

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: **7**

Selected Utilization Statistics	FY 2008	All GSM Hospitals		Analysis Area 3		Volume Group 7		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	69.9%	60.5%	1.16	51.0%	1.37	73.2%	0.95	66.9%	1.04
Obstetrics	35.7%	42.5%	0.84	36.3%	0.98	53.3%	0.67	36.1%	0.99
Pediatrics	0.0%	57.0%	N/A	19.2%	N/A	47.6%	N/A	0.0%	N/A
Total Hospital	70.9%	58.4%	1.21	51.7%	1.37	68.4%	1.04	64.5%	1.10
Average Census (Patients)									
Adult Medical-Surgical	79.7	31.3	2.54	24.3	3.28	113.8	0.70	76.3	1.04
Obstetrics	7.1	5.7	1.25	5.4	1.33	17.6	0.41	7.2	0.99
Pediatrics	0.0	2.4	N/A	0.4	N/A	4.5	N/A	0.0	N/A
Total Hospital	106.3	54.6	1.95	44.1	2.41	211.5	0.50	96.7	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.7	0.96	3.4	1.05	3.9	0.91	3.7	0.97
Obstetrics	2.2	2.4	0.91	2.4	0.90	2.3	0.92	2.2	0.99
Pediatrics	0.0	2.2	N/A	1.6	N/A	3.0	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.87	3.9	0.95	4.7	0.79	4.0	0.92
Surgical Operations									
Inpatient	4,146	1,970	2.10	1,302	3.18	7,562	0.55	4,067	1.02
Outpatient	16,208	4,151	3.90	4,873	3.33	13,160	1.23	16,961	0.96
Inpatient as % of All Surgeries	20.4%	32.2%	0.63	21.1%	0.97	36.5%	0.56	19.3%	1.05
Outpatient Visits									
Non-Emergency Visits	100,621	94,816	1.06	66,707	1.51	267,104	0.38	101,012	1.00
Emergency Visits	28,115	16,124	1.74	14,045	2.00	41,334	0.68	27,026	1.04
Full-Time Equivalents (FTEs)									
Administrators	60.0	18.7	3.21	23.3	2.57	53.7	1.12	51.7	1.16
Nurses, Licensed	393.2	197.1	1.99	159.6	2.46	688.9	0.57	387.0	1.02
Ancillary Nursing Personnel	73.1	37.6	1.95	27.8	2.63	128.1	0.57	56.3	1.30
All Other Personnel	652.5	452.4	1.44	311.3	2.10	1,471.0	0.44	648.0	1.01
Total FTEs	1,178.8	705.8	1.67	522.0	2.26	2,341.8	0.50	1,143.0	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.0	17.2	1.57	16.0	1.69	14.4	1.87	26.2	1.03
Nurses, Licensed	177.4	181.8	0.98	109.3	1.62	185.1	0.96	196.0	0.90
Ancillary Nursing Personnel	33.0	34.6	0.95	19.1	1.73	34.4	0.96	28.5	1.16
All Other Personnel	294.3	417.2	0.71	213.2	1.38	395.2	0.74	328.3	0.90
Total FTEs	531.7	650.8	0.82	357.5	1.49	629.1	0.85	579.0	0.92

Total Hospital:
 Beds Set Up & Staffed 150
 Discharges 10,508
 Inpatient Days 38,915

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 1,196
 Newborn Days 2,443

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2008	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	8,201	29,163	69.9%	79.7	3.6
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	1,212	2,616	35.7%	7.1	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	1,204	3,938	67.2%	10.8	3.3
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	58	3	60.0	Surgical Personnel	23	19	34.8
Physicians & Dentists	6	1	6.5	Radiological Services Personnel	32	46	55.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	17	13.0
Registered Nurses	192	266	349.6	Occupational Therapists	2	2	3.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	23	31	42.0	Physical Therapists	10	10	16.4
Ancillary Nursing Personnel	32	94	73.1	Physical Therapy Assistants/Aides	1	9	3.7
Physician Assistants	0	0	0.0	Recreational Therapists	1	3	2.1
Nurse Practitioners	0	3	1.7	Dietitians & Nutritionists	5	11	11.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	28	17	39.3	Social Workers	0	8	4.2
Pharmacy Personnel	28	6	33.8	All Other Health Professionals	49	47	71.1
Clinical Laboratory Personnel	36	36	59.9	All Other Personnel	176	218	296.8
				Total	708	848	1,178.8

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area		Volume Group		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$161,329,870	44.9%	41.5%	1.08	41.8%	1.07	41.9%	1.07	46.3%	0.97
Medical Assistance	\$16,917,558	4.7%	10.8%	0.44	7.6%	0.62	10.2%	0.46	3.9%	1.20
Commercial	\$171,779,503	47.9%	40.7%	1.18	45.4%	1.05	40.4%	1.19	47.5%	1.01
All Other	\$8,922,833	2.5%	7.0%	0.36	5.2%	0.48	7.5%	0.33	2.4%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$97,535,184	27.2%	26.5%	1.03	25.0%	1.09	27.5%	0.99	26.8%	1.01
Medical Assistance	\$12,946,854	3.6%	8.4%	0.43	5.9%	0.61	7.8%	0.46	3.2%	1.14
Commercial	\$43,781,524	12.2%	11.4%	1.07	12.5%	0.98	12.2%	1.00	13.0%	0.94
Charity Care	\$3,406,400	0.9%	1.6%	0.59	1.3%	0.71	1.8%	0.53	1.0%	0.99
All Other	\$77,922	0.0%	1.9%	0.01	0.7%	0.03	2.2%	0.01	0.0%	0.51
Total Deductions	\$157,747,884	43.9%	49.8%	0.88	45.4%	0.97	51.6%	0.85	44.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	4.5%	0.24	2.3%	0.48	2.9%	0.38	1.4%	0.78
Net Gains/Losses as % of Net Income		9.7%	N/A	N/A	26.0%	0.37	N/A	N/A	22.7%	0.43
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$80,660,829	44.7%	47.4%	0.94	46.1%	0.97	46.1%	0.97	46.7%	0.96
Supplies & Services	\$78,096,449	43.2%	39.6%	1.09	39.7%	1.09	41.2%	1.05	41.4%	1.05
Capital Component	\$16,663,309	9.2%	8.8%	1.05	10.2%	0.90	8.3%	1.11	9.9%	0.93
Bad Debt	\$5,168,557	2.9%	4.2%	0.68	4.0%	0.72	4.4%	0.66	2.0%	1.43
Fiscal Statistics										
Operating Margin (%)		11.2%	5.6%	2.00	5.1%	2.19	5.1%	2.19	9.8%	1.15
Total Hospital Net Income (%)		12.3%	3.5%	3.48	6.8%	1.81	2.2%	5.69	12.3%	1.00
Return on Equity (%)		20.2%	2.8%	7.22	5.7%	3.55	1.8%	11.18	15.9%	1.27
Current Ratio		9.5	2.9	3.29	3.5	2.74	3.2	2.95	9.5	1.01
Days in Net Patient Accounts Receivable		35.0	50.2	0.70	46.4	0.75	46.7	0.75	44.0	0.80
Average Payment Period		14.8	54.8	0.27	43.9	0.34	48.0	0.31	16.7	0.89
Equity Financing (%)		63.6%	58.1%	1.10	57.8%	1.10	60.5%	1.05	68.1%	0.93
Long-Term Debt to Equity Ratio		0.5	0.4	1.20	0.5	1.06	0.3	1.43	0.4	1.22
Times Interest Earned		8.0	3.3	2.45	4.2	1.91	2.8	2.91	7.5	1.07
Total Asset Turnover		1.6	0.8	2.00	0.8	1.98	0.9	1.88	1.3	1.29
Average Age of Plant (Years)		8.2	9.5	0.86	9.2	0.89	10.3	0.80	7.9	1.04
Increase (Decrease) Total Net Patient Revenue		9.3%	6.3%	1.47	8.5%	1.09	5.9%	1.59	7.9%	1.18
Outpatient Gross Revenue (% of Total GPR)		52.0%	49.7%	1.05	58.9%	0.88	43.2%	1.21	51.0%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,114		\$11,228	0.81	\$8,500	1.07	\$12,990	0.70	\$10,180	0.90
Inpatient Net Revenue per Day	\$2,461		\$2,612	0.94	\$2,145	1.15	\$2,788	0.88	\$2,524	0.97
Outpatient Net Revenue per Visit	\$819		\$497	1.65	\$620	1.32	\$542	1.51	\$742	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$358,949,764	Cash & Cash Equivalents	\$45,618,300	Current Liabilities	\$6,856,119
Less Deductions	\$157,747,884	Net Patient Receivables	\$19,238,616	Long-Term Debt	\$38,612,000
Net Patient Revenue	\$201,201,880	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$2,202,354			Subtotal	\$45,468,119
Total Revenue	\$203,404,234	Land, Buildings & Equipment (Net)	\$59,538,440	Unrestricted Fund Balance	\$79,469,497
Less Expenses	\$180,589,144	Other Assets	\$542,260	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,453,616			Total Liabilities & Fund Balance	\$124,937,616
Net Income	\$25,268,706	Total Assets	\$124,937,616		