

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

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

| Selected Utilization Statistics | FY 2005 | All GMS Hospitals | | Analysis Area 7 | | Volume Group 5 | | FY 2005 vs. 2004 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2004 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 36.5% | 59.1% | 0.62 | 34.3% | 1.06 | 52.4% | 0.70 | 40.3% | 0.91 |
| Obstetrics | 30.4% | 41.6% | 0.73 | 17.1% | 1.78 | 32.6% | 0.93 | 24.6% | 1.24 |
| Pediatrics | 0.0% | 54.2% | N/A | 2.6% | N/A | 14.9% | N/A | 0.0% | N/A |
| Total Hospital | 36.1% | 57.7% | 0.63 | 32.1% | 1.13 | 50.8% | 0.71 | 38.6% | 0.94 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 31.4 | 31.3 | 1.00 | 9.6 | 3.27 | 24.2 | 1.30 | 34.6 | 0.91 |
| Obstetrics | 2.4 | 5.4 | 0.45 | 0.7 | 3.47 | 3.5 | 0.69 | 2.0 | 1.24 |
| Pediatrics | 0.0 | 2.2 | N/A | 0.0 | N/A | 0.3 | N/A | 0.0 | N/A |
| Total Hospital | 36.1 | 54.6 | 0.66 | 11.0 | 3.29 | 39.9 | 0.91 | 38.6 | 0.94 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.1 | 3.7 | 1.11 | 3.3 | 1.25 | 3.5 | 1.18 | 4.5 | 0.92 |
| Obstetrics | 2.6 | 2.4 | 1.10 | 2.3 | 1.14 | 2.3 | 1.14 | 2.3 | 1.14 |
| Pediatrics | 0.0 | 2.5 | N/A | 2.2 | N/A | 2.3 | N/A | 0.0 | N/A |
| Total Hospital | 4.0 | 4.3 | 0.93 | 3.3 | 1.21 | 3.7 | 1.08 | 4.2 | 0.95 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 689 | 1,644 | 0.42 | 188 | 3.66 | 1,115 | 0.62 | 610 | 1.13 |
| Outpatient | 2,023 | 3,777 | 0.54 | 849 | 2.38 | 3,173 | 0.64 | 1,897 | 1.07 |
| Inpatient as % of All Surgeries | 25.4% | 30.3% | 0.84 | 18.2% | 1.40 | 26.0% | 0.98 | 24.3% | 1.04 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 23,193 | 84,436 | 0.27 | 21,209 | 1.09 | 72,860 | 0.32 | 23,053 | 1.01 |
| Emergency Visits | 12,640 | 15,777 | 0.80 | 7,039 | 1.80 | 18,144 | 0.70 | 12,060 | 1.05 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 10.0 | 17.4 | 0.57 | 3.5 | 2.86 | 14.7 | 0.68 | 10.0 | 1.00 |
| Nurses, Licensed | 114.6 | 173.6 | 0.66 | 44.2 | 2.59 | 132.6 | 0.86 | 120.7 | 0.95 |
| Ancillary Nursing Personnel | 20.0 | 34.8 | 0.58 | 8.0 | 2.50 | 23.1 | 0.87 | 18.6 | 1.08 |
| All Other Personnel | 232.3 | 410.2 | 0.57 | 102.5 | 2.27 | 345.3 | 0.67 | 239.4 | 0.97 |
| Total FTEs | 376.9 | 636.0 | 0.59 | 158.3 | 2.38 | 516.3 | 0.73 | 388.6 | 0.97 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 11.4 | 17.1 | 0.67 | 12.2 | 0.93 | 15.1 | 0.75 | 11.2 | 1.02 |
| Nurses, Licensed | 130.7 | 170.3 | 0.77 | 152.4 | 0.86 | 136.6 | 0.96 | 135.5 | 0.96 |
| Ancillary Nursing Personnel | 22.8 | 34.1 | 0.67 | 27.7 | 0.82 | 23.8 | 0.96 | 20.8 | 1.10 |
| All Other Personnel | 264.7 | 402.4 | 0.66 | 353.7 | 0.75 | 355.6 | 0.74 | 268.7 | 0.99 |
| Total FTEs | 429.7 | 623.8 | 0.69 | 546.0 | 0.79 | 531.6 | 0.81 | 436.3 | 0.98 |

Total Hospital:

Beds Set Up & Staffed 100
 Discharges 3,312
 Inpatient Days 13,192

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 303
 Newborn Days 665

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| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2005 | 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 | 2,783 | 11,462 | 36.5% | 31.4 | 4.1 |
| 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 | 4 | 29 | 7.9% | 0.1 | 7.3 |
| 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 | 337 | 887 | 30.4% | 2.4 | 2.6 |
| 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 | 192 | 829 | 45.4% | 2.3 | 4.3 |
| 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 | 17 | 1 | 17.2 |
| Physicians & Dentists | 1 | 0 | 1.0 | Respiratory Therapists | 7 | 0 | 7.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 83 | 41 | 99.9 | Occupational Therapy Assistants/Aides | 4 | 0 | 4.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 2 | 6.1 |
| Licensed Practical Nurses | 12 | 1 | 12.9 | Physical Therapy Assistants/Aides | 2 | 1 | 2.2 |
| Ancillary Nursing Personnel | 15 | 9 | 20.0 | 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 | 6 | 2 | 7.5 | All Other Health Professionals | 44 | 3 | 46.5 |
| Clinical Laboratory Personnel | 12 | 2 | 12.4 | All Other Personnel | 92 | 48 | 110.3 |
| Surgical Personnel | 5 | 0 | 5.0 | Total | 329 | 112 | 376.9 |

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| Selected Financial Statistics | FY 2005 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2005 vs. 2004 | | |
|--|--------------|-------------------|---------|---------------|---------|--------------|---------|------------------|---------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2004 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$29,785,667 | 41.2% | 41.4% | 1.00 | 44.7% | 0.92 | 42.6% | 0.97 | 41.9% | 0.98 |
| Medical Assistance | \$11,825,641 | 16.4% | 10.2% | 1.60 | 15.9% | 1.03 | 10.3% | 1.59 | 17.2% | 0.95 |
| Commercial | \$24,428,290 | 33.8% | 41.7% | 0.81 | 30.7% | 1.10 | 39.0% | 0.87 | 33.5% | 1.01 |
| All Other | \$6,265,007 | 8.7% | 6.8% | 1.27 | 8.7% | 1.00 | 8.1% | 1.07 | 7.3% | 1.18 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$16,930,031 | 23.4% | 25.3% | 0.93 | 21.1% | 1.11 | 26.7% | 0.88 | 22.9% | 1.02 |
| Medical Assistance | \$8,555,510 | 11.8% | 7.7% | 1.54 | 9.4% | 1.26 | 8.0% | 1.48 | 11.7% | 1.02 |
| Commercial | \$1,166,836 | 1.6% | 9.7% | 0.17 | 2.6% | 0.62 | 7.7% | 0.21 | 2.0% | 0.80 |
| Charity Care | \$558,854 | 0.8% | 1.5% | 0.52 | 1.3% | 0.59 | 1.5% | 0.52 | 0.3% | 2.99 |
| All Other | \$486,712 | 0.7% | 1.5% | 0.45 | 1.3% | 0.52 | 2.0% | 0.34 | 0.7% | 1.03 |
| Total Deductions | \$27,697,943 | 38.3% | 45.7% | 0.84 | 35.6% | 1.08 | 46.0% | 0.83 | 37.5% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 0.8% | 4.4% | 0.18 | 1.8% | 0.44 | 4.2% | 0.19 | 0.8% | 0.99 |
| Net Gains/Losses as % of Net Income | | 7.8% | 12.3% | 0.63 | 6.4% | 1.21 | 13.3% | 0.58 | 4.0% | 1.95 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$24,290,155 | 57.9% | 47.5% | 1.22 | 55.8% | 1.04 | 50.5% | 1.15 | 58.4% | 0.99 |
| Supplies & Services | \$12,955,020 | 30.9% | 40.2% | 0.77 | 31.6% | 0.98 | 35.3% | 0.87 | 28.4% | 1.09 |
| Capital Component | \$2,846,113 | 6.8% | 8.7% | 0.78 | 7.5% | 0.90 | 9.9% | 0.68 | 7.3% | 0.93 |
| Bad Debt | \$1,889,084 | 4.5% | 3.6% | 1.25 | 5.1% | 0.88 | 4.2% | 1.07 | 5.9% | 0.76 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 6.6% | 7.6% | 0.87 | 6.9% | 0.96 | 6.1% | 1.09 | 5.5% | 1.21 |
| Total Hospital Net Income (%) | | 7.2% | 8.6% | 0.83 | 7.3% | 0.98 | 6.9% | 1.04 | 5.7% | 1.26 |
| Return on Equity (%) | | 8.3% | 7.2% | 1.15 | 9.0% | 0.92 | 5.5% | 1.50 | 7.3% | 1.14 |
| Current Ratio | | 3.1 | 2.8 | 1.10 | 2.3 | 1.34 | 3.0 | 1.02 | 2.9 | 1.07 |
| Days in Net Patient Accounts Receivable | | 55.2 | 51.2 | 1.08 | 54.8 | 1.01 | 54.4 | 1.02 | 60.1 | 0.92 |
| Average Payment Period | | 54.9 | 53.8 | 1.02 | 59.6 | 0.92 | 51.2 | 1.07 | 51.3 | 1.07 |
| Equity Financing (%) | | 75.3% | 58.5% | 1.29 | 45.3% | 1.66 | 58.6% | 1.28 | 79.7% | 0.94 |
| Long-Term Debt to Equity Ratio | | 0.1 | 0.4 | 0.32 | 0.6 | 0.21 | 0.4 | 0.32 | 0.1 | 2.23 |
| Times Interest Earned | | 44.5 | 6.9 | 6.45 | 7.8 | 5.71 | 5.1 | 8.73 | 17.0 | 2.61 |
| Total Asset Turnover | | 1.2 | 0.8 | 1.44 | 1.2 | 0.96 | 0.8 | 1.44 | 1.3 | 0.90 |
| Average Age of Plant (Years) | | 9.4 | 9.1 | 1.04 | 9.4 | 1.00 | 8.9 | 1.06 | 8.8 | 1.08 |
| Increase (Decrease) Total Net Patient Revenue | | 7.5% | 9.1% | 0.82 | 13.4% | 0.56 | 7.0% | 1.07 | 16.4% | 0.46 |
| Outpatient Gross Revenue (% of Total GPR) | | 58.9% | 46.6% | 1.26 | 62.0% | 0.95 | 59.0% | 1.00 | 56.7% | 1.04 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$5,484 | | \$9,724 | 0.56 | \$5,588 | 0.98 | \$6,453 | 0.85 | \$5,227 | 1.05 |
| Inpatient Net Revenue per Day | \$1,377 | | \$2,239 | 0.61 | \$1,490 | 0.92 | \$1,721 | 0.80 | \$1,248 | 1.10 |
| Outpatient Net Revenue per Visit | \$738 | | \$430 | 1.72 | \$394 | 1.87 | \$445 | 1.66 | \$680 | 1.08 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$72,304,605 | Cash & Cash Equivalents | \$8,191,395 | Current Liabilities | \$5,911,131 |
| Less Deductions | \$27,697,943 | Net Patient Receivables | \$6,751,212 | Long-Term Debt | \$3,759,260 |
| Net Patient Revenue | \$44,606,662 | Other Receivables | \$32,636 | Other Liabilities | \$0 |
| Plus Other Revenue | \$357,151 | | | Subtotal | \$9,670,391 |
| Total Revenue | \$44,963,810 | Land, Buildings & Equipment (Net) | \$18,566,075 | Unrestricted Fund Balance | \$29,411,409 |
| Less Expenses | \$41,980,372 | Other Assets | \$5,540,482 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$251,099 | | | Total Liabilities & Fund Balance | \$39,081,800 |
| Net Income | \$3,234,540 | Total Assets | \$39,081,800 | | |