

**057 Mayo Clinic Health System - La Crosse**  
700 West Avenue South  
La Crosse, WI 54601  
608-785-0940

Fiscal Year: 01/01 to 12/31  
Type: GMS  
General Medical & Surgical

County: La Crosse  
Analysis Area: Southwestern (5B)  
Volume Group: 7

Control:

|                                               |         | All GMS Hospitals |       | Analysis Area<br>5B |       | Volume Group<br>7 |       | FY 2024 vs. 2023 |         |       |
|-----------------------------------------------|---------|-------------------|-------|---------------------|-------|-------------------|-------|------------------|---------|-------|
| Selected Utilization Statistics               |         | FY 2024           | Value | Ratio               | Value | Ratio             | Value | Ratio            | FY 2023 | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                     |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 61.8%   | 63.0%             | 0.98  | 48.1%               | 1.29  | 79.3%             | 0.78  | 58.9%            | 1.05    |       |
| Obstetrics                                    | 46.8%   | 40.9%             | 1.14  | 67.0%               | 0.05  | 49.7%             | 0.94  | 24.4%            | 1.92    |       |
| Pediatrics                                    | 0.0%    | 77.7%             | N/A   | 41.6%               | N/A   | 66.8%             | N/A   | 0.0%             | N/A     |       |
| Total Hospital                                | 58.4%   | 63.6%             | 0.92  | 53.4%               | 1.09  | 72.9%             | 0.80  | 53.9%            | 1.08    |       |
| <b>Average Census (Patients)</b>              |         |                   |       |                     |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 43.9    | 25.0              | 1.75  | 17.7                | 2.48  | 93.2              | 0.47  | 40.0             | 1.10    |       |
| Obstetrics                                    | 3.3     | 5.2               | 0.63  | 4.6                 | 0.72  | 13.0              | 0.25  | 3.4              | 0.96    |       |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 0.9                 | N/A   | 6.0               | N/A   | 0.0              | N/A     |       |
| Total Hospital                                | 53.7    | 46.9              | 1.15  | 29.7                | 1.81  | 188.5             | 0.28  | 49.6             | 1.08    |       |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                     |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 3.6     | 4.3               | 0.84  | 3.4                 | 1.09  | 4.7               | 0.78  | 4.1              | 0.89    |       |
| Obstetrics                                    | 2.1     | 2.4               | 0.87  | 2.0                 | 1.05  | 2.5               | 0.84  | 2.1              | 0.99    |       |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 2.8                 | N/A   | 4.3               | N/A   | 0.0              | N/A     |       |
| Total Hospital                                | 3.8     | 4.8               | 0.78  | 4.4                 | 0.86  | 5.2               | 0.72  | 4.1              | 0.91    |       |
| <b>Surgical Operations</b>                    |         |                   |       |                     |       |                   |       |                  |         |       |
| Inpatient                                     | 964     | 1,014             | 0.95  | 897                 | 1.07  | 3,636             | 0.27  | 749              | 1.29    |       |
| Outpatient                                    | 4,712   | 4,465             | 1.06  | 3,726               | 1.26  | 11,900            | 0.40  | 5,144            | 0.92    |       |
| Inpatient as % of All Surgeries               | 17.0%   | 18.5%             | 0.92  | 19.4%               | 0.88  | 23.4%             | 0.73  | 12.7%            | 1.34    |       |
| <b>Outpatient Visits</b>                      |         |                   |       |                     |       |                   |       |                  |         |       |
| Non-Emergency Visits                          | 371,267 | 139,692           | 2.66  | 146,388             | 2.54  | 398,884           | 0.93  | 344,360          | 1.08    |       |
| Emergency Visits                              | 24,097  | 17,650            | 1.37  | 15,857              | 1.52  | 41,840            | 0.58  | 24,497           | 0.98    |       |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                     |       |                   |       |                  |         |       |
| Administrators                                | 14.0    | 4.3               | 3.24  | 4.0                 | 3.50  | 12.4              | 1.13  | 42.0             | 0.33    |       |
| Nurses, Licensed                              | 447.8   | 232.9             | 1.92  | 147.0               | 3.05  | 803.2             | 0.56  | 513.9            | 0.87    |       |
| Ancillary Nursing Personnel                   | 58.8    | 38.9              | 1.51  | 21.2                | 2.77  | 139.1             | 0.42  | 70.6             | 0.83    |       |
| All Other Personnel                           | 1,294.1 | 451.0             | 2.87  | 405.5               | 3.19  | 1,510.6           | 0.86  | 1,562.5          | 0.83    |       |
| Total FTEs                                    | 1,814.7 | 727.1             | 2.50  | 577.8               | 3.14  | 2,465.3           | 0.74  | 2,188.9          | 0.83    |       |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                     |       |                   |       |                  |         |       |
| Administrators                                | 5.0     | 3.0               | 1.68  | 2.3                 | 2.15  | 2.5               | 2.02  | 15.1             | 0.33    |       |
| Nurses, Licensed                              | 159.5   | 160.0             | 1.00  | 85.3                | 1.87  | 159.6             | 1.00  | 184.9            | 0.86    |       |
| Ancillary Nursing Personnel                   | 20.9    | 26.7              | 0.78  | 12.3                | 1.70  | 27.6              | 0.76  | 25.4             | 0.82    |       |
| All Other Personnel                           | 461.1   | 309.9             | 1.49  | 235.2               | 1.96  | 300.2             | 1.54  | 562.2            | 0.82    |       |
| Total FTEs                                    | 646.6   | 499.6             | 1.29  | 335.1               | 1.93  | 489.9             | 1.32  | 787.6            | 0.82    |       |

**Total Hospital:**

Beds Set Up & Staffed 92  
Discharges 5,218  
Inpatient Days 19,657

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 0  
Discharges 0  
Inpatient Days 0

**Newborn Nursery:**

Bassinets 6  
Total Births 546  
Newborn Days 904

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>12/31/2024 | 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         | H                 | 71                                  | 4,406                    | 16,069               | 61.8%              | 43.9                      | 3.6                           |
| Orthopedic                            | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Palliative Care                       | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Acute Long-Term Care                  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Other Acute                           | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Pediatric, acute</b>               | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Geriatric, acute</b>               | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | H                 | 7                                   | 571                      | 1,200                | 46.8%              | 3.3                       | 2.1                           |
| <b>Psychiatric</b>                    | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Alcoholism/chemical dependency</b> | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Intensive Care</b>                 |                   |                                     |                          |                      |                    |                           |                               |
| ICU/CCU                               | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Cardiac Intensive Unit                | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Pediatric Intensive Care              | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Burn Care                             | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Mixed Intensive Care                  | H                 | 10                                  | 207                      | 2,157                | 58.9%              | 5.9                       | 10.4                          |
| Step-Down (Special Care)              | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Neonatal Intensive/Intermediate Care  | H                 | 4                                   | 34                       | 231                  | 15.8%              | 0.6                       | 6.8                           |
| <b>Care</b>                           |                   |                                     |                          |                      |                    |                           |                               |
| Other Intensive Care                  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Subacute care</b>                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | S                 | 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.

\* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

La Crosse, WI 54601

|                                             | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE |                                       | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE  |
|---------------------------------------------|---------------------|---------------------|---------------|---------------------------------------|---------------------|---------------------|----------------|
| Administrators                              | 14                  | 0                   | 14.0          | Radiological Services Personnel       | 24                  | 37                  | 47.2           |
| Dentists                                    | 0                   | 0                   | 0.0           | Sonographers                          | 5                   | 19                  | 16.3           |
| Medical & Dental Residents                  | 18                  | 0                   | 18.0          | Physician Assistants                  | 16                  | 14                  | 23.1           |
| Dental Hygienists                           | 0                   | 0                   | 0.0           | Surgical Technicians                  | 0                   | 0                   | 0.0            |
| Registered Nurses                           | 104                 | 380                 | 348.8         | Respiratory Therapists                | 4                   | 29                  | 21.3           |
| Certified Nurse Midwives                    | 5                   | 2                   | 6.6           | Occupational Therapists               | 3                   | 13                  | 9.5            |
| Licensed Practical Nurses                   | 13                  | 38                  | 36.6          | Occupational Therapy Assistants/Aides | 1                   | 1                   | 1.7            |
| Ancillary Nursing Personnel                 | 20                  | 92                  | 58.8          | Physical Therapists                   | 9                   | 19                  | 19.1           |
| Medical Assistants                          | 43                  | 65                  | 86.5          | Physical Therapy Assistants/Aides     | 6                   | 8                   | 11.0           |
| Nurse Practitioners                         | 15                  | 23                  | 29.8          | Recreational Therapists               | 0                   | 1                   | 0.5            |
| Certified Registered Nurse Anesthetists     | 11                  | 12                  | 19.4          | Dietitians & Nutritionists            | 5                   | 6                   | 7.7            |
| Clinical Nurse Specialists                  | 5                   | 2                   | 6.7           | Psychologists                         | 2                   | 2                   | 3.1            |
| Health Info Mgmt-Administrators/Technicians | 24                  | 11                  | 31.9          | Social Workers                        | 26                  | 32                  | 44.0           |
| Pharmacists                                 | 18                  | 18                  | 28.0          | Psychiatric Technicians               | 0                   | 0                   | 0.0            |
| Medical & Clinical LaboratoryTechnicians    | 17                  | 42                  | 42.7          | Pharmacy Technicians                  | 16                  | 20                  | 27.8           |
| Surgical Personnel                          | 17                  | 27                  | 34.9          | Medical Coding Technicians            | 12                  | 6                   | 17.0           |
| Directors/Managers                          | 44                  | 52                  | 71.4          | All Other Contracted Staff            | 0                   | 0                   | 0.0            |
| Food Service Workers                        | 0                   | 0                   | 0.0           | All Other Health Professionals        | 203                 | 185                 | 315.8          |
| Environmental Services Workers              | 52                  | 38                  | 75.1          | All Other Personnel                   | 181                 | 191                 | 305.2          |
| Medical & Clinical LaboratoryTechnologists  | 23                  | 11                  | 30.1          |                                       |                     |                     |                |
| All Other Radiologic Personnel              | 4                   | 4                   | 5.5           |                                       |                     |                     |                |
| Total Active Privileged Medical Staff:      | 361                 |                     |               |                                       |                     |                     |                |
|                                             |                     |                     |               | <b>Total</b>                          | <b>960</b>          | <b>1,400</b>        | <b>1,814.7</b> |

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La Crosse, WI 54601

|                                                   |               |       |                   |       |               |             |              |            |                  |         |       |
|---------------------------------------------------|---------------|-------|-------------------|-------|---------------|-------------|--------------|------------|------------------|---------|-------|
| La Crosse, WI 54601                               |               |       | All GMS Hospitals |       | Analysis Area |             | Volume Group |            | FY 2024 vs. 2023 |         |       |
| Selected Financial Statistics                     |               |       | FY 2024           | Value | Ratio         | 5B<br>Value | Ratio        | 7<br>Value | Ratio            | FY 2023 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue |               |       |                   |       |               |             |              |            |                  |         |       |
| Medicare                                          | \$691,877,956 | 54.9% | 49.1%             | 1.12  | 48.0%         | 1.15        | 49.6%        | 1.11       | 53.9%            | 1.02    |       |
| Medical Assistance                                | \$105,666,550 | 8.4%  | 13.0%             | 0.65  | 9.1%          | 0.92        | 11.8%        | 0.71       | 9.8%             | 0.85    |       |
| Commercial                                        | \$393,508,484 | 31.2% | 32.2%             | 0.97  | 34.4%         | 0.91        | 32.4%        | 0.97       | 30.9%            | 1.01    |       |
| All Other                                         | \$68,572,723  | 5.4%  | 5.7%              | 0.95  | 8.5%          | 0.64        | 6.2%         | 0.87       | 5.4%             | 1.01    |       |
| Deductions as % of Total Gross Patient Revenue    |               |       |                   |       |               |             |              |            |                  |         |       |
| Medicare                                          | \$516,806,672 | 41.0% | 38.3%             | 1.07  | 35.0%         | 1.17        | 39.3%        | 1.04       | 40.0%            | 1.03    |       |
| Medical Assistance                                | \$81,228,417  | 6.4%  | 10.2%             | 0.63  | 7.2%          | 0.90        | 9.5%         | 0.68       | 7.8%             | 0.83    |       |
| Commercial                                        | \$136,476,100 | 10.8% | 15.3%             | 0.71  | 15.9%         | 0.68        | 16.1%        | 0.67       | 9.7%             | 1.11    |       |
| Charity Care                                      | \$10,400,021  | 0.8%  | 0.9%              | 0.97  | 1.4%          | 0.61        | 0.9%         | 0.93       | 0.5%             | 1.80    |       |
| Bad Debt                                          | \$7,551,824   | 0.6%  | 1.0%              | 0.58  | 0.8%          | 0.72        | 0.9%         | 0.63       | 1.0%             | 0.59    |       |
| All Other                                         | \$44,983,250  | 3.6%  | 3.3%              | 1.09  | 6.6%          | 0.54        | 3.6%         | 1.00       | 3.6%             | 1.00    |       |
| Total Deductions                                  | \$797,446,284 | 63.3% | 68.9%             | 0.92  | 66.9%         | 0.95        | 70.3%        | 0.90       | 62.5%            | 1.01    |       |
| Other Revenue & Net Gains or Losses               |               |       |                   |       |               |             |              |            |                  |         |       |
| Other Revenue as % of Total Revenue               |               | 10.0% | 7.1%              | 1.41  | 22.0%         | 0.46        | 8.1%         | 1.24       | 8.4%             | 1.19    |       |
| Net Gains/Losses as % of Net Income               |               | 72.1% | 19.9%             | 3.63  | 76.8%         | 0.94        | 22.4%        | 3.21       | 63.6%            | 1.13    |       |
| Expenses as % of Total Expenses                   |               |       |                   |       |               |             |              |            |                  |         |       |
| Salary/Fringe Benefits                            | \$297,979,741 | 58.6% | 41.8%             | 1.40  | 52.8%         | 1.11        | 40.0%        | 1.47       | 59.6%            | 0.98    |       |
| Supplies & Services                               | \$187,466,104 | 36.9% | 52.7%             | 0.70  | 43.2%         | 0.85        | 55.1%        | 0.67       | 37.2%            | 0.99    |       |
| Capital Component                                 | \$22,878,254  | 4.5%  | 5.5%              | 0.82  | 4.1%          | 1.11        | 4.9%         | 0.93       | 3.2%             | 1.41    |       |
| Fiscal Statistics                                 |               |       |                   |       |               |             |              |            |                  |         |       |
| Operating Margin (%)                              |               | 1.0%  | 7.9%              | 0.13  | 1.7%          | 0.60        | 7.5%         | 0.14       | 1.8%             | 0.58    |       |
| Total Hospital Net Income (%)                     |               | 3.6%  | 9.7%              | 0.37  | 6.9%          | 0.51        | 9.5%         | 0.38       | 4.7%             | 0.76    |       |
| Return on Equity (%)                              |               | 6.8%  | 8.4%              | 0.80  | 6.7%          | 1.02        | 9.7%         | 0.70       | 7.3%             | 0.92    |       |
| Current Ratio                                     |               | 5.8   | 5.5               | 1.07  | 34.3          | 0.17        | 7.4          | 0.79       | 2.1              | 2.80    |       |
| Days in Net Patient Accounts Receivable           |               | 41.0  | 78.5              | 0.52  | 55.7          | 0.74        | 57.7         | 0.71       | 44.2             | 0.93    |       |
| Equity Financing (%)                              |               | 68.3% | 59.9%             | 1.14  | 88.7%         | 0.77        | 72.1%        | 0.95       | 56.5%            | 1.21    |       |
| Long-Term Debt to Equity Ratio                    |               | 0.0   | 0.5               | N/A   | 0.1           | N/A         | 0.3          | N/A        | 0.0              | N/A     |       |
| Times Interest Earned                             |               | 402.4 | 16.8              | 23.90 | 41.4          | 9.71        | 19.3         | 20.89      | 1,633.0          | 0.25    |       |
| Total Asset Turnover                              |               | 1.2   | 0.5               | 2.57  | 0.8           | 1.52        | 0.7          | 1.71       | 1.5              | 0.80    |       |
| Average Age of Plant (Years)                      |               | 11.0  | 20.1              | 0.55  | 9.9           | 1.11        | 14.7         | 0.75       | 16.3             | 0.67    |       |
| Increase (Decrease) Total Net Patient Revenue     |               | 7.2%  | 7.2%              | 1.00  | 20.9%         | 0.34        | 8.4%         | 0.85       | 4.2%             | 1.72    |       |
| Outpatient Gross Revenue (% of Total GPR)         |               | 80.9% | 67.5%             | 1.20  | 82.4%         | 0.98        | 62.1%        | 1.30       | 82.3%            | 0.98    |       |

| Income Statement            |                 |  | Assets                            |               | Liabilities & Fund Balances      |                  |  |
|-----------------------------|-----------------|--|-----------------------------------|---------------|----------------------------------|------------------|--|
| Gross Patient Revenue (GPR) | \$1,259,625,713 |  | Cash & Cash Equivalents           | \$3,550       | Current Liabilities              | \$13,536,947     |  |
| Less Deductions             | \$797,446,284   |  | Net Patient Receivables           | \$51,811,923  | Long-Term Debt                   | \$0              |  |
| Net Patient Revenue         | \$462,179,429   |  | Other Receivables                 | \$2,634,402   | Other Liabilities                | \$120,268,552    |  |
| Plus Other Revenue          | \$51,386,392    |  |                                   |               | Subtotal                         | \$133,805,499    |  |
| Total Revenue               | \$513,565,821   |  | Land, Buildings & Equipment (Net) | \$305,089,738 |                                  |                  |  |
| Less Expenses               | \$508,324,099   |  | Other Assets                      | \$62,857,791  | Unrestricted Fund Balance        | \$277,231,483.00 |  |
| Non-Operating Gains/Losses  | \$13,531,112    |  |                                   |               | Restricted Fund Balance          | \$11,360,422     |  |
| Net Income                  | \$18,772,834    |  | Total Assets                      | \$422,397,404 | Total Liabilities & Fund Balance | \$422,397,404    |  |