

025 Memorial Hospital of Lafayette Co.
 800 Clay Street
 Darlington, WI 53530
 608-776-4466

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: County

County: Lafayette
 Analysis Area: Southern (1)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	5.9%	52.4%	0.11	55.7%	0.11	11.2%	0.52	6.1%	0.95
Obstetrics	0.0%	36.2%	N/A	41.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	5.9%	53.9%	0.11	56.6%	0.10	15.7%	0.37	6.1%	0.95
Average Census (Patients)									
Adult Medical-Surgical	1.5	25.5	0.06	23.1	0.06	1.7	0.84	1.5	0.95
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.5	47.4	0.03	49.2	0.03	2.5	0.58	1.5	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.3	0.63	4.1	0.66	3.3	0.81	2.7	1.00
Obstetrics	0.0	2.4	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.7	N/A	0.0	N/A
Total Hospital	2.7	4.7	0.58	4.6	0.59	4.2	0.64	2.7	1.00
Surgical Operations									
Inpatient	61	1,280	0.05	1,943	0.03	75	0.81	158	0.39
Outpatient	459	4,115	0.11	7,094	0.06	1,365	0.34	550	0.83
Inpatient as % of All Surgeries	11.7%	23.7%	0.49	21.5%	0.55	5.2%	2.25	22.3%	0.53
Outpatient Visits									
Non-Emergency Visits	19,487	127,898	0.15	157,467	0.12	21,938	0.89	22,377	0.87
Emergency Visits	1,569	15,799	0.10	15,287	0.10	2,721	0.58	2,024	0.78
Full-Time Equivalents (FTEs)									
Administrators	5.0	20.3	0.25	20.1	0.25	2.2	2.28	5.0	1.00
Nurses, Licensed	44.0	255.1	0.17	268.4	0.16	40.9	1.08	35.6	1.24
Ancillary Nursing Personnel	18.0	42.6	0.42	43.3	0.42	7.0	2.57	14.7	1.22
All Other Personnel	72.8	501.2	0.15	633.6	0.11	77.4	0.94	68.0	1.07
Total FTEs	139.8	819.2	0.17	965.4	0.14	127.5	1.10	123.3	1.13
FTEs per 100 Patient Census (Adjusted)									
Administrators	60.8	15.7	3.88	16.1	3.77	17.3	3.51	62.3	0.98
Nurses, Licensed	534.7	197.1	2.71	214.6	2.49	323.2	1.65	442.9	1.21
Ancillary Nursing Personnel	218.8	33.0	6.64	34.6	6.32	55.3	3.96	183.1	1.19
All Other Personnel	884.8	387.2	2.28	506.6	1.75	611.6	1.45	847.1	1.04
Total FTEs	1,699.0	633.0	2.68	771.8	2.20	1,007.4	1.69	1,535.4	1.11

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 198
 Inpatient Days 536

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 25
 Discharges 49
 Inpatient Days 373

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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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	2	25	198	536	5.9%	1.5	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	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	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	4	1	4.8	Radiological Services Personnel	7	0	7.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	39	0	39.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	3	0	3.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	18	0	18.0	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	6	0	6.0	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	31	0	31.0
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	7	0	7.0				
				Total	139	1	139.8

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$19,071,211	52.0%	46.6%	1.11	41.8%	1.24	46.3%	1.12	54.0%	0.96
Medical Assistance	\$2,567,278	7.0%	13.8%	0.51	11.5%	0.61	11.7%	0.60	8.0%	0.87
Commercial	\$14,680,851	40.0%	34.5%	1.16	38.1%	1.05	37.5%	1.07	36.7%	1.09
All Other	\$356,065	1.0%	5.1%	0.19	8.5%	0.11	4.5%	0.22	1.3%	0.73
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,502,507	20.5%	35.0%	0.58	31.1%	0.66	23.9%	0.86	26.7%	0.77
Medical Assistance	\$1,234,147	3.4%	10.4%	0.32	8.7%	0.39	7.7%	0.44	4.9%	0.68
Commercial	\$5,802,802	15.8%	14.5%	1.09	18.1%	0.87	10.2%	1.54	18.2%	0.87
Charity Care	\$52,647	0.1%	1.0%	0.15	0.7%	0.22	1.1%	0.14	0.2%	0.67
Bad Debt	\$335,468	0.9%	1.2%	0.78	1.3%	0.70	1.7%	0.55	0.2%	4.02
All Other	\$92,528	0.3%	2.6%	0.10	4.4%	0.06	2.2%	0.11	0.3%	0.83
Total Deductions	\$15,020,099	41.0%	64.6%	0.63	64.3%	0.64	46.7%	0.88	50.6%	0.81
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.1%	8.4%	0.01	7.9%	0.01	7.5%	0.01	0.1%	1.60	
Net Gains/Losses as % of Net Income	290.3%	13.8%	20.99	48.7%	5.96	10.6%	27.28	0.9%	312.45	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,732,548	50.6%	43.5%	1.16	46.6%	1.09	50.8%	1.00	49.8%	1.02
Supplies & Services	\$9,881,142	42.6%	49.9%	0.85	46.2%	0.92	42.0%	1.01	43.9%	0.97
Capital Component	\$1,572,293	6.8%	6.6%	1.03	7.3%	0.93	7.2%	0.95	6.3%	1.08
Fiscal Statistics										
Operating Margin (%)	-7.0%	7.5%	N/A	5.4%	N/A	7.8%	N/A	3.1%	N/A	
Total Hospital Net Income (%)	3.3%	8.6%	0.38	9.9%	0.33	8.7%	0.38	3.1%	1.06	
Return on Equity (%)	3.6%	4.1%	0.87	6.1%	0.59	11.1%	0.33	4.4%	0.81	
Current Ratio	2.0	3.9	0.51	3.1	0.64	2.1	0.96	4.3	0.46	
Days in Net Patient Accounts Receivable	48.4	71.5	0.68	48.3	1.00	58.4	0.83	48.6	1.00	
Average Payment Period	87.5	90.1	0.97	71.6	1.22	80.3	1.09	24.6	3.56	
Equity Financing (%)	57.9%	63.6%	0.91	54.8%	1.06	38.8%	1.49	61.0%	0.95	
Long-Term Debt to Equity Ratio	0.2	0.3	0.64	0.3	0.69	0.3	0.56	0.2	0.79	
Times Interest Earned	11.2	12.2	0.91	10.5	1.06	10.1	1.10	8.3	1.34	
Total Asset Turnover	1.0	0.5	2.08	0.6	1.67	1.3	0.78	1.4	0.70	
Average Age of Plant (Years)	10.7	14.1	0.76	11.5	0.93	9.7	1.10	13.2	0.81	
Increase (Decrease) Total Net Patient Revenue	-0.9%	-2.2%	0.39	-1.0%	0.84	-0.9%	0.94	10.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.2%	63.0%	1.31	60.3%	1.36	80.0%	1.03	80.9%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,022	\$17,652	0.96	\$20,439	0.83	\$21,599	0.79	\$15,710	1.08	
Inpatient Net Revenue per Day	\$4,573	\$3,704	1.23	\$4,396	1.04	\$2,988	1.53	\$3,701	1.24	
Outpatient Net Revenue per Visit	\$826	\$780	1.06	\$707	1.17	\$759	1.09	\$718	1.15	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,675,406	Cash & Cash Equivalents	\$4,494,608	Current Liabilities	\$5,280,163
Less Deductions	\$15,020,099	Net Patient Receivables	\$2,862,388	Long-Term Debt	\$2,413,982
Net Patient Revenue	\$21,655,307	Other Receivables	\$77,425	Other Liabilities	\$1,583,975
Plus Other Revenue	\$19,638			Subtotal	\$9,278,120
Total Revenue	\$21,674,945	Land, Buildings & Equipment (Net)	\$6,483,748		
Less Expenses	\$23,185,983	Other Assets	\$8,119,819	Unrestricted Fund Balance	\$12,759,868
Non-Operating Gains/Losses	\$2,304,907			Restricted Fund Balance	\$0
Net Income	\$793,869	Total Assets	\$22,037,988	Total Liabilities & Fund Balance	\$22,037,988