

**009 Mayo Clinic Health System - Northland in Barron**  
 1222 E Woodland Avenue  
 Barron, WI 54812  
 715-537-3186

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Barron  
 Analysis Area: West Central (5A)  
 Volume Group: 3

		All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	26.5%	55.7%	0.48	42.7%	0.62	38.3%	0.69	31.6%	0.84
Obstetrics	27.5%	41.5%	0.66	29.5%	0.02	24.8%	1.11	30.0%	0.92
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	26.6%	57.5%	0.46	44.1%	0.60	37.2%	0.71	31.5%	0.84
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.6	26.4	0.21	11.9	0.47	6.5	0.85	5.7	0.98
Obstetrics	0.6	5.6	0.10	2.1	0.27	1.0	0.55	0.6	0.92
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.1	49.4	0.12	18.9	0.32	8.5	0.72	6.3	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.84	3.7	0.90	2.9	1.12	3.6	0.91
Obstetrics	2.1	2.5	0.82	2.3	0.91	2.2	0.94	2.0	1.07
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.71	3.9	0.80	3.1	1.02	3.3	0.94
<b>Surgical Operations</b>									
Inpatient	89	1,396	0.06	485	0.18	273	0.33	59	1.51
Outpatient	531	4,206	0.13	1,916	0.28	1,279	0.42	429	1.24
Inpatient as % of All Surgeries	14.4%	24.9%	0.58	20.2%	0.71	17.6%	0.82	12.1%	1.19
<b>Outpatient Visits</b>									
Non-Emergency Visits	60,001	136,074	0.44	67,827	0.88	57,910	1.04	56,561	1.06
Emergency Visits	8,178	18,688	0.44	8,592	0.95	8,090	1.01	7,821	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	19.3	0.05	10.6	0.09	9.4	0.11	2.5	0.40
Nurses, Licensed	93.0	239.2	0.39	115.3	0.81	79.9	1.16	98.4	0.95
Ancillary Nursing Personnel	7.6	40.0	0.19	18.4	0.41	13.5	0.56	8.4	0.91
All Other Personnel	200.0	480.4	0.42	260.2	0.77	187.1	1.07	193.4	1.03
Total FTEs	301.6	779.0	0.39	404.6	0.75	289.8	1.04	302.7	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.5	14.9	0.17	18.0	0.14	24.3	0.10	5.5	0.45
Nurses, Licensed	231.7	183.7	1.26	195.4	1.19	207.6	1.12	215.7	1.07
Ancillary Nursing Personnel	18.9	30.8	0.62	31.2	0.61	35.0	0.54	18.3	1.03
All Other Personnel	498.1	369.0	1.35	440.9	1.13	486.3	1.02	423.9	1.17
Total FTEs	751.2	598.3	1.26	685.5	1.10	753.3	1.00	663.4	1.13

**Total Hospital:**

Beds Set Up & Staffed 23  
 Discharges 710  
 Inpatient Days 2,230

**Contract with:**

Health Maintenance  
 Organization (HMO) No  
 Preferred Provider  
 Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 5  
 Discharges 186  
 Inpatient Days 1,956

**Newborn Nursery:**

Bassinets 2  
 Total Births 96  
 Newborn Days 169

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	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	614	2,029	26.5%	5.6	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	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	2	96	201	27.5%	0.6	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	2	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.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	3	1.0	Surgical Personnel	4	7	5.8
Physicians & Dentists	14	24	19.8	Radiological Services Personnel	10	14	17.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	5	4.6
Registered Nurses	30	97	80.1	Occupational Therapists	1	4	2.7
Certified Nurse Midwives	1	1	1.5	Occupational Therapy Assistants/Aides	0	2	1.0
Licensed Practical Nurses	1	7	2.5	Physical Therapists	7	5	10.0
Ancillary Nursing Personnel	1	11	7.6	Physical Therapy Assistants/Aides	2	9	4.6
Medical Assistants	8	46	23.7	Recreational Therapists	0	0	0.0
Physician Assistants	14	7	17.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	9	5.4	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	3	3	3.6	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	11	11.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	36	61.9
Pharmacy Personnel	1	6	3.7				
Clinical Laboratory Personnel	11	5	15.1				
				<b>Total</b>	<b>165</b>	<b>312</b>	<b>301.6</b>

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
FY 2018					5A		3			
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$73,981,582	53.3%	45.7%	1.17	51.0%	1.04	46.1%	1.16	51.4%	1.04
Medical Assistance	\$18,015,576	13.0%	14.0%	0.93	11.7%	1.11	13.3%	0.98	12.7%	1.02
Commercial	\$42,229,679	30.4%	35.8%	0.85	33.6%	0.91	36.0%	0.85	32.0%	0.95
All Other	\$4,599,297	3.3%	4.5%	0.74	3.7%	0.91	4.6%	0.72	3.8%	0.88
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$42,344,734	30.5%	34.1%	0.89	33.7%	0.91	29.3%	1.04	26.8%	1.14
Medical Assistance	\$13,408,324	9.7%	10.6%	0.91	8.2%	1.18	9.2%	1.05	10.0%	0.97
Commercial	\$10,173,869	7.3%	14.7%	0.50	9.0%	0.82	11.9%	0.61	7.8%	0.94
Charity Care	\$1,823,433	1.3%	1.0%	1.35	1.1%	1.20	1.0%	1.29	1.1%	1.15
Bad Debt	\$2,678,629	1.9%	1.1%	1.80	1.0%	1.86	1.7%	1.11	2.1%	0.94
All Other	\$1,258,370	0.9%	2.0%	0.46	1.3%	0.68	1.9%	0.48	1.2%	0.78
Total Deductions	\$71,687,359	51.6%	63.3%	0.82	54.3%	0.95	55.1%	0.94	49.0%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.6%	5.5%	0.11	2.5%	0.24	5.9%	0.10	1.8%	0.33
Net Gains/Losses as % of Net Income		4.8%	2.6%	1.86	24.5%	0.19	14.7%	0.32	715.0%	0.01
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$34,637,052	55.2%	44.1%	1.25	52.7%	1.05	51.5%	1.07	56.5%	0.98
Supplies & Services	\$23,533,947	37.5%	49.0%	0.77	41.1%	0.91	40.5%	0.93	36.4%	1.03
Capital Component	\$4,531,631	7.2%	6.9%	1.05	6.1%	1.18	8.0%	0.91	7.1%	1.01
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.2%	8.4%	0.86	8.1%	0.89	5.3%	1.35	-2.5%	N/A
Total Hospital Net Income (%)		7.5%	8.6%	0.87	10.4%	0.72	6.1%	1.22	0.4%	18.78
Return on Equity (%)		9.0%	6.3%	1.42	7.0%	1.28	5.1%	1.77	0.5%	18.46
Current Ratio		18.9	5.9	3.18	4.4	4.31	5.4	3.51	6.2	3.03
Days in Net Patient Accounts Receivable		52.3	51.6	1.01	49.2	1.06	51.7	1.01	74.3	0.70
Average Payment Period		6.8	38.5	0.18	52.6	0.13	34.1	0.20	15.2	0.45
Equity Financing (%)		82.7%	75.1%	1.10	78.5%	1.05	79.8%	1.04	81.3%	1.02
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		570.9	13.4	42.69	26.2	21.76	8.4	68.00	25.1	22.73
Total Asset Turnover		1.2	0.7	1.62	0.7	1.81	0.8	1.46	1.2	1.01
Average Age of Plant (Years)		7.1	9.9	0.72	11.5	0.61	9.3	0.76	6.7	1.05
Increase (Decrease) Total Net Patient Revenue		12.5%	5.4%	2.29	7.0%	1.79	4.5%	2.80	0.3%	35.85
Outpatient Gross Revenue (% of Total GPR)		84.9%	61.9%	1.37	68.3%	1.24	78.1%	1.09	86.2%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$16,323	\$15,830	1.03	\$14,403	1.13	\$12,599	1.30	\$12,626	1.29
Inpatient Net Revenue per Day		\$3,309	\$3,538	0.94	\$3,489	0.95	\$3,643	0.91	\$2,545	1.30
Outpatient Net Revenue per Visit		\$800	\$686	1.17	\$791	1.01	\$598	1.34	\$785	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$138,826,134	Cash & Cash Equivalents	\$2,615,101	Current Liabilities	\$1,102,227
Less Deductions	\$71,687,359	Net Patient Receivables	\$9,625,314	Long-Term Debt	\$0
Net Patient Revenue	\$67,138,775	Other Receivables	\$17,278	Other Liabilities	\$8,705,216
Plus Other Revenue	\$400,625			Subtotal	\$9,807,443
Total Revenue	\$67,539,400	Land, Buildings & Equipment (Net)	\$22,142,845	Unrestricted Fund Balance	\$46,877,241
Less Expenses	\$62,702,630	Other Assets	\$22,284,146	Restricted Fund Balance	\$62,846
Non-Operating Gains/Losses	\$241,585			Total Liabilities & Fund Balance	\$56,684,684
Net Income	\$5,078,355	Total Assets	\$56,684,684		