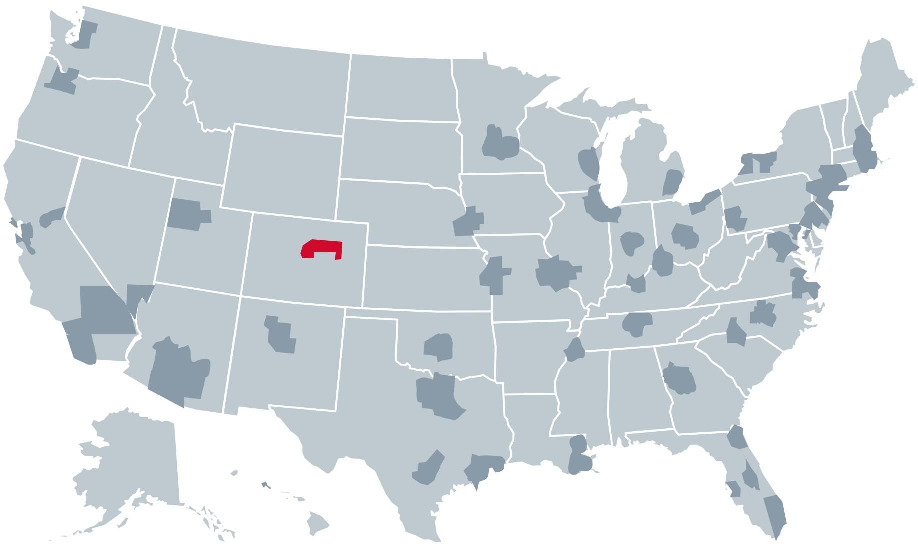
Denver, CO



Counties Covered:

County	State
Adams	CO
Arapahoe	CO
Boulder	CO
Broomfield	CO
Clear Creek	CO
Denver	CO
Douglas	CO
Elbert	CO
Gilpin	CO
Jefferson	CO
Park	CO

Market Summary

- **Overview**: Denver is an innovative market with a young, healthy population. The area is experiencing ongoing population growth, growing by nearly 15% since 2010.
- **Health Systems**: Hospitals and health systems are moderately consolidated and are a key driver in market growth. HCA and SCL Health make up more than 50% of the market.
- **Insurers**: In the commercial space, BlueCross BlueShield and UnitedHealthcare are the major players. The area has a large Medicaid population with Medicaid discharges equal to Medicare.
- **Physicians**: Physicians in large health systems have embraced ACOs.
- **Employers**: The largest employers in Denver are the federal and state governments.
- **Population**: Denver is experiencing rapid population growth; between 2017 and 2018, the population grew by 1.3%.

Total Population:

- 3,330,051

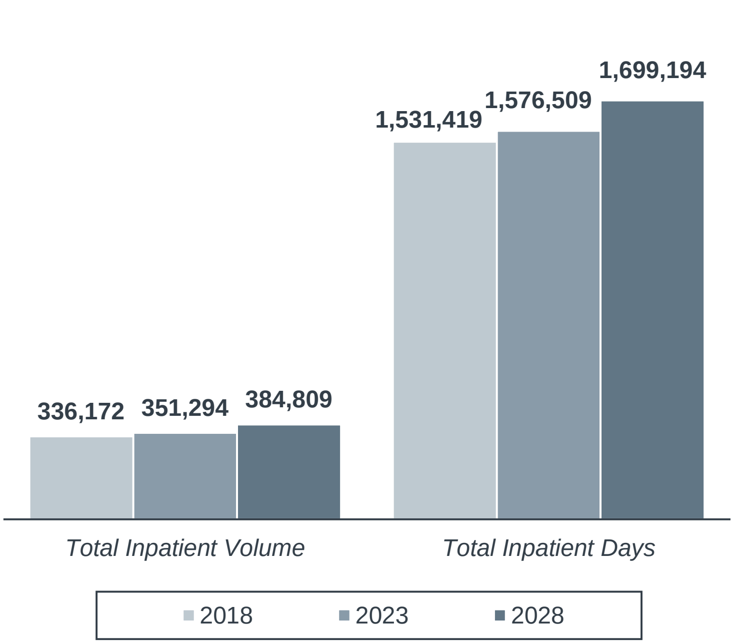
Source: Fehr, R. et. Al., *Insurer Participation on ACA marketplaces, 2014-2019,* Kaiser Family Foundation, Nov 14,2018, available at https://www.kff.org/health-reform/issue-brief/insurer-participation-on-aca-marketplaces-2014-2019/; Murray Jon, "Denver's population has grown by nearly 20 percent since 2010 — and it's picking up again," *The Denver Post,* April 18.2019; Advisory Board research and analysis

Market Glimpse

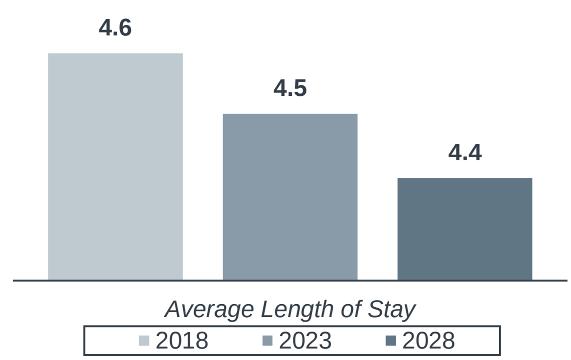
Key Figures

Category	Figure
Acute-Care Hospitals	24
Acute-Care Beds	4,891
Number of Clinicians[1]	11,947
Households Count	1,288,678
Median Age	36.4
Median Household Income	$79,580
Per Capita Income	$42,417
Patients Who Visited a Doctor in the Past Year	77.1%
Unemployment Rate	2.1%
Uninsured Rate	Low

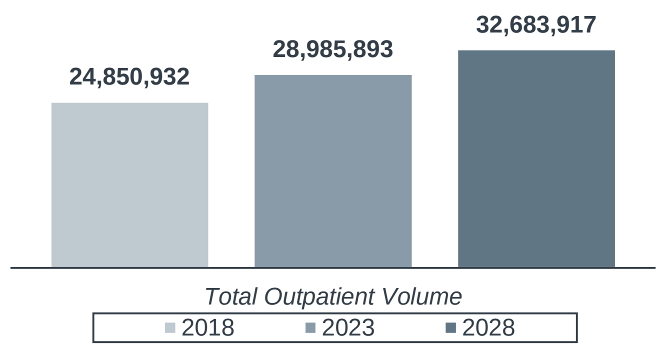
Inpatient Volume and Days



Average Length of Stay



Outpatient Volumes



1) Includes primary care physicians, specialists, nurses, advanced practitioners, etc. For a breakdown of clinicians by type, specialty, or sub-specialty, you can use our Clinician Supply Profiler.

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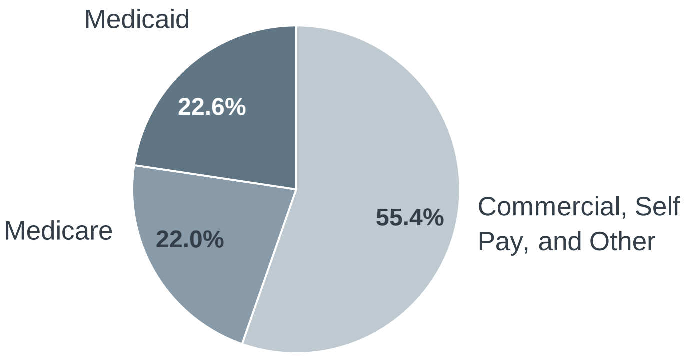
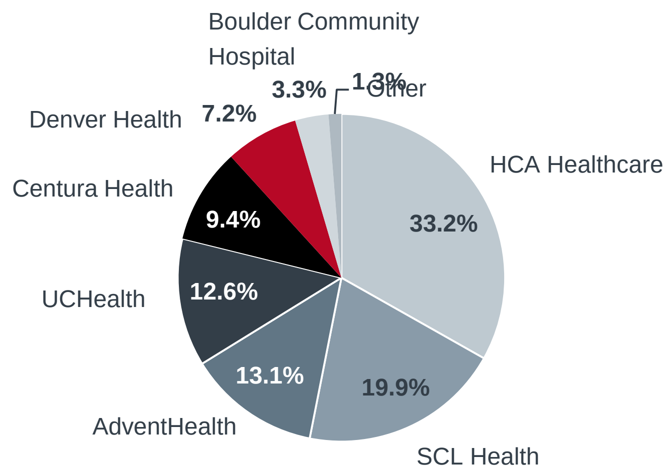
Overview of Payers, Inpatient Players, Major Ailments

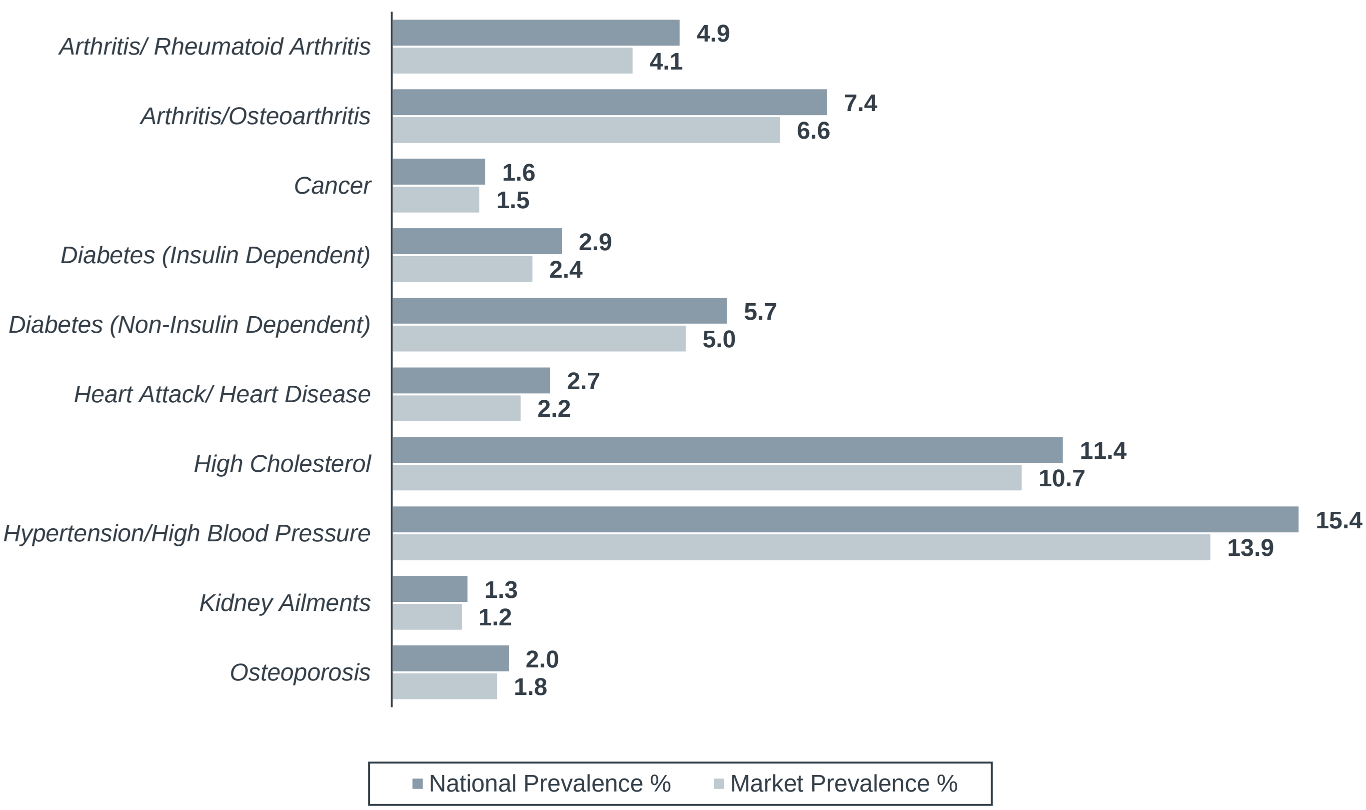
Discharge Mix



Inpatient Market Share Breakdown



Prevalence of Ailments



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Population Stratification

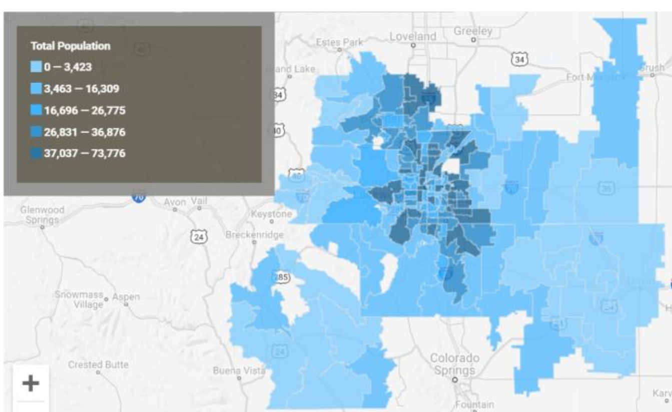
Segmentation by Age

Age Group	% of Population in 2018
0-9	12.3%
10-19	12.8%
20-29	14%
30-39	15.4%
40-49	13.6%
50-59	12.9%
60-69	10.6%
70-79	5.5%
80+	2.9%

Outpatient Sites of Care Volume Projections

Site of Care	2018 Volume	2028 Volume
Hospital Outpatient Department	2,555,220	3,289,242
Emergency Department	1,168,105	1,640,583
Ambulatory Surgery	2,782,587	3,701,893
Physician Office/Clinic	11,772,081	15,301,210
Endoscopy	437,168	586,589
Oncology Center	1,194,588	1,556,522
Sleep Studies	225,555	299,506
Independent Diagnostic Testing Facility	1,042,547	1,324,085
Physical Therapy	1,360,524	1,851,537
Lab	2,270,570	3,064,398
Other	41,993	68,352

Population Density



Segmentation by Gender

Gender	Population Count in 2018	Projected Population Count in 2023
Male	1,664,027	1,786,273
Female	1,666,030	1,793,991

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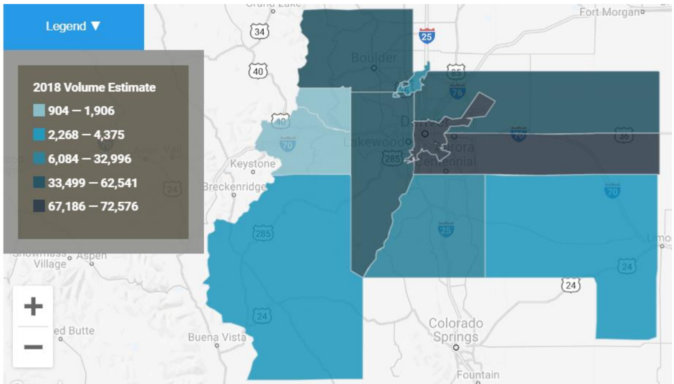
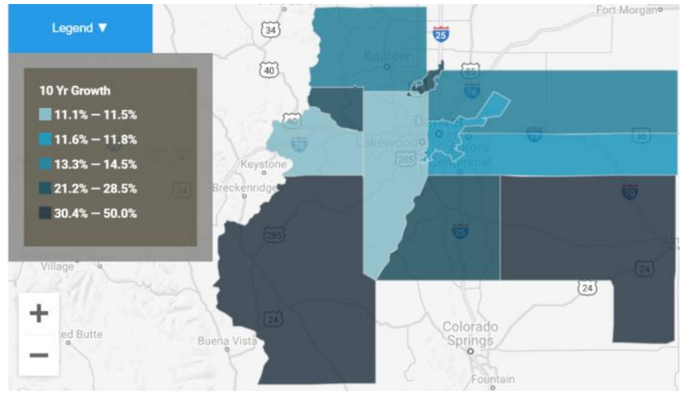
Inpatient Volume Projections

2018 Inpatient Volumes



2028 Inpatient Volumes (10-Year Growth)



Service Line Volume Projections

Service Line	2018 Volume Estimate	2023 Volume Forecast	2028 Volume Forecast	5 Yr Growth	10 Yr Growth
+ Cardiac Services	32,403	31,030	35,113	-4.2%	8.4%
+ ENT	3,447	3,362	3,616	-2.5%	4.9%
+ General Medicine	116,741	129,356	146,223	10.8%	25.3%
+ General Surgery	22,906	24,063	26,227	5.1%	14.5%
+ Gynecology	3,782	3,624	3,767	-4.2%	-0.4%
+ Invalid	727	624	636	-14.2%	-12.4%
+ Neonatology	39,625	40,412	41,634	2.0%	5.1%
+ Neurology	13,389	14,399	16,430	7.5%	22.7%
+ Neurosurgery	2,314	2,759	3,192	19.2%	37.9%
+ Obstetrics	46,159	46,218	47,214	0.1%	2.3%
+ Oncology/Hematology (Medical)	9,256	9,678	10,635	4.6%	14.9%
+ Ophthalmology	388	365	375	-5.9%	-3.2%
+ Orthopedics	20,044	21,283	23,790	6.2%	18.7%
+ Other Trauma	2,708	2,984	3,430	10.2%	26.7%
+ Rehabilitation (Acute Care)	3,364	1,896	1,634	-43.6%	-51.4%
+ Spine	7,632	7,680	8,148	0.6%	6.8%
+ Thoracic Surgery	1,756	1,901	2,043	8.3%	16.4%
+ Urology	4,229	4,678	5,262	10.6%	24.4%
+ Vascular Services	5,303	4,984	5,440	-6.0%	2.6%

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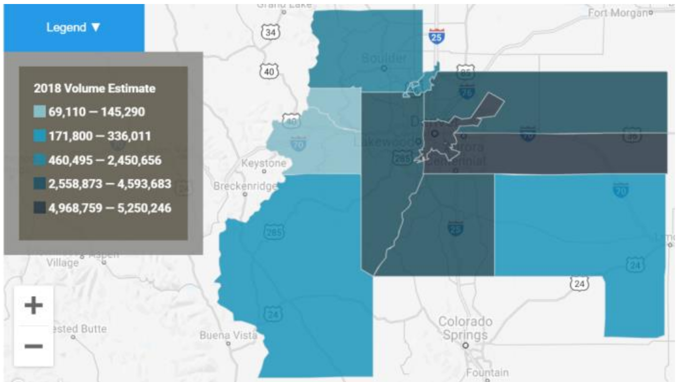
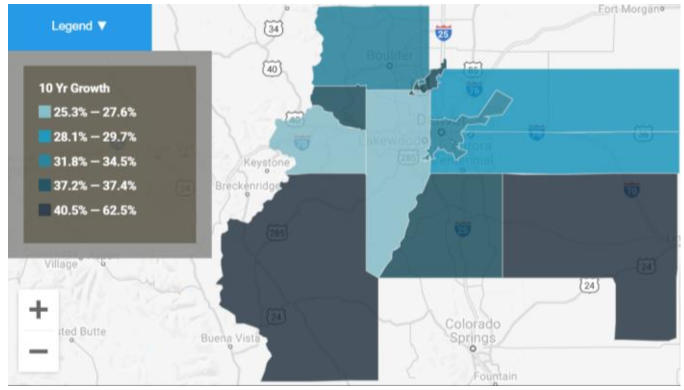
Outpatient Volume Projections

2018 Outpatient Volumes



2028 Outpatient Volumes (10-Year Growth)



Service Line Volume Projections

Service Line	2018 Volume Estimate	2023 Volume Forecast	2028 Volume Forecast	5 Yr Growth	10 Yr Growth
+ Cardiology	809,439	964,148	1,143,782	^ 19.1%	^ 41.3%
+ Cosmetic Procedures	72,704	89,263	95,684	^ 22.8%	^ 31.6%
+ Dermatology	496,170	600,201	698,404	^ 21.0%	^ 40.8%
+ Endocrinology	7,167	11,040	12,863	^ 54.0%	^ 79.5%
+ ENT	293,250	360,267	431,568	^ 22.9%	^ 47.2%
+ Evaluation and Management	9,244,368	10,356,528	11,498,778	^ 12.0%	^ 24.4%
+ Gastroenterology	237,053	303,533	358,704	^ 28.0%	^ 51.3%
+ General Surgery	71,223	86,218	98,698	^ 21.1%	^ 38.6%
+ Gynecology	110,698	118,543	123,773	^ 7.1%	^ 11.8%
+ Lab	3,460,588	4,110,757	4,680,860	^ 18.8%	^ 35.3%
+ Miscellaneous Services	1,763,962	2,151,562	2,424,343	^ 22.0%	^ 37.4%
+ Nephrology	71,832	88,839	106,174	^ 23.7%	^ 47.8%
+ Neurology	140,882	182,927	214,253	^ 29.8%	^ 52.1%
+ Neurosurgery	8,059	10,258	12,299	^ 27.3%	^ 52.6%
+ Obstetrics	51,366	51,426	52,362	^ 0.1%	^ 1.9%
+ Oncology	17,424	19,595	21,695	^ 12.5%	^ 24.5%
+ Ophthalmology	705,682	896,483	1,069,846	^ 27.0%	^ 51.6%
+ Orthopedics	358,034	475,080	555,004	^ 32.7%	^ 55.0%
+ Pain Management	90,699	116,736	137,400	^ 28.7%	^ 51.5%
+ Physical Therapy/Rehabilitation	2,250,212	2,684,199	3,014,788	^ 19.3%	^ 34.0%
+ Podiatry	124,321	169,642	209,537	^ 36.5%	^ 68.5%
+ Psychiatry	1,226,247	1,394,135	1,475,861	^ 13.7%	^ 20.4%
+ Pulmonology	242,506	298,957	346,777	^ 23.3%	^ 43.0%
+ Radiology	2,651,277	3,004,862	3,374,415	^ 13.3%	^ 27.3%
+ Spine	11,702	15,562	18,165	^ 33.0%	^ 55.2%
+ Thoracic Surgery	2,135	3,023	3,780	^ 41.6%	^ 77.1%
+ Trauma	93,165	102,985	113,255	^ 10.5%	^ 21.6%
+ Urology	132,467	181,934	223,073	^ 37.3%	^ 68.4%
+ Vascular	106,300	137,190	167,778	^ 29.1%	^ 57.8%

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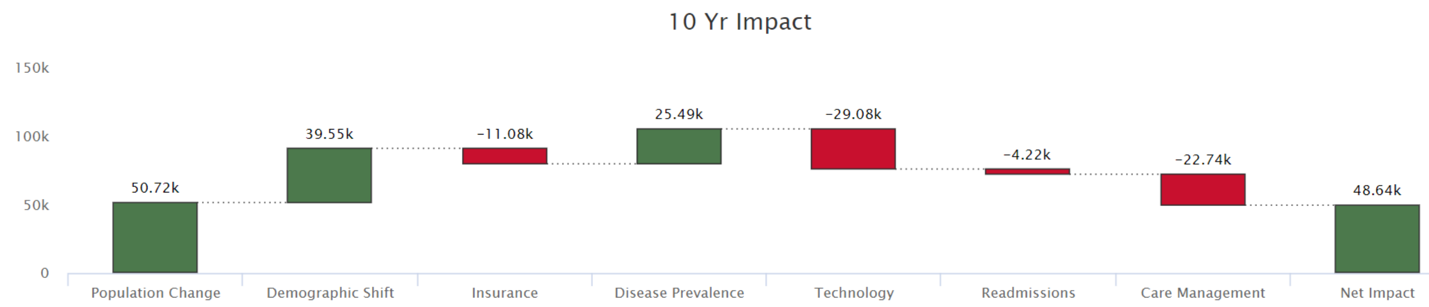
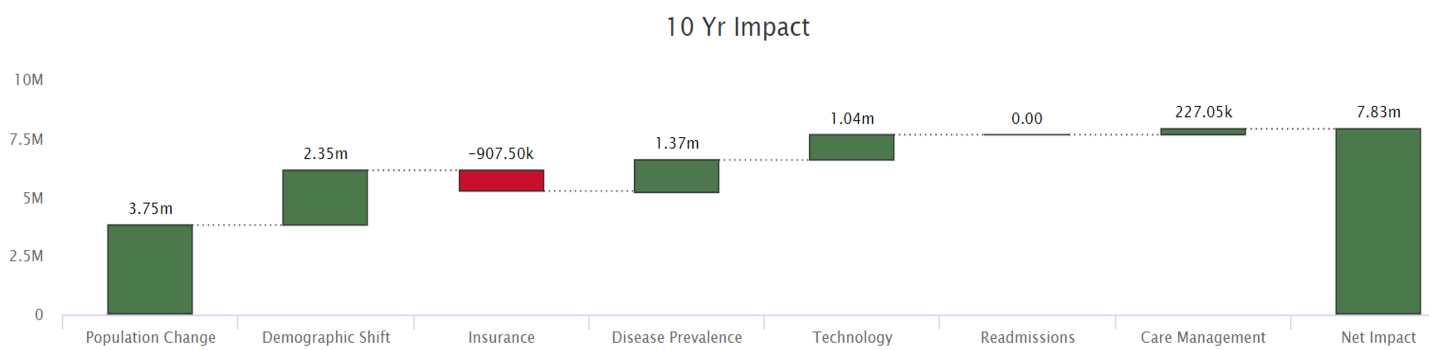
Volume Growth Drivers

2018-2028, Factors Influencing Inpatient Procedure Growth



2018-2028, Factors Influencing Outpatient Procedure Growth



- **Population Change:** Considers changes in total population of the market
- **Demographic Shift:** Considers changes in major demographic factors, such as age and gender
- **Insurance:** Considers insurance market factors, such as coverage expansion, increased cost-sharing, and payer scrutiny of medical necessity
- **Disease Prevalence:** Considers the growing population of chronic and multi-morbid patients
- **Technology:** Considers the role technology plays in changing demand and shifting site of care
- **Readmissions:** Considers the ongoing focus on driving down avoidable readmissions
- **Care Management:** Considers investments in care management designed to reduce inpatient utilization

Advisory Board research and analysis

This Advisory Board resource is part of a series of Market Profiles offered to health care industry members through the Health Care Industry Committee. We have used information and data from Advisory Board's Market Scenario Planner, Clinician Supply Profiler, and Demographic Profiler alongside US government databases including CMS Medicare Cost Reports. Please note that CMS Medicare Cost Reports data are submitted by individual facilities and are thus prone to some degree of inaccuracy due to inconsistent reporting practices and user error. The specific fiscal year reporting period for each provider varies slightly, but all data represent a single-year period for each provider.

These profiles are aimed to help suppliers and service firms better understand provider customers and patients in various markets.

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