

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: 3

Selected Utilization Statistics	FY 2008	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.1%	60.5%	0.41	51.0%	0.49	45.3%	0.55	29.4%	0.85
Obstetrics	21.3%	42.5%	0.50	36.3%	0.59	25.9%	0.82	26.0%	0.82
Pediatrics	0.0%	57.0%	N/A	19.2%	N/A	72.2%	N/A	0.0%	N/A
Total Hospital	21.1%	58.4%	0.36	51.7%	0.41	41.8%	0.51	24.6%	0.86
Average Census (Patients)									
Adult Medical-Surgical	5.3	31.3	0.17	24.3	0.22	7.3	0.72	6.2	0.85
Obstetrics	0.9	5.7	0.15	5.4	0.16	1.1	0.78	1.0	0.82
Pediatrics	0.0	2.4	N/A	0.4	N/A	0.2	N/A	0.0	N/A
Total Hospital	5.3	54.6	0.10	44.1	0.12	9.6	0.55	6.1	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	1.9	3.7	0.52	3.4	0.57	3.1	0.63	2.4	0.79
Obstetrics	2.3	2.4	0.97	2.4	0.96	2.3	0.98	2.3	0.99
Pediatrics	0.0	2.2	N/A	1.6	N/A	2.0	N/A	0.0	N/A
Total Hospital	1.9	4.3	0.45	3.9	0.49	3.1	0.62	1.9	1.02
Surgical Operations									
Inpatient	184	1,970	0.09	1,302	0.14	282	0.65	176	1.05
Outpatient	1,087	4,151	0.26	4,873	0.22	1,111	0.98	1,311	0.83
Inpatient as % of All Surgeries	14.5%	32.2%	0.45	21.1%	0.69	20.3%	0.71	11.8%	1.22
Outpatient Visits									
Non-Emergency Visits	33,849	94,816	0.36	66,707	0.51	34,826	0.97	32,785	1.03
Emergency Visits	9,124	16,124	0.57	14,045	0.65	7,850	1.16	9,088	1.00
Full-Time Equivalents (FTEs)									
Administrators	13.0	18.7	0.70	23.3	0.56	6.3	2.07	9.0	1.44
Nurses, Licensed	42.4	197.1	0.21	159.6	0.27	53.3	0.80	36.5	1.16
Ancillary Nursing Personnel	15.2	37.6	0.40	27.8	0.55	11.6	1.31	15.2	1.00
All Other Personnel	103.5	452.4	0.23	311.3	0.33	139.7	0.74	103.1	1.00
Total FTEs	174.0	705.8	0.25	522.0	0.33	210.9	0.83	163.8	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	54.3	17.2	3.16	16.0	3.40	18.7	2.91	34.6	1.57
Nurses, Licensed	177.5	181.8	0.98	109.3	1.62	159.2	1.11	140.5	1.26
Ancillary Nursing Personnel	63.7	34.6	1.84	19.1	3.34	34.7	1.84	58.3	1.09
All Other Personnel	433.2	417.2	1.04	213.2	2.03	417.4	1.04	396.2	1.09
Total FTEs	728.7	650.8	1.12	357.5	2.04	630.0	1.16	629.6	1.16

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,001
 Inpatient Days 1,931

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 8
 Discharges 81
 Inpatient Days 636

Newborn Nursery:
 Bassinets 4
 Total Births 136
 Newborn Days 291

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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	21	1,001	1,927	25.1%	5.3	1.9
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	136	312	21.3%	0.9	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
Subacute care	5	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	12	1	13.0	Surgical Personnel	0	5	3.7
Physicians & Dentists	6	0	6.0	Radiological Services Personnel	5	14	11.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Registered Nurses	5	51	32.8	Occupational Therapists	1	2	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	1.3
Licensed Practical Nurses	1	6	4.9	Physical Therapists	0	3	2.3
Ancillary Nursing Personnel	1	29	15.2	Physical Therapy Assistants/Aides	2	1	2.6
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	0	3.0	Dietitians & Nutritionists	0	0	0.2
Certified Registered Nurse Anesthetists	1	1	1.7	Psychologists	0	0	0.0
Medical Records Personnel	4	0	7.8	Social Workers	0	0	0.0
Pharmacy Personnel	0	3	2.0	All Other Health Professionals	9	23	13.8
Clinical Laboratory Personnel	0	7	4.0	All Other Personnel	22	45	45.7
				Total	73	193	174.0

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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	\$18,771,768	42.5%	41.5%	1.02	41.8%	1.02	41.4%	1.03	41.5%	1.02
Medical Assistance	\$4,630,259	10.5%	10.8%	0.97	7.6%	1.38	10.9%	0.96	8.8%	1.19
Commercial	\$18,580,313	42.0%	40.7%	1.03	45.4%	0.93	41.8%	1.01	44.3%	0.95
All Other	\$2,212,219	5.0%	7.0%	0.72	5.2%	0.96	5.9%	0.85	5.3%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,506,375	21.5%	26.5%	0.81	25.0%	0.86	19.0%	1.13	15.6%	1.38
Medical Assistance	\$3,144,764	7.1%	8.4%	0.85	5.9%	1.21	7.1%	1.01	6.9%	1.03
Commercial	\$4,240,046	9.6%	11.4%	0.84	12.5%	0.77	9.0%	1.07	9.7%	0.99
Charity Care	\$705,628	1.6%	1.6%	1.00	1.3%	1.20	1.3%	1.25	0.7%	2.38
All Other	\$143,940	0.3%	1.9%	0.17	0.7%	0.49	0.7%	0.48	0.2%	1.38
Total Deductions	\$17,740,753	40.1%	49.8%	0.81	45.4%	0.88	36.9%	1.09	33.1%	1.21
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.8%	4.5%	0.41		2.3%	0.82	3.0%	0.62	1.6%	1.17
Net Gains/Losses as % of Net Income	N/A	N/A	N/A		26.0%	N/A	9.6%	N/A	17.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,907,002	56.1%	47.4%	1.18	46.1%	1.22	51.5%	1.09	54.5%	1.03
Supplies & Services	\$6,818,304	29.6%	39.6%	0.75	39.7%	0.75	33.6%	0.88	31.5%	0.94
Capital Component	\$1,842,981	8.0%	8.8%	0.92	10.2%	0.79	10.1%	0.79	7.1%	1.13
Bad Debt	\$1,437,750	6.2%	4.2%	1.48	4.0%	1.58	4.8%	1.29	6.9%	0.90
Fiscal Statistics										
Operating Margin (%)	14.6%	5.6%	2.61		5.1%	2.86	6.5%	2.24	22.9%	0.64
Total Hospital Net Income (%)	2.0%	3.5%	0.57		6.8%	0.29	7.2%	0.28	26.4%	0.08
Return on Equity (%)	1.1%	2.8%	0.38		5.7%	0.19	5.5%	0.19	18.8%	0.06
Current Ratio	2.8	2.9	0.95		3.5	0.79	2.7	1.02	4.8	0.58
Days in Net Patient Accounts Receivable	41.4	50.2	0.82		46.4	0.89	52.8	0.78	46.1	0.90
Average Payment Period	50.0	54.8	0.91		43.9	1.14	52.4	0.96	35.0	1.43
Equity Financing (%)	81.9%	58.1%	1.41		57.8%	1.42	55.9%	1.46	83.2%	0.98
Long-Term Debt to Equity Ratio	0.1	0.4	0.34		0.5	0.30	0.6	0.23	0.1	0.96
Times Interest Earned	2.6	3.3	0.79		4.2	0.61	4.2	0.62	27.1	0.10
Total Asset Turnover	0.6	0.8	0.75		0.8	0.74	0.8	0.80	0.7	0.90
Average Age of Plant (Years)	8.1	9.5	0.85		9.2	0.88	7.5	1.08	8.6	0.93
Increase (Decrease) Total Net Patient Revenue	-8.0%	6.3%	N/A		8.5%	N/A	8.9%	N/A	18.1%	N/A
Outpatient Gross Revenue (% of Total GPR)	77.9%	49.7%	1.57		58.9%	1.32	71.4%	1.09	76.4%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$5,621	\$11,228	0.50		\$8,500	0.66	\$7,875	0.71	\$6,979	0.81
Inpatient Net Revenue per Day	\$2,281	\$2,612	0.87		\$2,145	1.06	\$2,276	1.00	\$2,924	0.78
Outpatient Net Revenue per Visit	\$472	\$497	0.95		\$620	0.76	\$493	0.96	\$471	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,194,559	Cash & Cash Equivalents	\$5,138,790	Current Liabilities	\$2,948,784
Less Deductions	\$17,740,753	Net Patient Receivables	\$2,989,224	Long-Term Debt	\$5,057,126
Net Patient Revenue	\$26,453,806	Other Receivables	\$11,769	Other Liabilities	\$0
Plus Other Revenue	\$496,868			Subtotal	\$8,005,910
Total Revenue	\$26,950,674	Land, Buildings & Equipment (Net)	\$14,721,422	Unrestricted Fund Balance	\$36,182,133
Less Expenses	\$23,006,037	Other Assets	\$21,326,838	Restricted Fund Balance	\$83,459
Non-Operating Gains/Losses	-\$3,474,944			Total Liabilities & Fund Balance	\$44,188,043
Net Income	\$469,693	Total Assets	\$44,188,043		