

**019 Calumet Medical Center**  
 614 Memorial Drive  
 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: **1**

Selected Utilization Statistics	FY 2007	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	27.5%	60.0%	0.46	50.5%	0.54	17.2%	1.60	25.1%	1.10
Obstetrics	0.0%	42.5%	N/A	39.0%	N/A	16.0%	N/A	0.0%	N/A
Pediatrics	0.0%	55.1%	N/A	20.3%	N/A	21.4%	N/A	0.0%	N/A
Total Hospital	27.6%	57.1%	0.48	50.2%	0.55	19.2%	1.43	25.2%	1.09
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.1	32.2	0.13	24.3	0.17	3.0	1.38	3.8	1.10
Obstetrics	0.0	5.5	N/A	5.5	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	2.3	N/A	0.5	N/A	0.9	N/A	0.0	N/A
Total Hospital	4.1	53.3	0.08	42.6	0.10	4.0	1.04	3.8	1.09
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.7	0.86	3.6	0.89	2.9	1.10	3.2	0.97
Obstetrics	0.0	2.3	N/A	2.4	N/A	2.4	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	1.5	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.2	4.2	0.76	4.0	0.79	3.3	0.96	3.3	0.97
<b>Surgical Operations</b>									
Inpatient	71	1,939	0.04	1,328	0.05	68	1.05	95	0.75
Outpatient	414	4,175	0.10	4,690	0.09	613	0.68	675	0.61
Inpatient as % of All Surgeries	14.6%	31.7%	0.46	22.1%	0.66	10.0%	1.47	12.3%	1.19
<b>Outpatient Visits</b>									
Non-Emergency Visits	85,977	90,979	0.95	64,388	1.34	14,049	6.12	96,444	0.89
Emergency Visits	5,571	15,916	0.35	13,618	0.41	2,079	2.68	5,748	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.5	16.4	0.21	20.7	0.17	3.4	1.04	3.0	1.18
Nurses, Licensed	29.3	187.1	0.16	166.1	0.18	23.8	1.23	25.6	1.14
Ancillary Nursing Personnel	7.0	37.2	0.19	26.3	0.27	7.3	0.96	9.2	0.76
All Other Personnel	103.0	437.1	0.24	312.8	0.33	55.3	1.86	98.3	1.05
Total FTEs	142.8	677.8	0.21	525.9	0.27	89.8	1.59	136.2	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	20.4	15.7	1.30	14.7	1.39	29.9	0.68	17.4	1.17
Nurses, Licensed	169.6	179.0	0.95	117.8	1.44	208.8	0.81	148.6	1.14
Ancillary Nursing Personnel	40.6	35.6	1.14	18.7	2.17	64.0	0.63	53.4	0.76
All Other Personnel	596.8	418.1	1.43	221.9	2.69	484.5	1.23	570.2	1.05
Total FTEs	827.5	648.4	1.28	373.0	2.22	787.1	1.05	789.7	1.05

**Total Hospital:**  
 Beds Set Up & Staffed 15  
 Discharges 476  
 Inpatient Days 1,509

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 143  
 Inpatient Days 1,159

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2007	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	15	476	1,505	27.5%	4.1	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<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	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
<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	3	1	3.5	Radiological Services Personnel	7	4	9.4
Physicians & Dentists	0	0	0.0	Respiratory Therapists	1	3	1.9
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	5	30	26.0	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	6	3.3	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	2	7	7.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	10	6.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	3	2	4.4	Social Workers	0	1	0.5
Pharmacy Personnel	1	1	1.0	All Other Health Professionals	5	10	5.0
Clinical Laboratory Personnel	6	4	9.9	All Other Personnel	40	25	54.1
Surgical Personnel	1	2	2.5	<b>Total</b>	<b>85</b>	<b>106</b>	<b>142.8</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$12,256,626	60.1%	41.3%	1.45	42.2%	1.42	41.6%	1.44	60.9%	0.99
Medical Assistance	\$971,714	4.8%	10.5%	0.45	6.9%	0.69	10.7%	0.45	3.6%	1.32
Commercial	\$6,471,513	31.7%	41.4%	0.77	45.6%	0.70	42.5%	0.75	31.7%	1.00
All Other	\$704,337	3.5%	6.6%	0.52	5.3%	0.66	5.2%	0.66	3.8%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,846,138	23.8%	25.8%	0.92	24.8%	0.96	17.9%	1.33	23.7%	1.00
Medical Assistance	\$790,832	3.9%	7.9%	0.49	5.4%	0.72	5.9%	0.65	2.5%	1.54
Commercial	\$967,369	4.7%	11.0%	0.43	12.4%	0.38	7.8%	0.61	4.3%	1.10
Charity Care	\$102,751	0.5%	1.6%	0.32	1.5%	0.33	0.6%	0.80	1.4%	0.35
All Other	\$0	0.0%	1.6%	N/A	0.6%	N/A	0.8%	N/A	0.0%	N/A
Total Deductions	\$6,707,090	32.9%	48.1%	0.68	44.7%	0.73	33.0%	1.00	32.0%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.2%	4.7%	1.11	2.7%	1.93	3.3%	1.61	5.8%	0.90
Net Gains/Losses as % of Net Income		0.0%	25.2%	N/A	43.3%	N/A	2.5%	N/A	40.5%	0.00
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,317,390	59.2%	47.6%	1.24	47.0%	1.26	51.0%	1.16	59.5%	0.99
Supplies & Services	\$4,250,414	30.3%	40.1%	0.76	38.8%	0.78	37.5%	0.81	30.1%	1.00
Capital Component	\$1,004,235	7.1%	8.8%	0.82	10.6%	0.67	7.9%	0.91	7.2%	0.99
Bad Debt	\$474,600	3.4%	3.6%	0.94	3.6%	0.95	3.6%	0.93	3.1%	1.10
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.8%	7.0%	0.40	4.3%	0.66	8.6%	0.32	3.2%	0.89
Total Hospital Net Income (%)		2.8%	9.2%	0.31	7.3%	0.38	8.8%	0.32	5.2%	0.54
Return on Equity (%)		2.2%	7.4%	0.30	5.9%	0.37	13.5%	0.16	4.7%	0.47
Current Ratio		3.5	3.1	1.10	2.8	1.25	2.1	1.69	4.5	0.77
Days in Net Patient Accounts Receivable		61.2	52.5	1.17	52.6	1.16	62.9	0.97	50.1	1.22
Average Payment Period		59.4	50.4	1.18	58.7	1.01	55.5	1.07	35.0	1.70
Equity Financing (%)		87.0%	60.8%	1.43	56.0%	1.55	46.4%	1.88	90.9%	0.96
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.5	N/A	0.7	N/A	0.0	N/A
Times Interest Earned		0.0	7.3	N/A	4.2	N/A	9.0	N/A	0.0	N/A
Total Asset Turnover		0.8	0.8	0.99	0.8	1.00	1.5	0.51	0.9	0.89
Average Age of Plant (Years)		15.1	9.2	1.65	8.7	1.74	11.4	1.33	16.6	0.91
Increase (Decrease) Total Net Patient Revenue		3.5%	7.5%	0.47	9.5%	0.37	6.4%	0.55	-3.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.0%	49.0%	1.55	57.6%	1.32	65.3%	1.16	78.1%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,914		\$11,671	0.51	\$8,852	0.67	\$9,237	0.64	\$5,910	1.00
Inpatient Net Revenue per Day	\$1,350		\$2,752	0.49	\$2,166	0.62	\$1,957	0.69	\$1,429	0.94
Outpatient Net Revenue per Visit	\$109		\$516	0.21	\$569	0.19	\$480	0.23	\$97	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$20,404,190	Cash & Cash Equivalents	\$5,049,694	Current Liabilities	\$2,157,779
Less Deductions	\$6,707,090	Net Patient Receivables	\$2,297,913	Long-Term Debt	\$0
Net Patient Revenue	\$13,697,100	Other Receivables	\$77,144	Other Liabilities	\$243,159
Plus Other Revenue	\$754,820			Subtotal	\$2,400,938
Total Revenue	\$14,451,921	Land, Buildings & Equipment (Net)	\$6,115,895	Unrestricted Fund Balance	\$16,135,797
Less Expenses	\$14,046,639	Other Assets	\$4,996,089	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$18,536,735	Total Liabilities & Fund Balance	\$18,536,735
Net Income	\$405,282				