

**028 Eagle River Memorial Hospital Inc**  
 201 Hospital Rd  
 Eagle River, WI 54521  
 715-479-7411

Type:           GMS - Critical Access Hospital  
 Control:       Other Not-For-Profit  
 Fiscal Year:   10/01/2002 to 09/30/2003

County:        Vilas  
 Analysis Area: North Central (6)  
 Volume Group: 2

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	53.6%	58.2%	0.92	64.0%	0.84	30.6%	1.75	54.0%	0.99
Obstetrics	0.0%	39.8%	N/A	44.0%	N/A	14.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.9%	N/A	52.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.6%	56.2%	0.95	62.0%	0.86	31.0%	1.73	54.0%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.3	31.7	0.14	28.9	0.15	5.3	0.81	4.3	1.00
Obstetrics	0.0	5.1	N/A	3.9	N/A	0.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.3	54.7	0.08	51.0	0.08	6.6	0.65	4.3	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.9	0.67	3.7	0.71	3.7	0.71	2.7	0.97
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	2.4	N/A	3.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.6	4.5	0.58	4.2	0.62	3.2	0.82	2.3	1.14
<b>Surgical Operations</b>									
Inpatient	15	1,579	0.01	1,583	0.01	108	0.14	6	2.50
Outpatient	1,092	3,500	0.31	1,875	0.58	605	1.80	769	1.42
Inpatient as % of All Surgeries	1.4%	31.1%	0.04	45.8%	0.03	15.1%	0.09	0.8%	1.69
<b>Outpatient Visits</b>									
Non-Emergency Visits	30,189	78,926	0.38	53,296	0.57	30,158	1.00	28,157	1.07
Emergency Visits	5,005	14,405	0.35	11,571	0.43	5,195	0.96	4,636	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	16.5	0.12	16.0	0.13	3.2	0.63	1.0	2.00
Nurses, Licensed	18.5	164.2	0.11	145.4	0.13	27.0	0.69	22.6	0.82
Ancillary Nursing Personnel	0.0	57.5	N/A	77.2	N/A	6.6	N/A	0.0	N/A
All Other Personnel	67.2	379.9	0.18	326.6	0.21	90.3	0.74	71.9	0.93
Total FTEs	87.7	618.1	0.14	565.2	0.16	127.1	0.69	95.5	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	12.5	16.7	0.75	17.9	0.70	17.8	0.70	4.2	2.99
Nurses, Licensed	116.0	166.1	0.70	162.9	0.71	150.1	0.77	95.7	1.21
Ancillary Nursing Personnel	0.0	58.2	N/A	86.4	N/A	36.8	N/A	0.0	N/A
All Other Personnel	421.1	384.3	1.10	365.8	1.15	501.9	0.84	304.5	1.38
Total FTEs	549.6	625.4	0.88	633.0	0.87	706.6	0.78	404.5	1.36

**Total Hospital:**  
 Beds Set Up & Staffed   8  
 Discharges                597  
 Inpatient Days           1,564

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed   5  
 Discharges               74  
 Inpatient Days           476

**Newborn Nursery:**  
 Bassinets                0  
 Total Births             0  
 Newborn Days           0

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	8	597	1,564	53.6%	4.3	2.6
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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>	3	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	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	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>	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	2	0	2.0	Radiological Services Personnel	7	0	7.0
Physicians & Dentists	0	0	0.0	Occupational Therapists	1	0	1.0
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Registered Nurses	17	1	17.5	Physical Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Recreational Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	1	0	1.0
Nurse Practitioners	0	0	0.0	All Other Health Professionals	16	4	18.3
Medical Records Personnel	2	2	3.1	All Other Personnel	19	18	29.5
Pharmacy Personnel	1	1	1.8				
Clinical Laboratory Personnel	3	0	3.0				
				<b>Total</b>	<b>72</b>	<b>27</b>	<b>87.7</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$9,199,884	47.0%	41.6%	1.13	48.1%	0.98	45.3%	1.04	53.6%	0.88
Medical Assistance	\$1,050,178	5.4%	9.7%	0.55	8.7%	0.62	10.5%	0.51	5.4%	0.99
Commercial	\$8,545,024	43.7%	42.4%	1.03	38.9%	1.12	36.9%	1.18	37.0%	1.18
All Other	\$773,893	4.0%	6.2%	0.64	4.2%	0.94	7.3%	0.54	3.9%	1.01
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,725,726	19.0%	24.8%	0.77	25.8%	0.74	22.1%	0.86	20.2%	0.94
Medical Assistance	\$955,167	4.9%	6.7%	0.73	5.6%	0.87	5.8%	0.84	4.0%	1.22
Commercial	\$774,011	4.0%	9.4%	0.42	3.6%	1.10	6.7%	0.59	3.3%	1.20
Charity Care	\$169,833	0.9%	1.1%	0.79	1.5%	0.58	1.0%	0.87	0.4%	2.17
All Other	\$0	0.0%	1.3%	N/A	0.3%	N/A	1.1%	N/A	0.0%	N/A
Total Deductions	\$5,624,737	28.7%	43.3%	0.66	36.9%	0.78	36.7%	0.78	27.8%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.2%	4.8%	0.45	3.4%	0.64	2.2%	0.98	1.7%	1.27
Net Gains/Losses as % of Net Income		4.2%	12.0%	0.35	N/A	N/A	N/A	N/A	5.3%	0.79
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$5,342,218	42.2%	48.0%	0.88	48.6%	0.87	54.9%	0.77	48.4%	0.87
Supplies & Services	\$4,750,306	37.6%	40.2%	0.93	39.5%	0.95	30.0%	1.25	31.4%	1.20
Capital Component	\$1,619,913	12.8%	8.7%	1.47	9.2%	1.39	10.7%	1.20	13.0%	0.99
Bad Debt	\$937,592	7.4%	3.1%	2.39	2.7%	2.75	4.4%	1.68	7.1%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.2%	6.4%	1.76	7.9%	1.42	-0.5%	N/A	7.3%	1.54
Total Hospital Net Income (%)		11.7%	7.1%	1.64	7.0%	1.67	0.0%	N/A	7.7%	1.52
Return on Equity (%)		20.8%	11.2%	1.86	10.5%	1.98	-0.1%	N/A	14.2%	1.47
Current Ratio		7.2	2.5	2.87	2.1	3.42	2.3	3.12	3.7	1.94
Days in Net Patient Accounts Receivable		59.4	56.1	1.06	53.9	1.10	65.9	0.90	54.7	1.09
Average Payment Period		26.9	52.7	0.51	59.5	0.45	52.3	0.51	39.6	0.68
Equity Financing (%)		40.6%	57.8%	0.70	60.0%	0.68	40.9%	0.99	31.3%	1.30
Long-Term Debt to Equity Ratio		1.4	0.5	2.70	0.5	2.70	0.8	1.69	2.0	0.68
Times Interest Earned		3.6	5.4	0.67	6.1	0.59	1.0	3.61	3.1	1.17
Total Asset Turnover		0.7	0.9	0.80	0.9	0.80	1.1	0.66	0.6	1.20
Average Age of Plant (Years)		8.6	9.6	0.90	10.0	0.86	10.8	0.80	7.1	1.21
Increase (Decrease) Total Net Patient Revenue		37.6%	10.1%	3.72	11.7%	3.21	30.5%	1.23	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		73.1%	44.7%	1.64	40.5%	1.81	63.3%	1.16	75.0%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$4,314	\$8,772	0.49	\$8,377	0.51	\$5,383	0.80	\$4,760	0.91
Inpatient Net Revenue per Day		\$1,451	\$1,944	0.75	\$1,943	0.75	\$1,523	0.95	\$1,513	0.96
Outpatient Net Revenue per Visit		\$312	\$373	0.84	\$406	0.77	\$218	1.43	\$210	1.49

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,568,979	Cash & Cash Equivalents	\$2,906,899	Current Liabilities	\$879,133
Less Deductions	\$5,624,737	Net Patient Receivables	\$2,268,472	Long-Term Debt	\$10,841,419
Net Patient Revenue	\$13,944,242	Other Receivables	\$1,134,602	Other Liabilities	\$0
Plus Other Revenue	\$308,282			Subtotal	\$11,720,552
Total Revenue	\$14,252,525	Land, Buildings & Equipment (Net)	\$11,520,166	Unrestricted Fund Balance	\$8,026,943
Less Expenses	\$12,650,029	Other Assets	\$1,917,356	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$70,246			Total Liabilities & Fund Balance	\$19,747,495
Net Income	\$1,672,742	Total Assets	\$19,747,495		