

**073 Red Cedar Medical Center - Mayo Health System**  
 2321 Stout Rd  
 Menomonie, WI 54751  
 715-235-5531

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

County: Dunn  
 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	57.6%	59.1%	0.97	51.0%	1.13	56.3%	1.02	52.0%	1.11
Obstetrics	39.1%	41.6%	0.94	33.1%	1.18	34.4%	1.14	41.1%	0.95
Pediatrics	0.0%	54.2%	N/A	12.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	46.3%	57.7%	0.80	48.8%	0.95	51.2%	0.90	47.1%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.2	31.3	0.29	14.4	0.64	13.1	0.70	8.3	1.11
Obstetrics	2.0	5.4	0.36	2.2	0.89	1.6	1.22	2.1	0.95
Pediatrics	0.0	2.2	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.6	54.6	0.21	21.9	0.53	18.1	0.64	11.8	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.7	0.92	3.4	1.01	3.2	1.07	3.6	0.96
Obstetrics	2.3	2.4	0.96	2.4	0.96	2.2	1.05	2.4	0.97
Pediatrics	0.0	2.5	N/A	1.7	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.70	3.7	0.82	3.4	0.89	2.7	1.12
<b>Surgical Operations</b>									
Inpatient	323	1,644	0.20	640	0.50	526	0.61	357	0.90
Outpatient	987	3,777	0.26	1,593	0.62	1,989	0.50	929	1.06
Inpatient as % of All Surgeries	24.7%	30.3%	0.81	28.7%	0.86	20.9%	1.18	27.8%	0.89
<b>Outpatient Visits</b>									
Non-Emergency Visits	32,519	84,436	0.39	36,848	0.88	48,393	0.67	20,400	1.59
Emergency Visits	8,287	15,777	0.53	7,069	1.17	10,360	0.80	7,298	1.14
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	17.4	N/A	8.4	N/A	7.6	N/A	1.0	0.00
Nurses, Licensed	65.5	173.6	0.38	78.4	0.84	69.2	0.95	68.1	0.96
Ancillary Nursing Personnel	10.5	34.8	0.30	15.1	0.69	15.5	0.68	7.4	1.42
All Other Personnel	201.1	410.2	0.49	186.0	1.08	193.4	1.04	193.3	1.04
Total FTEs	277.2	636.0	0.44	288.0	0.96	285.7	0.97	269.8	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	17.1	N/A	17.0	N/A	15.6	N/A	2.4	0.00
Nurses, Licensed	135.2	170.3	0.79	158.1	0.86	141.7	0.95	161.3	0.84
Ancillary Nursing Personnel	21.6	34.1	0.63	30.5	0.71	31.8	0.68	17.5	1.24
All Other Personnel	414.9	402.4	1.03	375.3	1.11	396.4	1.05	457.8	0.91
Total FTEs	571.8	623.8	0.92	580.9	0.98	585.4	0.98	638.9	0.89

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,398  
 Inpatient Days 4,226

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 0  
 Discharges 0  
 Inpatient Days 0

**Newborn Nursery:**  
 Bassinets 7  
 Total Births 276  
 Newborn Days 561

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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	16	983	3,363	57.6%	9.2	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	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	5	309	713	39.1%	2.0	2.3
<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	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	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	1	4	106	150	10.3%	0.4	1.4
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
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	0	0	0.0	Radiological Services Personnel	11	5	13.6
Physicians & Dentists	0	0	0.0	Respiratory Therapists	2	2	2.5
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	51	19	59.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	3	6.3
Licensed Practical Nurses	6	3	6.2	Physical Therapy Assistants/Aides	4	2	4.5
Ancillary Nursing Personnel	8	5	10.5	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	1	0	1.0	Social Workers	1	1	1.5
Pharmacy Personnel	8	3	8.0	All Other Health Professionals	127	46	142.8
Clinical Laboratory Personnel	12	1	12.9	All Other Personnel	0	0	0.0
Surgical Personnel	5	0	5.0	<b>Total</b>	<b>244</b>	<b>91</b>	<b>277.2</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	\$17,555,271	36.8%	41.4%	0.89	43.7%	0.84	44.1%	0.83	37.6%	0.98
Medical Assistance	\$4,465,279	9.4%	10.2%	0.92	9.0%	1.04	8.7%	1.08	10.1%	0.93
Commercial	\$18,754,089	39.3%	41.7%	0.94	41.8%	0.94	40.7%	0.97	39.4%	1.00
All Other	\$6,934,393	14.5%	6.8%	2.14	5.4%	2.69	6.5%	2.24	12.8%	1.13
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$8,023,364	16.8%	25.3%	0.66	23.9%	0.70	25.9%	0.65	20.5%	0.82
Medical Assistance	\$2,995,586	6.3%	7.7%	0.82	6.4%	0.98	6.2%	1.01	7.5%	0.84
Commercial	\$854,129	1.8%	9.7%	0.18	7.6%	0.24	7.2%	0.25	2.1%	0.84
Charity Care	\$225,292	0.5%	1.5%	0.31	1.2%	0.39	1.1%	0.43	0.3%	1.37
All Other	\$180,628	0.4%	1.5%	0.25	0.8%	0.47	1.2%	0.32	0.4%	0.95
Total Deductions	\$12,278,999	25.7%	45.7%	0.56	39.8%	0.65	41.6%	0.62	30.9%	0.83
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.0%	4.4%	0.45	3.1%	0.64	2.8%	0.71	2.2%	0.90
Net Gains/Losses as % of Net Income		-280.6%	12.3%	N/A	7.5%	N/A	8.6%	N/A	8.7%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,924,766	51.1%	47.5%	1.07	51.3%	1.00	52.1%	0.98	53.0%	0.96
Supplies & Services	\$11,157,410	38.2%	40.2%	0.95	37.8%	1.01	34.7%	1.10	35.4%	1.08
Capital Component	\$1,538,464	5.3%	8.7%	0.60	7.6%	0.69	8.9%	0.59	5.9%	0.89
Bad Debt	\$1,612,279	5.5%	3.6%	1.53	3.3%	1.67	4.4%	1.25	5.7%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)		19.1%	7.6%	2.52	10.9%	1.76	7.6%	2.52	15.5%	1.23
Total Hospital Net Income (%)		5.9%	8.6%	0.68	11.7%	0.50	8.3%	0.71	16.8%	0.35
Return on Equity (%)		4.6%	7.2%	0.64	10.8%	0.43	6.4%	0.72	13.4%	0.35
Current Ratio		2.4	2.8	0.85	2.6	0.92	3.0	0.80	10.0	0.24
Days in Net Patient Accounts Receivable		48.4	51.2	0.95	56.8	0.85	53.7	0.90	50.1	0.97
Average Payment Period		35.3	53.8	0.66	49.1	0.72	59.8	0.59	31.1	1.14
Equity Financing (%)		92.0%	58.5%	1.57	69.5%	1.32	59.0%	1.56	93.5%	0.98
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.3	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		0.0	6.9	N/A	12.3	N/A	5.5	N/A	0.0	N/A
Total Asset Turnover		0.9	0.8	1.15	0.9	1.02	0.8	1.15	0.8	1.17
Average Age of Plant (Years)		10.5	9.1	1.15	8.2	1.28	9.0	1.17	10.3	1.02
Increase (Decrease) Total Net Patient Revenue		25.6%	9.1%	2.81	13.9%	1.84	10.0%	2.56	15.4%	1.66
Outpatient Gross Revenue (% of Total GPR)		76.2%	46.6%	1.63	56.0%	1.36	63.1%	1.21	72.1%	1.06
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$6,992	\$9,724	0.72	\$6,837	1.02	\$6,384	1.10	\$5,405	1.29
Inpatient Net Revenue per Day		\$2,313	\$2,239	1.03	\$1,738	1.33	\$1,825	1.27	\$2,003	1.16
Outpatient Net Revenue per Visit		\$629	\$430	1.46	\$490	1.28	\$393	1.60	\$707	0.89

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$47,709,032	Cash & Cash Equivalents	\$617,254	Current Liabilities	\$2,690,312
Less Deductions	\$12,278,999	Net Patient Receivables	\$4,698,637	Long-Term Debt	\$0
Net Patient Revenue	\$35,430,033	Other Receivables	\$47,333	Other Liabilities	\$450,000
Plus Other Revenue	\$722,642			Subtotal	\$3,140,312
Total Revenue	\$36,152,675	Land, Buildings & Equipment (Net)	\$14,276,451	Unrestricted Fund Balance	\$36,088,516
Less Expenses	\$29,232,919	Other Assets	\$19,589,153	Restricted Fund Balance	\$707,433
Non-Operating Gains/Losses	-\$5,101,874			Total Liabilities & Fund Balance	\$39,228,828
Net Income	\$1,817,882	Total Assets	\$39,228,828		