

**007 Baldwin Area Medical Center Inc**  
 730 10th Ave  
 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 2006 | All GMS Hospitals |       | Analysis Area 5A |       | Volume Group 3 |       | FY 2006 vs. 2005 |       |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
|   |         | Value             | Ratio | Value            | Ratio | Value          | Ratio | FY 2005          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                  |       |                |       |                  |       |
| Adult Medical-Surgical                        | 45.9%   | 59.2%             | 0.77  | 49.6%            | 0.92  | 47.0%          | 0.98  | 44.8%            | 1.02  |
| Obstetrics                                    | 11.5%   | 41.5%             | 0.28  | 31.8%            | 0.36  | 26.1%          | 0.44  | 14.8%            | 0.78  |
| Pediatrics                                    | 0.0%    | 52.2%             | N/A   | 16.4%            | N/A   | 11.5%          | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 37.4%   | 57.2%             | 0.65  | 47.6%            | 0.79  | 40.9%          | 0.91  | 37.6%            | 0.99  |
| <b>Average Census (Patients)</b>              |         |                   |       |                  |       |                |       |                  |       |
| Adult Medical-Surgical                        | 8.7     | 31.4              | 0.28  | 10.9             | 0.80  | 7.3            | 1.19  | 8.5              | 1.02  |
| Obstetrics                                    | 0.7     | 5.3               | 0.13  | 1.7              | 0.41  | 0.9            | 0.77  | 0.9              | 0.78  |
| Pediatrics                                    | 0.0     | 2.2               | N/A   | 0.1              | N/A   | 0.1            | N/A   | 0.0              | N/A   |
| Total Hospital                                | 9.4     | 53.6              | 0.17  | 21.5             | 0.44  | 8.6            | 1.09  | 9.4              | 0.99  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                  |       |                |       |                  |       |
| Adult Medical-Surgical                        | 2.8     | 3.6               | 0.78  | 3.4              | 0.83  | 3.1            | 0.91  | 2.7              | 1.03  |
| Obstetrics                                    | 2.6     | 2.4               | 1.07  | 2.4              | 1.07  | 2.4            | 1.07  | 2.5              | 1.04  |
| Pediatrics                                    | 0.0     | 2.2               | N/A   | 1.7              | N/A   | 1.7            | N/A   | 0.0              | N/A   |
| Total Hospital                                | 2.8     | 4.3               | 0.65  | 3.8              | 0.73  | 3.0            | 0.93  | 2.7              | 1.02  |
| <b>Surgical Operations</b>                    |         |                   |       |                  |       |                |       |                  |       |
| Inpatient                                     | 223     | 1,903             | 0.12  | 599              | 0.37  | 256            | 0.87  | 161              | 1.39  |
| Outpatient                                    | 550     | 4,240             | 0.13  | 1,651            | 0.33  | 1,251          | 0.44  | 695              | 0.79  |
| Inpatient as % of All Surgeries               | 28.8%   | 31.0%             | 0.93  | 26.6%            | 1.08  | 17.0%          | 1.70  | 18.8%            | 1.53  |
| <b>Outpatient Visits</b>                      |         |                   |       |                  |       |                |       |                  |       |
| Non-Emergency Visits                          | 36,777  | 89,386            | 0.41  | 39,733           | 0.93  | 28,175         | 1.31  | 32,696           | 1.12  |
| Emergency Visits                              | 3,772   | 15,537            | 0.24  | 6,788            | 0.56  | 5,846          | 0.65  | 3,731            | 1.01  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                  |       |                |       |                  |       |
| Administrators                                | 11.0    | 17.1              | 0.64  | 10.6             | 1.04  | 4.9            | 2.24  | 11.9             | 0.93  |
| Nurses, Licensed                              | 40.4    | 180.9             | 0.22  | 83.9             | 0.48  | 45.2           | 0.89  | 42.6             | 0.95  |
| Ancillary Nursing Personnel                   | 5.7     | 35.0              | 0.16  | 17.6             | 0.32  | 10.2           | 0.56  | 5.8              | 0.98  |
| All Other Personnel                           | 128.6   | 419.6             | 0.31  | 215.9            | 0.60  | 117.7          | 1.09  | 131.4            | 0.98  |
| Total FTEs                                    | 185.7   | 652.6             | 0.28  | 328.1            | 0.57  | 178.0          | 1.04  | 191.7            | 0.97  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                  |       |                |       |                  |       |
| Administrators                                | 35.3    | 16.6              | 2.13  | 21.5             | 1.64  | 17.6           | 2.01  | 38.4             | 0.92  |
| Nurses, Licensed                              | 129.7   | 175.7             | 0.74  | 169.8            | 0.76  | 164.0          | 0.79  | 137.9            | 0.94  |
| Ancillary Nursing Personnel                   | 18.3    | 34.0              | 0.54  | 35.6             | 0.51  | 37.0           | 0.49  | 18.9             | 0.97  |
| All Other Personnel                           | 412.8   | 407.4             | 1.01  | 436.8            | 0.95  | 427.0          | 0.97  | 424.9            | 0.97  |
| Total FTEs                                    | 596.1   | 633.7             | 0.94  | 663.8            | 0.90  | 645.6          | 0.92  | 620.0            | 0.96  |

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,227  
 Inpatient Days 3,414

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 0  
 Discharges 8  
 Inpatient Days 54

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 83  
 Newborn Days 193

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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) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| <b>General Medical-Surgical</b>       |                   |                                  |                          |                      |                    |                           |                               |
| Adult Medical-Surgical, Acute         | 1                 | 19                               | 1,129                    | 3,181                | 45.9%              | 8.7                       | 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                                | 98                       | 252                  | 11.5%              | 0.7                       | 2.6                           |
| <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               | 0                | 11.0       | Radiological Services Personnel       | 3                | 7                | 5.4          |
| Physicians & Dentists                   | 0                | 0                | 0.0        | Respiratory Therapists                | 1                | 0                | 1.0          |
| Medical & Dental Residents              | 0                | 0                | 0.0        | Occupational Therapists               | 1                | 1                | 1.0          |
| Registered Nurses                       | 7                | 49               | 36.8       | 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                | 5                | 3.6        | Physical Therapy Assistants/Aides     | 2                | 0                | 2.0          |
| Ancillary Nursing Personnel             | 2                | 9                | 5.7        | Recreational Therapists               | 3                | 3                | 3.6          |
| Physician Assistants                    | 0                | 1                | 0.5        | Dietitians & Nutritionists            | 1                | 1                | 1.8          |
| Nurse Practitioners                     | 0                | 0                | 0.0        | Psychologists                         | 0                | 0                | 0.0          |
| Medical Records Personnel               | 18               | 12               | 24.7       | Social Workers                        | 1                | 0                | 1.0          |
| Pharmacy Personnel                      | 1                | 0                | 1.0        | All Other Health Professionals        | 20               | 9                | 24.0         |
| Clinical Laboratory Personnel           | 6                | 12               | 10.7       | All Other Personnel                   | 34               | 26               | 47.0         |
| Surgical Personnel                      | 0                | 3                | 2.4        |                                       |                  |                  |              |
|   |                  |                  |            | <b>Total</b>                          | <b>115</b>       | <b>139</b>       | <b>185.7</b> |

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Baldwin, WI 54002

| 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   |      |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |              |                   |          |               |         |              |         |                  |         |      |
| Medicare   | \$12,321,449 | 33.1%             | 41.4%    | 0.80          | 44.6%   | 0.74         | 40.9%   | 0.81             | 32.1%   | 1.03 |
| Medical Assistance                                       | \$4,014,797  | 10.8%             | 10.3%    | 1.05          | 8.7%    | 1.24         | 9.6%    | 1.12             | 10.9%   | 0.99 |
| Commercial   | \$19,871,782 | 53.4%             | 41.8%    | 1.28          | 40.5%   | 1.32         | 44.6%   | 1.20             | 54.2%   | 0.99 |
| All Other  | \$1,027,426  | 2.8%              | 6.5%     | 0.42          | 6.1%    | 0.45         | 4.9%    | 0.56             | 2.8%    | 0.99 |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |              |                   |          |               |         |              |         |                  |         |      |
| Medicare   | \$5,146,214  | 13.8%             | 25.6%    | 0.54          | 25.0%   | 0.55         | 17.1%   | 0.81             | 14.8%   | 0.93 |
| Medical Assistance                                       | \$2,033,756  | 5.5%              | 7.7%     | 0.71          | 6.3%    | 0.87         | 5.5%    | 0.99             | 5.5%    | 0.98 |
| Commercial   | \$5,294,342  | 14.2%             | 10.6%    | 1.34          | 6.5%    | 2.19         | 9.5%    | 1.50             | 14.7%   | 0.97 |
| Charity Care   | \$223,340    | 0.6%              | 1.6%     | 0.37          | 1.4%    | 0.43         | 0.9%    | 0.67             | 0.5%    | 1.27 |
| All Other  | \$0          | 0.0%              | 1.4%     | N/A           | 1.5%    | N/A          | 0.7%    | N/A              | 0.0%    | N/A  |
| Total Deductions   | \$12,697,652 | 34.1%             | 47.0%    | 0.73          | 40.6%   | 0.84         | 33.6%   | 1.01             | 35.6%   | 0.96 |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |              |                   |          |               |         |              |         |                  |         |      |
| Other Revenue as % of Total Revenue                      |              | 0.8%              | 4.5%     | 0.18          | 3.6%    | 0.22         | 3.4%    | 0.23             | 0.9%    | 0.84 |
| Net Gains/Losses as % of Net Income                      |              | 36.7%             | 20.7%    | 1.77          | 18.4%   | 2.00         | 15.2%   | 2.42             | 13.3%   | 2.77 |
| <b>Expenses as % of Total Expenses</b>                   |              |                   |          |               |         |              |         |                  |         |      |
| Salary/Fringe Benefits                                   | \$11,341,660 | 46.8%             | 47.5%    | 0.99          | 51.6%   | 0.91         | 50.5%   | 0.93             | 44.5%   | 1.05 |
| Supplies & Services                                      | \$9,627,786  | 39.7%             | 40.1%    | 0.99          | 37.5%   | 1.06         | 36.6%   | 1.09             | 41.0%   | 0.97 |
| Capital Component  | \$1,775,897  | 7.3%              | 9.0%     | 0.81          | 7.3%    | 1.00         | 8.4%    | 0.87             | 8.4%    | 0.87 |
| Bad Debt   | \$1,489,839  | 6.1%              | 3.5%     | 1.76          | 3.6%    | 1.71         | 4.6%    | 1.34             | 6.0%    | 1.02 |
| <b>Fiscal Statistics</b>                                 |              |                   |          |               |         |              |         |                  |         |      |
| Operating Margin (%)                                     |              | 2.0%              | 5.9%     | 0.34          | 9.5%    | 0.21         | 10.3%   | 0.20             | 5.8%    | 0.35 |
| Total Hospital Net Income (%)                            |              | 3.1%              | 7.3%     | 0.43          | 11.4%   | 0.28         | 11.9%   | 0.26             | 6.6%    | 0.47 |
| Return on Equity (%)                                     |              | 3.0%              | 6.1%     | 0.50          | 10.1%   | 0.30         | 9.4%    | 0.32             | 6.3%    | 0.48 |
| Current Ratio  |              | 3.7               | 3.0      | 1.22          | 3.2     | 1.15         | 4.7     | 0.78             | 3.6     | 1.02 |
| Days in Net Patient Accounts Receivable                  |              | 68.0              | 51.6     | 1.32          | 56.6    | 1.20         | 60.8    | 1.12             | 59.9    | 1.13 |
| Average Payment Period                                   |              | 37.6              | 51.3     | 0.73          | 46.1    | 0.81         | 45.1    | 0.83             | 36.8    | 1.02 |
| Equity Financing (%)                                     |              | 53.7%             | 60.2%    | 0.89          | 68.2%   | 0.79         | 58.0%   | 0.93             | 51.7%   | 1.04 |
| Long-Term Debt to Equity Ratio                           |              | 0.7               | 0.4      | 1.69          | 0.3     | 2.25         | 0.4     | 1.69             | 0.8     | 0.89 |
| Times Interest Earned                                    |              | 2.2               | 6.1      | 0.37          | 14.3    | 0.16         | 7.7     | 0.29             | 3.4     | 0.66 |
| Total Asset Turnover                                     |              | 1.0               | 0.8      | 1.19          | 0.9     | 1.06         | 0.8     | 1.19             | 0.9     | 1.01 |
| Average Age of Plant (Years)                             |              | 10.3              | 8.6      | 1.20          | 7.9     | 1.30         | 8.4     | 1.23             | 9.0     | 1.15 |
| Increase (Decrease) Total Net Patient Revenue            |              | 4.5%              | 6.2%     | 0.73          | 11.9%   | 0.38         | 13.3%   | 0.34             | 14.3%   | 0.32 |
| Outpatient Gross Revenue (% of Total GPR)                |              | 70.0%             | 48.0%    | 1.46          | 56.5%   | 1.24         | 69.0%   | 1.01             | 69.6%   | 1.01 |
| <b>Net Revenue Statistics</b>                            |              |                   |          |               |         |              |         |                  |         |      |
| Inpatient Net Revenue per Discharge                      | \$6,759      |                   | \$10,323 | 0.65          | \$8,061 | 0.84         | \$6,776 | 1.00             | \$6,277 | 1.08 |
| Inpatient Net Revenue per Day                            | \$2,407      |                   | \$2,382  | 1.01          | \$2,035 | 1.18         | \$2,010 | 1.20             | \$2,285 | 1.05 |
| Outpatient Net Revenue per Visit                         | \$399        |                   | \$450    | 0.89          | \$507   | 0.79         | \$442   | 0.90             | \$425   | 0.94 |

| Income Statement            |              | Assets                            |              | Liabilities & Fund Balances      |              |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$37,235,454 | Cash & Cash Equivalents           | \$2,645,764  | Current Liabilities              | \$2,402,247  |
| Less Deductions             | \$12,697,652 | Net Patient Receivables           | \$4,570,907  | Long-Term Debt                   | \$9,392,602  |
| Net Patient Revenue         | \$24,537,802 | Other Receivables                 | \$26,121     | Other Liabilities                | \$184,000    |
| Plus Other Revenue          | \$195,706    |                                   |              | Subtotal                         | \$11,978,849 |
| Total Revenue               | \$24,733,508 | Land, Buildings & Equipment (Net) | \$11,871,388 | Unrestricted Fund Balance        | \$13,909,786 |
| Less Expenses               | \$24,235,182 | Other Assets                      | \$6,774,455  | Restricted Fund Balance          | \$0          |
| Non-Operating Gains/Losses  | \$289,253    |                                   |              | Total Liabilities & Fund Balance | \$25,888,635 |
| Net Income                  | \$787,579    | Total Assets                      | \$25,888,635 |                                  |              |