

**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:   Jan 1 to Dec 31

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	59.0%	59.8%	0.99	46.3%	1.28	58.2%	1.01	61.3%	0.96
Obstetrics	41.4%	40.6%	1.02	39.3%	1.05	39.0%	1.06	43.5%	0.95
Pediatrics	10.0%	50.6%	0.20	19.9%	0.50	78.0%	0.20	10.3%	0.98
Total Hospital	55.3%	56.6%	0.98	46.0%	1.20	53.5%	1.03	57.6%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	69.1	32.3	2.14	23.5	2.94	47.6	1.45	71.8	0.96
Obstetrics	7.0	5.4	1.30	5.3	1.33	7.1	0.99	7.4	0.95
Pediatrics	0.4	2.1	0.19	0.5	0.80	7.2	0.06	0.4	0.98
Total Hospital	86.2	55.0	1.57	40.2	2.14	89.2	0.97	89.9	0.96
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.9	0.97	3.7	1.02	3.9	0.97	3.7	1.02
Obstetrics	2.3	2.4	0.95	2.4	0.95	2.5	0.91	2.2	1.02
Pediatrics	3.1	2.4	1.30	2.4	1.30	2.2	1.42	2.5	1.27
Total Hospital	4.0	4.4	0.90	4.0	0.99	4.2	0.94	3.4	1.16
<b>Surgical Operations</b>									
Inpatient	3,456	1,553	2.23	1,240	2.79	2,756	1.25	3,791	0.91
Outpatient	18,214	3,651	4.99	4,553	4.00	6,489	2.81	18,782	0.97
Inpatient as % of All Surgeries	15.9%	29.9%	0.53	21.4%	0.75	29.8%	0.54	16.8%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	75,868	80,062	0.95	49,464	1.53	159,467	0.48	75,163	1.01
Emergency Visits	24,280	14,837	1.64	12,331	1.97	24,373	1.00	24,264	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	40.7	17.5	2.33	17.2	2.37	35.5	1.15	66.4	0.61
Nurses, Licensed	319.0	168.8	1.89	123.6	2.58	288.7	1.11	305.8	1.04
Ancillary Nursing Personnel	39.8	34.3	1.16	22.2	1.79	54.0	0.74	82.8	0.48
All Other Personnel	625.2	405.3	1.54	277.4	2.25	727.1	0.86	598.5	1.04
Total FTEs	1,024.7	626.0	1.64	440.3	2.33	1,105.4	0.93	1,053.4	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	22.9	17.4	1.32	12.6	1.82	20.4	1.12	38.0	0.60
Nurses, Licensed	179.5	167.9	1.07	90.3	1.99	165.4	1.09	175.1	1.03
Ancillary Nursing Personnel	22.4	34.2	0.65	16.2	1.38	30.9	0.72	47.4	0.47
All Other Personnel	351.9	403.1	0.87	202.9	1.73	416.6	0.84	342.7	1.03
Total FTEs	576.7	622.6	0.93	322.1	1.79	633.4	0.91	603.2	0.96

**Total Hospital:**  
 Beds Set Up & Staffed   156  
 Discharges               7,979  
 Inpatient Days           31,546

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

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

**Newborn Nursery:**  
 Bassinets               17  
 Total Births           1,094  
 Newborn Days         2,363

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed Dec 31, 2004	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	6,685	25,283	59.0%	69.1	3.8
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	47	147	10.0%	0.4	3.1
<b>Obstetrics</b>	1	17	1,133	2,573	41.4%	7.0	2.3
<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	1,228	3,543	53.8%	9.7	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	34	9	40.7	Radiological Services Personnel	43	29	60.4
Physicians & Dentists	0	0	0.0	Respiratory Therapists	9	13	18.3
Medical & Dental Residents	1	0	1.0	Occupational Therapists	2	5	3.2
Registered Nurses	61	343	278.1	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	11	15.4
Licensed Practical Nurses	8	58	41.0	Physical Therapy Assistants/Aides	1	18	11.9
Ancillary Nursing Personnel	6	56	39.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	10	5.9
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	29	24	45.2	Social Workers	0	6	3.0
Pharmacy Personnel	20	7	23.1	All Other Health Professionals	30	56	63.3
Clinical Laboratory Personnel	39	30	58.0	All Other Personnel	222	174	284.8
Surgical Personnel	12	27	31.3	<b>Total</b>	<b>527</b>	<b>877</b>	<b>1,024.7</b>

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Selected Financial Statistics	FY 2004	All GMS Hospitals		Analysis Area		Volume Group		FY 2004 vs. 2003		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$116,275,986	46.1%	41.6%	1.11	41.9%	1.10	38.2%	1.21	46.2%	1.00
Medical Assistance	\$11,479,284	4.5%	10.2%	0.45	7.1%	0.64	11.1%	0.41	4.1%	1.11
Commercial	\$118,295,243	46.9%	41.9%	1.12	46.8%	1.00	45.6%	1.03	47.2%	0.99
All Other	\$6,321,817	2.5%	6.2%	0.40	4.1%	0.61	5.1%	0.49	2.5%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$63,836,656	25.3%	25.3%	1.00	23.1%	1.10	24.1%	1.05	25.2%	1.00
Medical Assistance	\$7,673,479	3.0%	7.5%	0.41	4.8%	0.63	8.1%	0.38	2.8%	1.09
Commercial	\$30,538,827	12.1%	9.6%	1.26	10.6%	1.14	11.6%	1.04	11.8%	1.03
Charity Care	\$1,915,500	0.8%	1.1%	0.69	1.0%	0.76	1.0%	0.76	0.8%	0.98
All Other	\$481,750	0.2%	1.3%	0.15	0.4%	0.48	1.2%	0.16	0.1%	1.58
Total Deductions	\$104,446,212	41.4%	44.8%	0.92	39.9%	1.04	46.0%	0.90	40.7%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.7%	4.5%	0.39	2.6%	0.67	7.1%	0.25	1.7%	1.02
Net Gains/Losses as % of Net Income		11.6%	15.4%	0.75	37.6%	0.31	12.6%	0.92	11.5%	1.01
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$72,549,621	52.8%	48.4%	1.09	49.7%	1.06	48.5%	1.09	54.0%	0.98
Supplies & Services	\$47,489,504	34.6%	39.5%	0.87	36.3%	0.95	39.7%	0.87	33.6%	1.03
Capital Component	\$13,819,912	10.1%	8.8%	1.14	11.1%	0.91	8.7%	1.16	10.1%	0.99
Bad Debt	\$3,562,700	2.6%	3.4%	0.76	2.9%	0.89	3.0%	0.86	2.2%	1.17
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.7%	6.5%	1.34	2.9%	3.01	7.4%	1.18	7.3%	1.20
Total Hospital Net Income (%)		9.8%	7.6%	1.28	4.6%	2.12	8.4%	1.16	8.1%	1.20
Return on Equity (%)		17.0%	11.5%	1.48	6.6%	2.57	11.7%	1.45	18.1%	0.94
Current Ratio		10.0	2.6	3.86	3.3	3.04	2.9	3.46	4.6	2.19
Days in Net Patient Accounts Receivable		39.7	52.8	0.75	51.8	0.77	57.8	0.69	52.8	0.75
Average Payment Period		16.1	53.7	0.30	43.4	0.37	49.5	0.33	13.8	1.17
Equity Financing (%)		66.8%	57.5%	1.16	54.8%	1.22	60.6%	1.10	66.6%	1.00
Long-Term Debt to Equity Ratio		0.4	0.5	0.86	0.5	0.86	0.4	1.08	0.4	1.01
Times Interest Earned		6.3	6.2	1.01	2.7	2.32	6.9	0.91	5.2	1.21
Total Asset Turnover		1.1	0.9	1.28	0.8	1.44	0.8	1.44	1.5	0.78
Average Age of Plant (Years)		7.0	9.1	0.77	7.8	0.90	9.2	0.76	7.8	0.90
Increase (Decrease) Total Net Patient Revenue		9.0%	9.1%	0.99	12.0%	0.75	9.4%	0.96	7.7%	1.17
Outpatient Gross Revenue (% of Total GPR)		51.5%	45.3%	1.14	56.9%	0.90	48.9%	1.05	48.5%	1.06
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,092	\$9,256	0.98	\$7,471	1.22	\$8,702	1.04	\$7,842	1.16
Inpatient Net Revenue per Day		\$2,300	\$2,088	1.10	\$1,848	1.24	\$2,066	1.11	\$2,023	1.14
Outpatient Net Revenue per Visit		\$753	\$404	1.86	\$582	1.29	\$378	1.99	\$697	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$252,372,330	Cash & Cash Equivalents	\$39,239,029	Current Liabilities	\$5,593,429
Less Deductions	\$104,446,212	Net Patient Receivables	\$16,059,846	Long-Term Debt	\$37,723,000
Net Patient Revenue	\$147,926,118	Other Receivables	\$0	Other Liabilities	\$132,073
Plus Other Revenue	\$2,621,528			Subtotal	\$43,448,502
Total Revenue	\$150,547,638	Land, Buildings & Equipment (Net)	\$74,831,223	Unrestricted Fund Balance	\$87,488,557
Less Expenses	\$137,421,737	Other Assets	\$806,961	Restricted Fund Balance	\$2,659,445
Non-Operating Gains/Losses	\$1,723,299			Total Liabilities & Fund Balance	\$130,937,059
Net Income	\$14,849,201	Total Assets	\$130,937,059		