

**059 Grant Regional Health Center**  
 507 South Monroe Street  
 Lancaster, WI 53813  
 608-723-2143

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Grant  
 Analysis Area: Southern (1)  
 Volume Group: 2

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	23.3%	57.9%	0.40	58.2%	0.40	19.3%	1.21	153.0%	0.15
Obstetrics	14.5%	36.8%	0.39	41.0%	0.02	21.6%	0.67	74.9%	0.19
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	21.3%	58.7%	0.36	62.3%	0.34	20.9%	1.02	130.2%	0.16
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.7	26.8	0.14	25.0	0.15	3.3	1.12	3.1	1.22
Obstetrics	0.7	4.8	0.15	4.5	0.16	0.9	0.80	0.7	0.97
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.5	49.8	0.09	53.8	0.08	4.2	1.06	3.9	1.15
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	4.6	0.75	4.5	0.76	3.6	0.96	3.6	0.95
Obstetrics	2.0	2.4	0.82	2.5	0.79	2.2	0.91	1.9	1.03
Pediatrics	0.0	3.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.71	4.5	0.77	3.1	1.13	3.4	1.02
<b>Surgical Operations</b>									
Inpatient	67	1,037	0.06	947	0.07	202	0.33	83	0.81
Outpatient	1,283	3,865	0.33	3,798	0.34	1,213	1.06	842	1.52
Inpatient as % of All Surgeries	5.0%	21.2%	0.23	20.0%	0.25	14.3%	0.35	9.0%	0.55
<b>Outpatient Visits</b>									
Non-Emergency Visits	48,387	145,246	0.33	172,458	0.28	37,326	1.30	33,458	1.45
Emergency Visits	3,944	16,058	0.25	16,037	0.25	4,868	0.81	2,979	1.32
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	19.0	0.26	20.3	0.25	5.6	0.89	6.0	0.83
Nurses, Licensed	65.8	247.5	0.27	270.6	0.24	48.0	1.37	64.4	1.02
Ancillary Nursing Personnel	8.5	40.3	0.21	38.3	0.22	5.7	1.50	5.3	1.61
All Other Personnel	143.9	496.2	0.29	620.2	0.23	98.5	1.46	135.1	1.07
Total FTEs	223.2	803.0	0.28	949.5	0.24	157.8	1.41	210.8	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	17.0	13.0	1.31	12.6	1.35	26.2	0.65	29.1	0.58
Nurses, Licensed	224.0	168.4	1.33	168.2	1.33	225.1	1.00	312.9	0.72
Ancillary Nursing Personnel	28.9	27.4	1.06	23.8	1.21	26.6	1.09	25.6	1.13
All Other Personnel	489.9	337.6	1.45	385.4	1.27	461.9	1.06	655.8	0.75
Total FTEs	759.9	546.4	1.39	590.0	1.29	739.8	1.03	1,023.5	0.74

**Total Hospital:**  
 Beds Set Up & Staffed 21  
 Discharges 472  
 Inpatient Days 1,634

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

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 62  
 Inpatient Days 639

**Newborn Nursery:**  
 Bassinets 1  
 Total Births 132  
 Newborn Days 225

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	16	395	1,361	23.3%	3.7	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	4	9	0.0%	0.0	2.3
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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	132	264	14.5%	0.7	2.0
<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	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.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	2	4	5.5
Physicians & Dentists	7	4	9.4	Radiological Services Personnel	2	10	9.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	1	0.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	36	23	53.9	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	5	1	5.9	Physical Therapists	4	4	5.9
Ancillary Nursing Personnel	1	10	8.5	Physical Therapy Assistants/Aides	2	2	3.8
Medical Assistants	1	2	2.9	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	4	19.2
Health Info Mgmt-Administrators/Technicians	4	1	4.9	All Other Personnel	40	34	58.7
Pharmacy Personnel	3	2	4.1				
Clinical Laboratory Personnel	8	2	8.9				
				<b>Total</b>	<b>153</b>	<b>104</b>	<b>223.2</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>2</sup>	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$32,625,281	45.4%	46.6%	0.97	42.1%	1.08	47.7%	0.95	43.0%	1.06
Medical Assistance	\$9,045,084	12.6%	14.4%	0.87	12.0%	1.05	12.6%	1.00	11.6%	1.09
Commercial	\$28,351,858	39.5%	33.9%	1.17	37.4%	1.05	35.5%	1.11	42.7%	0.93
All Other	\$1,790,439	2.5%	5.1%	0.49	8.4%	0.30	4.2%	0.59	2.7%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$16,106,960	22.4%	35.2%	0.64	31.8%	0.70	27.4%	0.82	15.8%	1.42
Medical Assistance	\$5,066,840	7.1%	11.1%	0.64	9.3%	0.76	8.8%	0.80	6.5%	1.09
Commercial	\$9,401,882	13.1%	14.9%	0.88	19.0%	0.69	12.2%	1.08	15.1%	0.86
Charity Care	\$294,061	0.4%	0.7%	0.57	0.5%	0.77	0.7%	0.58	0.7%	0.61
Bad Debt	\$371,683	0.5%	1.0%	0.51	1.0%	0.50	1.3%	0.41	-0.7%	N/A
All Other	\$1,155,191	1.6%	2.8%	0.58	4.5%	0.35	2.4%	0.67	2.5%	0.65
Total Deductions	\$32,396,617	45.1%	65.8%	0.69	66.2%	0.68	52.8%	0.85	39.8%	1.13
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	5.8%	6.5%	0.89	6.8%	0.85	4.2%	1.39	12.8%	0.45	
Net Gains/Losses as % of Net Income	58.6%	29.4%	2.00	49.6%	1.18	27.5%	2.14	60.4%	0.97	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$22,323,446	57.7%	42.4%	1.36	44.5%	1.30	46.9%	1.23	57.2%	1.01
Supplies & Services	\$11,537,405	29.8%	51.3%	0.58	48.9%	0.61	45.9%	0.65	29.9%	1.00
Capital Component	\$4,840,745	12.5%	6.2%	2.01	6.6%	1.88	7.1%	1.75	12.9%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)	7.5%	10.4%	0.72	8.0%	0.93	14.1%	0.53	2.2%	3.48	
Total Hospital Net Income (%)	16.4%	14.1%	1.16	14.8%	1.10	18.4%	0.89	5.3%	3.11	
Return on Equity (%)	10.1%	6.3%	1.60	10.2%	0.99	1.6%	6.33	3.0%	3.34	
Current Ratio	2.4	4.1	0.58	2.7	0.90	2.8	0.86	2.1	1.17	
Days in Net Patient Accounts Receivable	54.3	87.5	0.62	50.7	1.07	469.6	0.12	50.2	1.08	
Average Payment Period	102.8	89.9	1.14	78.2	1.31	503.0	0.20	93.7	1.10	
Equity Financing (%)	48.9%	64.7%	0.76	59.6%	0.82	50.7%	0.97	43.7%	1.12	
Long-Term Debt to Equity Ratio	0.8	0.3	2.36	0.3	3.06	0.7	1.05	1.0	0.78	
Times Interest Earned	7.8	21.0	0.37	18.0	0.44	28.6	0.27	2.8	2.83	
Total Asset Turnover	0.6	0.4	1.30	0.6	0.88	0.1	6.78	0.6	1.00	
Average Age of Plant (Years)	7.3	17.1	0.43	12.6	0.58	72.9	0.10	6.6	1.10	
Increase (Decrease) Total Net Patient Revenue	21.0%	12.7%	1.64	11.3%	1.86	13.5%	1.55	2.1%	10.08	
Outpatient Gross Revenue (% of Total GPR)	85.1%	64.9%	1.31	61.9%	1.37	80.3%	1.06	82.5%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$15,779	\$18,658	0.85	\$18,949	0.83	\$17,504	0.90	\$16,455	0.96	
Inpatient Net Revenue per Day	\$3,726	\$3,656	1.02	\$3,664	1.02	\$4,490	0.83	\$3,590	1.04	
Outpatient Net Revenue per Visit	\$599	\$781	0.77	\$753	0.80	\$784	0.76	\$659	0.91	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$71,812,662	Cash & Cash Equivalents	\$15,101,563	Current Liabilities	\$9,926,141
Less Deductions	\$32,396,617	Net Patient Receivables	\$5,862,183	Long-Term Debt	\$28,400,044
Net Patient Revenue	\$39,416,045	Other Receivables	\$1,261,519	Other Liabilities	\$0
Plus Other Revenue	\$2,416,708			Subtotal	\$38,326,185
Total Revenue	\$41,832,752	Land, Buildings & Equipment (Net)	\$38,123,522	Unrestricted Fund Balance	\$36,652,484
Less Expenses	\$38,701,596	Other Assets	\$14,629,882	Restricted Fund Balance	\$343,698
Non-Operating Gains/Losses	\$4,440,510			Total Liabilities & Fund Balance	\$74,978,669
Net Income	\$7,571,666	Total Assets	\$74,978,669		