

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 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.8%	57.9%	0.46	44.6%	0.60	36.8%	0.73	26.6%	1.01
Obstetrics	17.1%	36.8%	0.47	52.1%	0.01	23.3%	0.73	14.1%	1.22
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.6%	58.7%	0.44	48.8%	0.53	42.9%	0.60	24.9%	1.03
Average Census (Patients)									
Adult Medical-Surgical	5.6	26.8	0.21	17.0	0.33	7.2	0.78	5.6	1.01
Obstetrics	0.7	4.8	0.14	4.5	0.15	0.9	0.74	0.6	1.22
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.4	49.8	0.13	28.6	0.22	10.9	0.59	6.2	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.6	0.82	4.1	0.92	3.5	1.09	3.1	1.23
Obstetrics	2.0	2.4	0.80	3.2	0.61	2.1	0.95	1.9	1.01
Pediatrics	0.0	3.8	N/A	2.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.9	4.9	0.59	4.9	0.58	3.8	0.77	3.6	0.81
Surgical Operations									
Inpatient	101	1,037	0.10	828	0.12	234	0.43	64	1.58
Outpatient	1,982	3,865	0.51	2,810	0.71	1,718	1.15	969	2.05
Inpatient as % of All Surgeries	4.8%	21.2%	0.23	22.8%	0.21	12.0%	0.41	6.2%	0.78
Outpatient Visits									
Non-Emergency Visits	10,783	145,246	0.07	141,645	0.08	77,301	0.14	3,873	2.78
Emergency Visits	9,471	16,058	0.59	14,182	0.67	9,586	0.99	6,039	1.57
Full-Time Equivalents (FTEs)									
Administrators	26.7	19.0	1.40	11.3	2.36	11.2	2.37	27.0	0.99
Nurses, Licensed	71.3	247.5	0.29	150.4	0.47	81.2	0.88	75.2	0.95
Ancillary Nursing Personnel	27.5	40.3	0.68	22.0	1.25	13.2	2.08	28.4	0.97
All Other Personnel	188.3	496.2	0.38	396.9	0.47	206.7	0.91	194.8	0.97
Total FTEs	313.8	803.0	0.39	580.7	0.54	312.3	1.00	325.5	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	48.9	13.0	3.77	8.5	5.73	20.5	2.38	74.0	0.66
Nurses, Licensed	130.7	168.4	0.78	113.4	1.15	148.3	0.88	206.1	0.63
Ancillary Nursing Personnel	50.4	27.4	1.84	16.6	3.04	24.2	2.09	77.9	0.65
All Other Personnel	345.1	337.6	1.02	299.2	1.15	377.6	0.91	534.1	0.65
Total FTEs	575.2	546.4	1.05	437.7	1.31	570.6	1.01	892.1	0.64

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	813	Preferred Provider Organization (PPO)	Yes	Discharges	53	Total Births	123
Inpatient Days	2,340			Inpatient Days	893	Newborn Days	217

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	544	2,054	26.8%	5.6	3.8
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	11	36	0.0%	0.1	3.3
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	128	250	17.1%	0.7	2.0
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	1	26.7	Surgical Personnel	4	0	4.0
Physicians & Dentists	3	5	6.2	Radiological Services Personnel	8	3	10.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	3	9.1
Registered Nurses	60	16	67.0	Occupational Therapists	1	1	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	1	1.7	Physical Therapists	5	2	6.4
Ancillary Nursing Personnel	26	4	27.5	Physical Therapy Assistants/Aides	4	0	4.0
Medical Assistants	6	1	6.4	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	3.3	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	2	2	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	3.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	6	16.1
Health Info Mgmt-Administrators/Technicians	6	1	6.7	All Other Personnel	88	16	98.8
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	8	1	8.7				
				Total	275	68	313.8

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,770,808	43.6%	46.6%	0.94	45.7%	0.95	47.0%	0.93	35.6%	1.23
Medical Assistance	\$16,279,320	18.8%	14.4%	1.30	10.5%	1.79	13.0%	1.44	14.4%	1.31
Commercial	\$30,853,128	35.6%	33.9%	1.05	35.7%	1.00	36.1%	0.99	48.3%	0.74
All Other	\$1,688,809	2.0%	5.1%	0.38	8.1%	0.24	3.8%	0.51	1.8%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,863,250	17.2%	35.2%	0.49	32.9%	0.52	32.5%	0.53	12.0%	1.43
Medical Assistance	\$9,866,255	11.4%	11.1%	1.03	8.2%	1.39	9.9%	1.16	9.0%	1.27
Commercial	\$4,508,194	5.2%	14.9%	0.35	16.1%	0.32	14.1%	0.37	7.7%	0.67
Charity Care	\$1,392,776	1.6%	0.7%	2.25	0.4%	3.65	0.7%	2.43	5.6%	0.29
Bad Debt	\$2,917,952	3.4%	1.0%	3.31	0.9%	3.72	1.5%	2.24	2.0%	1.71
All Other	\$970,846	1.1%	2.8%	0.40	5.9%	0.19	1.8%	0.63	0.6%	1.77
Total Deductions	\$34,519,273	39.9%	65.8%	0.61	64.5%	0.62	60.4%	0.66	36.9%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%	6.5%	0.29	19.4%	0.10	7.5%	0.25	10.3%	0.18	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	94.5%	N/A	42.4%	N/A	21.9%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,983,245	61.3%	42.4%	1.45	55.8%	1.10	50.4%	1.22	61.0%	1.00
Supplies & Services	\$18,440,468	30.6%	51.3%	0.60	39.5%	0.77	42.2%	0.73	31.8%	0.96
Capital Component	\$4,882,938	8.1%	6.2%	1.30	4.7%	1.71	7.5%	1.08	7.2%	1.13
Fiscal Statistics										
Operating Margin (%)	-13.6%	10.4%	N/A	0.2%	N/A	8.9%	N/A	12.7%	N/A	
Total Hospital Net Income (%)	-0.5%	14.1%	N/A	4.3%	N/A	14.5%	N/A	15.7%	N/A	
Return on Equity (%)	-0.3%	6.3%	N/A	3.3%	N/A	11.3%	N/A	11.3%	N/A	
Current Ratio	6.5	4.1	1.57	21.9	0.30	5.3	1.22	4.3	1.52	
Days in Net Patient Accounts Receivable	74.4	87.5	0.85	56.7	1.31	49.1	1.52	47.7	1.56	
Average Payment Period	46.9	89.9	0.52	17.0	2.76	43.7	1.07	71.1	0.66	
Equity Financing (%)	68.1%	64.7%	1.05	87.4%	0.78	76.8%	0.89	63.2%	1.08	
Long-Term Debt to Equity Ratio	0.3	0.3	0.97	0.1	5.94	0.2	1.71	0.4	0.86	
Times Interest Earned	0.6	21.0	0.03	10.7	0.05	19.8	0.03	34.9	0.02	
Total Asset Turnover	0.6	0.4	1.29	0.7	0.75	0.7	0.75	0.7	0.79	
Average Age of Plant (Years)	10.6	17.1	0.62	9.0	1.18	10.5	1.00	10.3	1.03	
Increase (Decrease) Total Net Patient Revenue	-13.7%	12.7%	N/A	15.9%	N/A	11.8%	N/A	-8.9%	1.53	
Outpatient Gross Revenue (% of Total GPR)	83.0%	64.9%	1.28	80.2%	1.03	79.7%	1.04	82.9%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,071	\$18,658	0.97	\$17,806	1.01	\$14,182	1.27	\$25,260	0.72	
Inpatient Net Revenue per Day	\$3,604	\$3,656	0.99	\$3,646	0.99	\$3,541	1.02	\$5,854	0.62	
Outpatient Net Revenue per Visit	\$1,936	\$781	2.48	\$806	2.40	\$602	3.22	\$4,480	0.43	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$86,592,066	Cash & Cash Equivalents	\$20,208,810	Current Liabilities	\$7,271,773
Less Deductions	\$34,519,273	Net Patient Receivables	\$10,619,005	Long-Term Debt	\$20,831,591
Net Patient Revenue	\$52,072,793	Other Receivables	\$527,722	Other Liabilities	\$2,605,277
Plus Other Revenue	\$996,032			Subtotal	\$30,708,641
Total Revenue	\$53,068,825	Land, Buildings & Equipment (Net)	\$31,349,192	Unrestricted Fund Balance	\$65,496,999
Less Expenses	\$60,306,651	Other Assets	\$33,500,910	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,924,776			Total Liabilities & Fund Balance	\$96,205,640
Net Income	-\$313,050	Total Assets	\$96,205,639		