

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 2008	All GSM Hospitals		Analysis Area 5A		Volume Group 5		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	67.8%	60.5%	1.12	50.0%	1.36	52.8%	1.28	60.5%	1.12
Obstetrics	29.9%	42.5%	0.70	30.9%	0.97	34.5%	0.87	36.5%	0.82
Pediatrics	0.0%	57.0%	N/A	71.5%	N/A	12.0%	N/A	0.0%	N/A
Total Hospital	51.4%	58.4%	0.88	48.3%	1.06	49.1%	1.05	47.5%	1.08
Average Census (Patients)									
Adult Medical-Surgical	9.5	31.3	0.30	14.2	0.67	22.4	0.42	8.5	1.12
Obstetrics	2.1	5.7	0.37	2.1	1.01	3.7	0.57	2.6	0.82
Pediatrics	0.0	2.4	N/A	0.2	N/A	0.3	N/A	0.0	N/A
Total Hospital	12.8	54.6	0.24	21.8	0.59	37.2	0.35	11.9	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.7	0.96	3.5	1.01	3.5	1.02	3.3	1.09
Obstetrics	2.4	2.4	1.03	2.4	1.02	2.2	1.08	2.5	0.99
Pediatrics	0.0	2.2	N/A	1.9	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.4	4.3	0.80	3.8	0.89	3.6	0.94	3.1	1.10
Surgical Operations									
Inpatient	300	1,970	0.15	577	0.52	1,104	0.27	317	0.95
Outpatient	2,185	4,151	0.53	1,762	1.24	3,482	0.63	2,225	0.98
Inpatient as % of All Surgeries	12.1%	32.2%	0.38	24.7%	0.49	24.1%	0.50	12.5%	0.97
Outpatient Visits									
Non-Emergency Visits	37,223	94,816	0.39	44,133	0.84	71,021	0.52	34,958	1.06
Emergency Visits	8,716	16,124	0.54	7,573	1.15	17,114	0.51	8,876	0.98
Full-Time Equivalents (FTEs)									
Administrators	7.0	18.7	0.38	8.3	0.84	20.0	0.35	7.0	1.00
Nurses, Licensed	151.8	197.1	0.77	86.7	1.75	143.6	1.06	160.7	0.94
Ancillary Nursing Personnel	19.5	37.6	0.52	17.0	1.14	29.1	0.67	14.3	1.36
All Other Personnel	424.2	452.4	0.94	239.1	1.77	374.3	1.13	423.4	1.00
Total FTEs	602.5	705.8	0.85	351.1	1.72	567.1	1.06	605.3	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.5	17.2	0.55	16.5	0.58	20.4	0.47	10.9	0.88
Nurses, Licensed	206.5	181.8	1.14	171.8	1.20	146.6	1.41	249.4	0.83
Ancillary Nursing Personnel	26.5	34.6	0.76	33.8	0.78	29.7	0.89	22.1	1.20
All Other Personnel	577.0	417.2	1.38	474.0	1.22	382.1	1.51	657.1	0.88
Total FTEs	819.5	650.8	1.26	696.0	1.18	578.9	1.42	939.5	0.87

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,380
 Inpatient Days 4,699

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 1
 Discharges 13
 Inpatient Days 109

Newborn Nursery:
 Bassinets 9
 Total Births 273
 Newborn Days 602

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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	14	974	3,476	67.8%	9.5	3.6
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	316	767	29.9%	2.1	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	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	2	4	99	438	29.9%	1.2	4.4
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	Surgical Personnel	6	2	6.6
Physicians & Dentists	33	4	34.9	Radiological Services Personnel	15	5	18.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	1	3.0
Registered Nurses	97	26	108.2	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	34	4	36.5	Physical Therapists	6	3	7.1
Ancillary Nursing Personnel	18	4	19.5	Physical Therapy Assistants/Aides	4	0	4.0
Physician Assistants	7	3	7.9	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	1	3.1	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	4	0	4.0	Psychologists	0	0	0.0
Medical Records Personnel	1	0	1.0	Social Workers	2	0	2.0
Pharmacy Personnel	9	9	10.6	All Other Health Professionals	249	81	309.0
Clinical Laboratory Personnel	15	2	16.9	All Other Personnel	0	0	0.0
				Total	516	145	602.5

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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	\$35,793,519	35.3%	41.5%	0.85	44.9%	0.79	43.8%	0.81	34.3%	1.03
Medical Assistance	\$12,502,975	12.3%	10.8%	1.14	9.7%	1.27	9.0%	1.37	12.2%	1.01
Commercial	\$45,725,305	45.1%	40.7%	1.11	39.7%	1.14	40.7%	1.11	46.3%	0.97
All Other	\$7,359,331	7.3%	7.0%	1.04	5.8%	1.26	6.4%	1.13	7.2%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$16,527,887	16.3%	26.5%	0.62	25.3%	0.64	28.9%	0.56	14.7%	1.11
Medical Assistance	\$8,487,625	8.4%	8.4%	1.00	7.0%	1.20	7.5%	1.11	8.5%	0.98
Commercial	\$2,375,429	2.3%	11.4%	0.20	6.3%	0.37	10.6%	0.22	2.3%	1.04
Charity Care	\$2,365,743	2.3%	1.6%	1.46	1.7%	1.37	1.6%	1.43	2.1%	1.09
All Other	\$1,009,189	1.0%	1.9%	0.53	1.6%	0.62	1.2%	0.83	1.0%	0.95
Total Deductions	\$30,765,873	30.3%	49.8%	0.61	41.9%	0.72	49.9%	0.61	28.7%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	4.5%	0.26	3.0%	0.40	3.7%	0.32	1.1%	1.08
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A	N/A	0.28	17.5%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$42,319,274	63.0%	47.4%	1.33	51.1%	1.23	50.2%	1.25	64.1%	0.98
Supplies & Services	\$19,730,120	29.4%	39.6%	0.74	37.4%	0.79	35.5%	0.83	28.7%	1.02
Capital Component	\$2,646,809	3.9%	8.8%	0.45	7.9%	0.50	9.6%	0.41	4.0%	0.98
Bad Debt	\$2,484,799	3.7%	4.2%	0.88	3.6%	1.02	4.7%	0.79	3.2%	1.14
Fiscal Statistics										
Operating Margin (%)		6.0%	5.6%	1.07	7.8%	0.77	4.2%	1.43	10.3%	0.58
Total Hospital Net Income (%)		5.8%	3.5%	1.63	7.2%	0.80	3.6%	1.58	12.2%	0.47
Return on Equity (%)		5.5%	2.8%	1.97	5.8%	0.95	2.6%	2.10	11.6%	0.48
Current Ratio		2.7	2.9	0.92	1.4	1.93	2.8	0.97	3.5	0.76
Days in Net Patient Accounts Receivable		60.0	50.2	1.19	54.7	1.10	53.4	1.12	59.9	1.00
Average Payment Period		35.8	54.8	0.65	79.8	0.45	59.9	0.60	36.2	0.99
Equity Financing (%)		89.9%	58.1%	1.55	64.3%	1.40	57.9%	1.55	90.3%	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	3.3	N/A	8.6	N/A	2.9	N/A	0.0	N/A
Total Asset Turnover		1.0	0.8	1.18	0.8	1.18	0.7	1.32	0.9	1.03
Average Age of Plant (Years)		8.7	9.5	0.92	7.4	1.19	9.1	0.96	9.3	0.94
Increase (Decrease) Total Net Patient Revenue		10.5%	6.3%	1.66	8.2%	1.28	5.0%	2.11	12.3%	0.86
Outpatient Gross Revenue (% of Total GPR)		82.5%	49.7%	1.66	56.7%	1.46	62.1%	1.33	81.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,104		\$11,228	0.90	\$9,427	1.07	\$7,888	1.28	\$10,044	1.01
Inpatient Net Revenue per Day	\$2,925		\$2,612	1.12	\$2,348	1.25	\$2,187	1.34	\$3,199	0.91
Outpatient Net Revenue per Visit	\$1,231		\$497	2.48	\$547	2.25	\$608	2.02	\$1,132	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$101,381,130	Cash & Cash Equivalents	\$2,562,291	Current Liabilities	\$6,369,670
Less Deductions	\$30,765,873	Net Patient Receivables	\$11,575,256	Long-Term Debt	\$0
Net Patient Revenue	\$70,615,257	Other Receivables	\$1,285,834	Other Liabilities	\$1,166,070
Plus Other Revenue	\$849,603			Subtotal	\$7,535,740
Total Revenue	\$71,464,861	Land, Buildings & Equipment (Net)	\$27,052,981	Unrestricted Fund Balance	\$66,727,951
Less Expenses	\$67,181,002	Other Assets	\$31,787,329	Restricted Fund Balance	\$242,550
Non-Operating Gains/Losses	-\$183,349			Total Liabilities & Fund Balance	\$74,263,691
Net Income	\$4,100,510	Total Assets	\$74,263,691		