

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 2006	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.5%	59.2%	0.58	32.5%	1.06	51.2%	0.67	36.5%	0.94
Obstetrics	27.5%	41.5%	0.66	16.8%	1.64	32.7%	0.84	30.4%	0.91
Pediatrics	0.0%	52.2%	N/A	2.1%	N/A	14.9%	N/A	0.0%	N/A
Total Hospital	35.4%	57.2%	0.62	30.5%	1.16	48.6%	0.73	36.1%	0.98
Average Census (Patients)									
Adult Medical-Surgical	29.7	31.4	0.94	9.2	3.23	21.4	1.39	31.4	0.94
Obstetrics	2.2	5.3	0.42	0.7	3.14	3.1	0.71	2.4	0.91
Pediatrics	0.0	2.2	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	35.4	53.6	0.66	10.5	3.37	34.1	1.04	36.1	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	3.6	1.15	3.4	1.22	3.4	1.22	4.1	1.01
Obstetrics	2.4	2.4	1.01	2.3	1.06	2.3	1.06	2.6	0.92
Pediatrics	0.0	2.2	N/A	1.8	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.8	4.3	0.88	3.3	1.15	3.6	1.05	4.0	0.95
Surgical Operations									
Inpatient	660	1,903	0.35	188	3.51	940	0.70	689	0.96
Outpatient	1,831	4,240	0.43	868	2.11	2,892	0.63	2,023	0.91
Inpatient as % of All Surgeries	26.5%	31.0%	0.85	17.8%	1.49	24.5%	1.08	25.4%	1.04
Outpatient Visits									
Non-Emergency Visits	14,568	89,386	0.16	20,586	0.71	64,006	0.23	23,193	0.63
Emergency Visits	12,454	15,537	0.80	7,147	1.74	17,244	0.72	12,640	0.99
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.1	0.18	2.8	1.07	16.7	0.18	10.0	0.30
Nurses, Licensed	103.8	180.9	0.57	44.0	2.36	119.4	0.87	114.6	0.91
Ancillary Nursing Personnel	15.3	35.0	0.44	8.8	1.74	19.3	0.79	20.0	0.77
All Other Personnel	269.8	419.6	0.64	111.9	2.41	318.9	0.85	232.3	1.16
Total FTEs	391.9	652.6	0.60	167.6	2.34	474.3	0.83	376.9	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.4	16.6	0.21	9.3	0.37	19.2	0.18	11.4	0.30
Nurses, Licensed	119.0	175.7	0.68	146.7	0.81	137.3	0.87	130.3	0.91
Ancillary Nursing Personnel	17.6	34.0	0.52	29.2	0.60	22.1	0.80	22.8	0.77
All Other Personnel	309.2	407.4	0.76	372.7	0.83	366.6	0.84	264.0	1.17
Total FTEs	449.3	633.7	0.71	557.9	0.81	545.2	0.82	428.5	1.05

Total Hospital:
 Beds Set Up & Staffed 100
 Discharges 3,403
 Inpatient Days 12,923

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 7
 Total Births 294
 Newborn Days 646

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2006	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	2,614	10,830	34.5%	29.7	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	5	23	6.3%	0.1	4.6
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	330	803	27.5%	2.2	2.4
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	152	660	36.2%	1.8	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	3	0	3.0	Radiological Services Personnel	16	2	16.4
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	68	41	89.9	Occupational Therapy Assistants/Aides	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	2	6.0
Licensed Practical Nurses	12	0	12.0	Physical Therapy Assistants/Aides	2	1	2.4
Ancillary Nursing Personnel	12	7	15.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
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	5	2	6.6	All Other Health Professionals	61	5	64.3
Clinical Laboratory Personnel	14	1	14.2	All Other Personnel	104	54	130.8
Surgical Personnel	5	0	5.0	Total	332	112	391.9

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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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$30,453,347	41.7%	41.4%	1.01	44.2%	0.94	43.6%	0.96	41.2%	1.01
Medical Assistance	\$12,230,433	16.8%	10.3%	1.63	16.0%	1.05	10.8%	1.55	16.4%	1.02
Commercial	\$24,334,604	33.3%	41.8%	0.80	31.2%	1.07	38.3%	0.87	33.8%	0.99
All Other	\$5,956,952	8.2%	6.5%	1.26	8.6%	0.95	7.3%	1.12	8.7%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,434,487	23.9%	25.6%	0.93	20.1%	1.19	27.3%	0.88	23.4%	1.02
Medical Assistance	\$8,675,252	11.9%	7.7%	1.54	9.3%	1.28	8.5%	1.40	11.8%	1.00
Commercial	\$2,036,548	2.8%	10.6%	0.26	3.2%	0.87	7.8%	0.36	1.6%	1.73
Charity Care	\$486,181	0.7%	1.6%	0.42	1.3%	0.51	1.8%	0.37	0.8%	0.86
All Other	\$682,470	0.9%	1.4%	0.67	1.6%	0.58	1.3%	0.72	0.7%	1.39
Total Deductions	\$29,314,938	40.2%	47.0%	0.85	35.5%	1.13	46.7%	0.86	38.3%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.8%	4.5%	0.17	1.8%	0.43	3.7%	0.21	0.8%	0.98
Net Gains/Losses as % of Net Income		63.6%	20.7%	3.07	1.8%	35.31	N/A	N/A	7.8%	8.19
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,746,914	58.8%	47.5%	1.24	56.7%	1.04	49.0%	1.20	57.9%	1.02
Supplies & Services	\$12,500,076	28.6%	40.1%	0.71	30.5%	0.94	33.6%	0.85	30.9%	0.93
Capital Component	\$3,136,273	7.2%	9.0%	0.80	7.0%	1.02	13.3%	0.54	6.8%	1.06
Bad Debt	\$2,376,584	5.4%	3.5%	1.55	5.8%	0.94	4.1%	1.32	4.5%	1.21
Fiscal Statistics										
Operating Margin (%)		0.6%	5.9%	0.09	6.8%	0.08	-3.0%	N/A	6.6%	0.08
Total Hospital Net Income (%)		1.5%	7.3%	0.21	6.9%	0.22	-1.2%	N/A	7.2%	0.21
Return on Equity (%)		1.6%	6.1%	0.25	8.3%	0.19	-1.0%	N/A	8.3%	0.19
Current Ratio		3.0	3.0	1.00	2.6	1.16	3.4	0.89	3.1	0.98
Days in Net Patient Accounts Receivable		65.1	51.6	1.26	58.1	1.12	60.0	1.09	55.4	1.18
Average Payment Period		57.7	51.3	1.13	58.4	0.99	48.2	1.20	55.1	1.05
Equity Financing (%)		70.0%	60.2%	1.16	48.6%	1.44	56.7%	1.23	75.3%	0.93
Long-Term Debt to Equity Ratio		0.2	0.4	0.54	0.5	0.43	0.4	0.54	0.1	1.68
Times Interest Earned		20.7	6.1	3.39	8.5	2.43	0.2	103.41	44.5	0.46
Total Asset Turnover		1.0	0.8	1.28	1.2	0.85	0.8	1.28	1.2	0.89
Average Age of Plant (Years)		8.8	8.6	1.02	9.8	0.90	5.4	1.63	9.4	0.93
Increase (Decrease) Total Net Patient Revenue		-2.1%	6.2%	N/A	7.2%	N/A	8.4%	N/A	7.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		59.4%	48.0%	1.24	64.9%	0.92	60.9%	0.98	58.9%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$5,151		\$10,323	0.50	\$6,053	0.85	\$6,745	0.76	\$5,484	0.94
Inpatient Net Revenue per Day	\$1,356		\$2,382	0.57	\$1,587	0.85	\$1,843	0.74	\$1,377	0.99
Outpatient Net Revenue per Visit	\$967		\$450	2.15	\$438	2.21	\$483	2.00	\$738	1.31

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$72,975,336	Cash & Cash Equivalents	\$8,950,445	Current Liabilities	\$6,430,043
Less Deductions	\$29,314,938	Net Patient Receivables	\$7,790,421	Long-Term Debt	\$6,464,251
Net Patient Revenue	\$43,660,398	Other Receivables	\$728,846	Other Liabilities	\$0
Plus Other Revenue	\$342,858			Subtotal	\$12,894,294
Total Revenue	\$44,003,256	Land, Buildings & Equipment (Net)	\$20,951,482	Unrestricted Fund Balance	\$30,079,304
Less Expenses	\$43,759,847	Other Assets	\$4,552,404	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$424,486			Total Liabilities & Fund Balance	\$42,973,598
Net Income	\$667,895	Total Assets	\$42,973,598		