

**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

		All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2017 vs. 2016	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	14.4%	55.4%	0.26	42.7%	0.34	11.3%	1.27	13.1%	1.10
Obstetrics	0.0%	38.4%	N/A	30.0%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	14.4%	56.3%	0.26	43.6%	0.33	17.4%	0.83	13.1%	1.10
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.3	26.5	0.09	11.7	0.20	1.8	1.27	2.1	1.10
Obstetrics	0.0	5.0	N/A	2.1	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.3	48.3	0.05	18.6	0.12	2.9	0.81	2.1	1.10
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.70	3.7	0.73	2.9	0.93	2.6	1.04
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	1.9	N/A	2.9	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.63	3.9	0.70	4.0	0.69	2.7	1.02
<b>Surgical Operations</b>									
Inpatient	88	1,408	0.06	496	0.18	116	0.76	88	1.00
Outpatient	358	4,098	0.09	1,861	0.19	1,063	0.34	374	0.96
Inpatient as % of All Surgeries	19.7%	25.6%	0.77	21.1%	0.94	9.8%	2.01	19.0%	1.04
<b>Outpatient Visits</b>									
Non-Emergency Visits	20,531	132,001	0.16	70,369	0.29	20,790	0.99	21,117	0.97
Emergency Visits	2,121	17,964	0.12	8,210	0.26	2,393	0.89	1,798	1.18
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.9	0.05	11.1	0.09	3.2	0.32	1.0	1.00
Nurses, Licensed	20.8	244.4	0.09	121.7	0.17	79.1	0.26	16.5	1.27
Ancillary Nursing Personnel	7.1	40.0	0.18	18.3	0.39	11.1	0.65	8.9	0.80
All Other Personnel	169.5	484.8	0.35	252.8	0.67	112.6	1.51	163.7	1.04
Total FTEs	198.4	788.1	0.25	404.0	0.49	205.9	0.96	190.0	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.6	15.1	0.44	19.3	0.34	24.4	0.27	7.5	0.88
Nurses, Licensed	138.3	195.2	0.71	211.1	0.66	608.9	0.23	124.0	1.12
Ancillary Nursing Personnel	47.4	32.0	1.48	31.8	1.49	85.1	0.56	66.8	0.71
All Other Personnel	1,125.3	387.3	2.91	438.4	2.57	866.4	1.30	1,232.1	0.91
Total FTEs	1,317.6	629.5	2.09	700.6	1.88	1,584.8	0.83	1,430.4	0.92

**Total Hospital:**

Beds Set Up & Staffed 16  
 Discharges 308  
 Inpatient Days 841

**Contract with:**

Health Maintenance  
 Organization (HMO) Yes  
 Preferred Provider  
 Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 1  
 Discharges 12  
 Inpatient Days 141

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**093 Memorial Medical Center**  
Neillsville, WI 54456

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	16	308	841	14.4%	2.3	2.7
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	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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
<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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	7	5	8.9	Radiological Services Personnel	6	1	6.7
Medical & Dental Residents	0	1	0.7	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	1	3.5
Registered Nurses	16	5	17.8	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	1	3.9
Ancillary Nursing Personnel	7	1	7.1	Physical Therapy Assistants/Aides	6	1	6.8
Medical Assistants	15	2	15.3	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.3	Dietitians & Nutritionists	0	2	0.6
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	0	9.0
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	88	5	91.5
Pharmacy Personnel	3	2	3.7				
Clinical Laboratory Personnel	6	1	6.6				
				<b>Total</b>	<b>185</b>	<b>30</b>	<b>198.4</b>

**093 Memorial Medical Center**

Neillsville, WI 54456

			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016	
Selected Financial Statistics			Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2016	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$18,272,717	42.3%	44.8%	0.94	49.2%	0.86	42.6%	0.99	30.3%	1.39
Medical Assistance	\$6,219,822	14.4%	14.4%	1.00	12.0%	1.20	12.7%	1.13	14.7%	0.98
Commercial	\$17,744,660	41.0%	36.6%	1.12	35.1%	1.17	40.5%	1.01	45.3%	0.91
All Other	\$999,854	2.3%	4.2%	0.55	3.7%	0.63	4.2%	0.55	9.6%	0.24
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$8,132,456	18.8%	32.9%	0.57	32.5%	0.58	20.7%	0.91	14.0%	1.34
Medical Assistance	\$4,174,119	9.7%	10.7%	0.90	8.6%	1.13	7.9%	1.22	9.5%	1.01
Commercial	\$4,417,583	10.2%	14.8%	0.69	10.0%	1.03	11.6%	0.88	13.0%	0.78
Charity Care	\$288,322	0.7%	1.0%	0.67	0.9%	0.75	0.9%	0.77	0.4%	1.64
Bad Debt	\$1,022,546	2.4%	1.1%	2.24	1.2%	1.90	2.0%	1.18	2.0%	1.21
All Other	\$318,939	0.7%	1.9%	0.38	1.6%	0.48	1.5%	0.50	2.8%	0.26
Total Deductions	\$18,353,965	42.4%	62.4%	0.68	54.7%	0.78	44.6%	0.95	41.8%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.1%	6.3%	0.65	4.1%	1.00	3.9%	1.04	4.0%	1.02
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	48.3%	N/A	1.9%	N/A	66.8%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$15,800,361	58.7%	44.7%	1.31	53.1%	1.11	51.0%	1.15	59.1%	0.99
Supplies & Services	\$9,614,160	35.7%	47.9%	0.75	40.3%	0.89	42.2%	0.85	34.8%	1.03
Capital Component	\$1,482,498	5.5%	7.4%	0.75	6.6%	0.83	6.8%	0.81	6.1%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)		-3.7%	8.9%	N/A	6.5%	N/A	6.0%	N/A	0.5%	N/A
Total Hospital Net Income (%)		-3.0%	10.1%	N/A	11.8%	N/A	6.1%	N/A	1.5%	N/A
Return on Equity (%)		-5.3%	7.6%	N/A	8.3%	N/A	8.8%	N/A	2.6%	N/A
Current Ratio		2.2	5.6	0.39	3.7	0.60	2.8	0.79	2.6	0.82
Days in Net Patient Accounts Receivable		55.6	51.4	1.08	54.8	1.02	58.0	0.96	50.8	1.09
Average Payment Period		45.6	41.5	1.10	56.1	0.81	45.2	1.01	46.7	0.98
Equity Financing (%)		57.7%	73.6%	0.78	76.5%	0.75	56.7%	1.02	62.5%	0.92
Long-Term Debt to Equity Ratio		0.4	0.2	2.16	0.2	2.35	0.4	0.89	0.1	2.50
Times Interest Earned		-11.4	14.1	N/A	26.4	N/A	9.6	N/A	7.9	N/A
Total Asset Turnover		1.8	0.7	2.37	0.7	2.67	1.5	1.21	1.7	1.05
Average Age of Plant (Years)		10.8	9.3	1.16	10.3	1.05	9.2	1.17	9.3	1.16
Increase (Decrease) Total Net Patient Revenue		-1.3%	3.6%	N/A	14.9%	N/A	3.4%	N/A	1.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.6%	60.9%	1.39	67.9%	1.25	76.0%	1.11	84.2%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$13,652	\$15,675	0.87	\$13,969	0.98	\$19,283	0.71	\$14,233	0.96
Inpatient Net Revenue per Day		\$4,418	\$3,540	1.25	\$3,407	1.30	\$2,854	1.55	\$4,330	1.02
Outpatient Net Revenue per Visit		\$950	\$654	1.45	\$718	1.32	\$720	1.32	\$940	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$43,237,053	Cash & Cash Equivalents	\$899,873	Current Liabilities	\$3,200,644
Less Deductions	\$18,353,965	Net Patient Receivables	\$3,791,701	Long-Term Debt	\$3,042,030
Net Patient Revenue	\$24,883,088	Other Receivables	\$246,539	Other Liabilities	\$0
Plus Other Revenue	\$1,064,539			Subtotal	\$6,242,674
Total Revenue	\$25,947,627	Land, Buildings & Equipment (Net)	\$5,536,463	Unrestricted Fund Balance	\$8,517,153
Less Expenses	\$26,897,019	Other Assets	\$4,285,251	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$170,957			Total Liabilities & Fund Balance	\$14,759,827
Net Income	-\$778,435	Total Assets	\$14,759,827		