

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

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

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

Selected Utilization Statistics	FY 2006	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	30.3%	59.2%	0.51	45.9%	0.66	47.0%	0.64	42.3%	0.71
Obstetrics	23.3%	41.5%	0.56	42.3%	0.55	26.1%	0.89	21.5%	1.08
Pediatrics	7.4%	52.2%	0.14	29.8%	0.25	11.5%	0.64	7.4%	1.00
Total Hospital	26.4%	57.2%	0.46	46.0%	0.57	40.9%	0.65	35.1%	0.75
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.4	31.4	0.17	13.2	0.41	7.3	0.75	7.6	0.71
Obstetrics	1.2	5.3	0.22	2.7	0.43	0.9	1.29	1.1	1.08
Pediatrics	0.1	2.2	0.03	0.8	0.09	0.1	0.74	0.1	1.00
Total Hospital	6.6	53.6	0.12	25.2	0.26	8.6	0.77	8.8	0.75
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.6	0.84	3.1	0.97	3.1	0.97	3.2	0.95
Obstetrics	2.3	2.4	0.98	2.4	0.98	2.4	0.98	2.3	1.02
Pediatrics	2.1	2.2	0.94	2.3	0.90	1.7	1.22	1.8	1.15
Total Hospital	2.8	4.3	0.66	3.6	0.79	3.0	0.94	3.1	0.93
<b>Surgical Operations</b>									
Inpatient	188	1,903	0.10	818	0.23	256	0.73	196	0.96
Outpatient	615	4,240	0.15	1,706	0.36	1,251	0.49	551	1.12
Inpatient as % of All Surgeries	23.4%	31.0%	0.76	32.4%	0.72	17.0%	1.38	26.2%	0.89
<b>Outpatient Visits</b>									
Non-Emergency Visits	22,257	89,386	0.25	38,767	0.57	28,175	0.79	26,778	0.83
Emergency Visits	7,818	15,537	0.50	8,058	0.97	5,846	1.34	5,941	1.32
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	17.1	0.06	6.2	0.16	4.9	0.20	1.0	1.00
Nurses, Licensed	58.7	180.9	0.32	111.3	0.53	45.2	1.30	45.3	1.30
Ancillary Nursing Personnel	16.7	35.0	0.48	24.4	0.69	10.2	1.64	9.5	1.77
All Other Personnel	149.8	419.6	0.36	258.4	0.58	117.7	1.27	113.4	1.32
Total FTEs	226.3	652.6	0.35	400.3	0.57	178.0	1.27	169.2	1.34
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.4	16.6	0.27	12.3	0.36	17.6	0.25	4.3	1.03
Nurses, Licensed	260.0	175.7	1.48	220.2	1.18	164.0	1.59	195.6	1.33
Ancillary Nursing Personnel	74.1	34.0	2.18	48.3	1.54	37.0	2.00	40.8	1.82
All Other Personnel	663.8	407.4	1.63	511.2	1.30	427.0	1.55	489.6	1.36
Total FTEs	1,002.4	633.7	1.58	792.0	1.27	645.6	1.55	730.2	1.37

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 852  
 Inpatient Days 2,412

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 2  
 Discharges 0  
 Inpatient Days 0

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 167  
 Newborn Days 356

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2006	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	18	658	1,988	30.3%	5.4	3.0
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	90	3,505	960.3%	9.6	38.9
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
<b>Pediatric, acute</b>	2	1	13	27	7.4%	0.1	2.1
<b>Obstetrics</b>	1	5	181	425	23.3%	1.2	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	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	1	0	1.0	Radiological Services Personnel	6	0	6.0
Physicians & Dentists	4	0	4.0	Respiratory Therapists	3	1	3.6
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	1	0.6
Registered Nurses	17	36	49.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.8
Licensed Practical Nurses	4	6	9.1	Physical Therapy Assistants/Aides	1	1	1.8
Ancillary Nursing Personnel	6	12	16.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.2	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	0	4	0.4	Psychologists	0	0	0.0
Medical Records Personnel	0	1	0.8	Social Workers	1	2	2.7
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	0	0	0.0
Clinical Laboratory Personnel	7	4	9.2	All Other Personnel	95	20	112.9
Surgical Personnel	3	0	3.0	<b>Total</b>	<b>152</b>	<b>91</b>	<b>226.3</b>

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$11,215,540	38.0%	41.4%	0.92	45.2%	0.84	40.9%	0.93	33.8%	1.12
Medical Assistance	\$3,894,374	13.2%	10.3%	1.28	8.6%	1.53	9.6%	1.37	11.0%	1.20
Commercial	\$12,748,495	43.1%	41.8%	1.03	38.5%	1.12	44.6%	0.97	47.9%	0.90
All Other	\$1,694,621	5.7%	6.5%	0.88	7.7%	0.74	4.9%	1.17	7.3%	0.78
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,523,536	11.9%	25.6%	0.47	25.0%	0.48	17.1%	0.70	18.4%	0.65
Medical Assistance	\$2,689,819	9.1%	7.7%	1.18	6.2%	1.47	5.5%	1.65	8.6%	1.06
Commercial	\$663,739	2.2%	10.6%	0.21	6.1%	0.37	9.5%	0.24	2.1%	1.05
Charity Care	\$254,409	0.9%	1.6%	0.54	0.8%	1.08	0.9%	0.96	0.8%	1.10
All Other	\$299,143	1.0%	1.4%	0.72	2.4%	0.42	0.7%	1.45	0.0%	N/A
Total Deductions	\$7,430,646	25.1%	47.0%	0.53	40.5%	0.62	33.6%	0.75	29.9%	0.84
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.0%	4.5%	0.68	4.1%	0.74	3.4%	0.89	3.4%	0.89
Net Gains/Losses as % of Net Income		22.9%	20.7%	1.11	3.7%	6.18	15.2%	1.50	8.1%	2.82
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$11,910,370	55.2%	47.5%	1.16	50.0%	1.10	50.5%	1.09	49.3%	1.12
Supplies & Services	\$7,644,769	35.4%	40.1%	0.88	39.7%	0.89	36.6%	0.97	39.5%	0.90
Capital Component	\$822,404	3.8%	9.0%	0.42	5.7%	0.67	8.4%	0.45	4.6%	0.82
Bad Debt	\$1,196,974	5.5%	3.5%	1.59	4.6%	1.21	4.6%	1.21	6.6%	0.84
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.4%	5.9%	0.92	11.3%	0.48	10.3%	0.53	10.0%	0.55
Total Hospital Net Income (%)		6.9%	7.3%	0.95	11.7%	0.59	11.9%	0.58	10.8%	0.65
Return on Equity (%)		6.3%	6.1%	1.03	9.7%	0.65	9.4%	0.67	18.1%	0.35
Current Ratio		2.0	3.0	0.68	6.4	0.32	4.7	0.43	2.4	0.84
Days in Net Patient Accounts Receivable		61.4	51.6	1.19	65.8	0.93	60.8	1.01	64.8	0.95
Average Payment Period		49.5	51.3	0.97	47.2	1.05	45.1	1.10	37.5	1.32
Equity Financing (%)		54.6%	60.2%	0.91	69.3%	0.79	58.0%	0.94	84.6%	0.64
Long-Term Debt to Equity Ratio		0.6	0.4	1.51	0.1	6.02	0.4	1.51	0.0	110.79
Times Interest Earned		0.0	6.1	N/A	25.0	N/A	7.7	N/A	84.6	0.00
Total Asset Turnover		0.9	0.8	1.12	0.8	1.12	0.8	1.12	1.7	0.53
Average Age of Plant (Years)		15.9	8.6	1.85	13.0	1.22	8.4	1.90	11.3	1.41
Increase (Decrease) Total Net Patient Revenue		20.7%	6.2%	3.34	10.9%	1.90	13.3%	1.56	23.7%	0.88
Outpatient Gross Revenue (% of Total GPR)		70.7%	48.0%	1.47	50.1%	1.41	69.0%	1.02	62.1%	1.14
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,039		\$10,323	0.78	\$10,276	0.78	\$6,776	1.19	\$6,569	1.22
Inpatient Net Revenue per Day	\$2,662		\$2,382	1.12	\$2,719	0.98	\$2,010	1.32	\$2,062	1.29
Outpatient Net Revenue per Visit	\$488		\$450	1.09	\$587	0.83	\$442	1.10	\$361	1.35

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$29,553,030	Cash & Cash Equivalents	\$324,970	Current Liabilities	\$2,854,999
Less Deductions	\$7,430,646	Net Patient Receivables	\$3,719,602	Long-Term Debt	\$8,403,903
Net Patient Revenue	\$22,122,384	Other Receivables	\$57,758	Other Liabilities	\$356,447
Plus Other Revenue	\$693,750			Subtotal	\$11,615,349
Total Revenue	\$22,816,134	Land, Buildings & Equipment (Net)	\$12,495,248	Unrestricted Fund Balance	\$13,954,394
Less Expenses	\$21,574,517	Other Assets	\$8,972,165	Restricted Fund Balance	\$922,900
Non-Operating Gains/Losses	\$368,254			Total Liabilities & Fund Balance	\$25,569,743
Net Income	\$1,609,871	Total Assets	\$25,569,743		