

**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:   Jan 1 to Dec 31

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	31.2%	59.8%	0.52	56.0%	0.56	20.1%	1.55	20.0%	1.56
Obstetrics	0.0%	40.6%	N/A	42.5%	N/A	4.7%	N/A	0.0%	N/A
Pediatrics	0.0%	50.6%	N/A	49.0%	N/A	17.4%	N/A	0.0%	N/A
Total Hospital	34.3%	56.6%	0.61	56.4%	0.61	36.3%	0.94	19.8%	1.73
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.8	32.3	0.24	30.9	0.25	2.7	2.89	5.0	1.56
Obstetrics	0.0	5.4	N/A	5.0	N/A	0.1	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	1.8	N/A	0.7	N/A	0.0	N/A
Total Hospital	8.6	55.0	0.16	55.0	0.16	9.1	0.94	5.0	1.73
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.8	3.9	1.22	3.6	1.32	3.0	1.59	3.6	1.33
Obstetrics	0.0	2.4	N/A	2.0	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	2.4	N/A	3.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	5.2	4.4	1.19	4.4	1.19	7.4	0.71	3.5	1.47
<b>Surgical Operations</b>									
Inpatient	36	1,553	0.02	1,617	0.02	31	1.16	66	0.55
Outpatient	405	3,651	0.11	5,045	0.08	138	2.93	304	1.33
Inpatient as % of All Surgeries	8.2%	29.9%	0.27	24.3%	0.34	18.4%	0.44	17.8%	0.46
<b>Outpatient Visits</b>									
Non-Emergency Visits	3,258	80,062	0.04	119,084	0.03	8,694	0.37	3,577	0.91
Emergency Visits	1,360	14,837	0.09	14,741	0.09	1,663	0.82	1,398	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	17.5	0.17	14.3	0.21	2.8	1.07	4.0	0.75
Nurses, Licensed	25.3	168.8	0.15	183.2	0.14	25.6	0.99	21.7	1.17
Ancillary Nursing Personnel	10.3	34.3	0.30	30.8	0.34	9.0	1.15	10.9	0.95
All Other Personnel	84.3	405.3	0.21	504.1	0.17	51.1	1.65	85.8	0.98
Total FTEs	122.9	626.0	0.20	732.4	0.17	88.5	1.39	122.4	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.4	17.4	0.83	12.3	1.17	21.1	0.68	35.0	0.41
Nurses, Licensed	121.4	167.9	0.72	157.3	0.77	192.0	0.63	189.5	0.64
Ancillary Nursing Personnel	49.5	34.2	1.45	26.4	1.88	67.6	0.73	95.5	0.52
All Other Personnel	404.0	403.1	1.00	432.8	0.93	383.5	1.05	750.5	0.54
Total FTEs	589.4	622.6	0.95	628.8	0.94	664.3	0.89	1,070.5	0.55

**Total Hospital:**  
 Beds Set Up & Staffed   25  
 Discharges               600  
 Inpatient Days           3,136

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed   5  
 Discharges               0  
 Inpatient Days           0

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

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	25	600	2,856	31.2%	7.8	4.8
Orthopedic	1	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	1	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	1	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	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	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	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)	1	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>	5	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	4	4	4.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	1	2.0
Registered Nurses	14	27	22.6	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.1
Licensed Practical Nurses	2	2	2.8	Physical Therapy Assistants/Aides	2	1	2.5
Ancillary Nursing Personnel	6	14	10.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.0	Dietitians & Nutritionists	0	4	1.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	4	5	4.0	Social Workers	0	1	0.0
Pharmacy Personnel	2	3	2.8	All Other Health Professionals	1	3	2.3
Clinical Laboratory Personnel	6	5	8.3	All Other Personnel	42	30	53.9
Surgical Personnel	1	1	1.0	<b>Total</b>	<b>91</b>	<b>105</b>	<b>122.9</b>

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Selected Financial Statistics	FY 2004	All GMS Hospitals		Analysis Area		Volume Group		FY 2004 vs. 2003		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2003	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$13,967,220	59.0%	41.6%	1.42	39.2%	1.51	57.0%	1.04	39.4%	1.50
Medical Assistance	\$3,662,861	15.5%	10.2%	1.52	8.0%	1.93	9.3%	1.66	15.5%	1.00
Commercial	\$3,574,375	15.1%	41.9%	0.36	46.2%	0.33	29.1%	0.52	34.8%	0.43
All Other	\$2,467,433	10.4%	6.2%	1.68	6.7%	1.56	4.5%	2.32	10.2%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,934,675	20.8%	25.3%	0.82	22.3%	0.93	26.1%	0.80	20.9%	1.00
Medical Assistance	\$1,855,317	7.8%	7.5%	1.05	5.7%	1.38	5.3%	1.48	6.3%	1.25
Commercial	\$1,595,921	6.7%	9.6%	0.70	11.2%	0.60	6.5%	1.04	5.8%	1.17
Charity Care	\$116,525	0.5%	1.1%	0.45	1.4%	0.35	0.4%	1.23	0.3%	1.62
All Other	\$64,251	0.3%	1.3%	0.21	1.6%	0.17	0.4%	0.68	0.0%	N/A
Total Deductions	\$8,566,689	36.2%	44.8%	0.81	42.2%	0.86	38.7%	0.94	33.2%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.1%	4.5%	0.24	8.7%	0.12	2.5%	0.43	1.6%	0.66
Net Gains/Losses as % of Net Income		-514.5%	15.4%	N/A	24.8%	N/A	12.5%	N/A	8.7%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,322,747	53.8%	48.4%	1.11	50.4%	1.07	47.5%	1.13	55.4%	0.97
Supplies & Services	\$5,264,523	34.0%	39.5%	0.86	38.4%	0.89	38.9%	0.87	34.5%	0.99
Capital Component	\$1,038,395	6.7%	8.8%	0.76	8.2%	0.82	10.9%	0.62	4.7%	1.42
Bad Debt	\$856,638	5.5%	3.4%	1.63	2.9%	1.91	2.6%	2.13	5.3%	1.03
<b>Fiscal Statistics</b>										
Operating Margin (%)		-1.4%	6.5%	N/A	5.8%	N/A	-2.4%	0.58	4.8%	N/A
Total Hospital Net Income (%)		-0.2%	7.6%	N/A	7.6%	N/A	-2.8%	0.08	5.2%	N/A
Return on Equity (%)		-1.0%	11.5%	N/A	14.3%	N/A	-19.8%	0.05	24.0%	N/A
Current Ratio		1.5	2.6	0.57	2.3	0.64	2.0	0.74	1.5	0.98
Days in Net Patient Accounts Receivable		53.8	52.8	1.02	55.4	0.97	65.8	0.82	50.9	1.06
Average Payment Period		57.3	53.7	1.07	50.0	1.15	54.6	1.05	57.1	1.00
Equity Financing (%)		46.1%	57.5%	0.80	48.1%	0.96	15.3%	3.01	47.0%	0.98
Long-Term Debt to Equity Ratio		0.3	0.5	0.58	0.7	0.42	4.4	0.07	0.3	1.07
Times Interest Earned		0.4	6.2	0.07	6.0	0.07	0.0	N/A	10.7	0.04
Total Asset Turnover		2.1	0.9	2.36	0.9	2.36	1.1	1.93	2.2	0.98
Average Age of Plant (Years)		17.4	9.1	1.91	9.5	1.83	5.9	2.95	19.2	0.90
Increase (Decrease) Total Net Patient Revenue		11.5%	9.1%	1.26	9.7%	1.19	31.0%	0.37	9.1%	1.27
Outpatient Gross Revenue (% of Total GPR)		58.9%	45.3%	1.30	45.1%	1.31	31.3%	1.88	56.7%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,797	\$9,256	1.06	\$9,628	1.02	\$13,855	0.71	\$11,852	0.83
Inpatient Net Revenue per Day		\$1,873	\$2,088	0.90	\$2,198	0.85	\$1,758	1.07	\$2,312	0.81
Outpatient Net Revenue per Visit		\$1,837	\$404	4.55	\$284	6.47	\$352	5.22	\$1,555	1.18

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$23,671,889	Cash & Cash Equivalents	\$891,814	Current Liabilities	\$2,338,349
Less Deductions	\$8,566,689	Net Patient Receivables	\$2,221,016	Long-Term Debt	\$966,223
Net Patient Revenue	\$15,105,200	Other Receivables	\$17,219	Other Liabilities	\$575,658
Plus Other Revenue	\$164,243			Subtotal	\$3,880,230
Total Revenue	\$15,269,443	Land, Buildings & Equipment (Net)	\$2,773,967	Unrestricted Fund Balance	\$3,314,355
Less Expenses	\$15,482,303	Other Assets	\$1,290,569	Restricted Fund Balance	\$575,658
Non-Operating Gains/Losses	\$178,221			Total Liabilities & Fund Balance	\$7,194,585
Net Income	-\$34,639	Total Assets	\$7,194,585		