

**009 Luther Midelfort Northland**  
 1222 E Woodland Avenue  
 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: **4**

Selected Utilization Statistics	FY 2008	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	28.6%	60.5%	0.47	50.0%	0.57	52.2%	0.55	41.5%	0.69
Obstetrics	23.4%	42.5%	0.55	30.9%	0.76	32.3%	0.72	45.3%	0.52
Pediatrics	0.0%	57.0%	N/A	71.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	27.9%	58.4%	0.48	48.3%	0.58	49.2%	0.57	36.4%	0.77
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.1	31.3	0.16	14.2	0.36	14.6	0.35	6.2	0.83
Obstetrics	0.9	5.7	0.16	2.1	0.45	2.0	0.47	0.9	1.03
Pediatrics	0.0	2.4	N/A	0.2	N/A	0.1	N/A	0.0	0.00
Total Hospital	6.1	54.6	0.11	21.8	0.28	20.9	0.29	6.2	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.7	0.72	3.5	0.76	3.4	0.80	3.4	0.80
Obstetrics	2.5	2.4	1.07	2.4	1.07	2.1	1.18	3.0	0.85
Pediatrics	0.0	2.2	N/A	1.9	N/A	2.4	N/A	1.3	0.00
Total Hospital	3.1	4.3	0.74	3.8	0.82	3.3	0.95	3.3	0.94
<b>Surgical Operations</b>									
Inpatient	155	1,970	0.08	577	0.27	712	0.22	160	0.97
Outpatient	1,079	4,151	0.26	1,762	0.61	2,739	0.39	859	1.26
Inpatient as % of All Surgeries	12.6%	32.2%	0.39	24.7%	0.51	20.6%	0.61	15.7%	0.80
<b>Outpatient Visits</b>									
Non-Emergency Visits	92,584	94,816	0.98	44,133	2.10	49,308	1.88	80,116	1.16
Emergency Visits	5,527	16,124	0.34	7,573	0.73	10,968	0.50	4,865	1.14
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	13.0	18.7	0.70	8.3	1.56	16.2	0.80	14.0	0.93
Nurses, Licensed	100.1	197.1	0.51	86.7	1.15	98.5	1.02	90.2	1.11
Ancillary Nursing Personnel	26.3	37.6	0.70	17.0	1.54	19.5	1.34	27.6	0.95
All Other Personnel	255.1	452.4	0.56	239.1	1.07	235.0	1.09	224.3	1.14
Total FTEs	394.4	705.8	0.56	351.1	1.12	369.3	1.07	356.1	1.11
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	36.0	17.2	2.09	16.5	2.18	29.8	1.21	46.3	0.78
Nurses, Licensed	276.9	181.8	1.52	171.8	1.61	180.9	1.53	298.6	0.93
Ancillary Nursing Personnel	72.6	34.6	2.10	33.8	2.15	35.9	2.03	91.4	0.79
All Other Personnel	706.0	417.2	1.69	474.0	1.49	431.8	1.64	742.6	0.95
Total FTEs	1,091.5	650.8	1.68	696.0	1.57	678.3	1.61	1,178.9	0.93

**Total Hospital:**  
 Beds Set Up & Staffed 22  
 Discharges 715  
 Inpatient Days 2,248

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 9  
 Discharges 218  
 Inpatient Days 1,731

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 119  
 Newborn Days 285

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2008	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	699	1,883	28.6%	5.1	2.7
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	10	31	0.0%	0.1	3.1
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>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	135	343	23.4%	0.9	2.5
<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	13	0	13.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	1	12.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Registered Nurses	77	25	89.5	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	6	1	6.5	Physical Therapists	8	0	8.0
Ancillary Nursing Personnel	19	15	26.3	Physical Therapy Assistants/Aides	5	0	5.0
Physician Assistants	6	0	6.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	3	0	3.0	Psychologists	0	0	0.0
Medical Records Personnel	28	3	29.7	Social Workers	1	1	1.4
Pharmacy Personnel	2	1	2.6	All Other Health Professionals	42	27	50.4
Clinical Laboratory Personnel	25	1	25.7	All Other Personnel	98	16	106.7
				<b>Total</b>	<b>353</b>	<b>91</b>	<b>394.4</b>

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area		Volume Group		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$27,750,075	48.9%	41.5%	1.18	44.9%	1.09	46.1%	1.06	50.3%	0.97
Medical Assistance	\$5,795,579	10.2%	10.8%	0.94	9.7%	1.05	8.4%	1.22	8.9%	1.15
Commercial	\$20,261,566	35.7%	40.7%	0.88	39.7%	0.90	39.0%	0.92	35.4%	1.01
All Other	\$2,985,283	5.3%	7.0%	0.76	5.8%	0.91	6.5%	0.81	5.5%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$11,005,218	19.4%	26.5%	0.73	25.3%	0.77	27.7%	0.70	11.1%	1.74
Medical Assistance	\$4,330,306	7.6%	8.4%	0.91	7.0%	1.09	6.7%	1.14	7.0%	1.09
Commercial	\$2,118,719	3.7%	11.4%	0.33	6.3%	0.59	9.2%	0.40	3.1%	1.19
Charity Care	\$661,142	1.2%	1.6%	0.73	1.7%	0.69	1.5%	0.80	1.0%	1.14
All Other	\$43,785	0.1%	1.9%	0.04	1.6%	0.05	1.3%	0.06	0.0%	1.72
Total Deductions	\$18,159,169	32.0%	49.8%	0.64	41.9%	0.76	46.4%	0.69	22.3%	1.43
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.0%	4.5%	0.22	3.0%	0.34	5.2%	0.19	1.0%	1.04
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A	N/A	1.00	44.6%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$22,443,104	54.2%	47.4%	1.14	51.1%	1.06	50.5%	1.07	54.0%	1.00
Supplies & Services	\$14,660,432	35.4%	39.6%	0.89	37.4%	0.95	35.2%	1.01	37.6%	0.94
Capital Component	\$2,428,252	5.9%	8.8%	0.67	7.9%	0.74	9.9%	0.59	5.3%	1.11
Bad Debt	\$1,861,537	4.5%	4.2%	1.07	3.6%	1.24	4.4%	1.02	3.1%	1.43
<b>Fiscal Statistics</b>										
Operating Margin (%)		-6.1%	5.6%	N/A	7.8%	N/A	2.9%	N/A	4.0%	N/A
Total Hospital Net Income (%)		-5.4%	3.5%	N/A	7.2%	N/A	2.6%	N/A	7.0%	N/A
Return on Equity (%)		0.0%	2.8%	N/A	5.8%	N/A	1.9%	N/A	8.9%	0.00
Current Ratio		2.2	2.9	0.76	1.4	1.58	3.6	0.60	2.4	0.92
Days in Net Patient Accounts Receivable		67.3	50.2	1.34	54.7	1.23	49.7	1.36	79.7	0.84
Average Payment Period		32.2	54.8	0.59	79.8	0.40	54.1	0.59	36.7	0.88
Equity Financing (%)		76.7%	58.1%	1.32	64.3%	1.19	58.0%	1.32	80.9%	0.95
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.3	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		0.0	3.3	N/A	8.6	N/A	2.0	N/A	0.0	N/A
Total Asset Turnover		1.4	0.8	1.75	0.8	1.75	0.7	1.92	1.2	1.16
Average Age of Plant (Years)		14.4	9.5	1.52	7.4	1.96	8.5	1.70	12.2	1.19
Increase (Decrease) Total Net Patient Revenue		9.5%	6.3%	1.50	8.2%	1.15	8.0%	1.19	20.4%	0.46
Outpatient Gross Revenue (% of Total GPR)		83.0%	49.7%	1.67	56.7%	1.46	61.7%	1.35	79.5%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,941	\$11,228	0.80	\$9,427	0.95	\$7,870	1.14	\$10,064	0.89
Inpatient Net Revenue per Day		\$2,066	\$2,612	0.79	\$2,348	0.88	\$2,323	0.89	\$1,958	1.05
Outpatient Net Revenue per Visit		\$307	\$497	0.62	\$547	0.56	\$523	0.59	\$303	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$56,792,503	Cash & Cash Equivalents	\$5,930	Current Liabilities	\$3,574,681
Less Deductions	\$18,159,169	Net Patient Receivables	\$7,106,719	Long-Term Debt	\$0
Net Patient Revenue	\$38,633,334	Other Receivables	\$231,657	Other Liabilities	\$2,807,918
Plus Other Revenue	\$393,189			Subtotal	\$6,382,599
Total Revenue	\$39,026,523	Land, Buildings & Equipment (Net)	\$6,555,684	Unrestricted Fund Balance	\$20,997,908
Less Expenses	\$41,393,325	Other Assets	\$13,480,517	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$263,105	Total Assets	\$27,380,507	Total Liabilities & Fund Balance	\$27,380,507
Net Income	-\$2,103,697				