

**046 Hudson Hospital & Clinics**  
 405 Stageline Road  
 Hudson, WI 54016  
 715-531-6000

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: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	28.3%	52.4%	0.54	40.8%	0.69	40.5%	0.70	34.6%	0.82
Obstetrics	44.7%	36.2%	1.23	24.1%	0.13	24.6%	1.82	44.3%	1.01
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.1%	53.9%	0.61	42.0%	0.79	42.0%	0.79	37.4%	0.88
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.8	25.5	0.19	10.7	0.45	10.2	0.47	5.9	0.82
Obstetrics	3.1	4.7	0.66	2.0	1.59	1.7	1.83	3.1	1.01
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.9	47.4	0.17	17.5	0.45	17.9	0.44	9.0	0.88
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	4.3	0.62	3.9	0.68	3.3	0.81	2.4	1.10
Obstetrics	2.3	2.4	0.94	2.2	1.03	2.2	1.04	2.2	1.02
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.4	N/A	0.0	N/A
Total Hospital	2.5	4.7	0.53	4.1	0.61	3.5	0.71	2.3	1.06
<b>Surgical Operations</b>									
Inpatient	274	1,280	0.21	403	0.68	482	0.57	328	0.84
Outpatient	1,219	4,115	0.30	2,235	0.55	1,905	0.64	1,306	0.93
Inpatient as % of All Surgeries	18.4%	23.7%	0.77	15.3%	1.20	20.2%	0.91	20.1%	0.91
<b>Outpatient Visits</b>									
Non-Emergency Visits	33,493	127,898	0.26	76,192	0.44	69,880	0.48	37,413	0.90
Emergency Visits	8,931	15,799	0.57	7,621	1.17	11,349	0.79	11,677	0.76
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	27.6	20.3	1.36	12.1	2.27	14.9	1.85	27.0	1.02
Nurses, Licensed	75.7	255.1	0.30	128.5	0.59	112.6	0.67	54.0	1.40
Ancillary Nursing Personnel	19.7	42.6	0.46	19.1	1.03	19.7	1.00	11.8	1.67
All Other Personnel	128.9	501.2	0.26	251.7	0.51	239.6	0.54	132.1	0.98
Total FTEs	251.9	819.2	0.31	411.5	0.61	386.8	0.65	224.9	1.12
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	76.4	15.7	4.87	18.7	4.08	21.9	3.49	62.5	1.22
Nurses, Licensed	209.9	197.1	1.06	197.9	1.06	165.1	1.27	124.9	1.68
Ancillary Nursing Personnel	54.7	33.0	1.66	29.5	1.85	28.9	1.89	27.3	2.00
All Other Personnel	357.1	387.2	0.92	387.8	0.92	351.3	1.02	305.7	1.17
Total FTEs	698.0	633.0	1.10	634.0	1.10	567.2	1.23	520.4	1.34

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	6
Discharges	1,172	Preferred Provider Organization (PPO)	Yes	Discharges	62	Total Births	500
Inpatient Days	2,906			Inpatient Days	897	Newborn Days	921

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Hudson, WI 54016

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	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	17	664	1,762	28.3%	4.8	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	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	7	508	1,144	44.7%	3.1	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	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	3	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)	3	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	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	3	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	27	1	27.6	Surgical Personnel	3	2	4.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	6	9.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	0	3.0
Registered Nurses	38	50	72.4	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	3	3.3	Physical Therapists	2	6	5.1
Ancillary Nursing Personnel	10	14	19.7	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	4	2	5.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
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	15	9	21.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	55	15	62.5
Pharmacy Personnel	6	7	10.6				
Clinical Laboratory Personnel	2	5	6.4				
				<b>Total</b>	<b>172</b>	<b>120</b>	<b>251.9</b>

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2019	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$48,114,647	39.4%	46.6%	0.85	50.9%	0.77	49.5%	0.80	41.0%	0.96
Medical Assistance	\$13,756,110	11.3%	13.8%	0.82	11.8%	0.96	11.6%	0.97	9.8%	1.15
Commercial	\$56,727,419	46.5%	34.5%	1.35	33.0%	1.41	34.7%	1.34	46.5%	1.00
All Other	\$3,469,467	2.8%	5.1%	0.55	4.3%	0.66	4.2%	0.68	2.7%	1.07
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$29,440,297	24.1%	35.0%	0.69	34.0%	0.71	36.2%	0.67	25.6%	0.94
Medical Assistance	\$8,727,168	7.1%	10.4%	0.69	8.2%	0.87	8.8%	0.81	6.5%	1.10
Commercial	\$24,543,537	20.1%	14.5%	1.38	9.2%	2.19	13.9%	1.44	19.1%	1.05
Charity Care	\$646,628	0.5%	1.0%	0.55	0.9%	0.62	0.9%	0.61	0.4%	1.36
Bad Debt	\$1,676,513	1.4%	1.2%	1.17	1.5%	0.93	1.5%	0.93	1.7%	0.81
All Other	\$2,799,088	2.3%	2.6%	0.90	2.1%	1.09	2.2%	1.04	2.3%	0.98
Total Deductions	\$67,833,229	55.6%	64.6%	0.86	55.8%	1.00	63.5%	0.87	55.7%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		13.6%	8.4%	1.62	5.2%	2.60	7.3%	1.88	7.8%	1.75
Net Gains/Losses as % of Net Income		24.2%	13.8%	1.75	29.1%	0.83	12.9%	1.88	38.4%	0.63
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$24,200,557	42.1%	43.5%	0.97	52.0%	0.81	45.1%	0.93	44.7%	0.94
Supplies & Services	\$29,553,011	51.4%	49.9%	1.03	42.8%	1.20	46.8%	1.10	49.1%	1.05
Capital Component	\$3,762,114	6.5%	6.6%	1.00	5.2%	1.26	8.1%	0.81	6.3%	1.05
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.4%	7.5%	1.12	1.9%	4.34	3.1%	2.74	6.1%	1.39
Total Hospital Net Income (%)		10.8%	8.6%	1.25	2.7%	3.99	3.5%	3.08	9.5%	1.14
Return on Equity (%)		7.1%	4.1%	1.72	0.4%	18.81	2.0%	3.60	7.4%	0.97
Current Ratio		2.0	3.9	0.52	2.4	0.86	4.6	0.44	2.5	0.80
Days in Net Patient Accounts Receivable		42.1	71.5	0.59	254.1	0.17	47.2	0.89	36.0	1.17
Average Payment Period		111.4	90.1	1.24	354.1	0.31	73.5	1.52	57.3	1.94
Equity Financing (%)		71.0%	63.6%	1.12	48.0%	1.48	66.1%	1.07	74.0%	0.96
Long-Term Debt to Equity Ratio		0.1	0.3	0.41	0.7	0.17	0.2	0.60	0.2	0.69
Times Interest Earned		16.6	12.2	1.35	10.3	1.60	4.2	3.94	12.6	1.31
Total Asset Turnover		0.6	0.5	1.36	0.1	4.63	0.6	1.14	0.7	0.86
Average Age of Plant (Years)		14.6	14.1	1.04	51.2	0.29	10.5	1.39	14.6	1.00
Increase (Decrease) Total Net Patient Revenue		-6.1%	-2.2%	2.74	-1.1%	5.77	-6.0%	1.01	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.2%	63.0%	1.24	73.1%	1.07	72.9%	1.07	79.0%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,772		\$17,652	0.67	\$15,718	0.75	\$11,149	1.06	\$9,380	1.25
Inpatient Net Revenue per Day	\$3,631		\$3,704	0.98	\$3,586	1.01	\$3,062	1.19	\$3,773	0.96
Outpatient Net Revenue per Visit	\$973		\$780	1.25	\$840	1.16	\$705	1.38	\$946	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$122,067,642	Cash & Cash Equivalents	\$25,825,558	Current Liabilities	\$16,535,972
Less Deductions	\$67,833,229	Net Patient Receivables	\$6,231,186	Long-Term Debt	\$8,515,936
Net Patient Revenue	\$54,234,413	Other Receivables	\$290,325	Other Liabilities	\$3,379,370
Plus Other Revenue	\$8,564,067			Subtotal	\$28,431,278
Total Revenue	\$62,798,480	Land, Buildings & Equipment (Net)	\$35,837,673	Unrestricted Fund Balance	\$69,615,197
Less Expenses	\$57,515,682	Other Assets	\$29,861,733	Restricted Fund Balance	\$4,620,532
Non-Operating Gains/Losses	\$1,691,125			Total Liabilities & Fund Balance	\$98,046,475
Net Income	\$6,973,923	Total Assets	\$98,046,475		