

APPENDIX

Detailed Tables By Medical Group

COST AND UTILIZATION

2021 REPORT

APPENDIX TABLE 1

2020 Total Cost of Care, Relative Resource Use and Relative Pricing by Medical Group

2020 Total Cost of Care, Relative Resource Use and Relative Pricing									
MEDICAL GROUP	RISK ADJUSTED TOTAL COST OF CARE			COST INDEX	RELATIVE RESOURCE USE	RELATIVE PRICE INDEX			
	All Patients	Adults	Children						
AALFA Family Clinic	\$470 ▼	\$552 ▼	\$223	-15.1%	-3.6%	-11.9%			
Adefris & Toppin Women's Specialists	\$538	\$633		-2.8%	9.5%	-11.2%			
All About Children Pediatrics - Children's Health Network	\$641		\$313	15.9%	27.1%	-8.8%			
Allina Health	\$547 ▼	\$643 ▼	\$249	-1.0%	1.3%	-2.3%			
Alomere Health	\$524 ▼	\$619 ▼	\$241	-5.1%	0.1%	-5.2%			
Altru Health System	\$594 ▲	\$720 ▲	\$221 ▼	7.4%	10.5%	-2.9%			
Amery Hospital and Clinic	\$524	\$624		-5.2%	-0.9%	-4.4%			
Avera Medical Group - Granite Falls Health Center	\$597	\$714		8.0%	-6.0%	14.8%			
Avera Medical Group - Pipestone	\$592	\$720		7.2%	2.4%	4.7%			
Avera Medical Group- MARSHALL	\$541	\$653	\$215 ▼	-2.1%	-3.8%	1.8%			
Avera Medical Group- MCGREEVY CLINIC, United Medical Center, Worthington Speciality Clinic	\$668 ▲	\$804 ▲		20.9%	16.4%	3.9%			
CCM Health	\$627 ▲	\$752 ▲		13.4%	0.2%	13.2%			
CentraCare Health	\$477 ▼	\$560 ▼	\$224 ▼	-13.8%	-10.5%	-3.7%			
Central Pediatrics	\$507 ▼	\$706	\$230 ▼	-8.2%	-0.4%	-7.9%			
Child and Teen Medical Center	\$493 ▼		\$224 ▼	-10.8%	-0.3%	-10.5%			
Children's Clinic Network	\$551	\$625	\$259	-0.2%	8.8%	-8.3%			
Children's Minnesota	\$950 ▲		\$436 ▲	71.8%	66.6%	3.2%			
Clinic Sofia Ob/Gyn	\$545	\$642		-1.3%	12.1%	-12.0%			
Community Memorial Hospital	\$613 ▲	\$727 ▲		10.8%	-4.8%	16.4%			
Community University Health Care Center	\$447 ▼	\$526 ▼		-19.1%	-10.3%	-9.8%			
Cuyuna Regional Medical Center	\$589 ▲	\$710 ▲	\$216 ▼	6.6%	-0.2%	6.9%			
Dulcimer Medical Center	\$569	\$690		3.0%	-13.8%	19.4%			
Eagan Valley Pediatrics	\$611		\$266	10.5%	20.1%	-8.0%			
Edina Sports Health & Wellness	\$511	\$603		-7.5%	6.4%	-13.1%			
Entira Family Clinics	\$514 ▼	\$606 ▼	\$241	-7.1%	0.6%	-7.6%			
Essentia Health - Central Region	\$525 ▼	\$622 ▼	\$234	-5.0%	-7.9%	3.1%			
Essentia Health - East Region	\$635 ▲	\$746 ▲	\$297 ▲	14.8%	1.2%	13.5%			
Essentia Health - West	\$498 ▼	\$591 ▼	\$219 ▼	-9.9%	-9.7%	-0.2%			

▲ Significantly higher than average

▼ Significantly lower than average

2020 Total Cost of Care, Relative Resource Use and Relative Pricing

MEDICAL GROUP	RISK ADJUSTED TOTAL COST OF CARE			COST INDEX	RELATIVE RESOURCE USE	RELATIVE PRICE INDEX
	All Patients	Adults	Children			
Fairview Health Services	\$547 ▼	\$643 ▼	\$257	-1.0%	3.2%	-4.1%
Fairview Mesaba Clinics	\$657 ▲	\$768 ▲	\$322 ▲	18.8%	6.4%	11.7%
Family Health Care of Siouxland	\$439 ▼	\$510 ▼		-20.6%	-3.7%	-17.5%
Family Practice Medical Center Of Willmar	\$525			-5.0%	-4.0%	-1.1%
France Avenue Family Physicians - Minnesota Healthcare Network	\$533	\$630		-3.6%	6.6%	-9.6%
Gateway Family Health Clinic	\$596 ▲	\$693	\$306	7.8%	-5.3%	13.8%
Glencoe Regional Health Services	\$542	\$640	\$241	-2.0%	-2.8%	0.8%
Glenwood Medical Center	\$534	\$654	\$180 ▼	-3.4%	-8.1%	5.1%
Grand Itasca Clinic	\$608 ▲	\$725 ▲	\$259	10.0%	-0.3%	10.4%
Grow Pediatrics	\$451 ▼		\$222	-18.5%	-6.0%	-13.3%
Gundersen Health System	\$681 ▲	\$791 ▲	\$352 ▲	23.2%	4.5%	17.9%
HealthPartners Clinics	\$488 ▼	\$572 ▼	\$235 ▼	-11.7%	-5.1%	-7.0%
Hennepin Healthcare	\$478 ▼	\$565 ▼	\$212 ▼	-13.6%	-6.6%	-7.5%
Hudson Physicians	\$481 ▼	\$567 ▼	\$222 ▼	-13.1%	-7.1%	-6.4%
Hutchinson Health	\$513 ▼	\$601 ▼	\$246	-7.2%	-10.0%	3.2%
Infinite Health Collaborative	\$539 ▼	\$636 ▼		-2.6%	5.9%	-8.0%
Kittson Healthcare Clinic	\$560			1.3%	-3.9%	5.4%
Lake Region Healthcare	\$617 ▲	\$736 ▲	\$254	11.6%	-1.3%	13.1%
Lake View Clinic - Two Harbors	\$588	\$704		6.3%	-2.3%	8.8%
Lakeview Clinic	\$523 ▼	\$611 ▼	\$251	-5.4%	1.0%	-6.4%
Lakewood Health System	\$539	\$638	\$241	-2.5%	-10.6%	9.1%
Mankato Clinic, Ltd.	\$564	\$660	\$275 ▲	2.0%	-9.4%	12.6%
Mayo Clinic	\$1,063 ▲	\$1,262 ▲	\$441 ▲	92.4%	27.4%	51.0%
Mayo Clinic Health System - Fairmont	\$783 ▲	\$931 ▲		41.6%	1.8%	39.1%
Mayo Clinic Health System - Franciscan Healthcare in La Crosse	\$865 ▲	\$1,036 ▲		56.5%	1.1%	54.9%
Mayo Clinic Health System - Northwest Wisconsin Region	\$818 ▲	\$1,000 ▲	\$268	48.0%	-1.8%	50.6%
Mayo Clinic Health System - Southeast Minnesota Region	\$737 ▲	\$876 ▲	\$308 ▲	33.3%	-2.0%	36.0%
Mayo Clinic Health System - Southwest Minnesota Region	\$741 ▲	\$877 ▲	\$327 ▲	34.1%	1.2%	32.5%
Mayo Clinic Health System - St. James	\$669 ▲			21.0%	-7.9%	31.4%
Meeker Memorial Clinic	\$547	\$644	\$253	-1.0%	-10.7%	10.8%
Mendakota Pediatrics Ltd	\$637		\$292	15.3%	30.7%	-11.8%
Mille Lacs Health System	\$532	\$654		-3.7%	-16.8%	15.7%
Minnesota Women's Care	\$506 ▼	\$597 ▼		-8.4%	5.5%	-13.2%
North Memorial	\$545	\$641	\$250	-1.4%	4.8%	-5.9%

▲ Significantly higher than average

▼ Significantly lower than average

2020 Total Cost of Care, Relative Resource Use and Relative Pricing

MEDICAL GROUP	RISK ADJUSTED TOTAL COST OF CARE			COST INDEX	RELATIVE RESOURCE USE	RELATIVE PRICE INDEX
	All Patients	Adults	Children			
Northern Lights Pediatric and Adolescent Medicine	\$530		\$237	-4.1%	6.5%	-10.0%
Northfield Hospital + Clinics	\$647 ▲	\$777 ▲	\$264	17.0%	13.1%	3.5%
NorthPoint Health & Wellness Center	\$719 ▲	\$862 ▲		30.1%	37.8%	-5.6%
Northwest Family Physicians	\$484 ▼	\$571 ▼		-12.4%	-4.1%	-8.6%
Obstetrics and Gynecology Associates	\$489	\$574		-11.6%	-1.2%	-10.5%
Olivia Hospital & Clinic	\$670 ▲	\$810 ▲		21.2%	7.9%	12.3%
Olmsted Medical Center	\$723 ▲	\$859 ▲	\$309 ▲	30.7%	-3.8%	35.8%
Ortonville Area Health Services-Northside Medical Clinic	\$669 ▲	\$797 ▲		21.1%	15.9%	4.5%
Park Nicollet Health Services	\$505 ▼	\$591 ▼	\$246 ▼	-8.7%	-5.1%	-3.8%
Parkview Medical Clinic - Minnesota Healthcare Network	\$539	\$667		-2.5%	-1.1%	-1.4%
Pediatric & Young Adult Medicine	\$508		\$240	-8.1%	3.3%	-11.1%
Pediatric Services - Children's Physician Network	\$586		\$275	5.9%	18.3%	-10.5%
Perham Health	\$542	\$654	\$197 ▼	-2.0%	-6.0%	4.3%
Planned Parenthood Minnesota, North Dakota, South Dakota	\$573	\$662		3.7%	20.3%	-13.8%
Prairie Ridge Hospital & Health Services	\$680 ▲			23.0%	11.0%	10.8%
Premier OB/GYN of Minnesota	\$526 ▼	\$620 ▼		-4.8%	6.1%	-10.2%
Rice Institute Outpatient	\$584 ▲	\$687 ▲	\$269	5.6%	-5.9%	12.2%
Richfield Medical Group	\$486	\$564 ▼		-12.1%	-8.0%	-4.5%
Ridgeview Clinics	\$532 ▼	\$632	\$195 ▼	-3.7%	3.6%	-7.1%
RiverView Health	\$565	\$674		2.2%	-3.0%	5.4%
Riverwood Healthcare Center	\$637 ▲	\$749 ▲		15.2%	3.9%	10.8%
Rural Health Care, Inc	\$428 ▼	\$518 ▼		-22.6%	-11.9%	-12.2%
Sanford Health	\$567 ▲	\$674 ▲	\$238 ▼	2.5%	1.2%	1.3%
Sartell Pediatrics - IHN	\$474 ▼	\$445 ▼	\$231 ▼	-14.3%	-6.5%	-8.3%
Sawtooth Mountain Clinic	\$637 ▲	\$727		15.3%	-8.4%	26.0%
Scenic Rivers Health Services	\$664 ▲	\$800 ▲		20.2%	2.9%	16.8%
Sibley Medical Center DBA Ridgeview	\$574			3.8%	4.0%	-0.2%
Sibley Medical Center						
Sleepy Eye Medical Center	\$683 ▲	\$827 ▲		23.6%	2.6%	20.5%
South Lake Pediatrics	\$485 ▼	\$598	\$223 ▼	-12.2%	-4.1%	-8.5%
Southdale Pediatric Associates, Ltd	\$538	\$625	\$251	-2.7%	6.1%	-8.2%
St. Croix Regional Medical Center	\$500 ▼	\$590 ▼	\$228	-9.5%	-6.2%	-3.5%
St. Luke's Clinics	\$606 ▲	\$723 ▲	\$249	9.7%	5.3%	4.2%
Stellis Health, PA	\$480 ▼	\$567 ▼	\$219 ▼	-13.1%	-6.1%	-7.5%
Stevens Community Medical Center	\$627 ▲	\$760 ▲	\$244	13.5%	1.7%	11.6%
Swift County Benson Health Services	\$480 ▼	\$572 ▼		-13.1%	-17.9%	5.9%

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2020 Total Cost of Care, Relative Resource Use and Relative Pricing

MEDICAL GROUP	RISK ADJUSTED TOTAL COST OF CARE			COST INDEX	RELATIVE RESOURCE USE	RELATIVE PRICE INDEX
	All Patients	Adults	Children			
Synergy Family Physicians, P.A	\$474 ▼			-14.3%	-4.5%	-10.2%
Tri-County Health Care	\$664 ▲	\$788 ▲	\$292	20.2%	3.7%	15.9%
United Family Medicine	\$555	\$650		0.4%	2.6%	-2.2%
United Hospital District Clinic	\$605	\$718		9.4%	-4.4%	14.5%
University of Minnesota Physicians	\$721 ▲	\$796 ▲	\$616 ▲	30.5%	32.8%	-1.7%
Voyage Healthcare	\$535	\$626 ▼	\$277	-3.2%	5.9%	-8.6%
Wayzata Children's Clinic	\$506 ▼		\$235 ▼	-8.5%	1.8%	-10.1%
West Side Community Health Services	\$507	\$597		-8.2%	1.1%	-9.3%
Western Wisconsin Health	\$484 ▼	\$597 ▼		-12.5%	-17.6%	6.1%
Westfields Hospital and Clinic	\$553	\$654	\$245	0.0%	3.5%	-3.4%
Winona Health Services	\$617 ▲	\$707 ▲	\$339 ▲	11.6%	-9.6%	23.5%

▲ Significantly higher than average

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APPENDIX TABLE 2A

Utilization: Facility Based Services

Utilization: Facility Based Services 2020											
MEDICAL GROUP <small>per 1000 patients per year</small>	INPATIENT ADMISSIONS			EMERGENCY ROOM VISITS			OUTPATIENT SURGERY				
	Compared to risk adjusted expected rates	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio	
AALFA Family Clinic	76	76	1.01	99	156	0.64	91	101	0.90		
Adefris & Toppin Women's Specialists	193	188	1.03	93	144	0.65	117	86	1.36		
All About Children Pediatrics - Children's Health Network	8	11	0.80	66	103	0.64	23	33	0.68		
Allina Health	51	49	1.03	143	153	0.93	108	127	0.85		
Alomere Health	51	49	1.02	133	138	0.96	141	105	1.35		
Altru Health System	51	49	1.05	186	142	1.31	142	106	1.34		
Amery Hospital and Clinic	52	42	1.24	203	149	1.36	153	127	1.20		
Avera Medical Group - Granite Falls Health Center	46	33	1.38	163	133	1.22	131	110	1.19		
Avera Medical Group - Pipestone	63	49	1.29	140	150	0.93	147	119	1.23		
Avera Medical Group- MARSHALL	54	47	1.15	125	142	0.88	128	104	1.22		
Avera Medical Group- MCGREEVY CLINIC, United Medical Center, Worthington Speciality Clinic	66	61	1.07	139	143	0.97	171	112	1.53		
CCM Health	57	54	1.06	186	152	1.22	124	123	1.01		
CentraCare Health	48	53	0.91	138	157	0.88	112	122	0.92		
Central Pediatrics	13	17	0.75	82	126	0.65	29	37	0.79		
Child and Teen Medical Center	11	13	0.88	85	105	0.81	28	30	0.95		
Children's Clinic Network	11	12	0.92	89	109	0.82	26	31	0.84		
Children's Minnesota	112	50	2.26	199	172	1.16	82	66	1.25		
Clinic Sofia Ob/Gyn	231	221	1.05	144	157	0.91	106	88	1.20		
Community Memorial Hospital	42	34	1.25	203	130	1.56	149	112	1.33		
Community University Health Care Center	12	16	0.79	67	106	0.63	25	58	0.43		
Cuyuna Regional Medical Center	56	56	1.00	225	164	1.37	201	133	1.51		
Dulcimer Medical Center	31	33	0.92	189	133	1.42	87	104	0.84		
Eagan Valley Pediatrics	12	17	0.72	90	117	0.77	32	36	0.90		
Edina Sports Health & Wellness	18	29	0.63	89	149	0.60	133	153	0.87		
Entira Family Clinics	36	38	0.94	104	142	0.73	130	130	0.99		
Essentia Health - Central Region	40	47	0.85	169	151	1.12	118	125	0.95		
Essentia Health - East Region	47	50	0.95	184	149	1.24	141	118	1.19		
Essentia Health - West	39	46	0.84	165	149	1.10	125	107	1.17		
Fairview Health Services	47	48	0.98	160	148	1.09	116	118	0.98		
Fairview Mesaba Clinics	52	46	1.12	206	154	1.34	156	122	1.28		
Family Health Care of Siouxland	45	46	0.96	181	191	0.94	192	153	1.26		

Utilization: Facility Based Services 2020

MEDICAL GROUP <i>per 1000 patients per year</i>	INPATIENT ADMISSIONS			EMERGENCY ROOM VISITS			OUTPATIENT SURGERY		
	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio
Family Practice Medical Center Of Willmar	28	29	0.94	73	97	0.75	48	69	0.70
France Avenue Family Physicians - Minnesota Healthcare Network	23	32	0.71	112	145	0.77	126	141	0.90
Gateway Family Health Clinic	42	34	1.22	212	133	1.60	114	106	1.07
Glencoe Regional Health Services	59	43	1.37	207	138	1.51	136	105	1.29
Glenwood Medical Center	39	39	1.02	181	141	1.29	121	103	1.18
Grand Itasca Clinic	46	45	1.02	185	138	1.33	137	105	1.30
Grow Pediatrics	9	10	0.87	94	109	0.87	27	28	0.96
Gundersen Health System	45	43	1.04	138	136	1.02	139	109	1.27
HealthPartners Clinics	42	46	0.92	132	154	0.86	118	123	0.96
Hennepin Healthcare	52	52	1.00	186	177	1.05	108	127	0.85
Hudson Physicians	42	46	0.91	120	148	0.81	134	106	1.27
Hutchinson Health	44	43	1.03	160	134	1.19	132	104	1.27
Infinite Health Collaborative	129	135	0.95	103	150	0.68	120	110	1.09
Kittson Healthcare Clinic	23	29	0.81	195	140	1.40	101	117	0.86
Lake Region Healthcare	46	43	1.08	184	150	1.23	163	123	1.33
Lake View Clinic - Two Harbors	31	32	0.99	202	125	1.62	149	111	1.34
Lakeview Clinic	42	37	1.15	129	128	1.01	118	97	1.22
Lakewood Health System	60	62	0.96	200	153	1.30	122	110	1.11
Mankato Clinic, Ltd.	41	47	0.88	124	151	0.82	54	109	0.50
Mayo Clinic	98	64	1.54	196	165	1.19	243	139	1.75
Mayo Clinic Health System - Fairmont	48	41	1.18	206	134	1.54	135	106	1.27
Mayo Clinic Health System - Franciscan Healthcare in La Crosse	37	41	0.91	149	134	1.11	141	106	1.32
Mayo Clinic Health System - Northwest Wisconsin Region	45	39	1.15	203	139	1.46	108	100	1.08
Mayo Clinic Health System - Southeast Minnesota Region	47	39	1.21	241	126	1.91	105	94	1.11
Mayo Clinic Health System - Southwest Minnesota Region	45	42	1.07	197	143	1.38	128	110	1.17
Mayo Clinic Health System - St. James	36	34	1.04	252	139	1.81	127	116	1.10
Meeker Memorial Clinic	48	44	1.08	160	143	1.12	111	110	1.02
Mendakota Pediatrics Ltd	11	11	0.97	77	102	0.75	26	28	0.91
Mille Lacs Health System	42	42	1.00	286	156	1.83	134	136	0.99
Minnesota Women's Care	150	156	0.96	103	164	0.62	123	124	0.99
North Memorial	42	38	1.10	160	146	1.10	106	129	0.82
Northern Lights Pediatric and Adolescent Medicine	18	16	1.12	88	118	0.75	28	36	0.78
Northfield Hospital + Clinics	49	43	1.14	163	132	1.23	125	92	1.36
NorthPoint Health & Wellness Center	35	33	1.04	176	119	1.48	56	86	0.65
Northwest Family Physicians	35	39	0.91	109	134	0.82	86	126	0.68

Utilization: Facility Based Services 2020

MEDICAL GROUP <i>per 1000 patients per year</i>	INPATIENT ADMISSIONS			EMERGENCY ROOM VISITS			OUTPATIENT SURGERY		
	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio
Obstetrics and Gynecology Associates	57	60	0.95	91	122	0.75	81	96	0.85
Olivia Hospital & Clinic	44	33	1.31	184	125	1.47	141	100	1.40
Olmsted Medical Center	46	41	1.14	180	121	1.50	117	94	1.25
Ortonville Area Health Services-Northside Medical Clinic	49	46	1.08	117	124	0.94	138	98	1.41
Park Nicollet Health Services	43	47	0.92	127	153	0.82	104	120	0.86
Parkview Medical Clinic - Minnesota Healthcare Network	34	31	1.12	112	127	0.88	76	100	0.76
Pediatric & Young Adult Medicine	11	19	0.58	91	136	0.67	31	43	0.72
Pediatric Services - Children's Physician Network	8	14	0.57	86	112	0.77	32	33	0.96
Perham Health	63	53	1.19	177	148	1.19	137	118	1.17
Planned Parenthood Minnesota, North Dakota, South Dakota	12	9	1.40	114	82	1.38	12	34	0.36
Prairie Ridge Hospital & Health Services	60	46	1.31	216	161	1.34	244	152	1.61
Premier OB/GYN of Minnesota	194	197	0.99	113	142	0.79	99	84	1.18
Rice Institute Outpatient	48	48	0.99	136	145	0.94	92	113	0.82
Richfield Medical Group	30	40	0.76	106	147	0.72	160	149	1.08
Ridgeview Clinics	56	55	1.02	159	144	1.11	157	125	1.26
RiverView Health	44	47	0.95	160	147	1.09	131	115	1.14
Riverwood Healthcare Center	47	43	1.08	179	137	1.30	198	120	1.65
Rural Health Care, Inc	51	42	1.23	137	133	1.03	88	94	0.94
Sanford Health	53	50	1.07	167	154	1.08	140	121	1.16
Sartell Pediatrics - IHN	10	15	0.64	61	108	0.56	32	35	0.91
Sawtooth Mountain Clinic	21	27	0.78	150	98	1.54	90	85	1.06
Scenic Rivers Health Services	39	32	1.20	188	133	1.42	136	119	1.14
Sibley Medical Center DBA Ridgeview	37	26	1.42	204	125	1.62	143	108	1.32
Sibley Medical Center	48	39	1.23	112	112	1.00	86	81	1.07
Sleepy Eye Medical Center	48	39	1.23	112	112	1.00	86	81	1.07
South Lake Pediatrics	12	17	0.68	84	135	0.62	28	39	0.71
Southdale Pediatric Associates, Ltd	11	14	0.79	101	116	0.87	28	34	0.81
St. Croix Regional Medical Center	43	42	1.02	195	151	1.30	137	122	1.12
St. Luke's Clinics	40	44	0.92	165	141	1.17	149	116	1.28
Stellis Health, PA	35	35	1.01	123	129	0.95	98	99	0.99
Stevens Community Medical Center	52	46	1.12	143	135	1.06	130	102	1.27
Swift County Benson Health Services	34	33	1.02	125	115	1.08	91	90	1.01
Synergy Family Physicians, P.A	10	26	0.39	104	134	0.78	63	101	0.62
Tri-County Health Care	47	36	1.31	164	127	1.28	135	104	1.31
United Family Medicine	66	52	1.26	170	149	1.14	93	125	0.75
United Hospital District Clinic	49	39	1.28	225	139	1.63	116	111	1.05
University of Minnesota Physicians	125	107	1.17	176	196	0.90	168	149	1.13
Voyage Healthcare	50	50	1.00	123	143	0.86	125	131	0.96

Utilization: Facility Based Services 2020

MEDICAL GROUP <i>per 1000 patients per year</i>	INPATIENT ADMISSIONS			EMERGENCY ROOM VISITS			OUTPATIENT SURGERY		
	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio
Wayzata Children's Clinic	9	13	0.69	83	119	0.70	28	34	0.82
West Side Community Health Services	51	43	1.19	221	117	1.90	57	82	0.69
Western Wisconsin Health	53	61	0.88	174	162	1.07	141	124	1.13
Westfields Hospital and Clinic	49	41	1.20	198	149	1.33	137	116	1.18
Winona Health Services	40	35	1.13	130	128	1.02	132	104	1.28

APPENDIX TABLE 2B

Utilization: Office Visits and Pharmacy Use

Utilization: Office Visits and Pharmacy Use 2020										
MEDICAL GROUP <i>per 1000 patients per year</i>	PRIMARY CARE VISITS			SPECIALTY VISITS			PHARMACY USE			GENERIC RX USE RATE
Compared to risk adjusted expected rates	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio	
AALFA Family Clinic	2,407	2,612	0.92	1,418	1,450	0.98	12,313	13,573	0.91	89.9%
Adefris & Toppin Women's Specialists	2,387	2,588	0.92	1,689	1,361	1.24	11,843	13,886	0.85	90.5%
All About Children Pediatrics - Children's Health Network	2,668	2,568	1.04	1,634	1,642	1.00	18,302	17,820	1.03	90.2%
Allina Health	2,465	2,430	1.01	1,027	1,404	0.73	12,640	14,401	0.88	91.5%
Alomere Health	2,449	2,404	1.02	769	708	1.08	2,473	3,448	0.72	88.3%
Altru Health System	2,543	2,467	1.03	1,130	1,458	0.77	16,197	14,863	1.09	87.9%
Amery Hospital and Clinic	2,251	2,507	0.90	1,339	1,593	0.84	17,337	16,551	1.05	93.5%
Avera Medical Group - Granite Falls Health Center	2,547	2,530	1.01	1,583	1,393	1.14	11,392	13,898	0.82	87.7%
Avera Medical Group - Pipestone	2,742	2,387	1.15	959	1,390	0.69	17,947	15,948	1.13	90.7%
Avera Medical Group- MARSHALL	2,313	2,500	0.93	895	1,522	0.59	16,178	15,134	1.07	90.5%
Avera Medical Group- MCGREEVY CLINIC, United Medical Center, Worthington Speciality Clinic	2,441	2,500	0.98	863	1,415	0.61	10,355	14,439	0.72	90.5%
CCM Health	2,330	2,440	0.95	1,251	1,489	0.84	16,648	15,406	1.08	88.5%
CentraCare Health	2,495	2,539	0.98	1,292	1,586	0.81	18,620	16,452	1.13	89.8%
Central Pediatrics	2,147	2,586	0.83	1,330	1,632	0.82	15,721	16,506	0.95	91.9%
Child and Teen Medical Center	2,541	2,463	1.03	1,170	1,020	1.15	4,268	4,596	0.93	86.1%
Children's Clinic Network	2,477	2,283	1.08	918	869	1.06	4,338	4,382	0.99	87.3%
Children's Minnesota	2,669	2,731	0.98	1,773	1,466	1.21	12,809	14,321	0.89	91.5%
Clinic Sofia Ob/Gyn	2,639	2,331	1.13	1,261	1,418	0.89	18,376	17,334	1.06	90.9%
Community Memorial Hospital	2,259	2,019	1.12	1,395	1,099	1.27	10,720	11,896	0.90	89.9%
Community University Health Care Center	2,647	2,238	1.18	789	844	0.94	3,507	4,127	0.85	89.1%
Cuyuna Regional Medical Center	2,567	2,666	0.96	1,392	1,701	0.82	16,877	17,394	0.97	91.2%
Dulcimer Medical Center	2,782	2,409	1.15	914	1,343	0.68	13,400	14,580	0.92	86.7%
Eagan Valley Pediatrics	2,712	2,592	1.05	1,958	1,754	1.12	21,084	20,574	1.02	89.6%
Edina Sports Health & Wellness	2,671	2,403	1.11	899	924	0.97	4,280	4,317	0.99	89.2%
Entira Family Clinics	2,616	2,467	1.06	1,631	1,588	1.03	19,918	18,234	1.09	91.6%
Essentia Health - Central Region	2,349	2,515	0.93	1,321	1,602	0.82	16,572	16,506	1.00	90.6%
Essentia Health - East Region	2,415	2,509	0.96	1,511	1,580	0.96	17,127	16,595	1.03	89.5%
Essentia Health - West	2,266	2,453	0.92	1,301	1,157	1.13	5,746	5,899	0.97	88.4%
Fairview Health Services	2,480	2,505	0.99	1,352	1,510	0.90	15,618	14,799	1.06	90.0%
Fairview Mesaba Clinics	2,426	2,521	0.96	1,647	1,569	1.05	17,257	16,534	1.04	89.8%

Utilization: Office Visits and Pharmacy Use 2020

MEDICAL GROUP <i>per 1000 patients per year</i>	PRIMARY CARE VISITS			SPECIALTY VISITS			PHARMACY USE			GENERIC RX USE RATE
	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio	
Family Health Care of Siouxland	2,589	2,561	1.01	1,304	1,615	0.81	17,698	16,633	1.06	89.8%
Family Practice Medical Center Of Willmar	3,184	2,924	1.09	1,709	1,952	0.88	23,624	18,905	1.25	91.4%
France Avenue Family Physicians - Minnesota Healthcare Network	2,635	2,463	1.07	1,869	1,642	1.14	20,413	19,853	1.03	89.0%
Gateway Family Health Clinic	2,790	2,354	1.19	1,024	1,397	0.73	15,431	14,633	1.05	90.9%
Glencoe Regional Health Services	2,567	2,400	1.07	1,109	1,419	0.78	15,794	15,167	1.04	89.3%
Glenwood Medical Center	1,593	1,980	0.80	630	966	0.65	13,819	11,905	1.16	91.7%
Grand Itasca Clinic	2,342	2,410	0.97	771	1,376	0.56	12,756	13,862	0.92	90.9%
Grow Pediatrics	2,557	2,310	1.11	1,111	1,015	1.10	5,346	4,989	1.07	85.9%
Gundersen Health System	2,419	2,452	0.99	1,025	1,442	0.71	16,318	15,490	1.05	91.5%
HealthPartners Clinics	2,509	2,416	1.04	1,165	1,435	0.81	15,214	15,905	0.96	88.4%
Hennepin Healthcare	2,347	2,566	0.91	1,947	1,624	1.20	16,869	16,794	1.00	92.0%
Hudson Physicians	2,934	2,717	1.08	1,537	1,762	0.87	13,861	16,487	0.84	87.0%
Hutchinson Health	2,527	2,502	1.01	1,326	1,464	0.91	12,696	13,951	0.91	92.6%
Infinite Health Collaborative	2,398	2,366	1.01	1,170	1,408	0.83	15,627	14,989	1.04	92.4%
Kittson Healthcare Clinic	2,501	2,601	0.96	1,716	1,512	1.13	14,851	16,414	0.90	90.7%
Lake Region Healthcare	2,401	2,552	0.94	1,132	1,578	0.72	17,378	16,891	1.03	91.3%
Lake View Clinic - Two Harbors	2,291	2,267	1.01	1,357	1,393	0.97	15,230	16,199	0.94	90.0%
Lakeview Clinic	2,459	2,362	1.04	1,323	1,320	1.00	13,725	14,211	0.97	91.3%
Lakewood Health System	2,779	2,583	1.08	1,037	1,525	0.68	14,273	14,813	0.96	91.4%
Mankato Clinic, Ltd.	2,857	2,582	1.11	1,241	1,549	0.80	12,198	14,639	0.83	88.7%
Mayo Clinic	3,097	2,611	1.19	2,063	1,791	1.15	12,460	17,625	0.71	88.4%
Mayo Clinic Health System - Fairmont	2,906	2,371	1.23	1,106	1,400	0.79	12,379	15,007	0.82	88.9%
Mayo Clinic Health System - Franciscan Healthcare in La Crosse	2,586	2,380	1.09	1,202	1,445	0.83	16,081	15,951	1.01	90.4%
Mayo Clinic Health System - Northwest Wisconsin Region	2,116	2,427	0.87	1,577	1,412	1.12	14,835	14,698	1.01	90.5%
Mayo Clinic Health System - Southeast Minnesota Region	2,755	2,320	1.19	1,078	1,301	0.83	12,363	14,257	0.87	89.6%
Mayo Clinic Health System - Southwest Minnesota Region	3,003	2,471	1.22	1,312	1,497	0.88	13,360	15,231	0.88	89.2%
Mayo Clinic Health System - St. James	2,285	2,489	0.92	933	1,463	0.64	16,591	15,771	1.05	93.8%
Meeker Memorial Clinic	2,795	2,573	1.09	1,060	1,712	0.62	22,805	19,243	1.19	92.1%
Mendakota Pediatrics Ltd	2,876	2,848	1.01	1,976	1,686	1.17	14,434	17,426	0.83	93.1%
Mille Lacs Health System	3,106	2,407	1.29	921	1,458	0.63	17,535	15,842	1.11	89.1%
Minnesota Women's Care	1,193	1,491	0.80	674	569	1.18	4,039	6,826	0.59	89.8%
North Memorial	2,332	2,423	0.96	1,270	1,292	0.98	13,471	13,472	1.00	91.5%
Northern Lights Pediatric and Adolescent Medicine	2,561	2,089	1.23	1,204	1,198	1.01	10,812	12,370	0.87	78.1%
Northfield Hospital + Clinics	2,399	2,343	1.02	1,445	1,518	0.95	19,343	18,292	1.06	90.7%
NorthPoint Health & Wellness Center	2,608	2,297	1.14	1,180	1,349	0.87	18,930	16,102	1.18	90.6%

Utilization: Office Visits and Pharmacy Use 2020

MEDICAL GROUP <i>per 1000 patients per year</i>	PRIMARY CARE VISITS			SPECIALTY VISITS			PHARMACY USE			GENERIC RX USE RATE
	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio	
Northwest Family Physicians	1,859	2,329	0.80	1,825	1,362	1.34	13,845	16,314	0.85	90.6%
Obstetrics and Gynecology Associates	2,617	2,328	1.12	1,080	896	1.21	4,418	4,578	0.96	87.7%
Olivia Hospital & Clinic	2,518	2,280	1.10	901	1,304	0.69	16,122	14,592	1.10	89.7%
Olmsted Medical Center	2,429	2,298	1.06	1,119	1,270	0.88	10,304	14,524	0.71	90.6%
Ortonville Area Health Services-Northside Medical Clinic	2,408	2,329	1.03	1,075	1,298	0.83	16,170	14,486	1.12	91.3%
Park Nicollet Health Services	2,499	2,565	0.97	1,865	1,609	1.16	16,457	16,836	0.98	90.9%
Parkview Medical Clinic - Minnesota Healthcare Network	2,703	2,315	1.17	1,077	1,340	0.80	14,769	14,926	0.99	90.9%
Pediatric & Young Adult Medicine	2,312	2,523	0.92	1,133	1,541	0.74	14,186	15,642	0.91	91.8%
Pediatric Services - Children's Physician Network	1,862	1,905	0.98	1,224	871	1.41	7,990	9,652	0.83	90.0%
Perham Health	2,433	2,570	0.95	1,618	1,357	1.19	12,106	13,817	0.88	91.0%
Planned Parenthood Minnesota, North Dakota, South Dakota	2,218	2,474	0.90	1,044	1,503	0.69	16,628	15,704	1.06	91.8%
Prairie Ridge Hospital & Health Services	2,410	2,342	1.03	1,245	984	1.27	6,576	4,793	1.37	89.7%
Premier OB/GYN of Minnesota	2,481	2,475	1.00	1,734	1,701	1.02	23,960	21,537	1.11	87.0%
Rice Institute Outpatient	2,382	2,463	0.97	1,603	1,552	1.03	16,866	17,444	0.97	90.2%
Richfield Medical Group	2,679	2,457	1.09	1,118	1,524	0.73	15,863	15,869	1.00	89.3%
Ridgeview Clinics	2,553	2,407	1.06	1,021	1,495	0.68	18,765	17,692	1.06	91.6%
RiverView Health	2,900	2,405	1.21	1,031	1,309	0.79	10,944	12,719	0.86	88.0%
Riverwood Healthcare Center	2,635	2,544	1.04	1,273	1,599	0.80	16,706	16,338	1.02	89.8%
Rural Health Care, Inc	2,416	2,190	1.10	791	920	0.86	4,450	4,799	0.93	87.8%
Sanford Health	2,671	2,334	1.14	830	777	1.07	4,213	3,622	1.16	86.9%
Sartell Pediatrics - IHN	2,040	2,019	1.01	718	1,105	0.65	13,399	14,084	0.95	90.7%
Sawtooth Mountain Clinic	2,226	2,138	1.04	1,130	873	1.29	6,542	5,829	1.12	83.8%
Scenic Rivers Health Services	2,930	2,370	1.24	871	1,439	0.61	18,557	17,167	1.08	89.0%
Sibley Medical Center DBA Ridgeview	2,239	2,215	1.01	757	1,125	0.67	10,839	12,624	0.86	89.1%
Sibley Medical Center	2,829	2,560	1.10	927	1,076	0.86	4,555	4,965	0.92	84.7%
Sleepy Eye Medical Center	2,362	2,339	1.01	1,025	925	1.11	4,495	4,713	0.95	86.4%
South Lake Pediatrics	2,347	2,545	0.92	1,384	1,598	0.87	15,788	16,425	0.96	92.1%
Southdale Pediatric Associates, Ltd	3,044	2,380	1.28	818	1,470	0.56	20,318	17,545	1.16	91.0%
St. Croix Regional Medical Center	2,251	2,469	0.91	1,518	1,501	1.01	16,460	16,183	1.02	89.0%
Stellis Health, PA	2,464	2,329	1.06	1,105	1,346	0.82	13,788	14,484	0.95	91.2%
Stevens Community Medical Center	2,932	2,529	1.16	1,224	1,775	0.69	22,382	19,394	1.15	86.3%
Swift County Benson Health Services	2,506	2,394	1.05	1,078	1,389	0.78	15,185	13,829	1.10	89.3%
Synergy Family Physicians, P.A	2,227	2,211	1.01	891	1,204	0.74	15,430	13,430	1.15	91.4%
Tri-County Health Care	2,316	2,336	0.99	922	1,355	0.68	16,970	15,343	1.11	89.3%
United Family Medicine	2,690	2,471	1.09	1,668	1,594	1.05	19,337	17,806	1.09	89.9%
United Hospital District Clinic	2,662	2,428	1.10	1,133	1,455	0.78	15,645	15,297	1.02	90.8%
University of Minnesota Physicians	3,009	2,843	1.06	2,848	2,084	1.37	21,787	19,319	1.13	84.8%

Utilization: Office Visits and Pharmacy Use 2020

MEDICAL GROUP <i>per 1000 patients per year</i>	PRIMARY CARE VISITS			SPECIALTY VISITS			PHARMACY USE			GENERIC RX USE RATE
	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio	
Voyage Healthcare	2,572	2,482	1.04	1,649	1,597	1.03	18,850	18,598	1.01	91.1%
Wayzata Children's Clinic	2,679	2,183	1.23	1,144	1,216	0.94	12,651	13,759	0.92	86.9%
West Side Community Health Services	2,448	2,655	0.92	1,452	1,672	0.87	15,339	15,753	0.97	91.2%
Western Wisconsin Health	2,177	2,538	0.86	1,705	1,525	1.12	16,560	15,785	1.05	93.8%
Westfields Hospital and Clinic	2,995	2,755	1.09	2,445	1,735	1.41	10,395	7,136	1.46	71.5%
Winona Health Services	2,534	2,378	1.07	1,028	1,367	0.75	14,606	16,319	0.90	90.2%

APPENDIX TABLE 2C

Utilization: Diagnostic Services

Utilization: Diagnostic Services 2020										
MEDICAL GROUP <i>per 1000 patients per year</i>	PATHOLOGY AND LAB TEST			HIGH TECH IMAGING (MRI/CT)			STANDARD IMAGING			
Compared to risk adjusted expected rates	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio	
AALFA Family Clinic	7,885	6,471	1.22	133	174	0.76	1,419	964	1.47	
Adefris & Toppin Women's Specialists	12,531	9,192	1.36	133	135	0.98	3,524	1,865	1.89	
All About Children Pediatrics - Children's Health Network	5,517	5,954	0.93	238	234	1.02	642	704	0.91	
Allina Health	5,699	5,285	1.08	215	189	1.14	866	684	1.27	
Alomere Health	1,848	1,798	1.03	27	34	0.80	161	217	0.74	
Altru Health System	5,398	5,314	1.02	216	194	1.11	738	656	1.13	
Amery Hospital and Clinic	5,169	5,579	0.93	259	233	1.11	605	650	0.93	
Avera Medical Group - Granite Falls Health Center	7,735	4,739	1.63	175	180	0.97	551	636	0.87	
Avera Medical Group - Pipestone	4,894	5,066	0.97	222	196	1.14	455	581	0.78	
Avera Medical Group- MARSHALL	5,298	5,503	0.96	181	221	0.82	633	627	1.01	
Avera Medical Group- MCGREEVY CLINIC, United Medical Center, Worthington Speciality Clinic	4,865	5,227	0.93	163	183	0.89	587	692	0.85	
CCM Health	6,466	5,597	1.16	211	208	1.01	773	690	1.12	
CentraCare Health	6,216	5,792	1.07	272	224	1.21	750	706	1.06	
Central Pediatrics	5,884	5,827	1.01	205	225	0.91	765	682	1.12	
Child and Teen Medical Center	2,129	2,185	0.97	51	57	0.90	264	266	0.99	
Children's Clinic Network	1,772	1,999	0.89	45	49	0.93	230	247	0.93	
Children's Minnesota	12,025	10,053	1.20	144	145	0.99	2,370	1,969	1.20	
Clinic Sofia Ob/Gyn	5,308	5,087	1.04	243	206	1.18	603	593	1.02	
Community Memorial Hospital	3,519	3,928	0.90	75	124	0.61	222	332	0.67	
Community University Health Care Center	2,449	1,913	1.28	36	48	0.75	186	233	0.80	
Cuyuna Regional Medical Center	5,657	6,135	0.92	267	243	1.10	777	725	1.07	
Dulcimer Medical Center	7,013	4,970	1.41	151	175	0.86	796	715	1.11	
Eagan Valley Pediatrics	9,312	6,278	1.48	227	269	0.84	878	834	1.05	
Edina Sports Health & Wellness	1,624	2,057	0.79	48	52	0.94	214	253	0.85	
Entira Family Clinics	5,129	5,711	0.90	244	237	1.03	515	636	0.81	
Essentia Health - Central Region	5,076	5,640	0.90	206	231	0.89	753	657	1.15	
Essentia Health - East Region	5,730	5,654	1.01	214	220	0.97	699	663	1.05	
Essentia Health - West	2,881	2,529	1.14	72	74	0.98	263	294	0.89	
Fairview Health Services	4,859	5,450	0.89	166	200	0.83	658	630	1.04	
Fairview Mesaba Clinics	5,522	5,591	0.99	232	218	1.07	542	648	0.84	
Family Health Care of Siouxland	6,559	5,642	1.16	306	225	1.36	692	669	1.03	

Utilization: Diagnostic Services 2020

MEDICAL GROUP <i>per 1000 patients per year</i>	PATHOLOGY AND LAB TEST			HIGH TECH IMAGING (MRI/CT)			STANDARD IMAGING		
	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio
Family Practice Medical Center Of Willmar	7,876	6,524	1.21	235	285	0.82	913	662	1.38
France Avenue Family Physicians - Minnesota Healthcare Network	7,200	5,839	1.23	245	255	0.96	527	597	0.88
Gateway Family Health Clinic	4,502	5,034	0.89	237	193	1.23	439	596	0.74
Glencoe Regional Health Services	4,677	5,193	0.90	218	193	1.13	631	632	1.00
Glenwood Medical Center	2,854	3,697	0.77	102	119	0.86	268	467	0.58
Grand Itasca Clinic	5,125	5,053	1.01	173	182	0.95	735	658	1.12
Grow Pediatrics	2,827	2,189	1.29	68	60	1.12	249	260	0.96
Gundersen Health System	5,160	5,191	0.99	254	190	1.33	656	670	0.98
HealthPartners Clinics	6,226	5,292	1.18	183	197	0.93	780	667	1.17
Hennepin Healthcare	5,590	5,790	0.97	202	226	0.89	678	678	1.00
Hudson Physicians	5,865	6,178	0.95	169	243	0.70	558	697	0.80
Hutchinson Health	4,977	5,247	0.95	190	193	0.98	596	646	0.92
Infinite Health Collaborative	4,242	5,055	0.84	209	192	1.09	556	588	0.95
Kittson Healthcare Clinic	8,820	8,213	1.07	177	186	0.95	1,957	1,476	1.33
Lake Region Healthcare	5,016	5,587	0.90	232	220	1.05	622	665	0.94
Lake View Clinic - Two Harbors	4,744	5,017	0.95	211	203	1.04	564	580	0.97
Lakeview Clinic	4,448	4,788	0.93	210	172	1.22	523	604	0.87
Lakewood Health System	5,748	5,759	1.00	191	199	0.96	845	754	1.12
Mankato Clinic, Ltd.	5,391	5,372	1.00	174	200	0.87	758	641	1.18
Mayo Clinic	11,383	6,149	1.85	498	268	1.86	904	627	1.44
Mayo Clinic Health System - Fairmont	5,355	5,077	1.05	212	199	1.06	602	588	1.02
Mayo Clinic Health System - Franciscan Healthcare in La Crosse	4,961	5,211	0.95	195	201	0.97	653	574	1.14
Mayo Clinic Health System - Northwest Wisconsin Region	4,526	4,996	0.91	175	188	0.93	624	571	1.09
Mayo Clinic Health System - Southeast Minnesota Region	4,665	4,699	0.99	193	173	1.12	642	579	1.11
Mayo Clinic Health System - Southwest Minnesota Region	5,397	5,222	1.03	223	207	1.08	605	580	1.04
Mayo Clinic Health System - St. James	4,748	5,359	0.89	199	201	0.99	634	653	0.97
Meeker Memorial Clinic	6,951	5,974	1.16	291	249	1.17	600	664	0.90
Mendakota Pediatrics Ltd	12,769	9,394	1.36	159	204	0.78	2,668	1,799	1.48
Mille Lacs Health System	5,774	5,022	1.15	241	212	1.14	541	539	1.00
Minnesota Women's Care	1,137	2,212	0.51	44	55	0.80	136	278	0.49
North Memorial	5,207	4,926	1.06	172	159	1.08	659	667	0.99
Northern Lights Pediatric and Adolescent Medicine	6,362	4,429	1.44	109	167	0.65	335	479	0.70
Northfield Hospital + Clinics	5,050	5,540	0.91	219	230	0.95	465	581	0.80
NorthPoint Health & Wellness Center	4,413	4,847	0.91	292	195	1.50	399	539	0.74
Northwest Family Physicians	5,458	6,257	0.87	111	168	0.66	1,012	1,078	0.94
Obstetrics and Gynecology Associates	1,994	2,051	0.97	45	50	0.89	220	252	0.87

Utilization: Diagnostic Services 2020									
MEDICAL GROUP <i>per 1000 patients per year</i>	PATHOLOGY AND LAB TEST			HIGH TECH IMAGING (MRI/CT)			STANDARD IMAGING		
Compared to risk adjusted expected rates	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio
Olivia Hospital & Clinic	4,823	4,784	1.01	219	179	1.22	472	577	0.82
Olmsted Medical Center	5,097	4,834	1.05	157	166	0.95	774	622	1.24
Ortonville Area Health Services-Northside Medical Clinic	4,920	5,104	0.96	170	172	0.99	765	684	1.12
Park Nicollet Health Services	5,714	5,800	0.99	205	221	0.93	695	686	1.01
Parkview Medical Clinic - Minnesota Healthcare Network	4,337	4,657	0.93	187	180	1.04	483	539	0.90
Pediatric & Young Adult Medicine	5,198	5,539	0.94	226	216	1.05	674	659	1.02
Pediatric Services - Children's Physician Network	5,323	4,262	1.25	51	73	0.70	188	454	0.41
Perham Health	9,682	9,316	1.04	119	136	0.88	2,207	1,847	1.20
Planned Parenthood Minnesota, North Dakota, South Dakota	5,458	5,505	0.99	212	205	1.03	699	683	1.02
Prairie Ridge Hospital & Health Services	2,658	2,161	1.23	50	59	0.86	270	251	1.08
Premier OB/GYN of Minnesota	6,328	6,161	1.03	250	274	0.91	435	591	0.74
Rice Institute Outpatient	5,504	6,004	0.92	236	225	1.05	654	759	0.86
Richfield Medical Group	5,205	5,322	0.98	226	215	1.05	613	602	1.02
Ridgeview Clinics	5,646	5,582	1.01	190	219	0.87	811	676	1.20
RiverView Health	4,982	4,746	1.05	168	168	1.00	626	595	1.05
Riverwood Healthcare Center	5,355	5,659	0.95	220	224	0.98	735	655	1.12
Rural Health Care, Inc	2,101	2,140	0.98	41	58	0.69	270	267	1.01
Sanford Health	2,051	1,759	1.17	34	38	0.90	238	217	1.10
Sartell Pediatrics - IHN	4,126	4,319	0.96	140	150	0.93	435	569	0.76
Sawtooth Mountain Clinic	2,515	2,166	1.16	53	60	0.88	242	260	0.93
Scenic Rivers Health Services	5,376	5,240	1.03	263	212	1.24	577	627	0.92
Sibley Medical Center DBA Ridgeview	5,260	4,432	1.19	141	141	1.00	604	593	1.02
Sibley Medical Center									
Sleepy Eye Medical Center	1,967	2,316	0.85	42	61	0.68	231	279	0.83
South Lake Pediatrics	2,269	2,135	1.06	45	54	0.84	284	260	1.09
Southdale Pediatric Associates, Ltd	5,986	5,557	1.08	230	225	1.02	691	668	1.04
St. Croix Regional Medical Center	5,703	5,288	1.08	239	216	1.10	515	561	0.92
St. Luke's Clinics	5,698	5,479	1.04	227	210	1.08	666	674	0.99
Stellis Health, PA	4,399	4,766	0.92	170	180	0.94	557	585	0.95
Stevens Community Medical Center	6,767	6,062	1.12	300	284	1.06	625	567	1.10
Swift County Benson Health Services	5,016	5,040	1.00	224	182	1.23	735	627	1.17
Synergy Family Physicians, P.A	4,256	4,524	0.94	130	160	0.81	521	579	0.90
Tri-County Health Care	5,807	4,984	1.17	244	184	1.33	793	641	1.24
United Family Medicine	5,011	5,882	0.85	196	231	0.85	465	696	0.67
United Hospital District Clinic	4,368	5,128	0.85	236	202	1.17	660	606	1.09
University of Minnesota Physicians	10,803	7,745	1.39	365	290	1.26	901	906	0.99
Voyage Healthcare	5,939	6,079	0.98	244	237	1.03	694	758	0.92
Wayzata Children's Clinic	5,545	4,812	1.15	123	159	0.77	372	572	0.65

Utilization: Diagnostic Services 2020


















MEDICAL GROUP <i>per 1000 patients per year</i>	PATHOLOGY AND LAB TEST			HIGH TECH IMAGING (MRI/CT)			STANDARD IMAGING		
	Actual	Expected	Ratio	Actual	Expected	Ratio	Actual	Expected	Ratio
Compared to risk adjusted expected rates									
West Side Community Health Services	6,461	5,974	1.08	256	226	1.13	733	758	0.97
Western Wisconsin Health	5,021	5,417	0.93	210	211	1.00	662	629	1.05
Westfields Hospital and Clinic	4,720	3,486	1.35	200	114	1.75	179	324	0.55
Winona Health Services	5,037	5,045	1.00	142	186	0.76	484	606	0.80







APPENDIX TABLE 3

2020 Average Cost Per Procedure

	COMMERCIAL RANGE			GOVERNMENT FEES October 2020 when comparable		COMMERCIAL AS A PERCENTAGE OF MEDICARE	
	Minimum	Median	Maximum	Medicare	Medicaid		
EYE SERVICES							
Determination of refractive state	\$11	\$38	\$59		\$14		
Eye exam and treatment, established patient	\$89	\$190	\$334	\$128	\$93	149%	
Eye exam, established patient	\$83	\$124	\$212	\$90	\$66	138%	
Eye exam, new patient	\$90	\$215	\$381	\$153	\$110	141%	
Visual acuity screen	\$2	\$7	\$53		\$2		
IMAGING							
Chest X-ray (2 views)	\$41	\$81	\$340	\$33	\$25	245%	
Knee X-ray (3 views)	\$60	\$91	\$211	\$40	\$30	230%	
Lower extremity CT without contrast	\$421	\$487	\$1,092	\$157	\$104	309%	
Lower extremity MRI without contrast	\$503	\$604	\$3,372	\$233	\$168	260%	
Lumbar spine CT without contrast	\$439	\$506	\$1,636	\$157	\$104	321%	
Lumbar spine MRI without and with contrast	\$828	\$1,385	\$4,464	\$373	\$268	371%	
Lumbar spine MRI without contrast	\$470	\$965	\$3,816	\$221	\$159	437%	
Screening mammography	\$207	\$357	\$575	\$139	\$97	256%	
Spine X-ray (2 views)	\$58	\$89	\$378	\$39	\$29	231%	
Ultrasound exam pelvic complete	\$145	\$265	\$731	\$112	\$83	237%	
Ultrasound of obstetrical uterus	\$196	\$327	\$893	\$142	\$107	230%	
X-ray exam of ankle	\$52	\$82	\$348	\$35	\$27	233%	
X-ray exam of foot	\$43	\$78	\$336	\$33	\$25	236%	
X-ray exam of shoulder	\$47	\$75	\$369	\$33	\$25	224%	
X-ray exam of wrist	\$57	\$90	\$437	\$39	\$30	229%	
LABORATORY							
Alanine aminotransferase (ALT) test	\$6	\$8	\$55	\$5	\$5	151%	
Aspartate aminotransferase (AST) test	\$6	\$8	\$55	\$5	\$5	154%	
Assay of free thyroxine	\$10	\$13	\$100	\$9	\$9	144%	
Bacterial culture screening only	\$8	\$10	\$79	\$7	\$7	151%	
Basic metabolic panel	\$9	\$13	\$96	\$8	\$8	154%	
Blood hemoglobin (screening for iron deficiency anemia)	\$3	\$4	\$30	\$2	\$2	169%	
Chlamydia, amplified probe technique	\$46	\$85	\$221	\$35	\$35	242%	
Complete Blood Count (CBC)	\$7	\$10	\$74	\$6	\$6	155%	

	COMMERCIAL RANGE			GOVERNMENT FEES October 2020 when comparable		COMMERCIAL AS A PERCENTAGE OF MEDICARE	
	Minimum	Median	Maximum	Medicare	Medicaid		
Complete blood count (CBC) with differential white blood cell (WBC) count	\$8	\$11	\$66	\$8	\$8	142%	
Comprehensive metabolic panel	\$11	\$16	\$142	\$11	\$11	152%	
Creatinine test	\$6	\$8	\$38	\$5	\$5	156%	
General health panel	\$41	\$59	\$336		\$50		
Glucose (blood sugar) test	\$4	\$6	\$38	\$4	\$4	153%	
Glycated hemoglobin test	\$11	\$15	\$84	\$10	\$10	154%	
Gonorrhea test	\$40	\$56	\$179	\$35	\$35	160%	
Human chorionic gonadotropin (HCG) test, quantitative	\$17	\$23	\$119	\$15	\$15	153%	
Lipid panel	\$15	\$21	\$120	\$13	\$13	157%	
Microalbumin quantitative	\$7	\$9	\$83	\$6	\$6	156%	
Pap smear	\$25	\$28	\$89	\$20	\$20	138%	
Potassium test	\$5	\$7	\$40	\$5	\$5	147%	
Pregnancy test, urine	\$9	\$12	\$73	\$9	\$9	139%	
Prostate specific antigen (PSA) total	\$21	\$25	\$166	\$18	\$18	136%	
Prothrombin time	\$4	\$6	\$47	\$4	\$4	140%	
Strep test, rapid	\$9	\$22	\$76	\$17	\$17	133%	
Thyroid (TSH) test	\$19	\$27	\$126	\$17	\$17	161%	
Urinalysis nonauto without scope	\$3	\$4	\$21	\$3	\$3	115%	
Urinalysis with microscopy	\$4	\$5	\$62	\$3	\$3	158%	
Urinalysis without microscopy	\$2	\$3	\$38	\$2	\$2	133%	
Urine culture/colony count	\$9	\$12	\$79	\$8	\$8	149%	
Vitamin B-12	\$17	\$23	\$118	\$15	\$15	153%	
Vitamin D 25 Hydroxy	\$29	\$44	\$187	\$30	\$30	149%	
MEDICAL SERVICES							
Biopsy of the Uterus	\$154	\$257	\$428	\$97	\$75	264%	
Cardiac Stress test	\$146	\$172	\$203	\$72	\$53	240%	
Colposcopy	\$257	\$472	\$790	\$162	\$122	291%	
Developmental screening tests	\$17	\$26	\$98		\$8		
Diphtheria, Tetanus and Pertussis (DTaP) vaccine for a child younger than 7	\$25	\$28	\$59				
Echocardiogram, routine ECG with interpretation and report	\$22	\$50	\$258	\$17	\$11	294%	
Fetal non-stress test	\$77	\$120	\$250	\$47	\$35	255%	
Hemophilus Influenza B	\$26	\$29	\$50				
Hepatitis A vaccine for a child or adolescent	\$32	\$36	\$99				
Human Papillomavirus (HPV), three doses	\$192	\$224	\$419		\$239		

	COMMERCIAL RANGE			GOVERNMENT FEES October 2020 when comparable		COMMERCIAL AS A PERCENTAGE OF MEDICARE	
	Minimum	Median	Maximum	Medicare	Medicaid		
Measles, Mumps and Rubella (MMR) vaccine	\$64	\$79	\$143		\$83		
Measles, Mumps, Rubella and Varicella (MMRV) chickenpox vaccine	\$149	\$221	\$402				
Meningitis (meningococcal) vaccine	\$111	\$128	\$192		\$135		
Pneumococcal conjugate vaccine, 13 valent	\$154	\$223	\$419		\$241		
Pure Tone hearing test, air	\$10	\$30	\$68		\$9		
Spirometry test	\$65	\$102	\$111	\$36	\$21	283%	
Tetanus and Diphtheria (Td) vaccine	\$29	\$39	\$67		\$36		
Tetanus and Diphtheria (Td) vaccine without preservatives	\$24	\$27	\$52		\$28		
Varicella Zoster Virus (chickenpox) vaccine	\$98	\$127	\$245		\$142		
MENTAL HEALTH SERVICES							
Group psychotherapy	\$24	\$53	\$150	\$28	\$22	191%	
Psychiatric diagnostic evaluation	\$125	\$241	\$481	\$143	\$145	168%	
Psychiatric diagnostic evaluation with medical services	\$171	\$346	\$468	\$159	\$163	218%	
Psychotherapy, 30 minutes with patient and/or family member	\$60	\$117	\$255	\$70	\$63	167%	
Psychotherapy, 45 minutes with patient and/or family member	\$78	\$160	\$341	\$93	\$83	172%	
Psychotherapy, 60 minutes with patient and/or family member	\$99	\$135	\$432	\$139	\$122	97%	
OFFICE VISIT							
Office visit, new patient, 10 minutes	\$62	\$117	\$152	\$46		256%	
Office visit, new patient, 20 minutes	\$101	\$191	\$215	\$76	\$53	253%	
Office visit, new patient, 30 minutes	\$152	\$273	\$308	\$107	\$81	255%	
Office visit, new patient, 45 minutes	\$236	\$416	\$428	\$163	\$121	255%	
Office visit, new patient, 60 minutes	\$327	\$528	\$544	\$206	\$159	257%	
Office visit, established patient, 5 minutes	\$23	\$47	\$91	\$23	\$17	201%	
Office visit, established patient, 10 minutes	\$56	\$109	\$127	\$45	\$41	240%	
Office visit, established patient, 15 minutes	\$101	\$177	\$203	\$75	\$66	237%	
Office visit, established patient, 25 minutes	\$152	\$272	\$303	\$109	\$94	251%	
Office visit, established patient, 40 minutes	\$206	\$363	\$448	\$146	\$131	249%	
Preventive care visit for an infant under age 1	\$112	\$227	\$302		\$72		
Preventive care visit for a child between the ages of 1 to 4	\$140	\$241	\$328		\$77		
Preventive care visit for a child between the ages of 5 to 11	\$136	\$238	\$333		\$77		

	COMMERCIAL RANGE			GOVERNMENT FEES October 2020 when comparable		COMMERCIAL AS A PERCENTAGE OF MEDICARE	
	Minimum	Median	Maximum	Medicare	Medicaid		
Preventive care visit for an adolescent between the ages of 12 to 17	\$142	\$260	\$337		\$84		
Preventive care visit for an adult between the ages of 18 to 39	\$143	\$297	\$369		\$86		
Preventive care visit for an adult between the ages of 40 to 64	\$157	\$314	\$647		\$91		#DIV/0!
Preventive care visit for an adult 65 years and over	\$172	\$337	\$677		\$98		#DIV/0!
MEDICAL SERVICES							
Physical rherapy evaluation - low complexity	\$85	\$151	\$259	\$87	\$73	173%	
Physical therapy evaluation - moderate complexity	\$86	\$150	\$267	\$87	\$73	172%	
Physical therapy evaluation - high complexity	\$94	\$128	\$237	\$87	\$73	147%	
Chiropractic manipulative treatment, 1-2 regions	\$29	\$37	\$69	\$29	\$20	129%	
Acupuncture without stimuli, 15 min	\$41	\$99	\$104	\$37	\$26	268%	
Electric stimulation therapy	\$14	\$19	\$54		\$10		
Manual therapy, multiple regions	\$22	\$52	\$118	\$29	\$20	182%	
Neuromuscular reeducation	\$34	\$68	\$140	\$36	\$25	190%	
Therapeutic exercises	\$26	\$50	\$139	\$31	\$22	161%	
Ultrasound therapy	\$14	\$26	\$85	\$15	\$10	177%	
SURGERY							
Abscess treatment	\$204	\$312	\$462	\$122	\$91	256%	
Aspiration and/or injection of a large joint	\$101	\$165	\$343	\$61	\$46	268%	
Circumcision	\$155	\$247	\$624	\$154	\$112	160%	
Earwax removal	\$102	\$132	\$143	\$47	\$34	279%	
Skin lesion, destruction	\$66	\$159	\$242	\$66	\$49	241%	
Skin tag removal	\$140	\$228	\$310	\$90	\$66	255%	
Stitches for a wound	\$135	\$208	\$265	\$90	\$69	230%	
Vasectomy	\$792	\$1,059	\$1,883	\$366	\$267	289%	