

**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:   Oct 1 to Sep 30

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	40.9%	59.8%	0.68	50.1%	0.82	42.6%	0.96	37.0%	1.10
Obstetrics	13.5%	40.6%	0.33	30.2%	0.45	28.5%	0.47	14.6%	0.92
Pediatrics	0.0%	50.6%	N/A	13.8%	N/A	16.2%	N/A	0.0%	N/A
Total Hospital	34.3%	56.6%	0.61	45.9%	0.75	39.1%	0.88	32.0%	1.07
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.8	32.3	0.24	13.9	0.56	7.4	1.05	7.8	1.00
Obstetrics	0.8	5.4	0.15	2.0	0.40	1.1	0.74	0.9	0.92
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	8.6	55.0	0.16	20.9	0.41	9.8	0.88	8.7	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.73	3.2	0.89	3.1	0.92	2.8	1.01
Obstetrics	2.4	2.4	1.00	2.3	1.05	2.3	1.05	2.5	0.96
Pediatrics	0.0	2.4	N/A	1.9	N/A	1.7	N/A	0.0	N/A
Total Hospital	2.8	4.4	0.64	3.7	0.76	3.0	0.93	2.8	1.01
<b>Surgical Operations</b>									
Inpatient	219	1,553	0.14	568	0.39	276	0.79	213	1.03
Outpatient	670	3,651	0.18	1,503	0.45	926	0.72	642	1.04
Inpatient as % of All Surgeries	24.6%	29.9%	0.82	27.4%	0.90	22.9%	1.08	24.9%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	35,349	80,062	0.44	31,425	1.12	27,483	1.29	30,225	1.17
Emergency Visits	3,651	14,837	0.25	6,740	0.54	6,024	0.61	3,345	1.09
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.8	17.5	0.68	6.5	1.82	4.6	2.57	12.0	0.99
Nurses, Licensed	38.1	168.8	0.23	72.3	0.53	45.1	0.85	36.0	1.06
Ancillary Nursing Personnel	5.2	34.3	0.15	13.8	0.38	10.0	0.52	8.5	0.62
All Other Personnel	120.0	405.3	0.30	182.2	0.66	109.0	1.10	112.4	1.07
Total FTEs	175.2	626.0	0.28	274.9	0.64	168.7	1.04	168.9	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	42.4	17.4	2.44	14.2	2.99	16.7	2.54	45.3	0.94
Nurses, Licensed	136.8	167.9	0.81	157.2	0.87	164.6	0.83	136.0	1.01
Ancillary Nursing Personnel	18.8	34.2	0.55	30.1	0.62	36.5	0.51	32.1	0.58
All Other Personnel	430.6	403.1	1.07	396.1	1.09	397.9	1.08	424.8	1.01
Total FTEs	628.5	622.6	1.01	597.6	1.05	615.7	1.02	638.3	0.98

**Total Hospital:**  
 Beds Set Up & Staffed   25  
 Discharges               1,123  
 Inpatient Days           3,142

**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                6  
 Total Births             94  
 Newborn Days           216

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed Sep 30, 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	19	1,000	2,846	40.9%	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	123	296	13.5%	0.8	2.4
<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	11	1	11.8	Radiological Services Personnel	5	5	8.1
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	2	1.0
Registered Nurses	7	42	33.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	2	2.6
Licensed Practical Nurses	2	4	4.7	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	2	6	5.2	Recreational Therapists	3	2	3.6
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	19	8	22.6	Social Workers	1	0	1.0
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	19	12	24.0
Clinical Laboratory Personnel	3	11	7.8	All Other Personnel	31	23	43.6
Surgical Personnel	0	1	0.8	<b>Total</b>	<b>108</b>	<b>120</b>	<b>175.2</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	\$10,917,259	33.4%	41.6%	0.80	43.0%	0.78	42.2%	0.79	32.4%	1.03
Medical Assistance	\$2,634,641	8.1%	10.2%	0.79	8.6%	0.94	8.2%	0.98	8.6%	0.94
Commercial	\$18,067,602	55.3%	41.9%	1.32	42.3%	1.31	43.6%	1.27	55.6%	0.99
All Other	\$1,047,697	3.2%	6.2%	0.52	6.1%	0.53	6.0%	0.53	3.4%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,548,898	17.0%	25.3%	0.67	23.7%	0.72	20.8%	0.82	15.8%	1.07
Medical Assistance	\$1,142,771	3.5%	7.5%	0.47	6.0%	0.58	5.6%	0.62	4.3%	0.82
Commercial	\$5,151,688	15.8%	9.6%	1.64	7.4%	2.13	8.5%	1.86	14.6%	1.08
Charity Care	\$289,919	0.9%	1.1%	0.81	0.8%	1.11	0.7%	1.27	0.1%	6.15
All Other	\$0	0.0%	1.3%	N/A	0.6%	N/A	0.6%	N/A	0.0%	N/A
Total Deductions	\$12,133,276	37.1%	44.8%	0.83	38.5%	0.96	36.3%	1.02	34.9%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.0%	4.5%	0.23	3.1%	0.34	4.3%	0.24	0.9%	1.11
Net Gains/Losses as % of Net Income		243.3%	15.4%	15.80	21.9%	11.11	25.5%	9.54	162.5%	1.50
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,002,607	42.9%	48.4%	0.89	52.1%	0.82	50.4%	0.85	42.3%	1.02
Supplies & Services	\$8,363,960	39.9%	39.5%	1.01	36.7%	1.09	35.7%	1.12	38.6%	1.03
Capital Component	\$2,062,876	9.8%	8.8%	1.12	7.9%	1.25	10.1%	0.97	10.4%	0.95
Bad Debt	\$1,534,571	7.3%	3.4%	2.15	3.3%	2.22	3.8%	1.93	8.7%	0.84
<b>Fiscal Statistics</b>										
Operating Margin (%)		-1.0%	6.5%	N/A	9.3%	N/A	6.1%	N/A	-0.3%	3.54
Total Hospital Net Income (%)		0.7%	7.6%	0.09	11.7%	0.06	8.1%	0.09	0.5%	1.53
Return on Equity (%)		1.3%	11.5%	0.12	15.8%	0.08	10.0%	0.13	0.8%	1.59
Current Ratio		2.9	2.6	1.12	2.9	1.01	3.3	0.89	3.2	0.92
Days in Net Patient Accounts Receivable		62.8	52.8	1.19	58.8	1.07	62.2	1.01	75.5	0.83
Average Payment Period		46.0	53.7	0.86	46.1	1.00	57.8	0.80	44.1	1.04
Equity Financing (%)		46.7%	57.5%	0.81	66.5%	0.70	56.2%	0.83	46.0%	1.02
Long-Term Debt to Equity Ratio		0.9	0.5	1.82	0.3	3.03	0.5	1.82	1.0	0.94
Times Interest Earned		1.2	6.2	0.20	10.9	0.11	5.1	0.24	1.1	1.08
Total Asset Turnover		0.9	0.9	0.96	0.9	0.96	0.7	1.23	0.8	1.04
Average Age of Plant (Years)		7.2	9.1	0.79	8.0	0.90	8.0	0.90	6.2	1.16
Increase (Decrease) Total Net Patient Revenue		4.5%	9.1%	0.50	12.3%	0.37	11.2%	0.40	5.1%	0.89
Outpatient Gross Revenue (% of Total GPR)		69.2%	45.3%	1.53	54.5%	1.27	64.1%	1.08	67.3%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$6,210	\$9,256	0.67	\$6,715	0.92	\$5,378	1.15	\$5,983	1.04
Inpatient Net Revenue per Day		\$2,216	\$2,088	1.06	\$1,735	1.28	\$1,577	1.41	\$2,145	1.03
Outpatient Net Revenue per Visit		\$347	\$404	0.86	\$465	0.75	\$353	0.98	\$382	0.91

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$32,667,199	Cash & Cash Equivalents	\$2,507,714	Current Liabilities	\$2,499,089
Less Deductions	\$12,133,276	Net Patient Receivables	\$3,524,958	Long-Term Debt	\$10,215,205
Net Patient Revenue	\$20,533,923	Other Receivables	\$61,327	Other Liabilities	\$121,000
Plus Other Revenue	\$215,526			Subtotal	\$12,835,294
Total Revenue	\$20,749,449	Land, Buildings & Equipment (Net)	\$11,807,645	Unrestricted Fund Balance	\$11,256,410
Less Expenses	\$20,964,014	Other Assets	\$6,190,060	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$364,345			Total Liabilities & Fund Balance	\$24,091,704
Net Income	\$149,780	Total Assets	\$24,091,704		