

**094 New London Family Medical Center**  
 1405 Mill Street, PO Box 307  
 New London, WI 54961  
 920-982-5330

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Outagamie  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 4

Selected Utilization Statistics	FY 2007	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	29.4%	60.0%	0.49	50.5%	0.58	51.2%	0.57	27.0%	1.09
Obstetrics	26.0%	42.5%	0.61	39.0%	0.67	33.6%	0.77	21.2%	1.23
Pediatrics	0.0%	55.1%	N/A	20.3%	N/A	5.1%	N/A	0.0%	N/A
Total Hospital	24.6%	57.1%	0.43	50.2%	0.49	47.6%	0.52	23.0%	1.07
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.2	32.2	0.19	24.3	0.25	14.5	0.42	5.7	1.09
Obstetrics	1.0	5.5	0.19	5.5	0.19	2.1	0.51	0.8	1.23
Pediatrics	0.0	2.3	N/A	0.5	N/A	0.0	N/A	0.1	0.00
Total Hospital	6.1	53.3	0.12	42.6	0.14	20.8	0.30	5.7	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.4	3.7	0.66	3.6	0.68	3.3	0.73	1.4	1.68
Obstetrics	2.3	2.3	0.99	2.4	0.96	2.1	1.08	2.2	1.07
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.0	N/A	2.0	0.00
Total Hospital	1.9	4.2	0.45	4.0	0.47	3.3	0.57	1.8	1.02
<b>Surgical Operations</b>									
Inpatient	176	1,939	0.09	1,328	0.13	693	0.25	248	0.71
Outpatient	1,311	4,175	0.31	4,690	0.28	2,615	0.50	2,280	0.58
Inpatient as % of All Surgeries	11.8%	31.7%	0.37	22.1%	0.54	20.9%	0.57	9.8%	1.21
<b>Outpatient Visits</b>									
Non-Emergency Visits	32,785	90,979	0.36	64,388	0.51	45,937	0.71	30,967	1.06
Emergency Visits	9,088	15,916	0.57	13,618	0.67	11,035	0.82	8,927	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.0	16.4	0.55	20.7	0.44	12.7	0.71	9.0	1.00
Nurses, Licensed	36.6	187.1	0.20	166.1	0.22	83.1	0.44	36.5	1.00
Ancillary Nursing Personnel	15.2	37.2	0.41	26.3	0.58	16.9	0.90	14.4	1.06
All Other Personnel	103.1	437.1	0.24	312.8	0.33	225.2	0.46	110.2	0.94
Total FTEs	163.8	677.8	0.24	525.9	0.31	337.8	0.48	170.0	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	34.6	15.7	2.20	14.7	2.36	23.3	1.48	37.9	0.91
Nurses, Licensed	140.5	179.0	0.79	117.8	1.19	152.4	0.92	153.7	0.91
Ancillary Nursing Personnel	58.3	35.6	1.64	18.7	3.12	31.0	1.88	60.4	0.96
All Other Personnel	396.2	418.1	0.95	221.9	1.79	413.0	0.96	463.9	0.85
Total FTEs	629.6	648.4	0.97	373.0	1.69	619.5	1.02	715.9	0.88

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,187  
 Inpatient Days 2,244

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 8  
 Discharges 77  
 Inpatient Days 613

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 160  
 Newborn Days 346

**094 New London Family Medical Center**  
New London, WI 54961

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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	21	930	2,254	29.4%	6.2	2.4
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	3	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	4	164	380	26.0%	1.0	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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	9	0	9.0	Radiological Services Personnel	6	14	11.7
Physicians & Dentists	5	0	5.0	Respiratory Therapists	0	2	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	0	2.5
Registered Nurses	8	43	33.2	Occupational Therapy Assistants/Aides	0	3	1.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	4.1
Licensed Practical Nurses	1	6	3.4	Physical Therapy Assistants/Aides	2	1	2.6
Ancillary Nursing Personnel	2	25	15.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	4	6	7.8	Social Workers	0	0	0.0
Pharmacy Personnel	0	3	2.1	All Other Health Professionals	11	27	16.1
Clinical Laboratory Personnel	3	7	6.5	All Other Personnel	21	38	40.1
Surgical Personnel	0	5	3.6	<b>Total</b>	<b>75</b>	<b>182</b>	<b>163.8</b>

**094 New London Family Medical Center**

New London, WI 54961

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	\$17,837,183	41.5%	41.3%	1.00	42.2%	0.98	44.5%	0.93	43.4%	0.96
Medical Assistance	\$3,789,487	8.8%	10.5%	0.84	6.9%	1.27	8.7%	1.01	8.4%	1.06
Commercial	\$19,037,210	44.3%	41.4%	1.07	45.6%	0.97	40.2%	1.10	38.4%	1.16
All Other	\$2,289,877	5.3%	6.6%	0.81	5.3%	1.01	6.5%	0.82	9.8%	0.54
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,684,311	15.6%	25.8%	0.60	24.8%	0.63	26.6%	0.58	20.8%	0.75
Medical Assistance	\$2,981,520	6.9%	7.9%	0.87	5.4%	1.29	6.7%	1.04	5.8%	1.20
Commercial	\$4,149,926	9.7%	11.0%	0.88	12.4%	0.78	9.4%	1.03	7.7%	1.26
Charity Care	\$288,338	0.7%	1.6%	0.42	1.5%	0.43	1.3%	0.52	0.4%	1.66
All Other	\$101,414	0.2%	1.6%	0.15	0.6%	0.39	0.9%	0.25	0.2%	1.14
Total Deductions	\$14,205,509	33.1%	48.1%	0.69	44.7%	0.74	45.3%	0.73	34.8%	0.95
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.6%	4.7%	0.33	2.7%	0.58	5.3%	0.30	1.8%	0.87	
Net Gains/Losses as % of Net Income	17.0%	25.2%	0.67	43.3%	0.39	36.2%	0.47	16.0%	1.06	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$12,259,573	54.5%	47.6%	1.15	47.0%	1.16	50.7%	1.07	51.8%	1.05
Supplies & Services	\$7,092,778	31.5%	40.1%	0.79	38.8%	0.81	34.8%	0.91	34.6%	0.91
Capital Component	\$1,597,609	7.1%	8.8%	0.81	10.6%	0.67	10.0%	0.71	7.8%	0.91
Bad Debt	\$1,557,899	6.9%	3.6%	1.92	3.6%	1.94	4.4%	1.57	5.8%	1.19
<b>Fiscal Statistics</b>										
Operating Margin (%)	22.9%	7.0%	3.27	4.3%	5.36	4.1%	5.54	16.7%	1.38	
Total Hospital Net Income (%)	26.4%	9.2%	2.88	7.3%	3.61	6.3%	4.16	19.2%	1.37	
Return on Equity (%)	18.8%	7.4%	2.55	5.9%	3.21	4.6%	4.13	13.5%	1.40	
Current Ratio	4.8	3.1	1.52	2.8	1.73	3.3	1.44	2.3	2.08	
Days in Net Patient Accounts Receivable	46.1	52.5	0.88	52.6	0.88	53.5	0.86	59.4	0.78	
Average Payment Period	35.0	50.4	0.70	58.7	0.60	59.4	0.59	68.4	0.51	
Equity Financing (%)	83.2%	60.8%	1.37	56.0%	1.48	58.2%	1.43	75.1%	1.11	
Long-Term Debt to Equity Ratio	0.1	0.4	0.36	0.5	0.32	0.5	0.27	0.2	0.73	
Times Interest Earned	27.1	7.3	3.71	4.2	6.51	3.5	7.74	16.3	1.66	
Total Asset Turnover	0.7	0.8	0.86	0.8	0.88	0.7	0.97	0.7	1.00	
Average Age of Plant (Years)	8.6	9.2	0.94	8.7	0.99	8.4	1.03	7.9	1.09	
Increase (Decrease) Total Net Patient Revenue	18.1%	7.5%	2.42	9.5%	1.91	9.0%	2.00	19.6%	0.92	
Outpatient Gross Revenue (% of Total GPR)	76.4%	49.0%	1.56	57.6%	1.32	61.9%	1.23	75.8%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,979	\$11,671	0.60	\$8,852	0.79	\$8,855	0.79	\$4,163	1.68	
Inpatient Net Revenue per Day	\$2,924	\$2,752	1.06	\$2,166	1.35	\$2,634	1.11	\$1,593	1.84	
Outpatient Net Revenue per Visit	\$471	\$516	0.91	\$569	0.83	\$608	0.78	\$477	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,953,757	Cash & Cash Equivalents	\$5,142,560	Current Liabilities	\$2,041,879
Less Deductions	\$14,205,509	Net Patient Receivables	\$3,628,068	Long-Term Debt	\$5,180,339
Net Patient Revenue	\$28,748,248	Other Receivables	\$1,002,436	Other Liabilities	\$0
Plus Other Revenue	\$459,307			Subtotal	\$7,222,218
Total Revenue	\$29,207,555	Land, Buildings & Equipment (Net)	\$14,087,118	Unrestricted Fund Balance	\$35,683,872
Less Expenses	\$22,507,859	Other Assets	\$19,045,908	Restricted Fund Balance	\$79,890
Non-Operating Gains/Losses	\$1,372,763			Total Liabilities & Fund Balance	\$42,906,090
Net Income	\$8,072,459	Total Assets	\$42,906,090		