

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 2008	All GSM Hospitals		Analysis Area 6		Volume Group 3		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	31.0%	60.5%	0.51	64.9%	0.48	45.3%	0.69	33.8%	0.92
Obstetrics	26.0%	42.5%	0.61	49.0%	0.53	25.9%	1.00	31.2%	0.83
Pediatrics	12.3%	57.0%	0.22	61.1%	0.20	72.2%	0.17	11.2%	1.09
Total Hospital	26.9%	58.4%	0.46	66.4%	0.40	41.8%	0.64	30.1%	0.89
Average Census (Patients)									
Adult Medical-Surgical	5.0	31.3	0.16	24.5	0.20	7.3	0.68	5.4	0.92
Obstetrics	1.3	5.7	0.23	4.0	0.33	1.1	1.19	1.6	0.83
Pediatrics	0.1	2.4	0.05	1.3	0.09	0.2	0.70	0.1	1.09
Total Hospital	6.7	54.6	0.12	45.1	0.15	9.6	0.70	7.5	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.7	0.83	3.3	0.94	3.1	1.01	3.1	1.01
Obstetrics	2.6	2.4	1.11	2.2	1.19	2.3	1.12	2.6	1.01
Pediatrics	1.6	2.2	0.73	2.3	0.70	2.0	0.80	1.8	0.90
Total Hospital	2.9	4.3	0.68	4.1	0.70	3.1	0.93	2.9	1.01
Surgical Operations									
Inpatient	279	1,970	0.14	1,344	0.21	282	0.99	276	1.01
Outpatient	1,585	4,151	0.38	1,725	0.92	1,111	1.43	1,158	1.37
Inpatient as % of All Surgeries	15.0%	32.2%	0.47	43.8%	0.34	20.3%	0.74	19.2%	0.78
Outpatient Visits									
Non-Emergency Visits	34,772	94,816	0.37	59,411	0.59	34,826	1.00	32,382	1.07
Emergency Visits	6,384	16,124	0.40	11,574	0.55	7,850	0.81	6,229	1.02
Full-Time Equivalents (FTEs)									
Administrators	5.4	18.7	0.29	13.7	0.39	6.3	0.87	5.6	0.96
Nurses, Licensed	43.5	197.1	0.22	149.6	0.29	53.3	0.82	39.6	1.10
Ancillary Nursing Personnel	15.9	37.6	0.42	36.5	0.44	11.6	1.37	13.7	1.16
All Other Personnel	129.0	452.4	0.29	372.3	0.35	139.7	0.92	120.4	1.07
Total FTEs	193.9	705.8	0.27	572.1	0.34	210.9	0.92	179.4	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.5	17.2	0.90	15.1	1.03	18.7	0.83	16.2	0.96
Nurses, Licensed	124.4	181.8	0.68	164.4	0.76	159.2	0.78	113.7	1.09
Ancillary Nursing Personnel	45.5	34.6	1.31	40.1	1.14	34.7	1.31	39.4	1.15
All Other Personnel	368.8	417.2	0.88	409.2	0.90	417.4	0.88	345.9	1.07
Total FTEs	554.1	650.8	0.85	628.7	0.88	630.0	0.88	515.2	1.08

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 845
 Inpatient Days 2,457

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 4
 Discharges 116
 Inpatient Days 1,457

Newborn Nursery:
 Bassinets 5
 Total Births 170
 Newborn Days 409

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2008	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	589	1,818	31.0%	5.0	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
Pediatric, acute	1	1	28	45	12.3%	0.1	1.6
Obstetrics	1	5	182	476	26.0%	1.3	2.6
Psychiatric	4	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	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	1	3	46	118	10.7%	0.3	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
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	1	7	5.4	Surgical Personnel	2	2	3.5
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	0	14	8.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	4	3.8
Registered Nurses	22	38	43.2	Occupational Therapists	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	0	5.0
Ancillary Nursing Personnel	6	17	15.9	Physical Therapy Assistants/Aides	4	1	4.8
Physician Assistants	0	2	0.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	1	0.4	Dietitians & Nutritionists	0	1	0.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	0	19	6.4	Social Workers	0	0	0.0
Pharmacy Personnel	2	7	6.4	All Other Health Professionals	14	16	21.7
Clinical Laboratory Personnel	0	16	6.5	All Other Personnel	4	124	56.8
				Total	67	270	193.9

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$19,065,794	43.3%	41.5%	1.04	48.2%	0.90	41.4%	1.05	42.4%	1.02
Medical Assistance	\$5,166,863	11.7%	10.8%	1.08	10.0%	1.18	10.9%	1.07	11.6%	1.01
Commercial	\$18,443,489	41.9%	40.7%	1.03	36.0%	1.16	41.8%	1.00	43.2%	0.97
All Other	\$1,391,897	3.2%	7.0%	0.45	5.8%	0.54	5.9%	0.54	2.8%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$6,986,822	15.9%	26.5%	0.60	28.4%	0.56	19.0%	0.84	15.0%	1.06
Medical Assistance	\$3,698,713	8.4%	8.4%	1.00	7.6%	1.11	7.1%	1.19	7.9%	1.07
Commercial	\$2,398,791	5.4%	11.4%	0.48	5.3%	1.03	9.0%	0.61	5.2%	1.05
Charity Care	\$712,410	1.6%	1.6%	1.01	2.1%	0.75	1.3%	1.26	1.8%	0.90
All Other	\$17,285	0.0%	1.9%	0.02	0.8%	0.05	0.7%	0.06	0.1%	0.57
Total Deductions	\$13,814,021	31.3%	49.8%	0.63	44.1%	0.71	36.9%	0.85	29.9%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%	4.5%	0.43		3.9%	0.50	3.0%	0.65	2.2%	0.88
Net Gains/Losses as % of Net Income	N/A	N/A	N/A		18.6%	N/A	9.6%	N/A	34.3%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,154,312	67.7%	47.4%	1.43	50.8%	1.33	51.5%	1.32	54.9%	1.23
Supplies & Services	\$4,167,250	17.5%	39.6%	0.44	36.1%	0.48	33.6%	0.52	31.1%	0.56
Capital Component	\$3,729,715	15.6%	8.8%	1.79	9.7%	1.60	10.1%	1.55	11.1%	1.41
Bad Debt	-\$203,216	-0.9%	4.2%	N/A	3.3%	N/A	4.8%	N/A	3.0%	N/A
Fiscal Statistics										
Operating Margin (%)	22.7%	5.6%	4.05		3.9%	5.80	6.5%	3.47	10.1%	2.24
Total Hospital Net Income (%)	22.2%	3.5%	6.29		4.8%	4.65	7.2%	3.09	14.6%	1.52
Return on Equity (%)	11.4%	2.8%	4.08		4.2%	2.75	5.5%	2.07	7.5%	1.52
Current Ratio	2.3	2.9	0.81		2.0	1.20	2.7	0.87	1.7	1.36
Days in Net Patient Accounts Receivable	71.4	50.2	1.42		60.2	1.19	52.8	1.35	70.5	1.01
Average Payment Period	133.0	54.8	2.43		73.2	1.82	52.4	2.54	128.5	1.03
Equity Financing (%)	49.6%	58.1%	0.85		54.7%	0.91	55.9%	0.89	48.4%	1.03
Long-Term Debt to Equity Ratio	0.7	0.4	1.76		0.5	1.36	0.6	1.19	0.8	0.92
Times Interest Earned	8.5	3.3	2.60		3.5	2.44	4.2	2.04	8.4	1.02
Total Asset Turnover	0.5	0.8	0.64		0.9	0.60	0.8	0.68	0.5	1.07
Average Age of Plant (Years)	5.8	9.5	0.61		8.7	0.66	7.5	0.77	8.4	0.69
Increase (Decrease) Total Net Patient Revenue	12.6%	6.3%	1.99		5.4%	2.34	8.9%	1.41	17.7%	0.71
Outpatient Gross Revenue (% of Total GPR)	80.8%	49.7%	1.63		48.4%	1.67	71.4%	1.13	78.4%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,667	\$11,228	0.68		\$10,686	0.72	\$7,875	0.97	\$6,215	1.23
Inpatient Net Revenue per Day	\$1,867	\$2,612	0.71		\$2,565	0.73	\$2,276	0.82	\$1,691	1.10
Outpatient Net Revenue per Visit	\$555	\$497	1.12		\$577	0.96	\$493	1.12	\$523	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,068,043	Cash & Cash Equivalents	\$8,867,706	Current Liabilities	\$7,929,800
Less Deductions	\$13,814,021	Net Patient Receivables	\$5,901,695	Long-Term Debt	\$21,101,373
Net Patient Revenue	\$30,254,022	Other Receivables	\$263,508	Other Liabilities	\$0
Plus Other Revenue	\$597,005			Subtotal	\$29,031,173
Total Revenue	\$30,851,027	Land, Buildings & Equipment (Net)	\$24,654,501	Unrestricted Fund Balance	\$29,523,952
Less Expenses	\$23,848,061	Other Assets	\$19,799,821	Restricted Fund Balance	\$1,106,060
Non-Operating Gains/Losses	-\$204,377			Total Liabilities & Fund Balance	\$58,555,125
Net Income	\$6,798,591	Total Assets	\$59,487,231		