

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	6.9%	57.9%	0.12	58.2%	0.12	14.2%	0.49	5.9%	1.18
Obstetrics	0.0%	36.8%	N/A	41.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	6.9%	58.7%	0.12	62.3%	0.11	18.3%	0.38	5.9%	1.18
Average Census (Patients)									
Adult Medical-Surgical	1.7	26.8	0.06	25.0	0.07	2.1	0.84	1.5	1.18
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.7	49.8	0.03	53.8	0.03	2.8	0.63	1.5	1.18
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.6	0.60	4.5	0.61	3.6	0.76	2.7	1.02
Obstetrics	0.0	2.4	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.8	4.9	0.57	4.5	0.61	4.3	0.64	2.7	1.02
Surgical Operations									
Inpatient	57	1,037	0.05	947	0.06	54	1.05	61	0.93
Outpatient	514	3,865	0.13	3,798	0.14	1,655	0.31	459	1.12
Inpatient as % of All Surgeries	10.0%	21.2%	0.47	20.0%	0.50	3.2%	3.15	11.7%	0.85
Outpatient Visits									
Non-Emergency Visits	23,473	145,246	0.16	172,458	0.14	27,310	0.86	19,487	1.20
Emergency Visits	1,857	16,058	0.12	16,037	0.12	3,184	0.58	1,569	1.18
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	20.3	0.25	1.7	2.90	5.0	1.00
Nurses, Licensed	43.5	247.5	0.18	270.6	0.16	37.1	1.17	44.0	0.99
Ancillary Nursing Personnel	13.7	40.3	0.34	38.3	0.36	6.4	2.15	18.0	0.76
All Other Personnel	79.3	496.2	0.16	620.2	0.13	71.3	1.11	72.8	1.09
Total FTEs	141.5	803.0	0.18	949.5	0.15	116.6	1.21	139.8	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	45.3	13.0	3.49	12.6	3.59	11.4	3.96	60.8	0.75
Nurses, Licensed	394.2	168.4	2.34	168.2	2.34	246.5	1.60	534.7	0.74
Ancillary Nursing Personnel	123.9	27.4	4.52	23.8	5.20	42.3	2.93	218.8	0.57
All Other Personnel	718.3	337.6	2.13	385.4	1.86	473.5	1.52	884.8	0.81
Total FTEs	1,281.7	546.4	2.35	590.0	2.17	773.8	1.66	1,699.0	0.75

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 229
 Inpatient Days 632

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

Medicare-certified Swing Beds:
 Average Beds Used 25
 Discharges 47
 Inpatient Days 362

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	229	632	6.9%	1.7	2.8
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.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

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	5	0	5.0	Radiological Services Personnel	5	2	5.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	0	2.0
Registered Nurses	36	5	38.5	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	11	7	13.7	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	7	0	7.0	Recreational Therapists	0	0	0.0
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	35	1	36.0
Health Info Mgmt-Administrators/Technicians	7	0	7.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	7	1	7.8	Total	133	17	141.5

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,796,228	54.0%	46.6%	1.16	42.1%	1.28	46.0%	1.17	52.0%	1.04
Medical Assistance	\$3,805,544	8.6%	14.4%	0.60	12.0%	0.72	12.0%	0.72	7.0%	1.23
Commercial	\$15,954,214	36.2%	33.9%	1.07	37.4%	0.97	37.7%	0.96	40.0%	0.90
All Other	\$511,103	1.2%	5.1%	0.23	8.4%	0.14	4.2%	0.27	1.0%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,334,604	23.5%	35.2%	0.67	31.8%	0.74	24.4%	0.96	20.5%	1.15
Medical Assistance	\$1,937,736	4.4%	11.1%	0.40	9.3%	0.47	8.3%	0.53	3.4%	1.31
Commercial	\$7,051,468	16.0%	14.9%	1.07	19.0%	0.84	11.4%	1.40	15.8%	1.01
Charity Care	\$208,501	0.5%	0.7%	0.66	0.5%	0.89	0.7%	0.67	0.1%	3.30
Bad Debt	\$268,241	0.6%	1.0%	0.60	1.0%	0.59	1.4%	0.44	0.9%	0.67
All Other	\$148,784	0.3%	2.8%	0.12	4.5%	0.07	2.2%	0.15	0.3%	1.34
Total Deductions	\$19,949,334	45.3%	65.8%	0.69	66.2%	0.68	48.5%	0.93	41.0%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.8%	6.5%	0.43	6.8%	0.41	5.2%	0.54	0.1%	30.58
Net Gains/Losses as % of Net Income		99.7%	29.4%	3.40	49.6%	2.01	16.4%	6.06	290.3%	0.34
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,542,846	50.6%	42.4%	1.19	44.5%	1.14	49.0%	1.03	50.6%	1.00
Supplies & Services	\$10,947,447	44.2%	51.3%	0.86	48.9%	0.90	44.0%	1.00	42.6%	1.04
Capital Component	\$1,301,614	5.3%	6.2%	0.84	6.6%	0.79	7.0%	0.75	6.8%	0.77
Fiscal Statistics										
Operating Margin (%)		0.1%	10.4%	0.01	8.0%	0.01	12.2%	0.00	-7.0%	N/A
Total Hospital Net Income (%)		16.2%	14.1%	1.15	14.8%	1.09	14.2%	1.14	3.3%	4.89
Return on Equity (%)		21.1%	6.3%	3.34	10.2%	2.08	21.6%	0.98	3.6%	5.86
Current Ratio		5.8	4.1	1.42	2.7	2.19	2.1	2.75	2.0	2.93
Days in Net Patient Accounts Receivable		49.9	87.5	0.57	50.7	0.98	53.3	0.94	48.4	1.03
Average Payment Period		21.9	89.9	0.24	78.2	0.28	54.9	0.40	87.5	0.25
Equity Financing (%)		85.2%	64.7%	1.32	59.6%	1.43	43.0%	1.98	57.9%	1.47
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.7	N/A	0.2	N/A
Times Interest Earned		119.1	21.0	5.66	18.0	6.61	13.9	8.57	11.2	10.67
Total Asset Turnover		1.1	0.4	2.55	0.6	1.72	1.5	0.74	1.0	1.11
Average Age of Plant (Years)		14.0	17.1	0.82	12.6	1.11	8.5	1.65	10.7	1.31
Increase (Decrease) Total Net Patient Revenue		11.4%	12.7%	0.89	11.3%	1.01	15.6%	0.73	-0.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.3%	64.9%	1.30	61.9%	1.36	82.0%	1.03	82.2%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,903		\$18,658	1.01	\$18,949	1.00	\$21,986	0.86	\$17,022	1.11
Inpatient Net Revenue per Day	\$5,081		\$3,656	1.39	\$3,664	1.39	\$3,295	1.54	\$4,573	1.11
Outpatient Net Revenue per Visit	\$749		\$781	0.96	\$753	1.00	\$696	1.08	\$826	0.91

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,067,089	Cash & Cash Equivalents	\$3,086,530	Current Liabilities	\$1,435,099
Less Deductions	\$19,949,334	Net Patient Receivables	\$3,297,321	Long-Term Debt	\$0
Net Patient Revenue	\$24,117,755	Other Receivables	\$109,977	Other Liabilities	\$1,923,531
Plus Other Revenue	\$687,193			Subtotal	\$3,358,630
Total Revenue	\$24,804,948	Land, Buildings & Equipment (Net)	\$6,163,918		
Less Expenses	\$24,791,907	Other Assets	\$10,000,794	Unrestricted Fund Balance	\$19,299,912
Non-Operating Gains/Losses	\$4,770,122			Restricted Fund Balance	\$0
Net Income	\$4,783,163	Total Assets	\$22,658,540	Total Liabilities & Fund Balance	\$22,658,542