

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 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.9%	55.7%	0.64	48.0%	0.75	38.3%	0.94	25.1%	1.43
Obstetrics	54.7%	41.5%	1.32	44.3%	0.04	24.8%	2.21	31.3%	1.75
Pediatrics	0.3%	52.8%	0.01	31.0%	0.01	0.3%	1.00	0.3%	1.00
Total Hospital	36.2%	57.5%	0.63	50.9%	0.71	37.2%	0.97	24.6%	1.47
Average Census (Patients)									
Adult Medical-Surgical	4.7	26.4	0.18	17.1	0.27	6.5	0.72	4.5	1.03
Obstetrics	1.6	5.6	0.29	3.7	0.44	1.0	1.64	1.6	1.05
Pediatrics	0.0	1.4	0.00	0.6	0.00	0.0	0.00	0.0	1.00
Total Hospital	6.5	49.4	0.13	28.6	0.23	8.5	0.77	6.2	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	1.6	3.9	0.40	3.5	0.45	2.9	0.53	2.6	0.61
Obstetrics	3.5	2.5	1.40	2.5	1.41	2.2	1.60	2.0	1.76
Pediatrics	1.0	3.5	0.28	2.8	0.36	1.9	0.53	1.0	1.00
Total Hospital	3.6	4.4	0.83	4.3	0.85	3.1	1.18	2.7	1.36
Surgical Operations									
Inpatient	162	1,396	0.12	790	0.20	273	0.59	172	0.94
Outpatient	920	4,206	0.22	2,742	0.34	1,279	0.72	738	1.25
Inpatient as % of All Surgeries	15.0%	24.9%	0.60	22.4%	0.67	17.6%	0.85	18.9%	0.79
Outpatient Visits									
Non-Emergency Visits	8,690	136,074	0.06	119,520	0.07	57,910	0.15	6,420	1.35
Emergency Visits	5,215	18,688	0.28	13,485	0.39	8,090	0.64	5,339	0.98
Full-Time Equivalents (FTEs)									
Administrators	26.0	19.3	1.34	13.1	1.98	9.4	2.78	26.0	1.00
Nurses, Licensed	74.9	239.2	0.31	167.7	0.45	79.9	0.94	75.5	0.99
Ancillary Nursing Personnel	24.7	40.0	0.62	20.8	1.19	13.5	1.83	21.2	1.17
All Other Personnel	195.6	480.4	0.41	423.0	0.46	187.1	1.05	194.3	1.01
Total FTEs	321.2	779.0	0.41	624.6	0.51	289.8	1.11	316.9	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	87.8	14.9	5.91	11.8	7.44	24.3	3.61	105.9	0.83
Nurses, Licensed	253.0	183.7	1.38	151.1	1.67	207.6	1.22	307.4	0.82
Ancillary Nursing Personnel	83.5	30.8	2.72	18.7	4.46	35.0	2.38	86.2	0.97
All Other Personnel	660.7	369.0	1.79	381.2	1.73	486.3	1.36	791.1	0.84
Total FTEs	1,085.0	598.3	1.81	562.9	1.93	753.3	1.44	1,290.6	0.84

Total Hospital:

Beds Set Up & Staffed 18
Discharges 653
Inpatient Days 2,378

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 37
Inpatient Days 398

Newborn Nursery:

Bassinet 0
Total Births 133
Newborn Days 349

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	1,086	1,702	35.9%	4.7	1.6
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	22	76	20.8%	0.2	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	1	1	1	1	0.3%	0.0	1.0
Obstetrics	1	3	169	599	54.7%	1.6	3.5
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	5	0	5.0
Physicians & Dentists	5	5	7.4	Radiological Services Personnel	9	4	11.9
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	58	20	70.8	Occupational Therapists	1	1	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	2	1.1	Physical Therapists	5	2	6.8
Ancillary Nursing Personnel	16	10	24.7	Physical Therapy Assistants/Aides	2	1	2.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	3.4	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	4	2.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	4.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	13	21.1
Health Info Mgmt-Administrators/Technicians	4	5	6.6	All Other Personnel	89	13	99.1
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	12	0	12.0				
				Total	263	86	321.2

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$34,928,873	36.5%	45.7%	0.80	45.0%	0.81	46.1%	0.79	45.1%	0.81
Medical Assistance	\$12,885,778	13.5%	14.0%	0.96	10.2%	1.32	13.3%	1.01	16.2%	0.83
Commercial	\$46,014,633	48.1%	35.8%	1.34	38.0%	1.26	36.0%	1.34	35.4%	1.36
All Other	\$1,907,323	2.0%	4.5%	0.44	6.8%	0.29	4.6%	0.43	3.2%	0.62
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,675,634	15.3%	34.1%	0.45	32.3%	0.47	29.3%	0.52	19.2%	0.80
Medical Assistance	\$8,246,942	8.6%	10.6%	0.82	8.1%	1.07	9.2%	0.94	10.8%	0.80
Commercial	\$6,743,574	7.0%	14.7%	0.48	15.4%	0.46	11.9%	0.59	5.9%	1.19
Charity Care	\$2,845,157	3.0%	1.0%	3.05	0.7%	4.32	1.0%	2.91	1.7%	1.75
Bad Debt	\$3,175,153	3.3%	1.1%	3.10	1.1%	3.09	1.7%	1.91	2.6%	1.29
All Other	\$31,859	0.0%	2.0%	0.02	4.2%	0.01	1.9%	0.02	0.2%	0.15
Total Deductions	\$35,718,319	37.3%	63.3%	0.59	61.9%	0.60	55.1%	0.68	40.4%	0.92
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.1%	5.5%	0.38	20.3%	0.10	5.9%	0.35	2.9%	0.72
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	5.3%	N/A	14.7%	N/A	47.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,843,154	59.6%	44.1%	1.35	57.4%	1.04	51.5%	1.16	61.9%	0.96
Supplies & Services	\$19,314,072	34.0%	49.0%	0.69	37.7%	0.90	40.5%	0.84	30.5%	1.11
Capital Component	\$3,620,310	6.4%	6.9%	0.93	4.9%	1.30	8.0%	0.80	7.5%	0.85
Fiscal Statistics										
Operating Margin (%)		7.4%	8.4%	0.88	6.6%	1.11	5.3%	1.39	3.4%	2.19
Total Hospital Net Income (%)		6.9%	8.6%	0.80	7.0%	0.99	6.1%	1.12	6.2%	1.11
Return on Equity (%)		6.5%	6.3%	1.03	5.7%	1.14	5.1%	1.28	5.3%	1.23
Current Ratio		3.6	5.9	0.61	23.9	0.15	5.4	0.67	4.8	0.76
Days in Net Patient Accounts Receivable		64.2	51.6	1.24	65.5	0.98	51.7	1.24	48.0	1.34
Average Payment Period		49.3	38.5	1.28	13.1	3.77	34.1	1.45	38.6	1.28
Equity Financing (%)		72.2%	75.1%	0.96	87.4%	0.83	79.8%	0.91	72.9%	0.99
Long-Term Debt to Equity Ratio		0.2	0.2	1.22	0.1	3.37	0.2	1.02	0.2	0.84
Times Interest Earned		9.6	13.4	0.72	42.5	0.23	8.4	1.14	6.8	1.42
Total Asset Turnover		1.0	0.7	1.29	0.8	1.16	0.8	1.16	0.8	1.15
Average Age of Plant (Years)		11.6	9.9	1.17	8.8	1.32	9.3	1.25	11.3	1.03
Increase (Decrease) Total Net Patient Revenue		31.8%	5.4%	5.84	8.7%	3.65	4.5%	7.13	-5.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.5%	61.9%	1.36	77.2%	1.09	78.1%	1.08	78.0%	1.08
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,503		\$15,830	1.11	\$14,264	1.23	\$12,599	1.39	\$15,729	1.11
Inpatient Net Revenue per Day	\$5,902		\$3,538	1.67	\$3,497	1.69	\$3,643	1.62	\$6,220	0.95
Outpatient Net Revenue per Visit	\$3,669		\$686	5.35	\$817	4.49	\$598	6.13	\$2,874	1.28

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$95,736,607	Cash & Cash Equivalents	\$4,386,315	Current Liabilities	\$7,329,128
Less Deductions	\$35,718,319	Net Patient Receivables	\$10,557,172	Long-Term Debt	\$9,085,401
Net Patient Revenue	\$60,018,288	Other Receivables	\$957,175	Other Liabilities	\$1,496,097
Plus Other Revenue	\$1,268,402			Subtotal	\$17,910,626
Total Revenue	\$61,286,690	Land, Buildings & Equipment (Net)	\$23,109,118		
Less Expenses	\$56,777,536	Other Assets	\$25,478,353	Unrestricted Fund Balance	\$46,577,507
Non-Operating Gains/Losses	-\$322,903			Restricted Fund Balance	\$0
Net Income	\$4,186,251	Total Assets	\$64,488,133	Total Liabilities & Fund Balance	\$64,488,133