

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 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.7%	55.7%	0.84	22.0%	2.13	43.4%	1.08	45.8%	1.02
Obstetrics	29.4%	41.5%	0.71	27.5%	0.05	26.7%	1.10	23.7%	1.24
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.7%	57.5%	0.93	24.4%	2.20	41.9%	1.28	50.5%	1.06
Average Census (Patients)									
Adult Medical-Surgical	9.3	26.4	0.35	4.1	2.31	13.7	0.68	9.2	1.02
Obstetrics	1.5	5.6	0.26	1.2	1.19	2.3	0.64	1.2	1.24
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	18.8	49.4	0.38	5.6	3.34	26.3	0.71	17.7	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.77	3.1	0.99	3.3	0.90	2.8	1.07
Obstetrics	2.4	2.5	0.96	2.4	1.02	2.3	1.06	2.1	1.18
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	4.4	0.86	3.3	1.13	3.6	1.06	3.3	1.14
Surgical Operations									
Inpatient	185	1,396	0.13	62	3.00	664	0.28	245	0.76
Outpatient	2,455	4,206	0.58	881	2.79	2,945	0.83	2,491	0.99
Inpatient as % of All Surgeries	7.0%	24.9%	0.28	6.5%	1.07	18.4%	0.38	9.0%	0.78
Outpatient Visits									
Non-Emergency Visits	7,318	136,074	0.05	19,272	0.38	115,364	0.06	7,629	0.96
Emergency Visits	9,221	18,688	0.49	6,871	1.34	14,511	0.64	8,585	1.07
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.3	0.16	4.1	0.73	13.8	0.22	4.0	0.75
Nurses, Licensed	108.2	239.2	0.45	60.3	1.79	135.2	0.80	99.1	1.09
Ancillary Nursing Personnel	16.9	40.0	0.42	8.2	2.08	20.8	0.81	14.0	1.21
All Other Personnel	327.9	480.4	0.68	142.4	2.30	324.4	1.01	309.1	1.06
Total FTEs	456.1	779.0	0.59	215.0	2.12	494.3	0.92	426.1	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.0	14.9	0.20	10.5	0.29	14.2	0.21	4.5	0.67
Nurses, Licensed	108.5	183.7	0.59	153.9	0.70	138.6	0.78	110.6	0.98
Ancillary Nursing Personnel	17.0	30.8	0.55	20.8	0.82	21.3	0.80	15.6	1.09
All Other Personnel	328.7	369.0	0.89	363.3	0.90	332.6	0.99	345.1	0.95
Total FTEs	457.2	598.3	0.76	548.5	0.83	506.7	0.90	475.8	0.96

Total Hospital:

Beds Set Up & Staffed 35
 Discharges 1,818
 Inpatient Days 6,861

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 0
 Total Births 216
 Newborn Days 453

006 Memorial Medical Center
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	20	1,130	3,411	46.7%	9.3	3.0
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	221	537	29.4%	1.5	2.4
Psychiatric	1	10	451	2,913	79.8%	8.0	6.5
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
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	3	0	3.0	Surgical Personnel	7	0	7.0
Physicians & Dentists	12	0	12.0	Radiological Services Personnel	15	2	16.3
Medical & Dental Residents	0	0	0.0	Sonographers	4	1	4.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	1	5.7
Registered Nurses	77	36	95.4	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	0	3.0
Licensed Practical Nurses	2	1	2.6	Physical Therapists	7	1	7.6
Ancillary Nursing Personnel	14	6	16.9	Physical Therapy Assistants/Aides	4	1	4.2
Medical Assistants	5	2	6.1	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	1	5.2	Psychologists	0	1	0.2
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	4	2	4.4
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	103	7	109.9
Health Info Mgmt-Administrators/Technicians	8	1	8.6	All Other Personnel	98	26	113.6
Pharmacy Personnel	7	1	7.7				
Clinical Laboratory Personnel	11	4	12.4				
				Total	404	94	456.1

006 Memorial Medical Center

Ashland, WI 54806

Ashland, WI 54806			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$73,601,634	48.1%	45.7%	1.05	49.1%	0.98	50.0%	0.96	46.4%	1.04	
Medical Assistance	\$31,619,101	20.7%	14.0%	1.48	18.1%	1.14	11.4%	1.81	21.4%	0.97	
Commercial	\$41,754,751	27.3%	35.8%	0.76	28.1%	0.97	34.7%	0.79	30.0%	0.91	
All Other	\$6,065,491	4.0%	4.5%	0.88	4.7%	0.84	3.9%	1.02	2.2%	1.77	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$40,025,636	26.2%	34.1%	0.77	26.8%	0.98	35.4%	0.74	26.0%	1.01	
Medical Assistance	\$19,472,621	12.7%	10.6%	1.21	11.7%	1.08	8.4%	1.52	12.3%	1.03	
Commercial	\$2,786,398	1.8%	14.7%	0.12	3.8%	0.47	13.7%	0.13	3.4%	0.53	
Charity Care	\$1,740,728	1.1%	1.0%	1.17	1.3%	0.85	0.9%	1.25	0.7%	1.70	
Bad Debt	\$1,821,363	1.2%	1.1%	1.11	1.5%	0.79	1.1%	1.06	1.7%	0.71	
All Other	\$3,782,181	2.5%	2.0%	1.26	1.8%	1.39	2.2%	1.13	0.9%	2.75	
Total Deductions	\$69,628,927	45.5%	63.3%	0.72	47.0%	0.97	61.7%	0.74	44.9%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.2%	5.5%	0.22	1.4%	0.84	4.3%	0.28	1.4%	0.85	
Net Gains/Losses as % of Net Income		17.3%	2.6%	6.75	25.9%	0.67	N/A	N/A	18.3%	0.94	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$37,210,648	48.2%	44.1%	1.09	53.5%	0.90	45.3%	1.06	48.9%	0.99	
Supplies & Services	\$34,416,124	44.6%	49.0%	0.91	38.6%	1.15	47.8%	0.93	43.6%	1.02	
Capital Component	\$5,563,694	7.2%	6.9%	1.05	7.9%	0.91	6.9%	1.05	7.5%	0.96	
Fiscal Statistics											
Operating Margin (%)		8.6%	8.4%	1.02	7.3%	1.18	6.9%	1.25	10.5%	0.82	
Total Hospital Net Income (%)		10.2%	8.6%	1.19	9.5%	1.07	5.8%	1.75	12.6%	0.81	
Return on Equity (%)		5.9%	6.3%	0.93	6.4%	0.92	4.3%	1.37	7.0%	0.84	
Current Ratio		5.7	5.9	0.97	5.9	0.96	3.9	1.46	6.1	0.94	
Days in Net Patient Accounts Receivable		60.6	51.6	1.17	55.4	1.09	51.1	1.19	61.6	0.98	
Average Payment Period		65.2	38.5	1.69	46.4	1.40	40.4	1.62	72.2	0.90	
Equity Financing (%)		82.8%	75.1%	1.10	80.3%	1.03	77.0%	1.08	80.5%	1.03	
Long-Term Debt to Equity Ratio		0.1	0.2	0.39	0.1	0.45	0.2	0.40	0.1	0.73	
Times Interest Earned		43.7	13.4	3.27	14.1	3.11	12.4	3.53	31.0	1.41	
Total Asset Turnover		0.6	0.7	0.77	0.7	0.87	0.7	0.76	0.5	1.04	
Average Age of Plant (Years)		8.6	9.9	0.87	9.3	0.93	9.9	0.88	8.4	1.02	
Increase (Decrease) Total Net Patient Revenue		9.1%	5.4%	1.67	9.6%	0.95	1.9%	4.76	9.4%	0.97	
Outpatient Gross Revenue (% of Total GPR)		81.4%	61.9%	1.32	85.7%	0.95	72.6%	1.12	79.1%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$11,083		\$15,830	0.70	\$11,404	0.97	\$10,657	1.04	\$11,028	1.00	
Inpatient Net Revenue per Day	\$2,981		\$3,538	0.84	\$2,879	1.04	\$2,933	1.02	\$3,141	0.95	
Outpatient Net Revenue per Visit	\$3,935		\$686	5.73	\$1,183	3.33	\$589	6.68	\$3,534	1.11	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$153,040,977	Cash & Cash Equivalents	\$53,920,646	Current Liabilities	\$12,841,187
Less Deductions	\$69,628,927	Net Patient Receivables	\$13,850,200	Long-Term Debt	\$7,577,052
Net Patient Revenue	\$83,412,050	Other Receivables	\$1,229,986	Other Liabilities	\$5,150,000
Plus Other Revenue	\$1,012,921			Subtotal	\$25,568,239
Total Revenue	\$84,424,971	Land, Buildings & Equipment (Net)	\$49,409,128		
Less Expenses	\$77,190,466	Other Assets	\$29,842,167	Unrestricted Fund Balance	\$122,683,888
Non-Operating Gains/Losses	\$1,508,675			Restricted Fund Balance	\$0
Net Income	\$8,743,180	Total Assets	\$148,252,127	Total Liabilities & Fund Balance	\$148,252,127