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Form 990

## Return of Organization Exempt From Income Tax

2009

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

► The organization may have to use a copy of this return to satisfy state reporting requirements

## A For the 2009 calendar year, or tax year beginning 10-01-2009 and ending 09-30-2010

B Check if applicable	C Name of organization REEDSBURG AREA MEDICAL CENTER		D Employer identification number 39-1091432
<input type="checkbox"/> Address change	Doing Business As		E Telephone number (608) 524-6487
<input type="checkbox"/> Name change	Number and street (or P O box if mail is not delivered to street address) 2000 North Dewey Avenue		G Gross receipts \$ 42,038,387
<input type="checkbox"/> Initial return	Room/suite		
<input type="checkbox"/> Terminated	City or town, state or country, and ZIP + 4 Reedsburg, WI 53959		
<input type="checkbox"/> Amended return	F Name and address of principal officer Robert Van Meeteren 2000 North Dewey Avenue Reedsburg, WI 53959		H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<input type="checkbox"/> Application pending			H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions)

I Tax-exempt status  501(c) ( 3 ) ► (insert no)  4947(a)(1) or  527

J Website: ► www.ramchealth.com

K Form of organization  Corporation  Trust  Association  Other ► L Year of formation 1976 M State of legal domicile WI

## Part I Summary

1 Briefly describe the organization's mission or most significant activities  
Reedsburg Area Medical Center (RAMC) is a non-profit, non-stock corporation which exists for the benefit of the people of Reedsburg and surrounding areas. RAMC's mission is to provide quality, compassionate and effective health care by going beyond the expected in all we do. Our main function is to provide primary care services consisting of, but not limited to, acute care, obstetrics, urgent/emergency care, diagnostic services, rehabilitation, surgical services, community outreach and wellness. Diversification and expansion of services are considered in response to the needs of those we serve. RAMC provides significant charity care and other community benefits as defined by the IRS. But in addition, we believe that we provide a critically important community benefit which is not quantified. Our hospital, like most rural hospitals, was created and is maintained in order to provide care locally - care that without our hospital, would not be available locally

2 Check this box ► if the organization discontinued its operations or disposed of more than 25% of its net assets

3 Number of voting members of the governing body (Part VI, line 1a) . . . . . 3 11

4 Number of independent voting members of the governing body (Part VI, line 1b) . . . . . 4 11

5 Total number of employees (Part V, line 2a) . . . . . 5 423

6 Total number of volunteers (estimate if necessary) . . . . . 6 200

7a Total gross unrelated business revenue from Part VIII, column (C), line 12 . . . . . 7a 0

b Net unrelated business taxable income from Form 990-T, line 34 . . . . . 7b 0

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h) . . . . .	48,653	67,675
9 Program service revenue (Part VIII, line 2g) . . . . .	39,433,456	40,332,914
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) . . . . .	160,444	361,360
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1,413,496	1,259,338
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) . . . . .	41,056,049	42,021,287

	Prior Year	Current Year
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) . . . . .	502,406	482,931
14 Benefits paid to or for members (Part IX, column (A), line 4) . . . . .	0	0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	21,100,879	22,002,955
16a Professional fundraising fees (Part IX, column (A), line 11e) . . . . .	0	0
b Total fundraising expenses (Part IX, column (D), line 25) ► 71,894		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f) . . . . .	18,315,345	17,553,020
18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	39,918,630	40,038,906
19 Revenue less expenses Subtract line 18 from line 12 . . . . .	1,137,419	1,982,381

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16) . . . . .	58,257,758	61,451,815
21 Total liabilities (Part X, line 26) . . . . .	28,934,348	29,731,122
22 Net assets or fund balances Subtract line 21 from line 20 . . . . .	29,323,410	31,720,693

## Part II Signature Block

Sign Here	Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge		
	Signature of officer	2011-05-16	Date
	Robert Van Meeteren President		
	Type or print name and title		

Paid Preparer's Use Only	Preparer's signature	Date	Check if self-employed ►	Preparer's identifying number (see instructions)
	Firm's name (or yours if self-employed), address, and ZIP + 4			EIN ►
				Phone no ►

May the IRS discuss this return with the preparer shown above? (see instructions) . . . . .  Yes  No

**Part III Statement of Program Service Accomplishments****1** Briefly describe the organization's mission

Reedsburg Area Medical Center (RAMC) is a non-profit, non-stock corporation which exists for the benefit of the people of Reedsburg and surrounding areas. RAMC's mission is to provide quality, compassionate and effective health care by going beyond the expected in all we do. Our main function is to provide primary care services consisting of, but not limited to, acute care, obstetrics, urgent/emergency care, diagnostic services, rehabilitation, surgical services, community outreach and wellness. Diversification and expansion of services are considered in response to the needs of those we serve. RAMC provides significant charity care and other community benefits as defined by the IRS. But in addition, we believe that we provide a critically important community benefit which is not quantified. Our hospital, like most rural hospitals, was created and is maintained in order to provide care locally - care that without our hospital, would not be available locally.

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No

If "Yes," describe these new services on Schedule O

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No

If "Yes," describe these changes on Schedule O

**4** Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

**4a** (Code) (Expenses \$ 3,133,300 including grants of \$ 8,568 ) (Revenue \$ 7,271,781 )

Inpatient services include Multicare (medical/surgical), Obstetrics/Nursery and Intensive Care units at Reedsburg Area Medical Center. Within these units, RAMC provided short-term care for 4,996 patient days (1,456 patients) during the fiscal year ending 09/30/2010. This included 383 swing bed days, 898 observations and 282 births. RAMC is proud to be the first hospital in Wisconsin to install and offer the Responder 5 - a complete patient- and family-to-staff communication system for its inpatients. The system allows doctors, nurses and other health workers to coordinate patient care directly with each other, the patient and the patient's family. It also allows the patient quick, easy and direct access to staff.

**4b** (Code) (Expenses \$ 2,844,960 including grants of \$ 0 ) (Revenue \$ 15,806,062 )

In our commitment to providing high-quality, effective, local healthcare, RAMC has made several updates to our Radiology department during the fiscal year ending 09/30/2010. RAMC installed and began testing patients requiring a mammogram with a new state-of-the-art digital mammography system. This advanced machine produces incredibly sharp digital images and more accurate mammograms. RAMC also updated and installed new equipment in our Fluoroscopy room and expanded capabilities of our in-house MRI to include breast MRIs. A total of 25,243 procedures (3,149 inpatient, 22,094 outpatient) were performed by our Radiology department, including ultrasounds, CT scans, nuclear medicine, mammograms, x-ray, PET CT scans, MRI and bone density tests.

**4c** (Code) (Expenses \$ 2,669,522 including grants of \$ 600 ) (Revenue \$ 7,564,396 )

RAMC's Urgent Care & Emergency Care is here for our community whenever they need us. Urgent Care has hours of availability for minor medical needs seven days a week and the Emergency Room is open and physician staffed, 24 hours a day, seven days a week. A multi-disciplinary team of skilled professionals, along with up-to-date diagnostic technology, are available 24-hours a day. The staff at RAMC is here to meet patients' physical, social, educational, emotional and spiritual needs. In the fiscal year ending 09/30/2010, 9,048 patients were seen in the Emergency Room and 4,213 visited Urgent Care.

**4d** Other program services (Describe in Schedule O) **See also Additional Data for Description**

(Expenses \$ 25,238,005 including grants of \$ 473,763 ) (Revenue \$ 11,379,048 )

**4e** Total program service expenses \$ 33,885,787

**Part IV Checklist of Required Schedules**

1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A

2 Is the organization required to complete Schedule B, Schedule of Contributors?

3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I

4 **Section 501(c)(3) organizations.** Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II

5 **Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations.** Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III

6 Did the organization maintain any donor advised funds or any similar funds or accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I

7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II

8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III

9 Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV

10 Did the organization, directly or through a related organization, hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V

11 Is the organization's answer to any of the following questions "Yes"? If so, complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.

- Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.
- Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII.
- Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII.
- Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX.
- Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X.
- Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48? If "Yes," complete Schedule D, Part X.

12 Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII

12A Was the organization included in consolidated, independent audited financial statements for the tax year? Yes No

If "Yes," completing Schedule D, Parts XI, XII, and XIII is optional

12A Yes

13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E

14a Did the organization maintain an office, employees, or agents outside of the United States?

b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the United States? If "Yes," complete Schedule F, Part I

15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U.S.? If "Yes," complete Schedule F, Part II

16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U.S.? If "Yes," complete Schedule F, Part III

17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I

18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II

19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III

20 Did the organization operate one or more hospitals? If "Yes," complete Schedule H

	Yes	No
1	Yes	
2	Yes	
3		No
4		No
5		
6		No
7		No
8		No
9		No
10		No
11	Yes	
12		No
13		No
14a		No
14b		No
15		No
16		No
17		No
18		No
19		No
20	Yes	

**Part IV Checklist of Required Schedules (continued)**

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21	Yes	
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to line 25	24a	Yes	
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	No	
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	No	
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	No	
25a	<b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a	No	
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	25b	No	
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II	26	No	
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? If "Yes," complete Schedule L, Part III	27	No	
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)	28a	No	
a	A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28b	Yes	
b	A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28c	Yes	
c	An entity of which a current or former officer, director, trustee, or key employee of the organization (or a family member) was an officer, director, trustee, or owner? If "Yes," complete Schedule L, Part IV	29	No	
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	30	No	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M	31	No	
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	32	No	
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	33	No	
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? If "Yes," complete Schedule R, Part I	34	No	
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1	35	No	
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	36	No	
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	37	No	
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	38	Yes	
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O			

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

		Yes	No
<b>1a</b>	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable	<b>1a</b>	65
<b>1b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	<b>1b</b>	0
<b>1c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	Yes	
<b>2a</b>	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return	<b>2a</b>	423
<b>2b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return (see instructions)	Yes	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?		No
<b>3b</b>	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O		
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		No
<b>4b</b>	If "Yes," enter the name of the foreign country. See the instructions for exceptions and filing requirements for Form TD F 90-22 1, Report of Foreign Bank and Financial Accounts		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5a</b>	No
<b>5b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>	No
<b>5c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction?		
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	<b>6a</b>	No
<b>6b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6b</b>	
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>7a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	<b>7a</b>	No
<b>7b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7b</b>	
<b>7c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7c</b>	No
<b>7d</b>	If "Yes," indicate the number of Forms 8282 filed during the year		
<b>7e</b>	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7e</b>	No
<b>7f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7f</b>	No
<b>7g</b>	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?	<b>7g</b>	
<b>7h</b>	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?	<b>7h</b>	
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</b> Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>9a</b>	Did the organization make any taxable distributions under section 4966?	<b>9a</b>	
<b>9b</b>	Did the organization make a distribution to a donor, donor advisor, or related person?	<b>9b</b>	
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter		
<b>10a</b>	Initiation fees and capital contributions included on Part VIII, line 12	<b>10a</b>	
<b>10b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<b>10b</b>	
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter		
<b>11a</b>	Gross income from members or shareholders	<b>11a</b>	
<b>11b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	<b>11b</b>	
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>	
<b>12b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>	

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

### Section A. Governing Body and Management

		Yes	No
<b>1a</b> Enter the number of voting members of the governing body . . .	<b>1a</b>	11	
<b>b</b> Enter the number of voting members that are independent . . .	<b>1b</b>	11	
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .	<b>2</b>		No
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . . . .	<b>3</b>		No
<b>4</b> Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed? . . . . .	<b>4</b>		No
<b>5</b> Did the organization become aware during the year of a material diversion of the organization's assets? . . . . .	<b>5</b>		No
<b>6</b> Does the organization have members or stockholders? . . . . .	<b>6</b>		No
<b>7a</b> Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body? . . . . .	<b>7a</b>		No
<b>b</b> Are any decisions of the governing body subject to approval by members, stockholders, or other persons? . . . . .	<b>7b</b>		No
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following			
<b>a</b> The governing body? . . . . .	<b>8a</b>	Yes	
<b>b</b> Each committee with authority to act on behalf of the governing body? . . . . .	<b>8b</b>	Yes	
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .	<b>9</b>		No

### Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
<b>10a</b> Does the organization have local chapters, branches, or affiliates? . . . . .	<b>10a</b>		No
<b>b</b> If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization? . . . . .	<b>10b</b>		
<b>11</b> Has the organization provided a copy of this Form 990 to all members of its governing body before filing the form? . . . . .	<b>11</b>	Yes	
<b>11A</b> Describe in Schedule O the process, if any, used by the organization to review the Form 990 . . . . .			
<b>12a</b> Does the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .	<b>12a</b>	Yes	
<b>b</b> Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	<b>12b</b>	Yes	
<b>c</b> Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done . . . . .	<b>12c</b>	Yes	
<b>13</b> Does the organization have a written whistleblower policy? . . . . .	<b>13</b>	Yes	
<b>14</b> Does the organization have a written document retention and destruction policy? . . . . .	<b>14</b>	Yes	
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
<b>a</b> The organization's CEO, Executive Director, or top management official . . . . .	<b>15a</b>	Yes	
<b>b</b> Other officers or key employees of the organization . . . . .	<b>15b</b>	Yes	
If "Yes" to line a or b, describe the process in Schedule O (See instructions )			
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .	<b>16a</b>		No
<b>b</b> If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .	<b>16b</b>		

### Section C. Disclosure

**17** List the States with which a copy of this Form 990 is required to be filed ► WI

**18** Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you make these available. Check all that apply  
 Own website  Another's website  Upon request

**19** Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table

**20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization ►  
 Joseph Svetlik  
 2000 North Dewey Ave  
 Reedsburg, WI 53959  
 (608) 524-6487

## **Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year. Use Schedule J-2 if additional space is needed.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation, and **current** key employees Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees See instructions for definition of "key employee "
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons.

Check this box if the organization did not compensate any current or former officer, director, trustee or key employee.

<b>1b Total</b>	2,180,134	0	286,436
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**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 in reportable compensation from the organization **►14**

		<b>Yes</b>	<b>No</b>
<b>3</b> Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual	<b>3</b>	Yes	
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	<b>4</b>	Yes	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? If "Yes," complete Schedule J for such person	<b>5</b>		No

## Section B. Independent Contractors

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization

<b>(A)</b> Name and business address	<b>(B)</b> Description of services	<b>(C)</b> Compensation
Acute Care PO Box 4130 Des Moines, IA 50333	ER Physicians	1,395,342
Shared Imaging PO Box 45686 Madison, WI 537445686	Imaging Services	860,853
Reedsburg Physicians Group 1900 North Dewey Avenue Suite A Reedsburg, WI 53959	Physician services	503,463
CPSI 6600 Wall Street Mobile, AL 36695	Computer Software Support Services	422,465
Marshfield Laboratories 1000 North Oak Avenue Marshfield, WI 54449	Laboratory Services	210,722
<b>2</b> Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization <b>►11</b>		

**Part VIII Statement of Revenue**

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514	
<b>Contributions, gifts, grants and other similar amounts</b>	<b>1a</b> Federated campaigns . . . . .	<b>1a</b> 0					
	<b>b</b> Membership dues . . . . .	<b>1b</b> 0					
	<b>c</b> Fundraising events . . . . .	<b>1c</b> 0					
	<b>d</b> Related organizations . . . . .	<b>1d</b> 0					
	<b>e</b> Government grants (contributions)	<b>1e</b> 0					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b> 67,675					
	<b>g</b> Noncash contributions included in lines 1a-1f \$ 1,800						
	<b>h</b> <b>Total.</b> Add lines 1a-1f . . . . .		67,675				
<b>Program Service Revenue</b>	<b>2a</b> Medicare	Business Code					
		622,000	14,897,615	14,897,615	0	0	
	<b>b</b> Dean Health Plan		7,760,473	7,760,473	0	0	
	<b>c</b> Blue Cross		3,872,258	3,872,258	0	0	
	<b>d</b> Medicaid		3,595,355	3,595,355	0	0	
	<b>e</b> The Alliance		2,341,390	2,341,390	0	0	
	<b>f</b> All other program service revenue		7,865,823	7,865,823	0	0	
	<b>g</b> <b>Total.</b> Add lines 2a-2f . . . . .		40,332,914				
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest and other similar amounts) . . . . .						
			320,898	320,898	0	0	
	<b>4</b> Income from investment of tax-exempt bond proceeds . . . . .		52,160	52,160	0	0	
	<b>5</b> Royalties . . . . .		0	0	0	0	
	<b>6a</b> Gross Rents	(i) Real	(ii) Personal				
		521,060	0				
	<b>b</b> Less rental expenses	0	0				
	<b>c</b> Rental income or (loss)	521,060	0				
<b>d</b> Net rental income or (loss) . . . . .			521,060	521,060	0	0	
<b>7a</b> Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other					
	0	5,402					
<b>b</b> Less cost or other basis and sales expenses	0	17,100					
<b>c</b> Gain or (loss)	0	-11,698					
<b>d</b> Net gain or (loss) . . . . .			-11,698	-11,698	0	0	
<b>8a</b> Gross income from fundraising events (not including \$ 0 of contributions reported on line 1c) See Part IV, line 18 . . . . .							
<b>b</b> Less direct expenses . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from fundraising events . . . . .							
<b>9a</b> Gross income from gaming activities See Part IV, line 19 . . . . .							
<b>b</b> Less direct expenses . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from gaming activities . . . . .							
<b>10a</b> Gross sales of inventory, less returns and allowances . . . . .							
<b>b</b> Less cost of goods sold . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from sales of inventory . . . . .							
<b>Miscellaneous Revenue</b>	Business Code						
<b>11a</b> Cafeteria/Meals	622,000	708,439	708,439	0	0		
<b>b</b> Loss on Advance Refunding	622,000	-175,287	-175,287	0	0		
<b>c</b>							
<b>d</b> All other revenue . . . . .		205,126	205,126	0	0		
<b>e</b> <b>Total.</b> Add lines 11a-11d . . . . .		738,278					
<b>12</b> <b>Total revenue.</b> See Instructions . . . . .		42,021,287	41,953,612	0	0		

**Part IX Statement of Functional Expenses****Section 501(c)(3) and 501(c)(4) organizations must complete all columns.****All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).**

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the U S See Part IV, line 21	415,013	415,013		
2 Grants and other assistance to individuals in the U S See Part IV, line 22	67,918	67,918		
3 Grants and other assistance to governments, organizations, and individuals outside the U S See Part IV, lines 15 and 16	0	0		
4 Benefits paid to or for members	0	0		
5 Compensation of current officers, directors, trustees, and key employees . . . . .	945,369	0	916,025	29,344
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	184,399	0	184,399	0
7 Other salaries and wages	15,837,636	15,496,155	313,476	28,005
8 Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .	693,500	678,607	13,493	1,400
9 Other employee benefits . . . . .	3,160,172	3,078,821	71,716	9,635
10 Payroll taxes . . . . .	1,181,879	1,119,058	59,311	3,510
11 Fees for services (non-employees)				
a Management . . . . .	0	0	0	0
b Legal . . . . .	105,656	0	105,656	0
c Accounting . . . . .	30,362	0	30,362	0
d Lobbying . . . . .	0	0	0	0
e Professional fundraising See Part IV, line 17 . . . . .	0			
f Investment management fees . . . . .	0	0	0	0
g Other . . . . .	2,917,092	2,917,092	0	0
12 Advertising and promotion . . . . .	207,981	207,981	0	0
13 Office expenses . . . . .	6,751,094	6,751,094	0	0
14 Information technology . . . . .	391,615	391,615	0	0
15 Royalties . . . . .	0	0	0	0
16 Occupancy . . . . .	644,260	0	644,260	0
17 Travel . . . . .	52,014	52,014	0	0
18 Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .	0	0	0	0
19 Conferences, conventions, and meetings . . . . .	66,079	66,079	0	0
20 Interest . . . . .	941,136	0	941,136	0
21 Payments to affiliates . . . . .	0	0	0	0
22 Depreciation, depletion, and amortization . . . . .	2,267,350	0	2,267,350	0
23 Insurance . . . . .	134,730	0	134,730	0
24 Other expenses Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below )				
a Professional Fees	1,630,137	1,630,137	0	0
b Bad Debt	399,311	0	399,311	0
c Food Expense	405,416	405,416	0	0
d Dues/Licenses/Assessments	213,899	213,899	0	0
e Patient/Community Education	7,925	7,925	0	0
f All other expenses	386,963	386,963	0	0
25 Total functional expenses. Add lines 1 through 24f	40,038,906	33,885,787	6,081,225	71,894
26 Joint costs. Check here <input checked="" type="checkbox"/> if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

**Part X Balance Sheet**

		<b>(A)</b> Beginning of year	<b>(B)</b> End of year
Assets	1 Cash—non-interest-bearing . . . . .	0	0
	2 Savings and temporary cash investments . . . . .	8,084,320	9,429,807
	3 Pledges and grants receivable, net . . . . .	0	0
	4 Accounts receivable, net . . . . .	6,660,142	6,196,269
	5 Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L . . . . .	0	0
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L . . . . .	0	0
	7 Notes and loans receivable, net . . . . .	109,989	79,426
	8 Inventories for sale or use . . . . .	1,321,870	1,683,752
	9 Prepaid expenses and deferred charges . . . . .	1,810,657	1,762,564
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a	50,856,320
	b Less accumulated depreciation . . . . .	10b	20,308,290
		30,512,522	30,548,030
	11 Investments—publicly traded securities . . . . .	6,719,022	8,353,318
	12 Investments—other securities See Part IV, line 11 . . . . .	12	0
	13 Investments—program-related See Part IV, line 11 . . . . .	1,926,565	2,206,942
	14 Intangible assets . . . . .	0	0
	15 Other assets See Part IV, line 11 . . . . .	1,112,671	1,191,707
	<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	58,257,758	61,451,815
Liabilities	17 Accounts payable and accrued expenses . . . . .	4,711,885	5,118,167
	18 Grants payable . . . . .	0	0
	19 Deferred revenue . . . . .	987,747	897,706
	20 Tax-exempt bond liabilities . . . . .	23,130,948	22,875,406
	21 Escrow or custodial account liability Complete Part IV of Schedule D . . . . .	0	0
	22 Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L . . . . .	0	0
	23 Secured mortgages and notes payable to unrelated third parties . . . . .	103,768	839,843
	24 Unsecured notes and loans payable to unrelated third parties . . . . .	0	0
	25 Other liabilities Complete Part X of Schedule D . . . . .	25	0
	<b>26 Total liabilities.</b> Add lines 17 through 25 . . . . .	28,934,348	29,731,122
Net Assets or Fund Balances	<b>Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>		
	27 Unrestricted net assets . . . . .	28,207,722	30,543,940
	28 Temporarily restricted net assets . . . . .	1,115,688	1,176,753
	29 Permanently restricted net assets . . . . .	0	0
	<b>Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.</b>		
	30 Capital stock or trust principal, or current funds . . . . .	30	0
	31 Paid-in or capital surplus, or land, building or equipment fund . . . . .	31	0
	32 Retained earnings, endowment, accumulated income, or other funds . . . . .	32	0
	33 Total net assets or fund balances . . . . .	29,323,410	31,720,693
	<b>34 Total liabilities and net assets/fund balances . . . . .</b>	58,257,758	61,451,815

**Part XI Financial Statements and Reporting**

**1** Accounting method used to prepare the Form 990       Cash  Accrual  Other \_\_\_\_\_  
 If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O

**2a** Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . .

**b** Were the organization's financial statements audited by an independent accountant? . . . . .

**c** If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?  
 If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O . . . . .

**d** If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a consolidated basis, separate basis, or both  
 Separate basis       Consolidated basis       Both consolidated and separated basis

**3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .

**b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits . . . . .

	<b>Yes</b>	<b>No</b>
<b>2a</b>		No
<b>2b</b>	Yes	
<b>2c</b>	Yes	
<b>3a</b>		No
<b>3b</b>		

2009

Open to Public  
Inspection**SCHEDULE A**  
(Form 990 or 990EZ)**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

► Attach to Form 990 or Form 990-EZ. ► See separate instructions.

Department of the Treasury  
Internal Revenue ServiceName of the organization  
REEDSBURG AREA MEDICAL CENTER

Employer identification number

39-1091432

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

1  A church, convention of churches, or association of churches **section 170(b)(1)(A)(i)**.

2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E)

3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.

4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state

5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II)

6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.

7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II)

8  A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)

9  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III)

10  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.

11  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See **section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h

e  **a**  Type I      **b**  Type II      **c**  Type III - Functionally integrated      **d**  Type III - Other

f  If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box

g  Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?

(ii) a family member of a person described in (i) above?

(iii) a 35% controlled entity of a person described in (i) or (ii) above?

h  Provide the following information about the supported organization(s)

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
<b>Total</b>									

**Part II Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 <b>Total.</b> Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 <b>Public Support.</b> Subtract line 5 from line 4						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income (Explain in Part IV) Do not include gain or loss from the sale of capital assets						
11 <b>Total support</b> (Add lines 7 through 10)						
12 Gross receipts from related activities, etc (See instructions)					12	
13 <b>First Five Years</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and <b>stop here</b>						►

**Section C. Computation of Public Support Percentage**

14 Public Support Percentage for 2009 (line 6 column (f) divided by line 11 column (f))	14	
15 Public Support Percentage for 2008 Schedule A, Part II, line 14	15	
16a <b>33 1/3% support test—2009.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization		►
b <b>33 1/3% support test—2008.</b> If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization		►
17a <b>10%-facts-and-circumstances test—2009.</b> If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here</b> . Explain in Part IV how the organization meets the "facts and circumstances" test. The organization qualifies as a publicly supported organization		►
b <b>10%-facts-and-circumstances test—2008.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here</b> . Explain in Part IV how the organization meets the "facts and circumstances" test. The organization qualifies as a publicly supported organization		►
18 <b>Private Foundation</b> If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions		►

**Part III Support Schedule for Organizations Described in IRC 509(a)(2)**  
 (Complete only if you checked the box on line 9 of Part I.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b						
<b>8 Public Support</b> (Subtract line 7c from line 6 )						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
9 Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV )						
<b>13 Total support</b> (Add lines 9, 10c, 11 and 12 )						
<b>14 First Five Years</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and <b>stop here</b>						

**Section C. Computation of Public Support Percentage**

15 Public Support Percentage for 2009 (line 8 column (f) divided by line 13 column (f))	15
16 Public support percentage from 2008 Schedule A, Part III, line 15	16

**Section D. Computation of Investment Income Percentage**

17 Investment income percentage for 2009 (line 10c column (f) divided by line 13 column (f))	17
18 Investment income percentage from 2008 Schedule A, Part III, line 17	18
<b>19a 33 1/3% support tests—2009.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3% and line 17 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization	
<b>b 33 1/3% support tests—2008.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization	
<b>20 Private Foundation</b> If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions	

**Part IV** **Supplemental Information.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Provide any other additional information. See instructions

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## Additional Data

**Software ID:**

**Software Version:**

**EIN:** 39-1091432

**Name:** REEDSBURG AREA MEDICAL CENTER

### Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

#### 4d. Other program services

(Code	(Expenses \$	25,238,005	including grants of \$	473,763 ) (Revenue \$	11,379,048 )
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RAMC is committed to providing a wide range of high quality and up-to-date services. Additional services available at RAMC include, but are not limited to, laboratory services, rehabilitation, sleep medicine, occupational medicine, surgical services, consulting, massage therapy, orthopedics, parish nursing, chemotherapy, volunteer services, community outreach and wellness

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)					(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee			
Winthrup Byers Trustee	0	X					3,725	0	0
Janice Gerlach Trustee	0	X					2,526	0	0
Jeff Steel Trustee	0	X					2,625	0	0
Phyllis Irish Trustee	0	X					3,675	0	0
Deanna Benish MD Trustee	0	X					2,325	0	0
Katherine Campbell Trustee	0	X					2,125	0	0
Eric Molberg Trustee	0	X					2,308	0	0
James Sebranek Trustee	0	X					2,125	0	0
Christopher Wenninger MD Trustee	0	X					15,000	0	0
Kurt Muchow Trustee	0	X					1,925	0	0
Eric Sauey Trustee	0	X					1,350	0	0
Robert Van Meeteren President/CEO	40			X			169,402	0	21,554
Joseph Svetlik VP Finance	40			X			142,856	0	45,783
Dale Turner VP Human Resources	40			X			107,285	0	30,983
Dennis Schommer VP Support Services	28			X			98,780	0	30,668
Beverly Hoege Executive Vice President	40			X			137,220	0	24,319
Carla Mercer VP Planning and Marketing	40			X			86,802	0	21,399
Gerry Chrabaszcz Orthopedic Surgeon	40				X		267,415	0	22,332
Christopher Bjorklund Anesthesiologist	40				X		252,858	0	22,332
Kevin McBride Anesthesiologist	40				X		242,882	0	22,332
Kenneth Olson Anesthesiologist	40				X		236,111	0	22,079
Eric Newgent MD Physician	40				X		235,481	0	22,655
George Johnson President/CEO	0					X	163,333	0	0

**Form 990, Part VIII - Statement of Revenue - 2a - 2g Program Service Revenue -**

	<b>Business Code</b>	<b>(A) Total Revenue</b>	<b>(B) Related or Exempt Function Revenue</b>	<b>(C) Unrelated Business Revenue</b>	<b>(D) Revenue Excluded from Tax under IRC 512, 513, or 514</b>
Medicare	622,000	14,897,615	14,897,615	0	0
Dean Health Plan	622,000	7,760,473	7,760,473	0	0
Blue Cross	622,000	3,872,258	3,872,258	0	0
Medicaid	622,000	3,595,355	3,595,355	0	0
The Alliance	622,000	2,341,390	2,341,390	0	0

**Form 990, Part IX - Statement of Functional Expenses - 24a - 24e Other Expenses**

<i><b>Do not include amounts reported on line 6b, 8b, 9b, and 10b of Part VIII.</b></i>	<b>(A) Total expenses</b>	<b>(B) Program service expenses</b>	<b>(C) Management and general expenses</b>	<b>(D) Fundraising expenses</b>
Professional Fees	1,630,137	1,630,137	0	0
Bad Debt	399,311	0	399,311	0
Food Expense	405,416	405,416	0	0
Dues/Licenses/Assessments	213,899	213,899	0	0
Patient/Community Education	7,925	7,925	0	0

**SCHEDULE D**

(Form 990)

**Supplemental Financial Statements****2009****Open to Public  
Inspection**Department of the Treasury  
Internal Revenue Service

► Complete if the organization answered "Yes," to Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11, or 12.  
► Attach to Form 990. ► See separate instructions.

**Name of the organization**

REEDSBURG AREA MEDICAL CENTER

**Employer identification number**

39-1091432

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate contributions to (during year)		
3 Aggregate grants from (during year)		
4 Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?  Yes  No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?  Yes  No

**Part II Conservation Easements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

Preservation of land for public use (e.g., recreation or pleasure)  Preservation of an historically importantly land area

Protection of natural habitat  Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a-2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
2a	
2b	
2c	
2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ► \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ► \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?  Yes  No

6 Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ► \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ► \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?  Yes  No

9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.** Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1 ► \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X ► \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a Revenues included in Form 990, Part VIII, line 1 ► \$ \_\_\_\_\_

b Assets included in Form 990, Part X ► \$ \_\_\_\_\_

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)**

3 Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a  Public exhibition      d  Loan or exchange programs  
 b  Scholarly research      e  Other  
 c  Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No

b If "Yes," explain the arrangement in Part XIV and complete the following table

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21?  Yes  No

b If "Yes," explain the arrangement in Part XIV

**Part V Endowment Funds.** Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current Year	(b) Prior Year	(c) Two Years Back	(d) Three Years Back	(e) Four Years Back
1a Beginning of year balance . . . . .					
1b Contributions . . . . .					
1c Investment earnings or losses . . . . .					
1d Grants or scholarships . . . . .					
1e Other expenditures for facilities and programs . . . . .					
1f Administrative expenses . . . . .					
1g End of year balance . . . . .					

2 Provide the estimated percentage of the year end balance held as

a Board designated or quasi-endowment ►  
 b Permanent endowment ►  
 c Term endowment ►

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

	Yes	No
3a(i) unrelated organizations . . . . .		
3a(ii) related organizations . . . . .		
3b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? . . . . .		

4 Describe in Part XIV the intended uses of the organization's endowment funds

**Part VI Investments—Land, Buildings, and Equipment.** See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land . . . . .	0	26,703		26,703
1b Buildings . . . . .	0	36,234,798	11,550,946	24,683,852
1c Leasehold improvements . . . . .	0	0	0	0
1d Equipment . . . . .	0	13,756,584	8,435,126	5,321,458
1e Other . . . . .	0	838,235	322,218	516,017
<b>Total.</b> Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) . . . . .				30,548,030

**Part VII Investments—Other Securities.** See Form 990, Part X, line 12

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Financial derivatives		
Closely-held equity interests		
Other		
</		

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**Total.** (Column (b) should equal Form 990, Part X, col (B) line 12)

**Part VIII Investments—Program Related.** See Form 990, Part X, line 13

<b>(a) Description of investment type</b>	<b>(b) Book value</b>	<b>(c) Method of valuation</b> Cost or end-of-year market value
Student loans	31,335	C
Bond Funds	2,175,607	C

**Total.** (Column (b) should equal Form 990, Part X, col (B) line 13)

2,206,942

**Part IX Other Assets.** See Form 990, Part X, line 15

**Total** (Column (b) should equal Form 990, Part X, col (B) line 15)

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1 191 707

**Part X Other Liabilities** See Form 990 Part X, Col.(B) line 13.

**Total.** (Column (b) should equal Form 990, Part X, col (B) line 25)

1000

**2. FIN 48 Footnote** In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48

**Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements**

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	42,021,287
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	40,038,906
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	1,982,381
4	Net unrealized gains (losses) on investments	4	414,902
5	Donated services and use of facilities	5	0
6	Investment expenses	6	0
7	Prior period adjustments	7	0
8	Other (Describe in Part XIV)	8	0
9	Total adjustments (net) Add lines 4 - 8	9	414,902
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	2,397,283

**Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

1	Total revenue, gains, and other support per audited financial statements . . . . .	1	42,021,287
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments . . . . .	2a	0
b	Donated services and use of facilities . . . . .	2b	0
c	Recoveries of prior year grants . . . . .	2c	0
d	Other (Describe in Part XIV) . . . . .	2d	0
e	Add lines 2a through 2d . . . . .	2e	0
3	Subtract line 2e from line 1 . . . . .	3	42,021,287
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	0
b	Other (Describe in Part XIV) . . . . .	4b	0
c	Add lines 4a and 4b . . . . .	4c	0
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12 ) . . . . .	5	42,021,287

**Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

1	Total expenses and losses per audited financial statements . . . . .	1	40,038,906
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities . . . . .	2a	0
b	Prior year adjustments . . . . .	2b	0
c	Other losses . . . . .	2c	0
d	Other (Describe in Part XIV) . . . . .	2d	0
e	Add lines 2a through 2d . . . . .	2e	0
3	Subtract line 2e from line 1 . . . . .	3	40,038,906
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	0
b	Other (Describe in Part XIV) . . . . .	4b	0
c	Add lines 4a and 4b . . . . .	4c	0
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18 ) . . . . .	5	40,038,906

**Part XIV Supplemental Information**

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation

2009

Open to Public  
InspectionSCHEDULE H  
(Form 990)Department of the Treasury  
Internal Revenue Service

## Hospitals

► Complete if the organization answered "Yes" to Form 990, Part IV, question 20.

► Attach to Form 990.  
► See separate instructions.Name of the organization  
REEDSBURG AREA MEDICAL CENTER

Employer identification number

39-1091432

## Part I Charity Care and Certain Other Community Benefits at Cost

**1a** Does the organization have a charity care policy? If "No," skip to question 6a . . . . .

**b** If "Yes," is it a written policy? . . . . .

**2** If the organization has multiple hospitals, indicate which of the following best describes application of the charity care policy to the various hospitals

Applied uniformly to all hospitals  Applied uniformly to most hospitals  
 Generally tailored to individual hospitals

**3** Answer the following based on the charity care eligibility criteria that applies to the largest number of the organization's patients

**a** Does the organization use Federal Poverty Guidelines (FPG) to determine eligibility for providing *free* care to low income individuals? If "Yes," indicate which of the following is the family income limit for eligibility for free care

100%  150%  200%  Other \_\_\_\_\_

**b** Does the organization use FPG to determine eligibility for providing *discounted* care to low income individuals? If "Yes," indicate which of the following is the family income limit for eligibility for discounted care . . . . .

200%  250%  300%  350%  400%  Other \_\_\_\_\_

**c** If the organization does not use FPG to determine eligibility, describe in Part VI the income based criteria for determining eligibility for free or discounted care. Include in the description whether the organization uses an asset test or other threshold, regardless of income, to determine eligibility for free or discounted care

**4** Does the organization's policy provide free or discounted care to the "medically indigent"? . . . . .

**5a** Does the organization budget amounts for free or discounted care provided under its charity care policy? . . . . .

**b** If "Yes," did the organization's charity care expenses exceed the budgeted amount? . . . . .

**c** If "Yes" to line 5b, as a result of budget considerations, was the organization unable to provide free or discounted care to a patient who was eligible for free or discounted care? . . . . .

**6a** Does the organization prepare an annual community benefit report? . . . . .

**6b** If "Yes," does the organization make it available to the public? . . . . .

Complete the following table using the worksheets provided in the Schedule H instructions. Do not submit these worksheets with the Schedule H

	Yes	No
<b>1a</b>	Yes	
<b>1b</b>	Yes	
<b>3a</b>	Yes	
<b>3b</b>	Yes	
<b>4</b>	Yes	
<b>5a</b>	Yes	
<b>5b</b>	Yes	
<b>5c</b>		No
<b>6a</b>	Yes	
<b>6b</b>	Yes	

## 7 Charity Care and Certain Other Community Benefits at Cost

Charity Care and Means-Tested Government Programs	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community benefit expense	(d) Direct offsetting revenue	(e) Net community benefit expense	(f) Percent of total expense
<b>a</b> Charity care at cost (from Worksheets 1 and 2) . . . . .			1,031,702	0	1,031,702	2 6 %
<b>b</b> Unreimbursed Medicaid (from Worksheet 3, column a) . . . . .			5,589,013	3,595,355	1,993,658	5 03 %
<b>c</b> Unreimbursed costs—other means-tested government programs (from Worksheet 3, column b) . . . . .						
<b>d Total Charity Care and Means-Tested Government Programs</b> . . . . .	0	0	6,620,715	3,595,355	3,025,360	7 63 %
<b>Other Benefits</b>						
<b>e</b> Community health improvement services and community benefit operations (from Worksheet 4) . . . . .	19,990	199,355		12,306	187,049	0 47 %
<b>f</b> Health professions education (from Worksheet 5) . . . . .	104	52,102		0	52,102	0 13 %
<b>g</b> Subsidized health services (from Worksheet 6) . . . . .	500	544,342		213,505	330,837	0 83 %
<b>h</b> Research (from Worksheet 7)						
<b>i</b> Cash and in-kind contributions to community groups (from Worksheet 8) . . . . .	2,545	427,696		0	427,696	1 08 %
<b>j Total Other Benefits</b> . . . . .	0	23,139	1,223,495	225,811	997,684	2 51 %
<b>k Total. Add lines 7d and 7j</b> . . . . .	0	23,139	7,844,210	3,821,166	4,023,044	10 14 %

**Part II Community Building Activities** Complete this table if the organization conducted any community building activities.

	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community building expense	(d) Direct offsetting revenue	(e) Net community building expense	(f) Percent of total expense
<b>1</b> Physical improvements and housing						
<b>2</b> Economic development		500	1,800	0	1,800	0 %
<b>3</b> Community support		300	10,944	0	10,944	0 03 %
<b>4</b> Environmental improvements			22,600	0	22,600	0 06 %
<b>5</b> Leadership development and training for community members		40	3,134	0	3,134	0 01 %
<b>6</b> Coalition building		400	6,142	0	6,142	0 02 %
<b>7</b> Community health improvement advocacy						
<b>8</b> Workforce development						
<b>9</b> Other						
<b>10 Total</b>	0	1,240	44,620	0	44,620	0 12 %

**Part III Bad Debt, Medicare, & Collection Practices**
**Section A. Bad Debt Expense**

1 Does the organization report bad debt expense in accordance with Healthcare Financial Management Association Statement No 15? . . . . .

2 Enter the amount of the organization's bad debt expense (at cost) . . . . .

3 Enter the estimated amount of the organization's bad debt expense (at cost) attributable to patients eligible under the organization's charity care policy . . . . .

4 Provide in Part VI the text of the footnote to the organization's financial statements that describes bad debt expense. In addition, describe the costing methodology used in determining the amounts reported on lines 2 and 3, and rationale for including other bad debt amounts in community benefit

	Yes	No
<b>1</b>	Yes	
<b>2</b>	219,830	
<b>3</b>	0	
<b>4</b>		
<b>5</b>	11,541,240	
<b>6</b>	11,426,971	
<b>7</b>	114,269	
<b>9a</b>	Yes	
<b>9b</b>	Yes	

**Section B. Medicare**

5 Enter total revenue received from Medicare (including DSH and IME) . . . . .

6 Enter Medicare allowable costs of care relating to payments on line 5 . . . . .

7 Subtract line 6 from line 5 This is the surplus or (shortfall) . . . . .

8 Describe in Part VI the extent to which any shortfall reported in line 7 should be treated as community benefit. Also describe in Part VI the costing methodology or source used to determine the amount reported on line 6. Check the box that describes the method used

 Cost accounting system

 Cost to charge ratio

 Other

**Section C. Collection Practices**

9a Does the organization have a written debt collection policy? . . . . .

9b If "Yes," does the organization's collection policy contain provisions on the collection practices to be followed for patients who are known to qualify for charity care or financial assistance? Describe in Part VI . . . . .

**Part IV Management Companies and Joint Ventures**

(a) Name of entity	(b) Description of primary activity of entity	(c) Organization's profit % or stock ownership %	(d) Officers, directors, trustees, or key employees' profit % or stock ownership%	(e) Physicians' profit % or stock ownership %
<b>1</b>				
<b>2</b>				
<b>3</b>				
<b>4</b>				
<b>5</b>				
<b>6</b>				
<b>7</b>				
<b>8</b>				
<b>9</b>				
<b>10</b>				
<b>11</b>				
<b>12</b>				
<b>13</b>				
<b>14</b>				

**Part V Facility Information**

Name and address

Other  
(Describe)

ER-other

ER-24 hours

Research facility

Critical access hospital

Teaching hospital

Children's hospital

General medical &amp; surgical

Licensed hospital

Reedsburg Area Medical Center  
2000 North Dewey Avenue  
Reedsburg, WI 53959

**Part VI Supplemental Information**

Complete this part to provide the following information

**1** Provide the description required for Part I, line 3c, Part I, line 6a, Part I, line 7g, Part I, line 7, column (f), Part I, line 7, Part III, line 4, Part III, line 8, Part III, line 9b, and Part V See Instructions

See additional data

**2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves

See additional data

**3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's charity care policy

See additional data

**4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves

See additional data

**5 Community building activities.** Describe how the organization's community building activities, as reported in Part II, promote the health of the communities the organization serves

See additional data

**6** Provide any other information important to describing how the organization's hospitals or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.)

See additional data

**7** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served

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**8** If applicable, identify all states with which the organization, or a related organization, files a community benefit report

WI

## Additional Data

**Software ID:**

**Software Version:**

**EIN:** 39-1091432

**Name:** REEDSBURG AREA MEDICAL CENTER

### Form 990 Schedule H, Part VI - Supplemental Information, Line 1

RAMC uses a cost of charge ratio of 0 550523 This is derived by taking total expenses divided by gross charges for the fiscal year ending 09/30/2009 (40,038,906 / 72,728,879 = 0 550523)

**Form 990 Schedule H, Part VI - Supplemental Information, Line 1**

399,311

**Form 990 Schedule H, Part VI - Supplemental Information, Line 1**

Management provides for probable uncollectible amounts, primarily uninsured patient and amounts patients are personally responsible for, through a charge to operations and a credit to a valuation allowance based on its assessment of historical collection likelihood and the current status of individual accounts. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to patient accounts receivable. The amount reported on line two is calculated as follows: Bad debt expense of \$889,033.07 less amounts recovered of \$489,722.24 = net bad debt expense of \$399,311.83  
x 550523 (cost-to-charge ratio) = \$219,829.80

**Form 990 Schedule H, Part VI - Supplemental Information, Line 1**

The Medicare allowable costs were obtained from Medicare Cost Reports

**Form 990 Schedule H, Part VI - Supplemental Information, Line 1**

Once the patient meets all qualifications for financial assistance, all or part of the account balance is written off, as appropriate. Any remaining balance, if any, would be collected under the normal debt collection policy.

**Form 990 Schedule H, Part VI - Supplemental Information, Line 2**

Every three years, RAMC conducts a formal Community Assessment, measuring awareness, preference, image and community needs. We conduct this within our primary service area - both within Reedsburg and the surrounding communities. We further have a feedback section on our website, [ramchealth.com](http://ramchealth.com), allowing a forum for which the public can provide suggestions and comments. RAMC has also been busy gathering data from the Sauk County Health Needs Assessment, which has recently been conducted. This information has been segmented into our main market area. In working with a committee consisting of members including business and industry, this information has been prioritized and we are in the process of building a team of people who will help us as we set our actionable, measurable goals.

**Form 990 Schedule H, Part VI - Supplemental Information, Line 3**

Community Care notices are posted throughout the facility and applications are available through Business Services. The patient, patient's representative or hospital representative may initiate inquiries regarding eligibility or application for assistance. The hospital, when appropriate, will review the patient's financial situation to see if the patient qualifies for any form of assistance. Social Services is available to assist in this process. Patients Accounts is also notified when patients (inpatient or outpatient) are treated who do not have any insurance. They discuss with the patient available options and provide information/applications for both RAMC Charity Care programs and county or state assistance programs. At any time, patients may inquire with hospital personnel regarding questions they have on their ability to pay. Financial Advisors are available to help as is our Consumer Advocate. The Consumer Advocate offers complimentary patient assistance services, including, but not limited to, Medicare, Medicaid, private insurance, interpretation of Explanation of Benefits (EOBs) and direction to additional consumer resources.

**Form 990 Schedule H, Part VI - Supplemental Information, Line 4**

RAMC is located in the city of Reedsburg, Wisconsin in North Central Sauk County. The primary service area extends west to Cazenovia, east to Rock Springs, south to Hillpoint and north from Wonewoc to just west of Lake Delton. This geographic area covers four counties, the majority being in Sauk County, and is responsible for approximately 73% of RAMC's discharged patients. Since 1990, Sauk County has seen a 26.2% population growth while Reedsburg has experienced a 47.3% population growth. Reedsburg has also experienced a sizable increase in its minority populations over the past several years, most notably in the Hispanic community. In 2009, Sauk County had a median income of \$58,834 (compared to \$63,969 for the State of Wisconsin) and unemployment rate of 7.3% (compared to 7.9% for the State of Wisconsin). In 2008, the unemployment rate was 4.8% for both Sauk County and the State of Wisconsin. There are no other hospitals located in RAMC's primary service area. Primary competition is from other community hospitals located in neighboring communities, as well as tertiary care hospitals in Madison that provide certain services not available at RAMC.

**Form 990 Schedule H, Part VI - Supplemental Information, Line 5**

RAMC is committed to the health of our community and the important part we play in maintaining and improving the overall health of our constituents. We take an active role in equipping our community members with the skills needed to create better health. Our community building activities work to address underlying health determinants and support programs meant to improve health before intervention is required as well as providing resources for those looking to improve their current health situation. RAMC employees are active in educating partners on a wide variety of health topics and participate on numerous local boards. Health-related board positions range from those focusing on area dental and emergency medical services to the Rural Wisconsin Health Cooperative and Sauk County Health Boards. Many employees are also members of community service boards and volunteer groups. RAMC is also mindful of and proactive in developing or partnering with groups working to better the current economic and environmental conditions of our community.

**Form 990 Schedule H, Part VI - Supplemental Information, Line 6**

RAMC is organized and operated with the goal of promoting the health of the community we serve. We support this mission with a board comprised of local, independent community members, a medical staff organized in the public interest and open to all qualified physicians and an emergency room available to all, regardless of their ability to pay. The board takes a balanced approach when it sets policy and strategic direction for the hospital, working to align community needs with business and financial concerns. The use of surplus funds is largely determined by the board in its attempt to meet this goal. RAMC is the sole hospital in our community and provides numerous volunteer opportunities for area residents.

**Schedule I  
(Form 990)**

## **Grants and Other Assistance to Organizations, Governments and Individuals in the United States**

**Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22**  
► **Attach to Form 990**

► Attach to Form 990

2009

## Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Name of the organization

## REEDSBURG AREA MEDICAL CENTER

**Employer identification number**

39-1091432

## Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . .  Yes  No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

**Part II Grants and Other Assistance to Governments and Organizations in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed.

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Reedsburg Area Senior Life Center 2350 North Dewey Avenue Reedsburg, WI 53959	760775289	501(c)(3)	400,000		Fair market value		General operations
Reedsburg Area Medical Center Foundation 2090 Ridgeview Drive Reedsburg, WI 53959	391243616	501(c)(3)	15,013	0	Fair market value		Assist in the support of the Foundation's Free Clinic program which supports local residents who lack health insurance and the financial resources to pay for their health care needs

**Part III Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22. Use Schedule I-1 (Form 990) if additional space is needed.

<b>(a) Type of grant or assistance</b>	<b>(b) Number of recipients</b>	<b>(c) Amount of cash grant</b>	<b>(d) Amount of non-cash assistance</b>	<b>(e) Method of valuation (book, FMV, appraisal, other)</b>	<b>(f) Description of non-cash assistance</b>
Tuition assistance	28	62,421	0	Fair market value	
Stipends	16	5,496	0	Fair market value	
See Additional Data Table					

**Part IV** **Supplemental Information.** Complete this part to provide the information required in Part I, line 2, and any other additional information.

**Schedule J**  
(Form 990)**Compensation Information**

OMB No 1545-0047

**2009****Open to Public  
Inspection**Department of the Treasury  
Internal Revenue Service

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees  
**► Complete if the organization answered "Yes" to Form 990, Part IV, question 23.**  
**► Attach to Form 990. ► See separate instructions.**

**Name of the organization**

REEDSBURG AREA MEDICAL CENTER

**Employer identification number**

39-1091432

**Part I Questions Regarding Compensation**

Yes

No

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items

<input type="checkbox"/> First-class or charter travel	<input type="checkbox"/> Housing allowance or residence for personal use
<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence
<input type="checkbox"/> Tax indemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees
<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)

**b** If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?

**3** Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director. Check all that apply

<input checked="" type="checkbox"/> Compensation committee	<input checked="" type="checkbox"/> Written employment contract
<input checked="" type="checkbox"/> Independent compensation consultant	<input checked="" type="checkbox"/> Compensation survey or study
<input type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Approval by the board or compensation committee

**4** During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization

**a** Receive a severance payment or change-of-control payment?

No

**b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?

No

**c** Participate in, or receive payment from, an equity-based compensation arrangement?

No

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III

**Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.**

**5** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of

Yes

**a** The organization?

No

**b** Any related organization?

If "Yes," to line 5a or 5b, describe in Part III

**6** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of

Yes

**a** The organization?

No

**b** Any related organization?

If "Yes," to line 6a or 6b, describe in Part III

**7** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III

No

**8** Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs. section 53.4958-4(a)(3)? If "Yes," describe in Part III

No

**9** If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

No

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions on row (ii). Do not list any individuals that are not listed on Form 990, Part VII

**Note.** The sum of columns (B)(i)-(III) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a.

**Part III Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information

<b>Identifier</b>	<b>Return Reference</b>	<b>Explanation</b>
SchJ_P01_S00_L05	Schedule J, Part I, Line 5	Physician is eligible and received payment based on charges generated from health care services this physician provided
SchJ_P01_S00_L06	Schedule J, Part I, Line 6	Officers receive bonus compensation based on organization net income and meeting targeted strategic plan goals

**Schedule K  
(Form 990)****2009**Department of the Treasury  
Internal Revenue Service**Supplemental Information on Tax Exempt Bonds**

► Complete if the organization answered "Yes" to Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Schedule O (Form 990).  
 ► Attach to Form 990. ► See separate instructions.

**Open to Public  
Inspection**Name of the organization  
REEDSBURG AREA MEDICAL CENTEREmployer identification number  
39-1091432**Part I Bond Issues**

	(a) Issuer Name	(b) Issuer EIN	(c) CUSIP #	(d) Date Issued	(e) Issue Price	(f) Description of Purpose	(g) Defeased		(h) On Behalf of Issuer	
							Yes	No	Yes	No
A	City of Reedsburg	39-6005582		06-03-2003	2,600,000	Refund prior issue		X		X
B	Wisconsin Health & Educational Facilities Authority	39-1337855	97710VH43	06-28-2006	11,865,000	Construct & equip facility & refund prior issue		X		X
C	Wisconsin Health & Educational Facilities Authority	39-1337855	97710BXK3	09-16-2010	5,800,000	Refund prior issue		X		X
D	Wisconsin Health & Educational Facilities Authority	39-1337855	97710BXP2	09-16-2010	4,273,300	Refund prior issue		X		X

**Part II Proceeds**

		A	B	C	D	E			
						Yes	No		
1	Total proceeds of issue	2,600,000	11,865,000	5,800,000	3,966,000				
2	Gross proceeds in reserve funds	1,183,280	1,183,280	580,000					
3	Proceeds in refunding or defeasance escrows	2,600,000	3,522,124	5,104,000	3,886,680				
4	Other unspent proceeds								
5	Issuance costs from proceeds	0	237,300	116,000	79,320				
6	Working capital expenditures from proceeds								
7	Capital expenditures from proceeds	6,922,296	6,922,296						
8	Year of substantial completion	2003	2009	2010	2010				
		Yes	No	Yes	No	Yes	No	Yes	No
9	Were the bonds issued as part of a current refunding issue?	X		X		X			
10	Were the bonds issued as part of an advance refunding issue?		X		X		X		
11	Has the final allocation of proceeds been made?	X		X		X			
12	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X		X		X			

**Part III Private Business Use**

		A		B		C		D		E	
		Yes	No								
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?		X		X		X		X		
2	Are there any lease arrangements with respect to the financed property which may result in private business use?		X		X		X		X		

**Part III Private Business Use (Continued)**

	A		B		C		D		E	
	Yes	No								
<b>3a</b> Are there any management or service contracts with respect to the financed property which may result in private business use?		X		X		X		X		
<b>3b</b> Are there any research agreements with respect to the financed property which may result in private business use?		X		X		X		X		
<b>3c</b> Does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts or research agreements relating to the financed property?	X		X		X		X			
<b>4</b> Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government ►	0 %		0 %		0 %		0 %			
<b>5</b> Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government ►	0 %		0 %		0 %		0 %			
<b>6</b> Total of lines 4 and 5	0 %		0 %		0 %		0 %			
<b>7</b> Has the organization adopted management practices and procedures to ensure the post-issuance compliance of its tax-exempt bond liabilities?	X		X		X		X			

**Part IV Arbitrage**

	A		B		C		D		E	
	Yes	No								
<b>1</b> Has a Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate, been filed with respect to the bond issue?		X		X		X		X		
<b>2</b> Is the bond issue a variable rate issue?	X		X		X		X			
<b>3a</b> Has the organization or the governmental issuer identified a hedge with respect to the bond issue on its books and records?		X		X		X		X		
<b>b</b> Name of provider										
<b>c</b> Term of hedge										
<b>4a</b> Were gross proceeds invested in a GIC?		X		X		X		X		
<b>b</b> Name of provider										
<b>c</b> Term of GIC										
<b>d</b> Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?										
<b>5</b> Were any gross proceeds invested beyond an available temporary period?		X		X		X		X		
<b>6</b> Did the bond issue qualify for an exception to rebate?		X		X		X		X		



## Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 39-1091432  
**Name:** REEDSBURG AREA MEDICAL CENTER

**efile GRAPHIC print - DO NOT PROCESS** **As Filed Data -** **DLN: 93493136013381**

**SCHEDULE O**  
(Form 990)

Department of the Treasury  
Internal Revenue Service

### Supplemental Information to Form 990

Complete to provide information for responses to specific questions on  
Form 990 or to provide any additional information.  
► Attach to Form 990.

OMB No 1545-0047

**2009**

Open to Public  
Inspection

**Name of the organization**  
REEDSBURG AREA MEDICAL CENTER

**Employer identification number**

39-1091432

Identifier	Return Reference	Explanation
F990_P06_S0B_L11	Form 990, Part VI, Section B, Line 11	Upon completion of the form 990, the VP of Finance reviews for accuracy and completeness Upon his approval, it is presented to the Board of Directors for final approval. It is then signed by the President/CEO and filed with the IRS

Identifier	Return Reference	Explanation
F990_P06_S0B_L12c	Form 990, Part VI, Section B, Line 12c	Members annually disclose any possible conflicts when they sign the conflict of interest policies Members routinely abstain from voting on any matters and excuse themselves from decisions on matters with which they have a conflict of interest

Identifier	Return Reference	Explanation
F990_P06_S0B_L15	Form 990, Part VI, Section B, Line 15	Independent Wage and Salary surveys are used for all key employees, including the CEO/President. Rural Wisconsin Health Cooperative and the Wisconsin Hospital Association are the vendors

Identifier	Return Reference	Explanation
F990_P06_S0C_L19	Form 990, Part VI, Section C, Line 19	Copies of information are made available upon request

Identifier	Return Reference	Explanation
SchK_P03_S00_L04	Schedule K, Part III, Line 4	The construction of the property financed by the 2006A bond does include some portions used in a private business use by entities other than a section 501(c)(3) organization or state or local government. The portion of the building used by these entities was financed directly by RAMC through cash payments totaling \$4,913,708