All GMS Hospitals    Analysis Area 58    Volume Group 3    FY 2019 vs. 2      Selected Utilization Statistics    FY 2019    Value    Ratio    Value    Ratio    Yalue    Ratio    Yalue    Ratio    FY 2019 vs. 2      Occupancy Rate (%) Adult Medical-Surgical    25.6%    55.2%    0.46    45.6%    0.56    35.3%    0.72    35.9%      Obstetrics    31.0%    38.0%    0.82    53.1%    0.02    27.%    1.37    54.7%      Total Hospital    27.5%    57.4%    0.48    50.4%    0.55    35.5%    0.78    36.2%      Average Census (Patients)    77.4%    0.48    50.4%    0.55    0.83    4.7      Obstetrics    1.2    4.9    0.25    3.6    0.34    0.9    1.39    1.6      Obstetrics    1.2    4.9    0.25    1.3    0.1    0.4    1.6    0.25    8.7    0.79    6.5      Addit Medical-Surgical    3.1    4.1    0.75    4.0    0.76    3.0 </th <th colspan="3"><b>014 Black River Memorial Hospital</b> 711 West Adams Street Black River Falls, WI 54615 715-284-5361</th> <th>Fiscal Type: Contro</th> <th>GI Cr</th> <th>/01 to 12/31 MS itical Access Ho ther Not-For-Pro</th> <th colspan="4">County: Jackson Analysis Area: Southwestern (5B) Volume Group: 3</th>	<b>014 Black River Memorial Hospital</b> 711 West Adams Street Black River Falls, WI 54615 715-284-5361			Fiscal Type: Contro	GI Cr	/01 to 12/31 MS itical Access Ho ther Not-For-Pro	County: Jackson Analysis Area: Southwestern (5B) Volume Group: 3				
Selected Utilization Statistics    FY 2019    Value    Ratio    Value    Ratio    Value    Ratio    FY 2018      Occupancy Rate (%) Adult Medical-Surgical    25.6%    55.2%    0.46    45.6%    0.56    35.3%    0.72    35.9%      Destetrics    31.0%    38.0%    0.82    53.1%    0.02    22.7%    1.37    54.7%      Pediatrics    0.0%    57.4%    0.48    50.4%    0.55    35.5%    0.78    36.2%      Average Consus (Patients)    5.4    26.0    0.21    16.7    0.32    6.5    0.83    4.7      Obstetrics    12    4.9    0.25    36.04    0.9    1.33    0.02    0.0    1.3    0.02    0.6    0.00    0.02    0.0      Total Hospital    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.3    3.5    4.7    0.40    3.2 <th>113-204-3301</th> <th></th> <th colspan="2"></th> <th colspan="2">Analysis Area</th> <th colspan="2"></th> <th colspan="2">FY 2019 vs. 2018</th>	113-204-3301				Analysis Area				FY 2019 vs. 2018		
Occupancy Rate (%) Adult Medical-Surgical    25.6%    55.2%    0.46    45.6%    0.56    35.3%    0.72    35.9%      Obsterincs    31.0%    38.0%    0.62    53.1%    0.02    22.7%    1.37    54.7%      Pediatrics    0.0%    51.3%    N/A    31.9%    N/A    0.0%    N/A    0.3%      Adult Medical-Surgical    5.4    26.0    0.21    16.7    0.32    6.5    0.83    4.7      Obstetrics    1.2    4.9    0.25    3.6    0.34    0.9    1.39    1.6      Pediatrics    0.01    1.3    0.02    0.6    0.05    0.0    0.02    0.0      Total Hospital    6.9    49.0    0.14    27.5    0.25    8.7    0.79    6.5      Adult Medical-Surgical    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.33    3.5	Selected Utilization Statistics		FY 2019	Value	Ratio		Ratio		Ratio	FY 2018	Ratio
Adult Médical-Surgical    25.6%    55.2%    0.48    45.6%    0.56    35.3%    0.72    35.9%      Obstetrics    31.0%    38.0%    0.82    53.1%    0.02    22.7%    1.37    54.7%      Pediatrics    0.0%    51.3%    N/A    31.9%    N/A    0.0%    N/A    0.3%      Average Census (Patients)    27.5%    57.4%    0.48    50.4%    0.55    35.5%    0.78    38.2%      Adult Medical-Surgical    5.4    26.0    0.21    16.7    0.32    6.5    0.83    4.7      Obstetrics    0.0    1.3    0.02    0.6    0.05    0.0    0.02    0.0      Total Hospital    6.1    1.2    2.5    1.13    2.2    1.33    3.5      Adult Medical-Surgical    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.33    3.5				Value	ridito	Value	riado	Value	riadio	112010	- Tutio
Obstetrics    31.0%    38.0%    0.82    53.1%    0.02    22.7%    1.37    54.7%      Pediatrics    0.0%    51.3%    N/A    31.9%    N/A    0.0%    N/A    0.3%      Total Hospital    27.5%    57.4%    0.48    50.4%    0.55    35.5%    0.78    36.2%      Average Census (Patients)    54    26.0    0.21    16.7    0.32    6.5    0.83    4.7      Obstetrics    1.2    4.9    0.02    3.6    0.34    0.9    1.39    1.6      Destetrics    0.0    1.3    0.02    0.6    0.05    0.0    0.02    0.0      Total Hospital    6.9    49.0    0.14    27.5    0.25    8.7    0.79    6.5      Adutt Medical-Surgical    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    3.2    1.33    3.5 <td< td=""><td></td><td></td><td>25.6%</td><td>55.2%</td><td>0.46</td><td>45.6%</td><td>0.56</td><td>35.3%</td><td>0.72</td><td>35.9%</td><td>0.71</td></td<>			25.6%	55.2%	0.46	45.6%	0.56	35.3%	0.72	35.9%	0.71
Pediatrics    0.0%    51.3%    N/A    31.9%    N/A    0.0%    N/A    0.3%      Average Cansus (Patients)    54    26.0    0.21    16.7    0.32    6.5    0.83    4.7      Adult Medical-Surgical    5.4    26.0    0.21    16.7    0.32    6.5    0.83    4.7      Obstetrics    1.2    4.9    0.25    3.6    0.34    0.9    1.39    1.6      Pediatrics    0.0    1.3    0.02    0.6    0.05    0.0    0.02    0.0      Total Hospital    6.9    49.0    0.14    27.5    0.25    8.7    0.79    6.5      Average Length of Stay (Days)    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.33    3.5      Pediatrics    1.4    3.3    0.41    2.8    0.49    1.4    1.00    1.0      To	5										0.57
Total Hospital    27.5%    57.4%    0.48    50.4%    0.55    35.5%    0.78    36.2%      Average Census (Patients)    5.4    26.0    0.21    16.7    0.32    6.5    0.83    4.7      Obstetrics    1.2    4.9    0.025    3.6    0.34    0.9    1.39    1.6      Pediatrics    0.01    3.002    0.6    0.05    0.00    0.02    0.00    0.02    0.00    0.02    0.00    0.02    0.00											0.00
Average Census (Patients) Adult Medical-Surgical    5.4    26.0    0.21    16.7    0.32    6.5    0.83    4.7      Obstetrics    1.2    4.9    0.25    3.6    0.34    0.9    1.39    1.6      Pediatrics    0.0    1.3    0.02    0.6    0.05    0.0    0.02    0.0      Total Hospital    6.9    49.0    0.14    27.5    0.25    8.7    0.76    5.5    Average Length of Stay (Days)      Adult Medical-Surgical    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.33    3.5      Pediatrics    1.4    3.3    0.41    2.8    0.49    1.4    1.00    1.0      Total Hospital    3.7    4.5    0.83    4.7    0.80    3.2    1.18    3.6      Uptatient Sists    6.437    1.426    0.12    857    0.19    302    0.54											0.76
Adult Medical-Surgical    5.4    26.0    0.21    16.7    0.32    6.5    0.83    4.7      Obstetrics    1.2    4.9    0.25    3.6    0.34    0.9    1.39    1.6      Pediatrics    0.0    1.3    0.02    0.6    0.05    0.0    0.02    0.0      Average Length of Stay (Days)    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.33    3.5      Pediatrics    1.4    3.3    0.41    2.8    0.49    1.4    1.00    1.0      Total Hospital    3.7    4.5    0.83    4.7    0.80    3.2    1.18    3.6      Surgical Operations    1.4    3.3    0.41    2.857    0.19    302    0.54    162      Outpatient Wisits    6.437    144,376    0.04    121,727    0.05    63,228    0.10    8,690	· · · · · · · · · · · · · · · · · · ·										
Obstetrics    1.2    4.9    0.25    3.6    0.34    0.9    1.39    1.6      Pediatrics    0.0    1.3    0.02    0.6    0.05    0.0    0.02    0.0      Total Hospital    6.9    49.0    0.14    27.5    0.25    8.7    0.79    6.5      Average Length of Stay (Days)    Adult Medical-Surgical    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.33    3.5      Pediatrics    1.4    3.3    0.41    2.8    0.49    1.4    1.00    1.0      Total Hospital    3.7    4.5    0.83    4.7    0.80    3.2    1.18    3.6      Surgical Operations    164    1.426    0.12    857    0.19    302    0.54    162      Outpatient Wsits    6.437    144.376    0.04    121.727    0.05    63.228    0.10    8.				26.0		16.7	0.32	6.5	0.83	4.7	1.15
Pediatrics    0.0    1.3    0.02    0.6    0.05    0.0    0.02    0.0      Total Hospital    6.9    49.0    0.14    27.5    0.25    8.7    0.79    6.5      Average Length of Stay (Days)    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.33    3.5      Pediatrics    1.4    3.3    0.41    2.8    0.49    1.4    1.00    1.0      Total Hospital    3.7    4.5    0.83    4.7    0.80    3.2    1.18    3.6      Surgical Operations    Inpatient    164    1.426    0.12    857    0.19    302    0.54    162      Outpatient thists    6.437    4.561    0.18    2.753    0.30    1.419    0.58    9.50    15.0%      Outpatient Visits    6.374    17.768    0.30    13.192    0.41    8.308			1.2	4.9	0.25	3.6	0.34	0.9	1.39	1.6	0.76
Average Length of Stay (Days)    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.33    3.5      Pediatrics    1.4    3.3    0.41    2.8    0.49    1.4    1.00    1.0      Total Hospital    3.7    4.5    0.83    4.7    0.80    3.2    1.18    3.6      Surgical Operations    1    1.44    3.6    0.12    857    0.19    302    0.54    162      Outpatient    817    4.581    0.18    2.753    0.30    1.419    0.58    920      Outpatient Visits    6.437    144.376    0.04    121.727    0.05    63.228    0.10    8.690      Non-Emergency Visits    5.374    17.768    0.30    13.192    0.41    8.308    0.65    5.215      Full-Time Equivalents (FTEs)    27.0    23.0    1.17    14.1    1.92    11.1 <td< td=""><td></td><td></td><td>0.0</td><td>1.3</td><td>0.02</td><td></td><td></td><td>0.0</td><td>0.02</td><td>0.0</td><td>11.00</td></td<>			0.0	1.3	0.02			0.0	0.02	0.0	11.00
Average Length of Stay (Days) Adult Medical-Surgical    3.1    4.1    0.75    4.0    0.76    3.0    1.04    1.6      Obstetrics    2.9    2.6    1.12    2.5    1.13    2.2    1.33    3.5      Pediatrics    1.4    3.3    0.41    2.8    0.49    1.4    1.00    1.0      Total Hospital    3.7    4.5    0.83    4.7    0.80    3.2    1.18    3.6      Surgical Operations    164    1.426    0.12    857    0.19    302    0.54    162      Outpatient    164    1.426    0.12    857    0.19    302    0.54    162      Outpatient Visits    6.437    144.376    0.04    121.727    0.05    63.228    0.10    8.690      Non-Emergency Visits    5.374    17.768    0.30    13.192    0.41    8.308    0.65    5.215      Full-Time Equivalents (FTEs)    3.03    157.2    0.49    78.4    0.97    74.9	Total Hospital		6.9	49.0	0.14	27.5	0.25	8.7	0.79	6.5	1.06
Adult Medical-Surgical  3.1  4.1  0.75  4.0  0.76  3.0  1.04  1.6    Obstetrics  2.9  2.6  1.12  2.5  1.13  2.2  1.33  3.5    Pediatrics  1.4  3.3  0.41  2.8  0.49  1.4  1.00  1.0    Total Hospital  3.7  4.5  0.83  4.7  0.80  3.2  1.18  3.6    Surgical Operations  Inpatient  164  1.426  0.12  857  0.19  302  0.54  162    Outpatient  817  4.581  0.18  2.753  0.30  1.419  0.58  920    Inpatient as % of All Surgeries  16.7%  23.7%  0.70  23.7%  0.70  17.6%  0.95  15.0%    Outpatient Visits  6.437  144.376  0.04  121.727  0.05  63.228  0.10  8,690    Emergency Visits  6.437  17.768  0.30  13.192  0.41  8,308  0.65  5,215    Administrators  76.3  251.3  0.30	Average Length of Stay (Days	5)									
Pediatrics    1.4    3.3    0.41    2.8    0.49    1.4    1.00    1.0      Total Hospital    3.7    4.5    0.83    4.7    0.80    3.2    1.18    3.6      Surgical Operations Inpatient    164    1,426    0.12    857    0.19    302    0.54    162      Outpatient    817    4.581    0.18    2.753    0.30    1,419    0.58    920      Inpatient as % of All Surgeries    16.7%    23.7%    0.70    23.7%    0.70    17.6%    0.95    15.0%      Non-Emergency Visits    6,437    144.376    0.04    121,727    0.05    63.228    0.10    8.690      Emergency Visits    5,374    17.768    0.30    13.192    0.41    8.308    0.65    5.215      Administrators    27.0    23.0    1.17    14.1    1.92    11.1    2.43    26.0      Nurses, Licensed    76.3    251.3    0.30    157.2    0.49    78.4    <			3.1	4.1	0.75	4.0	0.76	3.0	1.04	1.6	1.96
Total Hospital    3.7    4.5    0.83    4.7    0.80    3.2    1.18    3.6      Surgical Operations Inpatient Outpatient Outpatient Inpatient as % of All Surgeries    164    1,426    0.12    857    0.19    302    0.54    162      Outpatient Inpatient as % of All Surgeries    16.7%    23.7%    0.70    23.7%    0.70    17.6%    0.95    15.0%      Outpatient Visits Non-Emergency Visits    6.437    144.376    0.04    121,727    0.05    63,228    0.10    8,690      Full-Time Equivalents (FTEs) Administrators    27.0    23.0    1.17    14.1    1.92    11.1    2.43    26.0      Nurses, Licensed    76.3    251.3    0.30    157.2    0.49    78.4    0.97    74.9      Ancillary Nursing Personnel    194.1    509.3    0.38    425.8    0.46    191.7    1.01    195.6      Total FTEs    322.1    823.3    0.39    618.1    0.52    294.9    1.09    321.2      FTEs per 100 Patient Census	Obstetrics		2.9	2.6	1.12	2.5	1.13	2.2	1.33	3.5	0.81
Surgical Operations    Inpatient    164    1,426    0.12    857    0.19    302    0.54    162      Outpatient    817    4,581    0.18    2,753    0.30    1,419    0.58    920      Inpatient as % of All Surgeries    16.7%    23.7%    0.70    23.7%    0.70    17.6%    0.95    15.0%      Outpatient Visits    6,437    14,4376    0.04    121,727    0.05    63,228    0.10    8,690      Semecncy Visits    5,374    17,768    0.30    13,192    0.41    8,308    0.65    5,215      Full-Time Equivalents (FTEs)    27.0    23.0    1.17    14.1    1.92    11.1    2.43    26.0      Administrators    27.0    23.0    1.57.2    0.49    78.4    0.97    74.9      Ancillary Nursing Personnel    24.7    39.7    0.62    21.0    1.17    13.7    1.81    24.7      All Other Personnel    194.1    509.3    0.38    425.8    0.	Pediatrics		1.4	3.3	0.41				1.00	1.0	1.38
Inpatient    164    1,426    0.12    857    0.19    302    0.54    162      Outpatient    817    4,581    0.18    2,753    0.30    1,419    0.58    920      Inpatient as % of All Surgeries    16.7%    23.7%    0.70    23.7%    0.70    17.6%    0.95    15.0%      Outpatient Visits    6,437    144,376    0.04    121,727    0.05    63.228    0.10    8.690      Emergency Visits    5,374    17.768    0.30    13.192    0.41    8.308    0.65    5.215      Full-Time Equivalents (FTEs)    27.0    23.0    1.17    14.1    1.92    11.1    2.43    26.0      Nurses, Licensed    76.3    251.3    0.30    157.2    0.49    78.4    0.97    74.9      Ancillary Nursing Personnel    24.7    39.7    0.62    21.0    1.17    13.7    1.81    24.7      All Other Personnel    194.1    509.3    0.38    425.8    0.46	Total Hospital		3.7	4.5	0.83	4.7	0.80	3.2	1.18	3.6	1.02
Outpatient    017    4,581    0.18    2,753    0.30    1,419    0.58    920      Inpatient as % of All Surgeries    16.7%    23.7%    0.70    23.7%    0.70    17.6%    0.95    15.0%      Outpatient Visits    6,437    144,376    0.04    121,727    0.05    63,228    0.10    8,690      Non-Emergency Visits    5,374    17,768    0.30    13,192    0.41    8,308    0.65    5,215      Full-Time Equivalents (FTEs)      76.3    251.3    0.30    157.2    0.49    78.4    0.97    74.9      Ancilary Nursing Personnel    194.1    509.3    0.38    425.8    0.46    191.7    1.01    195.6      Total FTEs    322.1    823.3    0.39    618.1    0.52    294.9    1.09    321.2      FTEs per 100 Patient Census (Adjusted)    76.3    17.0    4.49    12.2    6.27    28.7    2.66    87.8      Nurses, Licensed    215.4    185.7	Surgical Operations										
Inpatient as % of All Surgeries    16.7%    23.7%    0.70    23.7%    0.70    17.6%    0.95    15.0%      Outpatient Visits    6.437    144,376    0.04    121,727    0.05    63,228    0.10    8,690      Emergency Visits    5.374    17.768    0.30    13,192    0.41    8,308    0.65    5,215      Full-Time Equivalents (FTEs)    Administrators    27.0    23.0    1.17    14.1    1.92    11.1    2.43    26.0      Nurses, Licensed    76.3    251.3    0.30    157.2    0.49    78.4    0.97    74.9      Ancillary Nursing Personnel    24.7    39.7    0.62    21.0    1.17    1.81    24.7      All Other Personnel    24.7    39.7    0.62    21.0    1.17    1.81    24.7      Administrators    76.3    17.0    4.49    12.2    6.27    28.7    2.66    87.8      Total FTEs    OP Patient Census (Adjusted)    37.6.3    17.0    4.49    <	Inpatient		164	1,426	0.12				0.54	162	1.01
Outpatient Visits    6,437    144,376    0.04    121,727    0.05    63,228    0.10    8,690      Emergency Visits    5,374    17,768    0.30    13,192    0.41    8,308    0.65    5,215      Full-Time Equivalents (FTEs)    Administrators    27.0    23.0    1.17    14.1    1.92    11.1    2.43    26.0      Nurses, Licensed    76.3    251.3    0.30    157.2    0.49    78.4    0.97    74.9      Ancillary Nursing Personnel    24.7    39.7    0.62    21.0    1.17    13.7    1.81    24.7      All Other Personnel    194.1    509.3    0.38    425.8    0.46    191.7    1.01    195.6      Total FTEs    322.1    823.3    0.39    618.1    0.52    294.9    1.09    321.2      FTEs per 100 Patient Census (Adjusted)    76.3    17.0    4.49    12.2    6.27    28.7    2.66    87.8      Nurses, Licensed    215.4    185.7	Outpatient		817	4,581	0.18				0.58	920	0.89
Non-Emergency Visits    6,437    144,376    0.04    121,727    0.05    63,228    0.10    8,690      Emergency Visits    5,374    17,768    0.30    13,192    0.41    8,308    0.65    5,215      Full-Time Equivalents (FTEs)    Administrators    27.0    23.0    1.17    14.1    1.92    11.1    2.43    26.0      Nurses, Licensed    76.3    251.3    0.30    157.2    0.49    78.4    0.97    74.9      Ancillary Nursing Personnel    24.7    39.7    0.62    21.0    1.17    13.7    1.81    24.7      All Other Personnel    194.1    509.3    0.38    425.8    0.46    191.7    1.01    195.6      Total FTEs    322.1    823.3    0.39    618.1    0.52    294.9    1.09    321.2      FTEs per 100 Patient Census (Adjusted)    4.49    12.2    6.27    28.7    2.66    87.8      Nurses, Licensed    215.4    185.7    1.16    135.8    1.5	Inpatient as % of All Surgerie	es	16.7%	23.7%	0.70	23.7%	0.70	17.6%	0.95	15.0%	1.12
Intergency Visits    5,374    17,768    0.30    13,192    0.41    8,308    0.65    5,215      Full-Time Equivalents (FTEs) Administrators    27.0    23.0    1.17    14.1    1.92    11.1    2.43    26.0      Nurses, Licensed    76.3    251.3    0.30    157.2    0.49    78.4    0.97    74.9      Ancillary Nursing Personnel    24.7    39.7    0.62    21.0    1.17    13.7    1.81    24.7      All Other Personnel    194.1    509.3    0.38    425.8    0.46    191.7    1.01    195.6      Total FTEs    322.1    823.3    0.39    618.1    0.52    24.9    1.09    321.2      FTEs per 100 Patient Census (Adjusted) Administrators    76.3    17.0    4.49    12.2    6.27    28.7    2.66    87.8      Nurses, Licensed    215.4    185.7    1.16    135.8    1.59    202.2    1.07    253.0      All Other Personnel    548.3    376.3    1.46	Outpatient Visits										
Full-Time Equivalents (FTEs)  27.0  23.0  1.17  14.1  1.92  11.1  2.43  26.0    Nurses, Licensed  76.3  251.3  0.30  157.2  0.49  78.4  0.97  74.9    Ancillary Nursing Personnel  24.7  39.7  0.62  21.0  1.17  13.7  1.81  24.7    All Other Personnel  194.1  509.3  0.38  425.8  0.46  191.7  1.01  195.6    Total FTEs  322.1  823.3  0.39  618.1  0.52  294.9  1.09  321.2    FTEs per 100 Patient Census (Adjusted)  449  12.2  6.27  28.7  2.66  87.8    Nurses, Licensed  215.4  185.7  1.16  135.8  1.59  202.2  1.07  253.0    Ancillary Nursing Personnel  69.6  29.3  2.37  18.1  3.84  35.2  1.98  83.5    All Other Personnel  548.3  376.3  1.46  367.9  1.49  494.1  1.11  660.7    Total FTEs  909.5  608.3  1.50						121,727					0.74
Administrators  27.0  23.0  1.17  14.1  1.92  11.1  2.43  26.0    Nurses, Licensed  76.3  251.3  0.30  157.2  0.49  78.4  0.97  74.9    Ancillary Nursing Personnel  24.7  39.7  0.62  21.0  1.17  13.7  1.81  24.7    All Other Personnel  194.1  509.3  0.38  425.8  0.46  191.7  1.01  195.6    Total FTEs  322.1  823.3  0.39  618.1  0.52  294.9  1.09  321.2    FTEs per 100 Patient Census (Adjusted)  Administrators  76.3  17.0  4.49  12.2  6.27  28.7  2.66  87.8    Nurses, Licensed  215.4  185.7  1.16  135.8  1.59  202.2  1.07  253.0    Ancillary Nursing Personnel  69.6  29.3  2.37  18.1  3.84  35.2  1.98  83.5    All Other Personnel  548.3  376.3  1.46  367.9  1.49  494.1  1.11  660.7    Total FTEs	Emergency Visits		5,374	17,768	0.30	13,192	0.41	8,308	0.65	5,215	1.03
Nurses, Licensed  76.3  251.3  0.30  157.2  0.49  78.4  0.97  74.9    Ancillary Nursing Personnel  24.7  39.7  0.62  21.0  1.17  13.7  1.81  24.7    All Other Personnel  194.1  509.3  0.38  425.8  0.46  191.7  1.01  195.6    Total FTEs  322.1  823.3  0.39  618.1  0.52  294.9  1.09  321.2    FTEs per 100 Patient Census (Adjusted)  76.3  17.0  4.49  12.2  6.27  28.7  2.66  87.8    Nurses, Licensed  215.4  185.7  1.16  135.8  1.59  202.2  1.07  253.0    Ancillary Nursing Personnel  69.6  29.3  2.37  18.1  3.84  35.2  1.98  83.5    All Other Personnel  548.3  376.3  1.46  367.9  1.49  494.1  1.11  660.7    Total FTEs  909.5  608.3  1.50  533.9  1.70  760.1  1.20  1,085.0    Total Hospital:  Contract with: <td>Full-Time Equivalents (FTEs)</td> <td></td>	Full-Time Equivalents (FTEs)										
Ancillary Nursing Personnel  24.7  39.7  0.62  21.0  1.17  13.7  1.81  24.7    All Other Personnel  194.1  509.3  0.38  425.8  0.46  191.7  1.01  195.6    Total FTEs  322.1  823.3  0.39  618.1  0.52  294.9  1.09  321.2    FTEs per 100 Patient Census (Adjusted)	Administrators			23.0							1.04
All Other Personnel  194.1  509.3  0.38  425.8  0.46  191.7  1.01  195.6    Total FTEs  322.1  823.3  0.39  618.1  0.52  294.9  1.09  321.2    FTEs per 100 Patient Census (Adjusted)  Administrators  76.3  17.0  4.49  12.2  6.27  28.7  2.66  87.8    Nurses, Licensed  215.4  185.7  1.16  135.8  1.59  202.2  1.07  253.0    Ancillary Nursing Personnel  69.6  29.3  2.37  18.1  3.84  35.2  1.98  83.5    All Other Personnel  548.3  376.3  1.46  367.9  1.49  494.1  1.11  660.7    Total FTEs  909.5  608.3  1.50  533.9  1.70  760.1  1.20  1,085.0    Total FTEs  909.5  608.3  1.50  533.9  1.70  760.1  1.20  1,085.0    Total Hospital:  Contract with:  Medicare-certified Swing Beds:  Newborn Nursery:  Newborn Nursery:  0  Bassinets											1.02
Total FTEs  322.1  823.3  0.39  618.1  0.52  294.9  1.09  321.2    FTEs per 100 Patient Census (Adjusted)  76.3  17.0  4.49  12.2  6.27  28.7  2.66  87.8    Administrators  76.3  17.0  4.49  12.2  6.27  28.7  2.66  87.8    Nurses, Licensed  215.4  185.7  1.16  135.8  1.59  202.2  1.07  253.0    Ancillary Nursing Personnel  69.6  29.3  2.37  18.1  3.84  35.2  1.98  83.5    All Other Personnel  548.3  376.3  1.46  367.9  1.49  494.1  1.11  660.7    Total FTEs  909.5  608.3  1.50  533.9  1.70  760.1  1.20  1,085.0    Total Hospital:  Contract with:  Medicare-certified Swing Beds:  Newborn Nursery:  0  Bassinets    Beds Set Up & Staffed  25  Health Maintenance  Average Beds Used  0  Bassinets											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    Nurses, Licensed  215.4  185.7  1.16  135.8  1.59  202.2  1.07  253.0    Ancillary Nursing Personnel  69.6  29.3  2.37  18.1  3.84  35.2  1.98  83.5    All Other Personnel  548.3  376.3  1.46  367.9  1.49  494.1  1.11  660.7    Total FTEs  909.5  608.3  1.50  533.9  1.70  760.1  1.20  1,085.0    Total Hospital:  Contract with:  Medicare-certified Swing Beds:  Newborn Nursery:  Newborn Nursery:  0  Bassinets											0.99
Administrators  76.3  17.0  4.49  12.2  6.27  28.7  2.66  87.8    Nurses, Licensed  215.4  185.7  1.16  135.8  1.59  202.2  1.07  253.0    Ancillary Nursing Personnel  69.6  29.3  2.37  18.1  3.84  35.2  1.98  83.5    All Other Personnel  548.3  376.3  1.46  367.9  1.49  494.1  1.11  660.7    Total FTEs  909.5  608.3  1.50  533.9  1.70  760.1  1.20  1,085.0    Medicare-certified Swing Beds:    Beds Set Up & Staffed  25  Health Maintenance  Average Beds Used  0  Bassinets			322.1	823.3	0.39	618.1	0.52	294.9	1.09	321.2	1.00
Nurses, Licensed  215.4  185.7  1.16  135.8  1.59  202.2  1.07  253.0    Ancillary Nursing Personnel  69.6  29.3  2.37  18.1  3.84  35.2  1.98  83.5    All Other Personnel  548.3  376.3  1.46  367.9  1.49  494.1  1.11  660.7    Total FTEs  909.5  608.3  1.50  533.9  1.70  760.1  1.20  1,085.0    Total Hospital:  Contract with:  Medicare-certified Swing Beds:  Newborn Nursery:    Beds Set Up & Staffed  25  Health Maintenance  Average Beds Used  0  Bassinets		(Adjusted)									
Ancillary Nursing Personnel  69.6  29.3  2.37  18.1  3.84  35.2  1.98  83.5    All Other Personnel  548.3  376.3  1.46  367.9  1.49  494.1  1.11  660.7    Total FTEs  909.5  608.3  1.50  533.9  1.70  760.1  1.20  1,085.0    Total Hospital:  Contract with:  Medicare-certified Swing Beds:  Newborn Nursery:    Beds Set Up & Staffed  25  Health Maintenance  Average Beds Used  0  Bassinets											0.87
All Other Personnel    548.3    376.3    1.46    367.9    1.49    494.1    1.11    660.7      Total FTEs    909.5    608.3    1.50    533.9    1.70    760.1    1.20    1,085.0      Total Hospital:    Contract with:    Medicare-certified Swing Beds:    Newborn Nursery:      Beds Set Up & Staffed    25    Health Maintenance    Average Beds Used    0    Bassinets											0.85
Total FTEs909.5608.31.50533.91.70760.11.201,085.0Total Hospital: Beds Set Up & StaffedContract with: 25Medicare-certified Swing Beds: Health MaintenanceMedicare-certified Swing Beds: Average Beds UsedNewborn Nursery: Bassinets											0.83
Total Hospital:Contract with:Medicare-certified Swing Beds:Newborn Nursery:Beds Set Up & Staffed25Health MaintenanceAverage Beds Used0Bassinets											0.83
Beds Set Up & Staffed 25 Health Maintenance Average Beds Used 0 Bassinets				608.3				760.1			0.84
		• -								•	_
Discharges 674 Organization (HMO) US Discharges 46 Total Births 15	•			Vac					Total Births		5
			Organization (HMO)	103	Discharges						155
	Inpatient Days	2,512	Preferred Provider		Inj	patient Days		539	Newbo	orn Days	309
Organization (PPO) Yes			Organization (PPO)	Yes							

## **014 Black River Memorial Hospital** Black River Falls, WI 54615

	Level of	Beds Set Up & Staffed	Discharges &	Patient Days	Occupancy	Average Census	Average Length of Stay	
Inpatient Service Area	Service*	12/31/2019	Transfers**	of Care	Rate (%)	(Patients)	(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

	Number	Number	Number			Number	Number	Number
Occupation	Full-Time	Part-Time	FTE	Occupation		Full-Time	Part-Time	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		Total	271	80	322.1
Clinical Laboratory Personnel	13	0	13.0					

## 014 Black River Memorial Hospital

014 Black River Memorial Hosp	oital										
Black River Falls, WI 54615			All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
Selected Financial Statistics	FY 2019	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 Gro											
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 o											
Other Revenue as % of Tota		2.1%	5.5%	0.38	20.1%	0.10	6.0%	0.35	2.1%	1.01	
Net Gains/Losses as % of N		40.8%	13.2%	3.09	47.1%	0.86	15.2%	2.68	N/A	N/A	
Expenses as % of Total Expe											
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%	0.35	6.4%	0.92	
Fiscal Statistics	ψο,τοτ, ποι	0.070	0.0 /0	0.00	<b></b>				0.77	0.52	
Operating Margin (%)		5.0%	9.1%	0.55	6.1%	0.82	7.0%	0.71	7.4%	0.68	
Total Hospital Net Income (9	26)	8.1%	10.3%	0.33	10.9%	0.74	8.2%	0.99	6.9%	1.18	
Return on Equity (%)		6.4%	6.0%	1.07	8.9%	0.74	2.2%	2.97	6.5%	0.99	
Current Ratio		3.8	4.7	0.81	25.9	0.12	3.1	1.23	3.6	1.05	
Days in Net Patient Accounts Receivable		53.2	64.0	0.83	63.0	0.13	140.0	0.38	64.2	0.83	
Average Payment Period		59.9	56.5	1.06	13.4	4.47	146.6	0.30	49.3	1.22	
Equity Financing (%)		61.3%	69.2%	0.89	87.1%	0.70	56.4%	1.09	72.2%	0.85	
	atia	01.3 %	0.3	1.60	0.1	6.80	0.6	0.71	0.2	2.10	
Long-Term Debt to Equity R Times Interest Earned	allo				31.0	0.80			9.6		
Total Asset Turnover		17.7 0.8	13.4 0.6	1.32 1.33	0.8	0.98	9.0 0.3	1.96 2.93	9.0 1.0	1.85 0.80	
		0.0 11.3	12.6	0.90	9.2	0.96 1.23		2.93 0.47	1.0		
Average Age of Plant (Years							23.9 7.2%			0.98	
Increase (Decrease) Total N		10.3%	7.3%	1.42	3.8%	2.69		1.42	31.8%	0.32	
Outpatient Gross Revenue ( Net Revenue Statistics	% of total GPR)	84.2%	63.3%	1.33	79.1%	1.06	77.9%	1.08	84.5%	1.00	
	Die als annue	¢00.004	¢40.000	1 40	<b>#45 044</b>	4 50	¢40.000	1 70	<b>¢47 500</b>	4 07	
Inpatient Net Revenue per [		\$23,934	\$16,906	1.42	\$15,344	1.56	\$13,622	1.76	\$17,503	1.37	
Inpatient Net Revenue per [	5	\$6,620	\$3,675	1.80	\$3,493	1.90	\$4,079	1.62	\$5,902	1.12	
Outpatient Net Revenue per		\$4,441	\$703	6.32	\$855	5.20	\$592	7.50	\$3,669	1.21	
Income Stat				sets				ties & Fun	d Balances		
Gross Patient Revenue (GPR)	\$112,672,748	Cash & Cash Equivalents			\$15,726,019	Current Liabilities			\$10,085,706		
Less Deductions	\$46,467,908		Receivables		\$9,656,872		Term Debt			2,315,736	
Net Patient Revenue	\$66,204,840	Other Rece	eivables		\$1,077,677			er Liabilities		\$2,015,344	
Plus Other Revenue	\$1,420,362					Subtotal			\$34,416,7		
Total Revenue			lings & Equipmen	\$30,689,339							
		Other Asse	ts \$31,821,003			Unrestricted Fund Balance			\$54	1,554,125	
Non-Operating Gains/Losses	\$2,319,275					Restricted Fund Balance				\$0	
Net Income	\$5,689,925	Total Asset	S		\$88,970,910	Total	Liabilities & Fun	d Balance	\$88	3,970,911	