

**046 Hudson Hospital & Clinics**  
 405 Stageline Road  
 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 2007	All GSM Hospitals		Analysis Area 5A		Volume Group 4		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	70.3%	60.0%	1.17	50.5%	1.39	51.2%	1.37	70.2%	1.00
Obstetrics	73.2%	42.5%	1.72	32.1%	2.28	33.6%	2.17	89.0%	0.82
Pediatrics	0.0%	55.1%	N/A	11.1%	N/A	5.1%	N/A	0.0%	N/A
Total Hospital	63.5%	57.1%	1.11	49.5%	1.28	47.6%	1.33	69.4%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.7	32.2	0.24	7.0	1.11	14.5	0.53	7.7	1.00
Obstetrics	2.9	5.5	0.53	2.2	1.34	2.1	1.43	2.7	1.10
Pediatrics	0.0	2.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.8	53.3	0.20	22.0	0.49	20.8	0.52	10.4	1.04
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.7	0.88	3.4	0.95	3.3	0.98	3.0	1.08
Obstetrics	2.4	2.3	1.00	2.3	1.01	2.1	1.10	2.3	1.03
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	2.9	4.2	0.70	3.8	0.77	3.3	0.89	2.8	1.07
<b>Surgical Operations</b>									
Inpatient	195	1,939	0.10	592	0.33	693	0.28	342	0.57
Outpatient	1,369	4,175	0.33	1,691	0.81	2,615	0.52	1,287	1.06
Inpatient as % of All Surgeries	12.5%	31.7%	0.39	25.9%	0.48	20.9%	0.60	21.0%	0.59
<b>Outpatient Visits</b>									
Non-Emergency Visits	21,016	90,979	0.23	44,604	0.47	45,937	0.46	19,113	1.10
Emergency Visits	9,172	15,916	0.58	7,309	1.25	11,035	0.83	8,517	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	17.0	16.4	1.03	11.4	1.49	12.7	1.34	28.2	0.60
Nurses, Licensed	68.1	187.1	0.36	89.8	0.76	83.1	0.82	54.7	1.24
Ancillary Nursing Personnel	18.0	37.2	0.48	18.9	0.95	16.9	1.06	12.0	1.50
All Other Personnel	175.1	437.1	0.40	218.5	0.80	225.2	0.78	144.2	1.21
Total FTEs	278.1	677.8	0.41	338.6	0.82	337.8	0.82	239.1	1.16
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	41.8	15.7	2.66	22.5	1.86	23.3	1.79	74.5	0.56
Nurses, Licensed	167.1	179.0	0.93	176.9	0.94	152.4	1.10	144.9	1.15
Ancillary Nursing Personnel	44.1	35.6	1.24	37.2	1.18	31.0	1.42	31.7	1.39
All Other Personnel	430.1	418.1	1.03	430.6	1.00	413.0	1.04	381.8	1.13
Total FTEs	683.1	648.4	1.05	667.3	1.02	619.5	1.10	632.9	1.08

**Total Hospital:**  
 Beds Set Up & Staffed 17  
 Discharges 1,337  
 Inpatient Days 3,943

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 4  
 Discharges 62  
 Inpatient Days 324

**Newborn Nursery:**  
 Bassinets 8  
 Total Births 432  
 Newborn Days 894

**046 Hudson Hospital & Clinics**

Hudson, WI 54016

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2007	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	869	2,821	70.3%	7.7	3.2
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	4	454	1,068	73.2%	2.9	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	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	2	14	37	5.1%	0.1	2.6
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	17	0	17.0	Radiological Services Personnel	9	6	11.9
Physicians & Dentists	0	0	0.0	Respiratory Therapists	1	2	2.3
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	54	37	65.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	1	6.4
Licensed Practical Nurses	2	1	2.9	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	14	11	18.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	3	2.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	5	2	5.9	Social Workers	0	3	1.1
Pharmacy Personnel	6	6	9.4	All Other Health Professionals	0	0	0.0
Clinical Laboratory Personnel	8	3	9.4	All Other Personnel	107	29	117.9
Surgical Personnel	5	1	5.0	<b>Total</b>	<b>239</b>	<b>105</b>	<b>278.1</b>

**046 Hudson Hospital & Clinics**

Hudson, WI 54016

Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$17,095,242	27.1%	41.3%	0.65	43.9%	0.62	44.5%	0.61	25.1%	1.08
Medical Assistance	\$3,959,012	6.3%	10.5%	0.60	9.3%	0.68	8.7%	0.72	5.8%	1.08
Commercial	\$38,305,621	60.6%	41.4%	1.46	40.7%	1.49	40.2%	1.51	62.0%	0.98
All Other	\$3,813,324	6.0%	6.6%	0.91	6.1%	0.99	6.5%	0.92	7.1%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,946,250	11.0%	25.8%	0.43	24.3%	0.45	26.6%	0.41	11.4%	0.97
Medical Assistance	\$2,461,836	3.9%	7.9%	0.49	6.8%	0.57	6.7%	0.58	3.5%	1.12
Commercial	\$10,963,309	17.4%	11.0%	1.58	6.4%	2.69	9.4%	1.85	18.5%	0.94
Charity Care	\$456,483	0.7%	1.6%	0.45	1.6%	0.45	1.3%	0.55	0.5%	1.36
All Other	\$2,567,795	4.1%	1.6%	2.51	1.4%	2.96	0.9%	4.29	5.0%	0.81
Total Deductions	\$23,395,673	37.0%	48.1%	0.77	40.6%	0.91	45.3%	0.82	38.9%	0.95
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	4.3%	4.7%	0.92	3.3%	1.30	5.3%	0.83	4.9%	0.89	
Net Gains/Losses as % of Net Income	31.2%	25.2%	1.24	23.8%	1.31	36.2%	0.86	30.5%	1.02	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$17,710,668	44.1%	47.6%	0.93	51.8%	0.85	50.7%	0.87	42.4%	1.04
Supplies & Services	\$16,088,176	40.0%	40.1%	1.00	37.4%	1.07	34.8%	1.15	40.3%	0.99
Capital Component	\$4,838,530	12.0%	8.8%	1.37	7.4%	1.62	10.0%	1.20	13.6%	0.89
Bad Debt	\$1,541,430	3.8%	3.6%	1.06	3.3%	1.16	4.4%	0.87	3.7%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)	3.4%	7.0%	0.48	9.6%	0.35	4.1%	0.82	2.8%	1.20	
Total Hospital Net Income (%)	4.8%	9.2%	0.53	12.2%	0.40	6.3%	0.76	4.0%	1.20	
Return on Equity (%)	3.8%	7.4%	0.51	11.0%	0.34	4.6%	0.83	2.9%	1.30	
Current Ratio	3.0	3.1	0.96	2.5	1.20	3.3	0.91	3.0	1.01	
Days in Net Patient Accounts Receivable	53.2	52.5	1.01	56.4	0.94	53.5	0.99	76.1	0.70	
Average Payment Period	57.4	50.4	1.14	46.0	1.25	59.4	0.97	62.7	0.92	
Equity Financing (%)	43.1%	60.8%	0.71	71.7%	0.60	58.2%	0.74	39.3%	1.10	
Long-Term Debt to Equity Ratio	1.1	0.4	2.68	0.3	3.81	0.5	2.01	1.3	0.84	
Times Interest Earned	2.4	7.3	0.33	17.4	0.14	3.5	0.69	2.0	1.21	
Total Asset Turnover	0.8	0.8	0.97	0.9	0.88	0.7	1.10	0.7	1.08	
Average Age of Plant (Years)	4.5	9.2	0.49	7.8	0.58	8.4	0.53	3.4	1.30	
Increase (Decrease) Total Net Patient Revenue	14.2%	7.5%	1.90	10.0%	1.43	9.0%	1.58	14.6%	0.98	
Outpatient Gross Revenue (% of Total GPR)	73.5%	49.0%	1.50	56.7%	1.30	61.9%	1.19	72.4%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,555	\$11,671	0.65	\$8,917	0.85	\$8,855	0.85	\$7,018	1.08	
Inpatient Net Revenue per Day	\$2,459	\$2,752	0.89	\$2,214	1.11	\$2,634	0.93	\$2,482	0.99	
Outpatient Net Revenue per Visit	\$966	\$516	1.87	\$518	1.87	\$608	1.59	\$895	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,173,199	Cash & Cash Equivalents	\$8,871,011	Current Liabilities	\$5,833,064
Less Deductions	\$23,395,673	Net Patient Receivables	\$5,799,286	Long-Term Debt	\$24,970,093
Net Patient Revenue	\$39,777,526	Other Receivables	\$363,211	Other Liabilities	\$0
Plus Other Revenue	\$1,805,754			Subtotal	\$30,803,157
Total Revenue	\$41,583,280	Land, Buildings & Equipment (Net)	\$31,930,408	Unrestricted Fund Balance	\$23,355,958
Less Expenses	\$40,178,804	Other Assets	\$7,195,199	Restricted Fund Balance	\$1,816,820
Non-Operating Gains/Losses	\$635,706			Total Liabilities & Fund Balance	\$54,159,115
Net Income	\$2,040,182	Total Assets	\$54,159,115		