

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 2020	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.0%	52.4%	1.01	22.5%	2.36	44.9%	1.18	48.4%	1.10
Obstetrics	29.2%	36.2%	0.81	24.8%	0.06	25.5%	1.15	30.0%	0.97
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	57.5%	53.9%	1.07	25.0%	2.31	52.8%	1.09	54.4%	1.06
Average Census (Patients)									
Adult Medical-Surgical	10.6	25.5	0.41	4.2	2.52	15.7	0.68	9.7	1.10
Obstetrics	1.5	4.7	0.31	1.1	1.31	2.3	0.64	1.5	0.97
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	20.1	47.4	0.43	5.8	3.46	36.1	0.56	19.0	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.3	0.59	3.0	0.85	3.7	0.69	2.2	1.18
Obstetrics	2.6	2.4	1.08	2.4	1.07	2.2	1.17	2.7	0.96
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.78	3.5	1.06	4.4	0.83	3.3	1.12
Surgical Operations									
Inpatient	462	1,280	0.36	122	3.80	711	0.65	499	0.93
Outpatient	1,386	4,115	0.34	777	1.78	2,960	0.47	1,619	0.86
Inpatient as % of All Surgeries	25.0%	23.7%	1.05	13.5%	1.85	19.4%	1.29	23.6%	1.06
Outpatient Visits									
Non-Emergency Visits	81,320	127,898	0.64	31,162	2.61	117,985	0.69	6,364	12.78
Emergency Visits	8,819	15,799	0.56	6,476	1.36	14,651	0.60	9,758	0.90
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	2.4	1.24	17.3	0.17	3.0	1.00
Nurses, Licensed	123.4	255.1	0.48	68.9	1.79	217.2	0.57	139.3	0.89
Ancillary Nursing Personnel	19.5	42.6	0.46	8.9	2.18	30.0	0.65	18.4	1.06
All Other Personnel	328.4	501.2	0.66	169.3	1.94	363.9	0.90	319.5	1.03
Total FTEs	474.2	819.2	0.58	249.6	1.90	628.4	0.75	480.2	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.6	15.7	0.23	6.5	0.54	16.4	0.22	3.5	1.03
Nurses, Licensed	146.1	197.1	0.74	185.7	0.79	206.1	0.71	160.7	0.91
Ancillary Nursing Personnel	23.1	33.0	0.70	24.1	0.96	28.5	0.81	21.3	1.09
All Other Personnel	388.9	387.2	1.00	456.1	0.85	345.3	1.13	368.6	1.06
Total FTEs	561.6	633.0	0.89	672.4	0.84	596.3	0.94	554.0	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	35	Health Maintenance		Average Beds Used	0	Bassinets	8
Discharges	2,019	Organization (HMO)	No	Discharges	0	Total Births	199
Inpatient Days	7,371	Preferred Provider		Inpatient Days	0	Newborn Days	434
		Organization (PPO)	No				

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	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	1,520	3,879	53.0%	10.6	2.6
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	207	534	29.2%	1.5	2.6
Psychiatric	1	10	499	2,958	80.8%	8.1	5.9
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	3	0	3.0	Surgical Personnel	7	4	7.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	1	9.2
Medical & Dental Residents	0	0	0.0	Sonographers	2	1	2.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	1	5.6
Registered Nurses	102	39	116.8	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.5
Licensed Practical Nurses	1	0	1.0	Physical Therapists	9	1	9.5
Ancillary Nursing Personnel	15	7	19.5	Physical Therapy Assistants/Aides	4	4	4.7
Medical Assistants	4	0	4.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	4	0	4.0	Psychologists	1	1	1.2
Certified Registered Nurse Anesthetists	1	1	1.6	Social Workers	3	1	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	4	24.9
Health Info Mgmt-Administrators/Technicians	3	1	3.4	All Other Personnel	219	42	236.7
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	5	1	5.2				
				Total	428	111	474.2

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$92,858,176	47.7%	46.6%	1.02	49.5%	0.96	41.7%	1.14	47.3%	1.01
Medical Assistance	\$37,196,675	19.1%	13.8%	1.39	17.2%	1.11	18.4%	1.04	19.4%	0.99
Commercial	\$52,658,793	27.1%	34.5%	0.79	27.4%	0.99	36.0%	0.75	29.3%	0.92
All Other	\$11,912,558	6.1%	5.1%	1.19	5.9%	1.04	4.0%	1.53	4.1%	1.51
Deductions as % of Total Gross Patient Revenue										
Medicare	\$52,561,335	27.0%	35.0%	0.77	26.0%	1.04	30.1%	0.90	26.6%	1.02
Medical Assistance	\$22,725,889	11.7%	10.4%	1.12	11.1%	1.05	12.3%	0.95	12.2%	0.96
Commercial	\$5,851,773	3.0%	14.5%	0.21	5.3%	0.57	12.1%	0.25	2.9%	1.03
Charity Care	\$1,101,806	0.6%	1.0%	0.59	1.2%	0.46	0.8%	0.69	0.7%	0.81
Bad Debt	\$3,680,205	1.9%	1.2%	1.61	1.8%	1.03	1.1%	1.71	2.2%	0.85
All Other	\$6,461,156	3.3%	2.6%	1.30	2.4%	1.41	2.3%	1.42	3.1%	1.08
Total Deductions	\$92,382,164	47.5%	64.6%	0.73	47.8%	0.99	58.8%	0.81	47.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.1%	8.4%	0.61	5.0%	1.02	6.4%	0.80	1.1%	4.56	
Net Gains/Losses as % of Net Income	18.1%	13.8%	1.31	5.2%	3.46	N/A	N/A	12.2%	1.48	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$49,140,407	49.8%	43.5%	1.14	52.9%	0.94	41.7%	1.20	47.6%	1.05
Supplies & Services	\$42,607,050	43.2%	49.9%	0.87	39.9%	1.08	50.0%	0.86	45.1%	0.96
Capital Component	\$6,934,052	7.0%	6.6%	1.07	7.2%	0.97	8.3%	0.85	7.2%	0.98
Fiscal Statistics										
Operating Margin (%)	8.4%	7.5%	1.12	9.6%	0.88	6.6%	1.28	8.1%	1.05	
Total Hospital Net Income (%)	10.1%	8.6%	1.17	10.1%	1.00	6.2%	1.62	9.1%	1.11	
Return on Equity (%)	5.6%	4.1%	1.35	6.2%	0.90	3.0%	1.85	6.0%	0.93	
Current Ratio	4.9	3.9	1.27	3.6	1.37	3.4	1.46	5.8	0.86	
Days in Net Patient Accounts Receivable	49.0	71.5	0.68	47.2	1.04	48.8	1.00	50.0	0.98	
Average Payment Period	76.3	90.1	0.85	92.6	0.82	63.5	1.20	54.4	1.40	
Equity Financing (%)	71.9%	63.6%	1.13	72.6%	0.99	75.1%	0.96	84.9%	0.85	
Long-Term Debt to Equity Ratio	0.2	0.3	0.55	0.1	1.15	0.2	0.95	0.0	4.00	
Times Interest Earned	173.7	12.2	14.18	24.0	7.24	7.4	23.59	49.3	3.52	
Total Asset Turnover	0.5	0.5	1.14	0.6	0.89	0.5	1.11	0.6	0.83	
Average Age of Plant (Years)	7.7	14.1	0.55	9.6	0.80	9.8	0.78	7.1	1.08	
Increase (Decrease) Total Net Patient Revenue	2.4%	-2.2%	N/A	4.5%	0.53	-5.0%	N/A	19.7%	0.12	
Outpatient Gross Revenue (% of Total GPR)	78.5%	63.0%	1.25	85.2%	0.92	64.9%	1.21	77.2%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,220	\$17,652	0.75	\$13,212	1.00	\$18,057	0.73	\$12,708	1.04	
Inpatient Net Revenue per Day	\$4,015	\$3,704	1.08	\$3,475	1.16	\$3,961	1.01	\$3,740	1.07	
Outpatient Net Revenue per Visit	\$879	\$780	1.13	\$981	0.90	\$669	1.31	\$4,783	0.18	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$194,626,202	Cash & Cash Equivalents	\$75,759,416	Current Liabilities	\$19,186,330
Less Deductions	\$92,382,164	Net Patient Receivables	\$13,686,686	Long-Term Debt	\$23,534,141
Net Patient Revenue	\$102,244,038	Other Receivables	\$542,095	Other Liabilities	\$13,400,000
Plus Other Revenue	\$5,518,317			Subtotal	\$56,120,471
Total Revenue	\$107,762,356	Land, Buildings & Equipment (Net)	\$73,029,639	Unrestricted Fund Balance	\$143,340,038
Less Expenses	\$98,681,509	Other Assets	\$36,442,673	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,000,593			Total Liabilities & Fund Balance	\$199,460,509
Net Income	\$11,081,439	Total Assets	\$199,460,509		