

**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: 5

Selected Utilization Statistics	FY 2006	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	62.5%	59.2%	1.06	49.6%	1.26	51.2%	1.22	57.6%	1.09
Obstetrics	31.4%	41.5%	0.76	31.8%	0.99	32.7%	0.96	39.1%	0.80
Pediatrics	0.0%	52.2%	N/A	16.4%	N/A	14.9%	N/A	0.0%	N/A
Total Hospital	44.9%	57.2%	0.78	47.6%	0.94	48.6%	0.92	46.3%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.8	31.4	0.28	10.9	0.80	21.4	0.41	9.2	0.95
Obstetrics	2.2	5.3	0.41	1.7	1.29	3.1	0.71	2.0	1.12
Pediatrics	0.0	2.2	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Total Hospital	11.2	53.6	0.21	21.5	0.52	34.1	0.33	11.6	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.6	0.97	3.4	1.03	3.4	1.03	3.4	1.02
Obstetrics	2.4	2.4	1.01	2.4	1.01	2.3	1.06	2.3	1.05
Pediatrics	0.0	2.2	N/A	1.7	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.72	3.8	0.82	3.6	0.86	3.0	1.02
<b>Surgical Operations</b>									
Inpatient	288	1,903	0.15	599	0.48	940	0.31	323	0.89
Outpatient	2,149	4,240	0.51	1,651	1.30	2,892	0.74	987	2.18
Inpatient as % of All Surgeries	11.8%	31.0%	0.38	26.6%	0.44	24.5%	0.48	24.7%	0.48
<b>Outpatient Visits</b>									
Non-Emergency Visits	33,379	89,386	0.37	39,733	0.84	64,006	0.52	32,519	1.03
Emergency Visits	8,972	15,537	0.58	6,788	1.32	17,244	0.52	8,287	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	17.1	0.12	10.6	0.19	16.7	0.12	0.0	N/A
Nurses, Licensed	121.4	180.9	0.67	83.9	1.45	119.4	1.02	65.5	1.85
Ancillary Nursing Personnel	14.9	35.0	0.43	17.6	0.85	19.3	0.77	10.5	1.42
All Other Personnel	421.0	419.6	1.00	215.9	1.95	318.9	1.32	201.1	2.09
Total FTEs	559.3	652.6	0.86	328.1	1.70	474.3	1.18	277.2	2.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.0	16.6	0.18	21.5	0.14	19.2	0.16	0.0	N/A
Nurses, Licensed	185.0	175.7	1.05	169.8	1.09	137.3	1.35	134.8	1.37
Ancillary Nursing Personnel	22.7	34.0	0.67	35.6	0.64	22.1	1.03	21.6	1.05
All Other Personnel	641.4	407.4	1.57	436.8	1.47	366.6	1.75	413.8	1.55
Total FTEs	852.2	633.7	1.34	663.8	1.28	545.2	1.56	570.2	1.49

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,322  
 Inpatient Days 4,095

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 15  
 Inpatient Days 120

**Newborn Nursery:**  
 Bassinets 9  
 Total Births 298  
 Newborn Days 656

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	14	917	3,196	62.5%	8.8	3.5
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	7	330	802	31.4%	2.2	2.4
<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	83	107	7.3%	0.3	1.3
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			Occupation	Number		
	Full-Time	Part-Time	FTE		Full-Time	Part-Time	FTE
Administrators/Assistant Administrators	2	0	2.0	Radiological Services Personnel	14	5	16.8
Physicians & Dentists	26	5	28.4	Respiratory Therapists	2	2	2.2
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	80	22	91.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	3	5.1
Licensed Practical Nurses	26	5	27.8	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	13	6	14.9	Recreational Therapists	0	0	0.0
Physician Assistants	8	1	8.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Medical Records Personnel	1	0	1.0	Social Workers	2	0	2.0
Pharmacy Personnel	9	1	9.0	All Other Health Professionals	228	79	324.7
Clinical Laboratory Personnel	11	1	11.9	All Other Personnel	0	0	0.0
Surgical Personnel	5	1	5.8	<b>Total</b>	<b>439</b>	<b>132</b>	<b>559.3</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$27,584,214	35.1%	41.4%	0.85	44.6%	0.79	43.6%	0.81	36.8%	0.95
Medical Assistance	\$8,716,349	11.1%	10.3%	1.08	8.7%	1.27	10.8%	1.03	9.4%	1.19
Commercial	\$36,330,624	46.2%	41.8%	1.11	40.5%	1.14	38.3%	1.21	39.3%	1.18
All Other	\$5,952,682	7.6%	6.5%	1.17	6.1%	1.24	7.3%	1.04	14.5%	0.52
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$12,804,369	16.3%	25.6%	0.64	25.0%	0.65	27.3%	0.60	16.8%	0.97
Medical Assistance	\$5,509,932	7.0%	7.7%	0.91	6.3%	1.11	8.5%	0.82	6.3%	1.12
Commercial	\$1,680,648	2.1%	10.6%	0.20	6.5%	0.33	7.8%	0.27	1.8%	1.19
Charity Care	\$770,798	1.0%	1.6%	0.61	1.4%	0.70	1.8%	0.54	0.5%	2.08
All Other	\$893,805	1.1%	1.4%	0.81	1.5%	0.76	1.3%	0.87	0.4%	3.00
Total Deductions	\$21,659,552	27.6%	47.0%	0.59	40.6%	0.68	46.7%	0.59	25.7%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.4%	4.5%	0.32	3.6%	0.40	3.7%	0.39	2.0%	0.72
Net Gains/Losses as % of Net Income		22.1%	20.7%	1.07	18.4%	1.20	N/A	N/A	-280.6%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$32,410,928	61.6%	47.5%	1.30	51.6%	1.19	49.0%	1.26	51.1%	1.21
Supplies & Services	\$15,635,089	29.7%	40.1%	0.74	37.5%	0.79	33.6%	0.88	38.2%	0.78
Capital Component	\$2,011,522	3.8%	9.0%	0.42	7.3%	0.52	13.3%	0.29	5.3%	0.73
Bad Debt	\$2,553,228	4.9%	3.5%	1.39	3.6%	1.35	4.1%	1.18	5.5%	0.88
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.9%	5.9%	1.51	9.5%	0.94	-3.0%	N/A	19.1%	0.47
Total Hospital Net Income (%)		11.2%	7.3%	1.53	11.4%	0.98	-1.2%	N/A	5.9%	1.91
Return on Equity (%)		12.0%	6.1%	1.97	10.1%	1.19	-1.0%	N/A	4.6%	2.60
Current Ratio		5.7	3.0	1.89	3.2	1.77	3.4	1.67	2.4	2.37
Days in Net Patient Accounts Receivable		64.5	51.6	1.25	56.6	1.14	60.0	1.08	48.5	1.33
Average Payment Period		28.4	51.3	0.55	46.1	0.62	48.2	0.59	35.4	0.80
Equity Financing (%)		91.2%	60.2%	1.51	68.2%	1.34	56.7%	1.61	92.0%	0.99
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	6.1	N/A	14.3	N/A	0.2	N/A	0.0	N/A
Total Asset Turnover		1.1	0.8	1.32	0.9	1.17	0.8	1.32	0.9	1.14
Average Age of Plant (Years)		9.7	8.6	1.12	7.9	1.22	5.4	1.79	10.5	0.92
Increase (Decrease) Total Net Patient Revenue		60.7%	6.2%	9.78	11.9%	5.10	8.4%	7.22	25.6%	2.37
Outpatient Gross Revenue (% of Total GPR)		82.9%	48.0%	1.73	56.5%	1.47	60.9%	1.36	76.2%	1.09
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,157		\$10,323	0.89	\$8,061	1.14	\$6,745	1.36	\$6,992	1.31
Inpatient Net Revenue per Day	\$2,905		\$2,382	1.22	\$2,035	1.43	\$1,843	1.58	\$2,313	1.26
Outpatient Net Revenue per Visit	\$1,055		\$450	2.34	\$507	2.08	\$483	2.18	\$629	1.68

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$78,583,869	Cash & Cash Equivalents	\$10,495,870	Current Liabilities	\$3,967,911
Less Deductions	\$21,659,552	Net Patient Receivables	\$10,062,673	Long-Term Debt	\$0
Net Patient Revenue	\$56,924,317	Other Receivables	\$553,184	Other Liabilities	\$873,104
Plus Other Revenue	\$833,016			Subtotal	\$4,841,015
Total Revenue	\$57,757,333	Land, Buildings & Equipment (Net)	\$21,628,300	Unrestricted Fund Balance	\$50,047,059
Less Expenses	\$52,610,767	Other Assets	\$12,148,047	Restricted Fund Balance	\$415,784
Non-Operating Gains/Losses	\$1,458,683			Total Liabilities & Fund Balance	\$54,888,074
Net Income	\$6,605,249	Total Assets	\$54,888,074		