

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 2008	All GSM Hospitals		Analysis Area 5A		Volume Group 4		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	60.8%	60.5%	1.01	50.0%	1.22	52.2%	1.17	70.3%	0.86
Obstetrics	42.7%	42.5%	1.00	30.9%	1.38	32.3%	1.32	73.2%	0.58
Pediatrics	0.0%	57.0%	N/A	71.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	48.7%	58.4%	0.83	48.3%	1.01	49.2%	0.99	63.5%	0.77
Average Census (Patients)									
Adult Medical-Surgical	7.3	31.3	0.23	14.2	0.51	14.6	0.50	7.7	0.94
Obstetrics	3.0	5.7	0.52	2.1	1.43	2.0	1.51	2.9	1.02
Pediatrics	0.0	2.4	N/A	0.2	N/A	0.1	N/A	0.0	N/A
Total Hospital	10.2	54.6	0.19	21.8	0.47	20.9	0.49	10.8	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.7	0.82	3.5	0.87	3.4	0.91	3.2	0.94
Obstetrics	2.4	2.4	1.03	2.4	1.02	2.1	1.13	2.4	1.03
Pediatrics	0.0	2.2	N/A	1.9	N/A	2.4	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.66	3.8	0.74	3.3	0.85	2.9	0.96
Surgical Operations									
Inpatient	368	1,970	0.19	577	0.64	712	0.52	195	1.89
Outpatient	1,395	4,151	0.34	1,762	0.79	2,739	0.51	1,369	1.02
Inpatient as % of All Surgeries	20.9%	32.2%	0.65	24.7%	0.85	20.6%	1.01	12.5%	1.67
Outpatient Visits									
Non-Emergency Visits	24,768	94,816	0.26	44,133	0.56	49,308	0.50	21,016	1.18
Emergency Visits	9,486	16,124	0.59	7,573	1.25	10,968	0.86	9,172	1.03
Full-Time Equivalents (FTEs)									
Administrators	37.8	18.7	2.02	8.3	4.54	16.2	2.33	17.0	2.22
Nurses, Licensed	74.5	197.1	0.38	86.7	0.86	98.5	0.76	68.1	1.10
Ancillary Nursing Personnel	28.0	37.6	0.75	17.0	1.64	19.5	1.43	18.0	1.56
All Other Personnel	148.8	452.4	0.33	239.1	0.62	235.0	0.63	175.1	0.85
Total FTEs	289.1	705.8	0.41	351.1	0.82	369.3	0.78	278.1	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	93.8	17.2	5.45	16.5	5.69	29.8	3.15	41.8	2.25
Nurses, Licensed	185.2	181.8	1.02	171.8	1.08	180.9	1.02	167.1	1.11
Ancillary Nursing Personnel	69.6	34.6	2.01	33.8	2.06	35.9	1.94	44.1	1.58
All Other Personnel	369.8	417.2	0.89	474.0	0.78	431.8	0.86	430.1	0.86
Total FTEs	718.4	650.8	1.10	696.0	1.03	678.3	1.06	683.1	1.05

Total Hospital:
 Beds Set Up & Staffed 21
 Discharges 1,328
 Inpatient Days 3,742

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 4
 Discharges 108
 Inpatient Days 653

Newborn Nursery:
 Bassinets 8
 Total Births 437
 Newborn Days 946

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2008	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	12	872	2,669	60.8%	7.3	3.1
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	7	450	1,093	42.7%	3.0	2.4
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	2	6	6	0.8%	0.0	1.0
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	36	4	37.8	Surgical Personnel	6	1	6.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	3	12.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	3.2
Registered Nurses	54	33	71.8	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	1	2.7	Physical Therapists	7	0	7.0
Ancillary Nursing Personnel	18	16	28.0	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	0	0.0	Recreational Therapists	1	0	1.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	3	2.7
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	2	1	2.6
Medical Records Personnel	10	3	12.0	Social Workers	0	3	1.2
Pharmacy Personnel	7	8	10.8	All Other Health Professionals	1	2	1.3
Clinical Laboratory Personnel	8	2	9.4	All Other Personnel	63	23	74.7
				Total	233	105	289.1

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area		Volume Group		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$17,712,802	26.4%	41.5%	0.64	44.9%	0.59	46.1%	0.57	27.1%	0.97
Medical Assistance	\$4,441,340	6.6%	10.8%	0.61	9.7%	0.68	8.4%	0.79	6.3%	1.06
Commercial	\$42,298,448	63.0%	40.7%	1.55	39.7%	1.59	39.0%	1.62	60.6%	1.04
All Other	\$2,704,160	4.0%	7.0%	0.58	5.8%	0.70	6.5%	0.62	6.0%	0.67
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,418,772	11.0%	26.5%	0.42	25.3%	0.44	27.7%	0.40	11.0%	1.00
Medical Assistance	\$2,700,793	4.0%	8.4%	0.48	7.0%	0.58	6.7%	0.60	3.9%	1.03
Commercial	\$12,017,662	17.9%	11.4%	1.56	6.3%	2.83	9.2%	1.94	17.4%	1.03
Charity Care	\$335,403	0.5%	1.6%	0.31	1.7%	0.29	1.5%	0.34	0.7%	0.69
All Other	\$1,362,862	2.0%	1.9%	1.08	1.6%	1.27	1.3%	1.54	4.1%	0.50
Total Deductions	\$23,835,492	35.5%	49.8%	0.71	41.9%	0.85	46.4%	0.77	37.0%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.9%	4.5%	0.87	3.0%	1.30	5.2%	0.75	4.3%	0.90	
Net Gains/Losses as % of Net Income	20.5%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	31.2%	0.66
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,438,892	44.7%	47.4%	0.94	51.1%	0.87	50.5%	0.88	44.1%	1.01
Supplies & Services	\$17,537,732	40.3%	39.6%	1.02	37.4%	1.08	35.2%	1.14	40.0%	1.01
Capital Component	\$4,773,667	11.0%	8.8%	1.25	7.9%	1.38	9.9%	1.10	12.0%	0.91
Bad Debt	\$1,778,013	4.1%	4.2%	0.97	3.6%	1.13	4.4%	0.93	3.8%	1.06
Fiscal Statistics										
Operating Margin (%)	3.4%	5.6%	0.61	7.8%	0.44	2.9%	1.20	3.4%	1.02	
Total Hospital Net Income (%)	4.3%	3.5%	1.22	7.2%	0.60	2.6%	1.67	4.8%	0.89	
Return on Equity (%)	3.5%	2.8%	1.26	5.8%	0.60	1.9%	1.86	3.8%	0.94	
Current Ratio	2.8	2.9	0.97	1.4	2.04	3.6	0.77	3.0	0.93	
Days in Net Patient Accounts Receivable	50.8	50.2	1.01	54.7	0.93	49.7	1.02	53.2	0.95	
Average Payment Period	50.4	54.8	0.92	79.8	0.63	54.1	0.93	57.4	0.88	
Equity Financing (%)	46.0%	58.1%	0.79	64.3%	0.72	58.0%	0.79	43.1%	1.07	
Long-Term Debt to Equity Ratio	1.0	0.4	2.35	0.3	3.40	0.5	1.81	1.1	0.89	
Times Interest Earned	2.4	3.3	0.72	8.6	0.27	2.0	1.17	2.4	0.98	
Total Asset Turnover	0.8	0.8	1.00	0.8	1.00	0.7	1.10	0.8	1.06	
Average Age of Plant (Years)	5.0	9.5	0.52	7.4	0.67	8.5	0.58	4.5	1.10	
Increase (Decrease) Total Net Patient Revenue	8.9%	6.3%	1.41	8.2%	1.08	8.0%	1.12	14.2%	0.63	
Outpatient Gross Revenue (% of Total GPR)	74.6%	49.7%	1.50	56.7%	1.32	61.7%	1.21	73.5%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,188	\$11,228	0.73	\$9,427	0.87	\$7,870	1.04	\$7,555	1.08	
Inpatient Net Revenue per Day	\$2,677	\$2,612	1.02	\$2,348	1.14	\$2,323	1.15	\$2,459	1.09	
Outpatient Net Revenue per Visit	\$921	\$497	1.85	\$547	1.68	\$523	1.76	\$966	0.95	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$67,156,750	Cash & Cash Equivalents	\$7,047,765	Current Liabilities	\$5,584,003
Less Deductions	\$23,835,492	Net Patient Receivables	\$6,012,760	Long-Term Debt	\$24,307,553
Net Patient Revenue	\$43,321,258	Other Receivables	\$375,499	Other Liabilities	\$0
Plus Other Revenue	\$1,757,506			Subtotal	\$29,891,556
Total Revenue	\$45,078,764	Land, Buildings & Equipment (Net)	\$34,564,204	Unrestricted Fund Balance	\$25,422,754
Less Expenses	\$43,528,304	Other Assets	\$7,314,082	Restricted Fund Balance	\$1,399,591
Non-Operating Gains/Losses	\$399,656			Total Liabilities & Fund Balance	\$55,314,310
Net Income	\$1,950,116	Total Assets	\$55,314,310		