

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 2006	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.2%	59.2%	1.19	49.6%	1.42	51.2%	1.37	69.9%	1.00
Obstetrics	89.0%	41.5%	2.15	31.8%	2.80	31.9%	2.79	277.5%	0.32
Pediatrics	0.0%	52.2%	N/A	16.4%	N/A	10.7%	N/A	0.0%	N/A
Total Hospital	69.4%	57.2%	1.21	47.6%	1.46	47.8%	1.45	68.7%	1.01
Average Census (Patients)									
Adult Medical-Surgical	7.7	31.4	0.25	10.9	0.71	11.9	0.65	7.7	1.00
Obstetrics	2.7	5.3	0.50	1.7	1.57	1.6	1.67	2.8	0.96
Pediatrics	0.0	2.2	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.4	53.6	0.19	21.5	0.48	15.9	0.65	11.0	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.6	0.84	3.4	0.89	3.2	0.94	3.0	1.00
Obstetrics	2.3	2.4	0.95	2.4	0.95	2.1	1.09	2.5	0.91
Pediatrics	0.0	2.2	N/A	1.7	N/A	1.6	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.64	3.8	0.72	3.2	0.86	2.9	0.94
Surgical Operations									
Inpatient	342	1,903	0.18	599	0.57	462	0.74	303	1.13
Outpatient	1,287	4,240	0.30	1,651	0.78	1,992	0.65	1,112	1.16
Inpatient as % of All Surgeries	21.0%	31.0%	0.68	26.6%	0.79	18.8%	1.12	21.4%	0.98
Outpatient Visits									
Non-Emergency Visits	19,113	89,386	0.21	39,733	0.48	45,630	0.42	14,465	1.32
Emergency Visits	8,517	15,537	0.55	6,788	1.25	9,489	0.90	9,027	0.94
Full-Time Equivalents (FTEs)									
Administrators	28.2	17.1	1.65	10.6	2.66	10.9	2.58	7.6	3.73
Nurses, Licensed	54.7	180.9	0.30	83.9	0.65	68.2	0.80	48.7	1.12
Ancillary Nursing Personnel	12.0	35.0	0.34	17.6	0.68	13.6	0.88	8.8	1.37
All Other Personnel	144.2	419.6	0.34	215.9	0.67	197.3	0.73	116.9	1.23
Total FTEs	239.1	652.6	0.37	328.1	0.73	290.0	0.82	181.8	1.31
FTEs per 100 Patient Census (Adjusted)									
Administrators	74.5	16.6	4.49	21.5	3.47	23.8	3.13	22.0	3.39
Nurses, Licensed	144.9	175.7	0.82	169.8	0.85	149.0	0.97	141.8	1.02
Ancillary Nursing Personnel	31.7	34.0	0.93	35.6	0.89	29.8	1.06	25.5	1.24
All Other Personnel	381.8	407.4	0.94	436.8	0.87	431.3	0.89	340.4	1.12
Total FTEs	632.9	633.7	1.00	663.8	0.95	633.9	1.00	529.6	1.19

Total Hospital:

Beds Set Up & Staffed 15
 Discharges 1,381
 Inpatient Days 3,800

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Beds Set Up & Staffed 3
 Discharges 57
 Inpatient Days 263

Newborn Nursery:

Bassinets 8
 Total Births 412
 Newborn Days 843

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2006	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	11	936	2,818	70.2%	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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	426	975	89.0%	2.7	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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)	2	1	19	26	7.1%	0.1	1.4
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
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	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	25	5	28.2	Radiological Services Personnel	10	6	12.6
Physicians & Dentists	0	0	0.0	Respiratory Therapists	1	3	2.1
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	17	59	52.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	4	5.4
Licensed Practical Nurses	0	4	1.9	Physical Therapy Assistants/Aides	0	1	0.6
Ancillary Nursing Personnel	5	14	12.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	3	1.6
Nurse Practitioners	0	0	0.0	Psychologists	2	1	2.4
Medical Records Personnel	8	3	10.0	Social Workers	0	2	1.0
Pharmacy Personnel	4	4	6.5	All Other Health Professionals	4	1	5.0
Clinical Laboratory Personnel	9	2	10.0	All Other Personnel	55	36	80.5
Surgical Personnel	3	3	4.8	Total	147	152	239.1

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,317,859	25.1%	41.4%	0.61	44.6%	0.56	43.8%	0.57	25.8%	0.98
Medical Assistance	\$3,291,193	5.8%	10.3%	0.56	8.7%	0.66	8.6%	0.67	5.6%	1.02
Commercial	\$35,291,435	62.0%	41.8%	1.48	40.5%	1.53	40.6%	1.53	61.6%	1.01
All Other	\$4,045,149	7.1%	6.5%	1.09	6.1%	1.16	7.0%	1.01	7.0%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$6,480,774	11.4%	25.6%	0.44	25.0%	0.46	25.1%	0.45	11.9%	0.95
Medical Assistance	\$1,975,535	3.5%	7.7%	0.45	6.3%	0.55	6.2%	0.56	3.5%	1.00
Commercial	\$10,522,509	18.5%	10.6%	1.74	6.5%	2.84	8.7%	2.12	18.5%	1.00
Charity Care	\$303,311	0.5%	1.6%	0.33	1.4%	0.38	1.4%	0.38	0.4%	1.23
All Other	\$2,846,432	5.0%	1.4%	3.57	1.5%	3.33	1.2%	4.17	4.5%	1.10
Total Deductions	\$22,128,561	38.9%	47.0%	0.83	40.6%	0.96	42.7%	0.91	38.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.9%	4.5%	1.09	3.6%	1.36	2.8%	1.75	5.4%	0.92
Net Gains/Losses as % of Net Income		30.5%	20.7%	1.47	18.4%	1.66	25.9%	1.18	23.6%	1.29
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,099,815	42.4%	47.5%	0.89	51.6%	0.82	52.0%	0.82	41.5%	1.02
Supplies & Services	\$14,325,722	40.3%	40.1%	1.00	37.5%	1.07	34.9%	1.15	39.6%	1.02
Capital Component	\$4,834,989	13.6%	9.0%	1.51	7.3%	1.86	9.1%	1.49	15.7%	0.87
Bad Debt	\$1,316,953	3.7%	3.5%	1.06	3.6%	1.03	4.1%	0.90	3.3%	1.13
Fiscal Statistics										
Operating Margin (%)		2.8%	5.9%	0.48	9.5%	0.30	6.3%	0.45	2.6%	1.08
Total Hospital Net Income (%)		4.0%	7.3%	0.55	11.4%	0.35	8.3%	0.48	3.4%	1.18
Return on Equity (%)		2.9%	6.1%	0.47	10.1%	0.29	6.0%	0.48	2.2%	1.33
Current Ratio		3.0	3.0	0.99	3.2	0.93	2.8	1.07	2.5	1.19
Days in Net Patient Accounts Receivable		76.1	51.6	1.48	56.6	1.35	56.8	1.34	83.6	0.91
Average Payment Period		62.7	51.3	1.22	46.1	1.36	60.3	1.04	71.0	0.88
Equity Financing (%)		39.3%	60.2%	0.65	68.2%	0.58	56.6%	0.69	36.3%	1.08
Long-Term Debt to Equity Ratio		1.3	0.4	3.17	0.3	4.23	0.6	2.12	1.5	0.87
Times Interest Earned		2.0	6.1	0.33	14.3	0.14	5.2	0.38	1.7	1.16
Total Asset Turnover		0.7	0.8	0.89	0.9	0.79	0.7	1.02	0.6	1.12
Average Age of Plant (Years)		3.4	8.6	0.40	7.9	0.44	9.1	0.38	2.4	1.41
Increase (Decrease) Total Net Patient Revenue		14.6%	6.2%	2.36	11.9%	1.23	7.7%	1.90	16.0%	0.91
Outpatient Gross Revenue (% of Total GPR)		72.4%	48.0%	1.51	56.5%	1.28	65.3%	1.11	68.0%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,018		\$10,323	0.68	\$8,061	0.87	\$6,558	1.07	\$6,302	1.11
Inpatient Net Revenue per Day	\$2,482		\$2,382	1.04	\$2,035	1.22	\$1,982	1.25	\$2,072	1.20
Outpatient Net Revenue per Visit	\$895		\$450	1.99	\$507	1.77	\$438	2.04	\$903	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$56,945,636	Cash & Cash Equivalents	\$7,515,535	Current Liabilities	\$5,574,984
Less Deductions	\$22,128,561	Net Patient Receivables	\$7,261,920	Long-Term Debt	\$25,675,979
Net Patient Revenue	\$34,817,075	Other Receivables	\$557,576	Other Liabilities	\$0
Plus Other Revenue	\$1,794,402			Subtotal	\$31,250,963
Total Revenue	\$36,611,477	Land, Buildings & Equipment (Net)	\$29,954,167	Unrestricted Fund Balance	\$20,218,361
Less Expenses	\$35,577,479	Other Assets	\$6,180,126	Restricted Fund Balance	\$1,939,153
Non-Operating Gains/Losses	\$453,695			Total Liabilities & Fund Balance	\$51,469,324
Net Income	\$1,487,693	Total Assets	\$51,469,324		