

**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: 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	31.9%	55.7%	0.57	42.7%	0.75	39.8%	0.80	38.1%	0.84
Obstetrics	27.0%	41.5%	0.65	29.5%	0.06	28.9%	0.93	29.5%	0.92
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	30.7%	57.5%	0.53	44.1%	0.70	42.4%	0.73	36.0%	0.85
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.1	26.4	0.23	11.9	0.51	10.7	0.57	7.2	0.84
Obstetrics	1.6	5.6	0.29	2.1	0.79	2.0	0.82	1.8	0.92
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.7	49.4	0.16	18.9	0.41	16.6	0.46	9.0	0.85
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.79	3.7	0.84	3.0	1.03	3.3	0.94
Obstetrics	2.3	2.5	0.89	2.3	0.98	2.2	1.01	2.2	1.03
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.9	4.4	0.65	3.9	0.73	3.3	0.88	3.0	0.96
<b>Surgical Operations</b>									
Inpatient	115	1,396	0.08	485	0.24	484	0.24	199	0.58
Outpatient	1,041	4,206	0.25	1,916	0.54	2,045	0.51	1,021	1.02
Inpatient as % of All Surgeries	9.9%	24.9%	0.40	20.2%	0.49	19.2%	0.52	16.3%	0.61
<b>Outpatient Visits</b>									
Non-Emergency Visits	95,441	136,074	0.70	67,827	1.41	63,222	1.51	98,368	0.97
Emergency Visits	11,916	18,688	0.64	8,592	1.39	12,717	0.94	11,344	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	8.2	19.3	0.43	10.6	0.77	10.6	0.78	6.3	1.30
Nurses, Licensed	127.2	239.2	0.53	115.3	1.10	104.8	1.21	135.7	0.94
Ancillary Nursing Personnel	13.3	40.0	0.33	18.4	0.72	22.9	0.58	13.5	0.99
All Other Personnel	235.4	480.4	0.49	260.2	0.90	217.2	1.08	252.1	0.93
Total FTEs	384.0	779.0	0.49	404.6	0.95	355.5	1.08	407.5	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.6	14.9	0.92	18.0	0.76	17.1	0.80	8.7	1.56
Nurses, Licensed	210.4	183.7	1.15	195.4	1.08	169.2	1.24	186.9	1.13
Ancillary Nursing Personnel	21.9	30.8	0.71	31.2	0.70	37.0	0.59	18.5	1.18
All Other Personnel	389.5	369.0	1.06	440.9	0.88	350.8	1.11	347.4	1.12
Total FTEs	635.5	598.3	1.06	685.5	0.93	574.1	1.11	561.5	1.13

**Total Hospital:**

Beds Set Up & Staffed 25  
 Discharges 978  
 Inpatient Days 2,803

**Contract with:**

Health Maintenance  
 Organization (HMO) No  
 Preferred Provider  
 Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 2  
 Discharges 77  
 Inpatient Days 830

**Newborn Nursery:**

Bassinets 4  
 Total Births 260  
 Newborn Days 517

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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	19	715	2,211	31.9%	6.1	3.1
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	263	592	27.0%	1.6	2.3
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	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	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	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	3	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>	2	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	6	4	8.2	Surgical Personnel	4	6	6.1
Physicians & Dentists	30	33	42.6	Radiological Services Personnel	6	17	15.6
Medical & Dental Residents	0	0	0.0	Sonographers	1	4	3.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	6	3.7
Registered Nurses	42	77	88.2	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	9	34	25.8	Physical Therapists	7	11	13.0
Ancillary Nursing Personnel	8	12	13.3	Physical Therapy Assistants/Aides	3	5	6.0
Medical Assistants	9	22	17.5	Recreational Therapists	0	0	0.0
Physician Assistants	2	14	8.7	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	6	6	8.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	34	37.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	29	53.3
Pharmacy Personnel	7	6	10.1				
Clinical Laboratory Personnel	11	3	13.3				
				<b>Total</b>	<b>228</b>	<b>324</b>	<b>384.0</b>

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Menomonie, WI 54751			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$81,939,911	43.7%	45.7%	0.96	51.0%	0.86	49.2%	0.89	41.9%	1.04	
Medical Assistance	\$26,337,865	14.0%	14.0%	1.01	11.7%	1.20	11.3%	1.25	14.9%	0.94	
Commercial	\$73,647,971	39.3%	35.8%	1.10	33.6%	1.17	36.3%	1.08	39.5%	0.99	
All Other	\$5,563,934	3.0%	4.5%	0.66	3.7%	0.81	3.2%	0.94	3.7%	0.80	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$48,123,569	25.7%	34.1%	0.75	33.7%	0.76	35.5%	0.72	24.6%	1.04	
Medical Assistance	\$19,759,703	10.5%	10.6%	1.00	8.2%	1.29	8.4%	1.26	11.4%	0.92	
Commercial	\$16,456,328	8.8%	14.7%	0.60	9.0%	0.98	13.1%	0.67	9.5%	0.92	
Charity Care	\$2,359,284	1.3%	1.0%	1.29	1.1%	1.15	1.3%	1.00	1.0%	1.25	
Bad Debt	\$3,399,236	1.8%	1.1%	1.69	1.0%	1.74	1.4%	1.31	1.5%	1.20	
All Other	\$996,812	0.5%	2.0%	0.27	1.3%	0.40	1.1%	0.50	1.3%	0.42	
Total Deductions	\$91,094,932	48.6%	63.3%	0.77	54.3%	0.89	60.7%	0.80	49.3%	0.98	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		4.4%	5.5%	0.80	2.5%	1.78	3.5%	1.26	6.5%	0.67	
Net Gains/Losses as % of Net Income		19.2%	2.6%	7.51	24.5%	0.79	18.6%	1.03	49.4%	0.39	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$49,863,370	57.8%	44.1%	1.31	52.7%	1.10	44.5%	1.30	60.0%	0.96	
Supplies & Services	\$32,854,113	38.1%	49.0%	0.78	41.1%	0.93	46.9%	0.81	35.5%	1.07	
Capital Component	\$3,623,435	4.2%	6.9%	0.61	6.1%	0.68	8.5%	0.49	4.4%	0.95	
Fiscal Statistics											
Operating Margin (%)		14.4%	8.4%	1.72	8.1%	1.78	4.8%	3.00	13.2%	1.09	
Total Hospital Net Income (%)		17.2%	8.6%	2.01	10.4%	1.65	5.8%	2.95	23.1%	0.74	
Return on Equity (%)		8.0%	6.3%	1.26	7.0%	1.13	3.7%	2.15	12.4%	0.64	
Current Ratio		19.0	5.9	3.20	4.4	4.33	5.5	3.42	11.9	1.59	
Days in Net Patient Accounts Receivable		56.5	51.6	1.10	49.2	1.15	49.4	1.14	64.3	0.88	
Average Payment Period		10.3	38.5	0.27	52.6	0.19	40.4	0.25	15.4	0.66	
Equity Financing (%)		93.9%	75.1%	1.25	78.5%	1.20	75.7%	1.24	94.0%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		953.1	13.4	71.27	26.2	36.33	6.3	152.47	1,608.3	0.59	
Total Asset Turnover		0.4	0.7	0.61	0.7	0.68	0.6	0.71	0.5	0.94	
Average Age of Plant (Years)		11.3	9.9	1.14	11.5	0.98	9.1	1.23	10.3	1.09	
Increase (Decrease) Total Net Patient Revenue		5.3%	5.4%	0.97	7.0%	0.76	7.2%	0.74	1.1%	4.86	
Outpatient Gross Revenue (% of Total GPR)		87.2%	61.9%	1.41	68.3%	1.28	72.7%	1.20	87.6%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$16,187		\$15,830	1.02	\$14,403	1.12	\$11,444	1.41	\$9,954	1.63	
Inpatient Net Revenue per Day	\$4,537		\$3,538	1.28	\$3,489	1.30	\$3,344	1.36	\$3,037	1.49	
Outpatient Net Revenue per Visit	\$769		\$686	1.12	\$791	0.97	\$740	1.04	\$754	1.02	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$187,489,681		Cash & Cash Equivalents		\$17,581,126		Current Liabilities		\$2,328,712		
Less Deductions	\$91,094,932		Net Patient Receivables		\$14,923,181		Long-Term Debt		\$0		
Net Patient Revenue	\$96,394,749		Other Receivables		\$444,201		Other Liabilities		\$11,381,766		
Plus Other Revenue	\$4,420,126						Subtotal		\$13,710,478		
Total Revenue	\$100,814,875		Land, Buildings & Equipment (Net)		\$25,051,197		Unrestricted Fund Balance		\$211,578,148		
Less Expenses	\$86,340,918		Other Assets		\$167,288,921		Restricted Fund Balance		\$4,660,458		
Non-Operating Gains/Losses	\$3,442,265						Total Liabilities & Fund Balance		\$225,288,626		
Net Income	\$17,916,222		Total Assets		\$225,288,626						