

014 Black River Memorial Hospital
 711 W Adams St
 Black River Falls, WI 54615
 715-284-5361

Type: GMS - General Medical & Surgical
 Control: Other Not-For-Profit
 Fiscal Year: 03/01/2002 to 02/28/2003

County: Jackson
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.1%	58.2%	0.83	51.8%	0.93	38.6%	1.25	43.7%	1.10
Obstetrics	22.0%	39.8%	0.55	37.6%	0.58	22.5%	0.98	14.8%	1.48
Pediatrics	19.2%	48.9%	0.39	36.1%	0.53	10.7%	0.39	27.4%	0.70
Total Hospital	41.8%	56.2%	0.74	45.0%	0.93	33.3%	1.26	36.9%	1.13
Average Census (Patients)									
Adult Medical-Surgical	9.1	31.7	0.29	14.7	0.62	7.6	1.20	9.2	0.99
Obstetrics	1.1	5.1	0.22	2.6	0.42	0.9	1.22	0.9	1.22
Pediatrics	0.2	2.0	0.10	1.0	0.19	0.1	1.92	0.3	0.64
Total Hospital	10.4	54.7	0.19	27.2	0.38	9.4	1.11	10.3	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.80	3.1	1.01	3.1	1.01	3.0	1.04
Obstetrics	2.4	2.4	1.01	2.6	0.93	2.3	1.06	2.1	1.16
Pediatrics	1.7	2.4	0.71	3.3	0.52	1.9	0.90	2.0	0.85
Total Hospital	3.0	4.5	0.67	3.7	0.81	3.1	0.97	2.9	1.03
Surgical Operations									
Inpatient	205	1,579	0.13	448	0.46	266	0.77	244	0.84
Outpatient	573	3,500	0.16	1,830	0.31	1,159	0.49	519	1.10
Inpatient as % of All Surgeries	26.3%	31.1%	0.85	19.7%	1.34	18.7%	1.41	32.0%	0.82
Outpatient Visits									
Non-Emergency Visits	20,262	78,926	0.26	32,861	0.62	25,394	0.80	17,348	1.17
Emergency Visits	7,180	14,405	0.50	7,443	0.96	5,723	1.25	7,354	0.98
Full-Time Equivalents (FTEs)									
Administrators	1.0	16.5	0.06	6.0	0.17	4.6	0.22	1.0	1.00
Nurses, Licensed	38.7	164.2	0.24	113.2	0.34	41.0	0.94	35.3	1.10
Ancillary Nursing Personnel	21.0	57.5	0.36	43.4	0.48	15.2	1.38	0.0	N/A
All Other Personnel	100.4	379.9	0.26	250.6	0.40	97.9	1.03	104.2	0.96
Total FTEs	161.0	618.1	0.26	413.1	0.39	158.7	1.01	140.5	1.15
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.2	16.7	0.25	12.5	0.34	17.5	0.24	4.5	0.94
Nurses, Licensed	163.4	166.1	0.98	235.8	0.69	154.9	1.05	158.1	1.03
Ancillary Nursing Personnel	88.6	58.2	1.52	90.3	0.98	57.6	1.54	0.0	N/A
All Other Personnel	424.1	384.3	1.10	522.0	0.81	370.2	1.15	467.0	0.91
Total FTEs	680.4	625.4	1.09	860.7	0.79	600.2	1.13	629.5	1.08

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,273
 Inpatient Days 3,814

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 2
 Discharges 82
 Inpatient Days 436

Newborn Nursery:
 Bassinets 6
 Total Births 151
 Newborn Days 327

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 02/28/2003	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	1,067	3,334	48.1%	9.1	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	1	41	70	19.2%	0.2	1.7
Obstetrics	1	5	165	401	22.0%	1.1	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	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	5	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	1	0	1.0	Radiological Services Personnel	5	0	5.0
Physicians & Dentists	0	0	0.0	Occupational Therapists	1	2	1.2
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Registered Nurses	25	19	35.4	Physical Therapists	3	3	5.5
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	7	1	7.7
Licensed Practical Nurses	2	2	3.3	Recreational Therapists	0	0	0.0
Ancillary Nursing Personnel	11	23	21.0	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	1	1	1.6
Nurse Practitioners	0	0	0.0	All Other Health Professionals	14	0	14.0
Medical Records Personnel	6	2	7.3	All Other Personnel	39	10	46.2
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	8	5	10.4				
				Total	124	69	161.0

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Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area 5B		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	\$8,524,717	42.1%	41.6%	1.01	45.8%	0.92	41.8%	1.01	43.9%	0.96
Medical Assistance	\$2,292,187	11.3%	9.7%	1.17	6.6%	1.71	8.5%	1.33	10.1%	1.12
Commercial	\$8,273,673	40.8%	42.4%	0.96	38.1%	1.07	44.1%	0.93	41.5%	0.98
All Other	\$1,175,584	5.8%	6.2%	0.94	9.5%	0.61	5.7%	1.02	4.5%	1.29
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,313,764	21.3%	24.8%	0.86	25.9%	0.82	21.6%	0.99	21.1%	1.01
Medical Assistance	\$1,413,508	7.0%	6.7%	1.04	4.5%	1.55	4.8%	1.45	4.9%	1.42
Commercial	\$230,864	1.1%	9.4%	0.12	5.7%	0.20	7.5%	0.15	0.9%	1.27
Charity Care	\$189,145	0.9%	1.1%	0.85	0.8%	1.17	0.6%	1.56	0.9%	1.04
All Other	\$76,244	0.4%	1.3%	0.29	3.1%	0.12	0.7%	0.54	0.1%	3.76
Total Deductions	\$6,223,525	30.7%	43.3%	0.71	40.0%	0.77	35.1%	0.87	27.8%	1.10
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.8%	4.8%	0.59	4.4%	0.64	4.0%	0.71	2.5%	1.13
Net Gains/Losses as % of Net Income		70.8%	12.0%	5.90	3.4%	20.83	16.2%	4.37	22.6%	3.13
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,811,356	54.7%	48.0%	1.14	49.7%	1.10	50.5%	1.08	53.2%	1.03
Supplies & Services	\$5,099,787	35.7%	40.2%	0.89	40.5%	0.88	36.6%	0.98	37.4%	0.95
Capital Component	\$762,096	5.3%	8.7%	0.61	5.6%	0.95	9.5%	0.56	5.6%	0.95
Bad Debt	\$614,536	4.3%	3.1%	1.39	4.1%	1.05	3.4%	1.27	3.8%	1.13
Fiscal Statistics										
Operating Margin (%)		1.1%	6.4%	0.18	11.0%	0.10	8.9%	0.13	4.8%	0.24
Total Hospital Net Income (%)		3.8%	7.1%	0.53	11.3%	0.34	9.2%	0.41	6.1%	0.62
Return on Equity (%)		6.9%	11.2%	0.61	15.6%	0.44	13.1%	0.52	10.6%	0.65
Current Ratio		1.9	2.5	0.76	4.5	0.42	3.3	0.58	2.5	0.76
Days in Net Patient Accounts Receivable		58.4	56.1	1.04	70.6	0.83	74.2	0.79	48.6	1.20
Average Payment Period		37.4	52.7	0.71	52.3	0.72	53.3	0.70	34.5	1.09
Equity Financing (%)		82.0%	57.8%	1.42	70.8%	1.16	57.1%	1.44	80.8%	1.01
Long-Term Debt to Equity Ratio		0.0	0.5	0.10	0.1	0.50	0.5	0.10	0.1	0.50
Times Interest Earned		12.6	5.4	2.33	24.3	0.52	5.8	2.17	14.0	0.90
Total Asset Turnover		1.4	0.9	1.61	1.0	1.45	0.8	1.81	1.4	1.03
Average Age of Plant (Years)		9.6	9.6	1.00	13.3	0.72	8.8	1.09	9.1	1.05
Increase (Decrease) Total Net Patient Revenue		5.8%	10.1%	0.58	9.6%	0.61	12.2%	0.48	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		55.8%	44.7%	1.25	43.4%	1.29	64.5%	0.87	53.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$3,967	\$8,772	0.45	\$8,170	0.49	\$4,913	0.81	\$4,592	0.86
Inpatient Net Revenue per Day		\$1,267	\$1,944	0.65	\$2,121	0.60	\$1,393	0.91	\$1,600	0.79
Outpatient Net Revenue per Visit		\$315	\$373	0.85	\$442	0.71	\$349	0.90	\$292	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$20,266,161	Cash & Cash Equivalents	\$93,867	Current Liabilities	\$1,394,305
Less Deductions	\$6,223,525	Net Patient Receivables	\$2,248,372	Long-Term Debt	\$409,022
Net Patient Revenue	\$14,042,636	Other Receivables	\$21,461	Other Liabilities	\$0
Plus Other Revenue	\$409,250			Subtotal	\$1,803,327
Total Revenue	\$14,451,886	Land, Buildings & Equipment (Net)	\$2,985,595	Unrestricted Fund Balance	\$8,195,767
Less Expenses	\$14,287,775	Other Assets	\$4,649,799	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$398,042			Total Liabilities & Fund Balance	\$9,999,094
Net Income	\$562,153	Total Assets	\$9,999,094		