

**071 Memorial Health Center**  
 135 S Gibson Street  
 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: 3

Selected Utilization Statistics	FY 2007	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	33.8%	60.0%	0.56	63.2%	0.53	51.1%	0.66	31.8%	1.06
Obstetrics	31.2%	42.5%	0.73	44.3%	0.71	25.6%	1.22	27.8%	1.12
Pediatrics	11.2%	55.1%	0.20	51.9%	0.22	15.1%	0.74	10.4%	1.08
Total Hospital	30.1%	57.1%	0.53	63.1%	0.48	46.4%	0.65	28.3%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.4	32.2	0.17	24.3	0.22	7.7	0.70	5.1	1.06
Obstetrics	1.6	5.5	0.28	4.2	0.38	1.1	1.44	1.4	1.12
Pediatrics	0.1	2.3	0.05	1.2	0.09	0.1	1.62	0.1	1.08
Total Hospital	7.5	53.3	0.14	44.4	0.17	10.0	0.75	7.1	1.06
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.7	0.83	3.3	0.91	3.2	0.96	3.0	1.03
Obstetrics	2.6	2.3	1.10	2.1	1.22	2.3	1.11	2.2	1.15
Pediatrics	1.8	2.2	0.80	2.4	0.73	1.7	1.07	1.3	1.41
Total Hospital	2.9	4.2	0.69	4.1	0.71	3.2	0.89	2.9	1.00
<b>Surgical Operations</b>									
Inpatient	276	1,939	0.14	1,333	0.21	278	0.99	225	1.23
Outpatient	1,158	4,175	0.28	1,632	0.71	1,143	1.01	1,216	0.95
Inpatient as % of All Surgeries	19.2%	31.7%	0.61	45.0%	0.43	19.6%	0.98	15.6%	1.23
<b>Outpatient Visits</b>									
Non-Emergency Visits	32,382	90,979	0.36	53,271	0.61	36,962	0.88	36,142	0.90
Emergency Visits	6,229	15,916	0.39	11,659	0.53	7,769	0.80	5,664	1.10
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.6	16.4	0.34	8.6	0.66	5.0	1.12	7.8	0.72
Nurses, Licensed	39.6	187.1	0.21	140.9	0.28	54.1	0.73	43.0	0.92
Ancillary Nursing Personnel	13.7	37.2	0.37	32.5	0.42	12.7	1.08	13.4	1.03
All Other Personnel	120.4	437.1	0.28	375.0	0.32	149.0	0.81	131.5	0.92
Total FTEs	179.4	677.8	0.26	556.9	0.32	220.8	0.81	195.7	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	16.2	15.7	1.03	9.6	1.69	15.0	1.07	26.3	0.61
Nurses, Licensed	113.7	179.0	0.64	157.0	0.72	162.1	0.70	144.7	0.79
Ancillary Nursing Personnel	39.4	35.6	1.11	36.2	1.09	38.2	1.03	45.0	0.88
All Other Personnel	345.9	418.1	0.83	417.9	0.83	446.3	0.78	442.0	0.78
Total FTEs	515.2	648.4	0.79	620.6	0.83	661.7	0.78	658.0	0.78

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 950  
 Inpatient Days 2,743

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 121  
 Inpatient Days 1,126

**Newborn Nursery:**  
 Bassinets 5  
 Total Births 249  
 Newborn Days 480

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2007	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	16	645	1,971	33.8%	5.4	3.1
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	23	41	11.2%	0.1	1.8
<b>Obstetrics</b>	1	5	220	570	31.2%	1.6	2.6
<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	2	3	62	161	14.7%	0.4	2.6
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	4	4	5.6	Radiological Services Personnel	0	14	6.7
Physicians & Dentists	2	1	2.6	Respiratory Therapists	2	3	3.6
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	19	42	38.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	0	4.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	1	3.9
Ancillary Nursing Personnel	6	13	13.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.2	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	0	2	1.0	Psychologists	0	0	0.0
Medical Records Personnel	0	20	5.9	Social Workers	0	0	0.0
Pharmacy Personnel	5	3	6.9	All Other Health Professionals	14	12	19.8
Clinical Laboratory Personnel	0	17	7.0	All Other Personnel	8	111	55.7
Surgical Personnel	1	2	2.7	<b>Total</b>	<b>69</b>	<b>248</b>	<b>179.4</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$16,253,942	42.4%	41.3%	1.03	48.5%	0.87	42.6%	0.99	31.6%	1.34
Medical Assistance	\$4,438,740	11.6%	10.5%	1.10	9.9%	1.17	10.3%	1.13	7.8%	1.49
Commercial	\$16,581,602	43.2%	41.4%	1.04	36.7%	1.18	41.4%	1.04	32.7%	1.32
All Other	\$1,091,947	2.8%	6.6%	0.43	4.9%	0.58	5.7%	0.50	27.9%	0.10
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,760,657	15.0%	25.8%	0.58	27.8%	0.54	18.6%	0.81	18.0%	0.83
Medical Assistance	\$3,017,582	7.9%	7.9%	0.99	7.2%	1.10	6.3%	1.24	6.2%	1.26
Commercial	\$1,993,120	5.2%	11.0%	0.47	5.1%	1.01	7.9%	0.66	5.7%	0.90
Charity Care	\$692,410	1.8%	1.6%	1.14	1.9%	0.95	1.3%	1.44	0.6%	2.78
All Other	\$26,345	0.1%	1.6%	0.04	0.2%	0.29	0.6%	0.12	0.1%	1.15
Total Deductions	\$11,490,114	29.9%	48.1%	0.62	42.5%	0.70	35.0%	0.86	30.7%	0.98
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.2%	4.7%	0.47	3.7%	0.59	4.3%	0.52	2.8%	0.78
Net Gains/Losses as % of Net Income		34.3%	25.2%	1.36	29.7%	1.16	26.4%	1.30	34.7%	0.99
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,563,866	54.9%	47.6%	1.15	47.1%	1.17	51.9%	1.06	58.0%	0.95
Supplies & Services	\$7,672,248	31.1%	40.1%	0.78	40.2%	0.77	34.6%	0.90	31.4%	0.99
Capital Component	\$2,731,095	11.1%	8.8%	1.26	9.7%	1.14	9.0%	1.23	8.6%	1.28
Bad Debt	\$736,384	3.0%	3.6%	0.83	3.0%	0.99	4.5%	0.66	2.1%	1.45
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.1%	7.0%	1.44	4.8%	2.12	6.5%	1.55	5.6%	1.79
Total Hospital Net Income (%)		14.6%	9.2%	1.60	6.7%	2.20	8.7%	1.68	8.4%	1.75
Return on Equity (%)		7.5%	7.4%	1.01	5.6%	1.34	6.8%	1.10	3.8%	1.95
Current Ratio		1.7	3.1	0.55	2.5	0.69	2.8	0.61	1.7	1.03
Days in Net Patient Accounts Receivable		70.5	52.5	1.34	59.3	1.19	60.6	1.16	94.2	0.75
Average Payment Period		128.5	50.4	2.55	57.6	2.23	54.5	2.36	121.8	1.06
Equity Financing (%)		48.4%	60.8%	0.80	56.0%	0.86	55.1%	0.88	45.8%	1.06
Long-Term Debt to Equity Ratio		0.8	0.4	1.94	0.5	1.53	0.6	1.29	0.9	0.86
Times Interest Earned		8.4	7.3	1.14	4.3	1.93	6.1	1.37	7.6	1.10
Total Asset Turnover		0.5	0.8	0.62	0.8	0.59	0.8	0.64	0.4	1.09
Average Age of Plant (Years)		8.4	9.2	0.91	8.8	0.95	8.3	1.00	9.6	0.87
Increase (Decrease) Total Net Patient Revenue		17.7%	7.5%	2.37	8.8%	2.02	11.5%	1.54	-19.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.4%	49.0%	1.60	48.6%	1.61	70.0%	1.12	76.2%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,215		\$11,671	0.53	\$12,204	0.51	\$8,250	0.75	\$5,371	1.16
Inpatient Net Revenue per Day	\$1,691		\$2,752	0.61	\$2,967	0.57	\$2,258	0.75	\$1,427	1.18
Outpatient Net Revenue per Visit	\$523		\$516	1.01	\$725	0.72	\$491	1.07	\$416	1.26

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,366,231	Cash & Cash Equivalents	\$4,738,297	Current Liabilities	\$7,980,687
Less Deductions	\$11,490,114	Net Patient Receivables	\$5,194,382	Long-Term Debt	\$21,140,000
Net Patient Revenue	\$26,876,117	Other Receivables	\$142,453	Other Liabilities	\$0
Plus Other Revenue	\$606,738			Subtotal	\$29,120,687
Total Revenue	\$27,482,855	Land, Buildings & Equipment (Net)	\$25,960,505	Unrestricted Fund Balance	\$27,321,048
Less Expenses	\$24,703,593	Other Assets	\$20,406,098	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,452,305			Total Liabilities & Fund Balance	\$56,441,735
Net Income	\$4,231,567	Total Assets	\$56,441,735		