

**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: 4

Selected Utilization Statistics	FY 2006	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	31.8%	59.2%	0.54	63.6%	0.50	51.2%	0.62	36.2%	0.88
Obstetrics	27.8%	41.5%	0.67	40.4%	0.69	31.9%	0.87	18.2%	1.53
Pediatrics	10.4%	52.2%	0.20	45.9%	0.23	10.7%	0.97	8.2%	1.27
Total Hospital	28.3%	57.2%	0.49	61.0%	0.46	47.8%	0.59	28.0%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.1	31.4	0.16	25.6	0.20	11.9	0.43	5.1	1.01
Obstetrics	1.4	5.3	0.26	3.6	0.39	1.6	0.87	1.3	1.09
Pediatrics	0.1	2.2	0.05	1.1	0.09	0.0	3.47	0.1	1.27
Total Hospital	7.1	53.6	0.13	44.5	0.16	15.9	0.45	7.0	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.6	0.82	3.5	0.85	3.2	0.93	3.0	0.98
Obstetrics	2.2	2.4	0.93	2.1	1.07	2.1	1.07	2.3	0.99
Pediatrics	1.3	2.2	0.58	2.6	0.49	1.6	0.79	1.4	0.89
Total Hospital	2.9	4.3	0.67	4.0	0.72	3.2	0.90	2.7	1.05
<b>Surgical Operations</b>									
Inpatient	225	1,903	0.12	1,384	0.16	462	0.49	201	1.12
Outpatient	1,216	4,240	0.29	1,849	0.66	1,992	0.61	1,209	1.01
Inpatient as % of All Surgeries	15.6%	31.0%	0.50	42.8%	0.36	18.8%	0.83	14.3%	1.10
<b>Outpatient Visits</b>									
Non-Emergency Visits	36,142	89,386	0.40	68,969	0.52	45,630	0.79	38,641	0.94
Emergency Visits	5,664	15,537	0.36	11,890	0.48	9,489	0.60	5,686	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.8	17.1	0.46	14.3	0.55	10.9	0.72	8.3	0.94
Nurses, Licensed	43.0	180.9	0.24	145.3	0.30	68.2	0.63	40.0	1.08
Ancillary Nursing Personnel	13.4	35.0	0.38	33.5	0.40	13.6	0.98	15.3	0.87
All Other Personnel	131.5	419.6	0.31	377.2	0.35	197.3	0.67	114.5	1.15
Total FTEs	195.7	652.6	0.30	570.2	0.34	290.0	0.67	178.2	1.10
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	26.3	16.6	1.59	15.8	1.67	23.8	1.11	29.8	0.88
Nurses, Licensed	144.7	175.7	0.82	160.0	0.90	149.0	0.97	143.1	1.01
Ancillary Nursing Personnel	45.0	34.0	1.32	36.9	1.22	29.8	1.51	54.8	0.82
All Other Personnel	442.0	407.4	1.09	415.4	1.06	431.3	1.02	409.5	1.08
Total FTEs	658.0	633.7	1.04	628.1	1.05	633.9	1.04	637.2	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 897  
 Inpatient Days 2,583

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 106  
 Inpatient Days 1,049

**Newborn Nursery:**  
 Bassinets 5  
 Total Births 212  
 Newborn Days 418

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2006	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	16	627	1,859	31.8%	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
<b>Pediatric, acute</b>	1	1	30	38	10.4%	0.1	1.3
<b>Obstetrics</b>	1	5	226	507	27.8%	1.4	2.2
<b>Psychiatric</b>	4	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	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	14	180	16.4%	0.5	12.9
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
<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	7	1	7.8	Radiological Services Personnel	5	6	8.2
Physicians & Dentists	2	0	2.0	Respiratory Therapists	2	3	4.1
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	1	2.6
Registered Nurses	19	43	42.3	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	3	0	3.0
Ancillary Nursing Personnel	3	17	13.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.2	Dietitians & Nutritionists	0	2	0.3
Nurse Practitioners	0	2	0.8	Psychologists	0	0	0.0
Medical Records Personnel	8	6	11.0	Social Workers	0	0	0.0
Pharmacy Personnel	5	2	6.3	All Other Health Professionals	15	7	18.9
Clinical Laboratory Personnel	1	15	8.8	All Other Personnel	23	82	58.3
Surgical Personnel	2	1	2.8	<b>Total</b>	<b>102</b>	<b>189</b>	<b>195.7</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	\$10,411,326	31.6%	41.4%	0.76	47.9%	0.66	43.8%	0.72	38.9%	0.81
Medical Assistance	\$2,564,890	7.8%	10.3%	0.76	9.3%	0.84	8.6%	0.91	9.8%	0.80
Commercial	\$10,776,323	32.7%	41.8%	0.78	37.4%	0.87	40.6%	0.81	45.7%	0.72
All Other	\$9,184,164	27.9%	6.5%	4.29	5.4%	5.16	7.0%	3.98	5.6%	4.98
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,925,652	18.0%	25.6%	0.70	27.4%	0.66	25.1%	0.72	18.0%	1.00
Medical Assistance	\$2,054,675	6.2%	7.7%	0.81	6.6%	0.95	6.2%	1.01	6.5%	0.96
Commercial	\$1,892,157	5.7%	10.6%	0.54	4.7%	1.22	8.7%	0.66	5.3%	1.08
Charity Care	\$213,966	0.6%	1.6%	0.41	1.9%	0.34	1.4%	0.46	0.4%	1.49
All Other	\$19,728	0.1%	1.4%	0.04	0.5%	0.12	1.2%	0.05	0.0%	N/A
Total Deductions	\$10,106,178	30.7%	47.0%	0.65	41.1%	0.75	42.7%	0.72	30.3%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.8%	4.5%	0.63	2.6%	1.09	2.8%	1.01	2.2%	1.30
Net Gains/Losses as % of Net Income		34.7%	20.7%	1.67	8.4%	4.13	25.9%	1.34	38.0%	0.91
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$12,849,384	58.0%	47.5%	1.22	46.9%	1.24	52.0%	1.11	58.7%	0.99
Supplies & Services	\$6,952,488	31.4%	40.1%	0.78	41.7%	0.75	34.9%	0.90	33.8%	0.93
Capital Component	\$1,911,279	8.6%	9.0%	0.96	8.6%	1.00	9.1%	0.95	4.7%	1.82
Bad Debt	\$456,376	2.1%	3.5%	0.59	2.8%	0.74	4.1%	0.50	2.8%	0.74
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.6%	5.9%	0.96	6.1%	0.92	6.3%	0.89	11.2%	0.51
Total Hospital Net Income (%)		8.4%	7.3%	1.15	6.7%	1.25	8.3%	1.01	16.8%	0.50
Return on Equity (%)		3.8%	6.1%	0.63	6.0%	0.64	6.0%	0.64	7.8%	0.49
Current Ratio		1.7	3.0	0.56	2.3	0.73	2.8	0.60	2.1	0.82
Days in Net Patient Accounts Receivable		94.2	51.6	1.82	65.7	1.43	56.8	1.66	84.7	1.11
Average Payment Period		121.8	51.3	2.37	55.5	2.19	60.3	2.02	127.8	0.95
Equity Financing (%)		45.8%	60.2%	0.76	63.9%	0.72	56.6%	0.81	41.8%	1.10
Long-Term Debt to Equity Ratio		0.9	0.4	2.24	0.4	2.24	0.6	1.50	1.1	0.83
Times Interest Earned		7.6	6.1	1.25	6.2	1.23	5.2	1.46	56.6	0.13
Total Asset Turnover		0.4	0.8	0.56	0.9	0.50	0.7	0.64	0.4	1.02
Average Age of Plant (Years)		9.6	8.6	1.11	9.8	0.98	9.1	1.05	16.5	0.58
Increase (Decrease) Total Net Patient Revenue		-19.4%	6.2%	N/A	9.7%	N/A	7.7%	N/A	4.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.2%	48.0%	1.59	48.7%	1.56	65.3%	1.17	75.0%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$5,371	\$10,323	0.52	\$9,502	0.57	\$6,558	0.82	\$4,291	1.25
Inpatient Net Revenue per Day		\$1,427	\$2,382	0.60	\$2,336	0.61	\$1,982	0.72	\$1,159	1.23
Outpatient Net Revenue per Visit		\$416	\$450	0.92	\$467	0.89	\$438	0.95	\$377	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$32,936,703	Cash & Cash Equivalents	\$4,571,038	Current Liabilities	\$6,891,637
Less Deductions	\$10,106,178	Net Patient Receivables	\$5,889,618	Long-Term Debt	\$21,685,000
Net Patient Revenue	\$22,830,525	Other Receivables	\$157,114	Other Liabilities	\$0
Plus Other Revenue	\$663,257			Subtotal	\$28,576,637
Total Revenue	\$23,493,782	Land, Buildings & Equipment (Net)	\$26,636,490	Unrestricted Fund Balance	\$24,155,212
Less Expenses	\$22,169,527	Other Assets	\$15,477,589	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$702,398			Total Liabilities & Fund Balance	\$52,731,849
Net Income	\$2,026,653	Total Assets	\$52,731,849		