

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

Type:           GMS - Critical Access Hospital  
 Control:       Other Not-For-Profit  
 Fiscal Year:   Oct 1 to Sep 30

County:        Calumet  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 2

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	16.9%	59.8%	0.28	46.3%	0.37	28.9%	0.59	35.2%	0.48
Obstetrics	0.0%	40.6%	N/A	39.3%	N/A	13.7%	N/A	0.0%	N/A
Pediatrics	0.0%	50.6%	N/A	19.9%	N/A	4.4%	N/A	2.7%	N/A
Total Hospital	17.3%	56.6%	0.30	46.0%	0.38	28.4%	0.61	28.9%	0.60
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.2	32.3	0.13	23.5	0.18	5.6	0.76	4.2	1.00
Obstetrics	0.0	5.4	N/A	5.3	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.3	55.0	0.08	40.2	0.11	7.0	0.62	4.3	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.81	3.7	0.85	3.0	1.05	3.1	1.00
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.4	N/A	2.4	N/A	1.8	N/A	2.0	N/A
Total Hospital	3.1	4.4	0.71	4.0	0.78	3.1	1.01	3.1	1.01
<b>Surgical Operations</b>									
Inpatient	126	1,553	0.08	1,240	0.10	185	0.68	148	0.85
Outpatient	1,834	3,651	0.50	4,553	0.40	1,265	1.45	1,701	1.08
Inpatient as % of All Surgeries	6.4%	29.9%	0.22	21.4%	0.30	12.8%	0.50	8.0%	0.80
<b>Outpatient Visits</b>									
Non-Emergency Visits	31,338	80,062	0.39	49,464	0.63	21,311	1.47	32,928	0.95
Emergency Visits	5,970	14,837	0.40	12,331	0.48	5,141	1.16	5,832	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	17.5	0.34	17.2	0.35	3.6	1.67	5.8	1.03
Nurses, Licensed	27.9	168.8	0.17	123.6	0.23	34.9	0.80	28.8	0.97
Ancillary Nursing Personnel	9.0	34.3	0.26	22.2	0.41	7.3	1.24	16.5	0.55
All Other Personnel	109.1	405.3	0.27	277.4	0.39	77.5	1.41	100.9	1.08
Total FTEs	152.0	626.0	0.24	440.3	0.35	123.4	1.23	152.0	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	33.8	17.4	1.94	12.6	2.68	17.1	1.98	29.9	1.13
Nurses, Licensed	157.3	167.9	0.94	90.3	1.74	165.3	0.95	147.8	1.06
Ancillary Nursing Personnel	50.8	34.2	1.49	16.2	3.14	34.7	1.46	84.4	0.60
All Other Personnel	614.0	403.1	1.52	202.9	3.03	366.7	1.67	517.1	1.19
Total FTEs	856.0	622.6	1.37	322.1	2.66	583.9	1.47	779.3	1.10

**Total Hospital:**  
 Beds Set Up & Staffed   25  
 Discharges                503  
 Inpatient Days            1,579

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed    0  
 Discharges                157  
 Inpatient Days            1,204

**Newborn Nursery:**  
 Bassinets                0  
 Total Births              0  
 Newborn Days            0

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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	25	492	1,548	16.9%	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	2	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>	5	0	0	0	0.0%	0.0	0.0
<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	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	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	11	31	0.0%	0.1	2.8
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	6	0	6.0	Radiological Services Personnel	8	2	8.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	6	4	6.9
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	1	0.5
Registered Nurses	8	26	24.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	0	4.0
Licensed Practical Nurses	1	5	3.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	2	13	9.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	4	7	6.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	3	3	4.6	Social Workers	0	1	0.5
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	7	7	7.0
Clinical Laboratory Personnel	7	4	10.3	All Other Personnel	35	39	55.1
Surgical Personnel	1	2	2.9	<b>Total</b>	<b>95</b>	<b>114</b>	<b>152.0</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	\$11,509,887	58.5%	41.6%	1.41	41.9%	1.40	41.1%	1.42	58.5%	1.00
Medical Assistance	\$760,167	3.9%	10.2%	0.38	7.1%	0.54	11.2%	0.34	3.7%	1.05
Commercial	\$6,691,002	34.0%	41.9%	0.81	46.8%	0.73	41.4%	0.82	34.8%	0.98
All Other	\$720,563	3.7%	6.2%	0.59	4.1%	0.89	6.3%	0.58	3.1%	1.20
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,938,163	20.0%	25.3%	0.79	23.1%	0.87	19.5%	1.03	18.3%	1.09
Medical Assistance	\$429,929	2.2%	7.5%	0.29	4.8%	0.46	6.3%	0.35	2.0%	1.09
Commercial	\$1,205,777	6.1%	9.6%	0.64	10.6%	0.58	8.0%	0.77	4.7%	1.30
Charity Care	\$114,761	0.6%	1.1%	0.53	1.0%	0.58	0.7%	0.83	0.5%	1.28
All Other	\$23,603	0.1%	1.3%	0.09	0.4%	0.30	1.0%	0.12	0.1%	0.94
Total Deductions	\$5,712,233	29.0%	44.8%	0.65	39.9%	0.73	35.7%	0.81	25.6%	1.13
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.9%	4.5%	1.10	2.6%	1.90	2.5%	1.98	4.7%	1.05
Net Gains/Losses as % of Net Income		-1.1%	15.4%	N/A	37.6%	N/A	4.9%	N/A	3.6%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,515,233	55.0%	48.4%	1.14	49.7%	1.11	52.3%	1.05	51.6%	1.07
Supplies & Services	\$4,998,728	36.6%	39.5%	0.93	36.3%	1.01	34.9%	1.05	41.5%	0.88
Capital Component	\$662,265	4.8%	8.8%	0.55	11.1%	0.44	8.6%	0.56	5.1%	0.96
Bad Debt	\$483,150	3.5%	3.4%	1.04	2.9%	1.22	4.2%	0.84	1.8%	2.00
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.1%	6.5%	1.09	2.9%	2.43	11.3%	0.62	11.1%	0.64
Total Hospital Net Income (%)		7.0%	7.6%	0.92	4.6%	1.52	11.8%	0.59	11.4%	0.61
Return on Equity (%)		8.0%	11.5%	0.70	6.6%	1.22	26.2%	0.31	15.3%	0.52
Current Ratio		6.1	2.6	2.35	3.3	1.85	2.8	2.18	8.1	0.76
Days in Net Patient Accounts Receivable		55.8	52.8	1.06	51.8	1.08	61.9	0.90	58.3	0.96
Average Payment Period		27.4	53.7	0.51	43.4	0.63	48.2	0.57	23.3	1.17
Equity Financing (%)		92.9%	57.5%	1.62	54.8%	1.70	51.5%	1.80	93.3%	1.00
Long-Term Debt to Equity Ratio		0.0	0.5	N/A	0.5	N/A	0.6	N/A	0.0	0.00
Times Interest Earned		0.0	6.2	N/A	2.7	N/A	8.7	N/A	1062.2	0.00
Total Asset Turnover		1.1	0.9	1.19	0.8	1.34	1.1	0.97	1.2	0.86
Average Age of Plant (Years)		18.1	9.1	1.99	7.8	2.32	9.5	1.91	16.3	1.11
Increase (Decrease) Total Net Patient Revenue		-5.7%	9.1%	N/A	12.0%	N/A	10.5%	N/A	10.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		75.7%	45.3%	1.67	56.9%	1.33	66.6%	1.14	77.8%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$6,486	\$9,256	0.70	\$7,471	0.87	\$5,444	1.19	\$4,842	1.34
Inpatient Net Revenue per Day		\$1,538	\$2,088	0.74	\$1,848	0.83	\$1,545	1.00	\$1,233	1.25
Outpatient Net Revenue per Visit		\$260	\$404	0.64	\$582	0.45	\$364	0.71	\$297	0.88

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,681,619	Cash & Cash Equivalents	\$3,720,376	Current Liabilities	\$971,383
Less Deductions	\$5,712,233	Net Patient Receivables	\$2,130,404	Long-Term Debt	\$0
Net Patient Revenue	\$13,969,386	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$727,204			Subtotal	\$971,383
Total Revenue	\$14,696,589	Land, Buildings & Equipment (Net)	\$3,907,276	Unrestricted Fund Balance	\$12,769,866
Less Expenses	\$13,659,376	Other Assets	\$3,983,193	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$11,015			Total Liabilities & Fund Balance	\$13,741,249
Net Income	\$1,026,199	Total Assets	\$13,741,249		