

**046 Hudson Hospital**  
 405 Stageline Rd  
 Hudson, WI 54016  
 715-531-6000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Saint Croix  
 Analysis Area: West Central (5A)  
 Volume Group: 4

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	69.9%	59.1%	1.18	51.0%	1.37	56.3%	1.24	45.1%	1.55
Obstetrics	277.5%	41.6%	6.67	33.1%	8.38	34.4%	8.07	54.6%	5.08
Pediatrics	0.0%	54.2%	N/A	12.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	68.7%	57.7%	1.19	48.8%	1.41	51.2%	1.34	47.2%	1.46
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.7	31.3	0.25	14.4	0.53	13.1	0.59	7.7	1.00
Obstetrics	2.8	5.4	0.51	2.2	1.26	1.6	1.73	2.2	1.27
Pediatrics	0.0	2.2	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.0	54.6	0.20	21.9	0.50	18.1	0.61	11.8	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.7	0.81	3.4	0.88	3.2	0.94	2.8	1.07
Obstetrics	2.5	2.4	1.05	2.4	1.05	2.2	1.15	2.4	1.06
Pediatrics	0.0	2.5	N/A	1.7	N/A	2.4	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.68	3.7	0.79	3.4	0.86	3.1	0.94
<b>Surgical Operations</b>									
Inpatient	303	1,644	0.18	640	0.47	526	0.58	303	1.00
Outpatient	1,112	3,777	0.29	1,593	0.70	1,989	0.56	1,044	1.07
Inpatient as % of All Surgeries	21.4%	30.3%	0.71	28.7%	0.75	20.9%	1.02	22.5%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	14,465	84,436	0.17	36,848	0.39	48,393	0.30	14,418	1.00
Emergency Visits	9,027	15,777	0.57	7,069	1.28	10,360	0.87	7,676	1.18
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.6	17.4	0.43	8.4	0.90	7.6	0.99	5.0	1.51
Nurses, Licensed	48.7	173.6	0.28	78.4	0.62	69.2	0.70	63.3	0.77
Ancillary Nursing Personnel	8.8	34.8	0.25	15.1	0.58	15.5	0.56	11.6	0.75
All Other Personnel	116.9	410.2	0.28	186.0	0.63	193.4	0.60	143.2	0.82
Total FTEs	181.8	636.0	0.29	288.0	0.63	285.7	0.64	223.1	0.82
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	22.1	17.1	1.29	17.0	1.30	15.6	1.41	18.2	1.21
Nurses, Licensed	142.2	170.3	0.83	158.1	0.90	141.7	1.00	230.6	0.62
Ancillary Nursing Personnel	25.6	34.1	0.75	30.5	0.84	31.8	0.80	42.3	0.60
All Other Personnel	341.3	402.4	0.85	375.3	0.91	396.4	0.86	521.9	0.65
Total FTEs	531.1	623.8	0.85	580.9	0.91	585.4	0.91	813.0	0.65

**Total Hospital:**  
 Beds Set Up & Staffed 16  
 Discharges 1,376  
 Inpatient Days 4,014

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 72  
 Inpatient Days 418

**Newborn Nursery:**  
 Bassinets 8  
 Total Births 380  
 Newborn Days 858

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2005	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	11	933	2,805	69.9%	7.7	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	1	402	1,013	277.5%	2.8	2.5
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	4	41	160	11.0%	0.4	3.9
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	4	7.6	Radiological Services Personnel	6	7	9.7
Physicians & Dentists	0	0	0.0	Respiratory Therapists	1	2	2.1
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	15	52	47.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	5	5.6
Licensed Practical Nurses	0	3	1.2	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	3	11	8.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	3	1.2
Nurse Practitioners	0	0	0.0	Psychologists	2	0	2.0
Medical Records Personnel	10	5	12.8	Social Workers	0	1	0.5
Pharmacy Personnel	2	5	5.2	All Other Health Professionals	3	4	4.8
Clinical Laboratory Personnel	6	3	8.5	All Other Personnel	38	31	56.7
Surgical Personnel	3	3	5.2	<b>Total</b>	<b>98</b>	<b>140</b>	<b>181.8</b>

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area		Volume Group		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$12,813,934	25.8%	41.4%	0.62	43.7%	0.59	44.1%	0.58	28.2%	0.91
Medical Assistance	\$2,804,912	5.6%	10.2%	0.55	9.0%	0.63	8.7%	0.65	6.2%	0.91
Commercial	\$30,623,231	61.6%	41.7%	1.48	41.8%	1.47	40.7%	1.51	57.7%	1.07
All Other	\$3,463,019	7.0%	6.8%	1.02	5.4%	1.29	6.5%	1.07	7.9%	0.88
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,934,267	11.9%	25.3%	0.47	23.9%	0.50	25.9%	0.46	14.3%	0.83
Medical Assistance	\$1,716,171	3.5%	7.7%	0.45	6.4%	0.54	6.2%	0.56	4.3%	0.81
Commercial	\$9,208,179	18.5%	9.7%	1.91	7.6%	2.44	7.2%	2.57	18.4%	1.01
Charity Care	\$215,471	0.4%	1.5%	0.29	1.2%	0.36	1.1%	0.39	0.7%	0.59
All Other	\$2,250,746	4.5%	1.5%	3.02	0.8%	5.66	1.2%	3.77	2.3%	1.94
Total Deductions	\$19,324,834	38.9%	45.7%	0.85	39.8%	0.98	41.6%	0.93	40.1%	0.97
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.4%	4.4%	1.22	3.1%	1.73	2.8%	1.91	5.8%	0.92
Net Gains/Losses as % of Net Income		23.6%	12.3%	1.92	7.5%	3.14	8.6%	2.74	-381.9%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$12,959,943	41.5%	47.5%	0.87	51.3%	0.81	52.1%	0.80	41.8%	0.99
Supplies & Services	\$12,376,200	39.6%	40.2%	0.98	37.8%	1.05	34.7%	1.14	38.4%	1.03
Capital Component	\$4,897,688	15.7%	8.7%	1.80	7.6%	2.06	8.9%	1.76	17.4%	0.90
Bad Debt	\$1,022,709	3.3%	3.6%	0.91	3.3%	0.99	4.4%	0.74	2.3%	1.40
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.6%	7.6%	0.34	10.9%	0.24	7.6%	0.34	-0.7%	N/A
Total Hospital Net Income (%)		3.4%	8.6%	0.40	11.7%	0.29	8.3%	0.41	-0.2%	N/A
Return on Equity (%)		2.2%	7.2%	0.30	10.8%	0.20	6.4%	0.34	-0.1%	N/A
Current Ratio		2.5	2.8	0.89	2.6	0.96	3.0	0.83	1.9	1.35
Days in Net Patient Accounts Receivable		83.4	51.2	1.63	56.8	1.47	53.7	1.55	72.3	1.15
Average Payment Period		70.8	53.8	1.32	49.1	1.44	59.8	1.18	72.6	0.98
Equity Financing (%)		36.3%	58.5%	0.62	69.5%	0.52	59.0%	0.62	35.5%	1.02
Long-Term Debt to Equity Ratio		1.5	0.4	3.64	0.3	4.85	0.5	2.91	1.5	0.95
Times Interest Earned		1.7	6.9	0.25	12.3	0.14	5.5	0.31	1.0	1.77
Total Asset Turnover		0.6	0.8	0.79	0.9	0.71	0.8	0.79	0.5	1.16
Average Age of Plant (Years)		2.4	9.1	0.27	8.2	0.30	9.0	0.27	1.5	1.61
Increase (Decrease) Total Net Patient Revenue		16.0%	9.1%	1.75	13.9%	1.15	10.0%	1.60	37.6%	0.43
Outpatient Gross Revenue (% of Total GPR)		68.0%	46.6%	1.46	56.0%	1.21	63.1%	1.08	57.0%	1.19
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$6,302	\$9,724	0.65	\$6,837	0.92	\$6,384	0.99	\$7,237	0.87
Inpatient Net Revenue per Day		\$2,072	\$2,239	0.93	\$1,738	1.19	\$1,825	1.14	\$2,211	0.94
Outpatient Net Revenue per Visit		\$903	\$430	2.10	\$490	1.84	\$393	2.30	\$676	1.34

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$49,705,096	Cash & Cash Equivalents	\$5,075,456	Current Liabilities	\$5,455,896
Less Deductions	\$19,324,834	Net Patient Receivables	\$6,941,611	Long-Term Debt	\$26,728,192
Net Patient Revenue	\$30,380,262	Other Receivables	\$502,728	Other Liabilities	\$0
Plus Other Revenue	\$1,717,445			Subtotal	\$32,184,088
Total Revenue	\$32,097,707	Land, Buildings & Equipment (Net)	\$32,209,167	Unrestricted Fund Balance	\$18,361,482
Less Expenses	\$31,256,540	Other Assets	\$5,816,608	Restricted Fund Balance	\$1,990,596
Non-Operating Gains/Losses	\$259,583			Total Liabilities & Fund Balance	\$50,545,570
Net Income	\$1,100,750	Total Assets	\$50,545,570		