

073 Red Cedar Medical Center - Mayo Health System
 2321 Stout Road
 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 2007	All GSM Hospitals		Analysis Area 5A		Volume Group 5		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	60.5%	60.0%	1.01	50.5%	1.20	52.4%	1.16	62.5%	0.97
Obstetrics	36.5%	42.5%	0.86	32.1%	1.14	35.0%	1.04	31.4%	1.16
Pediatrics	0.0%	55.1%	N/A	11.1%	N/A	13.6%	N/A	0.0%	N/A
Total Hospital	47.5%	57.1%	0.83	49.5%	0.96	50.6%	0.94	44.9%	1.06
Average Census (Patients)									
Adult Medical-Surgical	8.5	32.2	0.26	7.0	1.21	23.4	0.36	8.8	0.97
Obstetrics	2.6	5.5	0.46	2.2	1.17	3.8	0.68	2.2	1.16
Pediatrics	0.0	2.3	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Total Hospital	11.9	53.3	0.22	22.0	0.54	38.4	0.31	11.2	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.7	0.89	3.4	0.96	3.5	0.94	3.5	0.94
Obstetrics	2.5	2.3	1.04	2.3	1.05	2.3	1.08	2.4	1.01
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.1	4.2	0.74	3.8	0.81	3.6	0.85	3.1	1.00
Surgical Operations									
Inpatient	317	1,939	0.16	592	0.54	1,121	0.28	288	1.10
Outpatient	2,225	4,175	0.53	1,691	1.32	3,072	0.72	2,149	1.04
Inpatient as % of All Surgeries	12.5%	31.7%	0.39	25.9%	0.48	26.7%	0.47	11.8%	1.06
Outpatient Visits									
Non-Emergency Visits	34,958	90,979	0.38	44,604	0.78	81,094	0.43	33,379	1.05
Emergency Visits	8,876	15,916	0.56	7,309	1.21	17,884	0.50	8,972	0.99
Full-Time Equivalents (FTEs)									
Administrators	7.0	16.4	0.43	11.4	0.61	15.5	0.45	2.0	3.50
Nurses, Licensed	160.7	187.1	0.86	89.8	1.79	156.7	1.03	121.4	1.32
Ancillary Nursing Personnel	14.3	37.2	0.38	18.9	0.75	25.3	0.56	14.9	0.96
All Other Personnel	423.4	437.1	0.97	218.5	1.94	418.7	1.01	421.0	1.01
Total FTEs	605.3	677.8	0.89	338.6	1.79	616.1	0.98	559.3	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.9	15.7	0.69	22.5	0.48	14.8	0.73	3.0	3.57
Nurses, Licensed	249.4	179.0	1.39	176.9	1.41	149.7	1.67	185.0	1.35
Ancillary Nursing Personnel	22.1	35.6	0.62	37.2	0.59	24.2	0.92	22.7	0.97
All Other Personnel	657.1	418.1	1.57	430.6	1.53	399.9	1.64	641.4	1.02
Total FTEs	939.5	648.4	1.45	667.3	1.41	588.6	1.60	852.2	1.10

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,401
 Inpatient Days 4,331

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 1
 Discharges 20
 Inpatient Days 133

Newborn Nursery:
 Bassinets 9
 Total Births 319
 Newborn Days 709

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	942	3,092	60.5%	8.5	3.3
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	380	932	36.5%	2.6	2.5
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	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	80	331	22.7%	0.9	4.1
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
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	7	0	7.0	Radiological Services Personnel	16	2	17.5
Physicians & Dentists	31	4	32.9	Respiratory Therapists	3	2	3.2
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	82	23	124.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	3	7.0
Licensed Practical Nurses	33	5	34.5	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	11	9	14.3	Recreational Therapists	0	0	0.0
Physician Assistants	8	1	8.0	Dietitians & Nutritionists	2	0	2.0
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	2	9.0	All Other Health Professionals	237	79	319.1
Clinical Laboratory Personnel	10	1	10.9	All Other Personnel	0	0	0.0
Surgical Personnel	5	1	5.7	Total	470	132	605.3

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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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$30,714,250	34.3%	41.3%	0.83	43.9%	0.78	44.2%	0.77	35.1%	0.98
Medical Assistance	\$10,929,688	12.2%	10.5%	1.16	9.3%	1.32	8.3%	1.47	11.1%	1.10
Commercial	\$41,505,353	46.3%	41.4%	1.12	40.7%	1.14	41.7%	1.11	46.2%	1.00
All Other	\$6,493,756	7.2%	6.6%	1.10	6.1%	1.18	5.9%	1.24	7.6%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,217,684	14.7%	25.8%	0.57	24.3%	0.61	28.9%	0.51	16.3%	0.90
Medical Assistance	\$7,641,258	8.5%	7.9%	1.07	6.8%	1.25	6.6%	1.29	7.0%	1.22
Commercial	\$2,023,901	2.3%	11.0%	0.21	6.4%	0.35	9.9%	0.23	2.1%	1.06
Charity Care	\$1,918,653	2.1%	1.6%	1.35	1.6%	1.33	1.5%	1.43	1.0%	2.18
All Other	\$935,158	1.0%	1.6%	0.64	1.4%	0.76	1.1%	0.98	1.1%	0.92
Total Deductions	\$25,736,654	28.7%	48.1%	0.60	40.6%	0.71	48.1%	0.60	27.6%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.1%	4.7%	0.23		3.3%	0.33	3.8%	0.29	1.4%	0.76
Net Gains/Losses as % of Net Income	17.5%	25.2%	0.69		23.8%	0.73	32.4%	0.54	22.1%	0.79
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,163,110	64.1%	47.6%	1.35	51.8%	1.24	51.0%	1.26	61.6%	1.04
Supplies & Services	\$16,620,708	28.7%	40.1%	0.72	37.4%	0.77	34.8%	0.82	29.7%	0.96
Capital Component	\$2,328,845	4.0%	8.8%	0.46	7.4%	0.54	9.8%	0.41	3.8%	1.05
Bad Debt	\$1,879,638	3.2%	3.6%	0.90	3.3%	0.98	4.5%	0.72	4.9%	0.67
Fiscal Statistics										
Operating Margin (%)	10.3%	7.0%	1.46		9.6%	1.07	5.2%	1.98	8.9%	1.15
Total Hospital Net Income (%)	12.2%	9.2%	1.33		12.2%	0.99	7.5%	1.63	11.2%	1.09
Return on Equity (%)	11.6%	7.4%	1.57		11.0%	1.05	5.5%	2.12	12.0%	0.96
Current Ratio	3.5	3.1	1.12		2.5	1.39	2.8	1.26	5.7	0.62
Days in Net Patient Accounts Receivable	59.9	52.5	1.14		56.4	1.06	54.2	1.11	64.5	0.93
Average Payment Period	36.2	50.4	0.72		46.0	0.79	50.3	0.72	28.4	1.27
Equity Financing (%)	90.3%	60.8%	1.49		71.7%	1.26	59.0%	1.53	91.2%	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	7.3	N/A		17.4	N/A	4.9	N/A	0.0	N/A
Total Asset Turnover	0.9	0.8	1.18		0.9	1.07	0.7	1.31	1.1	0.89
Average Age of Plant (Years)	9.3	9.2	1.01		7.8	1.19	8.6	1.07	9.7	0.96
Increase (Decrease) Total Net Patient Revenue	12.3%	7.5%	1.64		10.0%	1.23	9.6%	1.27	60.7%	0.20
Outpatient Gross Revenue (% of Total GPR)	81.6%	49.0%	1.66		56.7%	1.44	63.4%	1.29	82.9%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,044	\$11,671	0.86		\$8,917	1.13	\$8,162	1.23	\$9,157	1.10
Inpatient Net Revenue per Day	\$3,199	\$2,752	1.16		\$2,214	1.45	\$2,243	1.43	\$2,905	1.10
Outpatient Net Revenue per Visit	\$1,132	\$516	2.19		\$518	2.19	\$636	1.78	\$1,055	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$89,643,047	Cash & Cash Equivalents	\$6,995,885	Current Liabilities	\$5,568,021
Less Deductions	\$25,736,654	Net Patient Receivables	\$10,492,580	Long-Term Debt	\$0
Net Patient Revenue	\$63,906,393	Other Receivables	\$552,388	Other Liabilities	\$1,121,305
Plus Other Revenue	\$710,086			Subtotal	\$6,689,326
Total Revenue	\$64,616,479	Land, Buildings & Equipment (Net)	\$24,060,464	Unrestricted Fund Balance	\$62,621,742
Less Expenses	\$57,992,301	Other Assets	\$27,209,751	Restricted Fund Balance	\$217,754
Non-Operating Gains/Losses	\$1,405,416			Total Liabilities & Fund Balance	\$69,311,068
Net Income	\$8,029,594	Total Assets	\$69,311,068		