

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

Type: GMS - Critical Access Hospital
 Control: Other Not-For-Profit
 Fiscal Year: Jan 1 to Dec 31

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	21.3%	59.8%	0.36	50.1%	0.43	42.6%	0.50	27.1%	0.78
Obstetrics	27.5%	40.6%	0.68	30.2%	0.91	28.5%	0.96	29.5%	0.93
Pediatrics	10.1%	50.6%	0.20	13.8%	0.73	16.2%	0.20	10.7%	0.95
Total Hospital	21.3%	56.6%	0.38	45.9%	0.46	39.1%	0.55	26.0%	0.82
Average Census (Patients)									
Adult Medical-Surgical	4.7	32.3	0.15	13.9	0.34	7.4	0.63	6.0	0.78
Obstetrics	0.5	5.4	0.10	2.0	0.27	1.1	0.50	0.6	0.93
Pediatrics	0.1	2.1	0.05	0.1	1.01	0.1	1.01	0.1	0.95
Total Hospital	5.3	55.0	0.10	20.9	0.26	9.8	0.54	6.5	0.82
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.78	3.2	0.95	3.1	0.98	3.1	0.98
Obstetrics	2.5	2.4	1.05	2.3	1.09	2.3	1.09	2.8	0.89
Pediatrics	1.4	2.4	0.59	1.9	0.75	1.7	0.84	1.7	0.84
Total Hospital	2.9	4.4	0.66	3.7	0.79	3.0	0.97	3.0	0.98
Surgical Operations									
Inpatient	117	1,553	0.08	568	0.21	276	0.42	248	0.47
Outpatient	661	3,651	0.18	1,503	0.44	926	0.71	744	0.89
Inpatient as % of All Surgeries	15.0%	29.9%	0.50	27.4%	0.55	22.9%	0.66	25.0%	0.60
Outpatient Visits									
Non-Emergency Visits	26,287	80,062	0.33	31,425	0.84	27,483	0.96	26,330	1.00
Emergency Visits	3,596	14,837	0.24	6,740	0.53	6,024	0.60	3,574	1.01
Full-Time Equivalents (FTEs)									
Administrators	0.5	17.5	0.03	6.5	0.08	4.6	0.11	0.5	1.00
Nurses, Licensed	37.2	168.8	0.22	72.3	0.51	45.1	0.82	35.2	1.06
Ancillary Nursing Personnel	7.7	34.3	0.22	13.8	0.56	10.0	0.77	3.0	2.55
All Other Personnel	95.4	405.3	0.24	182.2	0.52	109.0	0.87	99.3	0.96
Total FTEs	140.7	626.0	0.22	274.9	0.51	168.7	0.83	138.0	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.5	17.4	0.14	14.2	0.18	16.7	0.15	2.6	0.96
Nurses, Licensed	185.8	167.9	1.11	157.2	1.18	164.6	1.13	183.8	1.01
Ancillary Nursing Personnel	38.4	34.2	1.12	30.1	1.28	36.5	1.05	15.7	2.44
All Other Personnel	476.6	403.1	1.18	396.1	1.20	397.9	1.20	519.2	0.92
Total FTEs	703.4	622.6	1.13	597.6	1.18	615.7	1.14	721.3	0.98

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 670
 Inpatient Days 1,951

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 2,386

Newborn Nursery:
 Bassinets 4
 Total Births 79
 Newborn Days 174

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed Dec 31, 2004	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	564	1,715	21.3%	4.7	3.0
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	2	8	0.0%	0.0	4.0
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	26	37	10.1%	0.1	1.4
Obstetrics	1	2	80	201	27.5%	0.5	2.5
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	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	0	1	0.5	Radiological Services Personnel	5	3	6.9
Physicians & Dentists	0	0	0.0	Respiratory Therapists	2	0	2.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	30	12	35.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	0	4.0
Licensed Practical Nurses	1	1	1.4	Physical Therapy Assistants/Aides	4	1	4.8
Ancillary Nursing Personnel	6	4	7.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	4	4	6.0	Social Workers	0	2	1.0
Pharmacy Personnel	1	1	1.7	All Other Health Professionals	6	18	13.2
Clinical Laboratory Personnel	8	7	12.5	All Other Personnel	25	33	41.3
Surgical Personnel	0	0	0.0	Total	98	87	140.7

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Selected Financial Statistics	FY 2004	All GMS Hospitals		Analysis Area		Volume Group		FY 2004 vs. 2003		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$10,979,443	56.5%	41.6%	1.36	43.0%	1.31	42.2%	1.34	55.1%	1.02
Medical Assistance	\$1,258,920	6.5%	10.2%	0.63	8.6%	0.75	8.2%	0.79	6.3%	1.03
Commercial	\$4,906,033	25.2%	41.9%	0.60	42.3%	0.60	43.6%	0.58	27.3%	0.93
All Other	\$2,296,296	11.8%	6.2%	1.91	6.1%	1.94	6.0%	1.97	11.3%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$3,657,615	18.8%	25.3%	0.74	23.7%	0.79	20.8%	0.90	15.6%	1.20
Medical Assistance	\$917,245	4.7%	7.5%	0.63	6.0%	0.79	5.6%	0.84	3.5%	1.35
Commercial	\$238,167	1.2%	9.6%	0.13	7.4%	0.17	8.5%	0.14	1.3%	0.93
Charity Care	\$68,786	0.4%	1.1%	0.32	0.8%	0.44	0.7%	0.51	0.4%	0.83
All Other	\$25,149	0.1%	1.3%	0.10	0.6%	0.22	0.6%	0.22	0.1%	1.35
Total Deductions	\$4,906,961	25.2%	44.8%	0.56	38.5%	0.66	36.3%	0.70	21.0%	1.20
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.0%	4.5%	0.88	3.1%	1.28	4.3%	0.92	3.8%	1.04
Net Gains/Losses as % of Net Income		14.3%	15.4%	0.93	21.9%	0.65	25.5%	0.56	37.0%	0.39
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,730,235	59.7%	48.4%	1.23	52.1%	1.15	50.4%	1.19	57.2%	1.04
Supplies & Services	\$4,014,654	31.0%	39.5%	0.79	36.7%	0.85	35.7%	0.87	31.8%	0.98
Capital Component	\$832,025	6.4%	8.8%	0.73	7.9%	0.81	10.1%	0.64	7.0%	0.92
Bad Debt	\$363,934	2.8%	3.4%	0.83	3.3%	0.85	3.8%	0.74	4.1%	0.69
Fiscal Statistics										
Operating Margin (%)		14.5%	6.5%	2.23	9.3%	1.56	6.1%	2.38	13.4%	1.08
Total Hospital Net Income (%)		16.5%	7.6%	2.17	11.7%	1.41	8.1%	2.04	19.7%	0.84
Return on Equity (%)		16.0%	11.5%	1.39	15.8%	1.01	10.0%	1.60	23.0%	0.70
Current Ratio		2.0	2.6	0.77	2.9	0.69	3.3	0.60	3.0	0.67
Days in Net Patient Accounts Receivable		56.6	52.8	1.07	58.8	0.96	62.2	0.91	60.0	0.94
Average Payment Period		41.1	53.7	0.77	46.1	0.89	57.8	0.71	28.3	1.46
Equity Financing (%)		91.7%	57.5%	1.59	66.5%	1.38	56.2%	1.63	93.2%	0.98
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	6.2	N/A	10.9	N/A	5.1	N/A	0.0	N/A
Total Asset Turnover		0.9	0.9	0.96	0.9	0.96	0.7	1.24	1.0	0.86
Average Age of Plant (Years)		14.9	9.1	1.64	8.0	1.87	8.0	1.87	13.7	1.09
Increase (Decrease) Total Net Patient Revenue		6.5%	9.1%	0.72	12.3%	0.53	11.2%	0.58	4.5%	1.45
Outpatient Gross Revenue (% of Total GPR)		73.4%	45.3%	1.62	54.5%	1.35	64.1%	1.14	66.0%	1.11
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,032		\$9,256	0.65	\$6,715	0.90	\$5,378	1.12	\$4,911	1.23
Inpatient Net Revenue per Day	\$1,227		\$2,088	0.59	\$1,735	0.71	\$1,577	0.78	\$1,111	1.10
Outpatient Net Revenue per Visit	\$307		\$404	0.76	\$465	0.66	\$353	0.87	\$289	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,440,693	Cash & Cash Equivalents	\$62,560	Current Liabilities	\$1,397,412
Less Deductions	\$4,906,961	Net Patient Receivables	\$2,247,570	Long-Term Debt	\$0
Net Patient Revenue	\$14,533,732	Other Receivables	\$0	Other Liabilities	\$58,159
Plus Other Revenue	\$600,619			Subtotal	\$1,455,571
Total Revenue	\$15,134,351	Land, Buildings & Equipment (Net)	\$4,036,761	Unrestricted Fund Balance	\$15,989,134
Less Expenses	\$12,940,848	Other Assets	\$11,097,814	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$365,834			Total Liabilities & Fund Balance	\$17,444,706
Net Income	\$2,559,336	Total Assets	\$17,444,706		