

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

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	22.4%	59.1%	0.38	51.0%	0.44	44.2%	0.51	21.3%	1.05
Obstetrics	32.5%	41.6%	0.78	33.1%	0.98	22.9%	1.42	27.5%	1.18
Pediatrics	5.5%	54.2%	0.10	12.4%	0.44	10.9%	0.10	10.1%	0.54
Total Hospital	20.2%	57.7%	0.35	48.8%	0.41	39.8%	0.51	21.3%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.9	31.3	0.16	14.4	0.34	7.7	0.64	4.7	1.05
Obstetrics	0.6	5.4	0.12	2.2	0.30	0.9	0.72	0.5	1.18
Pediatrics	0.1	2.2	0.02	0.1	0.55	0.1	0.55	0.1	0.54
Total Hospital	5.0	54.6	0.09	21.9	0.23	9.6	0.53	5.3	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.7	0.99	3.4	1.07	3.0	1.22	3.0	1.20
Obstetrics	2.6	2.4	1.09	2.4	1.09	2.3	1.13	2.5	1.04
Pediatrics	1.7	2.5	0.67	1.7	0.98	1.5	1.11	1.4	1.17
Total Hospital	3.1	4.3	0.72	3.7	0.83	3.1	1.00	2.9	1.06
<b>Surgical Operations</b>									
Inpatient	95	1,644	0.06	640	0.15	233	0.41	117	0.81
Outpatient	583	3,777	0.15	1,593	0.37	1,178	0.49	661	0.88
Inpatient as % of All Surgeries	14.0%	30.3%	0.46	28.7%	0.49	16.5%	0.85	15.0%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	27,180	84,436	0.32	36,848	0.74	24,992	1.09	26,287	1.03
Emergency Visits	3,762	15,777	0.24	7,069	0.53	6,438	0.58	3,596	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	8.0	17.4	0.46	8.4	0.95	5.6	1.43	0.5	16.00
Nurses, Licensed	47.5	173.6	0.27	78.4	0.61	45.1	1.05	37.2	1.28
Ancillary Nursing Personnel	6.1	34.8	0.17	15.1	0.40	9.6	0.63	7.7	0.79
All Other Personnel	115.4	410.2	0.28	186.0	0.62	106.2	1.09	95.4	1.21
Total FTEs	177.0	636.0	0.28	288.0	0.61	166.6	1.06	140.7	1.26
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	43.7	17.1	2.56	17.0	2.57	19.9	2.20	2.5	17.50
Nurses, Licensed	259.5	170.3	1.52	158.1	1.64	159.7	1.62	185.8	1.40
Ancillary Nursing Personnel	33.2	34.1	0.97	30.5	1.09	33.8	0.98	38.4	0.86
All Other Personnel	630.9	402.4	1.57	375.3	1.68	375.8	1.68	476.6	1.32
Total FTEs	967.4	623.8	1.55	580.9	1.67	589.1	1.64	703.4	1.38

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 596  
 Inpatient Days 1,840

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 10  
 Discharges 215  
 Inpatient Days 2,348

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 88  
 Newborn Days 201

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2005	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	22	493	1,798	22.4%	4.9	3.6
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	7	24	0.0%	0.1	3.4
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
<b>Pediatric, acute</b>	1	1	12	20	5.5%	0.1	1.7
<b>Obstetrics</b>	1	2	91	237	32.5%	0.6	2.6
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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
<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	8	0	8.0	Radiological Services Personnel	6	2	8.6
Physicians & Dentists	0	0	0.0	Respiratory Therapists	1	1	1.8
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	35	17	45.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	0	5.0
Licensed Practical Nurses	1	2	2.1	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	4	4	6.1	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	9	2	10.4	Social Workers	1	0	1.0
Pharmacy Personnel	2	1	3.0	All Other Health Professionals	5	0	5.0
Clinical Laboratory Personnel	14	1	14.2	All Other Personnel	52	17	59.1
Surgical Personnel	0	1	1.5	<b>Total</b>	<b>149</b>	<b>48</b>	<b>177.0</b>

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area		Volume Group		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$11,848,314	55.3%	41.4%	1.33	43.7%	1.26	41.9%	1.32	56.5%	0.98
Medical Assistance	\$1,443,207	6.7%	10.2%	0.66	9.0%	0.75	8.5%	0.79	6.5%	1.04
Commercial	\$5,511,053	25.7%	41.7%	0.62	41.8%	0.61	43.9%	0.59	25.2%	1.02
All Other	\$2,640,323	12.3%	6.8%	1.81	5.4%	2.28	5.7%	2.16	11.8%	1.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,020,865	18.8%	25.3%	0.74	23.9%	0.78	21.1%	0.89	18.8%	1.00
Medical Assistance	\$904,408	4.2%	7.7%	0.55	6.4%	0.66	5.3%	0.80	4.7%	0.89
Commercial	\$253,999	1.2%	9.7%	0.12	7.6%	0.16	8.5%	0.14	1.2%	0.97
Charity Care	\$114,861	0.5%	1.5%	0.36	1.2%	0.45	0.7%	0.77	0.4%	1.51
All Other	\$34,766	0.2%	1.5%	0.11	0.8%	0.20	0.6%	0.27	0.1%	1.25
Total Deductions	\$5,328,902	24.9%	45.7%	0.54	39.8%	0.62	36.2%	0.69	25.2%	0.98
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.4%	4.4%	1.00	3.1%	1.42	3.9%	1.13	4.0%	1.11
Net Gains/Losses as % of Net Income		32.8%	12.3%	2.66	7.5%	4.37	13.2%	2.48	14.3%	2.29
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,142,129	60.6%	47.5%	1.27	51.3%	1.18	51.1%	1.18	59.7%	1.01
Supplies & Services	\$4,504,427	29.8%	40.2%	0.74	37.8%	0.79	35.6%	0.84	31.0%	0.96
Capital Component	\$867,326	5.7%	8.7%	0.66	7.6%	0.76	9.3%	0.62	6.4%	0.89
Bad Debt	\$584,266	3.9%	3.6%	1.07	3.3%	1.17	4.1%	0.94	2.8%	1.38
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.4%	7.6%	1.37	10.9%	0.96	12.7%	0.82	14.5%	0.72
Total Hospital Net Income (%)		14.8%	8.6%	1.72	11.7%	1.26	14.4%	1.03	16.5%	0.89
Return on Equity (%)		34.8%	7.2%	4.83	10.8%	3.22	10.9%	3.19	14.7%	2.37
Current Ratio		1.3	2.8	0.46	2.6	0.49	4.0	0.32	2.0	0.65
Days in Net Patient Accounts Receivable		44.2	51.2	0.86	56.8	0.78	58.9	0.75	56.6	0.78
Average Payment Period		47.1	53.8	0.87	49.1	0.96	51.0	0.92	41.1	1.14
Equity Financing (%)		258.0%	58.5%	4.41	69.5%	3.71	57.9%	4.46	91.7%	2.82
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.3	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		0.0	6.9	N/A	12.3	N/A	8.9	N/A	0.0	N/A
Total Asset Turnover		2.2	0.8	2.80	0.9	2.49	0.7	3.20	0.9	2.59
Average Age of Plant (Years)		15.2	9.1	1.67	8.2	1.85	8.2	1.85	14.9	1.02
Increase (Decrease) Total Net Patient Revenue		10.7%	9.1%	1.17	13.9%	0.77	14.9%	0.72	6.5%	1.63
Outpatient Gross Revenue (% of Total GPR)		72.5%	46.6%	1.56	56.0%	1.29	66.0%	1.10	73.4%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,248	\$9,724	0.75	\$6,837	1.06	\$5,903	1.23	\$6,032	1.20
Inpatient Net Revenue per Day		\$1,367	\$2,239	0.61	\$1,738	0.79	\$1,702	0.80	\$1,227	1.11
Outpatient Net Revenue per Visit		\$328	\$430	0.76	\$490	0.67	\$434	0.76	\$307	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$21,442,899	Cash & Cash Equivalents		Current Liabilities	\$1,878,245
Less Deductions	\$5,328,902	Net Patient Receivables	\$-36,349	Long-Term Debt	\$0
Net Patient Revenue	\$16,113,997	Other Receivables	\$1,949,177	Other Liabilities	\$382,456
Plus Other Revenue	\$742,811		\$0	Subtotal	\$2,260,701
Total Revenue	\$16,856,808	Land, Buildings & Equipment (Net)	\$5,102,379	Unrestricted Fund Balance	\$19,389,212
Less Expenses	\$15,098,152	Other Assets	\$499,619	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$857,184			Total Liabilities & Fund Balance	\$21,649,913
Net Income	\$2,615,840	Total Assets	\$7,514,826		