

093 Memorial Medical Center
 216 Sunset Place
 Neillsville, WI 54456
 715-743-3101

Fiscal Year: 01/01 to 12/31
 Type: **GMS**
 Critical Access Hospital
 Control: **Other Not-For-Profit**

County: **Clark**
 Analysis Area: **West Central (5A)**
 Volume Group: **1**

Selected Utilization Statistics	FY 2007	All GSM Hospitals		Analysis Area 5A		Volume Group 1		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	19.6%	60.0%	0.33	50.5%	0.39	17.2%	1.14	20.0%	0.98
Obstetrics	14.2%	42.5%	0.34	32.1%	0.44	16.0%	0.89	15.1%	0.95
Pediatrics	0.0%	55.1%	N/A	11.1%	N/A	21.4%	N/A	0.0%	N/A
Total Hospital	18.9%	57.1%	0.33	49.5%	0.38	19.2%	0.98	19.6%	0.96
Average Census (Patients)									
Adult Medical-Surgical	4.5	32.2	0.14	7.0	0.65	3.0	1.51	4.6	0.98
Obstetrics	0.3	5.5	0.05	2.2	0.13	0.9	0.31	0.3	0.95
Pediatrics	0.0	2.3	N/A	0.1	N/A	0.9	N/A	0.0	N/A
Total Hospital	4.7	53.3	0.09	22.0	0.22	4.0	1.19	4.9	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	3.7	0.78	3.4	0.84	2.9	0.99	2.8	1.01
Obstetrics	1.8	2.3	0.76	2.3	0.77	2.4	0.73	2.2	0.82
Pediatrics	0.0	2.2	N/A	1.5	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.7	4.2	0.65	3.8	0.72	3.3	0.83	2.8	0.98
Surgical Operations									
Inpatient	92	1,939	0.05	592	0.16	68	1.35	110	0.84
Outpatient	284	4,175	0.07	1,691	0.17	613	0.46	321	0.88
Inpatient as % of All Surgeries	24.5%	31.7%	0.77	25.9%	0.94	10.0%	2.45	25.5%	0.96
Outpatient Visits									
Non-Emergency Visits	14,920	90,979	0.16	44,604	0.33	14,049	1.06	3,337	4.47
Emergency Visits	2,563	15,916	0.16	7,309	0.35	2,079	1.23	2,982	0.86
Full-Time Equivalents (FTEs)									
Administrators	12.5	16.4	0.76	11.4	1.10	3.4	3.67	6.3	2.00
Nurses, Licensed	25.3	187.1	0.14	89.8	0.28	23.8	1.06	22.6	1.12
Ancillary Nursing Personnel	17.1	37.2	0.46	18.9	0.91	7.3	2.35	12.8	1.34
All Other Personnel	127.5	437.1	0.29	218.5	0.58	55.3	2.31	69.7	1.83
Total FTEs	182.5	677.8	0.27	338.6	0.54	89.8	2.03	111.3	1.64
FTEs per 100 Patient Census (Adjusted)									
Administrators	99.6	15.7	6.34	22.5	4.44	29.9	3.34	46.3	2.15
Nurses, Licensed	201.9	179.0	1.13	176.9	1.14	208.8	0.97	167.2	1.21
Ancillary Nursing Personnel	136.6	35.6	3.84	37.2	3.67	64.0	2.13	94.8	1.44
All Other Personnel	1,016.3	418.1	2.43	430.6	2.36	484.5	2.10	516.3	1.97
Total FTEs	1,454.4	648.4	2.24	667.3	2.18	787.1	1.85	824.7	1.76

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 633
 Inpatient Days 1,726

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 5
 Discharges 96
 Inpatient Days 1,948

Newborn Nursery:
 Bassinets 2
 Total Births 54
 Newborn Days 83

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2007	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	23	575	1,645	19.6%	4.5	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	58	104	14.2%	0.3	1.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	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	5	0	0	0	0.0%	0.0	0.0
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	2	8	12.5	Radiological Services Personnel	6	1	6.9
Physicians & Dentists	0	10	4.7	Respiratory Therapists	3	2	5.1
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	20	6	22.3	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.8
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	7	3	8.2
Ancillary Nursing Personnel	12	9	17.1	Recreational Therapists	0	7	0.2
Physician Assistants	1	4	1.7	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	0	11	14.9	Social Workers	0	3	0.2
Pharmacy Personnel	4	4	7.6	All Other Health Professionals	2	0	2.0
Clinical Laboratory Personnel	6	1	8.2	All Other Personnel	0	85	57.5
Surgical Personnel	2	2	4.7				
				Total	73	157	182.5

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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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,171,246	44.5%	41.3%	1.08	43.9%	1.01	41.6%	1.07	44.3%	1.00
Medical Assistance	\$2,896,814	11.5%	10.5%	1.10	9.3%	1.25	10.7%	1.08	11.5%	1.00
Commercial	\$9,593,092	38.2%	41.4%	0.92	40.7%	0.94	42.5%	0.90	38.4%	1.00
All Other	\$1,442,656	5.7%	6.6%	0.87	6.1%	0.94	5.2%	1.10	5.7%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$6,628,674	26.4%	25.8%	1.02	24.3%	1.09	17.9%	1.48	25.8%	1.02
Medical Assistance	\$1,749,360	7.0%	7.9%	0.88	6.8%	1.02	5.9%	1.17	7.2%	0.97
Commercial	\$1,277,588	5.1%	11.0%	0.46	6.4%	0.79	7.8%	0.66	4.0%	1.29
Charity Care	\$117,050	0.5%	1.6%	0.29	1.6%	0.29	0.6%	0.74	1.2%	0.38
All Other	\$0	0.0%	1.6%	N/A	1.4%	N/A	0.8%	N/A	0.0%	N/A
Total Deductions	\$9,772,672	38.9%	48.1%	0.81	40.6%	0.96	33.0%	1.18	38.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.1%	4.7%	0.23		3.3%	0.32	3.3%	0.33	2.9%	0.37
Net Gains/Losses as % of Net Income	10.4%	25.2%	0.41		23.8%	0.44	2.5%	4.10	8.6%	1.20
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,357,293	58.4%	47.6%	1.23	51.8%	1.13	51.0%	1.15	57.8%	1.01
Supplies & Services	\$3,610,756	28.7%	40.1%	0.72	37.4%	0.77	37.5%	0.76	31.9%	0.90
Capital Component	\$554,033	4.4%	8.8%	0.50	7.4%	0.59	7.9%	0.56	3.7%	1.18
Bad Debt	\$1,077,280	8.6%	3.6%	2.37	3.3%	2.58	3.6%	2.36	6.6%	1.30
Fiscal Statistics										
Operating Margin (%)	18.7%	7.0%	2.67		9.6%	1.95	8.6%	2.17	17.1%	1.09
Total Hospital Net Income (%)	20.4%	9.2%	2.23		12.2%	1.67	8.8%	2.31	18.4%	1.11
Return on Equity (%)	22.3%	7.4%	3.01		11.0%	2.02	13.5%	1.65	19.3%	1.15
Current Ratio	2.9	3.1	0.92		2.5	1.14	2.1	1.41	2.7	1.08
Days in Net Patient Accounts Receivable	56.8	52.5	1.08		56.4	1.01	62.9	0.90	72.8	0.78
Average Payment Period	57.9	50.4	1.15		46.0	1.26	55.5	1.04	61.8	0.94
Equity Financing (%)	70.2%	60.8%	1.16		71.7%	0.98	46.4%	1.52	68.2%	1.03
Long-Term Debt to Equity Ratio	0.2	0.4	0.50		0.3	0.71	0.7	0.30	0.2	0.84
Times Interest Earned	44.4	7.3	6.07		17.4	2.55	9.0	4.93	35.4	1.25
Total Asset Turnover	1.1	0.8	1.35		0.9	1.22	1.5	0.70	1.0	1.04
Average Age of Plant (Years)	17.1	9.2	1.87		7.8	2.20	11.4	1.50	20.9	0.82
Increase (Decrease) Total Net Patient Revenue	8.0%	7.5%	1.07		10.0%	0.80	6.4%	1.25	-0.1%	N/A
Outpatient Gross Revenue (% of Total GPR)	62.3%	49.0%	1.27		56.7%	1.10	65.3%	0.95	63.6%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,221	\$11,671	0.70		\$8,917	0.92	\$9,237	0.89	\$7,304	1.13
Inpatient Net Revenue per Day	\$1,661	\$2,752	0.60		\$2,214	0.75	\$1,957	0.85	\$1,594	1.04
Outpatient Net Revenue per Visit	\$532	\$516	1.03		\$518	1.03	\$480	1.11	\$1,395	0.38

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$25,103,808	Cash & Cash Equivalents	\$2,368,589	Current Liabilities	\$1,925,909
Less Deductions	\$9,772,672	Net Patient Receivables	\$2,384,544	Long-Term Debt	\$2,049,110
Net Patient Revenue	\$15,331,136	Other Receivables	\$135,000	Other Liabilities	\$352,324
Plus Other Revenue	\$168,438			Subtotal	\$4,327,343
Total Revenue	\$15,499,574	Land, Buildings & Equipment (Net)	\$5,947,997		
Less Expenses	\$12,599,362	Other Assets	\$3,709,043	Unrestricted Fund Balance	\$10,217,830
Non-Operating Gains/Losses	\$336,517			Restricted Fund Balance	\$0
Net Income	\$3,236,729	Total Assets	\$14,545,173	Total Liabilities & Fund Balance	\$14,545,173