

031 Memorial Community Hospital
 313 Stoughton Rd
 Edgerton, WI 53534
 608-884-3441

Type: GMS - Critical Access Hospital
 Control: Other Not-For-Profit
 Fiscal Year: 01/01/2003 to 12/31/2003

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 1

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	20.0%	58.2%	0.34	55.5%	0.36	22.7%	0.88	30.3%	0.66
Obstetrics	0.0%	39.8%	N/A	41.0%	N/A	9.9%	N/A	0.0%	N/A
Pediatrics	0.0%	48.9%	N/A	49.7%	N/A	16.4%	N/A	0.0%	N/A
Total Hospital	19.8%	56.2%	0.35	56.7%	0.35	21.7%	0.91	25.6%	0.77
Average Census (Patients)									
Adult Medical-Surgical	5.0	31.7	0.16	31.2	0.16	3.6	1.39	6.4	0.78
Obstetrics	0.0	5.1	N/A	4.7	N/A	1.1	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.7	N/A	0.5	N/A	0.0	N/A
Total Hospital	5.0	54.7	0.09	56.0	0.09	6.1	0.81	6.4	0.77
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.92	3.7	0.97	4.6	0.78	4.0	0.90
Obstetrics	0.0	2.4	N/A	2.0	N/A	2.4	N/A	0.0	N/A
Pediatrics	0.0	2.4	N/A	3.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.5	0.79	4.5	0.79	5.6	0.63	4.0	0.89
Surgical Operations									
Inpatient	66	1,579	0.04	1,943	0.03	39	1.69	71	0.93
Outpatient	304	3,500	0.09	4,790	0.06	156	1.95	305	1.00
Inpatient as % of All Surgeries	17.8%	31.1%	0.57	28.9%	0.62	20.1%	0.89	18.9%	0.94
Outpatient Visits									
Non-Emergency Visits	3,577	78,926	0.05	110,702	0.03	7,450	0.48	3,623	0.99
Emergency Visits	1,398	14,405	0.10	14,259	0.10	1,494	0.94	1,185	1.18
Full-Time Equivalents (FTEs)									
Administrators	4.0	16.5	0.24	18.5	0.22	2.5	1.60	4.0	1.00
Nurses, Licensed	21.7	164.2	0.13	168.8	0.13	20.2	1.07	23.4	0.93
Ancillary Nursing Personnel	10.9	57.5	0.19	45.8	0.24	8.7	1.26	11.0	0.99
All Other Personnel	85.8	379.9	0.23	466.9	0.18	40.4	2.12	90.0	0.95
Total FTEs	122.4	618.1	0.20	700.1	0.17	71.7	1.71	128.4	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	35.0	16.7	2.09	15.4	2.27	28.7	1.22	33.6	1.04
Nurses, Licensed	189.5	166.1	1.14	140.5	1.35	232.5	0.82	196.7	0.96
Ancillary Nursing Personnel	95.5	58.2	1.64	38.1	2.51	99.9	0.96	92.5	1.03
All Other Personnel	750.5	384.3	1.95	388.4	1.93	466.1	1.61	756.7	0.99
Total FTEs	1,070.5	625.4	1.71	582.4	1.84	827.2	1.29	1,079.5	0.99

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 510
 Inpatient Days 1,809

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 4
 Discharges 312
 Inpatient Days 1,323

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	510	1,826	20.0%	5.0	3.6
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	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	0	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	0	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	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	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	4	0	4.0	Radiological Services Personnel	5	1	5.2
Physicians & Dentists	0	0	0.0	Occupational Therapists	2	0	2.0
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Registered Nurses	14	12	19.2	Physical Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	2	2	2.3
Licensed Practical Nurses	2	1	2.5	Recreational Therapists	0	0	0.0
Ancillary Nursing Personnel	9	4	10.9	Psychologists	0	0	0.0
Physician Assistants	1	1	1.3	Social Workers	0	0	0.0
Nurse Practitioners	0	0	0.0	All Other Health Professionals	5	1	5.3
Medical Records Personnel	6	2	6.8	All Other Personnel	40	25	51.0
Pharmacy Personnel	2	2	3.1				
Clinical Laboratory Personnel	6	3	6.8				
				Total	100	54	122.4

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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	\$8,725,940	39.4%	41.6%	0.95	38.8%	1.02	55.1%	0.72	46.7%	0.84
Medical Assistance	\$3,436,566	15.5%	9.7%	1.60	7.4%	2.10	10.4%	1.49	15.5%	1.00
Commercial	\$7,699,231	34.8%	42.4%	0.82	47.1%	0.74	28.7%	1.21	28.5%	1.22
All Other	\$2,268,158	10.2%	6.2%	1.65	6.8%	1.51	5.7%	1.80	9.3%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,621,912	20.9%	24.8%	0.84	21.4%	0.98	25.4%	0.82	21.1%	0.99
Medical Assistance	\$1,390,304	6.3%	6.7%	0.94	4.8%	1.31	6.0%	1.05	6.1%	1.03
Commercial	\$1,274,567	5.8%	9.4%	0.61	10.5%	0.55	6.0%	0.96	6.3%	0.91
Charity Care	\$67,341	0.3%	1.1%	0.28	1.3%	0.23	0.4%	0.76	0.5%	0.61
All Other	\$0	0.0%	1.3%	N/A	1.3%	N/A	0.5%	N/A	0.1%	N/A
Total Deductions	\$7,354,124	33.2%	43.3%	0.77	39.4%	0.84	38.2%	0.87	33.9%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.6%	4.8%	0.34	8.8%	0.18	1.5%	1.08	1.2%	1.35
Net Gains/Losses as % of Net Income		8.7%	12.0%	0.72	22.3%	0.39	16.9%	0.51	4.0%	2.16
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,954,452	55.4%	48.0%	1.15	50.1%	1.11	52.4%	1.06	57.7%	0.96
Supplies & Services	\$4,951,772	34.5%	40.2%	0.86	38.9%	0.89	36.8%	0.94	31.1%	1.11
Capital Component	\$675,864	4.7%	8.7%	0.54	8.1%	0.58	8.2%	0.57	7.4%	0.64
Bad Debt	\$767,281	5.3%	3.1%	1.72	3.0%	1.78	2.6%	2.06	3.8%	1.41
Fiscal Statistics										
Operating Margin (%)		4.8%	6.4%	0.74	4.7%	1.01	2.5%	1.90	3.9%	1.22
Total Hospital Net Income (%)		5.2%	7.1%	0.73	6.0%	0.86	3.0%	1.73	4.0%	1.30
Return on Equity (%)		24.0%	11.2%	2.14	11.0%	2.18	19.1%	1.26	2343.9%	0.01
Current Ratio		1.5	2.5	0.61	2.3	0.66	1.6	0.95	1.2	1.26
Days in Net Patient Accounts Receivable		50.9	56.1	0.91	57.9	0.88	63.7	0.80	49.0	1.04
Average Payment Period		57.1	52.7	1.08	49.1	1.16	62.5	0.91	65.2	0.88
Equity Financing (%)		47.0%	57.8%	0.81	50.4%	0.93	20.8%	2.26	0.4%	117.52
Long-Term Debt to Equity Ratio		0.3	0.5	0.54	0.7	0.39	2.1	0.13	47.7	0.01
Times Interest Earned		10.7	5.4	1.99	4.6	2.33	3.0	3.57	6.1	1.76
Total Asset Turnover		2.2	0.9	2.40	0.9	2.40	1.3	1.66	2.3	0.94
Average Age of Plant (Years)		19.2	9.6	2.00	9.9	1.94	9.3	2.07	19.7	0.98
Increase (Decrease) Total Net Patient Revenue		9.1%	10.1%	0.90	10.3%	0.88	20.0%	0.45	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		56.7%	44.7%	1.27	44.7%	1.27	29.9%	1.90	50.7%	1.12
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,852		\$8,772	1.35	\$9,152	1.30	\$11,728	1.01	\$11,526	1.03
Inpatient Net Revenue per Day	\$2,312		\$1,944	1.19	\$2,007	1.15	\$1,821	1.27	\$3,135	0.74
Outpatient Net Revenue per Visit	\$1,555		\$373	4.17	\$272	5.72	\$301	5.17	\$445	3.49

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$22,129,895	Cash & Cash Equivalents	\$796,996	Current Liabilities	\$2,169,398
Less Deductions	\$7,354,124	Net Patient Receivables	\$2,059,105	Long-Term Debt	\$889,773
Net Patient Revenue	\$14,775,771	Other Receivables	\$23,081	Other Liabilities	\$631,749
Plus Other Revenue	\$244,512			Subtotal	\$3,690,920
Total Revenue	\$15,066,732	Land, Buildings & Equipment (Net)	\$2,588,126	Unrestricted Fund Balance	\$3,274,224
Less Expenses	\$14,349,369	Other Assets	\$1,497,836	Restricted Fund Balance	\$631,749
Non-Operating Gains/Losses	\$67,983			Total Liabilities & Fund Balance	\$6,965,144
Net Income	\$785,346	Total Assets	\$6,965,144		