



Turning Data Into Action: Optimizing Healthcare Operations and Strategy in Rural Health

March 2026



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Presenter



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Roadmap

Leveraging Market Share Data

Utilizing Payer Transparency Data

Optimizing Labor Productivity Data

Market Share Data

Leveraging Market Share Data For Performance

Strategic Planning

- Utilize data to inform decision making to deploy long-term strategies that may require significant lead time to implement.

Benchmarking

- Identify how you are performing against peers and competitors in your region.

Identifying Trends

- Data trends provides insights in patient preference shifts and allows organizations to evolve.

Ongoing Performance Management

- Utilize data to measure effectiveness of key performance indicators.

External Confidence

- Organizations utilize market data to obtain external resources (lending, community support, etc.).

Data-Driven Market Resources

Identifying Market Gaps or Strengths

- Leverage data to understand how the organization is performing through review of your volumes in comparison to your peers.
 - *(State Hospital Association, internal volume trends, Medicare data, review peer/competitor websites, Advisory Board, Definitive Healthcare)*

Identifying Service Area Needs

- Use demographic data to inform what healthcare services might be needed and how your organization plans to provide those services.
 - *(U.S. Census, U.S. Bureau for Labor Statistics, internal patient data trends, Environics)*

Using Predictive Analytics

- Use data to predict future trends and patient behavior.
 - *(internal volume trends and modeling, Advisory Board, Definitive Healthcare, Environics)*

Who Do We Serve?

Significant demographics:

- Populations
 - Aging cohort
 - Females 15-44 cohort
 - Working cohort
- Education
 - Minimum hiring qualifications
 - Directional income/payer mix

-	2010	2020	2024	2029
Population	7,592	7,452	7,275	7,173
		↓ -4.18%	↓ -2.38%	↓ -1.40%
65+	1,471	1,526	1,617	1,705
		↑ 3.74%	↑ 5.96%	↑ 5.44%
75+	761	653	722	828
		↓ -14.19%	↑ 10.57%	↑ 14.68%
85+	225	227	233	249
		↑ 0.89%	↑ 2.64%	↑ 6.87%
Females 15 - 44	1,185	1,260	1,266	1,256
		↑ 6.33%	↑ 0.48%	↓ -0.79%
Adults 18-65	4,376	4,091	3,906	3,796
		↓ -6.51%	↓ -4.52%	↓ -2.82%

Households	
2024	2029
5,452	5,404
	↓ -0.88%

25+ Education	2024	2029
Less than 9th Grade	164	165
		↑ 0.61%
Some High School	241	239
		↓ -0.83%
High School Graduate	1,444	1,431
		↓ -0.90%
Some College	1,125	1,112
		↓ -1.16%
Associates Degree	699	684
		↓ -2.15%
Bachelors Degree	837	815
		↓ -2.63%
Masters Degree	220	210
		↓ -4.55%
Professional Degree	17	20
		↑ 17.65%
Doctorate Degree	2	3
		↑ 50.00%

Who Do We Serve?

Household Income	2024	2029
> \$50,000	1,915	1,784
	+	↓ -6.84%
\$50,000 - \$100,000	1,794	1,675
		↓ -6.63%
\$100,000 - \$250,000	1,456	1,608
		↑ 10.44%
\$250,000 - \$500,000	173	202
		↑ 16.76%
\$500,000+	114	135
		↑ 18.42%

Region	Unemployment Statistics					% of Persons in Poverty
	2020	2021	2022	2023	2024	
County	X.X%	X.X%	X.X%	X.X%	X.X	X.X
State	X.X%	X.X%	X.X%	X.X%	X.X	X.X
United States	X.X%	X.X%	X.X%	X.X%	X.X	X.X

Source: Bureau of Labor Statistics - all rates are not seasonally adjusted

Assess payer mix, insurance coverage, available labor for recruitment, anticipated healthcare needs from the community.

How Do Our Patients Use Market Data?

Utilizing Co-Pilot enabled with ChatGPT, we asked the following prompt:
“Compare Hospital A and Hospital B, and give a provider recommendation”

Category	Hospital A	Hospital B
Best For	Specialty Care, Long-Term Care	Family Care, Maternity, Wellness Programs
Strengths	High patient satisfaction, diverse Specialties	Community integration, modern facilities
Technology	MyChart, advanced diagnostics	MyChart, telehealth, education programs

Recommended facility: Hospital A

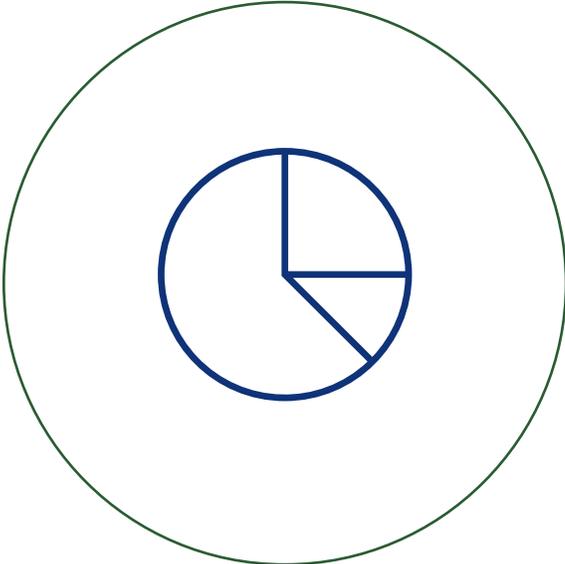
Who Is The Competition?



Who is around us?



Where are our patients seeking care?



What is our share of the market?

Case Study - Where Should We Grow?

SPECIALTY OF INTEREST: ONCOLOGY

Identify specialties of interest and potential need today → tomorrow.

Oncology Capture Scenarios

- PSA Demand: Estimated using Advisory Board market estimators.
- Market Share Scenarios: Three scenarios considered.
- Purpose: Estimate procedure volumes at different PSA market shares (historical volumes not analyzed).

Oncology	Total Market Volume		20% PSA Market Share		40% PSA Market Share		60% PSA Market Share	
	2024 Volume	2029 Volume	2024	2029	2024	2029	2024	2029
Adoptive Cell Transfer	0	0	0	0	0	0	0	0
Chemotherapy	292	275	58	55	117	110	175	165
Radiation Therapy	295	251	59	50	118	101	177	151

Cancer Incidence

Register A & B

- PSA Demand: Estimated using Advisory Board Cancer Incidence Estimators.

Register A	Total Market Volume	
	2023 Cases	2028 Cases
Brain and Other Nervous System	1	1
Breast	14	15
GI	14	15
Gynecologic	4	4
Head and Neck	4	5
Hematologic	8	9
Lung and Bronchus	12	13
Melanomas of the Skin	4	5
Thyroid	2	2
Urologic	22	24
Other	0	0

Register B	Total Market Volume	
	2023 Cases	2028 Cases
Brain and Other Nervous System	1	1
Breast	12	13
GI	16	17
Gynecologic	5	5
Head and Neck	6	7
Hematologic	13	14
Lung and Bronchus	16	18
Melanomas of the Skin	4	4
Thyroid	2	2
Urologic	24	27
Other	1	1

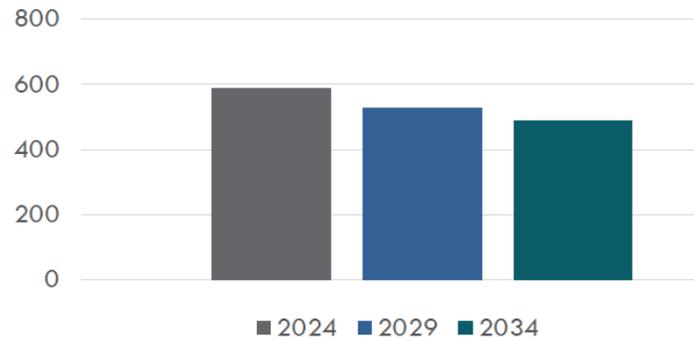
Case Study - Where Should We Grow?

SPECIALTY OF INTEREST: ONCOLOGY

MEDICARE MARKET SHARE

Provider	Claim Share	Pay Share
Hospital	281 (22.2%)	\$938k (21.8%)
Hospital	231 (18.9%)	\$1.5m (34.5%)
Hospital	231 (18.3%)	\$732k (17.0%)
Hospital	199 (15.7%)	\$574k (13.3%)

MARKET SCENARIO PLANNER



Consider the current market opportunity.

LEAKAGE REPORTING— CHEMOTHERAPY DRUGS

Provider	Payments
Hospital	\$155k
Hospital	\$404k
Hospital	\$233k
Hospital	\$73k
All Others	\$15k

LEAKAGE REPORTING – RADIATION ONCOLOGY

Provider	Payments
Hospital	\$16k
Hospital	\$10k
Hospital	\$31k
Hospital	\$14k

Common Discoveries

Patient & Consumer Behavior

- Out-Migration Trends
- Shifts in Patient Preferences
- Demographic Changes

Competitive Landscape

- Market Share Insights
- New or Expanding Competitors
- Reputation & Brand Perception

Service Line Performance & Growth Opportunities

- High-Demand Services
- Underutilized or Declining Services
- Gaps in Care

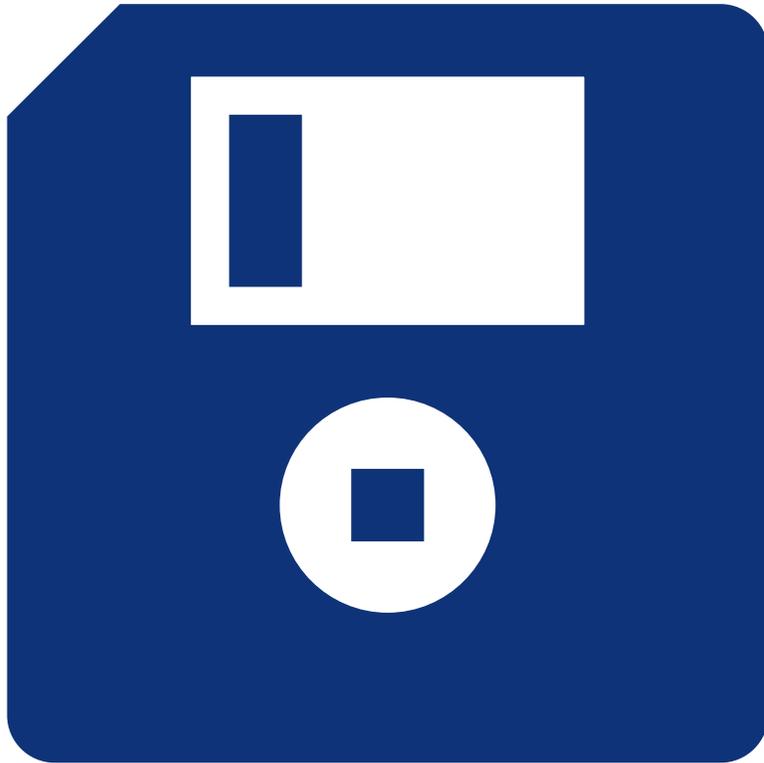
External & Industry Trends

- Economic & Social Factors – inflation, employment trends, policy shifts



Payer Transparency Data

Plans and Issuers



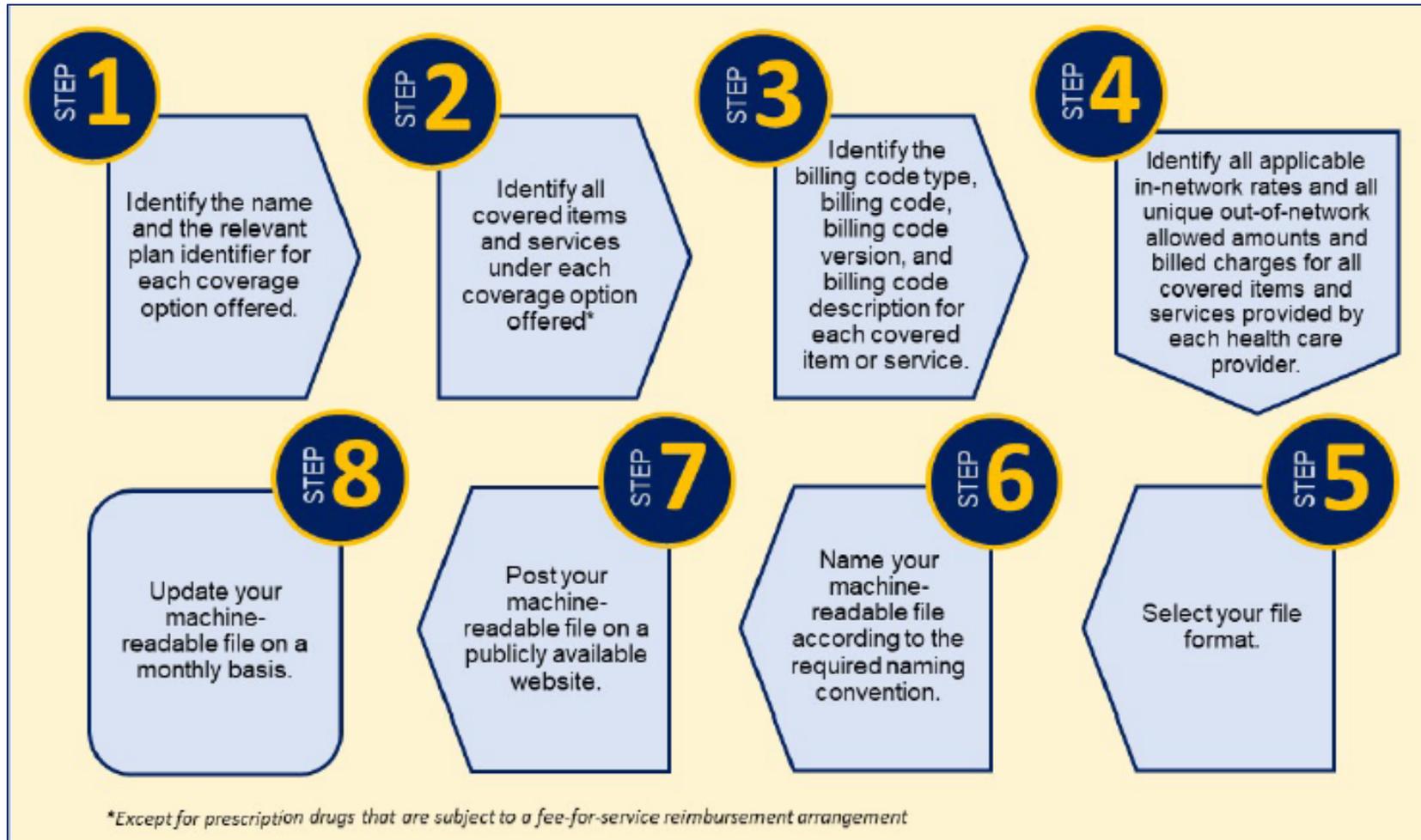
Machine-Readable Files

- In-Network Rate File
- Allowed Amount File

Machine-Readable Files (MRF)

- Structured and *standardized* data
 - Easily processed by software applications without manual intervention.
 - Samples: JSON, XML
- Non-Machine-Readable:
 - Scanned PDFs, Images of Text

CMS Guidance to Payers



“Plans and issuers must disclose all applicable rates for covered items and services provided by in-network providers. To do this, plans and issuers should start by gathering information from their **provider contracts, rate sheets, or other files regarding their applicable rates** with in-network providers for covered items and services (see discussion below regarding the types of applicable rates).”

United HealthCare Files – Sample

Transparency in Coverage

Disclaimer: These files are being provided pursuant to the requirements of the Health Plan Transparency in Coverage Rule, and the data herein is intended solely for that purpose. UHC disclaims the fitness of the data herein for any other purpose, including use in any third-party database or product. Any such use and any liability attached thereto is at the risk of such third party.

Please note: Files are in a JSON format and may contain millions of lines of data and be up to 1 terabyte (TB) in size. Please consider your system's capacity and memory when downloading these files.

Search by File Name In Network Out of Network Index

1. 2025-02-01_-A-1-PUMP-INC_index.json
2. 2025-02-01_-ALAMO-ADVISORS-LP_index.json
3. 2025-02-01_-ANS-Machine-LLC_index.json
4. 2025-02-01_-Aircon-Engineering-Inc_index.json
5. 2025-02-01_-BAPTIST-RETIREMENT-COMMUNITIES-OF-GEORGIA_index.json
6. 2025-02-01_-BVT-NATIONAL-CAPITAL-PARTNERS-INC_index.json
7. 2025-02-01_-Baxter-Protective-Coatings_index.json
8. 2025-02-01_-Bertrand-Products-Inc_index.json
9. 2025-02-01_-Bridge-Alternative-Investment-Solutions-LLC_index.json
10. 2025-02-01_-Brown-and-Pratt-Inc_index.json
11. 2025-02-01_-CYPRESS-CREEK-ANIMAL-HOSPITAL-PC_index.json
12. 2025-02-01_-Centex-Axiscare-LLC_index.json
13. 2025-02-01_-DENZINGER-FAMILY-DENTISTRY-LLC_index.json
14. 2025-02-01_-DOT-Truck-And-Trailer-Repair-Co_index.json
15. 2025-02-01_-DPM-of-Nashville-Inc_index.json

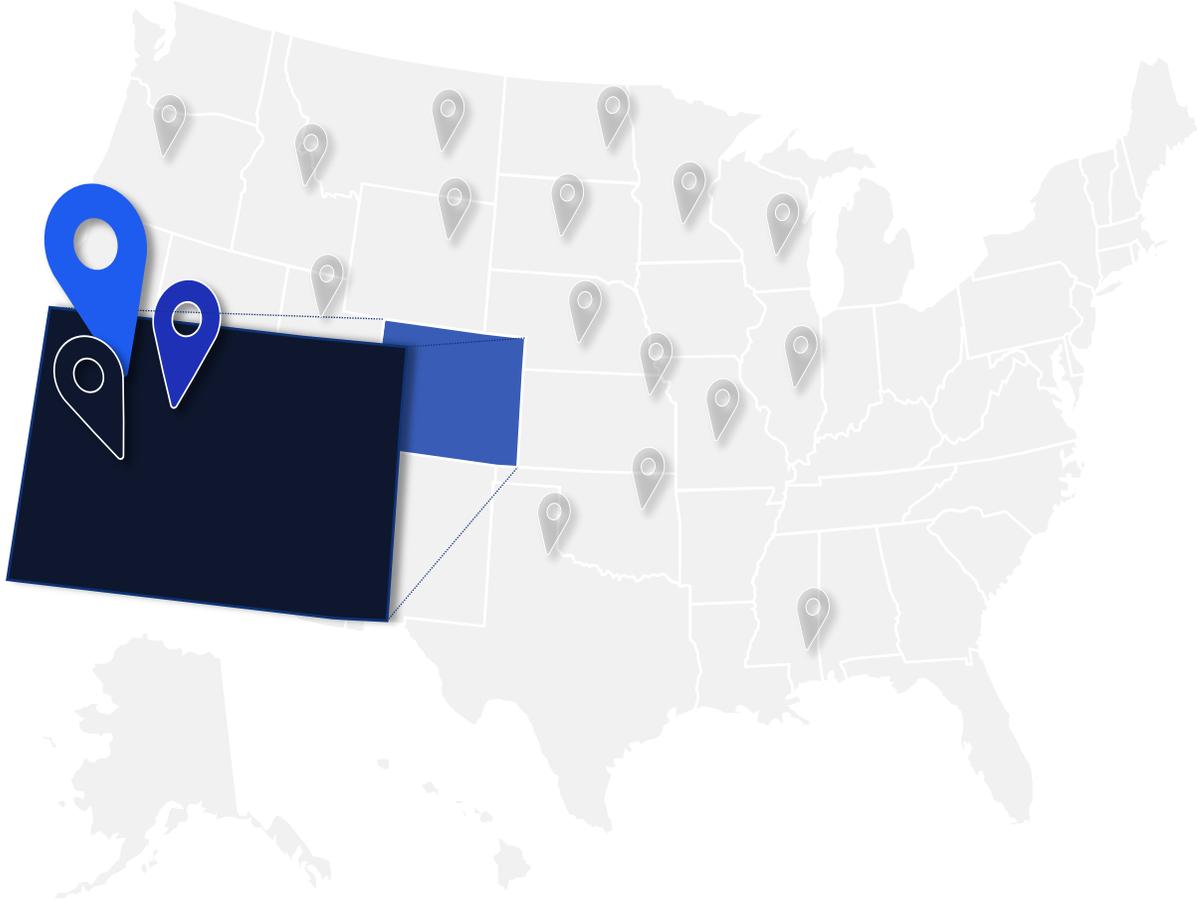
Search by File Name

1. 2025-08-01_1-800-RADIATOR-OF-DALLAS-FORT-WORTH-LLC_index.json
2. 2025-08-01_1-AB-Inc_index.json
3. 2025-08-01_1-BETTER-LLC_index.json
4. 2025-08-01_1-IT-SOURCE-LLC_index.json
5. 2025-08-01_1-PASSION-TO-CARE-LLC-WELFARE-BENEFIT-PLAN_index.json
6. 2025-08-01_1-REAL-ESTATE-MANAGEMENT-INC_index.json
7. 2025-08-01_1-TOM-PLUMBER-GLOBAL-INC_index.json

United Healthcare uses JSON files for reporting requirements

<https://transparency-in-coverage.uhc.com/>

Comparison



Entity	Office Visit Code 1	Surgery Code 1	Radiology Code 1
Client	\$250	\$1,000	\$500
Clinic #1	\$175	\$1,200	\$350
Hospital #1	\$300	\$750	\$325

Sample Radiology Code

CPT Code 70553 MRI Brain with and without contrast

Aggregate Commercial Payer 1						
NPI	TIN/EIN	Org Name	Modifier	Min Rate	Max Rate	
#####	##-#####	Client – XYZ Hospital	TC	\$445.32	\$526.08	
#####	##-#####	Client – XYZ Hospital	26	\$207.44	\$234.28	
#####	##-#####	Client – XYZ Hospital		\$652.76	\$760.36	
#####	##-#####	Competitor – ABC Hospital	TC	\$574.85	\$574.85	
#####	##-#####	Competitor – ABC Hospital	26	\$267.61	\$267.61	
#####	##-#####	Competitor – ABC Hospital		\$842.47	\$842.47	

A payer can pay a different rate depending on the plan

Case Study

Contract Negotiations

CPT Code – 71406
Chest X-Ray

Client Facility

\$196
Payer 1

\$32
Payer 2

\$75
Payer 3

Competitor Facility

\$81
Payer 1

\$225
Payer 2

N/A
Payer 3

Case Study

Sample Comparisons

Direct (1:1 Comparison)

Code	Modifier	Description	Units	Client Max Rate	Competitor 1 Max Rate	Rate Difference
			1	\$\$	\$\$	(\$1,077.56)
-----		-----	3	\$\$	\$\$	(\$1,057.23)
-----		-----	7	\$\$	\$\$	(\$984.99)
-----	--	-----	8	\$\$	\$\$	(\$769.56)
-----		-----	60	\$\$	\$\$	(\$750.05)

Utilization Comparison

CPT	Modifier	Description	Units	Client Max Rate	Competitor 1 Max Rate	Rate Difference	Total Client Max	Total Competitor 1 Max	Competitor 1 % Difference	Impact
-----	--	-----	3120	\$\$	\$\$	(\$134.96)	\$\$	\$\$	%	(\$421,075)
-----		-----	2496	\$\$	\$\$	(\$119.53)	\$\$	\$\$	%	(\$298,347)
-----		-----	27196	\$\$	\$\$	(\$7.15)	\$\$	\$\$	%	(\$194,451)
-----		-----	1735	\$\$	\$\$	(\$85.92)	\$\$	\$\$	%	(\$149,071)
-----		-----	1999	\$\$	\$\$	(\$42.37)	\$\$	\$\$	%	(\$84,698)



Case Study

When thinking about how to use data strategically, we can leverage payer data to see where we are being reimbursed better than our competitors.

Code Category	Total Charges	Units	Client Min	Client Max	Competitor 1		Competitor 2		Competitor 3	
					Min %	Max %	Min %	Max %	Min %	Max %
Consultations & Evaluations	\$30,424,682	470,919	\$8,648,491	\$22,527,041	✓ -57%	✓ -10%	%	%	%	%
Surgeries & Procedures	\$18,490,979	69,723	\$4,796,801	\$13,800,869	⚠ 16%	✓ -5%	%	%	%	%
Laboratory & Diagnostic Tests	\$9,074,155	278,296	\$2,512,303	\$4,531,931	✓ -69%	✓ -28%	%	%	%	%
Pharmacotherapy & Drug Administration	\$7,775,999	28,406	\$2,198,263	\$5,902,851	⚠ 32%	✓ -20%	%	%	%	%
Imaging & Radiology	\$3,752,063	189,012	\$915,688	\$2,801,964	⚠ 37%	✓ -12%	%	%	%	%
Cardiovascular Procedures	\$546,101	33,996	\$109,156	\$182,381	⚠ 22%	⚠ 309%	%	%	%	%
Anesthesia Services	\$134,765	1,532	\$34,918	\$98,381	⚠ 106%	✓ -25%	%	%	%	%
Rehabilitation & Physical Therapy	\$4,942	1,180	\$1,222	\$3,865	✓ -5%	✓ -28%	%	%	%	%
Total	\$70,203,685	1,073,064	\$19,216,841	\$49,849,282	-34%	-24%	%	%	%	%

Multitude of Use Cases



Contract Negotiations



Recruitment



Mergers & Acquisitions



General Strategy

Labor Productivity Data

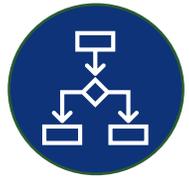


PRODUCTIVITY 101



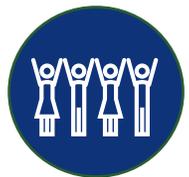
What is it?

- Optimizing staffing resources to align with patient volume and acuity – ensuring high-quality care is delivered efficiently and effectively.
- Leveraging benchmarks, ensuring apples to apples comparisons.



Process

- Collect and analyze data in a meaningful way that allows for effective decision making.



Impact

- Ensures departments are appropriately staffed, making roles more attractive to candidates by preventing overstaffing/ understaffing and promoting sustainable workloads, beneficial for both recruitment and retention.

STATE of productivity

CURRENT

- Gaps in salary expense management
- Inconsistent hiring practices



IDEAL STATE

- Benchmarking
- Position control process
- Integration

Departmental Productivity

Productive
Hours

Departmental
Volumes

Overtime
Hours

Management
Ratios

Labor as % of
Total Expense

Benchmarks

Variances

Wages by Job
Codes

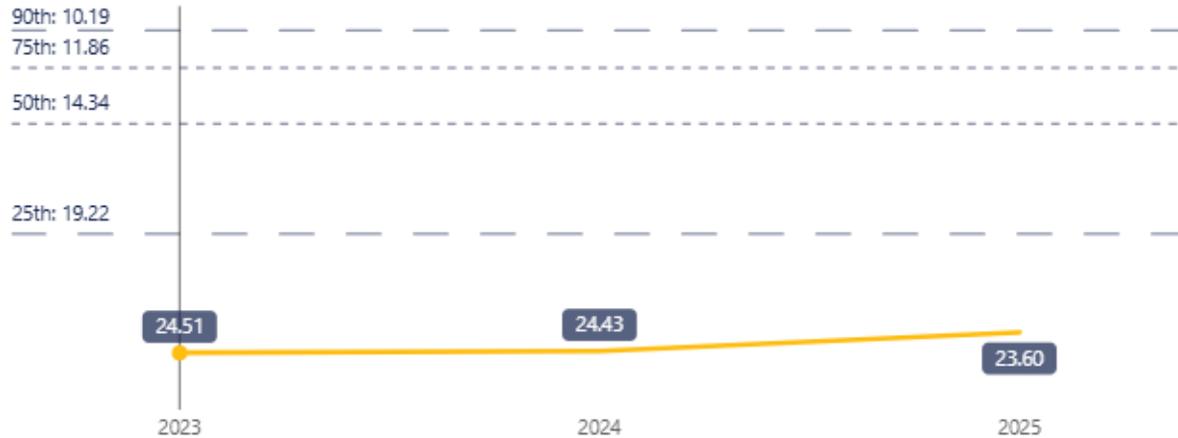
Individual Department Snapshot



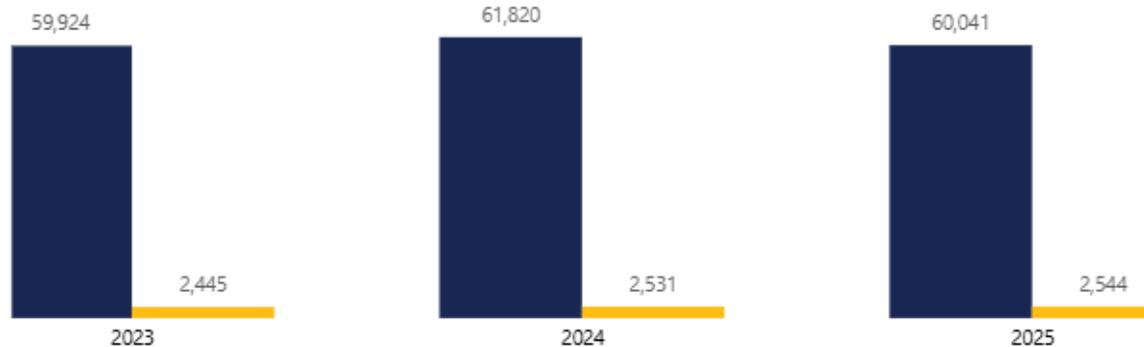
Acute Benchmarking Comparison

Show Benchmarks

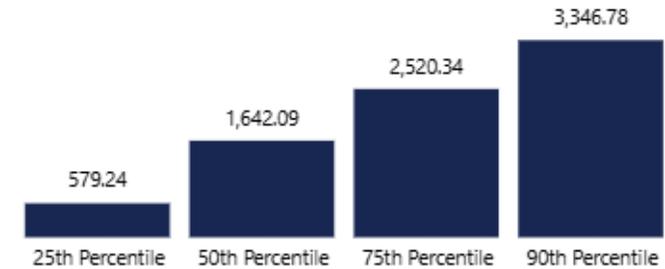
Worked Hrs / Equiv Pat Day



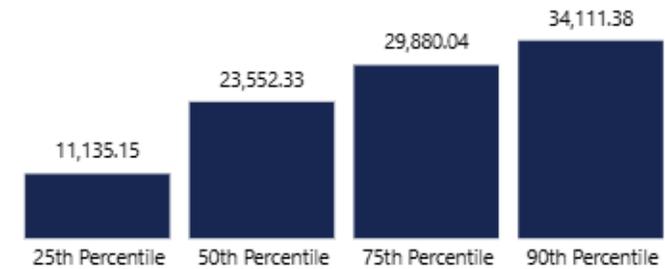
● Hours ● Volume



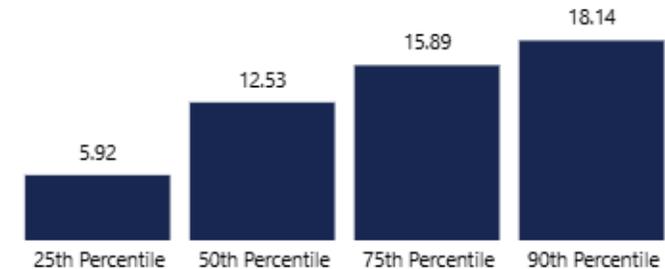
Volume Variance



Hour Variance

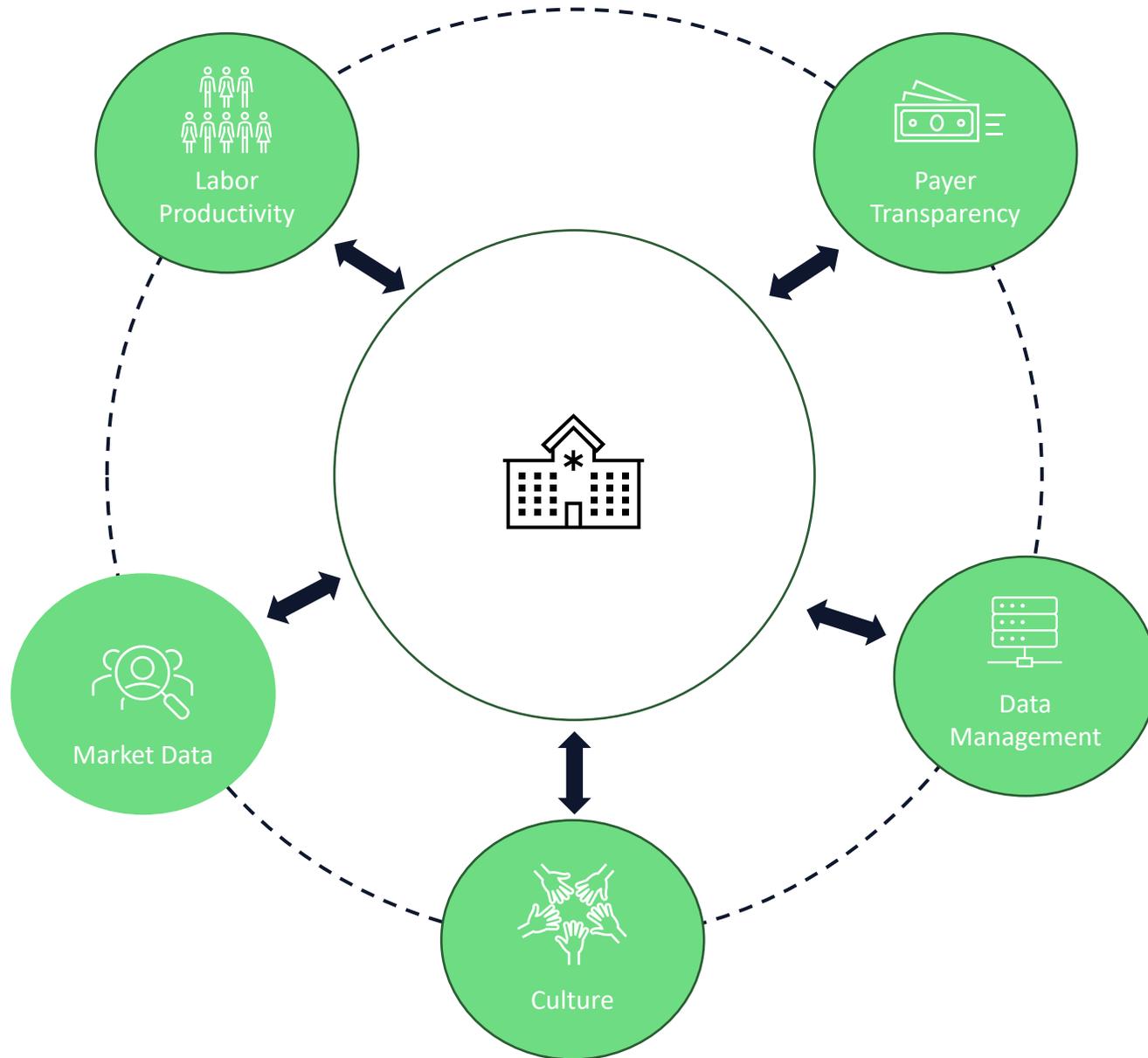


FTE Variance



Bringing It All Together

HOW TO TIE IT ALL TOGETHER





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Thank you

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