

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

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: County

County: Lafayette  
 Analysis Area: Southern (1)  
 Volume Group: 2

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	18.5%	59.1%	0.31	56.2%	0.33	27.5%	0.67	17.0%	1.09
Obstetrics	13.4%	41.6%	0.32	43.2%	0.31	17.2%	0.78	6.0%	2.23
Pediatrics	0.0%	54.2%	N/A	50.0%	N/A	2.9%	N/A	0.0%	N/A
Total Hospital	19.1%	57.7%	0.33	56.1%	0.34	29.3%	0.65	14.8%	1.29
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.3	31.3	0.14	30.5	0.14	5.1	0.83	3.4	1.25
Obstetrics	0.3	5.4	0.05	5.3	0.05	0.9	0.30	0.3	0.89
Pediatrics	0.0	2.2	N/A	1.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.8	54.6	0.09	54.7	0.09	6.7	0.71	3.7	1.29
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.7	0.71	3.5	0.76	3.1	0.85	2.4	1.11
Obstetrics	2.2	2.4	0.91	1.9	1.15	2.4	0.91	1.9	1.13
Pediatrics	0.0	2.5	N/A	3.2	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.60	4.2	0.61	2.9	0.89	2.3	1.10
<b>Surgical Operations</b>									
Inpatient	96	1,644	0.06	1,676	0.06	176	0.55	115	0.83
Outpatient	460	3,777	0.12	5,339	0.09	1,003	0.46	491	0.94
Inpatient as % of All Surgeries	17.3%	30.3%	0.57	23.9%	0.72	14.9%	1.16	19.0%	0.91
<b>Outpatient Visits</b>									
Non-Emergency Visits	26,146	84,436	0.31	127,197	0.21	23,680	1.10	23,602	1.11
Emergency Visits	3,250	15,777	0.21	15,798	0.21	4,508	0.72	2,758	1.18
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	17.4	0.17	14.0	0.21	3.3	0.91	3.0	1.00
Nurses, Licensed	17.1	173.6	0.10	191.2	0.09	27.9	0.61	20.5	0.84
Ancillary Nursing Personnel	9.3	34.8	0.27	30.6	0.30	8.0	1.16	8.5	1.09
All Other Personnel	44.1	410.2	0.11	521.0	0.08	73.6	0.60	48.2	0.92
Total FTEs	73.5	636.0	0.12	757.3	0.10	112.7	0.65	80.2	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	24.7	17.1	1.44	11.8	2.09	20.4	1.21	30.4	0.81
Nurses, Licensed	140.8	170.3	0.83	161.3	0.87	175.5	0.80	207.8	0.68
Ancillary Nursing Personnel	76.0	34.1	2.23	25.8	2.95	50.0	1.52	86.2	0.88
All Other Personnel	362.7	402.4	0.90	440.0	0.82	462.1	0.78	488.6	0.74
Total FTEs	604.2	623.8	0.97	638.9	0.95	708.0	0.85	813.0	0.74

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 676  
 Inpatient Days 1,742

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 9  
 Discharges 71  
 Inpatient Days 333

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 47  
 Newborn Days 92

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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	23	587	1,552	18.5%	4.3	2.6
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>	2	2	45	98	13.4%	0.3	2.2
<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	7	0	7.0
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	16	2	16.1	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	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	9	2	9.3	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	0	1	0.5	All Other Health Professionals	0	0	0.0
Clinical Laboratory Personnel	6	2	6.1	All Other Personnel	24	4	24.5
Surgical Personnel	0	2	1.0	<b>Total</b>	<b>71</b>	<b>14</b>	<b>73.5</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	\$7,231,207	57.9%	41.4%	1.40	38.4%	1.51	48.0%	1.21	49.0%	1.18
Medical Assistance	\$685,296	5.5%	10.2%	0.54	7.9%	0.69	8.5%	0.65	7.4%	0.74
Commercial	\$4,580,405	36.7%	41.7%	0.88	46.3%	0.79	38.0%	0.96	38.6%	0.95
All Other	\$0	0.0%	6.8%	N/A	7.5%	N/A	5.5%	N/A	5.1%	0.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$2,308,767	18.5%	25.3%	0.73	22.1%	0.84	24.1%	0.77	14.6%	1.26
Medical Assistance	\$401,758	3.2%	7.7%	0.42	5.9%	0.54	5.2%	0.62	4.6%	0.70
Commercial	\$809,104	6.5%	9.7%	0.67	12.2%	0.53	9.2%	0.70	5.2%	1.25
Charity Care	\$10,679	0.1%	1.5%	0.06	1.5%	0.06	0.8%	0.11	0.1%	1.64
All Other	\$0	0.0%	1.5%	N/A	2.0%	N/A	1.3%	N/A	0.0%	N/A
Total Deductions	\$3,530,308	28.2%	45.7%	0.62	43.7%	0.65	40.7%	0.69	24.4%	1.16
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.0%	4.4%	0.23	8.8%	0.12	1.9%	0.54	1.0%	0.98
Net Gains/Losses as % of Net Income		55.3%	12.3%	4.49	25.6%	2.16	1.3%	42.52	116.5%	0.47
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$3,564,667	40.2%	47.5%	0.85	49.5%	0.81	47.9%	0.84	48.8%	0.82
Supplies & Services	\$4,411,367	49.7%	40.2%	1.24	39.3%	1.26	38.5%	1.29	42.7%	1.16
Capital Component	\$775,882	8.7%	8.7%	1.00	8.0%	1.09	10.1%	0.87	6.6%	1.33
Bad Debt	\$125,511	1.4%	3.6%	0.39	3.1%	0.46	3.5%	0.40	1.9%	0.75
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.0%	7.6%	0.26	6.6%	0.30	6.5%	0.31	-0.4%	N/A
Total Hospital Net Income (%)		4.4%	8.6%	0.51	8.6%	0.51	6.6%	0.66	2.6%	1.68
Return on Equity (%)		4.9%	7.2%	0.68	7.6%	0.64	7.4%	0.66	2.5%	1.96
Current Ratio		1.8	2.8	0.64	2.2	0.82	1.7	1.06	0.9	1.94
Days in Net Patient Accounts Receivable		58.0	51.2	1.13	51.8	1.12	59.3	0.98	81.6	0.71
Average Payment Period		48.8	53.8	0.91	52.3	0.93	71.1	0.69	112.1	0.44
Equity Financing (%)		55.6%	58.5%	0.95	48.5%	1.15	34.8%	1.60	50.2%	1.11
Long-Term Debt to Equity Ratio		0.6	0.4	1.41	0.7	0.80	1.2	0.47	0.5	1.22
Times Interest Earned		9.1	6.9	1.32	7.0	1.30	4.2	2.17	10.0	0.91
Total Asset Turnover		1.1	0.8	1.35	0.9	1.20	1.1	0.99	0.9	1.18
Average Age of Plant (Years)		6.0	9.1	0.66	9.3	0.64	8.2	0.73	7.6	0.78
Increase (Decrease) Total Net Patient Revenue		16.4%	9.1%	1.81	11.1%	1.48	16.8%	0.98	11.1%	1.49
Outpatient Gross Revenue (% of Total GPR)		60.9%	46.6%	1.31	46.2%	1.32	57.9%	1.05	62.6%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$4,784	\$9,724	0.49	\$10,202	0.47	\$7,032	0.68	\$4,467	1.07
Inpatient Net Revenue per Day		\$1,714	\$2,239	0.77	\$2,400	0.71	\$2,030	0.84	\$1,687	1.02
Outpatient Net Revenue per Visit		\$183	\$430	0.43	\$298	0.61	\$338	0.54	\$186	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$12,496,908	Cash & Cash Equivalents	\$250,876	Current Liabilities	\$1,099,096
Less Deductions	\$3,530,308	Net Patient Receivables	\$1,425,423	Long-Term Debt	\$2,615,462
Net Patient Revenue	\$8,966,600	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$92,757			Subtotal	\$3,714,558
Total Revenue	\$9,059,357	Land, Buildings & Equipment (Net)	\$6,035,964	Unrestricted Fund Balance	\$4,645,892
Less Expenses	\$8,877,427	Other Assets	\$648,187	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$224,907			Total Liabilities & Fund Balance	\$8,360,450
Net Income	\$406,837	Total Assets	\$8,360,450		