

019 Calumet Medical Center
 614 Memorial Dr
 Chilton, WI 53014
 920-849-2386

Type: GSM - Critical Access Hospital
 Control: Other Not-For-Profit
 Fiscal Year: 10/01/2002 to 09/30/2003

County: Calumet
 Analysis Area: Lake Winnebago (3)
 Volume Group: 3

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.2%	58.2%	0.60	54.6%	0.64	38.6%	0.91	27.4%	1.28
Obstetrics	0.0%	39.8%	N/A	40.8%	N/A	22.5%	N/A	0.0%	N/A
Pediatrics	2.7%	48.9%	0.06	21.0%	0.13	10.7%	0.06	0.8%	3.42
Total Hospital	28.9%	56.2%	0.51	50.2%	0.58	33.3%	0.87	22.1%	1.31
Average Census (Patients)									
Adult Medical-Surgical	4.2	31.7	0.13	25.3	0.17	7.6	0.56	4.1	1.03
Obstetrics	0.0	5.1	N/A	5.4	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	2.0	0.01	0.4	0.07	0.1	0.27	0.0	N/A
Total Hospital	4.3	54.7	0.08	41.8	0.10	9.4	0.46	4.2	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.81	3.6	0.87	3.1	1.02	3.2	0.98
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.3	N/A	0.0	N/A
Pediatrics	2.0	2.4	0.83	2.3	0.87	1.9	1.05	2.0	1.00
Total Hospital	3.1	4.5	0.69	4.0	0.78	3.1	1.00	3.1	1.00
Surgical Operations									
Inpatient	148	1,579	0.09	1,403	0.11	266	0.56	152	0.97
Outpatient	1,701	3,500	0.49	4,672	0.36	1,159	1.47	1,567	1.09
Inpatient as % of All Surgeries	8.0%	31.1%	0.26	23.1%	0.35	18.7%	0.43	8.8%	0.91
Outpatient Visits									
Non-Emergency Visits	32,928	78,926	0.42	50,970	0.65	25,394	1.30	33,508	0.98
Emergency Visits	5,832	14,405	0.40	12,639	0.46	5,723	1.02	5,990	0.97
Full-Time Equivalents (FTEs)									
Administrators	5.8	16.5	0.35	21.2	0.28	4.6	1.27	6.0	0.97
Nurses, Licensed	28.8	164.2	0.18	134.5	0.21	41.0	0.70	24.5	1.18
Ancillary Nursing Personnel	16.5	57.5	0.29	32.3	0.51	15.2	1.08	16.0	1.03
All Other Personnel	100.9	379.9	0.27	289.2	0.35	97.9	1.03	102.1	0.99
Total FTEs	152.0	618.1	0.25	477.2	0.32	158.7	0.96	148.6	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.9	16.7	1.79	14.9	2.01	17.5	1.71	33.2	0.90
Nurses, Licensed	147.8	166.1	0.89	94.3	1.57	154.9	0.95	135.4	1.09
Ancillary Nursing Personnel	84.4	58.2	1.45	22.6	3.74	57.6	1.47	88.6	0.95
All Other Personnel	517.1	384.3	1.35	202.7	2.55	370.2	1.40	564.9	0.92
Total FTEs	779.3	625.4	1.25	334.4	2.33	600.2	1.30	822.2	0.95

Total Hospital:
 Beds Set Up & Staffed 15
 Discharges 509
 Inpatient Days 1,584

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 10
 Discharges 176
 Inpatient Days 1,105

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	12	490	1,542	35.2%	4.2	3.1
Orthopedic	2	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	2	1	5	10	2.7%	0.0	2.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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	1	2	14	32	4.4%	0.1	2.3
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
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.

* 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	5	1	5.8	Radiological Services Personnel	6	0	6.0
Physicians & Dentists	0	0	0.0	Occupational Therapists	1	0	1.0
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Registered Nurses	13	24	25.8	Physical Therapists	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	0	6	3.1	Recreational Therapists	0	0	0.0
Ancillary Nursing Personnel	4	23	16.5	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	0	2	0.8
Nurse Practitioners	0	0	0.0	All Other Health Professionals	6	12	8.6
Medical Records Personnel	4	2	4.6	All Other Personnel	38	50	61.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	7	5	10.8				
				Total	92	125	152.0

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Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,646,581	58.5%	41.6%	1.41	41.5%	1.41	41.8%	1.40	57.9%	1.01
Medical Assistance	\$731,619	3.7%	9.7%	0.38	6.4%	0.57	8.5%	0.43	3.1%	1.19
Commercial	\$6,922,729	34.8%	42.4%	0.82	48.4%	0.72	44.1%	0.79	36.2%	0.96
All Other	\$609,571	3.1%	6.2%	0.49	3.7%	0.83	5.7%	0.54	2.7%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$3,644,345	18.3%	24.8%	0.74	21.6%	0.85	21.6%	0.85	22.6%	0.81
Medical Assistance	\$399,627	2.0%	6.7%	0.30	4.1%	0.49	4.8%	0.42	2.3%	0.87
Commercial	\$940,882	4.7%	9.4%	0.50	10.2%	0.46	7.5%	0.63	3.8%	1.24
Charity Care	\$90,651	0.5%	1.1%	0.41	0.9%	0.51	0.6%	0.76	0.3%	1.52
All Other	\$25,316	0.1%	1.3%	0.10	0.3%	0.42	0.7%	0.18	0.1%	1.27
Total Deductions	\$5,100,821	25.6%	43.3%	0.59	37.0%	0.69	35.1%	0.73	29.1%	0.88
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.7%	4.8%	0.98	2.9%	1.63	4.0%	1.18	4.5%	1.05
Net Gains/Losses as % of Net Income		3.6%	12.0%	0.30	20.0%	0.18	16.2%	0.22	-4.9%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,138,769	51.6%	48.0%	1.08	51.8%	1.00	50.5%	1.02	50.2%	1.03
Supplies & Services	\$5,741,698	41.5%	40.2%	1.03	35.3%	1.18	36.6%	1.13	40.9%	1.02
Capital Component	\$698,908	5.1%	8.7%	0.58	10.5%	0.48	9.5%	0.53	6.9%	0.73
Bad Debt	\$244,646	1.8%	3.1%	0.57	2.6%	0.68	3.4%	0.52	1.9%	0.93
Fiscal Statistics										
Operating Margin (%)		11.1%	6.4%	1.73	5.9%	1.87	8.9%	1.24	7.9%	1.40
Total Hospital Net Income (%)		11.4%	7.1%	1.61	7.3%	1.57	9.2%	1.24	7.6%	1.50
Return on Equity (%)		15.3%	11.2%	1.37	10.5%	1.46	13.1%	1.17	10.9%	1.41
Current Ratio		8.1	2.5	3.22	2.7	2.98	3.3	2.44	5.6	1.44
Days in Net Patient Accounts Receivable		58.3	56.1	1.04	57.6	1.01	74.2	0.79	61.2	0.95
Average Payment Period		23.3	52.7	0.44	41.5	0.56	53.3	0.44	25.8	0.90
Equity Financing (%)		93.3%	57.8%	1.61	63.9%	1.46	57.1%	1.63	91.8%	1.02
Long-Term Debt to Equity Ratio		0.0	0.5	0.00	0.4	0.00	0.5	0.00	0.0	N/A
Times Interest Earned		1062.2	5.4	196.71	4.7	226.01	5.8	183.14	142.0	7.48
Total Asset Turnover		1.2	0.9	1.38	0.9	1.38	0.8	1.56	1.3	0.96
Average Age of Plant (Years)		16.3	9.6	1.69	8.6	1.89	8.8	1.85	16.4	0.99
Increase (Decrease) Total Net Patient Revenue		10.6%	10.1%	1.05	10.7%	0.99	12.2%	0.87	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		77.8%	44.7%	1.74	56.2%	1.38	64.5%	1.21	76.6%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$4,842	\$8,772	0.55	\$6,816	0.71	\$4,913	0.99	\$5,165	0.94
Inpatient Net Revenue per Day		\$1,233	\$1,944	0.63	\$1,691	0.73	\$1,393	0.89	\$1,656	0.74
Outpatient Net Revenue per Visit		\$297	\$373	0.79	\$548	0.54	\$349	0.85	\$274	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,910,500	Cash & Cash Equivalents	\$4,113,910	Current Liabilities	\$838,951
Less Deductions	\$5,100,821	Net Patient Receivables	\$2,365,105	Long-Term Debt	\$158
Net Patient Revenue	\$14,809,679	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$733,404			Subtotal	\$839,109
Total Revenue	\$15,543,083	Land, Buildings & Equipment (Net)	\$3,965,778	Unrestricted Fund Balance	\$11,646,805
Less Expenses	\$13,824,021	Other Assets	\$2,041,122	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$64,876			Total Liabilities & Fund Balance	\$12,485,915
Net Income	\$1,783,938	Total Assets	\$12,485,915		