

**028 Ministry Health Care - Eagle River Memorial Hospital**  
 201 Hospital Road  
 Eagle River, WI 54521  
 715-479-7411

Fiscal Year: 10/01 to 09/30  
 Type: **GMS**  
 Critical Access Hospital  
 Control: **Religious Organization**

County: Vilas  
 Analysis Area: **North Central (6)**  
 Volume Group: **2**

| Selected Utilization Statistics               | FY 2007 | All GSM Hospitals |       | Analysis Area<br>6 |       | Volume Group<br>2 |       | FY 2007 vs. 2006 |       |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
|   |         | Value             | Ratio | Value              | Ratio | Value             | Ratio | FY 2006          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 42.9%   | 60.0%             | 0.71  | 63.2%              | 0.68  | 28.7%             | 1.49  | 60.7%            | 0.71  |
| Obstetrics                                    | 0.0%    | 42.5%             | N/A   | 44.3%              | N/A   | 14.8%             | N/A   | 0.0%             | N/A   |
| Pediatrics                                    | 0.0%    | 55.1%             | N/A   | 51.9%              | N/A   | 8.9%              | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 42.7%   | 57.1%             | 0.75  | 63.1%              | 0.68  | 33.8%             | 1.26  | 51.0%            | 0.84  |
| <b>Average Census (Patients)</b>              |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 4.3     | 32.2              | 0.13  | 24.3               | 0.18  | 4.6               | 0.94  | 6.1              | 0.71  |
| Obstetrics                                    | 0.0     | 5.5               | N/A   | 4.2                | N/A   | 0.5               | N/A   | 0.0              | N/A   |
| Pediatrics                                    | 0.0     | 2.3               | N/A   | 1.2                | N/A   | 0.1               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 4.3     | 53.3              | 0.08  | 44.4               | 0.10  | 6.9               | 0.62  | 5.1              | 0.84  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 2.4     | 3.7               | 0.66  | 3.3                | 0.73  | 3.1               | 0.78  | 2.9              | 0.84  |
| Obstetrics                                    | 0.0     | 2.3               | N/A   | 2.1                | N/A   | 2.2               | N/A   | 0.0              | N/A   |
| Pediatrics                                    | 0.0     | 2.2               | N/A   | 2.4                | N/A   | 1.6               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 2.5     | 4.2               | 0.59  | 4.1                | 0.61  | 3.2               | 0.76  | 2.7              | 0.90  |
| <b>Surgical Operations</b>                    |         |                   |       |                    |       |                   |       |                  |       |
| Inpatient                                     | 2       | 1,939             | 0.00  | 1,333              | 0.00  | 148               | 0.01  | 17               | 0.12  |
| Outpatient                                    | 588     | 4,175             | 0.14  | 1,632              | 0.36  | 1,006             | 0.58  | 1,337            | 0.44  |
| Inpatient as % of All Surgeries               | 0.3%    | 31.7%             | 0.01  | 45.0%              | 0.01  | 12.8%             | 0.03  | 1.3%             | 0.27  |
| <b>Outpatient Visits</b>                      |         |                   |       |                    |       |                   |       |                  |       |
| Non-Emergency Visits                          | 0       | 90,979            | N/A   | 53,271             | N/A   | 23,696            | N/A   | 24,048           | 0.00  |
| Emergency Visits                              | 6,211   | 15,916            | 0.39  | 11,659             | 0.53  | 5,229             | 1.19  | 5,927            | 1.05  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 0.0     | 16.4              | N/A   | 8.6                | N/A   | 4.3               | N/A   | 12.9             | 0.00  |
| Nurses, Licensed                              | 21.3    | 187.1             | 0.11  | 140.9              | 0.15  | 34.4              | 0.62  | 18.1             | 1.18  |
| Ancillary Nursing Personnel                   | 4.1     | 37.2              | 0.11  | 32.5               | 0.12  | 8.1               | 0.50  | 3.3              | 1.24  |
| All Other Personnel                           | 65.2    | 437.1             | 0.15  | 375.0              | 0.17  | 85.8              | 0.76  | 58.3             | 1.12  |
| Total FTEs                                    | 90.6    | 677.8             | 0.13  | 556.9              | 0.16  | 132.6             | 0.68  | 92.6             | 0.98  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 0.0     | 15.7              | N/A   | 9.6                | N/A   | 21.4              | N/A   | 58.8             | 0.00  |
| Nurses, Licensed                              | 112.9   | 179.0             | 0.63  | 157.0              | 0.72  | 169.9             | 0.66  | 82.0             | 1.38  |
| Ancillary Nursing Personnel                   | 21.4    | 35.6              | 0.60  | 36.2               | 0.59  | 40.1              | 0.53  | 14.8             | 1.45  |
| All Other Personnel                           | 345.1   | 418.1             | 0.83  | 417.9              | 0.83  | 424.1             | 0.81  | 264.8            | 1.30  |
| Total FTEs                                    | 479.5   | 648.4             | 0.74  | 620.6              | 0.77  | 655.5             | 0.73  | 420.3            | 1.14  |

| <b>Total Hospital:</b> |       | <b>Contract with:</b>                 |     | <b>Medicare-certified Swing Beds:</b> |     | <b>Newborn Nursery:</b> |   |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Beds Set Up & Staffed  | 10    | Health Maintenance Organization (HMO) | Yes | Beds Set Up & Staffed                 | 2   | Bassinets               | 0 |
| Discharges             | 631   | Preferred Provider Organization (PPO) | Yes | Discharges                            | 33  | Total Births            | 0 |
| Inpatient Days         | 1,558 |                                       |     | Inpatient Days                        | 189 | Newborn Days            | 0 |

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>09/30/2007 | 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                 | 10                                  | 641                      | 1,565                | 42.9%              | 4.3                       | 2.4                           |
| Orthopedic                            | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | 4                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| 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                           |
| <b>Pediatric, acute</b>               | 2                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Psychiatric</b>                    | 5                 | 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       | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Cardiac Intensive Unit                | 3                 | 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                  | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Step-Down (Special Care)              | 3                 | 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>                  | 3                 | 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 | 0                | 0                | 0.0        | Radiological Services Personnel       | 10               | 3                | 11.5        |
| Physicians & Dentists                   | 0                | 0                | 0.0        | Respiratory Therapists                | 0                | 1                | 0.5         |
| Medical & Dental Residents              | 0                | 0                | 0.0        | Occupational Therapists               | 0                | 0                | 0.0         |
| Registered Nurses                       | 13               | 9                | 20.1       | Occupational Therapy Assistants/Aides | 0                | 1                | 0.1         |
| Certified Nurse Midwives                | 0                | 0                | 0.0        | Physical Therapists                   | 0                | 1                | 0.9         |
| Licensed Practical Nurses               | 0                | 1                | 1.3        | Physical Therapy Assistants/Aides     | 1                | 0                | 1.0         |
| Ancillary Nursing Personnel             | 3                | 2                | 4.1        | Recreational Therapists               | 0                | 0                | 0.0         |
| Physician Assistants                    | 0                | 0                | 0.0        | Dietitians & Nutritionists            | 0                | 2                | 1.4         |
| Nurse Practitioners                     | 0                | 0                | 0.0        | Psychologists                         | 0                | 0                | 0.0         |
| Medical Records Personnel               | 1                | 2                | 2.1        | Social Workers                        | 0                | 1                | 0.8         |
| Pharmacy Personnel                      | 1                | 1                | 1.2        | All Other Health Professionals        | 5                | 11               | 11.9        |
| Clinical Laboratory Personnel           | 1                | 1                | 1.4        | All Other Personnel                   | 24               | 11               | 31.5        |
| Surgical Personnel                      | 1                | 0                | 1.0        | <b>Total</b>                          | <b>60</b>        | <b>47</b>        | <b>90.6</b> |

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| Selected Financial Statistics                            |              |       | All GMS Hospitals                 |       | Analysis Area |  | Volume Group                     |       | FY 2007 vs. 2006 |       |
|--|--------------|-------|-----------------------------------|-------|---------------|--|----------------------------------|-------|------------------|-------|
|  |              |       | Value                             | Ratio | Value         | Ratio                                  | Value                            | Ratio | FY 2006          | Ratio |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |              |       |                                   |       |               |  |                                  |       |                  |       |
| Medicare   | \$13,659,500 | 52.3% | 41.3%                             | 1.27  | 48.5%         | 1.08                                   | 45.5%                            | 1.15  | 51.1%            | 1.02  |
| Medical Assistance                                       | \$1,921,172  | 7.4%  | 10.5%                             | 0.70  | 9.9%          | 0.74                                   | 7.7%                             | 0.96  | 7.1%             | 1.04  |
| Commercial   | \$8,851,393  | 33.9% | 41.4%                             | 0.82  | 36.7%         | 0.92                                   | 40.7%                            | 0.83  | 35.8%            | 0.95  |
| All Other  | \$1,665,884  | 6.4%  | 6.6%                              | 0.97  | 4.9%          | 1.30                                   | 6.1%                             | 1.05  | 6.0%             | 1.06  |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |              |       |                                   |       |               |  |                                  |       |                  |       |
| Medicare   | \$6,714,890  | 25.7% | 25.8%                             | 1.00  | 27.8%         | 0.93                                   | 22.1%                            | 1.17  | 23.6%            | 1.09  |
| Medical Assistance                                       | \$1,423,532  | 5.5%  | 7.9%                              | 0.69  | 7.2%          | 0.76                                   | 4.9%                             | 1.11  | 5.6%             | 0.97  |
| Commercial   | \$602,765    | 2.3%  | 11.0%                             | 0.21  | 5.1%          | 0.45                                   | 10.5%                            | 0.22  | 2.7%             | 0.85  |
| Charity Care   | \$328,077    | 1.3%  | 1.6%                              | 0.79  | 1.9%          | 0.66                                   | 1.0%                             | 1.32  | 1.3%             | 0.97  |
| All Other  | \$303,214    | 1.2%  | 1.6%                              | 0.72  | 0.2%          | 4.84                                   | 1.3%                             | 0.89  | 1.1%             | 1.07  |
| Total Deductions   | \$9,372,479  | 35.9% | 48.1%                             | 0.75  | 42.5%         | 0.85                                   | 39.8%                            | 0.90  | 34.4%            | 1.05  |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |              |       |                                   |       |               |  |                                  |       |                  |       |
| Other Revenue as % of Total Revenue                      |              | 1.3%  | 4.7%                              | 0.27  | 3.7%          | 0.34                                   | 5.1%                             | 0.25  | 1.7%             | 0.73  |
| Net Gains/Losses as % of Net Income                      |              | 10.5% | 25.2%                             | 0.42  | 29.7%         | 0.35                                   | 9.4%                             | 1.11  | 8.9%             | 1.18  |
| <b>Expenses as % of Total Expenses</b>                   |              |       |                                   |       |               |  |                                  |       |                  |       |
| Salary/Fringe Benefits                                   | \$7,158,650  | 51.1% | 47.6%                             | 1.07  | 47.1%         | 1.08                                   | 47.7%                            | 1.07  | 43.4%            | 1.18  |
| Supplies & Services                                      | \$4,805,759  | 34.3% | 40.1%                             | 0.86  | 40.2%         | 0.85                                   | 38.6%                            | 0.89  | 40.5%            | 0.85  |
| Capital Component  | \$1,391,787  | 9.9%  | 8.8%                              | 1.13  | 9.7%          | 1.02                                   | 9.6%                             | 1.03  | 10.3%            | 0.96  |
| Bad Debt   | \$659,407    | 4.7%  | 3.6%                              | 1.30  | 3.0%          | 1.56                                   | 4.1%                             | 1.14  | 5.7%             | 0.82  |
| <b>Fiscal Statistics</b>                                 |              |       |                                   |       |               |  |                                  |       |                  |       |
| Operating Margin (%)                                     |              | 17.2% | 7.0%                              | 2.46  | 4.8%          | 3.61                                   | 9.0%                             | 1.91  | 15.6%            | 1.10  |
| Total Hospital Net Income (%)                            |              | 18.9% | 9.2%                              | 2.06  | 6.7%          | 2.84                                   | 9.9%                             | 1.91  | 16.9%            | 1.12  |
| Return on Equity (%)                                     |              | 10.6% | 7.4%                              | 1.43  | 5.6%          | 1.89                                   | 10.3%                            | 1.03  | 9.9%             | 1.07  |
| Current Ratio  |              | 9.6   | 3.1                               | 3.07  | 2.5           | 3.86                                   | 2.9                              | 3.33  | 9.1              | 1.06  |
| Days in Net Patient Accounts Receivable                  |              | 76.2  | 52.5                              | 1.45  | 59.3          | 1.29                                   | 54.3                             | 1.40  | 51.1             | 1.49  |
| Average Payment Period                                   |              | 34.3  | 50.4                              | 0.68  | 57.6          | 0.59                                   | 50.9                             | 0.67  | 30.6             | 1.12  |
| Equity Financing (%)                                     |              | 62.0% | 60.8%                             | 1.02  | 56.0%         | 1.11                                   | 48.0%                            | 1.29  | 57.0%            | 1.09  |
| Long-Term Debt to Equity Ratio                           |              | 0.5   | 0.4                               | 1.37  | 0.5           | 1.08                                   | 0.8                              | 0.67  | 0.7              | 0.80  |
| Times Interest Earned                                    |              | 6.3   | 7.3                               | 0.87  | 4.3           | 1.47                                   | 5.1                              | 1.24  | 5.8              | 1.10  |
| Total Asset Turnover                                     |              | 0.5   | 0.8                               | 0.70  | 0.8           | 0.67                                   | 1.0                              | 0.53  | 0.6              | 0.95  |
| Average Age of Plant (Years)                             |              | 10.3  | 9.2                               | 1.13  | 8.8           | 1.17                                   | 8.0                              | 1.30  | 9.1              | 1.14  |
| Increase (Decrease) Total Net Patient Revenue            |              | 6.1%  | 7.5%                              | 0.81  | 8.8%          | 0.69                                   | 9.0%                             | 0.68  | 4.7%             | 1.28  |
| Outpatient Gross Revenue (% of Total GPR)                |              | 77.4% | 49.0%                             | 1.58  | 48.6%         | 1.59                                   | 65.9%                            | 1.17  | 76.9%            | 1.01  |
| <b>Net Revenue Statistics</b>                            |              |       |                                   |       |               |  |                                  |       |                  |       |
| Inpatient Net Revenue per Discharge                      | \$5,940      |       | \$11,671                          | 0.51  | \$12,204      | 0.49                                   | \$8,316                          | 0.71  | \$5,427          | 1.09  |
| Inpatient Net Revenue per Day                            | \$2,258      |       | \$2,752                           | 0.82  | \$2,967       | 0.76                                   | \$2,233                          | 1.01  | \$1,830          | 1.23  |
| Outpatient Net Revenue per Visit                         | \$2,059      |       | \$516                             | 3.99  | \$725         | 2.84                                   | \$493                            | 4.18  | \$390            | 5.28  |
| <b>Income Statement</b>                                  |              |       | <b>Assets</b>                     |       |               | <b>Liabilities &amp; Fund Balances</b> |                                  |       |                  |       |
| Gross Patient Revenue (GPR)                              | \$26,097,950 |       | Cash & Cash Equivalents           |       | \$8,150,634   |  | Current Liabilities              |       | \$1,244,136      |       |
| Less Deductions  | \$9,372,479  |       | Net Patient Receivables           |       | \$3,493,145   |  | Long-Term Debt                   |       | \$10,458,825     |       |
| Net Patient Revenue                                      | \$16,725,471 |       | Other Receivables                 |       | \$188,999     |  | Other Liabilities                |       | \$0              |       |
| Plus Other Revenue                                       | \$211,768    |       |                                   |       |               |  | Subtotal                         |       | \$11,702,961     |       |
| Total Revenue  | \$16,937,240 |       | Land, Buildings & Equipment (Net) |       | \$11,187,076  |  | Unrestricted Fund Balance        |       | \$19,113,372     |       |
| Less Expenses  | \$14,015,603 |       | Other Assets                      |       | \$7,796,479   |  | Restricted Fund Balance          |       | \$0              |       |
| Non-Operating Gains/Losses                               | \$341,792    |       |                                   |       |               |  | Total Liabilities & Fund Balance |       | \$30,816,333     |       |
| Net Income   | \$3,263,429  |       | Total Assets                      |       | \$30,816,333  |  |                                  |       |                  |       |