

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

Type: GMS - General Medical & Surgical
 Control: Other Not-For-Profit
 Fiscal Year: Oct 1 to Sep 30

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.3%	59.8%	0.67	32.6%	1.24	51.8%	0.78	41.9%	0.96
Obstetrics	24.6%	40.6%	0.60	15.1%	1.63	33.8%	0.73	27.0%	0.91
Pediatrics	0.0%	50.6%	N/A	2.3%	N/A	19.7%	N/A	0.0%	N/A
Total Hospital	38.6%	56.6%	0.68	30.1%	1.28	48.9%	0.79	42.5%	0.91
Average Census (Patients)									
Adult Medical-Surgical	34.6	32.3	1.07	9.9	3.50	26.2	1.32	36.0	0.96
Obstetrics	2.0	5.4	0.36	0.7	2.81	3.7	0.53	2.2	0.91
Pediatrics	0.0	2.1	N/A	0.0	N/A	0.6	N/A	0.0	N/A
Total Hospital	38.6	55.0	0.70	11.1	3.47	39.4	0.98	42.5	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	3.9	1.15	3.5	1.28	3.5	1.28	4.4	1.01
Obstetrics	2.3	2.4	0.96	2.2	1.05	2.3	1.01	2.4	0.95
Pediatrics	0.0	2.4	N/A	1.7	N/A	2.3	N/A	0.0	N/A
Total Hospital	4.2	4.4	0.95	3.4	1.23	3.8	1.10	4.4	0.95
Surgical Operations									
Inpatient	610	1,553	0.39	163	3.74	1,201	0.51	635	0.96
Outpatient	1,897	3,651	0.52	807	2.35	3,237	0.59	1,891	1.00
Inpatient as % of All Surgeries	24.3%	29.9%	0.81	16.8%	1.45	27.1%	0.90	25.1%	0.97
Outpatient Visits									
Non-Emergency Visits	23,053	80,062	0.29	21,613	1.07	67,729	0.34	17,229	1.34
Emergency Visits	12,060	14,837	0.81	6,868	1.76	16,387	0.74	12,136	0.99
Full-Time Equivalents (FTEs)									
Administrators	10.0	17.5	0.57	4.0	2.50	12.6	0.79	16.0	0.63
Nurses, Licensed	120.7	168.8	0.71	43.9	2.75	144.7	0.83	122.6	0.98
Ancillary Nursing Personnel	18.6	34.3	0.54	9.0	2.06	24.8	0.75	20.8	0.89
All Other Personnel	239.4	405.3	0.59	100.7	2.38	367.2	0.65	206.3	1.16
Total FTEs	388.6	626.0	0.62	157.7	2.46	549.3	0.71	365.7	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.2	17.4	0.65	13.8	0.81	13.9	0.81	17.5	0.64
Nurses, Licensed	135.5	167.9	0.81	152.6	0.89	159.7	0.85	134.2	1.01
Ancillary Nursing Personnel	20.8	34.2	0.61	31.4	0.66	27.4	0.76	22.7	0.92
All Other Personnel	268.7	403.1	0.67	349.7	0.77	405.3	0.66	225.8	1.19
Total FTEs	436.3	622.6	0.70	547.6	0.80	606.3	0.72	400.2	1.09

Total Hospital:
 Beds Set Up & Staffed 100
 Discharges 3,368
 Inpatient Days 14,112

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 275
 Newborn Days 575

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed Sep 30, 2004	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	2,837	12,676	40.3%	34.6	4.5
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	9	53	14.5%	0.1	5.9
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	311	719	24.6%	2.0	2.3
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	204	831	45.4%	2.3	4.1
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	10	0	10.0	Radiological Services Personnel	12	0	12.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	7	0	7.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	85	41	106.8	Occupational Therapy Assistants/Aides	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	4.9
Licensed Practical Nurses	12	0	12.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	15	8	18.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	1	2	1.9	Psychologists	1	0	1.0
Medical Records Personnel	5	0	5.0	Social Workers	2	0	2.0
Pharmacy Personnel	5	2	6.6	All Other Health Professionals	27	4	29.1
Clinical Laboratory Personnel	12	3	13.3	All Other Personnel	114	58	142.5
Surgical Personnel	5	0	5.0	Total	328	120	388.6

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Selected Financial Statistics	FY 2004	All GMS Hospitals		Analysis Area		Volume Group		FY 2004 vs. 2003		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$27,850,850	41.9%	41.6%	1.01	44.2%	0.95	42.5%	0.99	44.6%	0.94
Medical Assistance	\$11,439,769	17.2%	10.2%	1.69	16.5%	1.04	8.5%	2.03	16.3%	1.06
Commercial	\$22,248,050	33.5%	41.9%	0.80	30.7%	1.09	42.6%	0.79	32.3%	1.04
All Other	\$4,870,215	7.3%	6.2%	1.18	8.5%	0.86	6.4%	1.15	6.8%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$15,219,493	22.9%	25.3%	0.91	21.4%	1.07	26.3%	0.87	24.1%	0.95
Medical Assistance	\$7,739,860	11.7%	7.5%	1.55	9.6%	1.21	6.2%	1.88	9.8%	1.19
Commercial	\$1,344,608	2.0%	9.6%	0.21	2.7%	0.75	6.9%	0.29	1.8%	1.14
Charity Care	\$171,452	0.3%	1.1%	0.23	0.9%	0.29	1.1%	0.23	0.3%	0.83
All Other	\$434,358	0.7%	1.3%	0.50	1.0%	0.65	1.1%	0.59	0.9%	0.72
Total Deductions	\$24,909,771	37.5%	44.8%	0.84	35.6%	1.05	41.7%	0.90	36.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.8%	4.5%	0.18	1.9%	0.42	4.1%	0.19	2.6%	0.31
Net Gains/Losses as % of Net Income		4.0%	15.4%	0.26	8.0%	0.50	19.7%	0.20	103.1%	0.04
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,101,202	58.4%	48.4%	1.21	55.2%	1.06	51.7%	1.13	59.1%	0.99
Supplies & Services	\$11,211,171	28.4%	39.5%	0.72	32.1%	0.88	33.9%	0.84	29.7%	0.95
Capital Component	\$2,882,631	7.3%	8.8%	0.83	7.5%	0.97	10.5%	0.69	7.5%	0.98
Bad Debt	\$2,349,174	5.9%	3.4%	1.75	5.2%	1.14	3.9%	1.52	3.7%	1.61
Fiscal Statistics										
Operating Margin (%)		5.5%	6.5%	0.84	2.4%	2.28	5.5%	1.00	0.0%	N/A
Total Hospital Net Income (%)		5.7%	7.6%	0.75	2.6%	2.19	6.8%	0.84	0.2%	23.74
Return on Equity (%)		9.1%	11.5%	0.79	7.7%	1.18	10.8%	0.84	0.4%	24.53
Current Ratio		2.9	2.6	1.10	1.8	1.59	2.2	1.30	2.9	1.00
Days in Net Patient Accounts Receivable		60.1	52.8	1.14	61.5	0.98	57.5	1.05	65.8	0.91
Average Payment Period		51.3	53.7	0.96	64.8	0.79	55.9	0.92	39.2	1.31
Equity Financing (%)		79.7%	57.5%	1.39	41.7%	1.91	50.7%	1.57	79.0%	1.01
Long-Term Debt to Equity Ratio		0.1	0.5	0.11	0.7	0.08	0.6	0.10	0.1	0.51
Times Interest Earned		17.0	6.2	2.75	3.3	5.16	3.8	4.48	1.5	11.23
Total Asset Turnover		1.3	0.9	1.42	1.2	1.06	0.8	1.59	1.2	1.04
Average Age of Plant (Years)		8.8	9.1	0.96	9.2	0.95	7.9	1.11	8.3	1.05
Increase (Decrease) Total Net Patient Revenue		16.4%	9.1%	1.81	10.6%	1.55	16.4%	1.00	-0.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		56.7%	45.3%	1.25	61.6%	0.92	56.6%	1.00	53.5%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$5,227		\$9,256	0.56	\$5,336	0.98	\$6,572	0.80	\$4,406	1.19
Inpatient Net Revenue per Day	\$1,248		\$2,088	0.60	\$1,451	0.86	\$1,770	0.70	\$1,083	1.15
Outpatient Net Revenue per Visit	\$680		\$404	1.68	\$335	2.03	\$438	1.55	\$641	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$66,408,884	Cash & Cash Equivalents	\$4,787,172	Current Liabilities	\$5,168,299
Less Deductions	\$24,909,771	Net Patient Receivables	\$6,816,016	Long-Term Debt	\$1,499,862
Net Patient Revenue	\$41,499,113	Other Receivables	\$1,057,932	Other Liabilities	\$0
Plus Other Revenue	\$334,452			Subtotal	\$6,668,161
Total Revenue	\$41,833,565	Land, Buildings & Equipment (Net)	\$15,978,994	Unrestricted Fund Balance	\$26,176,868
Less Expenses	\$39,544,178	Other Assets	\$4,204,915	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$94,739			Total Liabilities & Fund Balance	\$32,845,029
Net Income	\$2,384,126	Total Assets	\$32,845,029		