



BOZEMAN HEALTH


ECONOMIC IMPACT REPORT

September 2015



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Report compiled and prepared by: 

Economic impact analysis completed by: 

Images courtesy of Bozeman Health

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Executive Summary

Healthcare organizations play an important role in their state and local economies, with the industry as a whole generating extensive economic impacts. In addition to providing essential services that keep the workforce healthy and productive, healthcare facilities generate relatively well-paying jobs, purchase significant quantities of supplies and services and have a substantial role in determining an area's quality of life. This economic impact study, conducted at the request of Bozeman Health, identified the



significance of the organization to the local three-county region as well as to the statewide economy.

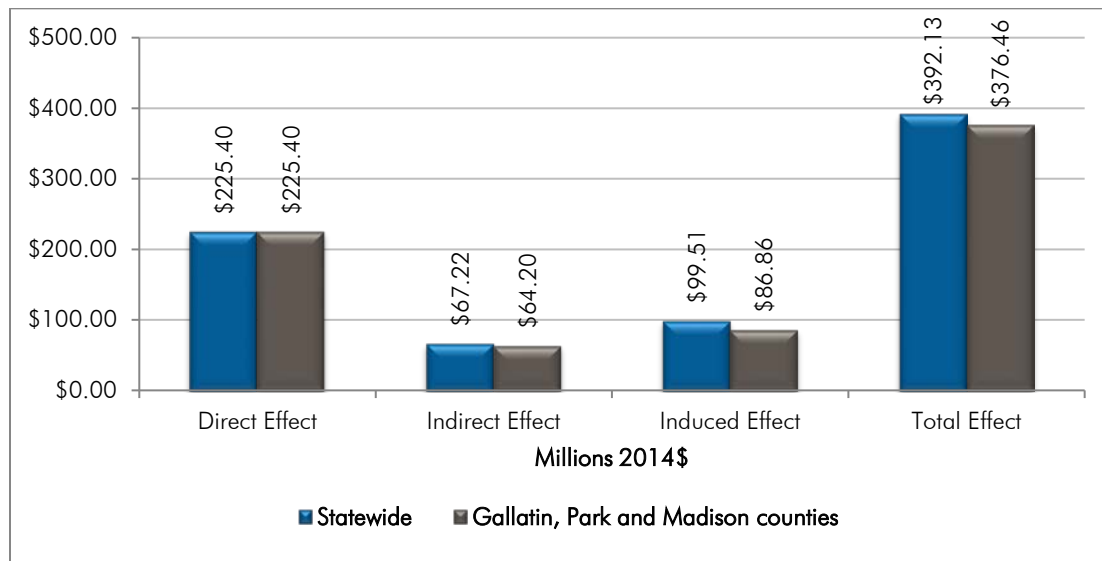
The economic impact of Bozeman Health is described in this report in terms of employment, labor income, industrial and total outputs, total value added and taxes stemming from the ongoing operations and new construction activities of the organization. The study used IMPLAN-Online economic analysis software and 2013 Montana county-level IMPLAN data to calculate impacts from annual operations in 2014 and one-time new construction between November 2013 and November 2016. Annual operations revenues for 2014 and the total costs of ongoing facilities expansion construction projects were provided by Bozeman Health. The economic impacts of operations are reported in 2014 dollars, while construction costs are expressed in current (2015) dollars.

In order to measure the number of times that each Bozeman Health-related dollar is circulated in the local economy a number of effects were measured. "Direct effects" are the changes in outputs resulting from the specific economic activities in the model - the annual operations revenue and projected construction costs in this case. "Indirect effects" are the changes in sales, income or employment within the region in backward-linked industries supplying goods and services for the operations and construction activities. This activity reflects the business-to-business effects that include the organization's vendors and other services supported by Bozeman Health. "Induced effects" then quantify the increased sales within the region from household spending of the income earned by the organization's employees and from employees of supporting industries. When employees spend the income they earn on things such as housing, utilities, groceries and other consumer goods and services, this generates sales, income and employment throughout the region's economy extending the multiplier effect of the organization's expenditures. Finally "total effects" represents the total economic benefit as a sum of direct, indirect and induced effects.

Bozeman Health generated \$219.19 million in revenues from their operations in 2014. As seen in the figure below, the resulting total effect statewide was \$392.13 million. In terms of a multiplier effect, each dollar of Bozeman Health’s \$219.19 million in revenue is recirculated roughly 1.72 times within the local region before it leaks out of the regional economy. Statewide, each dollar of the organization’s revenue is recirculated 1.79 times before it leaks out of the statewide economy.

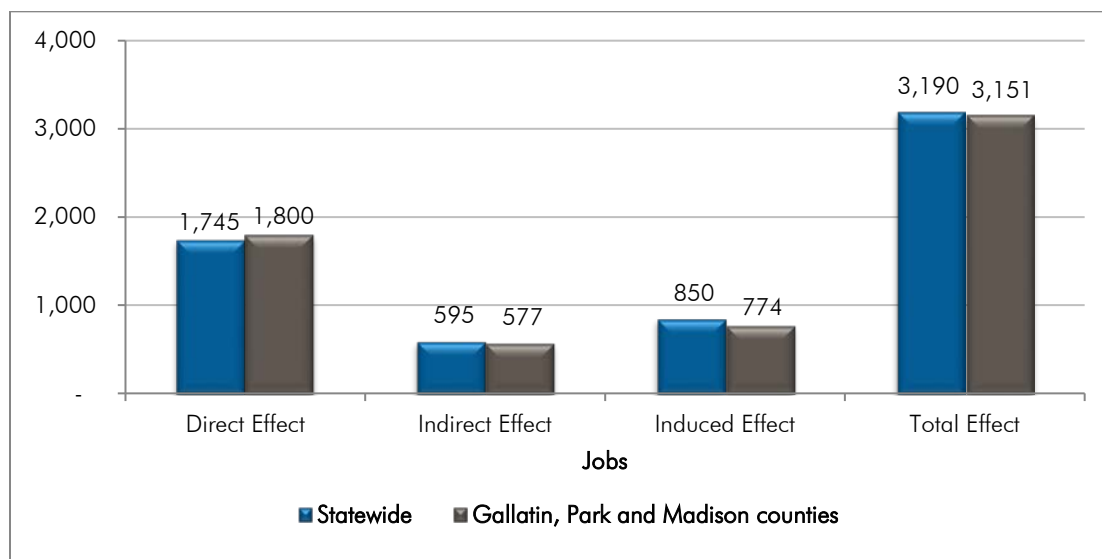
Note that throughout the report, statewide and three county labor and income numbers differ because the economies that the models are based on are different. The state-wide model is based on labor income and employment data averaged across the whole state while the three-county model is based on data averaged from just the three counties considered.

Total Effects of Operations



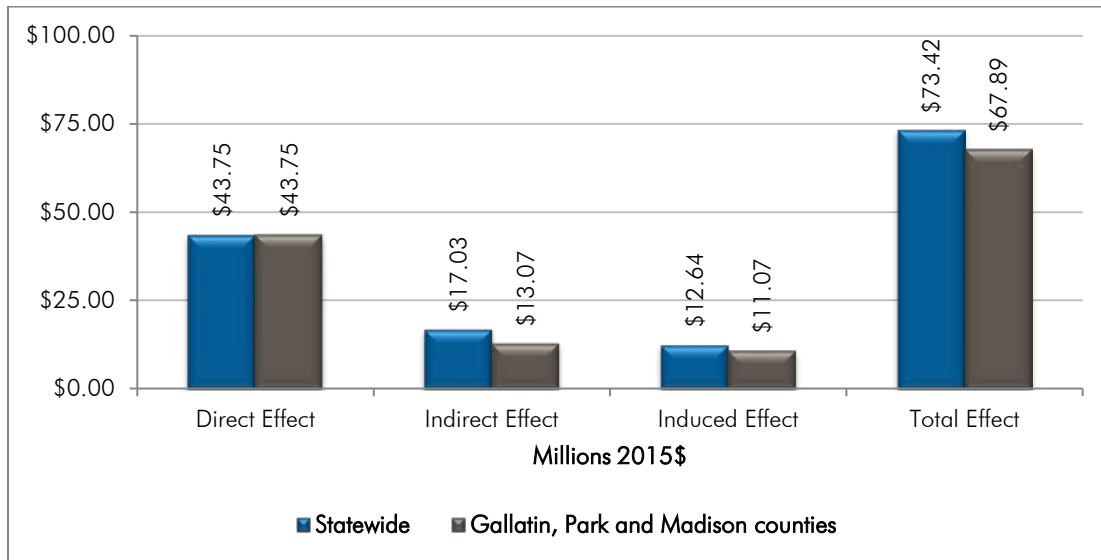
As of 2014, healthcare was the largest-emplying industry in Montana and Bozeman Health was the largest private employer in its service area. Bozeman Health’s operations supported 3,190 jobs statewide, with the majority of jobs located in Gallatin, Park and Madison counties.

Total Contributions to Employment from Operations

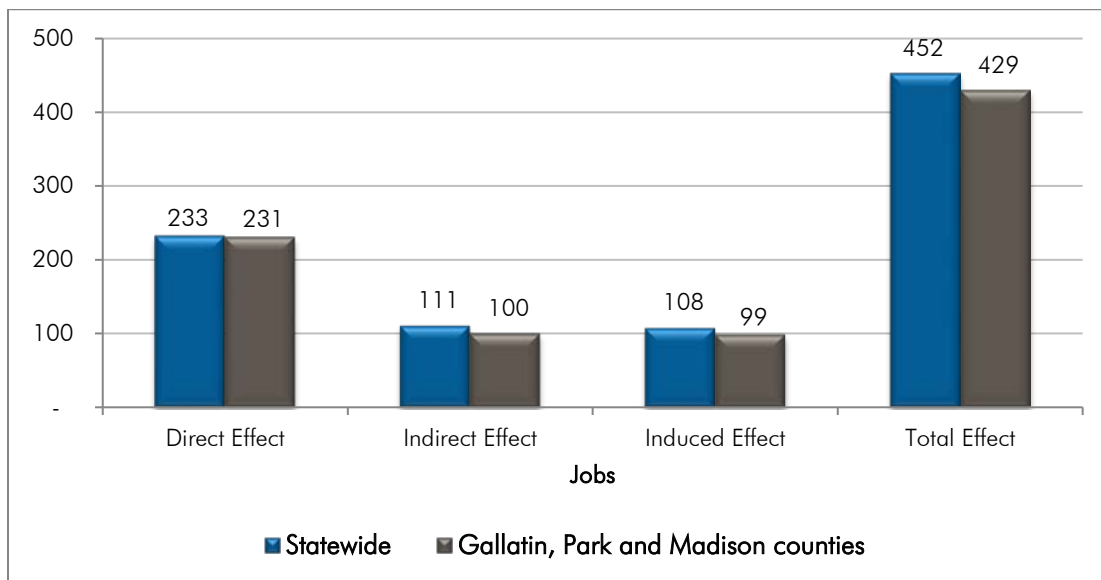


Bozeman Health’s construction projects assessed in this study included the Highland Park 5 Addition, Big Sky Medical Center and planned Belgrade Medical Campus. The three construction projects generated a total effect statewide of \$73.42 million. This supported 452 jobs statewide, with the majority of jobs located in Gallatin, Park and Madison counties. The figures below show the economic impact of Bozeman Health’s current construction projects.

Total Effects of All New Construction



Total Contributions to Employment from All New Construction



Introduction

Bozeman Health, governed by a community board of trustees, describes itself as, “comprised of two hospitals, several specialty treatment centers, a network of physician and urgent care clinics, outpatient treatment facilities, retirement and assisted living facilities.”¹ Bozeman Health oversees Bozeman Health Deaconess Hospital; Bozeman Health Medical Group; a real estate development corporation; and the Bozeman Health Big Sky Medical Center.¹ The focus of Bozeman Health includes three basic purposes: 1) to continue to improve community health through education and prevention; 2) to improve convenience and access to health care in communities across our region; and 3) to promote quality, accountability and reliability across our entire integrated health system.¹



Bozeman Health Deaconess Hospital defines itself as:
...an 86-bed facility, Joint Commission-accredited, licensed Level III trauma center serving southwest Montana. With 236 physicians and health professionals on medical staff representing over 45 specialties, these providers offer some of the highest credentials, training, and expertise in their fields of practice. Bozeman Deaconess Health Group is comprised of 20+ clinics offering two dozen specialties with more than 50 providers on staff.

The primary care practices were the first in Montana to receive National Committee for Quality Assurance Level III Medical Home Recognition. Error! Bookmark not defined.

The healthcare industry is widely considered a powerful economic catalyst for good reason. As reported by the World Health Organization, in 2013 total expenditures on healthcare in the United States were \$9,146 per capita, or 17.1% of GDP.² According to Bryce Ward, director of healthcare industry research at the Bureau of Business and Economic Research (BBER) at the University of Montana, healthcare industry output represented 8.9% of Montana’s economy in 2014 as a share of GDP. When including all healthcare-related spending such as pharmaceuticals, device manufacturing and new facility construction, the 2014 share of GDP related to healthcare was closer to 18%.³

Within the healthcare industry, hospitals are economic drivers in that they provide services that keep the workforce healthy and productive, generate important and often high-earning employment opportunities, purchase significant quantities of supplies and services, and play a considerable role

¹ “About Us.” Bozeman Health, <http://bozemandeaconess.org/aboutus>

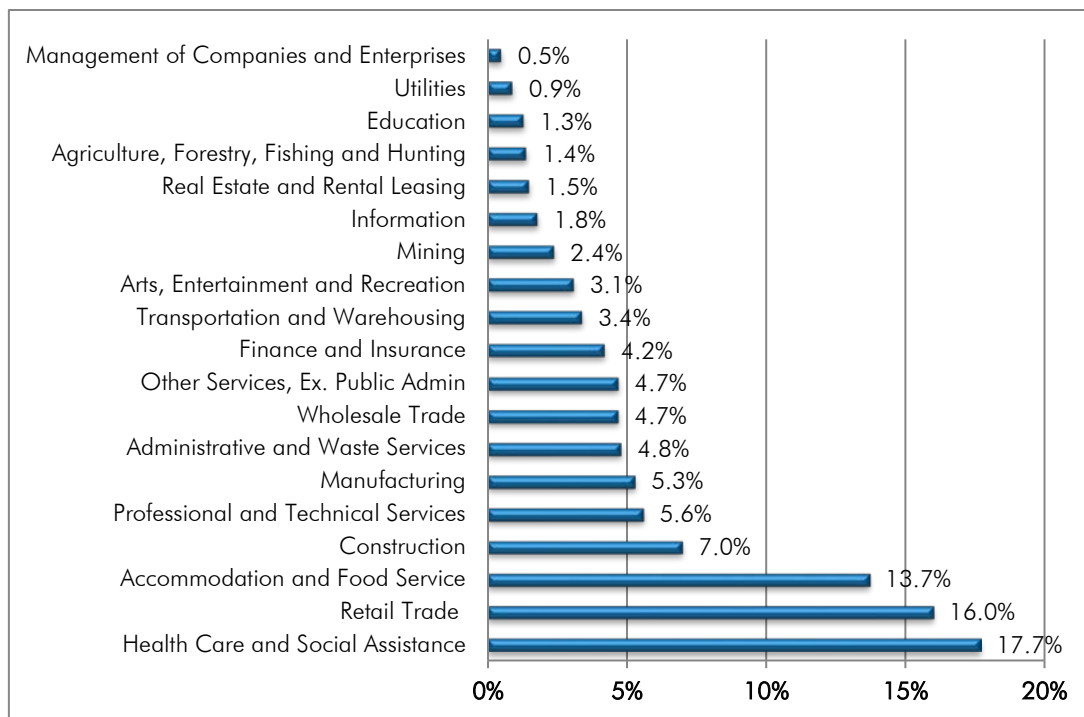
² United State of America Statistics. World Health Organization. www.who.int/countries/usa/en

³ Ward, Bryce. Director of Healthcare Industry Research, University of Montana Bureau of Business and Economic Research. Email correspondence, September 1, 2015.

in making an area attractive to businesses and individuals considering relocation. Additionally, hospitals generate noteworthy economic activity by accessing Medicare and Medicaid dollars that would not otherwise enter the area. Lastly, by providing charity care and carrying out other Community Benefit Programs, tax exempt hospitals circulate additional dollars in their communities while also providing numerous intangible benefits.

In 2014, healthcare was the largest-employing industry in Montana, with 67,000 employees (Figure 1).⁴ Employment projections through 2024 from the Montana Department of Labor and Industry predict continued consistent employment growth, at an annual rate of 1.8%, with 2% projected for Bozeman’s Health’s service area in the Southwest Region.⁵ Adding approximately 1,300 jobs per year, this is the largest projected growth of any industry in the state.⁵ Because providers are evaluated on both health outcomes and patient experience, non-healthcare jobs related to the industry such as personal care aides, receptionists, maids and housekeeping cleaners, cooks and childcare workers are also viewed as increasingly important due to their role in supporting a positive patient experience.⁵

Figure 1: Percent of Private Employment by Sector in Montana, 2014



Source: 2014 Annual Average Private Employment, Quarterly Census of Employment and Wages. Bureau of Labor Statistics. www.bls.gov/cew

Bozeman Health Deaconess Hospital provides medically necessary healthcare services for all patients, regardless of their ability to pay. Tables 1 and 2 on page 6 detail the hospital’s statistics and community benefit impact for 2013.

⁴ Watson, Amy. “The Health Care Labor Market in Montana.” Montana Department of Labor and Industry, Research and Analysis Bureau. July 2015. www.ourfactsyourfuture.org

⁵ Watson, Amy. “Employment Projections: State of Montana 2015-2024.” Research and Analysis Bureau, Montana Department of Labor and Industry. May 2015. www.ourfactsyourfuture.org

Table 1: Bozeman Health Deaconess Hospital by the Numbers

2014 Bozeman Health Deaconess Hospital Statistics		
27,684 emergency room visits	17,596 inpatient days	1,206 births
1,819 inpatient surgical visits	4,108 outpatient surgical visits	1,232 blood bank procedures
131 diagnostic cardiac catheterizations	140 coronary interventions	2,825 inpatient EKG's
128,566 inpatient laboratory procedures	344,261 outpatient laboratory procedures	6,200 outpatient EKG's

Source: Fact Sheet Year Ending 2014, Bozeman Health Deaconess Hospital.

Table 2: Community Benefit Statistics

2014 Community Benefit Statistics	
Financial assistance (Charity Care) & unreimbursed costs (Medicaid)	\$11,850,360
Community health improvement services & benefit operations	\$544,571
Health professions education	\$25,618
Subsidized health services	\$6,880,320
Cash & in-kind contributions to community groups	\$766,571
Total	\$20,067,440

Source: Community Benefit, Bozeman Health. www.bozemanhealth.org.

Goals of the Bozeman Health Economic Impact Study

The purpose of this study was to identify Bozeman Health's total economic significance to the local and state economies. This report describes the economic significance in terms of total value added, industrial output, income and employment across all industrial sectors in the local economy stemming from the operations and new construction activity of the organization. In addition to describing the economic impact of all of Bozeman Health's facilities within the tri-county service area, this



study also examined the effects of construction of the Highland Park addition Big Sky Medical Center and the planned Belgrade Medical Campus.

Establishing a baseline of the organization's impact in the region should help Bozeman Health's management team prepare to address continually increasing healthcare demands in the future. The study can also serve as a foundation for those both within and outside of the industry to fully recognize the critical role Bozeman Health's operations play in the area's economic vibrancy. Additionally, by illuminating the organization's myriad impacts on the community and the region, this study hopes to provide a useful reference point for the economic development community and for Bozeman Health administrators as they seek to anticipate and manage the potential changes brought about by ongoing changes in healthcare legislation.

Methodology and Data

This analysis developed estimates of a nonprofit healthcare organization's contributions to the local economy from its annual operations and from its one-time expenditures on planned expansion. The estimates of economic contributions were developed for the local three-county region as well as for the larger statewide economy. The analysis traces the flows of spending associated with the company's operations and construction activities to identify changes in value added, total output, income and employment across all industrial sectors. The IMPLAN model used 2013 Montana county-level data and IMPLAN-Online software to calculate impacts from annual operations in 2014 and one-time new construction between November 2013 and November 2016. The economic impacts of operations are reported in 2014 dollars, while construction costs are expressed in current (2015) dollars. Results for operations reflect annual impacts, while results for the construction project reflect total one-time impacts.

Model definitions:

INPUT-OUTPUT MODEL is a representation of the flows of economic activity between sectors within a region. The model captures what each business or sector must purchase from every other sector in order to produce a dollar's worth of goods or services.

IMPLAN is an input output modeling system that can estimate 528 sector I-O models for any region consisting of one or more counties. MIG, Inc is the provider of the IMPLAN (IMPact analysis for PLANning) economic impact modeling system. IMPLAN is used to create complete Social Accounting Matrices and Multiplier Models of local economies.

FINAL DEMAND is the term for sales to final consumers. Sales between industries are termed intermediate sales. Economic impact analysis generally estimates the regional economic impacts of final demand changes. This model uses annual revenue and projected construction costs as estimates of changes in final demand resulting from the activities of the company.

DIRECT EFFECTS are the changes in outputs resulting from the specific economic activities in the model - the annual operations revenue and projected construction costs, in this case.

INDIRECT EFFECTS are the changes in sales, income or employment within the region in backward-linked industries supplying goods and services for the operations and construction activities.

INDUCED EFFECTS are the increased sales within the region from household spending of the income earned by the business's employees and from employees of supporting industries. Employees spend the income they earn on housing, utilities, groceries, and other consumer goods and services. This generates sales, income and employment throughout the region's economy.

TOTAL EFFECTS are the sum of direct, indirect and induced effects. Figure 2 on page 9 provides a visual representation of the direct, indirect and induced effects used to determine total effects.

Measures of economic activity:

OUTPUT (Total Industrial Output - TIO): Output represents the value of industry production. In IMPLAN these are annual production estimates for the year of the data set and are in producer prices. For manufacturers this would be sales plus/minus change in inventory. For service sectors production is equal to sales. For retail and wholesale trade, output is equal to gross margin and not gross sales.

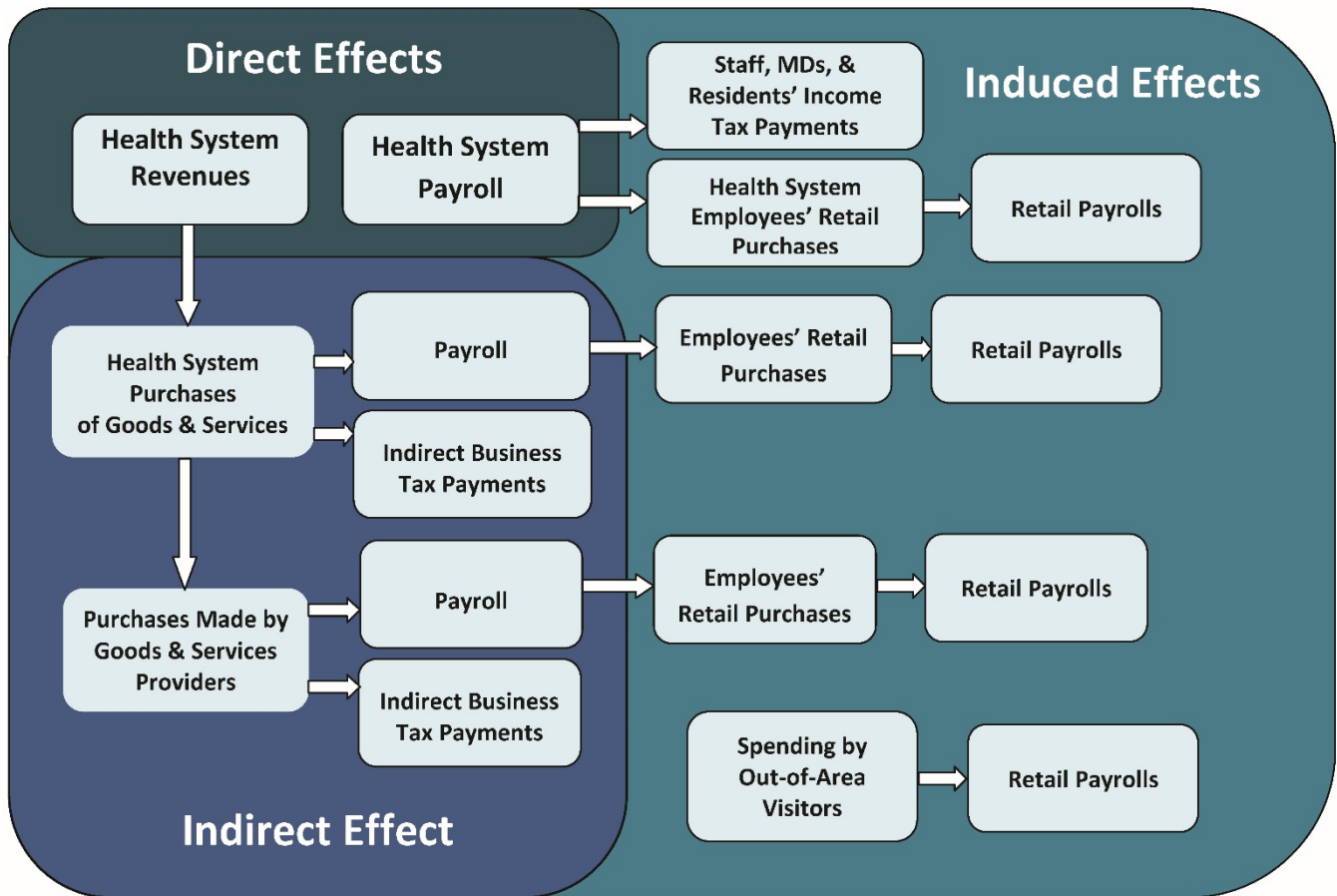
INCOME is the money earned within the region from production and sales. Income is all forms of employment income, including Employee Compensation (wages and benefits) and Proprietor Income. It was assumed that there was no proprietor income for the nonprofit healthcare business in this study.

EMPLOYMENT is a measure of the number of jobs required to produce a given volume of sales/production. Jobs are not expressed as full time equivalents. A job in IMPLAN is equal to the annual average of monthly jobs in that industry (this is the same definition used by QCEW, BLS, and

BEA nationally). Thus, one job lasting 12 months is the same as two jobs lasting six months each or three jobs lasting four months each. A job can be either full-time or part-time.

VALUE ADDED is the difference between an industry’s or an establishment’s total output and the cost of its intermediate inputs. It equals gross output (sales or receipts and other operating income, plus inventory change) minus intermediate inputs (consumption of goods and services purchased from other industries or imported). Value added consists of compensation of employees, taxes on production and imports less subsidies, and gross operating surplus. Value added is the most commonly used measure of the contribution of a region to the national economy, as it avoids double counting of intermediate sales and captures only the “value added” by the region to final products.

Figure 2: Total Effects Flow Chart





Bozeman Health Operations

Bozeman Health is the largest private employer in its service area. Their presence brings in dollars that otherwise would not be attributed to the area, stimulating new jobs and new labor income and generating significant economic impacts for the region and the state. The results for operations are reported in 2014 dollars and reflect the impacts that would occur on an annual basis.

This study developed both local and statewide estimates of total economic impacts resulting from Bozeman Health's operations. Reflecting the nonprofit business status of the hospital, the modeling of impacts assumed that there would be no proprietor income and profits would be invested back into the organization. Based on 2014 data, Bozeman Health's operations produce revenues of \$219.19 million annually. The economic impact study results estimate that these direct impacts generate \$376.46 million in total impacts within the Gallatin, Park, and Madison three-county region and \$392.13 million in total impacts across the statewide economy (Figure 3).

Another way to look at these impacts is in terms of the multiplier effect: in these terms, each dollar of Bozeman Health's \$219.19 million in revenue is recirculated roughly 1.72 times within the local region before it leaks out of the regional economy. Statewide, each dollar of the organization's revenue is recirculated 1.79 times before it leaks out of the statewide economy.

Figure 3: Total Effects of Operations

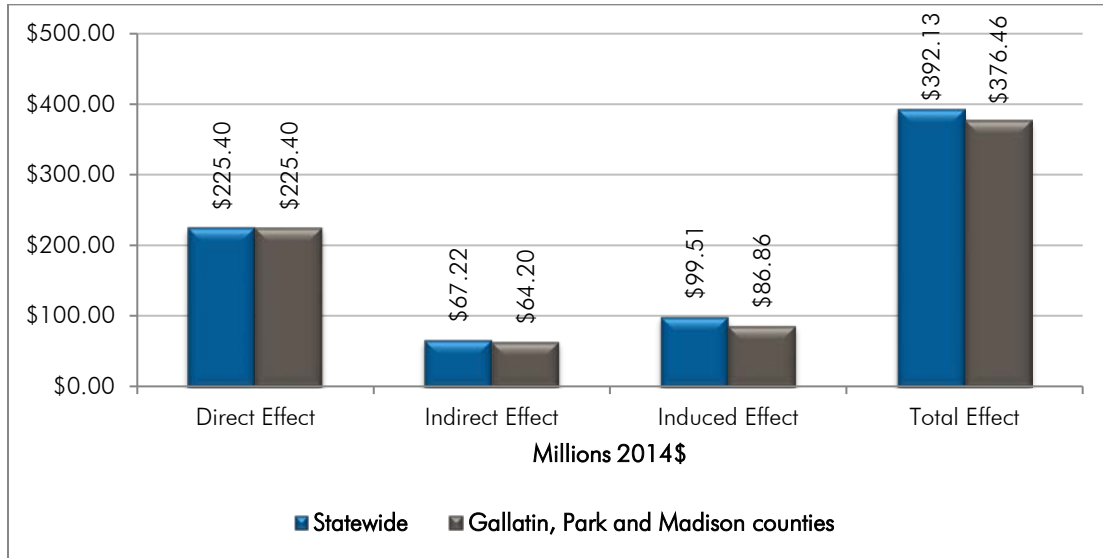
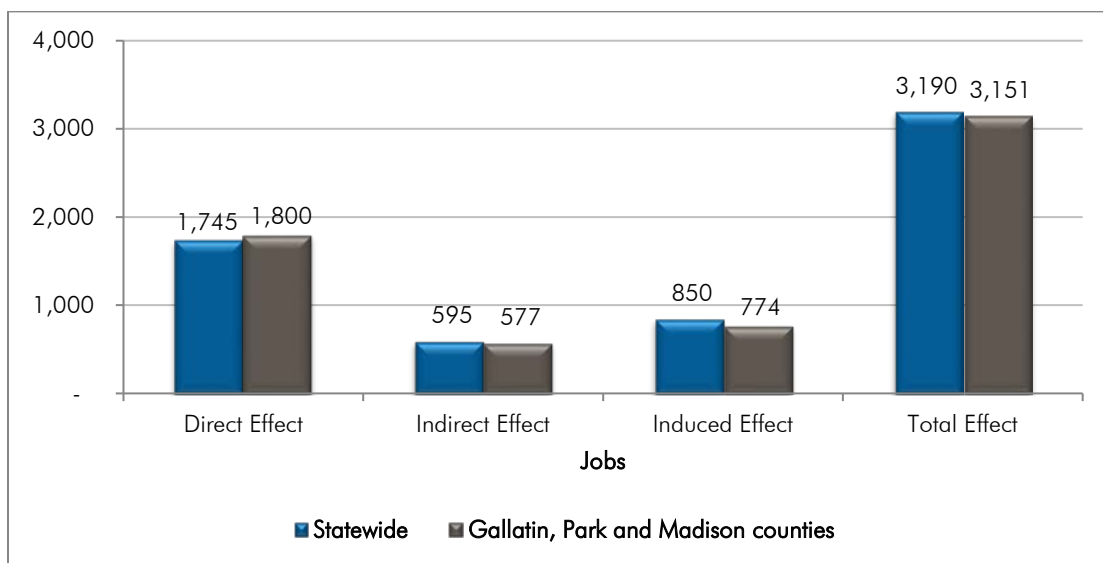


Figure 4 shows Bozeman Health’s contributions to employment in the tri-county area and statewide. Note that a job in IMPLAN is equal to the annual average of monthly jobs in that industry. Thus, one job lasting 12 months is the same as two jobs lasting six months each or three jobs lasting four months each. A job can be either full-time or part-time. The direct effect of the organization was measured at 1,745 jobs statewide, with total effect at 3,190 jobs.

Note that statewide and three county labor and income numbers differ because the economies that the models are based on are different. The state-wide model is based on labor income and employment data averaged across the whole state while the three-county model is based on data averaged from just the three counties considered.

Figure 4: Total Contributions to Employment from Operations



Of the 3,190 total jobs across all sectors supported statewide by Bozeman Health’s annual operations, the top ten industries by employment are shown Table 3. Similarly, Table 4 shows the top ten industries for jobs supported within the local three-county region, of the 3,151 total jobs supported across all industries.

Table 3: Bozeman Health Statewide Total Effects, Top Ten Industries by Employment \$2014

Sector	Employment	Labor Income	Value Added	Output
Hospitals	1,669	\$113,446,051	\$117,217,885	\$224,980,210
Nursing and community care facilities	128	\$4,103,087	\$4,485,912	\$7,691,792
Real Estate	95	\$1,092,302	\$10,750,667	\$14,399,909
Full-service restaurants	93	\$1,767,818	\$1,871,200	\$4,128,588
Employment services	67	\$1,765,848	\$2,124,358	\$2,720,462
Limited-service restaurants	50	\$1,112,868	\$1,613,238	\$2,689,919
Wholesale trade	41	\$2,659,995	\$5,309,826	\$8,497,918
Grantmaking, giving, and social advocacy organizations	36	\$1,605,943	\$1,656,868	\$2,476,914
Other ambulatory health care services	36	\$1,656,720	\$1,752,734	\$3,153,633
Dry-cleaning and laundry services	32	\$888,950	\$607,253	\$1,079,282

Table 4: Bozeman Health Three-County Total Effects, Top Ten Industries by Employment \$2014

Sector	Employment	Labor Income	Value Added	Output
Hospitals	1,705	\$109,268,816	\$113,121,828	\$222,688,214
Nursing and community care facilities	124	\$3,523,127	\$3,894,544	\$6,994,628
Real Estate	112	\$2,093,205	\$13,668,176	\$17,969,898
Full-service restaurants	92	\$1,854,064	\$1,956,672	\$4,197,695
Limited-service restaurants	51	\$1,191,070	\$1,703,849	\$2,807,504
Dry-cleaning and laundry services	42	\$985,993	\$620,321	\$1,232,323
Management consulting services	35	\$1,866,639	\$1,881,466	\$3,724,485
Wholesale trade	35	\$2,295,551	\$4,503,020	\$7,157,001
Grantmaking, giving, and social advocacy organizations	31	\$1,720,780	\$1,764,981	\$2,470,784
Office administrative services	30	\$1,182,125	\$1,217,546	\$1,816,304

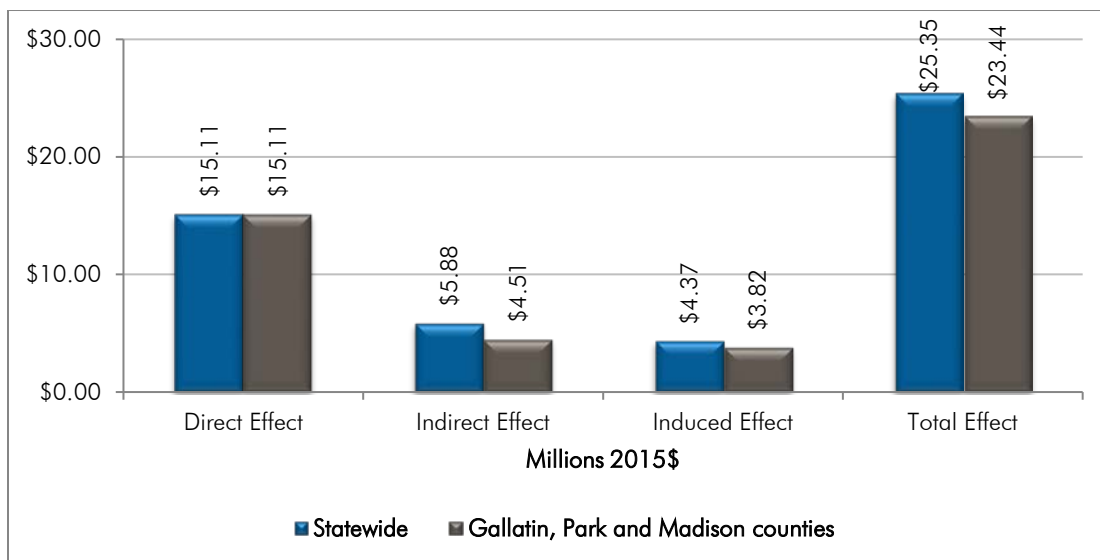
Bozeman Health Deaconess Hospital – Highland Park Exterior Addition Construction



In 2013 Bozeman Health began a \$15.11 million dollar construction project for the Highland Park 5 exterior addition. The five story building’s exterior is estimated to be completed by December 2015, while the building is slated to open to tenants in the summer of 2016.⁶ This portion of the IMPLAN analysis evaluates the one-time economic impacts resulting from the costs of construction; it does not include furniture, fixtures or equipment for the new facility.

The Highland Park 5 project expenditures are expected to result in a total effect on the state’s economy of \$25.35 million over the life of the project. Within the three-county region, Highland Park 5 construction will have a total impact of \$23.44 million (Figure 5). The project is anticipated to support 156 jobs statewide and 148 jobs regionally (Figure 6).

Figure 5: Total Effects of Highland Park Exterior Addition Construction



⁶ “Highland Park 5 and Parking Update.” Bozeman Health. July 21, 2015. <http://www.bozemandeaconess.org/For-Community/News-Reports/Bozeman-Deaconess-News/Employee-News/2015/Highland-Park-5-and-Parking-Update.aspx>

Figure 6: Contributions to Employment from Highland Park Exterior Addition Construction

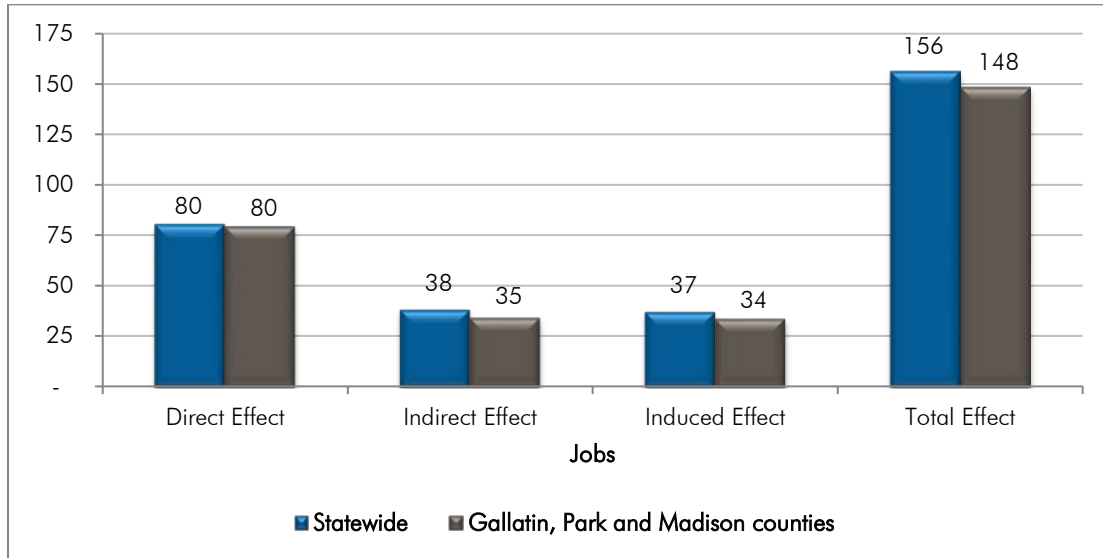


Table 5: Highland Park Exterior Addition Construction: Statewide Total Effects, Top Ten Industries by Employment \$2015

Sector	Employment	Labor Income	Value Added	Output
Construction of new health care structures	80	\$4,271,495	\$4,385,946	\$15,106,200
Wholesale trade	6	\$371,750	\$742,081	\$1,187,636
Real estate	4	\$42,573	\$419,012	\$561,243
Architectural, engineering, and related services	3	\$193,290	\$183,530	\$375,899
Full-service restaurants	3	\$56,628	\$59,940	\$132,251
Truck transportation	3	\$183,641	\$196,106	\$442,212
Retail - Nonstore retailers	3	\$23,155	\$57,163	\$174,843
Hospitals	2	\$166,897	\$172,410	\$328,830
Limited-service restaurants	2	\$45,335	\$65,719	\$109,580
Employment services	2	\$45,194	\$54,370	\$69,626

Table 6: Highland Park Exterior Addition Construction Gallatin, Park and Madison counties Total Effects, Top Ten Industries by Employment \$2015

Sector	Employment	Labor Income	Value Added	Output
Construction of new health care structures	80	\$4,387,090	\$4,500,320	\$15,106,200
Wholesale trade	5	\$312,448	\$612,908	\$974,142
Real estate	4	\$78,099	\$509,971	\$670,472
Architectural, engineering, and related services	4	\$173,765	\$162,501	\$384,238
Full-service restaurants	3	\$57,877	\$61,080	\$131,037
Truck transportation	2	\$134,944	\$145,526	\$354,512
Retail - Nonstore retailers	2	\$30,733	\$62,323	\$171,445
Limited-service restaurants	2	\$47,823	\$68,411	\$112,724
Hospitals	2	\$114,559	\$118,585	\$232,676
Landscape and horticultural services	1	\$33,688	\$44,918	\$77,829

Big Sky Medical Center Construction

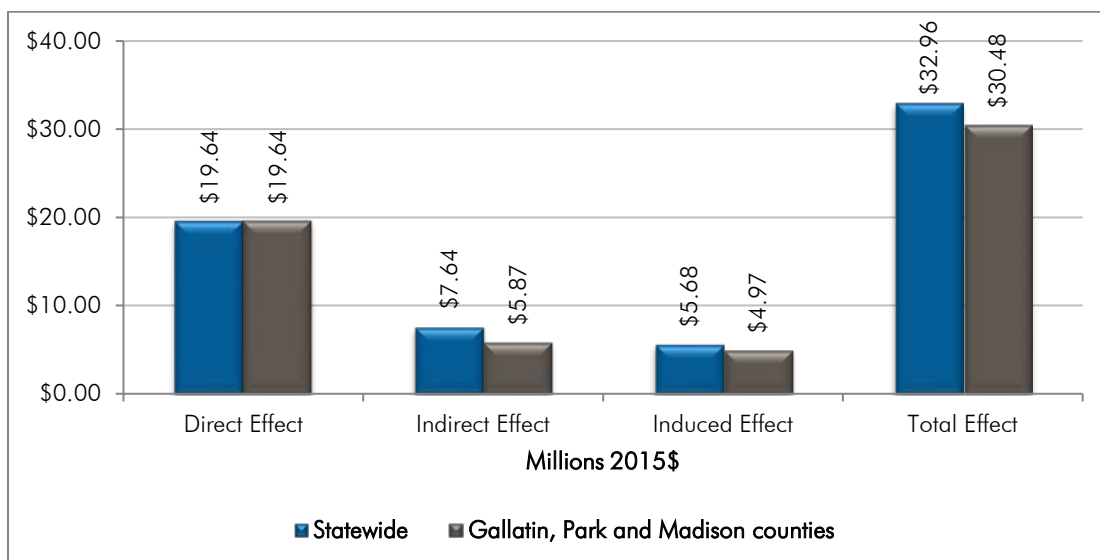
In 2014 Bozeman Health began a \$19.64 million dollar construction project for the Big Sky Medical Center. The Big Sky Medical Center will offer 24/7/365 Emergency Services with a heli-stop for air ambulance.⁷ It will feature a four-bed inpatient unit for admissions and observation with space to increase to eight beds.⁷ The facility will include an onsite diagnostic imaging center with general radiology, CT



scanner, ultrasound, and mobile MRI, laboratory services, and an integrated pharmacy with extended retail pharmacy services.⁷ A primary care clinic and physical therapy services will also be onsite.⁷ The two-story, 42,868 square foot facility is estimated to be completed by the fall of 2015.⁷ This portion of the IMPLAN analysis evaluates the one-time economic impacts resulting from the costs of construction; it does not include furniture, fixtures or equipment for the new facility.

The Big Sky Medical Center construction project expenditures are expected to result in a total effect on the state's economy of \$32.96 million over the life of the project (\$2015). Within the three-county region, Big Sky Medical Center construction will have a total impact of \$30.48 million (Figure 7). The project is anticipated to support 203 jobs statewide and 193 jobs regionally (Figure 8).

Figure 7: Total Effects of Big Sky Medical Center Construction



⁷ "About Us." Big Sky Medical Center, www.bigskymedicalcenter.com/about-bsmc.html

Figure 8: Contributions to Employment from Big Sky Medical Center Construction

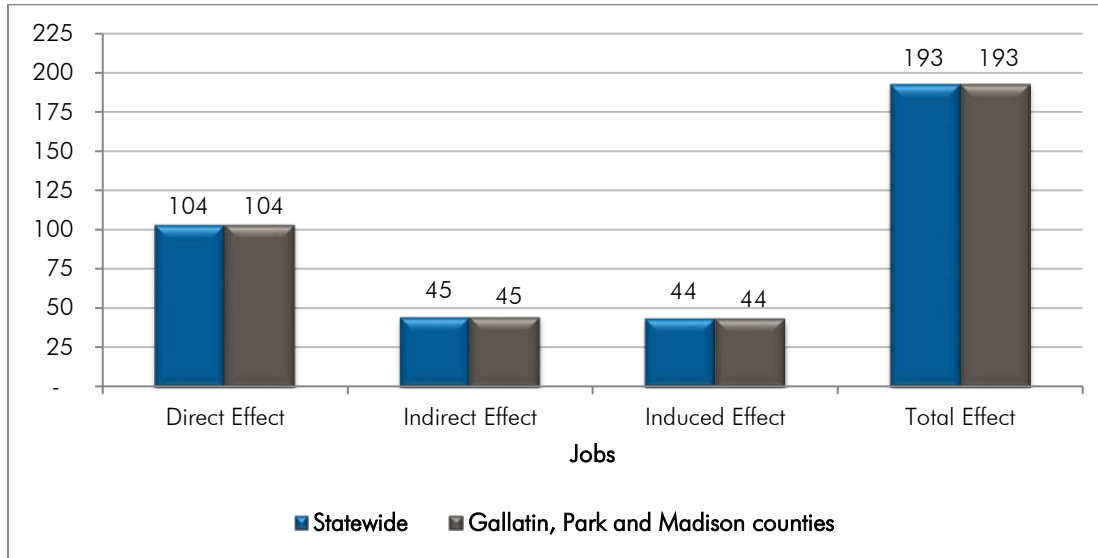


Table 7: Big Sky Medical Center Construction Statewide Total Effects, Top Ten Industries by Employment \$2015

Sector	Employment	Labor Income	Value Added	Output
Construction of new health care structures	105	\$5,553,704	\$5,702,535	\$19,640,750
Wholesale trade	8	\$483,342	\$964,837	\$1,544,138
Real Estate	5	\$55,352	\$544,791	\$729,716
Architectural, engineering, and related services	4	\$251,311	\$238,621	\$488,736
Full-service restaurants	4	\$73,627	\$77,933	\$171,950
Truck transportation	4	\$283,765	\$254,972	\$574,954
Retail - Nonstore retailers	3	\$30,106	\$74,322	\$227,327
Hospitals	3	\$216,996	\$224,164	\$427,538
Limited-service restaurants	3	\$58,944	\$85,446	\$142,474
Employment services	2	\$58,760	\$70,690	\$90,526

Table 8: Big Sky Medical Center Construction Three-County Total Effects, Top Ten Industries by Employment \$2015

Sector	Employment	Labor Income	Value Added	Output
Construction of new health care structures	104	\$5,703,999	\$5,851,218	\$19,640,750
Wholesale trade	6	\$406,238	\$796,889	\$1,266,558
Real Estate	5	\$101,543	\$663,053	\$871,733
Architectural, engineering, and related services	5	\$225,926	\$211,280	\$499,578
Full-service restaurants	4	\$75,251	\$79,415	\$170,372
Truck transportation	3	\$175,451	\$189,209	\$460,929
Retail - Nonstore retailers	3	\$39,958	\$81,030	\$222,909
Limited-service restaurants	3	\$62,178	\$88,947	\$146,562
Hospitals	2	\$148,948	\$154,182	\$302,521
Landscape and horticultural services	2	\$43,800	\$58,402	\$101,192

Planned Belgrade Medical Campus Facility Construction

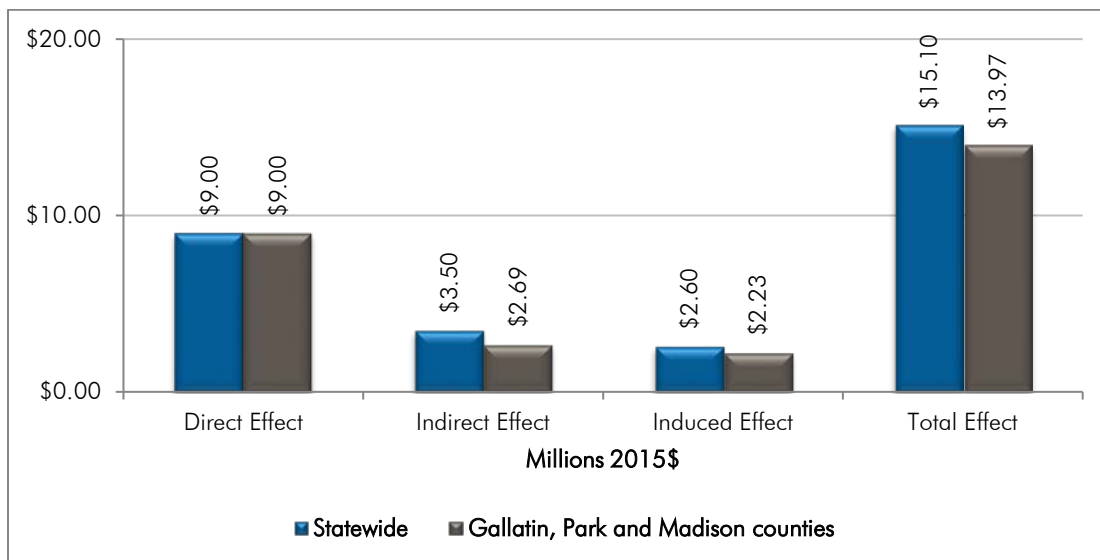


In July of 2015 Bozeman Health broke ground on the new Belgrade Medical Campus, after determining it would be more costly to renovate the existing structure to meet modern healthcare standards.⁸ The new facility, near the southeast corner of the intersection of Jackrabbit Lane and Alaska Frontage Road, will include space for 20 medical providers of family medicine, internal medicine, pediatrics and specialty clinics, as well as laboratory services, imaging and urgent care services.⁸ Bozeman Deaconess Physical Therapy and Sports Medicine at Belgrade and Bozeman

Deaconess Belgrade Clinic will relocate into the facility when it is completed.⁸ The two-story structure will contain approximately 37,000 square feet, with a total estimated cost of just over \$10 million and a summer 2016 estimated completion date.⁸ This portion of the IMPLAN analysis evaluates the one-time economic impacts resulting from the costs of construction; it does not include furniture, fixtures or equipment for the new facility. Note that the IMPLAN analysis was conducted with an input of \$9 million in estimated construction costs, as provided by Bozeman Health.

The Belgrade Medical Campus construction project expenditures are expected to result in a total effect on the state's economy of \$15.10 million over the life of the project (\$2015). Within the three-county region, Belgrade Medical Campus construction will have a total impact of \$13.97 million (Figure 9). The project is anticipated to support 93 jobs statewide and 88 jobs regionally (Figure 10).

Figure 9: Total Effects of Belgrade Medical Campus Construction



⁸ "Bozeman Deaconess Expanding with New Belgrade Medical Campus." www.bozemandeaconess.org. July 21, 2015.

Figure 10: Contributions to Employment from Belgrade Medical Campus Construction

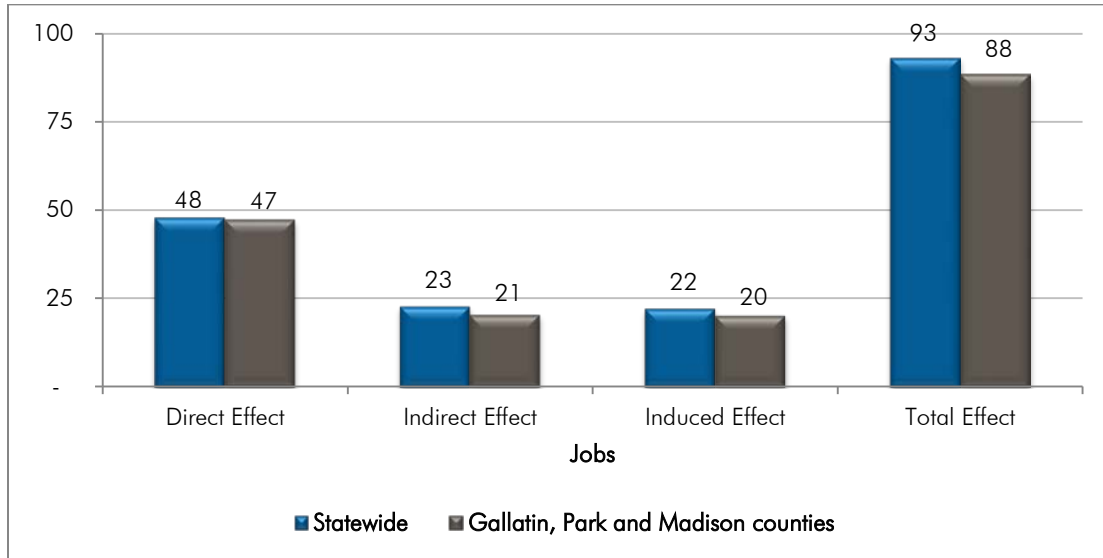


Table 9: Belgrade Medical Campus Construction Statewide Total Effects, Top Ten Industries by Employment \$2015

Sector	Employment	Labor Income	Value Added	Output
Construction of new health care structures	48	\$2,544,879	\$2,613,078	\$9,000,000
Wholesale trade	3	\$221,482	\$442,118	\$707,572
Real Estate	2	\$25,364	\$249,640	\$334,379
Architectural, engineering, and related services	2	\$115,159	\$109,344	\$223,954
Full-service restaurants	2	\$33,738	\$35,711	\$78,793
Truck transportation	2	\$109,410	\$116,836	\$263,462
Retail - Nonstore retailers	2	\$13,796	\$34,057	\$104,168
Hospitals	1	\$99,434	\$102,719	\$195,911
Limited-service restaurants	1	\$27,010	\$39,154	\$65,286
Employment services	1	\$26,926	\$32,392	\$41,482

Table 10: Belgrade Medical Campus Construction Three-County Total Effects, Top Ten Industries by Employment \$2015

Sector	Employment	Labor Income	Value Added	Output
Construction of new health care structures	47	\$2,613,749	\$2,681,209	\$9,000,000
Wholesale trade	3	\$186,151	\$365,159	\$580,376
Real Estate	2	\$46,530	\$303,832	\$399,455
Architectural, engineering, and related services	2	\$103,526	\$96,815	\$228,922
Full-service restaurants	2	\$34,482	\$36,391	\$78,070
Truck transportation	1	\$80,397	\$86,702	\$211,212
Retail - Nonstore retailers	1	\$18,310	\$37,131	\$102,144
Hospitals	1	\$28,492	\$40,758	\$67,159
Limited-service restaurants	1	\$68,252	\$70,651	\$138,624
Landscape and horticultural services	1	\$20,071	\$26,762	\$46,369