

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: Jan 1 to Dec 31

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: 4

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	65.9%	59.8%	1.10	65.6%	1.00	51.5%	1.28	70.4%	0.94
Obstetrics	17.1%	40.6%	0.42	40.3%	0.42	28.9%	0.59	17.4%	0.98
Pediatrics	0.0%	50.6%	N/A	19.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	52.4%	56.6%	0.93	59.6%	0.88	49.3%	1.06	58.4%	0.90
Average Census (Patients)									
Adult Medical-Surgical	27.0	32.3	0.84	48.8	0.55	15.2	1.78	28.9	0.94
Obstetrics	2.4	5.4	0.44	7.1	0.34	1.8	1.33	2.4	0.98
Pediatrics	0.0	2.1	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	34.1	55.0	0.62	80.2	0.42	21.8	1.56	37.9	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.9	0.97	3.9	0.97	3.5	1.08	3.9	0.97
Obstetrics	2.2	2.4	0.91	2.5	0.87	2.3	0.95	2.2	1.00
Pediatrics	0.0	2.4	N/A	1.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.4	0.84	4.3	0.86	3.6	1.03	4.0	0.93
Surgical Operations									
Inpatient	1,160	1,553	0.75	2,004	0.58	564	2.06	1,252	0.93
Outpatient	2,581	3,651	0.71	4,027	0.64	2,370	1.09	2,862	0.90
Inpatient as % of All Surgeries	31.0%	29.9%	1.04	33.2%	0.93	19.2%	1.61	30.4%	1.02
Outpatient Visits									
Non-Emergency Visits	45,219	80,062	0.56	124,020	0.36	45,731	0.99	46,495	0.97
Emergency Visits	12,773	14,837	0.86	21,636	0.59	11,202	1.14	12,693	1.01
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	26.7	0.04	8.2	0.12	1.0	1.00
Nurses, Licensed	126.5	168.8	0.75	216.0	0.59	80.2	1.58	138.0	0.92
Ancillary Nursing Personnel	3.8	34.3	0.11	44.9	0.08	17.4	0.22	5.1	0.74
All Other Personnel	356.5	405.3	0.88	528.9	0.67	219.2	1.63	344.6	1.03
Total FTEs	487.7	626.0	0.78	816.4	0.60	325.1	1.50	488.7	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.4	17.4	0.08	15.4	0.09	14.6	0.10	1.3	1.10
Nurses, Licensed	176.7	167.9	1.05	124.5	1.42	143.6	1.23	174.8	1.01
Ancillary Nursing Personnel	5.2	34.2	0.15	25.9	0.20	31.2	0.17	6.4	0.82
All Other Personnel	498.1	403.1	1.24	304.8	1.63	392.2	1.27	436.4	1.14
Total FTEs	681.5	622.6	1.09	470.5	1.45	581.6	1.17	618.9	1.10

Total Hospital:

Beds Set Up & Staffed 65
 Discharges 3,361
 Inpatient Days 12,464

Contract with:

Health Maintenance Yes
 Organization (HMO)
 Preferred Provider Yes
 Organization (PPO)

Medicare-certified Swing Beds:

Beds Set Up & Staffed 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 14
 Total Births 402
 Newborn Days 789

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed Dec 31, 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	41	2,618	9,893	65.9%	27.0	3.8
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	14	402	876	17.1%	2.4	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	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	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	341	1,695	46.3%	4.6	5.0
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
Subacute care	3	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	1	0	1.0	Radiological Services Personnel	13	12	21.5
Physicians & Dentists	0	0	0.0	Respiratory Therapists	6	2	6.9
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	5	3.9
Registered Nurses	56	97	114.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	6	6.2
Licensed Practical Nurses	8	5	11.9	Physical Therapy Assistants/Aides	1	1	1.7
Ancillary Nursing Personnel	1	7	3.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	8	6	11.1	Social Workers	1	2	2.1
Pharmacy Personnel	7	2	8.3	All Other Health Professionals	100	48	117.3
Clinical Laboratory Personnel	8	8	11.7	All Other Personnel	99	130	159.0
Surgical Personnel	4	3	5.9	Total	317	336	487.7

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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	\$50,146,592	46.0%	41.6%	1.11	43.0%	1.07	45.7%	1.01	44.4%	1.04
Medical Assistance	\$8,151,875	7.5%	10.2%	0.73	7.0%	1.07	9.1%	0.82	6.4%	1.17
Commercial	\$43,367,631	39.8%	41.9%	0.95	46.0%	0.86	39.0%	1.02	43.4%	0.92
All Other	\$7,385,782	6.8%	6.2%	1.09	4.0%	1.69	6.1%	1.11	5.9%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$34,753,257	31.9%	25.3%	1.26	27.7%	1.15	28.5%	1.12	30.6%	1.04
Medical Assistance	\$7,019,556	6.4%	7.5%	0.86	4.9%	1.31	6.8%	0.95	5.3%	1.22
Commercial	\$7,455,083	6.8%	9.6%	0.71	11.4%	0.60	6.4%	1.07	6.9%	0.99
Charity Care	\$730,695	0.7%	1.1%	0.61	1.0%	0.67	0.9%	0.74	0.7%	0.92
All Other	\$587,590	0.5%	1.3%	0.41	0.3%	1.80	0.7%	0.77	0.5%	1.15
Total Deductions	\$50,546,181	46.4%	44.8%	1.03	45.3%	1.02	43.3%	1.07	44.0%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		9.8%	4.5%	2.19	2.7%	3.64	3.7%	2.66	9.6%	1.02
Net Gains/Losses as % of Net Income		0.1%	15.4%	0.01	10.6%	0.01	13.5%	0.01	0.0%	5.84
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,127,656	45.8%	48.4%	0.95	47.8%	0.96	53.6%	0.85	43.9%	1.04
Supplies & Services	\$23,031,771	42.0%	39.5%	1.06	38.3%	1.10	33.0%	1.27	43.9%	0.96
Capital Component	\$4,958,406	9.0%	8.8%	1.03	9.6%	0.94	9.4%	0.96	9.4%	0.96
Bad Debt	\$1,745,000	3.2%	3.4%	0.94	4.2%	0.76	4.0%	0.80	2.8%	1.15
Fiscal Statistics										
Operating Margin (%)		15.5%	6.5%	2.38	10.0%	1.55	6.6%	2.34	16.2%	0.95
Total Hospital Net Income (%)		15.5%	7.6%	2.04	11.0%	1.41	7.6%	2.04	16.2%	0.95
Return on Equity (%)		16.7%	11.5%	1.45	14.0%	1.19	10.2%	1.64	25.2%	0.66
Current Ratio		6.6	2.6	2.55	3.4	1.95	3.7	1.79	5.6	1.18
Days in Net Patient Accounts Receivable		51.8	52.8	0.98	58.2	0.89	53.2	0.97	57.1	0.91
Average Payment Period		78.5	53.7	1.46	49.4	1.59	57.9	1.36	80.7	0.97
Equity Financing (%)		60.4%	57.5%	1.05	62.2%	0.97	58.9%	1.03	46.7%	1.30
Long-Term Debt to Equity Ratio		0.1	0.5	0.26	0.4	0.32	0.3	0.43	0.2	0.68
Times Interest Earned		13.0	6.2	2.10	9.6	1.36	5.1	2.55	11.2	1.16
Total Asset Turnover		0.7	0.9	0.73	0.8	0.82	0.8	0.82	0.7	0.90
Average Age of Plant (Years)		13.8	9.1	1.51	9.0	1.53	9.1	1.51	12.4	1.11
Increase (Decrease) Total Net Patient Revenue		0.0%	9.1%	N/A	10.9%	N/A	7.8%	N/A	7.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		52.4%	45.3%	1.16	51.5%	1.02	60.9%	0.86	52.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,417		\$9,256	0.80	\$7,742	0.96	\$6,142	1.21	\$6,663	1.11
Inpatient Net Revenue per Day	\$2,000		\$2,088	0.96	\$1,816	1.10	\$1,682	1.19	\$1,866	1.07
Outpatient Net Revenue per Visit	\$579		\$404	1.43	\$421	1.38	\$395	1.47	\$552	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$109,051,880	Cash & Cash Equivalents	\$65,324,214	Current Liabilities	\$11,206,354
Less Deductions	\$50,546,181	Net Patient Receivables	\$8,275,392	Long-Term Debt	\$7,667,507
Net Patient Revenue	\$58,505,699	Other Receivables	\$134,516	Other Liabilities	\$20,420,378
Plus Other Revenue	\$6,383,890			Subtotal	\$39,294,239
Total Revenue	\$64,889,589	Land, Buildings & Equipment (Net)	\$21,721,665	Unrestricted Fund Balance	\$60,056,713
Less Expenses	\$54,862,833	Other Assets	\$3,895,165	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$14,254			Total Liabilities & Fund Balance	\$99,350,952
Net Income	\$10,041,010	Total Assets	\$99,350,952		