

2008 Nursing Practice Survey



Iowa Organization
of Nurse Leaders



The 2008 Iowa Organization of Nurse Leaders (IONL) Survey has been published to provide healthcare industry leaders and policy makers with workforce data and analysis. It is our hope that this information will assist you in strategic decision making and the development of workforce policy.

While Iowa has been fortunate not to experience the remarkable nursing shortages occurring in some areas of the United States, IONL realizes that the RN shortage will continue to grow if current trends continue, including:

- a growing and aging U.S. population
- an RN workforce at or approaching retirement age
- a nursing college faculty at or approaching retirement age
- difficulties attracting new nurses
- difficulties retaining the existing workforce

There are many variables in the nursing workforce equation that go far beyond recruiting. Healthcare leaders are charged with creating a healthful practice environment that empowers and retains nurses. Iowa hospitals are working hard to create communication rich cultures where nurses participate in shared decision making and are recognized for their meaningful contributions to practice. Iowa hospitals understand the relationship between a highly trained nursing workforce and high quality health care. Together, we are striving to meet the needs of our patients and our nurses.

The IONL Research Committee would like to thank all hospitals that completed the survey.

Sincerely,

IONL Research Committee

JoAnn Lampe, Ft. Madison Community Hospital, Ft. Madison, jlampe@fmchosp.com
Ronda Keenan, St. Luke's Health System, Sioux City, keenanrs@stlukes.org
Dar Elbert, Kossuth Regional Health Center, Algona, elbertd@mercyhealth.com
Lois Bonefas, Allen Memorial Hospital, Waterloo, bonefald@ihs.org
Connie Blietz, Alegent Health Mercy Hospital, Council Bluffs, connie.blietz@alegent.org
Maureen Adams, Iowa Health, Des Moines, adamsm@ihs.org
Peg Bradke, St. Luke's Hospital, Cedar Rapids, bradkemm@crstlukes.com
Laura Malone, Iowa Hospital Association, Des Moines, malonel@ihaonline.org

Survey Return Rate

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Surveys Returned	68	67	76	65	69	56	57	77	79	76	94
Surveys sent	110	123	123	118	120	113	120	116	116	116	117
Percent Returned	61.8	54	61.8	55	57.5	49.6	47.5	66	68.1	65.5	80

2008 was a banner year for survey returns with a total of 94 surveys completed for a rate of 80%. Thanks to each hospital representative who took the time to share their data.

Table 1
Demographic Descriptors for Participating Hospitals

	# Hospitals	# Hospitals Responding	% Responses in Cohort
District			
A	26	20	21%
B	18	17	18%
C	18	15	16%
D	18	13	14%
E	5	4	4%
F	17	12	13%
G	15	13	14%
Total:	117	94	
Staffed Bed Size			
0-25		60	64%
26-100		13	14%
101-249		13	14%
250+		8	8%
Total:		94	
Facility Type			
Critical Access		63	67%
Rural Referral		4	4%
Rural		7	8%
Urban		20	21%
Total:		94	

Table 2
Percent of Skill Mix Currently Budgeted for in Med/Surg Areas

Discipline	2007	2008
Registered Nurse	66.30%	68%
Licensed Practical Nurse	10.50%	9%
Certified Nursing Assistant	24.20%	23%

Table 3
Overall Percent of Vacancy
(Effective 9/1/08)

District	A	B	C	D	E	F	G	2005 Avg.	2006 Avg.	2007 Avg.	2008 Avg.
RN's	4	4	5	10	3	3	6	5%	4.2%	4.5%	5%
LPN's	2	1	2	10	1	1	3	2%	1.4%	3.7%	2.8%
Nsg. Assts & Extenders	5	3	3	7	26	12	4	3%	7%	5.86%	8.6%

Table 4
Total Number of Budgeted Posted RN Vacant Positions (9/1/07-8/31/08)

District	A	B	C	D	E	F	G
Total posted during the year	118	398	216	96	606	209	1155
Posted for 60+ days	22	99	60	35	119	42	326
% Posted for 60+ days	19%	25%	28%	36%	20%	20%	28%

Table 5
Total Number of Budgeted Posted LPN vacant positions (9/1/07-8/31/08)

District	A	B	C	D	E	F	G
Total posted during the year	16	43	41	16	9	16	62
Posted for 60+ days	5	4	6	8	7	11	14
% Posted for 60+ days	31%	9%	15%	50%	78%	69%	23%

Table 6
Total Number of Budgeted posted CNA/Nurse Extender vacant positions (9/1/07-8/31/08)

District	A	B	C	D	E	F	G
Total posted during the year	100	292	99	49	265	138	559
Posted for 60+ days	15	35	21	8	76	16	159
% Posted for 60+ days	15%	12%	21%	16%	29%	12%	28%

**Table 7
Average Age of Nurses**

	2005	2006	2007	2008
RN	43.4	43.3	42.9	42.7
20-30 yrs of age	14%	16%	15.90%	19.40%
31-40	21%	24%	22.50%	22.70%
41-50	34%	33%	28.40%	26.20%
51-60	26%	24%	24.90%	26.20%
60+	5%	7%	6.20%	6.20%
LPN	40.6	43.4	44.5	43.7

**Table 8
Annual Turnover Rates**

District	A	B	C	D	E	F	G	2005 Avg.	2006 Avg.	2007 Avg.	2008 Avg.
RN's	11%	14%	13%	12.50%	8%	14%	15%	10%	10.20%	10.90%	12.50%
LPN's	9%	12%	5%	8%	4%	19%	17.50%	12%	12%	12.70%	11%
Nsg. Assts & Extenders	21%	20%	23%	17%	16%	26%	25%	20%	17%	19.40%	21%

**Table 9
Highest Education Preparation**

Education	A	B	C	D	E	F	G	2005	2006	2007	2008
ADN Grad	62%	67%	52%	56%	36%	67%	48%	60%	60%	52%	55%
Diploma Grad	12%	11%	15%	20%	18%	10%	15%	17%	17%	17%	14%
BSN Grad	23%	18%	29%	15%	25%	20%	26%	20%	19%	19%	22%
MA/MS Grad	2%	2%	2%	3%	20%	3%	6%	3%	3%	3%	5%
Doctorate	0.10%	0%	0.10%	1%	0%	0.50%	1%	0%	0%	0.30%	0.40%
Bachelors other than nursing	1%	2%	2%	3%	1%	0%	4%	3%	4%	2%	2%

**Table 10
Are you satisfied with the BSN to ADN mix of RN's in your facility?**

District	A	B	C	D	E	F	G	2007	2008
Yes	33%	27%	15%	23%	25%	15%	13%	48%	22%
No	67%	73%	85%	77%	75%	85%	87%	52%	78%

Table 11
What percent of your staff nurses would you desire to be BSN graduates?

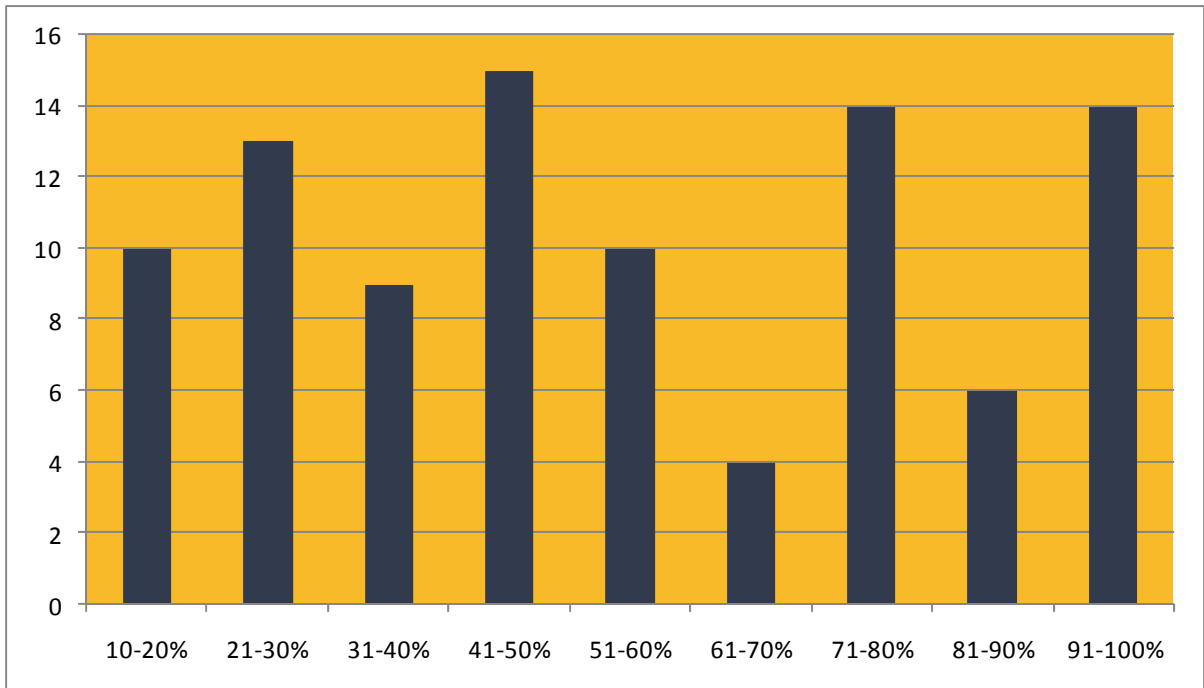


Table 12
Methods to Determine RN Schedules

Method	Number of Hospitals					Percentage of Hospitals				
	2004	2005	2006	2007	2008	2004	2005	2006	2007	2008
Nurse Manager with input	33	54	41	37	72	59%	84%	75%	63%	79%
RN Self Schedules	20	28	21	23	25	36%	44%	38%	39%	28%
Staffing Taskforce	10	12	10	12	15	18%	19%	18%	20%	17%
Nurse Manager Autonomously	5	4	4	7	7	9%	6%	7%	12%	8%
Everyone goes through same rotation	2	10	10	13	10	4%	16%	18%	22%	11%
Other	6	10	9	7	8	4%	16%	18%	22%	9%

“Other” included staffing coordinators, 6 week rotation master schedules and shift bids.

Table 13
Percent of RN's Routinely Scheduled for 12-hour shifts

	Response Count		Response Percent	
	2007	2008	2007	2008
0-25%	13	16	22%	17%
26-50%	15	21	26%	23%
51-60%	2	9	3%	10%
61-70%	3	7	5%	7%
71-80%	4	8	7%	9%
81-90%	7	10	12%	11%
91-100%	14	22	24%	24%

Table 14
Have you mandated hours of overtime for the staff nurses with the exception of disasters or weather-related in the past year?

	Response Percent
Yes	3.4%
No	96.6%

Table 15
During low census, do you require staff reduction?

	2005	2006	2007	2008
Yes	63%	71%	66%	64%
No	37%	29%	34%	36%

**Table 16
Nurse - Patient Ratios - Mean**

Unit Type	Hospital Size			
	25 or less	26-100	101-249	250+
Psych	D=1:3 E=1:3 N=1:8.3	D=1:4.5 E=1:5.2 N=1:6.5	D=1:5 E=1:5.3 N=1:6.9	D=1:5.2 E=1:5.8 N=1:7
Med/Surg	D=1:4.2 E=1:4.6 N=1:4.8	D=1:5 E=1:5.3 N=1:5.8	D=1:4.7 E=1:5.4 N=1:6	D=1:4.7 E=1:5.5 N=1:6.6
Step down (tele)	D=1:3.6 E=1:3.6 N=1:4	D=1:5 E=1:5.2 N=1:5	D=1:4.4 E=1:5.1 N=1:5.4	D=1:4.5 E=1:5.1 N=1:6.2
Combined Unit (M/S + tele)	D=1:4.1 E=1:4.5 N=1:4.9	D=1:5 E=1:5.4 N=1:6	D=1:4.7 E=1:5.4 N=1:6	D=1:4.3 E=1:5.2 N=1:6.1
OB-L&D	D=1:1.3 E=1:1.3 N=1:1.4	D=1:2.6 E=1:2.8 N=1:2.5	D=1:2.6 E=1:2.7 N=1:3	D=1:2.5 E=1:2.7 N=1:2.3
OB-Postpartum	D=1:2.5 E=1:2.6 N=1:2.7	D=1:3.7 E=1:3.9 N=1:3.9	D=1:4 E=1:4.1 N=1:4.6	D=1:4.5 E=1:4.7 N=1:5.4
OB-LDRP	D=1:1.7 E=1:1.9 N=1:1.9	D=1:3.2 E=1:3.2 N=1:3.2	D=1:6 E=1:6.5 N=1:6.5	D=1:4.3 E=1:4.5 N=1:5.3
Critical Care	D=1:1.9 E=1:1 N=1:1.9	D=1:2.8 E=1:2.7 N=1:2.5	D=1:3.3 E=1:3.1 N=1:3	D=1:2.7 E=1:2.9 N=1:2.9
Oncology IP	D=1:2 E=1:5 N=1:7.5	D=1:8* E=1:8* N=1:8*	D=1:4.6 E=1:5 N=1:5.6	D=1:4.5 E=1:5.3 N=1:6.5

* one respondent

**Table 17
Nurse – Patient Ratios –Mode**

Unit Type	Hospital Size			
	25 or less	26-100	101-249	250+
Psych	D=1:5	D=1:3	D=1:4	D=1:4
	E=1:2.5	E=1:5	E=1:5	E=1:5
	N=1:8	N=1:6.5	N=1:7	N=1:6
Med/Surg	D=1:4	D=1:5	D=1:4	D=1:5
	E=1:4	E=1:5	E=1:6	E=1:6
	N=1:6	N=1:6	N=1:6	N=1:7
Step down (tele)	D=1:4	D=1:4	D=1:3	D=1:4
	E=1:4	E=1:5	E=1:4	E=1:4
	N=1:3	N=1:5	N=1:7	N=1:5
Combined Unit (M/S + tele)	D=1:4	D=1:5	D=1:4	D=1:4.5
	E=1:5	E=1:5	E=1:5	E=1:4.5
	N=1:6	N=1:7	N=1:6	N=1:6
OB-L&D	D=1:1	D=1:1	D=1:1	D=1:2
	E=1:1	E=1:1	E=1:1.5	E=1:2
	N=1:1	N=1:1	N=1.1	N=1:2
OB-Postpartum	D=1:2	D=1:4	D=1:3.5	D=1:4
	E=1:2.5	E=1:4	E=1.3	E=1:4
	N=1:2	N=1:4	N=1:3	N=1.4
OB-LDRP	D=1:1	D=1:1	D=1:6.5	D=1:3.5
	E=1:2	E=1:1	E=1:6.5	E=1:3.5
	N=1:2	N=1:1	N=1:6.5	N=1:3.5
Critical Care	D=1:2	D=1:2	D=1:2	D=1:2
	E=1:2	E=1:2	E=1:2	E=1:2
	N=1:2	N=1:2	N=1:2	N=1:2
Oncology IP	D=1:1	D=1:8*	D=1:4	D=1:4
	E=1:5	E=1:8*	E=1:5	E=1:4.5
	N=1:6	N=1:8*	N=1:5.5	N=1:7

* one respondent

Table 18
Retention and Recruitment Efforts
 Does your organization utilize strategies to retain/recruit RNs/LPNs in the 60+ age group?

	2006	2007	2008
Yes	25%	30%	45%
No	75%	71%	55%

Table 19
Strategies to Retain 60+ Age Group

What strategies does your organization utilize to retain/recruit RNs/LPNs in the 60+ age group?

Strategies	Response Total	Percentage
Flexible scheduling	36	84%
Professional growth opportunities/education	20	47%
Ergonomic adjustment to work environment	18	42%
Reduced shift hours	19	44%
Clinical Preceptors	9	21%
No mandatory on-call	8	19%
Fewer weekends and holidays	10	23%
Other	5	12%

“Other” included availability of a sleep room, longevity cash bonus, fewer floating hours, working in specialty clinics and added benefits.

Table 20
Specialties in Rank Order of Difficulty to Fill

Specialty	Response Total			Percentage		
	2006	2007	2008	2006	2007	2008
ER	21	28	44	40%	48%	48%
OB/Peds	13	17	29	25%	29%	32%
Med/Surg	18	18	27	34%	31%	30%
Acute Intensive Care	19	18	25	36%	31%	28%
Management	12	13	25	23%	22%	28%
OR	15	21	25	27%	36%	28%
Other	3	4	13	6%	7%	14%
Behavioral Health	2	6	10	4%	10%	11%
SNF/LTC	5	7	7	9%	12%	8%
Home Care	2	3	3	4%	5%	3%

“Other” includes Supervision, Ambulatory, Urgent Care, the night shift, Cardiac Rehab and float positions.

Table 21
What strategies are under discussion/currently used to recruit RN's?
(Check all that apply)

Specialty	Under Discussion	Currently Used	Discontinued	3 Most Successful
Sign on bonuses	4	20	16	8
Referral bonuses	6	34	14	8
Forgivable tuition loans	12	38	3	17
Tuition reimbursement	5	74	2	27
Incentive pay	4	48	4	19
Per diem work	3	30	2	2
RN refresher courses	5	10	3	1
Advertisement	2	72	1	20
Pay for NCLEX	5	10	2	3

12 "other" answers that included job sharing, health club pass, career ladder program, RN internship program/residency program for new grads and Magnet culture promoting professional practice.

Table 22
Strategies to retain RN's
What strategies are you currently using to retain Registered Nurses?

Answer options	Under Discussion	Currently Used	Discontinued	3 Most Successful
Tuition reimbursement	4	77	2	15
Incentives for extra hours	3	66	3	23
Pay differential for extra hrs.	2	63	2	17
Staff recognition programs	3	66	1	10
Career ladders with pay differential	12	31	3	7
Pay for performance	8	26	2	1
Special training opportunities	2	50	1	9
Flexible Scheduling	1	61	1	19
Pay bonuses	2	14	2	1
Gain sharing	4	9	2	2
Special benefits for seniority	5	13	1	1
Personal recognition	2	60	1	10

“Other” answers included onsite daycare, shift differentials, Shared Governance/Magnet effort and phased retirement.

Table 23
Successful Strategies Working with Schools of Nursing

Strategies	2005	2006	2007	2008
Clinical preceptorships	80%	92%	74%	76%
Clinical sites	90%	92%	91%	88%
Nursing Education Advisory Board Appointment	64%	62%	44%	57%
Staff holding faculty appointments	38%	38%	35%	35%
Internship	29.5%	33%	35%	30%
Faculty holding staff appointments	16%	27%	17%	13%
Shared research activity	11.5%	13%	22%	6%
Joint committee appointments	10%	12%	20%	3%
Other *	8%	8%	13%	7%

Some of the “others” listed were shared space clinical labs, Local RN Leadership coalition, on site RN to BSN program and career fairs.

Table 24
Collective Bargaining Contract(s)

	2007		2008	
	Yes	No	Yes	No
Professional/Registered Nurse	6 (10%)	53 (90%)	14 (18%)	65 (82%)
Professional/Technical Personnel	5 (8.5%)	54 (91.5%)	6 (8%)	73 (92%)
Service Personnel	5 (8.5%)	54 (91.5%)	7 (9%)	72 (91%)
Other	1 (2.3%)	43 (97.7%)	4 (5%)	69 (95%)

Table 25
If you answered "yes" to having a bargaining contract, please specify the collective bargaining organization.

Answer Options	Response Count
AFSCME - American Federation of State, County & Municipal Employees	0
C.N.A. - California Nurses Association	0
CWA - Communications Workers of America	2
INA - Iowa Nurses Association	5
MNA - Minnesota Nurses Association	1
PPME - Public Profession & Maintenance Employees	0
SEIU - Service Employees International Union	2
UFCW - United Food & Commercial Workers	3
Total Responses	13

Table 26
How many years have you had a collective bargaining organization?

	Number of Years									
	1	2	3	4	5	6	7	8	9	10+
Prof/Reg. Nurse	0	0	1	0	1	0	0	0	0	12
Prof/Tech. Person	0	0	0	0	0	0	0	0	0	6
Service Personnel	0	1	0	0	0	0	0	0	0	6
Other	0	0	0	0	1	0	0	0	0	3

Table 27
Number of organizations that have expressed interest in decertifying

Profession	# of Organizations
Prof/Reg. Nurse	1
Prof/Tech. Person	1
Service Personnel	2
Other	2

Fourteen of the responding hospitals reported having a union for their registered nurses. One of those fourteen had some interest in decertifying. In reviewing Table 26, it is apparent that there have been minimal successful union drives in the past 8 years.

Table 28
Magnet Pursuit

	2005	2006	2007	2008
Yes	18 (28%)	17 (31%)	14 (24.1%)	17(20%)
No	44 (72%)	38 (69%)	44 (75.9%)	70(80%)
At what level of pursuit is your organization?				
	2005	2006	2007	2008
Investigating	16 (68%)	16 (67%)	10 (62.5%)	14(60%)
Application Completed	3 (14%)	3 (13%)	2(12.5%)	2(4%)
Awaiting Survey	2 (9%)	1 (4%)	0	0
Designation Achieved	2 (9%)	3 (13%)	3 (18.8%)	6(25%)
Awaiting Decision	1 (5%)	1 (4%)	1 (6.3%)	1(4%)

**Table 29
Clinical IT Systems Progress**

System	Implemented		Partially Imp.		Under Consideration		No interest	
	2007	2008	2007	2008	2007	2008	2007	2008
Order entry	44	70	6	6	4	10	3	3
CPOE	3	15	10	14	30	48	11	4
Nursing Documentation	23	51	21	16	12	18	1	2
Bar Coding Medication	12	23	13	16	28	40	2	4
EMAR	21	44	16	9	13	27	24	3
Bed Management	7	16	5	10	13	14	24	34
Integrated electronic clinic/hospital record	6	8	16	22	21	37	10	13

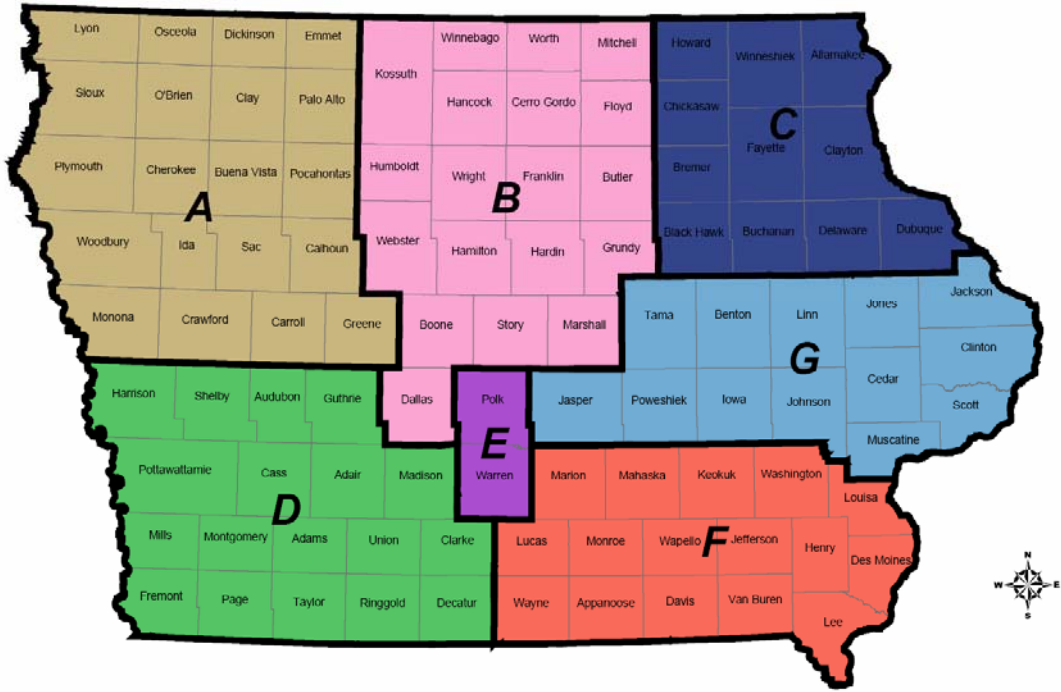
Appendix

HOSPITAL	CITY	STATE	DISTRICT
St. Anthony Regional Hospital	Carroll	IA	A
Cherokee Regional Medical Center	Cherokee	IA	A
Crawford County Memorial Hospital	Denison	IA	A
Palo Alto County Health System	Emmetsburg	IA	A
Avera Holy Family Health	Estherville	IA	A
Hawarden Community Hospital	Hawarden	IA	A
Horn Memorial Hospital	Ida Grove	IA	A
Greene County Medical Center	Jefferson	IA	A
Stewart Memorial Community Hospital	Lake City	IA	A
Floyd Valley Hospital	Le Mars	IA	A
Manning Regional Healthcare Center	Manning	IA	A
Burgess Health Center	Onawa	IA	A
Orange City Area Health System	Orange City	IA	A
Pocahontas Community Hospital	Pocahontas	IA	A
Baum-Harmon Mercy Hospital	Primghar	IA	A
Sanford Hospital Rock Rapids	Rock Rapids	IA	A
Hegg Memorial Health Center	Rock Valley	IA	A
Loring Hospital	Sac City	IA	A
Sanford Sheldon Medical Center	Sheldon	IA	A
Osceola Community Hospital, Inc.	Sibley	IA	A
Sioux Center Community Hospital/Health Center	Sioux Center	IA	A
Mercy Medical Center-Sioux City	Sioux City	IA	A
St. Luke's Health System, Inc.	Sioux City	IA	A
Spencer Hospital	Spencer	IA	A
Lakes Regional Healthcare	Spirit Lake	IA	A
Buena Vista Regional Medical Center	Storm Lake	IA	A
Kossuth Regional Health Center	Algona	IA	B
Mary Greeley Medical Center	Ames	IA	B
Belmond Medical Center	Belmond	IA	B
Boone County Hospital	Boone	IA	B
Hancock County Memorial Hospital	Britt	IA	B
Floyd County Memorial Hospital	Charles City	IA	B
Wright Medical Center	Clarion	IA	B
Trinity Regional Medical Center	Fort Dodge	IA	B
	Grundy		
Grundy County Memorial Hospital	Center	IA	B
Franklin General Hospital	Hampton	IA	B
Humboldt County Memorial Hospital	Humboldt	IA	B
Ellsworth Municipal Hospital	Iowa Falls	IA	B
Marshalltown Medical and Surgical Center	Marshalltown	IA	B
Mercy Medical Center-North Iowa	Mason City	IA	B
Story County Medical Center	Nevada	IA	B
Mitchell County Regional Health Center	Osage	IA	B
Dallas County Hospital	Perry	IA	B

Hamilton Hospital	Webster City	IA	B
Sartori Memorial Hospital, Inc.	Cedar Falls	IA	C
Regional Health Services of Howard Co.	Cresco	IA	C
Winneshiek Medical Center	Decorah	IA	C
Mercy Medical Center-Dubuque	Dubuque	IA	C
The Finley Hospital	Dubuque	IA	C
Mercy Medical Center-Dyersville	Dyersville	IA	C
Central Community Hospital	Elkader	IA	C
Guttenberg Municipal Hospital	Guttenberg	IA	C
Buchanan County Health Center	Independence	IA	C
Regional Medical Center	Manchester	IA	C
Mercy Medical Center-New Hampton	New Hampton	IA	C
Mercy Hospital of Franciscan Sisters	Oelwein	IA	C
Community Memorial Hospital - Sumner	Sumner	IA	C
Allen Health System	Waterloo	IA	C
Covenant Medical Center	Waterloo	IA	C
Veterans Memorial Hospital	Waukon	IA	C
Waverly Health Center	Waverly	IA	C
Palmer Lutheran Health Center, Inc.	West Union	IA	C
Cass County Memorial Hospital	Atlantic	IA	D
Audubon County Memorial Hospital	Audubon	IA	D
Clarinda Regional Health Center	Clarinda	IA	D
Alegent Health Mercy Hospital - Corning	Corning	IA	D
Alegent Health Mercy Hospital - CB	Council Bluffs	IA	D
Jennie Edmundson Hospital	Council Bluffs	IA	D
Greater Regional Medical Center	Creston	IA	D
Adair County Memorial Hospital	Greenfield	IA	D
Guthrie County Hospital	Guthrie Center	IA	D
Grape Community Hospital	Hamburg	IA	D
Myrtue Medical Center	Harlan	IA	D
Decatur County Hospital	Leon	IA	D
Alegent Health Community Memorial Hospital	Missouri Valley	IA	D
Ringgold County Hospital	Mount Ayr	IA	D
Clarke County Hospital	Osceola	IA	D
Montgomery County Memorial Hospital	Red Oak	IA	D
Shenandoah Medical Center	Shenandoah	IA	D
Madison County Memorial Hospital	Winterset	IA	D
Broadlawns Medical Center	Des Moines	IA	E
Iowa Health - Des Moines (Iowa Lutheran)	Des Moines	IA	E
Iowa Health - Des Moines (Iowa Methodist & Blank)	Des Moines	IA	E
Mercy Capitol	Des Moines	IA	E
Mercy Medical Center-Des Moines	Des Moines	IA	E
Monroe County Hospital	Albia	IA	F
Davis County Hospital	Bloomfield	IA	F
Mercy Medical Center-Centerville	Centerville	IA	F
Lucas County Health Center	Chariton	IA	F
Wayne County Hospital	Corydon	IA	F
Jefferson County Hospital	Fairfield	IA	F

Fort Madison Community Hospital	Fort Madison	IA	F
Keokuk Area Hospital	Keokuk	IA	F
Van Buren County Hospital	Keosauqua	IA	F
Knoxville Hospital & Clinics	Knoxville	IA	F
	Mount		
Henry County Health Center	Pleasant	IA	F
Mahaska Health Partnership	Oskaloosa	IA	F
Ottumwa Regional Health Center	Ottumwa	IA	F
Pella Regional Health Center	Pella	IA	F
Keokuk County Health Center	Sigourney	IA	F
Washington County Hospital & Clinics	Washington	IA	F
	West		
Great River Medical Center	Burlington	IA	F
Jones Regional Medical Center	Anamosa	IA	G
Trinity At Terrace Park	Bettendorf	IA	G
Mercy Medical Center-Cedar Rapids	Cedar Rapids	IA	G
St. Luke's Hospital	Cedar Rapids	IA	G
Mercy Medical Center-Clinton	Clinton	IA	G
Genesis Medical Center - Davenport	Davenport	IA	G
Genesis Medical Center, De Witt	De Witt	IA	G
Grinnell Regional Medical Center	Grinnell	IA	G
Mercy Iowa City	Iowa City	IA	G
University of Iowa Hospitals and Clinics	Iowa City	IA	G
Jackson County Regional Health Center	Maquoketa	IA	G
Marengo Memorial Hospital	Marengo	IA	G
Unity HealthCare	Muscatine	IA	G
Skiff Medical Center	Newton	IA	G
Virginia Gay Hospital	Vinton	IA	G

Iowa Hospital Districts



□ District Boundaries