

**025 Memorial Hospital of Lafayette County**  
 800 Clay St  
 Darlington, WI 53530  
 608-776-4466

Type: GMS - Critical Access Hospital  
 Control: County  
 Fiscal Year: 01/01/2003 to 12/31/2003

County: Lafayette  
 Analysis Area: Southern (1)  
 Volume Group: 1

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	18.9%	58.2%	0.32	55.5%	0.34	22.7%	0.83	20.7%	0.91
Obstetrics	4.3%	39.8%	0.11	41.0%	0.10	9.9%	0.43	6.7%	0.64
Pediatrics	0.0%	48.9%	N/A	49.7%	N/A	16.4%	N/A	0.0%	N/A
Total Hospital	15.1%	56.2%	0.27	56.7%	0.27	21.7%	0.70	17.9%	0.84
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.8	31.7	0.12	31.2	0.12	3.6	1.05	4.1	0.92
Obstetrics	0.2	5.1	0.04	4.7	0.05	1.1	0.19	0.3	0.71
Pediatrics	0.0	2.0	N/A	1.7	N/A	0.5	N/A	0.0	N/A
Total Hospital	3.8	54.7	0.07	56.0	0.07	6.1	0.62	4.5	0.84
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.9	0.63	3.7	0.66	4.6	0.53	2.7	0.91
Obstetrics	2.0	2.4	0.83	2.0	1.00	2.4	0.83	2.2	0.91
Pediatrics	0.0	2.4	N/A	3.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.3	4.5	0.51	4.5	0.51	5.6	0.41	2.4	0.96
<b>Surgical Operations</b>									
Inpatient	104	1,579	0.07	1,943	0.05	39	2.67	103	1.01
Outpatient	449	3,500	0.13	4,790	0.09	156	2.88	445	1.01
Inpatient as % of All Surgeries	18.8%	31.1%	0.60	28.9%	0.65	20.1%	0.94	18.8%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	22,496	78,926	0.29	110,702	0.20	7,450	3.02	19,614	1.15
Emergency Visits	2,641	14,405	0.18	14,259	0.19	1,494	1.77	2,570	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	16.5	0.18	18.5	0.16	2.5	1.20	3.0	1.00
Nurses, Licensed	14.5	164.2	0.09	168.8	0.09	20.2	0.72	13.8	1.05
Ancillary Nursing Personnel	12.1	57.5	0.21	45.8	0.26	8.7	1.39	10.3	1.18
All Other Personnel	39.9	379.9	0.11	466.9	0.09	40.4	0.99	38.7	1.03
Total FTEs	69.5	618.1	0.11	700.1	0.10	71.7	0.97	65.9	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	32.0	16.7	1.92	15.4	2.08	28.7	1.12	22.2	1.44
Nurses, Licensed	154.4	166.1	0.93	140.5	1.10	232.5	0.66	102.2	1.51
Ancillary Nursing Personnel	129.2	58.2	2.22	38.1	3.39	99.9	1.29	76.2	1.70
All Other Personnel	426.3	384.3	1.11	388.4	1.10	466.1	0.91	286.1	1.49
Total FTEs	741.9	625.4	1.19	582.4	1.27	827.2	0.90	486.7	1.52

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 600  
 Inpatient Days 1,379

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 10  
 Discharges 58  
 Inpatient Days 309

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 38  
 Newborn Days 69

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	20	561	1,380	18.9%	3.8	2.5
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	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	39	78	4.3%	0.2	2.0
<b>Psychiatric</b>	2	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	1	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	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
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 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	3	0	3.0	Radiological Services Personnel	5	1	5.6
Physicians & Dentists	0	0	0.0	Occupational Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Registered Nurses	11	3	12.7	Physical Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	1	1	1.8	Recreational Therapists	0	0	0.0
Ancillary Nursing Personnel	10	5	12.1	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	0	0	0.0
Nurse Practitioners	0	0	0.0	All Other Health Professionals	3	0	3.0
Medical Records Personnel	3	1	3.4	All Other Personnel	19	4	20.4
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	5	1	5.6				
				<b>Total</b>	<b>62</b>	<b>16</b>	<b>69.5</b>

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Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area		Volume Group		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$4,668,881	49.4%	41.6%	1.19	38.8%	1.27	55.1%	0.90	50.1%	0.99
Medical Assistance	\$548,168	5.8%	9.7%	0.60	7.4%	0.78	10.4%	0.56	4.6%	1.26
Commercial	\$3,789,922	40.1%	42.4%	0.95	47.1%	0.85	28.7%	1.40	41.9%	0.96
All Other	\$444,206	4.7%	6.2%	0.76	6.8%	0.69	5.7%	0.82	3.4%	1.38
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$1,679,635	17.8%	24.8%	0.72	21.4%	0.83	25.4%	0.70	15.4%	1.15
Medical Assistance	\$246,240	2.6%	6.7%	0.39	4.8%	0.54	6.0%	0.43	2.2%	1.18
Commercial	\$590,470	6.2%	9.4%	0.66	10.5%	0.60	6.0%	1.04	4.5%	1.39
Charity Care	\$5,803	0.1%	1.1%	0.06	1.3%	0.05	0.4%	0.15	0.0%	N/A
All Other	\$0	0.0%	1.3%	N/A	1.3%	N/A	0.5%	N/A	0.0%	N/A
Total Deductions	\$2,522,148	26.7%	43.3%	0.62	39.4%	0.68	38.2%	0.70	22.2%	1.20
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.1%	4.8%	0.23	8.8%	0.13	1.5%	0.74	1.0%	1.11
Net Gains/Losses as % of Net Income		21.6%	12.0%	1.80	22.3%	0.97	16.9%	1.28	15.6%	1.38
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$2,938,791	42.8%	48.0%	0.89	50.1%	0.85	52.4%	0.82	40.6%	1.05
Supplies & Services	\$3,416,465	49.7%	40.2%	1.24	38.9%	1.28	36.8%	1.35	52.6%	0.95
Capital Component	\$374,622	5.5%	8.7%	0.63	8.1%	0.67	8.2%	0.66	5.4%	1.01
Bad Debt	\$140,687	2.0%	3.1%	0.66	3.0%	0.68	2.6%	0.79	1.4%	1.46
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.9%	6.4%	0.30	4.7%	0.41	2.5%	0.78	6.8%	0.29
Total Hospital Net Income (%)		2.5%	7.1%	0.35	6.0%	0.41	3.0%	0.82	8.0%	0.31
Return on Equity (%)		4.8%	11.2%	0.43	11.0%	0.44	19.1%	0.25	17.4%	0.28
Current Ratio		1.4	2.5	0.55	2.3	0.59	1.6	0.85	3.1	0.44
Days in Net Patient Accounts Receivable		71.1	56.1	1.27	57.9	1.23	63.7	1.12	76.0	0.94
Average Payment Period		68.2	52.7	1.29	49.1	1.39	62.5	1.09	49.5	1.38
Equity Financing (%)		56.3%	57.8%	0.97	50.4%	1.12	20.8%	2.71	66.8%	0.84
Long-Term Debt to Equity Ratio		0.4	0.5	0.88	0.7	0.63	2.1	0.21	0.2	2.19
Times Interest Earned		6.6	5.4	1.21	4.6	1.43	3.0	2.19	16.7	0.39
Total Asset Turnover		1.1	0.9	1.22	0.9	1.22	1.3	0.84	1.4	0.78
Average Age of Plant (Years)		9.4	9.6	0.98	9.9	0.95	9.3	1.02	8.7	1.09
Increase (Decrease) Total Net Patient Revenue		-5.1%	10.1%	N/A	10.3%	N/A	20.0%	N/A	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		59.7%	44.7%	1.34	44.7%	1.34	29.9%	2.00	59.0%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$4,441	\$8,772	0.51	\$9,152	0.49	\$11,728	0.38	\$4,314	1.03
Inpatient Net Revenue per Day		\$1,654	\$1,944	0.85	\$2,007	0.82	\$1,821	0.91	\$1,437	1.15
Outpatient Net Revenue per Visit		\$159	\$373	0.43	\$272	0.59	\$301	0.53	\$198	0.81

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$9,451,177	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,218,935
Less Deductions	\$2,522,148	Net Patient Receivables	\$1,349,706	Long-Term Debt	\$1,572,790
Net Patient Revenue	\$6,929,029	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$77,452			Subtotal	\$2,791,725
Total Revenue	\$7,006,481	Land, Buildings & Equipment (Net)	\$4,719,166	Unrestricted Fund Balance	\$3,594,574
Less Expenses	\$6,870,565	Other Assets	\$317,427	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$37,438			Total Liabilities & Fund Balance	\$6,386,299
Net Income	\$173,354	Total Assets	\$6,386,299		