

**095 Westfields Hospital & Clinic**  
535 Hospital Road  
New Richmond, WI 54017  
715-243-2600

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: 3

		All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	30.0%	55.4%	0.54	42.7%	0.70	46.2%	0.65	29.5%	1.02
Obstetrics	13.8%	38.4%	0.36	30.0%	0.02	22.2%	0.62	13.6%	1.01
Pediatrics	1.1%	55.4%	0.02	1.0%	1.14	0.7%	1.50	1.4%	0.80
Total Hospital	22.5%	56.3%	0.40	43.6%	0.52	43.7%	0.51	22.1%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.8	26.5	0.18	11.7	0.41	8.0	0.60	4.7	1.02
Obstetrics	0.7	5.0	0.14	2.1	0.33	1.0	0.72	0.7	1.01
Pediatrics	0.0	1.4	0.01	0.0	0.35	0.0	0.01	0.0	0.80
Total Hospital	5.6	48.3	0.12	18.6	0.30	10.5	0.54	5.5	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.69	3.7	0.72	3.3	0.82	2.8	0.95
Obstetrics	2.0	2.6	0.76	2.4	0.82	2.1	0.93	2.0	0.99
Pediatrics	2.0	3.5	0.58	1.9	1.04	1.9	1.03	1.7	1.20
Total Hospital	2.5	4.3	0.59	3.9	0.65	3.4	0.75	2.6	0.96
<b>Surgical Operations</b>									
Inpatient	253	1,408	0.18	496	0.51	302	0.84	103	2.46
Outpatient	1,933	4,098	0.47	1,861	1.04	1,304	1.48	2,118	0.91
Inpatient as % of All Surgeries	11.6%	25.6%	0.45	21.1%	0.55	18.8%	0.62	4.6%	2.50
<b>Outpatient Visits</b>									
Non-Emergency Visits	87,900	132,001	0.67	70,369	1.25	63,510	1.38	79,254	1.11
Emergency Visits	7,351	17,964	0.41	8,210	0.90	8,037	0.91	7,071	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	43.0	18.9	2.28	11.1	3.86	12.6	3.42	37.0	1.16
Nurses, Licensed	55.5	244.4	0.23	121.7	0.46	78.6	0.71	24.7	2.25
Ancillary Nursing Personnel	10.3	40.0	0.26	18.3	0.56	13.9	0.74	5.3	1.95
All Other Personnel	171.4	484.8	0.35	252.8	0.68	187.4	0.91	106.8	1.61
Total FTEs	280.2	788.1	0.36	404.0	0.69	292.5	0.96	173.8	1.61
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	107.3	15.1	7.11	19.3	5.55	29.3	3.67	98.5	1.09
Nurses, Licensed	138.6	195.2	0.71	211.1	0.66	183.3	0.76	65.7	2.11
Ancillary Nursing Personnel	25.7	32.0	0.80	31.8	0.81	32.5	0.79	14.0	1.83
All Other Personnel	428.0	387.3	1.11	438.4	0.98	436.8	0.98	284.2	1.51
Total FTEs	699.5	629.5	1.11	700.6	1.00	681.8	1.03	462.4	1.51

**Total Hospital:**

Beds Set Up & Staffed 25  
Discharges 808  
Inpatient Days 2,053

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 2  
Discharges 54  
Inpatient Days 388

**Newborn Nursery:**

Bassinets 4  
Total Births 127  
Newborn Days 210

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	16	654	1,754	30.0%	4.8	2.7
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	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	1	2	4	1.1%	0.0	2.0
<b>Obstetrics</b>	1	5	128	251	13.8%	0.7	2.0
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	3	24	44	4.0%	0.1	1.8
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	4	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	43	3	43.0	Surgical Personnel	6	2	6.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	0	11.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	3	4.7
Registered Nurses	48	41	51.1	Occupational Therapists	0	3	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.0
Licensed Practical Nurses	2	4	2.7	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	4	14	10.3	Physical Therapy Assistants/Aides	0	1	0.5
Medical Assistants	16	3	17.1	Recreational Therapists	1	0	1.0
Physician Assistants	3	5	3.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	1	1.7	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	16	22.2
Health Info Mgmt-Administrators/Technicians	13	0	13.0	All Other Personnel	55	20	64.3
Pharmacy Personnel	9	13	11.7				
Clinical Laboratory Personnel	8	4	9.5				
				<b>Total</b>	<b>246</b>	<b>134</b>	<b>280.2</b>

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016	
Selected Financial Statistics			Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2016	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$40,773,553	38.4%	44.8%	0.86	49.2%	0.78	46.2%	0.83	37.1%	1.04
Medical Assistance	\$12,244,773	11.5%	14.4%	0.80	12.0%	0.96	12.7%	0.91	7.3%	1.59
Commercial	\$51,099,218	48.1%	36.6%	1.31	35.1%	1.37	37.2%	1.29	53.1%	0.91
All Other	\$2,066,972	1.9%	4.2%	0.46	3.7%	0.53	3.9%	0.50	2.6%	0.76
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$18,967,404	17.9%	32.9%	0.54	32.5%	0.55	28.8%	0.62	20.2%	0.89
Medical Assistance	\$8,322,781	7.8%	10.7%	0.73	8.6%	0.91	8.6%	0.91	4.1%	1.93
Commercial	\$18,321,708	17.3%	14.8%	1.17	10.0%	1.73	13.1%	1.32	17.9%	0.97
Charity Care	\$699,751	0.7%	1.0%	0.67	0.9%	0.74	1.0%	0.66	0.5%	1.34
Bad Debt	\$2,214,301	2.1%	1.1%	1.97	1.2%	1.68	1.5%	1.41	1.7%	1.20
All Other	\$1,613,756	1.5%	1.9%	0.79	1.6%	0.98	1.9%	0.79	0.4%	4.12
Total Deductions	\$50,139,701	47.2%	62.4%	0.76	54.7%	0.86	54.9%	0.86	44.7%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.6%	6.3%	0.72	4.1%	1.12	6.2%	0.74	3.3%	1.38
Net Gains/Losses as % of Net Income		41.2%	12.7%	3.25	48.3%	0.85	20.5%	2.01	8.1%	5.11
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$23,065,644	39.5%	44.7%	0.88	53.1%	0.75	50.7%	0.78	41.0%	0.96
Supplies & Services	\$31,416,268	53.9%	47.9%	1.12	40.3%	1.34	40.1%	1.34	51.6%	1.04
Capital Component	\$3,853,106	6.6%	7.4%	0.90	6.6%	1.00	9.2%	0.71	7.4%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.7%	8.9%	0.08	6.5%	0.11	4.7%	0.15	6.4%	0.11
Total Hospital Net Income (%)		1.2%	10.1%	0.11	11.8%	0.10	5.8%	0.20	6.9%	0.17
Return on Equity (%)		1.3%	7.6%	0.17	8.3%	0.15	5.1%	0.25	7.4%	0.17
Current Ratio		2.8	5.6	0.49	3.7	0.76	4.9	0.57	3.3	0.83
Days in Net Patient Accounts Receivable		42.6	51.4	0.83	54.8	0.78	51.9	0.82	45.5	0.94
Average Payment Period		44.1	41.5	1.06	56.1	0.79	33.7	1.31	40.2	1.10
Equity Financing (%)		64.6%	73.6%	0.88	76.5%	0.84	70.2%	0.92	63.6%	1.02
Long-Term Debt to Equity Ratio		0.3	0.2	1.88	0.2	2.05	0.4	0.81	0.3	0.90
Times Interest Earned		2.7	14.1	0.19	26.4	0.10	4.7	0.57	11.0	0.25
Total Asset Turnover		1.1	0.7	1.47	0.7	1.65	0.9	1.26	1.1	1.02
Average Age of Plant (Years)		6.5	9.3	0.70	10.3	0.64	7.5	0.87	5.9	1.11
Increase (Decrease) Total Net Patient Revenue		2.3%	3.6%	0.63	14.9%	0.15	2.8%	0.80	6.1%	0.37
Outpatient Gross Revenue (% of Total GPR)		86.0%	60.9%	1.41	67.9%	1.27	75.7%	1.14	85.3%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,701		\$15,675	0.75	\$13,969	0.84	\$12,189	0.96	\$11,593	1.01
Inpatient Net Revenue per Day	\$4,119		\$3,540	1.16	\$3,407	1.21	\$3,423	1.20	\$4,083	1.01
Outpatient Net Revenue per Visit	\$505		\$654	0.77	\$718	0.70	\$558	0.91	\$546	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$106,184,516	Cash & Cash Equivalents	\$11,033,913	Current Liabilities	\$6,653,164
Less Deductions	\$50,139,701	Net Patient Receivables	\$6,534,244	Long-Term Debt	\$10,865,122
Net Patient Revenue	\$56,044,815	Other Receivables	\$83,225	Other Liabilities	\$1,568,517
Plus Other Revenue	\$2,691,197			Subtotal	\$19,086,803
Total Revenue	\$58,736,012	Land, Buildings & Equipment (Net)	\$23,794,258		
Less Expenses	\$58,335,018	Other Assets	\$12,489,155	Unrestricted Fund Balance	\$34,847,992
Non-Operating Gains/Losses	\$280,795			Restricted Fund Balance	\$0
Net Income	\$681,789	Total Assets	\$53,934,795	Total Liabilities & Fund Balance	\$53,934,795