

**038 Burnett Medical Center**  
 257 W St George Avenue  
 Grantsburg, WI 54840  
 715-463-5353

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Burnett  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 1

|   |         | All GMS Hospitals |       | Analysis Area<br>7 |       | Volume Group<br>1 |       | FY 2021 vs. 2020 |       |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics               | FY 2021 | Value             | Ratio | Value              | Ratio | Value             | Ratio | FY 2020          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 8.9%    | 57.9%             | 0.15  | 25.1%              | 0.36  | 14.2%             | 0.63  | 8.5%             | 1.05  |
| Obstetrics                                    | 0.0%    | 36.8%             | N/A   | 24.3%              | N/A   | 0.0%              | N/A   | 0.0%             | N/A   |
| Pediatrics                                    | 0.0%    | 59.6%             | N/A   | 0.0%               | N/A   | 62.6%             | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 8.9%    | 58.7%             | 0.15  | 28.2%              | 0.32  | 18.3%             | 0.49  | 8.5%             | 1.05  |
| <b>Average Census (Patients)</b>              |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 1.5     | 26.8              | 0.06  | 5.0                | 0.31  | 2.1               | 0.74  | 1.4              | 1.05  |
| Obstetrics                                    | 0.0     | 4.8               | N/A   | 1.1                | N/A   | 0.0               | N/A   | 0.0              | N/A   |
| Pediatrics                                    | 0.0     | 1.5               | N/A   | 0.0                | N/A   | 0.2               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 1.5     | 49.8              | 0.03  | 6.5                | 0.23  | 2.8               | 0.55  | 1.4              | 1.05  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 3.4     | 4.6               | 0.73  | 3.6                | 0.94  | 3.6               | 0.92  | 3.3              | 1.02  |
| Obstetrics                                    | 0.0     | 2.4               | N/A   | 2.3                | N/A   | 0.0               | N/A   | 0.0              | N/A   |
| Pediatrics                                    | 0.0     | 3.8               | N/A   | 0.0                | N/A   | 2.6               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 3.4     | 4.9               | 0.69  | 3.9                | 0.86  | 4.3               | 0.78  | 3.3              | 1.02  |
| <b>Surgical Operations</b>                    |         |                   |       |                    |       |                   |       |                  |       |
| Inpatient                                     | 1       | 1,037             | 0.00  | 70                 | 0.01  | 54                | 0.02  | 12               | 0.08  |
| Outpatient                                    | 280     | 3,865             | 0.07  | 1,013              | 0.28  | 1,655             | 0.17  | 288              | 0.97  |
| Inpatient as % of All Surgeries               | 0.4%    | 21.2%             | 0.02  | 6.4%               | 0.06  | 3.2%              | 0.11  | 4.0%             | 0.09  |
| <b>Outpatient Visits</b>                      |         |                   |       |                    |       |                   |       |                  |       |
| Non-Emergency Visits                          | 29,919  | 145,246           | 0.21  | 40,762             | 0.73  | 27,310            | 1.10  | 25,994           | 1.15  |
| Emergency Visits                              | 3,404   | 16,058            | 0.21  | 6,148              | 0.55  | 3,184             | 1.07  | 3,214            | 1.06  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 1.0     | 19.0              | 0.05  | 2.8                | 0.36  | 1.7               | 0.58  | 1.0              | 1.00  |
| Nurses, Licensed                              | 37.1    | 247.5             | 0.15  | 61.3               | 0.61  | 37.1              | 1.00  | 35.5             | 1.05  |
| Ancillary Nursing Personnel                   | 0.0     | 40.3              | N/A   | 8.9                | N/A   | 6.4               | N/A   | 0.0              | N/A   |
| All Other Personnel                           | 89.8    | 496.2             | 0.18  | 146.9              | 0.61  | 71.3              | 1.26  | 102.0            | 0.88  |
| Total FTEs                                    | 128.0   | 803.0             | 0.16  | 219.9              | 0.58  | 116.6             | 1.10  | 138.5            | 0.92  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 6.8     | 13.0              | 0.53  | 5.7                | 1.20  | 11.4              | 0.60  | 6.5              | 1.05  |
| Nurses, Licensed                              | 253.5   | 168.4             | 1.51  | 125.8              | 2.02  | 246.5             | 1.03  | 231.1            | 1.10  |
| Ancillary Nursing Personnel                   | 0.0     | 27.4              | N/A   | 18.3               | N/A   | 42.3              | N/A   | 0.0              | N/A   |
| All Other Personnel                           | 613.4   | 337.6             | 1.82  | 301.1              | 2.04  | 473.5             | 1.30  | 663.5            | 0.92  |
| Total FTEs                                    | 873.7   | 546.4             | 1.60  | 450.8              | 1.94  | 773.8             | 1.13  | 901.1            | 0.97  |

**Total Hospital:**

Beds Set Up & Staffed 17  
 Discharges 165  
 Inpatient Days 554

**Contract with:**

Health Maintenance  
 Organization (HMO) Yes  
 Preferred Provider  
 Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 1  
 Discharges 36  
 Inpatient Days 343

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>09/30/2021 | 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                 | 17                                  | 165                      | 554                  | 8.9%               | 1.5                       | 3.4                           |
| 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                  | 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>               | 2                 | 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       | 2                 | 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     | 1                | 0                | 1.0        | Surgical Personnel                    | 2                | 2                | 2.8          |
| Physicians & Dentists                       | 2                | 0                | 2.0        | Radiological Services Personnel       | 4                | 1                | 4.3          |
| 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                           | 21               | 11               | 26.0       | Occupational Therapists               | 0                | 1                | 0.3          |
| Certified Nurse Midwives                    | 0                | 1                | 0.3        | Occupational Therapy Assistants/Aides | 0                | 0                | 0.0          |
| Licensed Practical Nurses                   | 4                | 1                | 4.2        | Physical Therapists                   | 4                | 0                | 4.0          |
| Ancillary Nursing Personnel                 | 0                | 0                | 0.0        | Physical Therapy Assistants/Aides     | 0                | 0                | 0.0          |
| Medical Assistants                          | 4                | 0                | 4.0        | Recreational Therapists               | 0                | 0                | 0.0          |
| Physician Assistants                        | 1                | 1                | 1.2        | Dietitians & Nutritionists            | 0                | 0                | 0.0          |
| Nurse Practitioners                         | 6                | 1                | 6.6        | Psychologists                         | 0                | 0                | 0.0          |
| Certified Registered Nurse Anesthetists     | 0                | 0                | 0.0        | Social Workers                        | 0                | 1                | 0.4          |
| Clinical Nurse Specialists                  | 0                | 0                | 0.0        | All Other Health Professionals        | 5                | 4                | 7.7          |
| Health Info Mgmt-Administrators/Technicians | 9                | 0                | 9.0        | All Other Personnel                   | 30               | 30               | 44.2         |
| Pharmacy Personnel                          | 4                | 0                | 4.0        |                                       |                  |                  |              |
| Clinical Laboratory Personnel               | 6                | 0                | 6.0        |                                       |                  |                  |              |
|   |                  |                  |            | <b>Total</b>                          | <b>103</b>       | <b>54</b>        | <b>128.0</b> |

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| Grantsburg, WI 54840                              |              |          | All GMS Hospitals                 |       | Analysis Area |                                  | Volume Group |              | FY 2021 vs. 2020 |         |       |
|---|--------------|----------|-----------------------------------|-------|---------------|----------------------------------|--------------|--------------|------------------|---------|-------|
| Selected Financial Statistics                     |              |          | FY 2021                           | Value | Ratio         | Value                            | Ratio        | Value        | Ratio            | FY 2020 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue |              |          |                                   |       |               |                                  |              |              |                  |         |       |
| Medicare  | \$16,978,903 | 47.9%    | 46.6%                             | 1.03  | 50.8%         | 0.94                             | 46.0%        | 1.04         | 48.8%            | 0.98    |       |
| Medical Assistance                                | \$7,038,134  | 19.9%    | 14.4%                             | 1.38  | 16.7%         | 1.19                             | 12.0%        | 1.65         | 17.3%            | 1.15    |       |
| Commercial  | \$8,889,586  | 25.1%    | 33.9%                             | 0.74  | 26.9%         | 0.93                             | 37.7%        | 0.66         | 26.1%            | 0.96    |       |
| All Other   | \$2,532,752  | 7.1%     | 5.1%                              | 1.41  | 5.6%          | 1.28                             | 4.2%         | 1.69         | 7.8%             | 0.92    |       |
| Deductions as % of Total Gross Patient Revenue    |              |          |                                   |       |               |                                  |              |              |                  |         |       |
| Medicare  | \$7,866,828  | 22.2%    | 35.2%                             | 0.63  | 27.0%         | 0.82                             | 24.4%        | 0.91         | 23.0%            | 0.97    |       |
| Medical Assistance                                | \$4,181,592  | 11.8%    | 11.1%                             | 1.07  | 11.1%         | 1.06                             | 8.3%         | 1.42         | 11.3%            | 1.04    |       |
| Commercial  | \$2,383,585  | 6.7%     | 14.9%                             | 0.45  | 5.5%          | 1.22                             | 11.4%        | 0.59         | 7.2%             | 0.93    |       |
| Charity Care                                      | \$96,192     | 0.3%     | 0.7%                              | 0.38  | 0.7%          | 0.40                             | 0.7%         | 0.38         | 0.2%             | 1.10    |       |
| Bad Debt  | \$703,968    | 2.0%     | 1.0%                              | 1.95  | 1.5%          | 1.33                             | 1.4%         | 1.42         | 3.9%             | 0.51    |       |
| All Other   | \$1,101,449  | 3.1%     | 2.8%                              | 1.11  | 2.7%          | 1.15                             | 2.2%         | 1.40         | 2.2%             | 1.39    |       |
| Total Deductions                                  | \$16,333,614 | 46.1%    | 65.8%                             | 0.70  | 48.5%         | 0.95                             | 48.5%        | 0.95         | 47.9%            | 0.96    |       |
| Other Revenue & Net Gains or Losses               |              |          |                                   |       |               |                                  |              |              |                  |         |       |
| Other Revenue as % of Total Revenue               |              | 1.1%     | 6.5%                              | 0.18  | 3.4%          | 0.34                             | 5.2%         | 0.22         | 1.8%             | 0.65    |       |
| Net Gains/Losses as % of Net Income               |              | 85.3%    | 29.4%                             | 2.91  | 46.4%         | 1.84                             | 16.4%        | 5.18         | 112.7%           | 0.76    |       |
| Expenses as % of Total Expenses                   |              |          |                                   |       |               |                                  |              |              |                  |         |       |
| Salary/Fringe Benefits                            | \$10,541,400 | 56.6%    | 42.4%                             | 1.33  | 52.8%         | 1.07                             | 49.0%        | 1.16         | 58.1%            | 0.98    |       |
| Supplies & Services                               | \$6,751,215  | 36.3%    | 51.3%                             | 0.71  | 40.1%         | 0.90                             | 44.0%        | 0.82         | 34.7%            | 1.04    |       |
| Capital Component                                 | \$1,320,475  | 7.1%     | 6.2%                              | 1.14  | 7.1%          | 1.00                             | 7.0%         | 1.01         | 7.2%             | 0.98    |       |
| Fiscal Statistics                                 |              |          |                                   |       |               |                                  |              |              |                  |         |       |
| Operating Margin (%)                              |              | 3.7%     | 10.4%                             | 0.35  | 12.3%         | 0.30                             | 12.2%        | 0.30         | -0.1%            | N/A     |       |
| Total Hospital Net Income (%)                     |              | 20.7%    | 14.1%                             | 1.46  | 20.8%         | 0.99                             | 14.2%        | 1.45         | 0.8%             | 26.27   |       |
| Return on Equity (%)                              |              | 17.6%    | 6.3%                              | 2.78  | 2.3%          | 7.75                             | 21.6%        | 0.81         | 0.5%             | 35.08   |       |
| Current Ratio                                     |              | 1.8      | 4.1                               | 0.43  | 3.1           | 0.56                             | 2.1          | 0.83         | 2.1              | 0.82    |       |
| Days in Net Patient Accounts Receivable           |              | 69.1     | 87.5                              | 0.79  | 372.2         | 0.19                             | 53.3         | 1.30         | 74.4             | 0.93    |       |
| Average Payment Period                            |              | 176.8    | 89.9                              | 1.97  | 407.2         | 0.43                             | 54.9         | 3.22         | 173.8            | 1.02    |       |
| Equity Financing (%)                              |              | 33.8%    | 64.7%                             | 0.52  | 51.8%         | 0.65                             | 43.0%        | 0.79         | 16.7%            | 2.03    |       |
| Long-Term Debt to Equity Ratio                    |              | 1.0      | 0.3                               | 2.89  | 0.7           | 1.40                             | 0.7          | 1.37         | 2.1              | 0.45    |       |
| Times Interest Earned                             |              | 19.1     | 21.0                              | 0.91  | 56.7          | 0.34                             | 13.9         | 1.37         | 1.5              | 12.65   |       |
| Total Asset Turnover                              |              | 0.7      | 0.4                               | 1.63  | 0.1           | 7.11                             | 1.5          | 0.47         | 0.6              | 1.11    |       |
| Average Age of Plant (Years)                      |              | 21.4     | 17.1                              | 1.25  | 55.6          | 0.38                             | 8.5          | 2.52         | 26.8             | 0.80    |       |
| Increase (Decrease) Total Net Patient Revenue     |              | 12.6%    | 12.7%                             | 0.99  | 17.4%         | 0.73                             | 15.6%        | 0.81         | -3.6%            | N/A     |       |
| Outpatient Gross Revenue (% of Total GPR)         |              | 90.7%    | 64.9%                             | 1.40  | 86.8%         | 1.05                             | 82.0%        | 1.11         | 89.6%            | 1.01    |       |
| Net Revenue Statistics                            |              |          |                                   |       |               |                                  |              |              |                  |         |       |
| Inpatient Net Revenue per Discharge               |              | \$13,223 | \$18,658                          | 0.71  | \$14,908      | 0.89                             | \$21,986     | 0.60         | \$12,439         | 1.06    |       |
| Inpatient Net Revenue per Day                     |              | \$3,172  | \$3,656                           | 0.87  | \$3,393       | 0.93                             | \$3,295      | 0.96         | \$2,727          | 1.16    |       |
| Outpatient Net Revenue per Visit                  |              | \$515    | \$781                             | 0.66  | \$924         | 0.56                             | \$696        | 0.74         | \$542            | 0.95    |       |
| Income Statement                                  |              |          | Assets                            |       |               | Liabilities & Fund Balances      |              |              |                  |         |       |
| Gross Patient Revenue (GPR)                       | \$35,439,375 |          | Cash & Cash Equivalents           |       | \$10,905,407  | Current Liabilities              |              | \$8,633,831  |                  |         |       |
| Less Deductions                                   | \$16,333,614 |          | Net Patient Receivables           |       | \$3,617,223   | Long-Term Debt                   |              | \$8,882,837  |                  |         |       |
| Net Patient Revenue                               | \$19,105,761 |          | Other Receivables                 |       | \$66,447      | Other Liabilities                |              | \$750,537    |                  |         |       |
| Plus Other Revenue                                | \$221,046    |          |                                   |       |               | Subtotal                         |              | \$18,267,205 |                  |         |       |
| Total Revenue                                     | \$19,326,807 |          | Land, Buildings & Equipment (Net) |       | \$8,977,501   | Unrestricted Fund Balance        |              | \$9,343,227  |                  |         |       |
| Less Expenses                                     | \$18,613,090 |          | Other Assets                      |       | \$4,043,854   | Restricted Fund Balance          |              | \$23,547     |                  |         |       |
| Non-Operating Gains/Losses                        | \$4,132,897  |          |                                   |       |               | Total Liabilities & Fund Balance |              | \$27,610,432 |                  |         |       |
| Net Income  | \$4,846,614  |          | Total Assets                      |       | \$27,610,432  |                                  |              |              |                  |         |       |