

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

Fiscal Year: 03/01 to 02/28
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.3%	59.1%	0.72	47.0%	0.90	44.2%	0.96	44.9%	0.94
Obstetrics	21.5%	41.6%	0.52	37.2%	0.58	22.9%	0.94	23.3%	0.92
Pediatrics	7.4%	54.2%	0.14	33.0%	0.22	10.9%	0.14	15.8%	0.47
Total Hospital	35.1%	57.7%	0.61	46.4%	0.76	39.8%	0.88	37.7%	0.93
Average Census (Patients)									
Adult Medical-Surgical	7.6	31.3	0.24	13.9	0.55	7.7	0.99	8.1	0.94
Obstetrics	1.1	5.4	0.20	2.7	0.40	0.9	1.19	1.2	0.92
Pediatrics	0.1	2.2	0.03	0.9	0.08	0.1	0.74	0.2	0.47
Total Hospital	8.8	54.6	0.16	25.8	0.34	9.6	0.92	9.4	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.7	0.86	3.1	1.03	3.0	1.06	3.2	0.99
Obstetrics	2.3	2.4	0.96	2.5	0.92	2.3	1.00	2.4	0.94
Pediatrics	1.8	2.5	0.72	3.3	0.55	1.5	1.20	1.7	1.06
Total Hospital	3.1	4.3	0.71	3.6	0.85	3.1	0.99	3.0	1.01
Surgical Operations									
Inpatient	196	1,644	0.12	832	0.24	233	0.84	225	0.87
Outpatient	551	3,777	0.15	1,600	0.34	1,178	0.47	560	0.98
Inpatient as % of All Surgeries	26.2%	30.3%	0.87	34.2%	0.77	16.5%	1.59	28.7%	0.92
Outpatient Visits									
Non-Emergency Visits	26,778	84,436	0.32	38,341	0.70	24,992	1.07	24,440	1.10
Emergency Visits	5,941	15,777	0.38	7,727	0.77	6,438	0.92	7,480	0.79
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.4	0.06	12.2	0.08	5.6	0.18	1.0	1.00
Nurses, Licensed	45.3	173.6	0.26	114.5	0.40	45.1	1.00	47.0	0.96
Ancillary Nursing Personnel	9.5	34.8	0.27	23.6	0.40	9.6	0.98	7.8	1.22
All Other Personnel	113.4	410.2	0.28	227.3	0.50	106.2	1.07	99.8	1.14
Total FTEs	169.2	636.0	0.27	377.6	0.45	166.6	1.02	155.6	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.3	17.1	0.25	24.8	0.17	19.9	0.22	4.3	1.00
Nurses, Licensed	196.1	170.3	1.15	232.2	0.84	159.7	1.23	204.3	0.96
Ancillary Nursing Personnel	40.9	34.1	1.20	47.8	0.86	33.8	1.21	33.7	1.21
All Other Personnel	490.9	402.4	1.22	460.8	1.07	375.8	1.31	433.8	1.13
Total FTEs	732.2	623.8	1.17	765.5	0.96	589.1	1.24	676.2	1.08

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,050
 Inpatient Days 3,207

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 2
 Discharges 47
 Inpatient Days 240

Newborn Nursery:
 Bassinets 6
 Total Births 156
 Newborn Days 337

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 02/28/2005	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	875	2,782	42.3%	7.6	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	21	98	26.8%	0.3	4.7
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	15	27	7.4%	0.1	1.8
Obstetrics	5	5	170	392	21.5%	1.1	2.3
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	0	1	0.8
Registered Nurses	29	17	37.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.7
Licensed Practical Nurses	4	5	7.5	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	7	10	9.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	1	1	1.8	Social Workers	3	0	3.0
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	5	9	8.4
Clinical Laboratory Personnel	8	3	9.5	All Other Personnel	68	15	76.3
Surgical Personnel	3	0	3.0	Total	139	64	169.2

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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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$9,182,997	33.8%	41.4%	0.82	46.0%	0.74	41.9%	0.81	43.5%	0.78
Medical Assistance	\$2,982,408	11.0%	10.2%	1.08	8.4%	1.31	8.5%	1.29	11.1%	0.99
Commercial	\$12,998,517	47.9%	41.7%	1.15	37.4%	1.28	43.9%	1.09	40.6%	1.18
All Other	\$1,987,660	7.3%	6.8%	1.08	8.2%	0.89	5.7%	1.28	4.8%	1.53
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,993,836	18.4%	25.3%	0.73	25.9%	0.71	21.1%	0.87	24.8%	0.74
Medical Assistance	\$2,323,408	8.6%	7.7%	1.11	5.8%	1.48	5.3%	1.61	8.3%	1.03
Commercial	\$579,822	2.1%	9.7%	0.22	6.0%	0.36	8.5%	0.25	1.5%	1.42
Charity Care	\$212,653	0.8%	1.5%	0.52	0.9%	0.87	0.7%	1.12	0.5%	1.51
All Other	\$0	0.0%	1.5%	N/A	2.5%	N/A	0.6%	N/A	0.0%	0.00
Total Deductions	\$8,109,719	29.9%	45.7%	0.65	41.0%	0.73	36.2%	0.83	35.2%	0.85
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	4.4%	0.78	4.0%	0.85	3.9%	0.88	3.9%	0.87
Net Gains/Losses as % of Net Income		8.1%	12.3%	0.66	4.1%	1.98	13.2%	0.62	-140.4%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,746,626	49.3%	47.5%	1.04	49.8%	0.99	51.1%	0.96	53.1%	0.93
Supplies & Services	\$7,007,727	39.5%	40.2%	0.98	40.2%	0.98	35.6%	1.11	36.4%	1.08
Capital Component	\$821,501	4.6%	8.7%	0.53	5.8%	0.80	9.3%	0.50	4.9%	0.95
Bad Debt	\$1,172,184	6.6%	3.6%	1.83	4.2%	1.57	4.1%	1.61	5.6%	1.18
Fiscal Statistics										
Operating Margin (%)		10.0%	7.6%	1.31	10.9%	0.92	12.7%	0.79	-1.2%	N/A
Total Hospital Net Income (%)		10.8%	8.6%	1.25	11.3%	0.95	14.4%	0.75	-0.5%	N/A
Return on Equity (%)		18.1%	7.2%	2.52	10.0%	1.81	10.9%	1.66	-0.7%	N/A
Current Ratio		2.4	2.8	0.86	6.1	0.39	4.0	0.60	1.3	1.88
Days in Net Patient Accounts Receivable		64.7	51.2	1.26	64.1	1.01	58.9	1.10	68.7	0.94
Average Payment Period		37.4	53.8	0.70	45.4	0.82	51.0	0.73	61.1	0.61
Equity Financing (%)		84.6%	58.5%	1.45	69.7%	1.21	57.9%	1.46	68.9%	1.23
Long-Term Debt to Equity Ratio		0.0	0.4	0.01	0.1	0.05	0.5	0.01	0.0	0.19
Times Interest Earned		84.6	6.9	12.26	23.9	3.54	8.9	9.50	-1.4	N/A
Total Asset Turnover		1.7	0.8	2.09	0.9	1.86	0.7	2.39	1.5	1.11
Average Age of Plant (Years)		11.3	9.1	1.24	12.5	0.90	8.2	1.37	10.1	1.12
Increase (Decrease) Total Net Patient Revenue		23.7%	9.1%	2.60	11.2%	2.11	14.9%	1.59	16.0%	1.48
Outpatient Gross Revenue (% of Total GPR)		62.1%	46.6%	1.33	47.7%	1.30	66.0%	0.94	59.0%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,569		\$9,724	0.68	\$9,722	0.68	\$5,903	1.11	\$4,112	1.60
Inpatient Net Revenue per Day	\$2,062		\$2,239	0.92	\$2,523	0.82	\$1,702	1.21	\$1,286	1.60
Outpatient Net Revenue per Visit	\$361		\$430	0.84	\$512	0.70	\$434	0.83	\$327	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$27,151,582	Cash & Cash Equivalents	\$231,886	Current Liabilities	\$1,746,363
Less Deductions	\$8,109,719	Net Patient Receivables	\$3,373,699	Long-Term Debt	\$54,284
Net Patient Revenue	\$19,041,863	Other Receivables	\$269,671	Other Liabilities	\$11,040
Plus Other Revenue	\$672,934			Subtotal	\$1,811,687
Total Revenue	\$19,714,797	Land, Buildings & Equipment (Net)	\$2,192,083	Unrestricted Fund Balance	\$9,986,323
Less Expenses	\$17,748,038	Other Assets	\$5,730,671	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$173,788			Total Liabilities & Fund Balance	\$11,798,010
Net Income	\$2,140,547	Total Assets	\$11,798,010		