

**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

		All GMS Hospitals		Analysis Area 5A		Volume Group 4		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	31.1%	55.7%	0.56	42.7%	0.73	39.8%	0.78	32.7%	0.95
Obstetrics	51.4%	41.5%	1.24	29.5%	0.12	28.9%	1.77	51.5%	1.00
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	37.0%	57.5%	0.64	44.1%	0.84	42.4%	0.87	38.2%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.3	26.4	0.20	11.9	0.45	10.7	0.50	5.6	0.95
Obstetrics	3.6	5.6	0.64	2.1	1.75	2.0	1.81	3.6	1.00
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.9	49.4	0.18	18.9	0.47	16.6	0.53	9.2	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.9	0.63	3.7	0.68	3.0	0.83	2.6	0.94
Obstetrics	2.2	2.5	0.88	2.3	0.97	2.2	1.00	2.3	0.95
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.4	4.4	0.54	3.9	0.61	3.3	0.73	2.5	0.95
<b>Surgical Operations</b>									
Inpatient	293	1,396	0.21	485	0.60	484	0.60	271	1.08
Outpatient	1,437	4,206	0.34	1,916	0.75	2,045	0.70	1,556	0.92
Inpatient as % of All Surgeries	16.9%	24.9%	0.68	20.2%	0.84	19.2%	0.88	14.8%	1.14
<b>Outpatient Visits</b>									
Non-Emergency Visits	36,616	136,074	0.27	67,827	0.54	63,222	0.58	23,779	1.54
Emergency Visits	11,135	18,688	0.60	8,592	1.30	12,717	0.88	11,513	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	28.2	19.3	1.46	10.6	2.65	10.6	2.67	27.7	1.02
Nurses, Licensed	67.2	239.2	0.28	115.3	0.58	104.8	0.64	86.4	0.78
Ancillary Nursing Personnel	18.5	40.0	0.46	18.4	1.00	22.9	0.81	25.7	0.72
All Other Personnel	135.1	480.4	0.28	260.2	0.52	217.2	0.62	138.9	0.97
Total FTEs	248.9	779.0	0.32	404.6	0.62	355.5	0.70	278.7	0.89
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	65.9	14.9	4.43	18.0	3.66	17.1	3.86	65.1	1.01
Nurses, Licensed	156.9	183.7	0.85	195.4	0.80	169.2	0.93	203.3	0.77
Ancillary Nursing Personnel	43.1	30.8	1.40	31.2	1.38	37.0	1.17	60.4	0.71
All Other Personnel	315.5	369.0	0.85	440.9	0.72	350.8	0.90	326.6	0.97
Total FTEs	581.3	598.3	0.97	685.5	0.85	574.1	1.01	655.5	0.89

**Total Hospital:**

Beds Set Up & Staffed 24  
 Discharges 1,365  
 Inpatient Days 3,241

**Contract with:**

Health Maintenance  
 Organization (HMO) Yes  
 Preferred Provider  
 Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 1  
 Discharges 36  
 Inpatient Days 271

**Newborn Nursery:**

Bassinet 6  
 Total Births 588  
 Newborn Days 1,123

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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	17	775	1,929	31.1%	5.3	2.5
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	7	590	1,312	51.4%	3.6	2.2
<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	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	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.

\*\* 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	26	3	28.2	Surgical Personnel	3	3	4.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	6	8.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	3	2.3
Registered Nurses	11	81	61.7	Occupational Therapists	0	2	1.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	3	2.3	Physical Therapists	4	4	5.6
Ancillary Nursing Personnel	4	25	18.5	Physical Therapy Assistants/Aides	0	1	0.8
Medical Assistants	2	3	4.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.4
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.2	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	12	18.0
Health Info Mgmt-Administrators/Technicians	3	1	3.6	All Other Personnel	54	27	69.3
Pharmacy Personnel	4	8	9.7				
Clinical Laboratory Personnel	3	3	5.3				
				<b>Total</b>	<b>133</b>	<b>187</b>	<b>248.9</b>

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$48,185,662	40.2%	45.7%	0.88	51.0%	0.79	49.2%	0.82	39.4%	1.02
Medical Assistance	\$10,827,945	9.0%	14.0%	0.65	11.7%	0.77	11.3%	0.80	11.0%	0.82
Commercial	\$57,573,142	48.0%	35.8%	1.34	33.6%	1.43	36.3%	1.32	46.3%	1.04
All Other	\$3,311,209	2.8%	4.5%	0.61	3.7%	0.76	3.2%	0.87	3.2%	0.87
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$28,452,668	23.7%	34.1%	0.70	33.7%	0.71	35.5%	0.67	23.1%	1.03
Medical Assistance	\$6,429,681	5.4%	10.6%	0.51	8.2%	0.65	8.4%	0.64	6.7%	0.81
Commercial	\$22,380,018	18.7%	14.7%	1.27	9.0%	2.08	13.1%	1.43	17.6%	1.06
Charity Care	\$844,997	0.7%	1.0%	0.72	1.1%	0.64	1.3%	0.56	0.8%	0.93
Bad Debt	\$1,999,096	1.7%	1.1%	1.56	1.0%	1.60	1.4%	1.20	1.5%	1.10
All Other	\$2,051,100	1.7%	2.0%	0.87	1.3%	1.28	1.1%	1.62	1.5%	1.14
Total Deductions	\$62,157,560	51.8%	63.3%	0.82	54.3%	0.95	60.7%	0.85	51.1%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		7.7%	5.5%	1.41	2.5%	3.15	3.5%	2.22	4.3%	1.78
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	24.5%	N/A	18.6%	N/A	12.6%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$25,597,414	45.5%	44.1%	1.03	52.7%	0.86	44.5%	1.02	45.5%	1.00
Supplies & Services	\$26,383,954	46.9%	49.0%	0.96	41.1%	1.14	46.9%	1.00	45.3%	1.04
Capital Component	\$4,310,668	7.7%	6.9%	1.11	6.1%	1.25	8.5%	0.90	9.3%	0.83
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.1%	8.4%	1.20	8.1%	1.25	4.8%	2.10	5.1%	1.97
Total Hospital Net Income (%)		9.4%	8.6%	1.10	10.4%	0.91	5.8%	1.62	5.8%	1.63
Return on Equity (%)		7.3%	6.3%	1.16	7.0%	1.05	3.7%	1.98	4.3%	1.70
Current Ratio		2.4	5.9	0.40	4.4	0.54	5.5	0.42	2.8	0.83
Days in Net Patient Accounts Receivable		35.1	51.6	0.68	49.2	0.71	49.4	0.71	36.0	0.97
Average Payment Period		61.2	38.5	1.59	52.6	1.16	40.4	1.51	66.3	0.92
Equity Financing (%)		70.2%	75.1%	0.93	78.5%	0.89	75.7%	0.93	65.1%	1.08
Long-Term Debt to Equity Ratio		0.2	0.2	1.55	0.1	2.06	0.2	1.36	0.3	0.73
Times Interest Earned		10.1	13.4	0.76	26.2	0.39	6.3	1.62	5.5	1.83
Total Asset Turnover		0.8	0.7	1.06	0.7	1.19	0.6	1.25	0.7	1.06
Average Age of Plant (Years)		12.3	9.9	1.25	11.5	1.07	9.1	1.35	10.1	1.22
Increase (Decrease) Total Net Patient Revenue		5.3%	5.4%	0.98	7.0%	0.76	7.2%	0.74	3.4%	1.55
Outpatient Gross Revenue (% of Total GPR)		79.0%	61.9%	1.28	68.3%	1.16	72.7%	1.09	78.5%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,980	\$15,830	0.63	\$14,403	0.69	\$11,444	0.87	\$9,413	1.06
Inpatient Net Revenue per Day		\$3,900	\$3,538	1.10	\$3,489	1.12	\$3,344	1.17	\$3,496	1.12
Outpatient Net Revenue per Visit		\$957	\$686	1.40	\$791	1.21	\$740	1.29	\$1,232	0.78

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$119,897,958	Cash & Cash Equivalents	\$13,713,640	Current Liabilities	\$8,844,073
Less Deductions	\$62,157,560	Net Patient Receivables	\$5,548,455	Long-Term Debt	\$13,851,672
Net Patient Revenue	\$57,740,398	Other Receivables	\$217,094	Other Liabilities	\$1,063,215
Plus Other Revenue	\$4,841,605			Subtotal	\$23,758,960
Total Revenue	\$62,582,003	Land, Buildings & Equipment (Net)	\$34,185,582		
Less Expenses	\$56,292,036	Other Assets	\$26,093,513	Unrestricted Fund Balance	\$55,999,324
Non-Operating Gains/Losses	-\$428,791			Restricted Fund Balance	\$3,710,397
Net Income	\$5,861,176	Total Assets	\$79,758,284	Total Liabilities & Fund Balance	\$79,758,284