

**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 2006	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	54.6%	59.2%	0.92	66.0%	0.83	51.2%	1.07	59.0%	0.93
Obstetrics	12.7%	41.5%	0.31	42.3%	0.30	32.7%	0.39	12.4%	1.03
Pediatrics	0.0%	52.2%	N/A	19.6%	N/A	14.9%	N/A	0.0%	N/A
Total Hospital	44.1%	57.2%	0.77	60.8%	0.73	48.6%	0.91	46.7%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	22.4	31.4	0.71	48.1	0.47	21.4	1.05	24.2	0.93
Obstetrics	1.8	5.3	0.34	6.8	0.26	3.1	0.57	1.7	1.03
Pediatrics	0.0	2.2	N/A	0.8	N/A	0.3	N/A	0.0	N/A
Total Hospital	28.7	53.6	0.54	81.2	0.35	34.1	0.84	30.3	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.6	0.90	3.6	0.90	3.4	0.95	3.5	0.93
Obstetrics	2.1	2.4	0.86	2.4	0.86	2.3	0.90	2.0	1.06
Pediatrics	0.0	2.2	N/A	1.6	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	4.2	0.77	3.6	0.90	3.4	0.94
<b>Surgical Operations</b>									
Inpatient	1,116	1,903	0.59	2,019	0.55	940	1.19	975	1.14
Outpatient	2,845	4,240	0.67	4,558	0.62	2,892	0.98	2,661	1.07
Inpatient as % of All Surgeries	28.2%	31.0%	0.91	30.7%	0.92	24.5%	1.15	26.8%	1.05
<b>Outpatient Visits</b>									
Non-Emergency Visits	54,886	89,386	0.61	128,780	0.43	64,006	0.86	50,884	1.08
Emergency Visits	12,876	15,537	0.83	22,456	0.57	17,244	0.75	13,023	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	17.1	0.12	33.0	0.06	16.7	0.12	2.0	1.00
Nurses, Licensed	108.5	180.9	0.60	240.0	0.45	119.4	0.91	104.4	1.04
Ancillary Nursing Personnel	7.3	35.0	0.21	45.9	0.16	19.3	0.38	4.0	1.83
All Other Personnel	372.6	419.6	0.89	552.0	0.68	318.9	1.17	358.2	1.04
Total FTEs	490.5	652.6	0.75	870.9	0.56	474.3	1.03	468.6	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.0	16.6	0.18	17.1	0.17	19.2	0.15	2.9	1.02
Nurses, Licensed	160.9	175.7	0.92	124.5	1.29	137.3	1.17	151.6	1.06
Ancillary Nursing Personnel	10.9	34.0	0.32	23.8	0.46	22.1	0.49	5.8	1.87
All Other Personnel	552.3	407.4	1.36	286.2	1.93	366.6	1.51	520.2	1.06
Total FTEs	727.0	633.7	1.15	451.6	1.61	545.2	1.33	680.5	1.07

**Total Hospital:**  
 Beds Set Up & Staffed 65  
 Discharges 3,241  
 Inpatient Days 10,467

**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 313  
 Newborn Days 579

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2006	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	41	2,530	8,173	54.6%	22.4	3.2
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	14	313	649	12.7%	1.8	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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	10	398	1,645	45.1%	4.5	4.1
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
<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	2	0	2.0	Radiological Services Personnel	17	15	24.1
Physicians & Dentists	0	0	0.0	Respiratory Therapists	9	1	9.4
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	5	3.6
Registered Nurses	65	75	98.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	6	7.0
Licensed Practical Nurses	8	6	10.5	Physical Therapy Assistants/Aides	0	2	1.0
Ancillary Nursing Personnel	5	4	7.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	0.7
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	34	13	40.6	Social Workers	1	1	1.0
Pharmacy Personnel	6	7	6.5	All Other Health Professionals	51	64	68.1
Clinical Laboratory Personnel	8	7	11.9	All Other Personnel	130	174	192.3
Surgical Personnel	5	3	6.5	<b>Total</b>	<b>346</b>	<b>385</b>	<b>490.5</b>

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$57,260,398	45.6%	41.4%	1.10	43.1%	1.06	43.6%	1.05	44.9%	1.02
Medical Assistance	\$8,070,380	6.4%	10.3%	0.62	7.2%	0.89	10.8%	0.59	7.1%	0.90
Commercial	\$50,961,805	40.6%	41.8%	0.97	45.1%	0.90	38.3%	1.06	40.3%	1.01
All Other	\$9,363,384	7.5%	6.5%	1.15	4.6%	1.62	7.3%	1.02	7.7%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$38,228,122	30.4%	25.6%	1.19	28.2%	1.08	27.3%	1.11	31.3%	0.97
Medical Assistance	\$7,511,422	6.0%	7.7%	0.78	5.6%	1.07	8.5%	0.70	6.2%	0.97
Commercial	\$13,765,607	11.0%	10.6%	1.03	12.4%	0.88	7.8%	1.40	7.2%	1.52
Charity Care	\$1,474,157	1.2%	1.6%	0.73	1.3%	0.90	1.8%	0.65	1.4%	0.83
All Other	\$1,558,844	1.2%	1.4%	0.89	0.7%	1.77	1.3%	0.95	1.9%	0.67
Total Deductions	\$62,538,153	49.8%	47.0%	1.06	48.2%	1.03	46.7%	1.07	48.0%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		10.9%	4.5%	2.42	3.1%	3.52	3.7%	2.95	11.0%	0.99
Net Gains/Losses as % of Net Income		0.3%	20.7%	0.01	15.4%	0.02	N/A	N/A	4.6%	0.06
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$29,837,547	49.1%	47.5%	1.03	48.2%	1.02	49.0%	1.00	47.1%	1.04
Supplies & Services	\$25,156,777	41.4%	40.1%	1.03	38.9%	1.06	33.6%	1.23	40.3%	1.03
Capital Component	\$4,623,389	7.6%	9.0%	0.85	8.8%	0.86	13.3%	0.57	9.0%	0.84
Bad Debt	\$1,148,500	1.9%	3.5%	0.54	4.0%	0.47	4.1%	0.46	3.6%	0.52
<b>Fiscal Statistics</b>										
Operating Margin (%)		14.2%	5.9%	2.41	8.7%	1.64	-3.0%	N/A	15.9%	0.90
Total Hospital Net Income (%)		14.3%	7.3%	1.95	10.2%	1.40	-1.2%	N/A	16.5%	0.86
Return on Equity (%)		8.1%	6.1%	1.33	8.0%	1.01	-1.0%	N/A	9.9%	0.82
Current Ratio		12.3	3.0	4.10	4.7	2.62	3.4	3.62	11.5	1.07
Days in Net Patient Accounts Receivable		58.1	51.6	1.13	49.3	1.18	60.0	0.97	52.0	1.12
Average Payment Period		51.9	51.3	1.01	39.2	1.32	48.2	1.08	53.0	0.98
Equity Financing (%)		86.0%	60.2%	1.43	70.1%	1.23	56.7%	1.52	86.0%	1.00
Long-Term Debt to Equity Ratio		0.1	0.4	0.17	0.3	0.23	0.4	0.17	0.1	0.88
Times Interest Earned		25.7	6.1	4.21	9.7	2.64	0.2	128.25	15.4	1.66
Total Asset Turnover		0.6	0.8	0.71	0.8	0.71	0.8	0.71	0.6	0.96
Average Age of Plant (Years)		16.1	8.6	1.87	9.5	1.69	5.4	2.98	14.4	1.12
Increase (Decrease) Total Net Patient Revenue		6.9%	6.2%	1.12	2.3%	3.01	8.4%	0.82	0.9%	7.73
Outpatient Gross Revenue (% of Total GPR)		57.5%	48.0%	1.20	55.8%	1.03	60.9%	0.94	55.9%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,711		\$10,323	0.75	\$8,449	0.91	\$6,745	1.14	\$7,269	1.06
Inpatient Net Revenue per Day	\$2,387		\$2,382	1.00	\$2,002	1.19	\$1,843	1.30	\$2,121	1.13
Outpatient Net Revenue per Visit	\$563		\$450	1.25	\$513	1.10	\$483	1.16	\$556	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$125,655,967	Cash & Cash Equivalents	\$90,529,459	Current Liabilities	\$8,275,627
Less Deductions	\$62,538,153	Net Patient Receivables	\$10,048,576	Long-Term Debt	\$7,413,762
Net Patient Revenue	\$63,117,814	Other Receivables	\$92,149	Other Liabilities	\$1,792,604
Plus Other Revenue	\$7,726,421			Subtotal	\$17,481,993
Total Revenue	\$70,844,235	Land, Buildings & Equipment (Net)	\$19,216,448	Unrestricted Fund Balance	\$107,212,574
Less Expenses	\$60,766,213	Other Assets	\$4,807,935	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$27,200			Total Liabilities & Fund Balance	\$124,694,567
Net Income	\$10,105,222	Total Assets	\$124,694,567		