

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

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

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

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	33.7%	59.1%	0.57	47.5%	0.71	27.5%	1.23	16.9%	1.99
Obstetrics	0.0%	41.6%	N/A	37.1%	N/A	17.2%	N/A	0.0%	N/A
Pediatrics	0.0%	54.2%	N/A	22.7%	N/A	2.9%	N/A	0.0%	N/A
Total Hospital	33.7%	57.7%	0.58	46.8%	0.72	29.3%	1.15	17.3%	1.96
Average Census (Patients)									
Adult Medical-Surgical	4.0	31.3	0.13	23.2	0.17	5.1	0.79	4.2	0.96
Obstetrics	0.0	5.4	N/A	5.2	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.0	54.6	0.07	39.8	0.10	6.7	0.60	4.3	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.7	0.84	3.4	0.92	3.1	1.00	3.1	0.99
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.4	N/A	0.0	N/A
Pediatrics	0.0	2.5	N/A	2.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.72	3.9	0.80	2.9	1.07	3.1	0.99
Surgical Operations									
Inpatient	95	1,644	0.06	1,281	0.07	176	0.54	126	0.75
Outpatient	746	3,777	0.20	4,797	0.16	1,003	0.74	1,834	0.41
Inpatient as % of All Surgeries	11.3%	30.3%	0.37	21.1%	0.54	14.9%	0.76	6.4%	1.76
Outpatient Visits									
Non-Emergency Visits	96,454	84,436	1.14	52,804	1.83	23,680	4.07	31,338	3.08
Emergency Visits	6,510	15,777	0.41	13,426	0.48	4,508	1.44	5,970	1.09
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.4	0.17	21.1	0.14	3.3	0.91	6.0	0.50
Nurses, Licensed	26.4	173.6	0.15	135.6	0.19	27.9	0.95	27.9	0.95
Ancillary Nursing Personnel	11.5	34.8	0.33	21.0	0.55	8.0	1.43	9.0	1.27
All Other Personnel	101.1	410.2	0.25	287.3	0.35	73.6	1.37	109.1	0.93
Total FTEs	142.0	636.0	0.22	465.0	0.31	112.7	1.26	152.0	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.5	17.1	0.97	15.3	1.08	20.4	0.81	33.8	0.49
Nurses, Licensed	145.4	170.3	0.85	98.4	1.48	175.5	0.83	157.3	0.92
Ancillary Nursing Personnel	63.1	34.1	1.85	15.2	4.15	50.0	1.26	50.8	1.24
All Other Personnel	556.3	402.4	1.38	208.5	2.67	462.1	1.20	614.0	0.91
Total FTEs	781.3	623.8	1.25	337.4	2.32	708.0	1.10	856.0	0.91

Total Hospital:
 Beds Set Up & Staffed 12
 Discharges 475
 Inpatient Days 1,478

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 3
 Discharges 149
 Inpatient Days 1,046

Newborn Nursery:
 Bassinets 0
 Total Births 1
 Newborn Days 0

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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	12	475	1,478	33.7%	4.0	3.1
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	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	3	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	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	4	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	3	1	3.0	Radiological Services Personnel	8	3	10.4
Physicians & Dentists	0	0	0.0	Respiratory Therapists	1	0	1.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	1	0.5
Registered Nurses	2	31	23.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	0	6	2.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	1	14	11.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	7	6.6
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	6	8.2
Clinical Laboratory Personnel	2	9	9.6	All Other Personnel	33	39	50.9
Surgical Personnel	1	3	2.8	Total	70	124	142.0

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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	\$11,988,321	61.0%	41.4%	1.47	41.9%	1.46	48.0%	1.27	58.5%	1.04
Medical Assistance	\$789,455	4.0%	10.2%	0.39	6.8%	0.59	8.5%	0.47	3.9%	1.04
Commercial	\$6,257,927	31.8%	41.7%	0.76	46.5%	0.68	38.0%	0.84	34.0%	0.94
All Other	\$619,299	3.2%	6.8%	0.46	4.8%	0.66	5.5%	0.57	3.7%	0.86
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,293,216	21.8%	25.3%	0.86	23.9%	0.91	24.1%	0.91	20.0%	1.09
Medical Assistance	\$557,720	2.8%	7.7%	0.37	4.8%	0.59	5.2%	0.55	2.2%	1.30
Commercial	\$903,459	4.6%	9.7%	0.47	11.3%	0.41	9.2%	0.50	6.1%	0.75
Charity Care	\$185,720	0.9%	1.5%	0.63	1.3%	0.73	0.8%	1.18	0.6%	1.62
All Other	\$0	0.0%	1.5%	N/A	0.5%	N/A	1.3%	N/A	0.1%	0.00
Total Deductions	\$5,940,115	30.2%	45.7%	0.66	41.7%	0.72	40.7%	0.74	29.0%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.1%	4.4%	1.16	2.7%	1.90	1.9%	2.69	4.9%	1.03
Net Gains/Losses as % of Net Income		-8.2%	12.3%	N/A	31.4%	N/A	1.3%	N/A	-1.1%	7.66
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,864,338	58.6%	47.5%	1.23	48.9%	1.20	47.9%	1.22	55.0%	1.07
Supplies & Services	\$4,178,670	31.1%	40.2%	0.77	36.8%	0.85	38.5%	0.81	36.6%	0.85
Capital Component	\$1,027,011	7.7%	8.7%	0.88	11.0%	0.70	10.1%	0.76	4.8%	1.58
Bad Debt	\$345,512	2.6%	3.6%	0.72	3.2%	0.80	3.5%	0.74	3.5%	0.73
Fiscal Statistics										
Operating Margin (%)		7.2%	7.6%	0.95	4.8%	1.50	6.5%	1.11	7.1%	1.02
Total Hospital Net Income (%)		6.7%	8.6%	0.78	6.9%	0.97	6.6%	1.01	7.0%	0.96
Return on Equity (%)		6.4%	7.2%	0.89	5.5%	1.17	7.4%	0.87	7.5%	0.86
Current Ratio		6.0	2.8	2.14	3.4	1.76	1.7	3.52	6.1	0.98
Days in Net Patient Accounts Receivable		55.6	51.2	1.09	51.4	1.08	59.3	0.94	55.8	1.00
Average Payment Period		27.8	53.8	0.52	43.6	0.64	71.1	0.39	27.4	1.02
Equity Financing (%)		92.8%	58.5%	1.59	52.2%	1.78	34.8%	2.67	92.9%	1.00
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.6	N/A	1.2	N/A	0.0	N/A
Times Interest Earned		0.0	6.9	N/A	3.9	N/A	4.2	N/A	0.0	N/A
Total Asset Turnover		1.0	0.8	1.21	0.8	1.21	1.1	0.88	1.1	0.90
Average Age of Plant (Years)		17.7	9.1	1.94	7.8	2.26	8.2	2.15	18.1	0.98
Increase (Decrease) Total Net Patient Revenue		-1.4%	9.1%	N/A	7.4%	N/A	16.8%	N/A	-5.7%	0.24
Outpatient Gross Revenue (% of Total GPR)		77.8%	46.6%	1.67	57.9%	1.34	57.9%	1.34	75.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$5,796	\$9,724	0.60	\$7,753	0.75	\$7,032	0.82	\$6,486	0.89
Inpatient Net Revenue per Day		\$1,433	\$2,239	0.64	\$1,911	0.75	\$2,030	0.71	\$1,538	0.93
Outpatient Net Revenue per Visit		\$98	\$430	0.23	\$595	0.16	\$338	0.29	\$260	0.38

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,655,002	Cash & Cash Equivalents	\$3,457,127	Current Liabilities	\$970,356
Less Deductions	\$5,940,115	Net Patient Receivables	\$2,087,791	Long-Term Debt	\$0
Net Patient Revenue	\$13,714,887	Other Receivables	\$0	Other Liabilities	\$110,000
Plus Other Revenue	\$739,786			Subtotal	\$1,080,356
Total Revenue	\$14,454,674	Land, Buildings & Equipment (Net)	\$4,816,024	Unrestricted Fund Balance	\$13,868,134
Less Expenses	\$13,415,531	Other Assets	\$4,587,547	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$78,947			Total Liabilities & Fund Balance	\$14,948,489
Net Income	\$960,196	Total Assets	\$14,948,489		