

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 2006	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.1%	59.2%	0.42	47.5%	0.53	24.0%	1.04	33.7%	0.74
Obstetrics	0.0%	41.5%	N/A	36.8%	N/A	16.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.2%	N/A	22.2%	N/A	2.4%	N/A	0.0%	N/A
Total Hospital	25.2%	57.2%	0.44	47.9%	0.53	28.6%	0.88	33.7%	0.75
Average Census (Patients)									
Adult Medical-Surgical	3.8	31.4	0.12	22.9	0.16	4.7	0.80	4.0	0.93
Obstetrics	0.0	5.3	N/A	5.3	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	53.6	0.07	40.7	0.09	6.8	0.56	4.0	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.6	0.90	3.4	0.95	3.2	1.01	3.1	1.04
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.4	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	1.6	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.76	4.0	0.82	3.1	1.05	3.1	1.05
Surgical Operations									
Inpatient	95	1,903	0.05	1,278	0.07	150	0.63	95	1.00
Outpatient	675	4,240	0.16	4,836	0.14	886	0.76	746	0.90
Inpatient as % of All Surgeries	12.3%	31.0%	0.40	20.9%	0.59	14.4%	0.86	11.3%	1.09
Outpatient Visits									
Non-Emergency Visits	96,444	89,386	1.08	58,165	1.66	18,933	5.09	96,454	1.00
Emergency Visits	5,748	15,537	0.37	13,251	0.43	4,488	1.28	6,510	0.88
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.1	0.18	15.5	0.19	3.6	0.83	3.0	1.00
Nurses, Licensed	25.6	180.9	0.14	151.9	0.17	30.9	0.83	26.4	0.97
Ancillary Nursing Personnel	9.2	35.0	0.26	22.6	0.41	10.3	0.89	11.5	0.80
All Other Personnel	98.3	419.6	0.23	297.3	0.33	81.4	1.21	101.1	0.97
Total FTEs	136.2	652.6	0.21	487.3	0.28	126.2	1.08	142.0	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	17.4	16.6	1.05	11.2	1.55	21.2	0.82	16.5	1.06
Nurses, Licensed	148.6	175.7	0.85	109.5	1.36	183.7	0.81	145.0	1.02
Ancillary Nursing Personnel	53.4	34.0	1.57	16.3	3.28	61.4	0.87	63.0	0.85
All Other Personnel	570.2	407.4	1.40	214.4	2.66	483.0	1.18	554.7	1.03
Total FTEs	789.7	633.7	1.25	351.4	2.25	749.3	1.05	779.2	1.01

Total Hospital:
 Beds Set Up & Staffed 15
 Discharges 423
 Inpatient Days 1,379

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 2
 Discharges 124
 Inpatient Days 793

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2006	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	423	1,373	25.1%	3.8	3.2
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	0	3.0	Radiological Services Personnel	9	2	10.1
Physicians & Dentists	0	0	0.0	Respiratory Therapists	1	3	2.2
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	1	0.0
Registered Nurses	8	22	23.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	0	5.0
Licensed Practical Nurses	0	5	2.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	2	12	9.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	7	5.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	4	2	4.6	Social Workers	0	1	0.5
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	7	5	7.0
Clinical Laboratory Personnel	6	4	8.9	All Other Personnel	35	27	49.0
Surgical Personnel	1	2	2.5	Total	87	93	136.2

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,852,908	60.9%	41.4%	1.47	42.4%	1.44	48.8%	1.25	61.0%	1.00
Medical Assistance	\$700,617	3.6%	10.3%	0.35	6.7%	0.54	8.1%	0.44	4.0%	0.90
Commercial	\$6,160,087	31.7%	41.8%	0.76	46.3%	0.68	36.0%	0.88	31.8%	0.99
All Other	\$743,559	3.8%	6.5%	0.59	4.7%	0.81	7.2%	0.53	3.2%	1.21
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,619,807	23.7%	25.6%	0.93	24.3%	0.98	24.5%	0.97	21.8%	1.09
Medical Assistance	\$490,315	2.5%	7.7%	0.33	4.9%	0.51	4.8%	0.52	2.8%	0.89
Commercial	\$839,596	4.3%	10.6%	0.41	11.8%	0.37	8.1%	0.53	4.6%	0.94
Charity Care	\$279,447	1.4%	1.6%	0.90	1.5%	0.96	1.0%	1.44	0.9%	1.52
All Other	\$0	0.0%	1.4%	N/A	0.4%	N/A	1.5%	N/A	0.0%	N/A
Total Deductions	\$6,229,165	32.0%	47.0%	0.68	43.0%	0.74	39.9%	0.80	30.2%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.8%	4.5%	1.28	2.8%	2.06	2.2%	2.63	5.1%	1.13
Net Gains/Losses as % of Net Income		40.5%	20.7%	1.96	42.9%	0.95	1.0%	40.55	-8.2%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,095,527	59.5%	47.5%	1.25	47.2%	1.26	50.0%	1.19	58.6%	1.02
Supplies & Services	\$4,096,713	30.1%	40.1%	0.75	38.5%	0.78	36.2%	0.83	31.1%	0.97
Capital Component	\$984,752	7.2%	9.0%	0.80	11.1%	0.65	10.0%	0.72	7.7%	0.95
Bad Debt	\$418,586	3.1%	3.5%	0.88	3.2%	0.96	3.8%	0.81	2.6%	1.20
Fiscal Statistics										
Operating Margin (%)		3.2%	5.9%	0.54	3.4%	0.93	8.7%	0.36	7.2%	0.44
Total Hospital Net Income (%)		5.2%	7.3%	0.71	5.8%	0.90	8.7%	0.60	6.7%	0.78
Return on Equity (%)		4.7%	6.1%	0.76	4.7%	0.99	10.7%	0.44	6.4%	0.72
Current Ratio		4.5	3.0	1.50	3.1	1.45	2.1	2.14	6.0	0.75
Days in Net Patient Accounts Receivable		50.1	51.6	0.97	56.8	0.88	55.7	0.90	55.7	0.90
Average Payment Period		35.0	51.3	0.68	47.9	0.73	58.1	0.60	27.9	1.25
Equity Financing (%)		90.9%	60.2%	1.51	53.9%	1.69	37.8%	2.40	92.8%	0.98
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.5	N/A	1.1	N/A	0.0	N/A
Times Interest Earned		0.0	6.1	N/A	3.3	N/A	4.8	N/A	0.0	N/A
Total Asset Turnover		0.9	0.8	1.09	0.8	1.09	1.2	0.73	1.0	0.91
Average Age of Plant (Years)		16.6	8.6	1.93	8.3	2.00	9.4	1.77	17.7	0.94
Increase (Decrease) Total Net Patient Revenue		-3.6%	6.2%	N/A	5.4%	N/A	10.8%	N/A	-1.4%	2.62
Outpatient Gross Revenue (% of Total GPR)		78.1%	48.0%	1.63	57.7%	1.35	59.5%	1.31	77.8%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$5,910	\$10,323	0.57	\$8,059	0.73	\$7,850	0.75	\$5,796	1.02
Inpatient Net Revenue per Day		\$1,429	\$2,382	0.60	\$1,996	0.72	\$2,060	0.69	\$1,433	1.00
Outpatient Net Revenue per Visit		\$97	\$450	0.22	\$585	0.17	\$446	0.22	\$98	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,457,171	Cash & Cash Equivalents	\$3,475,876	Current Liabilities	\$1,229,403
Less Deductions	\$6,229,165	Net Patient Receivables	\$1,817,475	Long-Term Debt	\$0
Net Patient Revenue	\$13,228,006	Other Receivables	\$68,529	Other Liabilities	\$232,106
Plus Other Revenue	\$811,334			Subtotal	\$1,461,509
Total Revenue	\$14,039,341	Land, Buildings & Equipment (Net)	\$5,932,492		
Less Expenses	\$13,595,578	Other Assets	\$4,737,576	Unrestricted Fund Balance	\$14,570,439
Non-Operating Gains/Losses	\$302,680			Restricted Fund Balance	\$1,495,592
Net Income	\$746,444	Total Assets	\$16,031,948	Total Liabilities & Fund Balance	\$16,031,948