

**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:    Oct 1 to Sep 30

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	54.0%	59.8%	0.90	65.6%	0.82	28.9%	1.87	53.6%	1.01
Obstetrics	0.0%	40.6%	N/A	42.0%	N/A	13.7%	N/A	0.0%	N/A
Pediatrics	0.0%	50.6%	N/A	48.6%	N/A	4.4%	N/A	0.0%	N/A
Total Hospital	72.9%	56.6%	1.29	64.6%	1.13	28.4%	2.57	53.6%	1.36
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.3	32.3	0.13	28.6	0.15	5.6	0.77	4.3	1.01
Obstetrics	0.0	5.4	N/A	4.2	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	1.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.8	55.0	0.11	51.2	0.11	7.0	0.83	4.3	1.36
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.9	0.66	3.7	0.70	3.0	0.86	2.6	0.99
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.4	N/A	2.9	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.70	4.2	0.73	3.1	0.99	2.6	1.18
<b>Surgical Operations</b>									
Inpatient	11	1,553	0.01	1,670	0.01	185	0.06	15	0.73
Outpatient	1,119	3,651	0.31	1,941	0.58	1,265	0.88	1,092	1.02
Inpatient as % of All Surgeries	1.0%	29.9%	0.03	46.2%	0.02	12.8%	0.08	1.4%	0.72
<b>Outpatient Visits</b>									
Non-Emergency Visits	25,588	80,062	0.32	53,799	0.48	21,311	1.20	30,189	0.85
Emergency Visits	6,634	14,837	0.45	11,491	0.58	5,141	1.29	5,005	1.33
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	17.5	0.17	13.1	0.23	3.6	0.83	2.0	1.50
Nurses, Licensed	19.3	168.8	0.11	150.1	0.13	34.9	0.55	18.5	1.04
Ancillary Nursing Personnel	3.1	34.3	0.09	39.3	0.08	7.3	0.42	0.0	N/A
All Other Personnel	65.1	405.3	0.16	375.5	0.17	77.5	0.84	67.2	0.97
Total FTEs	90.5	626.0	0.14	578.1	0.16	123.4	0.73	87.7	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.2	17.4	0.76	14.4	0.92	17.1	0.77	12.5	1.06
Nurses, Licensed	85.2	167.9	0.51	164.6	0.52	165.3	0.52	116.0	0.73
Ancillary Nursing Personnel	13.7	34.2	0.40	43.1	0.32	34.7	0.39	0.0	N/A
All Other Personnel	287.4	403.1	0.71	411.5	0.70	366.7	0.78	421.1	0.68
Total FTEs	399.5	622.6	0.64	633.6	0.63	583.9	0.68	549.6	0.73

**Total Hospital:**  
 Beds Set Up & Staffed       8  
 Discharges                    693  
 Inpatient Days                2,135

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed       5  
 Discharges                    82  
 Inpatient Days                554

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

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	8	611	1,582	54.0%	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	3	0	3.0	Radiological Services Personnel	5	4	8.5
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	1	0.5
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	17	3	18.3	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	0	1.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	2	3.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	2	3	3.6	Social Workers	0	1	0.8
Pharmacy Personnel	1	1	1.8	All Other Health Professionals	12	4	14.1
Clinical Laboratory Personnel	3	1	3.8	All Other Personnel	18	13	26.2
Surgical Personnel	2	0	2.0	<b>Total</b>	<b>69</b>	<b>34</b>	<b>90.5</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$10,429,323	46.2%	41.6%	1.11	48.3%	0.96	41.1%	1.12	47.0%	0.98
Medical Assistance	\$1,622,676	7.2%	10.2%	0.71	9.3%	0.77	11.2%	0.64	5.4%	1.34
Commercial	\$9,508,498	42.1%	41.9%	1.01	37.6%	1.12	41.4%	1.02	43.7%	0.97
All Other	\$998,342	4.4%	6.2%	0.71	4.8%	0.92	6.3%	0.70	4.0%	1.12
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,665,779	20.7%	25.3%	0.82	26.4%	0.78	19.5%	1.06	19.0%	1.09
Medical Assistance	\$1,338,653	5.9%	7.5%	0.79	6.2%	0.96	6.3%	0.94	4.9%	1.22
Commercial	\$790,701	3.5%	9.6%	0.37	3.5%	1.00	8.0%	0.44	4.0%	0.89
Charity Care	\$326,371	1.4%	1.1%	1.32	1.7%	0.85	0.7%	2.07	0.9%	1.67
All Other	\$0	0.0%	1.3%	N/A	0.5%	N/A	1.0%	N/A	0.0%	N/A
Total Deductions	\$7,121,504	31.6%	44.8%	0.70	38.3%	0.82	35.7%	0.88	28.7%	1.10
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.0%	4.5%	0.45	3.1%	0.65	2.5%	0.80	2.2%	0.93
Net Gains/Losses as % of Net Income		2.6%	15.4%	0.17	N/A	N/A	4.9%	0.53	4.2%	0.62
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$5,704,041	42.1%	48.4%	0.87	49.7%	0.85	52.3%	0.81	42.2%	1.00
Supplies & Services	\$5,139,844	38.0%	39.5%	0.96	38.3%	0.99	34.9%	1.09	37.6%	1.01
Capital Component	\$1,478,998	10.9%	8.8%	1.24	9.0%	1.21	8.6%	1.27	12.8%	0.85
Bad Debt	\$1,220,600	9.0%	3.4%	2.65	2.9%	3.11	4.2%	2.15	7.4%	1.22
<b>Fiscal Statistics</b>										
Operating Margin (%)		14.0%	6.5%	2.16	7.9%	1.78	11.3%	1.24	11.2%	1.25
Total Hospital Net Income (%)		14.4%	7.6%	1.89	7.9%	1.82	11.8%	1.22	11.7%	1.23
Return on Equity (%)		22.0%	11.5%	1.91	11.9%	1.85	26.2%	0.84	20.8%	1.06
Current Ratio		8.3	2.6	3.20	2.2	3.78	2.8	2.97	7.2	1.16
Days in Net Patient Accounts Receivable		53.9	52.8	1.02	54.7	0.98	61.9	0.87	59.4	0.91
Average Payment Period		31.1	53.7	0.58	55.6	0.56	48.2	0.65	26.9	1.16
Equity Financing (%)		46.8%	57.5%	0.81	61.4%	0.76	51.5%	0.91	40.6%	1.15
Long-Term Debt to Equity Ratio		1.0	0.5	2.06	0.4	2.58	0.6	1.72	1.4	0.76
Times Interest Earned		4.4	6.2	0.72	6.8	0.65	8.7	0.51	3.6	1.23
Total Asset Turnover		0.7	0.9	0.79	0.9	0.79	1.1	0.65	0.7	0.99
Average Age of Plant (Years)		8.1	9.1	0.90	9.7	0.84	9.5	0.86	8.6	0.95
Increase (Decrease) Total Net Patient Revenue		10.7%	9.1%	1.18	8.4%	1.27	10.5%	1.02	37.6%	0.28
Outpatient Gross Revenue (% of Total GPR)		74.3%	45.3%	1.64	41.3%	1.80	66.6%	1.11	73.1%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,676		\$9,256	0.61	\$8,908	0.64	\$5,444	1.04	\$4,314	1.32
Inpatient Net Revenue per Day	\$1,636		\$2,088	0.78	\$2,101	0.78	\$1,545	1.06	\$1,451	1.13
Outpatient Net Revenue per Visit	\$343		\$404	0.85	\$444	0.77	\$364	0.94	\$312	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$22,558,839	Cash & Cash Equivalents	\$6,667,317	Current Liabilities	\$1,089,552
Less Deductions	\$7,121,504	Net Patient Receivables	\$2,271,877	Long-Term Debt	\$10,641,475
Net Patient Revenue	\$15,437,335	Other Receivables	\$127,345	Other Liabilities	\$0
Plus Other Revenue	\$316,373			Subtotal	\$11,731,027
Total Revenue	\$15,753,709	Land, Buildings & Equipment (Net)	\$11,188,225	Unrestricted Fund Balance	\$10,320,622
Less Expenses	\$13,543,483	Other Assets	\$1,796,885	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$59,310			Total Liabilities & Fund Balance	\$22,051,649
Net Income	\$2,269,536	Total Assets	\$22,051,649		