

**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 2019	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	48.4%	55.2%	0.88	22.3%	2.17	43.3%	1.12	46.7%	1.03
Obstetrics	30.0%	38.0%	0.79	25.3%	0.06	23.8%	1.26	29.4%	1.02
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	54.4%	57.4%	0.95	24.4%	2.23	44.0%	1.24	53.7%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.7	26.0	0.37	4.2	2.32	15.3	0.63	9.3	1.03
Obstetrics	1.5	4.9	0.30	1.1	1.31	2.1	0.71	1.5	1.02
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	19.0	49.0	0.39	5.7	3.35	27.3	0.70	18.8	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.2	4.1	0.53	2.7	0.79	3.4	0.63	3.0	0.72
Obstetrics	2.7	2.6	1.06	2.6	1.05	2.3	1.16	2.4	1.11
Pediatrics	0.0	3.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.5	0.73	3.2	1.04	3.7	0.89	3.8	0.87
<b>Surgical Operations</b>									
Inpatient	499	1,426	0.35	137	3.65	657	0.76	185	2.70
Outpatient	1,619	4,581	0.35	759	2.13	2,872	0.56	2,455	0.66
Inpatient as % of All Surgeries	23.6%	23.7%	0.99	15.3%	1.54	18.6%	1.26	7.0%	3.36
<b>Outpatient Visits</b>									
Non-Emergency Visits	6,364	144,376	0.04	20,365	0.31	115,084	0.06	7,318	0.87
Emergency Visits	9,758	17,768	0.55	6,830	1.43	13,821	0.71	9,221	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	23.0	0.13	3.7	0.81	18.2	0.17	3.0	1.00
Nurses, Licensed	139.3	251.3	0.55	69.4	2.01	150.6	0.93	108.2	1.29
Ancillary Nursing Personnel	18.4	39.7	0.46	8.5	2.18	19.7	0.93	16.9	1.09
All Other Personnel	319.5	509.3	0.63	147.1	2.17	320.3	1.00	327.9	0.97
Total FTEs	480.2	823.3	0.58	228.6	2.10	508.8	0.94	456.1	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.5	17.0	0.20	10.1	0.34	18.2	0.19	3.0	1.15
Nurses, Licensed	160.7	185.7	0.87	187.9	0.86	151.1	1.06	108.5	1.48
Ancillary Nursing Personnel	21.3	29.3	0.73	22.9	0.93	19.8	1.07	17.0	1.25
All Other Personnel	368.6	376.3	0.98	398.4	0.93	321.5	1.15	328.7	1.12
Total FTEs	554.0	608.3	0.91	619.3	0.89	510.6	1.09	457.2	1.21

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	No	Average Beds Used	0	Bassinets	0
Discharges	2,127	Preferred Provider Organization (PPO)	No	Discharges	0	Total Births	203
Inpatient Days	6,953			Inpatient Days	0	Newborn Days	445

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	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	2	20	1,635	3,530	48.4%	9.7	2.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	203	547	30.0%	1.5	2.7
<b>Psychiatric</b>	1	10	492	2,876	78.8%	7.9	5.8
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	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
<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

\*\* Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

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	6	2	6.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	19	1	19.8
Medical & Dental Residents	0	0	0.0	Sonographers	4	2	5.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	2	6.4
Registered Nurses	103	48	123.7	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	2	1	2.6	Physical Therapists	7	1	7.6
Ancillary Nursing Personnel	16	5	18.4	Physical Therapy Assistants/Aides	4	1	4.5
Medical Assistants	7	0	7.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	3.1	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	7	13	7.5	Psychologists	2	1	2.2
Certified Registered Nurse Anesthetists	2	13	2.4	Social Workers	5	1	5.2
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	37	1	37.6
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	165	41	183.5
Pharmacy Personnel	7	1	7.7				
Clinical Laboratory Personnel	8	2	9.0				
				<b>Total</b>	<b>430</b>	<b>138</b>	<b>480.2</b>

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$90,215,376	47.3%	46.3%	1.02	49.8%	0.95	51.1%	0.92	48.1%	0.98
Medical Assistance	\$37,023,680	19.4%	13.6%	1.42	17.6%	1.10	11.3%	1.72	20.7%	0.94
Commercial	\$55,869,884	29.3%	35.3%	0.83	27.8%	1.05	33.7%	0.87	27.3%	1.07
All Other	\$7,741,125	4.1%	4.8%	0.85	4.7%	0.86	3.9%	1.05	4.0%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$50,670,965	26.6%	34.9%	0.76	26.0%	1.02	36.8%	0.72	26.2%	1.02
Medical Assistance	\$23,275,737	12.2%	10.4%	1.18	11.5%	1.06	8.5%	1.44	12.7%	0.96
Commercial	\$5,555,459	2.9%	14.7%	0.20	5.1%	0.57	12.8%	0.23	1.8%	1.60
Charity Care	\$1,326,472	0.7%	1.0%	0.72	1.1%	0.63	0.9%	0.78	1.1%	0.61
Bad Debt	\$4,260,053	2.2%	1.1%	2.10	2.1%	1.07	1.4%	1.64	1.2%	1.88
All Other	\$5,887,418	3.1%	2.2%	1.43	2.2%	1.42	2.1%	1.47	2.5%	1.25
Total Deductions	\$90,976,099	47.7%	64.2%	0.74	47.9%	0.99	62.4%	0.76	45.5%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.1%		5.5%	0.20	1.7%	0.67	3.4%	0.33	1.2%	0.94
Net Gains/Losses as % of Net Income	12.2%		13.2%	0.93	14.8%	0.82	4.5%	2.70	17.3%	0.71
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$44,245,408	47.6%	44.0%	1.08	52.4%	0.91	46.0%	1.04	48.2%	0.99
Supplies & Services	\$41,926,832	45.1%	49.2%	0.92	40.0%	1.13	46.6%	0.97	44.6%	1.01
Capital Component	\$6,691,890	7.2%	6.8%	1.06	7.5%	0.96	7.4%	0.97	7.2%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)	8.1%		9.1%	0.89	8.1%	0.99	8.2%	0.98	8.6%	0.94
Total Hospital Net Income (%)	9.1%		10.3%	0.88	9.4%	0.97	8.6%	1.06	10.2%	0.89
Return on Equity (%)	6.0%		6.0%	0.99	6.6%	0.91	5.8%	1.03	5.9%	1.01
Current Ratio	5.8		4.7	1.23	5.7	1.01	4.4	1.32	5.7	1.01
Days in Net Patient Accounts Receivable	50.0		64.0	0.78	51.1	0.98	49.0	1.02	60.6	0.82
Average Payment Period	54.4		56.5	0.96	44.6	1.22	41.1	1.32	65.2	0.83
Equity Financing (%)	84.9%		69.2%	1.23	81.9%	1.04	81.8%	1.04	82.8%	1.03
Long-Term Debt to Equity Ratio	0.0		0.3	0.16	0.1	0.36	0.1	0.42	0.1	0.66
Times Interest Earned	49.3		13.4	3.67	17.2	2.87	14.1	3.49	43.7	1.13
Total Asset Turnover	0.6		0.6	1.13	0.7	0.94	0.7	0.97	0.6	1.14
Average Age of Plant (Years)	7.1		12.6	0.57	9.0	0.79	9.6	0.74	8.6	0.83
Increase (Decrease) Total Net Patient Revenue	19.7%		7.3%	2.71	12.3%	1.61	2.8%	7.12	9.1%	2.17
Outpatient Gross Revenue (% of Total GPR)	77.2%		63.3%	1.22	84.3%	0.92	71.9%	1.07	81.4%	0.95
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,708		\$16,906	0.75	\$12,554	1.01	\$12,065	1.05	\$11,083	1.15
Inpatient Net Revenue per Day	\$3,740		\$3,675	1.02	\$3,387	1.10	\$3,161	1.18	\$2,981	1.25
Outpatient Net Revenue per Visit	\$4,783		\$703	6.80	\$1,287	3.72	\$614	7.79	\$3,935	1.22

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$190,850,065	Cash & Cash Equivalents	\$55,580,072	Current Liabilities	\$12,899,862
Less Deductions	\$90,976,099	Net Patient Receivables	\$13,670,755	Long-Term Debt	\$5,425,344
Net Patient Revenue	\$99,873,966	Other Receivables	\$483,117	Other Liabilities	\$5,150,000
Plus Other Revenue	\$1,133,432			Subtotal	\$23,475,206
Total Revenue	\$101,007,398	Land, Buildings & Equipment (Net)	\$52,060,255	Unrestricted Fund Balance	\$132,258,598
Less Expenses	\$92,864,130	Other Assets	\$33,939,605	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,131,441			Total Liabilities & Fund Balance	\$155,733,804
Net Income	\$9,274,709	Total Assets	\$155,733,804		