

**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 2008	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	29.4%	60.5%	0.49	51.0%	0.58	18.2%	1.61	27.5%	1.07
Obstetrics	0.0%	42.5%	N/A	36.3%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	57.0%	N/A	19.2%	N/A	19.9%	N/A	0.0%	N/A
Total Hospital	29.1%	58.4%	0.50	51.7%	0.56	21.8%	1.34	27.6%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.4	31.3	0.14	24.3	0.18	3.2	1.36	4.1	1.07
Obstetrics	0.0	5.7	N/A	5.4	N/A	1.1	N/A	0.0	N/A
Pediatrics	0.0	2.4	N/A	0.4	N/A	0.7	N/A	0.0	N/A
Total Hospital	4.4	54.6	0.08	44.1	0.10	4.5	0.97	4.1	1.06
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.7	0.89	3.4	0.98	3.3	1.00	3.2	1.05
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	1.6	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.77	3.9	0.84	3.7	0.89	3.2	1.04
<b>Surgical Operations</b>									
Inpatient	100	1,970	0.05	1,302	0.08	74	1.36	71	1.41
Outpatient	447	4,151	0.11	4,873	0.09	593	0.75	414	1.08
Inpatient as % of All Surgeries	18.3%	32.2%	0.57	21.1%	0.87	11.0%	1.66	14.6%	1.25
<b>Outpatient Visits</b>									
Non-Emergency Visits	85,731	94,816	0.90	66,707	1.29	15,604	5.49	85,977	1.00
Emergency Visits	5,041	16,124	0.31	14,045	0.36	2,688	1.88	5,571	0.90
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.7	0.11	23.3	0.09	3.0	0.67	3.5	0.57
Nurses, Licensed	28.5	197.1	0.14	159.6	0.18	23.2	1.23	29.3	0.97
Ancillary Nursing Personnel	12.1	37.6	0.32	27.8	0.43	6.0	2.00	7.0	1.72
All Other Personnel	104.9	452.4	0.23	311.3	0.34	57.6	1.82	103.0	1.02
Total FTEs	147.4	705.8	0.21	522.0	0.28	89.8	1.64	142.8	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	12.4	17.2	0.72	16.0	0.78	23.3	0.53	20.4	0.61
Nurses, Licensed	177.3	181.8	0.98	109.3	1.62	180.6	0.98	169.6	1.05
Ancillary Nursing Personnel	75.0	34.6	2.16	19.1	3.93	47.0	1.59	40.6	1.85
All Other Personnel	652.3	417.2	1.56	213.2	3.06	448.9	1.45	596.8	1.09
Total FTEs	917.0	650.8	1.41	357.5	2.57	700.0	1.31	827.5	1.11

**Total Hospital:**  
 Beds Set Up & Staffed 15  
 Discharges 487  
 Inpatient Days 1,598

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 4  
 Discharges 166  
 Inpatient Days 1,375

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

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2008	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	15	487	1,615	29.4%	4.4	3.3
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	2	0	2.0	Surgical Personnel	1	2	2.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	3	9.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	1.9
Registered Nurses	5	31	24.2	Occupational Therapists	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	7	4.3	Physical Therapists	5	0	5.0
Ancillary Nursing Personnel	4	14	12.1	Physical Therapy Assistants/Aides	1	2	2.7
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	3	8	5.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	2	2	3.4	Social Workers	0	2	0.7
Pharmacy Personnel	1	0	1.0	All Other Health Professionals	6	13	8.5
Clinical Laboratory Personnel	8	2	9.6	All Other Personnel	40	22	54.5
				<b>Total</b>	<b>88</b>	<b>112</b>	<b>147.4</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$14,014,430	62.8%	41.5%	1.51	41.8%	1.50	39.6%	1.59	60.1%	1.05
Medical Assistance	\$1,024,311	4.6%	10.8%	0.42	7.6%	0.60	11.4%	0.40	4.8%	0.96
Commercial	\$6,429,663	28.8%	40.7%	0.71	45.4%	0.64	42.3%	0.68	31.7%	0.91
All Other	\$845,657	3.8%	7.0%	0.55	5.2%	0.73	6.7%	0.57	3.5%	1.10
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,573,036	20.5%	26.5%	0.77	25.0%	0.82	16.2%	1.26	23.8%	0.86
Medical Assistance	\$843,312	3.8%	8.4%	0.45	5.9%	0.64	6.3%	0.60	3.9%	0.98
Commercial	\$1,179,912	5.3%	11.4%	0.46	12.5%	0.42	10.0%	0.53	4.7%	1.12
Charity Care	\$242,161	1.1%	1.6%	0.68	1.3%	0.81	0.8%	1.32	0.5%	2.16
All Other	\$0	0.0%	1.9%	N/A	0.7%	N/A	1.4%	N/A	0.0%	N/A
Total Deductions	\$6,838,421	30.6%	49.8%	0.62	45.4%	0.68	34.7%	0.88	32.9%	0.93
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.2%	4.5%	1.16	2.3%	2.30	3.3%	1.56	5.2%	1.00
Net Gains/Losses as % of Net Income		34.0%	N/A	N/A	26.0%	1.31	4.1%	8.33	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,455,959	60.2%	47.4%	1.27	46.1%	1.31	54.4%	1.11	59.2%	1.02
Supplies & Services	\$4,611,701	29.4%	39.6%	0.74	39.7%	0.74	34.1%	0.86	30.3%	0.97
Capital Component	\$1,159,837	7.4%	8.8%	0.84	10.2%	0.72	7.4%	1.00	7.1%	1.03
Bad Debt	\$473,663	3.0%	4.2%	0.72	4.0%	0.76	4.1%	0.74	3.4%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.8%	5.6%	0.68	5.1%	0.75	5.2%	0.73	2.8%	1.36
Total Hospital Net Income (%)		5.7%	3.5%	1.61	6.8%	0.84	5.5%	1.04	2.8%	2.03
Return on Equity (%)		4.9%	2.8%	1.76	5.7%	0.87	8.5%	0.58	2.2%	2.25
Current Ratio		4.3	2.9	1.48	3.5	1.23	2.0	2.14	3.5	1.24
Days in Net Patient Accounts Receivable		46.7	50.2	0.93	46.4	1.01	58.2	0.80	61.2	0.76
Average Payment Period		48.0	54.8	0.88	43.9	1.09	48.8	0.98	59.4	0.81
Equity Financing (%)		88.6%	58.1%	1.53	57.8%	1.53	50.4%	1.76	87.0%	1.02
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.5	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		0.0	3.3	N/A	4.2	N/A	6.5	N/A	0.0	N/A
Total Asset Turnover		0.9	0.8	1.05	0.8	1.03	1.6	0.55	0.8	1.09
Average Age of Plant (Years)		10.0	9.5	1.05	9.2	1.08	11.2	0.89	15.1	0.66
Increase (Decrease) Total Net Patient Revenue		13.0%	6.3%	2.05	8.5%	1.52	9.7%	1.34	3.5%	3.66
Outpatient Gross Revenue (% of Total GPR)		72.8%	49.7%	1.47	58.9%	1.24	64.9%	1.12	76.0%	0.96
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,517	\$11,228	0.67	\$8,500	0.88	\$9,384	0.80	\$5,914	1.27
Inpatient Net Revenue per Day		\$1,565	\$2,612	0.60	\$2,145	0.73	\$1,833	0.85	\$1,350	1.16
Outpatient Net Revenue per Visit		\$116	\$497	0.23	\$620	0.19	\$442	0.26	\$109	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$22,314,061	Cash & Cash Equivalents	\$6,203,545	Current Liabilities	\$1,923,692
Less Deductions	\$6,838,421	Net Patient Receivables	\$1,974,031	Long-Term Debt	\$0
Net Patient Revenue	\$15,475,640	Other Receivables	\$29,202	Other Liabilities	\$254,212
Plus Other Revenue	\$849,276			Subtotal	\$2,177,904
Total Revenue	\$16,324,916	Land, Buildings & Equipment (Net)	\$5,970,032	Unrestricted Fund Balance	\$17,009,996
Less Expenses	\$15,701,160	Other Assets	\$5,011,090	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$321,749			Total Liabilities & Fund Balance	\$19,187,900
Net Income	\$945,504	Total Assets	\$19,187,900		