

**102 Osceola Medical Center**  
 2600 65th Avenue, PO Box 218  
 Osceola, WI 54020  
 715-294-2111

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

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	22.9%	55.2%	0.41	42.1%	0.54	18.2%	1.26	21.0%	1.09
Obstetrics	0.0%	38.0%	N/A	26.3%	0.02	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.4%	57.4%	0.44	43.5%	0.58	22.2%	1.14	23.9%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.2	26.0	0.12	11.3	0.28	2.8	1.14	2.9	1.09
Obstetrics	0.6	4.9	0.12	1.9	0.31	0.6	0.95	0.5	1.10
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	49.0	0.08	18.5	0.21	4.1	0.92	3.6	1.06
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	4.1	0.83	3.6	0.93	3.1	1.08	3.5	0.96
Obstetrics	2.1	2.6	0.82	2.3	0.92	2.2	0.96	1.8	1.15
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.0	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.68	3.9	0.78	2.9	1.05	3.0	1.01
<b>Surgical Operations</b>									
Inpatient	148	1,426	0.10	509	0.29	305	0.49	69	2.14
Outpatient	744	4,581	0.16	2,269	0.33	1,106	0.67	548	1.36
Inpatient as % of All Surgeries	16.6%	23.7%	0.70	18.3%	0.91	21.6%	0.77	11.2%	1.48
<b>Outpatient Visits</b>									
Non-Emergency Visits	15,681	144,376	0.11	78,013	0.20	28,429	0.55	14,435	1.09
Emergency Visits	3,144	17,768	0.18	8,412	0.37	4,284	0.73	3,090	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	23.0	0.22	13.4	0.37	5.9	0.85	5.0	1.00
Nurses, Licensed	44.5	251.3	0.18	124.0	0.36	43.5	1.02	50.6	0.88
Ancillary Nursing Personnel	5.9	39.7	0.15	18.7	0.32	6.3	0.93	7.8	0.76
All Other Personnel	154.4	509.3	0.30	265.3	0.58	106.9	1.44	159.0	0.97
Total FTEs	209.8	823.3	0.25	421.4	0.50	162.6	1.29	222.4	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	22.4	17.0	1.32	20.2	1.11	33.7	0.66	23.2	0.96
Nurses, Licensed	198.9	185.7	1.07	186.6	1.07	250.2	0.79	235.3	0.85
Ancillary Nursing Personnel	26.5	29.3	0.90	28.1	0.94	36.4	0.73	36.3	0.73
All Other Personnel	690.4	376.3	1.83	399.1	1.73	615.3	1.12	738.9	0.93
Total FTEs	938.1	608.3	1.54	633.9	1.48	935.7	1.00	1,033.8	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 15  
 Discharges 453  
 Inpatient Days 1,388

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

**Medicare-certified Swing Beds:**  
 Average Beds Used 3  
 Discharges 24  
 Inpatient Days 150

**Newborn Nursery:**  
 Bassinets 3  
 Total Births 101  
 Newborn Days 188

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	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	2	14	345	1,168	22.9%	3.2	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	0	102	214	0.0%	0.6	2.1
<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	2	1	6	6	1.6%	0.0	1.0
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)	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

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

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	5	0	5.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	1	0.3	Radiological Services Personnel	3	7	6.8
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	1	1.6
Registered Nurses	22	26	34.9	Occupational Therapists	2	1	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	4	5	5.9	Physical Therapists	3	1	3.5
Ancillary Nursing Personnel	3	5	5.9	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	19	1	19.1	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	3	2	4.2
Nurse Practitioners	3	1	3.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	1.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	28	11.6
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	63	27	74.5
Pharmacy Personnel	6	6	9.1				
Clinical Laboratory Personnel	9	1	9.2				
				<b>Total</b>	<b>164</b>	<b>115</b>	<b>209.8</b>

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2018	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$22,698,575	36.7%	46.3%	0.79	50.4%	0.73	47.3%	0.78	38.0%	0.97
Medical Assistance	\$7,402,647	12.0%	13.6%	0.88	11.5%	1.04	10.4%	1.15	13.0%	0.92
Commercial	\$31,172,167	50.4%	35.3%	1.43	34.7%	1.45	38.9%	1.30	47.6%	1.06
All Other	\$601,595	1.0%	4.8%	0.20	3.4%	0.29	3.4%	0.28	1.4%	0.68
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$11,387,216	18.4%	34.9%	0.53	33.8%	0.54	28.0%	0.66	17.1%	1.08
Medical Assistance	\$4,810,187	7.8%	10.4%	0.75	8.0%	0.97	7.2%	1.07	7.2%	1.08
Commercial	\$17,063,423	27.6%	14.7%	1.88	10.5%	2.62	13.6%	2.03	15.6%	1.77
Charity Care	\$473,596	0.8%	1.0%	0.79	0.9%	0.86	0.7%	1.08	0.7%	1.16
Bad Debt	\$592,267	1.0%	1.1%	0.90	1.0%	0.96	1.3%	0.75	1.9%	0.50
All Other	\$1,048,901	1.7%	2.2%	0.78	1.5%	1.11	2.1%	0.80	1.5%	1.10
Total Deductions	\$35,375,590	57.2%	64.2%	0.89	55.8%	1.03	52.9%	1.08	44.0%	1.30
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	30.5%	5.5%	5.50		3.2%	9.60	4.8%	6.38	2.8%	10.92
Net Gains/Losses as % of Net Income	112.3%	13.2%	8.52		52.1%	2.15	10.4%	10.81	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,282,762	42.6%	44.0%	0.97	51.5%	0.83	46.3%	0.92	41.9%	1.02
Supplies & Services	\$19,640,290	51.4%	49.2%	1.05	43.3%	1.19	46.3%	1.11	51.6%	1.00
Capital Component	\$2,260,431	5.9%	6.8%	0.87	5.2%	1.14	7.4%	0.80	6.5%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)	-0.2%	9.1%	N/A		1.7%	N/A	12.2%	N/A	-13.9%	0.01
Total Hospital Net Income (%)	1.5%	10.3%	0.14		3.5%	0.42	13.5%	0.11	-12.7%	N/A
Return on Equity (%)	1.5%	6.0%	0.25		0.7%	1.98	12.4%	0.12	-10.4%	N/A
Current Ratio	3.5	4.7	0.74		2.3	1.52	3.1	1.14	3.2	1.11
Days in Net Patient Accounts Receivable	59.3	64.0	0.93		168.6	0.35	56.0	1.06	56.7	1.05
Average Payment Period	49.2	56.5	0.87		192.0	0.26	54.4	0.90	56.7	0.87
Equity Financing (%)	53.9%	69.2%	0.78		52.0%	1.04	61.0%	0.88	50.9%	1.06
Long-Term Debt to Equity Ratio	0.6	0.3	2.42		0.6	0.97	0.4	1.71	0.7	0.89
Times Interest Earned	2.5	13.4	0.18		12.2	0.20	16.6	0.15	-8.9	N/A
Total Asset Turnover	1.0	0.6	1.71		0.2	4.71	0.9	1.08	0.8	1.21
Average Age of Plant (Years)	11.9	12.6	0.95		38.0	0.31	9.2	1.29	10.8	1.10
Increase (Decrease) Total Net Patient Revenue	-16.6%	7.3%	N/A		16.1%	N/A	3.3%	N/A	-4.1%	4.04
Outpatient Gross Revenue (% of Total GPR)	83.0%	63.3%	1.31		72.3%	1.15	76.2%	1.09	83.3%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$16,208	\$16,906	0.96		\$14,502	1.12	\$15,352	1.06	\$10,369	1.56
Inpatient Net Revenue per Day	\$4,979	\$3,675	1.35		\$3,502	1.42	\$4,244	1.17	\$3,135	1.59
Outpatient Net Revenue per Visit	\$1,024	\$703	1.46		\$807	1.27	\$803	1.27	\$1,603	0.64

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$61,874,984	Cash & Cash Equivalents	\$11,924,292	Current Liabilities	\$4,927,163
Less Deductions	\$35,375,590	Net Patient Receivables	\$4,307,524	Long-Term Debt	\$13,007,627
Net Patient Revenue	\$26,499,394	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$11,613,115			Subtotal	\$17,934,790
Total Revenue	\$38,112,509	Land, Buildings & Equipment (Net)	\$19,407,033		
Less Expenses	\$38,183,483	Other Assets	\$3,275,708	Unrestricted Fund Balance	\$20,979,767
Non-Operating Gains/Losses	\$648,078			Restricted Fund Balance	\$271
Net Income	\$577,104	Total Assets	\$38,914,557	Total Liabilities & Fund Balance	\$38,914,557