

**095 Westfields Hospital**  
 535 Hospital Road  
 New Richmond, WI 54017  
 715-246-2101

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: **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	50.5%	60.5%	0.84	50.0%	1.01	30.3%	1.67	53.9%	0.94
Obstetrics	18.6%	42.5%	0.44	30.9%	0.60	12.3%	1.51	17.2%	1.08
Pediatrics	14.2%	57.0%	0.25	71.5%	0.20	3.3%	4.33	13.4%	1.06
Total Hospital	37.8%	58.4%	0.65	48.3%	0.78	33.3%	1.14	39.6%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.1	31.3	0.26	14.2	0.57	4.7	1.71	8.6	0.94
Obstetrics	0.9	5.7	0.16	2.1	0.45	0.5	1.73	0.9	1.08
Pediatrics	0.1	2.4	0.06	0.2	0.87	0.0	4.63	0.1	1.06
Total Hospital	9.5	54.6	0.17	21.8	0.43	6.5	1.45	9.9	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.7	0.94	3.5	0.98	3.1	1.12	3.4	1.03
Obstetrics	2.5	2.4	1.07	2.4	1.06	2.2	1.14	2.3	1.09
Pediatrics	1.7	2.2	0.79	1.9	0.89	1.6	1.07	1.0	1.66
Total Hospital	3.2	4.3	0.75	3.8	0.84	3.1	1.03	3.1	1.02
<b>Surgical Operations</b>									
Inpatient	299	1,970	0.15	577	0.52	156	1.92	308	0.97
Outpatient	1,753	4,151	0.42	1,762	0.99	1,057	1.66	1,889	0.93
Inpatient as % of All Surgeries	14.6%	32.2%	0.45	24.7%	0.59	12.9%	1.13	14.0%	1.04
<b>Outpatient Visits</b>									
Non-Emergency Visits	17,449	94,816	0.18	44,133	0.40	31,563	0.55	15,988	1.09
Emergency Visits	6,212	16,124	0.39	7,573	0.82	5,389	1.15	6,058	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.7	0.05	8.3	0.12	6.5	0.15	1.0	1.00
Nurses, Licensed	44.9	197.1	0.23	86.7	0.52	40.9	1.10	51.0	0.88
Ancillary Nursing Personnel	10.4	37.6	0.28	17.0	0.61	14.5	0.72	13.6	0.77
All Other Personnel	136.1	452.4	0.30	239.1	0.57	98.7	1.38	121.9	1.12
Total FTEs	192.5	705.8	0.27	351.1	0.55	160.5	1.20	187.5	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.9	17.2	0.23	16.5	0.24	33.0	0.12	3.8	1.03
Nurses, Licensed	174.2	181.8	0.96	171.8	1.01	206.9	0.84	192.1	0.91
Ancillary Nursing Personnel	40.3	34.6	1.16	33.8	1.19	73.2	0.55	51.1	0.79
All Other Personnel	528.0	417.2	1.27	474.0	1.11	499.6	1.06	459.3	1.15
Total FTEs	746.4	650.8	1.15	696.0	1.07	812.7	0.92	706.3	1.06

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,083  
 Inpatient Days 3,460

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 106  
 Inpatient Days 823

**Newborn Nursery:**  
 Bassinets 5  
 Total Births 132  
 Newborn Days 280

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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	16	849	2,958	50.5%	8.1	3.5
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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	1	30	52	14.2%	0.1	1.7
<b>Obstetrics</b>	1	5	135	340	18.6%	0.9	2.5
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	3	69	110	10.0%	0.3	1.6
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	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)	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	1	0	1.0	Surgical Personnel	2	2	3.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	0	12.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	9	5.1
Registered Nurses	7	56	44.2	Occupational Therapists	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	2	0.7	Physical Therapists	3	1	3.7
Ancillary Nursing Personnel	0	32	10.4	Physical Therapy Assistants/Aides	0	1	0.4
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	1	1.6
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	2	0	2.0	Social Workers	1	0	1.0
Pharmacy Personnel	2	5	5.5	All Other Health Professionals	0	0	0.0
Clinical Laboratory Personnel	4	4	7.1	All Other Personnel	54	101	93.5
				<b>Total</b>	<b>90</b>	<b>215</b>	<b>192.5</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	\$14,403,589	36.5%	41.5%	0.88	44.9%	0.81	46.6%	0.78	42.1%	0.87
Medical Assistance	\$3,258,643	8.3%	10.8%	0.76	9.7%	0.85	7.4%	1.11	7.8%	1.06
Commercial	\$20,200,181	51.2%	40.7%	1.26	39.7%	1.29	39.7%	1.29	45.5%	1.12
All Other	\$1,598,064	4.0%	7.0%	0.58	5.8%	0.70	6.3%	0.64	4.6%	0.87
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,616,723	16.8%	26.5%	0.63	25.3%	0.66	23.5%	0.71	17.3%	0.97
Medical Assistance	\$1,457,747	3.7%	8.4%	0.44	7.0%	0.53	5.0%	0.74	3.5%	1.05
Commercial	\$3,542,425	9.0%	11.4%	0.78	6.3%	1.42	10.1%	0.89	5.9%	1.51
Charity Care	\$315,916	0.8%	1.6%	0.50	1.7%	0.47	1.1%	0.73	0.9%	0.85
All Other	\$448,558	1.1%	1.9%	0.60	1.6%	0.71	1.4%	0.80	0.2%	5.16
Total Deductions	\$12,381,369	31.4%	49.8%	0.63	41.9%	0.75	41.1%	0.76	27.9%	1.12
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.4%	4.5%	0.75	3.0%	1.12	5.6%	0.60	3.6%	0.93
Net Gains/Losses as % of Net Income		9.0%	N/A	N/A	N/A	N/A	5.0%	1.79	40.7%	0.22
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,335,293	49.5%	47.4%	1.04	51.1%	0.97	47.8%	1.04	47.3%	1.05
Supplies & Services	\$10,229,587	38.0%	39.6%	0.96	37.4%	1.02	38.8%	0.98	38.0%	1.00
Capital Component	\$1,832,043	6.8%	8.8%	0.78	7.9%	0.86	9.0%	0.75	8.0%	0.85
Bad Debt	\$1,521,538	5.7%	4.2%	1.34	3.6%	1.56	4.3%	1.30	6.8%	0.83
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.9%	5.6%	0.70	7.8%	0.51	7.5%	0.53	3.3%	1.18
Total Hospital Net Income (%)		4.3%	3.5%	1.22	7.2%	0.60	7.8%	0.55	5.5%	0.78
Return on Equity (%)		5.0%	2.8%	1.79	5.8%	0.86	8.4%	0.60	6.2%	0.81
Current Ratio		2.4	2.9	0.84	1.4	1.76	3.3	0.74	2.5	0.99
Days in Net Patient Accounts Receivable		61.7	50.2	1.23	54.7	1.13	55.0	1.12	59.9	1.03
Average Payment Period		54.9	54.8	1.00	79.8	0.69	42.2	1.30	51.7	1.06
Equity Financing (%)		26.7%	58.1%	0.46	64.3%	0.42	52.9%	0.50	25.5%	1.05
Long-Term Debt to Equity Ratio		2.1	0.4	5.27	0.3	7.61	0.7	3.21	2.3	0.91
Times Interest Earned		3.2	3.3	0.97	8.6	0.37	5.5	0.58	2.8	1.14
Total Asset Turnover		1.2	0.8	1.43	0.8	1.43	1.1	1.10	1.1	1.05
Average Age of Plant (Years)		2.9	9.5	0.31	7.4	0.40	7.2	0.41	2.0	1.44
Increase (Decrease) Total Net Patient Revenue		4.7%	6.3%	0.74	8.2%	0.57	5.0%	0.95	8.8%	0.53
Outpatient Gross Revenue (% of Total GPR)		63.3%	49.7%	1.27	56.7%	1.12	66.9%	0.95	62.7%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,488		\$11,228	0.76	\$9,427	0.90	\$8,569	0.99	\$8,304	1.02
Inpatient Net Revenue per Day	\$2,356		\$2,612	0.90	\$2,348	1.00	\$2,327	1.01	\$2,403	0.98
Outpatient Net Revenue per Visit	\$718		\$497	1.44	\$547	1.31	\$390	1.84	\$709	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$39,460,477	Cash & Cash Equivalents	\$4,330,297	Current Liabilities	\$3,843,960
Less Deductions	\$12,381,369	Net Patient Receivables	\$4,566,921	Long-Term Debt	\$13,737,675
Net Patient Revenue	\$27,079,108	Other Receivables	\$1,124	Other Liabilities	\$41,982
Plus Other Revenue	\$939,371			Subtotal	\$17,623,617
Total Revenue	\$28,018,479	Land, Buildings & Equipment (Net)	\$8,824,382	Unrestricted Fund Balance	\$6,410,233
Less Expenses	\$26,918,461	Other Assets	\$6,311,126	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$108,706			Total Liabilities & Fund Balance	\$24,033,850
Net Income	\$1,208,724	Total Assets	\$24,033,850		