

**009 Luther Midelfort Northland**  
 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 2006	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	22.8%	59.2%	0.39	49.6%	0.46	47.0%	0.49	22.4%	1.02
Obstetrics	41.8%	41.5%	1.01	31.8%	1.31	26.1%	1.60	32.5%	1.29
Pediatrics	6.6%	52.2%	0.13	16.4%	0.40	11.5%	0.57	5.5%	1.20
Total Hospital	23.7%	57.2%	0.42	47.6%	0.50	40.9%	0.58	20.2%	1.18
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.0	31.4	0.16	10.9	0.46	7.3	0.69	4.9	1.02
Obstetrics	0.8	5.3	0.16	1.7	0.49	0.9	0.93	0.6	1.29
Pediatrics	0.1	2.2	0.03	0.1	0.66	0.1	0.66	0.1	1.20
Total Hospital	5.9	53.6	0.11	21.5	0.28	8.6	0.69	5.0	1.18
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.6	1.01	3.4	1.06	3.1	1.17	3.6	0.99
Obstetrics	3.0	2.4	1.26	2.4	1.26	2.4	1.26	2.6	1.16
Pediatrics	1.6	2.2	0.73	1.7	0.94	1.7	0.94	1.7	0.96
Total Hospital	3.5	4.3	0.81	3.8	0.92	3.0	1.16	3.1	1.13
<b>Surgical Operations</b>									
Inpatient	101	1,903	0.05	599	0.17	256	0.39	95	1.06
Outpatient	860	4,240	0.20	1,651	0.52	1,251	0.69	583	1.48
Inpatient as % of All Surgeries	10.5%	31.0%	0.34	26.6%	0.40	17.0%	0.62	14.0%	0.75
<b>Outpatient Visits</b>									
Non-Emergency Visits	58,747	89,386	0.66	39,733	1.48	28,175	2.09	27,180	2.16
Emergency Visits	4,069	15,537	0.26	6,788	0.60	5,846	0.70	3,762	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.0	17.1	0.58	10.6	0.94	4.9	2.04	8.0	1.25
Nurses, Licensed	64.6	180.9	0.36	83.9	0.77	45.2	1.43	47.5	1.36
Ancillary Nursing Personnel	24.3	35.0	0.69	17.6	1.38	10.2	2.38	6.1	4.00
All Other Personnel	182.8	419.6	0.44	215.9	0.85	117.7	1.55	115.4	1.58
Total FTEs	281.7	652.6	0.43	328.1	0.86	178.0	1.58	177.0	1.59
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	33.4	16.6	2.01	21.5	1.55	17.6	1.90	43.6	0.77
Nurses, Licensed	215.8	175.7	1.23	169.8	1.27	164.0	1.32	258.8	0.83
Ancillary Nursing Personnel	81.2	34.0	2.39	35.6	2.28	37.0	2.19	33.1	2.45
All Other Personnel	610.7	407.4	1.50	436.8	1.40	427.0	1.43	629.2	0.97
Total FTEs	941.1	633.7	1.49	663.8	1.42	645.6	1.46	964.8	0.98

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 623  
 Inpatient Days 2,167

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 10  
 Discharges 214  
 Inpatient Days 1,960

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 96  
 Newborn Days 233

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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	22	506	1,831	22.8%	5.0	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	8	33	0.0%	0.1	4.1
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	15	24	6.6%	0.1	1.6
<b>Obstetrics</b>	1	2	101	305	41.8%	0.8	3.0
<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	10	0	10.0	Radiological Services Personnel	7	1	7.8
Physicians & Dentists	0	0	0.0	Respiratory Therapists	1	1	1.6
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	51	13	58.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	6	1	6.7	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	19	9	24.3	Recreational Therapists	0	0	0.0
Physician Assistants	5	1	5.8	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	23	1	23.5	Social Workers	1	0	1.0
Pharmacy Personnel	3	1	3.6	All Other Health Professionals	5	7	9.1
Clinical Laboratory Personnel	30	0	30.0	All Other Personnel	77	23	88.4
Surgical Personnel	2	0	2.0	<b>Total</b>	<b>250</b>	<b>58</b>	<b>281.7</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	\$18,838,727	51.0%	41.4%	1.23	44.6%	1.14	40.9%	1.25	55.3%	0.92
Medical Assistance	\$3,241,976	8.8%	10.3%	0.85	8.7%	1.01	9.6%	0.91	6.7%	1.30
Commercial	\$12,907,072	34.9%	41.8%	0.84	40.5%	0.86	44.6%	0.78	25.7%	1.36
All Other	\$1,978,619	5.4%	6.5%	0.82	6.1%	0.88	4.9%	1.09	12.3%	0.43
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,932,204	10.6%	25.6%	0.42	25.0%	0.43	17.1%	0.62	18.8%	0.57
Medical Assistance	\$2,282,266	6.2%	7.7%	0.80	6.3%	0.98	5.5%	1.12	4.2%	1.46
Commercial	\$1,016,263	2.7%	10.6%	0.26	6.5%	0.42	9.5%	0.29	1.2%	2.32
Charity Care	\$392,042	1.1%	1.6%	0.66	1.4%	0.76	0.9%	1.18	0.5%	1.98
All Other	\$23,777	0.1%	1.4%	0.05	1.5%	0.04	0.7%	0.09	0.2%	0.40
Total Deductions	\$7,646,552	20.7%	47.0%	0.44	40.6%	0.51	33.6%	0.62	24.9%	0.83
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.5%	4.5%	0.11	3.6%	0.14	3.4%	0.15	4.4%	0.11
Net Gains/Losses as % of Net Income		31.7%	20.7%	1.53	18.4%	1.72	15.2%	2.08	32.8%	0.97
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,954,841	52.0%	47.5%	1.09	51.6%	1.01	50.5%	1.03	60.6%	0.86
Supplies & Services	\$10,104,328	37.6%	40.1%	0.94	37.5%	1.00	36.6%	1.03	29.8%	1.26
Capital Component	\$1,070,185	4.0%	9.0%	0.44	7.3%	0.55	8.4%	0.47	5.7%	0.69
Bad Debt	\$1,725,122	6.4%	3.5%	1.84	3.6%	1.78	4.6%	1.40	3.9%	1.66
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.9%	5.9%	1.50	9.5%	0.93	10.3%	0.86	10.4%	0.85
Total Hospital Net Income (%)		12.5%	7.3%	1.71	11.4%	1.09	11.9%	1.05	14.8%	0.84
Return on Equity (%)		14.5%	6.1%	2.37	10.1%	1.43	9.4%	1.54	34.8%	0.42
Current Ratio		2.5	3.0	0.82	3.2	0.77	4.7	0.52	1.3	1.92
Days in Net Patient Accounts Receivable		83.2	51.6	1.61	56.6	1.47	60.8	1.37	44.3	1.88
Average Payment Period		38.6	51.3	0.75	46.1	0.84	45.1	0.85	47.2	0.82
Equity Financing (%)		82.3%	60.2%	1.37	68.2%	1.21	58.0%	1.42	258.0%	0.32
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	6.1	N/A	14.3	N/A	7.7	N/A	0.0	N/A
Total Asset Turnover		1.1	0.8	1.39	0.9	1.24	0.8	1.39	2.2	0.50
Average Age of Plant (Years)		14.3	8.6	1.66	7.9	1.81	8.4	1.70	15.2	0.94
Increase (Decrease) Total Net Patient Revenue		82.0%	6.2%	13.22	11.9%	6.89	13.3%	6.16	10.7%	7.68
Outpatient Gross Revenue (% of Total GPR)		80.2%	48.0%	1.67	56.5%	1.42	69.0%	1.16	72.5%	1.11
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,375	\$10,323	0.81	\$8,061	1.04	\$6,776	1.24	\$7,248	1.16
Inpatient Net Revenue per Day		\$1,673	\$2,382	0.70	\$2,035	0.82	\$2,010	0.83	\$1,367	1.22
Outpatient Net Revenue per Visit		\$354	\$450	0.79	\$507	0.70	\$442	0.80	\$328	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,966,394	Cash & Cash Equivalents	-\$205,021	Current Liabilities	\$2,774,720
Less Deductions	\$7,646,552	Net Patient Receivables	\$6,685,789	Long-Term Debt	\$0
Net Patient Revenue	\$29,319,842	Other Receivables	\$0	Other Liabilities	\$1,900,269
Plus Other Revenue	\$146,144			Subtotal	\$4,674,989
Total Revenue	\$29,465,987	Land, Buildings & Equipment (Net)	\$5,847,627		
Less Expenses	\$26,854,476	Other Assets	\$14,078,440	Unrestricted Fund Balance	\$21,731,846
Non-Operating Gains/Losses	\$1,209,721			Restricted Fund Balance	\$0
Net Income	\$3,821,232	Total Assets	\$26,406,835	Total Liabilities & Fund Balance	\$26,406,835