

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

Type:           GMS - Critical Access Hospital  
 Control:       County  
 Fiscal Year:   Jan 1 to Dec 31

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	17.0%	59.8%	0.28	56.0%	0.30	20.1%	0.84	18.9%	0.90
Obstetrics	6.0%	40.6%	0.15	42.5%	0.14	4.7%	1.28	4.3%	1.41
Pediatrics	0.0%	50.6%	N/A	49.0%	N/A	17.4%	N/A	0.0%	N/A
Total Hospital	14.8%	56.6%	0.26	56.4%	0.26	36.3%	0.41	15.1%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.4	32.3	0.10	30.9	0.11	2.7	1.26	3.8	0.90
Obstetrics	0.3	5.4	0.06	5.0	0.06	0.1	3.01	0.2	1.41
Pediatrics	0.0	2.1	N/A	1.8	N/A	0.7	N/A	0.0	N/A
Total Hospital	3.7	55.0	0.07	55.0	0.07	9.1	0.41	3.8	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.4	3.9	0.61	3.6	0.66	3.0	0.80	2.5	0.97
Obstetrics	1.9	2.4	0.80	2.0	0.96	1.8	1.07	2.0	0.96
Pediatrics	0.0	2.4	N/A	3.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.3	4.4	0.53	4.4	0.53	7.4	0.32	2.3	1.02
<b>Surgical Operations</b>									
Inpatient	115	1,553	0.07	1,617	0.07	31	3.71	104	1.11
Outpatient	491	3,651	0.13	5,045	0.10	138	3.56	449	1.09
Inpatient as % of All Surgeries	19.0%	29.9%	0.63	24.3%	0.78	18.4%	1.03	18.8%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	23,602	80,062	0.29	119,084	0.20	8,694	2.71	22,496	1.05
Emergency Visits	2,758	14,837	0.19	14,741	0.19	1,663	1.66	2,641	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	17.5	0.17	14.3	0.21	2.8	1.07	3.0	1.00
Nurses, Licensed	20.5	168.8	0.12	183.2	0.11	25.6	0.80	14.5	1.42
Ancillary Nursing Personnel	8.5	34.3	0.25	30.8	0.28	9.0	0.94	12.1	0.70
All Other Personnel	48.2	405.3	0.12	504.1	0.10	51.1	0.94	39.9	1.21
Total FTEs	80.2	626.0	0.13	732.4	0.11	88.5	0.91	69.5	1.15
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	30.4	17.4	1.75	12.3	2.47	21.1	1.44	32.0	0.95
Nurses, Licensed	207.8	167.9	1.24	157.3	1.32	192.0	1.08	154.4	1.35
Ancillary Nursing Personnel	86.2	34.2	2.52	26.4	3.26	67.6	1.27	129.2	0.67
All Other Personnel	488.6	403.1	1.21	432.8	1.13	383.5	1.27	426.3	1.15
Total FTEs	813.0	622.6	1.31	628.8	1.29	664.3	1.22	741.9	1.10

**Total Hospital:**  
 Beds Set Up & Staffed    25  
 Discharges                576  
 Inpatient Days            1,351

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed    9  
 Discharges                47  
 Inpatient Days            288

**Newborn Nursery:**  
 Bassinets                6  
 Total Births             56  
 Newborn Days            104

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	20	519	1,241	17.0%	3.4	2.4
Orthopedic	1	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	57	110	6.0%	0.3	1.9
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	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	4	4	6.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	17	4	19.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	1	1.5	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	7	3	8.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	4	0	4.0	Social Workers	0	0	0.0
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	12	1	12.5
Clinical Laboratory Personnel	2	2	3.0	All Other Personnel	18	3	19.7
Surgical Personnel	0	2	1.0	<b>Total</b>	<b>70</b>	<b>20</b>	<b>80.2</b>

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Selected Financial Statistics	FY 2004	All GMS Hospitals		Analysis Area		Volume Group		FY 2004 vs. 2003		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2003	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$4,989,290	49.0%	41.6%	1.18	39.2%	1.25	57.0%	0.86	49.4%	0.99
Medical Assistance	\$752,255	7.4%	10.2%	0.72	8.0%	0.92	9.3%	0.79	5.8%	1.27
Commercial	\$3,927,045	38.6%	41.9%	0.92	46.2%	0.83	29.1%	1.33	40.1%	0.96
All Other	\$514,269	5.1%	6.2%	0.81	6.7%	0.75	4.5%	1.12	4.7%	1.07
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$1,488,756	14.6%	25.3%	0.58	22.3%	0.66	26.1%	0.56	17.8%	0.82
Medical Assistance	\$468,196	4.6%	7.5%	0.61	5.7%	0.81	5.3%	0.87	2.6%	1.76
Commercial	\$525,343	5.2%	9.6%	0.54	11.2%	0.46	6.5%	0.79	6.2%	0.83
Charity Care	\$5,307	0.1%	1.1%	0.05	1.4%	0.04	0.4%	0.13	0.1%	0.85
All Other	\$0	0.0%	1.3%	N/A	1.6%	N/A	0.4%	N/A	0.0%	N/A
Total Deductions	\$2,487,601	24.4%	44.8%	0.55	42.2%	0.58	38.7%	0.63	26.7%	0.92
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.0%	4.5%	0.23	8.7%	0.12	2.5%	0.42	1.1%	0.95
Net Gains/Losses as % of Net Income		116.5%	15.4%	7.56	24.8%	4.70	12.5%	9.32	21.6%	5.39
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$3,812,006	48.8%	48.4%	1.01	50.4%	0.97	47.5%	1.03	42.8%	1.14
Supplies & Services	\$3,337,418	42.7%	39.5%	1.08	38.4%	1.11	38.9%	1.10	49.7%	0.86
Capital Component	\$514,225	6.6%	8.8%	0.75	8.2%	0.80	10.9%	0.60	5.5%	1.21
Bad Debt	\$147,371	1.9%	3.4%	0.55	2.9%	0.65	2.6%	0.73	2.0%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		-0.4%	6.5%	N/A	5.8%	N/A	-2.4%	0.18	1.9%	N/A
Total Hospital Net Income (%)		2.6%	7.6%	0.34	7.6%	0.34	-2.8%	N/A	2.5%	1.06
Return on Equity (%)		4.9%	11.5%	0.43	14.3%	0.34	-19.8%	N/A	4.8%	1.02
Current Ratio		0.9	2.6	0.36	2.3	0.40	2.0	0.46	1.4	0.67
Days in Net Patient Accounts Receivable		81.6	52.8	1.54	55.4	1.47	65.8	1.24	71.1	1.15
Average Payment Period		112.1	53.7	2.09	50.0	2.24	54.6	2.05	68.2	1.64
Equity Financing (%)		50.2%	57.5%	0.87	48.1%	1.04	15.3%	3.28	56.3%	0.89
Long-Term Debt to Equity Ratio		0.5	0.5	0.93	0.7	0.66	4.4	0.11	0.4	1.06
Times Interest Earned		10.0	6.2	1.62	6.0	1.67	0.0	N/A	6.6	1.53
Total Asset Turnover		0.9	0.9	1.02	0.9	1.02	1.1	0.84	1.1	0.84
Average Age of Plant (Years)		7.6	9.1	0.84	9.5	0.80	5.9	1.29	9.4	0.81
Increase (Decrease) Total Net Patient Revenue		11.1%	9.1%	1.22	9.7%	1.14	31.0%	0.36	-5.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		62.6%	45.3%	1.38	45.1%	1.39	31.3%	2.00	59.7%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$4,467	\$9,256	0.48	\$9,628	0.46	\$13,855	0.32	\$4,441	1.01
Inpatient Net Revenue per Day		\$1,687	\$2,088	0.81	\$2,198	0.77	\$1,758	0.96	\$1,654	1.02
Outpatient Net Revenue per Visit		\$186	\$404	0.46	\$284	0.65	\$352	0.53	\$159	1.17

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$10,182,859	Cash & Cash Equivalents	\$200	Current Liabilities	\$2,241,938
Less Deductions	\$2,487,601	Net Patient Receivables	\$1,714,940	Long-Term Debt	\$1,962,838
Net Patient Revenue	\$7,695,258	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$81,323			Subtotal	\$4,204,776
Total Revenue	\$7,776,581	Land, Buildings & Equipment (Net)	\$5,975,990	Unrestricted Fund Balance	\$4,241,546
Less Expenses	\$7,811,020	Other Assets	\$755,192	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$243,626			Total Liabilities & Fund Balance	\$8,446,322
Net Income	\$209,187	Total Assets	\$8,446,322		