

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

Type: GMS - Critical Access Hospital
 Control: Other Not-For-Profit
 Fiscal Year: Mar 1 to Feb 29

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.9%	59.8%	0.75	56.0%	0.80	42.6%	1.05	48.1%	0.93
Obstetrics	23.3%	40.6%	0.57	37.2%	0.63	28.5%	0.82	22.0%	1.06
Pediatrics	15.8%	50.6%	0.31	27.2%	0.58	16.2%	0.31	19.2%	0.83
Total Hospital	37.7%	56.6%	0.67	45.7%	0.83	39.1%	0.96	41.8%	0.90
Average Census (Patients)									
Adult Medical-Surgical	8.1	32.3	0.25	15.6	0.52	7.4	1.09	9.1	0.89
Obstetrics	1.2	5.4	0.22	2.5	0.47	1.1	1.06	1.1	1.06
Pediatrics	0.2	2.1	0.08	0.7	0.23	0.1	1.58	0.2	0.83
Total Hospital	9.4	55.0	0.17	26.6	0.35	9.8	0.96	10.4	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.82	3.3	0.97	3.1	1.03	3.1	1.03
Obstetrics	2.4	2.4	1.02	2.4	1.02	2.3	1.06	2.4	1.01
Pediatrics	1.7	2.4	0.71	2.6	0.66	1.7	1.00	1.7	1.00
Total Hospital	3.0	4.4	0.69	3.7	0.82	3.0	1.01	3.0	1.01
Surgical Operations									
Inpatient	225	1,553	0.14	460	0.49	276	0.82	205	1.10
Outpatient	560	3,651	0.15	1,844	0.30	926	0.60	573	0.98
Inpatient as % of All Surgeries	28.7%	29.9%	0.96	20.0%	1.43	22.9%	1.25	26.3%	1.09
Outpatient Visits									
Non-Emergency Visits	24,440	80,062	0.31	32,827	0.74	27,483	0.89	20,262	1.21
Emergency Visits	7,480	14,837	0.50	7,640	0.98	6,024	1.24	7,180	1.04
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	6.5	0.15	4.6	0.22	1.0	1.00
Nurses, Licensed	47.0	168.8	0.28	134.6	0.35	45.1	1.04	38.7	1.22
Ancillary Nursing Personnel	7.8	34.3	0.23	22.4	0.35	10.0	0.78	21.0	0.37
All Other Personnel	99.8	405.3	0.25	267.3	0.37	109.0	0.92	100.4	0.99
Total FTEs	155.6	626.0	0.25	431.0	0.36	168.7	0.92	161.0	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.3	17.4	0.25	13.6	0.32	16.7	0.26	4.2	1.03
Nurses, Licensed	204.3	167.9	1.22	281.1	0.73	164.6	1.24	163.4	1.25
Ancillary Nursing Personnel	33.7	34.2	0.98	46.8	0.72	36.5	0.92	88.6	0.38
All Other Personnel	433.8	403.1	1.08	558.1	0.78	397.9	1.09	424.1	1.02
Total FTEs	676.2	622.6	1.09	899.7	0.75	615.7	1.10	680.4	0.99

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,140
 Inpatient Days 3,451

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 2
 Discharges 65
 Inpatient Days 386

Newborn Nursery:
 Bassinets 6
 Total Births 151
 Newborn Days 362

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed Feb 29, 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	18	924	2,960	44.9%	8.1	3.2
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	1	11	45	12.3%	0.1	4.1
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	34	58	15.8%	0.2	1.7
Obstetrics	1	5	174	426	23.3%	1.2	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	6	0	6.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	3	1	3.4
Registered Nurses	31	22	42.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	3	3.0
Licensed Practical Nurses	3	4	5.0	Physical Therapy Assistants/Aides	3	1	3.3
Ancillary Nursing Personnel	4	7	7.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	7	2	8.4	Social Workers	1	2	1.8
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	12	1	12.2
Clinical Laboratory Personnel	8	6	10.8	All Other Personnel	41	9	46.0
Surgical Personnel	3	0	3.0	Total	128	59	155.6

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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	\$10,336,300	43.5%	41.6%	1.05	45.9%	0.95	42.2%	1.03	42.1%	1.03
Medical Assistance	\$2,631,660	11.1%	10.2%	1.09	8.5%	1.30	8.2%	1.35	11.3%	0.98
Commercial	\$9,650,224	40.6%	41.9%	0.97	37.3%	1.09	43.6%	0.93	40.8%	1.00
All Other	\$1,133,513	4.8%	6.2%	0.77	8.3%	0.57	6.0%	0.80	5.8%	0.82
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,895,316	24.8%	25.3%	0.98	25.8%	0.96	20.8%	1.19	21.3%	1.17
Medical Assistance	\$1,973,764	8.3%	7.5%	1.11	5.8%	1.43	5.6%	1.48	7.0%	1.19
Commercial	\$356,564	1.5%	9.6%	0.16	6.9%	0.22	8.5%	0.18	1.1%	1.32
Charity Care	\$123,445	0.5%	1.1%	0.47	0.7%	0.74	0.7%	0.74	0.9%	0.56
All Other	\$6,140	0.0%	1.3%	0.02	2.2%	0.01	0.6%	0.04	0.4%	0.07
Total Deductions	\$8,355,229	35.2%	44.8%	0.79	41.3%	0.85	36.3%	0.97	30.7%	1.15
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.9%	4.5%	0.87	4.3%	0.91	4.3%	0.91	2.8%	1.38
Net Gains/Losses as % of Net Income		-140.4%	15.4%	N/A	2.6%	N/A	25.5%	N/A	70.8%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,605,613	53.1%	48.4%	1.10	49.7%	1.07	50.4%	1.05	54.7%	0.97
Supplies & Services	\$5,908,192	36.4%	39.5%	0.92	41.2%	0.88	35.7%	1.02	35.7%	1.02
Capital Component	\$789,447	4.9%	8.8%	0.55	5.5%	0.89	10.1%	0.48	5.3%	0.91
Bad Debt	\$905,938	5.6%	3.4%	1.64	3.6%	1.55	3.8%	1.47	4.3%	1.30
Fiscal Statistics										
Operating Margin (%)		-1.2%	6.5%	N/A	9.9%	N/A	6.1%	N/A	1.1%	N/A
Total Hospital Net Income (%)		-0.5%	7.6%	N/A	10.1%	N/A	8.1%	N/A	3.8%	N/A
Return on Equity (%)		-1.1%	11.5%	N/A	13.4%	N/A	10.0%	N/A	6.9%	N/A
Current Ratio		1.3	2.6	0.49	5.1	0.25	3.3	0.39	1.9	0.67
Days in Net Patient Accounts Receivable		68.7	52.8	1.30	65.5	1.05	62.2	1.10	58.4	1.18
Average Payment Period		61.1	53.7	1.14	48.5	1.26	57.8	1.06	37.4	1.63
Equity Financing (%)		68.9%	57.5%	1.20	71.0%	0.97	56.2%	1.23	82.0%	0.84
Long-Term Debt to Equity Ratio		0.0	0.5	0.06	0.1	0.28	0.5	0.06	0.0	0.57
Times Interest Earned		-1.4	6.2	N/A	27.1	N/A	5.1	N/A	12.6	N/A
Total Asset Turnover		1.5	0.9	1.67	0.9	1.67	0.7	2.15	1.4	1.04
Average Age of Plant (Years)		10.1	9.1	1.11	13.0	0.77	8.0	1.26	9.6	1.05
Increase (Decrease) Total Net Patient Revenue		16.0%	9.1%	1.76	10.5%	1.53	11.2%	1.43	5.8%	2.75
Outpatient Gross Revenue (% of Total GPR)		59.0%	45.3%	1.30	44.4%	1.33	64.1%	0.92	55.8%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$4,112	\$9,256	0.44	\$9,005	0.46	\$5,378	0.76	\$3,967	1.04
Inpatient Net Revenue per Day		\$1,286	\$2,088	0.62	\$2,330	0.55	\$1,577	0.82	\$1,267	1.02
Outpatient Net Revenue per Visit		\$327	\$404	0.81	\$459	0.71	\$353	0.93	\$315	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$23,751,697	Cash & Cash Equivalents	\$14,536	Current Liabilities	\$2,582,123
Less Deductions	\$8,355,229	Net Patient Receivables	\$2,889,406	Long-Term Debt	\$208,933
Net Patient Revenue	\$15,396,468	Other Receivables	\$64,617	Other Liabilities	\$522,158
Plus Other Revenue	\$627,449			Subtotal	\$3,313,214
Total Revenue	\$16,023,917	Land, Buildings & Equipment (Net)	\$3,145,923	Unrestricted Fund Balance	\$7,333,034
Less Expenses	\$16,209,190	Other Assets	\$4,531,766	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$108,191			Total Liabilities & Fund Balance	\$10,646,248
Net Income	-\$77,082	Total Assets	\$10,646,248		