits Audiologic testing Speech evaluation Pulmonary Function Testing Lab
Other Therapeutic Services	Dialysis Radiation Therapy
Procedural Care	Outpatient Surgery Endoscopy

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Working together. Supporting family success.

Northwest Hennepin Family Services Collaborative 11200 93<sup>rd</sup> Avenue North, Maple Grove, Minnesota 55369 / 763-391-7253

October 13, 2004

Mr. Michael Johnson  
Senior Vice President  
Park Nicollet Health Services  
6500 Excelsior Boulevard  
St. Louis Park, Minnesota 55426

Dear Mr. Johnson:

Thank you for the energy and commitment that Park Nicollet is contributing to exploring the possibility of a medical campus in the northwestern suburbs of Hennepin County. The Northwest Hennepin Family Services Collaborative especially appreciates the Park Nicollet Foundation's efforts to engage the community in meaningful dialogue about gaps and barriers in services through the Convening On Needs meetings that have been taking place in Maple Grove for over one year.

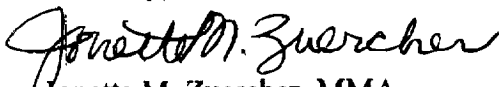
As you are aware, there is a large gap in medical services in the following areas:

- primary care
- mental health
- emergency health services
- inpatient services
- dental
- eye screening and correction

Access to medical services is a critical issue for families, especially families with children. While transportation continues to be an issue in the northwestern corridor, Park Nicollet's efforts to bring medical partners together to address the gap in medical services will go a long way to begin to ameliorate the lack of services.

I look forward to continuing to work with you and others at Park Nicollet as you move your work forward.

Sincerely,

  
Jonette M. Zuercher, MMA  
Project Coordinator

Serving the Communities of - Brooklyn Center, Brooklyn Park, Champlin, Dayton, Maple Grove, Osseo, Plymouth, Corcoran