

**071 Aspirus Medford Hospital & Clinics, Inc**  
135 S Gibson Street  
Medford, WI 54451  
715-748-8100

Fiscal Year: 07/01 to 06/30  
Type: GMS  
Critical Access Hospital  
Control: Other Not-For-Profit

County: Taylor  
Analysis Area: North Central (6)  
Volume Group: 4

|                                               |         | All GMS Hospitals |       | Analysis Area<br>6 |       | Volume Group<br>4 |       | FY 2021 vs. 2020 |       |
|-----------------------------------------------|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics               | FY 2021 | Value             | Ratio | Value              | Ratio | Value             | Ratio | FY 2020          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 45.8%   | 57.9%             | 0.79  | 58.8%              | 0.78  | 42.2%             | 1.08  | 28.0%            | 1.63  |
| Obstetrics                                    | 114.0%  | 36.8%             | 3.10  | 39.4%              | 0.03  | 19.9%             | 5.73  | 74.7%            | 1.53  |
| Pediatrics                                    | 0.0%    | 59.6%             | N/A   | 69.2%              | N/A   | 0.0%              | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 40.2%   | 58.7%             | 0.68  | 61.6%              | 0.65  | 42.0%             | 0.96  | 32.2%            | 1.25  |
| <b>Average Census (Patients)</b>              |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 5.0     | 26.8              | 0.19  | 17.6               | 0.29  | 12.3              | 0.41  | 3.1              | 1.63  |
| Obstetrics                                    | 1.1     | 4.8               | 0.24  | 3.2                | 0.36  | 1.4               | 0.82  | 1.5              | 0.76  |
| Pediatrics                                    | 0.0     | 1.5               | 0.00  | 2.9                | 0.00  | 0.0               | 0.00  | 0.0              | N/A   |
| Total Hospital                                | 6.8     | 49.8              | 0.14  | 35.6               | 0.19  | 19.1              | 0.36  | 4.8              | 1.41  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 3.6     | 4.6               | 0.79  | 4.4                | 0.82  | 3.8               | 0.96  | 3.5              | 1.04  |
| Obstetrics                                    | 2.5     | 2.4               | 1.02  | 2.2                | 1.13  | 2.1               | 1.21  | 2.3              | 1.06  |
| Pediatrics                                    | 2.0     | 3.8               | 0.52  | 4.3                | 0.47  | 2.0               | 1.00  | 0.0              | N/A   |
| Total Hospital                                | 3.1     | 4.9               | 0.65  | 4.7                | 0.67  | 4.0               | 0.78  | 2.9              | 1.07  |
| <b>Surgical Operations</b>                    |         |                   |       |                    |       |                   |       |                  |       |
| Inpatient                                     | 100     | 1,037             | 0.10  | 1,116              | 0.09  | 334               | 0.30  | 165              | 0.61  |
| Outpatient                                    | 1,348   | 3,865             | 0.35  | 3,513              | 0.38  | 2,451             | 0.55  | 1,310            | 1.03  |
| Inpatient as % of All Surgeries               | 6.9%    | 21.2%             | 0.33  | 24.1%              | 0.29  | 12.0%             | 0.58  | 11.2%            | 0.62  |
| <b>Outpatient Visits</b>                      |         |                   |       |                    |       |                   |       |                  |       |
| Non-Emergency Visits                          | 89,655  | 145,246           | 0.62  | 131,878            | 0.68  | 76,359            | 1.17  | 78,313           | 1.14  |
| Emergency Visits                              | 8,498   | 16,058            | 0.53  | 11,093             | 0.77  | 11,733            | 0.72  | 8,374            | 1.01  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 20.0    | 19.0              | 1.05  | 20.4               | 0.98  | 12.6              | 1.59  | 22.8             | 0.88  |
| Nurses, Licensed                              | 91.8    | 247.5             | 0.37  | 172.5              | 0.53  | 121.7             | 0.75  | 99.9             | 0.92  |
| Ancillary Nursing Personnel                   | 16.3    | 40.3              | 0.40  | 24.7               | 0.66  | 21.5              | 0.76  | 18.1             | 0.90  |
| All Other Personnel                           | 204.8   | 496.2             | 0.41  | 457.0              | 0.45  | 244.0             | 0.84  | 218.3            | 0.94  |
| Total FTEs                                    | 332.8   | 803.0             | 0.41  | 674.6              | 0.49  | 399.8             | 0.83  | 359.0            | 0.93  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 30.0    | 13.0              | 2.31  | 17.1               | 1.76  | 14.8              | 2.02  | 45.4             | 0.66  |
| Nurses, Licensed                              | 137.7   | 168.4             | 0.82  | 144.1              | 0.96  | 143.7             | 0.96  | 199.0            | 0.69  |
| Ancillary Nursing Personnel                   | 24.4    | 27.4              | 0.89  | 20.6               | 1.18  | 25.4              | 0.96  | 36.0             | 0.68  |
| All Other Personnel                           | 307.2   | 337.6             | 0.91  | 381.6              | 0.80  | 288.0             | 1.07  | 434.7            | 0.71  |
| Total FTEs                                    | 499.2   | 546.4             | 0.91  | 563.4              | 0.89  | 471.8             | 1.06  | 715.1            | 0.70  |

**Total Hospital:**

Beds Set Up & Staffed 17  
Discharges 793  
Inpatient Days 2,493

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 4  
Discharges 83  
Inpatient Days 774

**Newborn Nursery:**

Bassinets 1  
Total Births 155  
Newborn Days 311

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>06/30/2021 | 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                 | 11                                  | 509                      | 1,837                | 45.8%              | 5.0                       | 3.6                           |
| Orthopedic                            | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | 5                 | 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>               | 1                 | 0                                   | 1                        | 2                    | 0.0%               | 0.0                       | 2.0                           |
| <b>Obstetrics</b>                     | 1                 | 1                                   | 167                      | 416                  | 114.0%             | 1.1                       | 2.5                           |
| <b>Psychiatric</b>                    | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Alcoholism/chemical dependency</b> | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>ICU/CCU</b>                        |                   |                                     |                          |                      |                    |                           |                               |
| Medical-Surgical Intensive Care       | 5                 | 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                             | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Mixed Intensive Care                  | 1                 | 5                                   | 80                       | 238                  | 13.0%              | 0.7                       | 3.0                           |
| Step-Down (Special Care)              | 5                 | 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                           |
| <b>Subacute care</b>                  | 5                 | 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     | 20               | 0                | 20.0       | Surgical Personnel                    | 6                | 1                | 6.8          |
| Physicians & Dentists                       | 0                | 0                | 0.0        | Radiological Services Personnel       | 11               | 6                | 15.6         |
| Medical & Dental Residents                  | 0                | 0                | 0.0        | Sonographers                          | 0                | 4                | 2.2          |
| Dental Hygienists                           | 0                | 0                | 0.0        | Respiratory Therapists                | 2                | 7                | 6.6          |
| Registered Nurses                           | 31               | 82               | 87.0       | Occupational Therapists               | 3                | 1                | 3.8          |
| Certified Nurse Midwives                    | 0                | 0                | 0.0        | Occupational Therapy Assistants/Aides | 2                | 0                | 2.0          |
| Licensed Practical Nurses                   | 3                | 2                | 3.8        | Physical Therapists                   | 4                | 5                | 7.2          |
| Ancillary Nursing Personnel                 | 10               | 46               | 16.3       | Physical Therapy Assistants/Aides     | 5                | 3                | 6.4          |
| Medical Assistants                          | 8                | 6                | 12.8       | Recreational Therapists               | 0                | 0                | 0.0          |
| Physician Assistants                        | 0                | 0                | 0.0        | Dietitians & Nutritionists            | 2                | 0                | 2.0          |
| Nurse Practitioners                         | 1                | 0                | 1.0        | Psychologists                         | 0                | 0                | 0.0          |
| Certified Registered Nurse Anesthetists     | 0                | 0                | 0.0        | Social Workers                        | 0                | 0                | 0.0          |
| Clinical Nurse Specialists                  | 0                | 0                | 0.0        | All Other Health Professionals        | 16               | 39               | 35.2         |
| Health Info Mgmt-Administrators/Technicians | 0                | 0                | 0.0        | All Other Personnel                   | 46               | 87               | 78.4         |
| Pharmacy Personnel                          | 15               | 5                | 17.4       |                                       |                  |                  |              |
| Clinical Laboratory Personnel               | 2                | 8                | 8.4        |                                       |                  |                  |              |
|                                             |                  |                  |            | <b>Total</b>                          | <b>187</b>       | <b>302</b>       | <b>332.8</b> |

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|                                                          |              |          | All GMS Hospitals |       | Analysis Area |       | Volume Group |       | FY 2021 vs. 2020 |       |
|----------------------------------------------------------|--------------|----------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|
| Selected Financial Statistics                            |              |          | Value             | Ratio | Value         | Ratio | Value        | Ratio | FY 2020          | Ratio |
| FY 2021                                                  |              |          |                   |       |               |       |              |       |                  |       |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |              |          |                   |       |               |       |              |       |                  |       |
| Medicare                                                 | \$68,572,453 | 43.5%    | 46.6%             | 0.93  | 51.2%         | 0.85  | 49.5%        | 0.88  | 40.6%            | 1.07  |
| Medical Assistance                                       | \$23,754,407 | 15.1%    | 14.4%             | 1.04  | 13.3%         | 1.14  | 13.2%        | 1.15  | 14.8%            | 1.02  |
| Commercial                                               | \$62,716,794 | 39.8%    | 33.9%             | 1.17  | 29.9%         | 1.33  | 33.6%        | 1.18  | 42.2%            | 0.94  |
| All Other                                                | \$2,649,953  | 1.7%     | 5.1%              | 0.33  | 5.7%          | 0.30  | 3.7%         | 0.45  | 2.5%             | 0.68  |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |              |          |                   |       |               |       |              |       |                  |       |
| Medicare                                                 | \$39,022,942 | 24.7%    | 35.2%             | 0.70  | 36.0%         | 0.69  | 35.9%        | 0.69  | 24.2%            | 1.02  |
| Medical Assistance                                       | \$15,096,997 | 9.6%     | 11.1%             | 0.86  | 10.1%         | 0.95  | 10.4%        | 0.92  | 9.7%             | 0.99  |
| Commercial                                               | \$17,707,720 | 11.2%    | 14.9%             | 0.75  | 9.2%          | 1.22  | 13.9%        | 0.81  | 11.5%            | 0.98  |
| Charity Care                                             | \$1,776,535  | 1.1%     | 0.7%              | 1.58  | 0.8%          | 1.47  | 0.8%         | 1.49  | 1.5%             | 0.75  |
| Bad Debt                                                 | \$909,125    | 0.6%     | 1.0%              | 0.57  | 0.8%          | 0.71  | 1.3%         | 0.45  | 0.9%             | 0.65  |
| All Other                                                | \$1,113,023  | 0.7%     | 2.8%              | 0.25  | 3.5%          | 0.20  | 2.3%         | 0.31  | 0.9%             | 0.81  |
| Total Deductions                                         | \$75,626,342 | 48.0%    | 65.8%             | 0.73  | 60.4%         | 0.79  | 64.5%        | 0.74  | 48.6%            | 0.99  |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |              |          |                   |       |               |       |              |       |                  |       |
| Other Revenue as % of Total Revenue                      |              | 10.3%    | 6.5%              | 1.58  | 4.2%          | 2.44  | 7.3%         | 1.41  | 8.9%             | 1.15  |
| Net Gains/Losses as % of Net Income                      |              | 48.8%    | 29.4%             | 1.66  | 32.5%         | 1.50  | 21.5%        | 2.27  | 10.0%            | 4.90  |
| <b>Expenses as % of Total Expenses</b>                   |              |          |                   |       |               |       |              |       |                  |       |
| Salary/Fringe Benefits                                   | \$36,860,739 | 48.8%    | 42.4%             | 1.15  | 42.4%         | 1.15  | 44.5%        | 1.10  | 52.9%            | 0.92  |
| Supplies & Services                                      | \$34,171,149 | 45.3%    | 51.3%             | 0.88  | 52.7%         | 0.86  | 48.6%        | 0.93  | 40.3%            | 1.12  |
| Capital Component                                        | \$4,476,602  | 5.9%     | 6.2%              | 0.95  | 4.9%          | 1.20  | 6.9%         | 0.86  | 6.9%             | 0.86  |
| <b>Fiscal Statistics</b>                                 |              |          |                   |       |               |       |              |       |                  |       |
| Operating Margin (%)                                     |              | 17.4%    | 10.4%             | 1.67  | 9.6%          | 1.81  | 13.9%        | 1.26  | 12.7%            | 1.38  |
| Total Hospital Net Income (%)                            |              | 29.2%    | 14.1%             | 2.07  | 13.6%         | 2.14  | 17.0%        | 1.71  | 13.9%            | 2.11  |
| Return on Equity (%)                                     |              | 16.1%    | 6.3%              | 2.55  | 3.3%          | 4.88  | 13.1%        | 1.23  | 6.9%             | 2.32  |
| Current Ratio                                            |              | 3.9      | 4.1               | 0.94  | 2.8           | 1.36  | 4.4          | 0.87  | 3.6              | 1.07  |
| Days in Net Patient Accounts Receivable                  |              | 45.0     | 87.5              | 0.51  | 167.5         | 0.27  | 43.9         | 1.02  | 47.4             | 0.95  |
| Average Payment Period                                   |              | 84.3     | 89.9              | 0.94  | 165.5         | 0.51  | 61.1         | 1.38  | 91.5             | 0.92  |
| Equity Financing (%)                                     |              | 81.3%    | 64.7%             | 1.26  | 50.9%         | 1.60  | 78.9%        | 1.03  | 78.4%            | 1.04  |
| Long-Term Debt to Equity Ratio                           |              | 0.1      | 0.3               | 0.34  | 0.7           | 0.16  | 0.1          | 0.87  | 0.1              | 0.84  |
| Times Interest Earned                                    |              | 58.3     | 21.0              | 2.77  | 48.7          | 1.20  | 25.9         | 2.25  | 22.2             | 2.63  |
| Total Asset Turnover                                     |              | 0.5      | 0.4               | 1.10  | 0.2           | 2.05  | 0.7          | 0.64  | 0.5              | 0.96  |
| Average Age of Plant (Years)                             |              | 12.4     | 17.1              | 0.73  | 33.5          | 0.37  | 10.3         | 1.20  | 10.5             | 1.18  |
| Increase (Decrease) Total Net Patient Revenue            |              | 12.1%    | 12.7%             | 0.95  | 25.1%         | 0.48  | 14.2%        | 0.86  | 0.1%             | 92.74 |
| Outpatient Gross Revenue (% of Total GPR)                |              | 87.4%    | 64.9%             | 1.35  | 70.5%         | 1.24  | 76.7%        | 1.14  | 89.4%            | 0.98  |
| <b>Net Revenue Statistics</b>                            |              |          |                   |       |               |       |              |       |                  |       |
| Inpatient Net Revenue per Discharge                      |              | \$14,987 | \$18,658          | 0.80  | \$16,540      | 0.91  | \$12,297     | 1.22  | \$14,735         | 1.02  |
| Inpatient Net Revenue per Day                            |              | \$3,480  | \$3,656           | 0.95  | \$3,511       | 0.99  | \$2,830      | 1.23  | \$3,803          | 0.92  |
| Outpatient Net Revenue per Visit                         |              | \$711    | \$781             | 0.91  | \$799         | 0.89  | \$806        | 0.88  | \$752            | 0.95  |

| Income Statement            |               | Assets                            |               | Liabilities & Fund Balances      |               |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$157,693,607 | Cash & Cash Equivalents           | \$39,596,757  | Current Liabilities              | \$16,573,190  |
| Less Deductions             | \$75,626,342  | Net Patient Receivables           | \$10,108,488  | Long-Term Debt                   | \$17,586,455  |
| Net Patient Revenue         | \$82,067,265  | Other Receivables                 | \$0           | Other Liabilities                | \$1,986,979   |
| Plus Other Revenue          | \$9,373,585   |                                   |               | Subtotal                         | \$36,146,624  |
| Total Revenue               | \$91,440,849  | Land, Buildings & Equipment (Net) | \$29,336,700  |                                  |               |
| Less Expenses               | \$75,508,490  | Other Assets                      | \$114,175,519 | Unrestricted Fund Balance        | \$157,070,840 |
| Non-Operating Gains/Losses  | \$15,162,170  |                                   |               | Restricted Fund Balance          | \$1,986,979   |
| Net Income                  | \$31,094,529  | Total Assets                      | \$193,217,464 | Total Liabilities & Fund Balance | \$193,217,464 |