

006 Memorial Medical Center
 1615 Maple Ln
 Ashland, WI 54806
 715-685-5500

Type: GSM - General Medical & Surgical
 Control: Other Not-For-Profit
 Fiscal Year: 10/01/2002 to 09/30/2003

County: Ashland
 Analysis Area: Western Lake Superior (7)
 Volume Group: 5

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.9%	58.2%	0.72	28.1%	1.49	51.0%	0.82	41.1%	1.02
Obstetrics	27.0%	39.8%	0.68	16.8%	1.60	30.5%	0.88	27.2%	0.99
Pediatrics	0.0%	48.9%	N/A	2.9%	N/A	18.0%	N/A	0.0%	N/A
Total Hospital	42.5%	56.2%	0.76	27.1%	1.57	54.8%	0.78	40.3%	1.06
Average Census (Patients)									
Adult Medical-Surgical	36.0	31.7	1.14	10.2	3.53	27.0	1.33	35.3	1.02
Obstetrics	2.2	5.1	0.42	0.8	2.70	3.5	0.62	2.2	0.98
Pediatrics	0.0	2.0	N/A	0.0	N/A	0.4	N/A	0.0	N/A
Total Hospital	42.5	54.7	0.78	12.0	3.54	45.4	0.94	40.3	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	3.9	1.13	3.6	1.23	3.6	1.23	4.1	1.08
Obstetrics	2.4	2.4	1.01	2.3	1.05	2.3	1.05	2.3	1.05
Pediatrics	0.0	2.4	N/A	1.4	N/A	2.1	N/A	0.0	N/A
Total Hospital	4.4	4.5	0.98	3.4	1.29	4.1	1.07	3.7	1.19
Surgical Operations									
Inpatient	635	1,579	0.40	176	3.61	1,115	0.57	768	0.83
Outpatient	1,891	3,500	0.54	781	2.42	2,804	0.67	1,988	0.95
Inpatient as % of All Surgeries	25.1%	31.1%	0.81	18.4%	1.37	28.5%	0.88	27.9%	0.90
Outpatient Visits									
Non-Emergency Visits	17,229	78,926	0.22	22,249	0.77	64,153	0.27	18,470	0.93
Emergency Visits	12,136	14,405	0.84	6,411	1.89	16,051	0.76	12,490	0.97
Full-Time Equivalents (FTEs)									
Administrators	16.0	16.5	0.97	5.0	3.20	12.4	1.29	17.0	0.94
Nurses, Licensed	122.6	164.2	0.75	46.9	2.61	142.6	0.86	117.1	1.05
Ancillary Nursing Personnel	20.8	57.5	0.36	18.7	1.11	33.5	0.62	30.1	0.69
All Other Personnel	206.3	379.9	0.54	104.0	1.98	332.2	0.62	212.1	0.97
Total FTEs	365.7	618.1	0.59	174.6	2.09	520.7	0.70	376.4	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	17.5	16.7	1.05	16.4	1.07	12.1	1.45	19.2	0.91
Nurses, Licensed	134.2	166.1	0.81	154.8	0.87	139.8	0.96	132.3	1.01
Ancillary Nursing Personnel	22.7	58.2	0.39	61.8	0.37	32.9	0.69	34.0	0.67
All Other Personnel	225.8	384.3	0.59	343.1	0.66	325.7	0.69	239.7	0.94
Total FTEs	400.2	625.4	0.64	576.1	0.69	510.4	0.78	425.3	0.94

Total Hospital:
 Beds Set Up & Staffed 100
 Discharges 3,526
 Inpatient Days 15,523

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 7
 Total Births 298
 Newborn Days 631

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2003	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	86	2,980	13,145	41.9%	36.0	4.4
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	1	20	75	20.5%	0.2	3.8
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	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	325	787	27.0%	2.2	2.4
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	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	1	5	201	948	51.9%	2.6	4.7
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
4 = Contracted, 5 = Service Not Provided

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	16	0	16.0	Radiological Services Personnel	16	0	16.0
Physicians & Dentists	1	1	1.9	Occupational Therapists	2	0	2.0
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	3	1	3.2
Registered Nurses	94	29	108.9	Physical Therapists	7	2	8.1
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	3	0	3.0
Licensed Practical Nurses	11	1	11.8	Recreational Therapists	0	0	0.0
Ancillary Nursing Personnel	17	9	20.8	Psychologists	1	0	1.0
Physician Assistants	0	0	0.0	Social Workers	2	0	2.0
Nurse Practitioners	1	2	1.9	All Other Health Professionals	29	1	29.7
Medical Records Personnel	13	7	16.9	All Other Personnel	82	31	101.3
Pharmacy Personnel	6	2	7.6				
Clinical Laboratory Personnel	11	4	13.7				
				Total	315	90	365.7

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Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area		Volume Group		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$25,209,628	44.6%	41.6%	1.07	44.4%	1.00	41.7%	1.07	42.3%	1.05
Medical Assistance	\$9,219,785	16.3%	9.7%	1.68	17.6%	0.93	9.2%	1.77	16.0%	1.02
Commercial	\$18,224,942	32.3%	42.4%	0.76	30.0%	1.08	43.1%	0.75	34.9%	0.92
All Other	\$3,844,256	6.8%	6.2%	1.10	8.0%	0.85	6.0%	1.13	6.9%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,628,361	24.1%	24.8%	0.97	22.8%	1.06	25.6%	0.94	21.8%	1.11
Medical Assistance	\$5,542,553	9.8%	6.7%	1.46	8.8%	1.11	6.4%	1.53	9.0%	1.09
Commercial	\$1,003,187	1.8%	9.4%	0.19	2.5%	0.71	6.8%	0.26	1.9%	0.93
Charity Care	\$175,783	0.3%	1.1%	0.28	0.9%	0.35	1.1%	0.28	0.5%	0.62
All Other	\$511,364	0.9%	1.3%	0.70	0.9%	1.01	0.8%	1.13	1.0%	0.91
Total Deductions	\$20,861,248	36.9%	43.3%	0.85	35.8%	1.03	40.7%	0.91	34.1%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.6%	4.8%	0.54	2.6%	1.00	4.7%	0.55	2.3%	1.13
Net Gains/Losses as % of Net Income		103.1%	12.0%	8.59	N/A	N/A	6.4%	16.11	6.3%	16.37
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,636,497	59.1%	48.0%	1.23	56.4%	1.05	51.7%	1.14	58.6%	1.01
Supplies & Services	\$10,867,717	29.7%	40.2%	0.74	31.5%	0.94	34.7%	0.86	29.4%	1.01
Capital Component	\$2,734,479	7.5%	8.7%	0.86	8.0%	0.93	10.2%	0.73	8.2%	0.91
Bad Debt	\$1,351,664	3.7%	3.1%	1.19	4.0%	0.92	3.4%	1.09	3.9%	0.95
Fiscal Statistics										
Operating Margin (%)		0.0%	6.4%	N/A	-0.5%	0.02	5.6%	N/A	5.8%	N/A
Total Hospital Net Income (%)		0.2%	7.1%	0.03	-0.5%	N/A	5.9%	0.04	6.2%	0.04
Return on Equity (%)		0.4%	11.2%	0.03	-1.3%	N/A	10.0%	0.04	9.6%	0.04
Current Ratio		2.9	2.5	1.15	1.8	1.60	2.4	1.20	3.0	0.96
Days in Net Patient Accounts Receivable		65.8	56.1	1.17	62.9	1.05	55.7	1.18	61.6	1.07
Average Payment Period		39.2	52.7	0.74	64.0	0.61	58.2	0.67	47.4	0.83
Equity Financing (%)		79.0%	57.8%	1.37	41.8%	1.89	53.5%	1.48	75.7%	1.04
Long-Term Debt to Equity Ratio		0.1	0.5	0.22	0.7	0.16	0.5	0.22	0.1	1.11
Times Interest Earned		1.5	5.4	0.28	0.7	2.17	3.7	0.41	10.1	0.15
Total Asset Turnover		1.2	0.9	1.36	1.2	1.02	0.9	1.36	1.2	1.02
Average Age of Plant (Years)		8.3	9.6	0.87	9.0	0.93	8.3	1.00	9.4	0.89
Increase (Decrease) Total Net Patient Revenue		-0.8%	10.1%	N/A	2.4%	N/A	7.2%	N/A	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		53.5%	44.7%	1.20	60.6%	0.88	55.5%	0.96	52.4%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$4,406	\$8,772	0.50	\$4,642	0.95	\$5,987	0.74	\$4,412	1.00
Inpatient Net Revenue per Day		\$1,083	\$1,944	0.56	\$1,293	0.84	\$1,457	0.74	\$1,151	0.94
Outpatient Net Revenue per Visit		\$641	\$373	1.72	\$299	2.14	\$418	1.53	\$589	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$56,498,612	Cash & Cash Equivalents	\$1,799,955	Current Liabilities	\$3,659,259
Less Deductions	\$20,861,248	Net Patient Receivables	\$6,426,889	Long-Term Debt	\$2,636,148
Net Patient Revenue	\$35,637,364	Other Receivables	\$768,974	Other Liabilities	\$0
Plus Other Revenue	\$950,248			Subtotal	\$6,295,407
Total Revenue	\$36,587,612	Land, Buildings & Equipment (Net)	\$17,033,749	Unrestricted Fund Balance	\$23,669,407
Less Expenses	\$36,590,357	Other Assets	\$3,935,247	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$90,613			Total Liabilities & Fund Balance	\$29,964,814
Net Income	\$87,868	Total Assets	\$29,964,814		