

**018 Memorial Hospital of Burlington**  
 252 McHenry St  
 Burlington, WI 53105  
 262-767-6000

Type:           GMS - General Medical & Surgical  
 Control:        Other Not-For-Profit  
 Fiscal Year:    01/01/2003 to 12/31/2003

County:         Racine  
 Analysis Area:  Southeastern (2A)  
 Volume Group:  5

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	70.4%	58.2%	1.21	69.3%	1.02	51.0%	1.38	67.5%	1.04
Obstetrics	17.4%	39.8%	0.44	41.0%	0.42	30.5%	0.57	16.4%	1.06
Pediatrics	0.0%	48.9%	N/A	19.6%	N/A	18.0%	N/A	0.0%	N/A
Total Hospital	58.4%	56.2%	1.04	68.1%	0.86	54.8%	1.06	52.6%	1.11
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	28.9	31.7	0.91	43.9	0.66	27.0	1.07	27.7	1.04
Obstetrics	2.4	5.1	0.48	6.9	0.35	3.5	0.70	2.3	1.06
Pediatrics	0.0	2.0	N/A	0.8	N/A	0.4	N/A	0.0	N/A
Total Hospital	37.9	54.7	0.69	74.7	0.51	45.4	0.84	34.2	1.11
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.9	3.9	1.00	3.9	1.00	3.6	1.08	3.9	1.00
Obstetrics	2.2	2.4	0.91	2.5	0.87	2.3	0.95	2.2	0.99
Pediatrics	0.0	2.4	N/A	1.9	N/A	2.1	N/A	0.0	N/A
Total Hospital	4.0	4.5	0.89	4.7	0.85	4.1	0.97	3.4	1.17
<b>Surgical Operations</b>									
Inpatient	1,252	1,579	0.79	1,723	0.73	1,115	1.12	1,168	1.07
Outpatient	2,862	3,500	0.82	3,945	0.73	2,804	1.02	2,687	1.07
Inpatient as % of All Surgeries	30.4%	31.1%	0.98	30.4%	1.00	28.5%	1.07	30.3%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	46,495	78,926	0.59	103,682	0.45	64,153	0.72	44,226	1.05
Emergency Visits	12,693	14,405	0.88	18,454	0.69	16,051	0.79	13,086	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	16.5	0.06	17.4	0.06	12.4	0.08	1.0	1.00
Nurses, Licensed	138.0	164.2	0.84	187.2	0.74	142.6	0.97	135.8	1.02
Ancillary Nursing Personnel	5.1	57.5	0.09	66.8	0.08	33.5	0.15	4.5	1.12
All Other Personnel	344.6	379.9	0.91	414.9	0.83	332.2	1.04	332.1	1.04
Total FTEs	488.7	618.1	0.79	686.2	0.71	520.7	0.94	473.3	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.3	16.7	0.08	10.8	0.12	12.1	0.10	1.3	0.97
Nurses, Licensed	174.8	166.1	1.05	116.2	1.50	139.8	1.25	181.0	0.97
Ancillary Nursing Personnel	6.4	58.2	0.11	41.4	0.15	32.9	0.19	5.9	1.09
All Other Personnel	436.4	384.3	1.14	257.5	1.69	325.7	1.34	442.6	0.99
Total FTEs	618.9	625.4	0.99	425.9	1.45	510.4	1.21	630.9	0.98

**Total Hospital:**  
 Beds Set Up & Staffed   65  
 Discharges                3,470  
 Inpatient Days            13,845

**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                 14  
 Total Births               408  
 Newborn Days             805

**018 Memorial Hospital of Burlington**  
Burlington, WI 53105

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2003	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	41	2,697	10,533	70.4%	28.9	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	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>	1	14	408	889	17.4%	2.4	2.2
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	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	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	365	1,618	44.3%	4.4	4.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	3	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  
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	1	0	1.0	Radiological Services Personnel	15	11	24.9
Physicians & Dentists	0	0	0.0	Occupational Therapists	2	3	4.0
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Registered Nurses	53	105	123.3	Physical Therapists	3	5	6.7
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	9	8	14.7	Recreational Therapists	0	0	0.0
Ancillary Nursing Personnel	1	10	5.1	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	1	3	1.9
Nurse Practitioners	0	0	0.0	All Other Health Professionals	98	37	112.8
Medical Records Personnel	8	9	12.6	All Other Personnel	92	113	149.5
Pharmacy Personnel	6	4	7.4				
Clinical Laboratory Personnel	16	10	22.7				
				<b>Total</b>	307	318	488.7

**018 Memorial Hospital of Burlington**

Burlington, WI 53105

Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$46,362,513	44.4%	41.6%	1.07	43.3%	1.03	41.7%	1.06	42.5%	1.04
Medical Assistance	\$6,646,394	6.4%	9.7%	0.66	6.5%	0.98	9.2%	0.69	5.6%	1.14
Commercial	\$45,285,223	43.4%	42.4%	1.02	46.3%	0.94	43.1%	1.01	46.0%	0.94
All Other	\$6,142,431	5.9%	6.2%	0.95	4.0%	1.47	6.0%	0.98	5.9%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$31,926,328	30.6%	24.8%	1.23	27.0%	1.13	25.6%	1.19	29.2%	1.05
Medical Assistance	\$5,500,513	5.3%	6.7%	0.79	4.5%	1.17	6.4%	0.82	1.8%	2.93
Commercial	\$7,239,740	6.9%	9.4%	0.74	11.1%	0.62	6.8%	1.02	7.6%	0.91
Charity Care	\$763,447	0.7%	1.1%	0.66	0.9%	0.81	1.1%	0.66	1.5%	0.49
All Other	\$488,993	0.5%	1.3%	0.36	0.3%	1.56	0.8%	0.59	1.3%	0.36
Total Deductions	\$45,919,021	44.0%	43.3%	1.02	43.9%	1.00	40.7%	1.08	41.3%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		9.6%	4.8%	2.01	3.0%	3.22	4.7%	2.05	9.1%	1.06
Net Gains/Losses as % of Net Income		0.0%	12.0%	0.00	N/A	N/A	6.4%	0.00	-0.3%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$23,824,872	43.9%	48.0%	0.91	47.8%	0.92	51.7%	0.85	42.5%	1.03
Supplies & Services	\$23,838,089	43.9%	40.2%	1.09	39.4%	1.12	34.7%	1.27	46.0%	0.96
Capital Component	\$5,088,296	9.4%	8.7%	1.08	9.6%	0.98	10.2%	0.92	9.6%	0.98
Bad Debt	\$1,506,000	2.8%	3.1%	0.90	3.2%	0.87	3.4%	0.82	1.9%	1.46
<b>Fiscal Statistics</b>										
Operating Margin (%)		16.2%	6.4%	2.53	9.9%	1.64	5.6%	2.90	13.3%	1.22
Total Hospital Net Income (%)		16.2%	7.1%	2.29	9.8%	1.66	5.9%	2.75	13.2%	1.23
Return on Equity (%)		25.2%	11.2%	2.25	13.2%	1.91	10.0%	2.52	25.8%	0.98
Current Ratio		5.6	2.5	2.25	3.0	1.87	2.4	2.34	4.7	1.20
Days in Net Patient Accounts Receivable		57.1	56.1	1.02	59.7	0.96	55.7	1.03	60.8	0.94
Average Payment Period		80.7	52.7	1.53	53.4	1.51	58.2	1.39	83.2	0.97
Equity Financing (%)		46.7%	57.8%	0.81	59.2%	0.79	53.5%	0.87	39.4%	1.18
Long-Term Debt to Equity Ratio		0.2	0.5	0.37	0.4	0.47	0.5	0.37	0.3	0.62
Times Interest Earned		11.2	5.4	2.08	7.1	1.58	3.7	3.03	10.4	1.08
Total Asset Turnover		0.7	0.9	0.81	0.8	0.91	0.9	0.81	0.8	0.91
Average Age of Plant (Years)		12.4	9.6	1.30	9.0	1.38	8.3	1.50	10.6	1.17
Increase (Decrease) Total Net Patient Revenue		7.1%	10.1%	0.70	14.8%	0.48	7.2%	0.98	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		52.0%	44.7%	1.16	51.1%	1.02	55.5%	0.94	51.6%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,663	\$8,772	0.76	\$7,402	0.90	\$5,987	1.11	\$6,710	0.99	
Inpatient Net Revenue per Day	\$1,866	\$1,944	0.96	\$1,585	1.18	\$1,457	1.28	\$1,867	1.00	
Outpatient Net Revenue per Visit	\$552	\$373	1.48	\$386	1.43	\$418	1.32	\$522	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$104,436,561	Cash & Cash Equivalents	\$53,937,196	Current Liabilities	\$11,406,883
Less Deductions	\$45,919,021	Net Patient Receivables	\$9,154,696	Long-Term Debt	\$7,772,814
Net Patient Revenue	\$58,517,540	Other Receivables	\$206,851	Other Liabilities	\$28,416,066
Plus Other Revenue	\$6,246,863			Subtotal	\$47,595,763
Total Revenue	\$64,764,403	Land, Buildings & Equipment (Net)	\$22,061,741	Unrestricted Fund Balance	\$41,665,425
Less Expenses	\$54,257,257	Other Assets	\$3,900,704	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,555			Total Liabilities & Fund Balance	\$89,261,188
Net Income	\$10,509,701	Total Assets	\$89,261,188		