

**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

		All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	45.8%	55.4%	0.83	20.9%	2.19	42.3%	1.08	49.4%	0.93
Obstetrics	23.7%	38.4%	0.62	19.4%	0.06	26.5%	0.89	25.6%	0.92
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	50.5%	56.3%	0.90	22.7%	2.23	42.3%	1.19	53.7%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.2	26.5	0.35	4.0	2.27	16.0	0.57	9.9	0.93
Obstetrics	1.2	5.0	0.24	0.7	1.66	2.3	0.52	1.3	0.92
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	17.7	48.3	0.37	5.5	3.23	27.2	0.65	18.8	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.73	2.9	0.98	3.3	0.85	2.5	1.11
Obstetrics	2.1	2.6	0.81	2.2	0.96	2.2	0.92	2.3	0.89
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.77	3.1	1.09	3.6	0.93	3.4	0.97
<b>Surgical Operations</b>									
Inpatient	245	1,408	0.17	57	4.29	726	0.34	249	0.98
Outpatient	2,491	4,098	0.61	963	2.59	2,865	0.87	1,221	2.04
Inpatient as % of All Surgeries	9.0%	25.6%	0.35	5.6%	1.60	20.2%	0.44	16.9%	0.53
<b>Outpatient Visits</b>									
Non-Emergency Visits	7,629	132,001	0.06	18,612	0.41	120,134	0.06	9,799	0.78
Emergency Visits	8,585	17,964	0.48	7,144	1.20	14,406	0.60	7,953	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.9	0.21	3.9	1.04	14.0	0.28	3.0	1.33
Nurses, Licensed	99.1	244.4	0.41	55.2	1.80	144.3	0.69	106.1	0.93
Ancillary Nursing Personnel	14.0	40.0	0.35	9.0	1.56	19.5	0.72	18.2	0.77
All Other Personnel	309.1	484.8	0.64	137.0	2.26	331.1	0.93	288.0	1.07
Total FTEs	426.1	788.1	0.54	205.0	2.08	508.9	0.84	415.2	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.5	15.1	0.30	11.1	0.40	14.4	0.31	3.8	1.18
Nurses, Licensed	110.6	195.2	0.57	158.7	0.70	148.1	0.75	133.7	0.83
Ancillary Nursing Personnel	15.6	32.0	0.49	25.8	0.61	20.1	0.78	22.9	0.68
All Other Personnel	345.1	387.3	0.89	394.2	0.88	340.0	1.02	363.0	0.95
Total FTEs	475.8	629.5	0.76	589.9	0.81	522.5	0.91	523.4	0.91

**Total Hospital:**

Beds Set Up & Staffed 35  
 Discharges 1,948  
 Inpatient Days 6,454

**Contract with:**

Health Maintenance  
 Organization (HMO) No  
 Preferred Provider  
 Organization (PPO) No

**Medicare-certified Swing Beds:**

Average Beds Used 0  
 Discharges 0  
 Inpatient Days 0

**Newborn Nursery:**

Bassinets 7  
 Total Births 212  
 Newborn Days 443

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	20	1,183	3,343	45.8%	9.2	2.8
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	209	432	23.7%	1.2	2.1
<b>Psychiatric</b>	1	10	555	2,679	73.4%	7.3	4.8
<b>Alcoholism/chemical dependency</b>	1	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.

\*\* 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	5	0	5.0	Radiological Services Personnel	14	1	14.5
Medical & Dental Residents	0	0	0.0	Sonographers	3	2	3.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	2	5.1
Registered Nurses	69	40	88.1	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	0	3.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	6	1	6.6
Ancillary Nursing Personnel	12	4	14.0	Physical Therapy Assistants/Aides	2	2	3.1
Medical Assistants	1	1	1.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	0	5.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	3	1	3.6
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	98	14	111.3
Health Info Mgmt-Administrators/Technicians	9	1	9.6	All Other Personnel	97	24	110.5
Pharmacy Personnel	7	1	7.7				
Clinical Laboratory Personnel	13	4	13.9				
				<b>Total</b>	<b>371</b>	<b>98</b>	<b>426.1</b>

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Ashland, WI 54806			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$64,372,604	46.4%	44.8%	1.04	48.8%	0.95	47.9%	0.97	44.0%	1.05	
Medical Assistance	\$29,715,264	21.4%	14.4%	1.49	18.2%	1.18	12.0%	1.79	22.8%	0.94	
Commercial	\$41,658,685	30.0%	36.6%	0.82	29.1%	1.03	36.4%	0.82	30.0%	1.00	
All Other	\$3,113,563	2.2%	4.2%	0.53	3.9%	0.57	3.7%	0.60	3.2%	0.70	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$36,068,147	26.0%	32.9%	0.79	27.1%	0.96	33.3%	0.78	23.0%	1.13	
Medical Assistance	\$17,091,309	12.3%	10.7%	1.15	11.3%	1.09	8.7%	1.41	12.0%	1.03	
Commercial	\$4,730,306	3.4%	14.8%	0.23	4.4%	0.77	14.8%	0.23	2.4%	1.42	
Charity Care	\$931,052	0.7%	1.0%	0.68	0.8%	0.81	0.9%	0.77	0.1%	4.62	
Bad Debt	\$2,335,528	1.7%	1.1%	1.59	2.2%	0.78	1.0%	1.71	2.9%	0.58	
All Other	\$1,249,621	0.9%	1.9%	0.47	1.0%	0.90	1.9%	0.47	1.3%	0.72	
Total Deductions	\$62,405,963	44.9%	62.4%	0.72	46.8%	0.96	60.6%	0.74	41.7%	1.08	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.4%	6.3%	0.22	1.4%	1.01	4.1%	0.35	1.6%	0.89	
Net Gains/Losses as % of Net Income		18.3%	12.7%	1.45	29.4%	0.62	11.9%	1.54	10.7%	1.72	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$33,944,643	48.9%	44.7%	1.09	53.0%	0.92	46.3%	1.06	50.7%	0.96	
Supplies & Services	\$30,257,064	43.6%	47.9%	0.91	39.2%	1.11	46.1%	0.95	42.9%	1.02	
Capital Component	\$5,202,618	7.5%	7.4%	1.02	7.8%	0.96	7.6%	0.99	6.4%	1.17	
Fiscal Statistics											
Operating Margin (%)		10.5%	8.9%	1.17	8.3%	1.27	8.9%	1.17	13.3%	0.79	
Total Hospital Net Income (%)		12.6%	10.1%	1.24	11.3%	1.11	10.0%	1.25	14.6%	0.86	
Return on Equity (%)		7.0%	7.6%	0.93	7.2%	0.97	6.7%	1.05	8.1%	0.87	
Current Ratio		6.1	5.6	1.07	5.9	1.02	6.0	1.01	7.2	0.84	
Days in Net Patient Accounts Receivable		61.6	51.4	1.20	53.6	1.15	54.8	1.13	63.8	0.97	
Average Payment Period		72.2	41.5	1.74	50.0	1.44	42.8	1.69	59.2	1.22	
Equity Financing (%)		80.5%	73.6%	1.09	77.1%	1.04	78.1%	1.03	79.9%	1.01	
Long-Term Debt to Equity Ratio		0.1	0.2	0.51	0.2	0.46	0.1	0.57	0.1	0.75	
Times Interest Earned		31.0	14.1	2.20	15.0	2.06	18.4	1.68	69.7	0.44	
Total Asset Turnover		0.5	0.7	0.74	0.6	0.89	0.7	0.83	0.5	1.00	
Average Age of Plant (Years)		8.4	9.3	0.91	9.9	0.85	9.0	0.94	9.7	0.87	
Increase (Decrease) Total Net Patient Revenue		9.4%	3.6%	2.59	8.8%	1.07	2.6%	3.61	9.8%	0.95	
Outpatient Gross Revenue (% of Total GPR)		79.1%	60.9%	1.30	83.8%	0.94	71.9%	1.10	76.1%	1.04	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$11,028		\$15,675	0.70	\$11,112	0.99	\$11,179	0.99	\$10,796	1.02	
Inpatient Net Revenue per Day	\$3,141		\$3,540	0.89	\$2,936	1.07	\$3,101	1.01	\$3,142	1.00	
Outpatient Net Revenue per Visit	\$3,534		\$654	5.41	\$1,072	3.30	\$561	6.31	\$2,904	1.22	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$138,860,116	Cash & Cash Equivalents	\$59,964,978	Current Liabilities	\$12,767,716
Less Deductions	\$62,405,963	Net Patient Receivables	\$12,906,832	Long-Term Debt	\$9,668,703
Net Patient Revenue	\$76,454,153	Other Receivables	\$727,237	Other Liabilities	\$5,150,000
Plus Other Revenue	\$1,093,382			Subtotal	\$27,586,419
Total Revenue	\$77,547,535	Land, Buildings & Equipment (Net)	\$42,345,825		
Less Expenses	\$69,404,325	Other Assets	\$25,582,256	Unrestricted Fund Balance	\$113,940,709
Non-Operating Gains/Losses	\$1,828,265			Restricted Fund Balance	\$0
Net Income	\$9,971,475	Total Assets	\$141,527,128	Total Liabilities & Fund Balance	\$141,527,128