

018 Memorial Hospital of Burlington
 252 McHenry St
 Burlington, WI 53105
 262-767-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: 5

| Selected Utilization Statistics | FY 2005 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 5 | | FY 2005 vs. 2004 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2004 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 59.0% | 59.1% | 1.00 | 67.0% | 0.88 | 52.4% | 1.13 | 65.9% | 0.90 |
| Obstetrics | 12.4% | 41.6% | 0.30 | 41.3% | 0.30 | 32.6% | 0.38 | 17.1% | 0.72 |
| Pediatrics | 0.0% | 54.2% | N/A | 18.4% | N/A | 14.9% | N/A | 0.0% | N/A |
| Total Hospital | 46.7% | 57.7% | 0.81 | 63.6% | 0.73 | 50.8% | 0.92 | 52.4% | 0.89 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 24.2 | 31.3 | 0.77 | 48.2 | 0.50 | 24.2 | 1.00 | 27.0 | 0.90 |
| Obstetrics | 1.7 | 5.4 | 0.32 | 6.8 | 0.25 | 3.5 | 0.49 | 2.4 | 0.72 |
| Pediatrics | 0.0 | 2.2 | N/A | 0.8 | N/A | 0.3 | N/A | 0.0 | N/A |
| Total Hospital | 30.3 | 54.6 | 0.56 | 82.2 | 0.37 | 39.9 | 0.76 | 34.1 | 0.89 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.5 | 3.7 | 0.94 | 3.7 | 0.94 | 3.5 | 0.99 | 3.8 | 0.92 |
| Obstetrics | 2.0 | 2.4 | 0.82 | 2.5 | 0.78 | 2.3 | 0.85 | 2.2 | 0.90 |
| Pediatrics | 0.0 | 2.5 | N/A | 1.8 | N/A | 2.3 | N/A | 0.0 | N/A |
| Total Hospital | 3.4 | 4.3 | 0.80 | 4.3 | 0.80 | 3.7 | 0.93 | 3.7 | 0.92 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 975 | 1,644 | 0.59 | 2,036 | 0.48 | 1,115 | 0.87 | 1,160 | 0.84 |
| Outpatient | 2,661 | 3,777 | 0.70 | 4,144 | 0.64 | 3,173 | 0.84 | 2,581 | 1.03 |
| Inpatient as % of All Surgeries | 26.8% | 30.3% | 0.88 | 32.9% | 0.82 | 26.0% | 1.03 | 31.0% | 0.86 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 50,884 | 84,436 | 0.60 | 128,980 | 0.39 | 72,860 | 0.70 | 45,219 | 1.13 |
| Emergency Visits | 13,023 | 15,777 | 0.83 | 22,463 | 0.58 | 18,144 | 0.72 | 12,773 | 1.02 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 2.0 | 17.4 | 0.11 | 25.4 | 0.08 | 14.7 | 0.14 | 1.0 | 2.00 |
| Nurses, Licensed | 104.4 | 173.6 | 0.60 | 220.8 | 0.47 | 132.6 | 0.79 | 126.5 | 0.83 |
| Ancillary Nursing Personnel | 4.0 | 34.8 | 0.11 | 46.2 | 0.09 | 23.1 | 0.17 | 3.8 | 1.07 |
| All Other Personnel | 358.2 | 410.2 | 0.87 | 537.1 | 0.67 | 345.3 | 1.04 | 356.5 | 1.00 |
| Total FTEs | 468.6 | 636.0 | 0.74 | 829.5 | 0.56 | 516.3 | 0.91 | 487.7 | 0.96 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 2.9 | 17.1 | 0.17 | 13.8 | 0.21 | 15.1 | 0.19 | 1.4 | 2.08 |
| Nurses, Licensed | 152.0 | 170.3 | 0.89 | 120.1 | 1.27 | 136.6 | 1.11 | 176.7 | 0.86 |
| Ancillary Nursing Personnel | 5.8 | 34.1 | 0.17 | 25.1 | 0.23 | 23.8 | 0.24 | 5.2 | 1.11 |
| All Other Personnel | 521.6 | 402.4 | 1.30 | 292.2 | 1.79 | 355.6 | 1.47 | 498.1 | 1.05 |
| Total FTEs | 682.4 | 623.8 | 1.09 | 451.3 | 1.51 | 531.6 | 1.28 | 681.5 | 1.00 |

Total Hospital:
 Beds Set Up & Staffed 65
 Discharges 3,231
 Inpatient Days 11,073

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 14
 Total Births 323
 Newborn Days 561

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| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2005 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 41 | 2,545 | 8,834 | 59.0% | 24.2 | 3.5 |
| 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 | 1 | 14 | 323 | 632 | 12.4% | 1.7 | 2.0 |
| 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 | 3 | 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 | 10 | 363 | 1,607 | 44.0% | 4.4 | 4.4 |
| 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 | 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 | 2 | 0 | 2.0 | Radiological Services Personnel | 16 | 20 | 25.8 |
| Physicians & Dentists | 0 | 0 | 0.0 | Respiratory Therapists | 8 | 2 | 9.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Occupational Therapists | 1 | 5 | 2.6 |
| Registered Nurses | 62 | 79 | 93.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 4 | 5 | 6.2 |
| Licensed Practical Nurses | 8 | 6 | 10.7 | Physical Therapy Assistants/Aides | 0 | 1 | 0.6 |
| Ancillary Nursing Personnel | 2 | 4 | 4.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 2 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Medical Records Personnel | 31 | 15 | 39.8 | Social Workers | 1 | 1 | 1.2 |
| Pharmacy Personnel | 6 | 7 | 6.9 | All Other Health Professionals | 48 | 57 | 63.6 |
| Clinical Laboratory Personnel | 9 | 7 | 12.8 | All Other Personnel | 123 | 170 | 184.1 |
| Surgical Personnel | 4 | 2 | 5.5 | Total | 325 | 383 | 468.6 |

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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 | \$50,929,665 | 44.9% | 41.4% | 1.08 | 42.6% | 1.05 | 42.6% | 1.05 | 46.0% | 0.98 |
| Medical Assistance | \$8,078,874 | 7.1% | 10.2% | 0.70 | 6.9% | 1.03 | 10.3% | 0.69 | 7.5% | 0.95 |
| Commercial | \$45,680,738 | 40.3% | 41.7% | 0.97 | 46.1% | 0.87 | 39.0% | 1.03 | 39.8% | 1.01 |
| All Other | \$8,779,476 | 7.7% | 6.8% | 1.14 | 4.3% | 1.80 | 8.1% | 0.96 | 6.8% | 1.14 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$35,570,525 | 31.3% | 25.3% | 1.24 | 27.5% | 1.14 | 26.7% | 1.17 | 31.9% | 0.98 |
| Medical Assistance | \$6,989,454 | 6.2% | 7.7% | 0.80 | 5.4% | 1.14 | 8.0% | 0.77 | 6.4% | 0.96 |
| Commercial | \$8,151,602 | 7.2% | 9.7% | 0.74 | 11.7% | 0.61 | 7.7% | 0.93 | 6.8% | 1.05 |
| Charity Care | \$1,612,388 | 1.4% | 1.5% | 0.95 | 1.2% | 1.18 | 1.5% | 0.95 | 0.7% | 2.12 |
| All Other | \$2,114,775 | 1.9% | 1.5% | 1.24 | 0.5% | 3.73 | 2.0% | 0.93 | 0.5% | 3.46 |
| Total Deductions | \$54,438,744 | 48.0% | 45.7% | 1.05 | 46.2% | 1.04 | 46.0% | 1.04 | 46.4% | 1.04 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 11.0% | 4.4% | 2.51 | 2.7% | 4.09 | 4.2% | 2.63 | 9.8% | 1.12 |
| Net Gains/Losses as % of Net Income | | 4.6% | 12.3% | 0.38 | 5.1% | 0.91 | 13.3% | 0.35 | 0.1% | 32.75 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$26,284,758 | 47.1% | 47.5% | 0.99 | 46.6% | 1.01 | 50.5% | 0.93 | 45.8% | 1.03 |
| Supplies & Services | \$22,476,485 | 40.3% | 40.2% | 1.00 | 39.2% | 1.03 | 35.3% | 1.14 | 42.0% | 0.96 |
| Capital Component | \$5,026,482 | 9.0% | 8.7% | 1.04 | 9.4% | 0.96 | 9.9% | 0.91 | 9.0% | 1.00 |
| Bad Debt | \$2,033,600 | 3.6% | 3.6% | 1.01 | 4.7% | 0.78 | 4.2% | 0.87 | 3.2% | 1.15 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 15.9% | 7.6% | 2.09 | 12.0% | 1.32 | 6.1% | 2.60 | 15.5% | 1.03 |
| Total Hospital Net Income (%) | | 16.5% | 8.6% | 1.92 | 12.6% | 1.31 | 6.9% | 2.39 | 15.5% | 1.07 |
| Return on Equity (%) | | 9.9% | 7.2% | 1.37 | 9.7% | 1.02 | 5.5% | 1.79 | 10.1% | 0.98 |
| Current Ratio | | 11.5 | 2.8 | 4.12 | 4.0 | 2.89 | 3.0 | 3.85 | 6.6 | 1.74 |
| Days in Net Patient Accounts Receivable | | 51.8 | 51.2 | 1.01 | 49.1 | 1.06 | 54.4 | 0.95 | 51.8 | 1.00 |
| Average Payment Period | | 52.9 | 53.8 | 0.98 | 43.8 | 1.21 | 51.2 | 1.03 | 78.5 | 0.67 |
| Equity Financing (%) | | 86.0% | 58.5% | 1.47 | 66.6% | 1.29 | 58.6% | 1.47 | 60.4% | 1.42 |
| Long-Term Debt to Equity Ratio | | 0.1 | 0.4 | 0.20 | 0.3 | 0.26 | 0.4 | 0.20 | 0.1 | 0.61 |
| Times Interest Earned | | 15.4 | 6.9 | 2.24 | 11.0 | 1.40 | 5.1 | 3.03 | 13.0 | 1.19 |
| Total Asset Turnover | | 0.6 | 0.8 | 0.74 | 0.8 | 0.74 | 0.8 | 0.74 | 0.7 | 0.91 |
| Average Age of Plant (Years) | | 14.4 | 9.1 | 1.58 | 9.4 | 1.53 | 8.9 | 1.62 | 13.8 | 1.05 |
| Increase (Decrease) Total Net Patient Revenue | | 0.9% | 9.1% | 0.10 | 9.0% | 0.10 | 7.0% | 0.13 | 0.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 55.9% | 46.6% | 1.20 | 53.0% | 1.06 | 59.0% | 0.95 | 52.4% | 1.07 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$7,269 | \$9,724 | 0.75 | \$8,298 | 0.88 | \$6,453 | 1.13 | \$7,417 | 0.98 |
| Inpatient Net Revenue per Day | | \$2,121 | \$2,239 | 0.95 | \$1,910 | 1.11 | \$1,721 | 1.23 | \$2,000 | 1.06 |
| Outpatient Net Revenue per Visit | | \$556 | \$430 | 1.29 | \$447 | 1.24 | \$445 | 1.25 | \$579 | 0.96 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$113,468,750 | Cash & Cash Equivalents | \$79,495,066 | Current Liabilities | \$7,703,014 |
| Less Deductions | \$54,438,744 | Net Patient Receivables | \$8,383,400 | Long-Term Debt | \$7,555,917 |
| Net Patient Revenue | \$59,030,006 | Other Receivables | \$136,003 | Other Liabilities | \$370,000 |
| Plus Other Revenue | \$7,324,839 | | | Subtotal | \$15,628,931 |
| Total Revenue | \$66,354,845 | Land, Buildings & Equipment (Net) | \$19,653,905 | Unrestricted Fund Balance | \$96,348,528 |
| Less Expenses | \$55,821,325 | Other Assets | \$4,309,085 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$513,651 | | | Total Liabilities & Fund Balance | \$111,977,459 |
| Net Income | \$11,047,171 | Total Assets | \$111,977,459 | | |