

**058 Rusk County Memorial Hospital and Nursing Home**  
 900 College Avenue West  
 Ladysmith, WI 54848  
 715-532-5561

Fiscal Year: 01/01 to 12/31  
 Type: **GMS**  
 Critical Access Hospital  
 Control: **County**

County: **Rusk**  
 Analysis Area: **West Central (5A)**  
 Volume Group: **2**

Selected Utilization Statistics	FY 2008	All GSM Hospitals		Analysis Area 5A		Volume Group 2		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	20.3%	60.5%	0.34	50.0%	0.41	30.3%	0.67	21.5%	0.94
Obstetrics	18.4%	42.5%	0.43	30.9%	0.60	12.3%	1.49	25.3%	0.73
Pediatrics	0.0%	57.0%	N/A	71.5%	N/A	3.3%	N/A	0.0%	N/A
Total Hospital	20.6%	58.4%	0.35	48.3%	0.43	33.3%	0.62	22.5%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.3	31.3	0.14	14.2	0.30	4.7	0.90	4.5	0.94
Obstetrics	0.4	5.7	0.06	2.1	0.18	0.5	0.69	0.5	0.73
Pediatrics	0.1	2.4	0.03	0.2	0.38	0.0	2.05	0.1	0.70
Total Hospital	5.1	54.6	0.09	21.8	0.24	6.5	0.79	5.6	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.7	0.90	3.5	0.95	3.1	1.07	3.2	1.03
Obstetrics	2.0	2.4	0.84	2.4	0.83	2.2	0.90	2.0	1.00
Pediatrics	1.4	2.2	0.61	1.9	0.70	1.6	0.83	1.8	0.74
Total Hospital	3.2	4.3	0.76	3.8	0.85	3.1	1.04	3.1	1.04
<b>Surgical Operations</b>									
Inpatient	502	1,970	0.25	577	0.87	156	3.22	526	0.95
Outpatient	440	4,151	0.11	1,762	0.25	1,057	0.42	423	1.04
Inpatient as % of All Surgeries	53.3%	32.2%	1.66	24.7%	2.16	12.9%	4.15	55.4%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	26,710	94,816	0.28	44,133	0.61	31,563	0.85	27,356	0.98
Emergency Visits	4,824	16,124	0.30	7,573	0.64	5,389	0.90	4,969	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.2	18.7	0.28	8.3	0.63	6.5	0.80	5.1	1.01
Nurses, Licensed	27.5	197.1	0.14	86.7	0.32	40.9	0.67	28.1	0.98
Ancillary Nursing Personnel	6.0	37.6	0.16	17.0	0.35	14.5	0.41	7.3	0.82
All Other Personnel	67.9	452.4	0.15	239.1	0.28	98.7	0.69	73.2	0.93
Total FTEs	106.5	705.8	0.15	351.1	0.30	160.5	0.66	113.8	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	28.9	17.2	1.68	16.5	1.76	33.0	0.88	28.4	1.02
Nurses, Licensed	152.8	181.8	0.84	171.8	0.89	206.9	0.74	156.0	0.98
Ancillary Nursing Personnel	33.3	34.6	0.96	33.8	0.98	73.2	0.45	40.5	0.82
All Other Personnel	377.9	417.2	0.91	474.0	0.80	499.6	0.76	406.1	0.93
Total FTEs	592.9	650.8	0.91	696.0	0.85	812.7	0.73	631.0	0.94

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 582  
 Inpatient Days 1,883

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 113  
 Inpatient Days 1,262

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 65  
 Newborn Days 117

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	21	466	1,559	20.3%	4.3	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	4	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	17	23	0.0%	0.1	1.4
<b>Obstetrics</b>	1	2	68	135	18.4%	0.4	2.0
<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	1	2	31	163	22.3%	0.4	5.3
Cardiac Intensive Unit	1	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	0	0	0	0.0%	0.0	0.0
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 Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	5	5.2	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	8.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	7	29	23.1	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	3	2.3	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	1	10	6.0	Physical Therapy Assistants/Aides	1	1	1.5
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	1	0.6
Certified Registered Nurse Anesthetists	2	0	2.0	Psychologists	0	0	0.0
Medical Records Personnel	4	2	5.4	Social Workers	1	1	1.7
Pharmacy Personnel	2	0	2.0	All Other Health Professionals	7	12	15.5
Clinical Laboratory Personnel	5	4	7.6	All Other Personnel	0	38	15.9
				<b>Total</b>	<b>46</b>	<b>111</b>	<b>106.5</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$13,940,809	52.8%	41.5%	1.27	44.9%	1.18	46.6%	1.13	51.1%	1.03
Medical Assistance	\$3,086,618	11.7%	10.8%	1.08	9.7%	1.21	7.4%	1.57	11.2%	1.05
Commercial	\$7,818,554	29.6%	40.7%	0.73	39.7%	0.75	39.7%	0.75	32.5%	0.91
All Other	\$1,557,058	5.9%	7.0%	0.85	5.8%	1.02	6.3%	0.94	5.2%	1.14
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,341,547	20.2%	26.5%	0.76	25.3%	0.80	23.5%	0.86	20.2%	1.00
Medical Assistance	\$1,908,148	7.2%	8.4%	0.86	7.0%	1.04	5.0%	1.45	6.2%	1.16
Commercial	\$506,605	1.9%	11.4%	0.17	6.3%	0.30	10.1%	0.19	2.1%	0.93
Charity Care	\$291,979	1.1%	1.6%	0.69	1.7%	0.65	1.1%	1.01	0.8%	1.38
All Other	\$493,266	1.9%	1.9%	0.99	1.6%	1.17	1.4%	1.31	1.3%	1.46
Total Deductions	\$8,541,545	32.4%	49.8%	0.65	41.9%	0.77	41.1%	0.79	30.6%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.7%	4.5%	0.37	3.0%	0.56	5.6%	0.30	1.8%	0.91
Net Gains/Losses as % of Net Income		7.1%	N/A	N/A	N/A	N/A	5.0%	1.42	9.5%	0.75
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,761,797	54.6%	47.4%	1.15	51.1%	1.07	47.8%	1.14	57.5%	0.95
Supplies & Services	\$5,835,597	36.4%	39.6%	0.92	37.4%	0.97	38.8%	0.94	33.7%	1.08
Capital Component	\$864,726	5.4%	8.8%	0.62	7.9%	0.68	9.0%	0.60	3.4%	1.57
Bad Debt	\$572,239	3.6%	4.2%	0.85	3.6%	0.99	4.3%	0.82	5.4%	0.66
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.7%	5.6%	2.09	7.8%	1.51	7.5%	1.57	12.7%	0.93
Total Hospital Net Income (%)		12.5%	3.5%	3.55	7.2%	1.74	7.8%	1.60	13.8%	0.91
Return on Equity (%)		20.1%	2.8%	7.18	5.8%	3.45	8.4%	2.41	24.7%	0.81
Current Ratio		3.8	2.9	1.31	1.4	2.74	3.3	1.15	3.4	1.12
Days in Net Patient Accounts Receivable		44.4	50.2	0.88	54.7	0.81	55.0	0.81	59.2	0.75
Average Payment Period		47.2	54.8	0.86	79.8	0.59	42.2	1.12	53.2	0.89
Equity Financing (%)		86.8%	58.1%	1.49	64.3%	1.35	52.9%	1.64	85.9%	1.01
Long-Term Debt to Equity Ratio		0.0	0.4	0.03	0.3	0.04	0.7	0.02	0.0	0.66
Times Interest Earned		44.6	3.3	13.62	8.6	5.16	5.5	8.14	53.0	0.84
Total Asset Turnover		1.6	0.8	1.96	0.8	1.96	1.1	1.50	1.8	0.90
Average Age of Plant (Years)		10.2	9.5	1.08	7.4	1.39	7.2	1.43	18.7	0.55
Increase (Decrease) Total Net Patient Revenue		1.0%	6.3%	0.15	8.2%	0.12	5.0%	0.19	3.8%	0.25
Outpatient Gross Revenue (% of Total GPR)		71.4%	49.7%	1.44	56.7%	1.26	66.9%	1.07	68.8%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,503		\$11,228	0.76	\$9,427	0.90	\$8,569	0.99	\$7,992	1.06
Inpatient Net Revenue per Day	\$1,834		\$2,612	0.70	\$2,348	0.78	\$2,327	0.79	\$1,831	1.00
Outpatient Net Revenue per Visit	\$377		\$497	0.76	\$547	0.69	\$390	0.97	\$350	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$26,403,039	Cash & Cash Equivalents	\$4,248,669	Current Liabilities	\$1,970,942
Less Deductions	\$8,541,545	Net Patient Receivables	\$2,168,153	Long-Term Debt	\$115,838
Net Patient Revenue	\$17,861,494	Other Receivables	\$646,875	Other Liabilities	\$0
Plus Other Revenue	\$302,433			Subtotal	\$2,086,780
Total Revenue	\$18,163,927	Land, Buildings & Equipment (Net)	\$3,903,108	Unrestricted Fund Balance	\$9,886,387
Less Expenses	\$16,034,359	Other Assets	\$423,954	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$163,262			Total Liabilities & Fund Balance	\$11,973,167
Net Income	\$2,292,830	Total Assets	\$11,390,759		