

009 Barron Memorial Medical Center Inc
 1222 E Woodland Ave
 Barron, WI 54812
 715-537-3186

Type: GSM - Critical Access Hospital
 Control: Other Not-For-Profit
 Fiscal Year: 01/01/2003 to 12/31/2003

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.1%	58.2%	0.47	42.8%	0.63	38.6%	0.70	30.4%	0.89
Obstetrics	29.5%	39.8%	0.74	28.2%	1.04	22.5%	1.31	27.3%	1.08
Pediatrics	10.7%	48.9%	0.22	12.6%	0.85	10.7%	0.22	17.5%	0.61
Total Hospital	26.0%	56.2%	0.46	41.5%	0.63	33.3%	0.78	29.6%	0.88
Average Census (Patients)									
Adult Medical-Surgical	6.0	31.7	0.19	14.1	0.42	7.6	0.79	6.7	0.89
Obstetrics	0.6	5.1	0.12	1.9	0.31	0.9	0.65	0.5	1.18
Pediatrics	0.1	2.0	0.05	0.1	1.34	0.1	1.07	0.2	0.53
Total Hospital	6.5	54.7	0.12	21.1	0.31	9.4	0.69	7.4	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.79	3.3	0.94	3.1	1.00	3.6	0.86
Obstetrics	2.8	2.4	1.18	2.3	1.23	2.3	1.23	2.6	1.09
Pediatrics	1.7	2.4	0.71	2.1	0.81	1.9	0.89	1.8	0.94
Total Hospital	3.0	4.5	0.66	3.7	0.80	3.1	0.95	3.5	0.85
Surgical Operations									
Inpatient	248	1,579	0.16	605	0.41	266	0.93	259	0.96
Outpatient	744	3,500	0.21	1,319	0.56	1,159	0.64	708	1.05
Inpatient as % of All Surgeries	25.0%	31.1%	0.80	31.5%	0.79	18.7%	1.34	26.8%	0.93
Outpatient Visits									
Non-Emergency Visits	26,330	78,926	0.33	34,876	0.75	25,394	1.04	26,768	0.98
Emergency Visits	3,574	14,405	0.25	6,706	0.53	5,723	0.62	3,573	1.00
Full-Time Equivalents (FTEs)									
Administrators	0.5	16.5	0.03	8.1	0.06	4.6	0.11	1.0	0.50
Nurses, Licensed	35.2	164.2	0.21	71.4	0.49	41.0	0.86	33.2	1.06
Ancillary Nursing Personnel	3.0	57.5	0.05	28.0	0.11	15.2	0.20	1.4	2.15
All Other Personnel	99.3	379.9	0.26	162.0	0.61	97.9	1.01	96.3	1.03
Total FTEs	138.0	618.1	0.22	269.6	0.51	158.7	0.87	131.9	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.6	16.7	0.16	17.8	0.15	17.5	0.15	5.1	0.51
Nurses, Licensed	183.8	166.1	1.11	156.2	1.18	154.9	1.19	169.1	1.09
Ancillary Nursing Personnel	15.7	58.2	0.27	61.2	0.26	57.6	0.27	7.1	2.22
All Other Personnel	519.2	384.3	1.35	354.3	1.47	370.2	1.40	491.0	1.06
Total FTEs	721.3	625.4	1.15	589.5	1.22	600.2	1.20	672.4	1.07

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 802
 Inpatient Days 2,372

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 10
 Discharges 216
 Inpatient Days 2,029

Newborn Nursery:
 Bassinets 4
 Total Births 76
 Newborn Days 205

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2003	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	22	703	2,179	27.1%	6.0	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	1	23	39	10.7%	0.1	1.7
Obstetrics	1	2	76	215	29.5%	0.6	2.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.5	Radiological Services Personnel	4	2	5.0
Physicians & Dentists	0	0	0.0	Occupational Therapists	1	0	1.0
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Registered Nurses	20	20	32.2	Physical Therapists	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	5	0	5.0
Licensed Practical Nurses	2	2	3.0	Recreational Therapists	0	0	0.0
Ancillary Nursing Personnel	1	5	3.0	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	0	2	0.8
Nurse Practitioners	0	0	0.0	All Other Health Professionals	7	17	10.4
Medical Records Personnel	6	3	7.4	All Other Personnel	35	27	50.2
Pharmacy Personnel	1	1	1.6				
Clinical Laboratory Personnel	10	5	13.9				
				Total	96	85	138.0

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Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$9,516,246	55.1%	41.6%	1.33	44.0%	1.25	41.8%	1.32	53.2%	1.04
Medical Assistance	\$1,083,185	6.3%	9.7%	0.65	8.2%	0.77	8.5%	0.74	5.9%	1.06
Commercial	\$4,709,016	27.3%	42.4%	0.64	42.2%	0.65	44.1%	0.62	29.2%	0.93
All Other	\$1,953,917	11.3%	6.2%	1.83	5.6%	2.02	5.7%	1.99	11.7%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,699,450	15.6%	24.8%	0.63	24.0%	0.65	21.6%	0.72	10.2%	1.53
Medical Assistance	\$603,655	3.5%	6.7%	0.52	5.4%	0.65	4.8%	0.73	3.2%	1.09
Commercial	\$226,241	1.3%	9.4%	0.14	6.6%	0.20	7.5%	0.17	1.2%	1.09
Charity Care	\$73,563	0.4%	1.1%	0.39	0.8%	0.53	0.6%	0.71	0.4%	1.07
All Other	\$16,575	0.1%	1.3%	0.07	1.1%	0.09	0.7%	0.14	0.2%	0.48
Total Deductions	\$3,619,484	21.0%	43.3%	0.48	38.0%	0.55	35.1%	0.60	15.1%	1.39
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.8%	4.8%	0.79	3.0%	1.27	4.0%	0.95	2.8%	1.36
Net Gains/Losses as % of Net Income		37.0%	12.0%	3.08	36.4%	1.02	16.2%	2.28	-3.6%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,022,936	57.2%	48.0%	1.19	52.3%	1.09	50.5%	1.13	56.5%	1.01
Supplies & Services	\$3,900,303	31.8%	40.2%	0.79	36.4%	0.87	36.6%	0.87	33.5%	0.95
Capital Component	\$858,350	7.0%	8.7%	0.80	8.1%	0.86	9.5%	0.74	7.0%	1.00
Bad Debt	\$501,197	4.1%	3.1%	1.32	3.2%	1.28	3.4%	1.20	3.0%	1.36
Fiscal Statistics										
Operating Margin (%)		13.4%	6.4%	2.09	9.3%	1.44	8.9%	1.51	19.3%	0.69
Total Hospital Net Income (%)		19.7%	7.1%	2.78	12.6%	1.56	9.2%	2.14	18.7%	1.05
Return on Equity (%)		23.0%	11.2%	2.05	16.4%	1.40	13.1%	1.75	25.1%	0.91
Current Ratio		3.0	2.5	1.18	2.6	1.14	3.3	0.90	2.5	1.18
Days in Net Patient Accounts Receivable		60.0	56.1	1.07	71.7	0.84	74.2	0.81	55.0	1.09
Average Payment Period		28.3	52.7	0.54	50.2	0.56	53.3	0.53	34.7	0.81
Equity Financing (%)		93.2%	57.8%	1.61	67.2%	1.39	57.1%	1.63	94.1%	0.99
Long-Term Debt to Equity Ratio		0.0	0.5	N/A	0.3	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		0.0	5.4	N/A	11.2	N/A	5.8	N/A	0.0	N/A
Total Asset Turnover		1.0	0.9	1.12	0.8	1.26	0.8	1.26	1.3	0.77
Average Age of Plant (Years)		13.7	9.6	1.43	9.2	1.49	8.8	1.56	12.1	1.14
Increase (Decrease) Total Net Patient Revenue		4.5%	10.1%	0.45	12.0%	0.37	12.2%	0.37	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		66.0%	44.7%	1.48	53.8%	1.23	64.5%	1.02	64.0%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$4,911	\$8,772	0.56	\$6,018	0.82	\$4,913	1.00	\$6,366	0.77
Inpatient Net Revenue per Day		\$1,111	\$1,944	0.57	\$1,550	0.72	\$1,393	0.80	\$1,920	0.58
Outpatient Net Revenue per Visit		\$289	\$373	0.77	\$375	0.77	\$349	0.83	\$267	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$17,262,364	Cash & Cash Equivalents	\$18,445	Current Liabilities	\$910,334
Less Deductions	\$3,619,484	Net Patient Receivables	\$2,241,663	Long-Term Debt	\$0
Net Patient Revenue	\$13,642,880	Other Receivables	\$0	Other Liabilities	\$51,816
Plus Other Revenue	\$540,986			Subtotal	\$962,150
Total Revenue	\$14,183,866	Land, Buildings & Equipment (Net)	\$3,973,915		
Less Expenses	\$12,282,786	Other Assets	\$7,867,599	Unrestricted Fund Balance	\$13,139,473
Non-Operating Gains/Losses	\$1,114,574			Restricted Fund Balance	\$0
Net Income	\$3,015,654	Total Assets	\$14,101,623	Total Liabilities & Fund Balance	\$14,101,623