

**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: 2

Selected Utilization Statistics	FY 2008	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	15.9%	60.5%	0.26	58.9%	0.27	30.3%	0.53	18.7%	0.85
Obstetrics	12.6%	42.5%	0.30	40.9%	0.31	12.3%	1.02	16.2%	0.78
Pediatrics	0.0%	57.0%	N/A	56.9%	N/A	3.3%	N/A	0.0%	N/A
Total Hospital	18.9%	58.4%	0.32	59.5%	0.32	33.3%	0.57	17.2%	1.10
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.7	31.3	0.12	27.6	0.13	4.7	0.77	4.3	0.85
Obstetrics	0.3	5.7	0.04	5.8	0.04	0.5	0.47	0.3	0.78
Pediatrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.7	54.6	0.09	56.5	0.08	6.5	0.72	4.3	1.10
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.7	0.68	3.8	0.67	3.1	0.82	2.5	1.02
Obstetrics	1.9	2.4	0.81	2.0	0.98	2.2	0.86	2.0	0.94
Pediatrics	0.0	2.2	N/A	3.4	N/A	1.6	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.61	4.3	0.60	3.1	0.84	2.3	1.13
<b>Surgical Operations</b>									
Inpatient	88	1,970	0.04	2,062	0.04	156	0.56	92	0.96
Outpatient	280	4,151	0.07	4,893	0.06	1,057	0.26	361	0.78
Inpatient as % of All Surgeries	23.9%	32.2%	0.74	29.6%	0.81	12.9%	1.86	20.3%	1.18
<b>Outpatient Visits</b>									
Non-Emergency Visits	1,299	94,816	0.01	132,264	0.01	31,563	0.04	1,579	0.82
Emergency Visits	1,508	16,124	0.09	16,117	0.09	5,389	0.28	1,242	1.21
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.0	18.7	0.80	20.2	0.74	6.5	2.30	3.0	5.00
Nurses, Licensed	74.1	197.1	0.38	217.6	0.34	40.9	1.81	22.6	3.28
Ancillary Nursing Personnel	106.4	37.6	2.83	40.7	2.62	14.5	7.36	13.0	8.18
All Other Personnel	205.1	452.4	0.45	579.9	0.35	98.7	2.08	47.6	4.31
Total FTEs	400.6	705.8	0.57	858.3	0.47	160.5	2.50	86.2	4.65
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	91.3	17.2	5.30	15.5	5.90	33.0	2.77	21.3	4.28
Nurses, Licensed	450.7	181.8	2.48	167.0	2.70	206.9	2.18	160.5	2.81
Ancillary Nursing Personnel	647.2	34.6	18.68	31.2	20.73	73.2	8.84	92.3	7.01
All Other Personnel	1,248.0	417.2	2.99	445.3	2.80	499.6	2.50	338.0	3.69
Total FTEs	2,437.2	650.8	3.74	659.0	3.70	812.7	3.00	612.1	3.98

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 669  
 Inpatient Days 1,731

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 9  
 Discharges 48  
 Inpatient Days 224

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 48  
 Newborn Days 85

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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	2	23	525	1,338	15.9%	3.7	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	4	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>	5	2	48	92	12.6%	0.3	1.9
<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	15	0	15.0	Surgical Personnel	1	2	2.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	2	40.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	11	2	56.5	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	1	17.6	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	9	5	106.4	Physical Therapy Assistants/Aides	2	0	2.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	3	0	3.0	Social Workers	0	1	22.4
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	2	1	11.3
Clinical Laboratory Personnel	5	2	9.0	All Other Personnel	18	6	113.3
				<b>Total</b>	<b>75</b>	<b>22</b>	<b>400.6</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	\$7,636,933	49.3%	41.5%	1.19	38.5%	1.28	46.6%	1.06	56.3%	0.88
Medical Assistance	\$1,161,157	7.5%	10.8%	0.69	8.5%	0.88	7.4%	1.01	6.0%	1.25
Commercial	\$5,151,133	33.3%	40.7%	0.82	45.7%	0.73	39.7%	0.84	32.8%	1.01
All Other	\$1,534,241	9.9%	7.0%	1.43	7.2%	1.37	6.3%	1.58	4.9%	2.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,174,217	20.5%	26.5%	0.77	23.8%	0.86	23.5%	0.87	26.2%	0.78
Medical Assistance	\$655,494	4.2%	8.4%	0.50	6.6%	0.64	5.0%	0.85	4.5%	0.94
Commercial	\$1,019,963	6.6%	11.4%	0.58	13.7%	0.48	10.1%	0.65	6.2%	1.06
Charity Care	\$100,730	0.7%	1.6%	0.41	2.3%	0.28	1.1%	0.59	0.8%	0.78
All Other	\$0	0.0%	1.9%	N/A	1.9%	N/A	1.4%	N/A	1.2%	0.00
Total Deductions	\$4,950,404	32.0%	49.8%	0.64	48.5%	0.66	41.1%	0.78	39.0%	0.82
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.7%	4.5%	0.16	8.4%	0.08	5.6%	0.13	1.0%	0.71
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A	5.0%	N/A	59.4%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$4,669,999	41.8%	47.4%	0.88	50.0%	0.84	47.8%	0.88	41.5%	1.01
Supplies & Services	\$5,088,948	45.6%	39.6%	1.15	38.1%	1.20	38.8%	1.17	46.3%	0.98
Capital Component	\$1,205,736	10.8%	8.8%	1.23	8.8%	1.23	9.0%	1.19	11.6%	0.93
Bad Debt	\$197,365	1.8%	4.2%	0.42	3.1%	0.57	4.3%	0.41	0.6%	2.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		-5.2%	5.6%	N/A	3.6%	N/A	7.5%	N/A	1.5%	N/A
Total Hospital Net Income (%)		-0.4%	3.5%	N/A	1.7%	N/A	7.8%	N/A	3.7%	N/A
Return on Equity (%)		0.0%	2.8%	N/A	1.4%	N/A	8.4%	N/A	4.6%	0.00
Current Ratio		2.1	2.9	0.71	2.2	0.94	3.3	0.62	2.6	0.79
Days in Net Patient Accounts Receivable		60.6	50.2	1.21	47.7	1.27	55.0	1.10	58.2	1.04
Average Payment Period		42.8	54.8	0.78	45.8	0.93	42.2	1.01	41.6	1.03
Equity Financing (%)		62.9%	58.1%	1.08	52.5%	1.20	52.9%	1.19	63.4%	0.99
Long-Term Debt to Equity Ratio		0.3	0.4	0.86	0.6	0.62	0.7	0.52	0.4	0.93
Times Interest Earned		0.4	3.3	0.11	2.0	0.18	5.5	0.07	6.1	0.06
Total Asset Turnover		1.3	0.8	1.60	0.9	1.52	1.1	1.22	1.2	1.07
Average Age of Plant (Years)		7.4	9.5	0.78	8.7	0.85	7.2	1.04	7.3	1.02
Increase (Decrease) Total Net Patient Revenue		2.6%	6.3%	0.41	7.0%	0.37	5.0%	0.52	2.4%	1.09
Outpatient Gross Revenue (% of Total GPR)		71.2%	49.7%	1.43	48.1%	1.48	66.9%	1.06	69.6%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,056		\$11,228	0.45	\$12,206	0.41	\$8,569	0.59	\$5,311	0.95
Inpatient Net Revenue per Day	\$1,854		\$2,612	0.71	\$2,824	0.66	\$2,327	0.80	\$2,112	0.88
Outpatient Net Revenue per Visit	\$2,461		\$497	4.95	\$371	6.63	\$390	6.31	\$2,246	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$15,483,464	Cash & Cash Equivalents	\$300,949	Current Liabilities	\$1,231,739
Less Deductions	\$4,950,404	Net Patient Receivables	\$1,744,577	Long-Term Debt	\$1,794,680
Net Patient Revenue	\$10,533,060	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$75,193			Subtotal	\$3,026,419
Total Revenue	\$10,608,253	Land, Buildings & Equipment (Net)	\$5,293,328	Unrestricted Fund Balance	\$5,141,711
Less Expenses	\$11,162,048	Other Assets	\$829,276	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$508,018			Total Liabilities & Fund Balance	\$8,168,130
Net Income	-\$45,777	Total Assets	\$8,168,130		