

**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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	4.5%	61.5%	0.07	59.9%	0.08	13.7%	0.33	7.2%	0.62
Obstetrics	0.0%	41.1%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	5.4%	61.6%	0.09	61.8%	0.09	19.0%	0.28	7.2%	0.74
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.1	24.9	0.05	26.8	0.04	1.7	0.67	1.8	0.62
Obstetrics	0.0	5.0	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.3	N/A	0.0	N/A
Total Hospital	1.3	44.9	0.03	55.6	0.02	2.5	0.54	1.8	0.74
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	4.5	0.54	4.5	0.55	3.5	0.71	2.5	0.97
Obstetrics	0.0	2.4	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.6	N/A	3.2	N/A	0.0	N/A
Total Hospital	2.2	4.9	0.46	5.1	0.44	4.4	0.50	2.5	0.87
<b>Surgical Operations</b>									
Inpatient	71	989	0.07	948	0.07	63	1.13	75	0.95
Outpatient	585	4,208	0.14	4,423	0.13	1,640	0.36	450	1.30
Inpatient as % of All Surgeries	10.8%	19.0%	0.57	17.6%	0.61	3.7%	2.95	14.3%	0.76
<b>Outpatient Visits</b>									
Non-Emergency Visits	31,379	131,799	0.24	185,542	0.17	15,186	2.07	25,470	1.23
Emergency Visits	2,128	16,822	0.13	18,373	0.12	3,910	0.54	2,001	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	17.5	0.34	18.2	0.33	1.9	3.19	5.0	1.20
Nurses, Licensed	48.0	232.9	0.21	281.6	0.17	31.3	1.53	46.4	1.04
Ancillary Nursing Personnel	12.8	42.6	0.30	39.5	0.32	6.3	2.03	12.3	1.04
All Other Personnel	85.5	453.0	0.19	649.6	0.13	60.7	1.41	81.7	1.05
Total FTEs	152.3	746.0	0.20	989.0	0.15	100.2	1.52	145.4	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	53.9	12.3	4.38	11.4	4.72	12.8	4.20	45.0	1.20
Nurses, Licensed	431.3	163.8	2.63	176.3	2.45	213.7	2.02	417.4	1.03
Ancillary Nursing Personnel	115.0	30.0	3.84	24.8	4.65	43.1	2.67	110.7	1.04
All Other Personnel	768.2	318.6	2.41	406.7	1.89	414.9	1.85	735.6	1.04
Total FTEs	1,368.4	524.6	2.61	619.1	2.21	684.6	2.00	1,308.7	1.05

<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		Average Beds Used	25	Bassinets	0
Discharges	221	Organization (HMO)	Yes	Discharges	36	Total Births	0
Inpatient Days	491	Preferred Provider		Inpatient Days	271	Newborn Days	0
		Organization (PPO)	Yes				

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	2	25	166	411	4.5%	1.1	2.5
Orthopedic	2	0	55	80	0.0%	0.2	1.5
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<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.

\* 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	6	0	6.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	7	0	7.0	Radiological Services Personnel	6	3	7.5
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	39	5	42.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	3	1	3.6
Ancillary Nursing Personnel	11	4	12.8	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	8	0	8.0	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	32	3	33.7
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	5	1	5.7				
				<b>Total</b>	<b>141</b>	<b>20</b>	<b>152.3</b>

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Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2022	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$26,479,059	54.0%	48.2%	1.12	43.0%	1.26	44.4%	1.22	55.0%	0.98
Medical Assistance	\$4,413,177	9.0%	14.2%	0.63	12.2%	0.74	14.1%	0.64	9.0%	1.00
Commercial	\$17,667,672	36.0%	32.4%	1.11	35.7%	1.01	37.2%	0.97	35.1%	1.03
All Other	\$475,386	1.0%	5.2%	0.19	9.2%	0.11	4.3%	0.23	0.9%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$10,976,016	22.4%	37.1%	0.60	33.3%	0.67	25.2%	0.89	22.7%	0.98
Medical Assistance	\$2,414,524	4.9%	11.2%	0.44	9.7%	0.51	10.0%	0.49	4.9%	1.00
Commercial	\$6,965,963	14.2%	14.9%	0.95	17.9%	0.79	12.1%	1.18	13.0%	1.09
Charity Care	\$91,839	0.2%	0.7%	0.26	0.6%	0.30	0.3%	0.56	0.5%	0.38
Bad Debt	\$535,940	1.1%	0.8%	1.29	0.9%	1.19	0.8%	1.31	0.2%	6.47
All Other	\$147,807	0.3%	3.1%	0.10	5.1%	0.06	3.5%	0.09	0.4%	0.85
Total Deductions	\$21,132,089	43.1%	67.9%	0.63	67.5%	0.64	51.9%	0.83	41.7%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		8.1%	6.4%	1.26	3.6%	2.23	3.9%	2.05	3.1%	2.62
Net Gains/Losses as % of Net Income		14.4%	11.1%	1.30	53.3%	0.27	5.4%	2.68	8.3%	1.74
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,503,661	50.9%	41.6%	1.22	45.0%	1.13	47.1%	1.08	47.1%	1.08
Supplies & Services	\$12,903,053	39.8%	52.7%	0.76	48.7%	0.82	43.9%	0.91	47.8%	0.83
Capital Component	\$3,020,359	9.3%	5.7%	1.62	6.4%	1.46	9.0%	1.04	5.1%	1.81
<b>Fiscal Statistics</b>										
Operating Margin (%)		-6.8%	6.4%	N/A	3.7%	N/A	7.7%	N/A	3.8%	N/A
Total Hospital Net Income (%)		-8.1%	7.1%	N/A	7.7%	N/A	8.1%	N/A	4.2%	N/A
Return on Equity (%)		-6.9%	3.1%	N/A	3.8%	N/A	8.5%	N/A	5.5%	N/A
Current Ratio		1.6	2.9	0.55	3.0	0.52	2.4	0.65	2.5	0.63
Days in Net Patient Accounts Receivable		55.6	85.9	0.65	65.9	0.84	60.0	0.93	48.2	1.15
Average Payment Period		65.2	125.5	0.52	98.2	0.66	45.4	1.44	37.5	1.74
Equity Financing (%)		57.1%	57.8%	0.99	50.5%	1.13	37.9%	1.51	76.4%	0.75
Long-Term Debt to Equity Ratio		0.3	0.4	0.64	0.4	0.60	1.0	0.24	0.0	N/A
Times Interest Earned		-2.1	12.0	N/A	9.1	N/A	7.3	N/A	91.2	N/A
Total Asset Turnover		0.9	0.4	2.01	0.5	1.80	1.0	0.82	1.3	0.65
Average Age of Plant (Years)		6.6	19.6	0.34	15.8	0.42	5.6	1.17	14.1	0.47
Increase (Decrease) Total Net Patient Revenue		8.5%	3.9%	2.16	7.9%	1.07	7.6%	1.13	6.6%	1.29
Outpatient Gross Revenue (% of Total GPR)		87.9%	67.6%	1.30	64.7%	1.36	83.4%	1.05	83.7%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$15,828	\$19,469	0.81	\$21,761	0.73	\$20,257	0.78	\$17,170	0.92
Inpatient Net Revenue per Day		\$4,419	\$3,859	1.15	\$4,214	1.05	\$3,306	1.34	\$4,697	0.94
Outpatient Net Revenue per Visit		\$721	\$875	0.82	\$819	0.88	\$992	0.73	\$744	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$49,035,293	Cash & Cash Equivalents	\$832,248	Current Liabilities	\$5,453,078
Less Deductions	\$21,132,089	Net Patient Receivables	\$4,254,270	Long-Term Debt	\$5,050,000
Net Patient Revenue	\$27,903,204	Other Receivables	\$277,637	Other Liabilities	\$4,636,199
Plus Other Revenue	\$2,447,220			Subtotal	\$15,139,277
Total Revenue	\$30,350,424	Land, Buildings & Equipment (Net)	\$18,487,673	Unrestricted Fund Balance	\$20,151,670
Less Expenses	\$32,427,073	Other Assets	\$11,439,119	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$348,470	Total Assets	\$35,290,947	Total Liabilities & Fund Balance	\$35,290,947
Net Income	-\$2,425,119				