

**007 Baldwin Area Medical Center Inc**  
 730 10th Ave  
 Baldwin, WI 54002  
 715-684-3311

Type:           GMS - General Medical & Surgical  
 Control:        Other Not-For-Profit  
 Fiscal Year:    10/01/2002 to 09/30/2003

County:         St. Croix  
 Analysis Area:  West Central (5A)  
 Volume Group:  3

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	37.0%	58.2%	0.64	42.8%	0.87	38.6%	0.96	34.8%	1.06
Obstetrics	14.6%	39.8%	0.37	28.2%	0.52	22.5%	0.65	14.2%	1.03
Pediatrics	0.0%	48.9%	N/A	12.6%	N/A	10.7%	N/A	0.0%	N/A
Total Hospital	32.0%	56.2%	0.57	41.5%	0.77	33.3%	0.96	30.2%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.8	31.7	0.25	14.1	0.55	7.6	1.02	7.3	1.07
Obstetrics	0.9	5.1	0.17	1.9	0.46	0.9	0.97	0.8	1.10
Pediatrics	0.0	2.0	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	8.7	54.7	0.16	21.1	0.41	9.4	0.92	8.2	1.06
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.72	3.3	0.85	3.1	0.91	2.8	1.00
Obstetrics	2.5	2.4	1.04	2.3	1.09	2.3	1.09	2.6	0.96
Pediatrics	0.0	2.4	N/A	2.1	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.8	4.5	0.62	3.7	0.75	3.1	0.89	2.8	0.99
<b>Surgical Operations</b>									
Inpatient	213	1,579	0.13	605	0.35	266	0.80	188	1.13
Outpatient	642	3,500	0.18	1,319	0.49	1,159	0.55	617	1.04
Inpatient as % of All Surgeries	24.9%	31.1%	0.80	31.5%	0.79	18.7%	1.33	23.4%	1.06
<b>Outpatient Visits</b>									
Non-Emergency Visits	30,225	78,926	0.38	34,876	0.87	25,394	1.19	32,236	0.94
Emergency Visits	3,345	14,405	0.23	6,706	0.50	5,723	0.58	3,444	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.0	16.5	0.73	8.1	1.48	4.6	2.61	13.0	0.92
Nurses, Licensed	36.0	164.2	0.22	71.4	0.50	41.0	0.88	37.7	0.95
Ancillary Nursing Personnel	8.5	57.5	0.15	28.0	0.30	15.2	0.56	7.3	1.16
All Other Personnel	112.4	379.9	0.30	162.0	0.69	97.9	1.15	114.1	0.99
Total FTEs	168.9	618.1	0.27	269.6	0.63	158.7	1.06	172.1	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	45.3	16.7	2.72	17.8	2.55	17.5	2.59	51.7	0.88
Nurses, Licensed	136.0	166.1	0.82	156.2	0.87	154.9	0.88	150.2	0.91
Ancillary Nursing Personnel	32.1	58.2	0.55	61.2	0.52	57.6	0.56	29.0	1.11
All Other Personnel	424.8	384.3	1.11	354.3	1.20	370.2	1.15	453.9	0.94
Total FTEs	638.3	625.4	1.02	589.5	1.08	600.2	1.06	684.9	0.93

**Total Hospital:**  
 Beds Set Up & Staffed    27  
 Discharges                1,139  
 Inpatient Days            3,158

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed    1  
 Discharges                2  
 Inpatient Days            28

**Newborn Nursery:**  
 Bassinets                  5  
 Total Births               115  
 Newborn Days             261

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2003	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	21	1,011	2,839	37.0%	7.8	2.8
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	4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	128	320	14.6%	0.9	2.5
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	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)	2	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
<b>Subacute care</b>	5	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	12	0	12.0	Radiological Services Personnel	5	5	7.2
Physicians & Dentists	0	0	0.0	Occupational Therapists	1	1	1.6
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Registered Nurses	9	42	32.2	Physical Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.4
Licensed Practical Nurses	1	4	3.8	Recreational Therapists	3	2	3.6
Ancillary Nursing Personnel	4	14	8.5	Psychologists	0	0	0.0
Physician Assistants	1	0	1.0	Social Workers	1	0	1.0
Nurse Practitioners	0	0	0.0	All Other Health Professionals	13	9	16.1
Medical Records Personnel	16	9	20.6	All Other Personnel	32	25	44.7
Pharmacy Personnel	1	1	1.8				
Clinical Laboratory Personnel	7	9	10.5				
				<b>Total</b>	<b>110</b>	<b>122</b>	<b>168.9</b>

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Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$9,775,630	32.4%	41.6%	0.78	44.0%	0.74	41.8%	0.78	32.6%	0.99
Medical Assistance	\$2,592,400	8.6%	9.7%	0.89	8.2%	1.05	8.5%	1.01	6.7%	1.28
Commercial	\$16,774,853	55.6%	42.4%	1.31	42.2%	1.32	44.1%	1.26	56.0%	0.99
All Other	\$1,012,677	3.4%	6.2%	0.54	5.6%	0.60	5.7%	0.59	4.7%	0.71
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,765,643	15.8%	24.8%	0.64	24.0%	0.66	21.6%	0.73	13.4%	1.18
Medical Assistance	\$1,287,109	4.3%	6.7%	0.64	5.4%	0.79	4.8%	0.89	3.6%	1.19
Commercial	\$4,413,825	14.6%	9.4%	1.56	6.6%	2.22	7.5%	1.95	13.7%	1.07
Charity Care	\$43,519	0.1%	1.1%	0.13	0.8%	0.18	0.6%	0.24	0.2%	0.72
All Other	\$0	0.0%	1.3%	N/A	1.1%	N/A	0.7%	N/A	0.0%	N/A
Total Deductions	\$10,510,096	34.9%	43.3%	0.80	38.0%	0.92	35.1%	0.99	30.9%	1.13
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.9%	4.8%	0.19	3.0%	0.31	4.0%	0.23	0.9%	1.04
Net Gains/Losses as % of Net Income		162.5%	12.0%	13.54	36.4%	4.46	16.2%	10.03	36.5%	4.45
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,409,816	42.3%	48.0%	0.88	52.3%	0.81	50.5%	0.84	42.1%	1.00
Supplies & Services	\$7,684,675	38.6%	40.2%	0.96	36.4%	1.06	36.6%	1.06	40.8%	0.95
Capital Component	\$2,069,434	10.4%	8.7%	1.20	8.1%	1.28	9.5%	1.10	10.9%	0.95
Bad Debt	\$1,724,842	8.7%	3.1%	2.80	3.2%	2.71	3.4%	2.55	6.2%	1.40
<b>Fiscal Statistics</b>										
Operating Margin (%)		-0.3%	6.4%	N/A	9.3%	N/A	8.9%	N/A	1.8%	N/A
Total Hospital Net Income (%)		0.5%	7.1%	0.07	12.6%	0.04	9.2%	0.05	2.9%	0.16
Return on Equity (%)		0.8%	11.2%	0.07	16.4%	0.05	13.1%	0.06	5.1%	0.16
Current Ratio		3.2	2.5	1.27	2.6	1.22	3.3	0.96	2.9	1.09
Days in Net Patient Accounts Receivable		75.5	56.1	1.35	71.7	1.05	74.2	1.02	89.0	0.85
Average Payment Period		44.1	52.7	0.84	50.2	0.88	53.3	0.83	47.9	0.92
Equity Financing (%)		46.0%	57.8%	0.80	67.2%	0.68	57.1%	0.81	44.7%	1.03
Long-Term Debt to Equity Ratio		1.0	0.5	1.92	0.3	3.20	0.5	1.92	1.0	0.96
Times Interest Earned		1.1	5.4	0.21	11.2	0.10	5.8	0.20	1.8	0.63
Total Asset Turnover		0.8	0.9	0.92	0.8	1.03	0.8	1.03	0.8	1.03
Average Age of Plant (Years)		6.2	9.6	0.65	9.2	0.68	8.8	0.71	5.4	1.15
Increase (Decrease) Total Net Patient Revenue		5.1%	10.1%	0.50	12.0%	0.42	12.2%	0.41	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		67.3%	44.7%	1.51	53.8%	1.25	64.5%	1.04	67.4%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$5,983	\$8,772	0.68	\$6,018	0.99	\$4,913	1.22	\$4,848	1.23
Inpatient Net Revenue per Day		\$2,145	\$1,944	1.10	\$1,550	1.38	\$1,393	1.54	\$1,742	1.23
Outpatient Net Revenue per Visit		\$382	\$373	1.02	\$375	1.02	\$349	1.09	\$378	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$30,155,560	Cash & Cash Equivalents	\$2,114,110	Current Liabilities	\$2,274,970
Less Deductions	\$10,510,096	Net Patient Receivables	\$4,063,264	Long-Term Debt	\$10,609,879
Net Patient Revenue	\$19,645,464	Other Receivables	\$41,683	Other Liabilities	\$94,000
Plus Other Revenue	\$185,442			Subtotal	\$12,978,849
Total Revenue	\$19,830,906	Land, Buildings & Equipment (Net)	\$12,372,387	Unrestricted Fund Balance	\$11,044,309
Less Expenses	\$19,888,767	Other Assets	\$5,431,714	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$150,461			Total Liabilities & Fund Balance	\$24,023,158
Net Income	\$92,600	Total Assets	\$24,023,158		