

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

		All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2017 vs. 2016	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.1%	55.4%	0.45	49.4%	0.51	46.2%	0.54	31.1%	0.81
Obstetrics	31.3%	38.4%	0.82	56.6%	0.03	22.2%	1.41	32.2%	0.97
Pediatrics	0.3%	55.4%	0.00	29.0%	0.01	0.7%	0.38	18.6%	0.01
Total Hospital	24.6%	56.3%	0.44	56.0%	0.44	43.7%	0.56	30.2%	0.82
Average Census (Patients)									
Adult Medical-Surgical	4.5	26.5	0.17	15.5	0.29	8.0	0.57	5.6	0.81
Obstetrics	1.6	5.0	0.31	3.5	0.44	1.0	1.65	1.6	0.97
Pediatrics	0.0	1.4	0.00	0.5	0.01	0.0	0.00	0.2	0.01
Total Hospital	6.2	48.3	0.13	28.8	0.21	10.5	0.59	7.5	0.82
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	3.9	0.66	4.0	0.64	3.3	0.78	2.8	0.92
Obstetrics	2.0	2.6	0.78	2.6	0.77	2.1	0.95	2.4	0.83
Pediatrics	1.0	3.5	0.29	2.6	0.38	1.9	0.51	3.8	0.26
Total Hospital	2.7	4.3	0.62	4.5	0.60	3.4	0.79	3.0	0.88
Surgical Operations									
Inpatient	172	1,408	0.12	938	0.18	302	0.57	182	0.95
Outpatient	738	4,098	0.18	2,728	0.27	1,304	0.57	829	0.89
Inpatient as % of All Surgeries	18.9%	25.6%	0.74	25.6%	0.74	18.8%	1.00	18.0%	1.05
Outpatient Visits									
Non-Emergency Visits	6,420	132,001	0.05	92,956	0.07	63,510	0.10	6,166	1.04
Emergency Visits	5,339	17,964	0.30	13,295	0.40	8,037	0.66	5,670	0.94
Full-Time Equivalents (FTEs)									
Administrators	26.0	18.9	1.38	8.3	3.13	12.6	2.07	27.0	0.96
Nurses, Licensed	75.5	244.4	0.31	167.9	0.45	78.6	0.96	70.3	1.07
Ancillary Nursing Personnel	21.2	40.0	0.53	24.9	0.85	13.9	1.52	21.0	1.01
All Other Personnel	194.3	484.8	0.40	382.3	0.51	187.4	1.04	183.8	1.06
Total FTEs	316.9	788.1	0.40	583.5	0.54	292.5	1.08	302.1	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	105.9	15.1	7.02	7.9	13.39	29.3	3.62	90.5	1.17
Nurses, Licensed	307.4	195.2	1.57	159.8	1.92	183.3	1.68	235.6	1.31
Ancillary Nursing Personnel	86.2	32.0	2.70	23.7	3.64	32.5	2.65	70.2	1.23
All Other Personnel	791.1	387.3	2.04	363.8	2.17	436.8	1.81	616.0	1.28
Total FTEs	1,290.6	629.5	2.05	555.1	2.32	681.8	1.89	1,012.3	1.27

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 836
 Inpatient Days 2,245

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 31
 Inpatient Days 205

Newborn Nursery:

Bassinets 0
 Total Births 146
 Newborn Days 284

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	646	1,649	25.1%	4.5	2.6
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	1	1	9	24	6.6%	0.1	2.7
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	1	1	1	1	0.3%	0.0	1.0
Obstetrics	1	5	284	571	31.3%	1.6	2.0
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.

** 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	26	0	26.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	5	7	6.0	Radiological Services Personnel	9	4	11.8
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	2	9.4
Registered Nurses	56	26	72.2	Occupational Therapists	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	1	2.0	Physical Therapists	5	3	7.3
Ancillary Nursing Personnel	15	10	21.2	Physical Therapy Assistants/Aides	2	1	2.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	5	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	4	1.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	4.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	15	22.7
Health Info Mgmt-Administrators/Technicians	5	3	7.1	All Other Personnel	88	15	99.8
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	11	0	11.0				
				Total	258	99	316.9

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016	
Selected Financial Statistics			Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$34,502,618	45.1%	44.8%	1.01	45.7%	0.99	46.2%	0.98	44.4%	1.02
Medical Assistance	\$12,414,473	16.2%	14.4%	1.13	10.6%	1.53	12.7%	1.28	15.2%	1.07
Commercial	\$27,103,251	35.4%	36.6%	0.97	37.7%	0.94	37.2%	0.95	37.5%	0.94
All Other	\$2,440,360	3.2%	4.2%	0.76	5.9%	0.54	3.9%	0.82	2.8%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,677,390	19.2%	32.9%	0.58	33.8%	0.57	28.8%	0.67	19.0%	1.01
Medical Assistance	\$8,272,559	10.8%	10.7%	1.01	8.9%	1.22	8.6%	1.26	9.6%	1.13
Commercial	\$4,524,303	5.9%	14.8%	0.40	13.6%	0.43	13.1%	0.45	2.9%	2.04
Charity Care	\$1,301,418	1.7%	1.0%	1.72	0.7%	2.54	1.0%	1.69	2.1%	0.81
Bad Debt	\$1,971,082	2.6%	1.1%	2.44	1.3%	1.97	1.5%	1.74	1.9%	1.38
All Other	\$168,752	0.2%	1.9%	0.12	4.0%	0.06	1.9%	0.11	3.0%	0.07
Total Deductions	\$30,915,504	40.4%	62.4%	0.65	62.3%	0.65	54.9%	0.74	38.4%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	6.3%	0.45	20.5%	0.14	6.2%	0.46	2.8%	1.03
Net Gains/Losses as % of Net Income		47.1%	12.7%	3.72	6.0%	7.89	20.5%	2.29	21.3%	2.21
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,071,487	61.9%	44.7%	1.38	56.6%	1.10	50.7%	1.22	62.9%	0.98
Supplies & Services	\$13,831,849	30.5%	47.9%	0.64	38.6%	0.79	40.1%	0.76	28.6%	1.07
Capital Component	\$3,416,418	7.5%	7.4%	1.02	4.9%	1.55	9.2%	0.82	8.5%	0.89
Fiscal Statistics										
Operating Margin (%)		3.4%	8.9%	0.38	8.3%	0.41	4.7%	0.72	6.2%	0.55
Total Hospital Net Income (%)		6.2%	10.1%	0.61	8.7%	0.71	5.8%	1.07	7.7%	0.80
Return on Equity (%)		5.3%	7.6%	0.69	7.3%	0.72	5.1%	1.03	6.9%	0.76
Current Ratio		4.8	5.6	0.84	12.8	0.37	4.9	0.97	4.3	1.12
Days in Net Patient Accounts Receivable		48.0	51.4	0.93	67.7	0.71	51.9	0.93	48.7	0.99
Average Payment Period		38.6	41.5	0.93	24.3	1.59	33.7	1.14	45.5	0.85
Equity Financing (%)		72.9%	73.6%	0.99	90.3%	0.81	70.2%	1.04	70.1%	1.04
Long-Term Debt to Equity Ratio		0.2	0.2	1.40	0.0	5.33	0.4	0.60	0.3	0.89
Times Interest Earned		6.8	14.1	0.48	51.2	0.13	4.7	1.43	8.0	0.85
Total Asset Turnover		0.8	0.7	1.11	0.8	1.00	0.9	0.95	0.9	0.93
Average Age of Plant (Years)		11.3	9.3	1.22	9.3	1.21	7.5	1.51	10.6	1.07
Increase (Decrease) Total Net Patient Revenue		-5.3%	3.6%	N/A	-3.9%	1.35	2.8%	N/A	9.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.0%	60.9%	1.28	74.2%	1.05	75.7%	1.03	74.3%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,729	\$15,675	1.00	\$16,231	0.97	\$12,189	1.29	\$17,137	0.92
Inpatient Net Revenue per Day		\$6,220	\$3,540	1.76	\$3,609	1.72	\$3,423	1.82	\$5,517	1.13
Outpatient Net Revenue per Visit		\$2,874	\$654	4.40	\$891	3.23	\$558	5.15	\$2,859	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$76,460,702	Cash & Cash Equivalents	\$2,725,869	Current Liabilities	\$4,535,508
Less Deductions	\$30,915,504	Net Patient Receivables	\$5,991,199	Long-Term Debt	\$9,616,330
Net Patient Revenue	\$45,545,198	Other Receivables	\$1,001,587	Other Liabilities	\$1,250,364
Plus Other Revenue	\$1,353,282			Subtotal	\$15,402,202
Total Revenue	\$46,898,480	Land, Buildings & Equipment (Net)	\$20,531,351	Unrestricted Fund Balance	\$41,380,183
Less Expenses	\$45,319,754	Other Assets	\$26,532,379	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,406,171			Total Liabilities & Fund Balance	\$56,782,385
Net Income	\$2,984,897	Total Assets	\$56,782,385		