

**006 Memorial Medical Center**  
 1615 Maple Lane  
 Ashland, WI 54806  
 715-685-5500

Fiscal Year: 10/01 to 09/30  
 Type: **GMS**  
 Critical Access Hospital  
 Control: **Other Not-For-Profit**

County: **Ashland**  
 Analysis Area: **Western Lake Superior (7)**  
 Volume Group: **5**

Selected Utilization Statistics	FY 2008	All GSM Hospitals		Analysis Area 7		Volume Group 5		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	67.4%	60.5%	1.11	31.2%	2.16	52.8%	1.28	25.8%	2.61
Obstetrics	59.7%	42.5%	1.40	22.8%	2.61	34.5%	1.73	24.1%	2.47
Pediatrics	0.0%	57.0%	N/A	0.9%	N/A	12.0%	N/A	0.0%	N/A
Total Hospital	67.2%	58.4%	1.15	31.4%	2.14	49.1%	1.37	28.4%	2.36
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	12.8	31.3	0.41	5.9	2.16	22.4	0.57	17.6	0.73
Obstetrics	1.8	5.7	0.31	0.8	2.18	3.7	0.49	1.9	0.93
Pediatrics	0.0	2.4	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	23.5	54.6	0.43	8.0	2.96	37.2	0.63	28.4	0.83
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.7	0.89	3.0	1.11	3.5	0.95	3.6	0.93
Obstetrics	2.2	2.4	0.92	2.3	0.95	2.2	0.97	2.5	0.88
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	3.0	1.08	3.6	0.89	3.4	0.94
<b>Surgical Operations</b>									
Inpatient	484	1,970	0.25	128	3.77	1,104	0.44	611	0.79
Outpatient	1,781	4,151	0.43	815	2.19	3,482	0.51	1,906	0.93
Inpatient as % of All Surgeries	21.4%	32.2%	0.66	13.6%	1.57	24.1%	0.89	24.3%	0.88
<b>Outpatient Visits</b>									
Non-Emergency Visits	20,382	94,816	0.21	20,302	1.00	71,021	0.29	14,194	1.44
Emergency Visits	12,848	16,124	0.80	7,419	1.73	17,114	0.75	12,819	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.7	0.16	2.9	1.05	20.0	0.15	3.0	1.00
Nurses, Licensed	99.9	197.1	0.51	47.2	2.12	143.6	0.70	102.2	0.98
Ancillary Nursing Personnel	11.2	37.6	0.30	8.1	1.38	29.1	0.39	13.4	0.83
All Other Personnel	246.7	452.4	0.55	113.4	2.17	374.3	0.66	247.6	1.00
Total FTEs	360.8	705.8	0.51	171.6	2.10	567.1	0.64	366.3	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.8	17.2	0.22	9.4	0.41	20.4	0.19	4.0	0.96
Nurses, Licensed	128.1	181.8	0.70	155.8	0.82	146.6	0.87	136.3	0.94
Ancillary Nursing Personnel	14.4	34.6	0.42	26.9	0.54	29.7	0.48	17.9	0.80
All Other Personnel	316.4	417.2	0.76	374.4	0.85	382.1	0.83	330.3	0.96
Total FTEs	462.8	650.8	0.71	566.4	0.82	578.9	0.80	488.5	0.95

**Total Hospital:**  
 Beds Set Up & Staffed 35  
 Discharges 2,696  
 Inpatient Days 8,607

**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 295  
 Newborn Days 643

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2008	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	19	1,413	4,686	67.4%	12.8	3.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	1	7	24	6.6%	0.1	3.4
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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	3	300	655	59.7%	1.8	2.2
<b>Psychiatric</b>	1	10	511	1,870	51.1%	5.1	3.7
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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	2	174	650	88.8%	1.8	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
<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	3	0	3.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	20	3	20.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	0	6.0
Registered Nurses	74	29	89.6	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	4	0	4.0
Licensed Practical Nurses	8	1	8.3	Physical Therapists	6	1	6.7
Ancillary Nursing Personnel	9	4	11.2	Physical Therapy Assistants/Aides	2	1	2.4
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	0	2.0	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	0	1.0
Medical Records Personnel	7	1	7.4	Social Workers	2	0	2.0
Pharmacy Personnel	4	2	5.6	All Other Health Professionals	52	4	54.1
Clinical Laboratory Personnel	14	1	14.2	All Other Personnel	90	45	113.6
				<b>Total</b>	<b>313</b>	<b>92</b>	<b>360.8</b>

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area		Volume Group		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$33,626,306	42.4%	41.5%	1.02	44.4%	0.95	43.8%	0.97	41.5%	1.02
Medical Assistance	\$13,233,802	16.7%	10.8%	1.54	15.8%	1.06	9.0%	1.86	17.2%	0.97
Commercial	\$25,161,311	31.7%	40.7%	0.78	29.7%	1.07	40.7%	0.78	33.1%	0.96
All Other	\$7,248,652	9.1%	7.0%	1.32	10.1%	0.90	6.4%	1.42	8.2%	1.12
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$15,704,321	19.8%	26.5%	0.75	18.4%	1.08	28.9%	0.69	25.9%	0.76
Medical Assistance	\$10,358,970	13.1%	8.4%	1.56	10.0%	1.31	7.5%	1.74	13.4%	0.98
Commercial	\$1,464,634	1.8%	11.4%	0.16	3.7%	0.50	10.6%	0.17	1.3%	1.42
Charity Care	\$534,055	0.7%	1.6%	0.42	0.7%	0.93	1.6%	0.41	0.6%	1.13
All Other	\$1,351,125	1.7%	1.9%	0.91	1.1%	1.61	1.2%	1.42	0.2%	10.25
Total Deductions	\$29,413,105	37.1%	49.8%	0.75	33.8%	1.10	49.9%	0.74	41.3%	0.90
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.8%	4.5%	0.18	2.4%	0.35	3.7%	0.22	1.3%	0.64	
Net Gains/Losses as % of Net Income	4.4%	N/A	N/A	5.7%	0.76	N/A	N/A	26.1%	0.17	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$26,401,331	57.1%	47.4%	1.20	56.5%	1.01	50.2%	1.14	57.4%	0.99
Supplies & Services	\$13,870,240	30.0%	39.6%	0.76	29.5%	1.02	35.5%	0.84	29.3%	1.02
Capital Component	\$3,437,189	7.4%	8.8%	0.85	7.6%	0.98	9.6%	0.78	6.7%	1.10
Bad Debt	\$2,543,411	5.5%	4.2%	1.31	6.5%	0.84	4.7%	1.17	6.5%	0.85
<b>Fiscal Statistics</b>										
Operating Margin (%)	8.0%	5.6%	1.42	8.1%	0.98	4.2%	1.91	2.9%	2.73	
Total Hospital Net Income (%)	8.3%	3.5%	2.36	8.6%	0.97	3.6%	2.29	3.9%	2.13	
Return on Equity (%)	8.6%	2.8%	3.07	9.4%	0.92	2.6%	3.27	4.1%	2.08	
Current Ratio	4.0	2.9	1.37	3.5	1.14	2.8	1.45	3.7	1.09	
Days in Net Patient Accounts Receivable	65.4	50.2	1.30	58.6	1.12	53.4	1.22	62.2	1.05	
Average Payment Period	51.7	54.8	0.94	51.5	1.00	59.9	0.86	50.0	1.03	
Equity Financing (%)	74.1%	58.1%	1.28	51.7%	1.43	57.9%	1.28	70.7%	1.05	
Long-Term Debt to Equity Ratio	0.2	0.4	0.44	0.5	0.39	0.4	0.45	0.2	0.78	
Times Interest Earned	12.7	3.3	3.88	10.3	1.23	2.9	4.44	9.0	1.41	
Total Asset Turnover	1.0	0.8	1.27	1.1	0.95	0.7	1.42	1.0	0.98	
Average Age of Plant (Years)	10.6	9.5	1.12	10.1	1.06	9.1	1.17	10.5	1.01	
Increase (Decrease) Total Net Patient Revenue	14.2%	6.3%	2.24	11.7%	1.21	5.0%	2.86	7.3%	1.95	
Outpatient Gross Revenue (% of Total GPR)	69.8%	49.7%	1.41	73.8%	0.95	62.1%	1.13	62.1%	1.12	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,201	\$11,228	0.55	\$6,960	0.89	\$7,888	0.79	\$5,876	1.06	
Inpatient Net Revenue per Day	\$1,942	\$2,612	0.74	\$1,929	1.01	\$2,187	0.89	\$1,728	1.12	
Outpatient Net Revenue per Visit	\$997	\$497	2.01	\$596	1.67	\$608	1.64	\$1,071	0.93	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$79,270,071	Cash & Cash Equivalents	\$9,599,986	Current Liabilities	\$6,098,429
Less Deductions	\$29,413,105	Net Patient Receivables	\$8,908,039	Long-Term Debt	\$6,513,970
Net Patient Revenue	\$49,856,966	Other Receivables	\$2,550,000	Other Liabilities	\$0
Plus Other Revenue	\$408,114			Subtotal	\$12,612,399
Total Revenue	\$50,265,080	Land, Buildings & Equipment (Net)	\$21,034,044	Unrestricted Fund Balance	\$36,150,447
Less Expenses	\$46,252,174	Other Assets	\$6,670,777	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$183,844	Total Assets	\$48,762,846	Total Liabilities & Fund Balance	\$48,762,846
Net Income	\$4,196,750				