

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.6%	55.2%	0.46	45.6%	0.56	35.3%	0.72	35.9%	0.71
Obstetrics	31.0%	38.0%	0.82	53.1%	0.02	22.7%	1.37	54.7%	0.57
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	0.0%	N/A	0.3%	0.00
Total Hospital	27.5%	57.4%	0.48	50.4%	0.55	35.5%	0.78	36.2%	0.76
Average Census (Patients)									
Adult Medical-Surgical	5.4	26.0	0.21	16.7	0.32	6.5	0.83	4.7	1.15
Obstetrics	1.2	4.9	0.25	3.6	0.34	0.9	1.39	1.6	0.76
Pediatrics	0.0	1.3	0.02	0.6	0.05	0.0	0.02	0.0	11.00
Total Hospital	6.9	49.0	0.14	27.5	0.25	8.7	0.79	6.5	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.1	0.75	4.0	0.76	3.0	1.04	1.6	1.96
Obstetrics	2.9	2.6	1.12	2.5	1.13	2.2	1.33	3.5	0.81
Pediatrics	1.4	3.3	0.41	2.8	0.49	1.4	1.00	1.0	1.38
Total Hospital	3.7	4.5	0.83	4.7	0.80	3.2	1.18	3.6	1.02
Surgical Operations									
Inpatient	164	1,426	0.12	857	0.19	302	0.54	162	1.01
Outpatient	817	4,581	0.18	2,753	0.30	1,419	0.58	920	0.89
Inpatient as % of All Surgeries	16.7%	23.7%	0.70	23.7%	0.70	17.6%	0.95	15.0%	1.12
Outpatient Visits									
Non-Emergency Visits	6,437	144,376	0.04	121,727	0.05	63,228	0.10	8,690	0.74
Emergency Visits	5,374	17,768	0.30	13,192	0.41	8,308	0.65	5,215	1.03
Full-Time Equivalents (FTEs)									
Administrators	27.0	23.0	1.17	14.1	1.92	11.1	2.43	26.0	1.04
Nurses, Licensed	76.3	251.3	0.30	157.2	0.49	78.4	0.97	74.9	1.02
Ancillary Nursing Personnel	24.7	39.7	0.62	21.0	1.17	13.7	1.81	24.7	1.00
All Other Personnel	194.1	509.3	0.38	425.8	0.46	191.7	1.01	195.6	0.99
Total FTEs	322.1	823.3	0.39	618.1	0.52	294.9	1.09	321.2	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	76.3	17.0	4.49	12.2	6.27	28.7	2.66	87.8	0.87
Nurses, Licensed	215.4	185.7	1.16	135.8	1.59	202.2	1.07	253.0	0.85
Ancillary Nursing Personnel	69.6	29.3	2.37	18.1	3.84	35.2	1.98	83.5	0.83
All Other Personnel	548.3	376.3	1.46	367.9	1.49	494.1	1.11	660.7	0.83
Total FTEs	909.5	608.3	1.50	533.9	1.70	760.1	1.20	1,085.0	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	5
Discharges	674	Preferred Provider Organization (PPO)	Yes	Discharges	46	Total Births	155
Inpatient Days	2,512			Inpatient Days	539	Newborn Days	309

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	638	1,959	25.6%	5.4	3.1
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	19	89	0.0%	0.2	4.7
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	2	0	8	11	0.0%	0.0	1.4
Obstetrics	1	4	158	453	31.0%	1.2	2.9
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	27	0	27.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	1	8	5.9	Radiological Services Personnel	9	4	11.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	2	9.5
Registered Nurses	59	20	68.5	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	1.9	Physical Therapists	6	2	7.1
Ancillary Nursing Personnel	19	9	24.7	Physical Therapy Assistants/Aides	2	1	2.8
Medical Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	2.6	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	4	5.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	3.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	20	5	22.2
Health Info Mgmt-Administrators/Technicians	5	2	6.7	All Other Personnel	87	17	99.6
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	13	0	13.0				
				Total	271	80	322.1

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$36,598,678	32.5%	46.3%	0.70	45.4%	0.72	45.9%	0.71	36.5%	0.89
Medical Assistance	\$12,067,988	10.7%	13.6%	0.79	9.5%	1.13	12.4%	0.86	13.5%	0.80
Commercial	\$61,419,387	54.5%	35.3%	1.54	37.9%	1.44	36.6%	1.49	48.1%	1.13
All Other	\$2,586,695	2.3%	4.8%	0.48	7.2%	0.32	5.1%	0.45	2.0%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,193,021	12.6%	34.9%	0.36	32.9%	0.38	28.9%	0.44	15.3%	0.82
Medical Assistance	\$7,920,127	7.0%	10.4%	0.68	7.4%	0.95	8.3%	0.85	8.6%	0.82
Commercial	\$13,633,263	12.1%	14.7%	0.82	15.7%	0.77	13.0%	0.93	7.0%	1.72
Charity Care	\$6,450,307	5.7%	1.0%	5.93	0.8%	6.74	1.1%	5.32	3.0%	1.93
Bad Debt	\$3,553,826	3.2%	1.1%	2.97	1.0%	3.23	1.9%	1.65	3.3%	0.95
All Other	\$717,363	0.6%	2.2%	0.29	4.8%	0.13	2.5%	0.26	0.0%	19.13
Total Deductions	\$46,467,908	41.2%	64.2%	0.64	62.7%	0.66	55.7%	0.74	37.3%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.1%	5.5%	0.38	20.1%	0.10	6.0%	0.35	2.1%	1.01	
Net Gains/Losses as % of Net Income	40.8%	13.2%	3.09	47.1%	0.86	15.2%	2.68	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,500,052	55.2%	44.0%	1.26	56.2%	0.98	51.6%	1.07	59.6%	0.93
Supplies & Services	\$24,993,382	38.9%	49.2%	0.79	38.9%	1.00	40.7%	0.95	34.0%	1.14
Capital Component	\$3,761,118	5.9%	6.8%	0.86	4.9%	1.19	7.7%	0.76	6.4%	0.92
Fiscal Statistics										
Operating Margin (%)	5.0%	9.1%	0.55	6.1%	0.82	7.0%	0.71	7.4%	0.68	
Total Hospital Net Income (%)	8.1%	10.3%	0.79	10.9%	0.74	8.2%	0.99	6.9%	1.18	
Return on Equity (%)	6.4%	6.0%	1.07	8.9%	0.72	2.2%	2.97	6.5%	0.99	
Current Ratio	3.8	4.7	0.81	25.9	0.15	3.1	1.23	3.6	1.05	
Days in Net Patient Accounts Receivable	53.2	64.0	0.83	63.0	0.84	140.0	0.38	64.2	0.83	
Average Payment Period	59.9	56.5	1.06	13.4	4.47	146.6	0.41	49.3	1.22	
Equity Financing (%)	61.3%	69.2%	0.89	87.1%	0.70	56.4%	1.09	72.2%	0.85	
Long-Term Debt to Equity Ratio	0.4	0.3	1.60	0.1	6.80	0.6	0.71	0.2	2.10	
Times Interest Earned	17.7	13.4	1.32	31.0	0.57	9.0	1.96	9.6	1.85	
Total Asset Turnover	0.8	0.6	1.33	0.8	0.98	0.3	2.93	1.0	0.80	
Average Age of Plant (Years)	11.3	12.6	0.90	9.2	1.23	23.9	0.47	11.6	0.98	
Increase (Decrease) Total Net Patient Revenue	10.3%	7.3%	1.42	3.8%	2.69	7.2%	1.42	31.8%	0.32	
Outpatient Gross Revenue (% of Total GPR)	84.2%	63.3%	1.33	79.1%	1.06	77.9%	1.08	84.5%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$23,934	\$16,906	1.42	\$15,344	1.56	\$13,622	1.76	\$17,503	1.37	
Inpatient Net Revenue per Day	\$6,620	\$3,675	1.80	\$3,493	1.90	\$4,079	1.62	\$5,902	1.12	
Outpatient Net Revenue per Visit	\$4,441	\$703	6.32	\$855	5.20	\$592	7.50	\$3,669	1.21	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$112,672,748	Cash & Cash Equivalents	\$15,726,019	Current Liabilities	\$10,085,706
Less Deductions	\$46,467,908	Net Patient Receivables	\$9,656,872	Long-Term Debt	\$22,315,736
Net Patient Revenue	\$66,204,840	Other Receivables	\$1,077,677	Other Liabilities	\$2,015,344
Plus Other Revenue	\$1,420,362			Subtotal	\$34,416,786
Total Revenue	\$67,625,202	Land, Buildings & Equipment (Net)	\$30,689,339	Unrestricted Fund Balance	\$54,554,125
Less Expenses	\$64,254,552	Other Assets	\$31,821,003	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,319,275			Total Liabilities & Fund Balance	\$88,970,911
Net Income	\$5,689,925	Total Assets	\$88,970,910		