

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 2022	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	84.1%	60.7%	1.39	29.8%	2.82	58.7%	1.43	67.4%	1.25
Obstetrics	27.6%	37.3%	0.74	23.9%	0.06	29.8%	0.93	29.7%	0.93
Pediatrics	0.0%	67.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	74.6%	61.9%	1.21	32.0%	2.33	59.2%	1.26	65.3%	1.14
Average Census (Patients)									
Adult Medical-Surgical	16.8	27.3	0.62	5.9	2.86	18.7	0.90	13.5	1.25
Obstetrics	1.4	4.7	0.29	1.1	1.28	2.5	0.55	1.5	0.93
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	26.1	50.5	0.52	7.4	3.54	35.1	0.74	22.9	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.9	0.80	4.2	0.95	4.5	0.88	3.2	1.23
Obstetrics	2.3	2.4	0.95	2.2	1.03	2.2	1.04	2.3	0.99
Pediatrics	0.0	4.0	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.6	5.3	0.87	4.4	1.05	4.6	0.99	4.1	1.11
Surgical Operations									
Inpatient	223	990	0.23	57	3.92	526	0.42	305	0.73
Outpatient	2,204	4,017	0.55	1,029	2.14	3,165	0.70	1,875	1.18
Inpatient as % of All Surgeries	9.2%	19.8%	0.46	5.2%	1.76	14.3%	0.64	14.0%	0.66
Outpatient Visits									
Non-Emergency Visits	79,606	141,022	0.56	36,461	2.18	102,926	0.77	79,182	1.01
Emergency Visits	10,346	17,305	0.60	7,164	1.44	18,037	0.57	9,287	1.11
Full-Time Equivalents (FTEs)									
Administrators	4.0	18.9	0.21	1.9	2.08	17.9	0.22	4.0	1.00
Nurses, Licensed	141.1	234.4	0.60	66.2	2.13	148.0	0.95	121.6	1.16
Ancillary Nursing Personnel	23.8	38.1	0.63	8.0	2.98	25.5	0.93	22.0	1.08
All Other Personnel	366.9	466.6	0.79	159.0	2.31	271.6	1.35	364.5	1.01
Total FTEs	535.9	758.0	0.71	235.1	2.28	463.0	1.16	512.1	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.6	12.6	0.21	3.4	0.77	13.6	0.19	3.4	0.78
Nurses, Licensed	92.6	156.2	0.59	117.1	0.79	112.9	0.82	102.2	0.91
Ancillary Nursing Personnel	15.6	25.4	0.62	14.2	1.10	19.5	0.80	18.5	0.85
All Other Personnel	240.8	310.9	0.77	281.4	0.86	207.1	1.16	306.2	0.79
Total FTEs	351.7	505.0	0.70	416.0	0.85	353.1	1.00	430.3	0.82

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	35	Health Maintenance		Average Beds Used	0	Bassinets	8
Discharges	2,071	Organization (HMO)	No	Discharges	0	Total Births	210
Inpatient Days	9,530	Preferred Provider		Inpatient Days	0	Newborn Days	400
		Organization (PPO)	No				

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	1,547	6,137	84.1%	16.8	4.0
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	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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	221	504	27.6%	1.4	2.3
Psychiatric	1	10	524	2,889	79.2%	7.9	5.5
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.

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

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

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	4	0	4.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	10	6	14.4	Radiological Services Personnel	17	0	17.0
Medical & Dental Residents	0	0	0.0	Sonographers	2	1	2.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	3	5.6
Registered Nurses	103	44	121.5	Occupational Therapists	2	2	3.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	2.3
Licensed Practical Nurses	2	2	3.3	Physical Therapists	7	1	7.6
Ancillary Nursing Personnel	19	10	23.8	Physical Therapy Assistants/Aides	5	3	5.9
Medical Assistants	11	0	11.0	Recreational Therapists	0	0	0.0
Physician Assistants	5	2	5.9	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	8	2	8.9	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	6	2	7.5	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	65	18	72.6
Health Info Mgmt-Administrators/Technicians	4	1	4.6	All Other Personnel	170	40	186.8
Pharmacy Personnel	7	1	7.6				
Clinical Laboratory Personnel	9	2	9.9				
				Total	472	143	535.9

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Selected Financial Statistics	FY 2022	All GMS Hospitals		Analysis Area		Volume Group		FY 2022 vs. 2021		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$138,773,022	51.9%	47.3%	1.10	50.8%	1.02	50.2%	1.03	50.9%	1.02
Medical Assistance	\$44,503,731	16.6%	14.4%	1.16	17.0%	0.98	14.7%	1.13	17.5%	0.95
Commercial	\$70,018,847	26.2%	32.9%	0.80	26.8%	0.98	30.7%	0.85	25.6%	1.02
All Other	\$14,048,644	5.3%	5.4%	0.97	5.4%	0.97	4.4%	1.19	6.0%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$75,721,222	28.3%	36.1%	0.78	27.6%	1.03	37.5%	0.76	28.8%	0.98
Medical Assistance	\$27,920,982	10.4%	11.3%	0.93	11.5%	0.91	11.2%	0.93	11.1%	0.94
Commercial	\$11,889,788	4.4%	14.8%	0.30	5.6%	0.80	12.7%	0.35	3.9%	1.13
Charity Care	\$779,105	0.3%	0.7%	0.40	0.5%	0.55	0.8%	0.35	0.3%	1.03
Bad Debt	\$3,703,182	1.4%	0.9%	1.58	1.7%	0.84	1.0%	1.39	1.3%	1.04
All Other	\$8,902,856	3.3%	3.0%	1.10	2.7%	1.21	2.8%	1.19	3.5%	0.94
Total Deductions	\$128,917,136	48.2%	66.8%	0.72	49.6%	0.97	66.0%	0.73	49.0%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.0%		5.7%	0.17	2.1%	0.49	3.3%	0.30	1.0%	1.04
Net Gains/Losses as % of Net Income	N/A		N/A	N/A	N/A	N/A	14,078.6%	N/A	65.7%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$59,347,943	46.7%	41.8%	1.12	51.1%	0.91	41.0%	1.14	48.4%	0.97
Supplies & Services	\$57,186,307	45.0%	52.2%	0.86	41.8%	1.08	52.7%	0.85	44.0%	1.02
Capital Component	\$10,625,236	8.4%	6.0%	1.39	7.1%	1.18	6.3%	1.33	7.6%	1.10
Fiscal Statistics										
Operating Margin (%)		9.1%	5.7%	1.59	9.7%	0.94	2.9%	3.14	8.0%	1.14
Total Hospital Net Income (%)		3.1%	3.5%	0.89	7.8%	0.40	0.0%	N/A	20.1%	0.15
Return on Equity (%)		1.8%	1.4%	1.29	0.8%	2.20	0.0%	N/A	12.4%	0.15
Current Ratio		10.4	3.9	2.68	2.0	5.13	3.2	3.26	5.5	1.88
Days in Net Patient Accounts Receivable		50.1	91.7	0.55	350.9	0.14	88.3	0.57	59.3	0.84
Average Payment Period		33.0	91.7	0.36	484.3	0.07	85.8	0.39	70.2	0.47
Equity Financing (%)		79.5%	59.1%	1.34	44.7%	1.78	60.3%	1.32	74.2%	1.07
Long-Term Debt to Equity Ratio		0.2	0.4	0.40	0.9	0.19	0.4	0.41	0.2	0.84
Times Interest Earned		6.1	5.7	1.06	15.8	0.38	1.0	6.23	92.4	0.07
Total Asset Turnover		0.6	0.4	1.51	0.1	5.81	0.4	1.44	0.5	1.18
Average Age of Plant (Years)		6.1	18.1	0.34	53.6	0.11	16.0	0.38	6.3	0.97
Increase (Decrease) Total Net Patient Revenue		13.0%	3.5%	3.66	7.6%	1.71	3.7%	3.47	19.9%	0.65
Outpatient Gross Revenue (% of Total GPR)		83.7%	66.2%	1.26	87.2%	0.96	73.1%	1.14	82.1%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,225		\$19,849	0.82	\$16,587	0.98	\$13,245	1.22	\$15,028	1.08
Inpatient Net Revenue per Day	\$3,710		\$3,697	1.00	\$3,340	1.11	\$2,825	1.31	\$3,891	0.95
Outpatient Net Revenue per Visit	\$1,207		\$819	1.47	\$1,067	1.13	\$766	1.57	\$1,079	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$267,344,245	Cash & Cash Equivalents	\$86,802,978	Current Liabilities	\$10,652,197
Less Deductions	\$128,917,136	Net Patient Receivables	\$18,993,744	Long-Term Debt	\$29,552,982
Net Patient Revenue	\$138,427,109	Other Receivables	\$747,834	Other Liabilities	\$5,150,000
Plus Other Revenue	\$1,400,209			Subtotal	\$45,355,179
Total Revenue	\$139,827,317	Land, Buildings & Equipment (Net)	\$88,702,871	Unrestricted Fund Balance	\$176,114,347
Less Expenses	\$127,159,486	Other Assets	\$26,222,099	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$8,608,180			Total Liabilities & Fund Balance	\$221,469,526
Net Income	\$4,059,651	Total Assets	\$221,469,526		