

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 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.6%	52.4%	0.51	37.7%	0.71	32.9%	0.81	25.6%	1.04
Obstetrics	14.1%	36.2%	0.39	46.9%	0.01	19.7%	0.71	31.0%	0.45
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	24.9%	53.9%	0.46	42.5%	0.59	33.0%	0.76	27.5%	0.91
Average Census (Patients)									
Adult Medical-Surgical	5.6	25.5	0.22	16.4	0.34	6.4	0.87	5.4	1.04
Obstetrics	0.6	4.7	0.12	4.3	0.13	0.9	0.62	1.2	0.45
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.0	N/A	0.0	0.00
Total Hospital	6.2	47.4	0.13	27.5	0.23	8.6	0.72	6.9	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.3	0.72	4.0	0.77	3.0	1.04	3.1	1.00
Obstetrics	1.9	2.4	0.80	3.2	0.60	2.0	0.98	2.9	0.67
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	1.4	0.00
Total Hospital	3.6	4.7	0.77	4.9	0.72	3.2	1.12	3.7	0.96
Surgical Operations									
Inpatient	64	1,280	0.05	733	0.09	247	0.26	164	0.39
Outpatient	969	4,115	0.24	2,362	0.41	1,277	0.76	817	1.19
Inpatient as % of All Surgeries	6.2%	23.7%	0.26	23.7%	0.26	16.2%	0.38	16.7%	0.37
Outpatient Visits									
Non-Emergency Visits	3,873	127,898	0.03	116,152	0.03	57,441	0.07	6,437	0.60
Emergency Visits	6,039	15,799	0.38	11,771	0.51	8,355	0.72	5,374	1.12
Full-Time Equivalents (FTEs)									
Administrators	27.0	20.3	1.33	15.2	1.78	11.6	2.34	27.0	1.00
Nurses, Licensed	75.2	255.1	0.29	154.7	0.49	84.6	0.89	76.3	0.99
Ancillary Nursing Personnel	28.4	42.6	0.67	21.1	1.34	14.7	1.94	24.7	1.15
All Other Personnel	194.8	501.2	0.39	402.4	0.48	194.6	1.00	194.1	1.00
Total FTEs	325.5	819.2	0.40	593.5	0.55	305.5	1.07	322.1	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	74.0	15.7	4.73	13.5	5.46	28.7	2.58	76.3	0.97
Nurses, Licensed	206.1	197.1	1.05	138.1	1.49	210.0	0.98	215.4	0.96
Ancillary Nursing Personnel	77.9	33.0	2.36	18.9	4.13	36.4	2.14	69.6	1.12
All Other Personnel	534.1	387.2	1.38	359.4	1.49	483.0	1.11	548.3	0.97
Total FTEs	892.1	633.0	1.41	529.9	1.68	758.1	1.18	909.5	0.98

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	638	Preferred Provider Organization (PPO)	Yes	Discharges	57	Total Births	105
Inpatient Days	2,281			Inpatient Days	705	Newborn Days	188

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	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	664	2,046	26.6%	5.6	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	8	29	0.0%	0.1	3.6
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	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	107	206	14.1%	0.6	1.9
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	12	6.0	Radiological Services Personnel	9	4	12.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	1	8.6
Registered Nurses	59	21	69.0	Occupational Therapists	1	2	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	1	1.6	Physical Therapists	6	1	6.6
Ancillary Nursing Personnel	25	6	28.4	Physical Therapy Assistants/Aides	2	1	2.8
Medical Assistants	6	0	6.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.0	Dietitians & Nutritionists	0	1	0.3
Nurse Practitioners	2	4	4.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	4.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	7	17.1
Health Info Mgmt-Administrators/Technicians	5	2	6.7	All Other Personnel	89	17	100.1
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	12	1	12.4				
				Total	279	84	325.5

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$34,006,398	35.6%	46.6%	0.76	46.1%	0.77	47.5%	0.75	32.5%	1.10
Medical Assistance	\$13,714,056	14.4%	13.8%	1.04	9.6%	1.49	12.8%	1.12	10.7%	1.34
Commercial	\$46,129,288	48.3%	34.5%	1.40	36.6%	1.32	35.0%	1.38	54.5%	0.89
All Other	\$1,709,835	1.8%	5.1%	0.35	7.7%	0.23	4.8%	0.37	2.3%	0.78
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,455,262	12.0%	35.0%	0.34	32.6%	0.37	30.4%	0.39	12.6%	0.95
Medical Assistance	\$8,580,276	9.0%	10.4%	0.86	7.4%	1.21	8.9%	1.01	7.0%	1.28
Commercial	\$7,382,940	7.7%	14.5%	0.53	16.1%	0.48	12.0%	0.64	12.1%	0.64
Charity Care	\$5,352,599	5.6%	1.0%	5.83	0.8%	7.39	0.9%	5.93	5.7%	0.98
Bad Debt	\$1,879,111	2.0%	1.2%	1.67	1.5%	1.30	2.0%	0.99	3.2%	0.62
All Other	\$604,294	0.6%	2.6%	0.25	5.2%	0.12	2.3%	0.28	0.6%	0.99
Total Deductions	\$35,254,481	36.9%	64.6%	0.57	63.7%	0.58	56.5%	0.65	41.2%	0.89
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.3%	8.4%	1.22	23.6%	0.43	10.2%	1.00	2.1%	4.89	
Net Gains/Losses as % of Net Income	21.9%	13.8%	1.59	79.9%	0.27	22.7%	0.97	40.8%	0.54	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,811,583	61.0%	43.5%	1.40	55.4%	1.10	51.7%	1.18	55.2%	1.10
Supplies & Services	\$18,654,537	31.8%	49.9%	0.64	39.7%	0.80	40.6%	0.78	38.9%	0.82
Capital Component	\$4,203,003	7.2%	6.6%	1.09	4.9%	1.47	7.7%	0.93	5.9%	1.22
Fiscal Statistics										
Operating Margin (%)	12.7%	7.5%	1.69	1.2%	10.59	7.4%	1.73	5.0%	2.55	
Total Hospital Net Income (%)	15.7%	8.6%	1.82	5.7%	2.76	9.3%	1.69	8.1%	1.93	
Return on Equity (%)	11.3%	4.1%	2.75	4.1%	2.78	7.6%	1.48	6.4%	1.77	
Current Ratio	4.3	3.9	1.10	18.3	0.23	4.8	0.89	3.8	1.12	
Days in Net Patient Accounts Receivable	47.7	71.5	0.67	57.6	0.83	49.1	0.97	53.2	0.90	
Average Payment Period	71.1	90.1	0.79	22.0	3.23	46.4	1.53	59.9	1.19	
Equity Financing (%)	63.2%	63.6%	0.99	85.1%	0.74	79.0%	0.80	61.3%	1.03	
Long-Term Debt to Equity Ratio	0.4	0.3	1.24	0.1	6.04	0.2	2.19	0.4	0.90	
Times Interest Earned	34.9	12.2	2.85	14.9	2.34	13.2	2.65	17.7	1.97	
Total Asset Turnover	0.7	0.5	1.47	0.7	1.02	0.8	0.87	0.8	0.92	
Average Age of Plant (Years)	10.3	14.1	0.73	9.0	1.14	8.8	1.16	11.3	0.91	
Increase (Decrease) Total Net Patient Revenue	-8.9%	-2.2%	4.01	-4.8%	1.84	-1.2%	7.66	10.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.9%	63.0%	1.32	78.6%	1.05	78.9%	1.05	84.2%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$25,260	\$17,652	1.43	\$17,756	1.42	\$14,147	1.79	\$23,934	1.06	
Inpatient Net Revenue per Day	\$5,854	\$3,704	1.58	\$3,811	1.54	\$4,080	1.43	\$6,620	0.88	
Outpatient Net Revenue per Visit	\$4,480	\$780	5.74	\$835	5.37	\$677	6.62	\$4,441	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$95,559,577	Cash & Cash Equivalents	\$22,872,729	Current Liabilities	\$10,724,904
Less Deductions	\$35,254,481	Net Patient Receivables	\$7,855,373	Long-Term Debt	\$22,464,796
Net Patient Revenue	\$60,305,096	Other Receivables	\$766,618	Other Liabilities	\$2,350,823
Plus Other Revenue	\$6,905,113			Subtotal	\$35,540,523
Total Revenue	\$67,210,209	Land, Buildings & Equipment (Net)	\$33,783,033	Unrestricted Fund Balance	\$61,047,436
Less Expenses	\$58,669,123	Other Assets	\$31,310,207	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,400,786			Total Liabilities & Fund Balance	\$96,587,959
Net Income	\$10,941,871	Total Assets	\$96,587,960		