

**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 2006	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	17.4%	59.2%	0.29	58.1%	0.30	24.0%	0.73	18.5%	0.94
Obstetrics	9.9%	41.5%	0.24	43.1%	0.23	16.9%	0.58	13.4%	0.73
Pediatrics	0.0%	52.2%	N/A	48.9%	N/A	2.4%	N/A	0.0%	N/A
Total Hospital	16.0%	57.2%	0.28	57.8%	0.28	28.6%	0.56	19.1%	0.84
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.0	31.4	0.13	31.9	0.13	4.7	0.85	4.3	0.94
Obstetrics	0.2	5.3	0.04	5.0	0.04	0.9	0.22	0.3	0.73
Pediatrics	0.0	2.2	N/A	1.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.0	53.6	0.07	55.2	0.07	6.8	0.59	4.8	0.84
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.4	3.6	0.67	3.5	0.69	3.2	0.76	2.6	0.92
Obstetrics	1.8	2.4	0.77	1.9	0.97	2.4	0.77	2.2	0.85
Pediatrics	0.0	2.2	N/A	3.1	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.4	4.3	0.56	4.3	0.56	3.1	0.78	2.6	0.94
<b>Surgical Operations</b>									
Inpatient	85	1,903	0.04	1,703	0.05	150	0.57	96	0.89
Outpatient	423	4,240	0.10	5,219	0.08	886	0.48	460	0.92
Inpatient as % of All Surgeries	16.7%	31.0%	0.54	24.6%	0.68	14.4%	1.16	17.3%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	1,669	89,386	0.02	124,955	0.01	18,933	0.09	26,146	0.06
Emergency Visits	1,328	15,537	0.09	15,019	0.09	4,488	0.30	3,250	0.41
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	17.1	0.18	15.6	0.19	3.6	0.83	3.0	1.00
Nurses, Licensed	16.4	180.9	0.09	193.9	0.08	30.9	0.53	17.1	0.96
Ancillary Nursing Personnel	11.3	35.0	0.32	33.7	0.33	10.3	1.09	9.3	1.22
All Other Personnel	47.2	419.6	0.11	519.4	0.09	81.4	0.58	44.1	1.07
Total FTEs	77.8	652.6	0.12	762.7	0.10	126.2	0.62	73.5	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	24.0	16.6	1.45	12.7	1.89	21.2	1.13	24.6	0.98
Nurses, Licensed	131.2	175.7	0.75	157.8	0.83	183.7	0.71	140.4	0.93
Ancillary Nursing Personnel	90.0	34.0	2.65	27.4	3.29	61.4	1.47	75.8	1.19
All Other Personnel	377.2	407.4	0.93	422.8	0.89	483.0	0.78	361.7	1.04
Total FTEs	622.5	633.7	0.98	620.7	1.00	749.3	0.83	602.5	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 603  
 Inpatient Days 1,462

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) No

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 9  
 Discharges 60  
 Inpatient Days 280

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 42  
 Newborn Days 72

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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	5	23	603	1,462	17.4%	4.0	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	2	39	72	9.9%	0.2	1.8
<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	1	0	1.0
Registered Nurses	14	4	14.4	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	11	2	11.3	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	3	4	4.5	Social Workers	0	0	0.0
Pharmacy Personnel	0	1	0.5	All Other Health Professionals	5	0	5.0
Clinical Laboratory Personnel	6	3	6.4	All Other Personnel	19	3	20.3
Surgical Personnel	0	2	1.0	<b>Total</b>	<b>72</b>	<b>21</b>	<b>77.8</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	\$7,937,161	53.6%	41.4%	1.29	38.5%	1.39	48.8%	1.10	57.9%	0.93
Medical Assistance	\$975,473	6.6%	10.3%	0.64	8.2%	0.80	8.1%	0.81	5.5%	1.20
Commercial	\$5,036,026	34.0%	41.8%	0.81	46.1%	0.74	36.0%	0.94	36.7%	0.93
All Other	\$863,433	5.8%	6.5%	0.90	7.2%	0.81	7.2%	0.81	0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$2,946,583	19.9%	25.6%	0.78	22.5%	0.88	24.5%	0.81	18.5%	1.08
Medical Assistance	\$312,243	2.1%	7.7%	0.27	6.2%	0.34	4.8%	0.44	3.2%	0.66
Commercial	\$1,206,054	8.1%	10.6%	0.77	12.5%	0.65	8.1%	1.01	6.5%	1.26
Charity Care	\$45,471	0.3%	1.6%	0.19	1.8%	0.17	1.0%	0.31	0.1%	3.59
All Other	\$276,380	1.9%	1.4%	1.33	1.9%	0.98	1.5%	1.24	0.0%	N/A
Total Deductions	\$4,786,731	32.3%	47.0%	0.69	45.0%	0.72	39.9%	0.81	28.2%	1.14
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.4%	4.5%	0.10	8.5%	0.05	2.2%	0.19	1.0%	0.42
Net Gains/Losses as % of Net Income		34.2%	20.7%	1.65	26.0%	1.32	1.0%	34.24	55.3%	0.62
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$3,794,726	39.4%	47.5%	0.83	49.7%	0.79	50.0%	0.79	40.2%	0.98
Supplies & Services	\$4,894,129	50.9%	40.1%	1.27	39.5%	1.29	36.2%	1.40	49.7%	1.02
Capital Component	\$904,912	9.4%	9.0%	1.04	8.0%	1.18	10.0%	0.94	8.7%	1.08
Bad Debt	\$29,969	0.3%	3.5%	0.09	2.8%	0.11	3.8%	0.08	1.4%	0.22
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.4%	5.9%	0.75	7.0%	0.63	8.7%	0.51	2.0%	2.20
Total Hospital Net Income (%)		6.6%	7.3%	0.90	9.2%	0.71	8.7%	0.75	4.4%	1.50
Return on Equity (%)		7.3%	6.1%	1.20	7.8%	0.94	10.7%	0.69	4.9%	1.51
Current Ratio		2.1	3.0	0.70	2.5	0.84	2.1	1.00	1.8	1.17
Days in Net Patient Accounts Receivable		63.9	51.6	1.24	46.9	1.36	55.7	1.15	58.2	1.10
Average Payment Period		61.6	51.3	1.20	50.3	1.23	58.1	1.06	48.9	1.26
Equity Financing (%)		57.7%	60.2%	0.96	51.0%	1.13	37.8%	1.53	55.6%	1.04
Long-Term Debt to Equity Ratio		0.4	0.4	1.11	0.7	0.63	1.1	0.40	0.6	0.79
Times Interest Earned		9.0	6.1	1.48	7.5	1.20	4.8	1.88	9.1	0.99
Total Asset Turnover		1.1	0.8	1.37	0.8	1.37	1.2	0.91	1.1	1.01
Average Age of Plant (Years)		6.8	8.6	0.79	9.4	0.72	9.4	0.72	6.0	1.13
Increase (Decrease) Total Net Patient Revenue		11.8%	6.2%	1.90	9.2%	1.28	10.8%	1.09	16.4%	0.72
Outpatient Gross Revenue (% of Total GPR)		68.0%	48.0%	1.42	47.1%	1.44	59.5%	1.14	60.9%	1.12
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,124		\$10,323	0.50	\$11,083	0.46	\$7,850	0.65	\$4,784	1.07
Inpatient Net Revenue per Day	\$1,931		\$2,382	0.81	\$2,562	0.75	\$2,060	0.94	\$1,714	1.13
Outpatient Net Revenue per Visit	\$2,203		\$450	4.90	\$335	6.58	\$446	4.94	\$183	12.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$14,812,094	Cash & Cash Equivalents	\$1,144,848	Current Liabilities	\$1,530,069
Less Deductions	\$4,786,731	Net Patient Receivables	\$1,754,352	Long-Term Debt	\$2,365,703
Net Patient Revenue	\$10,025,363	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$43,141			Subtotal	\$3,895,772
Total Revenue	\$10,068,504	Land, Buildings & Equipment (Net)	\$5,727,454		
Less Expenses	\$9,623,736	Other Assets	\$591,330	Unrestricted Fund Balance	\$5,322,212
Non-Operating Gains/Losses	\$231,552			Restricted Fund Balance	\$0
Net Income	\$676,320	Total Assets	\$9,217,984	Total Liabilities & Fund Balance	\$9,217,984