

073 Mayo Clinic Health System - Red Cedar, Inc
 2321 Stout Road
 Menomonie, WI 54751
 715-235-5531

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

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

		All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2017 vs. 2016	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.1%	55.4%	0.69	42.7%	0.89	42.3%	0.90	47.8%	0.80
Obstetrics	29.5%	38.4%	0.77	30.0%	0.06	26.5%	1.11	26.3%	1.12
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.0%	56.3%	0.64	43.6%	0.83	42.3%	0.85	43.7%	0.82
Average Census (Patients)									
Adult Medical-Surgical	7.2	26.5	0.27	11.7	0.62	16.0	0.45	7.6	0.95
Obstetrics	1.8	5.0	0.35	2.1	0.84	2.3	0.78	1.8	0.96
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.0	48.3	0.19	18.6	0.48	27.2	0.33	10.9	0.82
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.84	3.7	0.88	3.3	0.99	3.8	0.86
Obstetrics	2.2	2.6	0.85	2.4	0.91	2.2	0.97	2.2	1.00
Pediatrics	0.0	3.5	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.69	3.9	0.77	3.6	0.84	3.3	0.90
Surgical Operations									
Inpatient	199	1,408	0.14	496	0.40	726	0.27	281	0.71
Outpatient	1,021	4,098	0.25	1,861	0.55	2,865	0.36	1,149	0.89
Inpatient as % of All Surgeries	16.3%	25.6%	0.64	21.1%	0.77	20.2%	0.81	19.7%	0.83
Outpatient Visits									
Non-Emergency Visits	98,368	132,001	0.75	70,369	1.40	120,134	0.82	98,272	1.00
Emergency Visits	11,344	17,964	0.63	8,210	1.38	14,406	0.79	11,795	0.96
Full-Time Equivalents (FTEs)									
Administrators	6.3	18.9	0.33	11.1	0.57	14.0	0.45	3.0	2.11
Nurses, Licensed	135.7	244.4	0.56	121.7	1.11	144.3	0.94	146.8	0.92
Ancillary Nursing Personnel	13.5	40.0	0.34	18.3	0.73	19.5	0.69	15.6	0.86
All Other Personnel	252.1	484.8	0.52	252.8	1.00	331.1	0.76	270.1	0.93
Total FTEs	407.5	788.1	0.52	404.0	1.01	508.9	0.80	435.5	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.7	15.1	0.58	19.3	0.45	14.4	0.60	3.8	2.29
Nurses, Licensed	186.9	195.2	0.96	211.1	0.89	148.1	1.26	186.5	1.00
Ancillary Nursing Personnel	18.5	32.0	0.58	31.8	0.58	20.1	0.92	19.8	0.93
All Other Personnel	347.4	387.3	0.90	438.4	0.79	340.0	1.02	343.1	1.01
Total FTEs	561.5	629.5	0.89	700.6	0.80	522.5	1.07	553.3	1.01

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 1,101
 Inpatient Days 3,289

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 50
 Inpatient Days 396

Newborn Nursery:

Bassinets 4
 Total Births 285
 Newborn Days 561

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	805	2,644	38.1%	7.2	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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	296	645	29.5%	1.8	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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)	1	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
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	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	4	3	6.3	Surgical Personnel	4	4	5.8
Physicians & Dentists	30	47	44.4	Radiological Services Personnel	8	18	16.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	5	3.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	3	5.1
Registered Nurses	40	83	91.8	Occupational Therapists	3	3	3.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	16	23	30.5	Physical Therapists	7	6	11.6
Ancillary Nursing Personnel	6	17	13.5	Physical Therapy Assistants/Aides	4	5	6.2
Medical Assistants	10	14	17.6	Recreational Therapists	0	0	0.0
Physician Assistants	4	8	9.0	Dietitians & Nutritionists	0	1	0.9
Nurse Practitioners	6	6	8.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	1	5.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	36	44.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	28	61.7
Pharmacy Personnel	9	4	10.9				
Clinical Laboratory Personnel	10	3	11.6				
				Total	246	318	407.5

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016	
Selected Financial Statistics			Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$75,629,032	41.9%	44.8%	0.94	49.2%	0.85	47.9%	0.87	39.9%	1.05
Medical Assistance	\$26,910,604	14.9%	14.4%	1.04	12.0%	1.24	12.0%	1.24	14.6%	1.02
Commercial	\$71,406,434	39.5%	36.6%	1.08	35.1%	1.13	36.4%	1.09	41.1%	0.96
All Other	\$6,717,515	3.7%	4.2%	0.88	3.7%	1.02	3.7%	1.00	4.4%	0.85
Deductions as % of Total Gross Patient Revenue										
Medicare	\$44,408,175	24.6%	32.9%	0.75	32.5%	0.76	33.3%	0.74	22.0%	1.12
Medical Assistance	\$20,608,580	11.4%	10.7%	1.06	8.6%	1.33	8.7%	1.30	10.2%	1.12
Commercial	\$17,253,180	9.5%	14.8%	0.65	10.0%	0.96	14.8%	0.65	7.6%	1.25
Charity Care	\$1,823,341	1.0%	1.0%	1.02	0.9%	1.13	0.9%	1.16	2.9%	0.35
Bad Debt	\$2,725,541	1.5%	1.1%	1.43	1.2%	1.21	1.0%	1.53	3.2%	0.47
All Other	\$2,300,667	1.3%	1.9%	0.66	1.6%	0.82	1.9%	0.66	1.0%	1.23
Total Deductions	\$89,119,484	49.3%	62.4%	0.79	54.7%	0.90	60.6%	0.81	46.9%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.5%	6.3%	1.03	4.1%	1.60	4.1%	1.60	4.3%	1.53
Net Gains/Losses as % of Net Income		49.4%	12.7%	3.90	48.3%	1.02	11.9%	4.14	27.7%	1.78
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,048,062	60.0%	44.7%	1.34	53.1%	1.13	46.3%	1.30	60.9%	0.99
Supplies & Services	\$30,214,943	35.5%	47.9%	0.74	40.3%	0.88	46.1%	0.77	34.7%	1.02
Capital Component	\$3,775,904	4.4%	7.4%	0.60	6.6%	0.67	7.6%	0.59	4.3%	1.02
Fiscal Statistics										
Operating Margin (%)		13.2%	8.9%	1.47	6.5%	2.03	8.9%	1.47	13.6%	0.97
Total Hospital Net Income (%)		23.1%	10.1%	2.28	11.8%	1.95	10.0%	2.30	17.8%	1.29
Return on Equity (%)		12.4%	7.6%	1.63	8.3%	1.50	6.7%	1.85	9.8%	1.26
Current Ratio		11.9	5.6	2.11	3.7	3.26	6.0	1.98	7.9	1.51
Days in Net Patient Accounts Receivable		64.3	51.4	1.25	54.8	1.17	54.8	1.17	62.9	1.02
Average Payment Period		15.4	41.5	0.37	56.1	0.27	42.8	0.36	15.2	1.02
Equity Financing (%)		94.0%	73.6%	1.28	76.5%	1.23	78.1%	1.20	93.1%	1.01
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.2	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		1,608.3	14.1	114.24	26.4	60.84	18.4	87.38	6,267.5	0.26
Total Asset Turnover		0.5	0.7	0.64	0.7	0.72	0.7	0.72	0.5	0.91
Average Age of Plant (Years)		10.3	9.3	1.11	10.3	1.00	9.0	1.15	10.1	1.02
Increase (Decrease) Total Net Patient Revenue		1.1%	3.6%	0.30	14.9%	0.07	2.6%	0.42	-3.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		87.6%	60.9%	1.44	67.9%	1.29	71.9%	1.22	86.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,954	\$15,675	0.63	\$13,969	0.71	\$11,179	0.89	\$12,016	0.83
Inpatient Net Revenue per Day		\$3,037	\$3,540	0.86	\$3,407	0.89	\$3,101	0.98	\$3,480	0.87
Outpatient Net Revenue per Visit		\$754	\$654	1.15	\$718	1.05	\$561	1.35	\$737	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$180,663,585	Cash & Cash Equivalents	\$19,467,521	Current Liabilities	\$3,444,138
Less Deductions	\$89,119,484	Net Patient Receivables	\$16,117,065	Long-Term Debt	\$0
Net Patient Revenue	\$91,544,101	Other Receivables	\$524,567	Other Liabilities	\$8,992,087
Plus Other Revenue	\$6,391,786			Subtotal	\$12,436,225
Total Revenue	\$97,935,887	Land, Buildings & Equipment (Net)	\$27,420,672		
Less Expenses	\$85,038,909	Other Assets	\$142,568,326	Unrestricted Fund Balance	\$193,661,926
Non-Operating Gains/Losses	\$12,605,569			Restricted Fund Balance	\$4,672,334
Net Income	\$25,502,547	Total Assets	\$206,098,151	Total Liabilities & Fund Balance	\$206,098,151