

071 Memorial Health Center Inc
 135 S Gibson St
 Medford, WI 54451
 715-748-8100

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Taylor
 Analysis Area: North Central (6)
 Volume Group: 3

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.2%	59.1%	0.61	64.6%	0.56	44.2%	0.82	45.2%	0.80
Obstetrics	18.2%	41.6%	0.44	44.7%	0.41	22.9%	0.79	17.3%	1.05
Pediatrics	8.2%	54.2%	0.15	51.9%	0.16	10.9%	0.15	19.4%	0.42
Total Hospital	28.0%	57.7%	0.49	65.0%	0.43	39.8%	0.70	33.3%	0.84
Average Census (Patients)									
Adult Medical-Surgical	5.1	31.3	0.16	28.1	0.18	7.7	0.66	6.3	0.80
Obstetrics	1.3	5.4	0.24	3.9	0.33	0.9	1.41	1.2	1.05
Pediatrics	0.1	2.2	0.04	1.3	0.06	0.1	0.82	0.2	0.42
Total Hospital	7.0	54.6	0.13	50.5	0.14	9.6	0.73	8.3	0.84
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.7	0.82	3.6	0.84	3.0	1.01	3.0	1.00
Obstetrics	2.3	2.4	0.94	2.4	0.94	2.3	0.98	2.3	0.98
Pediatrics	1.4	2.5	0.57	2.9	0.49	1.5	0.95	1.9	0.76
Total Hospital	2.7	4.3	0.64	4.1	0.67	3.1	0.88	2.9	0.95
Surgical Operations									
Inpatient	201	1,644	0.12	1,607	0.13	233	0.86	240	0.84
Outpatient	1,209	3,777	0.32	1,953	0.62	1,178	1.03	1,225	0.99
Inpatient as % of All Surgeries	14.3%	30.3%	0.47	45.1%	0.32	16.5%	0.86	16.4%	0.87
Outpatient Visits									
Non-Emergency Visits	38,641	84,436	0.46	62,812	0.62	24,992	1.55	36,466	1.06
Emergency Visits	5,686	15,777	0.36	12,497	0.45	6,438	0.88	5,590	1.02
Full-Time Equivalents (FTEs)									
Administrators	8.3	17.4	0.48	14.3	0.58	5.6	1.49	7.6	1.10
Nurses, Licensed	40.0	173.6	0.23	153.2	0.26	45.1	0.89	34.3	1.17
Ancillary Nursing Personnel	15.3	34.8	0.44	38.8	0.39	9.6	1.60	12.7	1.21
All Other Personnel	114.5	410.2	0.28	383.1	0.30	106.2	1.08	118.5	0.97
Total FTEs	178.2	636.0	0.28	589.4	0.30	166.6	1.07	173.0	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.9	17.1	1.75	15.2	1.96	19.9	1.50	27.0	1.10
Nurses, Licensed	143.5	170.3	0.84	163.0	0.88	159.7	0.90	122.0	1.18
Ancillary Nursing Personnel	55.0	34.1	1.61	41.3	1.33	33.8	1.63	45.0	1.22
All Other Personnel	410.7	402.4	1.02	407.5	1.01	375.8	1.09	421.7	0.97
Total FTEs	639.0	623.8	1.02	627.0	1.02	589.1	1.08	615.7	1.04

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 935
 Inpatient Days 2,554

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 4
 Discharges 112
 Inpatient Days 1,279

Newborn Nursery:
 Bassinets 7
 Total Births 187
 Newborn Days 355

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2005	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	611	1,848	36.2%	5.1	3.0
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	1	21	30	8.2%	0.1	1.4
Obstetrics	1	7	205	464	18.2%	1.3	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	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	3	98	152	13.9%	0.4	1.6
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	5	4	8.3	Radiological Services Personnel	5	6	8.8
Physicians & Dentists	1	2	2.2	Respiratory Therapists	2	2	3.5
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	1	2.1
Registered Nurses	23	30	39.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	0	5.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	1	2.5
Ancillary Nursing Personnel	7	15	15.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	0.3
Nurse Practitioners	0	2	1.0	Psychologists	0	0	0.0
Medical Records Personnel	7	1	7.7	Social Workers	0	0	0.0
Pharmacy Personnel	4	2	5.4	All Other Health Professionals	16	9	20.3
Clinical Laboratory Personnel	5	4	7.3	All Other Personnel	21	60	46.5
Surgical Personnel	3	0	3.0	Total	108	141	178.2

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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	\$11,848,165	38.9%	41.4%	0.94	48.5%	0.80	41.9%	0.93	40.9%	0.95
Medical Assistance	\$2,967,667	9.8%	10.2%	0.96	9.4%	1.04	8.5%	1.15	9.6%	1.01
Commercial	\$13,900,945	45.7%	41.7%	1.10	37.0%	1.24	43.9%	1.04	42.1%	1.09
All Other	\$1,703,330	5.6%	6.8%	0.82	5.1%	1.10	5.7%	0.98	7.4%	0.75
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,484,949	18.0%	25.3%	0.71	27.2%	0.66	21.1%	0.85	16.7%	1.08
Medical Assistance	\$1,972,054	6.5%	7.7%	0.84	6.6%	0.98	5.3%	1.22	6.4%	1.01
Commercial	\$1,622,267	5.3%	9.7%	0.55	3.9%	1.37	8.5%	0.63	4.6%	1.16
Charity Care	\$133,032	0.4%	1.5%	0.29	1.7%	0.26	0.7%	0.62	0.6%	0.74
All Other	\$0	0.0%	1.5%	N/A	0.8%	N/A	0.6%	N/A	0.2%	0.00
Total Deductions	\$9,212,302	30.3%	45.7%	0.66	40.2%	0.75	36.2%	0.84	28.6%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.2%	4.4%	0.49	3.1%	0.70	3.9%	0.56	2.3%	0.96
Net Gains/Losses as % of Net Income		38.0%	12.3%	3.09	N/A	N/A	13.2%	2.88	33.1%	1.15
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,301,487	58.7%	47.5%	1.24	49.3%	1.19	51.1%	1.15	59.6%	0.99
Supplies & Services	\$6,509,877	33.8%	40.2%	0.84	39.0%	0.87	35.6%	0.95	33.5%	1.01
Capital Component	\$914,484	4.7%	8.7%	0.55	9.0%	0.53	9.3%	0.51	4.4%	1.07
Bad Debt	\$533,491	2.8%	3.6%	0.77	2.7%	1.03	4.1%	0.68	2.5%	1.11
Fiscal Statistics										
Operating Margin (%)		11.2%	7.6%	1.47	7.6%	1.47	12.7%	0.88	13.1%	0.85
Total Hospital Net Income (%)		16.8%	8.6%	1.96	7.5%	2.25	14.4%	1.17	18.4%	0.92
Return on Equity (%)		7.8%	7.2%	1.09	6.6%	1.19	10.9%	0.72	14.4%	0.54
Current Ratio		2.1	2.8	0.73	2.3	0.89	4.0	0.51	2.4	0.86
Days in Net Patient Accounts Receivable		84.5	51.2	1.65	57.8	1.46	58.9	1.43	95.2	0.89
Average Payment Period		127.5	53.8	2.37	56.3	2.26	51.0	2.50	90.6	1.41
Equity Financing (%)		41.8%	58.5%	0.71	61.3%	0.68	57.9%	0.72	64.0%	0.65
Long-Term Debt to Equity Ratio		1.1	0.4	2.71	0.4	2.71	0.5	2.17	0.3	3.32
Times Interest Earned		56.6	6.9	8.20	6.1	9.27	8.9	6.35	87.6	0.65
Total Asset Turnover		0.4	0.8	0.54	0.9	0.48	0.7	0.62	0.7	0.59
Average Age of Plant (Years)		16.5	9.1	1.81	10.1	1.63	8.2	2.01	17.3	0.95
Increase (Decrease) Total Net Patient Revenue		4.8%	9.1%	0.52	7.2%	0.66	14.9%	0.32	13.6%	0.35
Outpatient Gross Revenue (% of Total GPR)		75.0%	46.6%	1.61	43.8%	1.71	66.0%	1.14	70.4%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$4,291	\$9,724	0.44	\$8,975	0.48	\$5,903	0.73	\$4,811	0.89
Inpatient Net Revenue per Day		\$1,159	\$2,239	0.52	\$2,172	0.53	\$1,702	0.68	\$1,243	0.93
Outpatient Net Revenue per Visit		\$377	\$430	0.88	\$446	0.84	\$434	0.87	\$347	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$30,420,107	Cash & Cash Equivalents	\$7,325,639	Current Liabilities	\$6,438,011
Less Deductions	\$9,212,302	Net Patient Receivables	\$4,910,736	Long-Term Debt	\$22,596,562
Net Patient Revenue	\$21,207,805	Other Receivables	\$45,814	Other Liabilities	\$0
Plus Other Revenue	\$471,006			Subtotal	\$29,034,573
Total Revenue	\$21,678,811	Land, Buildings & Equipment (Net)	\$16,505,860	Unrestricted Fund Balance	\$20,836,017
Less Expenses	\$19,259,339	Other Assets	\$21,082,541	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,482,487			Total Liabilities & Fund Balance	\$49,870,590
Net Income	\$3,901,959	Total Assets	\$49,870,590		