

014 Black River Memorial Hospital
 711 West Adams Street
 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 2007	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.7%	60.0%	0.54	48.7%	0.67	51.1%	0.64	30.3%	1.08
Obstetrics	20.0%	42.5%	0.47	43.3%	0.46	25.6%	0.78	23.3%	0.86
Pediatrics	6.8%	55.1%	0.12	31.6%	0.22	15.1%	0.45	7.4%	0.93
Total Hospital	29.8%	57.1%	0.52	48.2%	0.62	46.4%	0.64	26.4%	1.13
Average Census (Patients)									
Adult Medical-Surgical	5.9	32.2	0.18	14.3	0.41	7.7	0.76	5.4	1.08
Obstetrics	1.0	5.5	0.18	3.4	0.30	1.1	0.92	1.2	0.86
Pediatrics	0.1	2.3	0.03	0.9	0.08	0.1	0.99	0.1	0.93
Total Hospital	7.5	53.3	0.14	25.5	0.29	10.0	0.74	6.6	1.13
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.7	0.81	3.2	0.95	3.2	0.94	3.0	0.99
Obstetrics	2.2	2.3	0.93	2.5	0.87	2.3	0.94	2.3	0.93
Pediatrics	2.3	2.2	1.02	2.3	0.98	1.7	1.36	2.1	1.09
Total Hospital	2.9	4.2	0.70	3.7	0.80	3.2	0.91	2.8	1.04
Surgical Operations									
Inpatient	189	1,939	0.10	835	0.23	278	0.68	188	1.01
Outpatient	636	4,175	0.15	1,807	0.35	1,143	0.56	615	1.03
Inpatient as % of All Surgeries	22.9%	31.7%	0.72	31.6%	0.72	19.6%	1.17	23.4%	0.98
Outpatient Visits									
Non-Emergency Visits	17,182	90,979	0.19	39,198	0.44	36,962	0.46	22,257	0.77
Emergency Visits	6,428	15,916	0.40	8,240	0.78	7,769	0.83	7,818	0.82
Full-Time Equivalents (FTEs)									
Administrators	1.0	16.4	0.06	6.4	0.16	5.0	0.20	1.0	1.00
Nurses, Licensed	56.2	187.1	0.30	120.3	0.47	54.1	1.04	58.7	0.96
Ancillary Nursing Personnel	25.8	37.2	0.69	29.8	0.87	12.7	2.03	16.7	1.54
All Other Personnel	145.3	437.1	0.33	261.8	0.55	149.0	0.98	149.8	0.97
Total FTEs	228.4	677.8	0.34	418.3	0.55	220.8	1.03	226.3	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.7	15.7	0.23	12.2	0.30	15.0	0.24	4.4	0.83
Nurses, Licensed	206.5	179.0	1.15	229.2	0.90	162.1	1.27	260.0	0.79
Ancillary Nursing Personnel	94.9	35.6	2.67	56.7	1.67	38.2	2.49	74.1	1.28
All Other Personnel	533.8	418.1	1.28	498.7	1.07	446.3	1.20	663.8	0.80
Total FTEs	838.9	648.4	1.29	796.7	1.05	661.7	1.27	1,002.4	0.84

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 928
 Inpatient Days 2,723

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 2
 Discharges 46
 Inpatient Days 225

Newborn Nursery:
 Bassinets 0
 Total Births 155
 Newborn Days 317

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2007	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	716	2,146	32.7%	5.9	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	1	1	34	149	40.8%	0.4	4.4
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	11	25	6.8%	0.1	2.3
Obstetrics	1	5	167	365	20.0%	1.0	2.2
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	1	6.6
Physicians & Dentists	4	0	4.0	Respiratory Therapists	5	2	5.4
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	1	0.4
Registered Nurses	32	24	46.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.6
Licensed Practical Nurses	7	4	9.7	Physical Therapy Assistants/Aides	3	1	3.9
Ancillary Nursing Personnel	18	14	25.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.2	Dietitians & Nutritionists	0	1	0.0
Nurse Practitioners	0	6	0.4	Psychologists	0	0	0.0
Medical Records Personnel	5	2	6.1	Social Workers	2	3	3.3
Pharmacy Personnel	2	0	3.9	All Other Health Professionals	8	3	9.3
Clinical Laboratory Personnel	9	3	10.6	All Other Personnel	74	19	85.9
Surgical Personnel	3	0	3.0	Total	181	86	228.4

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$13,684,801	39.1%	41.3%	0.95	44.5%	0.88	42.6%	0.92	38.0%	1.03
Medical Assistance	\$3,794,128	10.8%	10.5%	1.03	8.8%	1.24	10.3%	1.06	13.2%	0.82
Commercial	\$14,593,356	41.7%	41.4%	1.01	38.7%	1.08	41.4%	1.01	43.1%	0.97
All Other	\$2,918,277	8.3%	6.6%	1.26	7.5%	1.11	5.7%	1.46	5.7%	1.45
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,747,564	13.6%	25.8%	0.53	25.4%	0.53	18.6%	0.73	11.9%	1.14
Medical Assistance	\$2,568,282	7.3%	7.9%	0.92	6.5%	1.13	6.3%	1.16	9.1%	0.81
Commercial	\$866,816	2.5%	11.0%	0.23	5.9%	0.42	7.9%	0.32	2.2%	1.10
Charity Care	\$460,392	1.3%	1.6%	0.83	0.9%	1.39	1.3%	1.05	0.9%	1.53
All Other	\$279,707	0.8%	1.6%	0.49	2.6%	0.31	0.6%	1.38	1.0%	0.79
Total Deductions	\$8,922,761	25.5%	48.1%	0.53	41.3%	0.62	35.0%	0.73	25.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.6%	4.7%	0.54	4.1%	0.62	4.3%	0.60	3.0%	0.84	
Net Gains/Losses as % of Net Income	44.9%	25.2%	1.78	4.8%	9.43	26.4%	1.70	22.9%	1.96	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,463,663	55.0%	47.6%	1.16	51.0%	1.08	51.9%	1.06	55.2%	1.00
Supplies & Services	\$7,972,065	30.3%	40.1%	0.76	38.4%	0.79	34.6%	0.88	35.4%	0.86
Capital Component	\$2,094,618	8.0%	8.8%	0.91	6.0%	1.34	9.0%	0.88	3.8%	2.09
Bad Debt	\$1,765,020	6.7%	3.6%	1.86	4.6%	1.45	4.5%	1.50	5.5%	1.21
Fiscal Statistics										
Operating Margin (%)	1.7%	7.0%	0.24	11.5%	0.15	6.5%	0.26	5.4%	0.31	
Total Hospital Net Income (%)	3.0%	9.2%	0.33	12.0%	0.25	8.7%	0.35	6.9%	0.44	
Return on Equity (%)	2.4%	7.4%	0.33	9.6%	0.25	6.8%	0.36	6.3%	0.39	
Current Ratio	2.0	3.1	0.64	7.9	0.25	2.8	0.72	2.0	1.00	
Days in Net Patient Accounts Receivable	58.8	52.5	1.12	66.1	0.89	60.6	0.97	61.4	0.96	
Average Payment Period	48.2	50.4	0.96	41.7	1.16	54.5	0.88	49.5	0.97	
Equity Financing (%)	46.3%	60.8%	0.76	70.4%	0.66	55.1%	0.84	54.6%	0.85	
Long-Term Debt to Equity Ratio	0.9	0.4	2.32	0.1	7.17	0.6	1.54	0.6	1.54	
Times Interest Earned	3.7	7.3	0.50	22.7	0.16	6.1	0.60	0.0	N/A	
Total Asset Turnover	0.8	0.8	1.00	0.8	0.99	0.8	1.03	0.9	0.88	
Average Age of Plant (Years)	10.3	9.2	1.12	12.2	0.85	8.3	1.24	15.9	0.65	
Increase (Decrease) Total Net Patient Revenue	17.8%	7.5%	2.38	8.0%	2.23	11.5%	1.55	20.7%	0.86	
Outpatient Gross Revenue (% of Total GPR)	72.6%	49.0%	1.48	51.4%	1.41	70.0%	1.04	70.7%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,708	\$11,671	0.66	\$11,014	0.70	\$8,250	0.93	\$8,039	0.96	
Inpatient Net Revenue per Day	\$2,532	\$2,752	0.92	\$2,844	0.89	\$2,258	1.12	\$2,662	0.95	
Outpatient Net Revenue per Visit	\$784	\$516	1.52	\$654	1.20	\$491	1.60	\$488	1.61	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$34,990,562	Cash & Cash Equivalents	\$1,975,058	Current Liabilities	\$3,356,284
Less Deductions	\$8,922,761	Net Patient Receivables	\$4,198,818	Long-Term Debt	\$14,574,517
Net Patient Revenue	\$26,067,801	Other Receivables	\$91,386	Other Liabilities	\$383,780
Plus Other Revenue	\$683,385			Subtotal	\$18,314,581
Total Revenue	\$26,751,186	Land, Buildings & Equipment (Net)	\$20,861,520	Unrestricted Fund Balance	\$15,759,230
Less Expenses	\$26,295,366	Other Assets	\$6,947,029	Restricted Fund Balance	\$615,789
Non-Operating Gains/Losses	\$370,746			Total Liabilities & Fund Balance	\$34,073,811
Net Income	\$826,566	Total Assets	\$34,073,811		