

**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 2008	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	39.1%	60.5%	0.65	50.0%	0.78	45.3%	0.86	42.8%	0.91
Obstetrics	12.2%	42.5%	0.29	30.9%	0.40	25.9%	0.47	16.1%	0.76
Pediatrics	0.0%	57.0%	N/A	71.5%	N/A	72.2%	N/A	0.0%	N/A
Total Hospital	32.3%	58.4%	0.55	48.3%	0.67	41.8%	0.77	36.5%	0.88
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.4	31.3	0.24	14.2	0.52	7.3	1.02	8.1	0.91
Obstetrics	0.7	5.7	0.13	2.1	0.35	1.1	0.67	1.0	0.76
Pediatrics	0.0	2.4	N/A	0.2	N/A	0.2	N/A	0.0	N/A
Total Hospital	8.1	54.6	0.15	21.8	0.37	9.6	0.84	9.1	0.88
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.7	0.70	3.5	0.74	3.1	0.85	2.7	0.95
Obstetrics	2.2	2.4	0.95	2.4	0.94	2.3	0.96	2.3	0.97
Pediatrics	0.0	2.2	N/A	1.9	N/A	2.0	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.60	3.8	0.67	3.1	0.81	2.7	0.94
<b>Surgical Operations</b>									
Inpatient	154	1,970	0.08	577	0.27	282	0.55	203	0.76
Outpatient	383	4,151	0.09	1,762	0.22	1,111	0.34	493	0.78
Inpatient as % of All Surgeries	28.7%	32.2%	0.89	24.7%	1.16	20.3%	1.42	29.2%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	17,594	94,816	0.19	44,133	0.40	34,826	0.51	32,450	0.54
Emergency Visits	4,108	16,124	0.25	7,573	0.54	7,850	0.52	3,918	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.0	18.7	0.59	8.3	1.32	6.3	1.76	11.0	1.00
Nurses, Licensed	41.1	197.1	0.21	86.7	0.47	53.3	0.77	45.0	0.91
Ancillary Nursing Personnel	5.7	37.6	0.15	17.0	0.33	11.6	0.49	5.9	0.97
All Other Personnel	109.2	452.4	0.24	239.1	0.46	139.7	0.78	126.3	0.86
Total FTEs	167.0	705.8	0.24	351.1	0.48	210.9	0.79	188.2	0.89
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	38.8	17.2	2.25	16.5	2.35	18.7	2.07	36.0	1.08
Nurses, Licensed	144.9	181.8	0.80	171.8	0.84	159.2	0.91	147.2	0.98
Ancillary Nursing Personnel	20.0	34.6	0.58	33.8	0.59	34.7	0.58	19.3	1.04
All Other Personnel	384.9	417.2	0.92	474.0	0.81	417.4	0.92	413.3	0.93
Total FTEs	588.7	650.8	0.90	696.0	0.85	630.0	0.93	615.7	0.96

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,164  
 Inpatient Days 2,951

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 0  
 Discharges 39  
 Inpatient Days 331

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 94  
 Newborn Days 193

**007 Baldwin Area Medical Center**  
Baldwin, WI 54002

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2008	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	19	1,044	2,722	39.1%	7.4	2.6
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	120	269	12.2%	0.7	2.2
<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	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
<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	11	0	11.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	4	8.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Registered Nurses	6	53	38.4	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	3	2.7	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	2	8	5.7	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	1	0.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	15	7	18.8	Social Workers	1	0	1.0
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	16	12	20.7
Clinical Laboratory Personnel	5	11	10.0	All Other Personnel	26	30	42.8
				<b>Total</b>	<b>98</b>	<b>130</b>	<b>167.0</b>

**007 Baldwin Area Medical Center**

Baldwin, WI 54002

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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$12,747,449	34.9%	41.5%	0.84	44.9%	0.78	41.4%	0.84	35.6%	0.98
Medical Assistance	\$4,463,727	12.2%	10.8%	1.13	9.7%	1.26	10.9%	1.12	10.3%	1.19
Commercial	\$17,216,088	47.2%	40.7%	1.16	39.7%	1.19	41.8%	1.13	48.2%	0.98
All Other	\$2,050,550	5.6%	7.0%	0.81	5.8%	0.97	5.9%	0.95	5.9%	0.95
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,916,498	13.5%	26.5%	0.51	25.3%	0.53	19.0%	0.71	13.1%	1.03
Medical Assistance	\$2,308,944	6.3%	8.4%	0.75	7.0%	0.91	7.1%	0.90	5.6%	1.12
Commercial	\$4,723,790	12.9%	11.4%	1.13	6.3%	2.04	9.0%	1.45	11.6%	1.12
Charity Care	\$353,368	1.0%	1.6%	0.61	1.7%	0.57	1.3%	0.76	0.6%	1.49
All Other	\$0	0.0%	1.9%	N/A	1.6%	N/A	0.7%	N/A	0.0%	N/A
Total Deductions	\$12,302,600	33.7%	49.8%	0.68	41.9%	0.81	36.9%	0.91	30.9%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.6%	4.5%	0.14	3.0%	0.21	3.0%	0.21	0.7%	0.94
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A	9.6%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$11,727,392	46.5%	47.4%	0.98	51.1%	0.91	51.5%	0.90	47.5%	0.98
Supplies & Services	\$10,053,717	39.8%	39.6%	1.01	37.4%	1.07	33.6%	1.19	38.8%	1.03
Capital Component	\$1,659,057	6.6%	8.8%	0.75	7.9%	0.83	10.1%	0.65	6.7%	0.98
Bad Debt	\$1,800,453	7.1%	4.2%	1.69	3.6%	1.97	4.8%	1.47	7.1%	1.01
<b>Fiscal Statistics</b>										
Operating Margin (%)		-3.7%	5.6%	N/A	7.8%	N/A	6.5%	N/A	-3.6%	1.03
Total Hospital Net Income (%)		-1.7%	3.5%	N/A	7.2%	N/A	7.2%	N/A	-2.2%	0.77
Return on Equity (%)		0.0%	2.8%	N/A	5.8%	N/A	5.5%	N/A	-2.2%	0.00
Current Ratio		3.7	2.9	1.26	1.4	2.64	2.7	1.35	3.6	1.00
Days in Net Patient Accounts Receivable		61.0	50.2	1.21	54.7	1.12	52.8	1.16	69.4	0.88
Average Payment Period		32.9	54.8	0.60	79.8	0.41	52.4	0.63	34.5	0.95
Equity Financing (%)		53.9%	58.1%	0.93	64.3%	0.84	55.9%	0.96	54.1%	1.00
Long-Term Debt to Equity Ratio		0.7	0.4	1.64	0.3	2.36	0.6	1.10	0.7	1.00
Times Interest Earned		0.3	3.3	0.08	8.6	0.03	4.2	0.06	0.1	2.34
Total Asset Turnover		1.0	0.8	1.29	0.8	1.29	0.8	1.37	1.0	1.07
Average Age of Plant (Years)		11.0	9.5	1.16	7.4	1.50	7.5	1.47	10.8	1.02
Increase (Decrease) Total Net Patient Revenue		-0.8%	6.3%	N/A	8.2%	N/A	8.9%	N/A	-0.7%	1.12
Outpatient Gross Revenue (% of Total GPR)		71.6%	49.7%	1.44	56.7%	1.26	71.4%	1.00	70.2%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$6,907	\$11,228	0.62	\$9,427	0.73	\$7,875	0.88	\$7,081	0.98
Inpatient Net Revenue per Day		\$2,513	\$2,612	0.96	\$2,348	1.07	\$2,276	1.10	\$2,585	0.97
Outpatient Net Revenue per Visit		\$730	\$497	1.47	\$547	1.33	\$493	1.48	\$426	1.71

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,477,814	Cash & Cash Equivalents	\$2,660,535	Current Liabilities	\$2,188,030
Less Deductions	\$12,302,600	Net Patient Receivables	\$4,029,703	Long-Term Debt	\$8,319,400
Net Patient Revenue	\$24,175,214	Other Receivables	\$57,300	Other Liabilities	\$171,323
Plus Other Revenue	\$156,082			Subtotal	\$10,678,753
Total Revenue	\$24,331,295	Land, Buildings & Equipment (Net)	\$11,153,508	Unrestricted Fund Balance	\$12,507,529
Less Expenses	\$25,240,619	Other Assets	\$5,285,236	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$492,399	Total Assets	\$23,186,282	Total Liabilities & Fund Balance	\$23,186,282
Net Income	-\$416,925				