

007 Baldwin Area Medical Center Inc
 730 10th Ave PO Box 300
 Baldwin, WI 54002
 715-684-3311

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

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

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.8%	59.1%	0.76	51.0%	0.88	44.2%	1.01	40.9%	1.10
Obstetrics	14.8%	41.6%	0.36	33.1%	0.45	22.9%	0.65	13.5%	1.10
Pediatrics	0.0%	54.2%	N/A	12.4%	N/A	10.9%	N/A	0.0%	N/A
Total Hospital	37.6%	57.7%	0.65	48.8%	0.77	39.8%	0.95	34.3%	1.10
Average Census (Patients)									
Adult Medical-Surgical	8.5	31.3	0.27	14.4	0.59	7.7	1.11	7.8	1.10
Obstetrics	0.9	5.4	0.16	2.2	0.40	0.9	0.99	0.8	1.10
Pediatrics	0.0	2.2	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	9.4	54.6	0.17	21.9	0.43	9.6	0.98	8.6	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.7	0.74	3.4	0.81	3.0	0.92	2.8	0.96
Obstetrics	2.5	2.4	1.03	2.4	1.03	2.3	1.07	2.4	1.02
Pediatrics	0.0	2.5	N/A	1.7	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.63	3.7	0.73	3.1	0.88	2.8	0.97
Surgical Operations									
Inpatient	161	1,644	0.10	640	0.25	233	0.69	219	0.74
Outpatient	695	3,777	0.18	1,593	0.44	1,178	0.59	670	1.04
Inpatient as % of All Surgeries	18.8%	30.3%	0.62	28.7%	0.66	16.5%	1.14	24.6%	0.76
Outpatient Visits									
Non-Emergency Visits	32,696	84,436	0.39	36,848	0.89	24,992	1.31	35,349	0.92
Emergency Visits	3,731	15,777	0.24	7,069	0.53	6,438	0.58	3,651	1.02
Full-Time Equivalents (FTEs)									
Administrators	11.9	17.4	0.68	8.4	1.41	5.6	2.12	11.8	1.00
Nurses, Licensed	42.6	173.6	0.25	78.4	0.54	45.1	0.95	38.1	1.12
Ancillary Nursing Personnel	5.8	34.8	0.17	15.1	0.39	9.6	0.61	5.2	1.12
All Other Personnel	131.4	410.2	0.32	186.0	0.71	106.2	1.24	120.0	1.09
Total FTEs	191.7	636.0	0.30	288.0	0.67	166.6	1.15	175.2	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	38.5	17.1	2.25	17.0	2.26	19.9	1.93	42.4	0.91
Nurses, Licensed	138.3	170.3	0.81	158.1	0.87	159.7	0.87	136.8	1.01
Ancillary Nursing Personnel	18.9	34.1	0.56	30.5	0.62	33.8	0.56	18.8	1.01
All Other Personnel	426.1	402.4	1.06	375.3	1.14	375.8	1.13	430.6	0.99
Total FTEs	621.7	623.8	1.00	580.9	1.07	589.1	1.06	628.5	0.99

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,264
 Inpatient Days 3,433

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 0
 Discharges 6
 Inpatient Days 35

Newborn Nursery:
 Bassinets 6
 Total Births 109
 Newborn Days 245

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2005	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	1,132	3,108	44.8%	8.5	2.7
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	132	325	14.8%	0.9	2.5
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	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
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	11	1	11.9	Radiological Services Personnel	6	8	8.6
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	2	1.6
Registered Nurses	7	49	38.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.6
Licensed Practical Nurses	2	4	4.2	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	2	10	5.8	Recreational Therapists	3	2	3.7
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	2	2.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	18	16	26.3	Social Workers	1	0	1.0
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	19	11	23.7
Clinical Laboratory Personnel	4	14	9.2	All Other Personnel	31	30	46.2
Surgical Personnel	0	2	1.7	Total	112	152	191.7

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area		Volume Group		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,696,658	32.1%	41.4%	0.78	43.7%	0.73	41.9%	0.77	33.4%	0.96
Medical Assistance	\$3,984,240	10.9%	10.2%	1.07	9.0%	1.22	8.5%	1.29	8.1%	1.36
Commercial	\$19,734,227	54.2%	41.7%	1.30	41.8%	1.30	43.9%	1.23	55.3%	0.98
All Other	\$1,012,585	2.8%	6.8%	0.41	5.4%	0.51	5.7%	0.49	3.2%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,400,677	14.8%	25.3%	0.59	23.9%	0.62	21.1%	0.70	17.0%	0.87
Medical Assistance	\$2,021,619	5.5%	7.7%	0.72	6.4%	0.87	5.3%	1.05	3.5%	1.59
Commercial	\$5,362,087	14.7%	9.7%	1.52	7.6%	1.94	8.5%	1.73	15.8%	0.93
Charity Care	\$171,699	0.5%	1.5%	0.31	1.2%	0.39	0.7%	0.67	0.9%	0.53
All Other	\$0	0.0%	1.5%	N/A	0.8%	N/A	0.6%	N/A	0.0%	N/A
Total Deductions	\$12,956,082	35.6%	45.7%	0.78	39.8%	0.89	36.2%	0.98	37.1%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.9%	4.4%	0.21	3.1%	0.30	3.9%	0.24	1.0%	0.91
Net Gains/Losses as % of Net Income		13.3%	12.3%	1.08	7.5%	1.77	13.2%	1.00	243.3%	0.05
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,933,845	44.5%	47.5%	0.94	51.3%	0.87	51.1%	0.87	42.9%	1.04
Supplies & Services	\$9,159,959	41.0%	40.2%	1.02	37.8%	1.09	35.6%	1.15	39.9%	1.03
Capital Component	\$1,883,067	8.4%	8.7%	0.97	7.6%	1.11	9.3%	0.91	9.8%	0.86
Bad Debt	\$1,342,916	6.0%	3.6%	1.67	3.3%	1.82	4.1%	1.47	7.3%	0.82
Fiscal Statistics										
Operating Margin (%)		5.8%	7.6%	0.76	10.9%	0.53	12.7%	0.46	-1.0%	N/A
Total Hospital Net Income (%)		6.6%	8.6%	0.77	11.7%	0.57	14.4%	0.46	0.7%	9.35
Return on Equity (%)		6.3%	7.2%	0.88	10.8%	0.59	10.9%	0.58	0.6%	10.17
Current Ratio		3.6	2.8	1.29	2.6	1.38	4.0	0.90	2.9	1.23
Days in Net Patient Accounts Receivable		59.8	51.2	1.17	56.8	1.05	58.9	1.01	62.8	0.95
Average Payment Period		36.7	53.8	0.68	49.1	0.75	51.0	0.72	46.0	0.80
Equity Financing (%)		51.7%	58.5%	0.88	69.5%	0.74	57.9%	0.89	46.7%	1.11
Long-Term Debt to Equity Ratio		0.8	0.4	1.89	0.3	2.52	0.5	1.51	0.9	0.83
Times Interest Earned		3.4	6.9	0.49	12.3	0.28	8.9	0.38	1.2	2.79
Total Asset Turnover		0.9	0.8	1.18	0.9	1.05	0.7	1.35	0.9	1.10
Average Age of Plant (Years)		9.0	9.1	0.98	8.2	1.09	8.2	1.09	7.2	1.24
Increase (Decrease) Total Net Patient Revenue		14.3%	9.1%	1.57	13.9%	1.03	14.9%	0.96	4.5%	3.16
Outpatient Gross Revenue (% of Total GPR)		69.6%	46.6%	1.49	56.0%	1.24	66.0%	1.05	69.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$6,277	\$9,724	0.65	\$6,837	0.92	\$5,903	1.06	\$6,210	1.01
Inpatient Net Revenue per Day		\$2,285	\$2,239	1.02	\$1,738	1.31	\$1,702	1.34	\$2,216	1.03
Outpatient Net Revenue per Visit		\$425	\$430	0.99	\$490	0.87	\$434	0.98	\$347	1.22

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,427,710	Cash & Cash Equivalents	\$2,607,566	Current Liabilities	\$2,150,006
Less Deductions	\$12,956,082	Net Patient Receivables	\$3,842,950	Long-Term Debt	\$9,806,305
Net Patient Revenue	\$23,471,628	Other Receivables	\$43,095	Other Liabilities	\$150,000
Plus Other Revenue	\$223,429			Subtotal	\$12,106,311
Total Revenue	\$23,695,057	Land, Buildings & Equipment (Net)	\$12,203,199	Unrestricted Fund Balance	\$12,968,019
Less Expenses	\$22,319,787	Other Assets	\$6,377,520	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$210,178			Total Liabilities & Fund Balance	\$25,074,330
Net Income	\$1,585,448	Total Assets	\$25,074,330		