

**119 Marshfield Medical Center – Rice Lake**  
1700 West Stout Street  
Rice Lake, WI 54868  
715-234-1515

Fiscal Year: 01/01 to 12/31  
Type: GMS  
General Medical & Surgical

County: Barron  
Analysis Area: West Central (5A)  
Volume Group: 6

Control:

|                                               |         | All GMS Hospitals |       | Analysis Area 5A |       | Volume Group 6 |       | FY 2024 vs. 2023 |       |
|-----------------------------------------------|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| Selected Utilization Statistics               |         | Value             | Ratio | Value            | Ratio | Value          | Ratio | FY 2023          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                  |       |                |       |                  |       |
| Adult Medical-Surgical                        | 76.9%   | 63.0%             | 1.22  | 55.9%            | 1.38  | 62.3%          | 1.23  | 69.0%            | 1.11  |
| Obstetrics                                    | 0.0%    | 40.9%             | N/A   | 28.9%            | 0.03  | 32.8%          | N/A   | 100.7%           | 0.00  |
| Pediatrics                                    | 0.0%    | 77.7%             | N/A   | 0.0%             | N/A   | 98.7%          | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 86.7%   | 63.6%             | 1.36  | 56.5%            | 1.53  | 62.3%          | 1.39  | 76.0%            | 1.14  |
| <b>Average Census (Patients)</b>              |         |                   |       |                  |       |                |       |                  |       |
| Adult Medical-Surgical                        | 11.5    | 25.0              | 0.46  | 11.5             | 1.01  | 24.7           | 0.47  | 10.3             | 1.11  |
| Obstetrics                                    | 0.8     | 5.2               | 0.15  | 2.6              | 0.30  | 3.2            | 0.24  | 2.0              | 0.38  |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 0.0              | N/A   | 7.6            | N/A   | 0.0              | N/A   |
| Total Hospital                                | 13.9    | 46.9              | 0.30  | 16.1             | 0.86  | 47.9           | 0.29  | 14.4             | 0.96  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                  |       |                |       |                  |       |
| Adult Medical-Surgical                        | 3.7     | 4.3               | 0.84  | 3.9              | 0.93  | 4.1            | 0.90  | 3.7              | 1.00  |
| Obstetrics                                    | 2.3     | 2.4               | 0.94  | 2.2              | 1.05  | 2.4            | 0.96  | 2.1              | 1.08  |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 0.0              | N/A   | 3.5            | N/A   | 0.0              | N/A   |
| Total Hospital                                | 3.6     | 4.8               | 0.75  | 4.1              | 0.89  | 4.5            | 0.81  | 3.4              | 1.06  |
| <b>Surgical Operations</b>                    |         |                   |       |                  |       |                |       |                  |       |
| Inpatient                                     | 159     | 1,014             | 0.16  | 341              | 0.47  | 880            | 0.18  | 239              | 0.67  |
| Outpatient                                    | 4,542   | 4,465             | 1.02  | 3,030            | 1.50  | 5,032          | 0.90  | 4,609            | 0.99  |
| Inpatient as % of All Surgeries               | 3.4%    | 18.5%             | 0.18  | 10.1%            | 0.33  | 14.9%          | 0.23  | 4.9%             | 0.69  |
| <b>Outpatient Visits</b>                      |         |                   |       |                  |       |                |       |                  |       |
| Non-Emergency Visits                          | 100,110 | 139,692           | 0.72  | 93,034           | 1.08  | 212,752        | 0.47  | 69,861           | 1.43  |
| Emergency Visits                              | 13,055  | 17,650            | 0.74  | 9,369            | 1.39  | 24,278         | 0.54  | 13,361           | 0.98  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                  |       |                |       |                  |       |
| Administrators                                | 1.0     | 4.3               | 0.23  | 3.3              | 0.30  | 5.1            | 0.20  | 2.0              | 0.50  |
| Nurses, Licensed                              | 66.7    | 232.9             | 0.29  | 123.3            | 0.54  | 296.9          | 0.22  | 107.2            | 0.62  |
| Ancillary Nursing Personnel                   | 6.8     | 38.9              | 0.18  | 18.2             | 0.37  | 40.5           | 0.17  | 12.1             | 0.56  |
| All Other Personnel                           | 163.6   | 451.0             | 0.36  | 259.7            | 0.63  | 592.9          | 0.28  | 220.2            | 0.74  |
| Total FTEs                                    | 238.2   | 727.1             | 0.33  | 404.5            | 0.59  | 935.4          | 0.25  | 341.5            | 0.70  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                  |       |                |       |                  |       |
| Administrators                                | 0.7     | 3.0               | 0.22  | 4.4              | 0.15  | 2.9            | 0.23  | 1.4              | 0.47  |
| Nurses, Licensed                              | 44.3    | 160.0             | 0.28  | 165.8            | 0.27  | 169.8          | 0.26  | 76.2             | 0.58  |
| Ancillary Nursing Personnel                   | 4.5     | 26.7              | 0.17  | 24.5             | 0.18  | 23.2           | 0.20  | 8.6              | 0.53  |
| All Other Personnel                           | 108.8   | 309.9             | 0.35  | 349.2            | 0.31  | 339.2          | 0.32  | 156.6            | 0.69  |
| Total FTEs                                    | 158.3   | 499.6             | 0.32  | 543.9            | 0.29  | 535.1          | 0.30  | 242.8            | 0.65  |

**Total Hospital:**

Beds Set Up & Staffed 16  
Discharges 1,392  
Inpatient Days 5,079

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 0  
Discharges 0  
Inpatient Days 0

**Newborn Nursery:**

Bassinets 0  
Total Births 123  
Newborn Days 224

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>12/31/2024 | 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         | H                 | 15                                  | 1,153                    | 4,221                | 76.9%              | 11.5                      | 3.7                           |
| Orthopedic                            | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Palliative Care                       | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Acute Long-Term Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Other Acute                           | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Pediatric, acute</b>               | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Geriatric, acute</b>               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | H                 | 0                                   | 125                      | 283                  | 0.0%               | 0.8                       | 2.3                           |
| <b>Psychiatric</b>                    | C                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Alcoholism/chemical dependency</b> | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Intensive Care</b>                 |                   |                                     |                          |                      |                    |                           |                               |
| ICU/CCU                               | H                 | 1                                   | 114                      | 575                  | 157.1%             | 1.6                       | 5.0                           |
| Cardiac Intensive Unit                | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Pediatric Intensive Care              | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Burn Care                             | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Mixed Intensive Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Step-Down (Special Care)              | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Neonatal Intensive/Intermediate Care  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Care</b>                           |                   |                                     |                          |                      |                    |                           |                               |
| Other Intensive Care                  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Subacute care</b>                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | N                 | 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.

\* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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| Occupation                                  | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE | Occupation                            | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE |
|---------------------------------------------|---------------------|---------------------|---------------|---------------------------------------|---------------------|---------------------|---------------|
| Administrators                              | 1                   | 0                   | 1.0           | Radiological Services Personnel       | 5                   | 4                   | 6.4           |
| Dentists                                    | 0                   | 0                   | 0.0           | Sonographers                          | 2                   | 7                   | 5.4           |
| Medical & Dental Residents                  | 0                   | 0                   | 0.0           | Physician Assistants                  | 2                   | 1                   | 2.8           |
| Dental Hygienists                           | 0                   | 0                   | 0.0           | Surgical Technicians                  | 2                   | 5                   | 3.1           |
| Registered Nurses                           | 41                  | 69                  | 60.4          | Respiratory Therapists                | 2                   | 2                   | 2.2           |
| Certified Nurse Midwives                    | 0                   | 0                   | 0.0           | Occupational Therapists               | 2                   | 1                   | 2.0           |
| Licensed Practical Nurses                   | 0                   | 0                   | 0.0           | Occupational Therapy Assistants/Aides | 0                   | 0                   | 0.0           |
| Ancillary Nursing Personnel                 | 2                   | 11                  | 6.8           | Physical Therapists                   | 3                   | 1                   | 3.8           |
| Medical Assistants                          | 10                  | 4                   | 12.6          | Physical Therapy Assistants/Aides     | 1                   | 0                   | 1.0           |
| Nurse Practitioners                         | 4                   | 3                   | 4.9           | Recreational Therapists               | 0                   | 0                   | 0.0           |
| Certified Registered Nurse Anesthetists     | 0                   | 6                   | 1.4           | Dietitians & Nutritionists            | 2                   | 1                   | 2.8           |
| Clinical Nurse Specialists                  | 0                   | 0                   | 0.0           | Psychologists                         | 0                   | 0                   | 0.0           |
| Health Info Mgmt-Administrators/Technicians | 0                   | 0                   | 0.0           | Social Workers                        | 0                   | 3                   | 1.6           |
| Pharmacists                                 | 5                   | 6                   | 5.5           | Psychiatric Technicians               | 0                   | 0                   | 0.0           |
| Medical & Clinical Laboratory Technicians   | 8                   | 2                   | 8.9           | Pharmacy Technicians                  | 7                   | 2                   | 7.5           |
| Surgical Personnel                          | 0                   | 0                   | 0.0           | Medical Coding Technicians            | 0                   | 0                   | 0.0           |
| Directors/Managers                          | 11                  | 0                   | 11.0          | All Other Contracted Staff            | 0                   | 0                   | 0.0           |
| Food Service Workers                        | 0                   | 0                   | 0.0           | All Other Health Professionals        | 30                  | 36                  | 47.1          |
| Environmental Services Workers              | 0                   | 0                   | 0.0           | All Other Personnel                   | 21                  | 10                  | 25.3          |
| Medical & Clinical Laboratory Technologists | 2                   | 2                   | 3.0           |                                       |                     |                     |               |
| All Other Radiologic Personnel              | 11                  | 5                   | 11.7          |                                       |                     |                     |               |
|                                             |                     |                     |               | <b>Total</b>                          | <b>174</b>          | <b>181</b>          | <b>238.2</b>  |
| Total Active Privileged Medical Staff: 46   |                     |                     |               |                                       |                     |                     |               |

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|                                                          |               |       | All GMS Hospitals |       | Analysis Area |       | Volume Group |       | FY 2024 vs. 2023 |       |
|----------------------------------------------------------|---------------|-------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|
| Selected Financial Statistics                            |               |       | FY 2024           |       | 5A            |       | 6            |       | FY 2023          |       |
|                                                          |               |       | Value             | Ratio | Value         | Ratio | Value        | Ratio | Ratio            | Ratio |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |               |       |                   |       |               |       |              |       |                  |       |
| Medicare                                                 | \$183,043,240 | 57.1% | 49.1%             | 1.16  | 53.1%         | 1.07  | 45.3%        | 1.26  | 54.2%            | 1.05  |
| Medical Assistance                                       | \$31,329,679  | 9.8%  | 13.0%             | 0.75  | 10.4%         | 0.94  | 17.8%        | 0.55  | 12.4%            | 0.79  |
| Commercial                                               | \$77,907,952  | 24.3% | 32.2%             | 0.75  | 30.7%         | 0.79  | 31.9%        | 0.76  | 24.5%            | 0.99  |
| All Other                                                | \$28,542,582  | 8.9%  | 5.7%              | 1.55  | 5.8%          | 1.53  | 5.0%         | 1.78  | 8.8%             | 1.01  |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |               |       |                   |       |               |       |              |       |                  |       |
| Medicare                                                 | \$131,177,691 | 40.9% | 38.3%             | 1.07  | 36.6%         | 1.12  | 36.1%        | 1.13  | 37.4%            | 1.09  |
| Medical Assistance                                       | \$25,516,714  | 8.0%  | 10.2%             | 0.78  | 7.4%          | 1.08  | 13.5%        | 0.59  | 10.3%            | 0.77  |
| Commercial                                               | \$28,113,678  | 8.8%  | 15.3%             | 0.57  | 10.9%         | 0.81  | 13.5%        | 0.65  | 8.2%             | 1.07  |
| Charity Care                                             | \$1,602,498   | 0.5%  | 0.9%              | 0.59  | 0.9%          | 0.55  | 0.7%         | 0.70  | 0.1%             | 7.53  |
| Bad Debt                                                 | \$5,613,632   | 1.7%  | 1.0%              | 1.70  | 1.1%          | 1.59  | 1.0%         | 1.71  | 1.1%             | 1.67  |
| All Other                                                | \$16,089,701  | 5.0%  | 3.3%              | 1.53  | 2.9%          | 1.71  | 2.9%         | 1.76  | 4.8%             | 1.04  |
| Total Deductions                                         | \$208,113,914 | 64.9% | 68.9%             | 0.94  | 59.8%         | 1.09  | 67.7%        | 0.96  | 61.8%            | 1.05  |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |               |       |                   |       |               |       |              |       |                  |       |
| Other Revenue as % of Total Revenue                      |               | 5.7%  | 7.1%              | 0.80  | 5.3%          | 1.08  | 7.5%         | 0.76  | 0.5%             | 11.83 |
| Net Gains/Losses as % of Net Income                      |               | N/A   | 19.9%             | N/A   | 16.6%         | N/A   | 17.5%        | N/A   | N/A              | N/A   |
| <b>Expenses as % of Total Expenses</b>                   |               |       |                   |       |               |       |              |       |                  |       |
| Salary/Fringe Benefits                                   | \$37,851,741  | 32.0% | 41.8%             | 0.76  | 51.8%         | 0.62  | 44.3%        | 0.72  | 35.5%            | 0.90  |
| Supplies & Services                                      | \$74,973,991  | 63.3% | 52.7%             | 1.20  | 43.8%         | 1.45  | 49.1%        | 1.29  | 59.6%            | 1.06  |
| Capital Component                                        | \$5,600,346   | 4.7%  | 5.5%              | 0.86  | 4.4%          | 1.07  | 6.6%         | 0.71  | 4.9%             | 0.96  |
| <b>Fiscal Statistics</b>                                 |               |       |                   |       |               |       |              |       |                  |       |
| Operating Margin (%)                                     |               | 0.9%  | 7.9%              | 0.11  | 8.5%          | 0.10  | 8.4%         | 0.11  | -0.5%            | N/A   |
| Total Hospital Net Income (%)                            |               | 0.8%  | 9.7%              | 0.09  | 10.0%         | 0.08  | 10.0%        | 0.08  | -0.5%            | N/A   |
| Return on Equity (%)                                     |               | 0.1%  | 8.4%              | 0.02  | 6.5%          | 0.02  | 7.7%         | 0.02  | 0.0%             | N/A   |
| Current Ratio                                            |               | 2.2   | 5.5               | 0.40  | 2.7           | 0.82  | 5.2          | 0.42  | 0.9              | 2.45  |
| Days in Net Patient Accounts Receivable                  |               | 765.6 | 78.5              | 9.75  | 191.1         | 4.01  | 99.3         | 7.71  | 807.4            | 0.95  |
| Equity Financing (%)                                     |               | 27.5% | 59.9%             | 0.46  | 32.7%         | 0.84  | 55.9%        | 0.49  | 31.3%            | 0.88  |
| Long-Term Debt to Equity Ratio                           |               | 2.1   | 0.5               | 4.29  | 1.6           | 1.33  | 0.6          | 3.46  | 1.3              | 1.61  |
| Times Interest Earned                                    |               | 1.9   | 16.8              | 0.11  | 30.6          | 0.06  | 12.2         | 0.16  | 0.5              | 3.58  |
| Total Asset Turnover                                     |               | 0.0   | 0.5               | 0.09  | 0.2           | 0.22  | 0.3          | 0.13  | 0.0              | 1.03  |
| Average Age of Plant (Years)                             |               | 235.6 | 20.1              | 11.73 | 62.8          | 3.75  | 24.5         | 9.62  | 215.6            | 1.09  |
| Increase (Decrease) Total Net Patient Revenue            |               | -7.9% | 7.2%              | N/A   | 10.0%         | N/A   | 5.0%         | N/A   | 9.5%             | N/A   |
| Outpatient Gross Revenue (% of Total GPR)                |               | 90.7% | 67.5%             | 1.34  | 78.4%         | 1.16  | 72.7%        | 1.25  | 89.7%            | 1.01  |

| Income Statement            |               | Assets                            |                 | Liabilities & Fund Balances      |                  |
|-----------------------------|---------------|-----------------------------------|-----------------|----------------------------------|------------------|
| Gross Patient Revenue (GPR) | \$320,823,453 | Cash & Cash Equivalents           | \$44,639,632    | Current Liabilities              | \$274,664,865    |
| Less Deductions             | \$208,113,914 | Net Patient Receivables           | \$235,767,443   | Long-Term Debt                   | \$1,571,890,706  |
| Net Patient Revenue         | \$112,709,539 | Other Receivables                 | \$224,130,904   | Other Liabilities                | \$136,177,770    |
| Plus Other Revenue          | \$6,775,929   |                                   |                 | Subtotal                         | \$1,982,733,341  |
| Total Revenue               | \$119,485,470 | Land, Buildings & Equipment (Net) | \$1,043,017,899 | Unrestricted Fund Balance        | \$676,843,902.00 |
| Less Expenses               | \$118,426,078 | Other Assets                      | \$1,186,114,449 | Restricted Fund Balance          | \$74,093,084     |
| Non-Operating Gains/Losses  | -\$52,156     |                                   |                 | Total Liabilities & Fund Balance | \$2,733,670,327  |
| Net Income                  | \$1,007,236   | Total Assets                      | \$2,733,670,327 |                                  |                  |