

003 Appleton Medical Center
 1818 North Meade Street
 Appleton, WI 54911
 920-731-4101

Fiscal Year: 01/01 to 12/31
 Type: **GMS**
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2007	All GSM Hospitals		Analysis Area 3		Volume Group 6		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	66.9%	60.0%	1.11	50.5%	1.33	61.4%	1.09	69.5%	0.96
Obstetrics	36.1%	42.5%	0.85	39.0%	0.92	42.2%	0.86	32.2%	1.12
Pediatrics	0.0%	55.1%	N/A	20.3%	N/A	82.3%	N/A	0.0%	N/A
Total Hospital	64.5%	57.1%	1.13	50.2%	1.28	57.5%	1.12	64.4%	1.00
Average Census (Patients)									
Adult Medical-Surgical	76.3	32.2	2.37	24.3	3.14	49.4	1.54	73.7	1.03
Obstetrics	7.2	5.5	1.30	5.5	1.31	8.6	0.84	6.4	1.12
Pediatrics	0.0	2.3	N/A	0.5	N/A	9.9	N/A	0.0	N/A
Total Hospital	96.7	53.3	1.82	42.6	2.27	103.2	0.94	91.4	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.7	0.99	3.6	1.03	3.8	0.97	3.7	0.99
Obstetrics	2.2	2.3	0.93	2.4	0.90	2.5	0.87	2.2	0.99
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	4.0	4.2	0.96	4.0	1.00	4.3	0.93	4.1	0.99
Surgical Operations									
Inpatient	4,067	1,939	2.10	1,328	3.06	3,476	1.17	3,793	1.07
Outpatient	16,961	4,175	4.06	4,690	3.62	7,518	2.26	17,582	0.96
Inpatient as % of All Surgeries	19.3%	31.7%	0.61	22.1%	0.88	31.6%	0.61	17.7%	1.09
Outpatient Visits									
Non-Emergency Visits	101,012	90,979	1.11	64,388	1.57	187,282	0.54	99,113	1.02
Emergency Visits	27,026	15,916	1.70	13,618	1.98	28,547	0.95	26,265	1.03
Full-Time Equivalents (FTEs)									
Administrators	51.7	16.4	3.15	20.7	2.50	30.3	1.71	51.5	1.00
Nurses, Licensed	387.0	187.1	2.07	166.1	2.33	354.1	1.09	352.5	1.10
Ancillary Nursing Personnel	56.3	37.2	1.51	26.3	2.14	68.4	0.82	50.7	1.11
All Other Personnel	648.0	437.1	1.48	312.8	2.07	799.4	0.81	636.7	1.02
Total FTEs	1,143.0	677.8	1.69	525.9	2.17	1,252.3	0.91	1,091.4	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.2	15.7	1.67	14.7	1.79	15.9	1.65	27.6	0.95
Nurses, Licensed	196.0	179.0	1.10	117.8	1.66	186.0	1.05	189.3	1.04
Ancillary Nursing Personnel	28.5	35.6	0.80	18.7	1.53	35.9	0.79	27.2	1.05
All Other Personnel	328.3	418.1	0.79	221.9	1.48	419.8	0.78	341.9	0.96
Total FTEs	579.0	648.4	0.89	373.0	1.55	657.6	0.88	586.0	0.99

Total Hospital:
 Beds Set Up & Staffed 150
 Discharges 8,752
 Inpatient Days 35,298

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

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

Newborn Nursery:
 Bassinets 19
 Total Births 1,166
 Newborn Days 2,480

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2007	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	114	7,612	27,843	66.9%	76.3	3.7
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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	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	20	1,202	2,632	36.1%	7.2	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	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	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	16	1,264	4,322	74.0%	11.8	3.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	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	50	1	51.7	Radiological Services Personnel	35	39	55.5
Physicians & Dentists	8	1	8.0	Respiratory Therapists	11	10	16.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	5	3.7
Registered Nurses	179	253	340.4	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	7	13.2
Licensed Practical Nurses	24	49	45.4	Physical Therapy Assistants/Aides	2	6	5.8
Ancillary Nursing Personnel	24	80	56.3	Recreational Therapists	1	2	2.3
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	10	6.0
Nurse Practitioners	0	2	1.3	Psychologists	0	0	0.0
Medical Records Personnel	29	19	41.6	Social Workers	1	6	3.7
Pharmacy Personnel	29	5	31.2	All Other Health Professionals	52	45	68.3
Clinical Laboratory Personnel	44	33	70.3	All Other Personnel	182	205	284.2
Surgical Personnel	27	19	37.7	Total	709	798	1,143.0

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$151,978,719	46.3%	41.3%	1.12	42.2%	1.10	37.5%	1.23	46.4%	1.00
Medical Assistance	\$12,909,157	3.9%	10.5%	0.37	6.9%	0.57	13.5%	0.29	3.7%	1.06
Commercial	\$155,907,982	47.5%	41.4%	1.15	45.6%	1.04	42.9%	1.11	48.0%	0.99
All Other	\$7,723,267	2.4%	6.6%	0.36	5.3%	0.45	6.1%	0.39	1.9%	1.25
Deductions as % of Total Gross Patient Revenue										
Medicare	\$88,018,460	26.8%	25.8%	1.04	24.8%	1.08	23.9%	1.12	25.9%	1.03
Medical Assistance	\$10,379,099	3.2%	7.9%	0.40	5.4%	0.59	10.2%	0.31	2.9%	1.10
Commercial	\$42,781,191	13.0%	11.0%	1.19	12.4%	1.05	11.2%	1.16	12.8%	1.01
Charity Care	\$3,163,200	1.0%	1.6%	0.61	1.5%	0.62	1.4%	0.68	1.0%	0.99
All Other	\$139,073	0.0%	1.6%	0.03	0.6%	0.07	1.3%	0.03	0.0%	2.61
Total Deductions	\$144,481,023	44.0%	48.1%	0.91	44.7%	0.98	48.3%	0.91	42.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.4%	4.7%	0.30	2.7%	0.51	7.9%	0.18	1.4%	0.99
Net Gains/Losses as % of Net Income		22.7%	25.2%	0.90	43.3%	0.52	21.3%	1.07	6.4%	3.53
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$78,640,950	46.7%	47.6%	0.98	47.0%	0.99	46.3%	1.01	46.4%	1.01
Supplies & Services	\$69,622,572	41.4%	40.1%	1.03	38.8%	1.06	41.8%	0.99	40.2%	1.03
Capital Component	\$16,720,761	9.9%	8.8%	1.13	10.6%	0.93	8.7%	1.14	10.7%	0.93
Bad Debt	\$3,369,326	2.0%	3.6%	0.55	3.6%	0.56	3.2%	0.63	2.7%	0.75
Fiscal Statistics										
Operating Margin (%)		9.8%	7.0%	1.40	4.3%	2.29	8.1%	1.21	11.1%	0.89
Total Hospital Net Income (%)		12.3%	9.2%	1.35	7.3%	1.68	10.1%	1.22	11.7%	1.05
Return on Equity (%)		15.9%	7.4%	2.16	5.9%	2.72	7.8%	2.03	14.4%	1.11
Current Ratio		9.5	3.1	3.01	2.8	3.42	3.3	2.83	10.4	0.91
Days in Net Patient Accounts Receivable		44.0	52.5	0.84	52.6	0.84	54.8	0.80	42.8	1.03
Average Payment Period		16.7	50.4	0.33	58.7	0.28	48.1	0.35	16.2	1.03
Equity Financing (%)		68.1%	60.8%	1.12	56.0%	1.21	60.9%	1.12	60.1%	1.13
Long-Term Debt to Equity Ratio		0.4	0.4	1.00	0.5	0.87	0.4	0.96	0.6	0.67
Times Interest Earned		7.5	7.3	1.02	4.2	1.80	7.4	1.01	6.3	1.19
Total Asset Turnover		1.3	0.8	1.60	0.8	1.62	0.8	1.65	1.2	1.03
Average Age of Plant (Years)		7.9	9.2	0.86	8.7	0.91	9.0	0.88	7.6	1.05
Increase (Decrease) Total Net Patient Revenue		7.9%	7.5%	1.05	9.5%	0.83	6.8%	1.16	9.1%	0.87
Outpatient Gross Revenue (% of Total GPR)		51.0%	49.0%	1.04	57.6%	0.88	45.8%	1.11	50.9%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,180		\$11,671	0.87	\$8,852	1.15	\$12,402	0.82	\$10,052	1.01
Inpatient Net Revenue per Day	\$2,524		\$2,752	0.92	\$2,166	1.17	\$2,855	0.88	\$2,478	1.02
Outpatient Net Revenue per Visit	\$742		\$516	1.44	\$569	1.30	\$433	1.71	\$702	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$328,519,125	Cash & Cash Equivalents	\$45,162,300	Current Liabilities	\$7,172,931
Less Deductions	\$144,481,023	Net Patient Receivables	\$22,181,607	Long-Term Debt	\$40,169,000
Net Patient Revenue	\$184,038,102	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$2,596,197			Subtotal	\$47,341,931
Total Revenue	\$186,634,299	Land, Buildings & Equipment (Net)	\$80,523,485	Unrestricted Fund Balance	\$101,042,755
Less Expenses	\$168,353,609	Other Assets	\$517,295	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,360,909	Total Assets	\$148,384,687	Total Liabilities & Fund Balance	\$148,384,686
Net Income	\$23,641,599				