

**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 2022	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	30.4%	60.7%	0.50	48.3%	0.63	37.9%	0.80	26.8%	1.14
Obstetrics	13.3%	37.3%	0.36	52.2%	0.01	18.2%	0.73	17.1%	0.78
Pediatrics	0.0%	67.4%	N/A	27.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	24.9%	61.9%	0.40	52.3%	0.48	39.7%	0.63	25.6%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.5	27.3	0.20	17.3	0.32	6.8	0.81	5.6	0.97
Obstetrics	0.7	4.7	0.14	4.4	0.15	0.9	0.78	0.7	0.97
Pediatrics	0.0	1.7	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.2	50.5	0.12	28.6	0.22	9.8	0.63	6.4	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	4.9	0.89	3.9	1.12	3.7	1.18	3.8	1.17
Obstetrics	2.4	2.4	0.98	3.2	0.73	2.1	1.12	2.0	1.21
Pediatrics	0.0	4.0	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	5.3	0.56	5.3	0.56	4.0	0.76	2.9	1.04
<b>Surgical Operations</b>									
Inpatient	122	990	0.12	777	0.16	203	0.60	101	1.21
Outpatient	1,678	4,017	0.42	2,953	0.57	1,593	1.05	1,982	0.85
Inpatient as % of All Surgeries	6.8%	19.8%	0.34	20.8%	0.33	11.3%	0.60	4.8%	1.40
<b>Outpatient Visits</b>									
Non-Emergency Visits	9,375	141,022	0.07	139,670	0.07	64,671	0.14	10,783	0.87
Emergency Visits	7,817	17,305	0.45	15,081	0.52	8,798	0.89	9,471	0.83
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	24.0	18.9	1.27	12.1	1.99	12.5	1.93	26.7	0.90
Nurses, Licensed	75.0	234.4	0.32	149.1	0.50	81.9	0.92	71.3	1.05
Ancillary Nursing Personnel	16.7	38.1	0.44	20.6	0.81	11.6	1.44	27.5	0.61
All Other Personnel	171.4	466.6	0.37	402.4	0.43	180.7	0.95	188.3	0.91
Total FTEs	287.1	758.0	0.38	584.2	0.49	286.7	1.00	313.8	0.91
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	58.2	12.6	4.62	8.3	6.98	23.7	2.45	48.9	1.19
Nurses, Licensed	181.7	156.2	1.16	102.9	1.77	155.9	1.17	130.7	1.39
Ancillary Nursing Personnel	40.4	25.4	1.59	14.2	2.84	22.0	1.84	50.4	0.80
All Other Personnel	415.3	310.9	1.34	277.6	1.50	344.0	1.21	345.1	1.20
Total FTEs	695.6	505.0	1.38	403.1	1.73	545.6	1.27	575.2	1.21

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	760	Preferred Provider Organization (PPO)	Yes	Discharges	57	Total Births	96
Inpatient Days	2,268			Inpatient Days	754	Newborn Days	178

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	18	454	1,999	30.4%	5.5	4.4
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	1	8	26	7.1%	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
<b>Pediatric, acute</b>	5	1	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	103	243	13.3%	0.7	2.4
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	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	24	0	24.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	4	5	5.0	Radiological Services Personnel	8	3	10.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	2	9.3
Registered Nurses	55	25	71.7	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	0	1.0	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	12	7	16.7	Physical Therapy Assistants/Aides	2	1	2.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	2	1.7	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	4	2.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	14	21.3
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	81	12	91.3
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	9	0	9.0				
				<b>Total</b>	<b>238</b>	<b>76</b>	<b>287.1</b>

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Selected Financial Statistics	FY 2022	All GMS Hospitals		Analysis Area		Volume Group		FY 2022 vs. 2021		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2021	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$42,442,549	46.0%	47.3%	0.97	46.5%	0.99	48.7%	0.95	43.6%	1.05
Medical Assistance	\$17,429,819	18.9%	14.4%	1.31	10.5%	1.79	12.5%	1.52	18.8%	1.01
Commercial	\$31,075,209	33.7%	32.9%	1.02	34.6%	0.97	35.0%	0.96	35.6%	0.95
All Other	\$1,293,222	1.4%	5.4%	0.26	8.4%	0.17	3.9%	0.36	2.0%	0.72
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,370,547	15.6%	36.1%	0.43	33.5%	0.47	31.8%	0.49	17.2%	0.91
Medical Assistance	\$11,432,091	12.4%	11.3%	1.10	8.4%	1.47	9.0%	1.38	11.4%	1.09
Commercial	\$7,064,185	7.7%	14.8%	0.52	16.0%	0.48	14.1%	0.54	5.2%	1.47
Charity Care	\$974,798	1.1%	0.7%	1.46	0.5%	2.04	0.7%	1.55	1.6%	0.66
Bad Debt	\$2,059,989	2.2%	0.9%	2.55	0.8%	2.67	1.2%	1.84	3.4%	0.66
All Other	\$325,475	0.4%	3.0%	0.12	6.3%	0.06	2.5%	0.14	1.1%	0.31
Total Deductions	\$36,227,085	39.3%	66.8%	0.59	65.6%	0.60	59.2%	0.66	39.9%	0.99
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.2%	5.7%	0.56	23.7%	0.14	6.5%	0.50	1.9%	1.73	
Net Gains/Losses as % of Net Income	68.8%	N/A	N/A	125.8%	0.55	N/A	N/A	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$32,798,816	55.3%	41.8%	1.32	53.3%	1.04	49.3%	1.12	61.3%	0.90
Supplies & Services	\$21,977,865	37.0%	52.2%	0.71	42.3%	0.88	43.7%	0.85	30.6%	1.21
Capital Component	\$4,569,543	7.7%	6.0%	1.28	4.4%	1.76	7.0%	1.10	8.1%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)	-2.5%	5.7%	N/A	0.8%	N/A	5.9%	N/A	-13.6%	0.18	
Total Hospital Net Income (%)	-8.5%	3.5%	N/A	-3.1%	2.78	2.8%	N/A	-0.5%	16.36	
Return on Equity (%)	-5.3%	1.4%	N/A	-2.3%	2.31	0.7%	N/A	-0.3%	16.27	
Current Ratio	3.5	3.9	0.91	29.1	0.12	2.6	1.37	6.5	0.55	
Days in Net Patient Accounts Receivable	60.5	91.7	0.66	57.9	1.04	148.9	0.41	74.4	0.81	
Average Payment Period	58.5	91.7	0.64	11.8	4.98	167.7	0.35	46.9	1.25	
Equity Financing (%)	67.5%	59.1%	1.14	87.6%	0.77	55.3%	1.22	68.1%	0.99	
Long-Term Debt to Equity Ratio	0.3	0.4	0.79	0.1	4.93	0.6	0.56	0.3	1.03	
Times Interest Earned	-5.6	5.7	N/A	-6.2	0.90	5.2	N/A	0.6	N/A	
Total Asset Turnover	0.7	0.4	1.57	0.8	0.85	0.3	2.43	0.6	1.19	
Average Age of Plant (Years)	12.3	18.1	0.68	9.7	1.27	22.7	0.54	10.6	1.16	
Increase (Decrease) Total Net Patient Revenue	1.9%	3.5%	0.55	3.0%	0.64	5.0%	0.39	-13.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	84.1%	66.2%	1.27	82.1%	1.02	81.3%	1.03	83.0%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$18,414	\$19,849	0.93	\$19,610	0.94	\$15,118	1.22	\$18,071	1.02	
Inpatient Net Revenue per Day	\$4,268	\$3,697	1.15	\$3,774	1.13	\$3,557	1.20	\$3,604	1.18	
Outpatient Net Revenue per Visit	\$2,461	\$819	3.00	\$837	2.94	\$717	3.43	\$1,936	1.27	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$92,240,799	Cash & Cash Equivalents	\$20,420,762	Current Liabilities	\$8,964,256
Less Deductions	\$36,227,085	Net Patient Receivables	\$9,277,330	Long-Term Debt	\$19,588,766
Net Patient Revenue	\$56,013,714	Other Receivables	\$782,856	Other Liabilities	\$92,056
Plus Other Revenue	\$1,874,228			Subtotal	\$28,645,078
Total Revenue	\$57,887,942	Land, Buildings & Equipment (Net)	\$28,604,784	Unrestricted Fund Balance	\$59,562,033
Less Expenses	\$59,346,224	Other Assets	\$29,121,379	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$3,210,664			Total Liabilities & Fund Balance	\$88,207,111
Net Income	-\$4,668,946	Total Assets	\$88,207,111		