

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 2008	All GSM Hospitals		Analysis Area 5A		Volume Group 1		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	18.5%	60.5%	0.31	50.0%	0.37	18.2%	1.02	19.6%	0.95
Obstetrics	16.7%	42.5%	0.39	30.9%	0.54	21.6%	0.77	14.2%	1.17
Pediatrics	0.0%	57.0%	N/A	71.5%	N/A	19.9%	N/A	0.0%	N/A
Total Hospital	18.6%	58.4%	0.32	48.3%	0.38	21.8%	0.85	18.9%	0.98
Average Census (Patients)									
Adult Medical-Surgical	4.3	31.3	0.14	14.2	0.30	3.2	1.31	4.5	0.95
Obstetrics	0.3	5.7	0.06	2.1	0.16	1.1	0.31	0.3	1.17
Pediatrics	0.0	2.4	N/A	0.2	N/A	0.7	N/A	0.0	N/A
Total Hospital	4.6	54.6	0.09	21.8	0.21	4.5	1.03	4.7	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.7	0.75	3.5	0.79	3.3	0.85	2.9	0.98
Obstetrics	2.5	2.4	1.07	2.4	1.07	2.5	1.03	1.8	1.42
Pediatrics	0.0	2.2	N/A	1.9	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.66	3.8	0.73	3.7	0.75	2.7	1.02
Surgical Operations									
Inpatient	80	1,970	0.04	577	0.14	74	1.09	92	0.87
Outpatient	307	4,151	0.07	1,762	0.17	593	0.52	284	1.08
Inpatient as % of All Surgeries	20.7%	32.2%	0.64	24.7%	0.84	11.0%	1.87	24.5%	0.84
Outpatient Visits									
Non-Emergency Visits	15,614	94,816	0.16	44,133	0.35	15,604	1.00	14,920	1.05
Emergency Visits	3,051	16,124	0.19	7,573	0.40	2,688	1.13	2,563	1.19
Full-Time Equivalents (FTEs)									
Administrators	9.3	18.7	0.50	8.3	1.12	3.0	3.11	12.5	0.75
Nurses, Licensed	24.4	197.1	0.12	86.7	0.28	23.2	1.05	25.3	0.96
Ancillary Nursing Personnel	13.9	37.6	0.37	17.0	0.81	6.0	2.30	17.1	0.81
All Other Personnel	73.1	452.4	0.16	239.1	0.31	57.6	1.27	127.5	0.57
Total FTEs	120.7	705.8	0.17	351.1	0.34	89.8	1.34	182.5	0.66
FTEs per 100 Patient Census (Adjusted)									
Administrators	78.0	17.2	4.53	16.5	4.73	23.3	3.34	99.6	0.78
Nurses, Licensed	203.9	181.8	1.12	171.8	1.19	180.6	1.13	201.9	1.01
Ancillary Nursing Personnel	116.1	34.6	3.35	33.8	3.44	47.0	2.47	136.6	0.85
All Other Personnel	611.8	417.2	1.47	474.0	1.29	448.9	1.36	1,016.3	0.60
Total FTEs	1,009.7	650.8	1.55	696.0	1.45	700.0	1.44	1,454.4	0.69

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 610
 Inpatient Days 1,700

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 4
 Discharges 105
 Inpatient Days 1,489

Newborn Nursery:
 Bassinets 2
 Total Births 48
 Newborn Days 104

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2008	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	23	556	1,561	18.5%	4.3	2.8
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	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	48	122	16.7%	0.3	2.5
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	1	17	9.3	Surgical Personnel	2	0	2.9
Physicians & Dentists	0	3	2.2	Radiological Services Personnel	6	1	7.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	3.4
Registered Nurses	17	12	21.3	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	3	0	3.0	Physical Therapists	2	1	2.8
Ancillary Nursing Personnel	10	16	13.9	Physical Therapy Assistants/Aides	7	3	8.1
Physician Assistants	0	1	0.3	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	1	0.1	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	0	12	6.4	Social Workers	2	0	2.0
Pharmacy Personnel	4	5	4.6	All Other Health Professionals	1	0	1.0
Clinical Laboratory Personnel	6	1	6.7	All Other Personnel	0	71	23.3
				Total	66	147	120.7

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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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,071,764	43.4%	41.5%	1.05	44.9%	0.97	39.6%	1.10	44.5%	0.98
Medical Assistance	\$3,342,411	13.1%	10.8%	1.21	9.7%	1.35	11.4%	1.15	11.5%	1.14
Commercial	\$9,775,254	38.3%	40.7%	0.94	39.7%	0.97	42.3%	0.91	38.2%	1.00
All Other	\$1,307,589	5.1%	7.0%	0.74	5.8%	0.89	6.7%	0.77	5.7%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$6,788,556	26.6%	26.5%	1.01	25.3%	1.05	16.2%	1.64	26.4%	1.01
Medical Assistance	\$1,909,012	7.5%	8.4%	0.89	7.0%	1.07	6.3%	1.19	7.0%	1.07
Commercial	\$1,484,944	5.8%	11.4%	0.51	6.3%	0.92	10.0%	0.58	5.1%	1.14
Charity Care	\$296,263	1.2%	1.6%	0.73	1.7%	0.68	0.8%	1.41	0.5%	2.49
All Other	\$0	0.0%	1.9%	N/A	1.6%	N/A	1.4%	N/A	0.0%	N/A
Total Deductions	\$10,478,775	41.1%	49.8%	0.83	41.9%	0.98	34.7%	1.18	38.9%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.7%	4.5%	0.15	3.0%	0.22	3.3%	0.20	1.1%	0.61
Net Gains/Losses as % of Net Income		3.9%	N/A	N/A	N/A	N/A	4.1%	0.95	10.4%	0.37
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,633,257	62.0%	47.4%	1.31	51.1%	1.21	54.4%	1.14	58.4%	1.06
Supplies & Services	\$3,986,969	28.6%	39.6%	0.72	37.4%	0.77	34.1%	0.84	28.7%	1.00
Capital Component	\$578,757	4.2%	8.8%	0.47	7.9%	0.52	7.4%	0.56	4.4%	0.95
Bad Debt	\$726,193	5.2%	4.2%	1.24	3.6%	1.44	4.1%	1.29	8.6%	0.61
Fiscal Statistics										
Operating Margin (%)		7.9%	5.6%	1.41	7.8%	1.02	5.2%	1.51	18.7%	0.42
Total Hospital Net Income (%)		8.2%	3.5%	2.32	7.2%	1.14	5.5%	1.50	20.4%	0.40
Return on Equity (%)		8.6%	2.8%	3.08	5.8%	1.48	8.5%	1.02	22.3%	0.39
Current Ratio		2.6	2.9	0.90	1.4	1.89	2.0	1.31	2.9	0.91
Days in Net Patient Accounts Receivable		59.9	50.2	1.19	54.7	1.10	58.2	1.03	56.8	1.06
Average Payment Period		60.6	54.8	1.11	79.8	0.76	48.8	1.24	57.9	1.05
Equity Financing (%)		69.4%	58.1%	1.19	64.3%	1.08	50.4%	1.38	70.2%	0.99
Long-Term Debt to Equity Ratio		0.2	0.4	0.46	0.3	0.67	0.6	0.32	0.2	0.94
Times Interest Earned		39.1	3.3	11.93	8.6	4.52	6.5	6.06	44.4	0.88
Total Asset Turnover		1.1	0.8	1.29	0.8	1.29	1.6	0.68	1.1	0.99
Average Age of Plant (Years)		16.0	9.5	1.69	7.4	2.17	11.2	1.42	17.1	0.94
Increase (Decrease) Total Net Patient Revenue		5.8%	6.3%	0.92	8.2%	0.71	9.7%	0.60	8.0%	0.72
Outpatient Gross Revenue (% of Total GPR)		61.1%	49.7%	1.23	56.7%	1.08	64.9%	0.94	62.3%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,617		\$11,228	0.77	\$9,427	0.91	\$9,384	0.92	\$8,221	1.05
Inpatient Net Revenue per Day	\$1,812		\$2,612	0.69	\$2,348	0.77	\$1,833	0.99	\$1,661	1.09
Outpatient Net Revenue per Visit	\$475		\$497	0.95	\$547	0.87	\$442	1.07	\$532	0.89

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$25,497,019	Cash & Cash Equivalents	\$2,135,003	Current Liabilities	\$2,221,824
Less Deductions	\$10,478,775	Net Patient Receivables	\$2,459,814	Long-Term Debt	\$1,877,002
Net Patient Revenue	\$15,018,244	Other Receivables	\$535,376	Other Liabilities	\$309,283
Plus Other Revenue	\$100,934			Subtotal	\$4,408,109
Total Revenue	\$15,119,178	Land, Buildings & Equipment (Net)	\$5,796,721		
Less Expenses	\$13,925,176	Other Assets	\$3,468,099	Unrestricted Fund Balance	\$9,986,904
Non-Operating Gains/Losses	\$48,204			Restricted Fund Balance	\$1,458,533
Net Income	\$1,242,206	Total Assets	\$14,395,013	Total Liabilities & Fund Balance	\$14,395,013