

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 2021	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	67.4%	57.9%	1.16	25.1%	2.68	54.3%	1.24	53.0%	1.27
Obstetrics	29.7%	36.8%	0.81	24.3%	0.06	31.5%	0.94	29.2%	1.02
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	65.3%	58.7%	1.11	28.2%	2.32	55.3%	1.18	57.5%	1.14
Average Census (Patients)									
Adult Medical-Surgical	13.5	26.8	0.50	5.0	2.72	18.1	0.75	10.6	1.27
Obstetrics	1.5	4.8	0.31	1.1	1.36	3.1	0.48	1.5	1.02
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	22.9	49.8	0.46	6.5	3.53	37.4	0.61	20.1	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.6	0.70	3.6	0.90	4.1	0.79	2.6	1.26
Obstetrics	2.3	2.4	0.94	2.3	1.02	2.3	1.01	2.6	0.89
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	3.9	1.07	4.4	0.94	3.7	1.13
Surgical Operations									
Inpatient	305	1,037	0.29	70	4.38	612	0.50	462	0.66
Outpatient	1,875	3,865	0.49	1,013	1.85	2,709	0.69	1,386	1.35
Inpatient as % of All Surgeries	14.0%	21.2%	0.66	6.4%	2.17	18.4%	0.76	25.0%	0.56
Outpatient Visits									
Non-Emergency Visits	79,182	145,246	0.55	40,762	1.94	120,713	0.66	81,320	0.97
Emergency Visits	9,287	16,058	0.58	6,148	1.51	16,865	0.55	8,819	1.05
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.0	0.21	2.8	1.44	17.0	0.23	3.0	1.33
Nurses, Licensed	121.6	247.5	0.49	61.3	1.98	164.3	0.74	123.4	0.99
Ancillary Nursing Personnel	22.0	40.3	0.55	8.9	2.47	24.6	0.89	19.5	1.13
All Other Personnel	364.5	496.2	0.73	146.9	2.48	297.6	1.22	328.4	1.11
Total FTEs	512.1	803.0	0.64	219.9	2.33	503.6	1.02	474.2	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.4	13.0	0.26	5.7	0.59	14.0	0.24	3.6	0.95
Nurses, Licensed	102.2	168.4	0.61	125.8	0.81	134.7	0.76	146.1	0.70
Ancillary Nursing Personnel	18.5	27.4	0.67	18.3	1.01	20.2	0.92	23.1	0.80
All Other Personnel	306.2	337.6	0.91	301.1	1.02	244.0	1.26	388.9	0.79
Total FTEs	430.3	546.4	0.79	450.8	0.95	412.8	1.04	561.6	0.77

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	35	Health Maintenance		Average Beds Used	0	Bassinets	8
Discharges	2,016	Organization (HMO)	No	Discharges	0	Total Births	212
Inpatient Days	8,345	Preferred Provider		Inpatient Days	0	Newborn Days	429
		Organization (PPO)	No				

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	1,531	4,921	67.4%	13.5	3.2
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	235	542	29.7%	1.5	2.3
Psychiatric	1	10	485	2,882	79.0%	7.9	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	4	0	4.0	Surgical Personnel	9	1	9.2
Physicians & Dentists	9	6	13.2	Radiological Services Personnel	18	1	18.2
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	2.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	2	9.4
Registered Nurses	88	38	103.6	Occupational Therapists	3	1	3.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	6	1	6.6
Ancillary Nursing Personnel	17	10	22.0	Physical Therapy Assistants/Aides	5	4	6.2
Medical Assistants	9	2	9.6	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.2	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	9	0	9.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	6	2	7.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	53	14	60.3
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	179	28	189.6
Pharmacy Personnel	7	0	7.0				
Clinical Laboratory Personnel	9	2	9.4				
				Total	463	117	512.1

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$122,287,863	50.9%	46.6%	1.09	50.8%	1.00	49.9%	1.02	47.7%	1.07
Medical Assistance	\$41,944,946	17.5%	14.4%	1.21	16.7%	1.05	15.6%	1.12	19.1%	0.91
Commercial	\$61,450,972	25.6%	33.9%	0.76	26.9%	0.95	30.3%	0.84	27.1%	0.95
All Other	\$14,487,930	6.0%	5.1%	1.19	5.6%	1.08	4.2%	1.43	6.1%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$69,075,905	28.8%	35.2%	0.82	27.0%	1.06	36.9%	0.78	27.0%	1.06
Medical Assistance	\$26,728,669	11.1%	11.1%	1.01	11.1%	1.00	11.4%	0.98	11.7%	0.95
Commercial	\$9,461,831	3.9%	14.9%	0.26	5.5%	0.72	11.8%	0.33	3.0%	1.31
Charity Care	\$681,418	0.3%	0.7%	0.40	0.7%	0.42	0.9%	0.30	0.6%	0.50
Bad Debt	\$3,200,336	1.3%	1.0%	1.31	1.5%	0.89	1.2%	1.13	1.9%	0.70
All Other	\$8,483,694	3.5%	2.8%	1.26	2.7%	1.31	2.5%	1.43	3.3%	1.06
Total Deductions	\$117,631,853	49.0%	65.8%	0.74	48.5%	1.01	64.7%	0.76	47.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.0%	6.5%	0.15		3.4%	0.28	4.5%	0.21	5.1%	0.19
Net Gains/Losses as % of Net Income	65.7%	29.4%	2.24		46.4%	1.41	43.7%	1.50	18.1%	3.64
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,067,970	48.4%	42.4%	1.14	52.8%	0.92	38.8%	1.25	49.8%	0.97
Supplies & Services	\$50,162,524	44.0%	51.3%	0.86	40.1%	1.10	54.3%	0.81	43.2%	1.02
Capital Component	\$8,650,395	7.6%	6.2%	1.22	7.1%	1.07	6.9%	1.11	7.0%	1.08
Fiscal Statistics										
Operating Margin (%)	8.0%	10.4%	0.77		12.3%	0.65	9.6%	0.83	8.4%	0.94
Total Hospital Net Income (%)	20.1%	14.1%	1.43		20.8%	0.97	15.9%	1.27	10.1%	1.99
Return on Equity (%)	12.4%	6.3%	1.96		2.3%	5.47	11.2%	1.11	5.6%	2.23
Current Ratio	5.5	4.1	1.35		3.1	1.77	3.9	1.42	4.9	1.12
Days in Net Patient Accounts Receivable	59.3	87.5	0.68		372.2	0.16	51.2	1.16	49.0	1.21
Average Payment Period	70.2	89.9	0.78		407.2	0.17	62.2	1.13	76.3	0.92
Equity Financing (%)	74.2%	64.7%	1.15		51.8%	1.43	78.3%	0.95	71.9%	1.03
Long-Term Debt to Equity Ratio	0.2	0.3	0.61		0.7	0.29	0.1	2.02	0.2	1.22
Times Interest Earned	92.4	21.0	4.39		56.7	1.63	21.6	4.28	173.7	0.53
Total Asset Turnover	0.5	0.4	1.24		0.1	5.42	0.7	0.81	0.5	0.99
Average Age of Plant (Years)	6.3	17.1	0.37		55.6	0.11	10.5	0.60	7.7	0.82
Increase (Decrease) Total Net Patient Revenue	19.9%	12.7%	1.56		17.4%	1.14	8.7%	2.28	2.4%	8.36
Outpatient Gross Revenue (% of Total GPR)	82.1%	64.9%	1.26		86.8%	0.95	69.3%	1.19	78.5%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,028	\$18,658	0.81		\$14,908	1.01	\$13,373	1.12	\$13,220	1.14
Inpatient Net Revenue per Day	\$3,891	\$3,656	1.06		\$3,393	1.15	\$3,024	1.29	\$4,015	0.97
Outpatient Net Revenue per Visit	\$1,079	\$781	1.38		\$924	1.17	\$626	1.72	\$879	1.23

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$240,171,710	Cash & Cash Equivalents	\$87,266,790	Current Liabilities	\$20,348,071
Less Deductions	\$117,631,853	Net Patient Receivables	\$19,907,411	Long-Term Debt	\$34,395,057
Net Patient Revenue	\$122,539,857	Other Receivables	\$954,788	Other Liabilities	\$5,150,000
Plus Other Revenue	\$1,191,839			Subtotal	\$59,893,128
Total Revenue	\$123,731,697	Land, Buildings & Equipment (Net)	\$87,550,975	Unrestricted Fund Balance	\$172,054,696
Less Expenses	\$113,880,889	Other Assets	\$36,267,860	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$18,863,850			Total Liabilities & Fund Balance	\$231,947,824
Net Income	\$28,714,658	Total Assets	\$231,947,824		