

007 Baldwin Area Medical Center
 730 10th Avenue
 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 2007	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.8%	60.0%	0.71	50.5%	0.85	51.1%	0.84	45.9%	0.93
Obstetrics	16.1%	42.5%	0.38	32.1%	0.50	25.6%	0.63	11.5%	1.40
Pediatrics	0.0%	55.1%	N/A	11.1%	N/A	15.1%	N/A	0.0%	N/A
Total Hospital	36.5%	57.1%	0.64	49.5%	0.74	46.4%	0.79	37.4%	0.98
Average Census (Patients)									
Adult Medical-Surgical	8.1	32.2	0.25	7.0	1.17	7.7	1.05	8.7	0.93
Obstetrics	1.0	5.5	0.17	2.2	0.44	1.1	0.89	0.7	1.40
Pediatrics	0.0	2.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	9.1	53.3	0.17	22.0	0.42	10.0	0.91	9.4	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.7	0.74	3.4	0.80	3.2	0.86	2.8	0.97
Obstetrics	2.3	2.3	0.98	2.3	0.99	2.3	0.99	2.6	0.90
Pediatrics	0.0	2.2	N/A	1.5	N/A	1.7	N/A	0.0	N/A
Total Hospital	2.7	4.2	0.64	3.8	0.71	3.2	0.83	2.8	0.97
Surgical Operations									
Inpatient	203	1,939	0.10	592	0.34	278	0.73	223	0.91
Outpatient	493	4,175	0.12	1,691	0.29	1,143	0.43	550	0.90
Inpatient as % of All Surgeries	29.2%	31.7%	0.92	25.9%	1.12	19.6%	1.49	28.8%	1.01
Outpatient Visits									
Non-Emergency Visits	32,450	90,979	0.36	44,604	0.73	36,962	0.88	36,777	0.88
Emergency Visits	3,918	15,916	0.25	7,309	0.54	7,769	0.50	3,772	1.04
Full-Time Equivalents (FTEs)									
Administrators	11.0	16.4	0.67	11.4	0.97	5.0	2.19	11.0	1.00
Nurses, Licensed	45.0	187.1	0.24	89.8	0.50	54.1	0.83	40.4	1.11
Ancillary Nursing Personnel	5.9	37.2	0.16	18.9	0.31	12.7	0.46	5.7	1.03
All Other Personnel	126.3	437.1	0.29	218.5	0.58	149.0	0.85	128.6	0.98
Total FTEs	188.2	677.8	0.28	338.6	0.56	220.8	0.85	185.7	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	36.0	15.7	2.29	22.5	1.60	15.0	2.39	35.3	1.02
Nurses, Licensed	147.2	179.0	0.82	176.9	0.83	162.1	0.91	129.7	1.13
Ancillary Nursing Personnel	19.3	35.6	0.54	37.2	0.52	38.2	0.50	18.3	1.05
All Other Personnel	413.3	418.1	0.99	430.6	0.96	446.3	0.93	412.8	1.00
Total FTEs	615.7	648.4	0.95	667.3	0.92	661.7	0.93	596.1	1.03

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,236
 Inpatient Days 3,330

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 0
 Discharges 18
 Inpatient Days 105

Newborn Nursery:
 Bassinets 6
 Total Births 117
 Newborn Days 262

007 Baldwin Area Medical Center
Baldwin, WI 54002

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2007	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	1,083	2,967	42.8%	8.1	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	153	353	16.1%	1.0	2.3
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	0	11.0	Radiological Services Personnel	6	7	8.7
Physicians & Dentists	0	0	0.0	Respiratory Therapists	1	1	1.2
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	1	1.0
Registered Nurses	6	53	41.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	1	7	3.4	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	2	9	5.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.8	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	16	11	22.7	Social Workers	1	0	1.0
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	18	9	21.8
Clinical Laboratory Personnel	6	11	10.8	All Other Personnel	36	28	51.4
Surgical Personnel	1	1	1.9	Total	111	139	188.2

007 Baldwin Area Medical Center

Baldwin, WI 54002

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	\$12,545,420	35.6%	41.3%	0.86	43.9%	0.81	42.6%	0.83	33.1%	1.07
Medical Assistance	\$3,631,356	10.3%	10.5%	0.98	9.3%	1.11	10.3%	1.00	10.8%	0.95
Commercial	\$17,010,826	48.2%	41.4%	1.16	40.7%	1.19	41.4%	1.16	53.4%	0.90
All Other	\$2,098,483	5.9%	6.6%	0.90	6.1%	0.97	5.7%	1.04	2.8%	2.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,607,562	13.1%	25.8%	0.51	24.3%	0.54	18.6%	0.70	13.8%	0.94
Medical Assistance	\$1,989,905	5.6%	7.9%	0.71	6.8%	0.83	6.3%	0.89	5.5%	1.03
Commercial	\$4,093,765	11.6%	11.0%	1.06	6.4%	1.80	7.9%	1.48	14.2%	0.82
Charity Care	\$228,948	0.6%	1.6%	0.41	1.6%	0.40	1.3%	0.52	0.6%	1.08
All Other	\$0	0.0%	1.6%	N/A	1.4%	N/A	0.6%	N/A	0.0%	N/A
Total Deductions	\$10,920,181	30.9%	48.1%	0.64	40.6%	0.76	35.0%	0.88	34.1%	0.91
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.7%	4.7%	0.15		3.3%	0.20	4.3%	0.16	0.8%	0.87
Net Gains/Losses as % of Net Income	N/A	25.2%	N/A		23.8%	N/A	26.4%	N/A	36.7%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,062,712	47.5%	47.6%	1.00	51.8%	0.92	51.9%	0.91	46.8%	1.01
Supplies & Services	\$9,855,322	38.8%	40.1%	0.97	37.4%	1.04	34.6%	1.12	39.7%	0.98
Capital Component	\$1,709,896	6.7%	8.8%	0.77	7.4%	0.91	9.0%	0.75	7.3%	0.92
Bad Debt	\$1,793,599	7.1%	3.6%	1.95	3.3%	2.13	4.5%	1.57	6.1%	1.15
Fiscal Statistics										
Operating Margin (%)	-3.6%	7.0%	N/A		9.6%	N/A	6.5%	N/A	2.0%	N/A
Total Hospital Net Income (%)	-2.2%	9.2%	N/A		12.2%	N/A	8.7%	N/A	3.1%	N/A
Return on Equity (%)	0.0%	7.4%	N/A		11.0%	N/A	6.8%	N/A	3.0%	0.00
Current Ratio	3.6	3.1	1.16		2.5	1.44	2.8	1.29	3.7	0.99
Days in Net Patient Accounts Receivable	69.4	52.5	1.32		56.4	1.23	60.6	1.14	68.0	1.02
Average Payment Period	34.5	50.4	0.69		46.0	0.75	54.5	0.63	37.6	0.92
Equity Financing (%)	54.1%	60.8%	0.89		71.7%	0.76	55.1%	0.98	53.7%	1.01
Long-Term Debt to Equity Ratio	0.7	0.4	1.67		0.3	2.37	0.6	1.11	0.7	0.98
Times Interest Earned	0.1	7.3	0.01		17.4	0.01	6.1	0.02	2.2	0.05
Total Asset Turnover	1.0	0.8	1.24		0.9	1.12	0.8	1.28	1.0	1.02
Average Age of Plant (Years)	10.8	9.2	1.17		7.8	1.38	8.3	1.29	10.3	1.04
Increase (Decrease) Total Net Patient Revenue	-0.7%	7.5%	N/A		10.0%	N/A	11.5%	N/A	4.5%	N/A
Outpatient Gross Revenue (% of Total GPR)	70.2%	49.0%	1.43		56.7%	1.24	70.0%	1.00	70.0%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,081	\$11,671	0.61		\$8,917	0.79	\$8,250	0.86	\$6,759	1.05
Inpatient Net Revenue per Day	\$2,585	\$2,752	0.94		\$2,214	1.17	\$2,258	1.14	\$2,407	1.07
Outpatient Net Revenue per Visit	\$426	\$516	0.82		\$518	0.82	\$491	0.87	\$399	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,286,085	Cash & Cash Equivalents	\$1,849,535	Current Liabilities	\$2,316,198
Less Deductions	\$10,920,181	Net Patient Receivables	\$4,632,398	Long-Term Debt	\$9,029,894
Net Patient Revenue	\$24,365,904	Other Receivables	\$16,319	Other Liabilities	\$179,270
Plus Other Revenue	\$168,008			Subtotal	\$11,525,362
Total Revenue	\$24,533,912	Land, Buildings & Equipment (Net)	\$11,590,572	Unrestricted Fund Balance	\$13,583,148
Less Expenses	\$25,421,529	Other Assets	\$7,019,686	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$341,977	Total Assets	\$25,108,510	Total Liabilities & Fund Balance	\$25,108,510
Net Income	-\$545,640				