

**038 Burnett Medical Center**  
 257 W St George Avenue  
 Grantsburg, WI 54840  
 715-463-5353

Fiscal Year: 10/01 to 09/30  
 Type: **GMS**  
 Critical Access Hospital  
 Control: **Other Not-For-Profit**

County: **Burnett**  
 Analysis Area: **Western Lake Superior (7)**  
 Volume Group: **2**

Selected Utilization Statistics	FY 2008	All GSM Hospitals		Analysis Area 7		Volume Group 2		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	25.8%	60.5%	0.43	31.2%	0.83	30.3%	0.85	22.2%	1.16
Obstetrics	11.3%	42.5%	0.27	22.8%	0.50	12.3%	0.92	11.2%	1.01
Pediatrics	0.0%	57.0%	N/A	0.9%	N/A	3.3%	N/A	0.0%	N/A
Total Hospital	24.2%	58.4%	0.41	31.4%	0.77	33.3%	0.73	20.8%	1.16
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.9	31.3	0.12	5.9	0.65	4.7	0.82	3.3	1.16
Obstetrics	0.2	5.7	0.04	0.8	0.28	0.5	0.42	0.2	1.01
Pediatrics	0.0	2.4	N/A	0.0	N/A	0.0	N/A	0.0	0.00
Total Hospital	4.1	54.6	0.08	8.0	0.52	6.5	0.63	3.5	1.16
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.7	0.77	3.0	0.95	3.1	0.92	2.7	1.07
Obstetrics	1.9	2.4	0.82	2.3	0.84	2.2	0.87	1.9	1.04
Pediatrics	0.0	2.2	N/A	1.5	N/A	1.6	N/A	1.0	0.00
Total Hospital	2.8	4.3	0.65	3.0	0.94	3.1	0.90	2.6	1.08
<b>Surgical Operations</b>									
Inpatient	72	1,970	0.04	128	0.56	156	0.46	56	1.29
Outpatient	680	4,151	0.16	815	0.83	1,057	0.64	685	0.99
Inpatient as % of All Surgeries	9.6%	32.2%	0.30	13.6%	0.70	12.9%	0.74	7.6%	1.27
<b>Outpatient Visits</b>									
Non-Emergency Visits	28,739	94,816	0.30	20,302	1.42	31,563	0.91	31,502	0.91
Emergency Visits	4,268	16,124	0.26	7,419	0.58	5,389	0.79	4,170	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.7	0.16	2.9	1.05	6.5	0.46	3.0	1.00
Nurses, Licensed	33.3	197.1	0.17	47.2	0.71	40.9	0.82	24.5	1.36
Ancillary Nursing Personnel	0.0	37.6	N/A	8.1	N/A	14.5	N/A	0.0	N/A
All Other Personnel	72.3	452.4	0.16	113.4	0.64	98.7	0.73	55.8	1.29
Total FTEs	108.6	705.8	0.15	171.6	0.63	160.5	0.68	83.3	1.30
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.0	17.2	0.81	9.4	1.48	33.0	0.42	13.6	1.03
Nurses, Licensed	155.5	181.8	0.86	155.8	1.00	206.9	0.75	110.7	1.40
Ancillary Nursing Personnel	0.0	34.6	N/A	26.9	N/A	73.2	N/A	0.0	N/A
All Other Personnel	337.1	417.2	0.81	374.4	0.90	499.6	0.67	252.6	1.33
Total FTEs	506.6	650.8	0.78	566.4	0.89	812.7	0.62	376.9	1.34

**Total Hospital:**  
 Beds Set Up & Staffed 17  
 Discharges 540  
 Inpatient Days 1,504

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 32  
 Inpatient Days 293

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 65  
 Newborn Days 138

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2008	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	15	497	1,417	25.8%	3.9	2.9
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	5	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	43	83	11.3%	0.2	1.9
<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	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	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	1	4.3	Radiological Services Personnel	4	0	4.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	18	13	26.1	Occupational Therapists	0	1	0.5
Certified Nurse Midwives	0	1	0.4	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	3	1	3.9	Physical Therapists	2	1	2.4
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	2	1	2.1
Physician Assistants	2	0	2.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	2	3.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	4	4	7.0	Social Workers	0	1	0.3
Pharmacy Personnel	3	1	3.3	All Other Health Professionals	2	0	2.0
Clinical Laboratory Personnel	6	0	6.0	All Other Personnel	31	16	37.5
				<b>Total</b>	<b>87</b>	<b>43</b>	<b>108.6</b>

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$11,219,946	46.9%	41.5%	1.13	44.4%	1.06	46.6%	1.01	47.3%	0.99
Medical Assistance	\$3,037,693	12.7%	10.8%	1.17	15.8%	0.81	7.4%	1.71	11.2%	1.13
Commercial	\$7,889,753	33.0%	40.7%	0.81	29.7%	1.11	39.7%	0.83	33.8%	0.98
All Other	\$1,762,337	7.4%	7.0%	1.06	10.1%	0.73	6.3%	1.17	7.7%	0.95
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,289,225	22.1%	26.5%	0.84	18.4%	1.20	23.5%	0.94	20.1%	1.10
Medical Assistance	\$1,993,660	8.3%	8.4%	0.99	10.0%	0.84	5.0%	1.67	6.2%	1.34
Commercial	\$1,722,598	7.2%	11.4%	0.63	3.7%	1.97	10.1%	0.71	6.9%	1.04
Charity Care	\$361,919	1.5%	1.6%	0.95	0.7%	2.10	1.1%	1.38	1.6%	0.96
All Other	\$319,163	1.3%	1.9%	0.71	1.1%	1.26	1.4%	0.94	1.2%	1.12
Total Deductions	\$9,686,565	40.5%	49.8%	0.81	33.8%	1.20	41.1%	0.99	36.0%	1.13
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.1%	4.5%	0.25	2.4%	0.48	5.6%	0.20	0.8%	1.35
Net Gains/Losses as % of Net Income		15.7%	N/A	N/A	5.7%	2.73	5.0%	3.13	18.1%	0.87
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$6,746,589	48.9%	47.4%	1.03	56.5%	0.87	47.8%	1.02	49.3%	0.99
Supplies & Services	\$5,061,073	36.7%	39.6%	0.93	29.5%	1.25	38.8%	0.95	38.1%	0.96
Capital Component	\$1,136,808	8.2%	8.8%	0.94	7.6%	1.09	9.0%	0.91	4.8%	1.71
Bad Debt	\$851,961	6.2%	4.2%	1.47	6.5%	0.95	4.3%	1.42	7.7%	0.80
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.1%	5.6%	0.73	8.1%	0.50	7.5%	0.55	6.7%	0.61
Total Hospital Net Income (%)		4.8%	3.5%	1.36	8.6%	0.56	7.8%	0.62	8.1%	0.60
Return on Equity (%)		2.5%	2.8%	0.89	9.4%	0.27	8.4%	0.30	3.8%	0.66
Current Ratio		3.3	2.9	1.14	3.5	0.94	3.3	1.00	3.3	1.01
Days in Net Patient Accounts Receivable		86.1	50.2	1.71	58.6	1.47	55.0	1.57	81.2	1.06
Average Payment Period		73.1	54.8	1.33	51.5	1.42	42.2	1.73	82.2	0.89
Equity Financing (%)		31.3%	58.1%	0.54	51.7%	0.61	52.9%	0.59	31.1%	1.01
Long-Term Debt to Equity Ratio		1.9	0.4	4.63	0.5	4.11	0.7	2.82	1.9	0.99
Times Interest Earned		3.7	3.3	1.13	10.3	0.36	5.5	0.67	20.6	0.18
Total Asset Turnover		0.5	0.8	0.63	1.1	0.47	1.1	0.48	0.5	1.12
Average Age of Plant (Years)		9.7	9.5	1.02	10.1	0.96	7.2	1.35	15.3	0.63
Increase (Decrease) Total Net Patient Revenue		9.3%	6.3%	1.48	11.7%	0.80	5.0%	1.88	5.3%	1.76
Outpatient Gross Revenue (% of Total GPR)		80.8%	49.7%	1.63	73.8%	1.10	66.9%	1.21	84.0%	0.96
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,675		\$11,228	0.51	\$6,960	0.82	\$8,569	0.66	\$4,866	1.17
Inpatient Net Revenue per Day	\$1,798		\$2,612	0.69	\$1,929	0.93	\$2,327	0.77	\$1,728	1.04
Outpatient Net Revenue per Visit	\$332		\$497	0.67	\$596	0.56	\$390	0.85	\$293	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$23,909,729	Cash & Cash Equivalents	\$3,970,441	Current Liabilities	\$2,627,361
Less Deductions	\$9,686,565	Net Patient Receivables	\$3,346,196	Long-Term Debt	\$16,486,222
Net Patient Revenue	\$14,223,164	Other Receivables	\$112,609	Other Liabilities	\$92,030
Plus Other Revenue	\$160,872			Subtotal	\$19,205,613
Total Revenue	\$14,384,036	Land, Buildings & Equipment (Net)	\$17,005,798	Unrestricted Fund Balance	\$8,758,246
Less Expenses	\$13,796,431	Other Assets	\$3,528,815	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$109,206			Total Liabilities & Fund Balance	\$27,963,859
Net Income	\$696,811	Total Assets	\$27,963,859		