

006 Memorial Medical Center
 1615 Maple Lane
 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: 4

Selected Utilization Statistics	FY 2007	All GMS Hospitals		Analysis Area 7		Volume Group 4		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.8%	60.0%	0.43	26.7%	0.97	51.2%	0.51	34.5%	0.75
Obstetrics	24.1%	42.5%	0.57	17.5%	1.37	33.6%	0.72	27.5%	0.88
Pediatrics	0.0%	55.1%	N/A	3.2%	N/A	5.1%	N/A	0.0%	N/A
Total Hospital	28.4%	57.1%	0.50	25.9%	1.10	47.6%	0.60	35.4%	0.80
Average Census (Patients)									
Adult Medical-Surgical	17.6	32.2	0.55	6.9	2.53	14.5	1.21	29.7	0.59
Obstetrics	1.9	5.5	0.35	0.8	2.39	2.1	0.94	2.2	0.88
Pediatrics	0.0	2.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	28.4	53.3	0.53	9.0	3.17	20.8	1.37	35.4	0.80
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.7	0.97	3.2	1.12	3.3	1.08	4.1	0.86
Obstetrics	2.5	2.3	1.06	2.4	1.05	2.1	1.16	2.4	1.02
Pediatrics	0.0	2.2	N/A	1.7	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.4	4.2	0.81	3.1	1.09	3.3	1.03	3.8	0.90
Surgical Operations									
Inpatient	611	1,939	0.32	165	3.70	693	0.88	660	0.93
Outpatient	1,906	4,175	0.46	848	2.25	2,615	0.73	1,831	1.04
Inpatient as % of All Surgeries	24.3%	31.7%	0.77	16.3%	1.49	20.9%	1.16	26.5%	0.92
Outpatient Visits									
Non-Emergency Visits	14,194	90,979	0.16	20,317	0.70	45,937	0.31	14,568	0.97
Emergency Visits	12,819	15,916	0.81	7,765	1.65	11,035	1.16	12,454	1.03
Full-Time Equivalents (FTEs)									
Administrators	3.0	16.4	0.18	2.9	1.02	12.7	0.24	3.0	1.00
Nurses, Licensed	102.2	187.1	0.55	45.1	2.27	83.1	1.23	103.8	0.98
Ancillary Nursing Personnel	13.4	37.2	0.36	8.3	1.61	16.9	0.80	15.3	0.88
All Other Personnel	247.6	437.1	0.57	109.5	2.26	225.2	1.10	269.8	0.92
Total FTEs	366.3	677.8	0.54	165.9	2.21	337.8	1.08	391.9	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.0	15.7	0.25	10.0	0.40	23.3	0.17	3.4	1.16
Nurses, Licensed	136.3	179.0	0.76	154.0	0.88	152.4	0.89	119.0	1.14
Ancillary Nursing Personnel	17.9	35.6	0.50	28.4	0.63	31.0	0.58	17.6	1.02
All Other Personnel	330.3	418.1	0.79	374.3	0.88	413.0	0.80	309.2	1.07
Total FTEs	488.5	648.4	0.75	566.8	0.86	619.5	0.79	449.3	1.09

Total Hospital:
 Beds Set Up & Staffed 100
 Discharges 3,050
 Inpatient Days 10,374

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 7
 Total Births 275
 Newborn Days 601

006 Memorial Medical Center
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2007	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	68	1,794	6,415	25.8%	17.6	3.6
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	7	33	9.0%	0.1	4.7
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	283	704	24.1%	1.9	2.5
Psychiatric	2	18	503	2,760	42.0%	7.6	5.5
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	188	691	37.9%	1.9	3.7
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	17	1	17.2
Physicians & Dentists	1	0	1.0	Respiratory Therapists	6	0	6.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	71	34	89.2	Occupational Therapy Assistants/Aides	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	1	6.7
Licensed Practical Nurses	11	0	11.0	Physical Therapy Assistants/Aides	2	1	2.4
Ancillary Nursing Personnel	11	5	13.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	2	0	2.0	Psychologists	1	0	1.0
Medical Records Personnel	5	3	7.2	Social Workers	2	0	2.0
Pharmacy Personnel	5	2	6.6	All Other Health Professionals	53	3	54.6
Clinical Laboratory Personnel	14	1	14.2	All Other Personnel	93	47	116.8
Surgical Personnel	4	0	4.0	Total	315	98	366.3

006 Memorial Medical Center

Ashland, WI 54806

Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$33,127,436	41.5%	41.3%	1.00	43.4%	0.96	44.5%	0.93	41.7%	0.99
Medical Assistance	\$13,770,817	17.2%	10.5%	1.64	16.1%	1.07	8.7%	1.98	16.8%	1.03
Commercial	\$26,403,655	33.1%	41.4%	0.80	30.7%	1.08	40.2%	0.82	33.3%	0.99
All Other	\$6,536,218	8.2%	6.6%	1.24	9.7%	0.84	6.5%	1.25	8.2%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$20,694,124	25.9%	25.8%	1.00	20.9%	1.24	26.6%	0.97	23.9%	1.08
Medical Assistance	\$10,659,039	13.4%	7.9%	1.68	9.7%	1.38	6.7%	2.00	11.9%	1.12
Commercial	\$1,036,112	1.3%	11.0%	0.12	3.1%	0.42	9.4%	0.14	2.8%	0.47
Charity Care	\$476,277	0.6%	1.6%	0.38	0.9%	0.68	1.3%	0.46	0.7%	0.90
All Other	\$132,786	0.2%	1.6%	0.10	0.8%	0.20	0.9%	0.18	0.9%	0.18
Total Deductions	\$32,998,338	41.3%	48.1%	0.86	35.9%	1.15	45.3%	0.91	40.2%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.3%	4.7%	0.27	2.4%	0.52	5.3%	0.24	0.8%	1.63
Net Gains/Losses as % of Net Income		26.1%	25.2%	1.03	12.1%	2.16	36.2%	0.72	63.6%	0.41
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,449,111	57.4%	47.6%	1.21	57.6%	1.00	50.7%	1.13	58.8%	0.98
Supplies & Services	\$13,514,089	29.3%	40.1%	0.73	29.2%	1.01	34.8%	0.84	28.6%	1.03
Capital Component	\$3,108,725	6.7%	8.8%	0.77	7.2%	0.93	10.0%	0.67	7.2%	0.94
Bad Debt	\$2,984,504	6.5%	3.6%	1.79	6.0%	1.08	4.4%	1.47	5.4%	1.19
Fiscal Statistics										
Operating Margin (%)		2.9%	7.0%	0.42	7.0%	0.42	4.1%	0.70	0.6%	5.28
Total Hospital Net Income (%)		3.9%	9.2%	0.43	7.9%	0.49	6.3%	0.62	1.5%	2.60
Return on Equity (%)		4.1%	7.4%	0.56	8.5%	0.49	4.6%	0.91	1.6%	2.67
Current Ratio		3.7	3.1	1.17	3.0	1.21	3.3	1.11	3.0	1.22
Days in Net Patient Accounts Receivable		62.2	52.5	1.18	64.3	0.97	53.5	1.16	65.1	0.95
Average Payment Period		50.0	50.4	0.99	55.4	0.90	59.4	0.84	57.7	0.87
Equity Financing (%)		70.7%	60.8%	1.16	46.3%	1.53	58.2%	1.21	70.0%	1.01
Long-Term Debt to Equity Ratio		0.2	0.4	0.58	0.7	0.35	0.5	0.43	0.2	1.07
Times Interest Earned		9.0	7.3	1.23	9.4	0.96	3.5	2.58	20.7	0.44
Total Asset Turnover		1.0	0.8	1.33	1.1	0.98	0.7	1.50	1.0	1.02
Average Age of Plant (Years)		10.5	9.2	1.14	10.8	0.97	8.4	1.24	8.8	1.19
Increase (Decrease) Total Net Patient Revenue		7.3%	7.5%	0.97	11.5%	0.64	9.0%	0.81	-2.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		62.1%	49.0%	1.27	69.4%	0.89	61.9%	1.00	59.4%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$5,876		\$11,671	0.50	\$8,553	0.69	\$8,855	0.66	\$5,151	1.14
Inpatient Net Revenue per Day	\$1,728		\$2,752	0.63	\$2,313	0.75	\$2,634	0.66	\$1,356	1.27
Outpatient Net Revenue per Visit	\$1,071		\$516	2.07	\$672	1.59	\$608	1.76	\$967	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$79,838,126	Cash & Cash Equivalents	\$10,155,684	Current Liabilities	\$5,910,953
Less Deductions	\$32,998,338	Net Patient Receivables	\$7,980,599	Long-Term Debt	\$7,355,773
Net Patient Revenue	\$46,839,788	Other Receivables	\$1,587,141	Other Liabilities	\$0
Plus Other Revenue	\$601,811			Subtotal	\$13,266,726
Total Revenue	\$47,441,599	Land, Buildings & Equipment (Net)	\$20,985,867	Unrestricted Fund Balance	\$31,953,696
Less Expenses	\$46,056,429	Other Assets	\$4,511,131	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$489,224			Total Liabilities & Fund Balance	\$45,220,422
Net Income	\$1,874,394	Total Assets	\$45,220,422		