

**025 Memorial Hospital of Lafayette Co.**  
 800 Clay Street  
 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: 1

Selected Utilization Statistics	FY 2007	All GSM Hospitals		Analysis Area 1		Volume Group 1		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	18.7%	60.0%	0.31	62.0%	0.30	17.2%	1.09	17.4%	1.08
Obstetrics	16.2%	42.5%	0.38	43.9%	0.37	16.0%	1.01	9.9%	1.64
Pediatrics	0.0%	55.1%	N/A	50.2%	N/A	21.4%	N/A	0.0%	N/A
Total Hospital	17.2%	57.1%	0.30	60.0%	0.29	19.2%	0.89	16.0%	1.07
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.3	32.2	0.13	31.3	0.14	3.0	1.44	4.0	1.08
Obstetrics	0.3	5.5	0.06	5.3	0.06	0.9	0.36	0.2	1.64
Pediatrics	0.0	2.3	N/A	1.9	N/A	0.9	N/A	0.0	N/A
Total Hospital	4.3	53.3	0.08	55.8	0.08	4.0	1.08	4.0	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.7	0.68	3.6	0.70	2.9	0.87	2.4	1.03
Obstetrics	2.0	2.3	0.87	1.9	1.07	2.4	0.83	1.8	1.10
Pediatrics	0.0	2.2	N/A	3.2	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.3	4.2	0.54	4.4	0.53	3.3	0.69	2.4	0.94
<b>Surgical Operations</b>									
Inpatient	92	1,939	0.05	2,050	0.04	68	1.35	85	1.08
Outpatient	361	4,175	0.09	5,144	0.07	613	0.59	423	0.85
Inpatient as % of All Surgeries	20.3%	31.7%	0.64	28.5%	0.71	10.0%	2.04	16.7%	1.21
<b>Outpatient Visits</b>									
Non-Emergency Visits	1,579	90,979	0.02	127,971	0.01	14,049	0.11	1,669	0.95
Emergency Visits	1,242	15,916	0.08	15,741	0.08	2,079	0.60	1,328	0.94
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	16.4	0.18	18.8	0.16	3.4	0.88	3.0	1.00
Nurses, Licensed	22.6	187.1	0.12	204.8	0.11	23.8	0.95	16.4	1.38
Ancillary Nursing Personnel	13.0	37.2	0.35	39.4	0.33	7.3	1.78	11.3	1.16
All Other Personnel	47.6	437.1	0.11	551.7	0.09	55.3	0.86	47.2	1.01
Total FTEs	86.2	677.8	0.13	814.6	0.11	89.8	0.96	77.8	1.11
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	21.3	15.7	1.36	14.7	1.45	29.9	0.71	24.0	0.89
Nurses, Licensed	160.5	179.0	0.90	160.3	1.00	208.8	0.77	131.2	1.22
Ancillary Nursing Personnel	92.3	35.6	2.60	30.8	3.00	64.0	1.44	90.0	1.03
All Other Personnel	338.0	418.1	0.81	431.9	0.78	484.5	0.70	377.2	0.90
Total FTEs	612.1	648.4	0.94	637.6	0.96	787.1	0.78	622.5	0.98

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 685  
 Inpatient Days 1,565

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 9  
 Discharges 55  
 Inpatient Days 289

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 58  
 Newborn Days 107

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	2	23	627	1,572	18.7%	4.3	2.5
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	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	5	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	58	118	16.2%	0.3	2.0
<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	20	3	20.6	Occupational Therapy Assistants/Aides	0	0	0.0
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	5	13.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	1	3.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	5	1	5.0	Social Workers	0	0	0.0
Pharmacy Personnel	2	0	2.0	All Other Health Professionals	5	0	5.0
Clinical Laboratory Personnel	6	3	7.5	All Other Personnel	16	4	17.5
Surgical Personnel	0	2	0.0	<b>Total</b>	<b>80</b>	<b>19</b>	<b>86.2</b>

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2006	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$9,479,492	56.3%	41.3%	1.36	38.7%	1.45	41.6%	1.35	53.6%	1.05
Medical Assistance	\$1,009,848	6.0%	10.5%	0.57	8.4%	0.72	10.7%	0.56	6.6%	0.91
Commercial	\$5,530,318	32.8%	41.4%	0.79	45.6%	0.72	42.5%	0.77	34.0%	0.97
All Other	\$817,900	4.9%	6.6%	0.73	7.3%	0.66	5.2%	0.93	5.8%	0.83
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,419,536	26.2%	25.8%	1.02	23.5%	1.12	17.9%	1.47	19.9%	1.32
Medical Assistance	\$761,630	4.5%	7.9%	0.57	6.4%	0.71	5.9%	0.76	2.1%	2.15
Commercial	\$1,046,219	6.2%	11.0%	0.57	12.9%	0.48	7.8%	0.80	8.1%	0.76
Charity Care	\$140,463	0.8%	1.6%	0.52	2.1%	0.40	0.6%	1.33	0.3%	2.72
All Other	\$204,476	1.2%	1.6%	0.75	1.8%	0.66	0.8%	1.48	1.9%	0.65
Total Deductions	\$6,572,324	39.0%	48.1%	0.81	46.9%	0.83	33.0%	1.18	32.3%	1.21
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.0%	4.7%	0.21	8.5%	0.12	3.3%	0.31	0.4%	2.33
Net Gains/Losses as % of Net Income		59.4%	25.2%	2.36	35.9%	1.65	2.5%	23.42	34.2%	1.74
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$4,235,369	41.5%	47.6%	0.87	50.1%	0.83	51.0%	0.81	39.4%	1.05
Supplies & Services	\$4,730,708	46.3%	40.1%	1.16	38.9%	1.19	37.5%	1.24	50.9%	0.91
Capital Component	\$1,182,465	11.6%	8.8%	1.32	8.2%	1.41	7.9%	1.47	9.4%	1.23
Bad Debt	\$61,757	0.6%	3.6%	0.17	2.8%	0.21	3.6%	0.17	0.3%	1.94
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.5%	7.0%	0.22	6.4%	0.24	8.6%	0.18	4.4%	0.35
Total Hospital Net Income (%)		3.7%	9.2%	0.40	9.6%	0.38	8.8%	0.42	6.6%	0.56
Return on Equity (%)		4.6%	7.4%	0.62	8.0%	0.57	13.5%	0.34	7.3%	0.62
Current Ratio		2.6	3.1	0.83	2.2	1.19	2.1	1.27	2.1	1.24
Days in Net Patient Accounts Receivable		58.2	52.5	1.11	50.4	1.16	62.9	0.93	63.9	0.91
Average Payment Period		41.6	50.4	0.83	50.3	0.83	55.5	0.75	61.6	0.68
Equity Financing (%)		63.4%	60.8%	1.04	53.3%	1.19	46.4%	1.37	57.7%	1.10
Long-Term Debt to Equity Ratio		0.4	0.4	0.94	0.6	0.66	0.7	0.56	0.4	0.84
Times Interest Earned		6.1	7.3	0.84	7.8	0.78	9.0	0.68	9.0	0.68
Total Asset Turnover		1.2	0.8	1.53	0.8	1.50	1.5	0.79	1.1	1.11
Average Age of Plant (Years)		7.3	9.2	0.79	9.3	0.78	11.4	0.64	6.8	1.08
Increase (Decrease) Total Net Patient Revenue		2.4%	7.5%	0.32	7.3%	0.33	6.4%	0.37	11.8%	0.20
Outpatient Gross Revenue (% of Total GPR)		69.6%	49.0%	1.42	47.9%	1.45	65.3%	1.07	68.0%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,311		\$11,671	0.46	\$12,759	0.42	\$9,237	0.57	\$5,124	1.04
Inpatient Net Revenue per Day	\$2,112		\$2,752	0.77	\$2,919	0.72	\$1,957	1.08	\$1,931	1.09
Outpatient Net Revenue per Visit	\$2,246		\$516	4.35	\$402	5.59	\$480	4.68	\$2,203	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$16,837,558	Cash & Cash Equivalents	\$876,191	Current Liabilities	\$1,095,761
Less Deductions	\$6,572,324	Net Patient Receivables	\$1,637,757	Long-Term Debt	\$2,041,855
Net Patient Revenue	\$10,265,234	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$103,354			Subtotal	\$3,137,616
Total Revenue	\$10,368,588	Land, Buildings & Equipment (Net)	\$5,491,883	Unrestricted Fund Balance	\$5,437,488
Less Expenses	\$10,210,299	Other Assets	\$569,272	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$231,987			Total Liabilities & Fund Balance	\$8,575,104
Net Income	\$390,276	Total Assets	\$8,575,103		