## **006 Memorial Medical Center**

1615 Maple Lane Ashland, WI 54806 715-685-5500

Fiscal Year: Type:

Control:

10/01 to 09/30

GMS Critical Access Hospital

Other Not-For-Profit

County: Analysis Area: Ashland Western Lake Superior (7)

Volume Group:

		All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	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:		

Total Hospital: Beds Set Up & Staffed 35 Discharges 2,016 Inpatient Days 8,345 Contract with: Health Maintenance Organization (HMO) Preferred Provider Organization (PPO)

**Medicare-certified Swing Beds:** Average Beds Used Discharges Inpatient Days

No

No

**Newborn Nursery:** 0 Bassinets 0 212 Total Births 0 Newborn Days 429

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## **006 Memorial Medical Center**

Ashland, WI 54806

		Beds Set Up & Staffed				Average Census	Average
	Level of		Discharges &	Patient Days	Occupancy		Length of Stay
Inpatient Service Area	Service*	09/30/2021	Transfers**	of Care	Rate (%)	(Patients)	(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

<sup>\* 1 =</sup> Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network 4 = Contracted, 5 = Service Not Provided

	Number	Number	Number			Number	Number	Number
Occupation	Full-Time	Part-Time	FTE	Occupation		Full-Time	Part-Time	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		Total	463	117	512.1
Clinical Laboratory Personnel	9	2	9.4				<b>-</b>	

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

## **006 Memorial Medical Center**

Selected Financial Statistics   FY 2021   Value   Ratio   Value   Ratio   Value   Ratio   FY 2020	Ashland, WI 54806			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Gross Revenue as % of Total Gross Patient Revenue   Medicare   \$122,278,683; \$50,9%   46,6%   1.09   50,8%   1.00   49,9%   1.02   47,7%   Medical Assistance   \$41,944,946; 17,5%   14,4%   1.21   16,7%   1.05   15,6%   1.12   19,1%   1.00   14,00%   1.02   47,7%   1.00   47,7%   1.00   49,9%   1.02   47,7%   1.00   47,7%   1.00   41,00%   1.00   1.	Selected Financial Statistics		FY 2021	Value	Ratio	7 Value	Ratio	5 Value	Ratio	FY 2020	Ratio
Medical Assistance		Gross Patient Revenue									
Commercial   \$61,450,972    25,65%   33,39%   0.76   26,99%   0.95   30,33%   0.84   27,19%	Medicare	\$122,287,863	50.9%	46.6%	1.09	50.8%	1.00	49.9%	1.02	47.7%	1.07
All Other	Medical Assistance	\$41,944,946	17.5%	14.4%	1.21	16.7%	1.05	15.6%	1.12	19.1%	0.91
Doductions as % of Total Gross Patient Revenue   Medicare   \$9.075.905;   28.8%   35.2%   0.82   27.0%   1.06   36.9%   0.78   27.0%   Medical Assistance   \$26.728.669;   11.1%   11.1%   1.01   11.1%   1.00   11.1%   0.08   11.7%   0.08   11.7%   0.08   11.7%   0.08   0.78	Commercial	\$61,450,972	25.6%	33.9%	0.76	26.9%	0.95	30.3%	0.84	27.1%	0.95
Medical Assistance	All Other	\$14,487,930	6.0%	5.1%	1.19	5.6%	1.08	4.2%	1.43	6.1%	0.99
Medical Assistance	Deductions as % of Total Gro	ss Patient Revenue									
Commercial   \$9.461,831   3.9%   14.9%   0.26   5.5%   0.72   11.8%   0.33   3.0%   Charity Care   \$\$81,418   0.3%   0.7%   0.44   0.9%   0.30   0.6%   Bad Debt   \$3.200,336   1.3%   1.0%   1.31   1.5%   0.89   1.2%   1.13   1.9%   All Other   \$8.483,694   3.5%   2.8%   1.26   2.7%   1.31   2.5%   1.43   3.3%   1.0%   1.31   1.5%   0.89   1.2%   1.13   1.9%   All Other   \$8.483,694   3.5%   2.8%   1.26   2.7%   1.31   2.5%   1.43   3.3%   0.6%   0.74   48.5%   1.01   64.7%   0.76   47.5%   0.76   47.5%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.76   0.75%   0.75%   0.76   0.75%	Medicare	\$69,075,905	28.8%	35.2%	0.82	27.0%	1.06	36.9%	0.78	27.0%	1.06
Charity Care	Medical Assistance	\$26,728,669	11.1%	11.1%	1.01	11.1%	1.00	11.4%	0.98	11.7%	0.95
Bad Debt \$3.200,336	Commercial	\$9,461,831	3.9%	14.9%	0.26	5.5%	0.72	11.8%	0.33	3.0%	1.31
All Other   \$8,483,694   3.5%   2.8%   1.26   2.7%   1.31   2.5%   1.43   3.3%     Total Deductions   \$117,631,853   49.0%   65.8%   0.74   48.5%   1.01   64.7%   0.76   47.5%     Other Revenue & Net Gains or Losses   Other Revenue & Net Gains or Losses	Charity Care	\$681,418	0.3%	0.7%	0.40	0.7%	0.42	0.9%	0.30	0.6%	0.50
Total Deductions   \$117,631,853   49,0%   65.8%   0.74   48.5%   1.01   64.7%   0.76   47.5%	Bad Debt	\$3,200,336	1.3%	1.0%	1.31	1.5%	0.89	1.2%	1.13	1.9%	0.70
Other Revenue as % of Total Revenue         1.0%         6.5%         0.15         3.4%         0.28         4.5%         0.21         5.1%           Net Gains/Losses as % of Net Income         65.7%         29.4%         2.24         46.4%         1.41         43.7%         1.50         18.1%           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%           Supplies & Services         \$50,162,524         44.0%         51.3%         0.86         40.1%         1.10         54.3%         0.81         43.2%           Capital Component         \$8,650,395;         7.6%         6.2%         1.22         7.1%         1.07         6.9%         1.11         7.0%           Fiscal Statistics           Operating Margin (%)         8.0%         10.4%         0.77         12.3%         0.65         9.6%         0.83         8.4%           Total Rospital Net Income (%)         20.1%         14.1%         1.43         20.8%         0.97         15.9%         1.27         10.1%           Return on Equity (%)         12.4%         6.3%         1.96         2.3%         5.47	All Other	\$8,483,694	3.5%	2.8%	1.26	2.7%	1.31	2.5%	1.43	3.3%	1.06
Colter Revenue as % of Total Revenue   1.0%   6.5%   29.4%   2.24   46.4%   1.41   43.7%   1.50   15.1%	Total Deductions	\$117,631,853	49.0%	65.8%	0.74	48.5%	1.01	64.7%	0.76	47.5%	1.03
Net Gains/Losses as % of Net Income   65.7%   29.4%   2.24   46.4%   1.41   43.7%   1.50   18.1%	Other Revenue & Net Gains o										
Net Gains/Losses as % of Net Income   65.7%   29.4%   2.24   46.4%   1.41   43.7%   1.50   18.1%			1.0%	6.5%	0.15	3.4%	0.28	4.5%	0.21	5.1%	0.19
Salary/Fringe Benefits   \$55,067,970    48.4%   42.4%   1.14   52.8%   0.92   38.8%   1.25   49.8%	Net Gains/Losses as % of N	et Income	65.7%	29.4%		46.4%	1.41	43.7%	1.50	18.1%	3.64
Salary/Fringe Benefits   \$55,067,970    48.4%   42.4%   1.14   52.8%   0.92   38.8%   1.25   49.8%	Expenses as % of Total Expenses	1ses									
Capital Component   \$8,650,395    7.6%   6.2%   1.22   7.1%   1.07   6.9%   1.11   7.0%			48.4%	42.4%	1.14	52.8%	0.92	38.8%	1.25	49.8%	0.97
Capital Component   \$8,650,395    7.6%   6.2%   1.22   7.1%   1.07   6.9%   1.11   7.0%	Supplies & Services	\$50,162,524	44.0%	51.3%	0.86	40.1%	1.10	54.3%	0.81	43.2%	1.02
Operating Margin (%)	Capital Component	\$8,650,395	7.6%	6.2%	1.22	7.1%	1.07	6.9%	1.11	7.0%	1.08
Total Hospital Net Income (%)	Fiscal Statistics										
Return on Equity (%)	Operating Margin (%)		8.0%	10.4%	0.77	12.3%	0.65	9.6%	0.83	8.4%	0.94
Current Ratio   5.5	Total Hospital Net Income (9	6)	20.1%	14.1%	1.43	20.8%	0.97	15.9%	1.27	10.1%	1.99
Days in Net Patient Accounts Receivable         59.3         87.5         0.68         372.2         0.16         51.2         1.16         49.0           Average Payment Period         70.2         89.9         0.78         407.2         0.17         62.2         1.13         76.3           Equity Financing (%)         74.2%         64.7%         1.15         51.8%         1.43         78.3%         0.95         71.9%           Long-Term Debt to Equity Ratio         0.2         0.3         0.61         0.7         0.29         0.1         2.02         0.2           Times Interest Earned         92.4         21.0         4.39         56.7         1.63         21.6         4.28         173.7           Total Asset Turnover         0.5         0.4         1.24         0.1         5.42         0.7         0.81         0.5           Average Age of Plant (Years)         6.3         17.1         0.37         55.6         0.11         10.5         0.60         7.7           Increase (Decrease) Total Net Patient Revenue         19.9%         12.7%         1.56         17.4%         1.14         8.7%         2.28         2.4%           Outpatient Net Revenue per Discharge         \$15,028         \$18,658			12.4%	6.3%	1.96	2.3%	5.47	11.2%	1.11	5.6%	2.23
Average Payment Period 70.2 89.9 0.78 407.2 0.17 62.2 1.13 76.3 Equity Financing (%) 74.2% 64.7% 1.15 51.8% 1.43 78.3% 0.95 71.9% Long-Term Debt to Equity Ratio 0.2 0.3 0.61 0.7 0.29 0.1 2.02 0.2 Times Interest Earned 92.4 21.0 4.39 56.7 1.63 21.6 4.28 173.7 Total Asset Turnover 0.5 0.4 1.24 0.1 5.42 0.7 0.81 0.5 Average Age of Plant (Years) 6.3 17.1 0.37 55.6 0.11 10.5 0.60 7.7 Increase (Decrease) Total Net Patient Revenue 19.9% 12.7% 1.56 17.4% 1.14 8.7% 2.28 2.4% Outpatient Gross Revenue (% of Total GPR) 82.1% 64.9% 1.26 86.8% 0.95 69.3% 1.19 78.5% Net Revenue Statistics Inpatient Net Revenue per Discharge \$15,028 \$18,658 0.81 \$14,908 1.01 \$13,373 1.12 \$13,220 Inpatient Net Revenue per Visit \$1,079 \$781 1.38 \$924 1.17 \$626 1.72 \$879 Income Statement  Gross Patient Revenue (GPR) \$240,171,710 Cash & Cash & Cash Equivalents Net Patient Revenue \$112,539,857 Other Receivables \$11,907,411 Long-Term Debt \$34,39 Net Patient Revenue \$12,539,857 Other Receivables \$954,788 Subtotal \$59,89	Current Ratio		5.5	4.1	1.35	3.1	1.77	3.9	1.42	4.9	1.12
Equity Financing (%) 74.2% 64.7% 1.15 51.8% 1.43 78.3% 0.95 71.9% Long-Term Debt to Equity Ratio 0.2 0.3 0.61 0.7 0.29 0.1 2.02 0.2 Times Interest Earned 92.4 21.0 4.39 56.7 1.63 21.6 4.28 173.7 Total Asset Turnover 0.5 0.5 0.4 1.24 0.1 5.42 0.7 0.81 0.5 Average Age of Plant (Years) 6.3 17.1 0.37 55.6 0.11 10.5 0.60 7.7 Increase (Decrease) Total Net Patient Revenue 19.9% 12.7% 1.56 17.4% 1.14 8.7% 2.28 2.4% Outpatient Gross Revenue (% of Total GPR) 82.1% 64.9% 1.26 86.8% 0.95 69.3% 1.19 78.5% Net Revenue Statistics Inpatient Net Revenue per Discharge Inpatient Net Revenue per Day \$3.891 \$3.656 1.06 \$3.393 1.15 \$3.024 1.29 \$4.015 Outpatient Net Revenue per Visit \$1,079 \$781 1.38 \$924 1.17 \$626 1.72 \$879 Income Statement Gross Patient Revenue (GPR) \$240,171,710 Cash & Cash Equivalents Less Deductions \$117,631,853 Net Patient Receivables Net Patient Revenue \$122,539,857 Other Receivables \$954,788 Other Liabilities \$5,15 Subtotal \$59,89	Days in Net Patient Accounts Receivable		59.3	87.5	0.68	372.2	0.16	51.2	1.16	49.0	1.21
Long-Term Debt to Equity Ratio   0.2   0.3   0.61   0.7   0.29   0.1   2.02   0.2	Average Payment Period		70.2	89.9	0.78	407.2	0.17	62.2	1.13	76.3	0.92
Times Interest Earned 92.4 21.0 4.39 56.7 1.63 21.6 4.28 173.7 Total Asset Turnover 0.5 0.4 1.24 0.1 5.42 0.7 0.81 0.5 Average Age of Plant (Years) 6.3 17.1 0.37 55.6 0.11 10.5 0.60 7.7 Increase (Decrease) Total Net Patient Revenue 19.9% 12.7% 1.56 17.4% 1.14 8.7% 2.28 2.4% Outpatient Gross Revenue (% of Total GPR) 82.1% 64.9% 1.26 86.8% 0.95 69.3% 1.19 78.5% Net Revenue Statistics Inpatient Net Revenue per Discharge Inpatient Net Revenue per Day \$3,891 \$3,656 1.06 \$3,393 1.15 \$3,024 1.29 \$4,015 Outpatient Net Revenue per Visit \$1,079 \$781 1.38 \$924 1.17 \$626 1.72 \$879    Income Statement Gross Patient Revenue (GPR) \$240,171,710 Cash & Cash Equivalents Septiment Revenue (GPR) \$11,631,853 Net Patient Receivables \$11,91,839 Subtotal \$59,89    Net Patient Revenue \$12,539,857 Other Receivables Subtotal \$59,89    Subtotal \$50.21	Equity Financing (%)		74.2%	64.7%	1.15	51.8%	1.43	78.3%	0.95	71.9%	1.03
Total Asset Turnover         0.5         0.4         1.24         0.1         5.42         0.7         0.81         0.5           Average Age of Plant (Years)         6.3         17.1         0.37         55.6         0.11         10.5         0.60         7.7           Increase (Decrease) Total Net Patient Revenue         19.9%         12.7%         1.56         17.4%         1.14         8.7%         2.28         2.4%           Outpatient Gross Revenue (% of Total GPR)         82.1%         64.9%         1.26         86.8%         0.95         69.3%         1.19         78.5%           Net Revenue Statistics         Inpatient Net Revenue per Discharge         \$15,028         \$18,658         0.81         \$14,908         1.01         \$13,373         1.12         \$13,220           Inpatient Net Revenue per Discharge         \$3,891         \$3,656         1.06         \$3,393         1.15         \$3,024         1.29         \$4,015           Outpatient Net Revenue per Visit         \$1,079         \$781         1.38         \$924         1.17         \$626         1.72         \$879           Income Statement         Cash & Cash Equivalents         \$87,266,790         Current Liabilities         \$20,34           Less Deductions <td< td=""><td>Long-Term Debt to Equity R</td><td>atio</td><td>0.2</td><td>0.3</td><td>0.61</td><td>0.7</td><td>0.29</td><td>0.1</td><td>2.02</td><td>0.2</td><td>1.22</td></td<>	Long-Term Debt to Equity R	atio	0.2	0.3	0.61	0.7	0.29	0.1	2.02	0.2	1.22
Average Age of Plant (Years) 6.3 17.1 0.37 55.6 0.11 10.5 0.60 7.7 Increase (Decrease) Total Net Patient Revenue 19.9% 12.7% 1.56 17.4% 1.14 8.7% 2.28 2.4% Outpatient Gross Revenue (% of Total GPR) 82.1% 64.9% 1.26 86.8% 0.95 69.3% 1.19 78.5% Net Revenue Statistics Inpatient Net Revenue per Discharge Inpatient Net Revenue per Day 9.3,891 \$3,656 1.06 \$3,393 1.15 \$3,024 1.29 \$4,015 Outpatient Net Revenue per Visit \$1,079 \$781 1.38 \$924 1.17 \$626 1.72 \$879 Income Statement Gross Patient Revenue (GPR) \$240,171,710 Cash & Cash Equivalents Net Patient Revenue \$112,539,857 Other Receivables Net Patient Revenue \$122,539,857 Other Receivables Subtotal \$59,89	Times Interest Earned		92.4	21.0	4.39	56.7	1.63	21.6	4.28	173.7	0.53
Increase (Decrease) Total Net Patient Revenue   19.9%   12.7%   1.56   17.4%   1.14   8.7%   2.28   2.4%	Total Asset Turnover		0.5	0.4	1.24	0.1	5.42	0.7	0.81	0.5	0.99
Outpatient Gross Revenue (% of Total GPR)         82.1%         64.9%         1.26         86.8%         0.95         69.3%         1.19         78.5%           Net Revenue Statistics         Inpatient Net Revenue per Discharge         \$15,028         \$18,658         0.81         \$14,908         1.01         \$13,373         1.12         \$13,220           Inpatient Net Revenue per Day         \$3,891         \$3,656         1.06         \$3,393         1.15         \$3,024         1.29         \$4,015           Outpatient Net Revenue per Visit         \$1,079         \$781         1.38         \$924         1.17         \$626         1.72         \$879           Income Statement         Assets         Liabilities & Fund Balances           Gross Patient Revenue (GPR)         \$240,171,710         Cash & Cash Equivalents         \$87,266,790         Current Liabilities         \$20,34           Less Deductions         \$117,631,853         Net Patient Receivables         \$19,907,411         Long-Term Debt         \$34,39           Net Patient Revenue         \$1,191,839         Other Receivables         \$954,788         Other Liabilities         \$59,89	Average Age of Plant (Years	3)	6.3	17.1	0.37	55.6	0.11	10.5	0.60	7.7	0.82
Net Revenue Statistics           Inpatient Net Revenue per Discharge         \$15,028         \$18,658         0.81         \$14,908         1.01         \$13,373         1.12         \$13,220           Inpatient Net Revenue per Day         \$3,891         \$3,656         1.06         \$3,393         1.15         \$3,024         1.29         \$4,015           Outpatient Net Revenue per Visit         \$1,079         \$781         1.38         \$924         1.17         \$626         1.72         \$879           Income Statement           Gross Patient Revenue (GPR)         \$240,171,710         Cash & Cash Equivalents         \$87,266,790         Current Liabilities         \$20,34           Less Deductions         \$117,631,853         Net Patient Receivables         \$19,907,411         Long-Term Debt         \$34,39           Net Patient Revenue         \$122,539,857         Other Receivables         \$954,788         Other Liabilities         \$5,15           Plus Other Revenue         \$1,191,839         \$1,191,839         \$1,191,839         \$1,191,839         \$1,191,839         \$1,191,839         \$1,191,839         \$1,191,839         \$1,101,830         \$1,101,830         \$1,101,830         \$1,101,830         \$1,101,830         \$1,101,830         \$1,101,830         \$1,101,830         \$1,	Increase (Decrease) Total N			12.7%	1.56	17.4%	1.14	8.7%	2.28	2.4%	8.36
Inpatient Net Revenue per Discharge   \$15,028   \$18,658   0.81   \$14,908   1.01   \$13,373   1.12   \$13,220   10   1.05	Outpatient Gross Revenue (	% of Total GPR)	82.1%	64.9%	1.26	86.8%	0.95	69.3%	1.19	78.5%	1.05
Inpatient Net Revenue per Day Outpatient Net Revenue per Visit	Net Revenue Statistics										
Outpatient Net Revenue per Visit         \$1,079         \$781         1.38         \$924         1.17         \$626         1.72         \$879           Income Statement         Assets         Liabilities & Fund Balances           Gross Patient Revenue (GPR)         \$240,171,710         Cash & Cash Equivalents         \$87,266,790         Current Liabilities         \$20,34           Less Deductions         \$117,631,853         Net Patient Receivables         \$19,907,411         Long-Term Debt         \$34,39           Net Patient Revenue         \$122,539,857         Other Receivables         \$954,788         Other Liabilities         \$5,15           Plus Other Revenue         \$1,191,839         \$1,191,839         Subtotal         \$59,89	Inpatient Net Revenue per D	)ischarge	\$15,028	\$18,658	0.81	\$14,908	1.01	\$13,373	1.12	\$13,220	1.14
Income StatementAssetsLiabilities & Fund BalancesGross Patient Revenue (GPR)\$240,171,710Cash & Cash Equivalents\$87,266,790Current Liabilities\$20,34Less Deductions\$117,631,853Net Patient Receivables\$19,907,411Long-Term Debt\$34,39Net Patient Revenue\$122,539,857Other Receivables\$954,788Other Liabilities\$5,15Plus Other Revenue\$1,191,839Subtotal\$59,89	Inpatient Net Revenue per D	)ay	\$3,891	\$3,656	1.06	\$3,393	1.15	\$3,024	1.29	\$4,015	0.97
Gross Patient Revenue (GPR)         \$240,171,710         Cash & Cash Equivalents         \$87,266,790         Current Liabilities         \$20,34           Less Deductions         \$117,631,853         Net Patient Receivables         \$19,907,411         Long-Term Debt         \$34,39           Net Patient Revenue         \$122,539,857         Other Receivables         \$954,788         Other Liabilities         \$5,15           Plus Other Revenue         \$1,191,839         Subtotal         \$59,89	Outpatient Net Revenue per	Visit	\$1,079	\$781	1.38	\$924	1.17	\$626	1.72	\$879	1.23
Less Deductions\$117,631,853Net Patient Receivables\$19,907,411Long-Term Debt\$34,39Net Patient Revenue\$122,539,857Other Receivables\$954,788Other Liabilities\$5,15Plus Other Revenue\$1,191,839Subtotal\$59,89				Assets			Liabilities & Fund		d Balances		
Net Patient Revenue\$122,539,857Other Receivables\$954,788Other Liabilities\$5,15Plus Other Revenue\$1,191,839Subtotal\$59,89	Gross Patient Revenue (GPR)	\$240,171,710				\$87,266,790	Curre	nt Liabilities	\$20,348,071		
Net Patient Revenue\$122,539,857Other Receivables\$954,788Other Liabilities\$5,15Plus Other Revenue\$1,191,839Subtotal\$59,89	Less Deductions						•			\$34,395,057	
Plus Other Revenue \$1,191,839 Subtotal \$59,89	Net Patient Revenue					\$954,788	. •			\$5,150,000	
	Plus Other Revenue						· ·			\$59,893,128	
Total Revenue \$123,731,697 Land, Buildings & Equipment (Net) \$87,550,975	Total Revenue	\$123,731,697	Land, Buildings & Equipment (Net)			\$87,550,975					
Less Expenses \$113,880,889 Other Assets \$36,267,860 Unrestricted Fund Balance \$172,05	Less Expenses	\$113,880,889				\$36,267,860	Unrestricted Fund Balance			\$172	2,054,696
Non-Operating Gains/Losses \$18,863,850 Restricted Fund Balance	Non-Operating Gains/Losses	\$18,863,850	i				Restr	icted Fund Bala		\$0	
Net Income \$28,714,658 Total Assets \$231,947,824 Total Liabilities & Fund Balance \$231,94	Net Income	\$28,714,658	Total Asset	S		\$231,947,824	Total	Liabilities & Fun	d Balance	\$231	1,947,824