

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 2008	All GSM Hospitals		Analysis Area 5B		Volume Group 3		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.7%	60.5%	0.57	50.1%	0.69	45.3%	0.77	32.7%	1.06
Obstetrics	18.4%	42.5%	0.43	43.1%	0.43	25.9%	0.71	20.0%	0.92
Pediatrics	9.8%	57.0%	0.17	42.1%	0.23	72.2%	0.14	6.8%	1.44
Total Hospital	33.2%	58.4%	0.57	47.4%	0.70	41.8%	0.79	29.8%	1.11
Average Census (Patients)									
Adult Medical-Surgical	6.2	31.3	0.20	13.6	0.46	7.3	0.86	5.9	1.06
Obstetrics	0.9	5.7	0.16	3.1	0.30	1.1	0.84	1.0	0.92
Pediatrics	0.1	2.4	0.04	0.9	0.11	0.2	0.56	0.1	1.44
Total Hospital	8.3	54.6	0.15	25.6	0.32	9.6	0.87	7.5	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.7	0.81	3.1	0.96	3.1	0.98	3.0	1.00
Obstetrics	2.2	2.4	0.93	2.5	0.89	2.3	0.93	2.2	1.00
Pediatrics	2.1	2.2	0.96	2.2	0.95	2.0	1.06	2.3	0.93
Total Hospital	3.0	4.3	0.70	3.6	0.83	3.1	0.96	2.9	1.02
Surgical Operations									
Inpatient	190	1,970	0.10	816	0.23	282	0.67	189	1.01
Outpatient	722	4,151	0.17	1,836	0.39	1,111	0.65	636	1.14
Inpatient as % of All Surgeries	20.8%	32.2%	0.65	30.8%	0.68	20.3%	1.03	22.9%	0.91
Outpatient Visits									
Non-Emergency Visits	20,328	94,816	0.21	48,221	0.42	34,826	0.58	17,182	1.18
Emergency Visits	6,550	16,124	0.41	8,013	0.82	7,850	0.83	6,428	1.02
Full-Time Equivalents (FTEs)									
Administrators	25.0	18.7	1.34	9.1	2.76	6.3	3.99	1.0	25.00
Nurses, Licensed	60.2	197.1	0.31	133.8	0.45	53.3	1.13	56.2	1.07
Ancillary Nursing Personnel	23.1	37.6	0.62	34.6	0.67	11.6	1.99	25.8	0.89
All Other Personnel	145.5	452.4	0.32	275.4	0.53	139.7	1.04	145.3	1.00
Total FTEs	253.8	705.8	0.36	452.9	0.56	210.9	1.20	228.4	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	81.4	17.2	4.73	16.7	4.88	18.7	4.35	3.7	22.16
Nurses, Licensed	195.9	181.8	1.08	246.1	0.80	159.2	1.23	206.5	0.95
Ancillary Nursing Personnel	75.3	34.6	2.17	63.7	1.18	34.7	2.17	94.9	0.79
All Other Personnel	473.8	417.2	1.14	506.7	0.93	417.4	1.14	533.8	0.89
Total FTEs	826.3	650.8	1.27	833.2	0.99	630.0	1.31	838.9	0.99

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,014
 Inpatient Days 3,037

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 2
 Discharges 60
 Inpatient Days 364

Newborn Nursery:
 Bassinets 0
 Total Births 142
 Newborn Days 286

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	759	2,285	34.7%	6.2	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	68	238	65.0%	0.7	3.5
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	17	36	9.8%	0.1	2.1
Obstetrics	1	5	154	337	18.4%	0.9	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	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	25	0	25.0	Surgical Personnel	3	0	3.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	9	0	9.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	4	3.8
Registered Nurses	40	21	51.3	Occupational Therapists	1	2	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	5	7.7	Physical Therapists	4	2	5.4
Ancillary Nursing Personnel	16	14	23.1	Physical Therapy Assistants/Aides	3	1	3.9
Physician Assistants	0	2	0.4	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	5	1.1	Dietitians & Nutritionists	0	1	0.2
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	4	3	5.8	Social Workers	0	5	3.3
Pharmacy Personnel	2	0	2.0	All Other Health Professionals	10	6	14.0
Clinical Laboratory Personnel	11	2	11.9	All Other Personnel	66	21	78.0
				Total	205	94	253.8

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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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,316,598	33.6%	41.5%	0.81	44.4%	0.76	41.4%	0.81	39.1%	0.86
Medical Assistance	\$5,279,566	12.4%	10.8%	1.14	8.9%	1.39	10.9%	1.13	10.8%	1.14
Commercial	\$20,297,894	47.6%	40.7%	1.17	38.6%	1.23	41.8%	1.14	41.7%	1.14
All Other	\$2,772,656	6.5%	7.0%	0.93	8.1%	0.80	5.9%	1.10	8.3%	0.78
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,851,473	13.7%	26.5%	0.52	25.6%	0.54	19.0%	0.72	13.6%	1.01
Medical Assistance	\$3,958,698	9.3%	8.4%	1.11	6.9%	1.35	7.1%	1.31	7.3%	1.26
Commercial	\$1,688,505	4.0%	11.4%	0.35	5.6%	0.70	9.0%	0.44	2.5%	1.60
Charity Care	\$537,029	1.3%	1.6%	0.79	1.2%	1.02	1.3%	0.98	1.3%	0.96
All Other	\$123,108	0.3%	1.9%	0.15	2.6%	0.11	0.7%	0.42	0.8%	0.36
Total Deductions	\$12,158,813	28.5%	49.8%	0.57	42.0%	0.68	36.9%	0.77	25.5%	1.12
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.5%	4.5%	0.56	2.2%	1.14	3.0%	0.84	2.6%	0.98
Net Gains/Losses as % of Net Income		67.7%	N/A	N/A	4.1%	16.49	9.6%	7.02	44.9%	1.51
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,692,908	53.6%	47.4%	1.13	49.7%	1.08	51.5%	1.04	55.0%	0.97
Supplies & Services	\$9,248,007	29.7%	39.6%	0.75	39.8%	0.75	33.6%	0.88	30.3%	0.98
Capital Component	\$3,133,109	10.1%	8.8%	1.15	5.7%	1.75	10.1%	1.00	8.0%	1.26
Bad Debt	\$2,093,482	6.7%	4.2%	1.59	4.8%	1.41	4.8%	1.39	6.7%	1.00
Fiscal Statistics										
Operating Margin (%)		0.4%	5.6%	0.07	8.7%	0.05	6.5%	0.06	1.7%	0.23
Total Hospital Net Income (%)		1.2%	3.5%	0.34	9.1%	0.13	7.2%	0.17	3.0%	0.40
Return on Equity (%)		1.1%	2.8%	0.40	7.3%	0.15	5.5%	0.20	2.4%	0.46
Current Ratio		1.6	2.9	0.56	5.1	0.32	2.7	0.60	2.0	0.81
Days in Net Patient Accounts Receivable		50.7	50.2	1.01	67.9	0.75	52.8	0.96	58.8	0.86
Average Payment Period		42.2	54.8	0.77	65.0	0.65	52.4	0.81	48.2	0.88
Equity Financing (%)		47.9%	58.1%	0.82	66.6%	0.72	55.9%	0.86	46.3%	1.03
Long-Term Debt to Equity Ratio		0.9	0.4	2.12	0.1	6.90	0.6	1.43	0.9	0.93
Times Interest Earned		1.6	3.3	0.48	17.1	0.09	4.2	0.37	3.7	0.43
Total Asset Turnover		0.9	0.8	1.12	0.8	1.13	0.8	1.19	0.8	1.16
Average Age of Plant (Years)		7.3	9.5	0.77	12.2	0.60	7.5	0.98	10.3	0.71
Increase (Decrease) Total Net Patient Revenue		17.0%	6.3%	2.69	8.9%	1.92	8.9%	1.91	17.8%	0.96
Outpatient Gross Revenue (% of Total GPR)		73.0%	49.7%	1.47	52.8%	1.38	71.4%	1.02	72.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,514		\$11,228	0.76	\$11,274	0.76	\$7,875	1.08	\$7,708	1.10
Inpatient Net Revenue per Day	\$2,677		\$2,612	1.02	\$2,938	0.91	\$2,276	1.18	\$2,532	1.06
Outpatient Net Revenue per Visit	\$795		\$497	1.60	\$604	1.32	\$493	1.61	\$784	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,666,714	Cash & Cash Equivalents	\$496,543	Current Liabilities	\$3,430,599
Less Deductions	\$12,158,813	Net Patient Receivables	\$4,223,540	Long-Term Debt	\$14,190,138
Net Patient Revenue	\$30,507,901	Other Receivables	\$108,123	Other Liabilities	\$324,671
Plus Other Revenue	\$783,295			Subtotal	\$17,945,408
Total Revenue	\$31,291,196	Land, Buildings & Equipment (Net)	\$22,677,600	Unrestricted Fund Balance	\$16,473,571
Less Expenses	\$31,167,506	Other Assets	\$6,913,173	Restricted Fund Balance	\$464,141
Non-Operating Gains/Losses	\$259,181			Total Liabilities & Fund Balance	\$34,418,979
Net Income	\$382,871	Total Assets	\$34,418,979		