

**003 Appleton Medical Center**  
 1818 N Meade St  
 Appleton, WI 54911  
 920-731-4101

Type:           GMS - General Medical & Surgical  
 Control:       Other Not-For-Profit  
 Fiscal Year:   01/01/2003 to 12/31/2003

County:         Outagamie  
 Analysis Area:  Lake Winnebago (3)  
 Volume Group:  6

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	61.3%	58.2%	1.05	54.6%	1.12	58.3%	1.05	68.7%	0.89
Obstetrics	43.5%	39.8%	1.09	40.8%	1.07	39.4%	1.10	44.8%	0.97
Pediatrics	10.3%	48.9%	0.21	21.0%	0.49	67.2%	0.21	18.2%	0.56
Total Hospital	57.6%	56.2%	1.03	50.2%	1.15	53.3%	1.08	63.4%	0.91
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	71.8	31.7	2.26	25.3	2.84	48.6	1.48	77.0	0.93
Obstetrics	7.4	5.1	1.45	5.4	1.37	7.4	1.00	7.6	0.97
Pediatrics	0.4	2.0	0.21	0.4	1.03	7.4	0.06	0.7	0.59
Total Hospital	89.9	54.7	1.64	41.8	2.15	92.2	0.97	95.7	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.9	0.95	3.6	1.03	3.9	0.95	3.9	0.95
Obstetrics	2.2	2.4	0.93	2.4	0.93	2.5	0.89	2.3	0.97
Pediatrics	2.5	2.4	1.02	2.3	1.07	2.1	1.17	2.3	1.07
Total Hospital	3.4	4.5	0.76	4.0	0.85	4.3	0.79	4.0	0.85
<b>Surgical Operations</b>									
Inpatient	3,791	1,579	2.40	1,403	2.70	2,793	1.36	4,015	0.94
Outpatient	18,782	3,500	5.37	4,672	4.02	6,435	2.92	18,963	0.99
Inpatient as % of All Surgeries	16.8%	31.1%	0.54	23.1%	0.73	30.3%	0.55	17.5%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	75,163	78,926	0.95	50,970	1.47	156,399	0.48	78,319	0.96
Emergency Visits	24,264	14,405	1.68	12,639	1.92	24,284	1.00	24,945	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	66.4	16.5	4.02	21.2	3.13	31.7	2.09	52.1	1.27
Nurses, Licensed	305.8	164.2	1.86	134.5	2.27	279.4	1.09	302.1	1.01
Ancillary Nursing Personnel	82.8	57.5	1.44	32.3	2.56	103.2	0.80	65.7	1.26
All Other Personnel	598.5	379.9	1.58	289.2	2.07	711.9	0.84	466.9	1.28
Total FTEs	1,053.4	618.1	1.70	477.2	2.21	1,126.2	0.94	886.7	1.19
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	38.0	16.7	2.28	14.9	2.55	17.8	2.14	29.0	1.31
Nurses, Licensed	175.1	166.1	1.05	94.3	1.86	157.3	1.11	168.0	1.04
Ancillary Nursing Personnel	47.4	58.2	0.81	22.6	2.10	58.1	0.82	36.5	1.30
All Other Personnel	342.7	384.3	0.89	202.7	1.69	400.9	0.85	259.7	1.32
Total FTEs	603.2	625.4	0.96	334.4	1.80	634.2	0.95	493.2	1.22

**Total Hospital:**  
 Beds Set Up & Staffed   156  
 Discharges               9,648  
 Inpatient Days           32,805

**Contract with:**  
 Health Maintenance        Yes  
 Organization (HMO)  
 Preferred Provider         Yes  
 Organization (PPO)

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed   0  
 Discharges               0  
 Inpatient Days           0

**Newborn Nursery:**  
 Bassinets                 17  
 Total Births               1,199  
 Newborn Days           2,582

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2003	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	117	7,060	26,189	61.3%	71.8	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	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>	1	4	61	150	10.3%	0.4	2.5
<b>Obstetrics</b>	1	17	1,214	2,701	43.5%	7.4	2.2
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	1	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	18	1,313	3,765	57.3%	10.3	2.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	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>	3	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.

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

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	60	10	66.4	Radiological Services Personnel	45	32	58.3
Physicians & Dentists	0	1	0.0	Occupational Therapists	1	2	1.0
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Registered Nurses	55	353	269.9	Physical Therapists	11	4	13.2
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	1	6	5.1
Licensed Practical Nurses	6	43	36.0	Recreational Therapists	6	6	8.2
Ancillary Nursing Personnel	23	105	82.8	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	0	6	3.2
Nurse Practitioners	0	0	0.0	All Other Health Professionals	52	86	82.5
Medical Records Personnel	12	26	27.9	All Other Personnel	207	226	319.5
Pharmacy Personnel	17	7	20.6				
Clinical Laboratory Personnel	42	29	58.7				
				<b>Total</b>	538	943	1,053.4

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Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$105,584,147	46.2%	41.6%	1.11	41.5%	1.11	38.4%	1.20	47.7%	0.97
Medical Assistance	\$9,380,540	4.1%	9.7%	0.42	6.4%	0.64	10.1%	0.41	3.9%	1.05
Commercial	\$108,012,264	47.2%	42.4%	1.11	48.4%	0.98	46.7%	1.01	45.6%	1.04
All Other	\$5,720,711	2.5%	6.2%	0.40	3.7%	0.68	4.9%	0.51	2.8%	0.89
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$57,701,551	25.2%	24.8%	1.02	21.6%	1.17	23.5%	1.07	21.6%	1.17
Medical Assistance	\$6,350,999	2.8%	6.7%	0.41	4.1%	0.68	6.8%	0.41	2.2%	1.26
Commercial	\$26,910,046	11.8%	9.4%	1.25	10.2%	1.15	11.6%	1.01	9.6%	1.23
Charity Care	\$1,771,500	0.8%	1.1%	0.70	0.9%	0.86	1.0%	0.77	0.9%	0.86
All Other	\$276,775	0.1%	1.3%	0.09	0.3%	0.40	1.5%	0.08	0.2%	0.61
Total Deductions	\$93,010,871	40.7%	43.3%	0.94	37.0%	1.10	44.4%	0.92	34.5%	1.18
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.7%	4.8%	0.36	2.9%	0.59	7.5%	0.23	1.7%	1.01
Net Gains/Losses as % of Net Income		11.5%	12.0%	0.96	20.0%	0.57	15.2%	0.76	10.5%	1.09
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$69,116,031	54.0%	48.0%	1.12	51.8%	1.04	48.5%	1.11	53.3%	1.01
Supplies & Services	\$43,070,156	33.6%	40.2%	0.84	35.3%	0.95	40.0%	0.84	34.1%	0.99
Capital Component	\$12,988,433	10.1%	8.7%	1.17	10.5%	0.97	8.8%	1.15	10.2%	0.99
Bad Debt	\$2,830,000	2.2%	3.1%	0.71	2.6%	0.85	2.7%	0.82	2.4%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.3%	6.4%	1.14	5.9%	1.23	6.7%	1.09	8.3%	0.88
Total Hospital Net Income (%)		8.1%	7.1%	1.15	7.3%	1.12	7.8%	1.04	9.2%	0.89
Return on Equity (%)		18.1%	11.2%	1.62	10.5%	1.72	11.7%	1.55	24.3%	0.74
Current Ratio		4.6	2.5	1.83	2.7	1.69	2.6	1.76	5.6	0.82
Days in Net Patient Accounts Receivable		52.8	56.1	0.94	57.6	0.92	62.7	0.84	56.2	0.94
Average Payment Period		13.8	52.7	0.26	41.5	0.33	48.8	0.28	12.1	1.14
Equity Financing (%)		66.6%	57.8%	1.15	63.9%	1.04	59.8%	1.11	61.5%	1.08
Long-Term Debt to Equity Ratio		0.4	0.5	0.86	0.4	1.07	0.4	1.07	0.5	0.86
Times Interest Earned		5.2	5.4	0.96	4.7	1.10	6.0	0.86	5.4	0.96
Total Asset Turnover		1.5	0.9	1.63	0.9	1.63	0.9	1.63	1.6	0.92
Average Age of Plant (Years)		7.8	9.6	0.82	8.6	0.91	9.5	0.82	7.7	1.02
Increase (Decrease) Total Net Patient Revenue		7.7%	10.1%	0.76	10.7%	0.72	10.5%	0.73	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		48.5%	44.7%	1.09	56.2%	0.86	48.1%	1.01	46.8%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,842	\$8,772	0.89	\$6,816	1.15	\$8,121	0.97	\$7,503	1.05	
Inpatient Net Revenue per Day	\$2,023	\$1,944	1.04	\$1,691	1.20	\$1,904	1.06	\$1,882	1.08	
Outpatient Net Revenue per Visit	\$697	\$373	1.87	\$548	1.27	\$348	2.00	\$584	1.19	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$228,697,662	Cash & Cash Equivalents	\$1,954	Current Liabilities	\$4,463,824
Less Deductions	\$93,010,871	Net Patient Receivables	\$19,626,017	Long-Term Debt	\$26,864,343
Net Patient Revenue	\$135,686,791	Other Receivables	\$0	Other Liabilities	\$181,412
Plus Other Revenue	\$2,363,572			Subtotal	\$31,509,579
Total Revenue	\$138,050,361	Land, Buildings & Equipment (Net)	\$73,843,097	Unrestricted Fund Balance	\$62,738,937
Less Expenses	\$128,004,620	Other Assets	\$777,448	Restricted Fund Balance	\$2,571,586
Non-Operating Gains/Losses	\$1,304,546			Total Liabilities & Fund Balance	\$94,248,516
Net Income	\$11,350,287	Total Assets	\$94,248,516		