

**001 Amery Regional Medical Center**  
 265 Griffin Street East  
 Amery, WI 54001  
 715-268-8000

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

County: Polk  
 Analysis Area: West Central (5A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	50.0%	56.1%	0.89	46.4%	1.08	41.6%	1.20	66.7%	0.75
Obstetrics	30.7%	39.1%	0.78	28.9%	0.03	23.9%	1.28	36.1%	0.85
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	42.6%	55.8%	0.76	45.8%	0.93	40.7%	1.05	52.0%	0.82
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.0	28.4	0.32	13.3	0.68	8.1	1.10	10.0	0.90
Obstetrics	0.9	5.1	0.18	2.0	0.45	1.0	0.90	1.1	0.85
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Total Hospital	14.9	51.6	0.29	21.1	0.71	10.7	1.40	13.0	1.15
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.8	1.09	3.5	1.17	3.1	1.32	3.6	1.12
Obstetrics	2.3	2.4	0.94	2.4	0.96	2.3	0.98	2.4	0.94
Pediatrics	0.0	2.0	N/A	2.3	N/A	2.3	N/A	0.0	N/A
Total Hospital	4.2	4.3	0.98	3.8	1.12	3.2	1.30	3.3	1.27
<b>Surgical Operations</b>									
Inpatient	417	1,814	0.23	577	0.72	392	1.06	367	1.14
Outpatient	1,360	4,285	0.32	1,775	0.77	1,613	0.84	1,532	0.89
Inpatient as % of All Surgeries	23.5%	29.7%	0.79	24.5%	0.96	19.5%	1.20	19.3%	1.21
<b>Outpatient Visits</b>									
Non-Emergency Visits	106,493	99,026	1.08	46,705	2.28	39,154	2.72	101,435	1.05
Emergency Visits	5,413	16,365	0.33	8,047	0.67	8,094	0.67	5,451	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	7.8	0.38	7.1	0.42	3.0	1.00
Nurses, Licensed	65.3	199.5	0.33	97.2	0.67	60.7	1.08	58.5	1.12
Ancillary Nursing Personnel	12.9	37.1	0.35	19.2	0.67	13.1	0.99	10.5	1.23
All Other Personnel	247.1	439.3	0.56	235.5	1.05	163.9	1.51	246.1	1.00
Total FTEs	328.3	694.4	0.47	359.7	0.91	244.7	1.34	318.2	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.3	16.6	0.32	15.1	0.35	20.4	0.26	6.3	0.85
Nurses, Licensed	116.0	181.2	0.64	187.3	0.62	174.0	0.67	122.6	0.95
Ancillary Nursing Personnel	22.9	33.7	0.68	37.0	0.62	37.5	0.61	22.0	1.04
All Other Personnel	439.0	399.0	1.10	454.0	0.97	470.2	0.93	515.3	0.85
Total FTEs	583.3	630.6	0.92	693.4	0.84	702.0	0.83	666.1	0.88

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	1	Bassinets	5
Discharges	1,290	Preferred Provider Organization (PPO)	Yes	Discharges	19	Total Births	145
Inpatient Days	5,446			Inpatient Days	100	Newborn Days	289

**001 Amery Regional Medical Center**  
Amery, WI 54001

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	18	805	3,283	50.0%	9.0	4.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	3	147	336	30.7%	0.9	2.3
<b>Psychiatric</b>	1	10	207	2,229	61.1%	6.1	10.8
<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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	129	265	18.2%	0.7	2.1
Step-Down (Special Care)	5	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	3	0	3.0	Surgical Personnel	4	2	4.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	16	1	16.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.6
Registered Nurses	46	28	62.9	Occupational Therapists	2	1	2.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.7
Licensed Practical Nurses	1	3	2.4	Physical Therapists	4	3	5.4
Ancillary Nursing Personnel	6	11	12.9	Physical Therapy Assistants/Aides	2	0	2.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	5	0	5.0	All Other Health Professionals	54	14	62.1
Pharmacy Personnel	3	1	3.5	All Other Personnel	107	33	125.1
Clinical Laboratory Personnel	14	0	14.0	<b>Total</b>	<b>272</b>	<b>99</b>	<b>328.3</b>

**001 Amery Regional Medical Center**

Amery, WI 54001

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$30,984,186	42.9%	41.7%	1.03	44.3%	0.97	42.1%	1.02	41.0%	1.05
Medical Assistance	\$11,189,169	15.5%	14.0%	1.11	13.4%	1.15	13.2%	1.17	12.3%	1.26
Commercial	\$27,122,629	37.6%	38.1%	0.99	37.0%	1.02	39.8%	0.94	38.0%	0.99
All Other	\$2,894,721	4.0%	6.2%	0.64	5.3%	0.75	4.9%	0.82	8.7%	0.46
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$11,392,251	15.8%	27.4%	0.58	26.0%	0.61	22.9%	0.69	12.6%	1.25
Medical Assistance	\$6,011,331	8.3%	9.6%	0.87	8.7%	0.95	8.4%	0.99	7.1%	1.17
Commercial	\$6,084,773	8.4%	11.6%	0.73	7.0%	1.21	10.2%	0.82	8.6%	0.98
Charity Care	\$375,537	0.5%	1.5%	0.36	1.5%	0.34	1.1%	0.49	0.3%	1.79
All Other	\$1,360,523	1.9%	2.1%	0.89	1.7%	1.14	1.5%	1.28	1.8%	1.07
Total Deductions	\$25,224,415	34.9%	52.1%	0.67	44.9%	0.78	44.0%	0.79	30.4%	1.15
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.5%	3.7%	0.67	3.5%	0.72	3.0%	0.84	1.8%	1.35
Net Gains/Losses as % of Net Income		130.7%	10.6%	12.38	19.2%	6.79	14.3%	9.15	18.4%	7.11
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$19,786,814	40.9%	45.3%	0.90	51.2%	0.80	49.3%	0.83	40.4%	1.01
Supplies & Services	\$19,474,213	40.3%	42.1%	0.96	37.4%	1.08	36.2%	1.11	40.1%	1.00
Capital Component	\$7,169,380	14.8%	8.5%	1.74	8.2%	1.81	10.2%	1.46	15.1%	0.98
Bad Debt	\$1,930,609	4.0%	4.0%	0.99	3.1%	1.27	4.3%	0.94	4.4%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)		-0.4%	7.7%	N/A	10.8%	N/A	7.2%	N/A	-2.6%	0.16
Total Hospital Net Income (%)		1.3%	8.5%	0.16	13.0%	0.10	8.3%	0.16	-3.2%	N/A
Return on Equity (%)		1.1%	6.6%	0.16	10.0%	0.11	6.7%	0.16	-2.4%	N/A
Current Ratio		1.8	3.4	0.53	2.2	0.80	1.9	0.94	1.3	1.43
Days in Net Patient Accounts Receivable		48.6	46.5	1.04	49.4	0.98	50.0	0.97	54.0	0.90
Average Payment Period		48.1	53.3	0.90	58.7	0.82	102.3	0.47	62.4	0.77
Equity Financing (%)		27.2%	60.7%	0.45	66.5%	0.41	59.2%	0.46	26.0%	1.05
Long-Term Debt to Equity Ratio		2.3	0.3	6.86	0.3	7.82	0.4	6.23	2.4	0.98
Times Interest Earned		1.3	7.4	0.17	17.1	0.07	4.6	0.28	0.4	3.10
Total Asset Turnover		0.8	0.8	1.04	0.7	1.07	0.8	1.01	0.8	1.05
Average Age of Plant (Years)		5.1	10.2	0.50	8.2	0.62	7.9	0.64	4.3	1.19
Increase (Decrease) Total Net Patient Revenue		3.4%	9.4%	0.36	3.5%	0.89	2.3%	1.45	3.2%	1.08
Outpatient Gross Revenue (% of Total GPR)		73.5%	53.2%	1.38	59.4%	1.24	69.4%	1.06	72.8%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,296		\$12,710	0.81	\$10,381	0.99	\$9,239	1.11	\$9,317	1.11
Inpatient Net Revenue per Day	\$2,417		\$2,917	0.83	\$2,632	0.92	\$2,581	0.94	\$2,754	0.88
Outpatient Net Revenue per Visit	\$300		\$555	0.54	\$594	0.50	\$551	0.54	\$299	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$72,190,705	Cash & Cash Equivalents	\$3,606,380	Current Liabilities	\$5,968,923
Less Deductions	\$25,224,415	Net Patient Receivables	\$6,248,308	Long-Term Debt	\$37,938,930
Net Patient Revenue	\$46,966,290	Other Receivables	\$183,779	Other Liabilities	\$0
Plus Other Revenue	\$1,194,063			Subtotal	\$43,907,853
Total Revenue	\$48,160,353	Land, Buildings & Equipment (Net)	\$37,840,605	Unrestricted Fund Balance	\$16,429,650
Less Expenses	\$48,361,016	Other Assets	\$12,458,431	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$854,409			Total Liabilities & Fund Balance	\$60,337,503
Net Income	\$653,746	Total Assets	\$60,337,503		

**002 Langlade Hospital - An Aspirus Partner**  
 112 East Fifth Avenue  
 Antigo, WI 54409  
 715-623-2331

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Langlade  
 Analysis Area: North Central (6)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	61.2%	56.1%	1.09	59.8%	1.02	46.1%	1.33	66.0%	0.93
Obstetrics	21.9%	39.1%	0.56	45.6%	0.03	30.9%	0.71	21.5%	1.02
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	45.9%	55.8%	0.82	60.2%	0.76	45.0%	1.02	49.4%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.2	28.4	0.32	23.6	0.39	11.3	0.81	9.9	0.93
Obstetrics	1.3	5.1	0.26	3.8	0.34	2.0	0.66	1.3	1.02
Pediatrics	0.0	2.1	N/A	1.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	11.5	51.6	0.22	44.3	0.26	16.8	0.68	12.4	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.8	0.98	3.7	1.00	3.2	1.15	3.6	1.02
Obstetrics	2.4	2.4	0.99	2.5	0.95	2.3	1.06	2.3	1.05
Pediatrics	0.0	2.0	N/A	2.9	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.6	4.3	0.84	4.1	0.89	3.2	1.11	3.5	1.03
<b>Surgical Operations</b>									
Inpatient	280	1,814	0.15	1,372	0.20	575	0.49	304	0.92
Outpatient	1,196	4,285	0.28	1,829	0.65	2,021	0.59	1,234	0.97
Inpatient as % of All Surgeries	19.0%	29.7%	0.64	42.9%	0.44	22.2%	0.86	19.8%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	51,299	99,026	0.52	65,846	0.78	53,250	0.96	50,163	1.02
Emergency Visits	11,435	16,365	0.70	14,168	0.81	12,301	0.93	12,315	0.93
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	29.8	18.3	1.63	15.0	1.98	15.7	1.90	29.8	1.00
Nurses, Licensed	70.8	199.5	0.35	147.5	0.48	89.7	0.79	82.4	0.86
Ancillary Nursing Personnel	7.3	37.1	0.20	27.7	0.26	14.4	0.51	12.2	0.60
All Other Personnel	229.5	439.3	0.52	375.8	0.61	237.9	0.96	262.4	0.87
Total FTEs	337.4	694.4	0.49	566.1	0.60	357.7	0.94	386.9	0.87
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	41.0	16.6	2.47	15.8	2.59	29.0	1.41	41.7	0.98
Nurses, Licensed	97.2	181.2	0.54	155.2	0.63	166.2	0.58	115.1	0.84
Ancillary Nursing Personnel	10.1	33.7	0.30	29.2	0.34	26.7	0.38	17.1	0.59
All Other Personnel	315.4	399.0	0.79	395.4	0.80	440.9	0.72	366.4	0.86
Total FTEs	463.7	630.6	0.74	595.5	0.78	662.9	0.70	540.3	0.86

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,164  
 Inpatient Days 4,189

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 28  
 Inpatient Days 181

**Newborn Nursery:**  
 Bassinets 8  
 Total Births 188  
 Newborn Days 399

**002 Langlade Hospital - An Aspirus Partner**  
Antigo, WI 54409

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	906	3,351	61.2%	9.2	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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	199	479	21.9%	1.3	2.4
<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	1	4	59	359	24.6%	1.0	6.1
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	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)	5	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	29	1	29.8	Surgical Personnel	1	6	5.2
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	14	12	23.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	2	5.8
Registered Nurses	33	64	68.7	Occupational Therapists	0	3	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	0	3	1.3
Ancillary Nursing Personnel	2	13	7.3	Physical Therapy Assistants/Aides	1	3	3.4
Physician Assistants	2	0	2.0	Recreational Therapists	0	1	0.2
Nurse Practitioners	1	1	1.1	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.3
Medical Records Personnel	10	8	14.4	All Other Health Professionals	16	48	40.3
Pharmacy Personnel	2	6	6.3	All Other Personnel	65	77	109.3
Clinical Laboratory Personnel	5	8	9.5	<b>Total</b>	<b>193</b>	<b>257</b>	<b>337.4</b>

**002 Langlade Hospital - An Aspirus Partner**

Antigo, WI 54409

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$48,367,789	52.1%	41.7%	1.25	48.9%	1.06	45.6%	1.14	53.8%	0.97
Medical Assistance	\$14,412,831	15.5%	14.0%	1.11	13.7%	1.13	12.9%	1.20	10.8%	1.44
Commercial	\$25,495,598	27.4%	38.1%	0.72	32.5%	0.84	34.7%	0.79	29.8%	0.92
All Other	\$4,641,076	5.0%	6.2%	0.80	4.8%	1.04	6.9%	0.73	5.6%	0.89
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$23,452,987	25.2%	27.4%	0.92	30.2%	0.83	27.4%	0.92	19.5%	1.29
Medical Assistance	\$8,790,228	9.5%	9.6%	0.99	8.9%	1.06	8.6%	1.10	9.0%	1.06
Commercial	\$3,323,043	3.6%	11.6%	0.31	5.4%	0.66	9.2%	0.39	8.4%	0.43
Charity Care	\$958,743	1.0%	1.5%	0.71	1.7%	0.61	1.4%	0.74	1.3%	0.79
All Other	\$739,961	0.8%	2.1%	0.38	0.7%	1.18	1.8%	0.45	1.6%	0.50
Total Deductions	\$37,264,962	40.1%	52.1%	0.77	46.9%	0.85	48.3%	0.83	39.8%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.3%	3.7%	1.16	2.4%	1.80	3.9%	1.11	3.9%	1.10
Net Gains/Losses as % of Net Income		15.2%	10.6%	1.44	14.2%	1.07	24.1%	0.63	5.4%	2.82
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$27,211,745	52.3%	45.3%	1.15	50.3%	1.04	50.7%	1.03	51.7%	1.01
Supplies & Services	\$16,813,548	32.3%	42.1%	0.77	37.8%	0.85	34.2%	0.94	34.1%	0.95
Capital Component	\$5,823,211	11.2%	8.5%	1.32	8.6%	1.31	10.7%	1.04	7.7%	1.46
Bad Debt	\$2,197,322	4.2%	4.0%	1.05	3.3%	1.26	4.3%	0.98	6.5%	0.65
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.5%	7.7%	1.37	6.4%	1.64	4.7%	2.22	7.5%	1.40
Total Hospital Net Income (%)		12.2%	8.5%	1.43	7.4%	1.64	6.2%	1.98	7.9%	1.54
Return on Equity (%)		11.1%	6.6%	1.67	7.1%	1.57	4.4%	2.51	7.4%	1.49
Current Ratio		2.6	3.4	0.77	2.8	0.92	3.6	0.71	3.0	0.88
Days in Net Patient Accounts Receivable		43.2	46.5	0.93	50.3	0.86	48.8	0.89	53.3	0.81
Average Payment Period		92.4	53.3	1.73	52.0	1.78	57.5	1.61	66.9	1.38
Equity Financing (%)		80.1%	60.7%	1.32	59.6%	1.34	55.0%	1.46	74.7%	1.07
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.5	N/A	0.6	N/A	0.1	N/A
Times Interest Earned		22.2	7.4	3.02	5.7	3.88	3.5	6.30	10.8	2.05
Total Asset Turnover		0.9	0.8	1.16	0.9	0.95	0.7	1.26	0.9	0.96
Average Age of Plant (Years)		6.1	10.2	0.59	10.3	0.59	8.4	0.72	8.9	0.69
Increase (Decrease) Total Net Patient Revenue		0.3%	9.4%	0.03	3.4%	N/A	3.6%	0.08	-14.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.2%	53.2%	1.58	51.8%	1.63	68.8%	1.22	82.7%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,827	\$12,710	0.69	\$12,011	0.73	\$8,567	1.03	\$6,602	1.34
Inpatient Net Revenue per Day		\$2,406	\$2,917	0.82	\$2,932	0.82	\$2,570	0.94	\$2,067	1.16
Outpatient Net Revenue per Visit		\$719	\$555	1.30	\$628	1.14	\$563	1.28	\$696	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$92,917,294	Cash & Cash Equivalents	\$19,062,815	Current Liabilities	\$11,921,395
Less Deductions	\$37,264,962	Net Patient Receivables	\$6,592,319	Long-Term Debt	\$0
Net Patient Revenue	\$55,652,332	Other Receivables	\$0	Other Liabilities	\$1,057,352
Plus Other Revenue	\$2,509,511			Subtotal	\$12,978,747
Total Revenue	\$58,161,843	Land, Buildings & Equipment (Net)	\$27,034,405	Unrestricted Fund Balance	\$52,185,535
Less Expenses	\$52,045,826	Other Assets	\$12,474,743	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,092,062			Total Liabilities & Fund Balance	\$65,164,282
Net Income	\$7,208,079	Total Assets	\$65,164,282		

**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: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	63.6%	56.1%	1.13	45.4%	1.40	57.4%	1.11	67.7%	0.94
Obstetrics	36.9%	39.1%	0.94	35.5%	0.20	36.2%	1.02	33.5%	1.10
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	65.6%	55.8%	1.18	48.9%	1.34	56.5%	1.16	68.4%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	70.6	28.4	2.49	21.2	3.33	44.8	1.58	77.8	0.91
Obstetrics	7.0	5.1	1.37	5.2	1.35	7.9	0.89	6.7	1.05
Pediatrics	0.0	2.1	N/A	0.4	N/A	7.6	N/A	0.0	N/A
Total Hospital	95.8	51.6	1.86	40.8	2.35	93.3	1.03	103.3	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.8	0.93	3.4	1.04	3.6	0.97	3.5	1.01
Obstetrics	2.2	2.4	0.92	2.5	0.90	2.5	0.89	2.2	1.02
Pediatrics	0.0	2.0	N/A	1.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.85	3.9	0.93	4.3	0.86	3.7	1.00
<b>Surgical Operations</b>									
Inpatient	3,727	1,814	2.05	1,226	3.04	2,986	1.25	4,372	0.85
Outpatient	15,767	4,285	3.68	4,737	3.33	7,509	2.10	15,520	1.02
Inpatient as % of All Surgeries	19.1%	29.7%	0.64	20.6%	0.93	28.5%	0.67	22.0%	0.87
<b>Outpatient Visits</b>									
Non-Emergency Visits	74,704	99,026	0.75	90,655	0.82	180,410	0.41	96,874	0.77
Emergency Visits	29,540	16,365	1.81	14,214	2.08	28,916	1.02	29,712	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	61.2	18.3	3.35	20.2	3.02	27.9	2.20	57.8	1.06
Nurses, Licensed	412.8	199.5	2.07	163.8	2.52	340.4	1.21	400.7	1.03
Ancillary Nursing Personnel	69.1	37.1	1.86	26.9	2.56	53.1	1.30	58.4	1.18
All Other Personnel	617.1	439.3	1.40	315.4	1.96	767.4	0.80	617.4	1.00
Total FTEs	1,160.3	694.4	1.67	526.3	2.20	1,190.2	0.97	1,134.3	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	28.9	16.6	1.74	14.3	2.02	14.4	2.00	25.6	1.13
Nurses, Licensed	194.7	181.2	1.07	115.7	1.68	176.2	1.10	177.8	1.10
Ancillary Nursing Personnel	32.6	33.7	0.97	19.0	1.71	27.5	1.19	25.9	1.26
All Other Personnel	291.0	399.0	0.73	222.8	1.31	397.2	0.73	274.0	1.06
Total FTEs	547.2	630.6	0.87	371.8	1.47	616.1	0.89	503.3	1.09

**Total Hospital:**  
 Beds Set Up & Staffed 146  
 Discharges 9,527  
 Inpatient Days 34,977

**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 1,112  
 Newborn Days 2,365

**003 Appleton Medical Center**  
Appleton, WI 54911

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	111	7,364	25,762	63.6%	70.6	3.5
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	19	1,143	2,562	36.9%	7.0	2.2
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	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	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	1,051	3,657	62.6%	10.0	3.5
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
<b>Subacute care</b>	3	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	61	1	61.2	Surgical Personnel	24	18	34.2
Physicians & Dentists	8	3	10.0	Radiological Services Personnel	44	31	63.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	18	15.1
Registered Nurses	178	288	367.3	Occupational Therapists	2	4	2.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	25	26	42.4	Physical Therapists	10	13	17.6
Ancillary Nursing Personnel	30	77	69.1	Physical Therapy Assistants/Aides	2	4	3.8
Physician Assistants	1	0	1.0	Recreational Therapists	1	3	2.1
Nurse Practitioners	2	3	3.2	Dietitians & Nutritionists	5	10	9.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	7	3.4
Medical Records Personnel	31	20	42.0	All Other Health Professionals	35	55	68.7
Pharmacy Personnel	24	15	29.8	All Other Personnel	146	199	254.7
Clinical Laboratory Personnel	35	36	58.3	<b>Total</b>	<b>669</b>	<b>832</b>	<b>1,160.3</b>

**003 Appleton Medical Center**  
 Appleton, WI 54911

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$175,005,189	47.7%	41.7%	1.14	43.1%	1.11	38.1%	1.25	42.2%	1.13
Medical Assistance	\$28,091,982	7.7%	14.0%	0.55	10.9%	0.70	17.9%	0.43	5.8%	1.32
Commercial	\$154,641,697	42.1%	38.1%	1.11	41.2%	1.02	38.1%	1.10	49.4%	0.85
All Other	\$9,244,660	2.5%	6.2%	0.40	4.7%	0.54	5.9%	0.43	2.7%	0.95
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$99,121,317	27.0%	27.4%	0.99	26.0%	1.04	25.6%	1.05	26.3%	1.03
Medical Assistance	\$20,128,259	5.5%	9.6%	0.57	6.8%	0.81	12.1%	0.45	4.5%	1.22
Commercial	\$49,185,294	13.4%	11.6%	1.16	13.2%	1.02	11.2%	1.19	12.3%	1.09
Charity Care	\$3,565,700	1.0%	1.5%	0.66	1.1%	0.93	1.5%	0.65	1.0%	0.99
All Other	\$151,662	0.0%	2.1%	0.02	0.7%	0.06	2.4%	0.02	0.0%	1.66
Total Deductions	\$172,152,232	46.9%	52.1%	0.90	47.7%	0.98	52.8%	0.89	44.1%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.6%	3.7%	0.15	1.9%	0.28	6.6%	0.08	0.6%	0.93
Net Gains/Losses as % of Net Income		29.8%	10.6%	2.82	26.7%	1.12	14.8%	2.02	2.6%	11.37
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$87,244,451	47.2%	45.3%	1.04	46.7%	1.01	43.8%	1.08	47.3%	1.00
Supplies & Services	\$73,455,182	39.8%	42.1%	0.94	39.4%	1.01	44.1%	0.90	41.5%	0.96
Capital Component	\$19,618,371	10.6%	8.5%	1.25	10.3%	1.03	8.6%	1.23	9.0%	1.18
Bad Debt	\$4,442,000	2.4%	4.0%	0.60	3.6%	0.66	3.5%	0.69	2.2%	1.08
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.7%	7.7%	0.74	6.1%	0.94	8.9%	0.64	12.2%	0.46
Total Hospital Net Income (%)		7.9%	8.5%	0.93	8.1%	0.98	10.3%	0.77	12.5%	0.63
Return on Equity (%)		6.8%	6.6%	1.03	6.1%	1.11	7.5%	0.91	15.1%	0.45
Current Ratio		61.1	3.4	18.03	4.2	14.69	3.3	18.43	66.5	0.92
Days in Net Patient Accounts Receivable		39.4	46.5	0.85	44.6	0.88	46.9	0.84	36.2	1.09
Average Payment Period		4.1	53.3	0.08	43.8	0.09	55.5	0.07	3.6	1.14
Equity Financing (%)		56.4%	60.7%	0.93	59.5%	0.95	60.9%	0.93	42.7%	1.32
Long-Term Debt to Equity Ratio		0.8	0.3	2.25	0.4	1.70	0.4	2.14	1.3	0.57
Times Interest Earned		4.3	7.4	0.58	4.9	0.87	8.5	0.50	8.7	0.49
Total Asset Turnover		0.8	0.8	1.09	0.7	1.13	0.7	1.18	1.2	0.70
Average Age of Plant (Years)		10.1	10.2	0.99	10.3	0.98	9.4	1.07	10.1	1.00
Increase (Decrease) Total Net Patient Revenue		-6.9%	9.4%	N/A	0.0%	116.61	1.9%	N/A	4.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		54.8%	53.2%	1.03	62.4%	0.88	51.7%	1.06	54.2%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,368	\$12,710	0.74	\$9,546	0.98	\$12,409	0.75	\$9,430	0.99
Inpatient Net Revenue per Day		\$2,552	\$2,917	0.87	\$2,385	1.07	\$2,910	0.88	\$2,562	1.00
Outpatient Net Revenue per Visit		\$1,013	\$555	1.83	\$526	1.93	\$491	2.06	\$890	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$366,983,528	Cash & Cash Equivalents	\$98,912,300	Current Liabilities	\$1,977,499
Less Deductions	\$172,152,232	Net Patient Receivables	\$21,009,415	Long-Term Debt	\$99,917,000
Net Patient Revenue	\$194,831,296	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,079,422			Subtotal	\$101,894,499
Total Revenue	\$195,910,718	Land, Buildings & Equipment (Net)	\$112,765,232	Unrestricted Fund Balance	\$131,786,609
Less Expenses	\$184,760,004	Other Assets	\$994,161	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,733,855			Total Liabilities & Fund Balance	\$233,681,108
Net Income	\$15,884,569	Total Assets	\$233,681,108		

**004 St Elizabeth Hospital**  
 1506 South Oneida Street  
 Appleton, WI 54915  
 920-738-2000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Outagamie  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	38.5%	56.1%	0.68	45.4%	0.85	57.4%	0.67	39.5%	0.97
Obstetrics	46.0%	39.1%	1.18	35.5%	0.25	36.2%	1.27	47.3%	0.97
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	46.3%	55.8%	0.83	48.9%	0.95	56.5%	0.82	50.2%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	27.3	28.4	0.96	21.2	1.29	44.8	0.61	33.2	0.82
Obstetrics	8.7	5.1	1.70	5.2	1.68	7.9	1.11	9.0	0.97
Pediatrics	0.0	2.1	N/A	0.4	N/A	7.6	N/A	0.0	N/A
Total Hospital	94.8	51.6	1.84	40.8	2.32	93.3	1.02	102.0	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.8	1.00	3.4	1.12	3.6	1.05	3.8	1.00
Obstetrics	2.8	2.4	1.15	2.5	1.13	2.5	1.11	2.8	1.01
Pediatrics	0.0	2.0	N/A	1.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.4	4.3	1.03	3.9	1.13	4.3	1.04	4.6	0.96
<b>Surgical Operations</b>									
Inpatient	2,389	1,814	1.32	1,226	1.95	2,986	0.80	2,495	0.96
Outpatient	7,027	4,285	1.64	4,737	1.48	7,509	0.94	6,519	1.08
Inpatient as % of All Surgeries	25.4%	29.7%	0.85	20.6%	1.23	28.5%	0.89	27.7%	0.92
<b>Outpatient Visits</b>									
Non-Emergency Visits	119,532	99,026	1.21	90,655	1.32	180,410	0.66	126,624	0.94
Emergency Visits	26,474	16,365	1.62	14,214	1.86	28,916	0.92	25,724	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.0	18.3	0.82	20.2	0.74	27.9	0.54	28.0	0.54
Nurses, Licensed	263.1	199.5	1.32	163.8	1.61	340.4	0.77	397.1	0.66
Ancillary Nursing Personnel	77.0	37.1	2.08	26.9	2.86	53.1	1.45	69.8	1.10
All Other Personnel	486.7	439.3	1.11	315.4	1.54	767.4	0.63	622.9	0.78
Total FTEs	841.7	694.4	1.21	526.3	1.60	1,190.2	0.71	1,117.9	0.75
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.9	16.6	0.42	14.3	0.49	14.4	0.48	13.0	0.54
Nurses, Licensed	121.8	181.2	0.67	115.7	1.05	176.2	0.69	183.8	0.66
Ancillary Nursing Personnel	35.7	33.7	1.06	19.0	1.87	27.5	1.30	32.3	1.10
All Other Personnel	225.4	399.0	0.56	222.8	1.01	397.2	0.57	288.4	0.78
Total FTEs	389.8	630.6	0.62	371.8	1.05	616.1	0.63	517.5	0.75

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	205	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	35
Discharges	7,813	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,018
Inpatient Days	34,617			Inpatient Days	0	Newborn Days	2,078

**004 St Elizabeth Hospital**  
Appleton, WI 54915

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	71	2,645	9,967	38.5%	27.3	3.8
Orthopedic	2	13	504	1,760	37.1%	4.8	3.5
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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	19	1,139	3,191	46.0%	8.7	2.8
<b>Psychiatric</b>	1	43	1,372	7,659	48.8%	21.0	5.6
<b>Alcoholism/chemical dependency</b>	2	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	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	14	173	2,685	52.5%	7.4	15.5
Step-Down (Special Care)	1	30	1,837	6,713	61.3%	18.4	3.7
Neonatal Intensive/Intermediate Care	1	15	143	2,642	48.3%	7.2	18.5
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	6	15.0	Surgical Personnel	19	6	22.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	31	26	44.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	2	9.6
Registered Nurses	125	249	258.3	Occupational Therapists	2	16	8.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	8	2.8
Licensed Practical Nurses	3	3	4.8	Physical Therapists	19	13	25.5
Ancillary Nursing Personnel	37	75	77.0	Physical Therapy Assistants/Aides	3	4	4.6
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	3	4	4.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	3	1.5
Medical Records Personnel	12	7	13.9	All Other Health Professionals	50	46	70.4
Pharmacy Personnel	21	11	23.3	All Other Personnel	149	102	194.5
Clinical Laboratory Personnel	46	25	60.1	<b>Total</b>	<b>543</b>	<b>606</b>	<b>841.7</b>

**004 St Elizabeth Hospital**  
Appleton, WI 54915

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$149,408,603	46.3%	41.7%	1.11	43.1%	1.07	38.1%	1.22	45.6%	1.01
Medical Assistance	\$38,177,252	11.8%	14.0%	0.85	10.9%	1.08	17.9%	0.66	9.8%	1.21
Commercial	\$121,293,285	37.6%	38.1%	0.99	41.2%	0.91	38.1%	0.99	40.2%	0.94
All Other	\$13,782,054	4.3%	6.2%	0.68	4.7%	0.91	5.9%	0.73	4.4%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$92,382,947	28.6%	27.4%	1.05	26.0%	1.10	25.6%	1.12	28.2%	1.01
Medical Assistance	\$21,491,046	6.7%	9.6%	0.70	6.8%	0.98	12.1%	0.55	5.1%	1.32
Commercial	\$40,074,200	12.4%	11.6%	1.07	13.2%	0.94	11.2%	1.11	12.1%	1.03
Charity Care	\$2,727,679	0.8%	1.5%	0.58	1.1%	0.81	1.5%	0.57	1.4%	0.62
All Other	\$2,465,503	0.8%	2.1%	0.36	0.7%	1.02	2.4%	0.32	0.5%	1.44
Total Deductions	\$159,141,375	49.3%	52.1%	0.95	47.7%	1.03	52.8%	0.93	47.3%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		-7.1%	3.7%	N/A	1.9%	N/A	6.6%	N/A	-6.5%	1.10
Net Gains/Losses as % of Net Income		24.9%	10.6%	2.36	26.7%	0.93	14.8%	1.69	28.6%	0.87
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$69,353,656	50.1%	45.3%	1.11	46.7%	1.07	43.8%	1.15	46.8%	1.07
Supplies & Services	\$51,758,209	37.4%	42.1%	0.89	39.4%	0.95	44.1%	0.85	39.4%	0.95
Capital Component	\$11,954,272	8.6%	8.5%	1.02	10.3%	0.84	8.6%	1.00	8.0%	1.09
Bad Debt	\$5,250,346	3.8%	4.0%	0.94	3.6%	1.05	3.5%	1.10	5.8%	0.65
<b>Fiscal Statistics</b>										
Operating Margin (%)		9.4%	7.7%	1.22	6.1%	1.54	8.9%	1.05	8.0%	1.18
Total Hospital Net Income (%)		12.1%	8.5%	1.42	8.1%	1.49	10.3%	1.17	10.8%	1.12
Return on Equity (%)		7.1%	6.6%	1.07	6.1%	1.16	7.5%	0.95	7.3%	0.98
Current Ratio		1.0	3.4	0.28	4.2	0.23	3.3	0.29	0.9	1.07
Days in Net Patient Accounts Receivable		40.4	46.5	0.87	44.6	0.91	46.9	0.86	41.1	0.98
Average Payment Period		114.0	53.3	2.14	43.8	2.60	55.5	2.05	117.8	0.97
Equity Financing (%)		69.0%	60.7%	1.14	59.5%	1.16	60.9%	1.13	71.5%	0.96
Long-Term Debt to Equity Ratio		0.2	0.3	0.68	0.4	0.51	0.4	0.64	0.1	1.62
Times Interest Earned		10.7	7.4	1.46	4.9	2.18	8.5	1.27	10.6	1.01
Total Asset Turnover		0.6	0.8	0.74	0.7	0.77	0.7	0.80	0.7	0.87
Average Age of Plant (Years)		15.9	10.2	1.56	10.3	1.55	9.4	1.69	15.5	1.03
Increase (Decrease) Total Net Patient Revenue		-0.2%	9.4%	N/A	0.0%	337.36	1.9%	N/A	11.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		56.1%	53.2%	1.06	62.4%	0.90	51.7%	1.08	52.8%	1.06
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,355	\$12,710	0.81	\$9,546	1.08	\$12,409	0.83	\$9,976	1.04
Inpatient Net Revenue per Day		\$2,337	\$2,917	0.80	\$2,385	0.98	\$2,910	0.80	\$2,169	1.08
Outpatient Net Revenue per Visit		\$566	\$555	1.02	\$526	1.08	\$491	1.15	\$546	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$322,661,194	Cash & Cash Equivalents	\$16,589,375	Current Liabilities	\$40,617,448
Less Deductions	\$159,141,375	Net Patient Receivables	\$18,088,856	Long-Term Debt	\$42,132,576
Net Patient Revenue	\$163,519,819	Other Receivables	\$1,353,278	Other Liabilities	\$461,134
Plus Other Revenue	-\$10,888,681			Subtotal	\$83,211,158
Total Revenue	\$152,631,138	Land, Buildings & Equipment (Net)	\$74,564,232	Unrestricted Fund Balance	\$185,053,317
Less Expenses	\$138,316,483	Other Assets	\$157,668,734	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,746,593			Total Liabilities & Fund Balance	\$268,264,475
Net Income	\$19,061,248	Total Assets	\$268,264,475		

**005 Franciscan Skemp Healthcare - Mayo Health System**  
 464 S St Joseph Avenue  
 Arcadia, WI 54612  
 608-323-3341

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Trempealeau  
 Analysis Area: Southwestern (5B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	6.3%	56.1%	0.11	43.7%	0.14	12.3%	0.51	8.1%	0.77
Obstetrics	0.0%	39.1%	N/A	42.9%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	32.4%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	5.5%	55.8%	0.10	44.7%	0.12	18.7%	0.29	6.9%	0.80
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.4	28.4	0.05	13.7	0.10	2.3	0.60	1.8	0.77
Obstetrics	0.0	5.1	N/A	3.0	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.5	N/A	0.0	N/A
Total Hospital	1.4	51.6	0.03	24.0	0.06	3.9	0.35	1.7	0.80
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.3	3.8	0.62	3.0	0.77	3.1	0.75	2.5	0.95
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.5	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.3	4.3	0.54	3.5	0.67	3.6	0.65	2.3	1.00
<b>Surgical Operations</b>									
Inpatient	53	1,814	0.03	730	0.07	98	0.54	38	1.39
Outpatient	97	4,285	0.02	1,989	0.05	355	0.27	101	0.96
Inpatient as % of All Surgeries	35.3%	29.7%	1.19	26.9%	1.32	21.7%	1.63	27.3%	1.29
<b>Outpatient Visits</b>									
Non-Emergency Visits	21,985	99,026	0.22	45,548	0.48	16,872	1.30	19,224	1.14
Emergency Visits	1,671	16,365	0.10	7,561	0.22	2,456	0.68	1,672	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	3.8	0.53	4.4	0.45	2.0	1.00
Nurses, Licensed	31.5	199.5	0.16	136.9	0.23	31.3	1.01	24.3	1.30
Ancillary Nursing Personnel	5.0	37.1	0.13	23.8	0.21	9.3	0.54	3.8	1.31
All Other Personnel	64.7	439.3	0.15	261.1	0.25	72.5	0.89	52.8	1.22
Total FTEs	103.2	694.4	0.15	425.5	0.24	117.6	0.88	82.9	1.24
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	51.7	16.6	3.12	7.0	7.40	40.2	1.29	43.5	1.19
Nurses, Licensed	815.7	181.2	4.50	251.8	3.24	285.7	2.86	528.3	1.54
Ancillary Nursing Personnel	129.3	33.7	3.84	43.7	2.96	85.0	1.52	82.9	1.56
All Other Personnel	1,672.6	399.0	4.19	480.2	3.48	661.6	2.53	1,147.4	1.46
Total FTEs	2,669.3	630.6	4.23	782.7	3.41	1,072.5	2.49	1,802.0	1.48

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	8	Bassinets	3
Discharges	215	Preferred Provider Organization (PPO)	Yes	Discharges	100	Total Births	64
Inpatient Days	503			Inpatient Days	1,781	Newborn Days	103

**005 Franciscan Skemp Healthcare - Mayo Health System**  
Arcadia, WI 54612

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	22	215	503	6.3%	1.4	2.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	3	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>	2	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	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)	5	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	0	0	0.0
Physicians & Dentists	3	1	4.0	Radiological Services Personnel	1	5	3.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	7	17	18.3	Occupational Therapists	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	15	10.6	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	0	12	5.0	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	1	0	1.0	Recreational Therapists	1	0	1.0
Nurse Practitioners	0	1	0.6	Dietitians & Nutritionists	1	15	11.0
Certified Registered Nurse Anesthetists	1	0	1.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	Social Workers	3	0	3.0
Medical Records Personnel	0	1	0.6	All Other Health Professionals	2	2	3.3
Pharmacy Personnel	0	0	0.0	All Other Personnel	13	19	25.9
Clinical Laboratory Personnel	5	4	8.8	<b>Total</b>	<b>45</b>	<b>93</b>	<b>103.2</b>

**005 Franciscan Skemp Healthcare - Mayo Health System**

Arcadia, WI 54612

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$5,112,104	46.8%	41.7%	1.12	45.0%	1.04	38.2%	1.23	45.1%	1.04
Medical Assistance	\$1,407,905	12.9%	14.0%	0.92	11.3%	1.14	11.8%	1.09	17.1%	0.76
Commercial	\$3,813,216	34.9%	38.1%	0.92	36.1%	0.97	43.8%	0.80	34.1%	1.03
All Other	\$581,708	5.3%	6.2%	0.85	7.5%	0.71	6.2%	0.87	3.8%	1.42
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$1,982,036	18.2%	27.4%	0.66	27.2%	0.67	16.3%	1.12	15.3%	1.19
Medical Assistance	\$1,169,980	10.7%	9.6%	1.12	7.1%	1.52	7.5%	1.42	10.8%	1.00
Commercial	\$693,304	6.4%	11.6%	0.55	5.9%	1.08	12.3%	0.52	7.9%	0.81
Charity Care	\$69,261	0.6%	1.5%	0.43	0.9%	0.71	0.9%	0.69	1.1%	0.57
All Other	\$20,318	0.2%	2.1%	0.09	2.8%	0.07	1.8%	0.10	0.5%	0.37
Total Deductions	\$3,934,899	36.1%	52.1%	0.69	43.9%	0.82	38.8%	0.93	35.6%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.0%	3.7%	0.53	2.2%	0.90	2.8%	0.69	1.5%	1.34
Net Gains/Losses as % of Net Income		0.0%	10.6%	N/A	N/A	N/A	1.0%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$4,350,612	60.4%	45.3%	1.33	50.3%	1.20	52.1%	1.16	61.6%	0.98
Supplies & Services	\$1,858,679	25.8%	42.1%	0.61	39.8%	0.65	36.7%	0.70	26.2%	0.99
Capital Component	\$617,972	8.6%	8.5%	1.01	5.5%	1.57	6.9%	1.24	6.1%	1.41
Bad Debt	\$373,611	5.2%	4.0%	1.29	4.5%	1.16	4.3%	1.22	6.2%	0.84
<b>Fiscal Statistics</b>										
Operating Margin (%)		-1.1%	7.7%	N/A	10.9%	N/A	9.6%	N/A	2.8%	N/A
Total Hospital Net Income (%)		-1.1%	8.5%	N/A	3.8%	N/A	9.7%	N/A	2.8%	N/A
Return on Equity (%)		-1.6%	6.6%	N/A	2.6%	N/A	12.4%	N/A	4.1%	N/A
Current Ratio		30.9	3.4	9.10	10.0	3.08	2.3	13.65	39.5	0.78
Days in Net Patient Accounts Receivable		113.0	46.5	2.43	62.4	1.81	54.6	2.07	145.9	0.77
Average Payment Period		3.7	53.3	0.07	39.9	0.09	53.9	0.07	3.9	0.97
Equity Financing (%)		98.6%	60.7%	1.62	76.5%	1.29	59.0%	1.67	98.5%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	10.2	N/A	12.5	N/A	0.0	N/A
Total Asset Turnover		1.5	0.8	1.90	0.7	2.01	1.3	1.14	1.5	1.00
Average Age of Plant (Years)		14.8	10.2	1.45	13.8	1.08	11.0	1.35	25.7	0.58
Increase (Decrease) Total Net Patient Revenue		0.9%	9.4%	0.10	4.0%	N/A	18.0%	0.05	-2.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		64.4%	53.2%	1.21	55.9%	1.15	64.3%	1.00	62.7%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,839		\$12,710	0.62	\$12,145	0.65	\$12,736	0.62	\$6,738	1.16
Inpatient Net Revenue per Day	\$1,081		\$2,917	0.37	\$3,275	0.33	\$2,480	0.44	\$1,013	1.07
Outpatient Net Revenue per Visit	\$191		\$555	0.34	\$730	0.26	\$489	0.39	\$212	0.90

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$10,914,933	Cash & Cash Equivalents	\$0	Current Liabilities	\$70,000
Less Deductions	\$3,934,899	Net Patient Receivables	\$2,160,643	Long-Term Debt	\$0
Net Patient Revenue	\$6,980,034	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$140,880			Subtotal	\$70,000
Total Revenue	\$7,120,914	Land, Buildings & Equipment (Net)	\$2,702,757	Unrestricted Fund Balance	\$4,793,400
Less Expenses	\$7,200,874	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$4,863,400	Total Liabilities & Fund Balance	\$4,863,400
Net Income	-\$79,960				

**006 Memorial Medical Center**  
 1615 Maple Lane  
 Ashland, WI 54806  
 715-685-5500

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Ashland  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	64.8%	56.1%	1.15	28.8%	2.25	48.7%	1.33	69.6%	0.93
Obstetrics	47.7%	39.1%	1.22	18.1%	0.08	30.4%	1.57	56.4%	0.84
Pediatrics	0.0%	48.6%	N/A	1.3%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	59.6%	55.8%	1.07	27.9%	2.14	45.2%	1.32	66.7%	0.89
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	12.3	28.4	0.43	5.5	2.25	21.2	0.58	13.2	0.93
Obstetrics	1.4	5.1	0.28	0.7	2.20	3.1	0.46	1.7	0.84
Pediatrics	0.0	2.1	N/A	0.0	N/A	0.1	N/A	0.0	N/A
Total Hospital	20.9	51.6	0.40	7.0	2.96	35.3	0.59	23.3	0.89
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.86	3.0	1.07	3.5	0.93	3.3	0.99
Obstetrics	2.1	2.4	0.88	2.2	0.96	2.3	0.94	2.2	0.99
Pediatrics	0.0	2.0	N/A	1.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.72	2.9	1.07	3.7	0.85	3.2	0.98
<b>Surgical Operations</b>									
Inpatient	391	1,814	0.22	101	3.86	1,018	0.38	432	0.91
Outpatient	1,775	4,285	0.41	937	1.89	2,892	0.61	1,722	1.03
Inpatient as % of All Surgeries	18.1%	29.7%	0.61	9.8%	1.85	26.0%	0.69	20.1%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	19,873	99,026	0.20	20,099	0.99	80,704	0.25	19,899	1.00
Emergency Visits	12,516	16,365	0.76	7,479	1.67	16,917	0.74	12,887	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	2.9	1.05	14.8	0.20	3.0	1.00
Nurses, Licensed	99.1	199.5	0.50	48.4	2.05	134.4	0.74	98.8	1.00
Ancillary Nursing Personnel	9.6	37.1	0.26	7.8	1.24	23.3	0.41	11.7	0.83
All Other Personnel	261.0	439.3	0.59	119.8	2.18	356.2	0.73	258.1	1.01
Total FTEs	372.7	694.4	0.54	178.7	2.09	528.7	0.70	371.6	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.1	16.6	0.25	9.8	0.42	15.1	0.28	3.9	1.07
Nurses, Licensed	137.0	181.2	0.76	166.7	0.82	137.3	1.00	127.9	1.07
Ancillary Nursing Personnel	13.3	33.7	0.40	26.7	0.50	23.8	0.56	15.1	0.88
All Other Personnel	361.0	399.0	0.90	412.7	0.87	363.9	0.99	334.2	1.08
Total FTEs	515.6	630.6	0.82	616.0	0.84	540.2	0.95	481.1	1.07

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	7
Discharges	2,447	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	234
Inpatient Days	7,613			Inpatient Days	0	Newborn Days	508

**006 Memorial Medical Center**  
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	1,387	4,497	64.8%	12.3	3.2
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	2	1	10	40	11.0%	0.1	4.0
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	3	243	522	47.7%	1.4	2.1
<b>Psychiatric</b>	1	10	454	1,559	42.7%	4.3	3.4
<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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	127	482	66.0%	1.3	3.8
Step-Down (Special Care)	5	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	3	0	3.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	21	3	21.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	3	7.8
Registered Nurses	68	42	90.4	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	4	0	4.0
Licensed Practical Nurses	5	2	6.3	Physical Therapists	6	1	6.5
Ancillary Nursing Personnel	8	3	9.6	Physical Therapy Assistants/Aides	3	0	3.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	1	2.4	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	0	2.0
Medical Records Personnel	11	5	13.9	All Other Health Professionals	52	5	54.6
Pharmacy Personnel	5	2	6.6	All Other Personnel	89	47	115.1
Clinical Laboratory Personnel	16	1	16.2	<b>Total</b>	<b>311</b>	<b>115</b>	<b>372.7</b>

**006 Memorial Medical Center**

Ashland, WI 54806

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$36,106,297	41.9%	41.7%	1.00	44.0%	0.95	45.1%	0.93	41.9%	1.00
Medical Assistance	\$18,836,281	21.8%	14.0%	1.56	20.2%	1.08	11.7%	1.86	19.5%	1.12
Commercial	\$24,426,706	28.3%	38.1%	0.74	28.4%	1.00	37.9%	0.75	30.6%	0.93
All Other	\$6,875,620	8.0%	6.2%	1.28	7.4%	1.07	5.3%	1.52	8.0%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$13,981,260	16.2%	27.4%	0.59	17.9%	0.91	30.2%	0.54	18.6%	0.87
Medical Assistance	\$11,849,131	13.7%	9.6%	1.44	11.9%	1.16	7.9%	1.75	13.0%	1.06
Commercial	\$1,166,551	1.4%	11.6%	0.12	4.2%	0.32	11.1%	0.12	1.1%	1.27
Charity Care	\$263,307	0.3%	1.5%	0.21	0.6%	0.54	1.2%	0.24	0.3%	0.88
All Other	\$2,125,076	2.5%	2.1%	1.16	2.3%	1.08	1.7%	1.43	3.6%	0.68
Total Deductions	\$29,385,325	34.1%	52.1%	0.65	36.8%	0.93	52.1%	0.65	36.7%	0.93
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.7%	3.7%	0.18	2.0%	0.34	2.9%	0.24	0.7%	0.94
Net Gains/Losses as % of Net Income		6.3%	10.6%	0.60	9.0%	0.71	15.7%	0.40	7.2%	0.88
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,208,952	55.4%	45.3%	1.22	55.9%	0.99	47.5%	1.17	56.0%	0.99
Supplies & Services	\$15,416,222	30.3%	42.1%	0.72	29.5%	1.02	38.9%	0.78	31.0%	0.97
Capital Component	\$3,956,228	7.8%	8.5%	0.91	8.6%	0.90	9.3%	0.83	6.6%	1.18
Bad Debt	\$3,377,504	6.6%	4.0%	1.65	6.0%	1.11	4.2%	1.57	6.4%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.0%	7.7%	1.43	8.9%	1.24	6.9%	1.60	11.1%	0.99
Total Hospital Net Income (%)		11.6%	8.5%	1.37	9.7%	1.20	8.1%	1.45	11.9%	0.98
Return on Equity (%)		10.9%	6.6%	1.64	9.2%	1.18	5.6%	1.94	11.8%	0.93
Current Ratio		4.2	3.4	1.23	3.9	1.06	3.8	1.11	3.8	1.09
Days in Net Patient Accounts Receivable		52.2	46.5	1.12	56.0	0.93	48.1	1.08	51.9	1.01
Average Payment Period		63.3	53.3	1.19	61.2	1.03	51.8	1.22	61.9	1.02
Equity Financing (%)		80.3%	60.7%	1.32	54.8%	1.47	61.0%	1.32	75.9%	1.06
Long-Term Debt to Equity Ratio		0.1	0.3	0.23	0.3	0.24	0.4	0.22	0.1	0.58
Times Interest Earned		28.8	7.4	3.92	8.8	3.29	5.2	5.49	21.3	1.35
Total Asset Turnover		0.9	0.8	1.21	0.9	0.98	0.7	1.35	1.0	0.95
Average Age of Plant (Years)		12.2	10.2	1.19	10.6	1.15	10.2	1.20	11.6	1.05
Increase (Decrease) Total Net Patient Revenue		3.8%	9.4%	0.41	3.4%	2.86	-2.0%	N/A	9.8%	0.39
Outpatient Gross Revenue (% of Total GPR)		71.2%	53.2%	1.34	75.7%	0.94	64.0%	1.11	69.8%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,165		\$12,710	0.64	\$8,317	0.98	\$9,421	0.87	\$7,393	1.10
Inpatient Net Revenue per Day	\$2,624		\$2,917	0.90	\$2,169	1.21	\$2,572	1.02	\$2,318	1.13
Outpatient Net Revenue per Visit	\$1,139		\$555	2.05	\$653	1.74	\$613	1.86	\$1,068	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$86,244,904	Cash & Cash Equivalents	\$21,424,635	Current Liabilities	\$8,323,609
Less Deductions	\$29,385,325	Net Patient Receivables	\$8,134,870	Long-Term Debt	\$3,827,785
Net Patient Revenue	\$56,859,579	Other Receivables	\$2,816,145	Other Liabilities	\$0
Plus Other Revenue	\$385,727			Subtotal	\$12,151,394
Total Revenue	\$57,245,306	Land, Buildings & Equipment (Net)	\$19,463,265	Unrestricted Fund Balance	\$49,490,943
Less Expenses	\$50,958,906	Other Assets	\$9,803,422	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$426,212			Total Liabilities & Fund Balance	\$61,642,337
Net Income	\$6,712,612	Total Assets	\$61,642,337		

**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 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	30.2%	56.1%	0.54	46.4%	0.65	41.6%	0.73	31.7%	0.95
Obstetrics	11.1%	39.1%	0.28	28.9%	0.02	23.9%	0.46	11.3%	0.98
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	26.2%	55.8%	0.47	45.8%	0.57	40.7%	0.64	27.2%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.0	28.4	0.21	13.3	0.45	8.1	0.74	6.3	0.95
Obstetrics	0.6	5.1	0.11	2.0	0.27	1.0	0.54	0.6	0.98
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Total Hospital	6.5	51.6	0.13	21.1	0.31	10.7	0.61	6.8	0.96
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.8	0.74	3.5	0.79	3.1	0.89	2.5	1.09
Obstetrics	2.4	2.4	0.99	2.4	1.01	2.3	1.03	2.4	0.99
Pediatrics	0.0	2.0	N/A	2.3	N/A	2.3	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.63	3.8	0.72	3.2	0.84	2.5	1.09
<b>Surgical Operations</b>									
Inpatient	163	1,814	0.09	577	0.28	392	0.42	140	1.16
Outpatient	460	4,285	0.11	1,775	0.26	1,613	0.29	425	1.08
Inpatient as % of All Surgeries	26.2%	29.7%	0.88	24.5%	1.07	19.5%	1.34	24.8%	1.06
<b>Outpatient Visits</b>									
Non-Emergency Visits	19,173	99,026	0.19	46,705	0.41	39,154	0.49	16,679	1.15
Emergency Visits	3,897	16,365	0.24	8,047	0.48	8,094	0.48	3,936	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.0	18.3	0.66	7.8	1.53	7.1	1.69	10.0	1.20
Nurses, Licensed	43.7	199.5	0.22	97.2	0.45	60.7	0.72	41.5	1.05
Ancillary Nursing Personnel	14.8	37.1	0.40	19.2	0.77	13.1	1.13	6.6	2.23
All Other Personnel	128.9	439.3	0.29	235.5	0.55	163.9	0.79	117.2	1.10
Total FTEs	199.5	694.4	0.29	359.7	0.55	244.7	0.82	175.3	1.14
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	42.5	16.6	2.56	15.1	2.82	20.4	2.09	36.2	1.18
Nurses, Licensed	155.0	181.2	0.86	187.3	0.83	174.0	0.89	150.2	1.03
Ancillary Nursing Personnel	52.5	33.7	1.56	37.0	1.42	37.5	1.40	24.0	2.19
All Other Personnel	457.2	399.0	1.15	454.0	1.01	470.2	0.97	423.9	1.08
Total FTEs	707.2	630.6	1.12	693.4	1.02	702.0	1.01	634.3	1.12

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 880  
 Inpatient Days 2,387

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 0  
 Discharges 34  
 Inpatient Days 190

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 71  
 Newborn Days 154

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	20	796	2,202	30.2%	6.0	2.8
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	4	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	5	84	202	11.1%	0.6	2.4
<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	12	0	12.0	Surgical Personnel	1	1	1.9
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	6	5	7.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	1.0
Registered Nurses	5	52	40.9	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	2.8	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	2	10	14.8	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	1	1	1.1	Recreational Therapists	2	4	3.5
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
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	18	6	22.4	All Other Health Professionals	1	28	22.4
Pharmacy Personnel	1	0	1.0	All Other Personnel	27	33	49.9
Clinical Laboratory Personnel	4	10	9.9	<b>Total</b>	<b>90</b>	<b>155</b>	<b>199.5</b>

**007 Baldwin Area Medical Center**

Baldwin, WI 54002

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$16,734,896	36.3%	41.7%	0.87	44.3%	0.82	42.1%	0.86	34.9%	1.04
Medical Assistance	\$9,366,117	20.3%	14.0%	1.45	13.4%	1.51	13.2%	1.53	14.0%	1.45
Commercial	\$17,589,013	38.1%	38.1%	1.00	37.0%	1.03	39.8%	0.96	44.8%	0.85
All Other	\$2,458,496	5.3%	6.2%	0.85	5.3%	1.00	4.9%	1.10	6.2%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,601,811	16.5%	27.4%	0.60	26.0%	0.63	22.9%	0.72	15.3%	1.08
Medical Assistance	\$5,444,402	11.8%	9.6%	1.23	8.7%	1.35	8.4%	1.41	8.9%	1.32
Commercial	\$5,824,485	12.6%	11.6%	1.09	7.0%	1.81	10.2%	1.23	13.2%	0.96
Charity Care	\$232,352	0.5%	1.5%	0.34	1.5%	0.33	1.1%	0.47	0.8%	0.62
All Other	\$0	0.0%	2.1%	N/A	1.7%	N/A	1.5%	N/A	0.0%	N/A
Total Deductions	\$19,103,050	41.4%	52.1%	0.79	44.9%	0.92	44.0%	0.94	38.2%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.6%	3.7%	0.17	3.5%	0.18	3.0%	0.21	0.7%	0.93
Net Gains/Losses as % of Net Income		44.5%	10.6%	4.22	19.2%	2.31	14.3%	3.12	105.5%	0.42
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$11,955,820	44.9%	45.3%	0.99	51.2%	0.88	49.3%	0.91	46.0%	0.98
Supplies & Services	\$11,379,778	42.8%	42.1%	1.01	37.4%	1.14	36.2%	1.18	41.1%	1.04
Capital Component	\$1,461,430	5.5%	8.5%	0.65	8.2%	0.67	10.2%	0.54	6.2%	0.89
Bad Debt	\$1,818,995	6.8%	4.0%	1.70	3.1%	2.18	4.3%	1.60	6.7%	1.02
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.2%	7.7%	0.29	10.8%	0.20	7.2%	0.30	-0.1%	N/A
Total Hospital Net Income (%)		3.9%	8.5%	0.46	13.0%	0.30	8.3%	0.47	1.5%	2.57
Return on Equity (%)		4.3%	6.6%	0.65	10.0%	0.43	6.7%	0.64	1.6%	2.67
Current Ratio		3.6	3.4	1.05	2.2	1.59	1.9	1.85	3.6	0.99
Days in Net Patient Accounts Receivable		64.7	46.5	1.39	49.4	1.31	50.0	1.29	65.6	0.99
Average Payment Period		38.8	53.3	0.73	58.7	0.66	102.3	0.38	36.8	1.05
Equity Financing (%)		56.3%	60.7%	0.93	66.5%	0.85	59.2%	0.95	54.5%	1.03
Long-Term Debt to Equity Ratio		0.6	0.3	1.69	0.3	1.93	0.4	1.54	0.6	0.90
Times Interest Earned		3.1	7.4	0.42	17.1	0.18	4.6	0.67	1.7	1.79
Total Asset Turnover		1.1	0.8	1.41	0.7	1.45	0.8	1.37	1.0	1.04
Average Age of Plant (Years)		13.6	10.2	1.33	8.2	1.66	7.9	1.71	12.1	1.12
Increase (Decrease) Total Net Patient Revenue		10.2%	9.4%	1.08	3.5%	0.44	2.3%	4.36	1.5%	6.61
Outpatient Gross Revenue (% of Total GPR)		76.8%	53.2%	1.44	59.4%	1.29	69.4%	1.11	75.4%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,965		\$12,710	0.71	\$10,381	0.86	\$9,239	0.97	\$7,303	1.23
Inpatient Net Revenue per Day	\$3,173		\$2,917	1.09	\$2,632	1.21	\$2,581	1.23	\$2,743	1.16
Outpatient Net Revenue per Visit	\$816		\$555	1.47	\$594	1.37	\$551	1.48	\$826	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$46,148,522	Cash & Cash Equivalents	\$2,940,201	Current Liabilities	\$2,735,773
Less Deductions	\$19,103,050	Net Patient Receivables	\$4,797,517	Long-Term Debt	\$8,054,345
Net Patient Revenue	\$27,045,472	Other Receivables	\$24,351	Other Liabilities	\$154,616
Plus Other Revenue	\$167,841			Subtotal	\$10,944,734
Total Revenue	\$27,213,313	Land, Buildings & Equipment (Net)	\$10,500,439	Unrestricted Fund Balance	\$14,128,392
Less Expenses	\$26,616,023	Other Assets	\$6,810,618	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$479,302			Total Liabilities & Fund Balance	\$25,073,126
Net Income	\$1,076,592	Total Assets	\$25,073,126		

**008 St Clare Hospital & Health Services**  
 707 Fourteenth Street  
 Baraboo, WI 53913  
 608-356-1400

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Sauk  
 Analysis Area: Southern (1)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	40.8%	56.1%	0.73	58.4%	0.70	46.1%	0.88	44.5%	0.92
Obstetrics	19.6%	39.1%	0.50	39.2%	0.05	30.9%	0.63	19.3%	1.02
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	36.4%	55.8%	0.65	58.2%	0.63	45.0%	0.81	36.9%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	12.2	28.4	0.43	24.9	0.49	11.3	1.09	13.4	0.92
Obstetrics	2.0	5.1	0.38	4.9	0.40	2.0	0.98	1.9	1.02
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	21.1	51.6	0.41	53.4	0.40	16.8	1.25	21.4	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.8	0.76	3.7	0.78	3.2	0.89	3.2	0.90
Obstetrics	2.3	2.4	0.95	2.0	1.16	2.3	1.02	2.4	0.97
Pediatrics	0.0	2.0	N/A	3.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.81	4.3	0.81	3.2	1.08	3.6	0.96
<b>Surgical Operations</b>									
Inpatient	427	1,814	0.24	1,934	0.22	575	0.74	454	0.94
Outpatient	1,685	4,285	0.39	5,295	0.32	2,021	0.83	1,780	0.95
Inpatient as % of All Surgeries	20.2%	29.7%	0.68	26.8%	0.76	22.2%	0.91	20.3%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	60,588	99,026	0.61	151,770	0.40	53,250	1.14	57,132	1.06
Emergency Visits	20,174	16,365	1.23	17,348	1.16	12,301	1.64	19,247	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	23.6	18.3	1.29	20.1	1.17	15.7	1.51	24.6	0.96
Nurses, Licensed	87.1	199.5	0.44	238.2	0.37	89.7	0.97	84.3	1.03
Ancillary Nursing Personnel	6.0	37.1	0.16	40.0	0.15	14.4	0.42	6.3	0.95
All Other Personnel	221.3	439.3	0.50	622.2	0.36	237.9	0.93	230.4	0.96
Total FTEs	338.0	694.4	0.49	920.4	0.37	357.7	0.94	345.6	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	32.3	16.6	1.94	14.7	2.20	29.0	1.11	35.4	0.91
Nurses, Licensed	119.1	181.2	0.66	174.1	0.68	166.2	0.72	121.5	0.98
Ancillary Nursing Personnel	8.2	33.7	0.24	29.2	0.28	26.7	0.31	9.1	0.90
All Other Personnel	302.7	399.0	0.76	454.6	0.67	440.9	0.69	331.9	0.91
Total FTEs	462.2	630.6	0.73	672.6	0.69	662.9	0.70	497.9	0.93

**Total Hospital:**  
 Beds Set Up & Staffed 58  
 Discharges 2,217  
 Inpatient Days 7,700

**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 10  
 Total Births 299  
 Newborn Days 618

**008 St Clare Hospital & Health Services**  
Baraboo, WI 53913

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	30	1,558	4,469	40.8%	12.2	2.9
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	1	11	304	618	38.3%	1.7	2.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	10	308	717	19.6%	2.0	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	1	4	242	1,536	105.2%	4.2	6.3
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	3	407	633	57.8%	1.7	1.6
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	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)	5	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	22	2	23.6	Surgical Personnel	4	0	4.0
Physicians & Dentists	1	1	1.4	Radiological Services Personnel	18	3	19.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Registered Nurses	55	42	80.0	Occupational Therapists	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	2	1.5	Physical Therapists	3	2	4.1
Ancillary Nursing Personnel	3	5	6.0	Physical Therapy Assistants/Aides	1	1	1.6
Physician Assistants	1	3	2.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	0	2	1.2
Certified Registered Nurse Anesthetists	4	1	4.6	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	3	1.8
Medical Records Personnel	4	2	5.6	All Other Health Professionals	25	26	40.5
Pharmacy Personnel	5	0	5.0	All Other Personnel	83	59	119.8
Clinical Laboratory Personnel	10	2	11.3	<b>Total</b>	<b>242</b>	<b>157</b>	<b>338.0</b>

**008 St Clare Hospital & Health Services**  
Baraboo, WI 53913

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$62,489,280	47.2%	41.7%	1.13	39.2%	1.20	45.6%	1.03	47.6%	0.99
Medical Assistance	\$18,046,133	13.6%	14.0%	0.97	11.4%	1.19	12.9%	1.06	11.0%	1.23
Commercial	\$41,885,632	31.6%	38.1%	0.83	42.7%	0.74	34.7%	0.91	33.7%	0.94
All Other	\$10,087,917	7.6%	6.2%	1.22	6.7%	1.14	6.9%	1.11	7.6%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$47,141,460	35.6%	27.4%	1.30	25.3%	1.41	27.4%	1.30	34.5%	1.03
Medical Assistance	\$14,093,608	10.6%	9.6%	1.11	7.6%	1.40	8.6%	1.24	8.2%	1.30
Commercial	\$13,002,701	9.8%	11.6%	0.85	13.8%	0.71	9.2%	1.07	10.5%	0.93
Charity Care	\$2,378,007	1.8%	1.5%	1.23	2.4%	0.76	1.4%	1.30	1.3%	1.34
All Other	\$3,640,213	2.7%	2.1%	1.29	2.1%	1.30	1.8%	1.55	2.6%	1.04
Total Deductions	\$80,255,989	60.6%	52.1%	1.16	51.2%	1.18	48.3%	1.25	57.2%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.1%	3.7%	1.11	7.7%	0.53	3.9%	1.06	3.1%	1.32
Net Gains/Losses as % of Net Income		75.1%	10.6%	7.12	27.4%	2.75	24.1%	3.12	71.9%	1.04
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,998,793	53.8%	45.3%	1.19	49.9%	1.08	50.7%	1.06	53.5%	1.01
Supplies & Services	\$16,363,710	30.4%	42.1%	0.72	39.1%	0.78	34.2%	0.89	28.1%	1.08
Capital Component	\$4,272,995	7.9%	8.5%	0.93	8.5%	0.94	10.7%	0.74	7.9%	1.00
Bad Debt	\$4,216,499	7.8%	4.0%	1.94	2.6%	3.03	4.3%	1.81	10.4%	0.75
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.2%	7.7%	0.15	5.4%	0.22	4.7%	0.25	2.0%	0.59
Total Hospital Net Income (%)		4.6%	8.5%	0.54	7.2%	0.64	6.2%	0.75	6.8%	0.68
Return on Equity (%)		4.3%	6.6%	0.64	6.3%	0.68	4.4%	0.97	6.1%	0.70
Current Ratio		2.8	3.4	0.83	2.2	1.30	3.6	0.78	3.2	0.88
Days in Net Patient Accounts Receivable		51.8	46.5	1.11	46.5	1.11	48.8	1.06	54.8	0.95
Average Payment Period		27.4	53.3	0.51	48.0	0.57	57.5	0.48	24.6	1.11
Equity Financing (%)		77.4%	60.7%	1.28	53.7%	1.44	55.0%	1.41	72.8%	1.06
Long-Term Debt to Equity Ratio		0.2	0.3	0.71	0.5	0.45	0.6	0.40	0.2	0.96
Times Interest Earned		6.8	7.4	0.92	6.6	1.03	3.5	1.92	9.9	0.68
Total Asset Turnover		0.9	0.8	1.16	0.8	1.05	0.7	1.26	0.8	1.05
Average Age of Plant (Years)		9.7	10.2	0.95	9.4	1.03	8.4	1.16	8.7	1.12
Increase (Decrease) Total Net Patient Revenue		-1.8%	9.4%	N/A	54.9%	N/A	3.6%	N/A	-0.1%	13.50
Outpatient Gross Revenue (% of Total GPR)		71.1%	53.2%	1.34	52.5%	1.36	68.8%	1.03	69.2%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,791	\$12,710	0.61	\$13,814	0.56	\$8,567	0.91	\$8,658	0.90
Inpatient Net Revenue per Day		\$2,243	\$2,917	0.77	\$3,205	0.70	\$2,570	0.87	\$2,385	0.94
Outpatient Net Revenue per Visit		\$433	\$555	0.78	\$410	1.06	\$563	0.77	\$453	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$132,508,962	Cash & Cash Equivalents	\$388,352	Current Liabilities	\$3,809,514
Less Deductions	\$80,255,989	Net Patient Receivables	\$7,418,674	Long-Term Debt	\$11,287,769
Net Patient Revenue	\$52,252,973	Other Receivables	\$635,994	Other Liabilities	-\$1,265,611
Plus Other Revenue	\$2,247,929			Subtotal	\$13,831,672
Total Revenue	\$54,500,902	Land, Buildings & Equipment (Net)	\$30,057,020	Unrestricted Fund Balance	\$47,296,458
Less Expenses	\$53,851,997	Other Assets	\$22,628,090	Restricted Fund Balance	\$1,313,477
Non-Operating Gains/Losses	\$1,959,765			Total Liabilities & Fund Balance	\$61,128,130
Net Income	\$2,608,670	Total Assets	\$61,128,130		

**009 Mayo Clinic Health System - Northland in Barron**  
 1222 E Woodland Avenue  
 Barron, WI 54812  
 715-537-3186

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

County: Barron  
 Analysis Area: West Central (5A)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	33.5%	56.1%	0.60	46.4%	0.72	46.1%	0.73	27.7%	1.21
Obstetrics	22.3%	39.1%	0.57	28.9%	0.03	30.9%	0.72	25.2%	0.89
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	30.9%	55.8%	0.55	45.8%	0.67	45.0%	0.69	27.3%	1.13
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.4	28.4	0.15	13.3	0.33	11.3	0.39	4.2	1.05
Obstetrics	0.9	5.1	0.17	2.0	0.44	2.0	0.45	0.8	1.18
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	5.2	51.6	0.10	21.1	0.25	16.8	0.31	4.9	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.3	3.8	0.60	3.5	0.65	3.2	0.70	2.5	0.90
Obstetrics	2.4	2.4	0.99	2.4	1.02	2.3	1.06	2.4	1.01
Pediatrics	0.0	2.0	N/A	2.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.62	3.8	0.71	3.2	0.83	2.9	0.92
<b>Surgical Operations</b>									
Inpatient	183	1,814	0.10	577	0.32	575	0.32	159	1.15
Outpatient	1,133	4,285	0.26	1,775	0.64	2,021	0.56	1,072	1.06
Inpatient as % of All Surgeries	13.9%	29.7%	0.47	24.5%	0.57	22.2%	0.63	12.9%	1.08
<b>Outpatient Visits</b>									
Non-Emergency Visits	132,999	99,026	1.34	46,705	2.85	53,250	2.50	117,211	1.13
Emergency Visits	6,195	16,365	0.38	8,047	0.77	12,301	0.50	6,360	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.0	18.3	0.55	7.8	1.28	15.7	0.64	12.0	0.83
Nurses, Licensed	101.7	199.5	0.51	97.2	1.05	89.7	1.13	93.1	1.09
Ancillary Nursing Personnel	9.4	37.1	0.25	19.2	0.49	14.4	0.65	9.7	0.97
All Other Personnel	272.5	439.3	0.62	235.5	1.16	237.9	1.15	257.9	1.06
Total FTEs	393.5	694.4	0.57	359.7	1.09	357.7	1.10	372.7	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	29.7	16.6	1.79	15.1	1.97	29.0	1.02	68.7	0.43
Nurses, Licensed	302.3	181.2	1.67	187.3	1.61	166.2	1.82	533.2	0.57
Ancillary Nursing Personnel	28.0	33.7	0.83	37.0	0.76	26.7	1.05	55.7	0.50
All Other Personnel	810.2	399.0	2.03	454.0	1.78	440.9	1.84	1,476.5	0.55
Total FTEs	1,170.2	630.6	1.86	693.4	1.69	662.9	1.77	2,134.1	0.55

**Total Hospital:**  
 Beds Set Up & Staffed 17  
 Discharges 718  
 Inpatient Days 1,916

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 8  
 Discharges 182  
 Inpatient Days 1,770

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 123  
 Newborn Days 269

**009 Mayo Clinic Health System - Northland in Barron**  
Barron, WI 54812

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	13	706	1,590	33.5%	4.4	2.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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	2	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	135	326	22.3%	0.9	2.4
<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	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	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)	5	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	10	0	10.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	13	1	13.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Registered Nurses	76	20	88.7	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	1	0	1.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	3	7.0	Physical Therapists	8	0	8.0
Ancillary Nursing Personnel	8	2	9.4	Physical Therapy Assistants/Aides	4	0	4.0
Physician Assistants	10	1	10.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	3	0	3.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	0	2.0
Medical Records Personnel	30	7	34.0	All Other Health Professionals	55	15	62.7
Pharmacy Personnel	4	0	4.0	All Other Personnel	92	19	100.6
Clinical Laboratory Personnel	23	3	24.9	<b>Total</b>	<b>354</b>	<b>71</b>	<b>393.5</b>

**009 Mayo Clinic Health System - Northland in Barron**

Barron, WI 54812

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$33,884,280	46.3%	41.7%	1.11	44.3%	1.05	45.6%	1.02	48.0%	0.96
Medical Assistance	\$10,110,649	13.8%	14.0%	0.99	13.4%	1.03	12.9%	1.07	11.9%	1.16
Commercial	\$24,566,655	33.6%	38.1%	0.88	37.0%	0.91	34.7%	0.97	34.3%	0.98
All Other	\$4,583,674	6.3%	6.2%	1.00	5.3%	1.18	6.9%	0.91	5.8%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$10,493,308	14.3%	27.4%	0.52	26.0%	0.55	27.4%	0.52	17.8%	0.81
Medical Assistance	\$7,396,559	10.1%	9.6%	1.06	8.7%	1.16	8.6%	1.18	9.8%	1.03
Commercial	\$4,246,694	5.8%	11.6%	0.50	7.0%	0.83	9.2%	0.63	6.1%	0.96
Charity Care	\$1,640,669	2.2%	1.5%	1.53	1.5%	1.46	1.4%	1.62	2.0%	1.15
All Other	\$635,187	0.9%	2.1%	0.41	1.7%	0.52	1.8%	0.49	1.0%	0.89
Total Deductions	\$24,412,417	33.4%	52.1%	0.64	44.9%	0.74	48.3%	0.69	36.6%	0.91
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.6%	3.7%	0.15	3.5%	0.16	3.9%	0.15	1.1%	0.51
Net Gains/Losses as % of Net Income		9.7%	10.6%	0.92	19.2%	0.51	24.1%	0.40	29.6%	0.33
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,489,426	65.3%	45.3%	1.44	51.2%	1.27	50.7%	1.29	52.0%	1.26
Supplies & Services	\$10,365,168	23.8%	42.1%	0.56	37.4%	0.63	34.2%	0.69	36.2%	0.66
Capital Component	\$3,211,844	7.4%	8.5%	0.87	8.2%	0.90	10.7%	0.69	7.3%	1.01
Bad Debt	\$1,574,658	3.6%	4.0%	0.90	3.1%	1.15	4.3%	0.83	4.5%	0.79
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.0%	7.7%	1.42	10.8%	1.02	4.7%	2.31	3.4%	3.19
Total Hospital Net Income (%)		12.0%	8.5%	1.41	13.0%	0.92	6.2%	1.95	4.8%	2.49
Return on Equity (%)		17.3%	6.6%	2.62	10.0%	1.74	4.4%	3.93	7.0%	2.49
Current Ratio		2.3	3.4	0.67	2.2	1.01	3.6	0.62	1.9	1.17
Days in Net Patient Accounts Receivable		60.2	46.5	1.29	49.4	1.22	48.8	1.23	59.5	1.01
Average Payment Period		33.0	53.3	0.62	58.7	0.56	57.5	0.57	35.0	0.94
Equity Financing (%)		79.8%	60.7%	1.32	66.5%	1.20	55.0%	1.45	76.3%	1.05
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	17.1	N/A	3.5	N/A	0.0	N/A
Total Asset Turnover		1.4	0.8	1.86	0.7	1.91	0.7	2.02	1.4	1.00
Average Age of Plant (Years)		15.3	10.2	1.49	8.2	1.86	8.4	1.82	16.3	0.94
Increase (Decrease) Total Net Patient Revenue		19.9%	9.4%	2.12	3.5%	1.48	3.6%	5.56	5.2%	3.82
Outpatient Gross Revenue (% of Total GPR)		84.4%	53.2%	1.59	59.4%	1.42	68.8%	1.23	71.9%	1.17
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,330		\$12,710	0.89	\$10,381	1.09	\$8,567	1.32	\$19,790	0.57
Inpatient Net Revenue per Day	\$2,627		\$2,917	0.90	\$2,632	1.00	\$2,570	1.02	\$4,454	0.59
Outpatient Net Revenue per Visit	\$275		\$555	0.50	\$594	0.46	\$563	0.49	\$199	1.38

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$73,145,258	Cash & Cash Equivalents	\$23,718	Current Liabilities	\$3,878,033
Less Deductions	\$24,412,417	Net Patient Receivables	\$8,036,710	Long-Term Debt	\$0
Net Patient Revenue	\$48,732,841	Other Receivables	\$108,056	Other Liabilities	\$3,039,822
Plus Other Revenue	\$275,885			Subtotal	\$6,917,855
Total Revenue	\$49,008,726	Land, Buildings & Equipment (Net)	\$7,007,670	Unrestricted Fund Balance	\$27,359,225
Less Expenses	\$43,641,096	Other Assets	\$19,100,927	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$578,410			Total Liabilities & Fund Balance	\$34,277,080
Net Income	\$5,946,040	Total Assets	\$34,277,081		

**010 Beaver Dam Community Hospitals Inc**  
 707 South University Avenue  
 Beaver Dam, WI 53916  
 920-887-7181

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Dodge  
 Analysis Area: Southern (1)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	53.4%	56.1%	0.95	58.4%	0.91	46.1%	1.16	23.8%	2.24
Obstetrics	22.9%	39.1%	0.59	39.2%	0.07	30.9%	0.74	23.4%	0.98
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	41.2%	55.8%	0.74	58.2%	0.71	45.0%	0.92	32.1%	1.28
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.5	28.4	0.58	24.9	0.66	11.3	1.47	12.4	1.34
Obstetrics	2.8	5.1	0.54	4.9	0.56	2.0	1.37	2.8	0.98
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	20.2	51.6	0.39	53.4	0.38	16.8	1.20	22.5	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.82	3.7	0.84	3.2	0.96	2.8	1.08
Obstetrics	2.4	2.4	0.99	2.0	1.21	2.3	1.06	2.4	1.03
Pediatrics	0.0	2.0	N/A	3.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.71	4.3	0.71	3.2	0.94	2.8	1.09
<b>Surgical Operations</b>									
Inpatient	851	1,814	0.47	1,934	0.44	575	1.48	736	1.16
Outpatient	3,213	4,285	0.75	5,295	0.61	2,021	1.59	3,043	1.06
Inpatient as % of All Surgeries	20.9%	29.7%	0.70	26.8%	0.78	22.2%	0.95	19.5%	1.08
<b>Outpatient Visits</b>									
Non-Emergency Visits	63,076	99,026	0.64	151,770	0.42	53,250	1.18	70,988	0.89
Emergency Visits	16,384	16,365	1.00	17,348	0.94	12,301	1.33	15,534	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	21.4	18.3	1.17	20.1	1.07	15.7	1.37	26.8	0.80
Nurses, Licensed	136.8	199.5	0.69	238.2	0.57	89.7	1.52	126.3	1.08
Ancillary Nursing Personnel	6.0	37.1	0.16	40.0	0.15	14.4	0.42	5.6	1.06
All Other Personnel	414.5	439.3	0.94	622.2	0.67	237.9	1.74	371.0	1.12
Total FTEs	578.7	694.4	0.83	920.4	0.63	357.7	1.62	529.7	1.09
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	33.6	16.6	2.02	14.7	2.28	29.0	1.16	37.9	0.89
Nurses, Licensed	214.0	181.2	1.18	174.1	1.23	166.2	1.29	178.5	1.20
Ancillary Nursing Personnel	9.4	33.7	0.28	29.2	0.32	26.7	0.35	8.0	1.18
All Other Personnel	648.4	399.0	1.63	454.6	1.43	440.9	1.47	524.3	1.24
Total FTEs	905.4	630.6	1.44	672.6	1.35	662.9	1.37	748.6	1.21

**Total Hospital:**  
 Beds Set Up & Staffed 49  
 Discharges 2,420  
 Inpatient Days 7,376

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 4  
 Inpatient Days 14

**Newborn Nursery:**  
 Bassinets 9  
 Total Births 391  
 Newborn Days 810

**010 Beaver Dam Community Hospitals Inc**  
 Beaver Dam, WI 53916

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	31	1,957	6,037	53.4%	16.5	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	12	416	1,005	22.9%	2.8	2.4
<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	1	6	47	334	15.3%	0.9	7.1
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	19	5	21.4	Surgical Personnel	9	1	9.5
Physicians & Dentists	8	2	9.1	Radiological Services Personnel	17	11	22.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	5.0
Registered Nurses	83	74	127.0	Occupational Therapists	4	1	4.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	7	7	9.8	Physical Therapists	6	3	7.6
Ancillary Nursing Personnel	2	9	6.0	Physical Therapy Assistants/Aides	3	0	3.0
Physician Assistants	4	5	5.9	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	3	1	3.7
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	3	1.6
Medical Records Personnel	11	0	11.0	All Other Health Professionals	28	44	51.9
Pharmacy Personnel	10	7	13.8	All Other Personnel	208	115	265.6
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>425</b>	<b>291</b>	<b>578.7</b>

**010 Beaver Dam Community Hospitals Inc**

Beaver Dam, WI 53916

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$62,273,698	41.0%	41.7%	0.98	39.2%	1.05	45.6%	0.90	42.5%	0.96
Medical Assistance	\$17,032,993	11.2%	14.0%	0.80	11.4%	0.98	12.9%	0.87	10.0%	1.13
Commercial	\$66,189,980	43.6%	38.1%	1.14	42.7%	1.02	34.7%	1.26	43.8%	1.00
All Other	\$6,255,333	4.1%	6.2%	0.66	6.7%	0.61	6.9%	0.60	3.7%	1.12
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$45,757,515	30.2%	27.4%	1.10	25.3%	1.19	27.4%	1.10	30.4%	0.99
Medical Assistance	\$12,051,189	7.9%	9.6%	0.83	7.6%	1.05	8.6%	0.93	6.0%	1.33
Commercial	\$23,419,024	15.4%	11.6%	1.33	13.8%	1.12	9.2%	1.68	14.4%	1.07
Charity Care	\$716,475	0.5%	1.5%	0.32	2.4%	0.20	1.4%	0.34	0.5%	0.92
All Other	\$1,194,698	0.8%	2.1%	0.37	2.1%	0.37	1.8%	0.44	0.3%	2.34
Total Deductions	\$83,138,901	54.8%	52.1%	1.05	51.2%	1.07	48.3%	1.13	51.6%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		8.7%	3.7%	2.33	7.7%	1.12	3.9%	2.24	9.0%	0.96
Net Gains/Losses as % of Net Income		334.2%	10.6%	31.67	27.4%	12.21	24.1%	13.86	35.2%	9.49
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$34,296,313	44.3%	45.3%	0.98	49.9%	0.89	50.7%	0.87	44.8%	0.99
Supplies & Services	\$26,093,626	33.7%	42.1%	0.80	39.1%	0.86	34.2%	0.98	33.7%	1.00
Capital Component	\$12,343,659	15.9%	8.5%	1.87	8.5%	1.88	10.7%	1.49	15.9%	1.00
Bad Debt	\$4,747,048	6.1%	4.0%	1.52	2.6%	2.37	4.3%	1.42	5.6%	1.09
<b>Fiscal Statistics</b>										
Operating Margin (%)		-3.1%	7.7%	N/A	5.4%	N/A	4.7%	N/A	7.1%	N/A
Total Hospital Net Income (%)		1.3%	8.5%	0.15	7.2%	0.18	6.2%	0.21	10.5%	0.12
Return on Equity (%)		0.7%	6.6%	0.10	6.3%	0.11	4.4%	0.16	5.5%	0.13
Current Ratio		2.4	3.4	0.72	2.2	1.12	3.6	0.67	2.1	1.14
Days in Net Patient Accounts Receivable		56.0	46.5	1.20	46.5	1.20	48.8	1.15	49.0	1.14
Average Payment Period		46.7	53.3	0.88	48.0	0.97	57.5	0.81	57.0	0.82
Equity Financing (%)		42.0%	60.7%	0.69	53.7%	0.78	55.0%	0.76	41.8%	1.00
Long-Term Debt to Equity Ratio		1.2	0.3	3.68	0.5	2.31	0.6	2.05	1.1	1.18
Times Interest Earned		1.3	7.4	0.17	6.6	0.19	3.5	0.36	3.1	0.41
Total Asset Turnover		0.5	0.8	0.67	0.8	0.61	0.7	0.73	0.5	1.03
Average Age of Plant (Years)		5.9	10.2	0.58	9.4	0.63	8.4	0.70	6.4	0.92
Increase (Decrease) Total Net Patient Revenue		3.8%	9.4%	0.40	54.9%	0.23	3.6%	1.06	12.9%	0.29
Outpatient Gross Revenue (% of Total GPR)		68.4%	53.2%	1.29	52.5%	1.30	68.8%	0.99	68.2%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,524	\$12,710	0.59	\$13,814	0.54	\$8,567	0.88	\$6,315	1.19
Inpatient Net Revenue per Day		\$2,468	\$2,917	0.85	\$3,205	0.77	\$2,570	0.96	\$2,267	1.09
Outpatient Net Revenue per Visit		\$634	\$555	1.14	\$410	1.55	\$563	1.13	\$549	1.16

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$151,752,004	Cash & Cash Equivalents	\$3,000,195	Current Liabilities	\$8,946,870
Less Deductions	\$83,138,901	Net Patient Receivables	\$10,523,788	Long-Term Debt	\$75,442,531
Net Patient Revenue	\$68,613,103	Other Receivables	\$2,781,432	Other Liabilities	\$0
Plus Other Revenue	\$6,508,563			Subtotal	\$84,389,401
Total Revenue	\$75,121,666	Land, Buildings & Equipment (Net)	\$72,467,666	Unrestricted Fund Balance	\$60,992,245
Less Expenses	\$77,480,646	Other Assets	\$56,608,565	Restricted Fund Balance	\$837,845
Non-Operating Gains/Losses	\$3,366,318			Total Liabilities & Fund Balance	\$145,381,646
Net Income	\$1,007,338	Total Assets	\$145,381,646		

**011 Beloit Health System**  
 1969 West Hart Road  
 Beloit, WI 53511  
 608-324-5011

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Rock  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	52.3%	56.1%	0.93	58.4%	0.90	57.4%	0.91	55.0%	0.95
Obstetrics	23.7%	39.1%	0.61	39.2%	0.11	36.2%	0.66	25.2%	0.94
Pediatrics	11.3%	48.6%	0.23	46.9%	0.24	72.7%	0.16	11.6%	0.97
Total Hospital	49.4%	55.8%	0.88	58.2%	0.85	56.5%	0.87	46.8%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	14.7	28.4	0.52	24.9	0.59	44.8	0.33	20.9	0.70
Obstetrics	4.5	5.1	0.88	4.9	0.92	7.9	0.57	4.8	0.94
Pediatrics	0.7	2.1	0.33	2.1	0.32	7.6	0.33	0.7	0.97
Total Hospital	49.9	51.6	0.97	53.4	0.93	93.3	0.53	51.9	0.96
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.8	1.09	3.7	1.11	3.6	1.14	4.3	0.96
Obstetrics	2.1	2.4	0.87	2.0	1.06	2.5	0.84	2.1	1.00
Pediatrics	2.3	2.0	1.13	3.3	0.70	1.8	1.31	2.3	1.00
Total Hospital	4.1	4.3	0.95	4.3	0.95	4.3	0.96	4.2	0.97
<b>Surgical Operations</b>									
Inpatient	1,231	1,814	0.68	1,934	0.64	2,986	0.41	1,513	0.81
Outpatient	3,402	4,285	0.79	5,295	0.64	7,509	0.45	3,406	1.00
Inpatient as % of All Surgeries	26.6%	29.7%	0.89	26.8%	0.99	28.5%	0.93	30.8%	0.86
<b>Outpatient Visits</b>									
Non-Emergency Visits	388,201	99,026	3.92	151,770	2.56	180,410	2.15	123,178	3.15
Emergency Visits	40,139	16,365	2.45	17,348	2.31	28,916	1.39	35,329	1.14
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.5	18.3	0.41	20.1	0.37	27.9	0.27	44.5	0.17
Nurses, Licensed	218.1	199.5	1.09	238.2	0.92	340.4	0.64	209.4	1.04
Ancillary Nursing Personnel	33.1	37.1	0.89	40.0	0.83	53.1	0.62	41.0	0.81
All Other Personnel	947.2	439.3	2.16	622.2	1.52	767.4	1.23	569.8	1.66
Total FTEs	1,205.8	694.4	1.74	920.4	1.31	1,190.2	1.01	864.6	1.39
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.6	16.6	0.28	14.7	0.31	14.4	0.32	35.9	0.13
Nurses, Licensed	133.8	181.2	0.74	174.1	0.77	176.2	0.76	169.1	0.79
Ancillary Nursing Personnel	20.3	33.7	0.60	29.2	0.69	27.5	0.74	33.1	0.61
All Other Personnel	580.9	399.0	1.46	454.6	1.28	397.2	1.46	460.2	1.26
Total FTEs	739.5	630.6	1.17	672.6	1.10	616.1	1.20	698.4	1.06

**Total Hospital:**

Beds Set Up & Staffed 101  
 Discharges 4,453  
 Inpatient Days 18,201

**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 3  
 Total Births 621  
 Newborn Days 1,275

**011 Beloit Health System**  
Beloit, WI 53511

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	28	1,308	5,350	52.3%	14.7	4.1
Orthopedic	1	9	588	2,459	74.9%	6.7	4.2
Rehabilitation & Physical Medicine	1	0	2	15	0.0%	0.0	7.5
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	1	8	419	1,799	0.0%	4.9	4.3
<b>Pediatric, acute</b>	1	6	107	247	11.3%	0.7	2.3
<b>Obstetrics</b>	1	19	772	1,644	23.7%	4.5	2.1
<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	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	254	1,788	40.8%	4.9	7.0
Step-Down (Special Care)	1	19	1,002	4,926	71.0%	13.5	4.9
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	4	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	7	1	7.5	Surgical Personnel	6	4	8.0
Physicians & Dentists	65	2	65.6	Radiological Services Personnel	21	35	23.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	10	11.2
Registered Nurses	140	100	197.3	Occupational Therapists	1	6	3.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	6	17	16.1	Physical Therapists	10	8	11.1
Ancillary Nursing Personnel	20	57	33.1	Physical Therapy Assistants/Aides	10	9	13.6
Physician Assistants	2	0	2.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	3	4.7	Dietitians & Nutritionists	3	4	3.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	4	3.9
Medical Records Personnel	5	3	6.4	All Other Health Professionals	200	149	315.5
Pharmacy Personnel	8	11	15.3	All Other Personnel	272	184	436.6
Clinical Laboratory Personnel	14	18	27.6	<b>Total</b>	<b>801</b>	<b>625</b>	<b>1,205.8</b>

**011 Beloit Health System**  
Beloit, WI 53511

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>6</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$193,658,461	45.5%	41.7%	1.09	39.2%	1.16	38.1%	1.20	46.0%	0.99
Medical Assistance	\$65,408,092	15.4%	14.0%	1.10	11.4%	1.34	17.9%	0.86	14.8%	1.04
Commercial	\$145,359,959	34.1%	38.1%	0.90	42.7%	0.80	38.1%	0.90	33.4%	1.02
All Other	\$21,263,310	5.0%	6.2%	0.80	6.7%	0.74	5.9%	0.85	5.8%	0.86
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$140,441,879	33.0%	27.4%	1.20	25.3%	1.30	25.6%	1.29	34.1%	0.97
Medical Assistance	\$48,455,918	11.4%	9.6%	1.19	7.6%	1.50	12.1%	0.94	8.4%	1.35
Commercial	\$39,948,211	9.4%	11.6%	0.81	13.8%	0.68	11.2%	0.84	9.5%	0.99
Charity Care	\$17,721,962	4.2%	1.5%	2.85	2.4%	1.76	1.5%	2.79	4.8%	0.87
All Other	\$0	0.0%	2.1%	N/A	2.1%	N/A	2.4%	N/A	0.0%	N/A
Total Deductions	\$246,567,970	57.9%	52.1%	1.11	51.2%	1.13	52.8%	1.10	56.8%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.2%	3.7%	1.12	7.7%	0.54	6.6%	0.63	5.6%	0.75
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	27.4%	N/A	14.8%	N/A	44.8%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$107,332,202	59.5%	45.3%	1.31	49.9%	1.19	43.8%	1.36	53.1%	1.12
Supplies & Services	\$53,082,850	29.4%	42.1%	0.70	39.1%	0.75	44.1%	0.67	33.8%	0.87
Capital Component	\$14,856,183	8.2%	8.5%	0.97	8.5%	0.97	8.6%	0.95	9.6%	0.86
Bad Debt	\$5,215,286	2.9%	4.0%	0.72	2.6%	1.12	3.5%	0.84	3.5%	0.83
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.4%	7.7%	0.45	5.4%	0.64	8.9%	0.39	3.7%	0.94
Total Hospital Net Income (%)		1.8%	8.5%	0.21	7.2%	0.25	10.3%	0.18	6.5%	0.28
Return on Equity (%)		1.8%	6.6%	0.27	6.3%	0.28	7.5%	0.24	4.9%	0.36
Current Ratio		2.3	3.4	0.67	2.2	1.04	3.3	0.68	2.0	1.10
Days in Net Patient Accounts Receivable		51.1	46.5	1.10	46.5	1.10	46.9	1.09	38.1	1.34
Average Payment Period		44.1	53.3	0.83	48.0	0.92	55.5	0.79	43.4	1.01
Equity Financing (%)		40.6%	60.7%	0.67	53.7%	0.76	60.9%	0.67	39.0%	1.04
Long-Term Debt to Equity Ratio		0.9	0.3	2.75	0.5	1.73	0.4	2.61	1.0	0.90
Times Interest Earned		2.2	7.4	0.30	6.6	0.34	8.5	0.26	5.2	0.42
Total Asset Turnover		1.0	0.8	1.27	0.8	1.15	0.7	1.37	0.7	1.34
Average Age of Plant (Years)		8.5	10.2	0.83	9.4	0.91	9.4	0.91	8.7	0.99
Increase (Decrease) Total Net Patient Revenue		47.7%	9.4%	5.08	54.9%	0.11	1.9%	25.75	6.2%	7.75
Outpatient Gross Revenue (% of Total GPR)		69.4%	53.2%	1.31	52.5%	1.32	51.7%	1.34	58.1%	1.20
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,661	\$12,710	0.84	\$13,814	0.77	\$12,409	0.86	\$9,840	1.08
Inpatient Net Revenue per Day		\$2,608	\$2,917	0.89	\$3,205	0.81	\$2,910	0.90	\$2,336	1.12
Outpatient Net Revenue per Visit		\$307	\$555	0.55	\$410	0.75	\$491	0.63	\$486	0.63

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$425,689,822	Cash & Cash Equivalents	\$15,817,608	Current Liabilities	\$20,601,978
Less Deductions	\$246,567,970	Net Patient Receivables	\$25,058,445	Long-Term Debt	\$71,936,535
Net Patient Revenue	\$179,121,852	Other Receivables	\$812,752	Other Liabilities	\$21,109,506
Plus Other Revenue	\$7,810,184			Subtotal	\$113,648,019
Total Revenue	\$186,932,036	Land, Buildings & Equipment (Net)	\$100,017,940	Unrestricted Fund Balance	\$77,681,359
Less Expenses	\$180,486,521	Other Assets	\$49,622,633	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$3,081,812			Total Liabilities & Fund Balance	\$191,329,378
Net Income	\$3,363,703	Total Assets	\$191,329,378		

**013 Berlin Memorial Hospital**  
 225 Memorial Drive  
 Berlin, WI 54923  
 920-361-1313

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	70.9%	56.1%	1.26	45.4%	1.56	46.1%	1.54	58.1%	1.22
Obstetrics	38.3%	39.1%	0.98	35.5%	0.03	30.9%	1.24	39.9%	0.96
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	66.8%	55.8%	1.20	48.9%	1.37	45.0%	1.49	57.1%	1.17
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	12.0	28.4	0.42	21.2	0.57	11.3	1.07	9.9	1.22
Obstetrics	1.1	5.1	0.22	5.2	0.22	2.0	0.57	1.2	0.96
Pediatrics	0.0	2.1	N/A	0.4	N/A	0.1	N/A	0.0	N/A
Total Hospital	16.7	51.6	0.32	40.8	0.41	16.8	0.99	14.3	1.17
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.8	0.94	3.4	1.04	3.2	1.09	3.6	0.97
Obstetrics	2.1	2.4	0.85	2.5	0.84	2.3	0.91	2.1	0.99
Pediatrics	0.0	2.0	N/A	1.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.82	3.9	0.90	3.2	1.10	3.6	0.99
<b>Surgical Operations</b>									
Inpatient	804	1,814	0.44	1,226	0.66	575	1.40	607	1.32
Outpatient	3,213	4,285	0.75	4,737	0.68	2,021	1.59	3,122	1.03
Inpatient as % of All Surgeries	20.0%	29.7%	0.67	20.6%	0.97	22.2%	0.90	16.3%	1.23
<b>Outpatient Visits</b>									
Non-Emergency Visits	54,398	99,026	0.55	90,655	0.60	53,250	1.02	62,334	0.87
Emergency Visits	8,073	16,365	0.49	14,214	0.57	12,301	0.66	7,784	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	16.4	18.3	0.90	20.2	0.81	15.7	1.05	17.4	0.95
Nurses, Licensed	71.3	199.5	0.36	163.8	0.44	89.7	0.79	75.5	0.94
Ancillary Nursing Personnel	10.1	37.1	0.27	26.9	0.37	14.4	0.70	10.5	0.96
All Other Personnel	223.0	439.3	0.51	315.4	0.71	237.9	0.94	221.3	1.01
Total FTEs	320.7	694.4	0.46	526.3	0.61	357.7	0.90	324.6	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	23.7	16.6	1.43	14.3	1.66	29.0	0.82	27.3	0.87
Nurses, Licensed	103.0	181.2	0.57	115.7	0.89	166.2	0.62	118.7	0.87
Ancillary Nursing Personnel	14.5	33.7	0.43	19.0	0.76	26.7	0.54	16.5	0.88
All Other Personnel	322.1	399.0	0.81	222.8	1.45	440.9	0.73	348.1	0.93
Total FTEs	463.3	630.6	0.73	371.8	1.25	662.9	0.70	510.6	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,724  
 Inpatient Days 6,096

**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 4  
 Total Births 204  
 Newborn Days 377

**013 Berlin Memorial Hospital**  
Berlin, WI 54923

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	17	1,251	4,397	70.9%	12.0	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	3	201	419	38.3%	1.1	2.1
<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	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	5	266	1,269	69.5%	3.5	4.8
Step-Down (Special Care)	5	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	15	3	16.4	Surgical Personnel	5	7	10.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	16	3	17.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	9	7.4
Registered Nurses	35	56	69.3	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	1	4	3.0
Ancillary Nursing Personnel	2	15	10.1	Physical Therapy Assistants/Aides	3	4	6.2
Physician Assistants	0	0	0.0	Recreational Therapists	2	1	2.7
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	0	3	1.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	0	2.0
Medical Records Personnel	3	2	3.8	All Other Health Professionals	13	12	19.7
Pharmacy Personnel	7	2	8.4	All Other Personnel	76	81	122.9
Clinical Laboratory Personnel	11	6	14.3	<b>Total</b>	<b>200</b>	<b>208</b>	<b>320.7</b>

**013 Berlin Memorial Hospital**

Berlin, WI 54923

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$60,107,015	46.1%	41.7%	1.11	43.1%	1.07	45.6%	1.01	44.9%	1.03
Medical Assistance	\$17,110,344	13.1%	14.0%	0.94	10.9%	1.20	12.9%	1.02	11.3%	1.16
Commercial	\$45,864,575	35.2%	38.1%	0.92	41.2%	0.85	34.7%	1.01	38.1%	0.92
All Other	\$7,249,917	5.6%	6.2%	0.89	4.7%	1.18	6.9%	0.81	5.6%	0.99
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$33,595,693	25.8%	27.4%	0.94	26.0%	0.99	27.4%	0.94	22.0%	1.17
Medical Assistance	\$12,805,406	9.8%	9.6%	1.03	6.8%	1.45	8.6%	1.15	8.3%	1.19
Commercial	\$19,088,404	14.6%	11.6%	1.27	13.2%	1.11	9.2%	1.60	14.4%	1.02
Charity Care	\$2,093,965	1.6%	1.5%	1.10	1.1%	1.53	1.4%	1.16	1.8%	0.92
All Other	\$937,554	0.7%	2.1%	0.34	0.7%	0.96	1.8%	0.40	0.7%	1.06
Total Deductions	\$68,521,022	52.6%	52.1%	1.01	47.7%	1.10	48.3%	1.09	47.1%	1.12
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.5%	3.7%	1.22	1.9%	2.34	3.9%	1.17	4.5%	1.01
Net Gains/Losses as % of Net Income		1.1%	10.6%	0.10	26.7%	0.04	24.1%	0.04	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$34,888,234	55.6%	45.3%	1.23	46.7%	1.19	50.7%	1.09	54.6%	1.02
Supplies & Services	\$20,569,466	32.8%	42.1%	0.78	39.4%	0.83	34.2%	0.96	32.4%	1.01
Capital Component	\$4,739,846	7.5%	8.5%	0.89	10.3%	0.73	10.7%	0.70	8.2%	0.92
Bad Debt	\$2,600,935	4.1%	4.0%	1.03	3.6%	1.15	4.3%	0.96	4.9%	0.85
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.0%	7.7%	0.39	6.1%	0.50	4.7%	0.64	2.6%	1.18
Total Hospital Net Income (%)		3.1%	8.5%	0.36	8.1%	0.38	6.2%	0.50	2.5%	1.23
Return on Equity (%)		3.9%	6.6%	0.59	6.1%	0.63	4.4%	0.88	3.1%	1.26
Current Ratio		2.8	3.4	0.81	4.2	0.66	3.6	0.76	2.0	1.36
Days in Net Patient Accounts Receivable		51.2	46.5	1.10	44.6	1.15	48.8	1.05	50.6	1.01
Average Payment Period		51.1	53.3	0.96	43.8	1.17	57.5	0.89	64.8	0.79
Equity Financing (%)		51.8%	60.7%	0.85	59.5%	0.87	55.0%	0.94	54.3%	0.95
Long-Term Debt to Equity Ratio		0.5	0.3	1.61	0.4	1.22	0.6	0.90	0.4	1.33
Times Interest Earned		3.5	7.4	0.48	4.9	0.72	3.5	1.01	2.9	1.23
Total Asset Turnover		1.3	0.8	1.65	0.7	1.71	0.7	1.80	1.2	1.03
Average Age of Plant (Years)		13.3	10.2	1.30	10.3	1.29	8.4	1.58	13.0	1.02
Increase (Decrease) Total Net Patient Revenue		12.5%	9.4%	1.33	0.0%	94.00	3.6%	3.48	3.2%	3.85
Outpatient Gross Revenue (% of Total GPR)		75.9%	53.2%	1.43	62.4%	1.21	68.8%	1.10	77.5%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,715	\$12,710	0.69	\$9,546	0.91	\$8,567	1.02	\$7,954	1.10
Inpatient Net Revenue per Day		\$2,465	\$2,917	0.84	\$2,385	1.03	\$2,570	0.96	\$2,235	1.10
Outpatient Net Revenue per Visit		\$749	\$555	1.35	\$526	1.42	\$563	1.33	\$618	1.21

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$130,331,851	Cash & Cash Equivalents	\$12,284,864	Current Liabilities	\$8,515,262
Less Deductions	\$68,521,022	Net Patient Receivables	\$8,678,608	Long-Term Debt	\$14,274,653
Net Patient Revenue	\$61,810,829	Other Receivables	\$327,233	Other Liabilities	\$3,495,343
Plus Other Revenue	\$2,946,171			Subtotal	\$26,285,258
Total Revenue	\$64,757,000	Land, Buildings & Equipment (Net)	\$15,466,118	Unrestricted Fund Balance	\$26,359,309
Less Expenses	\$62,798,481	Other Assets	\$14,173,725	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$20,968			Total Liabilities & Fund Balance	\$52,644,567
Net Income	\$1,979,487	Total Assets	\$50,930,548		

**014 Black River Memorial Hospital**  
 711 West Adams Street  
 Black River Falls, WI 54615  
 715-284-5361

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

County: Jackson  
 Analysis Area: Southwestern (5B)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	26.5%	56.1%	0.47	43.7%	0.61	41.6%	0.64	29.9%	0.89
Obstetrics	20.3%	39.1%	0.52	42.9%	0.02	23.9%	0.85	20.3%	1.00
Pediatrics	11.0%	48.6%	0.23	32.4%	0.34	71.7%	0.15	6.3%	1.74
Total Hospital	27.1%	55.8%	0.49	44.7%	0.61	40.7%	0.67	28.3%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.8	28.4	0.17	13.7	0.35	8.1	0.59	5.4	0.89
Obstetrics	1.0	5.1	0.20	3.0	0.34	1.0	0.99	1.0	1.00
Pediatrics	0.1	2.1	0.05	0.6	0.17	0.2	0.05	0.1	1.74
Total Hospital	6.8	51.6	0.13	24.0	0.28	10.7	0.64	7.1	0.96
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.8	0.76	3.0	0.94	3.1	0.92	3.2	0.89
Obstetrics	2.4	2.4	0.99	2.5	0.96	2.3	1.03	2.4	1.02
Pediatrics	2.1	2.0	1.03	2.5	0.86	2.3	0.91	2.1	1.01
Total Hospital	2.8	4.3	0.65	3.5	0.80	3.2	0.86	3.1	0.91
<b>Surgical Operations</b>									
Inpatient	86	1,814	0.05	730	0.12	392	0.22	171	0.50
Outpatient	798	4,285	0.19	1,989	0.40	1,613	0.49	676	1.18
Inpatient as % of All Surgeries	9.7%	29.7%	0.33	26.9%	0.36	19.5%	0.50	20.2%	0.48
<b>Outpatient Visits</b>									
Non-Emergency Visits	19,497	99,026	0.20	45,548	0.43	39,154	0.50	20,043	0.97
Emergency Visits	9,127	16,365	0.56	7,561	1.21	8,094	1.13	6,595	1.38
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.3	0.22	3.8	1.05	7.1	0.56	4.0	1.00
Nurses, Licensed	62.0	199.5	0.31	136.9	0.45	60.7	1.02	57.0	1.09
Ancillary Nursing Personnel	14.8	37.1	0.40	23.8	0.62	13.1	1.13	16.0	0.92
All Other Personnel	167.3	439.3	0.38	261.1	0.64	163.9	1.02	169.9	0.98
Total FTEs	248.1	694.4	0.36	425.5	0.58	244.7	1.01	246.9	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	15.7	16.6	0.94	7.0	2.24	20.4	0.77	14.8	1.06
Nurses, Licensed	242.7	181.2	1.34	251.8	0.96	174.0	1.39	210.7	1.15
Ancillary Nursing Personnel	57.7	33.7	1.71	43.7	1.32	37.5	1.54	59.1	0.98
All Other Personnel	654.8	399.0	1.64	480.2	1.36	470.2	1.39	628.6	1.04
Total FTEs	970.9	630.6	1.54	782.7	1.24	702.0	1.38	913.2	1.06

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 887  
 Inpatient Days 2,473

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 2  
 Discharges 35  
 Inpatient Days 212

**Newborn Nursery:**  
 Bassinets 5  
 Total Births 146  
 Newborn Days 322

**014 Black River Memorial Hospital**  
Black River Falls, WI 54615

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	2	18	612	1,741	26.5%	4.8	2.8
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	1	1	45	185	50.7%	0.5	4.1
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	35	212	0.0%	0.6	6.1
<b>Pediatric, acute</b>	2	1	19	40	11.0%	0.1	2.1
<b>Obstetrics</b>	1	5	153	370	20.3%	1.0	2.4
<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	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)	5	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	4	0	4.0	Surgical Personnel	3	0	3.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	10	0	10.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	4	4.8
Registered Nurses	44	16	53.0	Occupational Therapists	1	2	2.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	7	5	8.0	Physical Therapists	4	3	5.5
Ancillary Nursing Personnel	11	10	14.8	Physical Therapy Assistants/Aides	2	1	3.1
Physician Assistants	1	4	1.4	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	6	1.0	Dietitians & Nutritionists	0	1	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	5	3.8
Medical Records Personnel	0	0	0.0	All Other Health Professionals	19	4	22.0
Pharmacy Personnel	2	0	2.0	All Other Personnel	84	16	94.3
Clinical Laboratory Personnel	11	1	11.7	<b>Total</b>	<b>210</b>	<b>78</b>	<b>248.1</b>

**014 Black River Memorial Hospital**

Black River Falls, WI 54615

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$19,701,793	40.3%	41.7%	0.97	45.0%	0.89	42.1%	0.96	40.2%	1.00
Medical Assistance	\$7,985,886	16.3%	14.0%	1.17	11.3%	1.44	13.2%	1.23	14.1%	1.16
Commercial	\$18,744,072	38.3%	38.1%	1.01	36.1%	1.06	39.8%	0.96	40.0%	0.96
All Other	\$2,475,160	5.1%	6.2%	0.81	7.5%	0.67	4.9%	1.04	5.7%	0.89
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,276,159	14.9%	27.4%	0.54	27.2%	0.55	22.9%	0.65	14.9%	1.00
Medical Assistance	\$4,911,289	10.0%	9.6%	1.05	7.1%	1.42	8.4%	1.20	9.5%	1.06
Commercial	\$1,188,923	2.4%	11.6%	0.21	5.9%	0.41	10.2%	0.24	1.8%	1.38
Charity Care	\$249,576	0.5%	1.5%	0.35	0.9%	0.57	1.1%	0.48	0.9%	0.57
All Other	\$1,523,000	3.1%	2.1%	1.47	2.8%	1.10	1.5%	2.11	2.4%	1.29
Total Deductions	\$15,148,947	31.0%	52.1%	0.59	43.9%	0.71	44.0%	0.70	29.5%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.8%	3.7%	0.75	2.2%	1.28	3.0%	0.94	2.6%	1.09
Net Gains/Losses as % of Net Income		13.8%	10.6%	1.30	N/A	N/A	14.3%	0.96	19.0%	0.72
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$17,462,109	52.6%	45.3%	1.16	50.3%	1.05	49.3%	1.07	54.1%	0.97
Supplies & Services	\$9,944,951	29.9%	42.1%	0.71	39.8%	0.75	36.2%	0.83	28.5%	1.05
Capital Component	\$3,532,136	10.6%	8.5%	1.25	5.5%	1.94	10.2%	1.04	11.5%	0.93
Bad Debt	\$2,279,226	6.9%	4.0%	1.70	4.5%	1.53	4.3%	1.61	5.9%	1.16
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.4%	7.7%	0.57	10.9%	0.40	7.2%	0.60	2.7%	1.60
Total Hospital Net Income (%)		5.0%	8.5%	0.59	3.8%	1.33	8.3%	0.60	3.3%	1.50
Return on Equity (%)		4.5%	6.6%	0.68	2.6%	1.76	6.7%	0.67	2.9%	1.55
Current Ratio		3.3	3.4	0.98	10.0	0.33	1.9	1.73	3.4	0.99
Days in Net Patient Accounts Receivable		42.2	46.5	0.91	62.4	0.68	50.0	0.84	47.5	0.89
Average Payment Period		46.3	53.3	0.87	39.9	1.16	102.3	0.45	37.0	1.25
Equity Financing (%)		51.6%	60.7%	0.85	76.5%	0.68	59.2%	0.87	49.6%	1.04
Long-Term Debt to Equity Ratio		0.7	0.3	2.09	0.1	8.86	0.4	1.90	0.8	0.86
Times Interest Earned		3.4	7.4	0.46	10.2	0.33	4.6	0.74	2.4	1.40
Total Asset Turnover		0.9	0.8	1.15	0.7	1.22	0.8	1.12	0.9	1.03
Average Age of Plant (Years)		7.4	10.2	0.73	13.8	0.54	7.9	0.94	6.9	1.07
Increase (Decrease) Total Net Patient Revenue		11.0%	9.4%	1.17	4.0%	N/A	2.3%	4.69	-0.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.5%	53.2%	1.38	55.9%	1.32	69.4%	1.06	73.9%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,225		\$12,710	0.88	\$12,145	0.92	\$9,239	1.21	\$9,500	1.18
Inpatient Net Revenue per Day	\$3,859		\$2,917	1.32	\$3,275	1.18	\$2,581	1.50	\$2,948	1.31
Outpatient Net Revenue per Visit	\$818		\$555	1.47	\$730	1.12	\$551	1.49	\$822	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$48,906,911	Cash & Cash Equivalents	\$8,654,803	Current Liabilities	\$3,966,882
Less Deductions	\$15,148,947	Net Patient Receivables	\$3,905,226	Long-Term Debt	\$14,205,626
Net Patient Revenue	\$33,757,964	Other Receivables	\$81,536	Other Liabilities	\$706,539
Plus Other Revenue	\$973,142			Subtotal	\$18,879,047
Total Revenue	\$34,731,106	Land, Buildings & Equipment (Net)	\$21,855,984	Unrestricted Fund Balance	\$20,151,151
Less Expenses	\$33,218,422	Other Assets	\$4,532,649	Restricted Fund Balance	\$231,232
Non-Operating Gains/Losses	\$241,553			Total Liabilities & Fund Balance	\$39,030,198
Net Income	\$1,754,237	Total Assets	\$39,030,198		

**015 Mayo Clinic Health System - Chippewa Valley in Bloomer**  
 1501 Thompson Street  
 Bloomer, WI 54724  
 715-568-2000

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

County: Chippewa  
 Analysis Area: West Central (5A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	10.1%	56.1%	0.18	46.4%	0.22	12.3%	0.82	11.8%	0.86
Obstetrics	0.0%	39.1%	N/A	28.9%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	10.1%	55.8%	0.18	45.8%	0.22	18.7%	0.54	11.8%	0.86
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.7	28.4	0.06	13.3	0.13	2.3	0.75	1.8	0.97
Obstetrics	0.0	5.1	N/A	2.0	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.5	N/A	0.0	N/A
Total Hospital	1.7	51.6	0.03	21.1	0.08	3.9	0.44	1.8	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.8	0.75	3.5	0.80	3.1	0.91	3.0	0.94
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.65	3.8	0.75	3.6	0.78	2.9	0.97
<b>Surgical Operations</b>									
Inpatient	7	1,814	0.00	577	0.01	98	0.07	7	1.00
Outpatient	493	4,285	0.12	1,775	0.28	355	1.39	477	1.03
Inpatient as % of All Surgeries	1.4%	29.7%	0.05	24.5%	0.06	21.7%	0.06	1.4%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	76,853	99,026	0.78	46,705	1.65	16,872	4.56	76,873	1.00
Emergency Visits	2,143	16,365	0.13	8,047	0.27	2,456	0.87	2,143	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	7.8	0.26	4.4	0.45	4.0	0.50
Nurses, Licensed	36.3	199.5	0.18	97.2	0.37	31.3	1.16	31.0	1.17
Ancillary Nursing Personnel	12.6	37.1	0.34	19.2	0.66	9.3	1.36	12.0	1.05
All Other Personnel	83.8	439.3	0.19	235.5	0.36	72.5	1.16	94.8	0.88
Total FTEs	134.7	694.4	0.19	359.7	0.37	117.6	1.15	141.8	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	24.5	16.6	1.47	15.1	1.62	40.2	0.61	46.4	0.53
Nurses, Licensed	443.6	181.2	2.45	187.3	2.37	285.7	1.55	359.8	1.23
Ancillary Nursing Personnel	154.5	33.7	4.59	37.0	4.17	85.0	1.82	139.3	1.11
All Other Personnel	1,025.6	399.0	2.57	454.0	2.26	661.6	1.55	1,100.4	0.93
Total FTEs	1,648.2	630.6	2.61	693.4	2.38	1,072.5	1.54	1,645.9	1.00

**Total Hospital:**

Beds Set Up & Staffed 17  
 Discharges 224  
 Inpatient Days 629

**Contract with:**

Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Beds Set Up & Staffed 7  
 Discharges 193  
 Inpatient Days 2,562

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**015 Mayo Clinic Health System - Chippewa Valley in Bloomer**  
 Bloomer, WI 54724

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	17	224	629	10.1%	1.7	2.8
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	4	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	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	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	4	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	2	0	2.0
Physicians & Dentists	4	4	5.1	Radiological Services Personnel	4	1	4.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.6
Registered Nurses	33	2	34.3	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	2.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	1	3.6
Ancillary Nursing Personnel	12	1	12.6	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	2	0	2.0	Recreational Therapists	0	3	1.6
Nurse Practitioners	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	0	2.0
Medical Records Personnel	1	7	2.8	All Other Health Professionals	10	1	10.6
Pharmacy Personnel	0	1	0.4	All Other Personnel	9	79	29.8
Clinical Laboratory Personnel	12	0	12.0	<b>Total</b>	<b>104</b>	<b>102</b>	<b>134.7</b>

**015 Mayo Clinic Health System - Chippewa Valley in Bloomer**

Bloomer, WI 54724

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$19,713,516	48.1%	41.7%	1.15	44.3%	1.09	38.2%	1.26	50.4%	0.96
Medical Assistance	\$2,731,249	6.7%	14.0%	0.48	13.4%	0.50	11.8%	0.56	7.0%	0.95
Commercial	\$14,863,681	36.3%	38.1%	0.95	37.0%	0.98	43.8%	0.83	37.3%	0.97
All Other	\$3,662,774	8.9%	6.2%	1.43	5.3%	1.68	6.2%	1.45	5.4%	1.66
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,301,092	12.9%	27.4%	0.47	26.0%	0.50	16.3%	0.79	12.4%	1.04
Medical Assistance	\$2,267,459	5.5%	9.6%	0.58	8.7%	0.63	7.5%	0.73	5.1%	1.09
Commercial	\$2,406,583	5.9%	11.6%	0.51	7.0%	0.84	12.3%	0.48	6.1%	0.96
Charity Care	\$896,117	2.2%	1.5%	1.50	1.5%	1.42	0.9%	2.37	1.8%	1.25
All Other	\$996,724	2.4%	2.1%	1.15	1.7%	1.47	1.8%	1.34	1.9%	1.27
Total Deductions	\$11,867,975	29.0%	52.1%	0.56	44.9%	0.65	38.8%	0.75	27.3%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.4%	3.7%	0.11	3.5%	0.12	2.8%	0.14	0.7%	0.58
Net Gains/Losses as % of Net Income		11.0%	10.6%	1.04	19.2%	0.57	1.0%	11.43	8.5%	1.30
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$18,898,702	69.5%	45.3%	1.53	51.2%	1.36	52.1%	1.33	54.7%	1.27
Supplies & Services	\$5,970,434	21.9%	42.1%	0.52	37.4%	0.59	36.7%	0.60	37.0%	0.59
Capital Component	\$1,393,067	5.1%	8.5%	0.60	8.2%	0.62	6.9%	0.74	5.0%	1.02
Bad Debt	\$948,391	3.5%	4.0%	0.87	3.1%	1.11	4.3%	0.82	3.3%	1.07
<b>Fiscal Statistics</b>										
Operating Margin (%)		6.9%	7.7%	0.90	10.8%	0.64	9.6%	0.72	10.0%	0.69
Total Hospital Net Income (%)		7.7%	8.5%	0.90	13.0%	0.59	9.7%	0.79	10.8%	0.71
Return on Equity (%)		10.1%	6.6%	1.53	10.0%	1.01	12.4%	0.82	15.9%	0.64
Current Ratio		1.8	3.4	0.52	2.2	0.79	2.3	0.78	1.9	0.93
Days in Net Patient Accounts Receivable		53.1	46.5	1.14	49.4	1.07	54.6	0.97	53.2	1.00
Average Payment Period		37.5	53.3	0.70	58.7	0.64	53.9	0.70	38.2	0.98
Equity Financing (%)		75.5%	60.7%	1.24	66.5%	1.13	59.0%	1.28	73.9%	1.02
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		47,132.8	7.4	6,411.5	17.1	2,756.0	12.5	3,770.9	-17,523.6	N/A
Total Asset Turnover		1.3	0.8	1.70	0.7	1.75	1.3	1.02	1.5	0.90
Average Age of Plant (Years)		12.6	10.2	1.23	8.2	1.54	11.0	1.15	12.4	1.02
Increase (Decrease) Total Net Patient Revenue		1.3%	9.4%	0.14	3.5%	1.85	18.0%	0.07	6.5%	0.20
Outpatient Gross Revenue (% of Total GPR)		78.9%	53.2%	1.48	59.4%	1.33	64.3%	1.23	79.5%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$17,015		\$12,710	1.34	\$10,381	1.64	\$12,736	1.34	\$17,498	0.97
Inpatient Net Revenue per Day	\$2,003		\$2,917	0.69	\$2,632	0.76	\$2,480	0.81	\$1,928	1.04
Outpatient Net Revenue per Visit	\$268		\$555	0.48	\$594	0.45	\$489	0.55	\$255	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$40,971,220	Cash & Cash Equivalents	\$36,909	Current Liabilities	\$2,735,582
Less Deductions	\$11,867,975	Net Patient Receivables	\$4,233,611	Long-Term Debt	\$0
Net Patient Revenue	\$29,103,245	Other Receivables	\$87,940	Other Liabilities	\$2,733,190
Plus Other Revenue	\$120,637			Subtotal	\$5,468,772
Total Revenue	\$29,223,882	Land, Buildings & Equipment (Net)	\$8,168,773	Unrestricted Fund Balance	\$16,859,752
Less Expenses	\$27,210,594	Other Assets	\$9,813,411	Restricted Fund Balance	\$12,120
Non-Operating Gains/Losses	\$249,039			Total Liabilities & Fund Balance	\$22,328,524
Net Income	\$2,262,327	Total Assets	\$22,340,644		

**016 Boscobel Area Health Care**  
 205 Parker Street  
 Boscobel, WI 53805  
 608-375-4112

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Grant  
 Analysis Area: Southern (1)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	17.8%	56.1%	0.32	58.4%	0.30	12.3%	1.44	13.7%	1.30
Obstetrics	13.8%	39.1%	0.35	39.2%	0.01	25.2%	0.55	13.7%	1.01
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	16.3%	55.8%	0.29	58.2%	0.28	18.7%	0.87	12.9%	1.26
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.7	28.4	0.13	24.9	0.15	2.3	1.63	2.9	1.30
Obstetrics	0.3	5.1	0.05	4.9	0.06	1.2	0.24	0.3	1.01
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.5	N/A	0.0	N/A
Total Hospital	4.1	51.6	0.08	53.4	0.08	3.9	1.04	3.2	1.26
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.0	3.8	1.07	3.7	1.09	3.1	1.30	3.6	1.12
Obstetrics	2.4	2.4	0.99	2.0	1.20	2.5	0.97	2.0	1.23
Pediatrics	0.0	2.0	N/A	3.3	N/A	1.5	N/A	0.0	N/A
Total Hospital	3.8	4.3	0.87	4.3	0.88	3.6	1.05	3.2	1.17
<b>Surgical Operations</b>									
Inpatient	48	1,814	0.03	1,934	0.02	98	0.49	71	0.68
Outpatient	415	4,285	0.10	5,295	0.08	355	1.17	437	0.95
Inpatient as % of All Surgeries	10.4%	29.7%	0.35	26.8%	0.39	21.7%	0.48	14.0%	0.74
<b>Outpatient Visits</b>									
Non-Emergency Visits	7,332	99,026	0.07	151,770	0.05	16,872	0.43	7,311	1.00
Emergency Visits	2,704	16,365	0.17	17,348	0.16	2,456	1.10	2,446	1.11
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.3	N/A	20.1	N/A	4.4	N/A	0.0	N/A
Nurses, Licensed	28.7	199.5	0.14	238.2	0.12	31.3	0.92	29.0	0.99
Ancillary Nursing Personnel	5.8	37.1	0.16	40.0	0.14	9.3	0.62	4.9	1.17
All Other Personnel	63.4	439.3	0.14	622.2	0.10	72.5	0.87	81.4	0.78
Total FTEs	97.9	694.4	0.14	920.4	0.11	117.6	0.83	115.3	0.85
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	16.6	N/A	14.7	N/A	40.2	N/A	0.0	N/A
Nurses, Licensed	203.9	181.2	1.13	174.1	1.17	285.7	0.71	261.7	0.78
Ancillary Nursing Personnel	40.9	33.7	1.21	29.2	1.40	85.0	0.48	44.3	0.92
All Other Personnel	450.9	399.0	1.13	454.6	0.99	661.6	0.68	733.6	0.61
Total FTEs	695.6	630.6	1.10	672.6	1.03	1,072.5	0.65	1,039.7	0.67

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 394  
 Inpatient Days 1,483

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 2  
 Discharges 32  
 Inpatient Days 389

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 41  
 Newborn Days 74

**016 Boscobel Area Health Care**  
Boscobel, WI 53805

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	338	1,361	17.8%	3.7	4.0
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	2	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	2	42	101	13.8%	0.3	2.4
<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	1	2	14	21	2.9%	0.1	1.5
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	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)	5	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	0	0	0.0	Surgical Personnel	0	1	0.6
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	3	2	4.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	1.0
Registered Nurses	14	16	24.8	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.4
Licensed Practical Nurses	2	2	2.9	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	3	4	5.8	Physical Therapy Assistants/Aides	1	1	1.7
Physician Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	5	0	5.0	All Other Health Professionals	7	0	7.0
Pharmacy Personnel	1	2	2.4	All Other Personnel	25	10	30.9
Clinical Laboratory Personnel	5	1	5.2	<b>Total</b>	<b>72</b>	<b>41</b>	<b>97.9</b>

**016 Boscobel Area Health Care**

Boscobel, WI 53805

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$11,183,014	42.9%	41.7%	1.03	39.2%	1.09	38.2%	1.12	41.0%	1.05
Medical Assistance	\$4,663,570	17.9%	14.0%	1.28	11.4%	1.56	11.8%	1.51	19.4%	0.92
Commercial	\$8,774,098	33.7%	38.1%	0.88	42.7%	0.79	43.8%	0.77	33.5%	1.01
All Other	\$1,450,287	5.6%	6.2%	0.89	6.7%	0.83	6.2%	0.90	6.2%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,872,276	22.5%	27.4%	0.82	25.3%	0.89	16.3%	1.38	27.0%	0.83
Medical Assistance	\$3,498,118	13.4%	9.6%	1.40	7.6%	1.77	7.5%	1.78	13.6%	0.99
Commercial	\$3,010,278	11.5%	11.6%	1.00	13.8%	0.84	12.3%	0.94	6.6%	1.74
Charity Care	\$279,208	1.1%	1.5%	0.73	2.4%	0.45	0.9%	1.16	1.5%	0.73
All Other	\$187,276	0.7%	2.1%	0.34	2.1%	0.34	1.8%	0.40	0.3%	2.25
Total Deductions	\$12,847,156	49.3%	52.1%	0.95	51.2%	0.96	38.8%	1.27	49.1%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.1%	3.7%	0.30	7.7%	0.15	2.8%	0.40	4.2%	0.27
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	27.4%	N/A	1.0%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$6,376,947	45.5%	45.3%	1.00	49.9%	0.91	52.1%	0.87	53.2%	0.86
Supplies & Services	\$5,208,701	37.2%	42.1%	0.88	39.1%	0.95	36.7%	1.01	29.4%	1.26
Capital Component	\$1,472,903	10.5%	8.5%	1.24	8.5%	1.24	6.9%	1.51	11.7%	0.90
Bad Debt	\$947,217	6.8%	4.0%	1.68	2.6%	2.62	4.3%	1.59	5.7%	1.19
<b>Fiscal Statistics</b>										
Operating Margin (%)		-4.7%	7.7%	N/A	5.4%	N/A	9.6%	N/A	-15.9%	0.30
Total Hospital Net Income (%)		-4.6%	8.5%	N/A	7.2%	N/A	9.7%	N/A	-15.5%	0.30
Return on Equity (%)		-5.1%	6.6%	N/A	6.3%	N/A	12.4%	N/A	-16.0%	0.32
Current Ratio		1.9	3.4	0.57	2.2	0.89	2.3	0.86	2.3	0.86
Days in Net Patient Accounts Receivable		57.3	46.5	1.23	46.5	1.23	54.6	1.05	54.9	1.04
Average Payment Period		50.3	53.3	0.94	48.0	1.05	53.9	0.93	41.7	1.21
Equity Financing (%)		38.3%	60.7%	0.63	53.7%	0.71	59.0%	0.65	38.4%	1.00
Long-Term Debt to Equity Ratio		1.2	0.3	3.59	0.5	2.26	0.4	3.15	1.3	0.95
Times Interest Earned		-1.1	7.4	N/A	6.6	N/A	12.5	N/A	-5.4	0.21
Total Asset Turnover		1.1	0.8	1.45	0.8	1.31	1.3	0.87	1.0	1.08
Average Age of Plant (Years)		16.8	10.2	1.64	9.4	1.78	11.0	1.53	12.8	1.31
Increase (Decrease) Total Net Patient Revenue		11.0%	9.4%	1.17	54.9%	N/A	18.0%	0.61	-16.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		71.1%	53.2%	1.34	52.5%	1.36	64.3%	1.11	70.9%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,229	\$12,710	0.73	\$13,814	0.67	\$12,736	0.72	\$7,986	1.16
Inpatient Net Revenue per Day		\$2,097	\$2,917	0.72	\$3,205	0.65	\$2,480	0.85	\$1,907	1.10
Outpatient Net Revenue per Visit		\$925	\$555	1.67	\$410	2.26	\$489	1.89	\$878	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$26,070,969	Cash & Cash Equivalents	\$939,005	Current Liabilities	\$1,848,819
Less Deductions	\$12,847,156	Net Patient Receivables	\$2,076,934	Long-Term Debt	\$5,554,758
Net Patient Revenue	\$13,223,813	Other Receivables	\$150,717	Other Liabilities	\$0
Plus Other Revenue	\$151,293			Subtotal	\$7,403,577
Total Revenue	\$13,375,106	Land, Buildings & Equipment (Net)	\$7,666,778	Unrestricted Fund Balance	\$4,597,261
Less Expenses	\$14,005,768	Other Assets	\$1,167,404	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$16,245			Total Liabilities & Fund Balance	\$12,000,838
Net Income	-\$614,417	Total Assets	\$12,000,838		

**017 Wheaton Franciscan Healthcare-Elmbrook Memorial, Inc**  
 19333 West North Avenue  
 Brookfield, WI 53045  
 262-785-2000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Waukesha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	62.3%	56.1%	1.11	63.0%	0.99	48.7%	1.28	72.7%	0.86
Obstetrics	51.8%	39.1%	1.32	37.9%	0.11	30.4%	1.71	63.8%	0.81
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	61.0%	55.8%	1.09	61.0%	1.00	45.2%	1.35	72.2%	0.84
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	46.1	28.4	1.62	42.6	1.08	21.2	2.17	53.8	0.86
Obstetrics	4.1	5.1	0.81	6.4	0.65	3.1	1.33	5.1	0.81
Pediatrics	0.0	2.1	N/A	0.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	56.2	51.6	1.09	74.1	0.76	35.3	1.59	66.5	0.84
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.8	1.09	3.8	1.06	3.5	1.17	4.4	0.93
Obstetrics	2.5	2.4	1.03	2.4	1.05	2.3	1.10	2.8	0.89
Pediatrics	0.0	2.0	N/A	2.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.1	4.3	0.96	4.4	0.95	3.7	1.13	4.4	0.94
<b>Surgical Operations</b>									
Inpatient	2,199	1,814	1.21	1,934	1.14	1,018	2.16	2,348	0.94
Outpatient	5,110	4,285	1.19	5,226	0.98	2,892	1.77	5,050	1.01
Inpatient as % of All Surgeries	30.1%	29.7%	1.01	27.0%	1.11	26.0%	1.16	31.7%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	64,108	99,026	0.65	126,187	0.51	80,704	0.79	70,916	0.90
Emergency Visits	11,499	16,365	0.70	21,693	0.53	16,917	0.68	11,863	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	29.3	18.3	1.60	29.0	1.01	14.8	1.99	29.4	1.00
Nurses, Licensed	139.7	199.5	0.70	239.9	0.58	134.4	1.04	146.4	0.95
Ancillary Nursing Personnel	47.4	37.1	1.28	54.4	0.87	23.3	2.03	62.4	0.76
All Other Personnel	232.7	439.3	0.53	492.6	0.47	356.2	0.65	238.6	0.98
Total FTEs	449.1	694.4	0.65	816.0	0.55	528.7	0.85	476.9	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	25.2	16.6	1.52	15.7	1.60	15.1	1.67	21.5	1.17
Nurses, Licensed	119.9	181.2	0.66	129.8	0.92	137.3	0.87	107.1	1.12
Ancillary Nursing Personnel	40.7	33.7	1.21	29.4	1.38	23.8	1.71	45.7	0.89
All Other Personnel	199.8	399.0	0.50	266.6	0.75	363.9	0.55	174.6	1.14
Total FTEs	385.6	630.6	0.61	441.5	0.87	540.2	0.71	348.9	1.11

**Total Hospital:**  
 Beds Set Up & Staffed 92  
 Discharges 4,953  
 Inpatient Days 20,497

**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 16  
 Total Births 447  
 Newborn Days 1,141

**017 Wheaton Franciscan Healthcare-Elmbrook Memorial, Inc**  
 Brookfield, WI 53045

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	74	4,110	16,818	62.3%	46.1	4.1
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	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	602	1,512	51.8%	4.1	2.5
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	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	1	6	161	1,855	84.7%	5.1	11.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	4	23	111	7.6%	0.3	4.8
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	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	25	6	29.3	Surgical Personnel	21	10	27.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	32	29.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	13	9.2
Registered Nurses	42	149	129.9	Occupational Therapists	0	6	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	3	7	6.3
Ancillary Nursing Personnel	16	58	47.4	Physical Therapy Assistants/Aides	0	2	0.8
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	7	3.3	Dietitians & Nutritionists	0	3	1.8
Certified Registered Nurse Anesthetists	2	7	3.5	Psychologists	0	0	0.0
Clinical Nurse Specialists	2	0	2.0	Social Workers	1	3	2.2
Medical Records Personnel	0	0	0.0	All Other Health Professionals	15	24	23.3
Pharmacy Personnel	9	10	12.8	All Other Personnel	79	83	118.2
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>229</b>	<b>420</b>	<b>449.1</b>

**017 Wheaton Franciscan Healthcare-Elmbrook Memorial, Inc**  
 Brookfield, WI 53045

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$144,805,571	44.1%	41.7%	1.06	45.2%	0.98	45.1%	0.98	44.4%	0.99
Medical Assistance	\$15,483,795	4.7%	14.0%	0.34	10.2%	0.46	11.7%	0.40	2.9%	1.64
Commercial	\$154,898,837	47.2%	38.1%	1.24	39.9%	1.18	37.9%	1.24	48.6%	0.97
All Other	\$13,058,208	4.0%	6.2%	0.64	4.7%	0.84	5.3%	0.76	4.1%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$108,114,988	32.9%	27.4%	1.20	31.1%	1.06	30.2%	1.09	32.8%	1.01
Medical Assistance	\$12,655,956	3.9%	9.6%	0.40	6.9%	0.56	7.9%	0.49	2.0%	1.95
Commercial	\$62,991,456	19.2%	11.6%	1.66	13.7%	1.41	11.1%	1.73	19.3%	1.00
Charity Care	\$1,980,662	0.6%	1.5%	0.41	1.3%	0.45	1.2%	0.48	0.6%	0.94
All Other	\$10,348,661	3.2%	2.1%	1.49	1.8%	1.73	1.7%	1.83	3.2%	0.99
Total Deductions	\$196,091,723	59.7%	52.1%	1.15	54.8%	1.09	52.1%	1.15	57.8%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.2%	3.7%	0.33	2.7%	0.45	2.9%	0.43	1.5%	0.79
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	9.2%	0.01	15.7%	0.01	0.1%	1.17
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$40,369,594	34.7%	45.3%	0.77	40.7%	0.85	47.5%	0.73	36.1%	0.96
Supplies & Services	\$66,186,898	56.9%	42.1%	1.35	45.7%	1.25	38.9%	1.46	55.1%	1.03
Capital Component	\$7,655,352	6.6%	8.5%	0.77	8.6%	0.76	9.3%	0.71	6.7%	0.99
Bad Debt	\$2,013,097	1.7%	4.0%	0.43	4.9%	0.35	4.2%	0.41	2.2%	0.80
<b>Fiscal Statistics</b>										
Operating Margin (%)		13.1%	7.7%	1.71	9.9%	1.33	6.9%	1.91	12.5%	1.05
Total Hospital Net Income (%)		13.1%	8.5%	1.54	10.8%	1.22	8.1%	1.63	12.5%	1.05
Return on Equity (%)		7.9%	6.6%	1.19	7.6%	1.03	5.6%	1.40	8.2%	0.96
Current Ratio		5.4	3.4	1.61	5.4	1.01	3.8	1.45	5.4	1.00
Days in Net Patient Accounts Receivable		48.6	46.5	1.04	41.6	1.17	48.1	1.01	47.0	1.04
Average Payment Period		14.2	53.3	0.27	40.6	0.35	51.8	0.27	19.3	0.74
Equity Financing (%)		97.4%	60.7%	1.61	68.1%	1.43	61.0%	1.60	95.7%	1.02
Long-Term Debt to Equity Ratio		0.0	0.3	0.01	0.3	0.02	0.4	0.01	0.0	0.38
Times Interest Earned		133.1	7.4	18.10	9.1	14.56	5.2	25.39	99.4	1.34
Total Asset Turnover		0.6	0.8	0.78	0.7	0.85	0.7	0.87	0.7	0.91
Average Age of Plant (Years)		11.0	10.2	1.07	10.9	1.01	10.2	1.08	10.2	1.07
Increase (Decrease) Total Net Patient Revenue		-2.0%	9.4%	N/A	2.0%	2.43	-2.0%	1.00	4.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		51.8%	53.2%	0.97	56.7%	0.91	64.0%	0.81	51.4%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,745		\$12,710	0.92	\$10,604	1.11	\$9,421	1.25	\$11,257	1.04
Inpatient Net Revenue per Day	\$2,838		\$2,917	0.97	\$2,427	1.17	\$2,572	1.10	\$2,559	1.11
Outpatient Net Revenue per Visit	\$979		\$555	1.76	\$603	1.62	\$613	1.60	\$879	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$328,246,411	Cash & Cash Equivalents	\$184,691	Current Liabilities	\$4,248,540
Less Deductions	\$196,091,723	Net Patient Receivables	\$17,601,731	Long-Term Debt	\$978,929
Net Patient Revenue	\$132,154,688	Other Receivables	\$41,464	Other Liabilities	\$590,391
Plus Other Revenue	\$1,634,380			Subtotal	\$5,817,860
Total Revenue	\$133,789,068	Land, Buildings & Equipment (Net)	\$54,479,288	Unrestricted Fund Balance	\$217,754,851
Less Expenses	\$116,224,941	Other Assets	\$151,265,537	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$15,124			Total Liabilities & Fund Balance	\$223,572,711
Net Income	\$17,579,251	Total Assets	\$223,572,711		

**018 Aurora Memorial Hospital of Burlington**  
 252 McHenry Street  
 Burlington, WI 53105  
 262-767-6000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Racine  
 Analysis Area: Southeastern (2A)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	49.1%	56.1%	0.88	63.0%	0.78	46.1%	1.07	49.1%	1.00
Obstetrics	13.6%	39.1%	0.35	37.9%	0.05	30.9%	0.44	14.4%	0.95
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	43.2%	55.8%	0.77	61.0%	0.71	45.0%	0.96	42.9%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	19.7	28.4	0.69	42.6	0.46	11.3	1.74	20.1	0.98
Obstetrics	1.9	5.1	0.37	6.4	0.30	2.0	0.95	2.0	0.95
Pediatrics	0.0	2.1	N/A	0.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	28.1	51.6	0.54	74.1	0.38	16.8	1.67	27.9	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.8	0.89	3.8	0.87	3.2	1.04	3.3	1.01
Obstetrics	2.2	2.4	0.88	2.4	0.90	2.3	0.94	2.2	1.00
Pediatrics	0.0	2.0	N/A	2.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.82	4.4	0.81	3.2	1.10	3.5	1.03
<b>Surgical Operations</b>									
Inpatient	994	1,814	0.55	1,934	0.51	575	1.73	954	1.04
Outpatient	2,907	4,285	0.68	5,226	0.56	2,021	1.44	2,836	1.03
Inpatient as % of All Surgeries	25.5%	29.7%	0.86	27.0%	0.94	22.2%	1.15	25.2%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	56,549	99,026	0.57	126,187	0.45	53,250	1.06	58,701	0.96
Emergency Visits	12,801	16,365	0.78	21,693	0.59	12,301	1.04	12,794	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	29.0	0.10	15.7	0.19	3.0	1.00
Nurses, Licensed	104.5	199.5	0.52	239.9	0.44	89.7	1.17	99.1	1.05
Ancillary Nursing Personnel	18.4	37.1	0.50	54.4	0.34	14.4	1.28	19.1	0.96
All Other Personnel	326.2	439.3	0.74	492.6	0.66	237.9	1.37	302.9	1.08
Total FTEs	452.1	694.4	0.65	816.0	0.55	357.7	1.26	424.2	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.1	16.6	0.25	15.7	0.26	29.0	0.14	4.2	0.99
Nurses, Licensed	143.8	181.2	0.79	129.8	1.11	166.2	0.86	137.5	1.05
Ancillary Nursing Personnel	25.3	33.7	0.75	29.4	0.86	26.7	0.95	26.5	0.96
All Other Personnel	448.6	399.0	1.12	266.6	1.68	440.9	1.02	420.2	1.07
Total FTEs	621.9	630.6	0.99	441.5	1.41	662.9	0.94	588.4	1.06

**Total Hospital:**  
 Beds Set Up & Staffed 65  
 Discharges 2,889  
 Inpatient Days 10,246

**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 16  
 Total Births 329  
 Newborn Days 652

**018 Aurora Memorial Hospital of Burlington**  
Burlington, WI 53105

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	40	2,142	7,175	49.1%	19.7	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	2	1	40	93	25.5%	0.3	2.3
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	14	324	697	13.6%	1.9	2.2
<b>Psychiatric</b>	3	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	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	1	10	383	2,281	62.5%	6.2	6.0
Step-Down (Special Care)	2	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	3	0	3.0	Surgical Personnel	6	2	7.1
Physicians & Dentists	31	0	31.0	Radiological Services Personnel	19	15	26.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	3	6.7
Registered Nurses	65	64	97.5	Occupational Therapists	2	3	3.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	4	4	6.0	Physical Therapists	6	5	8.6
Ancillary Nursing Personnel	8	19	18.4	Physical Therapy Assistants/Aides	1	1	1.7
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	3	0.8
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	Social Workers	1	0	1.0
Medical Records Personnel	5	1	5.8	All Other Health Professionals	43	52	54.3
Pharmacy Personnel	6	13	9.1	All Other Personnel	106	155	169.3
Clinical Laboratory Personnel	0	2	0.8	<b>Total</b>	<b>313</b>	<b>342</b>	<b>452.1</b>

**018 Aurora Memorial Hospital of Burlington**

Burlington, WI 53105

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$88,805,418	46.7%	41.7%	1.12	45.2%	1.03	45.6%	1.03	45.7%	1.02
Medical Assistance	\$18,816,799	9.9%	14.0%	0.71	10.2%	0.97	12.9%	0.77	7.9%	1.25
Commercial	\$68,430,928	36.0%	38.1%	0.94	39.9%	0.90	34.7%	1.04	39.1%	0.92
All Other	\$13,992,652	7.4%	6.2%	1.18	4.7%	1.55	6.9%	1.07	7.3%	1.01
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$64,247,289	33.8%	27.4%	1.23	31.1%	1.09	27.4%	1.23	34.0%	1.00
Medical Assistance	\$14,973,433	7.9%	9.6%	0.82	6.9%	1.14	8.6%	0.92	5.4%	1.47
Commercial	\$20,537,488	10.8%	11.6%	0.93	13.7%	0.79	9.2%	1.18	11.6%	0.93
Charity Care	\$2,125,568	1.1%	1.5%	0.76	1.3%	0.83	1.4%	0.81	1.1%	1.03
All Other	\$9,296,541	4.9%	2.1%	2.31	1.8%	2.69	1.8%	2.75	3.9%	1.26
Total Deductions	\$111,180,319	58.5%	52.1%	1.12	54.8%	1.07	48.3%	1.21	55.9%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.6%	3.7%	0.97	2.7%	1.32	3.9%	0.93	8.9%	0.40
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	9.2%	0.01	24.1%	0.00	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$32,467,541	45.6%	45.3%	1.01	40.7%	1.12	50.7%	0.90	43.1%	1.06
Supplies & Services	\$30,917,089	43.5%	42.1%	1.03	45.7%	0.95	34.2%	1.27	45.5%	0.96
Capital Component	\$3,708,950	5.2%	8.5%	0.61	8.6%	0.60	10.7%	0.49	6.0%	0.87
Bad Debt	\$4,035,436	5.7%	4.0%	1.41	4.9%	1.15	4.3%	1.31	5.4%	1.05
<b>Fiscal Statistics</b>										
Operating Margin (%)		13.1%	7.7%	1.70	9.9%	1.32	4.7%	2.75	10.4%	1.26
Total Hospital Net Income (%)		13.1%	8.5%	1.53	10.8%	1.21	6.2%	2.12	10.4%	1.26
Return on Equity (%)		7.1%	6.6%	1.07	7.6%	0.93	4.4%	1.60	6.0%	1.17
Current Ratio		15.5	3.4	4.57	5.4	2.87	3.6	4.26	15.0	1.03
Days in Net Patient Accounts Receivable		30.4	46.5	0.65	41.6	0.73	48.8	0.62	26.4	1.15
Average Payment Period		44.3	53.3	0.83	40.6	1.09	57.5	0.77	40.6	1.09
Equity Financing (%)		90.0%	60.7%	1.48	68.1%	1.32	55.0%	1.64	86.2%	1.05
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		33.2	7.4	4.51	9.1	3.63	3.5	9.43	25.2	1.32
Total Asset Turnover		0.5	0.8	0.70	0.7	0.77	0.7	0.77	0.6	0.93
Average Age of Plant (Years)		23.9	10.2	2.34	10.9	2.20	8.4	2.84	21.5	1.11
Increase (Decrease) Total Net Patient Revenue		2.9%	9.4%	0.31	2.0%	6.17	3.6%	0.81	12.3%	0.24
Outpatient Gross Revenue (% of Total GPR)		61.4%	53.2%	1.15	56.7%	1.08	68.8%	0.89	61.3%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,451	\$12,710	0.74	\$10,604	0.89	\$8,567	1.10	\$8,983	1.05
Inpatient Net Revenue per Day		\$2,665	\$2,917	0.91	\$2,427	1.10	\$2,570	1.04	\$2,602	1.02
Outpatient Net Revenue per Visit		\$744	\$555	1.34	\$603	1.23	\$563	1.32	\$701	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$190,045,797	Cash & Cash Equivalents	\$122,436,335	Current Liabilities	\$8,378,862
Less Deductions	\$111,180,319	Net Patient Receivables	\$6,563,225	Long-Term Debt	\$0
Net Patient Revenue	\$78,865,478	Other Receivables	\$140,118	Other Liabilities	\$6,673,654
Plus Other Revenue	\$2,940,479			Subtotal	\$15,052,516
Total Revenue	\$81,805,957	Land, Buildings & Equipment (Net)	\$17,446,971	Unrestricted Fund Balance	\$135,908,258
Less Expenses	\$71,129,016	Other Assets	\$4,374,125	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,361			Total Liabilities & Fund Balance	\$150,960,774
Net Income	\$10,683,302	Total Assets	\$150,960,774		

**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: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	27.7%	56.1%	0.49	45.4%	0.61	29.0%	0.95	31.8%	0.87
Obstetrics	0.0%	39.1%	N/A	35.5%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	27.7%	55.8%	0.50	48.9%	0.57	30.6%	0.90	31.8%	0.87
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.1	28.4	0.15	21.2	0.20	4.5	0.93	4.8	0.87
Obstetrics	0.0	5.1	N/A	5.2	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.2	51.6	0.08	40.8	0.10	6.4	0.65	4.8	0.87
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.83	3.4	0.93	3.1	0.99	2.9	1.06
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.5	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.73	3.9	0.79	3.4	0.92	2.9	1.06
<b>Surgical Operations</b>									
Inpatient	94	1,814	0.05	1,226	0.08	196	0.48	120	0.78
Outpatient	443	4,285	0.10	4,737	0.09	1,479	0.30	559	0.79
Inpatient as % of All Surgeries	17.5%	29.7%	0.59	20.6%	0.85	11.7%	1.50	17.7%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	27,177	99,026	0.27	90,655	0.30	24,233	1.12	98,123	0.28
Emergency Visits	5,784	16,365	0.35	14,214	0.41	6,105	0.95	5,150	1.12
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	18.3	0.27	20.2	0.25	6.4	0.78	5.0	1.00
Nurses, Licensed	36.9	199.5	0.18	163.8	0.23	41.4	0.89	30.4	1.21
Ancillary Nursing Personnel	11.4	37.1	0.31	26.9	0.42	7.6	1.50	9.8	1.16
All Other Personnel	97.0	439.3	0.22	315.4	0.31	93.6	1.04	93.4	1.04
Total FTEs	150.3	694.4	0.22	526.3	0.29	149.0	1.01	138.6	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	29.7	16.6	1.79	14.3	2.08	30.0	0.99	26.2	1.13
Nurses, Licensed	219.1	181.2	1.21	115.7	1.89	193.4	1.13	159.2	1.38
Ancillary Nursing Personnel	67.4	33.7	2.00	19.0	3.54	35.4	1.90	51.3	1.31
All Other Personnel	576.1	399.0	1.44	222.8	2.59	437.6	1.32	489.3	1.18
Total FTEs	892.3	630.6	1.41	371.8	2.40	696.5	1.28	726.0	1.23

**Total Hospital:**  
 Beds Set Up & Staffed 15  
 Discharges 485  
 Inpatient Days 1,516

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 133  
 Inpatient Days 133

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

**019 Calumet Medical Center**  
Chilton, WI 53014

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	485	1,514	27.7%	4.1	3.1
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	2	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	5	0	5.0	Surgical Personnel	1	2	2.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	4	9.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	1.9
Registered Nurses	7	28	26.3	Occupational Therapists	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	6	7	10.6	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	3	14	11.4	Physical Therapy Assistants/Aides	1	1	1.9
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	2	0.5
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	2	0.7
Medical Records Personnel	3	2	4.4	All Other Health Professionals	8	13	10.0
Pharmacy Personnel	1	0	1.0	All Other Personnel	41	25	52.5
Clinical Laboratory Personnel	7	2	8.6	<b>Total</b>	<b>94</b>	<b>106</b>	<b>150.3</b>

**019 Calumet Medical Center**

Chilton, WI 53014

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$17,563,570	61.0%	41.7%	1.46	43.1%	1.41	44.4%	1.37	61.7%	0.99
Medical Assistance	\$1,876,119	6.5%	14.0%	0.47	10.9%	0.60	11.0%	0.59	5.6%	1.17
Commercial	\$8,269,057	28.7%	38.1%	0.75	41.2%	0.70	40.2%	0.72	28.3%	1.01
All Other	\$1,077,658	3.7%	6.2%	0.60	4.7%	0.80	4.4%	0.85	4.4%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,425,671	25.8%	27.4%	0.94	26.0%	0.99	24.1%	1.07	26.2%	0.98
Medical Assistance	\$1,283,501	4.5%	9.6%	0.47	6.8%	0.66	7.5%	0.60	4.2%	1.05
Commercial	\$1,319,105	4.6%	11.6%	0.40	13.2%	0.35	11.0%	0.42	3.5%	1.31
Charity Care	\$156,079	0.5%	1.5%	0.37	1.1%	0.52	1.0%	0.56	0.9%	0.60
All Other	\$285,652	1.0%	2.1%	0.47	0.7%	1.33	1.0%	0.95	0.0%	N/A
Total Deductions	\$10,470,008	36.4%	52.1%	0.70	47.7%	0.76	44.7%	0.81	34.9%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.9%	3.7%	1.04	1.9%	2.00	5.0%	0.78	4.7%	0.82
Net Gains/Losses as % of Net Income		39.0%	10.6%	3.70	26.7%	1.46	8.8%	4.46	29.1%	1.34
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$10,657,747	56.9%	45.3%	1.26	46.7%	1.22	48.6%	1.17	59.0%	0.96
Supplies & Services	\$6,318,803	33.7%	42.1%	0.80	39.4%	0.86	39.8%	0.85	29.7%	1.14
Capital Component	\$1,315,989	7.0%	8.5%	0.83	10.3%	0.68	8.2%	0.86	7.6%	0.93
Bad Debt	\$439,161	2.3%	4.0%	0.58	3.6%	0.65	3.4%	0.70	3.7%	0.63
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.7%	7.7%	0.22	6.1%	0.28	10.0%	0.17	4.1%	0.41
Total Hospital Net Income (%)		2.8%	8.5%	0.32	8.1%	0.34	10.9%	0.25	5.7%	0.48
Return on Equity (%)		2.6%	6.6%	0.39	6.1%	0.42	11.4%	0.22	4.9%	0.52
Current Ratio		5.2	3.4	1.52	4.2	1.24	3.9	1.32	4.8	1.08
Days in Net Patient Accounts Receivable		60.2	46.5	1.29	44.6	1.35	47.7	1.26	51.0	1.18
Average Payment Period		40.6	53.3	0.76	43.8	0.93	36.9	1.10	47.1	0.86
Equity Financing (%)		89.0%	60.7%	1.47	59.5%	1.50	63.7%	1.40	88.9%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.4	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	4.9	N/A	8.2	N/A	0.0	N/A
Total Asset Turnover		0.9	0.8	1.19	0.7	1.23	1.0	0.88	0.8	1.08
Average Age of Plant (Years)		11.3	10.2	1.10	10.3	1.10	8.8	1.29	10.0	1.13
Increase (Decrease) Total Net Patient Revenue		13.1%	9.4%	1.39	0.0%	135.64	6.6%	1.99	4.7%	2.80
Outpatient Gross Revenue (% of Total GPR)		75.3%	53.2%	1.42	62.4%	1.21	70.1%	1.08	75.0%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,553	\$12,710	0.75	\$9,546	1.00	\$10,635	0.90	\$6,315	1.51
Inpatient Net Revenue per Day		\$2,319	\$2,917	0.80	\$2,385	0.97	\$2,744	0.85	\$1,674	1.39
Outpatient Net Revenue per Visit		\$375	\$555	0.67	\$526	0.71	\$566	0.66	\$111	3.36

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,786,404	Cash & Cash Equivalents	\$5,691,050	Current Liabilities	\$1,966,679
Less Deductions	\$10,470,008	Net Patient Receivables	\$3,018,818	Long-Term Debt	\$0
Net Patient Revenue	\$18,316,396	Other Receivables	\$45,947	Other Liabilities	\$317,380
Plus Other Revenue	\$740,150			Subtotal	\$2,284,059
Total Revenue	\$19,056,546	Land, Buildings & Equipment (Net)	\$5,706,380	Unrestricted Fund Balance	\$18,570,733
Less Expenses	\$18,731,700	Other Assets	\$6,392,597	Restricted Fund Balance	\$5,000,879
Non-Operating Gains/Losses	\$208,049			Total Liabilities & Fund Balance	\$20,854,792
Net Income	\$532,895	Total Assets	\$20,854,792		

**020 St Joseph's Hospital**  
 2661 County Highway I  
 Chippewa Falls, WI 54729  
 715-726-3200

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Chippewa  
 Analysis Area: West Central (5A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	25.5%	56.1%	0.45	46.4%	0.55	48.7%	0.52	25.5%	1.00
Obstetrics	28.8%	39.1%	0.74	28.9%	0.10	30.4%	0.95	30.8%	0.94
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	40.4%	55.8%	0.72	45.8%	0.88	45.2%	0.89	32.8%	1.23
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	10.2	28.4	0.36	13.3	0.77	21.2	0.48	10.2	1.00
Obstetrics	2.9	5.1	0.56	2.0	1.42	3.1	0.92	3.1	0.94
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	41.2	51.6	0.80	21.1	1.95	35.3	1.17	33.4	1.23
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.81	3.5	0.87	3.5	0.87	2.8	1.08
Obstetrics	2.2	2.4	0.89	2.4	0.92	2.3	0.95	2.2	0.99
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.0	4.3	0.93	3.8	1.06	3.7	1.09	3.2	1.24
<b>Surgical Operations</b>									
Inpatient	604	1,814	0.33	577	1.05	1,018	0.59	616	0.98
Outpatient	2,539	4,285	0.59	1,775	1.43	2,892	0.88	2,276	1.12
Inpatient as % of All Surgeries	19.2%	29.7%	0.65	24.5%	0.78	26.0%	0.74	21.3%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	42,884	99,026	0.43	46,705	0.92	80,704	0.53	40,150	1.07
Emergency Visits	12,506	16,365	0.76	8,047	1.55	16,917	0.74	14,267	0.88
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	18.3	0.27	7.8	0.64	14.8	0.34	5.0	1.00
Nurses, Licensed	107.5	199.5	0.54	97.2	1.11	134.4	0.80	108.7	0.99
Ancillary Nursing Personnel	25.3	37.1	0.68	19.2	1.32	23.3	1.08	23.8	1.06
All Other Personnel	273.5	439.3	0.62	235.5	1.16	356.2	0.77	280.7	0.97
Total FTEs	411.2	694.4	0.59	359.7	1.14	528.7	0.78	418.2	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.2	16.6	0.25	15.1	0.28	15.1	0.28	5.2	0.80
Nurses, Licensed	89.8	181.2	0.50	187.3	0.48	137.3	0.65	113.4	0.79
Ancillary Nursing Personnel	21.1	33.7	0.63	37.0	0.57	23.8	0.89	24.8	0.85
All Other Personnel	228.5	399.0	0.57	454.0	0.50	363.9	0.63	292.9	0.78
Total FTEs	343.6	630.6	0.54	693.4	0.50	540.2	0.64	436.4	0.79

**Total Hospital:**  
 Beds Set Up & Staffed 102  
 Discharges 3,764  
 Inpatient Days 15,033

**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 12  
 Total Births 468  
 Newborn Days 1,083

**020 St Joseph's Hospital**  
Chippewa Falls, WI 54729

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	40	1,226	3,717	25.5%	10.2	3.0
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	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	10	483	1,052	28.8%	2.9	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	1	46	1,189	6,584	39.2%	18.0	5.5
<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	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	6	228	553	25.3%	1.5	2.4
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	5	0	5.0	Surgical Personnel	3	4	6.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	9	14.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	5.1
Registered Nurses	37	98	97.2	Occupational Therapists	1	4	3.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	5	9	9.7	Physical Therapists	3	9	6.6
Ancillary Nursing Personnel	5	32	25.3	Physical Therapy Assistants/Aides	2	3	4.4
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	1	0.6	Dietitians & Nutritionists	0	4	0.6
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	3	2	4.3
Medical Records Personnel	6	1	6.8	All Other Health Professionals	47	39	71.9
Pharmacy Personnel	6	7	9.4	All Other Personnel	100	47	125.9
Clinical Laboratory Personnel	4	10	12.0	<b>Total</b>	<b>241</b>	<b>282</b>	<b>411.2</b>

**020 St Joseph's Hospital**  
Chippewa Falls, WI 54729

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$45,506,167	37.3%	41.7%	0.89	44.3%	0.84	45.1%	0.83	36.8%	1.01
Medical Assistance	\$31,362,182	25.7%	14.0%	1.84	13.4%	1.91	11.7%	2.19	23.6%	1.09
Commercial	\$39,516,138	32.4%	38.1%	0.85	37.0%	0.88	37.9%	0.85	35.2%	0.92
All Other	\$5,644,913	4.6%	6.2%	0.74	5.3%	0.87	5.3%	0.88	4.4%	1.05
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$30,827,176	25.3%	27.4%	0.92	26.0%	0.97	30.2%	0.84	24.2%	1.05
Medical Assistance	\$19,786,219	16.2%	9.6%	1.70	8.7%	1.86	7.9%	2.06	13.7%	1.18
Commercial	\$6,022,520	4.9%	11.6%	0.43	7.0%	0.71	11.1%	0.45	5.8%	0.84
Charity Care	\$2,224,100	1.8%	1.5%	1.25	1.5%	1.18	1.2%	1.46	1.6%	1.13
All Other	\$1,657,683	1.4%	2.1%	0.64	1.7%	0.82	1.7%	0.79	0.9%	1.58
Total Deductions	\$60,517,698	49.6%	52.1%	0.95	44.9%	1.11	52.1%	0.95	46.2%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.2%	3.7%	0.86	3.5%	0.93	2.9%	1.12	3.3%	0.97
Net Gains/Losses as % of Net Income		27.6%	10.6%	2.62	19.2%	1.43	15.7%	1.76	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$32,974,145	58.4%	45.3%	1.29	51.2%	1.14	47.5%	1.23	57.6%	1.01
Supplies & Services	\$17,910,371	31.7%	42.1%	0.75	37.4%	0.85	38.9%	0.81	31.8%	1.00
Capital Component	\$3,199,005	5.7%	8.5%	0.67	8.2%	0.69	9.3%	0.61	6.1%	0.94
Bad Debt	\$2,386,213	4.2%	4.0%	1.05	3.1%	1.35	4.2%	1.00	4.6%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.1%	7.7%	1.45	10.8%	1.03	6.9%	1.62	12.1%	0.92
Total Hospital Net Income (%)		14.8%	8.5%	1.73	13.0%	1.13	8.1%	1.83	7.8%	1.90
Return on Equity (%)		11.4%	6.6%	1.71	10.0%	1.14	5.6%	2.03	6.3%	1.82
Current Ratio		1.2	3.4	0.36	2.2	0.54	3.8	0.32	1.5	0.83
Days in Net Patient Accounts Receivable		35.2	46.5	0.76	49.4	0.71	48.1	0.73	42.7	0.82
Average Payment Period		101.7	53.3	1.91	58.7	1.73	51.8	1.96	98.3	1.03
Equity Financing (%)		52.4%	60.7%	0.86	66.5%	0.79	61.0%	0.86	56.5%	0.93
Long-Term Debt to Equity Ratio		0.2	0.3	0.54	0.3	0.61	0.4	0.52	0.2	0.95
Times Interest Earned		482.0	7.4	65.56	17.1	28.18	5.2	91.99	85.8	5.62
Total Asset Turnover		0.7	0.8	0.96	0.7	0.99	0.7	1.07	0.8	0.88
Average Age of Plant (Years)		12.3	10.2	1.20	8.2	1.50	10.2	1.20	12.4	0.99
Increase (Decrease) Total Net Patient Revenue		-0.2%	9.4%	N/A	3.5%	3.51	-2.0%	0.08	12.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		65.6%	53.2%	1.23	59.4%	1.11	64.0%	1.03	65.1%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,282	\$12,710	0.49	\$10,381	0.61	\$9,421	0.67	\$6,473	0.97	
Inpatient Net Revenue per Day	\$1,573	\$2,917	0.54	\$2,632	0.60	\$2,572	0.61	\$2,013	0.78	
Outpatient Net Revenue per Visit	\$684	\$555	1.23	\$594	1.15	\$613	1.12	\$681	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$122,029,400	Cash & Cash Equivalents	\$2,794,412	Current Liabilities	\$15,053,829
Less Deductions	\$60,517,698	Net Patient Receivables	\$5,939,543	Long-Term Debt	\$8,175,000
Net Patient Revenue	\$61,511,702	Other Receivables	\$517,483	Other Liabilities	\$17,751,949
Plus Other Revenue	\$2,037,677			Subtotal	\$40,980,778
Total Revenue	\$63,549,379	Land, Buildings & Equipment (Net)	\$18,543,744	Unrestricted Fund Balance	\$45,077,078
Less Expenses	\$56,469,734	Other Assets	\$58,262,674	Restricted Fund Balance	\$11,640,232
Non-Operating Gains/Losses	\$2,700,734			Total Liabilities & Fund Balance	\$86,057,856
Net Income	\$9,780,379	Total Assets	\$86,057,856		

**022 Columbus Community Hospital**  
 1515 Park Avenue  
 Columbus, WI 53925  
 920-623-2200

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Columbia  
 Analysis Area: Southern (1)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	36.5%	56.1%	0.65	58.4%	0.63	29.0%	1.26	37.8%	0.97
Obstetrics	10.8%	39.1%	0.28	39.2%	0.01	14.8%	0.73	6.0%	1.80
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	33.3%	55.8%	0.60	58.2%	0.57	30.6%	1.09	33.3%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.6	28.4	0.23	24.9	0.26	4.5	1.47	6.8	0.97
Obstetrics	0.4	5.1	0.08	4.9	0.09	0.5	0.87	0.2	1.80
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.3	51.6	0.16	53.4	0.16	6.4	1.30	8.3	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.8	0.93	3.7	0.95	3.1	1.11	3.5	1.01
Obstetrics	2.9	2.4	1.18	2.0	1.43	2.3	1.24	2.4	1.21
Pediatrics	0.0	2.0	N/A	3.3	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.6	4.3	0.84	4.3	0.85	3.4	1.07	3.5	1.03
<b>Surgical Operations</b>									
Inpatient	208	1,814	0.11	1,934	0.11	196	1.06	198	1.05
Outpatient	502	4,285	0.12	5,295	0.09	1,479	0.34	499	1.01
Inpatient as % of All Surgeries	29.3%	29.7%	0.98	26.8%	1.09	11.7%	2.50	28.4%	1.03
<b>Outpatient Visits</b>									
Non-Emergency Visits	33,869	99,026	0.34	151,770	0.22	24,233	1.40	30,934	1.09
Emergency Visits	3,751	16,365	0.23	17,348	0.22	6,105	0.61	3,828	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.0	18.3	0.60	20.1	0.55	6.4	1.71	15.6	0.71
Nurses, Licensed	57.0	199.5	0.29	238.2	0.24	41.4	1.38	53.0	1.08
Ancillary Nursing Personnel	10.2	37.1	0.28	40.0	0.26	7.6	1.35	7.3	1.40
All Other Personnel	112.8	439.3	0.26	622.2	0.18	93.6	1.21	107.3	1.05
Total FTEs	191.0	694.4	0.28	920.4	0.21	149.0	1.28	183.1	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	43.6	16.6	2.62	14.7	2.97	30.0	1.45	57.5	0.76
Nurses, Licensed	225.5	181.2	1.24	174.1	1.30	193.4	1.17	195.7	1.15
Ancillary Nursing Personnel	40.5	33.7	1.20	29.2	1.39	35.4	1.14	27.0	1.50
All Other Personnel	446.8	399.0	1.12	454.6	0.98	437.6	1.02	396.5	1.13
Total FTEs	756.3	630.6	1.20	672.6	1.12	696.5	1.09	676.6	1.12

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 838  
 Inpatient Days 3,040

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 7  
 Discharges 97  
 Inpatient Days 683

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 70  
 Newborn Days 155

**022 Columbus Community Hospital**  
Columbus, WI 53925

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	18	686	2,401	36.5%	6.6	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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	55	158	10.8%	0.4	2.9
<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	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	88	464	42.4%	1.3	5.3
Step-Down (Special Care)	5	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>	1	0	9	17	0.0%	0.0	1.9

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	2	2.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	8.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	3.3
Registered Nurses	23	39	48.8	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	4	7	8.1	Physical Therapists	3	1	3.6
Ancillary Nursing Personnel	3	11	10.2	Physical Therapy Assistants/Aides	2	1	2.1
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	1	2.1
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	1	0.9
Medical Records Personnel	6	6	8.0	All Other Health Professionals	4	2	5.6
Pharmacy Personnel	1	0	1.0	All Other Personnel	33	47	62.5
Clinical Laboratory Personnel	7	8	11.4	<b>Total</b>	<b>108</b>	<b>134</b>	<b>191.0</b>

**022 Columbus Community Hospital**  
Columbus, WI 53925

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>2</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$21,005,940	46.4%	41.7%	1.11	39.2%	1.18	44.4%	1.05	46.4%	1.00
Medical Assistance	\$4,368,598	9.7%	14.0%	0.69	11.4%	0.84	11.0%	0.88	7.6%	1.28
Commercial	\$18,145,595	40.1%	38.1%	1.05	42.7%	0.94	40.2%	1.00	41.8%	0.96
All Other	\$1,727,470	3.8%	6.2%	0.61	6.7%	0.57	4.4%	0.87	4.3%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$9,315,014	20.6%	27.4%	0.75	25.3%	0.81	24.1%	0.85	19.5%	1.05
Medical Assistance	\$2,877,564	6.4%	9.6%	0.67	7.6%	0.84	7.5%	0.85	5.3%	1.20
Commercial	\$5,665,534	12.5%	11.6%	1.08	13.8%	0.91	11.0%	1.13	13.4%	0.94
Charity Care	\$669,125	1.5%	1.5%	1.01	2.4%	0.63	1.0%	1.53	1.0%	1.44
All Other	\$336,406	0.7%	2.1%	0.35	2.1%	0.35	1.0%	0.71	0.5%	1.54
Total Deductions	\$18,863,643	41.7%	52.1%	0.80	51.2%	0.81	44.7%	0.93	39.7%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.3%	3.7%	0.89	7.7%	0.43	5.0%	0.66	3.2%	1.04
Net Gains/Losses as % of Net Income		26.7%	10.6%	2.53	27.4%	0.98	8.8%	3.05	19.2%	1.39
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,147,770	50.2%	45.3%	1.11	49.9%	1.01	48.6%	1.03	52.7%	0.95
Supplies & Services	\$9,361,424	35.7%	42.1%	0.85	39.1%	0.91	39.8%	0.90	32.4%	1.10
Capital Component	\$2,741,040	10.5%	8.5%	1.23	8.5%	1.24	8.2%	1.27	11.3%	0.93
Bad Debt	\$956,672	3.7%	4.0%	0.91	2.6%	1.41	3.4%	1.09	3.6%	1.01
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.0%	7.7%	0.51	5.4%	0.74	10.0%	0.39	3.3%	1.20
Total Hospital Net Income (%)		5.3%	8.5%	0.62	7.2%	0.74	10.9%	0.49	4.0%	1.32
Return on Equity (%)		3.8%	6.6%	0.58	6.3%	0.61	11.4%	0.33	2.9%	1.32
Current Ratio		2.6	3.4	0.77	2.2	1.20	3.9	0.67	1.2	2.09
Days in Net Patient Accounts Receivable		40.6	46.5	0.87	46.5	0.87	47.7	0.85	46.8	0.87
Average Payment Period		46.5	53.3	0.87	48.0	0.97	36.9	1.26	97.1	0.48
Equity Financing (%)		58.0%	60.7%	0.96	53.7%	1.08	63.7%	0.91	54.6%	1.06
Long-Term Debt to Equity Ratio		0.6	0.3	1.74	0.5	1.09	0.5	1.24	0.5	1.12
Times Interest Earned		3.4	7.4	0.47	6.6	0.52	8.2	0.42	2.6	1.34
Total Asset Turnover		0.7	0.8	0.92	0.8	0.84	1.0	0.68	0.7	1.00
Average Age of Plant (Years)		8.5	10.2	0.83	9.4	0.90	8.8	0.97	7.3	1.17
Increase (Decrease) Total Net Patient Revenue		1.8%	9.4%	0.19	54.9%	0.18	6.6%	0.28	9.9%	0.18
Outpatient Gross Revenue (% of Total GPR)		67.0%	53.2%	1.26	52.5%	1.28	70.1%	0.96	69.3%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$11,104	\$12,710	0.87	\$13,814	0.80	\$10,635	1.04	\$9,496	1.17
Inpatient Net Revenue per Day		\$2,779	\$2,917	0.95	\$3,205	0.87	\$2,744	1.01	\$2,414	1.15
Outpatient Net Revenue per Visit		\$421	\$555	0.76	\$410	1.03	\$566	0.74	\$479	0.88

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$45,247,603	Cash & Cash Equivalents	\$3,954,446	Current Liabilities	\$3,080,817
Less Deductions	\$18,863,643	Net Patient Receivables	\$2,932,594	Long-Term Debt	\$13,034,869
Net Patient Revenue	\$26,383,960	Other Receivables	\$210,773	Other Liabilities	\$0
Plus Other Revenue	\$901,243			Subtotal	\$16,115,686
Total Revenue	\$27,285,203	Land, Buildings & Equipment (Net)	\$19,503,880	Unrestricted Fund Balance	\$22,295,075
Less Expenses	\$26,206,906	Other Assets	\$11,809,068	Restricted Fund Balance	\$435,010
Non-Operating Gains/Losses	\$393,523			Total Liabilities & Fund Balance	\$38,410,761
Net Income	\$1,471,820	Total Assets	\$38,410,761		

**024 Cumberland Memorial Hospital, Inc**  
 1110 Seventh Avenue  
 Cumberland, WI 54829  
 715-822-2741

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Barron  
 Analysis Area: West Central (5A)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	22.8%	56.1%	0.41	46.4%	0.49	29.0%	0.79	53.1%	0.43
Obstetrics	11.5%	39.1%	0.29	28.9%	0.01	14.8%	0.78	14.1%	0.82
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	32.8%	55.8%	0.59	45.8%	0.72	30.6%	1.07	34.9%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.0	28.4	0.18	13.3	0.38	4.5	1.12	13.3	0.38
Obstetrics	0.3	5.1	0.07	2.0	0.17	0.5	0.69	0.4	0.82
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.5	51.6	0.22	21.1	0.54	6.4	1.79	13.3	0.87
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.8	0.88	3.5	0.95	3.1	1.05	4.3	0.77
Obstetrics	2.3	2.4	0.96	2.4	0.98	2.3	1.01	2.6	0.91
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.86	3.8	0.98	3.4	1.09	4.3	0.86
<b>Surgical Operations</b>									
Inpatient	54	1,814	0.03	577	0.09	196	0.28	58	0.93
Outpatient	423	4,285	0.10	1,775	0.24	1,479	0.29	449	0.94
Inpatient as % of All Surgeries	11.3%	29.7%	0.38	24.5%	0.46	11.7%	0.97	11.4%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	7,604	99,026	0.08	46,705	0.16	24,233	0.31	7,986	0.95
Emergency Visits	2,704	16,365	0.17	8,047	0.34	6,105	0.44	3,041	0.89
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.3	0.05	7.8	0.13	6.4	0.16	1.0	1.00
Nurses, Licensed	41.8	199.5	0.21	97.2	0.43	41.4	1.01	44.3	0.94
Ancillary Nursing Personnel	8.5	37.1	0.23	19.2	0.44	7.6	1.12	15.2	0.56
All Other Personnel	90.5	439.3	0.21	235.5	0.38	93.6	0.97	85.7	1.06
Total FTEs	141.8	694.4	0.20	359.7	0.39	149.0	0.95	146.2	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.5	16.6	0.21	15.1	0.23	30.0	0.12	3.0	1.17
Nurses, Licensed	145.4	181.2	0.80	187.3	0.78	193.4	0.75	131.2	1.11
Ancillary Nursing Personnel	29.5	33.7	0.88	37.0	0.80	35.4	0.83	45.1	0.65
All Other Personnel	314.4	399.0	0.79	454.0	0.69	437.6	0.72	253.9	1.24
Total FTEs	492.7	630.6	0.78	693.4	0.71	696.5	0.71	433.2	1.14

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	No	Beds Set Up & Staffed	2	Bassinets	6
Discharges	1,134	Preferred Provider Organization (PPO)	Yes	Discharges	81	Total Births	54
Inpatient Days	4,192			Inpatient Days	615	Newborn Days	108

**024 Cumberland Memorial Hospital, Inc**  
Cumberland, WI 54829

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	2	22	554	1,834	22.8%	5.0	3.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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	2	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>	2	3	54	126	11.5%	0.3	2.3
<b>Psychiatric</b>	1	10	526	2,215	60.7%	6.1	4.2
<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	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)	5	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	1	0	1.0	Surgical Personnel	2	1	2.6
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	4	1	4.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.8
Registered Nurses	32	15	40.3	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	7	5	8.5	Physical Therapy Assistants/Aides	2	1	2.5
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	0	2	0.6	Psychologists	4	1	4.2
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	4	3	5.9	All Other Health Professionals	7	1	7.5
Pharmacy Personnel	3	3	4.1	All Other Personnel	28	29	44.3
Clinical Laboratory Personnel	4	1	4.4	<b>Total</b>	<b>109</b>	<b>64</b>	<b>141.8</b>

**024 Cumberland Memorial Hospital, Inc**

Cumberland, WI 54829

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$12,726,532	45.5%	41.7%	1.09	44.3%	1.03	44.4%	1.02	42.9%	1.06
Medical Assistance	\$4,013,543	14.3%	14.0%	1.03	13.4%	1.07	11.0%	1.30	15.2%	0.94
Commercial	\$9,205,866	32.9%	38.1%	0.86	37.0%	0.89	40.2%	0.82	32.3%	1.02
All Other	\$2,048,250	7.3%	6.2%	1.17	5.3%	1.37	4.4%	1.66	9.5%	0.77
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,407,354	22.9%	27.4%	0.84	26.0%	0.88	24.1%	0.95	21.1%	1.09
Medical Assistance	\$2,681,355	9.6%	9.6%	1.00	8.7%	1.10	7.5%	1.28	9.3%	1.03
Commercial	\$1,750,530	6.3%	11.6%	0.54	7.0%	0.90	11.0%	0.57	5.1%	1.22
Charity Care	\$266,899	1.0%	1.5%	0.65	1.5%	0.62	1.0%	0.99	1.0%	0.92
All Other	\$276,269	1.0%	2.1%	0.47	1.7%	0.59	1.0%	0.94	1.4%	0.73
Total Deductions	\$11,382,407	40.7%	52.1%	0.78	44.9%	0.91	44.7%	0.91	37.9%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.6%	3.7%	0.17	3.5%	0.18	5.0%	0.13	0.6%	1.09
Net Gains/Losses as % of Net Income		18.3%	10.6%	1.73	19.2%	0.95	8.8%	2.09	7.8%	2.34
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,788,390	61.6%	45.3%	1.36	51.2%	1.20	48.6%	1.27	61.8%	1.00
Supplies & Services	\$4,649,491	29.3%	42.1%	0.69	37.4%	0.78	39.8%	0.74	29.2%	1.00
Capital Component	\$955,363	6.0%	8.5%	0.71	8.2%	0.73	8.2%	0.73	5.0%	1.20
Bad Debt	\$496,652	3.1%	4.0%	0.78	3.1%	1.00	3.4%	0.93	4.0%	0.79
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.0%	7.7%	0.64	10.8%	0.46	10.0%	0.49	11.4%	0.43
Total Hospital Net Income (%)		6.0%	8.5%	0.70	13.0%	0.46	10.9%	0.55	12.3%	0.49
Return on Equity (%)		6.2%	6.6%	0.94	10.0%	0.62	11.4%	0.54	13.2%	0.47
Current Ratio		6.0	3.4	1.77	2.2	2.67	3.9	1.53	5.6	1.08
Days in Net Patient Accounts Receivable		64.0	46.5	1.37	49.4	1.29	47.7	1.34	67.6	0.95
Average Payment Period		30.7	53.3	0.58	58.7	0.52	36.9	0.83	35.8	0.86
Equity Financing (%)		62.6%	60.7%	1.03	66.5%	0.94	63.7%	0.98	59.4%	1.05
Long-Term Debt to Equity Ratio		0.5	0.3	1.41	0.3	1.60	0.5	1.00	0.5	0.89
Times Interest Earned		9.0	7.4	1.22	17.1	0.52	8.2	1.10	21.7	0.41
Total Asset Turnover		1.0	0.8	1.33	0.7	1.37	1.0	0.98	1.1	0.96
Average Age of Plant (Years)		15.6	10.2	1.53	8.2	1.91	8.8	1.78	19.7	0.79
Increase (Decrease) Total Net Patient Revenue		-3.8%	9.4%	N/A	3.5%	3.83	6.6%	N/A	13.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		60.1%	53.2%	1.13	59.4%	1.01	70.1%	0.86	60.7%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,921	\$12,710	0.47	\$10,381	0.57	\$10,635	0.56	\$5,994	0.99	
Inpatient Net Revenue per Day	\$1,483	\$2,917	0.51	\$2,632	0.56	\$2,744	0.54	\$1,333	1.11	
Outpatient Net Revenue per Visit	\$910	\$555	1.64	\$594	1.53	\$566	1.61	\$912	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$27,994,191	Cash & Cash Equivalents	\$4,304,305	Current Liabilities	\$1,273,818
Less Deductions	\$11,382,407	Net Patient Receivables	\$2,911,908	Long-Term Debt	\$4,835,000
Net Patient Revenue	\$16,611,784	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$106,552			Subtotal	\$6,108,818
Total Revenue	\$16,718,336	Land, Buildings & Equipment (Net)	\$7,778,706	Unrestricted Fund Balance	\$10,206,884
Less Expenses	\$15,889,896	Other Assets	\$1,320,783	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$185,000			Total Liabilities & Fund Balance	\$16,315,702
Net Income	\$1,013,440	Total Assets	\$16,315,702		

**025 Memorial Hospital of Lafayette Co.**  
 800 Clay Street  
 Darlington, WI 53530  
 608-776-4466

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: County

County: Lafayette  
 Analysis Area: Southern (1)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	12.2%	56.1%	0.22	58.4%	0.21	12.3%	1.00	17.4%	0.70
Obstetrics	18.1%	39.1%	0.46	39.2%	0.01	25.2%	0.72	14.4%	1.26
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	15.9%	55.8%	0.29	58.2%	0.27	18.7%	0.85	20.1%	0.79
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.6	28.4	0.09	24.9	0.10	2.3	1.13	3.6	0.70
Obstetrics	0.4	5.1	0.07	4.9	0.07	1.2	0.31	0.3	1.26
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.5	N/A	0.0	N/A
Total Hospital	3.7	51.6	0.07	53.4	0.07	3.9	0.94	4.6	0.79
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.8	0.66	3.7	0.67	3.1	0.79	2.7	0.93
Obstetrics	2.2	2.4	0.92	2.0	1.12	2.5	0.90	1.9	1.19
Pediatrics	0.0	2.0	N/A	3.3	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.63	4.3	0.64	3.6	0.76	2.6	1.04
<b>Surgical Operations</b>									
Inpatient	76	1,814	0.04	1,934	0.04	98	0.77	90	0.84
Outpatient	417	4,285	0.10	5,295	0.08	355	1.18	407	1.02
Inpatient as % of All Surgeries	15.4%	29.7%	0.52	26.8%	0.58	21.7%	0.71	18.1%	0.85
<b>Outpatient Visits</b>									
Non-Emergency Visits	18,803	99,026	0.19	151,770	0.12	16,872	1.11	12,634	1.49
Emergency Visits	1,189	16,365	0.07	17,348	0.07	2,456	0.48	1,526	0.78
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	17.0	18.3	0.93	20.1	0.85	4.4	3.86	16.0	1.06
Nurses, Licensed	108.6	199.5	0.54	238.2	0.46	31.3	3.47	146.4	0.74
Ancillary Nursing Personnel	48.0	37.1	1.30	40.0	1.20	9.3	5.15	96.8	0.50
All Other Personnel	253.2	439.3	0.58	622.2	0.41	72.5	3.49	353.2	0.72
Total FTEs	426.8	694.4	0.61	920.4	0.46	117.6	3.63	612.4	0.70
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	125.6	16.6	7.57	14.7	8.56	40.2	3.13	95.1	1.32
Nurses, Licensed	802.5	181.2	4.43	174.1	4.61	285.7	2.81	870.2	0.92
Ancillary Nursing Personnel	355.0	33.7	10.54	29.2	12.15	85.0	4.18	575.6	0.62
All Other Personnel	1,871.6	399.0	4.69	454.6	4.12	661.6	2.83	2,099.7	0.89
Total FTEs	3,154.7	630.6	5.00	672.6	4.69	1,072.5	2.94	3,640.6	0.87

**Total Hospital:**  
 Beds Set Up & Staffed 23  
 Discharges 490  
 Inpatient Days 1,338

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 8  
 Discharges 49  
 Inpatient Days 266

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 56  
 Newborn Days 112

**025 Memorial Hospital of Lafayette Co.**  
Darlington, WI 53530

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	2	21	381	938	12.2%	2.6	2.5
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	2	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	2	59	132	18.1%	0.4	2.2
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	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	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)	5	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	17	0	17.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	1	42.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	15	4	106.6	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	8	1	48.0	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	1	25.6
Medical Records Personnel	3	0	3.0	All Other Health Professionals	3	1	13.3
Pharmacy Personnel	1	0	1.0	All Other Personnel	21	5	158.8
Clinical Laboratory Personnel	5	2	7.4	<b>Total</b>	<b>83</b>	<b>15</b>	<b>426.8</b>

**025 Memorial Hospital of Lafayette Co.**  
Darlington, WI 53530

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$8,922,201	51.6%	41.7%	1.24	39.2%	1.32	38.2%	1.35	51.6%	1.00
Medical Assistance	\$1,753,715	10.1%	14.0%	0.73	11.4%	0.89	11.8%	0.86	9.0%	1.12
Commercial	\$5,590,173	32.4%	38.1%	0.85	42.7%	0.76	43.8%	0.74	34.2%	0.95
All Other	\$1,012,056	5.9%	6.2%	0.94	6.7%	0.87	6.2%	0.95	5.2%	1.12
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$2,960,755	17.1%	27.4%	0.63	25.3%	0.68	16.3%	1.05	17.2%	1.00
Medical Assistance	\$1,044,842	6.0%	9.6%	0.63	7.6%	0.80	7.5%	0.80	5.5%	1.09
Commercial	\$1,522,647	8.8%	11.6%	0.76	13.8%	0.64	12.3%	0.72	5.7%	1.54
Charity Care	\$69,206	0.4%	1.5%	0.27	2.4%	0.17	0.9%	0.43	1.0%	0.39
All Other	\$0	0.0%	2.1%	N/A	2.1%	N/A	1.8%	N/A	0.0%	N/A
Total Deductions	\$5,597,450	32.4%	52.1%	0.62	51.2%	0.63	38.8%	0.83	29.5%	1.10
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.7%	3.7%	0.18	7.7%	0.08	2.8%	0.23	0.5%	1.28
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	27.4%	N/A	1.0%	N/A	29.6%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$5,238,383	43.4%	45.3%	0.96	49.9%	0.87	52.1%	0.83	41.4%	1.05
Supplies & Services	\$5,515,681	45.7%	42.1%	1.08	39.1%	1.17	36.7%	1.24	46.2%	0.99
Capital Component	\$1,107,782	9.2%	8.5%	1.08	8.5%	1.09	6.9%	1.32	10.2%	0.90
Bad Debt	\$217,897	1.8%	4.0%	0.45	2.6%	0.70	4.3%	0.42	2.2%	0.81
<b>Fiscal Statistics</b>										
Operating Margin (%)		-2.7%	7.7%	N/A	5.4%	N/A	9.6%	N/A	2.3%	N/A
Total Hospital Net Income (%)		-1.9%	8.5%	N/A	7.2%	N/A	9.7%	N/A	3.2%	N/A
Return on Equity (%)		-3.2%	6.6%	N/A	6.3%	N/A	12.4%	N/A	5.0%	N/A
Current Ratio		2.1	3.4	0.62	2.2	0.96	2.3	0.93	2.8	0.75
Days in Net Patient Accounts Receivable		66.4	46.5	1.43	46.5	1.43	54.6	1.22	58.0	1.15
Average Payment Period		39.3	53.3	0.74	48.0	0.82	53.9	0.73	30.7	1.28
Equity Financing (%)		66.6%	60.7%	1.10	53.7%	1.24	59.0%	1.13	68.2%	0.98
Long-Term Debt to Equity Ratio		0.2	0.3	0.72	0.5	0.45	0.4	0.63	0.3	0.84
Times Interest Earned		-4.1	7.4	N/A	6.6	N/A	12.5	N/A	7.8	N/A
Total Asset Turnover		1.6	0.8	2.12	0.8	1.92	1.3	1.28	1.6	1.05
Average Age of Plant (Years)		10.5	10.2	1.03	9.4	1.12	11.0	0.96	8.8	1.19
Increase (Decrease) Total Net Patient Revenue		-2.8%	9.4%	N/A	54.9%	0.26	18.0%	N/A	14.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		72.9%	53.2%	1.37	52.5%	1.39	64.3%	1.13	72.5%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,428		\$12,710	0.51	\$13,814	0.47	\$12,736	0.50	\$5,800	1.11
Inpatient Net Revenue per Day	\$2,161		\$2,917	0.74	\$3,205	0.67	\$2,480	0.87	\$2,109	1.02
Outpatient Net Revenue per Visit	\$410		\$555	0.74	\$410	1.00	\$489	0.84	\$573	0.72

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$17,278,145	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,242,993
Less Deductions	\$5,597,450	Net Patient Receivables	\$2,126,010	Long-Term Debt	\$1,158,957
Net Patient Revenue	\$11,680,695	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$76,955			Subtotal	\$2,401,950
Total Revenue	\$11,757,650	Land, Buildings & Equipment (Net)	\$4,591,818	Unrestricted Fund Balance	\$4,799,256
Less Expenses	\$12,079,743	Other Assets	\$483,378	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$91,059			Total Liabilities & Fund Balance	\$7,201,206
Net Income	-\$231,034	Total Assets	\$7,201,206		

**026 Upland Hills Health Inc**  
 800 Compassion Way, PO Box 800  
 Dodgeville, WI 53533  
 608-930-8000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Iowa  
 Analysis Area: Southern (1)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	43.6%	56.1%	0.78	58.4%	0.75	46.1%	0.94	42.3%	1.03
Obstetrics	28.5%	39.1%	0.73	39.2%	0.05	30.9%	0.92	26.3%	1.08
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	38.2%	55.8%	0.68	58.2%	0.66	45.0%	0.85	37.8%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.5	28.4	0.23	24.9	0.26	11.3	0.58	6.3	1.03
Obstetrics	2.0	5.1	0.39	4.9	0.41	2.0	1.00	1.8	1.08
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	9.6	51.6	0.19	53.4	0.18	16.8	0.57	9.4	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.8	0.88	3.7	0.89	3.2	1.02	3.3	1.00
Obstetrics	2.4	2.4	1.00	2.0	1.21	2.3	1.06	2.5	0.99
Pediatrics	0.0	2.0	N/A	3.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	4.3	0.75	3.2	1.00	3.3	0.98
<b>Surgical Operations</b>									
Inpatient	166	1,814	0.09	1,934	0.09	575	0.29	172	0.97
Outpatient	1,090	4,285	0.25	5,295	0.21	2,021	0.54	839	1.30
Inpatient as % of All Surgeries	13.2%	29.7%	0.44	26.8%	0.49	22.2%	0.60	17.0%	0.78
<b>Outpatient Visits</b>									
Non-Emergency Visits	40,039	99,026	0.40	151,770	0.26	53,250	0.75	37,567	1.07
Emergency Visits	9,902	16,365	0.61	17,348	0.57	12,301	0.80	9,614	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.3	0.22	20.1	0.20	15.7	0.26	4.0	1.00
Nurses, Licensed	67.1	199.5	0.34	238.2	0.28	89.7	0.75	60.6	1.11
Ancillary Nursing Personnel	13.4	37.1	0.36	40.0	0.34	14.4	0.93	15.7	0.85
All Other Personnel	178.4	439.3	0.41	622.2	0.29	237.9	0.75	162.9	1.10
Total FTEs	262.9	694.4	0.38	920.4	0.29	357.7	0.74	243.1	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.1	16.6	0.55	14.7	0.62	29.0	0.31	9.8	0.92
Nurses, Licensed	152.0	181.2	0.84	174.1	0.87	166.2	0.91	148.7	1.02
Ancillary Nursing Personnel	30.3	33.7	0.90	29.2	1.04	26.7	1.14	38.6	0.79
All Other Personnel	404.0	399.0	1.01	454.6	0.89	440.9	0.92	399.8	1.01
Total FTEs	595.4	630.6	0.94	672.6	0.89	662.9	0.90	596.9	1.00

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,084  
 Inpatient Days 3,487

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 15  
 Discharges 61  
 Inpatient Days 285

**Newborn Nursery:**  
 Bassinets 7  
 Total Births 292  
 Newborn Days 650

**026 Upland Hills Health Inc**  
Dodgeville, WI 53533

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	723	2,387	43.6%	6.5	3.3
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	2	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	7	300	728	28.5%	2.0	2.4
<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	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	3	61	372	34.0%	1.0	6.1
Step-Down (Special Care)	5	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	4	0	4.0	Surgical Personnel	3	1	3.2
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	5	5	9.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	4.6
Registered Nurses	39	39	59.2	Occupational Therapists	1	2	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	1.8
Licensed Practical Nurses	3	3	4.9	Physical Therapists	9	8	15.0
Ancillary Nursing Personnel	6	12	13.4	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	2	1	2.6
Certified Registered Nurse Anesthetists	2	0	2.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.2
Medical Records Personnel	6	6	10.1	All Other Health Professionals	9	12	16.5
Pharmacy Personnel	5	7	7.3	All Other Personnel	63	54	93.1
Clinical Laboratory Personnel	5	5	7.6	<b>Total</b>	<b>171</b>	<b>162</b>	<b>262.9</b>

**026 Upland Hills Health Inc**  
Dodgeville, WI 53533

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$23,301,251	36.9%	41.7%	0.88	39.2%	0.94	45.6%	0.81	38.8%	0.95
Medical Assistance	\$8,005,978	12.7%	14.0%	0.91	11.4%	1.11	12.9%	0.98	10.8%	1.17
Commercial	\$29,189,131	46.2%	38.1%	1.21	42.7%	1.08	34.7%	1.33	46.4%	0.99
All Other	\$2,708,920	4.3%	6.2%	0.69	6.7%	0.64	6.9%	0.62	4.0%	1.07
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$12,947,590	20.5%	27.4%	0.75	25.3%	0.81	27.4%	0.75	20.4%	1.01
Medical Assistance	\$6,116,619	9.7%	9.6%	1.01	7.6%	1.28	8.6%	1.13	9.3%	1.04
Commercial	\$8,583,216	13.6%	11.6%	1.17	13.8%	0.98	9.2%	1.48	13.1%	1.04
Charity Care	\$929,576	1.5%	1.5%	1.01	2.4%	0.62	1.4%	1.06	1.4%	1.02
All Other	\$925,289	1.5%	2.1%	0.69	2.1%	0.69	1.8%	0.82	1.1%	1.33
Total Deductions	\$29,502,290	46.7%	52.1%	0.90	51.2%	0.91	48.3%	0.97	45.3%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.7%	3.7%	1.00	7.7%	0.48	3.9%	0.96	3.6%	1.02
Net Gains/Losses as % of Net Income		24.3%	10.6%	2.30	27.4%	0.89	24.1%	1.01	37.1%	0.65
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,936,799	51.2%	45.3%	1.13	49.9%	1.03	50.7%	1.01	50.4%	1.02
Supplies & Services	\$10,320,792	31.2%	42.1%	0.74	39.1%	0.80	34.2%	0.91	30.9%	1.01
Capital Component	\$4,833,433	14.6%	8.5%	1.72	8.5%	1.73	10.7%	1.36	15.8%	0.93
Bad Debt	\$987,340	3.0%	4.0%	0.74	2.6%	1.16	4.3%	0.69	3.0%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.5%	7.7%	0.72	5.4%	1.03	4.7%	1.16	5.1%	1.08
Total Hospital Net Income (%)		7.1%	8.5%	0.84	7.2%	0.99	6.2%	1.16	7.9%	0.91
Return on Equity (%)		3.6%	6.6%	0.54	6.3%	0.57	4.4%	0.81	3.7%	0.96
Current Ratio		2.0	3.4	0.58	2.2	0.90	3.6	0.54	1.7	1.15
Days in Net Patient Accounts Receivable		46.3	46.5	0.99	46.5	0.99	48.8	0.95	32.9	1.41
Average Payment Period		54.6	53.3	1.02	48.0	1.14	57.5	0.95	55.9	0.98
Equity Financing (%)		53.8%	60.7%	0.89	53.7%	1.00	55.0%	0.98	51.2%	1.05
Long-Term Debt to Equity Ratio		0.8	0.3	2.33	0.5	1.46	0.6	1.30	0.9	0.89
Times Interest Earned		3.5	7.4	0.48	6.6	0.54	3.5	1.00	3.2	1.09
Total Asset Turnover		0.5	0.8	0.64	0.8	0.58	0.7	0.69	0.5	1.07
Average Age of Plant (Years)		7.2	10.2	0.70	9.4	0.76	8.4	0.85	6.4	1.11
Increase (Decrease) Total Net Patient Revenue		7.1%	9.4%	0.76	54.9%	0.13	3.6%	1.98	7.0%	1.02
Outpatient Gross Revenue (% of Total GPR)		78.4%	53.2%	1.47	52.5%	1.49	68.8%	1.14	76.8%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$6,551	\$12,710	0.52	\$13,814	0.47	\$8,567	0.76	\$7,012	0.93
Inpatient Net Revenue per Day		\$1,957	\$2,917	0.67	\$3,205	0.61	\$2,570	0.76	\$2,043	0.96
Outpatient Net Revenue per Visit		\$523	\$555	0.94	\$410	1.28	\$563	0.93	\$500	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,205,280	Cash & Cash Equivalents	\$2,127,054	Current Liabilities	\$4,413,775
Less Deductions	\$29,502,290	Net Patient Receivables	\$4,272,037	Long-Term Debt	\$30,027,278
Net Patient Revenue	\$33,702,990	Other Receivables	\$350,245	Other Liabilities	\$0
Plus Other Revenue	\$1,300,785			Subtotal	\$34,441,053
Total Revenue	\$35,003,775	Land, Buildings & Equipment (Net)	\$40,152,374	Unrestricted Fund Balance	\$38,366,296
Less Expenses	\$33,078,364	Other Assets	\$24,476,553	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$617,827			Total Liabilities & Fund Balance	\$72,807,349
Net Income	\$2,543,238	Total Assets	\$71,378,263		

**027 Chippewa Valley Hospital**  
 1220 Third Avenue, PO Box 224  
 Durand, WI 54736  
 715-672-4211

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Pepin  
 Analysis Area: West Central (5A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	10.8%	56.1%	0.19	46.4%	0.23	12.3%	0.88	10.7%	1.01
Obstetrics	0.0%	39.1%	N/A	28.9%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	10.8%	55.8%	0.19	45.8%	0.24	18.7%	0.58	21.0%	0.52
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.7	28.4	0.10	13.3	0.20	2.3	1.19	2.7	1.01
Obstetrics	0.0	5.1	N/A	2.0	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.5	N/A	0.0	N/A
Total Hospital	2.7	51.6	0.05	21.1	0.13	3.9	0.69	5.2	0.52
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.90	3.5	0.97	3.1	1.09	3.5	0.97
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.65	3.8	0.74	3.6	0.78	6.0	0.47
<b>Surgical Operations</b>									
Inpatient	8	1,814	0.00	577	0.01	98	0.08	0	N/A
Outpatient	33	4,285	0.01	1,775	0.02	355	0.09	145	0.23
Inpatient as % of All Surgeries	19.5%	29.7%	0.66	24.5%	0.80	21.7%	0.90	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	10,599	99,026	0.11	46,705	0.23	16,872	0.63	10,718	0.99
Emergency Visits	1,503	16,365	0.09	8,047	0.19	2,456	0.61	1,574	0.95
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.3	0.05	7.8	0.13	4.4	0.23	1.0	1.00
Nurses, Licensed	23.8	199.5	0.12	97.2	0.24	31.3	0.76	25.3	0.94
Ancillary Nursing Personnel	4.0	37.1	0.11	19.2	0.21	9.3	0.43	6.0	0.67
All Other Personnel	50.9	439.3	0.12	235.5	0.22	72.5	0.70	50.7	1.00
Total FTEs	79.7	694.4	0.11	359.7	0.22	117.6	0.68	83.0	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	15.3	16.6	0.92	15.1	1.02	40.2	0.38	8.0	1.91
Nurses, Licensed	364.8	181.2	2.01	187.3	1.95	285.7	1.28	203.0	1.80
Ancillary Nursing Personnel	61.8	33.7	1.83	37.0	1.67	85.0	0.73	48.2	1.28
All Other Personnel	781.1	399.0	1.96	454.0	1.72	661.6	1.18	407.2	1.92
Total FTEs	1,223.0	630.6	1.94	693.4	1.76	1,072.5	1.14	666.4	1.84

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	2	Bassinets	0
Discharges	354	Preferred Provider Organization (PPO)	Yes	Discharges	81	Total Births	0
Inpatient Days	989			Inpatient Days	800	Newborn Days	0

**027 Chippewa Valley Hospital**  
Durand, WI 54736

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	25	293	989	10.8%	2.7	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	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	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)	5	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	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	0	4.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.2
Registered Nurses	12	4	13.1	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	7	4	8.7	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	2	4	4.0	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	0	1	0.4
Certified Registered Nurse Anesthetists	1	0	1.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	0	2.0
Medical Records Personnel	4	0	4.0	All Other Health Professionals	2	0	2.0
Pharmacy Personnel	0	1	0.8	All Other Personnel	26	12	30.6
Clinical Laboratory Personnel	5	0	5.0	<b>Total</b>	<b>69</b>	<b>27</b>	<b>79.7</b>

**027 Chippewa Valley Hospital**

Durand, WI 54736

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$7,887,060	46.8%	41.7%	1.12	44.3%	1.06	38.2%	1.22	44.3%	1.06
Medical Assistance	\$1,145,591	6.8%	14.0%	0.49	13.4%	0.51	11.8%	0.58	4.3%	1.59
Commercial	\$7,302,549	43.3%	38.1%	1.14	37.0%	1.17	43.8%	0.99	50.2%	0.86
All Other	\$519,641	3.1%	6.2%	0.49	5.3%	0.58	6.2%	0.50	1.2%	2.52
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$2,075,103	12.3%	27.4%	0.45	26.0%	0.47	16.3%	0.76	7.3%	1.69
Medical Assistance	\$228,333	1.4%	9.6%	0.14	8.7%	0.16	7.5%	0.18	3.6%	0.37
Commercial	\$1,130,781	6.7%	11.6%	0.58	7.0%	0.96	12.3%	0.55	9.0%	0.74
Charity Care	\$139,806	0.8%	1.5%	0.57	1.5%	0.54	0.9%	0.90	0.8%	0.98
All Other	\$0	0.0%	2.1%	N/A	1.7%	N/A	1.8%	N/A	0.0%	N/A
Total Deductions	\$3,574,023	21.2%	52.1%	0.41	44.9%	0.47	38.8%	0.55	20.8%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.7%	3.7%	0.45	3.5%	0.48	2.8%	0.59	1.8%	0.92
Net Gains/Losses as % of Net Income		15.5%	10.6%	1.47	19.2%	0.80	1.0%	16.06	60.8%	0.25
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,178,095	54.8%	45.3%	1.21	51.2%	1.07	52.1%	1.05	59.0%	0.93
Supplies & Services	\$4,869,814	37.2%	42.1%	0.88	37.4%	0.99	36.7%	1.01	31.9%	1.16
Capital Component	\$907,380	6.9%	8.5%	0.81	8.2%	0.84	6.9%	1.00	7.6%	0.91
Bad Debt	\$152,966	1.2%	4.0%	0.29	3.1%	0.37	4.3%	0.27	1.4%	0.82
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.0%	7.7%	0.38	10.8%	0.27	9.6%	0.31	0.5%	6.50
Total Hospital Net Income (%)		3.5%	8.5%	0.41	13.0%	0.27	9.7%	0.36	1.2%	3.02
Return on Equity (%)		7.0%	6.6%	1.06	10.0%	0.70	12.4%	0.57	2.3%	3.13
Current Ratio		2.6	3.4	0.77	2.2	1.17	2.3	1.16	2.1	1.28
Days in Net Patient Accounts Receivable		27.1	46.5	0.58	49.4	0.55	54.6	0.50	40.1	0.68
Average Payment Period		44.6	53.3	0.84	58.7	0.76	53.9	0.83	47.9	0.93
Equity Financing (%)		7.0%	60.7%	0.12	66.5%	0.11	59.0%	0.12	0.0%	N/A
Long-Term Debt to Equity Ratio		10.0	0.3	29.83	0.3	34.00	0.4	26.16	-189.1	N/A
Times Interest Earned		2.8	7.4	0.38	17.1	0.16	12.5	0.22	1.5	1.84
Total Asset Turnover		2.0	0.8	2.61	0.7	2.69	1.3	1.58	1.9	1.04
Average Age of Plant (Years)		13.9	10.2	1.36	8.2	1.70	11.0	1.27	14.8	0.94
Increase (Decrease) Total Net Patient Revenue		9.1%	9.4%	0.97	3.5%	N/A	18.0%	0.51	-0.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		58.4%	53.2%	1.10	59.4%	0.98	64.3%	0.91	57.9%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$15,490		\$12,710	1.22	\$10,381	1.49	\$12,736	1.22	\$16,195	0.96
Inpatient Net Revenue per Day	\$3,792		\$2,917	1.30	\$2,632	1.44	\$2,480	1.53	\$2,427	1.56
Outpatient Net Revenue per Visit	\$537		\$555	0.97	\$594	0.90	\$489	1.10	\$454	1.18

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$16,854,841	Cash & Cash Equivalents	\$2,818,705	Current Liabilities	\$1,527,833
Less Deductions	\$3,574,023	Net Patient Receivables	\$986,508	Long-Term Debt	\$4,707,686
Net Patient Revenue	\$13,280,818	Other Receivables	\$51,859	Other Liabilities	\$0
Plus Other Revenue	\$226,026			Subtotal	\$6,235,519
Total Revenue	\$13,506,844	Land, Buildings & Equipment (Net)	\$2,581,699	Unrestricted Fund Balance	\$468,942
Less Expenses	\$13,108,255	Other Assets	\$265,690	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$72,925			Total Liabilities & Fund Balance	\$6,704,461
Net Income	\$471,514	Total Assets	\$6,704,461		

**028 Ministry Eagle River Memorial Hospital**  
 201 Hospital Road  
 Eagle River, WI 54521  
 715-479-7411

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Vilas  
 Analysis Area: North Central (6)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	53.9%	56.1%	0.96	59.8%	0.90	29.0%	1.86	72.0%	0.75
Obstetrics	0.0%	39.1%	N/A	45.6%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	53.9%	55.8%	0.97	60.2%	0.90	30.6%	1.76	97.3%	0.55
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.8	28.4	0.13	23.6	0.16	4.5	0.84	5.0	0.75
Obstetrics	0.0	5.1	N/A	3.8	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	1.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	51.6	0.07	44.3	0.09	6.4	0.59	6.8	0.55
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.89	3.7	0.91	3.1	1.06	3.3	1.01
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.9	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.4	4.3	0.78	4.1	0.83	3.4	0.99	4.0	0.83
<b>Surgical Operations</b>									
Inpatient	12	1,814	0.01	1,372	0.01	196	0.06	17	0.71
Outpatient	684	4,285	0.16	1,829	0.37	1,479	0.46	654	1.05
Inpatient as % of All Surgeries	1.7%	29.7%	0.06	42.9%	0.04	11.7%	0.15	2.5%	0.68
<b>Outpatient Visits</b>									
Non-Emergency Visits	17,206	99,026	0.17	65,846	0.26	24,233	0.71	19,080	0.90
Emergency Visits	5,791	16,365	0.35	14,168	0.41	6,105	0.95	6,162	0.94
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.6	18.3	0.25	15.0	0.30	6.4	0.71	8.4	0.55
Nurses, Licensed	23.9	199.5	0.12	147.5	0.16	41.4	0.58	23.2	1.03
Ancillary Nursing Personnel	4.9	37.1	0.13	27.7	0.18	7.6	0.65	5.5	0.90
All Other Personnel	67.4	439.3	0.15	375.8	0.18	93.6	0.72	62.8	1.07
Total FTEs	100.8	694.4	0.15	566.1	0.18	149.0	0.68	99.8	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	22.9	16.6	1.38	15.8	1.45	30.0	0.76	28.5	0.80
Nurses, Licensed	120.1	181.2	0.66	155.2	0.77	193.4	0.62	79.1	1.52
Ancillary Nursing Personnel	24.7	33.7	0.73	29.2	0.85	35.4	0.70	18.7	1.32
All Other Personnel	338.3	399.0	0.85	395.4	0.86	437.6	0.77	214.5	1.58
Total FTEs	505.9	630.6	0.80	595.5	0.85	696.5	0.73	340.8	1.48

**Total Hospital:**  
 Beds Set Up & Staffed 7  
 Discharges 411  
 Inpatient Days 1,378

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 43  
 Inpatient Days 270

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

**028 Ministry Eagle River Memorial Hospital**  
Eagle River, WI 54521

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	7	411	1,378	53.9%	3.8	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	5	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	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)	5	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	6	4.6	Surgical Personnel	1	0	1.0
Physicians & Dentists	1	6	4.7	Radiological Services Personnel	7	6	9.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.9
Registered Nurses	16	17	23.9	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	3	4	4.9	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	3	1.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	2	0.2
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.9
Medical Records Personnel	1	2	2.0	All Other Health Professionals	6	10	9.4
Pharmacy Personnel	1	5	2.8	All Other Personnel	17	26	25.5
Clinical Laboratory Personnel	4	2	4.8	<b>Total</b>	<b>63</b>	<b>91</b>	<b>100.8</b>

**028 Ministry Eagle River Memorial Hospital**  
Eagle River, WI 54521

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$14,676,891	55.2%	41.7%	1.32	48.9%	1.13	44.4%	1.24	57.5%	0.96
Medical Assistance	\$3,453,042	13.0%	14.0%	0.93	13.7%	0.95	11.0%	1.18	9.8%	1.33
Commercial	\$6,708,771	25.2%	38.1%	0.66	32.5%	0.77	40.2%	0.63	26.6%	0.95
All Other	\$1,766,894	6.6%	6.2%	1.06	4.8%	1.38	4.4%	1.51	6.2%	1.07
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$8,267,648	31.1%	27.4%	1.13	30.2%	1.03	24.1%	1.29	32.5%	0.96
Medical Assistance	\$2,350,603	8.8%	9.6%	0.92	8.9%	0.99	7.5%	1.18	6.6%	1.33
Commercial	\$633,441	2.4%	11.6%	0.21	5.4%	0.44	11.0%	0.22	2.2%	1.08
Charity Care	\$409,372	1.5%	1.5%	1.05	1.7%	0.90	1.0%	1.59	2.2%	0.71
All Other	\$367,936	1.4%	2.1%	0.65	0.7%	2.05	1.0%	1.32	1.6%	0.88
Total Deductions	\$12,029,000	45.2%	52.1%	0.87	46.9%	0.96	44.7%	1.01	45.1%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.1%	3.7%	0.31	2.4%	0.48	5.0%	0.23	0.9%	1.27
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	14.2%	N/A	8.8%	N/A	15.9%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,679,963	51.4%	45.3%	1.13	50.3%	1.02	48.6%	1.06	48.2%	1.07
Supplies & Services	\$4,876,329	32.6%	42.1%	0.77	37.8%	0.86	39.8%	0.82	33.8%	0.97
Capital Component	\$1,442,576	9.7%	8.5%	1.13	8.6%	1.13	8.2%	1.18	9.9%	0.98
Bad Debt	\$944,622	6.3%	4.0%	1.57	3.3%	1.89	3.4%	1.88	8.1%	0.78
<b>Fiscal Statistics</b>										
Operating Margin (%)		-1.3%	7.7%	N/A	6.4%	N/A	10.0%	N/A	3.7%	N/A
Total Hospital Net Income (%)		-0.8%	8.5%	N/A	7.4%	N/A	10.9%	N/A	4.4%	N/A
Return on Equity (%)		-0.4%	6.6%	N/A	7.1%	N/A	11.4%	N/A	2.2%	N/A
Current Ratio		15.9	3.4	4.69	2.8	5.65	3.9	4.07	5.7	2.80
Days in Net Patient Accounts Receivable		58.7	46.5	1.26	50.3	1.17	47.7	1.23	62.5	0.94
Average Payment Period		19.2	53.3	0.36	52.0	0.37	36.9	0.52	60.6	0.32
Equity Financing (%)		66.6%	60.7%	1.10	59.6%	1.12	63.7%	1.05	62.7%	1.06
Long-Term Debt to Equity Ratio		0.5	0.3	1.37	0.5	1.01	0.5	0.98	0.5	0.97
Times Interest Earned		0.8	7.4	0.11	5.7	0.14	8.2	0.10	2.2	0.37
Total Asset Turnover		0.5	0.8	0.63	0.9	0.52	1.0	0.47	0.5	0.99
Average Age of Plant (Years)		12.7	10.2	1.24	10.3	1.22	8.8	1.44	11.1	1.14
Increase (Decrease) Total Net Patient Revenue		-6.7%	9.4%	N/A	3.4%	N/A	6.6%	N/A	-0.5%	14.79
Outpatient Gross Revenue (% of Total GPR)		81.0%	53.2%	1.52	51.8%	1.56	70.1%	1.16	76.7%	1.06
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,258		\$12,710	0.49	\$12,011	0.52	\$10,635	0.59	\$6,406	0.98
Inpatient Net Revenue per Day	\$1,707		\$2,917	0.59	\$2,932	0.58	\$2,744	0.62	\$1,428	1.20
Outpatient Net Revenue per Visit	\$509		\$555	0.92	\$628	0.81	\$566	0.90	\$442	1.15

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$26,605,598	Cash & Cash Equivalents	\$9,067,043	Current Liabilities	\$747,559
Less Deductions	\$12,029,000	Net Patient Receivables	\$2,345,120	Long-Term Debt	\$9,271,809
Net Patient Revenue	\$14,576,598	Other Receivables	\$267,129	Other Liabilities	\$64,801
Plus Other Revenue	\$169,257			Subtotal	\$10,084,169
Total Revenue	\$14,745,855	Land, Buildings & Equipment (Net)	\$9,327,745	Unrestricted Fund Balance	\$20,145,789
Less Expenses	\$14,943,490	Other Assets	\$9,222,921	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$76,155			Total Liabilities & Fund Balance	\$30,229,958
Net Income	-\$121,480	Total Assets	\$30,229,958		

**029 Mayo Clinic Health System in Eau Claire**  
 1221 Whipple Street, PO Box 5  
 Eau Claire, WI 54702  
 715-838-3311

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Eau Claire  
 Analysis Area: West Central (5A)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	63.8%	56.1%	1.14	46.4%	1.37	57.4%	1.11	67.0%	0.95
Obstetrics	28.2%	39.1%	0.72	28.9%	0.22	36.2%	0.78	30.9%	0.91
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	57.8%	55.8%	1.03	45.8%	1.26	56.5%	1.02	61.7%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	74.6	28.4	2.63	13.3	5.61	44.8	1.67	71.7	1.04
Obstetrics	6.5	5.1	1.26	2.0	3.19	7.9	0.82	6.2	1.05
Pediatrics	0.0	2.1	N/A	0.1	N/A	7.6	N/A	0.0	N/A
Total Hospital	117.9	51.6	2.29	21.1	5.59	93.3	1.26	114.1	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.91	3.5	0.98	3.6	0.95	3.4	0.99
Obstetrics	2.8	2.4	1.14	2.4	1.17	2.5	1.10	2.8	1.00
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.2	4.3	0.96	3.8	1.11	4.3	0.97	4.1	1.02
<b>Surgical Operations</b>									
Inpatient	3,349	1,814	1.85	577	5.81	2,986	1.12	3,567	0.94
Outpatient	6,520	4,285	1.52	1,775	3.67	7,509	0.87	6,281	1.04
Inpatient as % of All Surgeries	33.9%	29.7%	1.14	24.5%	1.38	28.5%	1.19	36.2%	0.94
<b>Outpatient Visits</b>									
Non-Emergency Visits	130,784	99,026	1.32	46,705	2.80	180,410	0.72	127,543	1.03
Emergency Visits	26,970	16,365	1.65	8,047	3.35	28,916	0.93	25,571	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	18.3	0.38	7.8	0.89	27.9	0.25	8.0	0.88
Nurses, Licensed	535.9	199.5	2.69	97.2	5.51	340.4	1.57	539.9	0.99
Ancillary Nursing Personnel	88.2	37.1	2.38	19.2	4.59	53.1	1.66	92.3	0.96
All Other Personnel	1,009.9	439.3	2.30	235.5	4.29	767.4	1.32	1,019.0	0.99
Total FTEs	1,640.9	694.4	2.36	359.7	4.56	1,190.2	1.38	1,659.2	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.2	16.6	0.19	15.1	0.21	14.4	0.22	3.8	0.83
Nurses, Licensed	243.4	181.2	1.34	187.3	1.30	176.2	1.38	259.3	0.94
Ancillary Nursing Personnel	40.0	33.7	1.19	37.0	1.08	27.5	1.46	44.3	0.90
All Other Personnel	458.7	399.0	1.15	454.0	1.01	397.2	1.15	489.3	0.94
Total FTEs	745.4	630.6	1.18	693.4	1.07	616.1	1.21	796.7	0.94

**Total Hospital:**  
 Beds Set Up & Staffed 204  
 Discharges 10,357  
 Inpatient Days 43,024

**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 13  
 Total Births 904  
 Newborn Days 2,994

**029 Mayo Clinic Health System in Eau Claire**  
Eau Claire, WI 54702

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	117	7,963	27,227	63.8%	74.6	3.4
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	4	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	23	849	2,366	28.2%	6.5	2.8
<b>Psychiatric</b>	1	20	1,224	5,798	79.4%	15.9	4.7
<b>Alcoholism/chemical dependency</b>	1	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	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	26	388	5,721	60.3%	15.7	14.7
Step-Down (Special Care)	1	6	263	1,645	75.1%	4.5	6.3
Neonatal Intensive/Intermediate Care	1	12	48	658	15.0%	1.8	13.7
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	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	7	0	7.0	Surgical Personnel	42	3	43.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	61	17	75.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	23	5	25.7
Registered Nurses	434	149	527.5	Occupational Therapists	5	1	5.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	6	4	7.9
Ancillary Nursing Personnel	61	47	88.2	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	2	0.5	Recreational Therapists	4	1	4.4
Nurse Practitioners	5	2	6.4	Dietitians & Nutritionists	12	2	12.6
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	14	4	15.7
Medical Records Personnel	59	3	61.3	All Other Health Professionals	118	44	138.3
Pharmacy Personnel	33	6	36.5	All Other Personnel	487	67	525.1
Clinical Laboratory Personnel	47	9	53.0	<b>Total</b>	<b>1,424</b>	<b>366</b>	<b>1,640.9</b>

**029 Mayo Clinic Health System in Eau Claire**

Eau Claire, WI 54702

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$250,807,965	51.1%	41.7%	1.23	44.3%	1.15	38.1%	1.34	49.1%	1.04
Medical Assistance	\$43,203,379	8.8%	14.0%	0.63	13.4%	0.66	17.9%	0.49	7.6%	1.15
Commercial	\$156,528,759	31.9%	38.1%	0.84	37.0%	0.86	38.1%	0.84	33.7%	0.95
All Other	\$40,528,557	8.3%	6.2%	1.32	5.3%	1.55	5.9%	1.41	9.6%	0.86
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$176,528,370	35.9%	27.4%	1.31	26.0%	1.39	25.6%	1.40	33.8%	1.06
Medical Assistance	\$31,105,173	6.3%	9.6%	0.66	8.7%	0.73	12.1%	0.52	4.5%	1.39
Commercial	\$25,198,355	5.1%	11.6%	0.44	7.0%	0.74	11.2%	0.46	5.4%	0.94
Charity Care	\$7,716,727	1.6%	1.5%	1.07	1.5%	1.02	1.5%	1.05	1.8%	0.87
All Other	\$19,769,597	4.0%	2.1%	1.90	1.7%	2.43	2.4%	1.70	4.2%	0.97
Total Deductions	\$260,318,222	53.0%	52.1%	1.02	44.9%	1.18	52.8%	1.00	49.8%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		6.2%	3.7%	1.66	3.5%	1.79	6.6%	0.93	5.9%	1.05
Net Gains/Losses as % of Net Income		19.2%	10.6%	1.82	19.2%	1.00	14.8%	1.30	3.9%	4.94
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$104,652,505	50.4%	45.3%	1.11	51.2%	0.98	43.8%	1.15	50.8%	0.99
Supplies & Services	\$75,355,275	36.3%	42.1%	0.86	37.4%	0.97	44.1%	0.82	37.2%	0.98
Capital Component	\$18,767,352	9.0%	8.5%	1.06	8.2%	1.10	8.6%	1.05	8.3%	1.09
Bad Debt	\$8,746,465	4.2%	4.0%	1.05	3.1%	1.34	3.5%	1.22	3.7%	1.13
<b>Fiscal Statistics</b>										
Operating Margin (%)		15.6%	7.7%	2.03	10.8%	1.45	8.9%	1.75	16.2%	0.97
Total Hospital Net Income (%)		18.7%	8.5%	2.19	13.0%	1.43	10.3%	1.81	16.7%	1.12
Return on Equity (%)		10.5%	6.6%	1.58	10.0%	1.05	7.5%	1.40	10.0%	1.04
Current Ratio		4.5	3.4	1.33	2.2	2.01	3.3	1.36	4.7	0.96
Days in Net Patient Accounts Receivable		53.3	46.5	1.15	49.4	1.08	46.9	1.14	55.0	0.97
Average Payment Period		40.6	53.3	0.76	58.7	0.69	55.5	0.73	32.0	1.27
Equity Financing (%)		68.1%	60.7%	1.12	66.5%	1.02	60.9%	1.12	66.0%	1.03
Long-Term Debt to Equity Ratio		0.3	0.3	0.83	0.3	0.95	0.4	0.79	0.3	0.85
Times Interest Earned		113.1	7.4	15.39	17.1	6.61	8.5	13.37	475.5	0.24
Total Asset Turnover		0.5	0.8	0.70	0.7	0.72	0.7	0.76	0.6	0.91
Average Age of Plant (Years)		8.2	10.2	0.81	8.2	1.01	9.4	0.88	8.0	1.03
Increase (Decrease) Total Net Patient Revenue		0.6%	9.4%	0.06	3.5%	1.52	1.9%	0.30	5.4%	0.10
Outpatient Gross Revenue (% of Total GPR)		46.5%	53.2%	0.87	59.4%	0.78	51.7%	0.90	45.2%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$11,766	\$12,710	0.93	\$10,381	1.13	\$12,409	0.95	\$11,901	0.99
Inpatient Net Revenue per Day		\$2,832	\$2,917	0.97	\$2,632	1.08	\$2,910	0.97	\$2,925	0.97
Outpatient Net Revenue per Visit		\$690	\$555	1.24	\$594	1.16	\$491	1.40	\$703	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$491,068,660	Cash & Cash Equivalents	\$107,995	Current Liabilities	\$21,334,184
Less Deductions	\$260,318,222	Net Patient Receivables	\$33,710,396	Long-Term Debt	\$86,806,295
Net Patient Revenue	\$230,750,438	Other Receivables	\$2,802,940	Other Liabilities	\$37,123,215
Plus Other Revenue	\$15,227,206			Subtotal	\$145,263,694
Total Revenue	\$245,977,644	Land, Buildings & Equipment (Net)	\$264,839,323	Unrestricted Fund Balance	\$310,124,320
Less Expenses	\$207,521,597	Other Assets	\$153,927,360	Restricted Fund Balance	\$9,487,614
Non-Operating Gains/Losses	\$9,159,376			Total Liabilities & Fund Balance	\$455,388,014
Net Income	\$47,615,423	Total Assets	\$455,388,014		

**198 Oakleaf Surgical Hospital**  
 3801 W Oakwood Mall Dr  
 Eau Claire, WI 54701  
 715-831-8130

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Corporation

County: Eau Claire  
 Analysis Area: West Central (5A)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	27.7%	56.1%	0.49	46.4%	0.60	29.0%	0.96	26.8%	1.04
Obstetrics	0.0%	39.1%	N/A	28.9%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	27.7%	55.8%	0.50	45.8%	0.60	30.6%	0.90	26.8%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.6	28.4	0.13	13.3	0.27	4.5	0.81	3.5	1.04
Obstetrics	0.0	5.1	N/A	2.0	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	51.6	0.07	21.1	0.17	6.4	0.56	3.5	1.04
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.8	0.69	3.5	0.74	3.1	0.82	2.6	0.99
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.7	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.60	3.8	0.69	3.4	0.76	2.6	0.99
<b>Surgical Operations</b>									
Inpatient	508	1,814	0.28	577	0.88	196	2.59	484	1.05
Outpatient	7,560	4,285	1.76	1,775	4.26	1,479	5.11	7,252	1.04
Inpatient as % of All Surgeries	6.3%	29.7%	0.21	24.5%	0.26	11.7%	0.54	6.3%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	7,560	99,026	0.08	46,705	0.16	24,233	0.31	7,252	1.04
Emergency Visits	0	16,365	N/A	8,047	N/A	6,105	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	18.3	0.38	7.8	0.89	6.4	1.09	6.0	1.17
Nurses, Licensed	51.9	199.5	0.26	97.2	0.53	41.4	1.25	55.1	0.94
Ancillary Nursing Personnel	0.0	37.1	N/A	19.2	N/A	7.6	N/A	0.0	N/A
All Other Personnel	51.6	439.3	0.12	235.5	0.22	93.6	0.55	48.9	1.06
Total FTEs	110.5	694.4	0.16	359.7	0.31	149.0	0.74	110.0	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	41.6	16.6	2.50	15.1	2.75	30.0	1.38	35.9	1.16
Nurses, Licensed	308.1	181.2	1.70	187.3	1.64	193.4	1.59	329.9	0.93
Ancillary Nursing Personnel	0.0	33.7	N/A	37.0	N/A	35.4	N/A	0.0	N/A
All Other Personnel	306.2	399.0	0.77	454.0	0.67	437.6	0.70	292.5	1.05
Total FTEs	655.8	630.6	1.04	693.4	0.95	696.5	0.94	658.4	1.00

**Total Hospital:**  
 Beds Set Up & Staffed 13  
 Discharges 508  
 Inpatient Days 1,315

**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 0  
 Total Births 0  
 Newborn Days 0

**198 Oakleaf Surgical Hospital**  
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	13	508	1,315	27.7%	3.6	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	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	4	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	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	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	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	7	0	7.0	Surgical Personnel	9	2	10.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	18	55	51.9	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	2	1	2.6	All Other Health Professionals	0	0	0.0
Pharmacy Personnel	2	2	3.5	All Other Personnel	22	25	34.9
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>60</b>	<b>85</b>	<b>110.5</b>

**198 Oakleaf Surgical Hospital**  
Eau Claire, WI 54701

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$18,983,607	29.1%	41.7%	0.70	44.3%	0.66	44.4%	0.65	32.3%	0.90
Medical Assistance	\$6,446,640	9.9%	14.0%	0.71	13.4%	0.74	11.0%	0.90	8.1%	1.21
Commercial	\$38,624,794	59.1%	38.1%	1.55	37.0%	1.60	40.2%	1.47	57.4%	1.03
All Other	\$1,265,809	1.9%	6.2%	0.31	5.3%	0.36	4.4%	0.44	2.2%	0.88
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$13,841,704	21.2%	27.4%	0.77	26.0%	0.82	24.1%	0.88	23.5%	0.90
Medical Assistance	\$5,400,305	8.3%	9.6%	0.86	8.7%	0.95	7.5%	1.11	6.4%	1.29
Commercial	\$7,089,495	10.9%	11.6%	0.94	7.0%	1.56	11.0%	0.98	8.8%	1.23
Charity Care	\$0	0.0%	1.5%	N/A	1.5%	N/A	1.0%	N/A	0.0%	N/A
All Other	\$449,194	0.7%	2.1%	0.32	1.7%	0.41	1.0%	0.66	0.8%	0.88
Total Deductions	\$26,780,698	41.0%	52.1%	0.79	44.9%	0.91	44.7%	0.92	39.5%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.2%	3.7%	0.06	3.5%	0.06	5.0%	0.04	0.4%	0.59
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	19.2%	0.01	8.8%	0.01	0.0%	2.59
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,950,855	39.2%	45.3%	0.87	51.2%	0.77	48.6%	0.81	37.9%	1.04
Supplies & Services	\$13,747,493	54.2%	42.1%	1.29	37.4%	1.45	39.8%	1.36	55.5%	0.98
Capital Component	\$1,657,742	6.5%	8.5%	0.77	8.2%	0.80	8.2%	0.80	6.6%	0.99
Bad Debt	\$0	0.0%	4.0%	N/A	3.1%	N/A	3.4%	N/A	0.0%	N/A
<b>Fiscal Statistics</b>										
Operating Margin (%)		34.4%	7.7%	4.47	10.8%	3.18	10.0%	3.43	31.2%	1.10
Total Hospital Net Income (%)		34.4%	8.5%	4.03	13.0%	2.64	10.9%	3.16	31.2%	1.10
Return on Equity (%)		87.4%	6.6%	13.19	10.0%	8.75	11.4%	7.64	83.5%	1.05
Current Ratio		4.0	3.4	1.17	2.2	1.76	3.9	1.01	3.9	1.01
Days in Net Patient Accounts Receivable		56.6	46.5	1.22	49.4	1.14	47.7	1.19	52.4	1.08
Average Payment Period		32.3	53.3	0.61	58.7	0.55	36.9	0.88	28.2	1.15
Equity Financing (%)		85.6%	60.7%	1.41	66.5%	1.29	63.7%	1.34	86.2%	0.99
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	17.1	N/A	8.2	N/A	0.0	N/A
Total Asset Turnover		2.5	0.8	3.30	0.7	3.40	1.0	2.44	2.7	0.95
Average Age of Plant (Years)		5.4	10.2	0.53	8.2	0.66	8.8	0.62	4.7	1.16
Increase (Decrease) Total Net Patient Revenue		10.3%	9.4%	1.10	3.5%	0.91	6.6%	1.57	3.2%	3.21
Outpatient Gross Revenue (% of Total GPR)		78.6%	53.2%	1.48	59.4%	1.32	70.1%	1.12	79.2%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$16,245		\$12,710	1.28	\$10,381	1.56	\$10,635	1.53	\$14,495	1.12
Inpatient Net Revenue per Day	\$6,276		\$2,917	2.15	\$2,632	2.38	\$2,744	2.29	\$5,524	1.14
Outpatient Net Revenue per Visit	\$4,006		\$555	7.22	\$594	6.75	\$566	7.08	\$3,852	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$65,320,850	Cash & Cash Equivalents	\$459,151	Current Liabilities	\$2,183,407
Less Deductions	\$26,780,698	Net Patient Receivables	\$5,972,111	Long-Term Debt	\$0
Net Patient Revenue	\$38,540,152	Other Receivables	\$880,737	Other Liabilities	\$0
Plus Other Revenue	\$83,545			Subtotal	\$2,183,407
Total Revenue	\$38,623,697	Land, Buildings & Equipment (Net)	\$4,943,214	Unrestricted Fund Balance	\$13,006,645
Less Expenses	\$25,356,090	Other Assets	\$2,934,839	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$12,877			Total Liabilities & Fund Balance	\$15,190,052
Net Income	\$13,280,484	Total Assets	\$15,190,052		

**030 Sacred Heart Hospital**  
 900 West Clairemont Avenue  
 Eau Claire, WI 54701  
 715-839-4121

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Eau Claire  
 Analysis Area: West Central (5A)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	64.3%	56.1%	1.14	46.4%	1.39	57.4%	1.12	67.7%	0.95
Obstetrics	28.7%	39.1%	0.73	28.9%	0.23	36.2%	0.79	32.8%	0.87
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	54.2%	55.8%	0.97	45.8%	1.18	56.5%	0.96	58.4%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	73.3	28.4	2.58	13.3	5.51	44.8	1.64	76.5	0.96
Obstetrics	6.6	5.1	1.29	2.0	3.26	7.9	0.84	7.6	0.87
Pediatrics	0.0	2.1	N/A	0.1	N/A	7.6	N/A	0.0	N/A
Total Hospital	117.7	51.6	2.28	21.1	5.58	93.3	1.26	126.2	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.8	3.8	1.27	3.5	1.37	3.6	1.32	4.9	0.98
Obstetrics	2.3	2.4	0.93	2.4	0.96	2.5	0.90	2.3	0.99
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.6	4.3	1.06	3.8	1.22	4.3	1.07	4.7	0.98
<b>Surgical Operations</b>									
Inpatient	2,950	1,814	1.63	577	5.12	2,986	0.99	2,983	0.99
Outpatient	1,867	4,285	0.44	1,775	1.05	7,509	0.25	1,717	1.09
Inpatient as % of All Surgeries	61.2%	29.7%	2.06	24.5%	2.50	28.5%	2.15	63.5%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	85,327	99,026	0.86	46,705	1.83	180,410	0.47	83,943	1.02
Emergency Visits	23,030	16,365	1.41	8,047	2.86	28,916	0.80	22,226	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	8.0	18.3	0.44	7.8	1.02	27.9	0.29	7.0	1.14
Nurses, Licensed	312.9	199.5	1.57	97.2	3.22	340.4	0.92	287.3	1.09
Ancillary Nursing Personnel	68.1	37.1	1.84	19.2	3.55	53.1	1.28	69.3	0.98
All Other Personnel	664.4	439.3	1.51	235.5	2.82	767.4	0.87	680.3	0.98
Total FTEs	1,053.3	694.4	1.52	359.7	2.93	1,190.2	0.88	1,043.9	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.4	16.6	0.27	15.1	0.29	14.4	0.31	3.7	1.20
Nurses, Licensed	172.4	181.2	0.95	187.3	0.92	176.2	0.98	151.3	1.14
Ancillary Nursing Personnel	37.5	33.7	1.11	37.0	1.01	27.5	1.37	36.5	1.03
All Other Personnel	366.1	399.0	0.92	454.0	0.81	397.2	0.92	358.2	1.02
Total FTEs	580.5	630.6	0.92	693.4	0.84	616.1	0.94	549.7	1.06

**Total Hospital:**  
 Beds Set Up & Staffed 217  
 Discharges 9,404  
 Inpatient Days 42,959

**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 15  
 Total Births 958  
 Newborn Days 2,104

**030 Sacred Heart Hospital**  
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	114	5,610	26,745	64.3%	73.3	4.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	24	312	4,286	48.9%	11.7	13.7
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	23	1,059	2,411	28.7%	6.6	2.3
<b>Psychiatric</b>	1	29	900	4,439	41.9%	12.2	4.9
<b>Alcoholism/chemical dependency</b>	3	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	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	1,462	4,854	60.4%	13.3	3.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	5	61	224	12.3%	0.6	3.7
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	2	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	8	0	8.0	Surgical Personnel	19	9	23.2
Physicians & Dentists	4	1	4.2	Radiological Services Personnel	31	17	40.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	18	21.2
Registered Nurses	169	215	308.0	Occupational Therapists	5	10	10.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	5	2.4
Licensed Practical Nurses	0	1	0.8	Physical Therapists	7	9	11.0
Ancillary Nursing Personnel	34	62	68.1	Physical Therapy Assistants/Aides	3	6	5.1
Physician Assistants	1	0	1.0	Recreational Therapists	1	1	1.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	3	2	4.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	4	0	4.0	Social Workers	2	8	4.5
Medical Records Personnel	12	1	12.4	All Other Health Professionals	150	66	182.7
Pharmacy Personnel	16	16	22.4	All Other Personnel	214	143	286.3
Clinical Laboratory Personnel	22	17	31.3	<b>Total</b>	<b>715</b>	<b>607</b>	<b>1,053.3</b>

**030 Sacred Heart Hospital**  
Eau Claire, WI 54701

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$194,235,097	50.5%	41.7%	1.21	44.3%	1.14	38.1%	1.33	51.2%	0.99
Medical Assistance	\$60,959,943	15.8%	14.0%	1.13	13.4%	1.18	17.9%	0.88	13.0%	1.22
Commercial	\$115,417,836	30.0%	38.1%	0.79	37.0%	0.81	38.1%	0.79	30.8%	0.97
All Other	\$14,071,719	3.7%	6.2%	0.59	5.3%	0.69	5.9%	0.62	5.0%	0.74
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$127,654,218	33.2%	27.4%	1.21	26.0%	1.28	25.6%	1.30	33.6%	0.99
Medical Assistance	\$37,779,073	9.8%	9.6%	1.03	8.7%	1.13	12.1%	0.81	7.7%	1.28
Commercial	\$19,251,150	5.0%	11.6%	0.43	7.0%	0.72	11.2%	0.45	4.8%	1.05
Charity Care	\$9,850,852	2.6%	1.5%	1.75	1.5%	1.66	1.5%	1.72	2.9%	0.88
All Other	\$2,265,649	0.6%	2.1%	0.28	1.7%	0.35	2.4%	0.25	0.5%	1.26
Total Deductions	\$196,800,942	51.2%	52.1%	0.98	44.9%	1.14	52.8%	0.97	49.4%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.1%	3.7%	0.57	3.5%	0.62	6.6%	0.32	2.0%	1.07
Net Gains/Losses as % of Net Income		33.4%	10.6%	3.17	19.2%	1.74	14.8%	2.26	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$79,180,136	47.1%	45.3%	1.04	51.2%	0.92	43.8%	1.08	46.2%	1.02
Supplies & Services	\$72,225,424	43.0%	42.1%	1.02	37.4%	1.15	44.1%	0.97	41.5%	1.04
Capital Component	\$14,806,538	8.8%	8.5%	1.04	8.2%	1.07	8.6%	1.02	9.9%	0.89
Bad Debt	\$1,932,854	1.1%	4.0%	0.29	3.1%	0.37	3.5%	0.33	2.4%	0.48
<b>Fiscal Statistics</b>										
Operating Margin (%)		12.4%	7.7%	1.61	10.8%	1.15	8.9%	1.39	11.6%	1.07
Total Hospital Net Income (%)		17.6%	8.5%	2.06	13.0%	1.35	10.3%	1.70	4.0%	4.35
Return on Equity (%)		10.0%	6.6%	1.51	10.0%	1.00	7.5%	1.34	2.1%	4.65
Current Ratio		0.7	3.4	0.21	2.2	0.32	3.3	0.22	1.8	0.41
Days in Net Patient Accounts Receivable		44.6	46.5	0.96	49.4	0.90	46.9	0.95	46.5	0.96
Average Payment Period		111.5	53.3	2.09	58.7	1.90	55.5	2.01	53.1	2.10
Equity Financing (%)		69.0%	60.7%	1.14	66.5%	1.04	60.9%	1.13	73.1%	0.94
Long-Term Debt to Equity Ratio		0.1	0.3	0.38	0.3	0.43	0.4	0.36	0.3	0.48
Times Interest Earned		70.5	7.4	9.59	17.1	4.12	8.5	8.33	8.4	8.42
Total Asset Turnover		0.5	0.8	0.70	0.7	0.72	0.7	0.75	0.6	0.93
Average Age of Plant (Years)		8.1	10.2	0.79	8.2	0.99	9.4	0.86	6.6	1.22
Increase (Decrease) Total Net Patient Revenue		3.2%	9.4%	0.35	3.5%	2.69	1.9%	1.75	9.5%	0.34
Outpatient Gross Revenue (% of Total GPR)		35.1%	53.2%	0.66	59.4%	0.59	51.7%	0.68	33.6%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,990		\$12,710	1.02	\$10,381	1.25	\$12,409	1.05	\$12,056	1.08
Inpatient Net Revenue per Day	\$2,844		\$2,917	0.97	\$2,632	1.08	\$2,910	0.98	\$2,587	1.10
Outpatient Net Revenue per Visit	\$607		\$555	1.09	\$594	1.02	\$491	1.23	\$592	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$384,684,595	Cash & Cash Equivalents	\$3,738,235	Current Liabilities	\$47,560,593
Less Deductions	\$196,800,942	Net Patient Receivables	\$22,971,227	Long-Term Debt	\$31,348,177
Net Patient Revenue	\$187,883,653	Other Receivables	\$812,974	Other Liabilities	\$32,157,322
Plus Other Revenue	\$4,096,020			Subtotal	\$111,066,092
Total Revenue	\$191,979,673	Land, Buildings & Equipment (Net)	\$100,170,519	Unrestricted Fund Balance	\$246,638,751
Less Expenses	\$168,144,952	Other Assets	\$230,011,888	Restricted Fund Balance	\$5,906,731
Non-Operating Gains/Losses	\$11,959,541			Total Liabilities & Fund Balance	\$357,704,843
Net Income	\$35,794,262	Total Assets	\$357,704,843		

**031 Edgerton Hospital and Health Services**  
 313 Stoughton Road  
 Edgerton, WI 53534  
 608-884-3441

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

County: Rock  
 Analysis Area: Southern (1)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	8.6%	56.1%	0.15	58.4%	0.15	12.3%	0.70	10.4%	0.83
Obstetrics	0.0%	39.1%	N/A	39.2%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	8.7%	55.8%	0.16	58.2%	0.15	18.7%	0.46	10.5%	0.83
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.8	28.4	0.06	24.9	0.07	2.3	0.79	2.6	0.70
Obstetrics	0.0	5.1	N/A	4.9	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.5	N/A	0.0	N/A
Total Hospital	1.8	51.6	0.04	53.4	0.03	3.9	0.47	2.6	0.70
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.84	3.7	0.85	3.1	1.01	3.2	0.99
Obstetrics	0.0	2.4	N/A	2.0	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	3.3	N/A	1.5	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.73	4.3	0.74	3.6	0.88	3.2	0.99
<b>Surgical Operations</b>									
Inpatient	18	1,814	0.01	1,934	0.01	98	0.18	17	1.06
Outpatient	154	4,285	0.04	5,295	0.03	355	0.43	168	0.92
Inpatient as % of All Surgeries	10.5%	29.7%	0.35	26.8%	0.39	21.7%	0.48	9.2%	1.14
<b>Outpatient Visits</b>									
Non-Emergency Visits	13,871	99,026	0.14	151,770	0.09	16,872	0.82	10,876	1.28
Emergency Visits	4,652	16,365	0.28	17,348	0.27	2,456	1.89	5,087	0.91
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	18.3	0.33	20.1	0.30	4.4	1.36	6.0	1.00
Nurses, Licensed	24.9	199.5	0.12	238.2	0.10	31.3	0.79	22.3	1.11
Ancillary Nursing Personnel	5.8	37.1	0.16	40.0	0.15	9.3	0.62	6.7	0.87
All Other Personnel	82.0	439.3	0.19	622.2	0.13	72.5	1.13	84.5	0.97
Total FTEs	118.6	694.4	0.17	920.4	0.13	117.6	1.01	119.5	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	68.6	16.6	4.13	14.7	4.67	40.2	1.71	54.8	1.25
Nurses, Licensed	284.2	181.2	1.57	174.1	1.63	285.7	0.99	203.6	1.40
Ancillary Nursing Personnel	66.3	33.7	1.97	29.2	2.27	85.0	0.78	61.2	1.08
All Other Personnel	937.4	399.0	2.35	454.6	2.06	661.6	1.42	771.2	1.22
Total FTEs	1,356.5	630.6	2.15	672.6	2.02	1,072.5	1.26	1,090.8	1.24

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	21	Health Maintenance		Beds Set Up & Staffed	5	Bassinets	0
Discharges	211	Organization (HMO)	Yes	Discharges	112	Total Births	0
Inpatient Days	667	Preferred Provider		Inpatient Days	1,629	Newborn Days	0
		Organization (PPO)	Yes				

**031 Edgerton Hospital and Health Services**  
Edgerton, WI 53534

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	211	662	8.6%	1.8	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	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	1	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	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	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)	5	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	6	0	6.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	7	1	7.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	15	15	19.9	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.0
Licensed Practical Nurses	4	0	4.0	Physical Therapists	2	3	2.0
Ancillary Nursing Personnel	5	10	5.8	Physical Therapy Assistants/Aides	2	4	2.6
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	3	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	1	1	1.0	Social Workers	2	0	2.0
Medical Records Personnel	7	0	7.0	All Other Health Professionals	19	16	22.8
Pharmacy Personnel	2	1	3.1	All Other Personnel	22	1	22.3
Clinical Laboratory Personnel	8	2	8.3				
				<b>Total</b>	<b>107</b>	<b>58</b>	<b>118.6</b>

**031 Edgerton Hospital and Health Services**

Edgerton, WI 53534

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$13,461,000	52.6%	41.7%	1.26	39.2%	1.34	38.2%	1.38	52.8%	1.00
Medical Assistance	\$2,173,615	8.5%	14.0%	0.61	11.4%	0.74	11.8%	0.72	6.2%	1.36
Commercial	\$8,251,993	32.3%	38.1%	0.85	42.7%	0.76	43.8%	0.74	33.4%	0.97
All Other	\$1,683,065	6.6%	6.2%	1.05	6.7%	0.98	6.2%	1.07	7.5%	0.88
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,727,324	22.4%	27.4%	0.82	25.3%	0.89	16.3%	1.38	25.4%	0.88
Medical Assistance	\$1,771,091	6.9%	9.6%	0.72	7.6%	0.91	7.5%	0.92	5.5%	1.25
Commercial	\$2,932,093	11.5%	11.6%	0.99	13.8%	0.83	12.3%	0.94	9.7%	1.18
Charity Care	\$136,399	0.5%	1.5%	0.36	2.4%	0.23	0.9%	0.58	0.7%	0.77
All Other	\$66,537	0.3%	2.1%	0.12	2.1%	0.12	1.8%	0.14	0.4%	0.65
Total Deductions	\$10,633,444	41.6%	52.1%	0.80	51.2%	0.81	38.8%	1.07	41.7%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.6%	3.7%	0.69	7.7%	0.33	2.8%	0.90	4.4%	0.59
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	27.4%	N/A	1.0%	N/A	2.4%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,988,221	53.9%	45.3%	1.19	49.9%	1.08	52.1%	1.03	49.5%	1.09
Supplies & Services	\$4,971,710	33.5%	42.1%	0.80	39.1%	0.86	36.7%	0.91	36.8%	0.91
Capital Component	\$787,690	5.3%	8.5%	0.62	8.5%	0.63	6.9%	0.76	5.2%	1.03
Bad Debt	\$1,079,540	7.3%	4.0%	1.81	2.6%	2.82	4.3%	1.71	8.6%	0.85
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.3%	7.7%	0.43	5.4%	0.61	9.6%	0.34	3.9%	0.85
Total Hospital Net Income (%)		0.9%	8.5%	0.11	7.2%	0.13	9.7%	0.10	3.9%	0.24
Return on Equity (%)		0.7%	6.6%	0.11	6.3%	0.11	12.4%	0.06	8.2%	0.08
Current Ratio		1.4	3.4	0.42	2.2	0.65	2.3	0.62	1.6	0.89
Days in Net Patient Accounts Receivable		59.1	46.5	1.27	46.5	1.27	54.6	1.08	52.8	1.12
Average Payment Period		110.7	53.3	2.08	48.0	2.31	53.9	2.05	55.6	1.99
Equity Financing (%)		40.4%	60.7%	0.67	53.7%	0.75	59.0%	0.69	70.1%	0.58
Long-Term Debt to Equity Ratio		0.9	0.3	2.77	0.5	1.74	0.4	2.43	0.0	N/A
Times Interest Earned		62.4	7.4	8.48	6.6	9.48	12.5	4.99	82.8	0.75
Total Asset Turnover		0.8	0.8	0.99	0.8	0.90	1.3	0.60	2.1	0.37
Average Age of Plant (Years)		35.4	10.2	3.46	9.4	3.77	11.0	3.23	28.9	1.23
Increase (Decrease) Total Net Patient Revenue		-4.3%	9.4%	N/A	54.9%	0.15	18.0%	N/A	8.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		79.1%	53.2%	1.49	52.5%	1.51	64.3%	1.23	76.0%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$15,683		\$12,710	1.23	\$13,814	1.14	\$12,736	1.23	\$10,215	1.54
Inpatient Net Revenue per Day	\$2,206		\$2,917	0.76	\$3,205	0.69	\$2,480	0.89	\$1,497	1.47
Outpatient Net Revenue per Visit	\$533		\$555	0.96	\$410	1.30	\$489	1.09	\$701	0.76

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$25,569,673	Cash & Cash Equivalents	\$3,358,298	Current Liabilities	\$4,409,172
Less Deductions	\$10,633,444	Net Patient Receivables	\$2,417,658	Long-Term Debt	\$7,554,449
Net Patient Revenue	\$14,936,229	Other Receivables	\$146,431	Other Liabilities	\$0
Plus Other Revenue	\$394,338			Subtotal	\$11,963,621
Total Revenue	\$15,330,567	Land, Buildings & Equipment (Net)	\$11,547,992	Unrestricted Fund Balance	\$8,112,688
Less Expenses	\$14,827,161	Other Assets	\$2,605,930	Restricted Fund Balance	\$1,796
Non-Operating Gains/Losses	-\$363,104			Total Liabilities & Fund Balance	\$20,076,309
Net Income	\$140,302	Total Assets	\$20,076,309		

**032 Aurora Lakeland Medical Center in Elkhorn**  
W3985 Cty Rd NN  
Elkhorn, WI 53121  
262-741-2000

Fiscal Year: 01/01 to 12/31  
Type: GMS  
General Medical & Surgical  
Control: Other Not-For-Profit

County: Walworth  
Analysis Area: Southeastern (2A)  
Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	48.7%	56.1%	0.87	63.0%	0.77	48.7%	1.00	56.4%	0.86
Obstetrics	32.1%	39.1%	0.82	37.9%	0.10	30.4%	1.06	36.2%	0.89
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	48.3%	55.8%	0.87	61.0%	0.79	45.2%	1.07	52.1%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	19.5	28.4	0.69	42.6	0.46	21.2	0.92	22.6	0.86
Obstetrics	3.8	5.1	0.75	6.4	0.60	3.1	1.23	4.3	0.89
Pediatrics	0.0	2.1	N/A	0.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	36.2	51.6	0.70	74.1	0.49	35.3	1.03	39.1	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.90	3.8	0.88	3.5	0.97	3.3	1.03
Obstetrics	1.9	2.4	0.80	2.4	0.81	2.3	0.85	2.0	0.96
Pediatrics	0.0	2.0	N/A	2.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.8	4.3	0.88	4.4	0.87	3.7	1.04	3.7	1.04
<b>Surgical Operations</b>									
Inpatient	893	1,814	0.49	1,934	0.46	1,018	0.88	983	0.91
Outpatient	2,757	4,285	0.64	5,226	0.53	2,892	0.95	2,906	0.95
Inpatient as % of All Surgeries	24.5%	29.7%	0.82	27.0%	0.91	26.0%	0.94	25.3%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	57,567	99,026	0.58	126,187	0.46	80,704	0.71	59,230	0.97
Emergency Visits	15,075	16,365	0.92	21,693	0.69	16,917	0.89	15,288	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	29.0	0.07	14.8	0.14	2.0	1.00
Nurses, Licensed	119.8	199.5	0.60	239.9	0.50	134.4	0.89	122.2	0.98
Ancillary Nursing Personnel	23.2	37.1	0.63	54.4	0.43	23.3	0.99	21.9	1.06
All Other Personnel	271.1	439.3	0.62	492.6	0.55	356.2	0.76	238.8	1.14
Total FTEs	416.1	694.4	0.60	816.0	0.51	528.7	0.79	384.9	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.0	16.6	0.12	15.7	0.13	15.1	0.13	2.0	1.01
Nurses, Licensed	120.8	181.2	0.67	129.8	0.93	137.3	0.88	122.6	0.99
Ancillary Nursing Personnel	23.4	33.7	0.69	29.4	0.79	23.8	0.98	22.0	1.06
All Other Personnel	273.4	399.0	0.69	266.6	1.03	363.9	0.75	239.6	1.14
Total FTEs	419.6	630.6	0.67	441.5	0.95	540.2	0.78	386.2	1.09

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	75	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	15
Discharges	3,494	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	713
Inpatient Days	13,228			Inpatient Days	0	Newborn Days	1,276

**032 Aurora Lakeland Medical Center in Elkhorn**  
Elkhorn, WI 53121

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	40	2,104	7,104	48.7%	19.5	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	185	2,158	59.1%	5.9	11.7
Hospice	2	1	46	137	37.5%	0.4	3.0
Acute Long-Term Care	2	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	12	722	1,405	32.1%	3.8	1.9
<b>Psychiatric</b>	3	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	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	1	12	437	2,424	55.3%	6.6	5.5
Step-Down (Special Care)	1	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	2	0	2.0	Surgical Personnel	5	1	5.7
Physicians & Dentists	30	0	30.0	Radiological Services Personnel	17	15	20.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	4	7.6
Registered Nurses	90	57	114.8	Occupational Therapists	5	1	5.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	10	6	12.7
Ancillary Nursing Personnel	10	22	23.2	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	1	0.5
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	2	1.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	3	0	3.0	Social Workers	2	0	2.0
Medical Records Personnel	3	3	5.4	All Other Health Professionals	44	28	54.7
Pharmacy Personnel	9	4	9.0	All Other Personnel	76	71	114.9
Clinical Laboratory Personnel	2	0	2.0	<b>Total</b>	<b>317</b>	<b>215</b>	<b>416.1</b>

**032 Aurora Lakeland Medical Center in Elkhorn**  
Elkhorn, WI 53121

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$96,404,025	48.2%	41.7%	1.16	45.2%	1.07	45.1%	1.07	47.5%	1.02
Medical Assistance	\$25,697,667	12.9%	14.0%	0.92	10.2%	1.26	11.7%	1.09	10.7%	1.20
Commercial	\$62,252,701	31.2%	38.1%	0.82	39.9%	0.78	37.9%	0.82	33.3%	0.93
All Other	\$15,460,136	7.7%	6.2%	1.24	4.7%	1.63	5.3%	1.47	8.5%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$71,434,764	35.8%	27.4%	1.31	31.1%	1.15	30.2%	1.18	34.5%	1.04
Medical Assistance	\$18,257,503	9.1%	9.6%	0.96	6.9%	1.33	7.9%	1.16	5.2%	1.77
Commercial	\$16,342,125	8.2%	11.6%	0.71	13.7%	0.60	11.1%	0.74	8.6%	0.95
Charity Care	\$2,748,833	1.4%	1.5%	0.94	1.3%	1.03	1.2%	1.10	1.1%	1.23
All Other	\$8,070,935	4.0%	2.1%	1.90	1.8%	2.22	1.7%	2.34	4.3%	0.95
Total Deductions	\$116,854,160	58.5%	52.1%	1.12	54.8%	1.07	52.1%	1.12	53.6%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.4%	3.7%	0.10	2.7%	0.13	2.9%	0.13	5.0%	0.07
Net Gains/Losses as % of Net Income		0.0%	10.6%	0.00	9.2%	0.01	15.7%	0.00	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,021,620	39.5%	45.3%	0.87	40.7%	0.97	47.5%	0.83	36.2%	1.09
Supplies & Services	\$35,621,200	50.2%	42.1%	1.19	45.7%	1.10	38.9%	1.29	53.8%	0.93
Capital Component	\$3,047,581	4.3%	8.5%	0.51	8.6%	0.50	9.3%	0.46	3.6%	1.20
Bad Debt	\$4,234,606	6.0%	4.0%	1.48	4.9%	1.21	4.2%	1.41	6.5%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		14.8%	7.7%	1.93	9.9%	1.50	6.9%	2.16	10.1%	1.47
Total Hospital Net Income (%)		14.8%	8.5%	1.74	10.8%	1.38	8.1%	1.84	10.1%	1.47
Return on Equity (%)		7.8%	6.6%	1.18	7.6%	1.03	5.6%	1.40	6.3%	1.24
Current Ratio		11.7	3.4	3.45	5.4	2.16	3.8	3.10	13.3	0.88
Days in Net Patient Accounts Receivable		50.0	46.5	1.07	41.6	1.20	48.1	1.04	37.6	1.33
Average Payment Period		57.2	53.3	1.07	40.6	1.41	51.8	1.10	45.0	1.27
Equity Financing (%)		91.8%	60.7%	1.51	68.1%	1.35	61.0%	1.51	89.2%	1.03
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		109.5	7.4	14.90	9.1	11.99	5.2	20.90	80.1	1.37
Total Asset Turnover		0.5	0.8	0.69	0.7	0.75	0.7	0.77	0.6	0.84
Average Age of Plant (Years)		9.3	10.2	0.91	10.9	0.86	10.2	0.91	11.0	0.85
Increase (Decrease) Total Net Patient Revenue		-5.8%	9.4%	N/A	2.0%	7.09	-2.0%	2.96	14.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		63.5%	53.2%	1.19	56.7%	1.12	64.0%	0.99	60.8%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,652	\$12,710	0.60	\$10,604	0.72	\$9,421	0.81	\$8,003	0.96
Inpatient Net Revenue per Day		\$2,021	\$2,917	0.69	\$2,427	0.83	\$2,572	0.79	\$2,189	0.92
Outpatient Net Revenue per Visit		\$774	\$555	1.39	\$603	1.28	\$613	1.26	\$763	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$199,814,529	Cash & Cash Equivalents	\$113,585,368	Current Liabilities	\$10,756,118
Less Deductions	\$116,854,160	Net Patient Receivables	\$11,364,420	Long-Term Debt	\$0
Net Patient Revenue	\$82,960,369	Other Receivables	\$208	Other Liabilities	\$2,141,963
Plus Other Revenue	\$303,900			Subtotal	\$12,898,081
Total Revenue	\$83,264,269	Land, Buildings & Equipment (Net)	\$30,301,903	Unrestricted Fund Balance	\$144,773,137
Less Expenses	\$70,925,007	Other Assets	\$2,419,319	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,759			Total Liabilities & Fund Balance	\$157,671,218
Net Income	\$12,345,021	Total Assets	\$157,671,218		

**034 Agnesian HealthCare/St. Agnes Hospital**  
 430 E Division, PO Box 385  
 Fond du Lac, WI 54935  
 920-929-2300

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Fond du Lac  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	43.9%	56.1%	0.78	45.4%	0.97	68.8%	0.64	50.7%	0.87
Obstetrics	23.7%	39.1%	0.61	35.5%	0.20	49.6%	0.48	26.5%	0.90
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	35.5%	N/A	0.0%	N/A
Total Hospital	45.9%	55.8%	0.82	48.9%	0.94	65.5%	0.70	50.1%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	39.5	28.4	1.39	21.2	1.87	104.2	0.38	45.6	0.87
Obstetrics	7.1	5.1	1.39	5.2	1.37	16.5	0.43	7.9	0.90
Pediatrics	0.0	2.1	N/A	0.4	N/A	4.1	N/A	0.0	N/A
Total Hospital	76.6	51.6	1.49	40.8	1.88	204.9	0.37	83.6	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.8	0.96	3.4	1.07	4.1	0.88	3.2	1.11
Obstetrics	2.3	2.4	0.93	2.5	0.91	2.5	0.92	2.2	1.01
Pediatrics	0.0	2.0	N/A	1.5	N/A	3.1	N/A	0.0	N/A
Total Hospital	4.2	4.3	0.98	3.9	1.07	4.8	0.88	3.8	1.10
<b>Surgical Operations</b>									
Inpatient	1,779	1,814	0.98	1,226	1.45	7,205	0.25	1,917	0.93
Outpatient	10,093	4,285	2.36	4,737	2.13	13,979	0.72	8,304	1.22
Inpatient as % of All Surgeries	15.0%	29.7%	0.50	20.6%	0.73	34.0%	0.44	18.8%	0.80
<b>Outpatient Visits</b>									
Non-Emergency Visits	571,918	99,026	5.78	90,655	6.31	311,290	1.84	550,924	1.04
Emergency Visits	25,501	16,365	1.56	14,214	1.79	40,915	0.62	24,762	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	39.5	18.3	2.16	20.2	1.95	53.8	0.73	40.1	0.98
Nurses, Licensed	453.0	199.5	2.27	163.8	2.77	734.0	0.62	342.7	1.32
Ancillary Nursing Personnel	46.2	37.1	1.25	26.9	1.71	146.6	0.31	38.3	1.20
All Other Personnel	932.1	439.3	2.12	315.4	2.96	1,446.3	0.64	715.5	1.30
Total FTEs	1,470.8	694.4	2.12	526.3	2.79	2,380.8	0.62	1,136.6	1.29
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.7	16.6	0.83	14.3	0.96	13.9	0.99	14.1	0.98
Nurses, Licensed	157.2	181.2	0.87	115.7	1.36	189.6	0.83	120.0	1.31
Ancillary Nursing Personnel	16.0	33.7	0.48	19.0	0.84	37.9	0.42	13.4	1.19
All Other Personnel	323.5	399.0	0.81	222.8	1.45	373.7	0.87	250.5	1.29
Total FTEs	510.5	630.6	0.81	371.8	1.37	615.1	0.83	397.9	1.28

**Total Hospital:**

Beds Set Up & Staffed 167  
 Discharges 6,634  
 Inpatient Days 27,966

**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 18  
 Total Births 902  
 Newborn Days 2,040

**034 Agnesian HealthCare/St. Agnes Hospital**  
Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	90	4,000	14,415	43.9%	39.5	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	109	1,171	32.1%	3.2	10.7
Hospice	2	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	30	1,144	2,597	23.7%	7.1	2.3
<b>Psychiatric</b>	1	16	746	4,626	79.2%	12.7	6.2
<b>Alcoholism/chemical dependency</b>	2	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	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	8	165	1,689	57.8%	4.6	10.2
Step-Down (Special Care)	1	4	164	864	59.2%	2.4	5.3
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>	1	9	306	2,604	79.3%	7.1	8.5
<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	39	1	39.5	Surgical Personnel	15	15	22.8
Physicians & Dentists	32	4	34.2	Radiological Services Personnel	42	33	61.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	2	8.4
Registered Nurses	186	210	313.5	Occupational Therapists	4	5	6.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.8
Licensed Practical Nurses	72	66	116.3	Physical Therapists	16	13	24.9
Ancillary Nursing Personnel	23	39	46.2	Physical Therapy Assistants/Aides	5	7	8.2
Physician Assistants	6	3	7.3	Recreational Therapists	6	3	7.3
Nurse Practitioners	13	9	18.6	Dietitians & Nutritionists	1	1	1.8
Certified Registered Nurse Anesthetists	4	0	4.0	Psychologists	6	8	10.8
Clinical Nurse Specialists	0	1	0.6	Social Workers	7	3	9.3
Medical Records Personnel	18	5	21.4	All Other Health Professionals	124	114	197.0
Pharmacy Personnel	17	9	22.5	All Other Personnel	353	231	486.4
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>997</b>	<b>783</b>	<b>1,470.8</b>

**034 Agnesian HealthCare/St. Agnes Hospital**

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$219,522,801	40.4%	41.7%	0.97	43.1%	0.94	42.2%	0.96	41.4%	0.98
Medical Assistance	\$58,716,252	10.8%	14.0%	0.77	10.9%	0.99	12.9%	0.84	8.5%	1.27
Commercial	\$249,726,667	45.9%	38.1%	1.21	41.2%	1.11	38.1%	1.20	47.6%	0.96
All Other	\$15,591,803	2.9%	6.2%	0.46	4.7%	0.61	6.8%	0.42	2.5%	1.16
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$152,696,546	28.1%	27.4%	1.03	26.0%	1.08	28.5%	0.99	27.6%	1.02
Medical Assistance	\$41,685,262	7.7%	9.6%	0.80	6.8%	1.13	9.0%	0.85	5.5%	1.39
Commercial	\$81,242,403	14.9%	11.6%	1.29	13.2%	1.13	12.3%	1.22	14.8%	1.01
Charity Care	\$5,446,657	1.0%	1.5%	0.69	1.1%	0.95	1.6%	0.64	1.3%	0.76
All Other	\$112,377	0.0%	2.1%	0.01	0.7%	0.03	2.2%	0.01	0.1%	0.17
Total Deductions	\$281,183,245	51.7%	52.1%	0.99	47.7%	1.08	53.6%	0.96	49.3%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.9%	3.7%	0.51	1.9%	0.97	2.3%	0.81	2.3%	0.83
Net Gains/Losses as % of Net Income		65.8%	10.6%	6.24	26.7%	2.47	4.9%	13.34	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$107,124,880	40.6%	45.3%	0.90	46.7%	0.87	44.0%	0.92	41.0%	0.99
Supplies & Services	\$121,515,190	46.1%	42.1%	1.09	39.4%	1.17	43.9%	1.05	44.5%	1.04
Capital Component	\$25,237,499	9.6%	8.5%	1.13	10.3%	0.93	7.8%	1.22	9.7%	0.98
Bad Debt	\$9,744,665	3.7%	4.0%	0.92	3.6%	1.02	4.2%	0.87	4.7%	0.78
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.4%	7.7%	0.18	6.1%	0.23	7.4%	0.19	1.0%	1.46
Total Hospital Net Income (%)		4.0%	8.5%	0.47	8.1%	0.50	7.8%	0.52	0.6%	7.27
Return on Equity (%)		3.5%	6.6%	0.53	6.1%	0.57	6.4%	0.55	0.4%	7.80
Current Ratio		1.7	3.4	0.50	4.2	0.41	3.6	0.47	2.4	0.69
Days in Net Patient Accounts Receivable		44.8	46.5	0.96	44.6	1.00	45.0	1.00	46.9	0.95
Average Payment Period		49.2	53.3	0.92	43.8	1.12	48.2	1.02	40.2	1.22
Equity Financing (%)		51.1%	60.7%	0.84	59.5%	0.86	61.3%	0.83	50.7%	1.01
Long-Term Debt to Equity Ratio		0.7	0.3	2.23	0.4	1.68	0.3	2.76	0.8	0.93
Times Interest Earned		3.4	7.4	0.46	4.9	0.69	9.3	0.37	1.3	2.62
Total Asset Turnover		0.8	0.8	1.10	0.7	1.14	0.8	1.04	0.8	1.04
Average Age of Plant (Years)		7.9	10.2	0.78	10.3	0.77	11.4	0.70	7.3	1.09
Increase (Decrease) Total Net Patient Revenue		2.8%	9.4%	0.30	0.0%	202.65	18.7%	0.15	7.0%	0.40
Outpatient Gross Revenue (% of Total GPR)		73.4%	53.2%	1.38	62.4%	1.18	47.1%	1.56	70.7%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,091		\$12,710	0.79	\$9,546	1.06	\$14,659	0.69	\$9,672	1.04
Inpatient Net Revenue per Day	\$2,394		\$2,917	0.82	\$2,385	1.00	\$3,060	0.78	\$2,528	0.95
Outpatient Net Revenue per Visit	\$327		\$555	0.59	\$526	0.62	\$582	0.56	\$309	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$543,557,523	Cash & Cash Equivalents	\$16,651,899	Current Liabilities	\$33,675,987
Less Deductions	\$281,183,245	Net Patient Receivables	\$32,187,784	Long-Term Debt	\$121,179,010
Net Patient Revenue	\$262,374,278	Other Receivables	\$4,544,011	Other Liabilities	\$0
Plus Other Revenue	\$5,041,100			Subtotal	\$154,854,997
Total Revenue	\$267,415,378	Land, Buildings & Equipment (Net)	\$116,467,729	Unrestricted Fund Balance	\$161,774,769
Less Expenses	\$263,622,234	Other Assets	\$146,778,343	Restricted Fund Balance	\$1,009,310
Non-Operating Gains/Losses	\$7,302,526			Total Liabilities & Fund Balance	\$316,629,766
Net Income	\$11,095,670	Total Assets	\$316,629,766		

**035 Fort HealthCare**  
 611 East Sherman Avenue  
 Fort Atkinson, WI 53538  
 920-568-5000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Jefferson  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	42.1%	56.1%	0.75	58.4%	0.72	57.4%	0.73	48.8%	0.86
Obstetrics	19.8%	39.1%	0.51	39.2%	0.08	36.2%	0.55	21.6%	0.92
Pediatrics	8.3%	48.6%	0.17	46.9%	0.18	72.7%	0.11	5.9%	1.41
Total Hospital	55.8%	55.8%	1.00	58.2%	0.96	56.5%	0.99	63.9%	0.87
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	15.2	28.4	0.53	24.9	0.61	44.8	0.34	17.6	0.86
Obstetrics	3.2	5.1	0.62	4.9	0.64	7.9	0.40	3.5	0.92
Pediatrics	0.3	2.1	0.16	2.1	0.15	7.6	0.16	0.2	1.41
Total Hospital	40.2	51.6	0.78	53.4	0.75	93.3	0.43	46.0	0.87
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.8	0.89	3.7	0.91	3.6	0.93	3.6	0.92
Obstetrics	2.2	2.4	0.88	2.0	1.08	2.5	0.85	2.2	0.99
Pediatrics	2.3	2.0	1.14	3.3	0.71	1.8	1.32	2.0	1.19
Total Hospital	4.7	4.3	1.10	4.3	1.11	4.3	1.11	5.0	0.94
<b>Surgical Operations</b>									
Inpatient	727	1,814	0.40	1,934	0.38	2,986	0.24	767	0.95
Outpatient	3,794	4,285	0.89	5,295	0.72	7,509	0.51	3,467	1.09
Inpatient as % of All Surgeries	16.1%	29.7%	0.54	26.8%	0.60	28.5%	0.57	18.1%	0.89
<b>Outpatient Visits</b>									
Non-Emergency Visits	172,912	99,026	1.75	151,770	1.14	180,410	0.96	162,156	1.07
Emergency Visits	23,346	16,365	1.43	17,348	1.35	28,916	0.81	22,687	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	18.3	0.33	20.1	0.30	27.9	0.22	6.0	1.00
Nurses, Licensed	141.7	199.5	0.71	238.2	0.59	340.4	0.42	170.3	0.83
Ancillary Nursing Personnel	20.1	37.1	0.54	40.0	0.50	53.1	0.38	22.7	0.88
All Other Personnel	440.3	439.3	1.00	622.2	0.71	767.4	0.57	392.6	1.12
Total FTEs	608.0	694.4	0.88	920.4	0.66	1,190.2	0.51	591.6	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.3	16.6	0.20	14.7	0.22	14.4	0.23	3.1	1.04
Nurses, Licensed	76.8	181.2	0.42	174.1	0.44	176.2	0.44	88.8	0.86
Ancillary Nursing Personnel	10.9	33.7	0.32	29.2	0.37	27.5	0.40	11.8	0.92
All Other Personnel	238.5	399.0	0.60	454.6	0.52	397.2	0.60	204.7	1.17
Total FTEs	329.4	630.6	0.52	672.6	0.49	616.1	0.53	308.5	1.07

**Total Hospital:**  
 Beds Set Up & Staffed 72  
 Discharges 3,093  
 Inpatient Days 14,663

**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 10  
 Total Births 506  
 Newborn Days 1,063

**035 Fort HealthCare**  
Fort Atkinson, WI 53538

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	36	1,657	5,535	42.1%	15.2	3.3
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>	1	4	52	121	8.3%	0.3	2.3
<b>Obstetrics</b>	1	16	536	1,156	19.8%	3.2	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	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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	147	934	32.0%	2.6	6.4
Step-Down (Special Care)	1	8	374	1,292	44.2%	3.5	3.5
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	6	0	6.0	Surgical Personnel	6	3	8.3
Physicians & Dentists	4	1	4.3	Radiological Services Personnel	18	23	29.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	3.1
Registered Nurses	57	144	126.7	Occupational Therapists	1	11	4.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	2.2
Licensed Practical Nurses	3	4	4.8	Physical Therapists	7	1	7.8
Ancillary Nursing Personnel	5	27	20.1	Physical Therapy Assistants/Aides	4	1	5.0
Physician Assistants	3	0	3.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	2	3.3	Dietitians & Nutritionists	1	3	3.3
Certified Registered Nurse Anesthetists	7	0	7.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.0
Medical Records Personnel	4	0	4.0	All Other Health Professionals	202	415	307.1
Pharmacy Personnel	6	6	8.3	All Other Personnel	20	41	37.1
Clinical Laboratory Personnel	8	7	11.5	<b>Total</b>	<b>370</b>	<b>695</b>	<b>608.0</b>

**035 Fort HealthCare**  
Fort Atkinson, WI 53538

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$90,732,487	37.8%	41.7%	0.91	39.2%	0.96	38.1%	0.99	39.0%	0.97
Medical Assistance	\$25,049,669	10.4%	14.0%	0.75	11.4%	0.91	17.9%	0.58	8.1%	1.28
Commercial	\$117,755,369	49.0%	38.1%	1.29	42.7%	1.15	38.1%	1.29	49.5%	0.99
All Other	\$6,682,922	2.8%	6.2%	0.45	6.7%	0.41	5.9%	0.48	3.4%	0.82
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$62,891,191	26.2%	27.4%	0.96	25.3%	1.03	25.6%	1.02	26.4%	0.99
Medical Assistance	\$16,007,043	6.7%	9.6%	0.70	7.6%	0.88	12.1%	0.55	4.9%	1.36
Commercial	\$39,939,015	16.6%	11.6%	1.44	13.8%	1.20	11.2%	1.48	17.2%	0.97
Charity Care	\$1,854,419	0.8%	1.5%	0.53	2.4%	0.33	1.5%	0.52	1.0%	0.77
All Other	\$1,384,737	0.6%	2.1%	0.27	2.1%	0.27	2.4%	0.24	0.8%	0.74
Total Deductions	\$122,076,405	50.8%	52.1%	0.98	51.2%	0.99	52.8%	0.96	50.3%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.1%	3.7%	1.10	7.7%	0.53	6.6%	0.62	3.9%	1.04
Net Gains/Losses as % of Net Income		68.0%	10.6%	6.44	27.4%	2.48	14.8%	4.60	89.8%	0.76
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$50,834,906	42.3%	45.3%	0.93	49.9%	0.85	43.8%	0.97	43.8%	0.97
Supplies & Services	\$49,279,119	41.0%	42.1%	0.97	39.1%	1.05	44.1%	0.93	40.4%	1.01
Capital Component	\$13,960,828	11.6%	8.5%	1.37	8.5%	1.37	8.6%	1.35	11.5%	1.01
Bad Debt	\$6,095,501	5.1%	4.0%	1.26	2.6%	1.97	3.5%	1.47	4.3%	1.18
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.5%	7.7%	0.32	5.4%	0.46	8.9%	0.28	0.3%	8.13
Total Hospital Net Income (%)		7.3%	8.5%	0.86	7.2%	1.01	10.3%	0.71	2.9%	2.53
Return on Equity (%)		5.5%	6.6%	0.83	6.3%	0.88	7.5%	0.74	2.1%	2.57
Current Ratio		2.5	3.4	0.72	2.2	1.13	3.3	0.74	2.6	0.95
Days in Net Patient Accounts Receivable		59.2	46.5	1.27	46.5	1.27	46.9	1.26	54.7	1.08
Average Payment Period		38.2	53.3	0.72	48.0	0.79	55.5	0.69	42.7	0.89
Equity Financing (%)		51.9%	60.7%	0.86	53.7%	0.97	60.9%	0.85	48.0%	1.08
Long-Term Debt to Equity Ratio		0.8	0.3	2.36	0.5	1.49	0.4	2.25	0.9	0.86
Times Interest Earned		3.5	7.4	0.48	6.6	0.54	8.5	0.42	2.0	1.77
Total Asset Turnover		0.7	0.8	0.93	0.8	0.84	0.7	1.00	0.7	0.99
Average Age of Plant (Years)		9.5	10.2	0.93	9.4	1.01	9.4	1.01	8.6	1.11
Increase (Decrease) Total Net Patient Revenue		8.1%	9.4%	0.87	54.9%	0.10	1.9%	4.39	5.5%	1.49
Outpatient Gross Revenue (% of Total GPR)		78.2%	53.2%	1.47	52.5%	1.49	51.7%	1.51	76.0%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,436	\$12,710	0.66	\$13,814	0.61	\$12,409	0.68	\$8,273	1.02	
Inpatient Net Revenue per Day	\$1,780	\$2,917	0.61	\$3,205	0.56	\$2,910	0.61	\$1,642	1.08	
Outpatient Net Revenue per Visit	\$469	\$555	0.85	\$410	1.14	\$491	0.95	\$474	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$240,220,447	Cash & Cash Equivalents	\$5,765,998	Current Liabilities	\$11,751,455
Less Deductions	\$122,076,405	Net Patient Receivables	\$19,159,567	Long-Term Debt	\$71,365,045
Net Patient Revenue	\$118,144,042	Other Receivables	\$762,690	Other Liabilities	\$0
Plus Other Revenue	\$5,063,138			Subtotal	\$83,116,500
Total Revenue	\$123,207,180	Land, Buildings & Equipment (Net)	\$75,757,367	Unrestricted Fund Balance	\$89,690,442
Less Expenses	\$120,170,354	Other Assets	\$71,361,320	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,447,381			Total Liabilities & Fund Balance	\$172,806,942
Net Income	\$9,484,207	Total Assets	\$172,806,942		

**313 Midwest Orthopedic Specialty Hospital**  
 10101 South 27th Street  
 Franklin, WI 53132  
 414-817-5800

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Partnership

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	56.1%	N/A	67.2%	N/A	12.3%	N/A	0.0%	N/A
Obstetrics	0.0%	39.1%	N/A	45.5%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	52.1%	55.8%	0.93	62.9%	0.83	18.7%	2.78	0.0%	N/A
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	28.4	N/A	105.6	N/A	2.3	N/A	0.0	N/A
Obstetrics	0.0	5.1	N/A	21.8	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	19.2	N/A	0.5	N/A	0.0	N/A
Total Hospital	8.3	51.6	0.16	144.2	0.06	3.9	2.13	0.0	N/A
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.8	N/A	4.4	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.8	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.63	5.1	0.53	3.6	0.75	0.0	N/A
<b>Surgical Operations</b>									
Inpatient	1,124	1,814	0.62	5,783	0.19	98	11.41	0	N/A
Outpatient	2,630	4,285	0.61	9,073	0.29	355	7.41	0	N/A
Inpatient as % of All Surgeries	29.9%	29.7%	1.01	38.9%	0.77	21.7%	1.38	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	6,316	99,026	0.06	172,594	0.04	16,872	0.37	0	N/A
Emergency Visits	0	16,365	N/A	36,242	N/A	2,456	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	41.0	0.07	4.4	0.68	0.0	N/A
Nurses, Licensed	37.2	199.5	0.19	473.1	0.08	31.3	1.19	0.0	N/A
Ancillary Nursing Personnel	18.6	37.1	0.50	102.3	0.18	9.3	2.00	0.0	N/A
All Other Personnel	30.3	439.3	0.07	849.7	0.04	72.5	0.42	0.0	N/A
Total FTEs	89.1	694.4	0.13	1,466.1	0.06	117.6	0.76	0.0	N/A
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	17.5	16.6	1.06	13.8	1.27	40.2	0.44	0.0	N/A
Nurses, Licensed	217.1	181.2	1.20	158.9	1.37	285.7	0.76	0.0	N/A
Ancillary Nursing Personnel	108.9	33.7	3.23	34.3	3.17	85.0	1.28	0.0	N/A
All Other Personnel	177.1	399.0	0.44	285.3	0.62	661.6	0.27	0.0	N/A
Total FTEs	520.7	630.6	0.83	492.3	1.06	1,072.5	0.49	0.0	N/A

**Total Hospital:**  
 Beds Set Up & Staffed 16  
 Discharges 1,126  
 Inpatient Days 3,045

**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 0  
 Total Births 0  
 Newborn Days 0

**313 Midwest Orthopedic Specialty Hospital**  
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	16	1,119	3,044	52.1%	8.3	2.7
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	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>	3	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	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	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)	5	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	3	0	3.0	Surgical Personnel	11	3	13.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	26	17	37.2	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	6	20	18.6	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	0	0	0.0	All Other Health Professionals	10	1	10.8
Pharmacy Personnel	0	0	0.0	All Other Personnel	2	6	5.9
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>58</b>	<b>47</b>	<b>89.1</b>

**313 Midwest Orthopedic Specialty Hospital**  
Franklin, WI 53132

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 1		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$26,559,111	25.8%	41.7%	0.62	37.7%	0.68	38.2%	0.68	0.0%	N/A
Medical Assistance	\$6,319,651	6.1%	14.0%	0.44	19.7%	0.31	11.8%	0.52	0.0%	N/A
Commercial	\$68,362,066	66.5%	38.1%	1.74	35.4%	1.88	43.8%	1.52	0.0%	N/A
All Other	\$1,583,313	1.5%	6.2%	0.25	7.1%	0.22	6.2%	0.25	0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$19,613,649	19.1%	27.4%	0.70	26.8%	0.71	16.3%	1.17	0.0%	N/A
Medical Assistance	\$5,646,146	5.5%	9.6%	0.57	14.1%	0.39	7.5%	0.73	0.0%	N/A
Commercial	\$24,271,232	23.6%	11.6%	2.04	12.3%	1.92	12.3%	1.92	0.0%	N/A
Charity Care	\$86,843	0.1%	1.5%	0.06	1.0%	0.08	0.9%	0.09	0.0%	N/A
All Other	\$1,225,344	1.2%	2.1%	0.56	2.8%	0.42	1.8%	0.66	0.0%	N/A
Total Deductions	\$50,843,214	49.4%	52.1%	0.95	57.0%	0.87	38.8%	1.27	0.0%	N/A
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.6%	3.7%	0.17	2.8%	0.23	2.8%	0.22	0.0%	N/A
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	3.8%	0.03	1.0%	0.11	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$5,792,585	19.8%	45.3%	0.44	37.8%	0.52	52.1%	0.38	0.0%	N/A
Supplies & Services	\$19,310,045	66.0%	42.1%	1.57	48.9%	1.35	36.7%	1.80	0.0%	N/A
Capital Component	\$2,092,683	7.1%	8.5%	0.84	8.1%	0.88	6.9%	1.03	0.0%	N/A
Bad Debt	\$2,079,928	7.1%	4.0%	1.76	5.3%	1.35	4.3%	1.67	0.0%	N/A
<b>Fiscal Statistics</b>										
Operating Margin (%)		44.0%	7.7%	5.73	7.2%	6.14	9.6%	4.60	0.0%	N/A
Total Hospital Net Income (%)		44.1%	8.5%	5.17	7.4%	5.93	9.7%	4.56	0.0%	N/A
Return on Equity (%)		50.2%	6.6%	7.58	5.4%	9.24	12.4%	4.06	0.0%	N/A
Current Ratio		5.5	3.4	1.62	3.1	1.79	2.3	2.43	0.0	N/A
Days in Net Patient Accounts Receivable		45.1	46.5	0.97	43.9	1.03	54.6	0.83	0.0	N/A
Average Payment Period		52.1	53.3	0.98	63.4	0.82	53.9	0.97	0.0	N/A
Equity Financing (%)		91.5%	60.7%	1.51	58.2%	1.57	59.0%	1.55	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	117,063.6		7.4	15,924.1	6.7	17,505.7	12.5	9,365.7	0.0	N/A
Total Asset Turnover		1.1	0.8	1.48	0.7	1.56	1.3	0.89	0.0	N/A
Average Age of Plant (Years)		1.4	10.2	0.14	10.6	0.13	11.0	0.13	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		367.2%	9.4%	39.11	0.4%	N/A	18.0%	20.41	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		51.3%	53.2%	0.96	44.8%	1.14	64.3%	0.80	N/A	N/A
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$20,381		\$12,710	1.60	\$16,410	1.24	\$12,736	1.60	\$0	N/A
Inpatient Net Revenue per Day	\$7,537		\$2,917	2.58	\$3,221	2.34	\$2,480	3.04	\$0	N/A
Outpatient Net Revenue per Visit	\$4,597		\$555	8.28	\$655	7.02	\$489	9.39	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$102,824,141	Cash & Cash Equivalents	\$12,447,300	Current Liabilities	\$3,901,383
Less Deductions	\$50,843,214	Net Patient Receivables	\$6,418,377	Long-Term Debt	\$0
Net Patient Revenue	\$51,980,927	Other Receivables	\$9,650	Other Liabilities	\$0
Plus Other Revenue	\$331,710			Subtotal	\$3,901,383
Total Revenue	\$52,312,637	Land, Buildings & Equipment (Net)	\$24,462,002	Unrestricted Fund Balance	\$41,992,037
Less Expenses	\$29,275,241	Other Assets	\$2,556,091	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$23,934			Total Liabilities & Fund Balance	\$45,893,420
Net Income	\$23,061,330	Total Assets	\$45,893,420		

**311 Wheaton Franciscan Healthcare - Franklin**  
 10101 S. 27th Street  
 Franklin, WI 53132  
 414-325-4519

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	53.9%	56.1%	0.96	67.2%	0.80	41.6%	1.30	26.3%	2.05
Obstetrics	0.0%	39.1%	N/A	45.5%	N/A	23.9%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	53.9%	55.8%	0.97	62.9%	0.86	40.7%	1.33	26.3%	2.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.4	28.4	0.19	105.6	0.05	8.1	0.66	2.6	2.05
Obstetrics	0.0	5.1	N/A	21.8	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	19.2	N/A	0.2	N/A	0.0	N/A
Total Hospital	5.4	51.6	0.10	144.2	0.04	10.7	0.51	2.6	2.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.8	0.89	4.4	0.76	3.1	1.08	2.8	1.19
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.8	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.4	4.3	0.78	5.1	0.66	3.2	1.03	2.8	1.20
<b>Surgical Operations</b>									
Inpatient	73	1,814	0.04	5,783	0.01	392	0.19	73	1.00
Outpatient	568	4,285	0.13	9,073	0.06	1,613	0.35	515	1.10
Inpatient as % of All Surgeries	11.4%	29.7%	0.38	38.9%	0.29	19.5%	0.58	12.4%	0.92
<b>Outpatient Visits</b>									
Non-Emergency Visits	33,743	99,026	0.34	172,594	0.20	39,154	0.86	27,252	1.24
Emergency Visits	16,131	16,365	0.99	36,242	0.45	8,094	1.99	11,261	1.43
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	17.2	18.3	0.94	41.0	0.42	7.1	2.42	14.6	1.18
Nurses, Licensed	46.5	199.5	0.23	473.1	0.10	60.7	0.77	31.7	1.47
Ancillary Nursing Personnel	24.2	37.1	0.65	102.3	0.24	13.1	1.85	13.4	1.81
All Other Personnel	129.1	439.3	0.29	849.7	0.15	163.9	0.79	106.8	1.21
Total FTEs	217.0	694.4	0.31	1,466.1	0.15	244.7	0.89	166.4	1.30
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	49.0	16.6	2.95	13.8	3.55	20.4	2.40	68.6	0.71
Nurses, Licensed	132.2	181.2	0.73	158.9	0.83	174.0	0.76	148.7	0.89
Ancillary Nursing Personnel	68.8	33.7	2.04	34.3	2.00	37.5	1.84	62.7	1.10
All Other Personnel	366.7	399.0	0.92	285.3	1.29	470.2	0.78	501.2	0.73
Total FTEs	616.6	630.6	0.98	492.3	1.25	702.0	0.88	781.2	0.79

**Total Hospital:**  
 Beds Set Up & Staffed 10  
 Discharges 587  
 Inpatient Days 1,968

**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 0  
 Total Births 0  
 Newborn Days 0

**311 Wheaton Franciscan Healthcare - Franklin**  
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	10	588	1,968	53.9%	5.4	3.3
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	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>	3	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	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	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>	3	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	16	2	17.2	Surgical Personnel	3	2	3.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	22	23.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	4	8.1
Registered Nurses	28	36	46.5	Occupational Therapists	3	5	4.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	8	6	9.0
Ancillary Nursing Personnel	12	23	24.2	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	2	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	0	0	0.0	All Other Health Professionals	4	0	4.0
Pharmacy Personnel	6	6	7.5	All Other Personnel	55	26	67.8
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>152</b>	<b>134</b>	<b>217.0</b>

**311 Wheaton Franciscan Healthcare - Franklin**

Franklin, WI 53132

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$21,099,050	30.4%	41.7%	0.73	37.7%	0.81	42.1%	0.72	25.9%	1.17
Medical Assistance	\$7,313,743	10.5%	14.0%	0.75	19.7%	0.53	13.2%	0.79	5.7%	1.85
Commercial	\$38,145,549	54.9%	38.1%	1.44	35.4%	1.55	39.8%	1.38	63.1%	0.87
All Other	\$2,893,380	4.2%	6.2%	0.67	7.1%	0.58	4.9%	0.86	5.3%	0.78
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$15,943,127	23.0%	27.4%	0.84	26.8%	0.86	22.9%	1.00	16.4%	1.40
Medical Assistance	\$5,424,227	7.8%	9.6%	0.82	14.1%	0.55	8.4%	0.93	3.9%	2.01
Commercial	\$14,234,477	20.5%	11.6%	1.77	12.3%	1.67	10.2%	2.00	23.3%	0.88
Charity Care	\$570,592	0.8%	1.5%	0.56	1.0%	0.82	1.1%	0.77	0.8%	0.99
All Other	\$1,198,151	1.7%	2.1%	0.81	2.8%	0.61	1.5%	1.17	5.6%	0.31
Total Deductions	\$37,370,574	53.8%	52.1%	1.03	57.0%	0.94	44.0%	1.22	50.1%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		7.0%	3.7%	1.87	2.8%	2.49	3.0%	2.34	4.9%	1.43
Net Gains/Losses as % of Net Income		0.0%	10.6%	N/A	3.8%	N/A	14.3%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$12,892,962	36.1%	45.3%	0.80	37.8%	0.95	49.3%	0.73	33.2%	1.09
Supplies & Services	\$7,121,098	19.9%	42.1%	0.47	48.9%	0.41	36.2%	0.55	21.1%	0.94
Capital Component	\$12,984,061	36.3%	8.5%	4.27	8.1%	4.49	10.2%	3.56	39.5%	0.92
Bad Debt	\$2,765,751	7.7%	4.0%	1.92	5.3%	1.47	4.3%	1.81	6.2%	1.25
<b>Fiscal Statistics</b>										
Operating Margin (%)		-3.7%	7.7%	N/A	7.2%	N/A	7.2%	N/A	-21.0%	0.18
Total Hospital Net Income (%)		-3.7%	8.5%	N/A	7.4%	N/A	8.3%	N/A	-21.0%	0.18
Return on Equity (%)		-1.5%	6.6%	N/A	5.4%	N/A	6.7%	N/A	-5.4%	0.27
Current Ratio		0.0	3.4	0.01	3.1	0.02	1.9	0.03	0.1	0.84
Days in Net Patient Accounts Receivable		50.6	46.5	1.09	43.9	1.15	50.0	1.01	77.5	0.65
Average Payment Period		1,357.7	53.3	25.47	63.4	21.42	102.3	13.27	1,513.0	0.90
Equity Financing (%)		0.0%	60.7%	N/A	58.2%	N/A	59.2%	N/A	0.0%	1.31
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.7	7.4	0.10	6.7	0.11	4.6	0.16	-0.1	N/A
Total Asset Turnover		0.4	0.8	0.51	0.7	0.53	0.8	0.49	0.3	1.53
Average Age of Plant (Years)		2.1	10.2	0.20	10.6	0.20	7.9	0.26	1.2	1.78
Increase (Decrease) Total Net Patient Revenue		23.6%	9.4%	2.52	0.4%	3,288.88	2.3%	10.11	1278.0%	0.02
Outpatient Gross Revenue (% of Total GPR)		84.7%	53.2%	1.59	44.8%	1.89	69.4%	1.22	87.7%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,539	\$12,710	0.59	\$16,410	0.46	\$9,239	0.82	\$8,840	0.85
Inpatient Net Revenue per Day		\$2,249	\$2,917	0.77	\$3,221	0.70	\$2,581	0.87	\$3,152	0.71
Outpatient Net Revenue per Visit		\$555	\$555	1.00	\$655	0.85	\$551	1.01	\$595	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$69,451,722	Cash & Cash Equivalents	\$4,250	Current Liabilities	\$103,097,545
Less Deductions	\$37,370,574	Net Patient Receivables	\$4,447,585	Long-Term Debt	\$0
Net Patient Revenue	\$32,081,148	Other Receivables	\$37,713	Other Liabilities	-\$1,309,522
Plus Other Revenue	\$2,396,544			Subtotal	\$101,788,023
Total Revenue	\$34,477,692	Land, Buildings & Equipment (Net)	\$83,446,134	Unrestricted Fund Balance	-\$13,360,497
Less Expenses	\$35,763,872	Other Assets	\$491,844	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$88,427,526	Total Liabilities & Fund Balance	\$88,427,526
Net Income	-\$1,286,180				

**037 Moundview Memorial Hospital & Clinics, Inc**  
 402 W Lake Street, PO Box 40  
 Friendship, WI 53934  
 608-339-3331

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Adams  
 Analysis Area: North Central (6)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	8.5%	56.1%	0.15	59.8%	0.14	29.0%	0.29	10.5%	0.81
Obstetrics	0.0%	39.1%	N/A	45.6%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	8.5%	55.8%	0.15	60.2%	0.14	30.6%	0.28	10.5%	0.81
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.1	28.4	0.08	23.6	0.09	4.5	0.48	2.6	0.81
Obstetrics	0.0	5.1	N/A	3.8	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	1.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.1	51.6	0.04	44.3	0.05	6.4	0.33	2.6	0.81
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.80	3.7	0.81	3.1	0.96	2.8	1.06
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.9	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.70	4.1	0.74	3.4	0.88	2.8	1.06
<b>Surgical Operations</b>									
Inpatient	6	1,814	0.00	1,372	0.00	196	0.03	8	0.75
Outpatient	478	4,285	0.11	1,829	0.26	1,479	0.32	507	0.94
Inpatient as % of All Surgeries	1.2%	29.7%	0.04	42.9%	0.03	11.7%	0.11	1.6%	0.80
<b>Outpatient Visits</b>									
Non-Emergency Visits	19,285	99,026	0.19	65,846	0.29	24,233	0.80	19,284	1.00
Emergency Visits	4,884	16,365	0.30	14,168	0.34	6,105	0.80	5,185	0.94
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	15.0	0.20	6.4	0.47	2.0	1.50
Nurses, Licensed	20.6	199.5	0.10	147.5	0.14	41.4	0.50	23.4	0.88
Ancillary Nursing Personnel	5.1	37.1	0.14	27.7	0.18	7.6	0.67	5.4	0.95
All Other Personnel	80.4	439.3	0.18	375.8	0.21	93.6	0.86	75.9	1.06
Total FTEs	109.0	694.4	0.16	566.1	0.19	149.0	0.73	106.7	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	19.5	16.6	1.17	15.8	1.23	30.0	0.65	12.0	1.63
Nurses, Licensed	133.9	181.2	0.74	155.2	0.86	193.4	0.69	140.2	0.95
Ancillary Nursing Personnel	33.0	33.7	0.98	29.2	1.13	35.4	0.93	32.1	1.03
All Other Personnel	522.2	399.0	1.31	395.4	1.32	437.6	1.19	454.9	1.15
Total FTEs	708.6	630.6	1.12	595.5	1.19	696.5	1.02	639.2	1.11

**Total Hospital:**

Beds Set Up & Staffed 25  
 Discharges 259  
 Inpatient Days 779

**Contract with:**

Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Beds Set Up & Staffed 2  
 Discharges 65  
 Inpatient Days 856

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**037 Moundview Memorial Hospital & Clinics, Inc**  
 Friendship, WI 53934

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	2	25	259	779	8.5%	2.1	3.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	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	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)	5	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	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	4	1	4.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	9	16	17.6	Occupational Therapists	0	2	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	3	5	5.1	Physical Therapy Assistants/Aides	2	0	2.0
Physician Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	5	0	5.0	All Other Health Professionals	6	0	6.0
Pharmacy Personnel	2	1	2.3	All Other Personnel	34	14	41.2
Clinical Laboratory Personnel	6	1	6.6	<b>Total</b>	<b>88</b>	<b>40</b>	<b>109.0</b>

**037 Moundview Memorial Hospital & Clinics, Inc**  
 Friendship, WI 53934

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$13,879,341	50.6%	41.7%	1.21	48.9%	1.03	44.4%	1.14	52.9%	0.96
Medical Assistance	\$5,496,505	20.0%	14.0%	1.43	13.7%	1.46	11.0%	1.82	14.7%	1.37
Commercial	\$6,221,203	22.7%	38.1%	0.60	32.5%	0.70	40.2%	0.56	24.2%	0.94
All Other	\$1,831,440	6.7%	6.2%	1.07	4.8%	1.39	4.4%	1.51	8.2%	0.81
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,915,231	25.2%	27.4%	0.92	30.2%	0.83	24.1%	1.04	26.6%	0.95
Medical Assistance	\$3,232,225	11.8%	9.6%	1.23	8.9%	1.32	7.5%	1.58	9.4%	1.25
Commercial	\$1,797,093	6.6%	11.6%	0.57	5.4%	1.22	11.0%	0.59	6.4%	1.02
Charity Care	\$360,302	1.3%	1.5%	0.90	1.7%	0.77	1.0%	1.36	1.8%	0.73
All Other	\$25,392	0.1%	2.1%	0.04	0.7%	0.14	1.0%	0.09	0.3%	0.36
Total Deductions	\$12,330,243	45.0%	52.1%	0.86	46.9%	0.96	44.7%	1.01	44.5%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.6%	3.7%	0.44	2.4%	0.69	5.0%	0.33	1.5%	1.07
Net Gains/Losses as % of Net Income		56.1%	10.6%	5.32	14.2%	3.95	8.8%	6.41	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,297,300	48.0%	45.3%	1.06	50.3%	0.95	48.6%	0.99	47.7%	1.01
Supplies & Services	\$5,554,874	36.5%	42.1%	0.87	37.8%	0.97	39.8%	0.92	37.5%	0.97
Capital Component	\$1,233,662	8.1%	8.5%	0.95	8.6%	0.95	8.2%	0.99	8.7%	0.94
Bad Debt	\$1,118,036	7.4%	4.0%	1.83	3.3%	2.20	3.4%	2.19	6.2%	1.20
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.0%	7.7%	0.12	6.4%	0.15	10.0%	0.10	-2.2%	N/A
Total Hospital Net Income (%)		2.2%	8.5%	0.25	7.4%	0.29	10.9%	0.20	-1.6%	N/A
Return on Equity (%)		2.3%	6.6%	0.35	7.1%	0.33	11.4%	0.20	-1.9%	N/A
Current Ratio		1.5	3.4	0.45	2.8	0.54	3.9	0.39	1.3	1.16
Days in Net Patient Accounts Receivable		35.3	46.5	0.76	50.3	0.70	47.7	0.74	38.0	0.93
Average Payment Period		79.3	53.3	1.49	52.0	1.52	36.9	2.15	67.2	1.18
Equity Financing (%)		33.7%	60.7%	0.56	59.6%	0.57	63.7%	0.53	32.9%	1.02
Long-Term Debt to Equity Ratio		1.1	0.3	3.35	0.5	2.49	0.5	2.39	1.4	0.81
Times Interest Earned		2.1	7.4	0.28	5.7	0.37	8.2	0.26	0.3	7.88
Total Asset Turnover		1.1	0.8	1.38	0.9	1.13	1.0	1.02	1.2	0.91
Average Age of Plant (Years)		16.1	10.2	1.58	10.3	1.56	8.8	1.83	12.6	1.27
Increase (Decrease) Total Net Patient Revenue		-4.8%	9.4%	N/A	3.4%	0.23	6.6%	N/A	0.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.1%	53.2%	1.62	51.8%	1.66	70.1%	1.23	84.3%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,609		\$12,710	0.52	\$12,011	0.55	\$10,635	0.62	\$7,036	0.94
Inpatient Net Revenue per Day	\$1,227		\$2,917	0.42	\$2,932	0.42	\$2,744	0.45	\$1,254	0.98
Outpatient Net Revenue per Visit	\$530		\$555	0.96	\$628	0.84	\$566	0.94	\$517	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$27,428,489	Cash & Cash Equivalents	\$2,777,187	Current Liabilities	\$3,207,329
Less Deductions	\$12,330,243	Net Patient Receivables	\$1,461,164	Long-Term Debt	\$5,502,000
Net Patient Revenue	\$15,098,246	Other Receivables	\$29,809	Other Liabilities	\$885,388
Plus Other Revenue	\$252,843			Subtotal	\$9,594,717
Total Revenue	\$15,351,089	Land, Buildings & Equipment (Net)	\$8,618,969	Unrestricted Fund Balance	\$4,873,094
Less Expenses	\$15,203,872	Other Assets	\$1,580,682	Restricted Fund Balance	\$50,940
Non-Operating Gains/Losses	\$188,120			Total Liabilities & Fund Balance	\$14,467,811
Net Income	\$335,337	Total Assets	\$14,467,811		

**195 Orthopaedic Hospital of Wisconsin**  
 475 West River Woods Parkway  
 Glendale, WI 53212  
 414-961-6800

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Partnership

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Occupancy Rate (%)</b>										
Adult Medical-Surgical	0.0%	56.1%	N/A	67.2%	N/A	29.0%	N/A	0.0%	N/A	
Obstetrics	0.0%	39.1%	N/A	45.5%	N/A	14.8%	N/A	0.0%	N/A	
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	1.8%	N/A	0.0%	N/A	
Total Hospital	23.2%	55.8%	0.42	62.9%	0.37	30.6%	0.76	7.2%	3.25	
<b>Average Census (Patients)</b>										
Adult Medical-Surgical	0.0	28.4	N/A	105.6	N/A	4.5	N/A	0.0	N/A	
Obstetrics	0.0	5.1	N/A	21.8	N/A	0.5	N/A	0.0	N/A	
Pediatrics	0.0	2.1	N/A	19.2	N/A	0.0	N/A	0.0	N/A	
Total Hospital	7.0	51.6	0.14	144.2	0.05	6.4	1.09	2.1	3.25	
<b>Average Length of Stay (Days)</b>										
Adult Medical-Surgical	0.0	3.8	N/A	4.4	N/A	3.1	N/A	0.0	N/A	
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.3	N/A	0.0	N/A	
Pediatrics	0.0	2.0	N/A	1.8	N/A	1.7	N/A	0.0	N/A	
Total Hospital	2.8	4.3	0.64	5.1	0.55	3.4	0.82	1.4	2.03	
<b>Surgical Operations</b>										
Inpatient	911	1,814	0.50	5,783	0.16	196	4.65	572	1.59	
Outpatient	7,181	4,285	1.68	9,073	0.79	1,479	4.86	6,790	1.06	
Inpatient as % of All Surgeries	11.3%	29.7%	0.38	38.9%	0.29	11.7%	0.96	7.8%	1.45	
<b>Outpatient Visits</b>										
Non-Emergency Visits	29,463	99,026	0.30	172,594	0.17	24,233	1.22	29,661	0.99	
Emergency Visits	0	16,365	N/A	36,242	N/A	6,105	N/A	0	N/A	
<b>Full-Time Equivalents (FTEs)</b>										
Administrators	6.0	18.3	0.33	41.0	0.15	6.4	0.93	5.0	1.20	
Nurses, Licensed	55.5	199.5	0.28	473.1	0.12	41.4	1.34	34.9	1.59	
Ancillary Nursing Personnel	8.9	37.1	0.24	102.3	0.09	7.6	1.17	0.0	N/A	
All Other Personnel	92.9	439.3	0.21	849.7	0.11	93.6	0.99	70.5	1.32	
Total FTEs	163.3	694.4	0.24	1,466.1	0.11	149.0	1.10	110.4	1.48	
<b>FTEs per 100 Patient Census (Adjusted)</b>										
Administrators	29.2	16.6	1.76	13.8	2.12	30.0	0.97	41.5	0.70	
Nurses, Licensed	269.8	181.2	1.49	158.9	1.70	193.4	1.40	289.9	0.93	
Ancillary Nursing Personnel	43.3	33.7	1.29	34.3	1.26	35.4	1.22	0.0	N/A	
All Other Personnel	452.1	399.0	1.13	285.3	1.58	437.6	1.03	585.4	0.77	
Total FTEs	794.4	630.6	1.26	492.3	1.61	696.5	1.14	916.8	0.87	

**Total Hospital:**  
 Beds Set Up & Staffed 30  
 Discharges 916  
 Inpatient Days 2,544

**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 0  
 Total Births 0  
 Newborn Days 0

**195 Orthopaedic Hospital of Wisconsin**  
Glendale, WI 53212

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	30	916	2,544	23.2%	7.0	2.8
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	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>	3	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	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	3	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	6	0	6.0	Surgical Personnel	19	6	22.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	2	7.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	26	52	55.5	Occupational Therapists	1	4	3.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	12	5	14.5
Ancillary Nursing Personnel	6	4	8.9	Physical Therapy Assistants/Aides	1	1	1.5
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.6
Medical Records Personnel	4	1	4.2	All Other Health Professionals	15	11	20.0
Pharmacy Personnel	1	1	1.1	All Other Personnel	12	3	13.6
Clinical Laboratory Personnel	0	6	2.0	<b>Total</b>	<b>112</b>	<b>97</b>	<b>163.3</b>

**195 Orthopaedic Hospital of Wisconsin**

Glendale, WI 53212

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$23,812,496	22.9%	41.7%	0.55	37.7%	0.61	44.4%	0.52	14.5%	1.58
Medical Assistance	\$8,487,085	8.2%	14.0%	0.58	19.7%	0.41	11.0%	0.74	7.3%	1.12
Commercial	\$70,875,724	68.1%	38.1%	1.79	35.4%	1.92	40.2%	1.70	77.2%	0.88
All Other	\$895,577	0.9%	6.2%	0.14	7.1%	0.12	4.4%	0.20	1.1%	0.81
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$16,847,782	16.2%	27.4%	0.59	26.8%	0.60	24.1%	0.67	10.4%	1.56
Medical Assistance	\$6,929,344	6.7%	9.6%	0.70	14.1%	0.47	7.5%	0.89	5.7%	1.16
Commercial	\$26,410,410	25.4%	11.6%	2.19	12.3%	2.06	11.0%	2.30	28.4%	0.89
Charity Care	\$457,687	0.4%	1.5%	0.30	1.0%	0.44	1.0%	0.45	0.4%	1.22
All Other	\$227,407	0.2%	2.1%	0.10	2.8%	0.08	1.0%	0.21	0.2%	1.24
Total Deductions	\$50,872,630	48.9%	52.1%	0.94	57.0%	0.86	44.7%	1.09	45.0%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.1%	3.7%	0.03	2.8%	0.04	5.0%	0.02	0.1%	1.90
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	3.8%	0.03	8.8%	0.02	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$11,711,078	36.6%	45.3%	0.81	37.8%	0.97	48.6%	0.75	41.6%	0.88
Supplies & Services	\$16,220,146	50.7%	42.1%	1.20	48.9%	1.04	39.8%	1.28	45.6%	1.11
Capital Component	\$3,121,042	9.8%	8.5%	1.15	8.1%	1.21	8.2%	1.19	9.8%	1.00
Bad Debt	\$921,049	2.9%	4.0%	0.72	5.3%	0.55	3.4%	0.86	3.0%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)		40.0%	7.7%	5.20	7.2%	5.57	10.0%	3.99	45.0%	0.89
Total Hospital Net Income (%)		40.0%	8.5%	4.69	7.4%	5.38	10.9%	3.68	44.6%	0.90
Return on Equity (%)		37.9%	6.6%	5.71	5.4%	6.96	11.4%	3.31	28.4%	1.33
Current Ratio		5.2	3.4	1.54	3.1	1.69	3.9	1.33	4.8	1.08
Days in Net Patient Accounts Receivable		53.5	46.5	1.15	43.9	1.22	47.7	1.12	69.8	0.77
Average Payment Period		49.3	53.3	0.92	63.4	0.78	36.9	1.33	81.3	0.61
Equity Financing (%)		53.8%	60.7%	0.89	58.2%	0.93	63.7%	0.85	39.8%	1.35
Long-Term Debt to Equity Ratio		0.7	0.3	2.09	0.3	2.78	0.5	1.49	1.3	0.55
Times Interest Earned		26.5	7.4	3.61	6.7	3.97	8.2	3.25	59.2	0.45
Total Asset Turnover		0.9	0.8	1.23	0.7	1.30	1.0	0.91	0.6	1.47
Average Age of Plant (Years)		2.1	10.2	0.21	10.6	0.20	8.8	0.24	3.8	0.55
Increase (Decrease) Total Net Patient Revenue		43.6%	9.4%	4.64	0.4%	18.89	6.6%	6.64	7.3%	5.94
Outpatient Gross Revenue (% of Total GPR)		66.1%	53.2%	1.24	44.8%	1.48	70.1%	0.94	82.2%	0.80
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$19,310		\$12,710	1.52	\$16,410	1.18	\$10,635	1.82	\$11,738	1.65
Inpatient Net Revenue per Day	\$6,953		\$2,917	2.38	\$3,221	2.16	\$2,744	2.53	\$8,575	0.81
Outpatient Net Revenue per Visit	\$1,205		\$555	2.17	\$655	1.84	\$566	2.13	\$1,023	1.18

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$104,070,882	Cash & Cash Equivalents	\$12,472,755	Current Liabilities	\$4,037,571
Less Deductions	\$50,872,630	Net Patient Receivables	\$7,797,311	Long-Term Debt	\$21,338,333
Net Patient Revenue	\$53,198,252	Other Receivables	\$0	Other Liabilities	\$615,794
Plus Other Revenue	\$64,143			Subtotal	\$25,991,698
Total Revenue	\$53,262,395	Land, Buildings & Equipment (Net)	\$35,108,043	Unrestricted Fund Balance	\$30,326,682
Less Expenses	\$31,973,315	Other Assets	\$940,271	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$28,082			Total Liabilities & Fund Balance	\$56,318,380
Net Income	\$21,317,162	Total Assets	\$56,318,380		

**038 Burnett Medical Center**  
 257 W St George Avenue  
 Grantsburg, WI 54840  
 715-463-5353

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Burnett  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	22.0%	56.1%	0.39	28.8%	0.76	29.0%	0.76	23.5%	0.94
Obstetrics	9.7%	39.1%	0.25	18.1%	0.01	14.8%	0.66	12.5%	0.78
Pediatrics	0.0%	48.6%	N/A	1.3%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	20.3%	55.8%	0.36	27.9%	0.73	30.6%	0.66	22.4%	0.91
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.3	28.4	0.12	5.5	0.60	4.5	0.74	3.5	0.94
Obstetrics	0.2	5.1	0.04	0.7	0.30	0.5	0.39	0.2	0.78
Pediatrics	0.0	2.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	51.6	0.07	7.0	0.49	6.4	0.54	3.8	0.91
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.8	0.76	3.0	0.95	3.1	0.91	2.9	1.00
Obstetrics	2.0	2.4	0.83	2.2	0.91	2.3	0.87	2.0	1.03
Pediatrics	0.0	2.0	N/A	1.5	N/A	1.7	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.64	2.9	0.96	3.4	0.81	2.8	0.99
<b>Surgical Operations</b>									
Inpatient	38	1,814	0.02	101	0.38	196	0.19	60	0.63
Outpatient	788	4,285	0.18	937	0.84	1,479	0.53	775	1.02
Inpatient as % of All Surgeries	4.6%	29.7%	0.15	9.8%	0.47	11.7%	0.39	7.2%	0.64
<b>Outpatient Visits</b>									
Non-Emergency Visits	34,152	99,026	0.34	20,099	1.70	24,233	1.41	32,667	1.05
Emergency Visits	4,008	16,365	0.24	7,479	0.54	6,105	0.66	4,004	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.3	0.22	2.9	1.40	6.4	0.62	4.0	1.00
Nurses, Licensed	35.3	199.5	0.18	48.4	0.73	41.4	0.85	32.7	1.08
Ancillary Nursing Personnel	0.0	37.1	N/A	7.8	N/A	7.6	N/A	0.0	N/A
All Other Personnel	90.0	439.3	0.20	119.8	0.75	93.6	0.96	88.4	1.02
Total FTEs	129.3	694.4	0.19	178.7	0.72	149.0	0.87	125.1	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	19.7	16.6	1.19	9.8	2.00	30.0	0.66	17.9	1.10
Nurses, Licensed	173.8	181.2	0.96	166.7	1.04	193.4	0.90	146.5	1.19
Ancillary Nursing Personnel	0.0	33.7	N/A	26.7	N/A	35.4	N/A	0.0	N/A
All Other Personnel	442.5	399.0	1.11	412.7	1.07	437.6	1.01	396.3	1.12
Total FTEs	636.0	630.6	1.01	616.0	1.03	696.5	0.91	560.8	1.13

**Total Hospital:**  
 Beds Set Up & Staffed 17  
 Discharges 455  
 Inpatient Days 1,260

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 59  
 Inpatient Days 541

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 46  
 Newborn Days 98

**038 Burnett Medical Center**  
Grantsburg, WI 54840

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	420	1,204	22.0%	3.3	2.9
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	2	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	2	35	71	9.7%	0.2	2.0
<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	2	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	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)	5	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	4	0	4.0	Surgical Personnel	0	2	0.6
Physicians & Dentists	4	1	4.2	Radiological Services Personnel	4	1	4.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	14	21	24.5	Occupational Therapists	0	1	0.6
Certified Nurse Midwives	0	1	0.6	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	7	8.0	Physical Therapists	2	1	2.4
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Physician Assistants	1	1	1.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	2	1	2.3	Social Workers	0	2	1.0
Medical Records Personnel	4	8	9.5	All Other Health Professionals	2	0	2.0
Pharmacy Personnel	3	1	3.3	All Other Personnel	37	28	52.5
Clinical Laboratory Personnel	6	0	6.0	<b>Total</b>	<b>87</b>	<b>76</b>	<b>129.3</b>

**038 Burnett Medical Center**  
Grantsburg, WI 54840

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$13,898,695	47.1%	41.7%	1.13	44.0%	1.07	44.4%	1.06	45.0%	1.05
Medical Assistance	\$5,119,938	17.4%	14.0%	1.24	20.2%	0.86	11.0%	1.58	15.0%	1.16
Commercial	\$8,533,150	28.9%	38.1%	0.76	28.4%	1.02	40.2%	0.72	32.9%	0.88
All Other	\$1,936,969	6.6%	6.2%	1.05	7.4%	0.88	4.4%	1.49	7.2%	0.92
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,712,571	22.8%	27.4%	0.83	17.9%	1.28	24.1%	0.94	21.8%	1.04
Medical Assistance	\$3,090,908	10.5%	9.6%	1.10	11.9%	0.88	7.5%	1.40	10.0%	1.05
Commercial	\$1,941,686	6.6%	11.6%	0.57	4.2%	1.55	11.0%	0.60	8.2%	0.80
Charity Care	\$184,320	0.6%	1.5%	0.43	0.6%	1.11	1.0%	0.65	1.0%	0.63
All Other	\$583,655	2.0%	2.1%	0.93	2.3%	0.87	1.0%	1.89	2.0%	1.00
Total Deductions	\$12,513,140	42.4%	52.1%	0.81	36.8%	1.15	44.7%	0.95	43.0%	0.99
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.0%	3.7%	0.27	2.0%	0.51	5.0%	0.20	0.8%	1.22
Net Gains/Losses as % of Net Income		24.9%	10.6%	2.36	9.0%	2.78	8.8%	2.85	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,969,674	46.9%	45.3%	1.03	55.9%	0.84	48.6%	0.96	50.0%	0.94
Supplies & Services	\$5,831,150	34.3%	42.1%	0.81	29.5%	1.16	39.8%	0.86	32.6%	1.05
Capital Component	\$2,220,536	13.1%	8.5%	1.54	8.6%	1.52	8.2%	1.59	13.4%	0.98
Bad Debt	\$980,175	5.8%	4.0%	1.43	6.0%	0.96	3.4%	1.71	4.1%	1.42
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.9%	7.7%	0.11	8.9%	0.10	10.0%	0.09	-0.3%	N/A
Total Hospital Net Income (%)		1.1%	8.5%	0.13	9.7%	0.12	10.9%	0.11	-0.1%	N/A
Return on Equity (%)		0.8%	6.6%	0.12	9.2%	0.08	11.4%	0.07	0.0%	N/A
Current Ratio		3.7	3.4	1.10	3.9	0.94	3.9	0.95	3.9	0.95
Days in Net Patient Accounts Receivable		61.5	46.5	1.32	56.0	1.10	47.7	1.29	66.6	0.92
Average Payment Period		52.2	53.3	0.98	61.2	0.85	36.9	1.41	51.1	1.02
Equity Financing (%)		29.7%	60.7%	0.49	54.8%	0.54	63.7%	0.47	30.6%	0.97
Long-Term Debt to Equity Ratio		2.1	0.3	6.10	0.3	6.38	0.5	4.35	2.0	1.03
Times Interest Earned		1.3	7.4	0.17	8.8	0.14	8.2	0.15	1.0	1.28
Total Asset Turnover		0.7	0.8	0.87	0.9	0.71	1.0	0.64	0.6	1.10
Average Age of Plant (Years)		6.9	10.2	0.67	10.6	0.65	8.8	0.78	6.6	1.04
Increase (Decrease) Total Net Patient Revenue		7.3%	9.4%	0.78	3.4%	3.25	6.6%	1.11	11.2%	0.65
Outpatient Gross Revenue (% of Total GPR)		83.0%	53.2%	1.56	75.7%	1.10	70.1%	1.18	82.9%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,703	\$12,710	0.53	\$8,317	0.81	\$10,635	0.63	\$6,120	1.10	
Inpatient Net Revenue per Day	\$1,886	\$2,917	0.65	\$2,169	0.87	\$2,744	0.69	\$1,919	0.98	
Outpatient Net Revenue per Visit	\$354	\$555	0.64	\$653	0.54	\$566	0.63	\$344	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$29,488,752	Cash & Cash Equivalents	\$4,257,551	Current Liabilities	\$2,259,107
Less Deductions	\$12,513,140	Net Patient Receivables	\$2,860,043	Long-Term Debt	\$15,633,075
Net Patient Revenue	\$16,975,612	Other Receivables	\$342,579	Other Liabilities	\$131,702
Plus Other Revenue	\$173,832			Subtotal	\$18,023,884
Total Revenue	\$17,149,444	Land, Buildings & Equipment (Net)	\$16,841,821	Unrestricted Fund Balance	\$7,615,954
Less Expenses	\$17,001,535	Other Assets	\$1,337,844	Restricted Fund Balance	\$6,614
Non-Operating Gains/Losses	\$49,150			Total Liabilities & Fund Balance	\$25,639,838
Net Income	\$197,059	Total Assets	\$25,639,838		

**197 Aurora BayCare Medical Center in Green Bay**  
 PO Box 8900, 2845 Greenbrier Drive  
 Green Bay, WI 54308  
 920-288-8000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Partnership

County: Brown  
 Analysis Area: Northeastern (4)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	52.4%	56.1%	0.93	47.4%	1.11	57.4%	0.91	52.4%	1.00
Obstetrics	52.0%	39.1%	1.33	34.4%	0.35	36.2%	1.44	53.3%	0.98
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	72.7%	N/A	5.7%	0.00
Total Hospital	56.8%	55.8%	1.02	46.8%	1.21	56.5%	1.00	46.2%	1.23
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	46.1	28.4	1.62	26.2	1.76	44.8	1.03	46.1	1.00
Obstetrics	12.0	5.1	2.33	4.1	2.91	7.9	1.52	12.3	0.98
Pediatrics	0.0	2.1	N/A	0.6	N/A	7.6	N/A	0.5	0.00
Total Hospital	90.3	51.6	1.75	44.5	2.03	93.3	0.97	77.2	1.17
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.83	3.3	0.93	3.6	0.87	3.0	1.04
Obstetrics	2.7	2.4	1.11	2.5	1.09	2.5	1.07	3.0	0.91
Pediatrics	0.0	2.0	N/A	2.8	N/A	1.8	N/A	2.2	0.00
Total Hospital	4.0	4.3	0.93	3.9	1.02	4.3	0.94	3.5	1.14
<b>Surgical Operations</b>									
Inpatient	3,609	1,814	1.99	1,471	2.45	2,986	1.21	3,701	0.98
Outpatient	20,206	4,285	4.72	5,506	3.67	7,509	2.69	19,683	1.03
Inpatient as % of All Surgeries	15.2%	29.7%	0.51	21.1%	0.72	28.5%	0.53	15.8%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	141,851	99,026	1.43	115,237	1.23	180,410	0.79	133,394	1.06
Emergency Visits	16,076	16,365	0.98	18,558	0.87	28,916	0.56	25,205	0.64
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	18.3	0.38	18.9	0.37	27.9	0.25	8.0	0.88
Nurses, Licensed	345.5	199.5	1.73	197.7	1.75	340.4	1.01	339.7	1.02
Ancillary Nursing Personnel	14.4	37.1	0.39	22.8	0.63	53.1	0.27	16.8	0.85
All Other Personnel	841.4	439.3	1.92	476.4	1.77	767.4	1.10	791.7	1.06
Total FTEs	1,208.3	694.4	1.74	718.0	1.68	1,190.2	1.02	1,156.2	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.5	16.6	0.21	15.5	0.22	14.4	0.24	4.8	0.73
Nurses, Licensed	171.1	181.2	0.94	162.1	1.06	176.2	0.97	202.3	0.85
Ancillary Nursing Personnel	7.1	33.7	0.21	18.7	0.38	27.5	0.26	10.0	0.71
All Other Personnel	416.7	399.0	1.04	390.5	1.07	397.2	1.05	471.6	0.88
Total FTEs	598.3	630.6	0.95	588.6	1.02	616.1	0.97	688.6	0.87

**Total Hospital:**  
 Beds Set Up & Staffed 159  
 Discharges 8,261  
 Inpatient Days 32,966

**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 26  
 Total Births 1,704  
 Newborn Days 2,977

**197 Aurora BayCare Medical Center in Green Bay**  
Green Bay, WI 54308

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	88	5,401	16,831	52.4%	46.1	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	97	1,379	63.0%	3.8	14.2
Hospice	2	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	23	1,611	4,364	52.0%	12.0	2.7
<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	1	24	862	5,456	62.3%	14.9	6.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	290	4,936	75.1%	13.5	17.0
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	7	0	7.0	Surgical Personnel	25	10	32.6
Physicians & Dentists	44	0	44.0	Radiological Services Personnel	56	22	67.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	20	12	24.7
Registered Nurses	283	118	343.5	Occupational Therapists	8	1	8.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	24	2	24.4
Ancillary Nursing Personnel	14	2	14.4	Physical Therapy Assistants/Aides	5	6	7.3
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	8	5	8.9
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	4	0	4.0
Medical Records Personnel	21	12	26.5	All Other Health Professionals	179	80	212.1
Pharmacy Personnel	23	9	26.7	All Other Personnel	257	171	353.6
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>981</b>	<b>452</b>	<b>1,208.3</b>

**197 Aurora BayCare Medical Center in Green Bay**

Green Bay, WI 54308

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$179,409,017	34.0%	41.7%	0.82	42.4%	0.80	38.1%	0.89	33.9%	1.01
Medical Assistance	\$61,661,670	11.7%	14.0%	0.84	11.4%	1.03	17.9%	0.65	9.5%	1.23
Commercial	\$237,839,556	45.1%	38.1%	1.18	39.0%	1.16	38.1%	1.18	47.4%	0.95
All Other	\$48,084,695	9.1%	6.2%	1.46	7.2%	1.27	5.9%	1.56	9.2%	0.99
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$128,759,718	24.4%	27.4%	0.89	28.2%	0.87	25.6%	0.95	24.0%	1.02
Medical Assistance	\$44,520,120	8.4%	9.6%	0.88	8.1%	1.04	12.1%	0.70	5.7%	1.47
Commercial	\$66,581,693	12.6%	11.6%	1.09	11.7%	1.08	11.2%	1.13	12.7%	1.00
Charity Care	\$5,868,918	1.1%	1.5%	0.76	1.6%	0.70	1.5%	0.75	1.0%	1.10
All Other	\$27,072,415	5.1%	2.1%	2.42	2.7%	1.92	2.4%	2.18	5.2%	0.99
Total Deductions	\$272,802,864	51.8%	52.1%	0.99	52.3%	0.99	52.8%	0.98	48.6%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.6%	3.7%	0.97	2.9%	1.24	6.6%	0.54	3.6%	1.00
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	16.6%	0.00	14.8%	0.01	0.0%	8.90
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$82,833,101	40.5%	45.3%	0.89	48.5%	0.84	43.8%	0.93	40.2%	1.01
Supplies & Services	\$89,401,916	43.7%	42.1%	1.04	38.0%	1.15	44.1%	0.99	43.0%	1.02
Capital Component	\$25,261,008	12.4%	8.5%	1.45	9.8%	1.26	8.6%	1.43	13.3%	0.93
Bad Debt	\$6,917,698	3.4%	4.0%	0.84	3.7%	0.90	3.5%	0.98	3.5%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)		22.5%	7.7%	2.92	9.3%	2.43	8.9%	2.52	22.5%	1.00
Total Hospital Net Income (%)		22.5%	8.5%	2.64	10.9%	2.06	10.3%	2.18	22.5%	1.00
Return on Equity (%)		18.7%	6.6%	2.83	8.5%	2.22	7.5%	2.51	18.0%	1.04
Current Ratio		2.9	3.4	0.84	3.1	0.93	3.3	0.86	3.8	0.76
Days in Net Patient Accounts Receivable		46.4	46.5	1.00	47.3	0.98	46.9	0.99	47.0	0.99
Average Payment Period		101.2	53.3	1.90	66.5	1.52	55.5	1.82	77.0	1.31
Equity Financing (%)		42.4%	60.7%	0.70	58.7%	0.72	60.9%	0.70	40.8%	1.04
Long-Term Debt to Equity Ratio		1.0	0.3	2.84	0.4	2.35	0.4	2.69	1.1	0.83
Times Interest Earned		8.1	7.4	1.10	7.8	1.03	8.5	0.96	7.0	1.16
Total Asset Turnover		0.8	0.8	1.08	0.8	1.09	0.7	1.17	0.8	1.04
Average Age of Plant (Years)		7.8	10.2	0.76	10.2	0.76	9.4	0.83	7.5	1.03
Increase (Decrease) Total Net Patient Revenue		2.6%	9.4%	0.28	4.1%	2.94	1.9%	1.40	12.2%	0.21
Outpatient Gross Revenue (% of Total GPR)		55.3%	53.2%	1.04	60.7%	0.91	51.7%	1.07	54.0%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$13,043	\$12,710	1.03	\$11,067	1.18	\$12,409	1.05	\$13,533	0.96
Inpatient Net Revenue per Day		\$3,269	\$2,917	1.12	\$2,824	1.16	\$2,910	1.12	\$3,869	0.84
Outpatient Net Revenue per Visit		\$927	\$555	1.67	\$547	1.70	\$491	1.89	\$875	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$526,994,938	Cash & Cash Equivalents	\$5,918,686	Current Liabilities	\$53,296,383
Less Deductions	\$272,802,864	Net Patient Receivables	\$32,294,650	Long-Term Debt	\$128,256,024
Net Patient Revenue	\$254,192,074	Other Receivables	\$41,112	Other Liabilities	\$676,303
Plus Other Revenue	\$9,485,102			Subtotal	\$182,228,710
Total Revenue	\$263,677,176	Land, Buildings & Equipment (Net)	\$158,620,869	Unrestricted Fund Balance	\$134,373,644
Less Expenses	\$204,413,723	Other Assets	\$119,727,037	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$45,588			Total Liabilities & Fund Balance	\$316,602,354
Net Income	\$59,309,041	Total Assets	\$316,602,354		

**039 Bellin Hospital**  
 744 S Webster Ave, PO Box 23400  
 Green Bay, WI 54305  
 920-433-3500

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Brown  
 Analysis Area: Northeastern (4)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	40.1%	56.1%	0.71	47.4%	0.85	68.8%	0.58	53.7%	0.75
Obstetrics	42.6%	39.1%	1.09	34.4%	0.28	49.6%	0.86	41.2%	1.03
Pediatrics	8.7%	48.6%	0.18	15.8%	0.55	35.5%	0.24	7.9%	1.10
Total Hospital	38.5%	55.8%	0.69	46.8%	0.82	65.5%	0.59	43.7%	0.88
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	48.5	28.4	1.71	26.2	1.85	104.2	0.47	45.1	1.08
Obstetrics	9.8	5.1	1.91	4.1	2.39	16.5	0.59	9.5	1.03
Pediatrics	2.1	2.1	1.01	0.6	3.21	4.1	1.01	1.9	1.10
Total Hospital	90.8	51.6	1.76	44.5	2.04	204.9	0.44	86.9	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.8	0.74	3.3	0.82	4.1	0.67	3.2	0.86
Obstetrics	2.8	2.4	1.16	2.5	1.14	2.5	1.14	2.6	1.08
Pediatrics	2.0	2.0	0.96	2.8	0.70	3.1	0.63	1.8	1.10
Total Hospital	4.1	4.3	0.95	3.9	1.05	4.8	0.86	3.9	1.05
<b>Surgical Operations</b>									
Inpatient	3,839	1,814	2.12	1,471	2.61	7,205	0.53	3,699	1.04
Outpatient	12,385	4,285	2.89	5,506	2.25	13,979	0.89	11,652	1.06
Inpatient as % of All Surgeries	23.7%	29.7%	0.80	21.1%	1.12	34.0%	0.70	24.1%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	558,778	99,026	5.64	115,237	4.85	311,290	1.80	526,284	1.06
Emergency Visits	32,937	16,365	2.01	18,558	1.77	40,915	0.81	30,621	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	16.0	18.3	0.88	18.9	0.85	53.8	0.30	10.0	1.60
Nurses, Licensed	614.4	199.5	3.08	197.7	3.11	734.0	0.84	570.8	1.08
Ancillary Nursing Personnel	61.5	37.1	1.66	22.8	2.69	146.6	0.42	51.5	1.19
All Other Personnel	1,368.3	439.3	3.11	476.4	2.87	1,446.3	0.95	1,273.8	1.07
Total FTEs	2,060.1	694.4	2.97	718.0	2.87	2,380.8	0.87	1,906.1	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.3	16.6	0.38	15.5	0.41	13.9	0.45	4.2	1.51
Nurses, Licensed	241.5	181.2	1.33	162.1	1.49	189.6	1.27	237.0	1.02
Ancillary Nursing Personnel	24.2	33.7	0.72	18.7	1.29	37.9	0.64	21.4	1.13
All Other Personnel	537.8	399.0	1.35	390.5	1.38	373.7	1.44	529.0	1.02
Total FTEs	809.7	630.6	1.28	588.6	1.38	615.1	1.32	791.5	1.02

**Total Hospital:**  
 Beds Set Up & Staffed 236  
 Discharges 8,091  
 Inpatient Days 33,148

**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 33  
 Total Births 1,229  
 Newborn Days 2,648

**039 Bellin Hospital**  
Green Bay, WI 54305

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	121	6,408	17,699	40.1%	48.5	2.8
Orthopedic	1	30	1,631	4,404	40.2%	12.1	2.7
Rehabilitation & Physical Medicine	1	15	260	3,306	60.4%	9.1	12.7
Hospice	5	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>	1	24	388	761	8.7%	2.1	2.0
<b>Obstetrics</b>	1	23	1,270	3,580	42.6%	9.8	2.8
<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	1	23	1,874	3,398	40.5%	9.3	1.8
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)	5	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	16	0	16.0	Surgical Personnel	37	24	50.9
Physicians & Dentists	73	11	79.8	Radiological Services Personnel	52	15	60.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	10	9.7
Registered Nurses	299	339	512.0	Occupational Therapists	7	10	11.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	32	52	62.0	Physical Therapists	24	15	31.2
Ancillary Nursing Personnel	19	78	61.5	Physical Therapy Assistants/Aides	11	7	15.5
Physician Assistants	14	11	19.6	Recreational Therapists	0	0	0.0
Nurse Practitioners	16	8	19.5	Dietitians & Nutritionists	6	4	8.3
Certified Registered Nurse Anesthetists	14	6	16.9	Psychologists	0	0	0.0
Clinical Nurse Specialists	3	2	4.0	Social Workers	0	0	0.0
Medical Records Personnel	19	12	26.2	All Other Health Professionals	204	98	262.9
Pharmacy Personnel	23	10	30.0	All Other Personnel	538	307	716.1
Clinical Laboratory Personnel	33	19	46.4	<b>Total</b>	<b>1,443</b>	<b>1,038</b>	<b>2,060.1</b>

**039 Bellin Hospital**  
Green Bay, WI 54305

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$234,074,027	39.5%	41.7%	0.95	42.4%	0.93	42.2%	0.94	39.1%	1.01
Medical Assistance	\$58,807,507	9.9%	14.0%	0.71	11.4%	0.87	12.9%	0.77	8.0%	1.24
Commercial	\$269,595,803	45.5%	38.1%	1.19	39.0%	1.17	38.1%	1.19	47.7%	0.95
All Other	\$30,114,327	5.1%	6.2%	0.81	7.2%	0.71	6.8%	0.75	5.2%	0.98
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$147,727,599	24.9%	27.4%	0.91	28.2%	0.88	28.5%	0.87	24.6%	1.01
Medical Assistance	\$41,851,862	7.1%	9.6%	0.74	8.1%	0.87	9.0%	0.78	4.8%	1.48
Commercial	\$78,661,274	13.3%	11.6%	1.15	11.7%	1.13	12.3%	1.08	14.1%	0.94
Charity Care	\$7,771,438	1.3%	1.5%	0.90	1.6%	0.82	1.6%	0.83	1.4%	0.94
All Other	\$8,897,562	1.5%	2.1%	0.71	2.7%	0.56	2.2%	0.67	1.2%	1.24
Total Deductions	\$284,909,735	48.1%	52.1%	0.92	52.3%	0.92	53.6%	0.90	46.1%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.9%	3.7%	0.78	2.9%	1.00	2.3%	1.24	2.6%	1.11
Net Gains/Losses as % of Net Income		5.3%	10.6%	0.50	16.6%	0.32	4.9%	1.07	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$151,114,052	51.9%	45.3%	1.15	48.5%	1.07	44.0%	1.18	51.9%	1.00
Supplies & Services	\$97,711,070	33.6%	42.1%	0.80	38.0%	0.88	43.9%	0.77	35.2%	0.95
Capital Component	\$31,772,911	10.9%	8.5%	1.28	9.8%	1.11	7.8%	1.39	10.6%	1.03
Bad Debt	\$10,464,280	3.6%	4.0%	0.89	3.7%	0.96	4.2%	0.85	2.3%	1.57
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.1%	7.7%	1.06	9.3%	0.88	7.4%	1.09	6.0%	1.36
Total Hospital Net Income (%)		8.5%	8.5%	1.00	10.9%	0.78	7.8%	1.10	3.8%	2.25
Return on Equity (%)		8.6%	6.6%	1.29	8.5%	1.01	6.4%	1.35	3.8%	2.27
Current Ratio		2.7	3.4	0.79	3.1	0.87	3.6	0.73	2.5	1.07
Days in Net Patient Accounts Receivable		43.7	46.5	0.94	47.3	0.92	45.0	0.97	43.6	1.00
Average Payment Period		55.5	53.3	1.04	66.5	0.83	48.2	1.15	47.5	1.17
Equity Financing (%)		57.2%	60.7%	0.94	58.7%	0.97	61.3%	0.93	53.4%	1.07
Long-Term Debt to Equity Ratio		0.5	0.3	1.54	0.4	1.27	0.3	1.90	0.6	0.93
Times Interest Earned		5.6	7.4	0.77	7.8	0.72	9.3	0.61	3.0	1.90
Total Asset Turnover		1.0	0.8	1.30	0.8	1.31	0.8	1.23	1.0	0.98
Average Age of Plant (Years)		8.9	10.2	0.87	10.2	0.87	11.4	0.78	8.6	1.04
Increase (Decrease) Total Net Patient Revenue		7.9%	9.4%	0.84	4.1%	3.07	18.7%	0.42	12.7%	0.62
Outpatient Gross Revenue (% of Total GPR)		64.3%	53.2%	1.21	60.7%	1.06	47.1%	1.37	63.9%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$13,043	\$12,710	1.03	\$11,067	1.18	\$14,659	0.89	\$11,402	1.14
Inpatient Net Revenue per Day		\$3,184	\$2,917	1.09	\$2,824	1.13	\$3,060	1.04	\$2,925	1.09
Outpatient Net Revenue per Visit		\$342	\$555	0.62	\$547	0.62	\$582	0.59	\$346	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$592,591,664	Cash & Cash Equivalents	\$58,569,582	Current Liabilities	\$41,849,565
Less Deductions	\$284,909,735	Net Patient Receivables	\$36,873,649	Long-Term Debt	\$93,827,037
Net Patient Revenue	\$307,681,929	Other Receivables	\$817,899	Other Liabilities	\$261,392
Plus Other Revenue	\$9,145,721			Subtotal	\$135,937,994
Total Revenue	\$316,827,650	Land, Buildings & Equipment (Net)	\$120,244,372	Unrestricted Fund Balance	\$181,459,637
Less Expenses	\$291,062,313	Other Assets	\$100,892,129	Restricted Fund Balance	\$2,831,596
Non-Operating Gains/Losses	\$1,439,921			Total Liabilities & Fund Balance	\$317,397,631
Net Income	\$27,205,258	Total Assets	\$317,397,631		

**041 St Mary's Hospital Medical Center**  
 1726 Shawano Avenue  
 Green Bay, WI 54303  
 920-498-4200

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Brown  
 Analysis Area: Northeastern (4)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.3%	56.1%	1.02	47.4%	1.21	48.7%	1.18	56.9%	1.01
Obstetrics	36.1%	39.1%	0.92	34.4%	0.13	30.4%	1.19	42.3%	0.85
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	52.8%	55.8%	0.95	46.8%	1.13	45.2%	1.17	53.6%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	36.1	28.4	1.27	26.2	1.38	21.2	1.70	35.8	1.01
Obstetrics	4.3	5.1	0.84	4.1	1.06	3.1	1.39	5.1	0.85
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.1	N/A	0.3	0.00
Total Hospital	43.8	51.6	0.85	44.5	0.99	35.3	1.24	44.5	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.8	0.99	3.3	1.11	3.5	1.06	3.7	1.02
Obstetrics	2.5	2.4	1.02	2.5	1.00	2.3	1.09	2.5	1.01
Pediatrics	0.0	2.0	N/A	2.8	N/A	1.8	N/A	2.7	0.00
Total Hospital	3.4	4.3	0.78	3.9	0.86	3.7	0.92	3.3	1.02
<b>Surgical Operations</b>									
Inpatient	1,466	1,814	0.81	1,471	1.00	1,018	1.44	1,510	0.97
Outpatient	3,408	4,285	0.80	5,506	0.62	2,892	1.18	3,496	0.97
Inpatient as % of All Surgeries	30.1%	29.7%	1.01	21.1%	1.43	26.0%	1.16	30.2%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	62,973	99,026	0.64	115,237	0.55	80,704	0.78	49,842	1.26
Emergency Visits	36,403	16,365	2.22	18,558	1.96	16,917	2.15	35,701	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.0	18.3	0.55	18.9	0.53	14.8	0.68	11.0	0.91
Nurses, Licensed	178.7	199.5	0.90	197.7	0.90	134.4	1.33	181.0	0.99
Ancillary Nursing Personnel	6.4	37.1	0.17	22.8	0.28	23.3	0.27	5.4	1.18
All Other Personnel	348.8	439.3	0.79	476.4	0.73	356.2	0.98	349.3	1.00
Total FTEs	543.9	694.4	0.78	718.0	0.76	528.7	1.03	546.7	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.9	16.6	0.60	15.5	0.64	15.1	0.66	11.7	0.85
Nurses, Licensed	177.0	181.2	0.98	162.1	1.09	137.3	1.29	192.0	0.92
Ancillary Nursing Personnel	6.3	33.7	0.19	18.7	0.34	23.8	0.27	5.8	1.10
All Other Personnel	345.5	399.0	0.87	390.5	0.88	363.9	0.95	370.4	0.93
Total FTEs	538.8	630.6	0.85	588.6	0.92	540.2	1.00	579.7	0.93

**Total Hospital:**  
 Beds Set Up & Staffed 83  
 Discharges 4,748  
 Inpatient Days 16,001

**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 12  
 Total Births 658  
 Newborn Days 1,415

**041 St Mary's Hospital Medical Center**  
Green Bay, WI 54303

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	63	3,554	13,186	57.3%	36.1	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	1	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	12	637	1,583	36.1%	4.3	2.5
<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	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	8	557	1,357	46.5%	3.7	2.4
Step-Down (Special Care)	5	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	10	0	10.0	Surgical Personnel	1	14	11.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	42	37.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	5	9.5
Registered Nurses	17	180	158.2	Occupational Therapists	0	1	0.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	17	12.0	Physical Therapists	3	7	7.7
Ancillary Nursing Personnel	0	7	6.4	Physical Therapy Assistants/Aides	0	9	5.4
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	1	4	4.0
Certified Registered Nurse Anesthetists	6	1	6.5	Psychologists	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	Social Workers	0	0	0.0
Medical Records Personnel	14	16	28.0	All Other Health Professionals	3	6	7.9
Pharmacy Personnel	2	12	10.9	All Other Personnel	82	164	190.4
Clinical Laboratory Personnel	21	21	36.2	<b>Total</b>	<b>173</b>	<b>506</b>	<b>543.9</b>

**041 St Mary's Hospital Medical Center**  
Green Bay, WI 54303

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area <sup>4</sup>		Volume Group <sup>5</sup>		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$100,566,999	43.0%	41.7%	1.03	42.4%	1.01	45.1%	0.95	42.1%	1.02
Medical Assistance	\$26,303,416	11.2%	14.0%	0.80	11.4%	0.99	11.7%	0.96	10.5%	1.07
Commercial	\$90,603,665	38.7%	38.1%	1.02	39.0%	0.99	37.9%	1.02	42.1%	0.92
All Other	\$16,488,278	7.0%	6.2%	1.13	7.2%	0.98	5.3%	1.34	5.3%	1.32
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$68,985,116	29.5%	27.4%	1.08	28.2%	1.05	30.2%	0.98	28.1%	1.05
Medical Assistance	\$15,795,709	6.8%	9.6%	0.71	8.1%	0.83	7.9%	0.86	5.2%	1.31
Commercial	\$30,942,696	13.2%	11.6%	1.14	11.7%	1.13	11.1%	1.20	14.4%	0.92
Charity Care	\$3,004,716	1.3%	1.5%	0.88	1.6%	0.81	1.2%	1.03	1.5%	0.85
All Other	\$6,843,843	2.9%	2.1%	1.38	2.7%	1.09	1.7%	1.70	0.9%	3.18
Total Deductions	\$125,572,080	53.7%	52.1%	1.03	52.3%	1.03	52.1%	1.03	50.1%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.8%	3.7%	1.29	2.9%	1.66	2.9%	1.69	5.0%	0.97
Net Gains/Losses as % of Net Income		11.8%	10.6%	1.12	16.6%	0.71	15.7%	0.75	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$45,221,302	42.7%	45.3%	0.94	48.5%	0.88	47.5%	0.90	47.4%	0.90
Supplies & Services	\$45,544,638	43.1%	42.1%	1.02	38.0%	1.13	38.9%	1.11	35.9%	1.20
Capital Component	\$10,768,249	10.2%	8.5%	1.20	9.8%	1.04	9.3%	1.09	9.7%	1.05
Bad Debt	\$4,259,552	4.0%	4.0%	1.00	3.7%	1.07	4.2%	0.95	6.9%	0.58
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.1%	7.7%	0.92	9.3%	0.77	6.9%	1.03	4.3%	1.63
Total Hospital Net Income (%)		8.0%	8.5%	0.94	10.9%	0.73	8.1%	0.99	2.3%	3.40
Return on Equity (%)		6.5%	6.6%	0.98	8.5%	0.77	5.6%	1.16	1.9%	3.50
Current Ratio		1.5	3.4	0.44	3.1	0.48	3.8	0.39	1.6	0.92
Days in Net Patient Accounts Receivable		49.3	46.5	1.06	47.3	1.04	48.1	1.02	41.0	1.20
Average Payment Period		84.3	53.3	1.58	66.5	1.27	51.8	1.63	75.0	1.12
Equity Financing (%)		48.1%	60.7%	0.79	58.7%	0.82	61.0%	0.79	53.5%	0.90
Long-Term Debt to Equity Ratio		0.4	0.3	1.13	0.4	0.93	0.4	1.08	0.4	1.00
Times Interest Earned		21.8	7.4	2.96	7.8	2.78	5.2	4.15	15.9	1.37
Total Asset Turnover		0.8	0.8	1.05	0.8	1.06	0.7	1.18	0.8	1.00
Average Age of Plant (Years)		12.6	10.2	1.23	10.2	1.23	10.2	1.23	10.7	1.17
Increase (Decrease) Total Net Patient Revenue		10.2%	9.4%	1.09	4.1%	1.02	-2.0%	N/A	4.2%	2.43
Outpatient Gross Revenue (% of Total GPR)		56.6%	53.2%	1.06	60.7%	0.93	64.0%	0.88	52.8%	1.07
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,164		\$12,710	0.80	\$11,067	0.92	\$9,421	1.08	\$8,952	1.14
Inpatient Net Revenue per Day	\$3,016		\$2,917	1.03	\$2,824	1.07	\$2,572	1.17	\$2,696	1.12
Outpatient Net Revenue per Visit	\$605		\$555	1.09	\$547	1.11	\$613	0.99	\$638	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$233,962,358	Cash & Cash Equivalents	\$5,945,257	Current Liabilities	\$23,084,740
Less Deductions	\$125,572,080	Net Patient Receivables	\$14,627,432	Long-Term Debt	\$25,704,337
Net Patient Revenue	\$108,390,278	Other Receivables	\$2,113,611	Other Liabilities	\$24,308,272
Plus Other Revenue	\$5,484,975			Subtotal	\$73,097,349
Total Revenue	\$113,875,253	Land, Buildings & Equipment (Net)	\$79,286,133		
Less Expenses	\$105,793,741	Other Assets	\$38,823,902	Unrestricted Fund Balance	\$67,698,986
Non-Operating Gains/Losses	\$1,082,459			Restricted Fund Balance	\$7,180,720
Net Income	\$9,163,971	Total Assets	\$140,796,335	Total Liabilities & Fund Balance	\$140,796,335

**042 St Vincent Hospital**  
 835 S Van Buren St, PO Box 13508  
 Green Bay, WI 54307  
 920-433-0111

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Brown  
 Analysis Area: Northeastern (4)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	54.3%	56.1%	0.97	47.4%	1.15	57.4%	0.95	59.1%	0.92
Obstetrics	0.0%	39.1%	N/A	34.4%	N/A	36.2%	N/A	0.0%	N/A
Pediatrics	24.3%	48.6%	0.50	15.8%	1.54	72.7%	0.33	35.9%	0.68
Total Hospital	53.2%	55.8%	0.95	46.8%	1.14	56.5%	0.94	56.4%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	77.1	28.4	2.72	26.2	2.94	44.8	1.72	84.0	0.92
Obstetrics	0.0	5.1	N/A	4.1	N/A	7.9	N/A	0.0	N/A
Pediatrics	4.9	2.1	2.35	0.6	7.48	7.6	2.35	7.2	0.68
Total Hospital	135.7	51.6	2.63	44.5	3.05	93.3	1.45	143.8	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.8	0.95	3.3	1.07	3.6	0.99	3.6	1.00
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.5	N/A	0.0	N/A
Pediatrics	3.4	2.0	1.68	2.8	1.23	1.8	1.94	3.4	1.02
Total Hospital	4.9	4.3	1.14	3.9	1.25	4.3	1.15	4.8	1.02
<b>Surgical Operations</b>									
Inpatient	3,286	1,814	1.81	1,471	2.23	2,986	1.10	3,204	1.03
Outpatient	6,431	4,285	1.50	5,506	1.17	7,509	0.86	6,473	0.99
Inpatient as % of All Surgeries	33.8%	29.7%	1.14	21.1%	1.60	28.5%	1.19	33.1%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	62,205	99,026	0.63	115,237	0.54	180,410	0.34	68,712	0.91
Emergency Visits	42,447	16,365	2.59	18,558	2.29	28,916	1.47	42,374	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	50.0	18.3	2.74	18.9	2.65	27.9	1.80	47.0	1.06
Nurses, Licensed	463.5	199.5	2.32	197.7	2.34	340.4	1.36	469.4	0.99
Ancillary Nursing Personnel	60.4	37.1	1.63	22.8	2.65	53.1	1.14	65.6	0.92
All Other Personnel	1,023.6	439.3	2.33	476.4	2.15	767.4	1.33	997.1	1.03
Total FTEs	1,625.4	694.4	2.34	718.0	2.26	1,190.2	1.37	1,579.1	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	19.8	16.6	1.19	15.5	1.28	14.4	1.38	19.0	1.05
Nurses, Licensed	183.8	181.2	1.01	162.1	1.13	176.2	1.04	189.4	0.97
Ancillary Nursing Personnel	23.9	33.7	0.71	18.7	1.28	27.5	0.87	26.5	0.90
All Other Personnel	405.9	399.0	1.02	390.5	1.04	397.2	1.02	402.3	1.01
Total FTEs	644.5	630.6	1.02	588.6	1.10	616.1	1.05	637.0	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 255  
 Discharges 10,117  
 Inpatient Days 49,547

**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 24  
 Total Births 953  
 Newborn Days 1,862

**042 St Vincent Hospital**  
Green Bay, WI 54307

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	142	7,878	28,157	54.3%	77.1	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	32	430	5,358	45.9%	14.7	12.5
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>	1	20	516	1,773	24.3%	4.9	3.4
<b>Obstetrics</b>	5	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	1	20	368	5,507	75.4%	15.1	15.0
Cardiac Intensive Unit	1	4	73	1,209	82.8%	3.3	16.6
Pediatric Intensive Care	1	4	350	1,674	114.7%	4.6	4.8
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)	1	9	270	1,889	57.5%	5.2	7.0
Neonatal Intensive/Intermediate Care	1	24	232	3,980	45.4%	10.9	17.2
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	50	0	50.0	Surgical Personnel	21	18	32.7
Physicians & Dentists	2	1	2.6	Radiological Services Personnel	44	40	70.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	29	16	39.4
Registered Nurses	201	314	405.1	Occupational Therapists	7	10	11.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	0.9
Licensed Practical Nurses	13	30	32.5	Physical Therapists	25	9	25.5
Ancillary Nursing Personnel	22	59	60.4	Physical Therapy Assistants/Aides	13	6	13.5
Physician Assistants	2	2	3.7	Recreational Therapists	0	0	0.1
Nurse Practitioners	3	5	6.3	Dietitians & Nutritionists	5	5	6.2
Certified Registered Nurse Anesthetists	11	3	11.7	Psychologists	0	0	0.0
Clinical Nurse Specialists	8	0	8.0	Social Workers	7	16	7.6
Medical Records Personnel	15	16	25.4	All Other Health Professionals	51	39	76.4
Pharmacy Personnel	28	6	32.2	All Other Personnel	477	249	638.9
Clinical Laboratory Personnel	29	18	37.6	<b>Total</b>	<b>1,063</b>	<b>865</b>	<b>1,625.4</b>

**042 St Vincent Hospital**  
Green Bay, WI 54307

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$243,226,387	43.8%	41.7%	1.05	42.4%	1.03	38.1%	1.15	43.3%	1.01
Medical Assistance	\$67,183,624	12.1%	14.0%	0.86	11.4%	1.06	17.9%	0.67	11.0%	1.10
Commercial	\$201,610,729	36.3%	38.1%	0.95	39.0%	0.93	38.1%	0.95	38.9%	0.93
All Other	\$43,806,657	7.9%	6.2%	1.26	7.2%	1.10	5.9%	1.35	6.8%	1.16
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$160,666,457	28.9%	27.4%	1.06	28.2%	1.03	25.6%	1.13	28.0%	1.03
Medical Assistance	\$51,014,070	9.2%	9.6%	0.96	8.1%	1.13	12.1%	0.76	7.8%	1.18
Commercial	\$62,701,685	11.3%	11.6%	0.98	11.7%	0.96	11.2%	1.00	14.4%	0.78
Charity Care	\$13,754,905	2.5%	1.5%	1.69	1.6%	1.55	1.5%	1.66	2.1%	1.21
All Other	\$18,145,391	3.3%	2.1%	1.54	2.7%	1.22	2.4%	1.38	0.8%	4.12
Total Deductions	\$306,282,508	55.1%	52.1%	1.06	52.3%	1.05	52.8%	1.04	53.1%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.4%	3.7%	0.92	2.9%	1.18	6.6%	0.52	2.6%	1.31
Net Gains/Losses as % of Net Income		56.6%	10.6%	5.36	16.6%	3.41	14.8%	3.83	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$114,417,633	46.3%	45.3%	1.02	48.5%	0.96	43.8%	1.06	49.4%	0.94
Supplies & Services	\$104,995,286	42.5%	42.1%	1.01	38.0%	1.12	44.1%	0.96	38.4%	1.11
Capital Component	\$20,778,594	8.4%	8.5%	0.99	9.8%	0.86	8.6%	0.98	8.3%	1.02
Bad Debt	\$6,781,140	2.7%	4.0%	0.68	3.7%	0.73	3.5%	0.79	3.9%	0.71
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.4%	7.7%	0.58	9.3%	0.48	8.9%	0.50	7.1%	0.63
Total Hospital Net Income (%)		9.6%	8.5%	1.13	10.9%	0.88	10.3%	0.93	0.5%	21.24
Return on Equity (%)		5.6%	6.6%	0.85	8.5%	0.67	7.5%	0.76	0.2%	23.01
Current Ratio		1.8	3.4	0.54	3.1	0.60	3.3	0.55	1.7	1.09
Days in Net Patient Accounts Receivable		50.2	46.5	1.08	47.3	1.06	46.9	1.07	48.6	1.03
Average Payment Period		79.4	53.3	1.49	66.5	1.20	55.5	1.43	87.0	0.91
Equity Financing (%)		64.1%	60.7%	1.06	58.7%	1.09	60.9%	1.05	68.6%	0.93
Long-Term Debt to Equity Ratio		0.2	0.3	0.50	0.4	0.41	0.4	0.47	0.2	0.98
Times Interest Earned		40.4	7.4	5.49	7.8	5.15	8.5	4.77	1.9	21.35
Total Asset Turnover		0.6	0.8	0.72	0.8	0.73	0.7	0.78	0.6	0.96
Average Age of Plant (Years)		10.7	10.2	1.05	10.2	1.05	9.4	1.14	9.4	1.14
Increase (Decrease) Total Net Patient Revenue		-0.1%	9.4%	N/A	4.1%	N/A	1.9%	N/A	-0.4%	0.19
Outpatient Gross Revenue (% of Total GPR)		46.2%	53.2%	0.87	60.7%	0.76	51.7%	0.89	42.0%	1.10
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,938	\$12,710	1.10	\$11,067	1.26	\$12,409	1.12	\$13,327	1.05	
Inpatient Net Revenue per Day	\$2,846	\$2,917	0.98	\$2,824	1.01	\$2,910	0.98	\$2,777	1.02	
Outpatient Net Revenue per Visit	\$1,037	\$555	1.87	\$547	1.90	\$491	2.11	\$936	1.11	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$555,827,397	Cash & Cash Equivalents	\$9,731,322	Current Liabilities	\$50,471,745
Less Deductions	\$306,282,508	Net Patient Receivables	\$34,289,269	Long-Term Debt	\$50,202,095
Net Patient Revenue	\$249,544,889	Other Receivables	\$12,247,420	Other Liabilities	\$67,260,315
Plus Other Revenue	\$8,859,485			Subtotal	\$167,934,155
Total Revenue	\$258,404,374	Land, Buildings & Equipment (Net)	\$107,140,862	Unrestricted Fund Balance	\$299,487,670
Less Expenses	\$246,972,653	Other Assets	\$304,012,952	Restricted Fund Balance	\$5,219,193
Non-Operating Gains/Losses	\$14,900,733			Total Liabilities & Fund Balance	\$467,421,825
Net Income	\$26,332,454	Total Assets	\$467,421,825		

**043 Aurora Medical Center in Hartford**  
 1032 East Sumner Street  
 Hartford, WI 53027  
 262-673-2300

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Washington  
 Analysis Area: Southeastern (2A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	43.0%	56.1%	0.77	63.0%	0.68	41.6%	1.03	49.4%	0.87
Obstetrics	17.7%	39.1%	0.45	37.9%	0.04	23.9%	0.74	17.3%	1.02
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	37.7%	55.8%	0.67	61.0%	0.62	40.7%	0.93	42.9%	0.88
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	13.3	28.4	0.47	42.6	0.31	8.1	1.64	15.3	0.87
Obstetrics	1.4	5.1	0.28	6.4	0.22	1.0	1.38	1.4	1.02
Pediatrics	0.0	2.1	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	17.0	51.6	0.33	74.1	0.23	10.7	1.59	19.3	0.88
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.83	3.8	0.81	3.1	1.01	3.1	1.00
Obstetrics	2.3	2.4	0.93	2.4	0.94	2.3	0.97	2.2	1.05
Pediatrics	0.0	2.0	N/A	2.0	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.73	4.4	0.72	3.2	0.97	3.1	1.00
<b>Surgical Operations</b>									
Inpatient	1,363	1,814	0.75	1,934	0.70	392	3.48	1,354	1.01
Outpatient	8,487	4,285	1.98	5,226	1.62	1,613	5.26	11,393	0.74
Inpatient as % of All Surgeries	13.8%	29.7%	0.47	27.0%	0.51	19.5%	0.71	10.6%	1.30
<b>Outpatient Visits</b>									
Non-Emergency Visits	56,624	99,026	0.57	126,187	0.45	39,154	1.45	60,742	0.93
Emergency Visits	8,541	16,365	0.52	21,693	0.39	8,094	1.06	8,647	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	29.0	0.10	7.1	0.42	3.0	1.00
Nurses, Licensed	93.3	199.5	0.47	239.9	0.39	60.7	1.54	111.1	0.84
Ancillary Nursing Personnel	12.7	37.1	0.34	54.4	0.23	13.1	0.97	13.3	0.95
All Other Personnel	252.3	439.3	0.57	492.6	0.51	163.9	1.54	269.8	0.94
Total FTEs	361.2	694.4	0.52	816.0	0.44	244.7	1.48	397.2	0.91
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.0	16.6	0.36	15.7	0.38	20.4	0.29	5.0	1.19
Nurses, Licensed	185.9	181.2	1.03	129.8	1.43	174.0	1.07	186.8	1.00
Ancillary Nursing Personnel	25.2	33.7	0.75	29.4	0.86	37.5	0.67	22.4	1.13
All Other Personnel	503.1	399.0	1.26	266.6	1.89	470.2	1.07	453.4	1.11
Total FTEs	720.3	630.6	1.14	441.5	1.63	702.0	1.03	667.6	1.08

**Total Hospital:**  
 Beds Set Up & Staffed 45  
 Discharges 1,971  
 Inpatient Days 6,188

**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 8  
 Total Births 216  
 Newborn Days 440

**043 Aurora Medical Center in Hartford**  
Hartford, WI 53027

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	31	1,556	4,867	43.0%	13.3	3.1
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	2	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	8	228	516	17.7%	1.4	2.3
<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	1	6	187	805	36.8%	2.2	4.3
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>	2	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	3	0	3.0	Surgical Personnel	7	2	8.0
Physicians & Dentists	22	0	22.0	Radiological Services Personnel	9	9	13.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	5	6.6
Registered Nurses	45	59	82.7	Occupational Therapists	1	10	4.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.8
Licensed Practical Nurses	2	2	3.6	Physical Therapists	8	15	17.4
Ancillary Nursing Personnel	8	11	12.7	Physical Therapy Assistants/Aides	0	3	1.5
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	5	1	5.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	2	0	2.0	Social Workers	0	2	0.8
Medical Records Personnel	19	13	26.8	All Other Health Professionals	37	30	52.8
Pharmacy Personnel	7	2	7.3	All Other Personnel	58	50	90.8
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>237</b>	<b>215</b>	<b>361.2</b>

**043 Aurora Medical Center in Hartford**  
Hartford, WI 53027

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$53,217,082	40.1%	41.7%	0.96	45.2%	0.89	42.1%	0.95	39.8%	1.01
Medical Assistance	\$11,408,800	8.6%	14.0%	0.61	10.2%	0.84	13.2%	0.65	7.4%	1.16
Commercial	\$56,040,908	42.2%	38.1%	1.11	39.9%	1.06	39.8%	1.06	44.2%	0.96
All Other	\$11,997,981	9.0%	6.2%	1.45	4.7%	1.91	4.9%	1.86	8.6%	1.05
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$38,995,347	29.4%	27.4%	1.07	31.1%	0.95	22.9%	1.28	27.0%	1.09
Medical Assistance	\$10,112,349	7.6%	9.6%	0.80	6.9%	1.11	8.4%	0.91	6.8%	1.11
Commercial	\$19,579,407	14.8%	11.6%	1.28	13.7%	1.08	10.2%	1.44	13.8%	1.07
Charity Care	\$2,340,662	1.8%	1.5%	1.21	1.3%	1.32	1.1%	1.66	0.8%	2.11
All Other	\$5,312,324	4.0%	2.1%	1.89	1.8%	2.20	1.5%	2.72	3.5%	1.14
Total Deductions	\$76,340,089	57.5%	52.1%	1.10	54.8%	1.05	44.0%	1.31	51.9%	1.11
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.7%	3.7%	0.18	2.7%	0.24	3.0%	0.22	4.1%	0.16
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	9.2%	0.01	14.3%	0.00	0.0%	187.17
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$23,912,691	48.7%	45.3%	1.07	40.7%	1.20	49.3%	0.99	47.0%	1.04
Supplies & Services	\$20,757,226	42.3%	42.1%	1.00	45.7%	0.92	36.2%	1.17	42.3%	1.00
Capital Component	\$3,217,424	6.6%	8.5%	0.77	8.6%	0.76	10.2%	0.64	6.6%	1.00
Bad Debt	\$1,185,159	2.4%	4.0%	0.60	4.9%	0.49	4.3%	0.57	4.2%	0.58
<b>Fiscal Statistics</b>										
Operating Margin (%)		13.5%	7.7%	1.75	9.9%	1.36	7.2%	1.86	13.3%	1.01
Total Hospital Net Income (%)		13.5%	8.5%	1.58	10.8%	1.25	8.3%	1.61	13.3%	1.01
Return on Equity (%)		8.1%	6.6%	1.23	7.6%	1.06	6.7%	1.21	11.2%	0.72
Current Ratio		9.6	3.4	2.84	5.4	1.78	1.9	5.00	8.8	1.09
Days in Net Patient Accounts Receivable		45.0	46.5	0.97	41.6	1.08	50.0	0.90	35.3	1.28
Average Payment Period		59.7	53.3	1.12	40.6	1.47	102.3	0.58	43.8	1.36
Equity Financing (%)		86.6%	60.7%	1.43	68.1%	1.27	59.2%	1.46	85.9%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.1	N/A
Times Interest Earned		28.8	7.4	3.91	9.1	3.15	4.6	6.27	33.6	0.86
Total Asset Turnover		0.6	0.8	0.78	0.7	0.86	0.8	0.76	0.8	0.72
Average Age of Plant (Years)		14.9	10.2	1.45	10.9	1.37	7.9	1.88	13.3	1.12
Increase (Decrease) Total Net Patient Revenue		-18.8%	9.4%	N/A	2.0%	5.49	2.3%	N/A	10.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		66.2%	53.2%	1.25	56.7%	1.17	69.4%	0.95	67.6%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,562	\$12,710	0.67	\$10,604	0.81	\$9,239	0.93	\$8,780	0.98
Inpatient Net Revenue per Day		\$2,727	\$2,917	0.93	\$2,427	1.12	\$2,581	1.06	\$2,795	0.98
Outpatient Net Revenue per Visit		\$605	\$555	1.09	\$603	1.00	\$551	1.10	\$716	0.85

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$132,664,771	Cash & Cash Equivalents	\$66,123,169	Current Liabilities	\$7,667,538
Less Deductions	\$76,340,089	Net Patient Receivables	\$6,943,568	Long-Term Debt	\$0
Net Patient Revenue	\$56,324,682	Other Receivables	\$256,057	Other Liabilities	\$4,930,850
Plus Other Revenue	\$378,639			Subtotal	\$12,598,388
Total Revenue	\$56,703,321	Land, Buildings & Equipment (Net)	\$17,980,851	Unrestricted Fund Balance	\$81,380,962
Less Expenses	\$49,072,500	Other Assets	\$2,675,705	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,200			Total Liabilities & Fund Balance	\$93,979,350
Net Income	\$7,636,021	Total Assets	\$93,979,350		

**044 Hayward Area Memorial Hospital**  
 11040 N State Road 77  
 Hayward, WI 54843  
 715-934-4321

Fiscal Year: 04/01 to 03/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Sawyer  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	36.1%	56.1%	0.64	28.8%	1.25	41.6%	0.87	36.8%	0.98
Obstetrics	28.0%	39.1%	0.72	18.1%	0.06	23.9%	1.17	31.4%	0.89
Pediatrics	0.0%	48.6%	N/A	1.3%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	34.8%	55.8%	0.62	27.9%	1.25	40.7%	0.86	35.9%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.6	28.4	0.27	5.5	1.39	8.1	0.93	7.7	0.98
Obstetrics	1.1	5.1	0.22	0.7	1.72	1.0	1.10	1.3	0.89
Pediatrics	0.0	2.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	8.7	51.6	0.17	7.0	1.24	10.7	0.82	9.0	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.79	3.0	0.98	3.1	0.96	2.9	1.03
Obstetrics	2.4	2.4	0.99	2.2	1.07	2.3	1.03	2.4	1.01
Pediatrics	0.0	2.0	N/A	1.5	N/A	2.3	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.67	2.9	0.99	3.2	0.89	2.8	1.03
<b>Surgical Operations</b>									
Inpatient	188	1,814	0.10	101	1.86	392	0.48	205	0.92
Outpatient	545	4,285	0.13	937	0.58	1,613	0.34	580	0.94
Inpatient as % of All Surgeries	25.6%	29.7%	0.86	9.8%	2.63	19.5%	1.31	26.1%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	12,223	99,026	0.12	20,099	0.61	39,154	0.31	12,010	1.02
Emergency Visits	9,954	16,365	0.61	7,479	1.33	8,094	1.23	9,067	1.10
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	2.9	0.70	7.1	0.28	2.0	1.00
Nurses, Licensed	47.5	199.5	0.24	48.4	0.98	60.7	0.78	58.1	0.82
Ancillary Nursing Personnel	7.3	37.1	0.20	7.8	0.93	13.1	0.56	8.3	0.87
All Other Personnel	114.6	439.3	0.26	119.8	0.96	163.9	0.70	118.4	0.97
Total FTEs	171.3	694.4	0.25	178.7	0.96	244.7	0.70	186.8	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.8	16.6	0.53	9.8	0.89	20.4	0.43	8.7	1.01
Nurses, Licensed	208.3	181.2	1.15	166.7	1.25	174.0	1.20	253.5	0.82
Ancillary Nursing Personnel	31.8	33.7	0.95	26.7	1.19	37.5	0.85	36.3	0.88
All Other Personnel	503.1	399.0	1.26	412.7	1.22	470.2	1.07	516.4	0.97
Total FTEs	752.0	630.6	1.19	616.0	1.22	702.0	1.07	814.9	0.92

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,104  
 Inpatient Days 3,177

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 137  
 Inpatient Days 1,181

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 169  
 Newborn Days 383

**044 Hayward Area Memorial Hospital**  
Hayward, WI 54843

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2010	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	934	2,768	36.1%	7.6	3.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	170	409	28.0%	1.1	2.4
<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	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)	5	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	2	2	3.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	1	10.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.6
Registered Nurses	38	10	43.5	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	4	1	4.8
Ancillary Nursing Personnel	6	2	7.3	Physical Therapy Assistants/Aides	4	1	4.6
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	3	0	3.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	2	2.0
Medical Records Personnel	7	1	7.8	All Other Health Professionals	10	11	12.3
Pharmacy Personnel	4	2	4.9	All Other Personnel	0	71	47.6
Clinical Laboratory Personnel	10	1	10.4	<b>Total</b>	<b>108</b>	<b>106</b>	<b>171.3</b>

**044 Hayward Area Memorial Hospital**

Hayward, WI 54843

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$18,564,698	40.9%	41.7%	0.98	44.0%	0.93	42.1%	0.97	40.3%	1.02
Medical Assistance	\$12,265,515	27.1%	14.0%	1.93	20.2%	1.34	13.2%	2.04	26.0%	1.04
Commercial	\$10,979,979	24.2%	38.1%	0.64	28.4%	0.85	39.8%	0.61	26.5%	0.92
All Other	\$3,529,900	7.8%	6.2%	1.25	7.4%	1.05	4.9%	1.60	7.2%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$8,301,359	18.3%	27.4%	0.67	17.9%	1.03	22.9%	0.80	17.2%	1.06
Medical Assistance	\$5,905,291	13.0%	9.6%	1.36	11.9%	1.10	8.4%	1.56	12.5%	1.04
Commercial	\$633,392	1.4%	11.6%	0.12	4.2%	0.33	10.2%	0.14	1.6%	0.90
Charity Care	\$147,523	0.3%	1.5%	0.22	0.6%	0.58	1.1%	0.31	0.5%	0.65
All Other	\$1,515,792	3.3%	2.1%	1.58	2.3%	1.47	1.5%	2.27	0.9%	3.80
Total Deductions	\$16,503,357	36.4%	52.1%	0.70	36.8%	0.99	44.0%	0.83	32.7%	1.11
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.2%	3.7%	0.31	2.0%	0.58	3.0%	0.39	1.5%	0.80
Net Gains/Losses as % of Net Income		65.2%	10.6%	6.17	9.0%	7.27	14.3%	4.56	27.6%	2.37
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,251,537	56.1%	45.3%	1.24	55.9%	1.00	49.3%	1.14	56.5%	0.99
Supplies & Services	\$8,057,695	27.8%	42.1%	0.66	29.5%	0.94	36.2%	0.77	30.1%	0.92
Capital Component	\$2,793,369	9.6%	8.5%	1.13	8.6%	1.12	10.2%	0.95	7.7%	1.25
Bad Debt	\$1,882,112	6.5%	4.0%	1.61	6.0%	1.08	4.3%	1.52	5.7%	1.15
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.7%	7.7%	0.08	8.9%	0.07	7.2%	0.09	4.0%	0.16
Total Hospital Net Income (%)		1.9%	8.5%	0.22	9.7%	0.19	8.3%	0.22	5.4%	0.34
Return on Equity (%)		1.5%	6.6%	0.22	9.2%	0.16	6.7%	0.22	4.4%	0.33
Current Ratio		4.0	3.4	1.17	3.9	1.01	1.9	2.07	6.0	0.66
Days in Net Patient Accounts Receivable		53.3	46.5	1.14	56.0	0.95	50.0	1.06	52.3	1.02
Average Payment Period		62.3	53.3	1.17	61.2	1.02	102.3	0.61	44.0	1.42
Equity Financing (%)		60.5%	60.7%	1.00	54.8%	1.11	59.2%	1.02	62.5%	0.97
Long-Term Debt to Equity Ratio		0.4	0.3	1.33	0.3	1.39	0.4	1.21	0.5	0.97
Times Interest Earned		2.4	7.4	0.33	8.8	0.28	4.6	0.53	5.0	0.48
Total Asset Turnover		0.8	0.8	1.00	0.9	0.82	0.8	0.97	0.8	0.96
Average Age of Plant (Years)		7.7	10.2	0.75	10.6	0.73	7.9	0.98	6.6	1.16
Increase (Decrease) Total Net Patient Revenue		1.8%	9.4%	0.20	3.4%	1.16	2.3%	0.78	4.0%	0.46
Outpatient Gross Revenue (% of Total GPR)		61.8%	53.2%	1.16	75.7%	0.82	69.4%	0.89	60.8%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,463		\$12,710	0.82	\$8,317	1.26	\$9,239	1.13	\$10,672	0.98
Inpatient Net Revenue per Day	\$2,855		\$2,917	0.98	\$2,169	1.32	\$2,581	1.11	\$2,882	0.99
Outpatient Net Revenue per Visit	\$703		\$555	1.27	\$653	1.08	\$551	1.28	\$656	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$45,340,092	Cash & Cash Equivalents	\$13,203,437	Current Liabilities	\$4,657,702
Less Deductions	\$16,503,357	Net Patient Receivables	\$4,207,178	Long-Term Debt	\$10,236,929
Net Patient Revenue	\$28,836,735	Other Receivables	\$177,145	Other Liabilities	\$0
Plus Other Revenue	\$338,625			Subtotal	\$14,894,631
Total Revenue	\$29,175,360	Land, Buildings & Equipment (Net)	\$17,677,005	Unrestricted Fund Balance	\$22,844,540
Less Expenses	\$28,984,713	Other Assets	\$2,474,406	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$356,591			Total Liabilities & Fund Balance	\$37,739,171
Net Income	\$547,238	Total Assets	\$37,739,171		

**045 St Joseph's Community Health Services**  
 PO Box 527, 400 Water Avenue  
 Hillsboro, WI 54634  
 608-489-8000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Vernon  
 Analysis Area: Southwestern (5B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	12.9%	56.1%	0.23	43.7%	0.30	12.3%	1.05	86.6%	0.15
Obstetrics	0.0%	39.1%	N/A	42.9%	0.00	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	32.4%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	14.3%	55.8%	0.26	44.7%	0.32	18.7%	0.76	83.4%	0.17
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.3	28.4	0.08	13.7	0.17	2.3	1.02	3.5	0.67
Obstetrics	0.1	5.1	0.02	3.0	0.04	1.2	0.10	0.1	0.81
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.5	N/A	0.0	N/A
Total Hospital	2.6	51.6	0.05	24.0	0.11	3.9	0.66	3.3	0.77
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.8	0.70	3.0	0.88	3.1	0.85	2.7	0.99
Obstetrics	2.1	2.4	0.86	2.5	0.83	2.5	0.84	1.9	1.09
Pediatrics	0.0	2.0	N/A	2.5	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.61	3.5	0.76	3.6	0.73	2.6	1.00
<b>Surgical Operations</b>									
Inpatient	58	1,814	0.03	730	0.08	98	0.59	65	0.89
Outpatient	539	4,285	0.13	1,989	0.27	355	1.52	518	1.04
Inpatient as % of All Surgeries	9.7%	29.7%	0.33	26.9%	0.36	21.7%	0.45	11.1%	0.87
<b>Outpatient Visits</b>									
Non-Emergency Visits	18,894	99,026	0.19	45,548	0.41	16,872	1.12	23,107	0.82
Emergency Visits	1,593	16,365	0.10	7,561	0.21	2,456	0.65	1,545	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	3.8	0.79	4.4	0.68	5.0	0.60
Nurses, Licensed	15.3	199.5	0.08	136.9	0.11	31.3	0.49	21.8	0.70
Ancillary Nursing Personnel	5.5	37.1	0.15	23.8	0.23	9.3	0.59	7.0	0.79
All Other Personnel	86.6	439.3	0.20	261.1	0.33	72.5	1.19	99.1	0.87
Total FTEs	110.4	694.4	0.16	425.5	0.26	117.6	0.94	132.9	0.83
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	21.8	16.6	1.31	7.0	3.12	40.2	0.54	44.3	0.49
Nurses, Licensed	111.5	181.2	0.62	251.8	0.44	285.7	0.39	193.3	0.58
Ancillary Nursing Personnel	40.0	33.7	1.19	43.7	0.91	85.0	0.47	62.1	0.64
All Other Personnel	629.5	399.0	1.58	480.2	1.31	661.6	0.95	878.9	0.72
Total FTEs	802.9	630.6	1.27	782.7	1.03	1,072.5	0.75	1,178.5	0.68

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	18	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	2	Bassinets	0
Discharges	355	Preferred Provider Organization (PPO)	Yes	Discharges	51	Total Births	19
Inpatient Days	938			Inpatient Days	452	Newborn Days	36

**045 St Joseph's Community Health Services**  
Hillsboro, WI 54634

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	18	320	847	12.9%	2.3	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	2	0	4	12	0.0%	0.0	3.0
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	0	20	42	0.0%	0.1	2.1
<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	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)	5	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	3	0	3.0	Surgical Personnel	0	1	0.7
Physicians & Dentists	5	2	7.1	Radiological Services Personnel	5	2	5.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.3
Registered Nurses	12	7	14.3	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	4	2	5.5	Physical Therapy Assistants/Aides	1	1	1.3
Physician Assistants	1	0	1.0	Recreational Therapists	0	1	0.1
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	5	5	6.7	All Other Health Professionals	14	1	14.2
Pharmacy Personnel	1	5	3.9	All Other Personnel	21	16	33.5
Clinical Laboratory Personnel	2	3	4.6	<b>Total</b>	<b>83</b>	<b>48</b>	<b>110.4</b>

**045 St Joseph's Community Health Services**

Hillsboro, WI 54634

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$10,438,456	38.7%	41.7%	0.93	45.0%	0.86	38.2%	1.01	41.0%	0.95
Medical Assistance	\$3,417,593	12.7%	14.0%	0.91	11.3%	1.12	11.8%	1.07	11.6%	1.09
Commercial	\$10,611,358	39.4%	38.1%	1.03	36.1%	1.09	43.8%	0.90	35.7%	1.10
All Other	\$2,475,621	9.2%	6.2%	1.47	7.5%	1.22	6.2%	1.49	11.7%	0.79
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,467,706	20.3%	27.4%	0.74	27.2%	0.75	16.3%	1.25	20.4%	0.99
Medical Assistance	\$2,493,861	9.3%	9.6%	0.97	7.1%	1.31	7.5%	1.23	8.7%	1.07
Commercial	\$3,051,541	11.3%	11.6%	0.98	5.9%	1.93	12.3%	0.92	7.3%	1.54
Charity Care	\$309,829	1.1%	1.5%	0.79	0.9%	1.29	0.9%	1.24	0.5%	2.46
All Other	\$1,086,722	4.0%	2.1%	1.90	2.8%	1.42	1.8%	2.22	7.7%	0.52
Total Deductions	\$12,409,659	46.1%	52.1%	0.88	43.9%	1.05	38.8%	1.19	44.6%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.5%	3.7%	0.41	2.2%	0.69	2.8%	0.53	1.1%	1.33
Net Gains/Losses as % of Net Income		1.7%	10.6%	0.17	N/A	N/A	1.0%	1.81	112.9%	0.02
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,466,727	56.8%	45.3%	1.25	50.3%	1.13	52.1%	1.09	53.3%	1.07
Supplies & Services	\$4,908,224	32.9%	42.1%	0.78	39.8%	0.83	36.7%	0.90	36.8%	0.89
Capital Component	\$832,229	5.6%	8.5%	0.66	5.5%	1.02	6.9%	0.80	3.8%	1.48
Bad Debt	\$706,966	4.7%	4.0%	1.18	4.5%	1.06	4.3%	1.11	6.1%	0.77
<b>Fiscal Statistics</b>										
Operating Margin (%)		-1.1%	7.7%	N/A	10.9%	N/A	9.6%	N/A	-0.4%	2.89
Total Hospital Net Income (%)		-1.1%	8.5%	N/A	3.8%	N/A	9.7%	N/A	2.8%	N/A
Return on Equity (%)		-3.1%	6.6%	N/A	2.6%	N/A	12.4%	N/A	7.6%	N/A
Current Ratio		0.8	3.4	0.24	10.0	0.08	2.3	0.36	1.0	0.79
Days in Net Patient Accounts Receivable		55.9	46.5	1.20	62.4	0.89	54.6	1.02	63.1	0.89
Average Payment Period		91.9	53.3	1.72	39.9	2.30	53.9	1.70	96.2	0.96
Equity Financing (%)		10.0%	60.7%	0.16	76.5%	0.13	59.0%	0.17	13.3%	0.75
Long-Term Debt to Equity Ratio		1.7	0.3	4.97	0.1	21.04	0.4	4.36	1.4	1.21
Times Interest Earned		-0.1	7.4	N/A	10.2	N/A	12.5	N/A	3.5	N/A
Total Asset Turnover		2.9	0.8	3.77	0.7	3.99	1.3	2.27	2.6	1.10
Average Age of Plant (Years)		31.8	10.2	3.10	13.8	2.31	11.0	2.89	26.3	1.21
Increase (Decrease) Total Net Patient Revenue		-2.6%	9.4%	N/A	4.0%	1.47	18.0%	N/A	5.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.3%	53.2%	1.53	55.9%	1.46	64.3%	1.26	70.4%	1.15
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,241	\$12,710	0.57	\$12,145	0.60	\$12,736	0.57	\$8,344	0.87
Inpatient Net Revenue per Day		\$2,091	\$2,917	0.72	\$3,275	0.64	\$2,480	0.84	\$2,015	1.04
Outpatient Net Revenue per Visit		\$564	\$555	1.02	\$730	0.77	\$489	1.15	\$420	1.34

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$26,943,028	Cash & Cash Equivalents	\$186,303	Current Liabilities	\$3,675,222
Less Deductions	\$12,409,659	Net Patient Receivables	\$2,223,990	Long-Term Debt	\$848,201
Net Patient Revenue	\$14,533,369	Other Receivables	\$137,768	Other Liabilities	\$47,752
Plus Other Revenue	\$224,632			Subtotal	\$4,571,175
Total Revenue	\$14,758,001	Land, Buildings & Equipment (Net)	\$1,673,306	Unrestricted Fund Balance	\$506,931
Less Expenses	\$14,914,146	Other Assets	\$856,739	Restricted Fund Balance	\$190,305
Non-Operating Gains/Losses	-\$2,773			Total Liabilities & Fund Balance	\$5,078,106
Net Income	-\$158,918	Total Assets	\$5,078,106		

**046 Hudson Hospital & Clinics**  
 405 Stageline Road  
 Hudson, WI 54016  
 715-531-6000

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

County: Saint Croix  
 Analysis Area: West Central (5A)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	58.8%	56.1%	1.05	46.4%	1.27	46.1%	1.27	62.0%	0.95
Obstetrics	88.4%	39.1%	2.26	28.9%	0.12	30.9%	2.86	45.4%	1.95
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	66.7%	55.8%	1.19	45.8%	1.45	45.0%	1.48	50.8%	1.31
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.5	28.4	0.23	13.3	0.49	11.3	0.57	7.4	0.87
Obstetrics	3.5	5.1	0.69	2.0	1.74	2.0	1.76	3.2	1.11
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	10.0	51.6	0.19	21.1	0.47	16.8	0.59	10.7	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.8	0.73	3.5	0.79	3.2	0.85	2.9	0.95
Obstetrics	2.4	2.4	0.98	2.4	1.01	2.3	1.05	2.4	0.99
Pediatrics	0.0	2.0	N/A	2.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.60	3.8	0.69	3.2	0.81	2.7	0.96
<b>Surgical Operations</b>									
Inpatient	316	1,814	0.17	577	0.55	575	0.55	404	0.78
Outpatient	1,318	4,285	0.31	1,775	0.74	2,021	0.65	1,311	1.01
Inpatient as % of All Surgeries	19.3%	29.7%	0.65	24.5%	0.79	22.2%	0.87	23.6%	0.82
<b>Outpatient Visits</b>									
Non-Emergency Visits	29,724	99,026	0.30	46,705	0.64	53,250	0.56	25,263	1.18
Emergency Visits	10,229	16,365	0.63	8,047	1.27	12,301	0.83	9,342	1.09
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	30.8	18.3	1.69	7.8	3.93	15.7	1.97	3.0	10.27
Nurses, Licensed	76.7	199.5	0.38	97.2	0.79	89.7	0.85	83.7	0.92
Ancillary Nursing Personnel	22.5	37.1	0.61	19.2	1.17	14.4	1.56	39.9	0.56
All Other Personnel	162.4	439.3	0.37	235.5	0.69	237.9	0.68	174.9	0.93
Total FTEs	292.3	694.4	0.42	359.7	0.81	357.7	0.82	301.6	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	81.5	16.6	4.91	15.1	5.40	29.0	2.81	8.1	10.03
Nurses, Licensed	202.9	181.2	1.12	187.3	1.08	166.2	1.22	226.8	0.89
Ancillary Nursing Personnel	59.5	33.7	1.77	37.0	1.61	26.7	2.23	108.1	0.55
All Other Personnel	429.8	399.0	1.08	454.0	0.95	440.9	0.97	474.0	0.91
Total FTEs	773.6	630.6	1.23	693.4	1.12	662.9	1.17	817.1	0.95

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	3	Bassinets	8
Discharges	1,402	Preferred Provider Organization (PPO)	Yes	Discharges	79	Total Births	531
Inpatient Days	3,651			Inpatient Days	569	Newborn Days	1,097

**046 Hudson Hospital & Clinics**  
Hudson, WI 54016

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	11	861	2,361	58.8%	6.5	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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	541	1,290	88.4%	3.5	2.4
<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	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	30	1	30.8	Surgical Personnel	5	2	5.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	2	12.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	2.8
Registered Nurses	54	39	72.0	Occupational Therapists	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	4	1	4.7	Physical Therapists	6	0	6.0
Ancillary Nursing Personnel	15	15	22.5	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	0	0.0	Recreational Therapists	2	0	2.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	1	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	2	2.3
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.4
Medical Records Personnel	11	5	13.1	All Other Health Professionals	9	9	11.7
Pharmacy Personnel	8	7	10.9	All Other Personnel	69	23	79.9
Clinical Laboratory Personnel	7	3	9.1	<b>Total</b>	<b>240</b>	<b>114</b>	<b>292.3</b>

**046 Hudson Hospital & Clinics**

Hudson, WI 54016

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$21,791,772	30.4%	41.7%	0.73	44.3%	0.69	45.6%	0.67	30.1%	1.01
Medical Assistance	\$7,267,800	10.2%	14.0%	0.73	13.4%	0.76	12.9%	0.79	8.6%	1.18
Commercial	\$39,111,778	54.6%	38.1%	1.43	37.0%	1.48	34.7%	1.58	56.9%	0.96
All Other	\$3,400,654	4.8%	6.2%	0.76	5.3%	0.89	6.9%	0.69	4.4%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$9,606,228	13.4%	27.4%	0.49	26.0%	0.52	27.4%	0.49	13.6%	0.99
Medical Assistance	\$4,433,119	6.2%	9.6%	0.65	8.7%	0.71	8.6%	0.72	4.9%	1.28
Commercial	\$11,446,160	16.0%	11.6%	1.38	7.0%	2.29	9.2%	1.74	17.2%	0.93
Charity Care	\$479,127	0.7%	1.5%	0.46	1.5%	0.43	1.4%	0.48	0.7%	0.89
All Other	\$1,859,306	2.6%	2.1%	1.22	1.7%	1.57	1.8%	1.46	2.2%	1.18
Total Deductions	\$27,823,940	38.9%	52.1%	0.75	44.9%	0.87	48.3%	0.80	38.6%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		9.1%	3.7%	2.44	3.5%	2.63	3.9%	2.34	9.7%	0.94
Net Gains/Losses as % of Net Income		6.0%	10.6%	0.57	19.2%	0.31	24.1%	0.25	6.6%	0.91
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$20,315,948	44.6%	45.3%	0.98	51.2%	0.87	50.7%	0.88	45.1%	0.99
Supplies & Services	\$18,933,705	41.5%	42.1%	0.99	37.4%	1.11	34.2%	1.21	40.9%	1.02
Capital Component	\$4,850,468	10.6%	8.5%	1.25	8.2%	1.30	10.7%	0.99	10.7%	1.00
Bad Debt	\$1,481,522	3.3%	4.0%	0.81	3.1%	1.03	4.3%	0.75	3.3%	0.98
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.3%	7.7%	0.69	10.8%	0.49	4.7%	1.11	5.8%	0.91
Total Hospital Net Income (%)		5.6%	8.5%	0.66	13.0%	0.43	6.2%	0.91	6.2%	0.90
Return on Equity (%)		4.4%	6.6%	0.66	10.0%	0.44	4.4%	0.99	5.0%	0.88
Current Ratio		3.9	3.4	1.15	2.2	1.73	3.6	1.07	3.3	1.19
Days in Net Patient Accounts Receivable		67.2	46.5	1.44	49.4	1.36	48.8	1.38	49.2	1.37
Average Payment Period		48.3	53.3	0.91	58.7	0.82	57.5	0.84	49.8	0.97
Equity Financing (%)		50.4%	60.7%	0.83	66.5%	0.76	55.0%	0.92	48.9%	1.03
Long-Term Debt to Equity Ratio		0.7	0.3	2.18	0.3	2.49	0.6	1.22	0.8	0.89
Times Interest Earned		3.0	7.4	0.41	17.1	0.18	3.5	0.86	3.1	0.97
Total Asset Turnover		0.8	0.8	1.01	0.7	1.04	0.7	1.10	0.8	0.97
Average Age of Plant (Years)		6.7	10.2	0.66	8.2	0.82	8.4	0.80	6.2	1.08
Increase (Decrease) Total Net Patient Revenue		3.7%	9.4%	0.39	3.5%	N/A	3.6%	1.03	-2.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.5%	53.2%	1.38	59.4%	1.24	68.8%	1.07	71.1%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,496		\$12,710	0.67	\$10,381	0.82	\$8,567	0.99	\$8,226	1.03
Inpatient Net Revenue per Day	\$2,972		\$2,917	1.02	\$2,632	1.13	\$2,570	1.16	\$2,811	1.06
Outpatient Net Revenue per Visit	\$776		\$555	1.40	\$594	1.31	\$563	1.38	\$849	0.91

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$71,572,004	Cash & Cash Equivalents	\$11,449,919	Current Liabilities	\$5,648,332
Less Deductions	\$27,823,940	Net Patient Receivables	\$8,054,963	Long-Term Debt	\$22,905,000
Net Patient Revenue	\$43,748,064	Other Receivables	\$301,525	Other Liabilities	\$2,171,121
Plus Other Revenue	\$4,371,837			Subtotal	\$30,724,453
Total Revenue	\$48,119,901	Land, Buildings & Equipment (Net)	\$33,996,118	Unrestricted Fund Balance	\$31,195,529
Less Expenses	\$45,581,643	Other Assets	\$8,117,457	Restricted Fund Balance	\$1,919,352
Non-Operating Gains/Losses	\$161,929			Total Liabilities & Fund Balance	\$61,919,982
Net Income	\$2,700,187	Total Assets	\$61,919,982		

**048 Mercy Health System Corporation**  
 1000 Mineral Point Ave, PO Box 5003  
 Janesville, WI 53547  
 608-756-6000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Rock  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.8%	56.1%	1.03	58.4%	0.99	57.4%	1.01	55.6%	1.04
Obstetrics	32.0%	39.1%	0.82	39.2%	0.16	36.2%	0.88	59.2%	0.54
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	52.7%	55.8%	0.94	58.2%	0.91	56.5%	0.93	51.9%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	45.7	28.4	1.61	24.9	1.83	44.8	1.02	52.3	0.87
Obstetrics	6.4	5.1	1.25	4.9	1.30	7.9	0.81	7.1	0.90
Pediatrics	0.0	2.1	N/A	2.1	N/A	7.6	N/A	0.0	N/A
Total Hospital	99.5	51.6	1.93	53.4	1.87	93.3	1.07	101.8	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.85	3.7	0.87	3.6	0.89	3.5	0.90
Obstetrics	2.1	2.4	0.86	2.0	1.05	2.5	0.83	2.1	1.01
Pediatrics	0.0	2.0	N/A	3.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.86	4.3	0.86	4.3	0.86	3.9	0.95
<b>Surgical Operations</b>									
Inpatient	2,786	1,814	1.54	1,934	1.44	2,986	0.93	2,930	0.95
Outpatient	4,977	4,285	1.16	5,295	0.94	7,509	0.66	5,113	0.97
Inpatient as % of All Surgeries	35.9%	29.7%	1.21	26.8%	1.34	28.5%	1.26	36.4%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	942,282	99,026	9.52	151,770	6.21	180,410	5.22	952,212	0.99
Emergency Visits	26,511	16,365	1.62	17,348	1.53	28,916	0.92	26,833	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	95.0	18.3	5.20	20.1	4.73	27.9	3.41	86.7	1.10
Nurses, Licensed	473.8	199.5	2.37	238.2	1.99	340.4	1.39	488.0	0.97
Ancillary Nursing Personnel	68.0	37.1	1.83	40.0	1.70	53.1	1.28	77.7	0.88
All Other Personnel	1,759.1	439.3	4.00	622.2	2.83	767.4	2.29	1,765.8	1.00
Total FTEs	2,395.8	694.4	3.45	920.4	2.60	1,190.2	2.01	2,418.1	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	50.3	16.6	3.03	14.7	3.43	14.4	3.49	45.3	1.11
Nurses, Licensed	251.0	181.2	1.39	174.1	1.44	176.2	1.42	255.1	0.98
Ancillary Nursing Personnel	36.0	33.7	1.07	29.2	1.23	27.5	1.31	40.6	0.89
All Other Personnel	932.0	399.0	2.34	454.6	2.05	397.2	2.35	923.2	1.01
Total FTEs	1,269.3	630.6	2.01	672.6	1.89	616.1	2.06	1,264.3	1.00

**Total Hospital:**  
 Beds Set Up & Staffed 189  
 Discharges 9,861  
 Inpatient Days 36,333

**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 18  
 Total Births 1,091  
 Newborn Days 2,109

**048 Mercy Health System Corporation**  
Janesville, WI 53547

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	79	5,210	16,677	57.8%	45.7	3.2
Orthopedic	1	37	1,873	6,403	47.4%	17.5	3.4
Rehabilitation & Physical Medicine	1	14	162	1,893	37.0%	5.2	11.7
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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	20	1,115	2,336	32.0%	6.4	2.1
<b>Psychiatric</b>	1	12	743	2,849	65.0%	7.8	3.8
<b>Alcoholism/chemical dependency</b>	2	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	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	15	278	3,382	61.8%	9.3	12.2
Step-Down (Special Care)	1	12	480	2,793	63.8%	7.7	5.8
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
<b>Subacute care</b>	3	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	93	3	95.0	Surgical Personnel	20	4	22.0
Physicians & Dentists	214	31	221.0	Radiological Services Personnel	46	56	78.5
Medical & Dental Residents	20	1	20.0	Respiratory Therapists	10	8	14.8
Registered Nurses	305	281	433.7	Occupational Therapists	6	17	10.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	2	3.5
Licensed Practical Nurses	14	18	23.0	Physical Therapists	16	10	19.0
Ancillary Nursing Personnel	29	113	68.0	Physical Therapy Assistants/Aides	8	10	12.7
Physician Assistants	15	3	15.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	11	4	13.2	Dietitians & Nutritionists	3	7	7.6
Certified Registered Nurse Anesthetists	3	4	3.0	Psychologists	2	3	3.8
Clinical Nurse Specialists	1	0	1.0	Social Workers	8	6	11.7
Medical Records Personnel	50	13	57.8	All Other Health Professionals	233	239	339.8
Pharmacy Personnel	40	34	49.8	All Other Personnel	691	327	845.5
Clinical Laboratory Personnel	21	9	25.0	<b>Total</b>	<b>1,862</b>	<b>1,203</b>	<b>2,395.8</b>

**048 Mercy Health System Corporation**

Janesville, WI 53547

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>6</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$177,289,986	39.1%	41.7%	0.94	39.2%	1.00	38.1%	1.03	39.2%	1.00
Medical Assistance	\$67,271,413	14.9%	14.0%	1.06	11.4%	1.30	17.9%	0.83	11.1%	1.33
Commercial	\$186,153,112	41.1%	38.1%	1.08	42.7%	0.96	38.1%	1.08	43.7%	0.94
All Other	\$22,165,005	4.9%	6.2%	0.78	6.7%	0.73	5.9%	0.84	6.0%	0.81
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$123,254,772	27.2%	27.4%	0.99	25.3%	1.08	25.6%	1.06	27.3%	1.00
Medical Assistance	\$47,725,125	10.5%	9.6%	1.10	7.6%	1.39	12.1%	0.87	7.6%	1.39
Commercial	\$64,009,211	14.1%	11.6%	1.22	13.8%	1.02	11.2%	1.26	13.6%	1.04
Charity Care	\$10,852,015	2.4%	1.5%	1.64	2.4%	1.01	1.5%	1.60	1.9%	1.26
All Other	\$7,380,077	1.6%	2.1%	0.77	2.1%	0.77	2.4%	0.69	2.5%	0.66
Total Deductions	\$253,221,200	55.9%	52.1%	1.07	51.2%	1.09	52.8%	1.06	52.9%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		46.9%	3.7%	12.59	7.7%	6.07	6.6%	7.05	46.8%	1.00
Net Gains/Losses as % of Net Income		13.5%	10.6%	1.28	27.4%	0.49	14.8%	0.92	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$110,197,788	30.4%	45.3%	0.67	49.9%	0.61	43.8%	0.70	28.4%	1.07
Supplies & Services	\$231,370,898	63.9%	42.1%	1.52	39.1%	1.63	44.1%	1.45	63.8%	1.00
Capital Component	\$14,776,528	4.1%	8.5%	0.48	8.5%	0.48	8.6%	0.47	4.4%	0.94
Bad Debt	\$5,816,182	1.6%	4.0%	0.40	2.6%	0.62	3.5%	0.46	3.5%	0.47
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.6%	7.7%	0.47	5.4%	0.67	8.9%	0.40	4.1%	0.88
Total Hospital Net Income (%)		4.1%	8.5%	0.49	7.2%	0.57	10.3%	0.40	4.0%	1.05
Return on Equity (%)		4.6%	6.6%	0.69	6.3%	0.73	7.5%	0.61	4.5%	1.01
Current Ratio		1.4	3.4	0.42	2.2	0.66	3.3	0.43	1.8	0.79
Days in Net Patient Accounts Receivable		71.1	46.5	1.53	46.5	1.53	46.9	1.52	75.5	0.94
Average Payment Period		72.0	53.3	1.35	48.0	1.50	55.5	1.30	65.6	1.10
Equity Financing (%)		28.9%	60.7%	0.48	53.7%	0.54	60.9%	0.47	35.3%	0.82
Long-Term Debt to Equity Ratio		0.4	0.3	1.11	0.5	0.70	0.4	1.05	0.5	0.80
Times Interest Earned		6.5	7.4	0.89	6.6	0.99	8.5	0.77	5.5	1.19
Total Asset Turnover		1.1	0.8	1.42	0.8	1.29	0.7	1.54	1.1	0.96
Average Age of Plant (Years)		15.2	10.2	1.49	9.4	1.62	9.4	1.62	13.8	1.11
Increase (Decrease) Total Net Patient Revenue		-0.2%	9.4%	N/A	54.9%	0.23	1.9%	N/A	12.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		47.3%	53.2%	0.89	52.5%	0.90	51.7%	0.91	46.8%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,732	\$12,710	0.84	\$13,814	0.78	\$12,409	0.86	\$11,182	0.96
Inpatient Net Revenue per Day		\$2,913	\$2,917	1.00	\$3,205	0.91	\$2,910	1.00	\$2,881	1.01
Outpatient Net Revenue per Visit		\$97	\$555	0.17	\$410	0.24	\$491	0.20	\$95	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$452,879,516	Cash & Cash Equivalents	\$12,146,104	Current Liabilities	\$69,406,372
Less Deductions	\$253,221,200	Net Patient Receivables	\$38,900,062	Long-Term Debt	\$37,030,725
Net Patient Revenue	\$199,658,316	Other Receivables	\$33,813,453	Other Liabilities	\$137,102,413
Plus Other Revenue	\$176,029,346			Subtotal	\$243,539,510
Total Revenue	\$375,687,662	Land, Buildings & Equipment (Net)	\$173,375,036	Unrestricted Fund Balance	\$99,157,429
Less Expenses	\$362,161,396	Other Assets	\$84,462,284	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,113,473			Total Liabilities & Fund Balance	\$342,696,939
Net Income	\$15,639,739	Total Assets	\$342,696,939		

**189 Aurora Medical Center in Kenosha**  
 10400 75th Avenue  
 Kenosha, WI 53142  
 262-948-5600

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Kenosha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	59.4%	56.1%	1.06	63.0%	0.94	57.4%	1.04	55.9%	1.06
Obstetrics	34.4%	39.1%	0.88	37.9%	0.12	36.2%	0.95	38.9%	0.88
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	56.5%	55.8%	1.01	61.0%	0.92	56.5%	1.00	54.8%	1.03
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	28.5	28.4	1.00	42.6	0.67	44.8	0.64	26.9	1.06
Obstetrics	4.5	5.1	0.87	6.4	0.70	7.9	0.57	5.1	0.88
Pediatrics	0.0	2.1	N/A	0.3	N/A	7.6	N/A	0.0	N/A
Total Hospital	41.2	51.6	0.80	74.1	0.56	93.3	0.44	40.0	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.8	0.98	3.8	0.96	3.6	1.02	3.5	1.05
Obstetrics	2.0	2.4	0.83	2.4	0.85	2.5	0.80	2.0	0.99
Pediatrics	0.0	2.0	N/A	2.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.6	4.3	0.83	4.4	0.82	4.3	0.84	3.4	1.05
<b>Surgical Operations</b>									
Inpatient	1,287	1,814	0.71	1,934	0.67	2,986	0.43	1,229	1.05
Outpatient	4,924	4,285	1.15	5,226	0.94	7,509	0.66	4,560	1.08
Inpatient as % of All Surgeries	20.7%	29.7%	0.70	27.0%	0.77	28.5%	0.73	21.2%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	111,275	99,026	1.12	126,187	0.88	180,410	0.62	109,825	1.01
Emergency Visits	23,563	16,365	1.44	21,693	1.09	28,916	0.81	22,950	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	29.0	0.07	27.9	0.07	3.0	0.67
Nurses, Licensed	168.4	199.5	0.84	239.9	0.70	340.4	0.49	150.1	1.12
Ancillary Nursing Personnel	8.6	37.1	0.23	54.4	0.16	53.1	0.16	8.5	1.00
All Other Personnel	429.5	439.3	0.98	492.6	0.87	767.4	0.56	373.3	1.15
Total FTEs	608.5	694.4	0.88	816.0	0.75	1,190.2	0.51	534.9	1.14
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.5	16.6	0.09	15.7	0.09	14.4	0.10	2.3	0.62
Nurses, Licensed	123.4	181.2	0.68	129.8	0.95	176.2	0.70	117.4	1.05
Ancillary Nursing Personnel	6.3	33.7	0.19	29.4	0.21	27.5	0.23	6.7	0.94
All Other Personnel	314.6	399.0	0.79	266.6	1.18	397.2	0.79	292.0	1.08
Total FTEs	445.7	630.6	0.71	441.5	1.01	616.1	0.72	418.4	1.07

**Total Hospital:**  
 Beds Set Up & Staffed 73  
 Discharges 4,185  
 Inpatient Days 15,044

**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 18  
 Total Births 796  
 Newborn Days 1,466

**189 Aurora Medical Center in Kenosha**  
Kenosha, WI 53142

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	48	2,827	10,408	59.4%	28.5	3.7
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	3	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	13	805	1,631	34.4%	4.5	2.0
<b>Psychiatric</b>	3	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	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	1	12	553	3,005	68.6%	8.2	5.4
Step-Down (Special Care)	2	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	2	0	2.0	Surgical Personnel	10	11	15.1
Physicians & Dentists	55	0	55.0	Radiological Services Personnel	28	22	39.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	8	10.0
Registered Nurses	135	63	161.6	Occupational Therapists	6	2	7.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	1	4	3.8	Physical Therapists	13	3	14.5
Ancillary Nursing Personnel	5	7	8.6	Physical Therapy Assistants/Aides	7	0	7.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	3	2.0	Dietitians & Nutritionists	2	1	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	Social Workers	1	1	1.0
Medical Records Personnel	9	5	12.1	All Other Health Professionals	73	38	85.5
Pharmacy Personnel	10	7	12.3	All Other Personnel	118	101	166.3
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>487</b>	<b>276</b>	<b>608.5</b>

**189 Aurora Medical Center in Kenosha**

Kenosha, WI 53142

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$127,705,820	37.9%	41.7%	0.91	45.2%	0.84	38.1%	0.99	36.1%	1.05
Medical Assistance	\$47,073,119	14.0%	14.0%	1.00	10.2%	1.37	17.9%	0.78	13.8%	1.01
Commercial	\$136,389,920	40.4%	38.1%	1.06	39.9%	1.01	38.1%	1.06	41.3%	0.98
All Other	\$26,228,548	7.8%	6.2%	1.25	4.7%	1.64	5.9%	1.33	8.9%	0.87
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$95,940,577	28.4%	27.4%	1.04	31.1%	0.91	25.6%	1.11	27.2%	1.04
Medical Assistance	\$36,556,406	10.8%	9.6%	1.13	6.9%	1.57	12.1%	0.89	9.5%	1.14
Commercial	\$39,786,692	11.8%	11.6%	1.02	13.7%	0.86	11.2%	1.05	12.8%	0.92
Charity Care	\$3,365,074	1.0%	1.5%	0.68	1.3%	0.74	1.5%	0.67	1.1%	0.94
All Other	\$20,690,520	6.1%	2.1%	2.89	1.8%	3.37	2.4%	2.60	4.9%	1.25
Total Deductions	\$196,339,269	58.2%	52.1%	1.12	54.8%	1.06	52.8%	1.10	55.5%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.3%	3.7%	0.09	2.7%	0.13	6.6%	0.05	4.3%	0.08
Net Gains/Losses as % of Net Income		0.0%	10.6%	0.00	9.2%	0.00	14.8%	0.00	0.0%	7.38
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$37,353,418	35.3%	45.3%	0.78	40.7%	0.87	43.8%	0.81	35.9%	0.98
Supplies & Services	\$53,355,860	50.4%	42.1%	1.20	45.7%	1.10	44.1%	1.14	47.9%	1.05
Capital Component	\$6,857,805	6.5%	8.5%	0.76	8.6%	0.75	8.6%	0.75	8.5%	0.76
Bad Debt	\$8,386,865	7.9%	4.0%	1.97	4.9%	1.60	3.5%	2.29	7.7%	1.02
<b>Fiscal Statistics</b>										
Operating Margin (%)		25.1%	7.7%	3.27	9.9%	2.55	8.9%	2.81	22.0%	1.14
Total Hospital Net Income (%)		25.2%	8.5%	2.95	10.8%	2.33	10.3%	2.44	22.0%	1.14
Return on Equity (%)		12.9%	6.6%	1.95	7.6%	1.69	7.5%	1.73	12.7%	1.02
Current Ratio		18.6	3.4	5.50	5.4	3.45	3.3	5.62	21.3	0.88
Days in Net Patient Accounts Receivable		40.0	46.5	0.86	41.6	0.96	46.9	0.85	33.5	1.20
Average Payment Period		41.0	53.3	0.77	40.6	1.01	55.5	0.74	29.5	1.39
Equity Financing (%)		81.1%	60.7%	1.34	68.1%	1.19	60.9%	1.33	77.0%	1.05
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		15.4	7.4	2.09	9.1	1.68	8.5	1.82	13.6	1.13
Total Asset Turnover		0.5	0.8	0.67	0.7	0.73	0.7	0.72	0.6	0.89
Average Age of Plant (Years)		14.1	10.2	1.37	10.9	1.29	9.4	1.49	11.9	1.18
Increase (Decrease) Total Net Patient Revenue		4.6%	9.4%	0.49	2.0%	9.03	1.9%	2.51	18.0%	0.26
Outpatient Gross Revenue (% of Total GPR)		69.8%	53.2%	1.31	56.7%	1.23	51.7%	1.35	68.7%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,822	\$12,710	0.69	\$10,604	0.83	\$12,409	0.71	\$8,659	1.02
Inpatient Net Revenue per Day		\$2,454	\$2,917	0.84	\$2,427	1.01	\$2,910	0.84	\$2,538	0.97
Outpatient Net Revenue per Visit		\$772	\$555	1.39	\$603	1.28	\$491	1.57	\$736	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$337,397,407	Cash & Cash Equivalents	\$197,370,886	Current Liabilities	\$11,460,669
Less Deductions	\$196,339,269	Net Patient Receivables	\$15,469,855	Long-Term Debt	\$0
Net Patient Revenue	\$141,058,138	Other Receivables	\$1,362	Other Liabilities	\$40,683,613
Plus Other Revenue	\$490,329			Subtotal	\$52,144,282
Total Revenue	\$141,548,467	Land, Buildings & Equipment (Net)	\$54,261,046	Unrestricted Fund Balance	\$223,809,561
Less Expenses	\$105,953,948	Other Assets	\$8,850,694	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$10,202			Total Liabilities & Fund Balance	\$275,953,843
Net Income	\$35,604,721	Total Assets	\$275,953,843		

**305 United Hospital System Inc**  
 6308 8th Ave  
 Kenosha, WI 53143  
 262-656-3011

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Kenosha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	66.4%	56.1%	1.18	63.0%	1.05	68.8%	0.97	65.6%	1.01
Obstetrics	39.2%	39.1%	1.00	37.9%	0.20	49.6%	0.79	37.8%	1.04
Pediatrics	7.8%	48.6%	0.16	8.5%	0.92	35.5%	0.22	0.0%	N/A
Total Hospital	54.7%	55.8%	0.98	61.0%	0.90	65.5%	0.84	57.5%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	81.0	28.4	2.85	42.6	1.90	104.2	0.78	80.1	1.01
Obstetrics	7.4	5.1	1.45	6.4	1.16	16.5	0.45	7.2	1.04
Pediatrics	0.9	2.1	0.42	0.3	2.96	4.1	0.42	0.0	N/A
Total Hospital	116.5	51.6	2.26	74.1	1.57	204.9	0.57	116.2	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.2	3.8	1.13	3.8	1.10	4.1	1.03	4.4	0.97
Obstetrics	2.2	2.4	0.89	2.4	0.91	2.5	0.88	2.3	0.94
Pediatrics	2.1	2.0	1.03	2.0	1.03	3.1	0.68	0.0	N/A
Total Hospital	4.1	4.3	0.95	4.4	0.93	4.8	0.85	4.2	0.96
<b>Surgical Operations</b>									
Inpatient	2,816	1,814	1.55	1,934	1.46	7,205	0.39	2,935	0.96
Outpatient	5,855	4,285	1.37	5,226	1.12	13,979	0.42	5,672	1.03
Inpatient as % of All Surgeries	32.5%	29.7%	1.09	27.0%	1.20	34.0%	0.95	34.1%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	340,968	99,026	3.44	126,187	2.70	311,290	1.10	311,077	1.10
Emergency Visits	54,823	16,365	3.35	21,693	2.53	40,915	1.34	52,599	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	75.9	18.3	4.15	29.0	2.62	53.8	1.41	71.3	1.06
Nurses, Licensed	474.3	199.5	2.38	239.9	1.98	734.0	0.65	414.5	1.14
Ancillary Nursing Personnel	104.4	37.1	2.81	54.4	1.92	146.6	0.71	101.4	1.03
All Other Personnel	1,197.8	439.3	2.73	492.6	2.43	1,446.3	0.83	1,153.5	1.04
Total FTEs	1,852.3	694.4	2.67	816.0	2.27	2,380.8	0.78	1,740.6	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	26.2	16.6	1.58	15.7	1.67	13.9	1.88	26.2	1.00
Nurses, Licensed	163.4	181.2	0.90	129.8	1.26	189.6	0.86	152.0	1.08
Ancillary Nursing Personnel	36.0	33.7	1.07	29.4	1.22	37.9	0.95	37.2	0.97
All Other Personnel	412.8	399.0	1.03	266.6	1.55	373.7	1.10	423.1	0.98
Total FTEs	638.3	630.6	1.01	441.5	1.45	615.1	1.04	638.4	1.00

**Total Hospital:**  
 Beds Set Up & Staffed 213  
 Discharges 10,437  
 Inpatient Days 42,512

**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 24  
 Total Births 1,068  
 Newborn Days 2,151

**305 United Hospital System Inc**  
Kenosha, WI 53143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	122	6,984	29,551	66.4%	81.0	4.2
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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	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>	1	11	150	315	7.8%	0.9	2.1
<b>Obstetrics</b>	1	19	1,248	2,716	39.2%	7.4	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	4	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	32	573	4,571	39.1%	12.5	8.0
Step-Down (Special Care)	1	29	1,482	5,359	50.6%	14.7	3.6
Neonatal Intensive/Intermediate Care	2	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>	2	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	71	7	75.9	Surgical Personnel	30	4	33.1
Physicians & Dentists	52	3	53.1	Radiological Services Personnel	35	54	65.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	24	11	29.2
Registered Nurses	235	298	449.9	Occupational Therapists	3	3	4.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	13	15	22.8	Physical Therapists	9	6	11.9
Ancillary Nursing Personnel	39	105	104.4	Physical Therapy Assistants/Aides	6	9	11.1
Physician Assistants	5	1	5.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	1	1.6	Dietitians & Nutritionists	5	3	7.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	6	2	7.8
Medical Records Personnel	86	22	100.5	All Other Health Professionals	111	126	189.1
Pharmacy Personnel	26	20	36.1	All Other Personnel	463	162	568.2
Clinical Laboratory Personnel	57	27	74.7	<b>Total</b>	<b>1,277</b>	<b>879</b>	<b>1,852.3</b>

**305 United Hospital System Inc**  
Kenosha, WI 53143

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	2A Value	Ratio	7 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$268,194,633	44.4%	41.7%	1.06	45.2%	0.98	42.2%	1.05	44.7%	0.99
Medical Assistance	\$83,209,929	13.8%	14.0%	0.98	10.2%	1.35	12.9%	1.07	10.6%	1.29
Commercial	\$224,045,797	37.1%	38.1%	0.97	39.9%	0.93	38.1%	0.97	38.6%	0.96
All Other	\$29,129,286	4.8%	6.2%	0.77	4.7%	1.02	6.8%	0.71	6.1%	0.79
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$177,676,555	29.4%	27.4%	1.07	31.1%	0.95	28.5%	1.03	30.6%	0.96
Medical Assistance	\$59,059,971	9.8%	9.6%	1.02	6.9%	1.42	9.0%	1.08	7.1%	1.38
Commercial	\$80,003,332	13.2%	11.6%	1.14	13.7%	0.97	12.3%	1.08	12.3%	1.08
Charity Care	\$9,894,189	1.6%	1.5%	1.12	1.3%	1.22	1.6%	1.04	2.0%	0.81
All Other	\$6,946,282	1.1%	2.1%	0.54	1.8%	0.63	2.2%	0.51	1.3%	0.87
Total Deductions	\$333,580,329	55.2%	52.1%	1.06	54.8%	1.01	53.6%	1.03	53.3%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.1%	3.7%	0.56	2.7%	0.76	2.3%	0.89	2.4%	0.86
Net Gains/Losses as % of Net Income		2.7%	10.6%	0.25	9.2%	0.29	4.9%	0.54	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$133,086,264	53.3%	45.3%	1.18	40.7%	1.31	44.0%	1.21	51.7%	1.03
Supplies & Services	\$76,107,478	30.5%	42.1%	0.72	45.7%	0.67	43.9%	0.69	31.4%	0.97
Capital Component	\$25,177,493	10.1%	8.5%	1.19	8.6%	1.17	7.8%	1.29	10.9%	0.93
Bad Debt	\$15,280,290	6.1%	4.0%	1.52	4.9%	1.24	4.2%	1.44	6.0%	1.01
<b>Fiscal Statistics</b>										
Operating Margin (%)		9.8%	7.7%	1.27	9.9%	0.99	7.4%	1.32	13.0%	0.75
Total Hospital Net Income (%)		10.0%	8.5%	1.18	10.8%	0.93	7.8%	1.29	10.9%	0.92
Return on Equity (%)		7.5%	6.6%	1.13	7.6%	0.98	6.4%	1.18	8.0%	0.93
Current Ratio		2.4	3.4	0.72	5.4	0.45	3.6	0.67	2.4	1.01
Days in Net Patient Accounts Receivable		43.2	46.5	0.93	41.6	1.04	45.0	0.96	48.4	0.89
Average Payment Period		57.2	53.3	1.07	40.6	1.41	48.2	1.19	63.5	0.90
Equity Financing (%)		67.1%	60.7%	1.11	68.1%	0.99	61.3%	1.09	68.3%	0.98
Long-Term Debt to Equity Ratio		0.1	0.3	0.40	0.3	0.53	0.3	0.49	0.2	0.70
Times Interest Earned		18.0	7.4	2.45	9.1	1.97	9.3	1.95	12.9	1.40
Total Asset Turnover		0.7	0.8	0.96	0.7	1.06	0.8	0.92	0.8	0.99
Average Age of Plant (Years)		9.7	10.2	0.95	10.9	0.90	11.4	0.85	9.4	1.03
Increase (Decrease) Total Net Patient Revenue		6.1%	9.4%	0.65	2.0%	4.64	18.7%	0.33	9.2%	0.67
Outpatient Gross Revenue (% of Total GPR)		59.9%	53.2%	1.13	56.7%	1.05	47.1%	1.27	57.4%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,938		\$12,710	0.70	\$10,604	0.84	\$14,659	0.61	\$9,349	0.96
Inpatient Net Revenue per Day	\$2,194		\$2,917	0.75	\$2,427	0.90	\$3,060	0.72	\$2,207	0.99
Outpatient Net Revenue per Visit	\$449		\$555	0.81	\$603	0.74	\$582	0.77	\$445	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$604,579,645	Cash & Cash Equivalents	\$48,913,025	Current Liabilities	\$36,545,924
Less Deductions	\$333,580,329	Net Patient Receivables	\$32,052,045	Long-Term Debt	\$33,230,180
Net Patient Revenue	\$270,999,316	Other Receivables	\$351,567	Other Liabilities	\$52,673,461
Plus Other Revenue	\$5,731,138			Subtotal	\$122,449,565
Total Revenue	\$276,730,454	Land, Buildings & Equipment (Net)	\$201,698,930	Unrestricted Fund Balance	\$249,900,114
Less Expenses	\$249,651,525	Other Assets	\$89,334,112	Restricted Fund Balance	\$1,998,034
Non-Operating Gains/Losses	\$744,090			Total Liabilities & Fund Balance	\$372,349,679
Net Income	\$27,823,019	Total Assets	\$372,349,679		

**056 Gundersen Lutheran Health System**  
 1900 South Avenue  
 La Crosse, WI 54601  
 608-782-7300

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: La Crosse  
 Analysis Area: Southwestern (5B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	65.6%	56.1%	1.17	43.7%	1.50	68.8%	0.95	65.7%	1.00
Obstetrics	49.6%	39.1%	1.27	42.9%	0.25	49.6%	1.00	51.5%	0.96
Pediatrics	33.6%	48.6%	0.69	32.4%	1.04	35.5%	0.95	45.0%	0.75
Total Hospital	57.5%	55.8%	1.03	44.7%	1.28	65.5%	0.88	56.7%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	63.0	28.4	2.22	13.7	4.60	104.2	0.60	59.1	1.07
Obstetrics	10.9	5.1	2.12	3.0	3.64	16.5	0.66	11.3	0.96
Pediatrics	5.7	2.1	2.76	0.6	8.83	4.1	2.76	6.3	0.91
Total Hospital	147.2	51.6	2.85	24.0	6.13	204.9	0.72	147.9	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.80	3.0	0.99	4.1	0.73	2.8	1.06
Obstetrics	2.5	2.4	1.04	2.5	1.01	2.5	1.03	2.5	1.04
Pediatrics	2.5	2.0	1.21	2.5	1.00	3.1	0.80	2.6	0.95
Total Hospital	4.0	4.3	0.93	3.5	1.15	4.8	0.84	3.9	1.04
<b>Surgical Operations</b>									
Inpatient	4,566	1,814	2.52	730	6.25	7,205	0.63	4,896	0.93
Outpatient	12,148	4,285	2.84	1,989	6.11	13,979	0.87	11,300	1.08
Inpatient as % of All Surgeries	27.3%	29.7%	0.92	26.9%	1.02	34.0%	0.80	30.2%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	197,579	99,026	2.00	45,548	4.34	311,290	0.63	188,567	1.05
Emergency Visits	22,925	16,365	1.40	7,561	3.03	40,915	0.56	22,921	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.3	N/A	3.8	N/A	53.8	N/A	0.0	N/A
Nurses, Licensed	693.3	199.5	3.47	136.9	5.06	734.0	0.94	710.9	0.98
Ancillary Nursing Personnel	116.8	37.1	3.15	23.8	4.92	146.6	0.80	128.6	0.91
All Other Personnel	877.8	439.3	2.00	261.1	3.36	1,446.3	0.61	845.2	1.04
Total FTEs	1,687.9	694.4	2.43	425.5	3.97	2,380.8	0.71	1,684.7	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	16.6	N/A	7.0	N/A	13.9	N/A	0.0	N/A
Nurses, Licensed	248.5	181.2	1.37	251.8	0.99	189.6	1.31	264.4	0.94
Ancillary Nursing Personnel	41.9	33.7	1.24	43.7	0.96	37.9	1.11	47.8	0.88
All Other Personnel	314.7	399.0	0.79	480.2	0.66	373.7	0.84	314.4	1.00
Total FTEs	605.0	630.6	0.96	782.7	0.77	615.1	0.98	626.6	0.97

**Total Hospital:**  
 Beds Set Up & Staffed 256  
 Discharges 13,401  
 Inpatient Days 53,711

**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 22  
 Total Births 1,326  
 Newborn Days 2,554

**056 Gundersen Lutheran Health System**  
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	96	7,691	22,989	65.6%	63.0	3.0
Orthopedic	1	32	2,255	7,115	60.9%	19.5	3.2
Rehabilitation & Physical Medicine	1	16	217	3,535	60.5%	9.7	16.3
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	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>	1	17	845	2,087	33.6%	5.7	2.5
<b>Obstetrics</b>	1	22	1,563	3,981	49.6%	10.9	2.5
<b>Psychiatric</b>	1	24	1,121	6,303	72.0%	17.3	5.6
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	15	1,111	2,825	51.6%	7.7	2.5
Cardiac Intensive Unit	1	18	2,100	3,332	50.7%	9.1	1.6
Pediatric Intensive Care	1	4	104	295	20.2%	0.8	2.8
Burn Care	2	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	1	12	175	2,297	52.4%	6.3	13.1
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	0	0	0.0	Surgical Personnel	18	13	27.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	18	17	29.7
Registered Nurses	353	420	661.5	Occupational Therapists	6	7	10.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.4
Licensed Practical Nurses	10	26	29.4	Physical Therapists	10	7	15.1
Ancillary Nursing Personnel	61	79	116.8	Physical Therapy Assistants/Aides	3	3	5.4
Physician Assistants	3	0	3.0	Recreational Therapists	0	5	3.7
Nurse Practitioners	1	2	2.4	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	30	20	43.7
Medical Records Personnel	0	0	0.0	All Other Health Professionals	168	112	242.5
Pharmacy Personnel	38	14	46.9	All Other Personnel	291	159	403.0
Clinical Laboratory Personnel	32	19	45.2	<b>Total</b>	<b>1,042</b>	<b>905</b>	<b>1,687.9</b>

**056 Gundersen Lutheran Health System**

La Crosse, WI 54601

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$331,039,372	48.8%	41.7%	1.17	45.0%	1.08	42.2%	1.16	48.7%	1.00
Medical Assistance	\$67,891,199	10.0%	14.0%	0.72	11.3%	0.88	12.9%	0.78	9.7%	1.04
Commercial	\$231,287,346	34.1%	38.1%	0.89	36.1%	0.94	38.1%	0.89	34.6%	0.98
All Other	\$48,528,643	7.1%	6.2%	1.15	7.5%	0.95	6.8%	1.05	7.0%	1.03
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$215,143,652	31.7%	27.4%	1.16	27.2%	1.16	28.5%	1.11	30.7%	1.03
Medical Assistance	\$39,146,933	5.8%	9.6%	0.60	7.1%	0.82	9.0%	0.64	4.7%	1.22
Commercial	\$40,696,352	6.0%	11.6%	0.52	5.9%	1.02	12.3%	0.49	6.2%	0.96
Charity Care	\$4,972,735	0.7%	1.5%	0.50	0.9%	0.82	1.6%	0.46	0.4%	1.99
All Other	\$18,108,673	2.7%	2.1%	1.26	2.8%	0.94	2.2%	1.19	2.5%	1.09
Total Deductions	\$318,068,345	46.9%	52.1%	0.90	43.9%	1.07	53.6%	0.87	44.5%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.0%	3.7%	0.54	2.2%	0.92	2.3%	0.86	1.7%	1.22
Net Gains/Losses as % of Net Income		546.2%	10.6%	51.76	N/A	N/A	4.9%	110.70	0.2%	3,483.57
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$138,172,066	43.4%	45.3%	0.96	50.3%	0.86	44.0%	0.98	47.7%	0.91
Supplies & Services	\$155,896,505	48.9%	42.1%	1.16	39.8%	1.23	43.9%	1.12	44.0%	1.11
Capital Component	\$10,538,841	3.3%	8.5%	0.39	5.5%	0.60	7.8%	0.42	4.1%	0.81
Bad Debt	\$13,977,586	4.4%	4.0%	1.09	4.5%	0.98	4.2%	1.03	4.2%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)		13.4%	7.7%	1.75	10.9%	1.24	7.4%	1.81	20.5%	0.66
Total Hospital Net Income (%)		-3.6%	8.5%	N/A	3.8%	N/A	7.8%	N/A	20.5%	N/A
Return on Equity (%)		-1.7%	6.6%	N/A	2.6%	N/A	6.4%	N/A	12.6%	N/A
Current Ratio		58.2	3.4	17.17	10.0	5.80	3.6	16.06	60.1	0.97
Days in Net Patient Accounts Receivable		41.9	46.5	0.90	62.4	0.67	45.0	0.93	45.3	0.92
Average Payment Period		11.5	53.3	0.22	39.9	0.29	48.2	0.24	11.5	1.00
Equity Financing (%)		82.1%	60.7%	1.35	76.5%	1.07	61.3%	1.34	80.1%	1.02
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	10.2	N/A	9.3	N/A	0.0	N/A
Total Asset Turnover		0.6	0.8	0.73	0.7	0.77	0.8	0.69	0.6	0.92
Average Age of Plant (Years)		16.3	10.2	1.59	13.8	1.19	11.4	1.43	14.0	1.17
Increase (Decrease) Total Net Patient Revenue		2.8%	9.4%	0.30	4.0%	1.15	18.7%	0.15	4.6%	0.60
Outpatient Gross Revenue (% of Total GPR)		47.3%	53.2%	0.89	55.9%	0.85	47.1%	1.00	45.0%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,841		\$12,710	1.17	\$12,145	1.22	\$14,659	1.01	\$14,229	1.04
Inpatient Net Revenue per Day	\$3,703		\$2,917	1.27	\$3,275	1.13	\$3,060	1.21	\$3,694	1.00
Outpatient Net Revenue per Visit	\$734		\$555	1.32	\$730	1.01	\$582	1.26	\$717	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$678,746,560	Cash & Cash Equivalents	\$451,605	Current Liabilities	\$9,786,156
Less Deductions	\$318,068,345	Net Patient Receivables	\$41,408,634	Long-Term Debt	\$0
Net Patient Revenue	\$360,678,215	Other Receivables	\$268,859	Other Liabilities	\$107,738,027
Plus Other Revenue	\$7,403,557			Subtotal	\$117,524,183
Total Revenue	\$368,081,772	Land, Buildings & Equipment (Net)	\$85,004,915		
Less Expenses	\$318,584,998	Other Assets	\$527,862,162	Unrestricted Fund Balance	\$537,471,992
Non-Operating Gains/Losses	-\$60,590,129			Restricted Fund Balance	\$0
Net Income	-\$11,093,355	Total Assets	\$654,996,175	Total Liabilities & Fund Balance	\$654,996,175

**057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse**  
 700 West Avenue South  
 La Crosse, WI 54601  
 608-785-0940

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: La Crosse  
 Analysis Area: Southwestern (5B)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	54.1%	56.1%	0.96	43.7%	1.24	57.4%	0.94	48.1%	1.12
Obstetrics	49.0%	39.1%	1.25	42.9%	0.18	36.2%	1.35	47.4%	1.03
Pediatrics	0.0%	48.6%	N/A	32.4%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	46.3%	55.8%	0.83	44.7%	1.04	56.5%	0.82	46.2%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	50.8	28.4	1.79	13.7	3.71	44.8	1.13	45.2	1.12
Obstetrics	7.8	5.1	1.53	3.0	2.62	7.9	1.00	7.6	1.03
Pediatrics	0.0	2.1	N/A	0.6	N/A	7.6	N/A	0.0	N/A
Total Hospital	72.7	51.6	1.41	24.0	3.03	93.3	0.78	72.6	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.81	3.0	1.01	3.6	0.85	3.9	0.79
Obstetrics	2.8	2.4	1.13	2.5	1.09	2.5	1.09	2.8	0.99
Pediatrics	0.0	2.0	N/A	2.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.72	3.5	0.88	4.3	0.72	3.6	0.85
<b>Surgical Operations</b>									
Inpatient	2,213	1,814	1.22	730	3.03	2,986	0.74	2,243	0.99
Outpatient	5,752	4,285	1.34	1,989	2.89	7,509	0.77	5,180	1.11
Inpatient as % of All Surgeries	27.8%	29.7%	0.93	26.9%	1.03	28.5%	0.98	30.2%	0.92
<b>Outpatient Visits</b>									
Non-Emergency Visits	69,629	99,026	0.70	45,548	1.53	180,410	0.39	70,234	0.99
Emergency Visits	13,357	16,365	0.82	7,561	1.77	28,916	0.46	12,987	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	18.0	18.3	0.99	3.8	4.74	27.9	0.65	57.5	0.31
Nurses, Licensed	399.9	199.5	2.00	136.9	2.92	340.4	1.17	246.0	1.63
Ancillary Nursing Personnel	27.0	37.1	0.73	23.8	1.14	53.1	0.51	70.5	0.38
All Other Personnel	916.8	439.3	2.09	261.1	3.51	767.4	1.19	956.0	0.96
Total FTEs	1,361.7	694.4	1.96	425.5	3.20	1,190.2	1.14	1,330.0	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.8	16.6	0.65	7.0	1.55	14.4	0.75	36.4	0.30
Nurses, Licensed	240.1	181.2	1.32	251.8	0.95	176.2	1.36	155.6	1.54
Ancillary Nursing Personnel	16.2	33.7	0.48	43.7	0.37	27.5	0.59	44.6	0.36
All Other Personnel	550.4	399.0	1.38	480.2	1.15	397.2	1.39	604.7	0.91
Total FTEs	817.5	630.6	1.30	782.7	1.04	616.1	1.33	841.3	0.97

**Total Hospital:**  
 Beds Set Up & Staffed 157  
 Discharges 8,611  
 Inpatient Days 26,551

**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 20  
 Total Births 901  
 Newborn Days 1,635

**057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse**  
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	94	6,090	18,554	54.1%	50.8	3.0
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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	1	0	0	0	0.0%	0.0	0.0
Other Acute	2	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	16	1,035	2,859	49.0%	7.8	2.8
<b>Psychiatric</b>	1	16	914	4,463	76.4%	12.2	4.9
<b>Alcoholism/chemical dependency</b>	2	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	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	16	455	2,310	39.6%	6.3	5.1
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	15	117	1,699	31.0%	4.7	14.5
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	2	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	2	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	18	0	18.0	Surgical Personnel	24	2	25.1
Physicians & Dentists	98	4	99.7	Radiological Services Personnel	23	2	24.3
Medical & Dental Residents	0	3	1.0	Respiratory Therapists	26	3	27.7
Registered Nurses	313	107	328.3	Occupational Therapists	6	0	6.0
Certified Nurse Midwives	3	0	3.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	36	5	38.3	Physical Therapists	13	0	13.0
Ancillary Nursing Personnel	25	10	27.0	Physical Therapy Assistants/Aides	4	0	4.0
Physician Assistants	10	0	10.0	Recreational Therapists	3	3	4.5
Nurse Practitioners	7	2	8.3	Dietitians & Nutritionists	14	7	16.7
Certified Registered Nurse Anesthetists	12	0	12.0	Psychologists	6	0	6.0
Clinical Nurse Specialists	10	0	10.0	Social Workers	8	5	10.4
Medical Records Personnel	78	5	79.3	All Other Health Professionals	276	105	319.9
Pharmacy Personnel	29	6	30.1	All Other Personnel	176	29	189.9
Clinical Laboratory Personnel	47	5	49.3	<b>Total</b>	<b>1,265</b>	<b>303</b>	<b>1,361.7</b>

**057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse**

La Crosse, WI 54601

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	6 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$136,915,051	39.0%	41.7%	0.94	45.0%	0.87	38.1%	1.03	40.6%	0.96
Medical Assistance	\$43,138,472	12.3%	14.0%	0.88	11.3%	1.09	17.9%	0.69	10.7%	1.15
Commercial	\$147,121,882	41.9%	38.1%	1.10	36.1%	1.16	38.1%	1.10	41.8%	1.00
All Other	\$23,565,794	6.7%	6.2%	1.08	7.5%	0.89	5.9%	1.15	6.9%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$91,252,295	26.0%	27.4%	0.95	27.2%	0.96	25.6%	1.02	26.3%	0.99
Medical Assistance	\$29,496,263	8.4%	9.6%	0.88	7.1%	1.19	12.1%	0.69	6.2%	1.36
Commercial	\$24,273,800	6.9%	11.6%	0.60	5.9%	1.18	11.2%	0.62	7.8%	0.89
Charity Care	\$3,496,276	1.0%	1.5%	0.68	0.9%	1.12	1.5%	0.67	1.7%	0.59
All Other	\$10,882,300	3.1%	2.1%	1.46	2.8%	1.09	2.4%	1.31	3.3%	0.94
Total Deductions	\$159,400,934	45.4%	52.1%	0.87	43.9%	1.04	52.8%	0.86	45.3%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.9%	3.7%	0.51	2.2%	0.86	6.6%	0.29	1.9%	0.98
Net Gains/Losses as % of Net Income		0.0%	10.6%	N/A	N/A	N/A	14.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$92,563,655	54.7%	45.3%	1.21	50.3%	1.09	43.8%	1.25	55.8%	0.98
Supplies & Services	\$57,855,694	34.2%	42.1%	0.81	39.8%	0.86	44.1%	0.77	33.1%	1.03
Capital Component	\$11,306,057	6.7%	8.5%	0.79	5.5%	1.22	8.6%	0.78	7.2%	0.92
Bad Debt	\$7,407,908	4.4%	4.0%	1.09	4.5%	0.98	3.5%	1.27	3.9%	1.12
<b>Fiscal Statistics</b>										
Operating Margin (%)		13.3%	7.7%	1.73	10.9%	1.22	8.9%	1.49	9.1%	1.45
Total Hospital Net Income (%)		13.3%	8.5%	1.56	3.8%	3.51	10.3%	1.29	9.1%	1.45
Return on Equity (%)		12.8%	6.6%	1.94	2.6%	5.03	7.5%	1.72	8.9%	1.44
Current Ratio		2.5	3.4	0.73	10.0	0.25	3.3	0.74	1.8	1.38
Days in Net Patient Accounts Receivable		111.2	46.5	2.39	62.4	1.78	46.9	2.37	103.5	1.07
Average Payment Period		86.6	53.3	1.62	39.9	2.17	55.5	1.56	98.5	0.88
Equity Financing (%)		72.5%	60.7%	1.20	76.5%	0.95	60.9%	1.19	67.6%	1.07
Long-Term Debt to Equity Ratio		0.1	0.3	0.29	0.1	1.24	0.4	0.28	0.1	0.80
Times Interest Earned		0.0	7.4	N/A	10.2	N/A	8.5	N/A	20.9	N/A
Total Asset Turnover		1.0	0.8	1.25	0.7	1.33	0.7	1.36	1.0	0.99
Average Age of Plant (Years)		15.0	10.2	1.46	13.8	1.09	9.4	1.59	14.0	1.07
Increase (Decrease) Total Net Patient Revenue		6.5%	9.4%	0.69	4.0%	1.09	1.9%	3.50	4.3%	1.50
Outpatient Gross Revenue (% of Total GPR)		56.3%	53.2%	1.06	55.9%	1.01	51.7%	1.09	54.1%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,155	\$12,710	0.72	\$12,145	0.75	\$12,409	0.74	\$10,676	0.86	
Inpatient Net Revenue per Day	\$2,969	\$2,917	1.02	\$3,275	0.91	\$2,910	1.02	\$2,929	1.01	
Outpatient Net Revenue per Visit	\$1,356	\$555	2.44	\$730	1.86	\$491	2.76	\$1,227	1.11	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$350,741,199	Cash & Cash Equivalents		Current Liabilities	\$38,113,730
Less Deductions	\$159,400,934	Net Patient Receivables		Long-Term Debt	\$14,443,603
Net Patient Revenue	\$191,340,265	Other Receivables		Other Liabilities	\$2,829,533
Plus Other Revenue	\$3,696,066			Subtotal	\$55,386,866
Total Revenue	\$195,036,331	Land, Buildings & Equipment (Net)	\$102,501,512	Unrestricted Fund Balance	\$146,374,882
Less Expenses	\$169,133,314	Other Assets	\$40,910,759	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$201,761,747	Total Liabilities & Fund Balance	\$201,761,748
Net Income	\$25,903,017				

**058 Rusk County Memorial Hospital and Nursing Home**  
 900 College Avenue West  
 Ladysmith, WI 54848  
 715-532-5561

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: County

County: Rusk  
 Analysis Area: West Central (5A)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	19.1%	56.1%	0.34	46.4%	0.41	29.0%	0.66	17.2%	1.11
Obstetrics	0.0%	39.1%	N/A	28.9%	0.01	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	22.8%	55.8%	0.41	45.8%	0.50	30.6%	0.74	20.9%	1.09
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.8	28.4	0.17	13.3	0.36	4.5	1.07	4.3	1.11
Obstetrics	0.4	5.1	0.08	2.0	0.20	0.5	0.83	0.4	0.95
Pediatrics	0.0	2.1	0.01	0.1	0.18	0.0	0.01	0.0	0.60
Total Hospital	5.7	51.6	0.11	21.1	0.27	6.4	0.89	5.2	1.09
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.8	0.95	3.5	1.02	3.1	1.14	3.5	1.03
Obstetrics	2.2	2.4	0.90	2.4	0.92	2.3	0.94	2.1	1.05
Pediatrics	1.5	2.0	0.73	2.3	0.66	1.7	0.87	1.5	1.00
Total Hospital	3.5	4.3	0.81	3.8	0.93	3.4	1.03	3.4	1.03
<b>Surgical Operations</b>									
Inpatient	433	1,814	0.24	577	0.75	196	2.21	523	0.83
Outpatient	379	4,285	0.09	1,775	0.21	1,479	0.26	445	0.85
Inpatient as % of All Surgeries	53.3%	29.7%	1.79	24.5%	2.17	11.7%	4.56	54.0%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	27,712	99,026	0.28	46,705	0.59	24,233	1.14	26,611	1.04
Emergency Visits	5,279	16,365	0.32	8,047	0.66	6,105	0.86	4,704	1.12
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.2	18.3	0.28	7.8	0.66	6.4	0.81	5.0	1.04
Nurses, Licensed	35.8	199.5	0.18	97.2	0.37	41.4	0.86	34.6	1.03
Ancillary Nursing Personnel	7.3	37.1	0.20	19.2	0.38	7.6	0.96	8.7	0.83
All Other Personnel	68.2	439.3	0.16	235.5	0.29	93.6	0.73	71.2	0.96
Total FTEs	116.3	694.4	0.17	359.7	0.32	149.0	0.78	119.4	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	24.8	16.6	1.49	15.1	1.64	30.0	0.83	27.0	0.92
Nurses, Licensed	171.4	181.2	0.95	187.3	0.91	193.4	0.89	187.2	0.92
Ancillary Nursing Personnel	34.8	33.7	1.03	37.0	0.94	35.4	0.98	47.3	0.74
All Other Personnel	326.7	399.0	0.82	454.0	0.72	437.6	0.75	385.7	0.85
Total FTEs	557.6	630.6	0.88	693.4	0.80	696.5	0.80	647.2	0.86

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	3	Bassinets	4
Discharges	593	Preferred Provider Organization (PPO)	Yes	Discharges	77	Total Births	65
Inpatient Days	2,077			Inpatient Days	1,094	Newborn Days	133

**058 Rusk County Memorial Hospital and Nursing Home**  
Ladysmith, WI 54848

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	25	487	1,741	19.1%	4.8	3.6
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	4	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	6	9	0.0%	0.0	1.5
<b>Obstetrics</b>	1	0	69	151	0.0%	0.4	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	1	0	31	176	0.0%	0.5	5.7
Cardiac Intensive Unit	1	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	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	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	1	6	5.2	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	7	8.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	20	19	32.1	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.8
Licensed Practical Nurses	1	1	1.6	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	2	9	7.3	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	1	0.3
Certified Registered Nurse Anesthetists	2	0	2.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	1	0	1.0	All Other Health Professionals	12	7	17.0
Pharmacy Personnel	2	2	2.3	All Other Personnel	5	38	21.8
Clinical Laboratory Personnel	5	3	7.2				
				<b>Total</b>	<b>63</b>	<b>94</b>	<b>116.3</b>

**058 Rusk County Memorial Hospital and Nursing Home**  
Ladysmith, WI 54848

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$16,337,194	54.9%	41.7%	1.32	44.3%	1.24	44.4%	1.24	52.5%	1.04
Medical Assistance	\$5,105,374	17.2%	14.0%	1.23	13.4%	1.28	11.0%	1.56	15.8%	1.09
Commercial	\$7,221,093	24.3%	38.1%	0.64	37.0%	0.66	40.2%	0.60	25.6%	0.95
All Other	\$1,104,945	3.7%	6.2%	0.59	5.3%	0.70	4.4%	0.84	6.1%	0.61
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,360,447	21.4%	27.4%	0.78	26.0%	0.82	24.1%	0.89	19.8%	1.08
Medical Assistance	\$3,094,133	10.4%	9.6%	1.09	8.7%	1.19	7.5%	1.39	9.9%	1.05
Commercial	\$488,005	1.6%	11.6%	0.14	7.0%	0.24	11.0%	0.15	1.9%	0.85
Charity Care	\$191,449	0.6%	1.5%	0.44	1.5%	0.42	1.0%	0.66	1.1%	0.60
All Other	\$314,471	1.1%	2.1%	0.50	1.7%	0.64	1.0%	1.01	1.6%	0.64
Total Deductions	\$10,448,505	35.1%	52.1%	0.67	44.9%	0.78	44.7%	0.79	34.3%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.3%	3.7%	0.36	3.5%	0.39	5.0%	0.27	1.4%	0.93
Net Gains/Losses as % of Net Income		0.2%	10.6%	0.02	19.2%	0.01	8.8%	0.02	3.3%	0.06
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$10,064,961	58.3%	45.3%	1.29	51.2%	1.14	48.6%	1.20	55.1%	1.06
Supplies & Services	\$5,661,098	32.8%	42.1%	0.78	37.4%	0.88	39.8%	0.82	33.7%	0.97
Capital Component	\$1,062,034	6.2%	8.5%	0.72	8.2%	0.75	8.2%	0.75	6.1%	1.01
Bad Debt	\$462,084	2.7%	4.0%	0.67	3.1%	0.85	3.4%	0.80	5.1%	0.52
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.9%	7.7%	1.55	10.8%	1.10	10.0%	1.19	9.9%	1.20
Total Hospital Net Income (%)		11.9%	8.5%	1.40	13.0%	0.92	10.9%	1.10	10.2%	1.17
Return on Equity (%)		18.4%	6.6%	2.78	10.0%	1.84	11.4%	1.61	16.1%	1.14
Current Ratio		3.5	3.4	1.04	2.2	1.57	3.9	0.90	3.5	1.00
Days in Net Patient Accounts Receivable		40.4	46.5	0.87	49.4	0.82	47.7	0.85	43.9	0.92
Average Payment Period		53.8	53.3	1.01	58.7	0.92	36.9	1.46	52.5	1.03
Equity Financing (%)		84.8%	60.7%	1.40	66.5%	1.27	63.7%	1.33	83.8%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	0.02	0.3	0.02	0.5	0.01	0.0	0.69
Times Interest Earned		0.0	7.4	N/A	17.1	N/A	8.2	N/A	44.2	N/A
Total Asset Turnover		1.5	0.8	2.00	0.7	2.06	1.0	1.48	1.6	0.98
Average Age of Plant (Years)		8.7	10.2	0.85	8.2	1.06	8.8	0.99	8.4	1.03
Increase (Decrease) Total Net Patient Revenue		1.3%	9.4%	0.14	3.5%	1.93	6.6%	0.19	6.8%	0.19
Outpatient Gross Revenue (% of Total GPR)		72.7%	53.2%	1.37	59.4%	1.23	70.1%	1.04	71.7%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,585		\$12,710	0.83	\$10,381	1.02	\$10,635	1.00	\$9,857	1.07
Inpatient Net Revenue per Day	\$2,233		\$2,917	0.77	\$2,632	0.85	\$2,744	0.81	\$1,998	1.12
Outpatient Net Revenue per Visit	\$370		\$555	0.67	\$594	0.62	\$566	0.65	\$392	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$29,768,606	Cash & Cash Equivalents	\$5,478,342	Current Liabilities	\$2,396,127
Less Deductions	\$10,448,505	Net Patient Receivables	\$2,139,819	Long-Term Debt	\$56,240
Net Patient Revenue	\$19,320,101	Other Receivables	\$179,365	Other Liabilities	\$0
Plus Other Revenue	\$263,865			Subtotal	\$2,452,367
Total Revenue	\$19,583,966	Land, Buildings & Equipment (Net)	\$3,297,223	Unrestricted Fund Balance	\$10,779,208
Less Expenses	\$17,250,177	Other Assets	\$1,620,007	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,952			Total Liabilities & Fund Balance	\$13,231,575
Net Income	\$2,338,741	Total Assets	\$12,714,756		

**309 Mercy Walworth Hospital and Medical Center**  
 N 2950 State Road 67  
 Lake Geneva, WI 53147  
 262-245-0535

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Walworth  
 Analysis Area: Southeastern (2A)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 2		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Occupancy Rate (%)</b>										
Adult Medical-Surgical	47.3%	56.1%	0.84	63.0%	0.75	29.0%	1.63	33.8%	1.40	
Obstetrics	0.0%	39.1%	N/A	37.9%	N/A	14.8%	N/A	0.0%	N/A	
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	1.8%	N/A	0.0%	N/A	
Total Hospital	47.3%	55.8%	0.85	61.0%	0.77	30.6%	1.54	33.8%	1.40	
<b>Average Census (Patients)</b>										
Adult Medical-Surgical	2.8	28.4	0.10	42.6	0.07	4.5	0.64	2.0	1.40	
Obstetrics	0.0	5.1	N/A	6.4	N/A	0.5	N/A	0.0	N/A	
Pediatrics	0.0	2.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.8	51.6	0.06	74.1	0.04	6.4	0.44	2.0	1.40	
<b>Average Length of Stay (Days)</b>										
Adult Medical-Surgical	3.0	3.8	0.81	3.8	0.79	3.1	0.97	2.7	1.13	
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.3	N/A	0.0	N/A	
Pediatrics	0.0	2.0	N/A	2.0	N/A	1.7	N/A	0.0	N/A	
Total Hospital	3.0	4.3	0.71	4.4	0.70	3.4	0.89	2.7	1.13	
<b>Surgical Operations</b>										
Inpatient	165	1,814	0.09	1,934	0.09	196	0.84	107	1.54	
Outpatient	2,788	4,285	0.65	5,226	0.53	1,479	1.89	2,129	1.31	
Inpatient as % of All Surgeries	5.6%	29.7%	0.19	27.0%	0.21	11.7%	0.48	4.8%	1.17	
<b>Outpatient Visits</b>										
Non-Emergency Visits	102,009	99,026	1.03	126,187	0.81	24,233	4.21	97,147	1.05	
Emergency Visits	12,415	16,365	0.76	21,693	0.57	6,105	2.03	18,582	0.67	
<b>Full-Time Equivalents (FTEs)</b>										
Administrators	4.0	18.3	0.22	29.0	0.14	6.4	0.62	4.0	1.00	
Nurses, Licensed	56.6	199.5	0.28	239.9	0.24	41.4	1.37	52.3	1.08	
Ancillary Nursing Personnel	0.0	37.1	N/A	54.4	N/A	7.6	N/A	1.0	0.00	
All Other Personnel	125.8	439.3	0.29	492.6	0.26	93.6	1.34	127.7	0.99	
Total FTEs	186.4	694.4	0.27	816.0	0.23	149.0	1.25	185.0	1.01	
<b>FTEs per 100 Patient Census (Adjusted)</b>										
Administrators	19.6	16.6	1.18	15.7	1.25	30.0	0.65	18.8	1.04	
Nurses, Licensed	276.7	181.2	1.53	129.8	2.13	193.4	1.43	245.8	1.13	
Ancillary Nursing Personnel	0.0	33.7	N/A	29.4	N/A	35.4	N/A	4.7	0.00	
All Other Personnel	614.9	399.0	1.54	266.6	2.31	437.6	1.41	600.1	1.02	
Total FTEs	911.1	630.6	1.44	441.5	2.06	696.5	1.31	869.3	1.05	

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	6	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	0
Discharges	341	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	1,036			Inpatient Days	0	Newborn Days	0

**309 Mercy Walworth Hospital and Medical Center**  
Lake Geneva, WI 53147

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	6	341	1,036	47.3%	2.8	3.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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>	3	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>	3	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	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	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	4	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>	3	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	4	0	4.0	Surgical Personnel	2	4	4.0
Physicians & Dentists	26	9	29.6	Radiological Services Personnel	9	13	13.2
Medical & Dental Residents	0	1	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	26	46	52.2	Occupational Therapists	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	2	3.4	Physical Therapists	3	1	3.6
Ancillary Nursing Personnel	0	1	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Physician Assistants	4	1	4.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Psychologists	0	1	0.3
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	2	1	2.5	All Other Health Professionals	16	22	27.4
Pharmacy Personnel	3	0	3.0	All Other Personnel	18	16	29.5
Clinical Laboratory Personnel	6	3	6.0				
				<b>Total</b>	<b>124</b>	<b>122</b>	<b>186.4</b>

**309 Mercy Walworth Hospital and Medical Center**  
Lake Geneva, WI 53147

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	2A Value	Ratio	2 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$16,243,215	27.2%	41.7%	0.65	45.2%	0.60	44.4%	0.61	24.3%	1.12
Medical Assistance	\$9,906,998	16.6%	14.0%	1.18	10.2%	1.63	11.0%	1.50	13.6%	1.21
Commercial	\$29,830,071	49.9%	38.1%	1.31	39.9%	1.25	40.2%	1.24	53.1%	0.94
All Other	\$3,810,508	6.4%	6.2%	1.02	4.7%	1.34	4.4%	1.44	9.0%	0.70
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$10,720,049	17.9%	27.4%	0.65	31.1%	0.58	24.1%	0.74	15.1%	1.19
Medical Assistance	\$6,340,379	10.6%	9.6%	1.11	6.9%	1.54	7.5%	1.42	7.8%	1.36
Commercial	\$9,981,947	16.7%	11.6%	1.44	13.7%	1.22	11.0%	1.51	17.3%	0.96
Charity Care	\$1,406,661	2.4%	1.5%	1.61	1.3%	1.76	1.0%	2.43	1.9%	1.25
All Other	\$1,330,546	2.2%	2.1%	1.05	1.8%	1.22	1.0%	2.12	3.3%	0.68
Total Deductions	\$29,779,582	49.8%	52.1%	0.96	54.8%	0.91	44.7%	1.12	45.4%	1.10
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		28.7%	3.7%	7.70	2.7%	10.50	5.0%	5.74	31.8%	0.90
Net Gains/Losses as % of Net Income		0.0%	10.6%	N/A	9.2%	N/A	8.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$10,741,598	26.5%	45.3%	0.58	40.7%	0.65	48.6%	0.54	25.4%	1.04
Supplies & Services	\$27,539,695	67.9%	42.1%	1.61	45.7%	1.48	39.8%	1.71	67.2%	1.01
Capital Component	\$1,546,829	3.8%	8.5%	0.45	8.6%	0.44	8.2%	0.46	3.7%	1.02
Bad Debt	\$728,659	1.8%	4.0%	0.45	4.9%	0.36	3.4%	0.53	3.7%	0.48
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.6%	7.7%	0.47	9.9%	0.36	10.0%	0.36	4.1%	0.88
Total Hospital Net Income (%)		3.6%	8.5%	0.42	10.8%	0.33	10.9%	0.33	4.1%	0.88
Return on Equity (%)		0.0%	6.6%	N/A	7.6%	N/A	11.4%	N/A	0.0%	N/A
Current Ratio		0.0	3.4	N/A	5.4	N/A	3.9	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	46.5	N/A	41.6	N/A	47.7	N/A	0.0	N/A
Average Payment Period		0.0	53.3	N/A	40.6	N/A	36.9	N/A	0.0	N/A
Equity Financing (%)		0.0%	60.7%	N/A	68.1%	N/A	63.7%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		5.8	7.4	0.79	9.1	0.64	8.2	0.71	6.4	0.92
Total Asset Turnover		0.0	0.8	N/A	0.7	N/A	1.0	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	10.2	N/A	10.9	N/A	8.8	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		3.6%	9.4%	0.38	2.0%	4.15	6.6%	0.54	8.2%	0.43
Outpatient Gross Revenue (% of Total GPR)		86.1%	53.2%	1.62	56.7%	1.52	70.1%	1.23	90.5%	0.95
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,859		\$12,710	1.01	\$10,604	1.21	\$10,635	1.21	\$11,153	1.15
Inpatient Net Revenue per Day	\$4,232		\$2,917	1.45	\$2,427	1.74	\$2,744	1.54	\$4,154	1.02
Outpatient Net Revenue per Visit	\$224		\$555	0.40	\$603	0.37	\$566	0.40	\$224	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$59,790,792	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$29,779,582	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$30,011,210	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$12,060,314			Subtotal	\$0
Total Revenue	\$42,071,524	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$40,556,781	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	\$1,514,743				

**059 Grant Regional Health Center**  
 507 South Monroe Street  
 Lancaster, WI 53813  
 608-723-2143

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

County: Grant  
 Analysis Area: Southern (1)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	33.2%	56.1%	0.59	58.4%	0.57	29.0%	1.14	55.1%	0.60
Obstetrics	19.0%	39.1%	0.48	39.2%	0.02	14.8%	1.28	17.0%	1.12
Pediatrics	2.2%	48.6%	0.05	46.9%	0.05	1.8%	1.21	3.0%	0.73
Total Hospital	16.1%	55.8%	0.29	58.2%	0.28	30.6%	0.53	15.4%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.0	28.4	0.11	24.9	0.12	4.5	0.67	3.9	0.77
Obstetrics	0.9	5.1	0.18	4.9	0.19	0.5	1.91	0.8	1.12
Pediatrics	0.2	2.1	0.07	2.1	0.07	0.0	0.07	0.2	0.73
Total Hospital	4.0	51.6	0.08	53.4	0.08	6.4	0.63	3.9	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.8	0.72	3.7	0.73	3.1	0.86	2.8	0.97
Obstetrics	2.4	2.4	0.97	2.0	1.18	2.3	1.01	2.2	1.05
Pediatrics	2.1	2.0	1.02	3.3	0.63	1.7	1.20	2.3	0.92
Total Hospital	2.6	4.3	0.61	4.3	0.61	3.4	0.77	2.8	0.94
<b>Surgical Operations</b>									
Inpatient	107	1,814	0.06	1,934	0.06	196	0.55	141	0.76
Outpatient	461	4,285	0.11	5,295	0.09	1,479	0.31	572	0.81
Inpatient as % of All Surgeries	18.8%	29.7%	0.63	26.8%	0.70	11.7%	1.61	19.8%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	20,365	99,026	0.21	151,770	0.13	24,233	0.84	19,295	1.06
Emergency Visits	5,438	16,365	0.33	17,348	0.31	6,105	0.89	5,006	1.09
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	18.3	0.27	20.1	0.25	6.4	0.78	7.0	0.71
Nurses, Licensed	34.1	199.5	0.17	238.2	0.14	41.4	0.82	21.8	1.57
Ancillary Nursing Personnel	6.2	37.1	0.17	40.0	0.15	7.6	0.82	7.8	0.80
All Other Personnel	88.0	439.3	0.20	622.2	0.14	93.6	0.94	83.3	1.06
Total FTEs	133.3	694.4	0.19	920.4	0.14	149.0	0.89	119.8	1.11
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	29.9	16.6	1.80	14.7	2.04	30.0	1.00	48.4	0.62
Nurses, Licensed	203.7	181.2	1.12	174.1	1.17	193.4	1.05	150.3	1.36
Ancillary Nursing Personnel	37.0	33.7	1.10	29.2	1.27	35.4	1.05	53.5	0.69
All Other Personnel	526.3	399.0	1.32	454.6	1.16	437.6	1.20	575.2	0.92
Total FTEs	797.0	630.6	1.26	672.6	1.18	696.5	1.14	827.4	0.96

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 562  
 Inpatient Days 1,472

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 10  
 Discharges 56  
 Inpatient Days 275

**Newborn Nursery:**  
 Bassinets 5  
 Total Births 143  
 Newborn Days 297

**059 Grant Regional Health Center**  
Lancaster, WI 53813

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	5	9	402	1,090	33.2%	3.0	2.7
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	2	2	6	18	2.5%	0.0	3.0
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>	5	7	27	56	2.2%	0.2	2.1
<b>Obstetrics</b>	1	5	147	346	19.0%	0.9	2.4
<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	1	2	7	9	1.2%	0.0	1.3
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	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)	5	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	5	0	5.0	Surgical Personnel	1	1	1.8
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	2	3	4.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Registered Nurses	17	20	28.8	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	1	1	1.6	Physical Therapists	6	1	6.3
Ancillary Nursing Personnel	2	7	6.2	Physical Therapy Assistants/Aides	3	2	4.3
Physician Assistants	1	1	2.3	Recreational Therapists	1	3	1.3
Nurse Practitioners	0	2	1.7	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	2	1	2.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	1	0.9
Medical Records Personnel	7	1	7.3	All Other Health Professionals	0	0	0.0
Pharmacy Personnel	0	0	0.0	All Other Personnel	40	8	45.3
Clinical Laboratory Personnel	3	6	7.0	<b>Total</b>	<b>98</b>	<b>58</b>	<b>133.3</b>

**059 Grant Regional Health Center**  
Lancaster, WI 53813

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>2</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$12,580,795	46.9%	41.7%	1.13	39.2%	1.20	44.4%	1.06	47.4%	0.99
Medical Assistance	\$3,064,873	11.4%	14.0%	0.82	11.4%	1.00	11.0%	1.04	10.0%	1.14
Commercial	\$9,193,778	34.3%	38.1%	0.90	42.7%	0.80	40.2%	0.85	35.3%	0.97
All Other	\$1,976,146	7.4%	6.2%	1.18	6.7%	1.10	4.4%	1.67	7.4%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,984,495	22.3%	27.4%	0.81	25.3%	0.88	24.1%	0.92	24.3%	0.92
Medical Assistance	\$1,521,628	5.7%	9.6%	0.59	7.6%	0.75	7.5%	0.76	7.1%	0.80
Commercial	\$2,411,415	9.0%	11.6%	0.78	13.8%	0.65	11.0%	0.82	9.4%	0.96
Charity Care	\$311,948	1.2%	1.5%	0.80	2.4%	0.49	1.0%	1.20	0.6%	1.84
All Other	\$0	0.0%	2.1%	N/A	2.1%	N/A	1.0%	N/A	0.8%	N/A
Total Deductions	\$10,229,486	38.1%	52.1%	0.73	51.2%	0.75	44.7%	0.85	42.2%	0.90
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.2%	3.7%	1.41	7.7%	0.68	5.0%	1.05	3.5%	1.49
Net Gains/Losses as % of Net Income		29.7%	10.6%	2.81	27.4%	1.08	8.8%	3.39	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,909,739	53.1%	45.3%	1.17	49.9%	1.06	48.6%	1.09	50.3%	1.05
Supplies & Services	\$5,658,593	33.7%	42.1%	0.80	39.1%	0.86	39.8%	0.85	35.5%	0.95
Capital Component	\$1,713,048	10.2%	8.5%	1.20	8.5%	1.21	8.2%	1.24	10.9%	0.94
Bad Debt	\$510,039	3.0%	4.0%	0.75	2.6%	1.18	3.4%	0.90	3.3%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.1%	7.7%	0.53	5.4%	0.76	10.0%	0.41	2.5%	1.63
Total Hospital Net Income (%)		5.7%	8.5%	0.67	7.2%	0.79	10.9%	0.52	2.2%	2.62
Return on Equity (%)		3.9%	6.6%	0.59	6.3%	0.63	11.4%	0.34	1.5%	2.68
Current Ratio		2.6	3.4	0.76	2.2	1.18	3.9	0.66	3.5	0.73
Days in Net Patient Accounts Receivable		47.6	46.5	1.02	46.5	1.02	47.7	1.00	44.1	1.08
Average Payment Period		32.1	53.3	0.60	48.0	0.67	36.9	0.87	40.8	0.79
Equity Financing (%)		63.0%	60.7%	1.04	53.7%	1.17	63.7%	0.99	58.5%	1.08
Long-Term Debt to Equity Ratio		0.5	0.3	1.49	0.5	0.94	0.5	1.06	0.6	0.85
Times Interest Earned		3.6	7.4	0.49	6.6	0.55	8.2	0.44	1.9	1.90
Total Asset Turnover		0.7	0.8	0.88	0.8	0.80	1.0	0.65	0.7	1.00
Average Age of Plant (Years)		10.0	10.2	0.98	9.4	1.07	8.8	1.14	9.4	1.07
Increase (Decrease) Total Net Patient Revenue		3.7%	9.4%	0.39	54.9%	0.12	6.6%	0.56	6.4%	0.57
Outpatient Gross Revenue (% of Total GPR)		75.9%	53.2%	1.43	52.5%	1.45	70.1%	1.08	73.3%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,657		\$12,710	0.60	\$13,814	0.55	\$10,635	0.72	\$6,400	1.20
Inpatient Net Revenue per Day	\$2,709		\$2,917	0.93	\$3,205	0.85	\$2,744	0.99	\$2,160	1.25
Outpatient Net Revenue per Visit	\$459		\$555	0.83	\$410	1.12	\$566	0.81	\$506	0.91

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$26,815,592	Cash & Cash Equivalents	\$519,585	Current Liabilities	\$1,393,342
Less Deductions	\$10,229,486	Net Patient Receivables	\$2,164,617	Long-Term Debt	\$8,102,994
Net Patient Revenue	\$16,586,106	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$916,544			Subtotal	\$9,496,336
Total Revenue	\$17,502,650	Land, Buildings & Equipment (Net)	\$10,430,902	Unrestricted Fund Balance	\$16,182,822
Less Expenses	\$16,791,419	Other Assets	\$12,564,054	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$300,013			Total Liabilities & Fund Balance	\$25,679,158
Net Income	\$1,011,244	Total Assets	\$25,679,158		

**061 Meriter Hospital**  
 202 South Park Street  
 Madison, WI 53715  
 608-417-6000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Dane  
 Analysis Area: Southern (1)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	63.9%	56.1%	1.14	58.4%	1.10	68.8%	0.93	62.3%	1.03
Obstetrics	57.5%	39.1%	1.47	39.2%	0.76	49.6%	1.16	52.2%	1.10
Pediatrics	10.6%	48.6%	0.22	46.9%	0.23	35.5%	0.30	0.0%	N/A
Total Hospital	62.2%	55.8%	1.11	58.2%	1.07	65.5%	0.95	58.8%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	67.1	28.4	2.36	24.9	2.69	104.2	0.64	69.8	0.96
Obstetrics	29.9	5.1	5.82	4.9	6.08	16.5	1.81	31.3	0.96
Pediatrics	0.3	2.1	0.15	2.1	0.15	4.1	0.15	0.0	N/A
Total Hospital	197.7	51.6	3.83	53.4	3.70	204.9	0.96	197.6	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.81	3.7	0.82	4.1	0.74	3.2	0.96
Obstetrics	2.8	2.4	1.14	2.0	1.38	2.5	1.12	2.7	1.01
Pediatrics	1.5	2.0	0.72	3.3	0.45	3.1	0.48	0.0	N/A
Total Hospital	4.1	4.3	0.95	4.3	0.96	4.8	0.86	4.1	1.01
<b>Surgical Operations</b>									
Inpatient	4,208	1,814	2.32	1,934	2.18	7,205	0.58	4,176	1.01
Outpatient	6,109	4,285	1.43	5,295	1.15	13,979	0.44	5,996	1.02
Inpatient as % of All Surgeries	40.8%	29.7%	1.37	26.8%	1.52	34.0%	1.20	41.1%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	159,169	99,026	1.61	151,770	1.05	311,290	0.51	166,289	0.96
Emergency Visits	42,681	16,365	2.61	17,348	2.46	40,915	1.04	41,330	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	20.1	0.10	53.8	0.04	2.0	1.00
Nurses, Licensed	670.8	199.5	3.36	238.2	2.82	734.0	0.91	587.7	1.14
Ancillary Nursing Personnel	133.3	37.1	3.60	40.0	3.34	146.6	0.91	112.2	1.19
All Other Personnel	1,695.1	439.3	3.86	622.2	2.72	1,446.3	1.17	1,395.0	1.22
Total FTEs	2,501.3	694.4	3.60	920.4	2.72	2,380.8	1.05	2,096.9	1.19
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.7	16.6	0.04	14.7	0.05	13.9	0.05	0.7	0.96
Nurses, Licensed	222.5	181.2	1.23	174.1	1.28	189.6	1.17	203.4	1.09
Ancillary Nursing Personnel	44.2	33.7	1.31	29.2	1.51	37.9	1.17	38.8	1.14
All Other Personnel	562.4	399.0	1.41	454.6	1.24	373.7	1.50	482.9	1.16
Total FTEs	829.8	630.6	1.32	672.6	1.23	615.1	1.35	725.9	1.14

**Total Hospital:**  
 Beds Set Up & Staffed 318  
 Discharges 17,584  
 Inpatient Days 72,144

**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 43  
 Total Births 3,697  
 Newborn Days 7,514

**061 Meriter Hospital**  
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	2	105	8,064	24,506	63.9%	67.1	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	16	297	3,081	52.8%	8.4	10.4
Hospice	5	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>	1	3	79	116	10.6%	0.3	1.5
<b>Obstetrics</b>	1	52	3,940	10,911	57.5%	29.9	2.8
<b>Psychiatric</b>	1	40	1,429	8,501	58.2%	23.3	5.9
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	16	142	3,402	58.3%	9.3	24.0
Cardiac Intensive Unit	2	45	3,097	12,010	73.1%	32.9	3.9
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	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	1	30	390	6,845	62.5%	18.8	17.6
Other Intensive Care	1	11	421	2,772	69.0%	7.6	6.6
<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	10	24	26.2
Physicians & Dentists	41	15	47.5	Radiological Services Personnel	30	30	46.2
Medical & Dental Residents	8	0	8.0	Respiratory Therapists	12	32	29.2
Registered Nurses	219	720	640.2	Occupational Therapists	4	14	17.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	10	5.5
Licensed Practical Nurses	7	13	14.1	Physical Therapists	18	49	43.8
Ancillary Nursing Personnel	48	175	133.3	Physical Therapy Assistants/Aides	4	19	13.2
Physician Assistants	7	5	7.0	Recreational Therapists	0	4	2.5
Nurse Practitioners	2	2	3.0	Dietitians & Nutritionists	5	4	7.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	2	0	2.0
Clinical Nurse Specialists	11	3	13.5	Social Workers	14	22	23.2
Medical Records Personnel	56	16	63.7	All Other Health Professionals	120	142	187.3
Pharmacy Personnel	39	21	50.9	All Other Personnel	835	473	1,072.2
Clinical Laboratory Personnel	28	21	41.5	<b>Total</b>	<b>1,523</b>	<b>1,814</b>	<b>2,501.3</b>

**061 Meriter Hospital**  
Madison, WI 53715

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>7</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$301,651,625	36.6%	41.7%	0.88	39.2%	0.93	42.2%	0.87	37.2%	0.98
Medical Assistance	\$104,288,978	12.6%	14.0%	0.90	11.4%	1.11	12.9%	0.98	11.3%	1.12
Commercial	\$390,491,611	47.4%	38.1%	1.24	42.7%	1.11	38.1%	1.24	47.7%	0.99
All Other	\$28,250,148	3.4%	6.2%	0.55	6.7%	0.51	6.8%	0.50	3.8%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$216,465,636	26.2%	27.4%	0.96	25.3%	1.04	28.5%	0.92	26.4%	1.00
Medical Assistance	\$77,468,726	9.4%	9.6%	0.98	7.6%	1.24	9.0%	1.04	7.6%	1.23
Commercial	\$147,230,048	17.9%	11.6%	1.54	13.8%	1.29	12.3%	1.46	18.5%	0.97
Charity Care	\$16,998,000	2.1%	1.5%	1.41	2.4%	0.87	1.6%	1.31	2.5%	0.83
All Other	\$4,200,684	0.5%	2.1%	0.24	2.1%	0.24	2.2%	0.23	0.4%	1.18
Total Deductions	\$462,363,094	56.1%	52.1%	1.08	51.2%	1.10	53.6%	1.05	55.4%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.9%	3.7%	1.31	7.7%	0.63	2.3%	2.09	4.7%	1.03
Net Gains/Losses as % of Net Income		44.5%	10.6%	4.22	27.4%	1.63	4.9%	9.02	52.5%	0.85
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$197,666,563	54.1%	45.3%	1.19	49.9%	1.09	44.0%	1.23	55.2%	0.98
Supplies & Services	\$124,292,856	34.0%	42.1%	0.81	39.1%	0.87	43.9%	0.78	32.5%	1.05
Capital Component	\$37,219,496	10.2%	8.5%	1.20	8.5%	1.21	7.8%	1.30	10.2%	0.99
Bad Debt	\$6,010,051	1.6%	4.0%	0.41	2.6%	0.64	4.2%	0.39	2.1%	0.77
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.1%	7.7%	0.54	5.4%	0.77	7.4%	0.55	6.2%	0.67
Total Hospital Net Income (%)		7.2%	8.5%	0.84	7.2%	0.99	7.8%	0.92	12.2%	0.59
Return on Equity (%)		5.6%	6.6%	0.85	6.3%	0.90	6.4%	0.88	9.7%	0.58
Current Ratio		2.1	3.4	0.61	2.2	0.94	3.6	0.57	1.8	1.15
Days in Net Patient Accounts Receivable		41.2	46.5	0.89	46.5	0.89	45.0	0.92	40.0	1.03
Average Payment Period		42.8	53.3	0.80	48.0	0.89	48.2	0.89	55.2	0.78
Equity Financing (%)		53.6%	60.7%	0.88	53.7%	1.00	61.3%	0.87	49.6%	1.08
Long-Term Debt to Equity Ratio		0.6	0.3	1.91	0.5	1.20	0.3	2.37	0.8	0.85
Times Interest Earned		6.1	7.4	0.82	6.6	0.92	9.3	0.65	10.1	0.60
Total Asset Turnover		0.8	0.8	0.98	0.8	0.89	0.8	0.93	0.7	1.02
Average Age of Plant (Years)		10.0	10.2	0.98	9.4	1.06	11.4	0.88	8.9	1.12
Increase (Decrease) Total Net Patient Revenue		7.0%	9.4%	0.75	54.9%	0.10	18.7%	0.37	5.7%	1.23
Outpatient Gross Revenue (% of Total GPR)		34.4%	53.2%	0.65	52.5%	0.66	47.1%	0.73	31.6%	1.09
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,326		\$12,710	1.05	\$13,814	0.96	\$14,659	0.91	\$13,190	1.01
Inpatient Net Revenue per Day	\$3,248		\$2,917	1.11	\$3,205	1.01	\$3,060	1.06	\$3,232	1.01
Outpatient Net Revenue per Visit	\$634		\$555	1.14	\$410	1.55	\$582	1.09	\$508	1.25

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$824,682,362	Cash & Cash Equivalents	\$25,808,805	Current Liabilities	\$39,929,182
Less Deductions	\$462,363,094	Net Patient Receivables	\$40,910,400	Long-Term Debt	\$173,119,234
Net Patient Revenue	\$362,319,268	Other Receivables	\$1,430,254	Other Liabilities	\$20,622,658
Plus Other Revenue	\$18,573,090			Subtotal	\$233,671,074
Total Revenue	\$380,892,358	Land, Buildings & Equipment (Net)	\$216,382,833	Unrestricted Fund Balance	\$269,481,958
Less Expenses	\$365,188,966	Other Assets	\$218,620,740	Restricted Fund Balance	\$5,969,889
Non-Operating Gains/Losses	\$12,584,015			Total Liabilities & Fund Balance	\$503,153,032
Net Income	\$28,287,407	Total Assets	\$503,153,032		

**063 St Mary's Hospital**  
 700 South Park Street  
 Madison, WI 53715  
 608-251-6100

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Dane  
 Analysis Area: Southern (1)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	76.2%	56.1%	1.36	58.4%	1.31	68.8%	1.11	77.7%	0.98
Obstetrics	60.0%	39.1%	1.53	39.2%	0.73	49.6%	1.21	54.4%	1.10
Pediatrics	36.4%	48.6%	0.75	46.9%	0.78	35.5%	1.03	46.8%	0.78
Total Hospital	69.4%	55.8%	1.24	58.2%	1.19	65.5%	1.06	70.4%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	24.4	28.4	0.86	24.9	0.98	104.2	0.23	27.2	0.90
Obstetrics	28.8	5.1	5.61	4.9	5.86	16.5	1.74	30.5	0.95
Pediatrics	4.4	2.1	2.11	2.1	2.04	4.1	2.11	5.6	0.78
Total Hospital	250.7	51.6	4.86	53.4	4.70	204.9	1.22	264.5	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.8	0.78	3.7	0.79	4.1	0.71	2.8	1.05
Obstetrics	1.4	2.4	0.57	2.0	0.69	2.5	0.56	1.4	0.98
Pediatrics	2.0	2.0	0.98	3.3	0.61	3.1	0.65	2.2	0.90
Total Hospital	4.4	4.3	1.03	4.3	1.03	4.8	0.92	4.2	1.05
<b>Surgical Operations</b>									
Inpatient	6,261	1,814	3.45	1,934	3.24	7,205	0.87	7,413	0.84
Outpatient	3,890	4,285	0.91	5,295	0.73	13,979	0.28	919	4.23
Inpatient as % of All Surgeries	61.7%	29.7%	2.07	26.8%	2.30	34.0%	1.81	89.0%	0.69
<b>Outpatient Visits</b>									
Non-Emergency Visits	76,945	99,026	0.78	151,770	0.51	311,290	0.25	67,531	1.14
Emergency Visits	48,643	16,365	2.97	17,348	2.80	40,915	1.19	43,450	1.12
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	54.0	18.3	2.96	20.1	2.69	53.8	1.00	58.4	0.93
Nurses, Licensed	978.6	199.5	4.90	238.2	4.11	734.0	1.33	856.8	1.14
Ancillary Nursing Personnel	158.1	37.1	4.27	40.0	3.96	146.6	1.08	157.6	1.00
All Other Personnel	1,142.4	439.3	2.60	622.2	1.84	1,446.3	0.79	1,096.5	1.04
Total FTEs	2,333.2	694.4	3.36	920.4	2.53	2,380.8	0.98	2,169.2	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.7	16.6	0.88	14.7	1.00	13.9	1.06	16.4	0.90
Nurses, Licensed	266.0	181.2	1.47	174.1	1.53	189.6	1.40	240.6	1.11
Ancillary Nursing Personnel	43.0	33.7	1.28	29.2	1.47	37.9	1.13	44.3	0.97
All Other Personnel	310.5	399.0	0.78	454.6	0.68	373.7	0.83	307.9	1.01
Total FTEs	634.1	630.6	1.01	672.6	0.94	615.1	1.03	609.2	1.04

**Total Hospital:**

Beds Set Up & Staffed 361  
 Discharges 20,701  
 Inpatient Days 91,493

**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 30  
 Total Births 3,359  
 Newborn Days 6,479

**063 St Mary's Hospital**  
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	32	3,040	8,901	76.2%	24.4	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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>	1	12	794	1,596	36.4%	4.4	2.0
<b>Obstetrics</b>	1	48	7,591	10,509	60.0%	28.8	1.4
<b>Psychiatric</b>	1	22	654	4,464	55.6%	12.2	6.8
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	20	1,869	4,889	67.0%	13.4	2.6
Cardiac Intensive Unit	1	15	712	1,960	35.8%	5.4	2.8
Pediatric Intensive Care	1	6	186	285	13.0%	0.8	1.5
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)	1	175	13,053	50,711	79.4%	138.9	3.9
Neonatal Intensive/Intermediate Care	1	31	516	7,797	68.9%	21.4	15.1
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	54	0	54.0	Surgical Personnel	19	22	39.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	35	54	69.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	16	19	27.6
Registered Nurses	337	710	952.9	Occupational Therapists	5	14	13.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	2.0
Licensed Practical Nurses	8	11	15.9	Physical Therapists	10	12	14.5
Ancillary Nursing Personnel	58	124	158.1	Physical Therapy Assistants/Aides	6	13	11.5
Physician Assistants	0	0	0.0	Recreational Therapists	1	1	1.0
Nurse Practitioners	0	1	0.8	Dietitians & Nutritionists	7	6	9.9
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	9	0	9.0	Social Workers	6	17	15.5
Medical Records Personnel	11	12	19.9	All Other Health Professionals	146	186	269.3
Pharmacy Personnel	33	23	48.6	All Other Personnel	381	283	546.3
Clinical Laboratory Personnel	35	29	53.8	<b>Total</b>	<b>1,179</b>	<b>1,538</b>	<b>2,333.2</b>

**063 St Mary's Hospital**  
Madison, WI 53715

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>7</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$391,851,568	48.1%	41.7%	1.15	39.2%	1.23	42.2%	1.14	48.3%	1.00
Medical Assistance	\$95,239,840	11.7%	14.0%	0.84	11.4%	1.02	12.9%	0.91	10.1%	1.16
Commercial	\$294,447,060	36.1%	38.1%	0.95	42.7%	0.85	38.1%	0.95	37.9%	0.95
All Other	\$33,389,447	4.1%	6.2%	0.66	6.7%	0.61	6.8%	0.60	3.7%	1.10
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$258,277,070	31.7%	27.4%	1.16	25.3%	1.25	28.5%	1.11	31.1%	1.02
Medical Assistance	\$57,568,944	7.1%	9.6%	0.74	7.6%	0.93	9.0%	0.78	4.8%	1.46
Commercial	\$50,638,920	6.2%	11.6%	0.54	13.8%	0.45	12.3%	0.51	7.6%	0.82
Charity Care	\$32,809,621	4.0%	1.5%	2.75	2.4%	1.70	1.6%	2.55	2.3%	1.76
All Other	\$6,258,894	0.8%	2.1%	0.36	2.1%	0.36	2.2%	0.34	0.9%	0.82
Total Deductions	\$405,553,449	49.8%	52.1%	0.96	51.2%	0.97	53.6%	0.93	46.8%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.5%	3.7%	0.13	7.7%	0.06	2.3%	0.21	-0.2%	N/A
Net Gains/Losses as % of Net Income		23.5%	10.6%	2.23	27.4%	0.86	4.9%	4.77	37.6%	0.63
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$178,702,751	49.7%	45.3%	1.10	49.9%	1.00	44.0%	1.13	47.1%	1.05
Supplies & Services	\$147,569,849	41.0%	42.1%	0.97	39.1%	1.05	43.9%	0.94	40.6%	1.01
Capital Component	\$30,582,370	8.5%	8.5%	1.00	8.5%	1.01	7.8%	1.08	9.0%	0.94
Bad Debt	\$2,722,292	0.8%	4.0%	0.19	2.6%	0.29	4.2%	0.18	3.2%	0.24
<b>Fiscal Statistics</b>										
Operating Margin (%)		12.6%	7.7%	1.64	5.4%	2.35	7.4%	1.69	10.3%	1.22
Total Hospital Net Income (%)		15.9%	8.5%	1.86	7.2%	2.20	7.8%	2.04	15.5%	1.02
Return on Equity (%)		13.4%	6.6%	2.03	6.3%	2.14	6.4%	2.11	15.3%	0.88
Current Ratio		2.2	3.4	0.66	2.2	1.03	3.6	0.62	1.6	1.36
Days in Net Patient Accounts Receivable		29.8	46.5	0.64	46.5	0.64	45.0	0.66	31.1	0.96
Average Payment Period		36.6	53.3	0.69	48.0	0.76	48.2	0.76	31.0	1.18
Equity Financing (%)		65.3%	60.7%	1.08	53.7%	1.22	61.3%	1.07	60.9%	1.07
Long-Term Debt to Equity Ratio		0.4	0.3	1.10	0.5	0.69	0.3	1.36	0.5	0.77
Times Interest Earned		14.7	7.4	1.99	6.6	2.23	9.3	1.58	13.9	1.05
Total Asset Turnover		0.8	0.8	1.06	0.8	0.96	0.8	1.00	0.9	0.88
Average Age of Plant (Years)		10.2	10.2	0.99	9.4	1.08	11.4	0.89	10.2	1.00
Increase (Decrease) Total Net Patient Revenue		0.7%	9.4%	0.08	54.9%	0.15	18.7%	0.04	8.2%	0.09
Outpatient Gross Revenue (% of Total GPR)		31.9%	53.2%	0.60	52.5%	0.61	47.1%	0.68	25.7%	1.24
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,515		\$12,710	1.06	\$13,814	0.98	\$14,659	0.92	\$13,292	1.02
Inpatient Net Revenue per Day	\$3,058		\$2,917	1.05	\$3,205	0.95	\$3,060	1.00	\$3,145	0.97
Outpatient Net Revenue per Visit	\$1,032		\$555	1.86	\$410	2.52	\$582	1.77	\$926	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$814,927,915	Cash & Cash Equivalents	\$38,093,299	Current Liabilities	\$34,077,020
Less Deductions	\$405,553,449	Net Patient Receivables	\$33,455,612	Long-Term Debt	\$121,641,169
Net Patient Revenue	\$409,374,466	Other Receivables	\$280,572	Other Liabilities	\$19,460,410
Plus Other Revenue	\$2,038,415			Subtotal	\$175,178,599
Total Revenue	\$411,412,881	Land, Buildings & Equipment (Net)	\$195,992,142	Unrestricted Fund Balance	\$329,982,039
Less Expenses	\$359,577,262	Other Assets	\$237,339,013	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$15,955,473			Total Liabilities & Fund Balance	\$505,160,638
Net Income	\$67,791,092	Total Assets	\$505,160,638		

**064 UW Hospital and Clinics**  
 600 Highland Avenue  
 Madison, WI 53792  
 608-263-6400

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Dane  
 Analysis Area: Southern (1)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	79.6%	56.1%	1.42	58.4%	1.36	68.8%	1.16	78.4%	1.02
Obstetrics	0.0%	39.1%	N/A	39.2%	N/A	49.6%	N/A	0.0%	N/A
Pediatrics	76.6%	48.6%	1.58	46.9%	1.63	35.5%	2.16	78.7%	0.97
Total Hospital	76.0%	55.8%	1.36	58.2%	1.31	65.5%	1.16	75.7%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	226.2	28.4	7.97	24.9	9.08	104.2	2.17	222.8	1.02
Obstetrics	0.0	5.1	N/A	4.9	N/A	16.5	N/A	0.0	N/A
Pediatrics	30.7	2.1	14.82	2.1	14.29	4.1	14.82	31.5	0.97
Total Hospital	374.8	51.6	7.27	53.4	7.03	204.9	1.83	373.3	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.7	3.8	1.24	3.7	1.26	4.1	1.13	4.6	1.01
Obstetrics	0.0	2.4	N/A	2.0	N/A	2.5	N/A	0.0	N/A
Pediatrics	3.8	2.0	1.84	3.3	1.14	3.1	1.22	3.8	0.99
Total Hospital	5.3	4.3	1.23	4.3	1.24	4.8	1.11	5.4	0.99
<b>Surgical Operations</b>									
Inpatient	23,103	1,814	12.74	1,934	11.94	7,205	3.21	23,283	0.99
Outpatient	73,158	4,285	17.07	5,295	13.82	13,979	5.23	71,033	1.03
Inpatient as % of All Surgeries	24.0%	29.7%	0.81	26.8%	0.90	34.0%	0.71	24.7%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	754,572	99,026	7.62	151,770	4.97	311,290	2.42	741,704	1.02
Emergency Visits	42,534	16,365	2.60	17,348	2.45	40,915	1.04	42,858	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	93.5	18.3	5.12	20.1	4.65	53.8	1.74	92.5	1.01
Nurses, Licensed	1,620.0	199.5	8.12	238.2	6.80	734.0	2.21	1,647.8	0.98
Ancillary Nursing Personnel	218.7	37.1	5.90	40.0	5.47	146.6	1.49	206.2	1.06
All Other Personnel	4,494.0	439.3	10.23	622.2	7.22	1,446.3	3.11	4,439.3	1.01
Total FTEs	6,426.3	694.4	9.25	920.4	6.98	2,380.8	2.70	6,385.8	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.3	16.6	0.80	14.7	0.90	13.9	0.96	13.6	0.98
Nurses, Licensed	230.0	181.2	1.27	174.1	1.32	189.6	1.21	241.7	0.95
Ancillary Nursing Personnel	31.1	33.7	0.92	29.2	1.06	37.9	0.82	30.2	1.03
All Other Personnel	638.1	399.0	1.60	454.6	1.40	373.7	1.71	651.1	0.98
Total FTEs	912.4	630.6	1.45	672.6	1.36	615.1	1.48	936.6	0.97

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	493	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	0
Discharges	25,836	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	136,817			Inpatient Days	0	Newborn Days	0

**064 UW Hospital and Clinics**  
Madison, WI 53792

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	284	17,708	82,556	79.6%	226.2	4.7
Orthopedic	1	27	1,961	7,799	79.1%	21.4	4.0
Rehabilitation & Physical Medicine	1	21	399	6,432	83.9%	17.6	16.1
Hospice	2	10	320	1,287	35.3%	3.5	4.0
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>	1	40	2,980	11,189	76.6%	30.7	3.8
<b>Obstetrics</b>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	18	991	4,943	75.2%	13.5	5.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	32	325	9,235	79.1%	25.3	28.4
Cardiac Intensive Unit	1	7	164	1,600	62.6%	4.4	9.8
Pediatric Intensive Care	1	21	381	4,213	55.0%	11.5	11.1
Burn Care	1	7	164	1,958	76.6%	5.4	11.9
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	16	252	4,814	82.4%	13.2	19.1
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	1	10	191	791	21.7%	2.2	4.1

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	93	1	93.5	Surgical Personnel	78	15	88.6
Physicians & Dentists	16	22	33.7	Radiological Services Personnel	166	51	196.8
Medical & Dental Residents	510	4	512.4	Respiratory Therapists	47	48	83.0
Registered Nurses	1,052	699	1,540.6	Occupational Therapists	11	33	27.2
Certified Nurse Midwives	6	1	6.5	Occupational Therapy Assistants/Aides	3	4	5.6
Licensed Practical Nurses	11	7	15.7	Physical Therapists	52	45	77.0
Ancillary Nursing Personnel	140	126	218.7	Physical Therapy Assistants/Aides	8	3	9.8
Physician Assistants	0	2	1.5	Recreational Therapists	22	54	40.8
Nurse Practitioners	13	6	16.9	Dietitians & Nutritionists	22	17	32.6
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	3	6	5.6
Clinical Nurse Specialists	30	14	40.3	Social Workers	32	16	42.4
Medical Records Personnel	169	50	201.8	All Other Health Professionals	449	205	546.7
Pharmacy Personnel	181	62	220.2	All Other Personnel	1,753	482	2,012.3
Clinical Laboratory Personnel	302	80	355.9	<b>Total</b>	<b>5,169</b>	<b>2,053</b>	<b>6,426.3</b>

**064 UW Hospital and Clinics**  
Madison, WI 53792

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>7</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$635,280,036	32.2%	41.7%	0.77	39.2%	0.82	42.2%	0.76	31.4%	1.03
Medical Assistance	\$187,433,977	9.5%	14.0%	0.68	11.4%	0.83	12.9%	0.74	7.8%	1.22
Commercial	\$933,213,692	47.3%	38.1%	1.24	42.7%	1.11	38.1%	1.24	49.7%	0.95
All Other	\$217,737,212	11.0%	6.2%	1.77	6.7%	1.65	6.8%	1.62	11.1%	0.99
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$370,788,298	18.8%	27.4%	0.69	25.3%	0.74	28.5%	0.66	18.3%	1.03
Medical Assistance	\$108,575,677	5.5%	9.6%	0.58	7.6%	0.73	9.0%	0.61	3.9%	1.41
Commercial	\$341,074,982	17.3%	11.6%	1.49	13.8%	1.25	12.3%	1.41	17.6%	0.98
Charity Care	\$47,040,886	2.4%	1.5%	1.63	2.4%	1.01	1.6%	1.51	2.3%	1.05
All Other	\$83,000,750	4.2%	2.1%	1.98	2.1%	1.99	2.2%	1.87	3.8%	1.11
Total Deductions	\$950,480,592	48.2%	52.1%	0.92	51.2%	0.94	53.6%	0.90	45.9%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.6%	3.7%	0.42	7.7%	0.20	2.3%	0.67	1.6%	0.98
Net Gains/Losses as % of Net Income		18.8%	10.6%	1.78	27.4%	0.69	4.9%	3.81	12.9%	1.45
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$515,282,765	52.4%	45.3%	1.16	49.9%	1.05	44.0%	1.19	52.0%	1.01
Supplies & Services	\$368,273,081	37.5%	42.1%	0.89	39.1%	0.96	43.9%	0.85	37.6%	1.00
Capital Component	\$78,192,242	8.0%	8.5%	0.94	8.5%	0.94	7.8%	1.01	7.9%	1.00
Bad Debt	\$20,911,437	2.1%	4.0%	0.53	2.6%	0.82	4.2%	0.50	2.4%	0.87
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.5%	7.7%	0.71	5.4%	1.02	7.4%	0.74	3.3%	1.68
Total Hospital Net Income (%)		6.7%	8.5%	0.78	7.2%	0.92	7.8%	0.85	3.7%	1.79
Return on Equity (%)		6.9%	6.6%	1.05	6.3%	1.11	6.4%	1.09	4.0%	1.74
Current Ratio		1.7	3.4	0.49	2.2	0.77	3.6	0.46	1.9	0.89
Days in Net Patient Accounts Receivable		44.2	46.5	0.95	46.5	0.95	45.0	0.98	40.9	1.08
Average Payment Period		45.9	53.3	0.86	48.0	0.96	48.2	0.95	38.7	1.18
Equity Financing (%)		56.0%	60.7%	0.92	53.7%	1.04	61.3%	0.91	54.8%	1.02
Long-Term Debt to Equity Ratio		0.4	0.3	1.28	0.5	0.80	0.3	1.58	0.5	0.87
Times Interest Earned		9.5	7.4	1.29	6.6	1.44	9.3	1.02	4.7	2.03
Total Asset Turnover		1.0	0.8	1.34	0.8	1.21	0.8	1.27	1.1	0.97
Average Age of Plant (Years)		7.6	10.2	0.74	9.4	0.80	11.4	0.66	7.4	1.02
Increase (Decrease) Total Net Patient Revenue	1,474.2%		9.4%	157.00	54.9%	0.25	18.7%	78.86	13.8%	106.67
Outpatient Gross Revenue (% of Total GPR)		46.8%	53.2%	0.88	52.5%	0.89	47.1%	0.99	45.2%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$21,650		\$12,710	1.70	\$13,814	1.57	\$14,659	1.48	\$21,477	1.01
Inpatient Net Revenue per Day	\$4,088		\$2,917	1.40	\$3,205	1.28	\$3,060	1.34	\$4,005	1.02
Outpatient Net Revenue per Visit	\$582		\$555	1.05	\$410	1.42	\$582	1.00	\$534	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,973,664,916	Cash & Cash Equivalents	\$48,822,805	Current Liabilities	\$117,381,272
Less Deductions	\$950,480,592	Net Patient Receivables	\$123,872,679	Long-Term Debt	\$243,158,136
Net Patient Revenue	\$1,023,184,324	Other Receivables	\$8,098,421	Other Liabilities	\$84,070,939
Plus Other Revenue	\$16,345,558			Subtotal	\$444,610,347
Total Revenue	\$1,039,529,882	Land, Buildings & Equipment (Net)	\$392,003,874	Unrestricted Fund Balance	\$565,508,367
Less Expenses	\$982,659,525	Other Assets	\$437,320,935	Restricted Fund Balance	\$8,415,084
Non-Operating Gains/Losses	\$13,181,921			Total Liabilities & Fund Balance	\$1,010,118,714
Net Income	\$70,052,278	Total Assets	\$1,010,118,714		

178 Holy Family Memorial Inc  
 2300 Western Ave, PO Box 1450  
 Manitowoc, WI 54221  
 920-320-2011

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Manitowoc  
 Analysis Area: Northeastern (4)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	66.5%	56.1%	1.18	47.4%	1.40	48.7%	1.36	51.4%	1.29
Obstetrics	13.2%	39.1%	0.34	34.4%	0.06	30.4%	0.44	15.5%	0.85
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	51.5%	55.8%	0.92	46.8%	1.10	45.2%	1.14	42.9%	1.20
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	24.6	28.4	0.87	26.2	0.94	21.2	1.16	22.1	1.11
Obstetrics	2.0	5.1	0.39	4.1	0.48	3.1	0.63	2.3	0.85
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	31.9	51.6	0.62	44.5	0.72	35.3	0.91	29.2	1.09
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.8	0.89	3.3	1.00	3.5	0.96	2.9	1.17
Obstetrics	2.2	2.4	0.88	2.5	0.87	2.3	0.94	2.1	1.03
Pediatrics	0.0	2.0	N/A	2.8	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.82	3.9	0.90	3.7	0.97	3.3	1.06
<b>Surgical Operations</b>									
Inpatient	1,240	1,814	0.68	1,471	0.84	1,018	1.22	1,035	1.20
Outpatient	2,831	4,285	0.66	5,506	0.51	2,892	0.98	2,580	1.10
Inpatient as % of All Surgeries	30.5%	29.7%	1.02	21.1%	1.44	26.0%	1.17	28.6%	1.06
<b>Outpatient Visits</b>									
Non-Emergency Visits	277,921	99,026	2.81	115,237	2.41	80,704	3.44	147,543	1.88
Emergency Visits	13,513	16,365	0.83	18,558	0.73	16,917	0.80	13,523	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.4	18.3	0.68	18.9	0.66	14.8	0.84	11.9	1.04
Nurses, Licensed	209.3	199.5	1.05	197.7	1.06	134.4	1.56	204.2	1.02
Ancillary Nursing Personnel	24.2	37.1	0.65	22.8	1.06	23.3	1.04	25.9	0.94
All Other Personnel	663.8	439.3	1.51	476.4	1.39	356.2	1.86	678.6	0.98
Total FTEs	909.7	694.4	1.31	718.0	1.27	528.7	1.72	920.6	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.5	16.6	0.63	15.5	0.68	15.1	0.69	10.5	1.00
Nurses, Licensed	176.6	181.2	0.97	162.1	1.09	137.3	1.29	180.3	0.98
Ancillary Nursing Personnel	20.4	33.7	0.61	18.7	1.09	23.8	0.86	22.8	0.89
All Other Personnel	560.1	399.0	1.40	390.5	1.43	363.9	1.54	599.2	0.93
Total FTEs	767.6	630.6	1.22	588.6	1.30	540.2	1.42	812.9	0.94

**Total Hospital:**  
 Beds Set Up & Staffed 62  
 Discharges 3,300  
 Inpatient Days 11,654

**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 26  
 Total Births 215  
 Newborn Days 462

**178 Holy Family Memorial Inc**  
Manitowoc, WI 54221

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	37	2,690	8,976	66.5%	24.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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	2	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	15	336	724	13.2%	2.0	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	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	1	10	275	1,610	44.1%	4.4	5.9
Step-Down (Special Care)	5	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	10	3	12.4	Surgical Personnel	1	8	6.4
Physicians & Dentists	41	20	54.4	Radiological Services Personnel	15	40	42.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	9	9.5
Registered Nurses	54	165	166.1	Occupational Therapists	1	9	6.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	2.3
Licensed Practical Nurses	12	26	29.4	Physical Therapists	4	9	10.6
Ancillary Nursing Personnel	8	28	24.2	Physical Therapy Assistants/Aides	2	9	8.3
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	7	5	11.2	Dietitians & Nutritionists	0	3	1.6
Certified Registered Nurse Anesthetists	2	1	2.6	Psychologists	1	1	1.9
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	4	2.5
Medical Records Personnel	26	32	50.4	All Other Health Professionals	80	93	141.4
Pharmacy Personnel	12	19	22.7	All Other Personnel	97	285	276.7
Clinical Laboratory Personnel	9	22	25.5	<b>Total</b>	<b>387</b>	<b>793</b>	<b>909.7</b>

**178 Holy Family Memorial Inc**  
Manitowoc, WI 54221

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$140,768,570	47.7%	41.7%	1.15	42.4%	1.12	45.1%	1.06	47.5%	1.01
Medical Assistance	\$29,347,213	9.9%	14.0%	0.71	11.4%	0.88	11.7%	0.85	9.4%	1.05
Commercial	\$108,894,155	36.9%	38.1%	0.97	39.0%	0.95	37.9%	0.97	37.3%	0.99
All Other	\$15,980,679	5.4%	6.2%	0.87	7.2%	0.76	5.3%	1.03	5.8%	0.93
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$96,005,056	32.5%	27.4%	1.19	28.2%	1.15	30.2%	1.08	32.2%	1.01
Medical Assistance	\$20,827,334	7.1%	9.6%	0.74	8.1%	0.87	7.9%	0.90	6.2%	1.14
Commercial	\$35,687,469	12.1%	11.6%	1.05	11.7%	1.03	11.1%	1.09	11.8%	1.03
Charity Care	\$4,248,689	1.4%	1.5%	0.98	1.6%	0.90	1.2%	1.15	1.5%	0.95
All Other	\$4,871,193	1.7%	2.1%	0.78	2.7%	0.62	1.7%	0.96	1.6%	1.06
Total Deductions	\$161,639,741	54.8%	52.1%	1.05	52.3%	1.05	52.1%	1.05	53.2%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.6%	3.7%	0.43	2.9%	0.56	2.9%	0.57	1.9%	0.85
Net Gains/Losses as % of Net Income		64.8%	10.6%	6.14	16.6%	3.90	15.7%	4.12	64.5%	1.01
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$77,591,439	58.7%	45.3%	1.30	48.5%	1.21	47.5%	1.24	57.5%	1.02
Supplies & Services	\$37,471,411	28.4%	42.1%	0.67	38.0%	0.75	38.9%	0.73	28.1%	1.01
Capital Component	\$12,244,034	9.3%	8.5%	1.09	9.8%	0.95	9.3%	0.99	10.1%	0.92
Bad Debt	\$4,851,832	3.7%	4.0%	0.91	3.7%	0.98	4.2%	0.87	4.3%	0.86
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.5%	7.7%	0.32	9.3%	0.27	6.9%	0.36	2.2%	1.11
Total Hospital Net Income (%)		6.8%	8.5%	0.79	10.9%	0.62	8.1%	0.84	6.1%	1.12
Return on Equity (%)		5.8%	6.6%	0.88	8.5%	0.69	5.6%	1.03	5.3%	1.10
Current Ratio		2.2	3.4	0.65	3.1	0.72	3.8	0.58	2.4	0.92
Days in Net Patient Accounts Receivable		51.3	46.5	1.10	47.3	1.08	48.1	1.07	48.1	1.07
Average Payment Period		49.6	53.3	0.93	66.5	0.75	51.8	0.96	41.0	1.21
Equity Financing (%)		56.6%	60.7%	0.93	58.7%	0.96	61.0%	0.93	54.4%	1.04
Long-Term Debt to Equity Ratio		0.6	0.3	1.72	0.4	1.43	0.4	1.65	0.7	0.85
Times Interest Earned		4.7	7.4	0.64	7.8	0.60	5.2	0.90	4.0	1.16
Total Asset Turnover		0.8	0.8	1.06	0.8	1.08	0.7	1.19	0.8	0.98
Average Age of Plant (Years)		10.7	10.2	1.05	10.2	1.05	10.2	1.05	9.8	1.10
Increase (Decrease) Total Net Patient Revenue		5.5%	9.4%	0.59	4.1%	1.02	-2.0%	N/A	4.2%	1.31
Outpatient Gross Revenue (% of Total GPR)		73.1%	53.2%	1.37	60.7%	1.20	64.0%	1.14	74.2%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,433	\$12,710	0.82	\$11,067	0.94	\$9,421	1.11	\$9,563	1.09	
Inpatient Net Revenue per Day	\$2,954	\$2,917	1.01	\$2,824	1.05	\$2,572	1.15	\$2,865	1.03	
Outpatient Net Revenue per Visit	\$339	\$555	0.61	\$547	0.62	\$613	0.55	\$595	0.57	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$294,990,617	Cash & Cash Equivalents	\$6,657,717	Current Liabilities	\$16,748,400
Less Deductions	\$161,639,741	Net Patient Receivables	\$18,752,683	Long-Term Debt	\$54,260,240
Net Patient Revenue	\$133,350,876	Other Receivables	\$620,439	Other Liabilities	\$777,719
Plus Other Revenue	\$2,185,296			Subtotal	\$71,786,359
Total Revenue	\$135,536,172	Land, Buildings & Equipment (Net)	\$72,374,491	Unrestricted Fund Balance	\$93,735,787
Less Expenses	\$132,158,716	Other Assets	\$67,116,816	Restricted Fund Balance	\$1,602,667
Non-Operating Gains/Losses	\$6,221,999			Total Liabilities & Fund Balance	\$165,522,146
Net Income	\$9,599,455	Total Assets	\$165,522,146		

**067 Bay Area Medical Center**  
 3100 Shore Drive  
 Marinette, WI 54143  
 715-735-6621

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Marinette  
 Analysis Area: Northeastern (4)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	49.7%	56.1%	0.89	47.4%	1.05	48.7%	1.02	45.6%	1.09
Obstetrics	21.0%	39.1%	0.54	34.4%	0.07	30.4%	0.69	28.4%	0.74
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	46.7%	55.8%	0.84	46.8%	1.00	45.2%	1.03	45.1%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	37.3	28.4	1.31	26.2	1.42	21.2	1.76	34.2	1.09
Obstetrics	2.3	5.1	0.45	4.1	0.56	3.1	0.74	3.1	0.74
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	46.2	51.6	0.90	44.5	1.04	35.3	1.31	44.6	1.04
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.8	1.01	3.3	1.13	3.5	1.09	3.7	1.01
Obstetrics	2.6	2.4	1.06	2.5	1.04	2.3	1.13	2.4	1.09
Pediatrics	0.0	2.0	N/A	2.8	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.0	4.3	0.93	3.9	1.03	3.7	1.10	3.9	1.02
<b>Surgical Operations</b>									
Inpatient	866	1,814	0.48	1,471	0.59	1,018	0.85	989	0.88
Outpatient	3,107	4,285	0.73	5,506	0.56	2,892	1.07	3,573	0.87
Inpatient as % of All Surgeries	21.8%	29.7%	0.73	21.1%	1.03	26.0%	0.84	21.7%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	45,861	99,026	0.46	115,237	0.40	80,704	0.57	48,683	0.94
Emergency Visits	21,451	16,365	1.31	18,558	1.16	16,917	1.27	22,649	0.95
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	79.6	18.3	4.36	18.9	4.22	14.8	5.40	83.5	0.95
Nurses, Licensed	163.4	199.5	0.82	197.7	0.83	134.4	1.22	160.6	1.02
Ancillary Nursing Personnel	31.7	37.1	0.86	22.8	1.39	23.3	1.36	31.5	1.01
All Other Personnel	324.3	439.3	0.74	476.4	0.68	356.2	0.91	331.3	0.98
Total FTEs	599.0	694.4	0.86	718.0	0.83	528.7	1.13	606.9	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	52.4	16.6	3.16	15.5	3.39	15.1	3.48	59.4	0.88
Nurses, Licensed	107.5	181.2	0.59	162.1	0.66	137.3	0.78	114.2	0.94
Ancillary Nursing Personnel	20.9	33.7	0.62	18.7	1.12	23.8	0.87	22.4	0.93
All Other Personnel	213.5	399.0	0.54	390.5	0.55	363.9	0.59	235.6	0.91
Total FTEs	394.3	630.6	0.63	588.6	0.67	540.2	0.73	431.7	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 99  
 Discharges 4,198  
 Inpatient Days 16,877

**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 13  
 Total Births 320  
 Newborn Days 839

**067 Bay Area Medical Center**  
Marinette, WI 54143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	75	3,591	13,604	49.7%	37.3	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	16	58	0.0%	0.2	3.6
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	11	328	844	21.0%	2.3	2.6
<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	1	13	278	2,467	52.0%	6.8	8.9
Step-Down (Special Care)	5	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>	2	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	74	10	79.6	Surgical Personnel	7	11	12.1
Physicians & Dentists	15	1	15.5	Radiological Services Personnel	30	13	35.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	5	10.1
Registered Nurses	71	124	141.3	Occupational Therapists	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	2.4
Licensed Practical Nurses	11	10	15.1	Physical Therapists	5	2	6.6
Ancillary Nursing Personnel	6	37	31.7	Physical Therapy Assistants/Aides	1	3	3.1
Physician Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	1	1.0	Dietitians & Nutritionists	2	1	2.3
Certified Registered Nurse Anesthetists	5	0	5.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	Social Workers	2	0	2.0
Medical Records Personnel	25	11	30.8	All Other Health Professionals	16	25	22.3
Pharmacy Personnel	17	9	21.8	All Other Personnel	87	70	129.5
Clinical Laboratory Personnel	15	20	27.2	<b>Total</b>	<b>402</b>	<b>357</b>	<b>599.0</b>

**067 Bay Area Medical Center**

Marinette, WI 54143

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$133,516,579	52.2%	41.7%	1.25	42.4%	1.23	45.1%	1.16	51.7%	1.01
Medical Assistance	\$28,572,250	11.2%	14.0%	0.80	11.4%	0.98	11.7%	0.95	10.7%	1.05
Commercial	\$82,313,218	32.2%	38.1%	0.84	39.0%	0.82	37.9%	0.85	33.3%	0.97
All Other	\$11,385,176	4.5%	6.2%	0.71	7.2%	0.62	5.3%	0.85	4.3%	1.03
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$93,788,567	36.7%	27.4%	1.34	28.2%	1.30	30.2%	1.21	36.5%	1.00
Medical Assistance	\$21,842,144	8.5%	9.6%	0.89	8.1%	1.05	7.9%	1.09	7.3%	1.17
Commercial	\$13,665,775	5.3%	11.6%	0.46	11.7%	0.46	11.1%	0.48	6.2%	0.87
Charity Care	\$4,685,506	1.8%	1.5%	1.25	1.6%	1.15	1.2%	1.47	2.1%	0.89
All Other	\$2,888,835	1.1%	2.1%	0.53	2.7%	0.42	1.7%	0.65	1.2%	0.95
Total Deductions	\$136,870,827	53.5%	52.1%	1.03	52.3%	1.02	52.1%	1.03	53.2%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.0%	3.7%	0.27	2.9%	0.35	2.9%	0.35	0.2%	4.40
Net Gains/Losses as % of Net Income		7.9%	10.6%	0.74	16.6%	0.47	15.7%	0.50	50.9%	0.15
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$63,155,994	55.5%	45.3%	1.22	48.5%	1.14	47.5%	1.17	54.4%	1.02
Supplies & Services	\$34,512,473	30.3%	42.1%	0.72	38.0%	0.80	38.9%	0.78	31.1%	0.98
Capital Component	\$10,764,673	9.5%	8.5%	1.11	9.8%	0.97	9.3%	1.01	9.9%	0.96
Bad Debt	\$5,394,840	4.7%	4.0%	1.18	3.7%	1.26	4.2%	1.12	4.6%	1.03
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.2%	7.7%	0.68	9.3%	0.57	6.9%	0.76	4.1%	1.28
Total Hospital Net Income (%)		5.7%	8.5%	0.66	10.9%	0.52	8.1%	0.70	8.0%	0.71
Return on Equity (%)		4.9%	6.6%	0.74	8.5%	0.58	5.6%	0.87	7.5%	0.65
Current Ratio		2.7	3.4	0.81	3.1	0.89	3.8	0.73	2.5	1.07
Days in Net Patient Accounts Receivable		46.9	46.5	1.01	47.3	0.99	48.1	0.97	43.3	1.08
Average Payment Period		42.1	53.3	0.79	66.5	0.63	51.8	0.81	45.2	0.93
Equity Financing (%)		57.7%	60.7%	0.95	58.7%	0.98	61.0%	0.95	54.8%	1.05
Long-Term Debt to Equity Ratio		0.5	0.3	1.40	0.4	1.16	0.4	1.34	0.5	0.86
Times Interest Earned		4.0	7.4	0.54	7.8	0.51	5.2	0.76	4.6	0.86
Total Asset Turnover		0.9	0.8	1.12	0.8	1.13	0.7	1.25	0.9	0.96
Average Age of Plant (Years)		8.9	10.2	0.87	10.2	0.87	10.2	0.88	8.3	1.07
Increase (Decrease) Total Net Patient Revenue		1.9%	9.4%	0.20	4.1%	2.06	-2.0%	N/A	8.5%	0.23
Outpatient Gross Revenue (% of Total GPR)		69.6%	53.2%	1.31	60.7%	1.15	64.0%	1.09	68.3%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,251		\$12,710	0.65	\$11,067	0.75	\$9,421	0.88	\$8,602	0.96
Inpatient Net Revenue per Day	\$2,052		\$2,917	0.70	\$2,824	0.73	\$2,572	0.80	\$2,184	0.94
Outpatient Net Revenue per Visit	\$1,252		\$555	2.26	\$547	2.29	\$613	2.04	\$1,137	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$255,787,223	Cash & Cash Equivalents	\$13,594,496	Current Liabilities	\$12,389,040
Less Deductions	\$136,870,827	Net Patient Receivables	\$15,274,337	Long-Term Debt	\$37,943,440
Net Patient Revenue	\$118,916,396	Other Receivables	\$1,232,933	Other Liabilities	\$8,771,680
Plus Other Revenue	\$1,206,349			Subtotal	\$59,104,160
Total Revenue	\$120,122,745	Land, Buildings & Equipment (Net)	\$50,597,887	Unrestricted Fund Balance	\$80,547,716
Less Expenses	\$113,827,980	Other Assets	\$58,952,223	Restricted Fund Balance	\$330,947
Non-Operating Gains/Losses	\$537,040			Total Liabilities & Fund Balance	\$139,651,876
Net Income	\$6,831,805	Total Assets	\$139,651,876		

**069 Ministry Saint Joseph's Hospital**  
 611 St Joseph Avenue  
 Marshfield, WI 54449  
 715-387-1713

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Wood  
 Analysis Area: North Central (6)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	74.8%	56.1%	1.33	59.8%	1.25	68.8%	1.09	75.5%	0.99
Obstetrics	90.5%	39.1%	2.31	45.6%	0.22	49.6%	1.82	88.3%	1.03
Pediatrics	94.4%	48.6%	1.94	53.3%	1.77	35.5%	2.66	99.0%	0.95
Total Hospital	79.9%	55.8%	1.43	60.2%	1.33	65.5%	1.22	82.9%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	138.3	28.4	4.87	23.6	5.85	104.2	1.33	135.9	1.02
Obstetrics	10.0	5.1	1.94	3.8	2.60	16.5	0.60	9.7	1.03
Pediatrics	14.2	2.1	6.85	1.3	11.10	4.1	6.85	14.8	0.95
Total Hospital	254.8	51.6	4.94	44.3	5.76	204.9	1.24	264.6	0.96
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.8	1.09	3.7	1.11	4.1	1.00	2.9	1.41
Obstetrics	3.1	2.4	1.27	2.5	1.21	2.5	1.25	1.8	1.69
Pediatrics	3.0	2.0	1.49	2.9	1.04	3.1	0.99	2.4	1.26
Total Hospital	5.1	4.3	1.18	4.1	1.25	4.8	1.06	5.2	0.99
<b>Surgical Operations</b>									
Inpatient	6,415	1,814	3.54	1,372	4.67	7,205	0.89	6,671	0.96
Outpatient	1,631	4,285	0.38	1,829	0.89	13,979	0.12	1,528	1.07
Inpatient as % of All Surgeries	79.7%	29.7%	2.68	42.9%	1.86	34.0%	2.34	81.4%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	55,563	99,026	0.56	65,846	0.84	311,290	0.18	54,737	1.02
Emergency Visits	21,193	16,365	1.30	14,168	1.50	40,915	0.52	20,359	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	31.0	18.3	1.70	15.0	2.06	53.8	0.58	18.0	1.72
Nurses, Licensed	591.4	199.5	2.96	147.5	4.01	734.0	0.81	609.9	0.97
Ancillary Nursing Personnel	101.5	37.1	2.74	27.7	3.66	146.6	0.69	111.7	0.91
All Other Personnel	1,009.0	439.3	2.30	375.8	2.68	1,446.3	0.70	1,045.9	0.96
Total FTEs	1,732.9	694.4	2.50	566.1	3.06	2,380.8	0.73	1,785.4	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.5	16.6	0.57	15.8	0.60	13.9	0.68	5.4	1.76
Nurses, Licensed	181.5	181.2	1.00	155.2	1.17	189.6	0.96	183.4	0.99
Ancillary Nursing Personnel	31.1	33.7	0.92	29.2	1.07	37.9	0.82	33.6	0.93
All Other Personnel	309.6	399.0	0.78	395.4	0.78	373.7	0.83	314.6	0.98
Total FTEs	531.7	630.6	0.84	595.5	0.89	615.1	0.86	537.0	0.99

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	319	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	18
Discharges	18,323	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,110
Inpatient Days	93,015			Inpatient Days	0	Newborn Days	2,153

**069 Ministry Saint Joseph's Hospital**  
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	185	12,325	50,490	74.8%	138.3	4.1
Orthopedic	1	29	2,732	9,620	90.9%	26.4	3.5
Rehabilitation & Physical Medicine	1	12	280	3,474	79.3%	9.5	12.4
Hospice	2	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>	1	15	1,696	5,171	94.4%	14.2	3.0
<b>Obstetrics</b>	1	11	1,178	3,635	90.5%	10.0	3.1
<b>Psychiatric</b>	1	7	273	2,087	81.7%	5.7	7.6
<b>Alcoholism/chemical dependency</b>	1	7	640	4,497	176.0%	12.3	7.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	21	1,324	3,176	41.4%	8.7	2.4
Cardiac Intensive Unit	1	9	1,401	3,564	108.5%	9.8	2.5
Pediatric Intensive Care	1	5	504	1,758	96.3%	4.8	3.5
Burn Care	2	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	1	18	260	5,543	84.4%	15.2	21.3
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	31	0	31.0	Surgical Personnel	24	10	29.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	43	18	49.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	22	34	38.6
Registered Nurses	391	317	580.8	Occupational Therapists	2	12	9.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	3	5.1
Licensed Practical Nurses	1	9	7.9	Physical Therapists	10	5	12.6
Ancillary Nursing Personnel	49	100	101.5	Physical Therapy Assistants/Aides	5	9	9.6
Physician Assistants	0	0	0.0	Recreational Therapists	1	2	2.4
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	10	4	10.8
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	2	1	2.8	Social Workers	6	2	7.0
Medical Records Personnel	7	2	8.0	All Other Health Professionals	178	125	240.8
Pharmacy Personnel	50	16	59.4	All Other Personnel	400	252	526.2
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>1,235</b>	<b>921</b>	<b>1,732.9</b>

**069 Ministry Saint Joseph's Hospital**

Marshfield, WI 54449

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$340,289,568	51.5%	41.7%	1.24	48.9%	1.05	42.2%	1.22	51.3%	1.00
Medical Assistance	\$104,300,461	15.8%	14.0%	1.13	13.7%	1.15	12.9%	1.23	12.6%	1.25
Commercial	\$194,346,200	29.4%	38.1%	0.77	32.5%	0.90	38.1%	0.77	32.3%	0.91
All Other	\$22,279,671	3.4%	6.2%	0.54	4.8%	0.70	6.8%	0.50	3.9%	0.86
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$211,950,452	32.1%	27.4%	1.17	30.2%	1.06	28.5%	1.12	31.9%	1.00
Medical Assistance	\$70,169,168	10.6%	9.6%	1.11	8.9%	1.19	9.0%	1.18	7.6%	1.40
Commercial	\$25,031,780	3.8%	11.6%	0.33	5.4%	0.70	12.3%	0.31	4.0%	0.96
Charity Care	\$9,020,973	1.4%	1.5%	0.93	1.7%	0.80	1.6%	0.87	1.9%	0.70
All Other	\$2,397,616	0.4%	2.1%	0.17	0.7%	0.54	2.2%	0.16	0.3%	1.27
Total Deductions	\$318,569,989	48.2%	52.1%	0.92	46.9%	1.03	53.6%	0.90	45.7%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.3%	3.7%	0.35	2.4%	0.55	2.3%	0.56	1.4%	0.95
Net Gains/Losses as % of Net Income		2.7%	10.6%	0.25	14.2%	0.19	4.9%	0.54	2.0%	1.34
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$139,519,364	44.1%	45.3%	0.97	50.3%	0.88	44.0%	1.00	44.6%	0.99
Supplies & Services	\$146,266,711	46.3%	42.1%	1.10	37.8%	1.22	43.9%	1.05	46.1%	1.00
Capital Component	\$21,912,104	6.9%	8.5%	0.81	8.6%	0.81	7.8%	0.88	7.0%	0.99
Bad Debt	\$8,436,015	2.7%	4.0%	0.66	3.3%	0.80	4.2%	0.63	2.3%	1.15
<b>Fiscal Statistics</b>										
Operating Margin (%)		9.0%	7.7%	1.16	6.4%	1.39	7.4%	1.20	6.3%	1.42
Total Hospital Net Income (%)		9.2%	8.5%	1.08	7.4%	1.24	7.8%	1.18	6.4%	1.43
Return on Equity (%)		11.4%	6.6%	1.72	7.1%	1.62	6.4%	1.80	8.9%	1.28
Current Ratio		4.4	3.4	1.30	2.8	1.57	3.6	1.22	3.8	1.17
Days in Net Patient Accounts Receivable		49.4	46.5	1.06	50.3	0.98	45.0	1.10	53.6	0.92
Average Payment Period		39.5	53.3	0.74	52.0	0.76	48.2	0.82	34.3	1.15
Equity Financing (%)		88.4%	60.7%	1.46	59.6%	1.48	61.3%	1.44	88.3%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.5	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		440.2	7.4	59.88	5.7	77.12	9.3	47.53	99.0	4.45
Total Asset Turnover		1.2	0.8	1.61	0.9	1.32	0.8	1.53	1.4	0.89
Average Age of Plant (Years)		13.3	10.2	1.30	10.3	1.29	11.4	1.17	12.8	1.04
Increase (Decrease) Total Net Patient Revenue		1.9%	9.4%	0.20	3.4%	1.87	18.7%	0.10	6.4%	0.30
Outpatient Gross Revenue (% of Total GPR)		21.8%	53.2%	0.41	51.8%	0.42	47.1%	0.46	20.4%	1.07
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$14,941	\$12,710	1.18	\$12,011	1.24	\$14,659	1.02	\$14,299	1.04
Inpatient Net Revenue per Day		\$2,943	\$2,917	1.01	\$2,932	1.00	\$3,060	0.96	\$2,776	1.06
Outpatient Net Revenue per Visit		\$897	\$555	1.62	\$628	1.43	\$582	1.54	\$907	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$661,215,900	Cash & Cash Equivalents	\$79,777,349	Current Liabilities	\$32,222,273
Less Deductions	\$318,569,989	Net Patient Receivables	\$46,352,353	Long-Term Debt	\$0
Net Patient Revenue	\$342,645,911	Other Receivables	\$1,449,299	Other Liabilities	\$280,628
Plus Other Revenue	\$4,571,309			Subtotal	\$32,502,901
Total Revenue	\$347,217,220	Land, Buildings & Equipment (Net)	\$91,405,312	Unrestricted Fund Balance	\$246,952,728
Less Expenses	\$316,134,194	Other Assets	\$60,471,316	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$849,638			Total Liabilities & Fund Balance	\$279,455,629
Net Income	\$31,932,664	Total Assets	\$279,455,629		

**070 Mile Bluff Medical Center**  
 1050 Division Street  
 Mauston, WI 53948  
 608-847-6161

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Juneau  
 Analysis Area: North Central (6)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	43.8%	56.1%	0.78	59.8%	0.73	46.1%	0.95	53.1%	0.83
Obstetrics	24.8%	39.1%	0.63	45.6%	0.02	30.9%	0.80	26.7%	0.93
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	41.7%	55.8%	0.75	60.2%	0.69	45.0%	0.93	50.0%	0.83
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	14.5	28.4	0.51	23.6	0.61	11.3	1.28	17.5	0.83
Obstetrics	1.0	5.1	0.19	3.8	0.26	2.0	0.50	1.1	0.93
Pediatrics	0.0	2.1	N/A	1.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	15.4	51.6	0.30	44.3	0.35	16.8	0.92	18.5	0.83
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.91	3.7	0.92	3.2	1.06	3.6	0.96
Obstetrics	2.2	2.4	0.90	2.5	0.86	2.3	0.96	2.2	1.02
Pediatrics	0.0	2.0	N/A	2.9	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.76	4.1	0.81	3.2	1.02	3.4	0.96
<b>Surgical Operations</b>									
Inpatient	499	1,814	0.28	1,372	0.36	575	0.87	526	0.95
Outpatient	1,461	4,285	0.34	1,829	0.80	2,021	0.72	1,328	1.10
Inpatient as % of All Surgeries	25.5%	29.7%	0.86	42.9%	0.59	22.2%	1.15	28.4%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	111,453	99,026	1.13	65,846	1.69	53,250	2.09	106,066	1.05
Emergency Visits	13,482	16,365	0.82	14,168	0.95	12,301	1.10	12,900	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.4	18.3	0.29	15.0	0.36	15.7	0.34	2.4	2.27
Nurses, Licensed	83.9	199.5	0.42	147.5	0.57	89.7	0.94	88.2	0.95
Ancillary Nursing Personnel	22.8	37.1	0.62	27.7	0.82	14.4	1.58	26.8	0.85
All Other Personnel	294.0	439.3	0.67	375.8	0.78	237.9	1.24	315.2	0.93
Total FTEs	406.1	694.4	0.58	566.1	0.72	357.7	1.14	432.6	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.2	16.6	0.55	15.8	0.58	29.0	0.32	3.8	2.39
Nurses, Licensed	143.7	181.2	0.79	155.2	0.93	166.2	0.86	142.9	1.01
Ancillary Nursing Personnel	39.1	33.7	1.16	29.2	1.34	26.7	1.46	43.5	0.90
All Other Personnel	503.4	399.0	1.26	395.4	1.27	440.9	1.14	511.0	0.99
Total FTEs	695.4	630.6	1.10	595.5	1.17	662.9	1.05	701.2	0.99

**Total Hospital:**  
 Beds Set Up & Staffed 37  
 Discharges 1,708  
 Inpatient Days 5,626

**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 4  
 Total Births 163  
 Newborn Days 341

**070 Mile Bluff Medical Center**  
Mauston, WI 53948

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	33	1,543	5,276	43.8%	14.5	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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	4	165	362	24.8%	1.0	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	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	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)	5	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	3	3	5.4	Surgical Personnel	4	1	4.3
Physicians & Dentists	17	11	19.7	Radiological Services Personnel	15	6	18.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	2	5.0
Registered Nurses	60	32	73.9	Occupational Therapists	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	5	1	5.7
Ancillary Nursing Personnel	12	20	22.8	Physical Therapy Assistants/Aides	3	0	3.0
Physician Assistants	11	1	11.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	0	3.0	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	5	0	5.0	Psychologists	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	2	4.1
Medical Records Personnel	16	1	16.7	All Other Health Professionals	60	18	66.4
Pharmacy Personnel	8	3	9.6	All Other Personnel	88	31	108.9
Clinical Laboratory Personnel	0	16	12.8	<b>Total</b>	<b>327</b>	<b>149</b>	<b>406.1</b>

**070 Mile Bluff Medical Center**  
Mauston, WI 53948

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$51,249,565	46.7%	41.7%	1.12	48.9%	0.95	45.6%	1.02	45.0%	1.04
Medical Assistance	\$20,123,855	18.3%	14.0%	1.31	13.7%	1.34	12.9%	1.42	14.5%	1.26
Commercial	\$33,009,430	30.1%	38.1%	0.79	32.5%	0.92	34.7%	0.87	35.0%	0.86
All Other	\$5,428,556	4.9%	6.2%	0.79	4.8%	1.03	6.9%	0.72	5.5%	0.89
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$35,133,714	32.0%	27.4%	1.17	30.2%	1.06	27.4%	1.17	31.9%	1.00
Medical Assistance	\$15,855,930	14.4%	9.6%	1.51	8.9%	1.61	8.6%	1.68	9.9%	1.47
Commercial	\$3,529,788	3.2%	11.6%	0.28	5.4%	0.60	9.2%	0.35	3.3%	0.96
Charity Care	\$2,360,138	2.1%	1.5%	1.47	1.7%	1.26	1.4%	1.55	2.7%	0.79
All Other	\$137,677	0.1%	2.1%	0.06	0.7%	0.19	1.8%	0.07	0.1%	1.13
Total Deductions	\$57,017,247	51.9%	52.1%	1.00	46.9%	1.11	48.3%	1.07	48.0%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.0%	3.7%	0.28	2.4%	0.43	3.9%	0.27	1.1%	0.96
Net Gains/Losses as % of Net Income		22.4%	10.6%	2.13	14.2%	1.58	24.1%	0.93	6.4%	3.50
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$31,119,518	59.0%	45.3%	1.30	50.3%	1.17	50.7%	1.16	59.2%	1.00
Supplies & Services	\$14,325,314	27.2%	42.1%	0.64	37.8%	0.72	34.2%	0.79	26.3%	1.03
Capital Component	\$4,546,347	8.6%	8.5%	1.01	8.6%	1.01	10.7%	0.80	9.0%	0.96
Bad Debt	\$2,730,030	5.2%	4.0%	1.29	3.3%	1.55	4.3%	1.20	5.4%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.2%	7.7%	0.15	6.4%	0.18	4.7%	0.25	4.7%	0.25
Total Hospital Net Income (%)		1.5%	8.5%	0.18	7.4%	0.20	6.2%	0.25	5.0%	0.30
Return on Equity (%)		1.7%	6.6%	0.25	7.1%	0.24	4.4%	0.38	5.9%	0.29
Current Ratio		5.2	3.4	1.53	2.8	1.85	3.6	1.43	4.6	1.14
Days in Net Patient Accounts Receivable		70.9	46.5	1.52	50.3	1.41	48.8	1.45	54.8	1.29
Average Payment Period		36.7	53.3	0.69	52.0	0.71	57.5	0.64	35.5	1.03
Equity Financing (%)		52.0%	60.7%	0.86	59.6%	0.87	55.0%	0.95	49.3%	1.05
Long-Term Debt to Equity Ratio		0.7	0.3	2.15	0.5	1.59	0.6	1.20	0.8	0.88
Times Interest Earned		1.7	7.4	0.24	5.7	0.30	3.5	0.49	3.3	0.53
Total Asset Turnover		1.1	0.8	1.44	0.9	1.17	0.7	1.57	1.2	0.95
Average Age of Plant (Years)		10.3	10.2	1.01	10.3	1.00	8.4	1.23	10.7	0.97
Increase (Decrease) Total Net Patient Revenue		-2.1%	9.4%	N/A	3.4%	3.84	3.6%	N/A	13.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.6%	53.2%	1.38	51.8%	1.42	68.8%	1.07	70.0%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,564	\$12,710	0.60	\$12,011	0.63	\$8,567	0.88	\$7,975	0.95
Inpatient Net Revenue per Day		\$2,296	\$2,917	0.79	\$2,932	0.78	\$2,570	0.89	\$2,328	0.99
Outpatient Net Revenue per Visit		\$319	\$555	0.58	\$628	0.51	\$563	0.57	\$321	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$109,811,406	Cash & Cash Equivalents	\$10,468,541	Current Liabilities	\$4,981,338
Less Deductions	\$57,017,247	Net Patient Receivables	\$10,256,711	Long-Term Debt	\$18,146,550
Net Patient Revenue	\$52,794,159	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$553,898			Subtotal	\$23,127,888
Total Revenue	\$53,348,057	Land, Buildings & Equipment (Net)	\$22,025,008	Unrestricted Fund Balance	\$25,071,097
Less Expenses	\$52,721,209	Other Assets	\$5,448,725	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$181,251			Total Liabilities & Fund Balance	\$48,198,985
Net Income	\$808,099	Total Assets	\$48,198,985		

**071 Memorial Health Center - An Aspirus Partner**  
 135 S Gibson Street  
 Medford, WI 54451  
 715-748-8100

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Taylor  
 Analysis Area: North Central (6)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	29.6%	56.1%	0.53	59.8%	0.49	46.1%	0.64	35.6%	0.83
Obstetrics	30.0%	39.1%	0.77	45.6%	0.03	30.9%	0.97	30.9%	0.97
Pediatrics	9.6%	48.6%	0.20	53.3%	0.18	9.6%	1.00	13.2%	0.73
Total Hospital	26.3%	55.8%	0.47	60.2%	0.44	45.0%	0.58	30.8%	0.85
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.7	28.4	0.17	23.6	0.20	11.3	0.42	5.7	0.83
Obstetrics	1.5	5.1	0.29	3.8	0.39	2.0	0.75	1.5	0.97
Pediatrics	0.1	2.1	0.05	1.3	0.08	0.1	0.05	0.1	0.73
Total Hospital	6.6	51.6	0.13	44.3	0.15	16.8	0.39	7.7	0.85
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.91	3.7	0.93	3.2	1.06	3.1	1.12
Obstetrics	2.5	2.4	1.05	2.5	1.00	2.3	1.12	2.4	1.04
Pediatrics	2.9	2.0	1.43	2.9	1.00	2.6	1.11	1.5	1.94
Total Hospital	3.1	4.3	0.73	4.1	0.78	3.2	0.98	2.8	1.12
<b>Surgical Operations</b>									
Inpatient	230	1,814	0.13	1,372	0.17	575	0.40	252	0.91
Outpatient	1,672	4,285	0.39	1,829	0.91	2,021	0.83	1,714	0.98
Inpatient as % of All Surgeries	12.1%	29.7%	0.41	42.9%	0.28	22.2%	0.55	12.8%	0.94
<b>Outpatient Visits</b>									
Non-Emergency Visits	50,731	99,026	0.51	65,846	0.77	53,250	0.95	36,660	1.38
Emergency Visits	6,619	16,365	0.40	14,168	0.47	12,301	0.54	6,570	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.0	18.3	0.60	15.0	0.73	15.7	0.70	6.3	1.75
Nurses, Licensed	41.6	199.5	0.21	147.5	0.28	89.7	0.46	47.4	0.88
Ancillary Nursing Personnel	11.1	37.1	0.30	27.7	0.40	14.4	0.77	16.0	0.69
All Other Personnel	227.5	439.3	0.52	375.8	0.61	237.9	0.96	128.3	1.77
Total FTEs	291.2	694.4	0.42	566.1	0.51	357.7	0.81	198.0	1.47
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	24.0	16.6	1.45	15.8	1.52	29.0	0.83	13.8	1.74
Nurses, Licensed	90.8	181.2	0.50	155.2	0.58	166.2	0.55	103.9	0.87
Ancillary Nursing Personnel	24.2	33.7	0.72	29.2	0.83	26.7	0.91	35.2	0.69
All Other Personnel	496.0	399.0	1.24	395.4	1.25	440.9	1.12	281.5	1.76
Total FTEs	634.9	630.6	1.01	595.5	1.07	662.9	0.96	434.3	1.46

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 761  
 Inpatient Days 2,397

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 4  
 Discharges 109  
 Inpatient Days 1,333

**Newborn Nursery:**  
 Bassinets 5  
 Total Births 203  
 Newborn Days 429

**071 Memorial Health Center - An Aspirus Partner**  
Medford, WI 54451

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	16	504	1,726	29.6%	4.7	3.4
Orthopedic	4	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	2	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>	1	1	12	35	9.6%	0.1	2.9
<b>Obstetrics</b>	1	5	215	548	30.0%	1.5	2.5
<b>Psychiatric</b>	4	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	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	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	3	30	88	8.0%	0.2	2.9
Step-Down (Special Care)	5	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	4	2	4.0
Physicians & Dentists	14	6	18.3	Radiological Services Personnel	9	3	10.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	3.8
Registered Nurses	16	35	37.4	Occupational Therapists	2	1	2.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	7	0	7.0
Ancillary Nursing Personnel	3	21	11.1	Physical Therapy Assistants/Aides	4	1	4.6
Physician Assistants	2	1	2.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	2	0.2	Dietitians & Nutritionists	1	1	1.3
Certified Registered Nurse Anesthetists	4	0	4.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	7	4	9.1	All Other Health Professionals	17	26	29.6
Pharmacy Personnel	4	7	8.7	All Other Personnel	84	54	116.2
Clinical Laboratory Personnel	7	3	9.3	<b>Total</b>	<b>199</b>	<b>170</b>	<b>291.2</b>

**071 Memorial Health Center - An Aspirus Partner**  
Medford, WI 54451

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$28,591,160	41.6%	41.7%	1.00	48.9%	0.85	45.6%	0.91	41.8%	0.99
Medical Assistance	\$11,166,348	16.2%	14.0%	1.16	13.7%	1.18	12.9%	1.26	13.5%	1.20
Commercial	\$27,157,629	39.5%	38.1%	1.04	32.5%	1.21	34.7%	1.14	42.0%	0.94
All Other	\$1,854,387	2.7%	6.2%	0.43	4.8%	0.56	6.9%	0.39	2.7%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$12,895,950	18.8%	27.4%	0.68	30.2%	0.62	27.4%	0.68	19.1%	0.98
Medical Assistance	\$8,479,135	12.3%	9.6%	1.29	8.9%	1.38	8.6%	1.44	9.2%	1.34
Commercial	\$4,187,702	6.1%	11.6%	0.53	5.4%	1.13	9.2%	0.66	6.6%	0.92
Charity Care	\$897,897	1.3%	1.5%	0.89	1.7%	0.77	1.4%	0.94	1.6%	0.79
All Other	\$144,028	0.2%	2.1%	0.10	0.7%	0.31	1.8%	0.12	0.1%	2.58
Total Deductions	\$26,604,712	38.7%	52.1%	0.74	46.9%	0.82	48.3%	0.80	36.6%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.9%	3.7%	0.50	2.4%	0.77	3.9%	0.48	1.6%	1.13
Net Gains/Losses as % of Net Income		18.0%	10.6%	1.70	14.2%	1.27	24.1%	0.75	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$24,849,716	63.9%	45.3%	1.41	50.3%	1.27	50.7%	1.26	63.1%	1.01
Supplies & Services	\$10,397,543	26.8%	42.1%	0.63	37.8%	0.71	34.2%	0.78	27.9%	0.96
Capital Component	\$2,862,715	7.4%	8.5%	0.87	8.6%	0.86	10.7%	0.69	8.5%	0.87
Bad Debt	\$755,570	1.9%	4.0%	0.48	3.3%	0.58	4.3%	0.45	0.5%	4.10
<b>Fiscal Statistics</b>										
Operating Margin (%)		9.5%	7.7%	1.24	6.4%	1.48	4.7%	2.01	8.8%	1.09
Total Hospital Net Income (%)		11.4%	8.5%	1.34	7.4%	1.54	6.2%	1.85	1.8%	6.50
Return on Equity (%)		7.9%	6.6%	1.19	7.1%	1.12	4.4%	1.79	1.2%	6.79
Current Ratio		2.0	3.4	0.60	2.8	0.72	3.6	0.56	2.0	1.01
Days in Net Patient Accounts Receivable		52.2	46.5	1.12	50.3	1.04	48.8	1.07	50.9	1.02
Average Payment Period		73.6	53.3	1.38	52.0	1.41	57.5	1.28	65.6	1.12
Equity Financing (%)		55.2%	60.7%	0.91	59.6%	0.93	55.0%	1.00	51.5%	1.07
Long-Term Debt to Equity Ratio		0.6	0.3	1.89	0.5	1.40	0.6	1.06	0.7	0.88
Times Interest Earned		15.7	7.4	2.13	5.7	2.75	3.5	4.46	1.9	8.22
Total Asset Turnover		0.7	0.8	0.88	0.9	0.72	0.7	0.96	0.7	0.95
Average Age of Plant (Years)		7.1	10.2	0.69	10.3	0.69	8.4	0.84	6.2	1.14
Increase (Decrease) Total Net Patient Revenue		3.2%	9.4%	0.34	3.4%	0.69	3.6%	0.90	2.4%	1.35
Outpatient Gross Revenue (% of Total GPR)		85.7%	53.2%	1.61	51.8%	1.65	68.8%	1.25	83.1%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,362	\$12,710	0.66	\$12,011	0.70	\$8,567	0.98	\$7,035	1.19	
Inpatient Net Revenue per Day	\$1,934	\$2,917	0.66	\$2,932	0.66	\$2,570	0.75	\$2,007	0.96	
Outpatient Net Revenue per Visit	\$608	\$555	1.10	\$628	0.97	\$563	1.08	\$765	0.79	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,769,524	Cash & Cash Equivalents	\$7,150,377	Current Liabilities	\$7,358,054
Less Deductions	\$26,604,712	Net Patient Receivables	\$6,027,808	Long-Term Debt	\$22,234,055
Net Patient Revenue	\$42,164,812	Other Receivables	\$292,559	Other Liabilities	\$0
Plus Other Revenue	\$798,391			Subtotal	\$29,592,109
Total Revenue	\$42,963,203	Land, Buildings & Equipment (Net)	\$23,707,380	Unrestricted Fund Balance	\$34,874,850
Less Expenses	\$38,865,544	Other Assets	\$25,951,170	Restricted Fund Balance	\$1,086,067
Non-Operating Gains/Losses	\$897,672			Total Liabilities & Fund Balance	\$64,466,959
Net Income	\$4,995,331	Total Assets	\$63,129,294		

**072 Community Memorial Hospital**  
W180 N8085 Town Hall Road  
Menomonee Falls, WI 53051  
262-251-1000

Fiscal Year: 07/01 to 06/30  
Type: GMS  
General Medical & Surgical  
Control: Other Not-For-Profit

County: Waukesha  
Analysis Area: Southeastern (2A)  
Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	68.8%	56.1%	1.22	63.0%	1.09	57.4%	1.20	67.1%	1.03
Obstetrics	39.5%	39.1%	1.01	37.9%	0.19	36.2%	1.09	39.5%	1.00
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	63.7%	55.8%	1.14	61.0%	1.04	56.5%	1.13	62.3%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	61.2	28.4	2.16	42.6	1.44	44.8	1.37	59.7	1.03
Obstetrics	7.1	5.1	1.38	6.4	1.11	7.9	0.90	7.1	1.00
Pediatrics	0.0	2.1	N/A	0.3	N/A	7.6	N/A	0.0	N/A
Total Hospital	123.5	51.6	2.40	74.1	1.67	93.3	1.32	120.3	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.8	1.10	3.8	1.07	3.6	1.14	4.0	1.04
Obstetrics	2.6	2.4	1.07	2.4	1.09	2.5	1.03	2.7	0.98
Pediatrics	0.0	2.0	N/A	2.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.6	4.3	1.07	4.4	1.05	4.3	1.08	4.4	1.04
<b>Surgical Operations</b>									
Inpatient	3,759	1,814	2.07	1,934	1.94	2,986	1.26	3,830	0.98
Outpatient	6,227	4,285	1.45	5,226	1.19	7,509	0.83	5,732	1.09
Inpatient as % of All Surgeries	37.6%	29.7%	1.27	27.0%	1.39	28.5%	1.32	40.1%	0.94
<b>Outpatient Visits</b>									
Non-Emergency Visits	67,652	99,026	0.68	126,187	0.54	180,410	0.37	70,607	0.96
Emergency Visits	19,597	16,365	1.20	21,693	0.90	28,916	0.68	19,953	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	79.9	18.3	4.37	29.0	2.76	27.9	2.87	21.0	3.81
Nurses, Licensed	319.6	199.5	1.60	239.9	1.33	340.4	0.94	301.7	1.06
Ancillary Nursing Personnel	70.6	37.1	1.90	54.4	1.30	53.1	1.33	59.1	1.19
All Other Personnel	578.2	439.3	1.32	492.6	1.17	767.4	0.75	539.1	1.07
Total FTEs	1,048.2	694.4	1.51	816.0	1.28	1,190.2	0.88	920.9	1.14
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	42.7	16.6	2.57	15.7	2.72	14.4	2.96	11.5	3.71
Nurses, Licensed	170.6	181.2	0.94	129.8	1.31	176.2	0.97	165.1	1.03
Ancillary Nursing Personnel	37.7	33.7	1.12	29.4	1.28	27.5	1.37	32.3	1.16
All Other Personnel	308.5	399.0	0.77	266.6	1.16	397.2	0.78	295.0	1.05
Total FTEs	559.4	630.6	0.89	441.5	1.27	616.1	0.91	503.9	1.11

**Total Hospital:**  
Beds Set Up & Staffed 194  
Discharges 9,804  
Inpatient Days 45,094

**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 18  
Total Births 975  
Newborn Days 2,025

**072 Community Memorial Hospital**  
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	89	5,427	22,342	68.8%	61.2	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	13	185	2,882	60.7%	7.9	15.6
Hospice	2	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	18	996	2,592	39.5%	7.1	2.6
<b>Psychiatric</b>	1	16	697	4,993	85.5%	13.7	7.2
<b>Alcoholism/chemical dependency</b>	2	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	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	21	275	3,916	51.1%	10.7	14.2
Step-Down (Special Care)	1	29	2,203	8,294	78.4%	22.7	3.8
Neonatal Intensive/Intermediate Care	1	8	86	435	14.9%	1.2	5.1
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	77	4	79.9	Surgical Personnel	16	10	21.2
Physicians & Dentists	0	1	0.8	Radiological Services Personnel	19	50	43.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	8	15.1
Registered Nurses	179	205	301.9	Occupational Therapists	1	24	10.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	4	1.5
Licensed Practical Nurses	5	6	9.4	Physical Therapists	4	23	15.6
Ancillary Nursing Personnel	26	94	70.6	Physical Therapy Assistants/Aides	1	22	9.7
Physician Assistants	0	0	0.0	Recreational Therapists	0	1	0.6
Nurse Practitioners	3	2	3.7	Dietitians & Nutritionists	2	6	5.6
Certified Registered Nurse Anesthetists	1	1	1.1	Psychologists	0	1	0.4
Clinical Nurse Specialists	2	3	3.5	Social Workers	5	5	5.8
Medical Records Personnel	6	6	9.1	All Other Health Professionals	73	88	115.7
Pharmacy Personnel	31	29	44.7	All Other Personnel	140	225	250.1
Clinical Laboratory Personnel	21	17	28.2	<b>Total</b>	<b>624</b>	<b>835</b>	<b>1,048.2</b>

**072 Community Memorial Hospital**  
Menomonee Falls, WI 53051

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$198,524,733	54.3%	41.7%	1.30	45.2%	1.20	38.1%	1.43	53.5%	1.01
Medical Assistance	\$16,190,190	4.4%	14.0%	0.32	10.2%	0.43	17.9%	0.25	2.9%	1.54
Commercial	\$140,728,387	38.5%	38.1%	1.01	39.9%	0.96	38.1%	1.01	39.7%	0.97
All Other	\$10,312,919	2.8%	6.2%	0.45	4.7%	0.59	5.9%	0.48	3.9%	0.72
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$125,263,061	34.2%	27.4%	1.25	31.1%	1.10	25.6%	1.34	34.4%	1.00
Medical Assistance	\$11,032,857	3.0%	9.6%	0.32	6.9%	0.44	12.1%	0.25	2.2%	1.39
Commercial	\$49,671,918	13.6%	11.6%	1.17	13.7%	0.99	11.2%	1.21	12.1%	1.13
Charity Care	\$2,905,026	0.8%	1.5%	0.54	1.3%	0.59	1.5%	0.53	0.7%	1.18
All Other	\$1,470,454	0.4%	2.1%	0.19	1.8%	0.22	2.4%	0.17	0.3%	1.21
Total Deductions	\$190,343,316	52.0%	52.1%	1.00	54.8%	0.95	52.8%	0.99	49.6%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.2%	3.7%	0.33	2.7%	0.45	6.6%	0.18	1.5%	0.79
Net Gains/Losses as % of Net Income		56.5%	10.6%	5.35	9.2%	6.13	14.8%	3.83	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$65,063,064	37.3%	45.3%	0.82	40.7%	0.92	43.8%	0.85	45.3%	0.82
Supplies & Services	\$91,868,736	52.7%	42.1%	1.25	45.7%	1.15	44.1%	1.19	43.2%	1.22
Capital Component	\$14,293,687	8.2%	8.5%	0.96	8.6%	0.95	8.6%	0.95	9.0%	0.91
Bad Debt	\$3,152,000	1.8%	4.0%	0.45	4.9%	0.37	3.5%	0.52	2.6%	0.70
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.8%	7.7%	0.23	9.9%	0.18	8.9%	0.20	-5.7%	N/A
Total Hospital Net Income (%)		4.1%	8.5%	0.48	10.8%	0.38	10.3%	0.39	-3.6%	N/A
Return on Equity (%)		2.5%	6.6%	0.37	7.6%	0.32	7.5%	0.33	-2.3%	N/A
Current Ratio		0.6	3.4	0.18	5.4	0.11	3.3	0.19	0.9	0.69
Days in Net Patient Accounts Receivable		42.8	46.5	0.92	41.6	1.03	46.9	0.91	44.2	0.97
Average Payment Period		114.7	53.3	2.15	40.6	2.83	55.5	2.07	101.2	1.13
Equity Financing (%)		40.1%	60.7%	0.66	68.1%	0.59	60.9%	0.66	51.0%	0.79
Long-Term Debt to Equity Ratio		0.6	0.3	1.76	0.3	2.35	0.4	1.67	0.4	1.67
Times Interest Earned		3.9	7.4	0.53	9.1	0.42	8.5	0.46	-1.5	N/A
Total Asset Turnover		0.6	0.8	0.77	0.7	0.85	0.7	0.84	0.6	0.97
Average Age of Plant (Years)		10.0	10.2	0.97	10.9	0.92	9.4	1.06	9.0	1.10
Increase (Decrease) Total Net Patient Revenue		2.0%	9.4%	0.22	2.0%	1.20	1.9%	1.09	2.4%	0.85
Outpatient Gross Revenue (% of Total GPR)		34.1%	53.2%	0.64	56.7%	0.60	51.7%	0.66	34.2%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,643		\$12,710	0.92	\$10,604	1.10	\$12,409	0.94	\$10,853	1.07
Inpatient Net Revenue per Day	\$2,531		\$2,917	0.87	\$2,427	1.04	\$2,910	0.87	\$2,444	1.04
Outpatient Net Revenue per Visit	\$702		\$555	1.27	\$603	1.16	\$491	1.43	\$714	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$365,756,229	Cash & Cash Equivalents	\$11,126,697	Current Liabilities	\$52,257,453
Less Deductions	\$190,343,316	Net Patient Receivables	\$20,583,684	Long-Term Debt	\$70,703,536
Net Patient Revenue	\$175,412,913	Other Receivables	\$102,025	Other Liabilities	\$55,242,698
Plus Other Revenue	\$2,173,884			Subtotal	\$178,203,687
Total Revenue	\$177,586,797	Land, Buildings & Equipment (Net)	\$81,881,283	Unrestricted Fund Balance	\$119,450,825
Less Expenses	\$174,377,487	Other Assets	\$183,960,823	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,169,159			Total Liabilities & Fund Balance	\$297,654,512
Net Income	\$7,378,469	Total Assets	\$297,654,512		

**073 Mayo Clinic Health System - Red Cedar, Inc**  
 2321 Stout Road  
 Menomonie, WI 54751  
 715-235-5531

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

County: Dunn  
 Analysis Area: West Central (5A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	70.4%	56.1%	1.25	46.4%	1.52	48.7%	1.44	70.4%	1.00
Obstetrics	35.7%	39.1%	0.91	28.9%	0.09	30.4%	1.18	35.6%	1.00
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	56.1%	55.8%	1.00	45.8%	1.22	45.2%	1.24	55.1%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.9	28.4	0.35	13.3	0.74	21.2	0.46	9.9	1.00
Obstetrics	2.5	5.1	0.49	2.0	1.23	3.1	0.80	2.5	1.00
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	14.0	51.6	0.27	21.1	0.66	35.3	0.40	13.8	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.90	3.5	0.97	3.5	0.98	3.4	1.00
Obstetrics	2.3	2.4	0.95	2.4	0.97	2.3	1.01	2.5	0.94
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.72	3.8	0.83	3.7	0.85	3.3	0.95
<b>Surgical Operations</b>									
Inpatient	384	1,814	0.21	577	0.67	1,018	0.38	382	1.01
Outpatient	2,265	4,285	0.53	1,775	1.28	2,892	0.78	2,299	0.99
Inpatient as % of All Surgeries	14.5%	29.7%	0.49	24.5%	0.59	26.0%	0.56	14.2%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	29,065	99,026	0.29	46,705	0.62	80,704	0.36	36,910	0.79
Emergency Visits	8,954	16,365	0.55	8,047	1.11	16,917	0.53	9,035	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	18.3	0.38	7.8	0.89	14.8	0.47	7.0	1.00
Nurses, Licensed	151.7	199.5	0.76	97.2	1.56	134.4	1.13	153.2	0.99
Ancillary Nursing Personnel	15.4	37.1	0.42	19.2	0.80	23.3	0.66	22.1	0.70
All Other Personnel	499.0	439.3	1.14	235.5	2.12	356.2	1.40	464.1	1.08
Total FTEs	673.2	694.4	0.97	359.7	1.87	528.7	1.27	646.4	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.4	16.6	0.57	15.1	0.62	15.1	0.62	9.5	0.99
Nurses, Licensed	203.6	181.2	1.12	187.3	1.09	137.3	1.48	207.2	0.98
Ancillary Nursing Personnel	20.7	33.7	0.61	37.0	0.56	23.8	0.87	29.9	0.69
All Other Personnel	669.7	399.0	1.68	454.0	1.48	363.9	1.84	627.6	1.07
Total FTEs	903.5	630.6	1.43	693.4	1.30	540.2	1.67	874.2	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,639  
 Inpatient Days 5,117

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 19  
 Inpatient Days 152

**Newborn Nursery:**  
 Bassinets 9  
 Total Births 358  
 Newborn Days 752

**073 Mayo Clinic Health System - Red Cedar, Inc**  
Menomonie, WI 54751

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	14	1,059	3,599	70.4%	9.9	3.4
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	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	7	395	913	35.7%	2.5	2.3
<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	2	4	148	682	46.7%	1.9	4.6
Step-Down (Special Care)	5	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	7	0	7.0	Surgical Personnel	5	2	5.9
Physicians & Dentists	34	7	38.5	Radiological Services Personnel	21	4	24.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	1	3.2
Registered Nurses	92	28	106.1	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	34	8	38.6	Physical Therapists	8	4	9.5
Ancillary Nursing Personnel	10	10	15.4	Physical Therapy Assistants/Aides	4	0	4.0
Physician Assistants	7	3	8.2	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	3	3.0	Dietitians & Nutritionists	3	0	3.0
Certified Registered Nurse Anesthetists	4	0	4.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	0	2.0
Medical Records Personnel	1	0	1.0	All Other Health Professionals	270	55	367.1
Pharmacy Personnel	8	8	12.4	All Other Personnel	0	0	0.0
Clinical Laboratory Personnel	16	3	18.2				
				<b>Total</b>	<b>534</b>	<b>136</b>	<b>673.2</b>

**073 Mayo Clinic Health System - Red Cedar, Inc**  
Menomonie, WI 54751

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$42,638,827	35.7%	41.7%	0.86	44.3%	0.81	45.1%	0.79	35.4%	1.01
Medical Assistance	\$19,961,130	16.7%	14.0%	1.20	13.4%	1.25	11.7%	1.42	14.4%	1.16
Commercial	\$49,784,424	41.7%	38.1%	1.10	37.0%	1.13	37.9%	1.10	43.6%	0.96
All Other	\$6,898,272	5.8%	6.2%	0.93	5.3%	1.09	5.3%	1.10	6.6%	0.88
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$18,084,994	15.2%	27.4%	0.55	26.0%	0.58	30.2%	0.50	15.6%	0.97
Medical Assistance	\$14,920,816	12.5%	9.6%	1.31	8.7%	1.43	7.9%	1.59	10.6%	1.18
Commercial	\$2,744,632	2.3%	11.6%	0.20	7.0%	0.33	11.1%	0.21	2.4%	0.96
Charity Care	\$1,916,217	1.6%	1.5%	1.10	1.5%	1.04	1.2%	1.29	1.9%	0.85
All Other	\$1,070,722	0.9%	2.1%	0.42	1.7%	0.54	1.7%	0.52	1.0%	0.90
Total Deductions	\$38,737,381	32.5%	52.1%	0.62	44.9%	0.72	52.1%	0.62	31.5%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.1%	3.7%	0.29	3.5%	0.32	2.9%	0.38	1.2%	0.89
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	19.2%	N/A	15.7%	N/A	12.4%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$47,855,196	64.3%	45.3%	1.42	51.2%	1.26	47.5%	1.35	64.1%	1.00
Supplies & Services	\$20,628,394	27.7%	42.1%	0.66	37.4%	0.74	38.9%	0.71	27.6%	1.01
Capital Component	\$3,323,577	4.5%	8.5%	0.53	8.2%	0.55	9.3%	0.48	4.2%	1.05
Bad Debt	\$2,564,785	3.4%	4.0%	0.86	3.1%	1.10	4.2%	0.82	4.1%	0.85
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.7%	7.7%	1.13	10.8%	0.80	6.9%	1.26	9.7%	0.89
Total Hospital Net Income (%)		8.2%	8.5%	0.97	13.0%	0.63	8.1%	1.02	10.9%	0.75
Return on Equity (%)		7.2%	6.6%	1.09	10.0%	0.72	5.6%	1.29	10.4%	0.70
Current Ratio		2.9	3.4	0.87	2.2	1.31	3.8	0.78	3.8	0.77
Days in Net Patient Accounts Receivable		49.7	46.5	1.07	49.4	1.00	48.1	1.03	48.5	1.02
Average Payment Period		39.3	53.3	0.74	58.7	0.67	51.8	0.76	35.3	1.11
Equity Financing (%)		89.4%	60.7%	1.47	66.5%	1.34	61.0%	1.47	90.1%	0.99
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	17.1	N/A	5.2	N/A	0.0	N/A
Total Asset Turnover		0.9	0.8	1.15	0.7	1.18	0.7	1.29	0.9	0.95
Average Age of Plant (Years)		8.8	10.2	0.86	8.2	1.08	10.2	0.87	8.6	1.02
Increase (Decrease) Total Net Patient Revenue		4.0%	9.4%	0.42	3.5%	2.75	-2.0%	N/A	9.7%	0.41
Outpatient Gross Revenue (% of Total GPR)		81.2%	53.2%	1.53	59.4%	1.37	64.0%	1.27	81.4%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,109		\$12,710	0.80	\$10,381	0.97	\$9,421	1.07	\$10,233	0.99
Inpatient Net Revenue per Day	\$3,196		\$2,917	1.10	\$2,632	1.21	\$2,572	1.24	\$3,069	1.04
Outpatient Net Revenue per Visit	\$1,676		\$555	3.02	\$594	2.82	\$613	2.74	\$1,341	1.25

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$119,282,653	Cash & Cash Equivalents	\$9,359,255	Current Liabilities	\$7,752,711
Less Deductions	\$38,737,381	Net Patient Receivables	\$10,960,824	Long-Term Debt	\$0
Net Patient Revenue	\$80,545,272	Other Receivables	\$453,667	Other Liabilities	\$2,011,280
Plus Other Revenue	\$889,739			Subtotal	\$9,763,991
Total Revenue	\$81,435,011	Land, Buildings & Equipment (Net)	\$28,385,364	Unrestricted Fund Balance	\$82,333,570
Less Expenses	\$74,371,952	Other Assets	\$42,938,451	Restricted Fund Balance	\$10,720
Non-Operating Gains/Losses	-\$395,755			Total Liabilities & Fund Balance	\$92,097,561
Net Income	\$6,667,304	Total Assets	\$92,097,561		

**196 Columbia Center**  
 13125 N. Port Washington Road  
 Mequon, WI 53097  
 262-243-7408

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Ozaukee  
 Analysis Area: Southeastern (2A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	56.1%	N/A	63.0%	N/A	12.3%	N/A	0.0%	N/A
Obstetrics	35.8%	39.1%	0.91	37.9%	0.16	25.2%	1.42	38.4%	0.93
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	35.8%	55.8%	0.64	61.0%	0.59	18.7%	1.91	38.4%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	28.4	N/A	42.6	N/A	2.3	N/A	0.0	N/A
Obstetrics	6.1	5.1	1.18	6.4	0.95	1.2	5.28	6.5	0.93
Pediatrics	0.0	2.1	N/A	0.3	N/A	0.5	N/A	0.0	N/A
Total Hospital	6.1	51.6	0.12	74.1	0.08	3.9	1.55	6.5	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.8	N/A	3.8	N/A	3.1	N/A	0.0	N/A
Obstetrics	2.5	2.4	1.03	2.4	1.05	2.5	1.01	2.5	1.00
Pediatrics	0.0	2.0	N/A	2.0	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.58	4.4	0.58	3.6	0.70	2.5	1.00
<b>Surgical Operations</b>									
Inpatient	215	1,814	0.12	1,934	0.11	98	2.18	240	0.90
Outpatient	282	4,285	0.07	5,226	0.05	355	0.79	279	1.01
Inpatient as % of All Surgeries	43.3%	29.7%	1.45	27.0%	1.60	21.7%	1.99	46.2%	0.94
<b>Outpatient Visits</b>									
Non-Emergency Visits	303	99,026	0.00	126,187	0.00	16,872	0.02	347	0.87
Emergency Visits	0	16,365	N/A	21,693	N/A	2,456	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.3	0.05	29.0	0.03	4.4	0.23	1.0	1.00
Nurses, Licensed	17.8	199.5	0.09	239.9	0.07	31.3	0.57	29.3	0.61
Ancillary Nursing Personnel	6.7	37.1	0.18	54.4	0.12	9.3	0.72	1.2	5.82
All Other Personnel	5.1	439.3	0.01	492.6	0.01	72.5	0.07	12.8	0.40
Total FTEs	30.7	694.4	0.04	816.0	0.04	117.6	0.26	44.3	0.69
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.5	16.6	0.87	15.7	0.92	40.2	0.36	13.6	1.06
Nurses, Licensed	257.8	181.2	1.42	129.8	1.99	285.7	0.90	399.9	0.64
Ancillary Nursing Personnel	97.5	33.7	2.90	29.4	3.31	85.0	1.15	15.8	6.17
All Other Personnel	73.9	399.0	0.19	266.6	0.28	661.6	0.11	174.8	0.42
Total FTEs	443.6	630.6	0.70	441.5	1.00	1,072.5	0.41	604.2	0.73

**Total Hospital:**  
 Beds Set Up & Staffed 17  
 Discharges 883  
 Inpatient Days 2,219

**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 22  
 Total Births 886  
 Newborn Days 2,066

**196 Columbia Center**  
Mequon, WI 53097

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	17	883	2,219	35.8%	6.1	2.5
<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	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)	5	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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	4	17	13.8	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	5	3	6.7	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.4	Psychologists	0	0	0.0
Clinical Nurse Specialists	1	3	3.5	Social Workers	0	0	0.0
Medical Records Personnel	0	0	0.0	All Other Health Professionals	0	0	0.0
Pharmacy Personnel	0	0	0.0	All Other Personnel	5	1	5.1
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>16</b>	<b>25</b>	<b>30.7</b>

**196 Columbia Center**  
Mequon, WI 53097

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$23,269	0.2%	41.7%	0.00	45.2%	0.00	38.2%	0.00	0.0%	N/A
Medical Assistance	\$1,806,433	12.1%	14.0%	0.87	10.2%	1.19	11.8%	1.03	10.8%	1.12
Commercial	\$12,994,798	87.1%	38.1%	2.29	39.9%	2.18	43.8%	1.99	88.5%	0.98
All Other	\$95,284	0.6%	6.2%	0.10	4.7%	0.13	6.2%	0.10	0.7%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,819	0.1%	27.4%	0.00	31.1%	0.00	16.3%	0.01	0.0%	N/A
Medical Assistance	\$691,996	4.6%	9.6%	0.49	6.9%	0.67	7.5%	0.62	3.5%	1.33
Commercial	\$5,343,125	35.8%	11.6%	3.10	13.7%	2.62	12.3%	2.92	34.6%	1.04
Charity Care	\$25,336	0.2%	1.5%	0.12	1.3%	0.13	0.9%	0.18	0.2%	0.77
All Other	\$7,558	0.1%	2.1%	0.02	1.8%	0.03	1.8%	0.03	0.1%	0.42
Total Deductions	\$6,082,834	40.8%	52.1%	0.78	54.8%	0.74	38.8%	1.05	38.4%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.4%	3.7%	1.17	2.7%	1.60	2.8%	1.54	3.0%	1.47
Net Gains/Losses as % of Net Income		0.9%	10.6%	0.09	9.2%	0.10	1.0%	0.95	2.5%	0.37
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$4,931,110	57.4%	45.3%	1.27	40.7%	1.41	52.1%	1.10	51.9%	1.11
Supplies & Services	\$3,127,045	36.4%	42.1%	0.86	45.7%	0.80	36.7%	0.99	38.1%	0.96
Capital Component	\$603,653	7.0%	8.5%	0.83	8.6%	0.81	6.9%	1.01	7.5%	0.94
Bad Debt	-\$69,643	-0.8%	4.0%	N/A	4.9%	N/A	4.3%	N/A	2.5%	N/A
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.0%	7.7%	0.91	9.9%	0.71	9.6%	0.73	18.2%	0.39
Total Hospital Net Income (%)		7.1%	8.5%	0.83	10.8%	0.66	9.7%	0.73	18.6%	0.38
Return on Equity (%)		3.4%	6.6%	0.52	7.6%	0.45	12.4%	0.28	9.8%	0.35
Current Ratio		6.5	3.4	1.91	5.4	1.20	2.3	2.87	7.7	0.84
Days in Net Patient Accounts Receivable		54.9	46.5	1.18	41.6	1.32	54.6	1.01	49.6	1.11
Average Payment Period		46.9	53.3	0.88	40.6	1.16	53.9	0.87	33.3	1.41
Equity Financing (%)		94.6%	60.7%	1.56	68.1%	1.39	59.0%	1.61	96.4%	0.98
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	9.1	N/A	12.5	N/A	0.0	N/A
Total Asset Turnover		0.5	0.8	0.63	0.7	0.69	1.3	0.38	0.5	0.92
Average Age of Plant (Years)		4.6	10.2	0.45	10.9	0.42	11.0	0.42	3.7	1.25
Increase (Decrease) Total Net Patient Revenue		-4.9%	9.4%	N/A	2.0%	13.89	18.0%	N/A	27.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		12.0%	53.2%	0.23	56.7%	0.21	64.3%	0.19	10.9%	1.11
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,260		\$12,710	0.65	\$10,604	0.78	\$12,736	0.65	\$8,657	0.95
Inpatient Net Revenue per Day	\$3,287		\$2,917	1.13	\$2,427	1.35	\$2,480	1.33	\$3,437	0.96
Outpatient Net Revenue per Visit	\$5,094		\$555	9.18	\$603	8.44	\$489	10.41	\$3,144	1.62

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$14,919,784	Cash & Cash Equivalents	\$5,162,089	Current Liabilities	\$1,027,943
Less Deductions	\$6,082,834	Net Patient Receivables	\$1,328,404	Long-Term Debt	\$0
Net Patient Revenue	\$8,836,950	Other Receivables	\$151,694	Other Liabilities	\$0
Plus Other Revenue	\$404,067			Subtotal	\$1,027,943
Total Revenue	\$9,241,017	Land, Buildings & Equipment (Net)	\$12,503,543	Unrestricted Fund Balance	\$18,140,100
Less Expenses	\$8,592,165	Other Assets	\$22,313	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,010	Total Assets	\$19,168,043	Total Liabilities & Fund Balance	\$19,168,043
Net Income	\$654,862				

**110 Columbia St Mary's Inc - Ozaukee Campus**  
 13111 N Port Washington Rd  
 Mequon, WI 53097  
 262-243-7300

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Ozaukee  
 Analysis Area: Southeastern (2A)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	63.7%	56.1%	1.13	63.0%	1.01	57.4%	1.11	62.9%	1.01
Obstetrics	0.0%	39.1%	N/A	37.9%	N/A	36.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	67.8%	55.8%	1.21	61.0%	1.11	56.5%	1.20	64.6%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	56.1	28.4	1.97	42.6	1.32	44.8	1.25	55.3	1.01
Obstetrics	0.0	5.1	N/A	6.4	N/A	7.9	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.3	N/A	7.6	N/A	0.0	N/A
Total Hospital	88.1	51.6	1.71	74.1	1.19	93.3	0.94	84.0	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.9	3.8	1.04	3.8	1.02	3.6	1.09	3.7	1.05
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.4	4.3	1.01	4.4	1.00	4.3	1.02	4.2	1.05
<b>Surgical Operations</b>									
Inpatient	1,966	1,814	1.08	1,934	1.02	2,986	0.66	1,909	1.03
Outpatient	4,383	4,285	1.02	5,226	0.84	7,509	0.58	4,292	1.02
Inpatient as % of All Surgeries	31.0%	29.7%	1.04	27.0%	1.15	28.5%	1.09	30.8%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	110,281	99,026	1.11	126,187	0.87	180,410	0.61	297,852	0.37
Emergency Visits	24,206	16,365	1.48	21,693	1.12	28,916	0.84	24,303	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	29.0	0.07	27.9	0.07	1.0	2.00
Nurses, Licensed	194.0	199.5	0.97	239.9	0.81	340.4	0.57	251.1	0.77
Ancillary Nursing Personnel	45.7	37.1	1.23	54.4	0.84	53.1	0.86	45.7	1.00
All Other Personnel	474.7	439.3	1.08	492.6	0.96	767.4	0.62	587.5	0.81
Total FTEs	716.4	694.4	1.03	816.0	0.88	1,190.2	0.60	885.3	0.81
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.9	16.6	0.06	15.7	0.06	14.4	0.06	0.5	1.93
Nurses, Licensed	90.0	181.2	0.50	129.8	0.69	176.2	0.51	120.5	0.75
Ancillary Nursing Personnel	21.2	33.7	0.63	29.4	0.72	27.5	0.77	22.0	0.97
All Other Personnel	220.3	399.0	0.55	266.6	0.83	397.2	0.55	282.0	0.78
Total FTEs	332.4	630.6	0.53	441.5	0.75	616.1	0.54	424.9	0.78

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	130	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	0
Discharges	7,392	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	32,163			Inpatient Days	0	Newborn Days	0

**110 Columbia St Mary's Inc - Ozaukee Campus**  
Mequon, WI 53097

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	88	5,230	20,459	63.7%	56.1	3.9
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	3	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
<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>	1	10	576	2,972	81.4%	8.1	5.2
<b>Alcoholism/chemical dependency</b>	2	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	4	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	32	1,586	8,733	74.8%	23.9	5.5
Step-Down (Special Care)	2	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	2	0	2.0	Surgical Personnel	17	8	24.1
Physicians & Dentists	7	2	8.3	Radiological Services Personnel	26	11	33.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	2	12.3
Registered Nurses	120	69	188.4	Occupational Therapists	4	5	8.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.0
Licensed Practical Nurses	2	2	3.4	Physical Therapists	8	1	8.5
Ancillary Nursing Personnel	19	27	45.7	Physical Therapy Assistants/Aides	6	1	6.5
Physician Assistants	2	0	2.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	1	1.2	Dietitians & Nutritionists	2	1	2.5
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	Social Workers	0	0	0.0
Medical Records Personnel	8	3	10.8	All Other Health Professionals	27	19	45.9
Pharmacy Personnel	22	4	25.2	All Other Personnel	223	48	270.4
Clinical Laboratory Personnel	9	7	15.0	<b>Total</b>	<b>518</b>	<b>212</b>	<b>716.4</b>

**110 Columbia St Mary's Inc - Ozaukee Campus**

Mequon, WI 53097

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$252,704,307	48.1%	41.7%	1.15	45.2%	1.06	38.1%	1.26	48.8%	0.98
Medical Assistance	\$28,144,093	5.4%	14.0%	0.38	10.2%	0.53	17.9%	0.30	4.1%	1.30
Commercial	\$234,088,413	44.5%	38.1%	1.17	39.9%	1.12	38.1%	1.17	45.1%	0.99
All Other	\$10,840,215	2.1%	6.2%	0.33	4.7%	0.43	5.9%	0.35	1.9%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$180,380,315	34.3%	27.4%	1.25	31.1%	1.10	25.6%	1.34	33.7%	1.02
Medical Assistance	\$18,772,199	3.6%	9.6%	0.37	6.9%	0.52	12.1%	0.29	2.4%	1.50
Commercial	\$101,575,140	19.3%	11.6%	1.67	13.7%	1.41	11.2%	1.72	18.0%	1.07
Charity Care	\$7,556,981	1.4%	1.5%	0.98	1.3%	1.07	1.5%	0.96	1.2%	1.21
All Other	\$5,573,467	1.1%	2.1%	0.50	1.8%	0.58	2.4%	0.45	2.5%	0.42
Total Deductions	\$313,858,102	59.7%	52.1%	1.15	54.8%	1.09	52.8%	1.13	57.8%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.8%	3.7%	0.49	2.7%	0.66	6.6%	0.27	2.3%	0.78
Net Gains/Losses as % of Net Income		0.7%	10.6%	0.06	9.2%	0.07	14.8%	0.05	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$75,024,266	40.1%	45.3%	0.89	40.7%	0.99	43.8%	0.92	38.4%	1.05
Supplies & Services	\$89,379,566	47.8%	42.1%	1.13	45.7%	1.05	44.1%	1.08	50.4%	0.95
Capital Component	\$13,269,990	7.1%	8.5%	0.83	8.6%	0.82	8.6%	0.82	6.0%	1.18
Bad Debt	\$9,242,719	4.9%	4.0%	1.23	4.9%	1.00	3.5%	1.43	5.2%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)		13.4%	7.7%	1.74	9.9%	1.36	8.9%	1.50	4.4%	3.08
Total Hospital Net Income (%)		13.5%	8.5%	1.58	10.8%	1.25	10.3%	1.31	4.3%	3.12
Return on Equity (%)		8.9%	6.6%	1.34	7.6%	1.16	7.5%	1.19	2.9%	3.09
Current Ratio		16.8	3.4	4.95	5.4	3.10	3.3	5.06	15.1	1.11
Days in Net Patient Accounts Receivable		51.4	46.5	1.10	41.6	1.24	46.9	1.10	51.7	0.99
Average Payment Period		26.1	53.3	0.49	40.6	0.64	55.5	0.47	23.8	1.10
Equity Financing (%)		78.2%	60.7%	1.29	68.1%	1.15	60.9%	1.28	76.3%	1.03
Long-Term Debt to Equity Ratio		0.2	0.3	0.57	0.3	0.76	0.4	0.54	0.2	0.88
Times Interest Earned		20.0	7.4	2.72	9.1	2.19	8.5	2.36	5.9	3.37
Total Asset Turnover		0.7	0.8	0.85	0.7	0.94	0.7	0.92	0.7	0.99
Average Age of Plant (Years)		9.4	10.2	0.92	10.9	0.87	9.4	1.00	7.9	1.19
Increase (Decrease) Total Net Patient Revenue		9.6%	9.4%	1.02	2.0%	0.40	1.9%	5.18	0.8%	12.18
Outpatient Gross Revenue (% of Total GPR)		59.1%	53.2%	1.11	56.7%	1.04	51.7%	1.14	59.7%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,843		\$12,710	0.85	\$10,604	1.02	\$12,409	0.87	\$9,741	1.11
Inpatient Net Revenue per Day	\$2,492		\$2,917	0.85	\$2,427	1.03	\$2,910	0.86	\$2,346	1.06
Outpatient Net Revenue per Visit	\$980		\$555	1.77	\$603	1.62	\$491	1.99	\$377	2.60

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$525,777,028	Cash & Cash Equivalents	\$4,168,753	Current Liabilities	\$12,791,453
Less Deductions	\$313,858,102	Net Patient Receivables	\$29,840,710	Long-Term Debt	\$49,304,970
Net Patient Revenue	\$211,918,926	Other Receivables	\$120,025	Other Liabilities	\$9,383,259
Plus Other Revenue	\$3,917,492			Subtotal	\$71,479,682
Total Revenue	\$215,836,418	Land, Buildings & Equipment (Net)	\$113,435,687	Unrestricted Fund Balance	\$256,587,638
Less Expenses	\$186,916,541	Other Assets	\$180,502,145	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$197,600			Total Liabilities & Fund Balance	\$328,067,320
Net Income	\$29,117,477	Total Assets	\$328,067,320		

**074 Ministry Good Samaritan Health Center**  
 601 Center Avenue South  
 Merrill, WI 54452  
 715-536-5511

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Lincoln  
 Analysis Area: North Central (6)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	37.2%	56.1%	0.66	59.8%	0.62	29.0%	1.28	46.4%	0.80
Obstetrics	0.0%	39.1%	N/A	45.6%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	32.0%	55.8%	0.57	60.2%	0.53	30.6%	1.05	41.9%	0.76
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.8	28.4	0.17	23.6	0.20	4.5	1.08	6.0	0.80
Obstetrics	0.0	5.1	N/A	3.8	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	1.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.1	51.6	0.10	44.3	0.12	6.4	0.80	6.7	0.76
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.8	0.97	3.7	0.98	3.1	1.16	3.2	1.13
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.9	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	4.1	0.79	3.4	0.95	3.4	0.95
<b>Surgical Operations</b>									
Inpatient	191	1,814	0.11	1,372	0.14	196	0.97	200	0.96
Outpatient	1,471	4,285	0.34	1,829	0.80	1,479	0.99	1,361	1.08
Inpatient as % of All Surgeries	11.5%	29.7%	0.39	42.9%	0.27	11.7%	0.98	12.8%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	16,533	99,026	0.17	65,846	0.25	24,233	0.68	19,900	0.83
Emergency Visits	13,439	16,365	0.82	14,168	0.95	6,105	2.20	12,234	1.10
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.0	18.3	0.49	15.0	0.60	6.4	1.40	18.0	0.50
Nurses, Licensed	43.9	199.5	0.22	147.5	0.30	41.4	1.06	43.3	1.01
Ancillary Nursing Personnel	6.5	37.1	0.18	27.7	0.23	7.6	0.86	8.7	0.75
All Other Personnel	99.8	439.3	0.23	375.8	0.27	93.6	1.07	115.1	0.87
Total FTEs	159.1	694.4	0.23	566.1	0.28	149.0	1.07	185.1	0.86
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	37.9	16.6	2.28	15.8	2.39	30.0	1.26	72.6	0.52
Nurses, Licensed	184.4	181.2	1.02	155.2	1.19	193.4	0.95	174.4	1.06
Ancillary Nursing Personnel	27.3	33.7	0.81	29.2	0.94	35.4	0.77	34.9	0.78
All Other Personnel	419.5	399.0	1.05	395.4	1.06	437.6	0.96	464.0	0.90
Total FTEs	669.2	630.6	1.06	595.5	1.12	696.5	0.96	745.9	0.90

**Total Hospital:**  
 Beds Set Up & Staffed 16  
 Discharges 582  
 Inpatient Days 1,871

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 2  
 Discharges 90  
 Inpatient Days 549

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

**074 Ministry Good Samaritan Health Center**  
Merrill, WI 54452

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	13	485	1,765	37.2%	4.8	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	4	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	1	3	97	149	13.6%	0.4	1.5
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	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)	5	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	9	0	9.0	Surgical Personnel	2	3	4.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	5	9.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	3.0
Registered Nurses	36	17	40.9	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	2	11	6.5	Physical Therapy Assistants/Aides	2	1	2.8
Physician Assistants	0	0	0.0	Recreational Therapists	1	0	1.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	3	2	4.3
Certified Registered Nurse Anesthetists	3	2	3.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	5	2	5.5	All Other Health Professionals	18	15	22.9
Pharmacy Personnel	5	2	5.5	All Other Personnel	23	16	27.0
Clinical Laboratory Personnel	10	1	10.0	<b>Total</b>	<b>135</b>	<b>80</b>	<b>159.1</b>

**074 Ministry Good Samaritan Health Center**

Merrill, WI 54452

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$17,113,800	47.4%	41.7%	1.14	48.9%	0.97	44.4%	1.07	47.9%	0.99
Medical Assistance	\$5,458,567	15.1%	14.0%	1.08	13.7%	1.10	11.0%	1.37	10.6%	1.42
Commercial	\$11,371,635	31.5%	38.1%	0.83	32.5%	0.97	40.2%	0.78	35.7%	0.88
All Other	\$2,126,031	5.9%	6.2%	0.94	4.8%	1.23	4.4%	1.34	5.8%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,927,967	16.4%	27.4%	0.60	30.2%	0.54	24.1%	0.68	16.0%	1.03
Medical Assistance	\$3,378,980	9.4%	9.6%	0.98	8.9%	1.05	7.5%	1.25	7.1%	1.32
Commercial	\$900,976	2.5%	11.6%	0.22	5.4%	0.46	11.0%	0.23	3.8%	0.65
Charity Care	\$462,489	1.3%	1.5%	0.88	1.7%	0.75	1.0%	1.33	2.1%	0.60
All Other	\$358,650	1.0%	2.1%	0.47	0.7%	1.47	1.0%	0.95	0.0%	N/A
Total Deductions	\$11,029,062	30.6%	52.1%	0.59	46.9%	0.65	44.7%	0.68	29.1%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.0%	3.7%	0.81	2.4%	1.25	5.0%	0.60	2.9%	1.03
Net Gains/Losses as % of Net Income		98.0%	10.6%	9.29	14.2%	6.91	8.8%	11.20	16.2%	6.05
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,247,141	63.0%	45.3%	1.39	50.3%	1.25	48.6%	1.29	61.1%	1.03
Supplies & Services	\$6,503,851	25.2%	42.1%	0.60	37.8%	0.67	39.8%	0.63	28.0%	0.90
Capital Component	\$1,568,982	6.1%	8.5%	0.71	8.6%	0.71	8.2%	0.74	6.5%	0.94
Bad Debt	\$1,487,944	5.8%	4.0%	1.43	3.3%	1.73	3.4%	1.71	4.5%	1.29
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.0%	7.7%	0.00	6.4%	0.01	10.0%	0.00	6.5%	0.01
Total Hospital Net Income (%)		1.8%	8.5%	0.21	7.4%	0.24	10.9%	0.16	7.7%	0.23
Return on Equity (%)		1.4%	6.6%	0.21	7.1%	0.20	11.4%	0.12	6.3%	0.22
Current Ratio		4.6	3.4	1.35	2.8	1.62	3.9	1.17	8.2	0.56
Days in Net Patient Accounts Receivable		43.2	46.5	0.93	50.3	0.86	47.7	0.91	44.1	0.98
Average Payment Period		38.2	53.3	0.72	52.0	0.73	36.9	1.03	31.5	1.21
Equity Financing (%)		91.5%	60.7%	1.51	59.6%	1.53	63.7%	1.44	91.3%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.5	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	5.7	N/A	8.2	N/A	0.0	N/A
Total Asset Turnover		0.8	0.8	1.00	0.9	0.82	1.0	0.74	0.8	0.95
Average Age of Plant (Years)		14.2	10.2	1.39	10.3	1.37	8.8	1.61	13.2	1.08
Increase (Decrease) Total Net Patient Revenue		-2.8%	9.4%	N/A	3.4%	0.02	6.6%	N/A	0.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.4%	53.2%	1.48	51.8%	1.51	70.1%	1.12	73.0%	1.07
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,295	\$12,710	0.81	\$12,011	0.86	\$10,635	0.97	\$8,840	1.16
Inpatient Net Revenue per Day		\$2,728	\$2,917	0.94	\$2,932	0.93	\$2,744	0.99	\$2,204	1.24
Outpatient Net Revenue per Visit		\$605	\$555	1.09	\$628	0.96	\$566	1.07	\$569	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,070,033	Cash & Cash Equivalents	\$2,689,891	Current Liabilities	\$2,549,968
Less Deductions	\$11,029,062	Net Patient Receivables	\$2,961,454	Long-Term Debt	\$0
Net Patient Revenue	\$25,040,971	Other Receivables	\$484,739	Other Liabilities	\$299,663
Plus Other Revenue	\$776,117			Subtotal	\$2,849,631
Total Revenue	\$25,817,088	Land, Buildings & Equipment (Net)	\$6,206,356	Unrestricted Fund Balance	\$30,522,085
Less Expenses	\$25,807,918	Other Assets	\$21,029,276	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$459,471			Total Liabilities & Fund Balance	\$33,371,716
Net Income	\$468,641	Total Assets	\$33,371,716		

**168 Aurora Sinai Medical Center**  
 945 N 12th Street, PO Box 342  
 Milwaukee, WI 53233  
 414-219-2000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	58.8%	56.1%	1.05	67.2%	0.87	57.4%	1.02	57.0%	1.03
Obstetrics	49.4%	39.1%	1.26	45.5%	0.50	36.2%	1.36	54.6%	0.90
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	57.2%	55.8%	1.02	62.9%	0.91	56.5%	1.01	57.9%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	59.4	28.4	2.09	105.6	0.56	44.8	1.33	57.6	1.03
Obstetrics	22.7	5.1	4.42	21.8	1.04	7.9	2.89	25.1	0.90
Pediatrics	0.0	2.1	N/A	19.2	N/A	7.6	N/A	0.0	N/A
Total Hospital	123.0	51.6	2.38	144.2	0.85	93.3	1.32	124.4	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.8	0.99	4.4	0.84	3.6	1.03	3.9	0.95
Obstetrics	2.7	2.4	1.11	2.9	0.95	2.5	1.07	2.8	0.98
Pediatrics	0.0	2.0	N/A	1.8	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.6	4.3	1.06	5.1	0.89	4.3	1.07	4.6	0.98
<b>Surgical Operations</b>									
Inpatient	9,299	1,814	5.13	5,783	1.61	2,986	3.11	9,604	0.97
Outpatient	11,987	4,285	2.80	9,073	1.32	7,509	1.60	11,493	1.04
Inpatient as % of All Surgeries	43.7%	29.7%	1.47	38.9%	1.12	28.5%	1.54	45.5%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	199,662	99,026	2.02	172,594	1.16	180,410	1.11	231,166	0.86
Emergency Visits	56,062	16,365	3.43	36,242	1.55	28,916	1.94	54,372	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	41.0	0.07	27.9	0.11	2.0	1.50
Nurses, Licensed	377.1	199.5	1.89	473.1	0.80	340.4	1.11	362.6	1.04
Ancillary Nursing Personnel	75.4	37.1	2.03	102.3	0.74	53.1	1.42	75.1	1.00
All Other Personnel	909.5	439.3	2.07	849.7	1.07	767.4	1.19	807.6	1.13
Total FTEs	1,365.1	694.4	1.97	1,466.1	0.93	1,190.2	1.15	1,247.3	1.09
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.3	16.6	0.08	13.8	0.09	14.4	0.09	0.8	1.52
Nurses, Licensed	158.1	181.2	0.87	158.9	1.00	176.2	0.90	150.4	1.05
Ancillary Nursing Personnel	31.6	33.7	0.94	34.3	0.92	27.5	1.15	31.2	1.01
All Other Personnel	381.3	399.0	0.96	285.3	1.34	397.2	0.96	335.0	1.14
Total FTEs	572.3	630.6	0.91	492.3	1.16	616.1	0.93	517.4	1.11

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	215	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	38
Discharges	9,856	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,671
Inpatient Days	44,883			Inpatient Days	0	Newborn Days	4,910

**168 Aurora Sinai Medical Center**  
Milwaukee, WI 53233

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	101	5,830	21,670	58.8%	59.4	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	20	381	3,838	52.6%	10.5	10.1
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	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	46	3,066	8,289	49.4%	22.7	2.7
<b>Psychiatric</b>	3	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	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	1	16	229	3,679	63.0%	10.1	16.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	32	350	7,407	63.4%	20.3	21.2
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	2	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	3	0	3.0	Surgical Personnel	17	2	17.7
Physicians & Dentists	59	0	59.0	Radiological Services Personnel	45	26	55.2
Medical & Dental Residents	84	0	84.0	Respiratory Therapists	20	7	24.8
Registered Nurses	252	208	366.1	Occupational Therapists	11	8	13.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	2	0	2.0	Physical Therapists	26	21	32.8
Ancillary Nursing Personnel	44	68	75.4	Physical Therapy Assistants/Aides	1	2	1.6
Physician Assistants	1	0	1.0	Recreational Therapists	1	0	1.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	6	3	7.9
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	1	0.1
Clinical Nurse Specialists	9	0	9.0	Social Workers	8	2	8.0
Medical Records Personnel	10	10	14.3	All Other Health Professionals	174	61	194.2
Pharmacy Personnel	36	10	39.1	All Other Personnel	293	71	333.5
Clinical Laboratory Personnel	14	9	21.1	<b>Total</b>	<b>1,116</b>	<b>510</b>	<b>1,365.1</b>

**168 Aurora Sinai Medical Center**  
Milwaukee, WI 53233

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$176,332,026	28.1%	41.7%	0.67	37.7%	0.74	38.1%	0.74	28.2%	1.00
Medical Assistance	\$248,667,383	39.6%	14.0%	2.83	19.7%	2.01	17.9%	2.21	40.5%	0.98
Commercial	\$126,742,118	20.2%	38.1%	0.53	35.4%	0.57	38.1%	0.53	21.0%	0.96
All Other	\$75,784,634	12.1%	6.2%	1.93	7.1%	1.69	5.9%	2.06	10.2%	1.18
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$113,701,084	18.1%	27.4%	0.66	26.8%	0.68	25.6%	0.71	17.6%	1.03
Medical Assistance	\$182,782,204	29.1%	9.6%	3.05	14.1%	2.06	12.1%	2.40	28.7%	1.01
Commercial	\$44,232,899	7.0%	11.6%	0.61	12.3%	0.57	11.2%	0.63	7.8%	0.91
Charity Care	\$6,196,734	1.0%	1.5%	0.68	1.0%	0.98	1.5%	0.66	0.7%	1.32
All Other	\$31,993,747	5.1%	2.1%	2.40	2.8%	1.81	2.4%	2.16	3.6%	1.43
Total Deductions	\$378,906,668	60.4%	52.1%	1.16	57.0%	1.06	52.8%	1.14	58.4%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.4%	3.7%	0.63	2.8%	0.84	6.6%	0.35	2.4%	0.99
Net Gains/Losses as % of Net Income		21.5%	10.6%	2.04	3.8%	5.63	14.8%	1.46	3.3%	6.43
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$90,488,216	35.4%	45.3%	0.78	37.8%	0.94	43.8%	0.81	37.8%	0.94
Supplies & Services	\$130,447,697	51.1%	42.1%	1.21	48.9%	1.04	44.1%	1.16	49.1%	1.04
Capital Component	\$15,335,972	6.0%	8.5%	0.71	8.1%	0.74	8.6%	0.70	6.6%	0.90
Bad Debt	\$19,190,040	7.5%	4.0%	1.87	5.3%	1.43	3.5%	2.17	6.5%	1.16
<b>Fiscal Statistics</b>										
Operating Margin (%)		-0.3%	7.7%	N/A	7.2%	N/A	8.9%	N/A	-2.6%	0.13
Total Hospital Net Income (%)		-0.4%	8.5%	N/A	7.4%	N/A	10.3%	N/A	-2.6%	0.16
Return on Equity (%)		0.0%	6.6%	N/A	5.4%	N/A	7.5%	N/A	0.0%	N/A
Current Ratio		0.0	3.4	N/A	3.1	N/A	3.3	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	46.5	N/A	43.9	N/A	46.9	N/A	0.0	N/A
Average Payment Period		0.0	53.3	N/A	63.4	N/A	55.5	N/A	0.0	N/A
Equity Financing (%)		0.0%	60.7%	N/A	58.2%	N/A	60.9%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.7	7.4	0.09	6.7	0.10	8.5	0.08	-0.5	N/A
Total Asset Turnover		0.0	0.8	N/A	0.7	N/A	0.7	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	10.2	N/A	10.6	N/A	9.4	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		0.1%	9.4%	0.01	0.4%	53.26	1.9%	0.07	20.7%	0.01
Outpatient Gross Revenue (% of Total GPR)		48.4%	53.2%	0.91	44.8%	1.08	51.7%	0.94	48.4%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,254		\$12,710	1.04	\$16,410	0.81	\$12,409	1.07	\$12,777	1.04
Inpatient Net Revenue per Day	\$2,910		\$2,917	1.00	\$3,221	0.90	\$2,910	1.00	\$2,751	1.06
Outpatient Net Revenue per Visit	\$461		\$555	0.83	\$655	0.70	\$491	0.94	\$432	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$627,526,161	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$378,906,668	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$248,619,493	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$5,984,693			Subtotal	\$0
Total Revenue	\$254,604,186	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$255,461,925	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$235,277			Total Liabilities & Fund Balance	\$0
Net Income	-\$1,093,016	Total Assets	\$0		

**183 Aurora St. Luke's Medical Center / South Shore**  
 2900 W Oklahoma Avenue  
 Milwaukee, WI 53215  
 414-649-6000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	69.6%	56.1%	1.24	67.2%	1.03	68.8%	1.01	69.2%	1.01
Obstetrics	0.0%	39.1%	N/A	45.5%	N/A	49.6%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	35.5%	N/A	0.0%	N/A
Total Hospital	71.4%	55.8%	1.28	62.9%	1.13	65.5%	1.09	70.7%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	362.4	28.4	12.76	105.6	3.43	104.2	3.48	363.8	1.00
Obstetrics	0.0	5.1	N/A	21.8	N/A	16.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	19.2	N/A	4.1	N/A	0.0	N/A
Total Hospital	513.1	51.6	9.95	144.2	3.56	204.9	2.50	516.0	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.8	3.8	1.26	4.4	1.08	4.1	1.16	4.5	1.06
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.8	N/A	3.1	N/A	0.0	N/A
Total Hospital	5.7	4.3	1.32	5.1	1.12	4.8	1.19	5.6	1.02
<b>Surgical Operations</b>									
Inpatient	28,547	1,814	15.74	5,783	4.94	7,205	3.96	29,986	0.95
Outpatient	44,407	4,285	10.36	9,073	4.89	13,979	3.18	45,643	0.97
Inpatient as % of All Surgeries	39.1%	29.7%	1.32	38.9%	1.01	34.0%	1.15	39.6%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	374,758	99,026	3.78	172,594	2.17	311,290	1.20	396,173	0.95
Emergency Visits	84,563	16,365	5.17	36,242	2.33	40,915	2.07	84,009	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	14.0	18.3	0.77	41.0	0.34	53.8	0.26	17.0	0.82
Nurses, Licensed	1,572.4	199.5	7.88	473.1	3.32	734.0	2.14	1,502.2	1.05
Ancillary Nursing Personnel	476.9	37.1	12.86	102.3	4.66	146.6	3.25	450.8	1.06
All Other Personnel	2,862.8	439.3	6.52	849.7	3.37	1,446.3	1.98	2,848.6	1.01
Total FTEs	4,926.0	694.4	7.09	1,466.1	3.36	2,380.8	2.07	4,818.5	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.8	16.6	0.11	13.8	0.13	13.9	0.13	2.2	0.81
Nurses, Licensed	199.0	181.2	1.10	158.9	1.25	189.6	1.05	192.4	1.03
Ancillary Nursing Personnel	60.4	33.7	1.79	34.3	1.76	37.9	1.59	57.7	1.05
All Other Personnel	362.4	399.0	0.91	285.3	1.27	373.7	0.97	364.9	0.99
Total FTEs	623.5	630.6	0.99	492.3	1.27	615.1	1.01	617.2	1.01

**Total Hospital:**

Beds Set Up & Staffed 719  
 Discharges 32,893  
 Inpatient Days 187,298

**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 0  
 Total Births 0  
 Newborn Days 0

**183 Aurora St. Luke's Medical Center / South Shore**  
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	521	27,841	132,267	69.6%	362.4	4.8
Orthopedic	1	8	523	1,801	61.7%	4.9	3.4
Rehabilitation & Physical Medicine	1	45	1,018	12,711	77.4%	34.8	12.5
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	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>	1	23	1,129	5,231	62.3%	14.3	4.6
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	52	1,494	14,926	78.6%	40.9	10.0
Cardiac Intensive Unit	1	54	605	15,571	79.0%	42.7	25.7
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	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	16	283	4,791	82.0%	13.1	16.9
<b>Subacute care</b>	4	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	14	0	14.0	Surgical Personnel	93	29	104.7
Physicians & Dentists	36	0	36.0	Radiological Services Personnel	152	97	200.0
Medical & Dental Residents	63	0	63.0	Respiratory Therapists	70	30	87.9
Registered Nurses	1,103	696	1,517.8	Occupational Therapists	32	43	48.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	8	6	10.5
Licensed Practical Nurses	14	11	21.3	Physical Therapists	51	35	68.3
Ancillary Nursing Personnel	315	323	476.9	Physical Therapy Assistants/Aides	9	7	12.6
Physician Assistants	0	0	0.0	Recreational Therapists	1	2	1.9
Nurse Practitioners	10	1	10.2	Dietitians & Nutritionists	18	5	19.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	1	1.0
Clinical Nurse Specialists	22	5	23.1	Social Workers	26	15	27.6
Medical Records Personnel	55	45	76.1	All Other Health Professionals	571	325	709.9
Pharmacy Personnel	161	69	195.5	All Other Personnel	948	501	1,200.0
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>3,773</b>	<b>2,246</b>	<b>4,926.0</b>

**183 Aurora St. Luke's Medical Center / South Shore**  
Milwaukee, WI 53215

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$1,480,345,058	52.5%	41.7%	1.26	37.7%	1.39	42.2%	1.25	52.4%	1.00
Medical Assistance	\$251,226,572	8.9%	14.0%	0.64	19.7%	0.45	12.9%	0.69	7.8%	1.14
Commercial	\$827,416,352	29.4%	38.1%	0.77	35.4%	0.83	38.1%	0.77	30.9%	0.95
All Other	\$258,518,179	9.2%	6.2%	1.47	7.1%	1.29	6.8%	1.35	8.8%	1.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$1,135,806,934	40.3%	27.4%	1.47	26.8%	1.51	28.5%	1.41	40.9%	0.99
Medical Assistance	\$238,096,436	8.5%	9.6%	0.88	14.1%	0.60	9.0%	0.94	5.9%	1.43
Commercial	\$316,954,298	11.2%	11.6%	0.97	12.3%	0.91	12.3%	0.92	11.7%	0.96
Charity Care	\$31,000,372	1.1%	1.5%	0.75	1.0%	1.09	1.6%	0.70	0.9%	1.25
All Other	\$88,479,671	3.1%	2.1%	1.48	2.8%	1.11	2.2%	1.40	2.4%	1.28
Total Deductions	\$1,810,337,711	64.3%	52.1%	1.23	57.0%	1.13	53.6%	1.20	61.9%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.2%	3.7%	0.33	2.8%	0.44	2.3%	0.53	3.1%	0.40
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	3.8%	N/A	4.9%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$327,990,171	36.1%	45.3%	0.80	37.8%	0.96	44.0%	0.82	39.0%	0.93
Supplies & Services	\$465,204,285	51.2%	42.1%	1.21	48.9%	1.05	43.9%	1.17	48.8%	1.05
Capital Component	\$62,826,814	6.9%	8.5%	0.81	8.1%	0.86	7.8%	0.88	7.4%	0.94
Bad Debt	\$52,711,914	5.8%	4.0%	1.44	5.3%	1.10	4.2%	1.36	4.9%	1.19
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.9%	7.7%	1.42	7.2%	1.52	7.4%	1.46	11.3%	0.96
Total Hospital Net Income (%)		10.9%	8.5%	1.28	7.4%	1.46	7.8%	1.40	11.3%	0.96
Return on Equity (%)		6.9%	6.6%	1.04	5.4%	1.27	6.4%	1.08	7.7%	0.90
Current Ratio		8.2	3.4	2.41	3.1	2.66	3.6	2.26	6.4	1.28
Days in Net Patient Accounts Receivable		56.1	46.5	1.20	43.9	1.28	45.0	1.25	47.5	1.18
Average Payment Period		48.2	53.3	0.90	63.4	0.76	48.2	1.00	54.6	0.88
Equity Financing (%)		70.7%	60.7%	1.17	58.2%	1.22	61.3%	1.15	66.1%	1.07
Long-Term Debt to Equity Ratio		0.0	0.3	0.05	0.3	0.06	0.3	0.06	0.2	0.08
Times Interest Earned		8.5	7.4	1.15	6.7	1.26	9.3	0.91	8.9	0.95
Total Asset Turnover		0.6	0.8	0.82	0.7	0.87	0.8	0.78	0.7	0.94
Average Age of Plant (Years)		21.3	10.2	2.08	10.6	2.00	11.4	1.87	19.2	1.11
Increase (Decrease) Total Net Patient Revenue		0.5%	9.4%	0.05	0.4%	26.10	18.7%	0.02	10.1%	0.04
Outpatient Gross Revenue (% of Total GPR)		35.0%	53.2%	0.66	44.8%	0.78	47.1%	0.74	33.9%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$19,294		\$12,710	1.52	\$16,410	1.18	\$14,659	1.32	\$18,744	1.03
Inpatient Net Revenue per Day	\$3,388		\$2,917	1.16	\$3,221	1.05	\$3,060	1.11	\$3,369	1.01
Outpatient Net Revenue per Visit	\$811		\$555	1.46	\$655	1.24	\$582	1.39	\$767	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,817,506,161	Cash & Cash Equivalents	\$765,590,106	Current Liabilities	\$115,111,197
Less Deductions	\$1,810,337,711	Net Patient Receivables	\$154,722,904	Long-Term Debt	\$17,798,278
Net Patient Revenue	\$1,007,168,450	Other Receivables	\$1,672,640	Other Liabilities	\$338,515,161
Plus Other Revenue	\$12,609,012			Subtotal	\$471,424,636
Total Revenue	\$1,019,777,462	Land, Buildings & Equipment (Net)	\$441,631,720	Unrestricted Fund Balance	\$1,139,270,513
Less Expenses	\$908,733,184	Other Assets	\$247,077,779	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$19,153			Total Liabilities & Fund Balance	\$1,610,695,149
Net Income	\$111,025,125	Total Assets	\$1,610,695,149		

**075 Children's Hospital of Wisconsin**  
 9000 W Wisconsin Ave, PO Box 1997  
 Milwaukee, WI 53201  
 414-266-2000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	56.1%	N/A	67.2%	N/A	57.4%	N/A	0.0%	N/A
Obstetrics	0.0%	39.1%	N/A	45.5%	N/A	36.2%	N/A	0.0%	N/A
Pediatrics	82.9%	48.6%	1.70	70.4%	1.18	72.7%	1.14	84.8%	0.98
Total Hospital	71.5%	55.8%	1.28	62.9%	1.14	56.5%	1.26	70.1%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	28.4	N/A	105.6	N/A	44.8	N/A	0.0	N/A
Obstetrics	0.0	5.1	N/A	21.8	N/A	7.9	N/A	0.0	N/A
Pediatrics	130.1	2.1	62.91	19.2	6.78	7.6	62.91	133.2	0.98
Total Hospital	211.6	51.6	4.10	144.2	1.47	93.3	2.27	207.4	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.8	N/A	4.4	N/A	3.6	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.5	N/A	0.0	N/A
Pediatrics	1.7	2.0	0.85	1.8	0.98	1.8	0.98	1.8	0.94
Total Hospital	6.1	4.3	1.41	5.1	1.20	4.3	1.43	5.9	1.03
<b>Surgical Operations</b>									
Inpatient	5,592	1,814	3.08	5,783	0.97	2,986	1.87	5,994	0.93
Outpatient	10,291	4,285	2.40	9,073	1.13	7,509	1.37	9,780	1.05
Inpatient as % of All Surgeries	35.2%	29.7%	1.18	38.9%	0.90	28.5%	1.24	38.0%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	311,899	99,026	3.15	172,594	1.81	180,410	1.73	292,578	1.07
Emergency Visits	61,928	16,365	3.78	36,242	1.71	28,916	2.14	66,535	0.93
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	46.2	18.3	2.53	41.0	1.13	27.9	1.66	45.0	1.03
Nurses, Licensed	883.9	199.5	4.43	473.1	1.87	340.4	2.60	923.2	0.96
Ancillary Nursing Personnel	83.3	37.1	2.25	102.3	0.81	53.1	1.57	99.1	0.84
All Other Personnel	1,513.5	439.3	3.45	849.7	1.78	767.4	1.97	1,595.0	0.95
Total FTEs	2,526.9	694.4	3.64	1,466.1	1.72	1,190.2	2.12	2,662.2	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	15.0	16.6	0.90	13.8	1.09	14.4	1.04	15.1	0.99
Nurses, Licensed	286.3	181.2	1.58	158.9	1.80	176.2	1.62	310.7	0.92
Ancillary Nursing Personnel	27.0	33.7	0.80	34.3	0.79	27.5	0.98	33.3	0.81
All Other Personnel	490.2	399.0	1.23	285.3	1.72	397.2	1.23	536.9	0.91
Total FTEs	818.5	630.6	1.30	492.3	1.66	616.1	1.33	896.1	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 296  
 Discharges 12,673  
 Inpatient Days 77,247

**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 0  
 Total Births 0  
 Newborn Days 0

**075 Children's Hospital of Wisconsin**  
Milwaukee, WI 53201

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	5	0	0	0	0.0%	0.0	0.0
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	5	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>	1	157	27,421	47,500	82.9%	130.1	1.7
<b>Obstetrics</b>	5	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	1	24	548	7,963	90.9%	21.8	14.5
Pediatric Intensive Care	1	48	2,483	11,814	67.4%	32.4	4.8
Burn Care	2	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	1	43	703	13,955	88.9%	38.2	19.9
Other Intensive Care	1	24	920	6,555	74.8%	18.0	7.1
<b>Subacute care</b>	2	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	46	1	46.2	Surgical Personnel	14	3	14.0
Physicians & Dentists	2	6	2.0	Radiological Services Personnel	41	50	65.8
Medical & Dental Residents	8	1	8.0	Respiratory Therapists	71	16	81.4
Registered Nurses	541	618	859.2	Occupational Therapists	5	7	9.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	3	3.3	Physical Therapists	10	12	16.6
Ancillary Nursing Personnel	35	121	83.3	Physical Therapy Assistants/Aides	0	2	1.0
Physician Assistants	9	1	9.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	17	4	17.5	Dietitians & Nutritionists	14	16	22.7
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	11	1	11.1
Clinical Nurse Specialists	4	0	4.0	Social Workers	19	24	22.9
Medical Records Personnel	12	1	12.0	All Other Health Professionals	287	205	344.0
Pharmacy Personnel	49	32	66.7	All Other Personnel	653	280	773.3
Clinical Laboratory Personnel	47	14	54.0	<b>Total</b>	<b>1,896</b>	<b>1,418</b>	<b>2,526.9</b>

**075 Children's Hospital of Wisconsin**  
Milwaukee, WI 53201

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$4,736,223	0.6%	41.7%	0.01	37.7%	0.01	38.1%	0.01	0.7%	0.83
Medical Assistance	\$417,368,456	49.3%	14.0%	3.53	19.7%	2.50	17.9%	2.75	46.5%	1.06
Commercial	\$407,283,747	48.1%	38.1%	1.26	35.4%	1.36	38.1%	1.26	50.5%	0.95
All Other	\$17,296,098	2.0%	6.2%	0.33	7.1%	0.29	5.9%	0.35	2.3%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,303,086	0.5%	27.4%	0.02	26.8%	0.02	25.6%	0.02	0.6%	0.82
Medical Assistance	\$250,029,015	29.5%	9.6%	3.09	14.1%	2.09	12.1%	2.44	25.1%	1.18
Commercial	\$85,433,706	10.1%	11.6%	0.87	12.3%	0.82	11.2%	0.90	9.9%	1.02
Charity Care	\$1,891,891	0.2%	1.5%	0.15	1.0%	0.22	1.5%	0.15	0.3%	0.70
All Other	\$8,423,563	1.0%	2.1%	0.47	2.8%	0.35	2.4%	0.42	0.9%	1.09
Total Deductions	\$350,081,261	41.3%	52.1%	0.79	57.0%	0.72	52.8%	0.78	36.9%	1.12
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.6%	3.7%	1.51	2.8%	2.00	6.6%	0.84	5.1%	1.11
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	3.8%	N/A	14.8%	N/A	27.7%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$202,151,135	42.7%	45.3%	0.94	37.8%	1.13	43.8%	0.98	44.2%	0.96
Supplies & Services	\$208,945,764	44.1%	42.1%	1.05	48.9%	0.90	44.1%	1.00	44.0%	1.00
Capital Component	\$58,511,368	12.4%	8.5%	1.45	8.1%	1.53	8.6%	1.43	10.9%	1.13
Bad Debt	\$3,956,235	0.8%	4.0%	0.21	5.3%	0.16	3.5%	0.24	0.8%	1.05
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.0%	7.7%	1.30	7.2%	1.39	8.9%	1.12	15.0%	0.67
Total Hospital Net Income (%)		9.9%	8.5%	1.16	7.4%	1.33	10.3%	0.96	19.6%	0.50
Return on Equity (%)		4.5%	6.6%	0.68	5.4%	0.83	7.5%	0.61	10.7%	0.42
Current Ratio		2.1	3.4	0.63	3.1	0.69	3.3	0.64	2.8	0.78
Days in Net Patient Accounts Receivable		37.4	46.5	0.80	43.9	0.85	46.9	0.80	39.7	0.94
Average Payment Period		53.6	53.3	1.00	63.4	0.85	55.5	0.97	48.3	1.11
Equity Financing (%)		65.0%	60.7%	1.07	58.2%	1.12	60.9%	1.07	64.2%	1.01
Long-Term Debt to Equity Ratio		0.4	0.3	1.09	0.3	1.45	0.4	1.04	0.4	0.91
Times Interest Earned		4.5	7.4	0.61	6.7	0.68	8.5	0.53	10.4	0.43
Total Asset Turnover		0.5	0.8	0.59	0.7	0.63	0.7	0.64	0.5	0.89
Average Age of Plant (Years)		5.9	10.2	0.58	10.6	0.56	9.4	0.63	5.8	1.03
Increase (Decrease) Total Net Patient Revenue		-5.6%	9.4%	N/A	0.4%	70.51	1.9%	N/A	27.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		31.4%	53.2%	0.59	44.8%	0.70	51.7%	0.61	30.2%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$27,720	\$12,710	2.18	\$16,410	1.69	\$12,409	2.23	\$29,993	0.92
Inpatient Net Revenue per Day		\$4,548	\$2,917	1.56	\$3,221	1.41	\$2,910	1.56	\$5,089	0.89
Outpatient Net Revenue per Visit		\$389	\$555	0.70	\$655	0.59	\$491	0.79	\$393	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$846,684,524	Cash & Cash Equivalents	\$45,603,816	Current Liabilities	\$64,110,587
Less Deductions	\$350,081,261	Net Patient Receivables	\$50,876,936	Long-Term Debt	\$274,334,643
Net Patient Revenue	\$496,603,263	Other Receivables	\$8,724,129	Other Liabilities	\$63,376,725
Plus Other Revenue	\$29,476,953			Subtotal	\$401,821,955
Total Revenue	\$526,080,216	Land, Buildings & Equipment (Net)	\$403,096,738	Unrestricted Fund Balance	\$746,317,758
Less Expenses	\$473,564,502	Other Assets	\$639,838,094	Restricted Fund Balance	\$146,718,347
Non-Operating Gains/Losses	-\$438,878			Total Liabilities & Fund Balance	\$1,148,139,713
Net Income	\$52,076,836	Total Assets	\$1,148,139,713		

**076 Columbia St Mary's Inc - Columbia Campus**  
 2025 East Newport Avenue  
 Milwaukee, WI 53211  
 414-961-3300

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	47.1%	56.1%	0.84	67.2%	0.70	48.7%	0.97	58.3%	0.81
Obstetrics	0.0%	39.1%	N/A	45.5%	N/A	30.4%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	40.1%	55.8%	0.72	62.9%	0.64	45.2%	0.89	49.7%	0.81
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	34.4	28.4	1.21	105.6	0.33	21.2	1.62	42.6	0.81
Obstetrics	0.0	5.1	N/A	21.8	N/A	3.1	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	19.2	N/A	0.1	N/A	0.0	N/A
Total Hospital	71.0	51.6	1.38	144.2	0.49	35.3	2.01	89.9	0.79
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.9	3.8	1.03	4.4	0.88	3.5	1.11	3.8	1.01
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.8	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.3	4.3	1.00	5.1	0.85	3.7	1.18	4.4	0.99
<b>Surgical Operations</b>									
Inpatient	1,735	1,814	0.96	5,783	0.30	1,018	1.70	2,632	0.66
Outpatient	2,577	4,285	0.60	9,073	0.28	2,892	0.89	2,206	1.17
Inpatient as % of All Surgeries	40.2%	29.7%	1.35	38.9%	1.03	26.0%	1.55	54.4%	0.74
<b>Outpatient Visits</b>									
Non-Emergency Visits	91,967	99,026	0.93	172,594	0.53	80,704	1.14	155,945	0.59
Emergency Visits	17,084	16,365	1.04	36,242	0.47	16,917	1.01	18,326	0.93
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.3	0.05	41.0	0.02	14.8	0.07	1.0	1.00
Nurses, Licensed	166.7	199.5	0.84	473.1	0.35	134.4	1.24	225.3	0.74
Ancillary Nursing Personnel	25.2	37.1	0.68	102.3	0.25	23.3	1.08	29.2	0.86
All Other Personnel	516.1	439.3	1.17	849.7	0.61	356.2	1.45	448.6	1.15
Total FTEs	708.9	694.4	1.02	1,466.1	0.48	528.7	1.34	704.2	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.7	16.6	0.04	13.8	0.05	15.1	0.05	0.5	1.34
Nurses, Licensed	118.4	181.2	0.65	158.9	0.75	137.3	0.86	119.7	0.99
Ancillary Nursing Personnel	17.9	33.7	0.53	34.3	0.52	23.8	0.75	15.5	1.15
All Other Personnel	366.7	399.0	0.92	285.3	1.29	363.9	1.01	238.3	1.54
Total FTEs	503.7	630.6	0.80	492.3	1.02	540.2	0.93	374.0	1.35

**Total Hospital:**  
 Beds Set Up & Staffed 177  
 Discharges 6,004  
 Inpatient Days 25,913

**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 0  
 Total Births 0  
 Newborn Days 0

**076 Columbia St Mary's Inc - Columbia Campus**  
Milwaukee, WI 53211

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	73	3,246	12,538	47.1%	34.4	3.9
Orthopedic	1	36	829	3,028	23.0%	8.3	3.7
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	1	10	320	1,203	33.0%	3.3	3.8
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>	5	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>	1	24	893	5,005	57.1%	13.7	5.6
<b>Alcoholism/chemical dependency</b>	3	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	1	34	716	4,139	33.4%	11.3	5.8
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	3	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	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	1	0	1.0	Surgical Personnel	16	1	16.8
Physicians & Dentists	17	1	17.6	Radiological Services Personnel	23	2	24.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	2	9.7
Registered Nurses	126	39	164.1	Occupational Therapists	2	4	5.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	8	4	11.2
Ancillary Nursing Personnel	16	9	25.2	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	1	0.6	Dietitians & Nutritionists	3	1	3.7
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	2	0	2.0	Social Workers	0	0	0.0
Medical Records Personnel	13	1	13.8	All Other Health Professionals	24	5	28.6
Pharmacy Personnel	20	6	24.9	All Other Personnel	274	45	318.3
Clinical Laboratory Personnel	29	11	39.2	<b>Total</b>	<b>584</b>	<b>132</b>	<b>708.9</b>

**076 Columbia St Mary's Inc - Columbia Campus**

Milwaukee, WI 53211

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 5		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$173,517,203	50.2%	41.7%	1.20	37.7%	1.33	45.1%	1.11	45.9%	1.09
Medical Assistance	\$39,319,547	11.4%	14.0%	0.81	19.7%	0.58	11.7%	0.97	7.6%	1.50
Commercial	\$126,447,953	36.6%	38.1%	0.96	35.4%	1.03	37.9%	0.96	44.0%	0.83
All Other	\$6,427,600	1.9%	6.2%	0.30	7.1%	0.26	5.3%	0.35	2.5%	0.73
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$119,613,750	34.6%	27.4%	1.26	26.8%	1.29	30.2%	1.15	29.3%	1.18
Medical Assistance	\$27,010,213	7.8%	9.6%	0.82	14.1%	0.55	7.9%	0.99	4.4%	1.76
Commercial	\$52,982,417	15.3%	11.6%	1.33	12.3%	1.25	11.1%	1.39	18.1%	0.85
Charity Care	\$4,508,667	1.3%	1.5%	0.89	1.0%	1.30	1.2%	1.04	1.4%	0.91
All Other	\$3,355,718	1.0%	2.1%	0.46	2.8%	0.34	1.7%	0.56	2.1%	0.47
Total Deductions	\$207,470,765	60.0%	52.1%	1.15	57.0%	1.05	52.1%	1.15	55.3%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.2%	3.7%	0.85	2.8%	1.13	2.9%	1.11	7.1%	0.45
Net Gains/Losses as % of Net Income		1.7%	10.6%	0.16	3.8%	0.45	15.7%	0.11	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$44,301,590	32.8%	45.3%	0.72	37.8%	0.87	47.5%	0.69	44.7%	0.73
Supplies & Services	\$74,654,692	55.3%	42.1%	1.31	48.9%	1.13	38.9%	1.42	42.9%	1.29
Capital Component	\$7,890,764	5.8%	8.5%	0.69	8.1%	0.72	9.3%	0.63	5.9%	0.98
Bad Debt	\$8,075,510	6.0%	4.0%	1.49	5.3%	1.14	4.2%	1.41	6.5%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.5%	7.7%	0.71	7.2%	0.76	6.9%	0.80	12.0%	0.46
Total Hospital Net Income (%)		5.6%	8.5%	0.65	7.4%	0.75	8.1%	0.69	12.0%	0.46
Return on Equity (%)		3.5%	6.6%	0.53	5.4%	0.65	5.6%	0.63	11.0%	0.32
Current Ratio		26.9	3.4	7.92	3.1	8.74	3.8	7.13	15.9	1.69
Days in Net Patient Accounts Receivable		43.5	46.5	0.94	43.9	0.99	48.1	0.90	48.3	0.90
Average Payment Period		22.6	53.3	0.42	63.4	0.36	51.8	0.44	27.7	0.82
Equity Financing (%)		60.9%	60.7%	1.00	58.2%	1.05	61.0%	1.00	57.5%	1.06
Long-Term Debt to Equity Ratio		0.4	0.3	1.27	0.3	1.69	0.4	1.22	0.5	0.92
Times Interest Earned		5.3	7.4	0.73	6.7	0.80	5.2	1.02	12.9	0.41
Total Asset Turnover		0.6	0.8	0.82	0.7	0.87	0.7	0.92	0.9	0.69
Average Age of Plant (Years)		8.6	10.2	0.84	10.6	0.81	10.2	0.84	6.3	1.37
Increase (Decrease) Total Net Patient Revenue		-27.0%	9.4%	N/A	0.4%	12.08	-2.0%	13.69	4.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		49.6%	53.2%	0.93	44.8%	1.11	64.0%	0.77	52.2%	0.95
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,295		\$12,710	0.89	\$16,410	0.69	\$9,421	1.20	\$12,774	0.88
Inpatient Net Revenue per Day	\$2,617		\$2,917	0.90	\$3,221	0.81	\$2,572	1.02	\$2,929	0.89
Outpatient Net Revenue per Visit	\$646		\$555	1.16	\$655	0.99	\$613	1.05	\$535	1.21

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$345,712,303	Cash & Cash Equivalents	\$1,158,360	Current Liabilities	\$8,025,447
Less Deductions	\$207,470,765	Net Patient Receivables	\$16,488,903	Long-Term Debt	\$58,832,812
Net Patient Revenue	\$138,241,538	Other Receivables	\$445,229	Other Liabilities	\$21,377,012
Plus Other Revenue	\$4,504,125			Subtotal	\$88,235,271
Total Revenue	\$142,745,663	Land, Buildings & Equipment (Net)	\$9,096,249	Unrestricted Fund Balance	\$137,406,192
Less Expenses	\$134,922,556	Other Assets	\$198,452,722	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$136,721			Total Liabilities & Fund Balance	\$225,641,463
Net Income	\$7,959,828	Total Assets	\$225,641,463		

**089 Columbia St Mary's Inc - Milwaukee Campus**  
 2323 North Lake Drive, PO Box 503  
 Milwaukee, WI 53201  
 414-291-1000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	41.2%	56.1%	0.73	67.2%	0.61	68.8%	0.60	47.0%	0.88
Obstetrics	47.3%	39.1%	1.21	45.5%	0.59	49.6%	0.95	48.8%	0.97
Pediatrics	15.6%	48.6%	0.32	70.4%	0.22	35.5%	0.44	18.4%	0.85
Total Hospital	46.2%	55.8%	0.83	62.9%	0.73	65.5%	0.71	50.7%	0.91
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	26.4	28.4	0.93	105.6	0.25	104.2	0.25	30.1	0.88
Obstetrics	27.0	5.1	5.25	21.8	1.24	16.5	1.63	27.8	0.97
Pediatrics	4.1	2.1	1.96	19.2	0.21	4.1	1.96	4.8	0.85
Total Hospital	109.0	51.6	2.11	144.2	0.76	204.9	0.53	119.6	0.91
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.3	3.8	1.13	4.4	0.97	4.1	1.03	4.4	0.97
Obstetrics	2.8	2.4	1.14	2.9	0.97	2.5	1.13	2.8	0.98
Pediatrics	6.3	2.0	3.06	1.8	3.53	3.1	2.03	6.3	1.00
Total Hospital	4.6	4.3	1.06	5.1	0.89	4.8	0.95	4.8	0.96
<b>Surgical Operations</b>									
Inpatient	1,831	1,814	1.01	5,783	0.32	7,205	0.25	2,010	0.91
Outpatient	4,740	4,285	1.11	9,073	0.52	13,979	0.34	3,194	1.48
Inpatient as % of All Surgeries	27.9%	29.7%	0.94	38.9%	0.72	34.0%	0.82	38.6%	0.72
<b>Outpatient Visits</b>									
Non-Emergency Visits	126,277	99,026	1.28	172,594	0.73	311,290	0.41	559,121	0.23
Emergency Visits	37,455	16,365	2.29	36,242	1.03	40,915	0.92	38,221	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.9	18.3	0.54	41.0	0.24	53.8	0.18	7.0	1.41
Nurses, Licensed	323.9	199.5	1.62	473.1	0.68	734.0	0.44	482.7	0.67
Ancillary Nursing Personnel	30.0	37.1	0.81	102.3	0.29	146.6	0.20	29.8	1.01
All Other Personnel	630.8	439.3	1.44	849.7	0.74	1,446.3	0.44	1,839.9	0.34
Total FTEs	994.6	694.4	1.43	1,466.1	0.68	2,380.8	0.42	2,359.4	0.42
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.8	16.6	0.17	13.8	0.20	13.9	0.20	2.1	1.31
Nurses, Licensed	91.4	181.2	0.50	158.9	0.58	189.6	0.48	147.5	0.62
Ancillary Nursing Personnel	8.5	33.7	0.25	34.3	0.25	37.9	0.22	9.1	0.93
All Other Personnel	178.0	399.0	0.45	285.3	0.62	373.7	0.48	562.3	0.32
Total FTEs	280.7	630.6	0.45	492.3	0.57	615.1	0.46	721.0	0.39

**Total Hospital:**  
 Beds Set Up & Staffed 236  
 Discharges 8,731  
 Inpatient Days 39,790

**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 40  
 Total Births 3,416  
 Newborn Days 6,805

**089 Columbia St Mary's Inc - Milwaukee Campus**  
Milwaukee, WI 53201

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	64	2,265	9,627	41.2%	26.4	4.3
Orthopedic	1	14	714	2,673	52.3%	7.3	3.7
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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
<b>Pediatric, acute</b>	1	26	237	1,483	15.6%	4.1	6.3
<b>Obstetrics</b>	1	57	3,549	9,842	47.3%	27.0	2.8
<b>Psychiatric</b>	3	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	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	1	12	167	3,084	70.4%	8.4	18.5
Mixed Intensive Care	1	23	478	4,684	55.8%	12.8	9.8
Step-Down (Special Care)	1	23	1,191	4,597	54.8%	12.6	3.9
Neonatal Intensive/Intermediate Care	1	17	130	3,800	61.2%	10.4	29.2
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	8	2	9.9	Surgical Personnel	18	1	18.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	31	3	33.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	6	14.9
Registered Nurses	213	97	309.5	Occupational Therapists	5	1	5.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	2	6.9	Physical Therapists	3	2	4.5
Ancillary Nursing Personnel	16	15	30.0	Physical Therapy Assistants/Aides	2	1	2.8
Physician Assistants	2	0	2.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	1	2.5	Dietitians & Nutritionists	2	3	4.5
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	5	0	5.0	Social Workers	1	0	1.0
Medical Records Personnel	8	2	9.9	All Other Health Professionals	41	12	52.9
Pharmacy Personnel	24	5	27.9	All Other Personnel	372	66	437.6
Clinical Laboratory Personnel	8	8	15.4	<b>Total</b>	<b>775</b>	<b>227</b>	<b>994.6</b>

**089 Columbia St Mary's Inc - Milwaukee Campus**  
Milwaukee, WI 53201

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$207,505,309	26.2%	41.7%	0.63	37.7%	0.70	42.2%	0.62	25.6%	1.02
Medical Assistance	\$168,881,547	21.4%	14.0%	1.53	19.7%	1.08	12.9%	1.66	20.3%	1.05
Commercial	\$388,933,651	49.2%	38.1%	1.29	35.4%	1.39	38.1%	1.29	50.3%	0.98
All Other	\$25,451,729	3.2%	6.2%	0.52	7.1%	0.45	6.8%	0.47	3.8%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$133,752,747	16.9%	27.4%	0.62	26.8%	0.63	28.5%	0.59	16.5%	1.02
Medical Assistance	\$121,558,965	15.4%	9.6%	1.61	14.1%	1.09	9.0%	1.70	13.4%	1.15
Commercial	\$147,651,085	18.7%	11.6%	1.61	12.3%	1.52	12.3%	1.52	17.5%	1.06
Charity Care	\$9,629,062	1.2%	1.5%	0.83	1.0%	1.21	1.6%	0.77	2.0%	0.61
All Other	\$23,282,948	2.9%	2.1%	1.39	2.8%	1.04	2.2%	1.31	2.5%	1.16
Total Deductions	\$435,874,807	55.1%	52.1%	1.06	57.0%	0.97	53.6%	1.03	52.0%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.6%	3.7%	1.23	2.8%	1.64	2.3%	1.96	3.5%	1.29
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	3.8%	N/A	4.9%	N/A	21.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$217,758,742	57.3%	45.3%	1.26	37.8%	1.52	44.0%	1.30	50.9%	1.12
Supplies & Services	\$106,027,140	27.9%	42.1%	0.66	48.9%	0.57	43.9%	0.64	29.7%	0.94
Capital Component	\$31,975,782	8.4%	8.5%	0.99	8.1%	1.04	7.8%	1.07	9.8%	0.86
Bad Debt	\$24,583,717	6.5%	4.0%	1.61	5.3%	1.23	4.2%	1.52	9.5%	0.68
<b>Fiscal Statistics</b>										
Operating Margin (%)		-2.3%	7.7%	N/A	7.2%	N/A	7.4%	N/A	-2.9%	0.78
Total Hospital Net Income (%)		-2.1%	8.5%	N/A	7.4%	N/A	7.8%	N/A	-3.7%	0.55
Return on Equity (%)		-1.5%	6.6%	N/A	5.4%	N/A	6.4%	N/A	-2.7%	0.57
Current Ratio		2.2	3.4	0.65	3.1	0.71	3.6	0.60	1.9	1.14
Days in Net Patient Accounts Receivable		42.8	46.5	0.92	43.9	0.98	45.0	0.95	54.3	0.79
Average Payment Period		39.0	53.3	0.73	63.4	0.61	48.2	0.81	47.0	0.83
Equity Financing (%)		7.3%	60.7%	0.12	58.2%	0.13	61.3%	0.12	10.0%	0.73
Long-Term Debt to Equity Ratio		1.4	0.3	4.27	0.3	5.68	0.3	5.29	1.1	1.25
Times Interest Earned		3.6	7.4	0.49	6.7	0.54	9.3	0.39	12.4	0.29
Total Asset Turnover		0.7	0.8	0.95	0.7	1.00	0.8	0.90	0.7	1.02
Average Age of Plant (Years)		8.9	10.2	0.87	10.6	0.83	11.4	0.78	7.9	1.12
Increase (Decrease) Total Net Patient Revenue		9.6%	9.4%	1.02	0.4%	48.34	18.7%	0.51	18.8%	0.51
Outpatient Gross Revenue (% of Total GPR)		69.2%	53.2%	1.30	44.8%	1.55	47.1%	1.47	63.5%	1.09
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$11,679	\$12,710	0.92	\$16,410	0.71	\$14,659	0.80	\$13,391	0.87
Inpatient Net Revenue per Day		\$2,563	\$2,917	0.88	\$3,221	0.80	\$3,060	0.84	\$2,818	0.91
Outpatient Net Revenue per Visit		\$1,545	\$555	2.78	\$655	2.36	\$582	2.65	\$336	4.59

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$790,772,236	Cash & Cash Equivalents	\$24,142,980	Current Liabilities	\$38,263,133
Less Deductions	\$435,874,807	Net Patient Receivables	\$41,658,509	Long-Term Debt	\$53,425,653
Net Patient Revenue	\$354,897,429	Other Receivables	\$6,594,109	Other Liabilities	\$379,686,783
Plus Other Revenue	\$16,997,384			Subtotal	\$471,375,569
Total Revenue	\$371,894,813	Land, Buildings & Equipment (Net)	\$410,926,973	Unrestricted Fund Balance	\$37,216,589
Less Expenses	\$380,345,381	Other Assets	\$25,269,587	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$750,351			Total Liabilities & Fund Balance	\$508,592,158
Net Income	-\$7,700,217	Total Assets	\$508,592,158		

**079 Froedtert Memorial Lutheran Hospital**  
 9200 W Wisconsin Ave, PO Box 26099  
 Milwaukee, WI 53226  
 414-805-3000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	76.6%	56.1%	1.36	67.2%	1.14	68.8%	1.11	74.5%	1.03
Obstetrics	100.0%	39.1%	2.56	45.5%	0.42	49.6%	2.01	99.1%	1.01
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	35.5%	N/A	0.0%	N/A
Total Hospital	76.6%	55.8%	1.37	62.9%	1.22	65.5%	1.17	73.4%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	259.0	28.4	9.12	105.6	2.45	104.2	2.49	241.3	1.07
Obstetrics	19.0	5.1	3.70	21.8	0.87	16.5	1.15	18.8	1.01
Pediatrics	0.0	2.1	N/A	19.2	N/A	4.1	N/A	0.0	N/A
Total Hospital	382.8	51.6	7.42	144.2	2.65	204.9	1.87	356.9	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	3.8	1.17	4.4	1.00	4.1	1.07	4.3	1.01
Obstetrics	3.4	2.4	1.41	2.9	1.20	2.5	1.39	3.2	1.06
Pediatrics	0.0	2.0	N/A	1.8	N/A	3.1	N/A	0.0	N/A
Total Hospital	5.2	4.3	1.20	5.1	1.01	4.8	1.08	5.2	1.00
<b>Surgical Operations</b>									
Inpatient	8,552	1,814	4.71	5,783	1.48	7,205	1.19	8,648	0.99
Outpatient	6,457	4,285	1.51	9,073	0.71	13,979	0.46	6,121	1.05
Inpatient as % of All Surgeries	57.0%	29.7%	1.92	38.9%	1.46	34.0%	1.68	58.6%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	533,196	99,026	5.38	172,594	3.09	311,290	1.71	510,015	1.05
Emergency Visits	48,212	16,365	2.95	36,242	1.33	40,915	1.18	45,611	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	293.1	18.3	16.04	41.0	7.14	53.8	5.45	275.7	1.06
Nurses, Licensed	1,461.7	199.5	7.33	473.1	3.09	734.0	1.99	1,561.9	0.94
Ancillary Nursing Personnel	245.8	37.1	6.63	102.3	2.40	146.6	1.68	241.5	1.02
All Other Personnel	2,441.4	439.3	5.56	849.7	2.87	1,446.3	1.69	2,315.0	1.05
Total FTEs	4,441.9	694.4	6.40	1,466.1	3.03	2,380.8	1.87	4,394.0	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	41.1	16.6	2.48	13.8	2.98	13.9	2.96	42.0	0.98
Nurses, Licensed	205.0	181.2	1.13	158.9	1.29	189.6	1.08	238.1	0.86
Ancillary Nursing Personnel	34.5	33.7	1.02	34.3	1.00	37.9	0.91	36.8	0.94
All Other Personnel	342.4	399.0	0.86	285.3	1.20	373.7	0.92	352.9	0.97
Total FTEs	622.9	630.6	0.99	492.3	1.27	615.1	1.01	669.9	0.93

**Total Hospital:**  
 Beds Set Up & Staffed 500  
 Discharges 27,081  
 Inpatient Days 139,712

**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 24  
 Total Births 1,957  
 Newborn Days 4,902

**079 Froedtert Memorial Lutheran Hospital**  
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	338	21,560	94,553	76.6%	259.0	4.4
Orthopedic	1	31	1,867	7,995	70.7%	21.9	4.3
Rehabilitation & Physical Medicine	1	31	558	8,085	71.5%	22.2	14.5
Hospice	5	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	1	12	264	3,871	0.0%	10.6	14.7
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	19	2,019	6,933	100.0%	19.0	3.4
<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	1	47	492	12,365	72.1%	33.9	25.1
Cardiac Intensive Unit	1	10	104	2,331	63.9%	6.4	22.4
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)	5	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	1	12	217	3,496	79.8%	9.6	16.1
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	4	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	284	16	293.1	Surgical Personnel	51	18	60.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	218	125	253.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	55	20	64.4
Registered Nurses	1,142	526	1,411.9	Occupational Therapists	14	39	29.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	5	26	13.0
Licensed Practical Nurses	5	3	7.2	Physical Therapists	30	43	45.4
Ancillary Nursing Personnel	156	203	245.8	Physical Therapy Assistants/Aides	6	4	9.0
Physician Assistants	1	0	1.0	Recreational Therapists	10	6	11.3
Nurse Practitioners	7	1	7.3	Dietitians & Nutritionists	12	12	19.8
Certified Registered Nurse Anesthetists	20	1	20.8	Psychologists	2	0	2.0
Clinical Nurse Specialists	13	3	14.6	Social Workers	27	17	33.9
Medical Records Personnel	15	7	18.9	All Other Health Professionals	1,165	319	1,181.2
Pharmacy Personnel	139	77	167.8	All Other Personnel	462	117	521.6
Clinical Laboratory Personnel	8	2	8.9	<b>Total</b>	<b>3,847</b>	<b>1,585</b>	<b>4,441.9</b>

**079 Froedtert Memorial Lutheran Hospital**  
Milwaukee, WI 53226

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$607,573,349	36.9%	41.7%	0.89	37.7%	0.98	42.2%	0.87	35.2%	1.05
Medical Assistance	\$245,880,431	14.9%	14.0%	1.07	19.7%	0.76	12.9%	1.16	13.9%	1.08
Commercial	\$655,906,775	39.8%	38.1%	1.05	35.4%	1.12	38.1%	1.04	40.9%	0.97
All Other	\$137,373,423	8.3%	6.2%	1.34	7.1%	1.17	6.8%	1.23	10.0%	0.83
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$379,351,488	23.0%	27.4%	0.84	26.8%	0.86	28.5%	0.81	20.3%	1.13
Medical Assistance	\$165,594,564	10.1%	9.6%	1.05	14.1%	0.71	9.0%	1.11	7.9%	1.27
Commercial	\$206,508,358	12.5%	11.6%	1.08	12.3%	1.02	12.3%	1.02	11.9%	1.05
Charity Care	\$15,820,065	1.0%	1.5%	0.66	1.0%	0.95	1.6%	0.61	2.1%	0.46
All Other	\$34,073,247	2.1%	2.1%	0.98	2.8%	0.73	2.2%	0.92	2.4%	0.86
Total Deductions	\$801,347,722	48.7%	52.1%	0.93	57.0%	0.85	53.6%	0.91	44.7%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.4%	3.7%	0.92	2.8%	1.22	2.3%	1.46	4.2%	0.81
Net Gains/Losses as % of Net Income		20.8%	10.6%	1.97	3.8%	5.43	4.9%	4.21	19.4%	1.07
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$240,804,305	29.0%	45.3%	0.64	37.8%	0.77	44.0%	0.66	37.0%	0.78
Supplies & Services	\$487,668,826	58.6%	42.1%	1.39	48.9%	1.20	43.9%	1.34	51.4%	1.14
Capital Component	\$59,032,753	7.1%	8.5%	0.83	8.1%	0.88	7.8%	0.90	6.9%	1.03
Bad Debt	\$44,100,000	5.3%	4.0%	1.32	5.3%	1.01	4.2%	1.25	4.8%	1.10
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.0%	7.7%	0.65	7.2%	0.69	7.4%	0.67	6.2%	0.81
Total Hospital Net Income (%)		6.2%	8.5%	0.73	7.4%	0.83	7.8%	0.80	7.5%	0.83
Return on Equity (%)		4.4%	6.6%	0.67	5.4%	0.81	6.4%	0.70	5.8%	0.77
Current Ratio		0.6	3.4	0.18	3.1	0.20	3.6	0.17	0.8	0.80
Days in Net Patient Accounts Receivable		46.6	46.5	1.00	43.9	1.06	45.0	1.03	48.0	0.97
Average Payment Period		109.8	53.3	2.06	63.4	1.73	48.2	2.28	110.4	0.99
Equity Financing (%)		50.1%	60.7%	0.83	58.2%	0.86	61.3%	0.82	54.5%	0.92
Long-Term Debt to Equity Ratio		0.5	0.3	1.57	0.3	2.09	0.3	1.94	0.4	1.27
Times Interest Earned		6.1	7.4	0.83	6.7	0.91	9.3	0.66	6.4	0.95
Total Asset Turnover		0.7	0.8	0.91	0.7	0.96	0.8	0.87	0.8	0.93
Average Age of Plant (Years)		9.2	10.2	0.90	10.6	0.86	11.4	0.81	8.7	1.06
Increase (Decrease) Total Net Patient Revenue		4.3%	9.4%	0.46	0.4%	32.28	18.7%	0.23	12.5%	0.34
Outpatient Gross Revenue (% of Total GPR)		46.3%	53.2%	0.87	44.8%	1.03	47.1%	0.98	45.6%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$17,882	\$12,710	1.41	\$16,410	1.09	\$14,659	1.22	\$18,781	0.95
Inpatient Net Revenue per Day		\$3,466	\$2,917	1.19	\$3,221	1.08	\$3,060	1.13	\$3,643	0.95
Outpatient Net Revenue per Visit		\$621	\$555	1.12	\$655	0.95	\$582	1.07	\$604	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,646,733,978	Cash & Cash Equivalents	\$32,856,410	Current Liabilities	\$240,131,526
Less Deductions	\$801,347,722	Net Patient Receivables	\$107,860,926	Long-Term Debt	\$329,167,556
Net Patient Revenue	\$845,386,256	Other Receivables	\$3,298,900	Other Liabilities	\$52,961,274
Plus Other Revenue	\$29,820,159			Subtotal	\$622,260,356
Total Revenue	\$875,206,415	Land, Buildings & Equipment (Net)	\$330,091,915	Unrestricted Fund Balance	\$623,683,742
Less Expenses	\$831,605,884	Other Assets	\$771,835,947	Restricted Fund Balance	\$15,335,104
Non-Operating Gains/Losses	\$11,436,751			Total Liabilities & Fund Balance	\$1,245,944,098
Net Income	\$55,037,282	Total Assets	\$1,245,944,098		

**085 Wheaton Franciscan Healthcare-St Francis, Inc**  
 3237 South 16th Street  
 Milwaukee, WI 53215  
 414-647-5000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	58.7%	56.1%	1.04	67.2%	0.87	57.4%	1.02	67.7%	0.87
Obstetrics	20.5%	39.1%	0.53	45.5%	0.15	36.2%	0.57	19.8%	1.04
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	51.7%	55.8%	0.93	62.9%	0.82	56.5%	0.91	52.4%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	26.4	28.4	0.93	105.6	0.25	44.8	0.59	30.5	0.87
Obstetrics	6.8	5.1	1.32	21.8	0.31	7.9	0.86	6.5	1.04
Pediatrics	0.0	2.1	N/A	19.2	N/A	7.6	N/A	0.0	N/A
Total Hospital	100.2	51.6	1.94	144.2	0.70	93.3	1.07	101.7	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.3	3.8	1.15	4.4	0.98	3.6	1.20	6.4	0.68
Obstetrics	2.6	2.4	1.05	2.9	0.90	2.5	1.02	2.4	1.06
Pediatrics	0.0	2.0	N/A	1.8	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.6	4.3	1.06	5.1	0.90	4.3	1.07	4.5	1.02
<b>Surgical Operations</b>									
Inpatient	2,045	1,814	1.13	5,783	0.35	2,986	0.68	2,092	0.98
Outpatient	4,033	4,285	0.94	9,073	0.44	7,509	0.54	3,990	1.01
Inpatient as % of All Surgeries	33.6%	29.7%	1.13	38.9%	0.86	28.5%	1.18	34.4%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	98,817	99,026	1.00	172,594	0.57	180,410	0.55	102,339	0.97
Emergency Visits	44,628	16,365	2.73	36,242	1.23	28,916	1.54	41,438	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	47.4	18.3	2.59	41.0	1.16	27.9	1.70	48.7	0.97
Nurses, Licensed	263.4	199.5	1.32	473.1	0.56	340.4	0.77	257.5	1.02
Ancillary Nursing Personnel	91.6	37.1	2.47	102.3	0.90	53.1	1.73	92.1	0.99
All Other Personnel	364.1	439.3	0.83	849.7	0.43	767.4	0.47	457.2	0.80
Total FTEs	766.6	694.4	1.10	1,466.1	0.52	1,190.2	0.64	855.5	0.90
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	23.9	16.6	1.44	13.8	1.73	14.4	1.66	26.1	0.91
Nurses, Licensed	132.7	181.2	0.73	158.9	0.84	176.2	0.75	137.9	0.96
Ancillary Nursing Personnel	46.1	33.7	1.37	34.3	1.34	27.5	1.68	49.3	0.94
All Other Personnel	183.4	399.0	0.46	285.3	0.64	397.2	0.46	244.9	0.75
Total FTEs	386.0	630.6	0.61	492.3	0.78	616.1	0.63	458.3	0.84

**Total Hospital:**  
 Beds Set Up & Staffed 194  
 Discharges 7,988  
 Inpatient Days 36,587

**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 20  
 Total Births 835  
 Newborn Days 1,785

**085 Wheaton Franciscan Healthcare-St Francis, Inc**  
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	45	2,228	9,636	58.7%	26.4	4.3
Orthopedic	1	24	803	3,165	36.1%	8.7	3.9
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	33	963	2,474	20.5%	6.8	2.6
<b>Psychiatric</b>	1	26	1,049	5,276	55.6%	14.5	5.0
<b>Alcoholism/chemical dependency</b>	2	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	1	20	444	4,814	65.9%	13.2	10.8
Step-Down (Special Care)	1	40	2,082	9,756	66.8%	26.7	4.7
Neonatal Intensive/Intermediate Care	1	6	116	957	43.7%	2.6	8.3
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	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	43	8	47.4	Surgical Personnel	17	5	20.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	22	40	42.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	14	18.1
Registered Nurses	135	205	254.1	Occupational Therapists	3	10	6.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	2	2.2	Physical Therapists	7	12	13.3
Ancillary Nursing Personnel	44	84	91.6	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	1	1	1.8
Nurse Practitioners	2	5	3.4	Dietitians & Nutritionists	0	2	1.6
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	0	1.0
Clinical Nurse Specialists	2	2	3.6	Social Workers	4	4	5.3
Medical Records Personnel	11	5	13.2	All Other Health Professionals	23	8	28.2
Pharmacy Personnel	20	10	23.9	All Other Personnel	134	104	188.2
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>483</b>	<b>521</b>	<b>766.6</b>

**085 Wheaton Franciscan Healthcare-St Francis, Inc**  
Milwaukee, WI 53215

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$195,901,550	45.9%	41.7%	1.10	37.7%	1.22	38.1%	1.21	46.1%	1.00
Medical Assistance	\$105,192,054	24.7%	14.0%	1.76	19.7%	1.25	17.9%	1.37	18.8%	1.31
Commercial	\$103,484,293	24.3%	38.1%	0.64	35.4%	0.68	38.1%	0.64	29.5%	0.82
All Other	\$22,153,846	5.2%	6.2%	0.83	7.1%	0.73	5.9%	0.89	5.7%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$137,280,280	32.2%	27.4%	1.17	26.8%	1.20	25.6%	1.26	32.5%	0.99
Medical Assistance	\$75,209,061	17.6%	9.6%	1.84	14.1%	1.25	12.1%	1.46	12.2%	1.44
Commercial	\$39,390,431	9.2%	11.6%	0.80	12.3%	0.75	11.2%	0.82	12.1%	0.76
Charity Care	\$6,720,881	1.6%	1.5%	1.08	1.0%	1.57	1.5%	1.05	2.2%	0.71
All Other	\$10,740,060	2.5%	2.1%	1.19	2.8%	0.89	2.4%	1.07	1.9%	1.33
Total Deductions	\$269,340,713	63.1%	52.1%	1.21	57.0%	1.11	52.8%	1.20	60.9%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.3%	3.7%	0.34	2.8%	0.46	6.6%	0.19	1.6%	0.81
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	3.8%	N/A	14.8%	N/A	0.9%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$67,688,531	41.9%	45.3%	0.92	37.8%	1.11	43.8%	0.96	43.8%	0.96
Supplies & Services	\$73,463,407	45.4%	42.1%	1.08	48.9%	0.93	44.1%	1.03	43.1%	1.06
Capital Component	\$10,915,596	6.8%	8.5%	0.79	8.1%	0.84	8.6%	0.78	7.3%	0.93
Bad Debt	\$9,609,555	5.9%	4.0%	1.48	5.3%	1.13	3.5%	1.72	5.9%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)		-1.4%	7.7%	N/A	7.2%	N/A	8.9%	N/A	7.2%	N/A
Total Hospital Net Income (%)		-1.4%	8.5%	N/A	7.4%	N/A	10.3%	N/A	7.2%	N/A
Return on Equity (%)		-2.3%	6.6%	N/A	5.4%	N/A	7.5%	N/A	12.2%	N/A
Current Ratio		3.1	3.4	0.91	3.1	1.00	3.3	0.93	2.3	1.33
Days in Net Patient Accounts Receivable		42.3	46.5	0.91	43.9	0.96	46.9	0.90	45.7	0.93
Average Payment Period		18.3	53.3	0.34	63.4	0.29	55.5	0.33	30.4	0.60
Equity Financing (%)		72.9%	60.7%	1.20	58.2%	1.25	60.9%	1.20	68.8%	1.06
Long-Term Debt to Equity Ratio		0.3	0.3	0.77	0.3	1.03	0.4	0.73	0.3	1.01
Times Interest Earned		-1.2	7.4	N/A	6.7	N/A	8.5	N/A	6.9	N/A
Total Asset Turnover		1.7	0.8	2.20	0.7	2.32	0.7	2.38	1.7	1.01
Average Age of Plant (Years)		12.8	10.2	1.25	10.6	1.20	9.4	1.36	12.6	1.02
Increase (Decrease) Total Net Patient Revenue		-7.6%	9.4%	N/A	0.4%	23.52	1.9%	N/A	9.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		49.5%	53.2%	0.93	44.8%	1.11	51.7%	0.96	45.5%	1.09
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,752	\$12,710	0.85	\$16,410	0.66	\$12,409	0.87	\$11,443	0.94
Inpatient Net Revenue per Day		\$2,347	\$2,917	0.80	\$3,221	0.73	\$2,910	0.81	\$2,545	0.92
Outpatient Net Revenue per Visit		\$498	\$555	0.90	\$655	0.76	\$491	1.01	\$527	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$426,731,743	Cash & Cash Equivalents	\$4,975	Current Liabilities	\$7,659,064
Less Deductions	\$269,340,713	Net Patient Receivables	\$18,231,063	Long-Term Debt	\$17,828,391
Net Patient Revenue	\$157,391,030	Other Receivables	\$478,231	Other Liabilities	\$0
Plus Other Revenue	\$2,046,477			Subtotal	\$25,487,455
Total Revenue	\$159,437,507	Land, Buildings & Equipment (Net)	\$66,747,212	Unrestricted Fund Balance	\$68,628,581
Less Expenses	\$161,677,089	Other Assets	\$8,654,555	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$36,406			Total Liabilities & Fund Balance	\$94,116,036
Net Income	-\$2,203,176	Total Assets	\$94,116,036		

**086 Wheaton Franciscan Healthcare-St Joseph, Inc**  
 5000 West Chambers Street  
 Milwaukee, WI 53210  
 414-447-2000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	61.2%	56.1%	1.09	67.2%	0.91	68.8%	0.89	66.9%	0.91
Obstetrics	38.7%	39.1%	0.99	45.5%	0.66	49.6%	0.78	44.2%	0.88
Pediatrics	3.0%	48.6%	0.06	70.4%	0.04	35.5%	0.08	7.0%	0.43
Total Hospital	54.6%	55.8%	0.98	62.9%	0.87	65.5%	0.83	62.4%	0.87
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	82.6	28.4	2.91	105.6	0.78	104.2	0.79	101.7	0.81
Obstetrics	29.8	5.1	5.81	21.8	1.37	16.5	1.81	34.0	0.88
Pediatrics	0.2	2.1	0.12	19.2	0.01	4.1	0.12	0.3	0.85
Total Hospital	178.4	51.6	3.46	144.2	1.24	204.9	0.87	209.1	0.85
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	3.8	1.16	4.4	0.99	4.1	1.06	4.5	0.98
Obstetrics	3.0	2.4	1.22	2.9	1.04	2.5	1.21	3.0	1.00
Pediatrics	2.0	2.0	0.99	1.8	1.14	3.1	0.65	1.7	1.17
Total Hospital	5.2	4.3	1.21	5.1	1.02	4.8	1.09	5.2	1.01
<b>Surgical Operations</b>									
Inpatient	3,139	1,814	1.73	5,783	0.54	7,205	0.44	2,448	1.28
Outpatient	6,303	4,285	1.47	9,073	0.69	13,979	0.45	6,495	0.97
Inpatient as % of All Surgeries	33.2%	29.7%	1.12	38.9%	0.85	34.0%	0.98	27.4%	1.21
<b>Outpatient Visits</b>									
Non-Emergency Visits	303,402	99,026	3.06	172,594	1.76	311,290	0.97	295,581	1.03
Emergency Visits	68,196	16,365	4.17	36,242	1.88	40,915	1.67	72,364	0.94
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	84.5	18.3	4.62	41.0	2.06	53.8	1.57	90.6	0.93
Nurses, Licensed	518.4	199.5	2.60	473.1	1.10	734.0	0.71	543.5	0.95
Ancillary Nursing Personnel	146.6	37.1	3.95	102.3	1.43	146.6	1.00	151.8	0.97
All Other Personnel	772.8	439.3	1.76	849.7	0.91	1,446.3	0.53	792.9	0.97
Total FTEs	1,522.3	694.4	2.19	1,466.1	1.04	2,380.8	0.64	1,578.9	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	23.2	16.6	1.40	13.8	1.69	13.9	1.67	23.9	0.97
Nurses, Licensed	142.5	181.2	0.79	158.9	0.90	189.6	0.75	143.5	0.99
Ancillary Nursing Personnel	40.3	33.7	1.20	34.3	1.17	37.9	1.06	40.1	1.01
All Other Personnel	212.4	399.0	0.53	285.3	0.74	373.7	0.57	209.3	1.01
Total FTEs	418.4	630.6	0.66	492.3	0.85	615.1	0.68	416.9	1.00

**Total Hospital:**

Beds Set Up & Staffed 327  
 Discharges 12,493  
 Inpatient Days 65,123

**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 50  
 Total Births 2,875  
 Newborn Days 6,411

**086 Wheaton Franciscan Healthcare-St Joseph, Inc**  
Milwaukee, WI 53210

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	135	6,893	30,143	61.2%	82.6	4.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	29	381	6,642	62.7%	18.2	17.4
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
<b>Pediatric, acute</b>	1	8	43	87	3.0%	0.2	2.0
<b>Obstetrics</b>	1	77	3,663	10,884	38.7%	29.8	3.0
<b>Psychiatric</b>	3	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	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	284	4,614	52.7%	12.6	16.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	54	459	11,002	55.8%	30.1	24.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	2	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	2	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	78	20	84.5	Surgical Personnel	30	27	48.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	61	73	94.6
Medical & Dental Residents	27	0	27.0	Respiratory Therapists	16	16	21.2
Registered Nurses	279	382	505.4	Occupational Therapists	10	19	18.0
Certified Nurse Midwives	2	0	2.0	Occupational Therapy Assistants/Aides	1	1	1.5
Licensed Practical Nurses	0	3	1.9	Physical Therapists	15	24	23.1
Ancillary Nursing Personnel	73	136	146.6	Physical Therapy Assistants/Aides	5	7	8.6
Physician Assistants	0	0	0.0	Recreational Therapists	0	2	1.5
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	8	7	10.6
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	2	1	2.5
Clinical Nurse Specialists	8	0	8.0	Social Workers	15	13	21.0
Medical Records Personnel	0	3	2.2	All Other Health Professionals	80	46	101.6
Pharmacy Personnel	27	19	32.0	All Other Personnel	287	126	359.1
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>1,025</b>	<b>925</b>	<b>1,522.3</b>

**086 Wheaton Franciscan Healthcare-St Joseph, Inc**  
Milwaukee, WI 53210

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$243,630,357	34.4%	41.7%	0.82	37.7%	0.91	42.2%	0.81	34.0%	1.01
Medical Assistance	\$240,375,531	33.9%	14.0%	2.43	19.7%	1.72	12.9%	2.63	29.7%	1.14
Commercial	\$180,216,952	25.4%	38.1%	0.67	35.4%	0.72	38.1%	0.67	28.3%	0.90
All Other	\$44,554,222	6.3%	6.2%	1.01	7.1%	0.88	6.8%	0.93	8.0%	0.78
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$159,615,720	22.5%	27.4%	0.82	26.8%	0.84	28.5%	0.79	22.0%	1.03
Medical Assistance	\$158,275,223	22.3%	9.6%	2.34	14.1%	1.58	9.0%	2.48	17.9%	1.25
Commercial	\$65,118,947	9.2%	11.6%	0.79	12.3%	0.75	12.3%	0.75	10.2%	0.90
Charity Care	\$9,553,203	1.3%	1.5%	0.92	1.0%	1.34	1.6%	0.85	1.3%	1.05
All Other	\$25,083,752	3.5%	2.1%	1.67	2.8%	1.25	2.2%	1.57	4.9%	0.72
Total Deductions	\$417,646,845	58.9%	52.1%	1.13	57.0%	1.03	53.6%	1.10	56.3%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.2%	3.7%	0.33	2.8%	0.44	2.3%	0.53	2.0%	0.61
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	3.8%	N/A	4.9%	N/A	0.9%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$114,800,166	39.7%	45.3%	0.87	37.8%	1.05	44.0%	0.90	41.2%	0.96
Supplies & Services	\$134,001,340	46.3%	42.1%	1.10	48.9%	0.95	43.9%	1.06	45.9%	1.01
Capital Component	\$21,608,489	7.5%	8.5%	0.88	8.1%	0.92	7.8%	0.95	7.2%	1.04
Bad Debt	\$19,118,587	6.6%	4.0%	1.64	5.3%	1.26	4.2%	1.55	5.7%	1.16
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.8%	7.7%	0.23	7.2%	0.25	7.4%	0.24	5.7%	0.31
Total Hospital Net Income (%)		1.8%	8.5%	0.21	7.4%	0.24	7.8%	0.23	5.7%	0.31
Return on Equity (%)		3.3%	6.6%	0.50	5.4%	0.61	6.4%	0.52	11.1%	0.30
Current Ratio		2.8	3.4	0.83	3.1	0.91	3.6	0.77	2.2	1.28
Days in Net Patient Accounts Receivable		46.1	46.5	0.99	43.9	1.05	45.0	1.02	46.3	1.00
Average Payment Period		22.8	53.3	0.43	63.4	0.36	48.2	0.47	30.7	0.74
Equity Financing (%)		87.6%	60.7%	1.44	58.2%	1.51	61.3%	1.43	80.8%	1.08
Long-Term Debt to Equity Ratio		0.0	0.3	0.06	0.3	0.08	0.3	0.07	0.0	0.90
Times Interest Earned		284.2	7.4	38.65	6.7	42.49	9.3	30.68	608.7	0.47
Total Asset Turnover		1.9	0.8	2.45	0.7	2.58	0.8	2.32	1.9	0.98
Average Age of Plant (Years)		12.6	10.2	1.23	10.6	1.19	11.4	1.10	13.1	0.96
Increase (Decrease) Total Net Patient Revenue		-5.5%	9.4%	N/A	0.4%	19.35	18.7%	N/A	7.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		51.0%	53.2%	0.96	44.8%	1.14	47.1%	1.08	44.8%	1.14
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,116		\$12,710	0.95	\$16,410	0.74	\$14,659	0.83	\$12,101	1.00
Inpatient Net Revenue per Day	\$2,324		\$2,917	0.80	\$3,221	0.72	\$3,060	0.76	\$2,347	0.99
Outpatient Net Revenue per Visit	\$376		\$555	0.68	\$655	0.57	\$582	0.65	\$350	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$708,777,062	Cash & Cash Equivalents	\$134,556	Current Liabilities	\$16,786,058
Less Deductions	\$417,646,845	Net Patient Receivables	\$36,757,681	Long-Term Debt	\$2,616,225
Net Patient Revenue	\$291,130,217	Other Receivables	\$1,688,501	Other Liabilities	\$0
Plus Other Revenue	\$3,624,051			Subtotal	\$19,402,283
Total Revenue	\$294,754,268	Land, Buildings & Equipment (Net)	\$179,836,665	Unrestricted Fund Balance	\$136,960,331
Less Expenses	\$289,528,582	Other Assets	-\$62,054,789	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$33,535			Total Liabilities & Fund Balance	\$156,362,614
Net Income	\$5,192,151	Total Assets	\$156,362,614		

**091 Monroe Clinic**  
 515 22nd Ave  
 Monroe, WI 53566  
 608-324-1000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Green  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	64.0%	56.1%	1.14	58.4%	1.10	57.4%	1.11	63.7%	1.00
Obstetrics	34.8%	39.1%	0.89	39.2%	0.10	36.2%	0.96	34.5%	1.01
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	52.5%	55.8%	0.94	58.2%	0.90	56.5%	0.93	53.8%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	19.8	28.4	0.70	24.9	0.80	44.8	0.44	19.7	1.00
Obstetrics	3.8	5.1	0.75	4.9	0.78	7.9	0.49	3.8	1.01
Pediatrics	0.0	2.1	N/A	2.1	N/A	7.6	N/A	0.0	N/A
Total Hospital	26.8	51.6	0.52	53.4	0.50	93.3	0.29	27.5	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.85	3.7	0.87	3.6	0.89	3.1	1.02
Obstetrics	2.8	2.4	1.16	2.0	1.42	2.5	1.12	3.1	0.92
Pediatrics	0.0	2.0	N/A	3.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	4.3	0.75	4.3	0.75	3.2	0.99
<b>Surgical Operations</b>									
Inpatient	906	1,814	0.50	1,934	0.47	2,986	0.30	985	0.92
Outpatient	3,059	4,285	0.71	5,295	0.58	7,509	0.41	2,902	1.05
Inpatient as % of All Surgeries	22.8%	29.7%	0.77	26.8%	0.85	28.5%	0.80	25.3%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	234,175	99,026	2.36	151,770	1.54	180,410	1.30	213,298	1.10
Emergency Visits	11,435	16,365	0.70	17,348	0.66	28,916	0.40	11,338	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	22.0	18.3	1.20	20.1	1.09	27.9	0.79	23.0	0.96
Nurses, Licensed	198.0	199.5	0.99	238.2	0.83	340.4	0.58	206.6	0.96
Ancillary Nursing Personnel	11.8	37.1	0.32	40.0	0.30	53.1	0.22	11.6	1.02
All Other Personnel	677.8	439.3	1.54	622.2	1.09	767.4	0.88	640.4	1.06
Total FTEs	909.6	694.4	1.31	920.4	0.99	1,190.2	0.76	881.6	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	17.7	16.6	1.07	14.7	1.21	14.4	1.23	19.2	0.92
Nurses, Licensed	159.7	181.2	0.88	174.1	0.92	176.2	0.91	172.9	0.92
Ancillary Nursing Personnel	9.5	33.7	0.28	29.2	0.33	27.5	0.35	9.7	0.98
All Other Personnel	546.7	399.0	1.37	454.6	1.20	397.2	1.38	535.8	1.02
Total FTEs	733.6	630.6	1.16	672.6	1.09	616.1	1.19	737.6	0.99

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	51	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	10
Discharges	3,049	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	473
Inpatient Days	9,771			Inpatient Days	0	Newborn Days	1,016

**091 Monroe Clinic**  
 Monroe, WI 53566

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	31	2,255	7,238	64.0%	19.8	3.2
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	2	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	11	493	1,399	34.8%	3.8	2.8
<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	1	9	354	1,134	34.5%	3.1	3.2
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>	2	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	22	0	22.0	Surgical Personnel	3	1	3.8
Physicians & Dentists	61	25	73.1	Radiological Services Personnel	7	12	10.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	4	7.0
Registered Nurses	120	89	165.1	Occupational Therapists	2	2	3.3
Certified Nurse Midwives	0	1	0.5	Occupational Therapy Assistants/Aides	2	2	2.0
Licensed Practical Nurses	11	15	20.2	Physical Therapists	8	7	11.7
Ancillary Nursing Personnel	5	13	11.8	Physical Therapy Assistants/Aides	2	1	2.6
Physician Assistants	6	8	8.8	Recreational Therapists	0	0	0.0
Nurse Practitioners	9	5	12.2	Dietitians & Nutritionists	2	2	2.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	2	3	4.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	5	3.8
Medical Records Personnel	11	4	13.1	All Other Health Professionals	108	35	123.6
Pharmacy Personnel	19	14	23.7	All Other Personnel	298	229	364.1
Clinical Laboratory Personnel	17	6	20.6	<b>Total</b>	<b>724</b>	<b>483</b>	<b>909.6</b>

**091 Monroe Clinic**  
Monroe, WI 53566

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$146,252,316	45.4%	41.7%	1.09	39.2%	1.16	38.1%	1.19	43.8%	1.04
Medical Assistance	\$27,008,271	8.4%	14.0%	0.60	11.4%	0.73	17.9%	0.47	7.8%	1.08
Commercial	\$120,631,628	37.5%	38.1%	0.98	42.7%	0.88	38.1%	0.98	39.3%	0.95
All Other	\$28,034,685	8.7%	6.2%	1.40	6.7%	1.30	5.9%	1.49	9.1%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$98,094,734	30.5%	27.4%	1.11	25.3%	1.20	25.6%	1.19	29.4%	1.04
Medical Assistance	\$19,463,876	6.0%	9.6%	0.63	7.6%	0.80	12.1%	0.50	5.2%	1.16
Commercial	\$38,085,346	11.8%	11.6%	1.02	13.8%	0.86	11.2%	1.05	11.5%	1.03
Charity Care	\$7,307,886	2.3%	1.5%	1.55	2.4%	0.96	1.5%	1.52	1.9%	1.21
All Other	\$13,756,252	4.3%	2.1%	2.01	2.1%	2.02	2.4%	1.81	3.6%	1.17
Total Deductions	\$176,708,094	54.9%	52.1%	1.05	51.2%	1.07	52.8%	1.04	51.7%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.6%	3.7%	0.98	7.7%	0.47	6.6%	0.55	3.9%	0.94
Net Gains/Losses as % of Net Income		36.2%	10.6%	3.43	27.4%	1.32	14.8%	2.45	38.9%	0.93
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$86,024,160	60.3%	45.3%	1.33	49.9%	1.21	43.8%	1.38	60.5%	1.00
Supplies & Services	\$40,412,303	28.3%	42.1%	0.67	39.1%	0.72	44.1%	0.64	28.8%	0.98
Capital Component	\$10,189,972	7.1%	8.5%	0.84	8.5%	0.84	8.6%	0.83	7.1%	1.01
Bad Debt	\$6,109,277	4.3%	4.0%	1.06	2.6%	1.66	3.5%	1.24	3.6%	1.18
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.3%	7.7%	0.69	5.4%	0.99	8.9%	0.59	5.7%	0.94
Total Hospital Net Income (%)		8.1%	8.5%	0.94	7.2%	1.11	10.3%	0.78	8.9%	0.90
Return on Equity (%)		5.4%	6.6%	0.81	6.3%	0.86	7.5%	0.72	6.3%	0.85
Current Ratio		4.0	3.4	1.16	2.2	1.81	3.3	1.19	4.6	0.86
Days in Net Patient Accounts Receivable		48.5	46.5	1.04	46.5	1.04	46.9	1.03	46.5	1.04
Average Payment Period		58.2	53.3	1.09	48.0	1.21	55.5	1.05	43.7	1.33
Equity Financing (%)		53.2%	60.7%	0.88	53.7%	0.99	60.9%	0.87	51.9%	1.03
Long-Term Debt to Equity Ratio		0.7	0.3	1.99	0.5	1.25	0.4	1.89	0.8	0.88
Times Interest Earned		13.0	7.4	1.76	6.6	1.97	8.5	1.53	15.7	0.82
Total Asset Turnover		0.6	0.8	0.84	0.8	0.76	0.7	0.91	0.7	0.95
Average Age of Plant (Years)		13.3	10.2	1.30	9.4	1.41	9.4	1.41	12.4	1.07
Increase (Decrease) Total Net Patient Revenue		3.8%	9.4%	0.41	54.9%	0.12	1.9%	2.06	6.5%	0.59
Outpatient Gross Revenue (% of Total GPR)		78.4%	53.2%	1.48	52.5%	1.49	51.7%	1.52	77.0%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,720	\$12,710	0.76	\$13,814	0.70	\$12,409	0.78	\$9,989	0.97	
Inpatient Net Revenue per Day	\$3,033	\$2,917	1.04	\$3,205	0.95	\$2,910	1.04	\$3,075	0.99	
Outpatient Net Revenue per Visit	\$471	\$555	0.85	\$410	1.15	\$491	0.96	\$485	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$321,926,900	Cash & Cash Equivalents	\$52,211,864	Current Liabilities	\$21,657,088
Less Deductions	\$176,708,094	Net Patient Receivables	\$19,278,508	Long-Term Debt	\$82,612,773
Net Patient Revenue	\$145,218,806	Other Receivables	\$970,857	Other Liabilities	\$4,173,506
Plus Other Revenue	\$5,497,183			Subtotal	\$108,443,367
Total Revenue	\$150,715,989	Land, Buildings & Equipment (Net)	\$76,401,178	Unrestricted Fund Balance	\$123,520,802
Less Expenses	\$142,735,712	Other Assets	\$83,101,762	Restricted Fund Balance	\$117,227
Non-Operating Gains/Losses	\$4,518,783			Total Liabilities & Fund Balance	\$231,964,169
Net Income	\$12,499,060	Total Assets	\$231,964,169		

**194 Children's Hospital of Wisconsin - Fox Valley**  
 130 Second Street, PO Box 476  
 Neenah, WI 54956  
 920-969-7900

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Winnebago  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	56.1%	N/A	45.4%	N/A	12.3%	N/A	0.0%	N/A
Obstetrics	0.0%	39.1%	N/A	35.5%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	21.5%	48.6%	0.44	19.3%	1.11	18.9%	1.14	22.6%	0.95
Total Hospital	43.6%	55.8%	0.78	48.9%	0.89	18.7%	2.33	45.6%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	28.4	N/A	21.2	N/A	2.3	N/A	0.0	N/A
Obstetrics	0.0	5.1	N/A	5.2	N/A	1.2	N/A	0.0	N/A
Pediatrics	4.3	2.1	2.07	0.4	11.00	0.5	2.07	4.5	0.95
Total Hospital	18.3	51.6	0.35	40.8	0.45	3.9	4.68	19.2	0.96
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.8	N/A	3.4	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.5	N/A	0.0	N/A
Pediatrics	1.5	2.0	0.74	1.5	0.98	1.5	1.00	1.5	1.04
Total Hospital	9.8	4.3	2.27	3.9	2.48	3.6	2.71	9.6	1.02
<b>Surgical Operations</b>									
Inpatient	0	1,814	N/A	1,226	N/A	98	N/A	0	N/A
Outpatient	0	4,285	N/A	4,737	N/A	355	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	29.7%	N/A	20.6%	N/A	21.7%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	12,717	99,026	0.13	90,655	0.14	16,872	0.75	10,233	1.24
Emergency Visits	0	16,365	N/A	14,214	N/A	2,456	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	20.2	0.10	4.4	0.45	2.0	1.00
Nurses, Licensed	54.0	199.5	0.27	163.8	0.33	31.3	1.72	63.5	0.85
Ancillary Nursing Personnel	4.0	37.1	0.11	26.9	0.15	9.3	0.43	0.0	N/A
All Other Personnel	37.6	439.3	0.09	315.4	0.12	72.5	0.52	42.9	0.88
Total FTEs	97.6	694.4	0.14	526.3	0.19	117.6	0.83	108.4	0.90
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.8	16.6	0.53	14.3	0.62	40.2	0.22	8.5	1.03
Nurses, Licensed	238.5	181.2	1.32	115.7	2.06	285.7	0.83	271.0	0.88
Ancillary Nursing Personnel	17.7	33.7	0.52	19.0	0.93	85.0	0.21	0.0	N/A
All Other Personnel	165.7	399.0	0.42	222.8	0.74	661.6	0.25	183.0	0.91
Total FTEs	430.7	630.6	0.68	371.8	1.16	1,072.5	0.40	462.5	0.93

**Total Hospital:**  
 Beds Set Up & Staffed 42  
 Discharges 684  
 Inpatient Days 6,679

**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 0  
 Total Births 0  
 Newborn Days 0

**194 Children's Hospital of Wisconsin - Fox Valley**  
 Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	5	0	0	0	0.0%	0.0	0.0
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	5	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>	1	20	1,035	1,566	21.5%	4.3	1.5
<b>Obstetrics</b>	5	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	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	3	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)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	22	327	5,737	71.4%	15.7	17.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	2	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	1	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	5	1	5.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	7	4.7
Registered Nurses	27	50	52.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	1	5	4.0	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.0
Medical Records Personnel	0	0	0.0	All Other Health Professionals	8	7	10.1
Pharmacy Personnel	0	0	0.0	All Other Personnel	15	2	15.7
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>63</b>	<b>74</b>	<b>97.6</b>

**194 Children's Hospital of Wisconsin - Fox Valley**

Neenah, WI 54956

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$424	0.0%	41.7%	0.00	43.1%	0.00	38.2%	0.00	0.0%	N/A
Medical Assistance	\$8,823,549	32.9%	14.0%	2.35	10.9%	3.01	11.8%	2.78	31.4%	1.05
Commercial	\$15,997,601	59.6%	38.1%	1.56	41.2%	1.44	43.8%	1.36	63.6%	0.94
All Other	\$2,027,454	7.6%	6.2%	1.21	4.7%	1.61	6.2%	1.23	5.0%	1.51
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$198	0.0%	27.4%	0.00	26.0%	0.00	16.3%	0.00	0.0%	N/A
Medical Assistance	\$2,801,752	10.4%	9.6%	1.09	6.8%	1.54	7.5%	1.38	8.1%	1.30
Commercial	\$2,248,777	8.4%	11.6%	0.72	13.2%	0.64	12.3%	0.68	8.7%	0.96
Charity Care	\$18,811	0.1%	1.5%	0.05	1.1%	0.07	0.9%	0.08	0.1%	0.56
All Other	\$1,354,335	5.0%	2.1%	2.38	0.7%	6.74	1.8%	2.78	3.8%	1.33
Total Deductions	\$6,423,873	23.9%	52.1%	0.46	47.7%	0.50	38.8%	0.62	20.7%	1.16
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		6.1%	3.7%	1.65	1.9%	3.16	2.8%	2.16	5.1%	1.21
Net Gains/Losses as % of Net Income		0.0%	10.6%	N/A	26.7%	N/A	1.0%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$10,039,712	45.6%	45.3%	1.01	46.7%	0.98	52.1%	0.88	46.2%	0.99
Supplies & Services	\$10,218,637	46.4%	42.1%	1.10	39.4%	1.18	36.7%	1.26	45.9%	1.01
Capital Component	\$1,488,269	6.8%	8.5%	0.79	10.3%	0.66	6.9%	0.97	6.6%	1.02
Bad Debt	\$262,392	1.2%	4.0%	0.30	3.6%	0.33	4.3%	0.28	1.2%	1.01
<b>Fiscal Statistics</b>										
Operating Margin (%)		-1.1%	7.7%	N/A	6.1%	N/A	9.6%	N/A	-1.0%	1.18
Total Hospital Net Income (%)		-1.1%	8.5%	N/A	8.1%	N/A	9.7%	N/A	-1.0%	1.18
Return on Equity (%)		-4.6%	6.6%	N/A	6.1%	N/A	12.4%	N/A	-3.6%	1.25
Current Ratio		2.2	3.4	0.63	4.2	0.52	2.3	0.95	2.1	1.04
Days in Net Patient Accounts Receivable		34.5	46.5	0.74	44.6	0.77	54.6	0.63	36.0	0.96
Average Payment Period		29.0	53.3	0.54	43.8	0.66	53.9	0.54	30.8	0.94
Equity Financing (%)		68.4%	60.7%	1.13	59.5%	1.15	59.0%	1.16	68.5%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.4	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	4.9	N/A	12.5	N/A	0.0	N/A
Total Asset Turnover		4.0	0.8	5.19	0.7	5.39	1.3	3.13	3.8	1.06
Average Age of Plant (Years)		4.0	10.2	0.39	10.3	0.39	11.0	0.36	4.4	0.92
Increase (Decrease) Total Net Patient Revenue		-1.0%	9.4%	N/A	0.0%	244.58	18.0%	N/A	8.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		19.2%	53.2%	0.36	62.4%	0.31	64.3%	0.30	18.3%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$25,058	\$12,710	1.97	\$9,546	2.62	\$12,736	1.97	\$23,841	1.05
Inpatient Net Revenue per Day		\$2,566	\$2,917	0.88	\$2,385	1.08	\$2,480	1.03	\$2,493	1.03
Outpatient Net Revenue per Visit		\$258	\$555	0.47	\$526	0.49	\$489	0.53	\$313	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$26,849,028	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,719,278
Less Deductions	\$6,423,873	Net Patient Receivables	\$1,928,553	Long-Term Debt	\$0
Net Patient Revenue	\$20,425,155	Other Receivables	\$487,791	Other Liabilities	\$113
Plus Other Revenue	\$1,335,337			Subtotal	\$1,719,391
Total Revenue	\$21,760,492	Land, Buildings & Equipment (Net)	\$1,742,797	Unrestricted Fund Balance	\$3,723,936
Less Expenses	\$22,009,010	Other Assets	\$1,284,186	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$5,443,327	Total Liabilities & Fund Balance	\$5,443,327
Net Income	-\$248,518				

**092 Theda Clark Medical Center**  
 130 Second Street, PO Box 2021  
 Neenah, WI 54956  
 920-729-3100

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Winnebago  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	58.8%	56.1%	1.05	45.4%	1.30	57.4%	1.02	49.9%	1.18
Obstetrics	42.9%	39.1%	1.10	35.5%	0.35	36.2%	1.19	40.8%	1.05
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	65.6%	55.8%	1.18	48.9%	1.34	56.5%	1.16	58.9%	1.11
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	42.9	28.4	1.51	21.2	2.03	44.8	0.96	42.9	1.00
Obstetrics	12.4	5.1	2.42	5.2	2.39	7.9	1.58	11.8	1.05
Pediatrics	0.0	2.1	N/A	0.4	N/A	7.6	N/A	0.0	N/A
Total Hospital	96.5	51.6	1.87	40.8	2.36	93.3	1.03	97.7	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.84	3.4	0.93	3.6	0.87	3.2	0.99
Obstetrics	2.9	2.4	1.19	2.5	1.16	2.5	1.14	2.7	1.06
Pediatrics	0.0	2.0	N/A	1.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.81	3.9	0.88	4.3	0.82	3.6	0.97
<b>Surgical Operations</b>									
Inpatient	3,681	1,814	2.03	1,226	3.00	2,986	1.23	3,507	1.05
Outpatient	10,355	4,285	2.42	4,737	2.19	7,509	1.38	10,050	1.03
Inpatient as % of All Surgeries	26.2%	29.7%	0.88	20.6%	1.28	28.5%	0.92	25.9%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	65,448	99,026	0.66	90,655	0.72	180,410	0.36	67,211	0.97
Emergency Visits	23,235	16,365	1.42	14,214	1.63	28,916	0.80	22,431	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	50.0	18.3	2.74	20.2	2.47	27.9	1.80	50.0	1.00
Nurses, Licensed	348.7	199.5	1.75	163.8	2.13	340.4	1.02	303.4	1.15
Ancillary Nursing Personnel	51.9	37.1	1.40	26.9	1.93	53.1	0.98	52.0	1.00
All Other Personnel	523.5	439.3	1.19	315.4	1.66	767.4	0.68	562.3	0.93
Total FTEs	974.0	694.4	1.40	526.3	1.85	1,190.2	0.82	967.7	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	25.1	16.6	1.51	14.3	1.75	14.4	1.74	24.6	1.02
Nurses, Licensed	174.7	181.2	0.96	115.7	1.51	176.2	0.99	149.4	1.17
Ancillary Nursing Personnel	26.0	33.7	0.77	19.0	1.37	27.5	0.95	25.6	1.02
All Other Personnel	262.3	399.0	0.66	222.8	1.18	397.2	0.66	277.0	0.95
Total FTEs	488.2	630.6	0.77	371.8	1.31	616.1	0.79	476.7	1.02

**Total Hospital:**  
 Beds Set Up & Staffed 147  
 Discharges 10,119  
 Inpatient Days 35,210

**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 27  
 Total Births 1,458  
 Newborn Days 2,939

**092 Theda Clark Medical Center**  
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	73	4,995	15,667	58.8%	42.9	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	8	188	2,331	79.8%	6.4	12.4
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
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	29	1,571	4,541	42.9%	12.4	2.9
<b>Psychiatric</b>	1	19	1,282	4,168	60.1%	11.4	3.3
<b>Alcoholism/chemical dependency</b>	1	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	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	12	690	2,634	60.1%	7.2	3.8
Step-Down (Special Care)	2	6	579	1,279	58.4%	3.5	2.2
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
<b>Subacute care</b>	3	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	50	0	50.0	Surgical Personnel	20	17	31.3
Physicians & Dentists	5	2	6.3	Radiological Services Personnel	43	13	48.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	20	15.8
Registered Nurses	190	243	325.1	Occupational Therapists	10	11	13.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	6	4.0
Licensed Practical Nurses	11	21	21.5	Physical Therapists	9	13	14.7
Ancillary Nursing Personnel	25	55	51.9	Physical Therapy Assistants/Aides	1	7	2.7
Physician Assistants	1	0	1.0	Recreational Therapists	0	2	1.1
Nurse Practitioners	2	0	2.0	Dietitians & Nutritionists	2	7	5.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	11	4.1
Medical Records Personnel	13	11	19.9	All Other Health Professionals	26	47	54.4
Pharmacy Personnel	26	11	33.8	All Other Personnel	136	163	223.4
Clinical Laboratory Personnel	31	23	43.2	<b>Total</b>	<b>608</b>	<b>683</b>	<b>974.0</b>

**092 Theda Clark Medical Center**  
 Neenah, WI 54956

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$103,178,755	34.2%	41.7%	0.82	43.1%	0.79	38.1%	0.90	34.1%	1.00
Medical Assistance	\$37,770,265	12.5%	14.0%	0.90	10.9%	1.15	17.9%	0.70	10.6%	1.18
Commercial	\$141,147,001	46.8%	38.1%	1.23	41.2%	1.13	38.1%	1.23	49.0%	0.95
All Other	\$19,508,030	6.5%	6.2%	1.04	4.7%	1.38	5.9%	1.10	6.3%	1.03
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$54,421,616	18.0%	27.4%	0.66	26.0%	0.69	25.6%	0.70	17.8%	1.01
Medical Assistance	\$19,378,806	6.4%	9.6%	0.67	6.8%	0.95	12.1%	0.53	5.6%	1.15
Commercial	\$41,946,014	13.9%	11.6%	1.20	13.2%	1.06	11.2%	1.24	13.0%	1.07
Charity Care	\$4,745,600	1.6%	1.5%	1.08	1.1%	1.50	1.5%	1.05	1.7%	0.92
All Other	\$3,027,960	1.0%	2.1%	0.47	0.7%	1.34	2.4%	0.43	1.1%	0.92
Total Deductions	\$123,519,996	41.0%	52.1%	0.79	47.7%	0.86	52.8%	0.78	39.2%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.4%	3.7%	0.39	1.9%	0.74	6.6%	0.22	1.7%	0.87
Net Gains/Losses as % of Net Income		26.8%	10.6%	2.54	26.7%	1.00	14.8%	1.81	12.5%	2.14
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$79,169,693	46.9%	45.3%	1.03	46.7%	1.00	43.8%	1.07	49.0%	0.96
Supplies & Services	\$61,753,640	36.6%	42.1%	0.87	39.4%	0.93	44.1%	0.83	37.0%	0.99
Capital Component	\$21,911,569	13.0%	8.5%	1.53	10.3%	1.26	8.6%	1.51	11.9%	1.09
Bad Debt	\$5,995,250	3.6%	4.0%	0.88	3.6%	0.98	3.5%	1.03	2.0%	1.75
<b>Fiscal Statistics</b>										
Operating Margin (%)		6.6%	7.7%	0.85	6.1%	1.08	8.9%	0.73	10.8%	0.61
Total Hospital Net Income (%)		8.8%	8.5%	1.03	8.1%	1.08	10.3%	0.85	12.1%	0.72
Return on Equity (%)		7.4%	6.6%	1.11	6.1%	1.20	7.5%	0.99	10.9%	0.68
Current Ratio		384.1	3.4	113.26	4.2	92.25	3.3	115.79	283.9	1.35
Days in Net Patient Accounts Receivable		43.8	46.5	0.94	44.6	0.98	46.9	0.93	41.8	1.05
Average Payment Period		0.8	53.3	0.01	43.8	0.02	55.5	0.01	1.0	0.76
Equity Financing (%)		52.9%	60.7%	0.87	59.5%	0.89	60.9%	0.87	50.9%	1.04
Long-Term Debt to Equity Ratio		0.9	0.3	2.64	0.4	2.00	0.4	2.51	1.0	0.92
Times Interest Earned		5.2	7.4	0.70	4.9	1.05	8.5	0.61	7.1	0.72
Total Asset Turnover		0.8	0.8	1.07	0.7	1.11	0.7	1.16	0.9	0.93
Average Age of Plant (Years)		7.6	10.2	0.74	10.3	0.74	9.4	0.81	7.9	0.96
Increase (Decrease) Total Net Patient Revenue		0.4%	9.4%	0.04	0.0%	233.99	1.9%	0.19	8.1%	0.04
Outpatient Gross Revenue (% of Total GPR)		51.7%	53.2%	0.97	62.4%	0.83	51.7%	1.00	51.9%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,017	\$12,710	0.71	\$9,546	0.94	\$12,409	0.73	\$8,983	1.00
Inpatient Net Revenue per Day		\$2,591	\$2,917	0.89	\$2,385	1.09	\$2,910	0.89	\$2,499	1.04
Outpatient Net Revenue per Visit		\$979	\$555	1.76	\$526	1.86	\$491	1.99	\$985	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$301,604,051	Cash & Cash Equivalents	\$101,964,130	Current Liabilities	\$325,920
Less Deductions	\$123,519,996	Net Patient Receivables	\$21,351,281	Long-Term Debt	\$103,000,000
Net Patient Revenue	\$178,084,055	Other Receivables	\$1,149,413	Other Liabilities	\$0
Plus Other Revenue	\$2,600,839			Subtotal	\$103,325,920
Total Revenue	\$180,684,894	Land, Buildings & Equipment (Net)	\$94,047,717	Unrestricted Fund Balance	\$115,904,669
Less Expenses	\$168,830,152	Other Assets	\$718,048	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,336,048			Total Liabilities & Fund Balance	\$219,230,589
Net Income	\$16,190,790	Total Assets	\$219,230,589		

**093 Memorial Medical Center**  
 216 Sunset Place  
 Neillsville, WI 54456  
 715-743-3101

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

County: Clark  
 Analysis Area: West Central (5A)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	13.7%	56.1%	0.24	46.4%	0.30	29.0%	0.47	14.9%	0.92
Obstetrics	13.0%	39.1%	0.33	28.9%	0.01	14.8%	0.88	11.5%	1.13
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	19.9%	55.8%	0.36	45.8%	0.44	30.6%	0.65	14.8%	1.35
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.2	28.4	0.11	13.3	0.24	4.5	0.71	3.4	0.92
Obstetrics	0.3	5.1	0.05	2.0	0.13	0.5	0.52	0.2	1.13
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.0	51.6	0.10	21.1	0.24	6.4	0.78	3.7	1.35
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.8	0.66	3.5	0.71	3.1	0.79	2.5	0.98
Obstetrics	2.2	2.4	0.91	2.4	0.93	2.3	0.95	2.4	0.92
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.76	3.8	0.87	3.4	0.96	2.5	1.29
<b>Surgical Operations</b>									
Inpatient	85	1,814	0.05	577	0.15	196	0.43	116	0.73
Outpatient	807	4,285	0.19	1,775	0.45	1,479	0.55	336	2.40
Inpatient as % of All Surgeries	9.5%	29.7%	0.32	24.5%	0.39	11.7%	0.81	25.7%	0.37
<b>Outpatient Visits</b>									
Non-Emergency Visits	17,799	99,026	0.18	46,705	0.38	24,233	0.73	16,607	1.07
Emergency Visits	2,926	16,365	0.18	8,047	0.36	6,105	0.48	3,424	0.85
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.8	18.3	0.64	7.8	1.50	6.4	1.83	1.0	11.75
Nurses, Licensed	25.4	199.5	0.13	97.2	0.26	41.4	0.61	20.1	1.26
Ancillary Nursing Personnel	13.5	37.1	0.36	19.2	0.70	7.6	1.78	16.7	0.81
All Other Personnel	83.6	439.3	0.19	235.5	0.35	93.6	0.89	71.5	1.17
Total FTEs	134.2	694.4	0.19	359.7	0.37	149.0	0.90	109.3	1.23
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	51.9	16.6	3.13	15.1	3.44	30.0	1.73	7.9	6.55
Nurses, Licensed	112.2	181.2	0.62	187.3	0.60	193.4	0.58	159.2	0.70
Ancillary Nursing Personnel	59.6	33.7	1.77	37.0	1.61	35.4	1.68	132.2	0.45
All Other Personnel	369.2	399.0	0.93	454.0	0.81	437.6	0.84	566.5	0.65
Total FTEs	593.0	630.6	0.94	693.4	0.86	696.5	0.85	865.9	0.68

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 555  
 Inpatient Days 1,820

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 2  
 Discharges 49  
 Inpatient Days 609

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 42  
 Newborn Days 80

**093 Memorial Medical Center**  
Neillsville, WI 54456

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	23	463	1,154	13.7%	3.2	2.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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	2	43	95	13.0%	0.3	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	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	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)	5	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	3	10	11.8	Surgical Personnel	3	0	3.0
Physicians & Dentists	0	4	3.6	Radiological Services Personnel	5	3	6.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	3.2
Registered Nurses	21	9	23.1	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	2	2	2.6
Ancillary Nursing Personnel	10	7	13.5	Physical Therapy Assistants/Aides	8	3	10.4
Physician Assistants	0	1	0.3	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	1	0.3	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	1	0.4
Medical Records Personnel	0	5	5.0	All Other Health Professionals	0	0	0.0
Pharmacy Personnel	1	8	2.5	All Other Personnel	0	48	37.5
Clinical Laboratory Personnel	5	1	7.0	<b>Total</b>	<b>65</b>	<b>105</b>	<b>134.2</b>

**093 Memorial Medical Center**

Neillsville, WI 54456

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$14,359,885	39.5%	41.7%	0.95	44.3%	0.89	44.4%	0.89	39.5%	1.00
Medical Assistance	\$6,952,960	19.1%	14.0%	1.37	13.4%	1.42	11.0%	1.74	16.2%	1.18
Commercial	\$13,569,873	37.3%	38.1%	0.98	37.0%	1.01	40.2%	0.93	40.1%	0.93
All Other	\$1,475,119	4.1%	6.2%	0.65	5.3%	0.76	4.4%	0.92	4.2%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,974,928	21.9%	27.4%	0.80	26.0%	0.85	24.1%	0.91	24.4%	0.90
Medical Assistance	\$4,636,667	12.8%	9.6%	1.33	8.7%	1.46	7.5%	1.71	11.0%	1.16
Commercial	\$2,184,426	6.0%	11.6%	0.52	7.0%	0.86	11.0%	0.54	6.3%	0.95
Charity Care	\$364,613	1.0%	1.5%	0.69	1.5%	0.65	1.0%	1.04	0.7%	1.37
All Other	\$0	0.0%	2.1%	N/A	1.7%	N/A	1.0%	N/A	0.1%	N/A
Total Deductions	\$15,160,634	41.7%	52.1%	0.80	44.9%	0.93	44.7%	0.93	42.5%	0.98
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.4%	3.7%	0.64	3.5%	0.69	5.0%	0.48	1.0%	2.35
Net Gains/Losses as % of Net Income		37.0%	10.6%	3.51	19.2%	1.92	8.8%	4.23	12.2%	3.04
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,776,909	67.4%	45.3%	1.49	51.2%	1.32	48.6%	1.39	62.3%	1.08
Supplies & Services	\$4,905,513	24.0%	42.1%	0.57	37.4%	0.64	39.8%	0.60	25.9%	0.93
Capital Component	\$1,045,515	5.1%	8.5%	0.60	8.2%	0.62	8.2%	0.62	4.7%	1.10
Bad Debt	\$714,740	3.5%	4.0%	0.87	3.1%	1.11	3.4%	1.04	7.1%	0.49
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.9%	7.7%	0.76	10.8%	0.54	10.0%	0.59	13.3%	0.44
Total Hospital Net Income (%)		9.0%	8.5%	1.06	13.0%	0.69	10.9%	0.83	14.8%	0.61
Return on Equity (%)		12.2%	6.6%	1.84	10.0%	1.22	11.4%	1.07	17.1%	0.71
Current Ratio		2.8	3.4	0.84	2.2	1.26	3.9	0.72	2.6	1.08
Days in Net Patient Accounts Receivable		35.4	46.5	0.76	49.4	0.72	47.7	0.74	49.4	0.72
Average Payment Period		49.4	53.3	0.93	58.7	0.84	36.9	1.34	63.3	0.78
Equity Financing (%)		74.4%	60.7%	1.23	66.5%	1.12	63.7%	1.17	71.3%	1.04
Long-Term Debt to Equity Ratio		0.1	0.3	0.23	0.3	0.26	0.5	0.16	0.1	0.57
Times Interest Earned		20.2	7.4	2.75	17.1	1.18	8.2	2.48	96.5	0.21
Total Asset Turnover		1.3	0.8	1.70	0.7	1.75	1.0	1.26	1.1	1.16
Average Age of Plant (Years)		12.7	10.2	1.24	8.2	1.55	8.8	1.45	17.4	0.73
Increase (Decrease) Total Net Patient Revenue		25.6%	9.4%	2.73	3.5%	3.49	6.6%	3.90	12.3%	2.08
Outpatient Gross Revenue (% of Total GPR)		78.0%	53.2%	1.47	59.4%	1.31	70.1%	1.11	70.8%	1.10
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,123		\$12,710	0.64	\$10,381	0.78	\$10,635	0.76	\$7,882	1.03
Inpatient Net Revenue per Day	\$2,040		\$2,917	0.70	\$2,632	0.78	\$2,744	0.74	\$1,820	1.12
Outpatient Net Revenue per Visit	\$786		\$555	1.42	\$594	1.32	\$566	1.39	\$597	1.32

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,357,837	Cash & Cash Equivalents	\$4,469,532	Current Liabilities	\$2,679,371
Less Deductions	\$15,160,634	Net Patient Receivables	\$2,053,995	Long-Term Debt	\$935,000
Net Patient Revenue	\$21,197,203	Other Receivables	\$420,000	Other Liabilities	\$626,929
Plus Other Revenue	\$521,292			Subtotal	\$4,241,300
Total Revenue	\$21,718,495	Land, Buildings & Equipment (Net)	\$5,688,039	Unrestricted Fund Balance	\$12,347,327
Less Expenses	\$20,442,677	Other Assets	\$3,957,061	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$750,717			Total Liabilities & Fund Balance	\$16,588,627
Net Income	\$2,026,535	Total Assets	\$16,588,627		

**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 2010	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	29.4%	56.1%	0.52	45.4%	0.65	41.6%	0.71	29.6%	0.99
Obstetrics	19.6%	39.1%	0.50	35.5%	0.02	23.9%	0.82	20.2%	0.97
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	53.3%	55.8%	0.96	48.9%	1.09	40.7%	1.31	51.3%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.2	28.4	0.22	21.2	0.29	8.1	0.76	6.2	0.99
Obstetrics	0.8	5.1	0.15	5.2	0.15	1.0	0.77	0.8	0.97
Pediatrics	0.0	2.1	N/A	0.4	N/A	0.2	N/A	0.0	N/A
Total Hospital	13.3	51.6	0.26	40.8	0.33	10.7	1.25	12.8	1.04
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.2	3.8	0.59	3.4	0.66	3.1	0.72	2.0	1.10
Obstetrics	2.4	2.4	1.00	2.5	0.98	2.3	1.04	2.1	1.14
Pediatrics	0.0	2.0	N/A	1.5	N/A	2.3	N/A	0.0	N/A
Total Hospital	4.4	4.3	1.01	3.9	1.11	3.2	1.34	3.9	1.12
<b>Surgical Operations</b>									
Inpatient	354	1,814	0.20	1,226	0.29	392	0.90	346	1.02
Outpatient	2,366	4,285	0.55	4,737	0.50	1,613	1.47	2,274	1.04
Inpatient as % of All Surgeries	13.0%	29.7%	0.44	20.6%	0.63	19.5%	0.67	13.2%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	31,841	99,026	0.32	90,655	0.35	39,154	0.81	34,626	0.92
Emergency Visits	10,500	16,365	0.64	14,214	0.74	8,094	1.30	9,755	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.0	18.3	0.66	20.2	0.59	7.1	1.69	12.8	0.93
Nurses, Licensed	43.9	199.5	0.22	163.8	0.27	60.7	0.72	39.5	1.11
Ancillary Nursing Personnel	13.3	37.1	0.36	26.9	0.49	13.1	1.02	12.9	1.03
All Other Personnel	108.4	439.3	0.25	315.4	0.34	163.9	0.66	101.3	1.07
Total FTEs	177.5	694.4	0.26	526.3	0.34	244.7	0.73	166.5	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	22.3	16.6	1.34	14.3	1.56	20.4	1.09	24.8	0.90
Nurses, Licensed	81.6	181.2	0.45	115.7	0.71	174.0	0.47	76.4	1.07
Ancillary Nursing Personnel	24.7	33.7	0.74	19.0	1.30	37.5	0.66	25.0	0.99
All Other Personnel	201.6	399.0	0.51	222.8	0.90	470.2	0.43	196.2	1.03
Total FTEs	330.2	630.6	0.52	371.8	0.89	702.0	0.47	322.4	1.02

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,117  
 Inpatient Days 4,868

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 8  
 Discharges 153  
 Inpatient Days 1,593

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 117  
 Newborn Days 275

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	1,011	2,253	29.4%	6.2	2.2
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	117	286	19.6%	0.8	2.4
<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	11	2	12.0	Surgical Personnel	0	7	4.0
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	3	13	11.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	0.0
Registered Nurses	6	48	34.9	Occupational Therapists	2	2	2.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	1.1
Licensed Practical Nurses	2	10	6.3	Physical Therapists	0	2	1.8
Ancillary Nursing Personnel	1	23	13.3	Physical Therapy Assistants/Aides	3	1	3.5
Physician Assistants	0	0	0.0	Recreational Therapists	1	0	1.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	0	1	0.0
Certified Registered Nurse Anesthetists	1	1	1.7	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	3	0	3.0	All Other Health Professionals	11	33	14.9
Pharmacy Personnel	0	3	2.2	All Other Personnel	23	32	44.7
Clinical Laboratory Personnel	5	13	13.1	<b>Total</b>	<b>78</b>	<b>194</b>	<b>177.5</b>

**094 New London Family Medical Center**

New London, WI 54961

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$22,308,758	45.2%	41.7%	1.09	43.1%	1.05	42.1%	1.07	42.4%	1.07
Medical Assistance	\$6,056,194	12.3%	14.0%	0.88	10.9%	1.12	13.2%	0.93	12.3%	0.99
Commercial	\$18,606,659	37.7%	38.1%	0.99	41.2%	0.91	39.8%	0.95	39.4%	0.96
All Other	\$2,371,754	4.8%	6.2%	0.77	4.7%	1.02	4.9%	0.99	5.8%	0.82
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$9,715,425	19.7%	27.4%	0.72	26.0%	0.76	22.9%	0.86	18.8%	1.05
Medical Assistance	\$3,310,588	6.7%	9.6%	0.70	6.8%	0.99	8.4%	0.80	8.2%	0.82
Commercial	\$4,356,706	8.8%	11.6%	0.76	13.2%	0.67	10.2%	0.86	8.9%	0.99
Charity Care	\$663,278	1.3%	1.5%	0.92	1.1%	1.28	1.1%	1.26	1.0%	1.30
All Other	\$156,781	0.3%	2.1%	0.15	0.7%	0.42	1.5%	0.22	0.5%	0.69
Total Deductions	\$18,202,778	36.9%	52.1%	0.71	47.7%	0.77	44.0%	0.84	37.5%	0.98
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.2%	3.7%	0.58	1.9%	1.12	3.0%	0.73	1.8%	1.22
Net Gains/Losses as % of Net Income		1.8%	10.6%	0.17	26.7%	0.07	14.3%	0.13	14.8%	0.12
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,308,730	55.2%	45.3%	1.22	46.7%	1.18	49.3%	1.12	57.4%	0.96
Supplies & Services	\$7,637,260	29.4%	42.1%	0.70	39.4%	0.75	36.2%	0.81	28.3%	1.04
Capital Component	\$2,595,112	10.0%	8.5%	1.18	10.3%	0.97	10.2%	0.98	8.8%	1.14
Bad Debt	\$1,398,496	5.4%	4.0%	1.34	3.6%	1.49	4.3%	1.26	5.5%	0.98
<b>Fiscal Statistics</b>										
Operating Margin (%)		18.5%	7.7%	2.41	6.1%	3.04	7.2%	2.56	19.4%	0.95
Total Hospital Net Income (%)		18.8%	8.5%	2.20	8.1%	2.32	8.3%	2.25	22.1%	0.85
Return on Equity (%)		9.5%	6.6%	1.43	6.1%	1.54	6.7%	1.41	12.6%	0.75
Current Ratio		73.0	3.4	21.52	4.2	17.53	1.9	37.93	33.8	2.16
Days in Net Patient Accounts Receivable		41.5	46.5	0.89	44.6	0.93	50.0	0.83	43.0	0.96
Average Payment Period		8.5	53.3	0.16	43.8	0.19	102.3	0.08	15.0	0.57
Equity Financing (%)		86.2%	60.7%	1.42	59.5%	1.45	59.2%	1.46	83.0%	1.04
Long-Term Debt to Equity Ratio		0.1	0.3	0.44	0.4	0.34	0.4	0.40	0.2	0.81
Times Interest Earned		13.6	7.4	1.85	4.9	2.76	4.6	2.96	23.5	0.58
Total Asset Turnover		0.5	0.8	0.65	0.7	0.68	0.8	0.63	0.6	0.91
Average Age of Plant (Years)		7.6	10.2	0.74	10.3	0.74	7.9	0.96	7.7	0.99
Increase (Decrease) Total Net Patient Revenue		4.5%	9.4%	0.48	0.0%	365.85	2.3%	1.94	12.6%	0.36
Outpatient Gross Revenue (% of Total GPR)		75.2%	53.2%	1.41	62.4%	1.20	69.4%	1.08	75.2%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,695		\$12,710	0.45	\$9,546	0.60	\$9,239	0.62	\$6,723	0.85
Inpatient Net Revenue per Day	\$1,088		\$2,917	0.37	\$2,385	0.46	\$2,581	0.42	\$1,436	0.76
Outpatient Net Revenue per Visit	\$561		\$555	1.01	\$526	1.07	\$551	1.02	\$464	1.21

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$49,343,365	Cash & Cash Equivalents	\$37,420,984	Current Liabilities	\$561,456
Less Deductions	\$18,202,778	Net Patient Receivables	\$3,539,206	Long-Term Debt	\$8,181,728
Net Patient Revenue	\$31,140,587	Other Receivables	\$9,421	Other Liabilities	\$0
Plus Other Revenue	\$689,781			Subtotal	\$8,743,184
Total Revenue	\$31,830,368	Land, Buildings & Equipment (Net)	\$22,461,551	Unrestricted Fund Balance	\$54,700,204
Less Expenses	\$25,939,598	Other Assets	\$12,226	Restricted Fund Balance	\$50,683
Non-Operating Gains/Losses	\$110,709			Total Liabilities & Fund Balance	\$63,443,388
Net Income	\$6,001,479	Total Assets	\$63,443,388		

**095 Westfields Hospital**  
 535 Hospital Road  
 New Richmond, WI 54017  
 715-243-2600

Fiscal Year: 01/01 to 12/31  
 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 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	45.7%	56.1%	0.81	46.4%	0.99	41.6%	1.10	51.6%	0.88
Obstetrics	14.1%	39.1%	0.36	28.9%	0.02	23.9%	0.59	12.1%	1.17
Pediatrics	4.1%	48.6%	0.08	68.7%	0.06	71.7%	0.06	3.6%	1.15
Total Hospital	32.8%	55.8%	0.59	45.8%	0.72	40.7%	0.81	36.6%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.3	28.4	0.26	13.3	0.55	8.1	0.90	8.3	0.88
Obstetrics	0.7	5.1	0.14	2.0	0.35	1.0	0.69	0.6	1.17
Pediatrics	0.0	2.1	0.02	0.1	0.29	0.2	0.02	0.0	1.15
Total Hospital	8.2	51.6	0.16	21.1	0.39	10.7	0.77	9.1	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.84	3.5	0.90	3.1	1.02	3.2	0.98
Obstetrics	2.3	2.4	0.95	2.4	0.98	2.3	0.99	2.3	1.02
Pediatrics	1.3	2.0	0.61	2.3	0.55	2.3	0.54	1.0	1.25
Total Hospital	3.0	4.3	0.69	3.8	0.80	3.2	0.92	3.1	0.97
<b>Surgical Operations</b>									
Inpatient	137	1,814	0.08	577	0.24	392	0.35	343	0.40
Outpatient	1,428	4,285	0.33	1,775	0.80	1,613	0.89	1,524	0.94
Inpatient as % of All Surgeries	8.8%	29.7%	0.29	24.5%	0.36	19.5%	0.45	18.4%	0.48
<b>Outpatient Visits</b>									
Non-Emergency Visits	22,883	99,026	0.23	46,705	0.49	39,154	0.58	21,669	1.06
Emergency Visits	5,435	16,365	0.33	8,047	0.68	8,094	0.67	5,856	0.93
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.3	0.05	7.8	0.13	7.1	0.14	1.0	1.00
Nurses, Licensed	48.5	199.5	0.24	97.2	0.50	60.7	0.80	41.0	1.18
Ancillary Nursing Personnel	8.8	37.1	0.24	19.2	0.46	13.1	0.67	9.8	0.90
All Other Personnel	139.2	439.3	0.32	235.5	0.59	163.9	0.85	133.1	1.05
Total FTEs	197.5	694.4	0.28	359.7	0.55	244.7	0.81	185.0	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.8	16.6	0.23	15.1	0.25	20.4	0.19	3.9	0.99
Nurses, Licensed	184.7	181.2	1.02	187.3	0.99	174.0	1.06	157.9	1.17
Ancillary Nursing Personnel	33.6	33.7	1.00	37.0	0.91	37.5	0.90	37.9	0.89
All Other Personnel	530.2	399.0	1.33	454.0	1.17	470.2	1.13	512.9	1.03
Total FTEs	752.3	630.6	1.19	693.4	1.08	702.0	1.07	712.6	1.06

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,002  
 Inpatient Days 2,996

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 2  
 Discharges 71  
 Inpatient Days 440

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 109  
 Newborn Days 200

**095 Westfields Hospital**  
New Richmond, WI 54017

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	16	846	2,668	45.7%	7.3	3.2
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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	1	12	15	4.1%	0.0	1.3
<b>Obstetrics</b>	1	5	111	258	14.1%	0.7	2.3
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	3	37	70	6.4%	0.2	1.9
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	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	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	4	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	1	0	1.0	Surgical Personnel	2	3	4.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	2	12.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	7	5.8
Registered Nurses	10	53	48.1	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.4	Physical Therapists	2	8	6.4
Ancillary Nursing Personnel	0	17	8.8	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	2	28	2.9	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	4	20	15.1
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	6	2	6.6	All Other Health Professionals	0	0	0.0
Pharmacy Personnel	2	5	4.7	All Other Personnel	50	36	72.6
Clinical Laboratory Personnel	5	3	6.4	<b>Total</b>	<b>99</b>	<b>185</b>	<b>197.5</b>

**095 Westfields Hospital**  
New Richmond, WI 54017

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$14,491,858	32.8%	41.7%	0.79	44.3%	0.74	42.1%	0.78	37.2%	0.88
Medical Assistance	\$3,585,630	8.1%	14.0%	0.58	13.4%	0.60	13.2%	0.61	7.1%	1.14
Commercial	\$24,416,655	55.2%	38.1%	1.45	37.0%	1.49	39.8%	1.39	51.6%	1.07
All Other	\$1,706,865	3.9%	6.2%	0.62	5.3%	0.73	4.9%	0.79	4.0%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,952,195	13.5%	27.4%	0.49	26.0%	0.52	22.9%	0.59	15.4%	0.87
Medical Assistance	\$1,934,647	4.4%	9.6%	0.46	8.7%	0.50	8.4%	0.52	5.5%	0.80
Commercial	\$7,260,647	16.4%	11.6%	1.42	7.0%	2.36	10.2%	1.61	11.6%	1.41
Charity Care	\$207,638	0.5%	1.5%	0.32	1.5%	0.31	1.1%	0.44	1.1%	0.43
All Other	\$2,561	0.0%	2.1%	0.00	1.7%	0.00	1.5%	0.00	0.8%	0.01
Total Deductions	\$15,357,688	34.7%	52.1%	0.67	44.9%	0.77	44.0%	0.79	34.4%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.6%	3.7%	0.97	3.5%	1.04	3.0%	1.22	3.3%	1.09
Net Gains/Losses as % of Net Income		78.6%	10.6%	7.45	19.2%	4.09	14.3%	5.51	42.7%	1.84
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,115,480	47.6%	45.3%	1.05	51.2%	0.93	49.3%	0.96	47.1%	1.01
Supplies & Services	\$12,304,853	41.5%	42.1%	0.98	37.4%	1.11	36.2%	1.14	41.9%	0.99
Capital Component	\$1,789,331	6.0%	8.5%	0.71	8.2%	0.74	10.2%	0.59	5.8%	1.05
Bad Debt	\$1,474,137	5.0%	4.0%	1.23	3.1%	1.58	4.3%	1.16	5.2%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.8%	7.7%	0.10	10.8%	0.07	7.2%	0.11	2.4%	0.34
Total Hospital Net Income (%)		3.6%	8.5%	0.43	13.0%	0.28	8.3%	0.44	4.1%	0.89
Return on Equity (%)		3.5%	6.6%	0.53	10.0%	0.35	6.7%	0.52	4.6%	0.77
Current Ratio		4.1	3.4	1.20	2.2	1.81	1.9	2.11	3.5	1.15
Days in Net Patient Accounts Receivable		38.9	46.5	0.84	49.4	0.79	50.0	0.78	51.2	0.76
Average Payment Period		50.5	53.3	0.95	58.7	0.86	102.3	0.49	44.7	1.13
Equity Financing (%)		29.9%	60.7%	0.49	66.5%	0.45	59.2%	0.50	29.8%	1.01
Long-Term Debt to Equity Ratio		1.6	0.3	4.61	0.3	5.25	0.4	4.19	1.6	0.97
Times Interest Earned		3.7	7.4	0.50	17.1	0.22	4.6	0.80	3.5	1.06
Total Asset Turnover		0.9	0.8	1.21	0.7	1.25	0.8	1.18	1.1	0.85
Average Age of Plant (Years)		5.3	10.2	0.52	8.2	0.65	7.9	0.67	4.3	1.25
Increase (Decrease) Total Net Patient Revenue		0.1%	9.4%	0.01	3.5%	1.82	2.3%	0.04	6.4%	0.02
Outpatient Gross Revenue (% of Total GPR)		68.7%	53.2%	1.29	59.4%	1.16	69.4%	0.99	64.8%	1.06
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,147	\$12,710	0.64	\$10,381	0.78	\$9,239	0.88	\$8,748	0.93	
Inpatient Net Revenue per Day	\$2,434	\$2,917	0.83	\$2,632	0.92	\$2,581	0.94	\$2,475	0.98	
Outpatient Net Revenue per Visit	\$705	\$555	1.27	\$594	1.19	\$551	1.28	\$667	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,201,008	Cash & Cash Equivalents	\$9,584,993	Current Liabilities	\$3,944,904
Less Deductions	\$15,357,688	Net Patient Receivables	\$3,076,660	Long-Term Debt	\$14,875,137
Net Patient Revenue	\$28,843,320	Other Receivables	\$1,587,039	Other Liabilities	\$3,646,699
Plus Other Revenue	\$1,080,455			Subtotal	\$22,466,740
Total Revenue	\$29,923,775	Land, Buildings & Equipment (Net)	\$12,485,546	Unrestricted Fund Balance	\$9,591,331
Less Expenses	\$29,683,801	Other Assets	\$5,323,833	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$883,335			Total Liabilities & Fund Balance	\$32,058,071
Net Income	\$1,123,309	Total Assets	\$32,058,071		

**098 Oconomowoc Memorial Hospital**  
 791 Summit Avenue  
 Oconomowoc, WI 53066  
 262-569-9400

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Waukesha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	48.9%	56.1%	0.87	63.0%	0.78	48.7%	1.00	69.2%	0.71
Obstetrics	29.6%	39.1%	0.76	37.9%	0.14	30.4%	0.97	44.1%	0.67
Pediatrics	3.5%	48.6%	0.07	8.5%	0.40	4.2%	0.82	15.7%	0.22
Total Hospital	42.5%	55.8%	0.76	61.0%	0.70	45.2%	0.94	58.8%	0.72
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	20.5	28.4	0.72	42.6	0.48	21.2	0.97	29.1	0.71
Obstetrics	5.3	5.1	1.04	6.4	0.83	3.1	1.70	6.2	0.86
Pediatrics	0.2	2.1	0.08	0.3	0.59	0.1	0.08	0.8	0.22
Total Hospital	32.3	51.6	0.63	74.1	0.44	35.3	0.92	42.9	0.75
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.8	0.77	3.8	0.76	3.5	0.83	3.1	0.94
Obstetrics	2.1	2.4	0.88	2.4	0.90	2.3	0.94	2.1	1.03
Pediatrics	1.4	2.0	0.69	2.0	0.69	1.8	0.76	1.6	0.90
Total Hospital	3.3	4.3	0.77	4.4	0.76	3.7	0.91	3.4	0.97
<b>Surgical Operations</b>									
Inpatient	1,332	1,814	0.73	1,934	0.69	1,018	1.31	1,631	0.82
Outpatient	1,984	4,285	0.46	5,226	0.38	2,892	0.69	2,331	0.85
Inpatient as % of All Surgeries	40.2%	29.7%	1.35	27.0%	1.49	26.0%	1.54	41.2%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	66,938	99,026	0.68	126,187	0.53	80,704	0.83	71,964	0.93
Emergency Visits	16,487	16,365	1.01	21,693	0.76	16,917	0.97	19,296	0.85
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.0	18.3	0.60	29.0	0.38	14.8	0.75	5.0	2.20
Nurses, Licensed	97.9	199.5	0.49	239.9	0.41	134.4	0.73	124.0	0.79
Ancillary Nursing Personnel	16.2	37.1	0.44	54.4	0.30	23.3	0.69	25.7	0.63
All Other Personnel	245.9	439.3	0.56	492.6	0.50	356.2	0.69	260.3	0.94
Total FTEs	371.0	694.4	0.53	816.0	0.45	528.7	0.70	414.9	0.89
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.1	16.6	0.85	15.7	0.90	15.1	0.94	5.2	2.73
Nurses, Licensed	125.9	181.2	0.69	129.8	0.97	137.3	0.92	128.2	0.98
Ancillary Nursing Personnel	20.8	33.7	0.62	29.4	0.71	23.8	0.87	26.6	0.78
All Other Personnel	316.0	399.0	0.79	266.6	1.19	363.9	0.87	269.2	1.17
Total FTEs	476.9	630.6	0.76	441.5	1.08	540.2	0.88	429.1	1.11

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	76	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	10
Discharges	3,537	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	543
Inpatient Days	11,803			Inpatient Days	0	Newborn Days	1,201

**098 Oconomowoc Memorial Hospital**  
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	2	42	2,576	7,497	48.9%	20.5	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	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	5	45	63	3.5%	0.2	1.4
<b>Obstetrics</b>	2	18	906	1,944	29.6%	5.3	2.1
<b>Psychiatric</b>	3	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	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	2	7	857	1,459	57.1%	4.0	1.7
Step-Down (Special Care)	2	4	499	735	50.3%	2.0	1.5
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	11	0	11.0	Surgical Personnel	3	8	6.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	18	22	26.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	7	4.6
Registered Nurses	51	105	95.9	Occupational Therapists	0	4	1.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	3	2.0	Physical Therapists	4	2	5.0
Ancillary Nursing Personnel	8	17	16.2	Physical Therapy Assistants/Aides	1	1	1.6
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	2	2.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	1	0.7
Medical Records Personnel	1	1	1.0	All Other Health Professionals	30	50	47.1
Pharmacy Personnel	9	17	16.2	All Other Personnel	84	83	126.4
Clinical Laboratory Personnel	5	6	6.8	<b>Total</b>	<b>228</b>	<b>329</b>	<b>371.0</b>

**098 Oconomowoc Memorial Hospital**

Oconomowoc, WI 53066

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$86,034,218	40.7%	41.7%	0.98	45.2%	0.90	45.1%	0.90	41.9%	0.97
Medical Assistance	\$17,610,733	8.3%	14.0%	0.60	10.2%	0.82	11.7%	0.71	5.9%	1.40
Commercial	\$98,131,338	46.5%	38.1%	1.22	39.9%	1.16	37.9%	1.23	48.8%	0.95
All Other	\$9,366,895	4.4%	6.2%	0.71	4.7%	0.93	5.3%	0.84	3.4%	1.30
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$62,248,244	29.5%	27.4%	1.08	31.1%	0.95	30.2%	0.98	29.1%	1.01
Medical Assistance	\$12,071,489	5.7%	9.6%	0.60	6.9%	0.83	7.9%	0.73	3.3%	1.71
Commercial	\$33,935,948	16.1%	11.6%	1.39	13.7%	1.18	11.1%	1.45	16.0%	1.00
Charity Care	\$2,036,708	1.0%	1.5%	0.66	1.3%	0.72	1.2%	0.77	0.8%	1.27
All Other	\$172,942	0.1%	2.1%	0.04	1.8%	0.05	1.7%	0.05	0.1%	1.08
Total Deductions	\$110,465,331	52.3%	52.1%	1.00	54.8%	0.95	52.1%	1.00	49.3%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.1%	3.7%	0.82	2.7%	1.12	2.9%	1.08	2.7%	1.14
Net Gains/Losses as % of Net Income		21.7%	10.6%	2.06	9.2%	2.35	15.7%	1.38	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$34,634,222	34.3%	45.3%	0.76	40.7%	0.84	47.5%	0.72	34.7%	0.99
Supplies & Services	\$46,496,297	46.1%	42.1%	1.09	45.7%	1.01	38.9%	1.18	48.4%	0.95
Capital Component	\$15,518,285	15.4%	8.5%	1.81	8.6%	1.78	9.3%	1.65	11.4%	1.35
Bad Debt	\$4,246,460	4.2%	4.0%	1.05	4.9%	0.85	4.2%	0.99	5.5%	0.76
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.9%	7.7%	0.37	9.9%	0.29	6.9%	0.42	3.8%	0.76
Total Hospital Net Income (%)		3.6%	8.5%	0.43	10.8%	0.34	8.1%	0.45	3.7%	0.97
Return on Equity (%)		2.2%	6.6%	0.34	7.6%	0.29	5.6%	0.40	2.4%	0.92
Current Ratio		2.0	3.4	0.59	5.4	0.37	3.8	0.53	2.1	0.96
Days in Net Patient Accounts Receivable		32.3	46.5	0.69	41.6	0.78	48.1	0.67	43.4	0.75
Average Payment Period		30.0	53.3	0.56	40.6	0.74	51.8	0.58	32.0	0.94
Equity Financing (%)		33.1%	60.7%	0.55	68.1%	0.49	61.0%	0.54	31.3%	1.06
Long-Term Debt to Equity Ratio		1.6	0.3	4.84	0.3	6.46	0.4	4.64	1.8	0.93
Times Interest Earned		1.7	7.4	0.24	9.1	0.19	5.2	0.33	2.9	0.61
Total Asset Turnover		0.6	0.8	0.80	0.7	0.88	0.7	0.89	0.7	0.94
Average Age of Plant (Years)		9.9	10.2	0.97	10.9	0.91	10.2	0.97	11.1	0.89
Increase (Decrease) Total Net Patient Revenue		-5.3%	9.4%	N/A	2.0%	6.11	-2.0%	2.70	12.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		58.4%	53.2%	1.10	56.7%	1.03	64.0%	0.91	55.6%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,421		\$12,710	0.98	\$10,604	1.17	\$9,421	1.32	\$10,417	1.19
Inpatient Net Revenue per Day	\$3,722		\$2,917	1.28	\$2,427	1.53	\$2,572	1.45	\$3,037	1.23
Outpatient Net Revenue per Visit	\$680		\$555	1.23	\$603	1.13	\$613	1.11	\$644	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$211,143,184	Cash & Cash Equivalents	\$1,286,402	Current Liabilities	\$7,642,293
Less Deductions	\$110,465,331	Net Patient Receivables	\$8,919,444	Long-Term Debt	\$91,112,903
Net Patient Revenue	\$100,677,853	Other Receivables	\$551,716	Other Liabilities	\$14,418,235
Plus Other Revenue	\$3,188,124			Subtotal	\$113,173,431
Total Revenue	\$103,865,977	Land, Buildings & Equipment (Net)	\$110,508,842	Unrestricted Fund Balance	\$55,930,178
Less Expenses	\$100,895,264	Other Assets	\$47,837,205	Restricted Fund Balance	\$6,701,669
Non-Operating Gains/Losses	\$822,951			Total Liabilities & Fund Balance	\$169,103,609
Net Income	\$3,793,664	Total Assets	\$169,103,609		

**306 Oconto Hospital & Medical Center**  
 820 Arbutus Avenue  
 Oconto, WI 54153  
 920-835-1100

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Oconto  
 Analysis Area: Northeastern (4)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	2.5%	56.1%	0.05	47.4%	0.05	12.3%	0.21	4.8%	0.53
Obstetrics	0.0%	39.1%	N/A	34.4%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	2.5%	55.8%	0.05	46.8%	0.05	18.7%	0.14	6.2%	0.41
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.1	28.4	0.00	26.2	0.00	2.3	0.04	0.2	0.53
Obstetrics	0.0	5.1	N/A	4.1	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.5	N/A	0.0	N/A
Total Hospital	0.1	51.6	0.00	44.5	0.00	3.9	0.03	0.2	0.41
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.8	0.66	3.3	0.74	3.1	0.80	2.8	0.88
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.8	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.57	3.9	0.63	3.6	0.69	3.5	0.71
<b>Surgical Operations</b>									
Inpatient	0	1,814	N/A	1,471	N/A	98	N/A	0	N/A
Outpatient	0	4,285	N/A	5,506	N/A	355	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	29.7%	N/A	21.1%	N/A	21.7%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	3,857	99,026	0.04	115,237	0.03	16,872	0.23	3,619	1.07
Emergency Visits	2,834	16,365	0.17	18,558	0.15	2,456	1.15	2,761	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.3	18.3	0.12	18.9	0.12	4.4	0.51	2.3	1.00
Nurses, Licensed	5.2	199.5	0.03	197.7	0.03	31.3	0.17	6.2	0.85
Ancillary Nursing Personnel	0.0	37.1	N/A	22.8	N/A	9.3	N/A	0.0	N/A
All Other Personnel	20.4	439.3	0.05	476.4	0.04	72.5	0.28	18.5	1.10
Total FTEs	27.9	694.4	0.04	718.0	0.04	117.6	0.24	26.9	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	89.3	16.6	5.38	15.5	5.77	40.2	2.22	56.3	1.59
Nurses, Licensed	207.4	181.2	1.14	162.1	1.28	285.7	0.73	154.0	1.35
Ancillary Nursing Personnel	0.0	33.7	N/A	18.7	N/A	85.0	N/A	0.0	N/A
All Other Personnel	810.6	399.0	2.03	390.5	2.08	661.6	1.23	463.8	1.75
Total FTEs	1,107.3	630.6	1.76	588.6	1.88	1,072.5	1.03	674.0	1.64

**Total Hospital:**  
 Beds Set Up & Staffed 4  
 Discharges 15  
 Inpatient Days 37

**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 0  
 Total Births 0  
 Newborn Days 0

**306 Oconto Hospital & Medical Center**  
Oconto, WI 54153

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	2	4	15	37	2.5%	0.1	2.5
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	4	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	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	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	4	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	1	2.3	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	2	2.1	Radiological Services Personnel	3	2	4.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	4	6	5.2	Occupational Therapists	0	1	0.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	1	0.8
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	6	2.6	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	1	0.1
Medical Records Personnel	0	1	0.7	All Other Health Professionals	3	1	3.6
Pharmacy Personnel	0	0	0.0	All Other Personnel	2	7	3.5
Clinical Laboratory Personnel	2	3	3.0	<b>Total</b>	<b>17</b>	<b>32</b>	<b>27.9</b>

**306 Oconto Hospital & Medical Center**

Oconto, WI 54153

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$1,435,155	29.6%	41.7%	0.71	42.4%	0.70	38.2%	0.77	35.6%	0.83
Medical Assistance	\$1,294,450	26.7%	14.0%	1.91	11.4%	2.35	11.8%	2.26	23.2%	1.15
Commercial	\$1,617,048	33.4%	38.1%	0.88	39.0%	0.85	43.8%	0.76	31.1%	1.07
All Other	\$499,736	10.3%	6.2%	1.65	7.2%	1.44	6.2%	1.67	10.1%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$353,366	7.3%	27.4%	0.27	28.2%	0.26	16.3%	0.45	2.1%	3.53
Medical Assistance	\$360,792	7.4%	9.6%	0.78	8.1%	0.92	7.5%	0.99	6.2%	1.21
Commercial	\$357,451	7.4%	11.6%	0.64	11.7%	0.63	12.3%	0.60	8.0%	0.92
Charity Care	\$179,631	3.7%	1.5%	2.53	1.6%	2.33	0.9%	4.01	5.1%	0.73
All Other	\$22,400	0.5%	2.1%	0.22	2.7%	0.17	1.8%	0.25	2.0%	0.23
Total Deductions	\$1,273,640	26.3%	52.1%	0.50	52.3%	0.50	38.8%	0.68	23.4%	1.13
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.3%	3.7%	1.14	2.9%	1.47	2.8%	1.50	3.2%	1.31
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	16.6%	N/A	1.0%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$2,343,996	54.3%	45.3%	1.20	48.5%	1.12	52.1%	1.04	51.9%	1.05
Supplies & Services	\$977,676	22.7%	42.1%	0.54	38.0%	0.60	36.7%	0.62	24.3%	0.93
Capital Component	\$717,578	16.6%	8.5%	1.95	9.8%	1.70	6.9%	2.39	16.7%	1.00
Bad Debt	\$276,647	6.4%	4.0%	1.59	3.7%	1.71	4.3%	1.50	7.1%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)		-15.7%	7.7%	N/A	9.3%	N/A	9.6%	N/A	-20.0%	0.78
Total Hospital Net Income (%)		-15.6%	8.5%	N/A	10.9%	N/A	9.7%	N/A	-20.0%	0.78
Return on Equity (%)		-8.4%	6.6%	N/A	8.5%	N/A	12.4%	N/A	-10.6%	0.79
Current Ratio		5.7	3.4	1.69	3.1	1.87	2.3	2.54	6.8	0.84
Days in Net Patient Accounts Receivable		51.8	46.5	1.11	47.3	1.09	54.6	0.95	59.6	0.87
Average Payment Period		19.3	53.3	0.36	66.5	0.29	53.9	0.36	17.9	1.08
Equity Financing (%)		29.0%	60.7%	0.48	58.7%	0.49	59.0%	0.49	36.9%	0.79
Long-Term Debt to Equity Ratio		2.0	0.3	6.01	0.4	4.98	0.4	5.27	1.4	1.44
Times Interest Earned		-1.7	7.4	N/A	7.8	N/A	12.5	N/A	-2.5	0.66
Total Asset Turnover		0.5	0.8	0.70	0.8	0.71	1.3	0.42	0.5	1.01
Average Age of Plant (Years)		5.7	10.2	0.56	10.2	0.56	11.0	0.52	4.7	1.23
Increase (Decrease) Total Net Patient Revenue		-1.0%	9.4%	N/A	4.1%	5.96	18.0%	N/A	24.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		96.0%	53.2%	1.81	60.7%	1.58	64.3%	1.49	93.8%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$6,515	\$12,710	0.51	\$11,067	0.59	\$12,736	0.51	\$9,559	0.68
Inpatient Net Revenue per Day		\$2,641	\$2,917	0.91	\$2,824	0.94	\$2,480	1.07	\$2,761	0.96
Outpatient Net Revenue per Visit		\$519	\$555	0.94	\$547	0.95	\$489	1.06	\$527	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,846,389	Cash & Cash Equivalents	\$273,626	Current Liabilities	\$211,895
Less Deductions	\$1,273,640	Net Patient Receivables	\$506,913	Long-Term Debt	\$4,075,125
Net Patient Revenue	\$3,572,749	Other Receivables	\$436,076	Other Liabilities	\$632,550
Plus Other Revenue	\$159,010			Subtotal	\$4,919,570
Total Revenue	\$3,731,759	Land, Buildings & Equipment (Net)	\$5,716,849	Unrestricted Fund Balance	\$2,013,894
Less Expenses	\$4,315,897	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$897			Total Liabilities & Fund Balance	\$6,933,464
Net Income	-\$583,241	Total Assets	\$6,933,464		

**101 Community Memorial Hospital**  
 855 South Main Street  
 Oconto Falls, WI 54154  
 920-846-3444

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Oconto  
 Analysis Area: Northeastern (4)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	65.3%	56.1%	1.16	47.4%	1.38	41.6%	1.57	67.1%	0.97
Obstetrics	0.0%	39.1%	N/A	34.4%	0.02	23.9%	N/A	34.1%	0.00
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	72.9%	55.8%	1.31	46.8%	1.56	40.7%	1.79	63.9%	1.14
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.2	28.4	0.25	26.2	0.27	8.1	0.88	7.4	0.97
Obstetrics	0.8	5.1	0.15	4.1	0.19	1.0	0.75	0.7	1.13
Pediatrics	0.2	2.1	0.10	0.6	0.32	0.2	0.10	0.1	1.92
Total Hospital	8.8	51.6	0.17	44.5	0.20	10.7	0.82	8.9	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.8	0.87	3.3	0.98	3.1	1.06	3.0	1.09
Obstetrics	2.5	2.4	1.03	2.5	1.01	2.3	1.07	2.1	1.18
Pediatrics	2.6	2.0	1.27	2.8	0.92	2.3	1.12	2.0	1.33
Total Hospital	3.2	4.3	0.75	3.9	0.83	3.2	1.00	3.0	1.09
<b>Surgical Operations</b>									
Inpatient	233	1,814	0.13	1,471	0.16	392	0.59	247	0.94
Outpatient	955	4,285	0.22	5,506	0.17	1,613	0.59	887	1.08
Inpatient as % of All Surgeries	19.6%	29.7%	0.66	21.1%	0.93	19.5%	1.00	21.8%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	70,166	99,026	0.71	115,237	0.61	39,154	1.79	75,752	0.93
Emergency Visits	5,325	16,365	0.33	18,558	0.29	8,094	0.66	6,093	0.87
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.3	0.22	18.9	0.21	7.1	0.56	3.8	1.05
Nurses, Licensed	68.1	199.5	0.34	197.7	0.34	60.7	1.12	68.2	1.00
Ancillary Nursing Personnel	6.2	37.1	0.17	22.8	0.27	13.1	0.47	7.1	0.87
All Other Personnel	197.1	439.3	0.45	476.4	0.41	163.9	1.20	187.3	1.05
Total FTEs	275.4	694.4	0.40	718.0	0.38	244.7	1.13	266.4	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.0	16.6	0.61	15.5	0.65	20.4	0.49	10.0	1.01
Nurses, Licensed	171.1	181.2	0.94	162.1	1.06	174.0	0.98	179.3	0.95
Ancillary Nursing Personnel	15.5	33.7	0.46	18.7	0.83	37.5	0.41	18.7	0.83
All Other Personnel	495.3	399.0	1.24	390.5	1.27	470.2	1.05	492.1	1.01
Total FTEs	691.9	630.6	1.10	588.6	1.18	702.0	0.99	700.0	0.99

**Total Hospital:**  
 Beds Set Up & Staffed 12  
 Discharges 983  
 Inpatient Days 3,194

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 2  
 Discharges 138  
 Inpatient Days 1,100

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 110  
 Newborn Days 241

**101 Community Memorial Hospital**  
Oconto Falls, WI 54154

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	11	799	2,620	65.3%	7.2	3.3
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	2	0	2	2	0.0%	0.0	1.0
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	29	75	0.0%	0.2	2.6
<b>Obstetrics</b>	1	0	112	281	0.0%	0.8	2.5
<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	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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	1	41	216	59.2%	0.6	5.3
Step-Down (Special Care)	5	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	4	0	4.0	Surgical Personnel	4	3	6.3
Physicians & Dentists	10	2	11.0	Radiological Services Personnel	12	5	15.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.6
Registered Nurses	26	44	52.4	Occupational Therapists	0	2	1.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	10	10.7	Physical Therapists	3	2	4.6
Ancillary Nursing Personnel	3	5	6.2	Physical Therapy Assistants/Aides	2	4	4.1
Physician Assistants	2	2	3.3	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	0	3.0	Dietitians & Nutritionists	0	1	0.7
Certified Registered Nurse Anesthetists	2	0	2.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.5
Medical Records Personnel	4	0	4.0	All Other Health Professionals	16	15	25.8
Pharmacy Personnel	9	5	11.3	All Other Personnel	64	50	93.8
Clinical Laboratory Personnel	7	8	12.0	<b>Total</b>	<b>178</b>	<b>161</b>	<b>275.4</b>

**101 Community Memorial Hospital**

Oconto Falls, WI 54154

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area <sup>4</sup>		Volume Group <sup>3</sup>		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$33,645,236	44.7%	41.7%	1.07	42.4%	1.05	42.1%	1.06	44.3%	1.01
Medical Assistance	\$14,916,341	19.8%	14.0%	1.42	11.4%	1.74	13.2%	1.49	15.0%	1.32
Commercial	\$22,976,001	30.5%	38.1%	0.80	39.0%	0.78	39.8%	0.77	35.1%	0.87
All Other	\$3,810,324	5.1%	6.2%	0.81	7.2%	0.71	4.9%	1.04	5.6%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$18,250,104	24.2%	27.4%	0.88	28.2%	0.86	22.9%	1.06	24.3%	1.00
Medical Assistance	\$11,039,276	14.7%	9.6%	1.53	8.1%	1.80	8.4%	1.75	10.8%	1.35
Commercial	\$8,437,539	11.2%	11.6%	0.97	11.7%	0.95	10.2%	1.09	12.7%	0.88
Charity Care	\$1,682,997	2.2%	1.5%	1.53	1.6%	1.40	1.1%	2.10	2.2%	1.01
All Other	\$1,407,063	1.9%	2.1%	0.88	2.7%	0.70	1.5%	1.27	2.6%	0.71
Total Deductions	\$40,816,979	54.2%	52.1%	1.04	52.3%	1.04	44.0%	1.23	52.7%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		6.9%	3.7%	1.86	2.9%	2.39	3.0%	2.33	5.5%	1.25
Net Gains/Losses as % of Net Income		326.2%	10.6%	30.91	16.6%	19.64	14.3%	22.83	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$19,641,306	52.5%	45.3%	1.16	48.5%	1.08	49.3%	1.06	50.4%	1.04
Supplies & Services	\$12,987,803	34.7%	42.1%	0.82	38.0%	0.91	36.2%	0.96	33.2%	1.05
Capital Component	\$3,263,648	8.7%	8.5%	1.02	9.8%	0.89	10.2%	0.86	9.7%	0.90
Bad Debt	\$1,541,587	4.1%	4.0%	1.02	3.7%	1.10	4.3%	0.96	6.7%	0.61
<b>Fiscal Statistics</b>										
Operating Margin (%)		-0.9%	7.7%	N/A	9.3%	N/A	7.2%	N/A	-4.3%	0.21
Total Hospital Net Income (%)		0.4%	8.5%	0.05	10.9%	0.04	8.3%	0.05	-3.1%	N/A
Return on Equity (%)		0.6%	6.6%	0.09	8.5%	0.07	6.7%	0.09	-4.5%	N/A
Current Ratio		3.3	3.4	0.99	3.1	1.09	1.9	1.74	3.3	1.03
Days in Net Patient Accounts Receivable		60.7	46.5	1.31	47.3	1.28	50.0	1.21	55.4	1.10
Average Payment Period		30.7	53.3	0.58	66.5	0.46	102.3	0.30	26.8	1.15
Equity Financing (%)		53.1%	60.7%	0.88	58.7%	0.90	59.2%	0.90	52.9%	1.00
Long-Term Debt to Equity Ratio		0.7	0.3	1.96	0.4	1.62	0.4	1.78	0.7	0.95
Times Interest Earned		1.2	7.4	0.17	7.8	0.16	4.6	0.27	-0.6	N/A
Total Asset Turnover		1.5	0.8	1.90	0.8	1.92	0.8	1.84	1.4	1.03
Average Age of Plant (Years)		9.7	10.2	0.95	10.2	0.95	7.9	1.23	7.6	1.29
Increase (Decrease) Total Net Patient Revenue		3.8%	9.4%	0.41	4.1%	0.28	2.3%	1.63	1.2%	3.25
Outpatient Gross Revenue (% of Total GPR)		78.0%	53.2%	1.47	60.7%	1.29	69.4%	1.12	76.5%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,359	\$12,710	0.58	\$11,067	0.66	\$9,239	0.80	\$6,415	1.15
Inpatient Net Revenue per Day		\$1,890	\$2,917	0.65	\$2,824	0.67	\$2,581	0.73	\$1,876	1.01
Outpatient Net Revenue per Visit		\$347	\$555	0.62	\$547	0.63	\$551	0.63	\$310	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$75,347,902	Cash & Cash Equivalents	\$2,671,497	Current Liabilities	\$3,024,407
Less Deductions	\$40,816,979	Net Patient Receivables	\$5,746,826	Long-Term Debt	\$8,888,660
Net Patient Revenue	\$34,530,923	Other Receivables	\$278,793	Other Liabilities	\$0
Plus Other Revenue	\$2,569,552			Subtotal	\$11,913,067
Total Revenue	\$37,100,475	Land, Buildings & Equipment (Net)	\$10,260,355	Unrestricted Fund Balance	\$13,478,851
Less Expenses	\$37,434,344	Other Assets	\$6,434,447	Restricted Fund Balance	\$342,939
Non-Operating Gains/Losses	\$481,496			Total Liabilities & Fund Balance	\$25,391,918
Net Income	\$147,627	Total Assets	\$25,391,918		

**102 Osceola Medical Center**  
 2600 65th Avenue, PO Box 218  
 Osceola, WI 54020  
 715-294-2111

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

County: Polk  
 Analysis Area: West Central (5A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	31.9%	56.1%	0.57	46.4%	0.69	41.6%	0.77	34.3%	0.93
Obstetrics	14.4%	39.1%	0.37	28.9%	0.01	23.9%	0.60	13.1%	1.10
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	30.9%	55.8%	0.55	45.8%	0.68	40.7%	0.76	34.5%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.2	28.4	0.15	13.3	0.31	8.1	0.51	4.5	0.93
Obstetrics	0.4	5.1	0.08	2.0	0.21	1.0	0.42	0.4	1.10
Pediatrics	0.0	2.1	0.01	0.1	0.19	0.2	0.01	0.1	0.24
Total Hospital	5.6	51.6	0.11	21.1	0.26	10.7	0.52	6.2	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.8	0.68	3.5	0.73	3.1	0.82	2.7	0.95
Obstetrics	2.2	2.4	0.91	2.4	0.94	2.3	0.95	2.0	1.09
Pediatrics	1.4	2.0	0.70	2.3	0.62	2.3	0.62	1.4	0.99
Total Hospital	2.7	4.3	0.62	3.8	0.71	3.2	0.83	2.8	0.96
<b>Surgical Operations</b>									
Inpatient	136	1,814	0.07	577	0.24	392	0.35	125	1.09
Outpatient	498	4,285	0.12	1,775	0.28	1,613	0.31	286	1.74
Inpatient as % of All Surgeries	21.5%	29.7%	0.72	24.5%	0.87	19.5%	1.10	30.4%	0.71
<b>Outpatient Visits</b>									
Non-Emergency Visits	40,462	99,026	0.41	46,705	0.87	39,154	1.03	38,702	1.05
Emergency Visits	2,147	16,365	0.13	8,047	0.27	8,094	0.27	2,186	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	7.8	0.38	7.1	0.42	3.0	1.00
Nurses, Licensed	34.6	199.5	0.17	97.2	0.36	60.7	0.57	37.8	0.92
Ancillary Nursing Personnel	7.6	37.1	0.21	19.2	0.40	13.1	0.58	8.1	0.94
All Other Personnel	161.0	439.3	0.37	235.5	0.68	163.9	0.98	148.8	1.08
Total FTEs	206.2	694.4	0.30	359.7	0.57	244.7	0.84	197.7	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	12.1	16.6	0.73	15.1	0.80	20.4	0.60	12.6	0.96
Nurses, Licensed	139.9	181.2	0.77	187.3	0.75	174.0	0.80	158.4	0.88
Ancillary Nursing Personnel	30.8	33.7	0.91	37.0	0.83	37.5	0.82	34.0	0.90
All Other Personnel	651.3	399.0	1.63	454.0	1.43	470.2	1.39	624.2	1.04
Total FTEs	834.1	630.6	1.32	693.4	1.20	702.0	1.19	829.2	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 18  
 Discharges 759  
 Inpatient Days 2,033

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 49  
 Inpatient Days 219

**Newborn Nursery:**  
 Bassinets 3  
 Total Births 74  
 Newborn Days 133

**102 Osceola Medical Center**  
Osceola, WI 54020

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	2	13	595	1,516	31.9%	4.2	2.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	7	10	0.0%	0.0	1.4
<b>Obstetrics</b>	1	3	71	158	14.4%	0.4	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	2	11	15	2.1%	0.0	1.4
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	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)	5	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	3	0	3.0	Surgical Personnel	7	4	9.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	3	9.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.4
Registered Nurses	17	22	30.3	Occupational Therapists	2	1	2.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	3	3	4.2	Physical Therapists	2	2	3.3
Ancillary Nursing Personnel	3	6	7.6	Physical Therapy Assistants/Aides	2	1	2.4
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	10	1	10.6	All Other Health Professionals	24	11	28.8
Pharmacy Personnel	3	6	6.7	All Other Personnel	62	24	71.6
Clinical Laboratory Personnel	8	7	12.2	<b>Total</b>	<b>157</b>	<b>93</b>	<b>206.2</b>

**102 Osceola Medical Center**  
Osceola, WI 54020

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$9,211,315	25.5%	41.7%	0.61	44.3%	0.58	42.1%	0.61	26.7%	0.96
Medical Assistance	\$5,891,319	16.3%	14.0%	1.17	13.4%	1.22	13.2%	1.23	19.1%	0.85
Commercial	\$20,118,412	55.7%	38.1%	1.46	37.0%	1.51	39.8%	1.40	52.0%	1.07
All Other	\$867,306	2.4%	6.2%	0.39	5.3%	0.45	4.9%	0.49	2.2%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$2,952,325	8.2%	27.4%	0.30	26.0%	0.32	22.9%	0.36	7.7%	1.06
Medical Assistance	\$3,059,028	8.5%	9.6%	0.89	8.7%	0.97	8.4%	1.01	7.0%	1.22
Commercial	\$4,823,287	13.4%	11.6%	1.16	7.0%	1.92	10.2%	1.31	13.1%	1.02
Charity Care	\$657,285	1.8%	1.5%	1.25	1.5%	1.18	1.1%	1.71	1.2%	1.53
All Other	\$221,562	0.6%	2.1%	0.29	1.7%	0.37	1.5%	0.42	0.7%	0.89
Total Deductions	\$11,713,487	32.5%	52.1%	0.62	44.9%	0.72	44.0%	0.74	29.7%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.2%	3.7%	0.60	3.5%	0.65	3.0%	0.75	2.1%	1.05
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	19.2%	N/A	14.3%	N/A	157.9%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$10,836,980	44.5%	45.3%	0.98	51.2%	0.87	49.3%	0.90	45.0%	0.99
Supplies & Services	\$10,181,342	41.8%	42.1%	0.99	37.4%	1.12	36.2%	1.15	40.2%	1.04
Capital Component	\$2,959,440	12.1%	8.5%	1.43	8.2%	1.48	10.2%	1.19	13.0%	0.94
Bad Debt	\$389,692	1.6%	4.0%	0.40	3.1%	0.51	4.3%	0.37	1.9%	0.86
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.3%	7.7%	0.29	10.8%	0.21	7.2%	0.31	-0.3%	N/A
Total Hospital Net Income (%)		1.8%	8.5%	0.21	13.0%	0.14	8.3%	0.22	0.5%	4.03
Return on Equity (%)		1.2%	6.6%	0.19	10.0%	0.12	6.7%	0.19	0.3%	4.27
Current Ratio		2.7	3.4	0.79	2.2	1.20	1.9	1.40	2.9	0.92
Days in Net Patient Accounts Receivable		44.1	46.5	0.95	49.4	0.89	50.0	0.88	48.3	0.91
Average Payment Period		50.0	53.3	0.94	58.7	0.85	102.3	0.49	43.1	1.16
Equity Financing (%)		37.9%	60.7%	0.63	66.5%	0.57	59.2%	0.64	36.7%	1.03
Long-Term Debt to Equity Ratio		1.4	0.3	4.19	0.3	4.77	0.4	3.80	1.5	0.92
Times Interest Earned		1.4	7.4	0.20	17.1	0.08	4.6	0.31	1.1	1.31
Total Asset Turnover		0.7	0.8	0.89	0.7	0.92	0.8	0.87	0.6	1.07
Average Age of Plant (Years)		3.0	10.2	0.30	8.2	0.37	7.9	0.38	2.0	1.50
Increase (Decrease) Total Net Patient Revenue		9.6%	9.4%	1.02	3.5%	5.76	2.3%	4.11	20.3%	0.47
Outpatient Gross Revenue (% of Total GPR)		77.5%	53.2%	1.46	59.4%	1.31	69.4%	1.12	73.9%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,364		\$12,710	0.58	\$10,381	0.71	\$9,239	0.80	\$7,365	1.00
Inpatient Net Revenue per Day	\$2,588		\$2,917	0.89	\$2,632	0.98	\$2,581	1.00	\$2,459	1.05
Outpatient Net Revenue per Visit	\$429		\$555	0.77	\$594	0.72	\$551	0.78	\$384	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,088,352	Cash & Cash Equivalents	\$4,581,303	Current Liabilities	\$3,128,757
Less Deductions	\$11,713,487	Net Patient Receivables	\$2,946,324	Long-Term Debt	\$19,400,809
Net Patient Revenue	\$24,374,865	Other Receivables	\$267,737	Other Liabilities	\$0
Plus Other Revenue	\$556,889			Subtotal	\$22,529,566
Total Revenue	\$24,931,754	Land, Buildings & Equipment (Net)	\$25,078,843	Unrestricted Fund Balance	\$13,769,338
Less Expenses	\$24,367,454	Other Assets	\$3,424,697	Restricted Fund Balance	\$626,828
Non-Operating Gains/Losses	-\$111,313			Total Liabilities & Fund Balance	\$36,298,904
Net Income	\$452,987	Total Assets	\$36,298,904		

**303 Aurora Medical Center in Oshkosh**  
 855 N Westhaven Drive  
 Oshkosh, WI 54904  
 920-456-6000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Winnebago  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	43.8%	56.1%	0.78	45.4%	0.97	48.7%	0.90	47.2%	0.93
Obstetrics	34.5%	39.1%	0.88	35.5%	0.12	30.4%	1.14	39.7%	0.87
Pediatrics	8.4%	48.6%	0.17	19.3%	0.43	4.2%	1.97	10.5%	0.79
Total Hospital	40.5%	55.8%	0.72	48.9%	0.83	45.2%	0.90	43.7%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.6	28.4	0.59	21.2	0.79	21.2	0.78	19.8	0.84
Obstetrics	4.1	5.1	0.81	5.2	0.79	3.1	1.32	4.8	0.87
Pediatrics	0.3	2.1	0.16	0.4	0.86	0.1	0.16	0.4	0.79
Total Hospital	26.3	51.6	0.51	40.8	0.64	35.3	0.75	30.1	0.87
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.85	3.4	0.94	3.5	0.91	3.4	0.94
Obstetrics	2.3	2.4	0.96	2.5	0.94	2.3	1.02	2.3	1.00
Pediatrics	2.0	2.0	0.98	1.5	1.30	1.8	1.09	2.1	0.97
Total Hospital	3.2	4.3	0.73	3.9	0.80	3.7	0.86	3.2	0.98
<b>Surgical Operations</b>									
Inpatient	695	1,814	0.38	1,226	0.57	1,018	0.68	952	0.73
Outpatient	3,916	4,285	0.91	4,737	0.83	2,892	1.35	8,135	0.48
Inpatient as % of All Surgeries	15.1%	29.7%	0.51	20.6%	0.73	26.0%	0.58	10.5%	1.44
<b>Outpatient Visits</b>									
Non-Emergency Visits	71,832	99,026	0.73	90,655	0.79	80,704	0.89	72,419	0.99
Emergency Visits	14,609	16,365	0.89	14,214	1.03	16,917	0.86	15,481	0.94
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.3	0.22	20.2	0.20	14.8	0.27	3.0	1.33
Nurses, Licensed	126.0	199.5	0.63	163.8	0.77	134.4	0.94	128.8	0.98
Ancillary Nursing Personnel	4.7	37.1	0.13	26.9	0.17	23.3	0.20	7.3	0.64
All Other Personnel	347.4	439.3	0.79	315.4	1.10	356.2	0.98	357.1	0.97
Total FTEs	482.1	694.4	0.69	526.3	0.92	528.7	0.91	496.1	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.8	16.6	0.29	14.3	0.33	15.1	0.32	3.3	1.43
Nurses, Licensed	150.9	181.2	0.83	115.7	1.30	137.3	1.10	143.7	1.05
Ancillary Nursing Personnel	5.6	33.7	0.17	19.0	0.29	23.8	0.23	8.1	0.69
All Other Personnel	415.9	399.0	1.04	222.8	1.87	363.9	1.14	398.5	1.04
Total FTEs	577.2	630.6	0.92	371.8	1.55	540.2	1.07	553.7	1.04

**Total Hospital:**  
 Beds Set Up & Staffed 65  
 Discharges 3,034  
 Inpatient Days 9,597

**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 12  
 Total Births 642  
 Newborn Days 1,247

**303 Aurora Medical Center in Oshkosh**  
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	38	1,913	6,075	43.8%	16.6	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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>	1	4	61	122	8.4%	0.3	2.0
<b>Obstetrics</b>	1	12	645	1,510	34.5%	4.1	2.3
<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	1	8	354	1,663	57.0%	4.6	4.7
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	3	61	227	20.7%	0.6	3.7
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	4	0	4.0	Surgical Personnel	9	7	13.1
Physicians & Dentists	27	0	27.0	Radiological Services Personnel	31	25	43.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	5	11.3
Registered Nurses	87	82	125.2	Occupational Therapists	5	0	5.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.8
Licensed Practical Nurses	0	1	0.8	Physical Therapists	13	3	13.7
Ancillary Nursing Personnel	3	5	4.7	Physical Therapy Assistants/Aides	1	2	1.7
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	1	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	2	2.0
Medical Records Personnel	8	2	9.5	All Other Health Professionals	63	52	84.2
Pharmacy Personnel	10	4	10.6	All Other Personnel	107	34	124.2
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>379</b>	<b>227</b>	<b>482.1</b>

**303 Aurora Medical Center in Oshkosh**

Oshkosh, WI 54904

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$80,359,696	40.1%	41.7%	0.96	43.1%	0.93	45.1%	0.89	40.7%	0.99
Medical Assistance	\$18,224,622	9.1%	14.0%	0.65	10.9%	0.83	11.7%	0.77	7.6%	1.19
Commercial	\$85,144,814	42.5%	38.1%	1.11	41.2%	1.03	37.9%	1.12	43.1%	0.98
All Other	\$16,768,370	8.4%	6.2%	1.34	4.7%	1.78	5.3%	1.59	8.6%	0.98
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$57,877,932	28.9%	27.4%	1.05	26.0%	1.11	30.2%	0.96	28.9%	1.00
Medical Assistance	\$11,777,979	5.9%	9.6%	0.61	6.8%	0.87	7.9%	0.75	4.4%	1.34
Commercial	\$29,531,517	14.7%	11.6%	1.27	13.2%	1.12	11.1%	1.33	11.5%	1.28
Charity Care	\$1,545,638	0.8%	1.5%	0.53	1.1%	0.73	1.2%	0.62	0.8%	0.98
All Other	\$5,566,857	2.8%	2.1%	1.31	0.7%	3.71	1.7%	1.61	4.4%	0.63
Total Deductions	\$106,299,923	53.0%	52.1%	1.02	47.7%	1.11	52.1%	1.02	49.9%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.7%	3.7%	0.18	1.9%	0.34	2.9%	0.23	2.0%	0.33
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	26.7%	N/A	15.7%	N/A	0.2%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$33,445,971	38.4%	45.3%	0.85	46.7%	0.82	47.5%	0.81	39.9%	0.96
Supplies & Services	\$37,424,102	42.9%	42.1%	1.02	39.4%	1.09	38.9%	1.10	39.1%	1.10
Capital Component	\$12,205,348	14.0%	8.5%	1.65	10.3%	1.36	9.3%	1.50	15.2%	0.92
Bad Debt	\$4,135,537	4.7%	4.0%	1.18	3.6%	1.31	4.2%	1.12	5.8%	0.82
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.0%	7.7%	1.04	6.1%	1.32	6.9%	1.17	12.6%	0.63
Total Hospital Net Income (%)		7.8%	8.5%	0.92	8.1%	0.97	8.1%	0.97	12.7%	0.62
Return on Equity (%)		5.8%	6.6%	0.88	6.1%	0.94	5.6%	1.04	10.6%	0.55
Current Ratio		4.7	3.4	1.38	4.2	1.13	3.8	1.25	3.8	1.23
Days in Net Patient Accounts Receivable		43.1	46.5	0.93	44.6	0.97	48.1	0.89	40.9	1.05
Average Payment Period		55.0	53.3	1.03	43.8	1.26	51.8	1.06	55.0	1.00
Equity Financing (%)		14.3%	60.7%	0.24	59.5%	0.24	61.0%	0.23	8.9%	1.60
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.4	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		2.3	7.4	0.31	4.9	0.46	5.2	0.43	3.2	0.71
Total Asset Turnover		0.7	0.8	0.96	0.7	1.00	0.7	1.08	0.8	0.89
Average Age of Plant (Years)		9.4	10.2	0.91	10.3	0.91	10.2	0.92	7.4	1.26
Increase (Decrease) Total Net Patient Revenue		-4.1%	9.4%	N/A	0.0%	265.57	-2.0%	2.08	9.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		68.5%	53.2%	1.29	62.4%	1.10	64.0%	1.07	66.4%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,783	\$12,710	0.69	\$9,546	0.92	\$9,421	0.93	\$8,571	1.02
Inpatient Net Revenue per Day		\$2,777	\$2,917	0.95	\$2,385	1.16	\$2,572	1.08	\$2,652	1.05
Outpatient Net Revenue per Visit		\$781	\$555	1.41	\$526	1.49	\$613	1.28	\$786	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$200,497,502	Cash & Cash Equivalents	\$46,262,999	Current Liabilities	\$12,404,524
Less Deductions	\$106,299,923	Net Patient Receivables	\$11,119,423	Long-Term Debt	\$0
Net Patient Revenue	\$94,197,579	Other Receivables	\$9,736	Other Liabilities	\$97,063,717
Plus Other Revenue	\$618,459			Subtotal	\$109,468,241
Total Revenue	\$94,816,038	Land, Buildings & Equipment (Net)	\$69,040,634	Unrestricted Fund Balance	\$18,270,230
Less Expenses	\$87,210,958	Other Assets	\$1,305,679	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$188,726			Total Liabilities & Fund Balance	\$127,738,471
Net Income	\$7,416,354	Total Assets	\$127,738,471		

**103 Mercy Medical Center**  
 500 S Oakwood Rd, PO Box 3370  
 Oshkosh, WI 54903  
 920-223-0501

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Winnebago  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	29.6%	56.1%	0.53	45.4%	0.65	48.7%	0.61	30.0%	0.99
Obstetrics	33.5%	39.1%	0.86	35.5%	0.13	30.4%	1.10	31.8%	1.05
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	39.7%	55.8%	0.71	48.9%	0.81	45.2%	0.88	40.5%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	17.5	28.4	0.62	21.2	0.83	21.2	0.82	17.7	0.99
Obstetrics	4.7	5.1	0.91	5.2	0.90	3.1	1.50	4.4	1.05
Pediatrics	0.0	2.1	N/A	0.4	N/A	0.1	N/A	0.0	N/A
Total Hospital	68.2	51.6	1.32	40.8	1.67	35.3	1.93	69.7	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.8	1.02	3.4	1.14	3.5	1.10	3.9	0.97
Obstetrics	2.2	2.4	0.91	2.5	0.89	2.3	0.97	2.2	0.99
Pediatrics	0.0	2.0	N/A	1.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.4	4.3	1.02	3.9	1.12	3.7	1.20	4.4	0.99
<b>Surgical Operations</b>									
Inpatient	1,932	1,814	1.07	1,226	1.58	1,018	1.90	2,086	0.93
Outpatient	4,973	4,285	1.16	4,737	1.05	2,892	1.72	5,397	0.92
Inpatient as % of All Surgeries	28.0%	29.7%	0.94	20.6%	1.36	26.0%	1.08	27.9%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	67,841	99,026	0.69	90,655	0.75	80,704	0.84	70,484	0.96
Emergency Visits	17,777	16,365	1.09	14,214	1.25	16,917	1.05	17,987	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.4	18.3	0.40	20.2	0.36	14.8	0.50	30.0	0.25
Nurses, Licensed	183.0	199.5	0.92	163.8	1.12	134.4	1.36	185.5	0.99
Ancillary Nursing Personnel	39.9	37.1	1.08	26.9	1.48	23.3	1.71	38.2	1.05
All Other Personnel	389.1	439.3	0.89	315.4	1.23	356.2	1.09	358.9	1.08
Total FTEs	619.4	694.4	0.89	526.3	1.18	528.7	1.17	612.5	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.3	16.6	0.32	14.3	0.37	15.1	0.35	20.7	0.26
Nurses, Licensed	131.8	181.2	0.73	115.7	1.14	137.3	0.96	127.7	1.03
Ancillary Nursing Personnel	28.7	33.7	0.85	19.0	1.51	23.8	1.20	26.3	1.09
All Other Personnel	280.2	399.0	0.70	222.8	1.26	363.9	0.77	247.0	1.13
Total FTEs	446.0	630.6	0.71	371.8	1.20	540.2	0.83	421.6	1.06

**Total Hospital:**

Beds Set Up & Staffed 172  
 Discharges 5,676  
 Inpatient Days 24,904

**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 25  
 Total Births 595  
 Newborn Days 1,396

**103 Mercy Medical Center**  
Oshkosh, WI 54903

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	59	1,670	6,383	29.6%	17.5	3.8
Orthopedic	1	50	1,747	5,819	31.9%	15.9	3.3
Rehabilitation & Physical Medicine	1	10	152	2,033	55.7%	5.6	13.4
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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	14	771	1,712	33.5%	4.7	2.2
<b>Psychiatric</b>	1	12	725	2,688	61.4%	7.4	3.7
<b>Alcoholism/chemical dependency</b>	2	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	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	195	1,961	44.8%	5.4	10.1
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
<b>Subacute care</b>	1	15	414	4,308	78.7%	11.8	10.4
<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	6	3	7.4	Surgical Personnel	11	9	14.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	34	31	50.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	12	7.2
Registered Nurses	62	171	162.6	Occupational Therapists	3	4	4.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	3	2.8
Licensed Practical Nurses	2	16	11.1	Physical Therapists	9	13	15.9
Ancillary Nursing Personnel	15	44	39.9	Physical Therapy Assistants/Aides	2	2	3.6
Physician Assistants	0	0	0.0	Recreational Therapists	0	2	0.5
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	4	5	5.8
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	0	1.0
Clinical Nurse Specialists	6	7	8.4	Social Workers	1	2	1.0
Medical Records Personnel	14	12	21.7	All Other Health Professionals	33	20	42.4
Pharmacy Personnel	14	3	15.5	All Other Personnel	129	87	173.9
Clinical Laboratory Personnel	23	9	28.3	<b>Total</b>	<b>378</b>	<b>455</b>	<b>619.4</b>

**103 Mercy Medical Center**  
Oshkosh, WI 54903

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$99,020,850	50.4%	41.7%	1.21	43.1%	1.17	45.1%	1.12	49.9%	1.01
Medical Assistance	\$21,139,546	10.8%	14.0%	0.77	10.9%	0.98	11.7%	0.92	8.9%	1.20
Commercial	\$64,314,576	32.7%	38.1%	0.86	41.2%	0.79	37.9%	0.86	33.9%	0.97
All Other	\$12,137,584	6.2%	6.2%	0.99	4.7%	1.31	5.3%	1.17	7.3%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$59,231,701	30.1%	27.4%	1.10	26.0%	1.16	30.2%	1.00	29.8%	1.01
Medical Assistance	\$11,350,839	5.8%	9.6%	0.60	6.8%	0.85	7.9%	0.73	4.7%	1.24
Commercial	\$22,179,159	11.3%	11.6%	0.98	13.2%	0.86	11.1%	1.02	10.8%	1.04
Charity Care	\$2,072,752	1.1%	1.5%	0.72	1.1%	1.00	1.2%	0.84	1.6%	0.65
All Other	\$2,248,208	1.1%	2.1%	0.54	0.7%	1.53	1.7%	0.66	1.3%	0.89
Total Deductions	\$97,082,659	49.4%	52.1%	0.95	47.7%	1.03	52.1%	0.95	48.2%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		15.4%	3.7%	4.13	1.9%	7.92	2.9%	5.39	14.6%	1.06
Net Gains/Losses as % of Net Income		24.5%	10.6%	2.32	26.7%	0.92	15.7%	1.56	27.3%	0.90
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$50,397,081	49.0%	45.3%	1.08	46.7%	1.05	47.5%	1.03	46.6%	1.05
Supplies & Services	\$37,545,767	36.5%	42.1%	0.87	39.4%	0.93	38.9%	0.94	38.4%	0.95
Capital Component	\$11,455,428	11.1%	8.5%	1.31	10.3%	1.08	9.3%	1.19	11.3%	0.98
Bad Debt	\$3,467,234	3.4%	4.0%	0.84	3.6%	0.93	4.2%	0.80	3.7%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)		12.5%	7.7%	1.63	6.1%	2.06	6.9%	1.82	10.8%	1.16
Total Hospital Net Income (%)		16.0%	8.5%	1.87	8.1%	1.97	8.1%	1.98	14.2%	1.12
Return on Equity (%)		7.8%	6.6%	1.17	6.1%	1.26	5.6%	1.39	7.2%	1.07
Current Ratio		1.6	3.4	0.46	4.2	0.38	3.8	0.42	1.6	1.00
Days in Net Patient Accounts Receivable		55.9	46.5	1.20	44.6	1.25	48.1	1.16	53.4	1.05
Average Payment Period		81.7	53.3	1.53	43.8	1.86	51.8	1.58	86.6	0.94
Equity Financing (%)		77.9%	60.7%	1.28	59.5%	1.31	61.0%	1.28	74.8%	1.04
Long-Term Debt to Equity Ratio		0.2	0.3	0.52	0.4	0.39	0.4	0.50	0.2	0.84
Times Interest Earned		8.2	7.4	1.11	4.9	1.66	5.2	1.56	6.9	1.18
Total Asset Turnover		0.5	0.8	0.61	0.7	0.63	0.7	0.68	0.5	0.96
Average Age of Plant (Years)		13.7	10.2	1.34	10.3	1.33	10.2	1.35	12.7	1.08
Increase (Decrease) Total Net Patient Revenue		0.1%	9.4%	0.01	0.0%	179.93	-2.0%	N/A	6.2%	0.02
Outpatient Gross Revenue (% of Total GPR)		50.9%	53.2%	0.96	62.4%	0.81	64.0%	0.80	52.0%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,625	\$12,710	0.76	\$9,546	1.01	\$9,421	1.02	\$8,743	1.10
Inpatient Net Revenue per Day		\$2,194	\$2,917	0.75	\$2,385	0.92	\$2,572	0.85	\$1,970	1.11
Outpatient Net Revenue per Visit		\$524	\$555	0.95	\$526	1.00	\$613	0.86	\$557	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$196,612,556	Cash & Cash Equivalents	\$2,542,809	Current Liabilities	\$21,280,739
Less Deductions	\$97,082,659	Net Patient Receivables	\$15,249,047	Long-Term Debt	\$34,081,998
Net Patient Revenue	\$99,529,897	Other Receivables	\$12,416,780	Other Liabilities	\$337,220
Plus Other Revenue	\$18,072,567			Subtotal	\$55,699,957
Total Revenue	\$117,602,464	Land, Buildings & Equipment (Net)	\$68,943,439	Unrestricted Fund Balance	\$195,828,642
Less Expenses	\$102,865,510	Other Assets	\$152,376,524	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,788,103			Total Liabilities & Fund Balance	\$251,528,599
Net Income	\$19,525,057	Total Assets	\$251,528,599		

**104 Mayo Clinic Health System - Oakridge in Osseo**  
 13025 Eighth Street, PO Box 70  
 Osseo, WI 54758  
 715-597-3121

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

County: Trempealeau  
 Analysis Area: Southwestern (5B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	6.1%	56.1%	0.11	43.7%	0.14	12.3%	0.49	6.0%	1.01
Obstetrics	0.0%	39.1%	N/A	42.9%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	32.4%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	6.2%	55.8%	0.11	44.7%	0.14	18.7%	0.33	6.0%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.9	28.4	0.03	13.7	0.07	2.3	0.40	0.9	1.01
Obstetrics	0.0	5.1	N/A	3.0	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.5	N/A	0.0	N/A
Total Hospital	0.9	51.6	0.02	24.0	0.04	3.9	0.24	0.9	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.8	0.76	3.0	0.94	3.1	0.92	2.8	1.00
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.5	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.67	3.5	0.82	3.6	0.80	2.8	1.02
<b>Surgical Operations</b>									
Inpatient	0	1,814	N/A	730	N/A	98	N/A	0	N/A
Outpatient	0	4,285	N/A	1,989	N/A	355	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	29.7%	N/A	26.9%	N/A	21.7%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	35,560	99,026	0.36	45,548	0.78	16,872	2.11	35,630	1.00
Emergency Visits	1,608	16,365	0.10	7,561	0.21	2,456	0.65	1,850	0.87
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.8	18.3	0.37	3.8	1.79	4.4	1.54	5.8	1.17
Nurses, Licensed	20.7	199.5	0.10	136.9	0.15	31.3	0.66	23.1	0.90
Ancillary Nursing Personnel	15.4	37.1	0.41	23.8	0.65	9.3	1.65	15.2	1.01
All Other Personnel	66.0	439.3	0.15	261.1	0.25	72.5	0.91	66.2	1.00
Total FTEs	108.8	694.4	0.16	425.5	0.26	117.6	0.93	110.2	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	145.8	16.6	8.79	7.0	20.86	40.2	3.63	121.0	1.21
Nurses, Licensed	443.3	181.2	2.45	251.8	1.76	285.7	1.55	480.8	0.92
Ancillary Nursing Personnel	329.2	33.7	9.78	43.7	7.53	85.0	3.87	317.1	1.04
All Other Personnel	1,414.2	399.0	3.54	480.2	2.94	661.6	2.14	1,380.4	1.02
Total FTEs	2,332.5	630.6	3.70	782.7	2.98	1,072.5	2.17	2,299.2	1.01

**Total Hospital:**

Beds Set Up & Staffed 15  
 Discharges 117  
 Inpatient Days 337

**Contract with:**

Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Beds Set Up & Staffed 6  
 Discharges 167  
 Inpatient Days 2,084

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**104 Mayo Clinic Health System - Oakridge in Osseo**  
Osseo, WI 54758

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	2	15	117	333	6.1%	0.9	2.8
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	2	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>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	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	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	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	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	2	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	7	6.8	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	1	5.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	18	4	20.7	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	12	5	15.4	Physical Therapy Assistants/Aides	4	1	4.3
Physician Assistants	3	0	3.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	2	0.5
Medical Records Personnel	0	7	6.4	All Other Health Professionals	5	9	9.6
Pharmacy Personnel	0	0	0.0	All Other Personnel	2	45	24.6
Clinical Laboratory Personnel	6	0	6.0	<b>Total</b>	<b>63</b>	<b>82</b>	<b>108.8</b>

**104 Mayo Clinic Health System - Oakridge in Osseo**

Osseo, WI 54758

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$11,429,092	49.2%	41.7%	1.18	45.0%	1.09	38.2%	1.29	48.4%	1.02
Medical Assistance	\$2,285,406	9.8%	14.0%	0.70	11.3%	0.87	11.8%	0.83	9.4%	1.05
Commercial	\$7,228,696	31.1%	38.1%	0.82	36.1%	0.86	43.8%	0.71	31.9%	0.98
All Other	\$2,295,132	9.9%	6.2%	1.58	7.5%	1.31	6.2%	1.60	10.3%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$1,651,151	7.1%	27.4%	0.26	27.2%	0.26	16.3%	0.44	3.3%	2.15
Medical Assistance	\$1,708,069	7.4%	9.6%	0.77	7.1%	1.04	7.5%	0.98	8.5%	0.87
Commercial	\$1,310,883	5.6%	11.6%	0.49	5.9%	0.96	12.3%	0.46	4.7%	1.20
Charity Care	\$418,424	1.8%	1.5%	1.23	0.9%	2.03	0.9%	1.95	2.1%	0.85
All Other	\$294,022	1.3%	2.1%	0.60	2.8%	0.45	1.8%	0.70	2.0%	0.62
Total Deductions	\$5,382,549	23.2%	52.1%	0.44	43.9%	0.53	38.8%	0.60	20.7%	1.12
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.6%	3.7%	0.43	2.2%	0.74	2.8%	0.57	1.8%	0.91
Net Gains/Losses as % of Net Income		10.7%	10.6%	1.02	N/A	N/A	1.0%	11.16	5.5%	1.96
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,030,943	74.0%	45.3%	1.63	50.3%	1.47	52.1%	1.42	59.1%	1.25
Supplies & Services	\$2,797,621	15.9%	42.1%	0.38	39.8%	0.40	36.7%	0.43	27.9%	0.57
Capital Component	\$1,012,992	5.7%	8.5%	0.68	5.5%	1.05	6.9%	0.83	7.1%	0.81
Bad Debt	\$779,709	4.4%	4.0%	1.10	4.5%	0.99	4.3%	1.04	5.9%	0.75
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.9%	7.7%	0.38	10.9%	0.27	9.6%	0.30	3.5%	0.83
Total Hospital Net Income (%)		3.2%	8.5%	0.38	3.8%	0.86	9.7%	0.34	3.7%	0.88
Return on Equity (%)		5.4%	6.6%	0.82	2.6%	2.12	12.4%	0.44	6.2%	0.87
Current Ratio		0.8	3.4	0.24	10.0	0.08	2.3	0.36	1.3	0.61
Days in Net Patient Accounts Receivable		66.8	46.5	1.44	62.4	1.07	54.6	1.22	66.8	1.00
Average Payment Period		97.0	53.3	1.82	39.9	2.43	53.9	1.80	68.7	1.41
Equity Financing (%)		51.4%	60.7%	0.85	76.5%	0.67	59.0%	0.87	36.5%	1.41
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.7	N/A
Times Interest Earned		5.0	7.4	0.67	10.2	0.48	12.5	0.40	5.2	0.96
Total Asset Turnover		1.7	0.8	2.15	0.7	2.28	1.3	1.30	1.7	0.99
Average Age of Plant (Years)		14.8	10.2	1.44	13.8	1.07	11.0	1.35	14.9	0.99
Increase (Decrease) Total Net Patient Revenue		7.3%	9.4%	0.78	4.0%	0.99	18.0%	0.41	3.9%	1.86
Outpatient Gross Revenue (% of Total GPR)		80.2%	53.2%	1.51	55.9%	1.44	64.3%	1.25	81.2%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$19,439		\$12,710	1.53	\$12,145	1.60	\$12,736	1.53	\$15,892	1.22
Inpatient Net Revenue per Day	\$2,231		\$2,917	0.76	\$3,275	0.68	\$2,480	0.90	\$1,873	1.19
Outpatient Net Revenue per Visit	\$319		\$555	0.57	\$730	0.44	\$489	0.65	\$312	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$23,238,326	Cash & Cash Equivalents	\$14,823	Current Liabilities	\$4,575,194
Less Deductions	\$5,382,549	Net Patient Receivables	\$3,267,356	Long-Term Debt	\$0
Net Patient Revenue	\$17,855,777	Other Receivables	\$53,610	Other Liabilities	\$743,112
Plus Other Revenue	\$293,147			Subtotal	\$5,318,306
Total Revenue	\$18,148,924	Land, Buildings & Equipment (Net)	\$3,850,886	Unrestricted Fund Balance	\$5,614,965
Less Expenses	\$17,621,265	Other Assets	\$3,746,596	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$63,522			Total Liabilities & Fund Balance	\$10,933,271
Net Income	\$591,181	Total Assets	\$10,933,271		

**106 Flambeau Hospital**  
 98 Sherry Avenue, PO Box 310  
 Park Falls, WI 54552  
 715-762-7505

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Price  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	22.4%	56.1%	0.40	28.8%	0.78	41.6%	0.54	21.7%	1.03
Obstetrics	0.0%	39.1%	N/A	18.1%	N/A	23.9%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	1.3%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	21.3%	55.8%	0.38	27.9%	0.76	40.7%	0.52	21.2%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.9	28.4	0.17	5.5	0.90	8.1	0.61	4.8	1.03
Obstetrics	0.0	5.1	N/A	0.7	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	5.3	51.6	0.10	7.0	0.76	10.7	0.50	5.3	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.8	0.75	3.0	0.93	3.1	0.91	3.0	0.94
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.5	N/A	2.3	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.66	2.9	0.98	3.2	0.88	3.1	0.91
<b>Surgical Operations</b>									
Inpatient	5	1,814	0.00	101	0.05	392	0.01	20	0.25
Outpatient	554	4,285	0.13	937	0.59	1,613	0.34	532	1.04
Inpatient as % of All Surgeries	0.9%	29.7%	0.03	9.8%	0.09	19.5%	0.05	3.6%	0.25
<b>Outpatient Visits</b>									
Non-Emergency Visits	23,991	99,026	0.24	20,099	1.19	39,154	0.61	24,584	0.98
Emergency Visits	4,367	16,365	0.27	7,479	0.58	8,094	0.54	4,470	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.0	18.3	0.55	2.9	3.50	7.1	1.41	10.0	1.00
Nurses, Licensed	38.8	199.5	0.19	48.4	0.80	60.7	0.64	40.2	0.96
Ancillary Nursing Personnel	15.7	37.1	0.42	7.8	2.03	13.1	1.21	20.9	0.75
All Other Personnel	106.0	439.3	0.24	119.8	0.89	163.9	0.65	101.2	1.05
Total FTEs	170.5	694.4	0.25	178.7	0.95	244.7	0.70	172.3	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	37.2	16.6	2.24	9.8	3.77	20.4	1.82	37.8	0.98
Nurses, Licensed	144.1	181.2	0.79	166.7	0.86	174.0	0.83	151.9	0.95
Ancillary Nursing Personnel	58.5	33.7	1.74	26.7	2.19	37.5	1.56	78.8	0.74
All Other Personnel	394.0	399.0	0.99	412.7	0.95	470.2	0.84	382.1	1.03
Total FTEs	633.7	630.6	1.00	616.0	1.03	702.0	0.90	650.6	0.97

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 683  
 Inpatient Days 1,941

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 25  
 Discharges 35  
 Inpatient Days 227

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

**106 Flambeau Hospital**  
Park Falls, WI 54552

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	22	637	1,799	22.4%	4.9	2.8
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	2	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>	5	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	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	1	3	46	142	13.0%	0.4	3.1
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>	2	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	10	0	10.0	Surgical Personnel	1	1	1.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	0	8.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.4
Registered Nurses	18	36	38.8	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	10	13	15.7	Physical Therapy Assistants/Aides	1	1	1.2
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	2	1.6
Medical Records Personnel	6	1	6.2	All Other Health Professionals	5	27	10.9
Pharmacy Personnel	4	1	4.2	All Other Personnel	35	30	53.6
Clinical Laboratory Personnel	10	1	10.2	<b>Total</b>	<b>115</b>	<b>115</b>	<b>170.5</b>

**106 Flambeau Hospital**  
Park Falls, WI 54552

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$16,896,824	57.0%	41.7%	1.37	44.0%	1.30	42.1%	1.35	56.8%	1.00
Medical Assistance	\$4,627,794	15.6%	14.0%	1.12	20.2%	0.77	13.2%	1.18	12.1%	1.29
Commercial	\$6,207,485	20.9%	38.1%	0.55	28.4%	0.74	39.8%	0.53	24.5%	0.85
All Other	\$1,916,153	6.5%	6.2%	1.04	7.4%	0.87	4.9%	1.33	6.6%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,133,383	24.1%	27.4%	0.88	17.9%	1.35	22.9%	1.05	22.3%	1.08
Medical Assistance	\$1,945,527	6.6%	9.6%	0.69	11.9%	0.55	8.4%	0.78	5.9%	1.12
Commercial	\$1,913,041	6.5%	11.6%	0.56	4.2%	1.52	10.2%	0.63	6.5%	0.99
Charity Care	\$264,377	0.9%	1.5%	0.61	0.6%	1.58	1.1%	0.84	0.6%	1.60
All Other	\$628,050	2.1%	2.1%	1.00	2.3%	0.93	1.5%	1.44	2.0%	1.09
Total Deductions	\$11,884,378	40.1%	52.1%	0.77	36.8%	1.09	44.0%	0.91	37.2%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.6%	3.7%	0.97	2.0%	1.81	3.0%	1.21	3.7%	0.97
Net Gains/Losses as % of Net Income		173.0%	10.6%	16.40	9.0%	19.31	14.3%	12.11	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$10,303,179	56.7%	45.3%	1.25	55.9%	1.01	49.3%	1.15	54.9%	1.03
Supplies & Services	\$5,997,279	33.0%	42.1%	0.78	29.5%	1.12	36.2%	0.91	34.3%	0.96
Capital Component	\$1,304,230	7.2%	8.5%	0.84	8.6%	0.83	10.2%	0.70	7.4%	0.97
Bad Debt	\$580,679	3.2%	4.0%	0.79	6.0%	0.53	4.3%	0.75	3.4%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.3%	7.7%	0.17	8.9%	0.15	7.2%	0.18	5.5%	0.24
Total Hospital Net Income (%)		-1.9%	8.5%	N/A	9.7%	N/A	8.3%	N/A	1.5%	N/A
Return on Equity (%)		-3.2%	6.6%	N/A	9.2%	N/A	6.7%	N/A	2.6%	N/A
Current Ratio		2.2	3.4	0.65	3.9	0.56	1.9	1.14	2.1	1.03
Days in Net Patient Accounts Receivable		55.5	46.5	1.19	56.0	0.99	50.0	1.11	50.2	1.11
Average Payment Period		50.5	53.3	0.95	61.2	0.83	102.3	0.49	53.0	0.95
Equity Financing (%)		53.8%	60.7%	0.89	54.8%	0.98	59.2%	0.91	53.0%	1.01
Long-Term Debt to Equity Ratio		0.4	0.3	1.06	0.3	1.11	0.4	0.96	0.5	0.78
Times Interest Earned		-0.7	7.4	N/A	8.8	N/A	4.6	N/A	2.3	N/A
Total Asset Turnover		1.8	0.8	2.35	0.9	1.91	0.8	2.28	1.8	1.03
Average Age of Plant (Years)		15.4	10.2	1.50	10.6	1.44	7.9	1.94	13.8	1.11
Increase (Decrease) Total Net Patient Revenue		-4.0%	9.4%	N/A	3.4%	N/A	2.3%	N/A	-4.9%	0.82
Outpatient Gross Revenue (% of Total GPR)		80.2%	53.2%	1.51	75.7%	1.06	69.4%	1.16	80.0%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,257		\$12,710	0.49	\$8,317	0.75	\$9,239	0.68	\$7,361	0.85
Inpatient Net Revenue per Day	\$2,072		\$2,917	0.71	\$2,169	0.96	\$2,581	0.80	\$2,144	0.97
Outpatient Net Revenue per Visit	\$468		\$555	0.84	\$653	0.72	\$551	0.85	\$466	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$29,648,256	Cash & Cash Equivalents	\$2,194,693	Current Liabilities	\$2,383,215
Less Deductions	\$11,884,378	Net Patient Receivables	\$2,701,640	Long-Term Debt	\$1,950,291
Net Patient Revenue	\$17,763,878	Other Receivables	\$69,217	Other Liabilities	\$373,125
Plus Other Revenue	\$662,910			Subtotal	\$4,706,631
Total Revenue	\$18,426,788	Land, Buildings & Equipment (Net)	\$4,766,310	Unrestricted Fund Balance	\$5,477,616
Less Expenses	\$18,185,367	Other Assets	\$452,387	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$572,045			Total Liabilities & Fund Balance	\$10,184,247
Net Income	-\$330,624	Total Assets	\$10,184,247		

**108 Southwest Health Center**  
 1400 East Side Road  
 Platteville, WI 53818  
 608-348-2331

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Grant  
 Analysis Area: Southern (1)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	32.9%	56.1%	0.59	58.4%	0.56	41.6%	0.79	35.8%	0.92
Obstetrics	16.8%	39.1%	0.43	39.2%	0.02	23.9%	0.70	18.1%	0.92
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	37.3%	55.8%	0.67	58.2%	0.64	40.7%	0.92	33.8%	1.10
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.6	28.4	0.23	24.9	0.26	8.1	0.81	7.2	0.92
Obstetrics	0.8	5.1	0.16	4.9	0.17	1.0	0.82	0.9	0.92
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.2	N/A	0.0	N/A
Total Hospital	13.0	51.6	0.25	53.4	0.24	10.7	1.22	11.8	1.10
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.82	3.7	0.84	3.1	1.00	3.0	1.03
Obstetrics	2.0	2.4	0.82	2.0	1.00	2.3	0.85	2.0	1.00
Pediatrics	0.0	2.0	N/A	3.3	N/A	2.3	N/A	0.0	N/A
Total Hospital	5.1	4.3	1.18	4.3	1.18	3.2	1.56	4.2	1.20
<b>Surgical Operations</b>									
Inpatient	177	1,814	0.10	1,934	0.09	392	0.45	165	1.07
Outpatient	722	4,285	0.17	5,295	0.14	1,613	0.45	710	1.02
Inpatient as % of All Surgeries	19.7%	29.7%	0.66	26.8%	0.74	19.5%	1.01	18.9%	1.04
<b>Outpatient Visits</b>									
Non-Emergency Visits	31,564	99,026	0.32	151,770	0.21	39,154	0.81	28,378	1.11
Emergency Visits	6,614	16,365	0.40	17,348	0.38	8,094	0.82	6,981	0.95
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.6	18.3	0.19	20.1	0.18	7.1	0.50	3.6	1.00
Nurses, Licensed	49.8	199.5	0.25	238.2	0.21	60.7	0.82	51.9	0.96
Ancillary Nursing Personnel	16.4	37.1	0.44	40.0	0.41	13.1	1.26	16.5	1.00
All Other Personnel	119.7	439.3	0.27	622.2	0.19	163.9	0.73	112.5	1.06
Total FTEs	189.5	694.4	0.27	920.4	0.21	244.7	0.77	184.4	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.4	16.6	0.51	14.7	0.58	20.4	0.41	9.8	0.87
Nurses, Licensed	118.3	181.2	0.65	174.1	0.68	174.0	0.68	141.7	0.84
Ancillary Nursing Personnel	39.1	33.7	1.16	29.2	1.34	37.5	1.04	45.0	0.87
All Other Personnel	284.2	399.0	0.71	454.6	0.63	470.2	0.60	307.3	0.92
Total FTEs	450.0	630.6	0.71	672.6	0.67	702.0	0.64	503.7	0.89

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	2	Bassinets	3
Discharges	939	Preferred Provider Organization (PPO)	Yes	Discharges	101	Total Births	153
Inpatient Days	4,763			Inpatient Days	742	Newborn Days	306

**108 Southwest Health Center**  
Platteville, WI 53818

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	2	20	777	2,399	32.9%	6.6	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	2	5	153	306	16.8%	0.8	2.0
<b>Psychiatric</b>	1	10	170	2,370	64.9%	6.5	13.9
<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	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)	5	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	3	1	3.6	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	6	5	9.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	2.8
Registered Nurses	25	44	44.9	Occupational Therapists	0	2	0.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.2
Licensed Practical Nurses	1	6	4.9	Physical Therapists	2	2	2.6
Ancillary Nursing Personnel	5	18	16.4	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	1	1.7
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	3	0	3.0
Medical Records Personnel	10	3	11.6	All Other Health Professionals	0	0	0.0
Pharmacy Personnel	3	1	3.4	All Other Personnel	54	29	71.9
Clinical Laboratory Personnel	7	4	9.3	<b>Total</b>	<b>125</b>	<b>119</b>	<b>189.5</b>

**108 Southwest Health Center**  
Platteville, WI 53818

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>3</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$25,033,406	51.7%	41.7%	1.24	39.2%	1.32	42.1%	1.23	46.1%	1.12
Medical Assistance	\$6,654,834	13.7%	14.0%	0.98	11.4%	1.20	13.2%	1.04	12.9%	1.06
Commercial	\$14,676,437	30.3%	38.1%	0.80	42.7%	0.71	39.8%	0.76	33.3%	0.91
All Other	\$2,060,474	4.3%	6.2%	0.68	6.7%	0.63	4.9%	0.87	7.7%	0.56
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$11,704,680	24.2%	27.4%	0.88	25.3%	0.96	22.9%	1.06	23.8%	1.02
Medical Assistance	\$4,732,478	9.8%	9.6%	1.02	7.6%	1.29	8.4%	1.17	10.4%	0.94
Commercial	\$4,728,555	9.8%	11.6%	0.84	13.8%	0.71	10.2%	0.95	9.4%	1.04
Charity Care	\$391,656	0.8%	1.5%	0.55	2.4%	0.34	1.1%	0.76	0.6%	1.40
All Other	\$602,911	1.2%	2.1%	0.59	2.1%	0.59	1.5%	0.84	0.1%	19.53
Total Deductions	\$22,160,280	45.8%	52.1%	0.88	51.2%	0.89	44.0%	1.04	44.2%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.6%	3.7%	1.24	7.7%	0.60	3.0%	1.56	4.8%	0.96
Net Gains/Losses as % of Net Income		36.8%	10.6%	3.49	27.4%	1.35	14.3%	2.58	322.5%	0.11
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$11,111,933	42.5%	45.3%	0.94	49.9%	0.85	49.3%	0.86	44.5%	0.95
Supplies & Services	\$10,449,630	39.9%	42.1%	0.95	39.1%	1.02	36.2%	1.10	36.0%	1.11
Capital Component	\$3,578,325	13.7%	8.5%	1.61	8.5%	1.62	10.2%	1.34	14.7%	0.93
Bad Debt	\$1,023,049	3.9%	4.0%	0.97	2.6%	1.52	4.3%	0.92	4.8%	0.82
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.0%	7.7%	0.65	5.4%	0.93	7.2%	0.69	2.9%	1.75
Total Hospital Net Income (%)		7.7%	8.5%	0.90	7.2%	1.06	8.3%	0.92	-1.3%	N/A
Return on Equity (%)		3.6%	6.6%	0.55	6.3%	0.58	6.7%	0.54	-0.6%	N/A
Current Ratio		4.7	3.4	1.40	2.2	2.18	1.9	2.47	5.0	0.94
Days in Net Patient Accounts Receivable		65.9	46.5	1.42	46.5	1.42	50.0	1.32	74.5	0.89
Average Payment Period		51.5	53.3	0.97	48.0	1.07	102.3	0.50	42.4	1.21
Equity Financing (%)		54.0%	60.7%	0.89	53.7%	1.01	59.2%	0.91	52.0%	1.04
Long-Term Debt to Equity Ratio		0.7	0.3	2.22	0.5	1.39	0.4	2.01	0.8	0.91
Times Interest Earned		2.8	7.4	0.38	6.6	0.42	4.6	0.60	0.8	3.64
Total Asset Turnover		0.5	0.8	0.59	0.8	0.54	0.8	0.58	0.4	1.03
Average Age of Plant (Years)		9.5	10.2	0.92	9.4	1.01	7.9	1.19	9.4	1.01
Increase (Decrease) Total Net Patient Revenue		6.9%	9.4%	0.74	54.9%	0.06	2.3%	2.96	3.2%	2.14
Outpatient Gross Revenue (% of Total GPR)		69.0%	53.2%	1.30	52.5%	1.32	69.4%	0.99	67.7%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,287	\$12,710	0.73	\$13,814	0.67	\$9,239	1.01	\$7,537	1.23
Inpatient Net Revenue per Day		\$1,752	\$2,917	0.60	\$3,205	0.55	\$2,581	0.68	\$1,706	1.03
Outpatient Net Revenue per Visit		\$435	\$555	0.78	\$410	1.06	\$551	0.79	\$460	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$48,425,151	Cash & Cash Equivalents	\$10,110,098	Current Liabilities	\$3,416,434
Less Deductions	\$22,160,280	Net Patient Receivables	\$4,745,654	Long-Term Debt	\$24,235,000
Net Patient Revenue	\$26,264,871	Other Receivables	\$193,420	Other Liabilities	\$0
Plus Other Revenue	\$1,272,529			Subtotal	\$27,651,434
Total Revenue	\$27,537,400	Land, Buildings & Equipment (Net)	\$30,593,560	Unrestricted Fund Balance	\$32,504,515
Less Expenses	\$26,162,937	Other Assets	\$14,513,217	Restricted Fund Balance	\$368,036
Non-Operating Gains/Losses	\$801,179			Total Liabilities & Fund Balance	\$60,155,949
Net Income	\$2,175,642	Total Assets	\$60,155,949		

**111 Divine Savior Healthcare**  
 2817 New Pinery Road  
 Portage, WI 53901  
 608-742-4131

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Columbia  
 Analysis Area: Southern (1)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	42.7%	56.1%	0.76	58.4%	0.73	48.7%	0.88	36.3%	1.18
Obstetrics	26.2%	39.1%	0.67	39.2%	0.04	30.4%	0.86	30.0%	0.87
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	38.9%	55.8%	0.70	58.2%	0.67	45.2%	0.86	34.6%	1.12
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	13.7	28.4	0.48	24.9	0.55	21.2	0.64	14.5	0.94
Obstetrics	1.6	5.1	0.31	4.9	0.32	3.1	0.50	1.8	0.87
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	17.1	51.6	0.33	53.4	0.32	35.3	0.49	18.0	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.8	0.98	3.7	1.00	3.5	1.06	3.9	0.96
Obstetrics	2.3	2.4	0.94	2.0	1.14	2.3	1.00	2.2	1.03
Pediatrics	0.0	2.0	N/A	3.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	4.3	0.75	3.7	0.87	3.3	0.98
<b>Surgical Operations</b>									
Inpatient	465	1,814	0.26	1,934	0.24	1,018	0.46	411	1.13
Outpatient	1,740	4,285	0.41	5,295	0.33	2,892	0.60	1,493	1.17
Inpatient as % of All Surgeries	21.1%	29.7%	0.71	26.8%	0.79	26.0%	0.81	21.6%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	120,474	99,026	1.22	151,770	0.79	80,704	1.49	117,803	1.02
Emergency Visits	19,533	16,365	1.19	17,348	1.13	16,917	1.15	16,570	1.18
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	14.0	18.3	0.77	20.1	0.70	14.8	0.95	14.0	1.00
Nurses, Licensed	123.6	199.5	0.62	238.2	0.52	134.4	0.92	113.4	1.09
Ancillary Nursing Personnel	19.3	37.1	0.52	40.0	0.48	23.3	0.83	23.7	0.82
All Other Personnel	355.9	439.3	0.81	622.2	0.57	356.2	1.00	345.9	1.03
Total FTEs	512.9	694.4	0.74	920.4	0.56	528.7	0.97	497.0	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	18.1	16.6	1.09	14.7	1.23	15.1	1.20	18.4	0.98
Nurses, Licensed	159.9	181.2	0.88	174.1	0.92	137.3	1.16	149.1	1.07
Ancillary Nursing Personnel	25.0	33.7	0.74	29.2	0.86	23.8	1.05	31.1	0.80
All Other Personnel	460.4	399.0	1.15	454.6	1.01	363.9	1.27	454.9	1.01
Total FTEs	663.4	630.6	1.05	672.6	0.99	540.2	1.23	653.6	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 44  
 Discharges 1,952  
 Inpatient Days 6,245

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 2  
 Discharges 77  
 Inpatient Days 291

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 248  
 Newborn Days 503

**111 Divine Savior Healthcare**  
Portage, WI 53901

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	2	32	1,355	4,989	42.7%	13.7	3.7
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	5	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	251	573	26.2%	1.6	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	3	151	320	29.2%	0.9	2.1
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	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)	1	3	199	354	32.3%	1.0	1.8
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	14	0	14.0	Surgical Personnel	7	0	7.0
Physicians & Dentists	21	0	21.0	Radiological Services Personnel	19	4	22.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	0	8.0
Registered Nurses	80	35	100.4	Occupational Therapists	4	3	4.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	13	5	15.6	Physical Therapists	11	6	15.6
Ancillary Nursing Personnel	15	8	19.3	Physical Therapy Assistants/Aides	6	3	7.2
Physician Assistants	5	3	6.1	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	1	1.6	Dietitians & Nutritionists	1	1	1.4
Certified Registered Nurse Anesthetists	6	0	6.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	3	0	3.0
Medical Records Personnel	9	5	12.6	All Other Health Professionals	86	24	98.4
Pharmacy Personnel	9	1	9.3	All Other Personnel	111	33	127.6
Clinical Laboratory Personnel	9	1	9.9	<b>Total</b>	<b>440</b>	<b>133</b>	<b>512.9</b>

**111 Divine Savior Healthcare**

Portage, WI 53901

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>5</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$58,112,702	42.6%	41.7%	1.02	39.2%	1.09	45.1%	0.94	42.7%	1.00
Medical Assistance	\$18,069,114	13.2%	14.0%	0.95	11.4%	1.16	11.7%	1.13	11.5%	1.15
Commercial	\$53,158,639	38.9%	38.1%	1.02	42.7%	0.91	37.9%	1.03	39.5%	0.99
All Other	\$7,140,456	5.2%	6.2%	0.84	6.7%	0.78	5.3%	1.00	6.3%	0.83
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$41,302,619	30.3%	27.4%	1.10	25.3%	1.20	30.2%	1.00	30.1%	1.01
Medical Assistance	\$12,180,687	8.9%	9.6%	0.93	7.6%	1.18	7.9%	1.14	6.5%	1.36
Commercial	\$15,629,201	11.5%	11.6%	0.99	13.8%	0.83	11.1%	1.04	10.5%	1.09
Charity Care	\$887,408	0.7%	1.5%	0.44	2.4%	0.28	1.2%	0.52	0.8%	0.78
All Other	\$1,835,709	1.3%	2.1%	0.63	2.1%	0.64	1.7%	0.78	1.3%	1.03
Total Deductions	\$71,835,624	52.6%	52.1%	1.01	51.2%	1.03	52.1%	1.01	49.3%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.9%	3.7%	0.25	7.7%	0.12	2.9%	0.32	0.9%	0.99
Net Gains/Losses as % of Net Income		46.6%	10.6%	4.41	27.4%	1.70	15.7%	2.96	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$34,900,761	55.5%	45.3%	1.22	49.9%	1.11	47.5%	1.17	55.0%	1.01
Supplies & Services	\$17,843,983	28.4%	42.1%	0.67	39.1%	0.73	38.9%	0.73	29.0%	0.98
Capital Component	\$6,307,524	10.0%	8.5%	1.18	8.5%	1.19	9.3%	1.07	10.5%	0.96
Bad Debt	\$3,813,959	6.1%	4.0%	1.51	2.6%	2.35	4.2%	1.43	5.5%	1.10
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.6%	7.7%	0.47	5.4%	0.68	6.9%	0.53	3.4%	1.06
Total Hospital Net Income (%)		6.6%	8.5%	0.77	7.2%	0.91	8.1%	0.82	2.3%	2.84
Return on Equity (%)		3.8%	6.6%	0.57	6.3%	0.61	5.6%	0.68	1.5%	2.60
Current Ratio		3.6	3.4	1.07	2.2	1.66	3.8	0.96	4.7	0.77
Days in Net Patient Accounts Receivable		56.9	46.5	1.22	46.5	1.22	48.1	1.18	56.2	1.01
Average Payment Period		66.7	53.3	1.25	48.0	1.39	51.8	1.29	48.7	1.37
Equity Financing (%)		38.7%	60.7%	0.64	53.7%	0.72	61.0%	0.63	43.0%	0.90
Long-Term Debt to Equity Ratio		1.3	0.3	3.98	0.5	2.50	0.4	3.81	1.1	1.17
Times Interest Earned		3.0	7.4	0.41	6.6	0.45	5.2	0.57	1.6	1.83
Total Asset Turnover		0.6	0.8	0.72	0.8	0.66	0.7	0.81	0.6	0.88
Average Age of Plant (Years)		7.9	10.2	0.77	9.4	0.84	10.2	0.77	7.1	1.10
Increase (Decrease) Total Net Patient Revenue		14.4%	9.4%	1.53	54.9%	0.14	-2.0%	N/A	7.4%	1.93
Outpatient Gross Revenue (% of Total GPR)		77.9%	53.2%	1.46	52.5%	1.48	64.0%	1.22	76.4%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,340		\$12,710	0.58	\$13,814	0.53	\$9,421	0.78	\$7,195	1.02
Inpatient Net Revenue per Day	\$2,266		\$2,917	0.78	\$3,205	0.71	\$2,572	0.88	\$2,181	1.04
Outpatient Net Revenue per Visit	\$355		\$555	0.64	\$410	0.87	\$613	0.58	\$338	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$136,480,911	Cash & Cash Equivalents	\$3,870,081	Current Liabilities	\$10,813,797
Less Deductions	\$71,835,624	Net Patient Receivables	\$10,073,401	Long-Term Debt	\$60,618,396
Net Patient Revenue	\$64,645,287	Other Receivables	\$152,112	Other Liabilities	\$305,982
Plus Other Revenue	\$596,088			Subtotal	\$71,738,175
Total Revenue	\$65,241,375	Land, Buildings & Equipment (Net)	\$45,600,449	Unrestricted Fund Balance	\$45,309,866
Less Expenses	\$62,866,227	Other Assets	\$57,351,997	Restricted Fund Balance	\$8,965,475
Non-Operating Gains/Losses	\$2,068,906			Total Liabilities & Fund Balance	\$117,048,041
Net Income	\$4,444,054	Total Assets	\$117,048,040		

**112 Prairie du Chien Memorial Hospital**  
 705 East Taylor Street  
 Prairie du Chien, WI 53821  
 608-357-2000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Crawford  
 Analysis Area: Southwestern (5B)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	82.0%	56.1%	1.46	43.7%	1.88	29.0%	2.83	121.6%	0.67
Obstetrics	47.4%	39.1%	1.21	42.9%	0.02	14.8%	3.19	46.0%	1.03
Pediatrics	0.0%	48.6%	N/A	32.4%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	57.6%	55.8%	1.03	44.7%	1.29	30.6%	1.88	47.0%	1.23
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.7	28.4	0.20	13.7	0.42	4.5	1.29	6.1	0.94
Obstetrics	0.9	5.1	0.18	3.0	0.32	0.5	1.91	0.9	1.03
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.1	51.6	0.16	24.0	0.34	6.4	1.26	8.0	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.90	3.0	1.12	3.1	1.07	3.5	0.97
Obstetrics	2.3	2.4	0.95	2.5	0.91	2.3	0.99	2.3	1.02
Pediatrics	0.0	2.0	N/A	2.5	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.70	3.5	0.86	3.4	0.89	3.0	1.00
<b>Surgical Operations</b>									
Inpatient	164	1,814	0.09	730	0.22	196	0.84	154	1.06
Outpatient	765	4,285	0.18	1,989	0.38	1,479	0.52	779	0.98
Inpatient as % of All Surgeries	17.7%	29.7%	0.59	26.9%	0.66	11.7%	1.51	16.5%	1.07
<b>Outpatient Visits</b>									
Non-Emergency Visits	22,036	99,026	0.22	45,548	0.48	24,233	0.91	22,513	0.98
Emergency Visits	8,431	16,365	0.52	7,561	1.12	6,105	1.38	6,280	1.34
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	3.8	0.53	6.4	0.31	2.0	1.00
Nurses, Licensed	73.2	199.5	0.37	136.9	0.54	41.4	1.77	67.6	1.08
Ancillary Nursing Personnel	28.9	37.1	0.78	23.8	1.22	7.6	3.82	26.6	1.09
All Other Personnel	161.2	439.3	0.37	261.1	0.62	93.6	1.72	155.2	1.04
Total FTEs	265.3	694.4	0.38	425.5	0.62	149.0	1.78	251.4	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.1	16.6	0.55	7.0	1.30	30.0	0.30	9.1	1.00
Nurses, Licensed	333.9	181.2	1.84	251.8	1.33	193.4	1.73	307.5	1.09
Ancillary Nursing Personnel	131.9	33.7	3.92	43.7	3.02	35.4	3.72	121.2	1.09
All Other Personnel	734.9	399.0	1.84	480.2	1.53	437.6	1.68	706.3	1.04
Total FTEs	1,209.8	630.6	1.92	782.7	1.55	696.5	1.74	1,144.1	1.06

**Total Hospital:**  
 Beds Set Up & Staffed 14  
 Discharges 977  
 Inpatient Days 2,942

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 134  
 Inpatient Days 1,175

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 140  
 Newborn Days 308

**112 Prairie du Chien Memorial Hospital**  
 Prairie du Chien, WI 53821

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	7	621	2,096	82.0%	5.7	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	1	0	38	178	0.0%	0.5	4.7
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	2	150	346	47.4%	0.9	2.3
<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	1	0	168	257	0.0%	0.7	1.5
Step-Down (Special Care)	5	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>	2	5	13	2,065	113.2%	5.7	158.8

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	3	0	3.0
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	7	4	10.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	3	8.7
Registered Nurses	50	36	72.8	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	2	4.3
Ancillary Nursing Personnel	18	21	28.9	Physical Therapy Assistants/Aides	2	1	2.8
Physician Assistants	0	0	0.0	Recreational Therapists	1	0	1.0
Nurse Practitioners	0	3	0.4	Dietitians & Nutritionists	0	1	0.8
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	3	1	3.7
Medical Records Personnel	7	3	7.9	All Other Health Professionals	6	8	11.7
Pharmacy Personnel	3	0	3.0	All Other Personnel	76	16	86.9
Clinical Laboratory Personnel	8	1	8.2	<b>Total</b>	<b>204</b>	<b>100</b>	<b>265.3</b>

**112 Prairie du Chien Memorial Hospital**

Prairie du Chien, WI 53821

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$19,816,313	51.1%	41.7%	1.23	45.0%	1.13	44.4%	1.15	50.4%	1.01
Medical Assistance	\$3,529,860	9.1%	14.0%	0.65	11.3%	0.80	11.0%	0.83	8.3%	1.10
Commercial	\$12,216,927	31.5%	38.1%	0.83	36.1%	0.87	40.2%	0.78	33.0%	0.95
All Other	\$3,239,714	8.3%	6.2%	1.34	7.5%	1.11	4.4%	1.89	8.4%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$8,974,476	23.1%	27.4%	0.84	27.2%	0.85	24.1%	0.96	22.2%	1.04
Medical Assistance	\$2,456,226	6.3%	9.6%	0.66	7.1%	0.90	7.5%	0.85	6.4%	0.98
Commercial	\$508,218	1.3%	11.6%	0.11	5.9%	0.22	11.0%	0.12	1.5%	0.89
Charity Care	\$384,244	1.0%	1.5%	0.68	0.9%	1.11	1.0%	1.02	0.6%	1.56
All Other	\$760,722	2.0%	2.1%	0.92	2.8%	0.69	1.0%	1.87	1.5%	1.32
Total Deductions	\$13,083,886	33.7%	52.1%	0.65	43.9%	0.77	44.7%	0.75	32.2%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		10.9%	3.7%	2.94	2.2%	4.99	5.0%	2.19	11.4%	0.96
Net Gains/Losses as % of Net Income		38.5%	10.6%	3.65	N/A	N/A	8.8%	4.40	4.7%	8.15
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$18,031,391	66.1%	45.3%	1.46	50.3%	1.32	48.6%	1.36	66.6%	0.99
Supplies & Services	\$6,733,168	24.7%	42.1%	0.59	39.8%	0.62	39.8%	0.62	23.8%	1.04
Capital Component	\$1,401,541	5.1%	8.5%	0.60	5.5%	0.94	8.2%	0.63	5.5%	0.93
Bad Debt	\$1,095,912	4.0%	4.0%	1.00	4.5%	0.90	3.4%	1.20	4.0%	0.99
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.6%	7.7%	0.73	10.9%	0.52	10.0%	0.56	8.3%	0.67
Total Hospital Net Income (%)		8.8%	8.5%	1.03	3.8%	2.32	10.9%	0.81	8.7%	1.01
Return on Equity (%)		7.5%	6.6%	1.13	2.6%	2.94	11.4%	0.65	7.5%	1.00
Current Ratio		7.0	3.4	2.07	10.0	0.70	3.9	1.80	6.9	1.02
Days in Net Patient Accounts Receivable		71.3	46.5	1.53	62.4	1.14	47.7	1.50	75.8	0.94
Average Payment Period		42.0	53.3	0.79	39.9	1.05	36.9	1.14	37.0	1.13
Equity Financing (%)		89.6%	60.7%	1.48	76.5%	1.17	63.7%	1.41	90.0%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	10.2	N/A	8.2	N/A	0.0	N/A
Total Asset Turnover		0.8	0.8	1.07	0.7	1.13	1.0	0.79	0.9	0.96
Average Age of Plant (Years)		10.0	10.2	0.98	13.8	0.73	8.8	1.14	9.8	1.02
Increase (Decrease) Total Net Patient Revenue		5.6%	9.4%	0.59	4.0%	1.22	6.6%	0.85	4.8%	1.15
Outpatient Gross Revenue (% of Total GPR)		63.3%	53.2%	1.19	55.9%	1.13	70.1%	0.90	63.7%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,929		\$12,710	0.70	\$12,145	0.74	\$10,635	0.84	\$8,116	1.10
Inpatient Net Revenue per Day	\$2,416		\$2,917	0.83	\$3,275	0.74	\$2,744	0.88	\$2,201	1.10
Outpatient Net Revenue per Visit	\$515		\$555	0.93	\$730	0.71	\$566	0.91	\$526	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,802,814	Cash & Cash Equivalents	\$2,636,389	Current Liabilities	\$2,986,513
Less Deductions	\$13,083,886	Net Patient Receivables	\$5,021,379	Long-Term Debt	\$0
Net Patient Revenue	\$25,718,928	Other Receivables	\$114,396	Other Liabilities	\$657,176
Plus Other Revenue	\$3,158,311			Subtotal	\$3,643,689
Total Revenue	\$28,877,239	Land, Buildings & Equipment (Net)	\$9,019,278	Unrestricted Fund Balance	\$31,443,305
Less Expenses	\$27,262,012	Other Assets	\$18,295,552	Restricted Fund Balance	\$162,354
Non-Operating Gains/Losses	\$1,012,981			Total Liabilities & Fund Balance	\$35,086,994
Net Income	\$2,628,208	Total Assets	\$35,086,994		

**113 Sauk Prairie Memorial Hospital**  
 80 First Street  
 Prairie du Sac, WI 53578  
 608-643-3311

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Sauk  
 Analysis Area: Southern (1)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	42.7%	56.1%	0.76	58.4%	0.73	41.6%	1.03	49.0%	0.87
Obstetrics	59.9%	39.1%	1.53	39.2%	0.05	23.9%	2.51	62.9%	0.95
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	41.9%	55.8%	0.75	58.2%	0.72	40.7%	1.03	46.8%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	12.8	28.4	0.45	24.9	0.51	8.1	1.58	14.7	0.87
Obstetrics	1.8	5.1	0.35	4.9	0.37	1.0	1.76	1.9	0.95
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.2	N/A	0.0	N/A
Total Hospital	15.1	51.6	0.29	53.4	0.28	10.7	1.41	16.8	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.8	0.75	3.7	0.77	3.1	0.91	2.9	0.98
Obstetrics	2.2	2.4	0.92	2.0	1.12	2.3	0.96	2.3	1.00
Pediatrics	0.0	2.0	N/A	3.3	N/A	2.3	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.64	4.3	0.64	3.2	0.85	2.8	0.97
<b>Surgical Operations</b>									
Inpatient	1,100	1,814	0.61	1,934	0.57	392	2.81	1,089	1.01
Outpatient	2,807	4,285	0.66	5,295	0.53	1,613	1.74	2,857	0.98
Inpatient as % of All Surgeries	28.2%	29.7%	0.95	26.8%	1.05	19.5%	1.44	27.6%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	41,900	99,026	0.42	151,770	0.28	39,154	1.07	41,176	1.02
Emergency Visits	13,842	16,365	0.85	17,348	0.80	8,094	1.71	14,389	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	25.0	18.3	1.37	20.1	1.24	7.1	3.52	26.0	0.96
Nurses, Licensed	90.6	199.5	0.45	238.2	0.38	60.7	1.49	89.3	1.01
Ancillary Nursing Personnel	28.2	37.1	0.76	40.0	0.70	13.1	2.16	44.1	0.64
All Other Personnel	217.1	439.3	0.49	622.2	0.35	163.9	1.32	205.7	1.06
Total FTEs	360.8	694.4	0.52	920.4	0.39	244.7	1.47	365.1	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	61.1	16.6	3.68	14.7	4.16	20.4	3.00	58.7	1.04
Nurses, Licensed	221.3	181.2	1.22	174.1	1.27	174.0	1.27	201.5	1.10
Ancillary Nursing Personnel	68.8	33.7	2.04	29.2	2.36	37.5	1.84	99.6	0.69
All Other Personnel	530.5	399.0	1.33	454.6	1.17	470.2	1.13	464.0	1.14
Total FTEs	881.8	630.6	1.40	672.6	1.31	702.0	1.26	823.7	1.07

**Total Hospital:**  
 Beds Set Up & Staffed 36  
 Discharges 2,006  
 Inpatient Days 5,504

**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 4  
 Total Births 291  
 Newborn Days 608

**113 Sauk Prairie Memorial Hospital**  
 Prairie du Sac, WI 53578

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	30	1,652	4,681	42.7%	12.8	2.8
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	3	292	656	59.9%	1.8	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	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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	3	120	461	42.1%	1.3	3.8
Step-Down (Special Care)	5	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	25	0	25.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	9	3	11.0	Radiological Services Personnel	13	5	16.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	3.4
Registered Nurses	53	35	79.6	Occupational Therapists	2	1	2.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	6	4	7.9
Ancillary Nursing Personnel	21	12	28.2	Physical Therapy Assistants/Aides	0	4	2.6
Physician Assistants	4	4	6.2	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	0	2.0	Dietitians & Nutritionists	0	1	1.0
Certified Registered Nurse Anesthetists	7	0	7.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	2	1.8
Medical Records Personnel	1	0	1.0	All Other Health Professionals	12	18	23.8
Pharmacy Personnel	5	1	5.6	All Other Personnel	97	38	115.4
Clinical Laboratory Personnel	9	4	10.8	<b>Total</b>	<b>279</b>	<b>134</b>	<b>360.8</b>

**113 Sauk Prairie Memorial Hospital**

Prairie du Sac, WI 53578

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>3</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$39,015,351	38.2%	41.7%	0.92	39.2%	0.97	42.1%	0.91	38.7%	0.99
Medical Assistance	\$7,553,916	7.4%	14.0%	0.53	11.4%	0.65	13.2%	0.56	6.4%	1.16
Commercial	\$53,687,491	52.5%	38.1%	1.38	42.7%	1.23	39.8%	1.32	52.6%	1.00
All Other	\$1,922,707	1.9%	6.2%	0.30	6.7%	0.28	4.9%	0.39	2.3%	0.82
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$25,166,725	24.6%	27.4%	0.90	25.3%	0.97	22.9%	1.08	24.8%	0.99
Medical Assistance	\$4,402,210	4.3%	9.6%	0.45	7.6%	0.57	8.4%	0.51	3.2%	1.35
Commercial	\$13,767,735	13.5%	11.6%	1.16	13.8%	0.98	10.2%	1.32	15.1%	0.89
Charity Care	\$1,551,972	1.5%	1.5%	1.04	2.4%	0.64	1.1%	1.43	1.9%	0.79
All Other	\$0	0.0%	2.1%	N/A	2.1%	N/A	1.5%	N/A	0.0%	N/A
Total Deductions	\$44,888,642	43.9%	52.1%	0.84	51.2%	0.86	44.0%	1.00	45.1%	0.97
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	3.7%	0.62	7.7%	0.30	3.0%	0.78	2.4%	0.95
Net Gains/Losses as % of Net Income		24.8%	10.6%	2.35	27.4%	0.91	14.3%	1.74	36.8%	0.67
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,519,384	53.7%	45.3%	1.18	49.9%	1.08	49.3%	1.09	52.5%	1.02
Supplies & Services	\$21,574,933	40.6%	42.1%	0.96	39.1%	1.04	36.2%	1.12	40.6%	1.00
Capital Component	\$2,466,089	4.6%	8.5%	0.55	8.5%	0.55	10.2%	0.46	4.8%	0.96
Bad Debt	\$562,680	1.1%	4.0%	0.26	2.6%	0.41	4.3%	0.25	2.1%	0.51
<b>Fiscal Statistics</b>										
Operating Margin (%)		9.4%	7.7%	1.23	5.4%	1.76	7.2%	1.30	7.3%	1.28
Total Hospital Net Income (%)		12.2%	8.5%	1.43	7.2%	1.68	8.3%	1.46	11.1%	1.09
Return on Equity (%)		11.2%	6.6%	1.70	6.3%	1.80	6.7%	1.68	11.9%	0.94
Current Ratio		3.7	3.4	1.09	2.2	1.69	1.9	1.91	2.9	1.28
Days in Net Patient Accounts Receivable		34.1	46.5	0.73	46.5	0.73	50.0	0.68	38.4	0.89
Average Payment Period		42.3	53.3	0.79	48.0	0.88	102.3	0.41	50.0	0.85
Equity Financing (%)		89.8%	60.7%	1.48	53.7%	1.67	59.2%	1.52	85.1%	1.06
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.5	0.00	0.4	0.00	0.0	0.05
Times Interest Earned		120.4	7.4	16.38	6.6	18.30	4.6	26.23	49.7	2.42
Total Asset Turnover		0.9	0.8	1.16	0.8	1.06	0.8	1.13	1.0	0.87
Average Age of Plant (Years)		12.7	10.2	1.25	9.4	1.36	7.9	1.61	11.7	1.09
Increase (Decrease) Total Net Patient Revenue		6.0%	9.4%	0.63	54.9%	0.26	2.3%	2.55	14.0%	0.42
Outpatient Gross Revenue (% of Total GPR)		63.1%	53.2%	1.19	52.5%	1.20	69.4%	0.91	62.0%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,219		\$12,710	0.80	\$13,814	0.74	\$9,239	1.11	\$8,668	1.18
Inpatient Net Revenue per Day	\$3,730		\$2,917	1.28	\$3,205	1.16	\$2,581	1.45	\$3,041	1.23
Outpatient Net Revenue per Visit	\$649		\$555	1.17	\$410	1.58	\$551	1.18	\$623	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$102,179,465	Cash & Cash Equivalents	\$14,802,648	Current Liabilities	\$5,913,709
Less Deductions	\$44,888,642	Net Patient Receivables	\$5,346,579	Long-Term Debt	\$91,704
Net Patient Revenue	\$57,290,823	Other Receivables	\$0	Other Liabilities	\$684,466
Plus Other Revenue	\$1,358,531			Subtotal	\$6,689,879
Total Revenue	\$58,649,354	Land, Buildings & Equipment (Net)	\$19,942,751		
Less Expenses	\$53,123,086	Other Assets	\$25,251,611	Unrestricted Fund Balance	\$58,653,710
Non-Operating Gains/Losses	\$1,823,170			Restricted Fund Balance	\$5,577,607
Net Income	\$7,349,438	Total Assets	\$65,343,589	Total Liabilities & Fund Balance	\$65,343,589

**302 Wheaton Franciscan Healthcare-All Saints, Inc**  
 3801 Spring Street  
 Racine, WI 53405  
 262-687-4011

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Racine  
 Analysis Area: Southeastern (2A)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	73.4%	56.1%	1.31	63.0%	1.16	68.8%	1.07	78.4%	0.94
Obstetrics	46.1%	39.1%	1.18	37.9%	0.38	49.6%	0.93	52.6%	0.88
Pediatrics	10.9%	48.6%	0.23	8.5%	1.28	35.5%	0.31	14.9%	0.73
Total Hospital	74.6%	55.8%	1.34	61.0%	1.22	65.5%	1.14	76.7%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	80.7	28.4	2.84	42.6	1.90	104.2	0.77	97.2	0.83
Obstetrics	14.3	5.1	2.78	6.4	2.23	16.5	0.87	16.3	0.88
Pediatrics	1.5	2.1	0.74	0.3	5.25	4.1	0.74	2.1	0.73
Total Hospital	237.3	51.6	4.60	74.1	3.20	204.9	1.16	260.1	0.91
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.2	3.8	1.12	3.8	1.10	4.1	1.02	4.1	1.04
Obstetrics	2.5	2.4	1.04	2.4	1.06	2.5	1.03	2.6	0.96
Pediatrics	2.1	2.0	1.02	2.0	1.02	3.1	0.67	2.1	0.98
Total Hospital	5.8	4.3	1.33	4.4	1.32	4.8	1.20	5.4	1.06
<b>Surgical Operations</b>									
Inpatient	4,305	1,814	2.37	1,934	2.23	7,205	0.60	25,310	0.17
Outpatient	19,427	4,285	4.53	5,226	3.72	13,979	1.39	46,860	0.41
Inpatient as % of All Surgeries	18.1%	29.7%	0.61	27.0%	0.67	34.0%	0.53	35.1%	0.52
<b>Outpatient Visits</b>									
Non-Emergency Visits	417,582	99,026	4.22	126,187	3.31	311,290	1.34	430,659	0.97
Emergency Visits	47,448	16,365	2.90	21,693	2.19	40,915	1.16	54,395	0.87
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	134.6	18.3	7.36	29.0	4.64	53.8	2.50	160.0	0.84
Nurses, Licensed	698.7	199.5	3.50	239.9	2.91	734.0	0.95	770.1	0.91
Ancillary Nursing Personnel	167.2	37.1	4.51	54.4	3.07	146.6	1.14	172.0	0.97
All Other Personnel	1,352.3	439.3	3.08	492.6	2.74	1,446.3	0.93	1,684.0	0.80
Total FTEs	2,352.7	694.4	3.39	816.0	2.88	2,380.8	0.99	2,786.0	0.84
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	22.9	16.6	1.38	15.7	1.46	13.9	1.65	28.0	0.82
Nurses, Licensed	119.0	181.2	0.66	129.8	0.92	189.6	0.63	135.0	0.88
Ancillary Nursing Personnel	28.5	33.7	0.85	29.4	0.97	37.9	0.75	30.1	0.94
All Other Personnel	230.4	399.0	0.58	266.6	0.86	373.7	0.62	295.2	0.78
Total FTEs	400.8	630.6	0.64	441.5	0.91	615.1	0.65	488.3	0.82

**Total Hospital:**

Beds Set Up & Staffed 318  
 Discharges 15,063  
 Inpatient Days 86,627

**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 31  
 Total Births 1,862  
 Newborn Days 3,193

**302 Wheaton Franciscan Healthcare-All Saints, Inc**  
 Racine, WI 53405

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	110	6,992	29,455	73.4%	80.7	4.2
Orthopedic	1	29	1,065	3,617	34.2%	9.9	3.4
Rehabilitation & Physical Medicine	1	14	241	2,498	48.9%	6.8	10.4
Hospice	2	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>	1	14	269	559	10.9%	1.5	2.1
<b>Obstetrics</b>	2	31	2,060	5,216	46.1%	14.3	2.5
<b>Psychiatric</b>	1	71	2,716	16,412	63.3%	45.0	6.0
<b>Alcoholism/chemical dependency</b>	2	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	1	15	1,899	4,095	74.8%	11.2	2.2
Step-Down (Special Care)	1	16	881	3,391	58.1%	9.3	3.8
Neonatal Intensive/Intermediate Care	1	18	765	3,013	45.9%	8.3	3.9
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	125	16	134.6	Surgical Personnel	23	11	26.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	52	70	88.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	25	11	29.4
Registered Nurses	428	341	600.5	Occupational Therapists	14	8	18.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	4	2.3
Licensed Practical Nurses	43	31	59.3	Physical Therapists	21	23	31.4
Ancillary Nursing Personnel	88	188	167.2	Physical Therapy Assistants/Aides	4	4	6.8
Physician Assistants	6	2	7.4	Recreational Therapists	7	4	8.6
Nurse Practitioners	25	12	31.3	Dietitians & Nutritionists	7	4	9.1
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	7	1	7.8
Clinical Nurse Specialists	7	1	7.6	Social Workers	32	20	36.9
Medical Records Personnel	18	10	23.0	All Other Health Professionals	196	84	239.5
Pharmacy Personnel	47	42	63.8	All Other Personnel	532	287	652.7
Clinical Laboratory Personnel	65	68	100.4	<b>Total</b>	<b>1,772</b>	<b>1,242</b>	<b>2,352.7</b>

**302 Wheaton Franciscan Healthcare-All Saints, Inc**  
 Racine, WI 53405

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$312,276,190	44.0%	41.7%	1.06	45.2%	0.97	42.2%	1.04	44.0%	1.00
Medical Assistance	\$124,844,545	17.6%	14.0%	1.26	10.2%	1.72	12.9%	1.37	14.6%	1.21
Commercial	\$223,341,869	31.4%	38.1%	0.83	39.9%	0.79	38.1%	0.82	33.3%	0.94
All Other	\$49,887,525	7.0%	6.2%	1.13	4.7%	1.48	6.8%	1.03	8.2%	0.86
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$192,151,350	27.1%	27.4%	0.99	31.1%	0.87	28.5%	0.95	27.1%	1.00
Medical Assistance	\$71,284,783	10.0%	9.6%	1.05	6.9%	1.46	9.0%	1.11	10.0%	1.01
Commercial	\$60,259,103	8.5%	11.6%	0.73	13.7%	0.62	12.3%	0.69	5.8%	1.45
Charity Care	\$15,131,450	2.1%	1.5%	1.46	1.3%	1.59	1.6%	1.35	3.7%	0.57
All Other	\$14,201,157	2.0%	2.1%	0.94	1.8%	1.10	2.2%	0.89	1.8%	1.09
Total Deductions	\$353,027,843	49.7%	52.1%	0.95	54.8%	0.91	53.6%	0.93	48.5%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.1%	3.7%	1.11	2.7%	1.52	2.3%	1.78	12.3%	0.34
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	9.2%	0.01	4.9%	0.02	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$149,459,499	42.1%	45.3%	0.93	40.7%	1.04	44.0%	0.96	44.4%	0.95
Supplies & Services	\$160,065,894	45.1%	42.1%	1.07	45.7%	0.99	43.9%	1.03	43.4%	1.04
Capital Component	\$18,885,647	5.3%	8.5%	0.63	8.6%	0.62	7.8%	0.68	5.8%	0.91
Bad Debt	\$26,225,333	7.4%	4.0%	1.84	4.9%	1.49	4.2%	1.74	6.4%	1.16
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.9%	7.7%	0.63	9.9%	0.49	7.4%	0.65	9.1%	0.54
Total Hospital Net Income (%)		4.9%	8.5%	0.57	10.8%	0.45	7.8%	0.63	8.9%	0.55
Return on Equity (%)		6.2%	6.6%	0.93	7.6%	0.81	6.4%	0.97	12.4%	0.50
Current Ratio		6.8	3.4	2.00	5.4	1.26	3.6	1.87	3.5	1.96
Days in Net Patient Accounts Receivable		38.2	46.5	0.82	41.6	0.92	45.0	0.85	41.2	0.93
Average Payment Period		17.6	53.3	0.33	40.6	0.43	48.2	0.36	24.6	0.72
Equity Financing (%)		93.8%	60.7%	1.55	68.1%	1.38	61.3%	1.53	90.3%	1.04
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	9.1	N/A	9.3	N/A	0.0	N/A
Total Asset Turnover		1.3	0.8	1.64	0.7	1.80	0.8	1.55	1.4	0.90
Average Age of Plant (Years)		12.8	10.2	1.25	10.9	1.17	11.4	1.12	13.5	0.94
Increase (Decrease) Total Net Patient Revenue		3.6%	9.4%	0.38	2.0%	N/A	18.7%	0.19	-10.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		59.6%	53.2%	1.12	56.7%	1.05	47.1%	1.27	54.4%	1.09
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,425	\$12,710	0.82	\$10,604	0.98	\$14,659	0.71	\$9,214	1.13	
Inpatient Net Revenue per Day	\$1,813	\$2,917	0.62	\$2,427	0.75	\$3,060	0.59	\$1,692	1.07	
Outpatient Net Revenue per Visit	\$431	\$555	0.78	\$603	0.71	\$582	0.74	\$380	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$710,350,129	Cash & Cash Equivalents	\$51,597,360	Current Liabilities	\$16,273,288
Less Deductions	\$353,027,843	Net Patient Receivables	\$37,379,094	Long-Term Debt	\$0
Net Patient Revenue	\$357,322,286	Other Receivables	\$3,680,602	Other Liabilities	\$1,897,234
Plus Other Revenue	\$15,460,507			Subtotal	\$18,170,522
Total Revenue	\$372,782,793	Land, Buildings & Equipment (Net)	\$183,964,769	Unrestricted Fund Balance	\$277,099,016
Less Expenses	\$354,636,373	Other Assets	\$18,647,713	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$19,962			Total Liabilities & Fund Balance	\$295,269,538
Net Income	\$18,166,382	Total Assets	\$295,269,538		

**117 Reedsburg Area Medical Center**  
 2000 North Dewey Street  
 Reedsburg, WI 53959  
 608-524-6487

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Sauk  
 Analysis Area: Southern (1)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	69.9%	56.1%	1.25	58.4%	1.20	46.1%	1.52	83.6%	0.84
Obstetrics	40.7%	39.1%	1.04	39.2%	0.05	30.9%	1.31	39.1%	1.04
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	52.8%	55.8%	0.95	58.2%	0.91	45.0%	1.17	63.6%	0.83
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	11.2	28.4	0.39	24.9	0.45	11.3	0.99	13.4	0.84
Obstetrics	2.0	5.1	0.40	4.9	0.41	2.0	1.01	2.0	1.04
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	13.2	51.6	0.26	53.4	0.25	16.8	0.78	15.9	0.83
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.8	1.00	3.7	1.02	3.2	1.17	3.5	1.08
Obstetrics	2.6	2.4	1.07	2.0	1.30	2.3	1.14	2.5	1.04
Pediatrics	0.0	2.0	N/A	3.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.77	4.3	0.77	3.2	1.03	3.2	1.02
<b>Surgical Operations</b>									
Inpatient	382	1,814	0.21	1,934	0.20	575	0.66	459	0.83
Outpatient	2,045	4,285	0.48	5,295	0.39	2,021	1.01	2,087	0.98
Inpatient as % of All Surgeries	15.7%	29.7%	0.53	26.8%	0.59	22.2%	0.71	18.0%	0.87
<b>Outpatient Visits</b>									
Non-Emergency Visits	52,257	99,026	0.53	151,770	0.34	53,250	0.98	50,212	1.04
Emergency Visits	9,048	16,365	0.55	17,348	0.52	12,301	0.74	8,362	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.0	18.3	0.60	20.1	0.55	15.7	0.70	11.0	1.00
Nurses, Licensed	86.8	199.5	0.43	238.2	0.36	89.7	0.97	77.3	1.12
Ancillary Nursing Personnel	13.2	37.1	0.36	40.0	0.33	14.4	0.92	13.3	1.00
All Other Personnel	258.5	439.3	0.59	622.2	0.42	237.9	1.09	266.7	0.97
Total FTEs	369.5	694.4	0.53	920.4	0.40	357.7	1.03	368.2	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	20.8	16.6	1.25	14.7	1.42	29.0	0.72	21.8	0.95
Nurses, Licensed	163.9	181.2	0.90	174.1	0.94	166.2	0.99	153.4	1.07
Ancillary Nursing Personnel	25.0	33.7	0.74	29.2	0.85	26.7	0.93	26.3	0.95
All Other Personnel	488.4	399.0	1.22	454.6	1.07	440.9	1.11	529.5	0.92
Total FTEs	698.0	630.6	1.11	672.6	1.04	662.9	1.05	731.1	0.95

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,456  
 Inpatient Days 4,819

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 64  
 Inpatient Days 383

**Newborn Nursery:**  
 Bassinets 2  
 Total Births 282  
 Newborn Days 643

**117 Reedsburg Area Medical Center**  
 Reedsburg, WI 53959

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	16	1,083	4,083	69.9%	11.2	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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	5	285	742	40.7%	2.0	2.6
<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	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	4	72	171	11.7%	0.5	2.4
Step-Down (Special Care)	5	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>	2	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	8	0	8.0
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	13	1	13.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	1	3.8
Registered Nurses	50	31	72.0	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	2	1.3	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	5	2	6.4	Physical Therapists	3	1	3.4
Ancillary Nursing Personnel	11	4	13.2	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	5	3.1	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	4	0	4.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	7	2	8.5	All Other Health Professionals	22	9	27.2
Pharmacy Personnel	5	1	5.7	All Other Personnel	136	57	164.4
Clinical Laboratory Personnel	12	5	14.7	<b>Total</b>	<b>299</b>	<b>121</b>	<b>369.5</b>

**117 Reedsburg Area Medical Center**

Reedsburg, WI 53959

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$28,649,720	39.4%	41.7%	0.95	39.2%	1.01	45.6%	0.86	40.0%	0.98
Medical Assistance	\$10,281,016	14.1%	14.0%	1.01	11.4%	1.24	12.9%	1.10	11.0%	1.28
Commercial	\$31,310,974	43.1%	38.1%	1.13	42.7%	1.01	34.7%	1.24	44.3%	0.97
All Other	\$2,487,169	3.4%	6.2%	0.55	6.7%	0.51	6.9%	0.50	4.7%	0.73
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,563,672	20.0%	27.4%	0.73	25.3%	0.79	27.4%	0.73	19.3%	1.04
Medical Assistance	\$5,821,132	8.0%	9.6%	0.84	7.6%	1.06	8.6%	0.93	7.9%	1.01
Commercial	\$9,901,110	13.6%	11.6%	1.18	13.8%	0.99	9.2%	1.48	12.1%	1.13
Charity Care	\$1,874,041	2.6%	1.5%	1.76	2.4%	1.09	1.4%	1.86	1.8%	1.43
All Other	\$236,010	0.3%	2.1%	0.15	2.1%	0.15	1.8%	0.18	0.6%	0.58
Total Deductions	\$32,395,965	44.5%	52.1%	0.85	51.2%	0.87	48.3%	0.92	41.7%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.3%	3.7%	0.88	7.7%	0.43	3.9%	0.85	3.1%	1.05
Net Gains/Losses as % of Net Income		12.1%	10.6%	1.14	27.4%	0.44	24.1%	0.50	16.9%	0.71
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$22,056,848	55.1%	45.3%	1.22	49.9%	1.10	50.7%	1.09	53.0%	1.04
Supplies & Services	\$13,739,549	34.3%	42.1%	0.81	39.1%	0.88	34.2%	1.00	34.0%	1.01
Capital Component	\$3,843,198	9.6%	8.5%	1.13	8.5%	1.14	10.7%	0.90	9.8%	0.98
Bad Debt	\$399,311	1.0%	4.0%	0.25	2.6%	0.39	4.3%	0.23	3.1%	0.32
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.0%	7.7%	0.52	5.4%	0.75	4.7%	0.84	1.9%	2.06
Total Hospital Net Income (%)		4.5%	8.5%	0.53	7.2%	0.63	6.2%	0.73	2.3%	1.95
Return on Equity (%)		3.1%	6.6%	0.47	6.3%	0.50	4.4%	0.71	1.7%	1.89
Current Ratio		4.7	3.4	1.40	2.2	2.17	3.6	1.30	4.3	1.10
Days in Net Patient Accounts Receivable		53.5	46.5	1.15	46.5	1.15	48.8	1.10	54.0	0.99
Average Payment Period		54.2	53.3	1.02	48.0	1.13	57.5	0.94	53.8	1.01
Equity Financing (%)		50.7%	60.7%	0.84	53.7%	0.94	55.0%	0.92	49.4%	1.03
Long-Term Debt to Equity Ratio		0.8	0.3	2.26	0.5	1.42	0.6	1.26	0.8	0.96
Times Interest Earned		3.0	7.4	0.41	6.6	0.46	3.5	0.86	1.8	1.66
Total Asset Turnover		0.7	0.8	0.90	0.8	0.81	0.7	0.98	0.7	0.97
Average Age of Plant (Years)		9.1	10.2	0.89	9.4	0.96	8.4	1.08	8.6	1.05
Increase (Decrease) Total Net Patient Revenue		2.3%	9.4%	0.24	54.9%	0.04	3.6%	0.64	2.1%	1.08
Outpatient Gross Revenue (% of Total GPR)		75.1%	53.2%	1.41	52.5%	1.43	68.8%	1.09	68.4%	1.10
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,798		\$12,710	0.46	\$13,814	0.42	\$8,567	0.68	\$6,521	0.89
Inpatient Net Revenue per Day	\$1,695		\$2,917	0.58	\$3,205	0.53	\$2,570	0.66	\$1,979	0.86
Outpatient Net Revenue per Visit	\$514		\$555	0.93	\$410	1.25	\$563	0.91	\$469	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$72,728,879	Cash & Cash Equivalents	\$17,783,125	Current Liabilities	\$5,608,752
Less Deductions	\$32,395,965	Net Patient Receivables	\$5,906,581	Long-Term Debt	\$23,224,664
Net Patient Revenue	\$40,332,914	Other Receivables	\$50,525	Other Liabilities	\$897,706
Plus Other Revenue	\$1,372,563			Subtotal	\$29,731,122
Total Revenue	\$41,705,477	Land, Buildings & Equipment (Net)	\$30,548,029	Unrestricted Fund Balance	\$30,543,940
Less Expenses	\$40,038,906	Other Assets	\$5,986,802	Restricted Fund Balance	\$1,176,753
Non-Operating Gains/Losses	\$228,899			Total Liabilities & Fund Balance	\$60,275,062
Net Income	\$1,895,470	Total Assets	\$60,275,062		

**118 Ministry Saint Mary's Hospital**  
 2251 North Shore Dr  
 Rhinelander, WI 54501  
 715-361-2000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Oneida  
 Analysis Area: North Central (6)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	43.3%	56.1%	0.77	59.8%	0.72	48.7%	0.89	72.0%	0.60
Obstetrics	30.5%	39.1%	0.78	45.6%	0.05	30.4%	1.01	38.1%	0.80
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	43.5%	55.8%	0.78	60.2%	0.72	45.2%	0.96	60.6%	0.72
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	14.7	28.4	0.52	23.6	0.62	21.2	0.69	20.2	0.73
Obstetrics	2.4	5.1	0.48	3.8	0.64	3.1	0.78	2.3	1.07
Pediatrics	0.0	2.1	N/A	1.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	32.2	51.6	0.62	44.3	0.73	35.3	0.91	38.2	0.84
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.85	3.7	0.87	3.5	0.92	3.4	0.95
Obstetrics	2.2	2.4	0.89	2.5	0.85	2.3	0.95	2.1	1.02
Pediatrics	0.0	2.0	N/A	2.9	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.69	4.1	0.73	3.7	0.81	3.4	0.88
<b>Surgical Operations</b>									
Inpatient	1,167	1,814	0.64	1,372	0.85	1,018	1.15	1,345	0.87
Outpatient	4,100	4,285	0.96	1,829	2.24	2,892	1.42	4,314	0.95
Inpatient as % of All Surgeries	22.2%	29.7%	0.74	42.9%	0.52	26.0%	0.85	23.8%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	73,307	99,026	0.74	65,846	1.11	80,704	0.91	62,698	1.17
Emergency Visits	23,241	16,365	1.42	14,168	1.64	16,917	1.37	20,725	1.12
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.1	18.3	0.83	15.0	1.00	14.8	1.02	18.0	0.84
Nurses, Licensed	126.2	199.5	0.63	147.5	0.86	134.4	0.94	132.2	0.95
Ancillary Nursing Personnel	10.7	37.1	0.29	27.7	0.38	23.3	0.46	13.6	0.79
All Other Personnel	483.0	439.3	1.10	375.8	1.29	356.2	1.36	458.9	1.05
Total FTEs	634.9	694.4	0.91	566.1	1.12	528.7	1.20	622.7	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.7	16.6	0.89	15.8	0.93	15.1	0.98	17.1	0.86
Nurses, Licensed	123.2	181.2	0.68	155.2	0.79	137.3	0.90	125.7	0.98
Ancillary Nursing Personnel	10.4	33.7	0.31	29.2	0.36	23.8	0.44	12.9	0.81
All Other Personnel	471.5	399.0	1.18	395.4	1.19	363.9	1.30	436.4	1.08
Total FTEs	619.8	630.6	0.98	595.5	1.04	540.2	1.15	592.1	1.05

**Total Hospital:**  
 Beds Set Up & Staffed 74  
 Discharges 3,951  
 Inpatient Days 11,739

**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 1  
 Total Births 407  
 Newborn Days 807

**118 Ministry Saint Mary's Hospital**  
Rhineland, WI 54501

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	34	1,678	5,370	43.3%	14.7	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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	8	412	892	30.5%	2.4	2.2
<b>Psychiatric</b>	1	12	619	2,499	57.1%	6.8	4.0
<b>Alcoholism/chemical dependency</b>	2	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	1	6	184	493	22.5%	1.4	2.7
Step-Down (Special Care)	1	14	651	2,584	50.6%	7.1	4.0
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	7	11	15.1	Surgical Personnel	10	5	12.6
Physicians & Dentists	5	4	6.8	Radiological Services Personnel	26	13	32.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	4	9.4
Registered Nurses	89	54	118.6	Occupational Therapists	1	5	3.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	2	2	3.6	Physical Therapists	4	4	5.5
Ancillary Nursing Personnel	5	12	10.7	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	3	2	4.1
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	2	1	2.8
Clinical Nurse Specialists	1	0	1.0	Social Workers	6	7	11.1
Medical Records Personnel	38	9	44.3	All Other Health Professionals	66	70	99.6
Pharmacy Personnel	9	5	11.2	All Other Personnel	175	76	211.6
Clinical Laboratory Personnel	21	6	23.7	<b>Total</b>	<b>484</b>	<b>291</b>	<b>634.9</b>

**118 Ministry Saint Mary's Hospital**

Rhinelander, WI 54501

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$104,067,077	45.7%	41.7%	1.10	48.9%	0.93	45.1%	1.01	46.6%	0.98
Medical Assistance	\$33,247,090	14.6%	14.0%	1.05	13.7%	1.07	11.7%	1.24	11.4%	1.29
Commercial	\$77,291,064	34.0%	38.1%	0.89	32.5%	1.04	37.9%	0.90	36.7%	0.93
All Other	\$12,875,169	5.7%	6.2%	0.91	4.8%	1.18	5.3%	1.08	5.4%	1.06
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$69,723,659	30.7%	27.4%	1.12	30.2%	1.01	30.2%	1.02	30.6%	1.00
Medical Assistance	\$24,450,834	10.7%	9.6%	1.12	8.9%	1.20	7.9%	1.37	7.4%	1.46
Commercial	\$11,886,549	5.2%	11.6%	0.45	5.4%	0.97	11.1%	0.47	5.5%	0.94
Charity Care	\$5,472,569	2.4%	1.5%	1.64	1.7%	1.41	1.2%	1.92	2.5%	0.96
All Other	\$2,220,312	1.0%	2.1%	0.46	0.7%	1.45	1.7%	0.57	1.3%	0.76
Total Deductions	\$113,753,923	50.0%	52.1%	0.96	46.9%	1.07	52.1%	0.96	47.3%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.2%	3.7%	0.31	2.4%	0.48	2.9%	0.41	1.3%	0.92
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	14.2%	N/A	15.7%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$72,447,020	63.9%	45.3%	1.41	50.3%	1.27	47.5%	1.34	60.5%	1.06
Supplies & Services	\$27,434,708	24.2%	42.1%	0.57	37.8%	0.64	38.9%	0.62	25.0%	0.97
Capital Component	\$8,431,127	7.4%	8.5%	0.87	8.6%	0.87	9.3%	0.80	8.7%	0.86
Bad Debt	\$5,086,138	4.5%	4.0%	1.11	3.3%	1.34	4.2%	1.06	5.8%	0.77
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.4%	7.7%	0.19	6.4%	0.23	6.9%	0.21	2.7%	0.54
Total Hospital Net Income (%)		1.1%	8.5%	0.13	7.4%	0.15	8.1%	0.14	2.6%	0.41
Return on Equity (%)		1.2%	6.6%	0.18	7.1%	0.17	5.6%	0.22	3.1%	0.39
Current Ratio		1.8	3.4	0.52	2.8	0.63	3.8	0.47	2.6	0.68
Days in Net Patient Accounts Receivable		52.3	46.5	1.12	50.3	1.04	48.1	1.09	51.9	1.01
Average Payment Period		63.1	53.3	1.18	52.0	1.21	51.8	1.22	45.7	1.38
Equity Financing (%)		40.3%	60.7%	0.66	59.6%	0.68	61.0%	0.66	43.2%	0.93
Long-Term Debt to Equity Ratio		0.4	0.3	1.27	0.5	0.94	0.4	1.22	0.5	0.90
Times Interest Earned		1.9	7.4	0.26	5.7	0.34	5.2	0.37	3.3	0.58
Total Asset Turnover		1.1	0.8	1.44	0.9	1.18	0.7	1.62	1.2	0.94
Average Age of Plant (Years)		9.9	10.2	0.97	10.3	0.96	10.2	0.97	7.8	1.27
Increase (Decrease) Total Net Patient Revenue		-6.1%	9.4%	N/A	3.4%	3.70	-2.0%	3.09	12.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		68.6%	53.2%	1.29	51.8%	1.32	64.0%	1.07	63.7%	1.08
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,218	\$12,710	0.80	\$12,011	0.85	\$9,421	1.08	\$11,450	0.89	
Inpatient Net Revenue per Day	\$3,439	\$2,917	1.18	\$2,932	1.17	\$2,572	1.34	\$3,376	1.02	
Outpatient Net Revenue per Visit	\$760	\$555	1.37	\$628	1.21	\$613	1.24	\$888	0.86	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$227,480,400	Cash & Cash Equivalents	\$11,838,401	Current Liabilities	\$18,623,258
Less Deductions	\$113,753,923	Net Patient Receivables	\$16,289,579	Long-Term Debt	\$17,866,674
Net Patient Revenue	\$113,726,477	Other Receivables	\$1,265,772	Other Liabilities	\$25,360,534
Plus Other Revenue	\$1,338,248			Subtotal	\$61,850,466
Total Revenue	\$115,064,725	Land, Buildings & Equipment (Net)	\$63,783,080	Unrestricted Fund Balance	\$41,753,660
Less Expenses	\$113,398,993	Other Assets	\$10,427,294	Restricted Fund Balance	\$565,028
Non-Operating Gains/Losses	-\$416,395			Total Liabilities & Fund Balance	\$103,604,126
Net Income	\$1,249,337	Total Assets	\$103,604,126		

**119 Lakeview Medical Center**  
 1100 North Main Street  
 Rice Lake, WI 54868  
 715-234-1515

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Barron  
 Analysis Area: West Central (5A)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	54.4%	56.1%	0.97	46.4%	1.17	46.1%	1.18	70.2%	0.77
Obstetrics	29.2%	39.1%	0.75	28.9%	0.08	30.9%	0.94	50.5%	0.58
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	49.5%	55.8%	0.89	45.8%	1.08	45.0%	1.10	55.4%	0.89
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	17.4	28.4	0.61	13.3	1.31	11.3	1.54	17.6	0.99
Obstetrics	2.3	5.1	0.45	2.0	1.15	2.0	1.17	2.5	0.93
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	19.8	51.6	0.38	21.1	0.94	16.8	1.18	16.6	1.19
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.81	3.5	0.88	3.2	0.95	2.9	1.05
Obstetrics	2.0	2.4	0.82	2.4	0.84	2.3	0.88	2.2	0.90
Pediatrics	0.0	2.0	N/A	2.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.69	3.8	0.79	3.2	0.91	3.0	0.98
<b>Surgical Operations</b>									
Inpatient	907	1,814	0.50	577	1.57	575	1.58	992	0.91
Outpatient	2,675	4,285	0.62	1,775	1.51	2,021	1.32	2,809	0.95
Inpatient as % of All Surgeries	25.3%	29.7%	0.85	24.5%	1.03	22.2%	1.14	26.1%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	17,595	99,026	0.18	46,705	0.38	53,250	0.33	22,536	0.78
Emergency Visits	23,364	16,365	1.43	8,047	2.90	12,301	1.90	21,665	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	26.0	18.3	1.42	7.8	3.32	15.7	1.66	23.0	1.13
Nurses, Licensed	99.2	199.5	0.50	97.2	1.02	89.7	1.11	104.8	0.95
Ancillary Nursing Personnel	30.7	37.1	0.83	19.2	1.60	14.4	2.13	22.7	1.35
All Other Personnel	248.3	439.3	0.57	235.5	1.05	237.9	1.04	230.6	1.08
Total FTEs	404.1	694.4	0.58	359.7	1.12	357.7	1.13	381.1	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	45.7	16.6	2.75	15.1	3.03	29.0	1.57	50.1	0.91
Nurses, Licensed	174.3	181.2	0.96	187.3	0.93	166.2	1.05	228.4	0.76
Ancillary Nursing Personnel	53.9	33.7	1.60	37.0	1.46	26.7	2.02	49.6	1.09
All Other Personnel	436.5	399.0	1.09	454.0	0.96	440.9	0.99	502.9	0.87
Total FTEs	710.5	630.6	1.13	693.4	1.02	662.9	1.07	831.0	0.86

**Total Hospital:**  
 Beds Set Up & Staffed 40  
 Discharges 2,447  
 Inpatient Days 7,224

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) No

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

**Newborn Nursery:**  
 Bassinets 8  
 Total Births 413  
 Newborn Days 804

**119 Lakeview Medical Center**  
Rice Lake, WI 54868

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	32	2,080	6,352	54.4%	17.4	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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	8	426	852	29.2%	2.3	2.0
<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	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)	5	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>	2	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	26	0	26.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	22	6	26.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Registered Nurses	71	37	96.8	Occupational Therapists	1	1	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.8
Licensed Practical Nurses	1	2	2.3	Physical Therapists	5	0	5.0
Ancillary Nursing Personnel	23	12	30.7	Physical Therapy Assistants/Aides	3	2	4.3
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	3	2.2
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	3	1.8
Medical Records Personnel	16	0	16.0	All Other Health Professionals	36	9	42.3
Pharmacy Personnel	7	4	9.3	All Other Personnel	102	23	114.4
Clinical Laboratory Personnel	13	2	14.5	<b>Total</b>	<b>335</b>	<b>105</b>	<b>404.1</b>

**119 Lakeview Medical Center**  
Rice Lake, WI 54868

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$43,185,772	46.2%	41.7%	1.11	44.3%	1.04	45.6%	1.01	46.7%	0.99
Medical Assistance	\$15,187,178	16.2%	14.0%	1.16	13.4%	1.21	12.9%	1.26	13.3%	1.22
Commercial	\$29,533,847	31.6%	38.1%	0.83	37.0%	0.85	34.7%	0.91	32.9%	0.96
All Other	\$5,607,124	6.0%	6.2%	0.96	5.3%	1.13	6.9%	0.87	7.1%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$25,711,704	27.5%	27.4%	1.00	26.0%	1.06	27.4%	1.00	26.8%	1.03
Medical Assistance	\$8,449,909	9.0%	9.6%	0.94	8.7%	1.04	8.6%	1.05	4.5%	2.02
Commercial	\$1,644,791	1.8%	11.6%	0.15	7.0%	0.25	9.2%	0.19	1.5%	1.21
Charity Care	\$522,055	0.6%	1.5%	0.38	1.5%	0.36	1.4%	0.40	1.1%	0.52
All Other	\$683,181	0.7%	2.1%	0.34	1.7%	0.44	1.8%	0.41	0.6%	1.32
Total Deductions	\$37,011,640	39.6%	52.1%	0.76	44.9%	0.88	48.3%	0.82	34.4%	1.15
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.4%	3.7%	1.45	3.5%	1.56	3.9%	1.39	4.1%	1.31
Net Gains/Losses as % of Net Income		8.2%	10.6%	0.78	19.2%	0.43	24.1%	0.34	9.4%	0.87
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,638,452	52.6%	45.3%	1.16	51.2%	1.03	50.7%	1.04	51.3%	1.03
Supplies & Services	\$18,097,421	33.2%	42.1%	0.79	37.4%	0.89	34.2%	0.97	31.8%	1.05
Capital Component	\$5,862,292	10.8%	8.5%	1.27	8.2%	1.31	10.7%	1.00	12.6%	0.85
Bad Debt	\$1,861,245	3.4%	4.0%	0.85	3.1%	1.09	4.3%	0.79	4.4%	0.78
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.8%	7.7%	1.15	10.8%	0.82	4.7%	1.86	14.3%	0.62
Total Hospital Net Income (%)		9.5%	8.5%	1.12	13.0%	0.73	6.2%	1.55	15.5%	0.61
Return on Equity (%)		5.5%	6.6%	0.83	10.0%	0.55	4.4%	1.24	10.0%	0.55
Current Ratio		4.5	3.4	1.32	2.2	1.99	3.6	1.23	7.6	0.59
Days in Net Patient Accounts Receivable		39.0	46.5	0.84	49.4	0.79	48.8	0.80	39.0	1.00
Average Payment Period		43.0	53.3	0.81	58.7	0.73	57.5	0.75	27.8	1.54
Equity Financing (%)		63.9%	60.7%	1.05	66.5%	0.96	55.0%	1.16	63.0%	1.01
Long-Term Debt to Equity Ratio		0.5	0.3	1.36	0.3	1.55	0.6	0.76	0.5	0.92
Times Interest Earned		35.2	7.4	4.79	17.1	2.06	3.5	10.02	68.7	0.51
Total Asset Turnover		0.6	0.8	0.74	0.7	0.76	0.7	0.81	0.6	0.90
Average Age of Plant (Years)		6.3	10.2	0.61	8.2	0.76	8.4	0.74	7.0	0.89
Increase (Decrease) Total Net Patient Revenue		-4.2%	9.4%	N/A	3.5%	6.76	3.6%	N/A	23.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		65.2%	53.2%	1.23	59.4%	1.10	68.8%	0.95	63.8%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,063		\$12,710	0.63	\$10,381	0.78	\$8,567	0.94	\$10,667	0.76
Inpatient Net Revenue per Day	\$2,731		\$2,917	0.94	\$2,632	1.04	\$2,570	1.06	\$3,533	0.77
Outpatient Net Revenue per Visit	\$898		\$555	1.62	\$594	1.51	\$563	1.59	\$849	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$93,513,921	Cash & Cash Equivalents	\$16,824,165	Current Liabilities	\$5,804,130
Less Deductions	\$37,011,640	Net Patient Receivables	\$6,043,927	Long-Term Debt	\$30,739,876
Net Patient Revenue	\$56,502,281	Other Receivables	\$30,403	Other Liabilities	\$1,392,376
Plus Other Revenue	\$3,228,926			Subtotal	\$37,936,382
Total Revenue	\$59,731,207	Land, Buildings & Equipment (Net)	\$52,548,559	Unrestricted Fund Balance	\$67,019,842
Less Expenses	\$54,459,410	Other Assets	\$29,509,170	Restricted Fund Balance	\$17,715,434
Non-Operating Gains/Losses	\$469,998			Total Liabilities & Fund Balance	\$104,956,224
Net Income	\$5,741,795	Total Assets	\$104,956,224		

**120 The Richland Hospital Inc**  
 333 East Second Street  
 Richland Center, WI 53581  
 608-647-6321

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

County: Richland  
 Analysis Area: Southern (1)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	55.8%	56.1%	0.99	58.4%	0.96	41.6%	1.34	60.5%	0.92
Obstetrics	32.9%	39.1%	0.84	39.2%	0.03	23.9%	1.38	37.5%	0.88
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	47.5%	55.8%	0.85	58.2%	0.82	40.7%	1.17	54.7%	0.87
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	10.0	28.4	0.35	24.9	0.40	8.1	1.23	10.9	0.92
Obstetrics	1.0	5.1	0.19	4.9	0.20	1.0	0.96	1.1	0.88
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.2	N/A	0.0	N/A
Total Hospital	11.9	51.6	0.23	53.4	0.22	10.7	1.11	13.7	0.87
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.8	0.98	3.7	1.00	3.1	1.19	3.6	1.02
Obstetrics	2.1	2.4	0.88	2.0	1.07	2.3	0.91	2.1	1.00
Pediatrics	0.0	2.0	N/A	3.3	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	4.3	0.75	3.2	0.99	3.3	0.98
<b>Surgical Operations</b>									
Inpatient	187	1,814	0.10	1,934	0.10	392	0.48	205	0.91
Outpatient	1,854	4,285	0.43	5,295	0.35	1,613	1.15	1,771	1.05
Inpatient as % of All Surgeries	9.2%	29.7%	0.31	26.8%	0.34	19.5%	0.47	10.4%	0.88
<b>Outpatient Visits</b>									
Non-Emergency Visits	20,822	99,026	0.21	151,770	0.14	39,154	0.53	13,478	1.54
Emergency Visits	5,701	16,365	0.35	17,348	0.33	8,094	0.70	5,898	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.3	0.22	20.1	0.20	7.1	0.56	4.0	1.00
Nurses, Licensed	60.6	199.5	0.30	238.2	0.25	60.7	1.00	81.1	0.75
Ancillary Nursing Personnel	8.6	37.1	0.23	40.0	0.21	13.1	0.65	9.8	0.87
All Other Personnel	177.5	439.3	0.40	622.2	0.29	163.9	1.08	210.0	0.85
Total FTEs	250.7	694.4	0.36	920.4	0.27	244.7	1.02	304.9	0.82
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.4	16.6	0.63	14.7	0.71	20.4	0.51	9.9	1.05
Nurses, Licensed	157.8	181.2	0.87	174.1	0.91	174.0	0.91	200.4	0.79
Ancillary Nursing Personnel	22.3	33.7	0.66	29.2	0.76	37.5	0.59	24.2	0.92
All Other Personnel	462.0	399.0	1.16	454.6	1.02	470.2	0.98	518.6	0.89
Total FTEs	652.5	630.6	1.03	672.6	0.97	702.0	0.93	753.1	0.87

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,353  
 Inpatient Days 4,335

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) No

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 22  
 Inpatient Days 168

**Newborn Nursery:**  
 Bassinets 7  
 Total Births 176  
 Newborn Days 340

**120 The Richland Hospital Inc**  
Richland Center, WI 53581

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	2	18	995	3,663	55.8%	10.0	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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	3	168	360	32.9%	1.0	2.1
<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	1	4	190	312	21.4%	0.9	1.6
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	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)	5	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	4	0	4.0	Surgical Personnel	4	1	4.4
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	9	1	9.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Registered Nurses	42	18	49.7	Occupational Therapists	1	1	1.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.4
Licensed Practical Nurses	5	5	7.1	Physical Therapists	7	2	7.9
Ancillary Nursing Personnel	6	6	8.6	Physical Therapy Assistants/Aides	3	0	3.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	0	2	0.9
Certified Registered Nurse Anesthetists	2	2	2.9	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	2	0.9
Medical Records Personnel	7	1	7.4	All Other Health Professionals	22	12	27.1
Pharmacy Personnel	6	1	6.4	All Other Personnel	79	29	91.3
Clinical Laboratory Personnel	10	0	10.0	<b>Total</b>	<b>215</b>	<b>84</b>	<b>250.7</b>

**120 The Richland Hospital Inc**  
Richland Center, WI 53581

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>3</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$27,025,059	45.8%	41.7%	1.10	39.2%	1.17	42.1%	1.09	45.1%	1.02
Medical Assistance	\$9,184,352	15.6%	14.0%	1.11	11.4%	1.36	13.2%	1.18	13.5%	1.15
Commercial	\$20,513,448	34.8%	38.1%	0.91	42.7%	0.82	39.8%	0.87	37.3%	0.93
All Other	\$2,247,117	3.8%	6.2%	0.61	6.7%	0.57	4.9%	0.78	4.1%	0.94
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$13,009,346	22.1%	27.4%	0.81	25.3%	0.87	22.9%	0.96	22.5%	0.98
Medical Assistance	\$6,419,972	10.9%	9.6%	1.14	7.6%	1.44	8.4%	1.30	10.4%	1.05
Commercial	\$5,389,995	9.1%	11.6%	0.79	13.8%	0.66	10.2%	0.89	8.3%	1.11
Charity Care	\$788,000	1.3%	1.5%	0.91	2.4%	0.57	1.1%	1.26	1.4%	0.98
All Other	\$0	0.0%	2.1%	N/A	2.1%	N/A	1.5%	N/A	0.0%	N/A
Total Deductions	\$25,607,313	43.4%	52.1%	0.83	51.2%	0.85	44.0%	0.99	42.5%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.8%	3.7%	1.29	7.7%	0.62	3.0%	1.61	4.7%	1.01
Net Gains/Losses as % of Net Income		46.3%	10.6%	4.38	27.4%	1.69	14.3%	3.24	16.1%	2.87
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$19,375,582	56.3%	45.3%	1.24	49.9%	1.13	49.3%	1.14	54.5%	1.03
Supplies & Services	\$9,319,632	27.1%	42.1%	0.64	39.1%	0.69	36.2%	0.75	28.7%	0.95
Capital Component	\$3,683,943	10.7%	8.5%	1.26	8.5%	1.27	10.2%	1.05	9.9%	1.08
Bad Debt	\$2,026,027	5.9%	4.0%	1.46	2.6%	2.28	4.3%	1.38	7.0%	0.84
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.8%	7.7%	0.24	5.4%	0.34	7.2%	0.25	9.5%	0.19
Total Hospital Net Income (%)		3.3%	8.5%	0.39	7.2%	0.46	8.3%	0.40	11.1%	0.30
Return on Equity (%)		1.8%	6.6%	0.28	6.3%	0.29	6.7%	0.28	6.3%	0.29
Current Ratio		4.6	3.4	1.36	2.2	2.11	1.9	2.39	4.8	0.95
Days in Net Patient Accounts Receivable		79.2	46.5	1.70	46.5	1.70	50.0	1.58	50.1	1.58
Average Payment Period		45.1	53.3	0.85	48.0	0.94	102.3	0.44	44.6	1.01
Equity Financing (%)		66.9%	60.7%	1.10	53.7%	1.25	59.2%	1.13	65.8%	1.02
Long-Term Debt to Equity Ratio		0.4	0.3	1.18	0.5	0.74	0.4	1.07	0.4	0.93
Times Interest Earned		2.5	7.4	0.34	6.6	0.38	4.6	0.55	7.0	0.36
Total Asset Turnover		0.5	0.8	0.71	0.8	0.64	0.8	0.69	0.6	0.98
Average Age of Plant (Years)		8.0	10.2	0.78	9.4	0.85	7.9	1.01	9.3	0.86
Increase (Decrease) Total Net Patient Revenue		0.3%	9.4%	0.03	54.9%	0.14	2.3%	0.13	7.9%	0.04
Outpatient Gross Revenue (% of Total GPR)		69.1%	53.2%	1.30	52.5%	1.32	69.4%	1.00	66.2%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$1,268	\$12,710	0.10	\$13,814	0.09	\$9,239	0.14	\$7,813	0.16	
Inpatient Net Revenue per Day	\$385	\$2,917	0.13	\$3,205	0.12	\$2,581	0.15	\$2,336	0.16	
Outpatient Net Revenue per Visit	\$1,192	\$555	2.15	\$410	2.91	\$551	2.16	\$1,090	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$58,969,976	Cash & Cash Equivalents	\$5,715,229	Current Liabilities	\$3,940,980
Less Deductions	\$25,607,313	Net Patient Receivables	\$7,243,264	Long-Term Debt	\$16,935,788
Net Patient Revenue	\$33,362,663	Other Receivables	\$590,607	Other Liabilities	\$330,941
Plus Other Revenue	\$1,677,197			Subtotal	\$21,207,709
Total Revenue	\$35,039,860	Land, Buildings & Equipment (Net)	\$33,757,488	Unrestricted Fund Balance	\$42,788,757
Less Expenses	\$34,405,184	Other Assets	\$16,689,878	Restricted Fund Balance	\$91,111
Non-Operating Gains/Losses	\$546,340			Total Liabilities & Fund Balance	\$63,996,466
Net Income	\$1,181,016	Total Assets	\$63,996,466		

**121 Ripon Medical Center Inc**  
 933 Newbury Street, PO Box 390  
 Ripon, WI 54971  
 920-748-3101

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Fond du Lac  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	28.7%	56.1%	0.51	45.4%	0.63	29.0%	0.99	28.0%	1.02
Obstetrics	0.0%	39.1%	N/A	35.5%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	25.6%	55.8%	0.46	48.9%	0.52	30.6%	0.84	25.4%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.0	28.4	0.21	21.2	0.28	4.5	1.35	5.9	1.02
Obstetrics	0.0	5.1	N/A	5.2	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.1	2.1	0.03	0.4	0.14	0.0	0.03	0.1	0.43
Total Hospital	6.4	51.6	0.12	40.8	0.16	6.4	1.00	6.4	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.80	3.4	0.89	3.1	0.96	3.4	0.88
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.3	N/A	0.0	N/A
Pediatrics	1.4	2.0	0.70	1.5	0.93	1.7	0.83	2.6	0.55
Total Hospital	2.9	4.3	0.68	3.9	0.75	3.4	0.87	3.3	0.91
<b>Surgical Operations</b>									
Inpatient	165	1,814	0.09	1,226	0.13	196	0.84	147	1.12
Outpatient	950	4,285	0.22	4,737	0.20	1,479	0.64	891	1.07
Inpatient as % of All Surgeries	14.8%	29.7%	0.50	20.6%	0.72	11.7%	1.26	14.2%	1.04
<b>Outpatient Visits</b>									
Non-Emergency Visits	32,545	99,026	0.33	90,655	0.36	24,233	1.34	31,275	1.04
Emergency Visits	8,333	16,365	0.51	14,214	0.59	6,105	1.36	8,512	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	17.5	18.3	0.95	20.2	0.86	6.4	2.72	16.6	1.05
Nurses, Licensed	37.5	199.5	0.19	163.8	0.23	41.4	0.91	42.8	0.88
Ancillary Nursing Personnel	3.7	37.1	0.10	26.9	0.14	7.6	0.49	1.7	2.19
All Other Personnel	106.6	439.3	0.24	315.4	0.34	93.6	1.14	93.1	1.15
Total FTEs	165.2	694.4	0.24	526.3	0.31	149.0	1.11	154.2	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	73.8	16.6	4.44	14.3	5.16	30.0	2.46	73.1	1.01
Nurses, Licensed	158.3	181.2	0.87	115.7	1.37	193.4	0.82	188.4	0.84
Ancillary Nursing Personnel	15.7	33.7	0.47	19.0	0.83	35.4	0.44	7.5	2.10
All Other Personnel	450.6	399.0	1.13	222.8	2.02	437.6	1.03	409.8	1.10
Total FTEs	698.5	630.6	1.11	371.8	1.88	696.5	1.00	678.8	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 793  
 Inpatient Days 2,339

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 49  
 Inpatient Days 331

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

**121 Ripon Medical Center Inc**  
Ripon, WI 54971

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	730	2,197	28.7%	6.0	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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	14	20	0.0%	0.1	1.4
<b>Obstetrics</b>	5	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	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	4	49	122	8.4%	0.3	2.5
Step-Down (Special Care)	5	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	15	3	17.5	Surgical Personnel	2	1	2.7
Physicians & Dentists	6	0	6.0	Radiological Services Personnel	4	8	8.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	1.4
Registered Nurses	18	20	30.1	Occupational Therapists	1	1	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.7
Licensed Practical Nurses	3	3	4.4	Physical Therapists	3	2	4.4
Ancillary Nursing Personnel	2	3	3.7	Physical Therapy Assistants/Aides	1	2	2.2
Physician Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	3	0	3.0	Social Workers	1	1	1.4
Medical Records Personnel	6	4	8.4	All Other Health Professionals	13	6	15.3
Pharmacy Personnel	1	4	2.8	All Other Personnel	37	17	45.5
Clinical Laboratory Personnel	2	6	4.8	<b>Total</b>	<b>119</b>	<b>85</b>	<b>165.2</b>

**121 Ripon Medical Center Inc**  
Ripon, WI 54971

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$19,791,581	51.0%	41.7%	1.22	43.1%	1.18	44.4%	1.15	52.5%	0.97
Medical Assistance	\$3,609,744	9.3%	14.0%	0.66	10.9%	0.85	11.0%	0.84	7.3%	1.27
Commercial	\$13,731,130	35.4%	38.1%	0.93	41.2%	0.86	40.2%	0.88	35.8%	0.99
All Other	\$1,699,266	4.4%	6.2%	0.70	4.7%	0.93	4.4%	0.99	4.4%	1.01
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$9,216,745	23.7%	27.4%	0.87	26.0%	0.91	24.1%	0.98	23.6%	1.00
Medical Assistance	\$2,445,243	6.3%	9.6%	0.66	6.8%	0.93	7.5%	0.84	5.8%	1.08
Commercial	\$3,803,255	9.8%	11.6%	0.85	13.2%	0.74	11.0%	0.89	9.3%	1.05
Charity Care	\$215,164	0.6%	1.5%	0.38	1.1%	0.53	1.0%	0.57	0.7%	0.84
All Other	\$441,041	1.1%	2.1%	0.54	0.7%	1.52	1.0%	1.08	1.3%	0.90
Total Deductions	\$16,121,448	41.5%	52.1%	0.80	47.7%	0.87	44.7%	0.93	40.7%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.2%	3.7%	1.13	1.9%	2.16	5.0%	0.84	5.2%	0.81
Net Gains/Losses as % of Net Income		10.2%	10.6%	0.97	26.7%	0.38	8.8%	1.17	0.6%	15.82
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$12,619,207	52.3%	45.3%	1.15	46.7%	1.12	48.6%	1.08	50.3%	1.04
Supplies & Services	\$9,037,201	37.5%	42.1%	0.89	39.4%	0.95	39.8%	0.94	39.6%	0.95
Capital Component	\$1,538,740	6.4%	8.5%	0.75	10.3%	0.62	8.2%	0.78	6.9%	0.92
Bad Debt	\$933,131	3.9%	4.0%	0.96	3.6%	1.07	3.4%	1.15	3.2%	1.19
<b>Fiscal Statistics</b>										
Operating Margin (%)		-1.8%	7.7%	N/A	6.1%	N/A	10.0%	N/A	-1.0%	1.77
Total Hospital Net Income (%)		-2.0%	8.5%	N/A	8.1%	N/A	10.9%	N/A	-1.0%	1.97
Return on Equity (%)		-2.8%	6.6%	N/A	6.1%	N/A	11.4%	N/A	-1.2%	2.39
Current Ratio		2.1	3.4	0.61	4.2	0.50	3.9	0.53	2.1	0.99
Days in Net Patient Accounts Receivable		47.8	46.5	1.03	44.6	1.07	47.7	1.00	45.2	1.06
Average Payment Period		43.2	53.3	0.81	43.8	0.98	36.9	1.17	51.0	0.85
Equity Financing (%)		79.3%	60.7%	1.31	59.5%	1.33	63.7%	1.25	77.4%	1.02
Long-Term Debt to Equity Ratio		0.1	0.3	0.17	0.4	0.13	0.5	0.12	0.1	0.60
Times Interest Earned		-3.6	7.4	N/A	4.9	N/A	8.2	N/A	-0.6	6.47
Total Asset Turnover		1.4	0.8	1.81	0.7	1.88	1.0	1.34	1.1	1.22
Average Age of Plant (Years)		16.9	10.2	1.65	10.3	1.64	8.8	1.93	13.8	1.22
Increase (Decrease) Total Net Patient Revenue		19.2%	9.4%	2.04	0.0%	12.82	6.6%	2.92	0.4%	43.37
Outpatient Gross Revenue (% of Total GPR)		72.9%	53.2%	1.37	62.4%	1.17	70.1%	1.04	72.0%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,623	\$12,710	0.68	\$9,546	0.90	\$10,635	0.81	\$8,169	1.06
Inpatient Net Revenue per Day		\$2,701	\$2,917	0.93	\$2,385	1.13	\$2,744	0.98	\$2,296	1.18
Outpatient Net Revenue per Visit		\$377	\$555	0.68	\$526	0.72	\$566	0.67	\$321	1.17

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,831,721	Cash & Cash Equivalents	\$1,722,150	Current Liabilities	\$2,754,370
Less Deductions	\$16,121,448	Net Patient Receivables	\$2,971,070	Long-Term Debt	\$750,226
Net Patient Revenue	\$22,710,273	Other Receivables	\$57,183	Other Liabilities	\$0
Plus Other Revenue	\$995,254			Subtotal	\$3,504,596
Total Revenue	\$23,705,527	Land, Buildings & Equipment (Net)	\$7,653,671	Unrestricted Fund Balance	\$13,463,009
Less Expenses	\$24,128,279	Other Assets	\$4,563,531	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$48,057	Total Assets	\$16,967,605	Total Liabilities & Fund Balance	\$16,967,605
Net Income	-\$470,809				

**122 River Falls Area Hospital**  
 1629 East Division Street  
 River Falls, WI 54022  
 715-425-6155

Fiscal Year: 01/01 to 12/31  
 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 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	34.9%	56.1%	0.62	46.4%	0.75	41.6%	0.84	42.4%	0.82
Obstetrics	34.8%	39.1%	0.89	28.9%	0.06	23.9%	1.46	35.8%	0.97
Pediatrics	200.0%	48.6%	4.11	68.7%	2.91	71.7%	2.79	194.2%	1.03
Total Hospital	40.9%	55.8%	0.73	45.8%	0.89	40.7%	1.01	43.3%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.9	28.4	0.21	13.3	0.45	8.1	0.73	7.2	0.82
Obstetrics	1.7	5.1	0.34	2.0	0.86	1.0	1.70	1.8	0.97
Pediatrics	2.0	2.1	0.97	0.1	14.20	0.2	0.97	1.9	1.03
Total Hospital	10.2	51.6	0.20	21.1	0.49	10.7	0.96	10.8	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.8	0.68	3.5	0.73	3.1	0.82	2.7	0.95
Obstetrics	2.8	2.4	1.16	2.4	1.20	2.3	1.21	2.9	0.99
Pediatrics	2.4	2.0	1.16	2.3	1.03	2.3	1.02	2.1	1.12
Total Hospital	2.6	4.3	0.60	3.8	0.69	3.2	0.80	2.4	1.07
<b>Surgical Operations</b>									
Inpatient	600	1,814	0.33	577	1.04	392	1.53	594	1.01
Outpatient	2,177	4,285	0.51	1,775	1.23	1,613	1.35	1,957	1.11
Inpatient as % of All Surgeries	21.6%	29.7%	0.73	24.5%	0.88	19.5%	1.11	23.3%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	15,187	99,026	0.15	46,705	0.33	39,154	0.39	13,546	1.12
Emergency Visits	5,116	16,365	0.31	8,047	0.64	8,094	0.63	5,321	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.3	0.05	7.8	0.13	7.1	0.14	1.0	1.00
Nurses, Licensed	46.8	199.5	0.23	97.2	0.48	60.7	0.77	56.9	0.82
Ancillary Nursing Personnel	0.0	37.1	N/A	19.2	N/A	13.1	N/A	0.0	N/A
All Other Personnel	119.2	439.3	0.27	235.5	0.51	163.9	0.73	113.8	1.05
Total FTEs	166.9	694.4	0.24	359.7	0.46	244.7	0.68	171.7	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.3	16.6	0.20	15.1	0.22	20.4	0.16	3.4	0.97
Nurses, Licensed	152.6	181.2	0.84	187.3	0.81	174.0	0.88	191.1	0.80
Ancillary Nursing Personnel	0.0	33.7	N/A	37.0	N/A	37.5	N/A	0.0	N/A
All Other Personnel	388.8	399.0	0.97	454.0	0.86	470.2	0.83	382.1	1.02
Total FTEs	544.6	630.6	0.86	693.4	0.79	702.0	0.78	576.5	0.94

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,433  
 Inpatient Days 3,733

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 20  
 Inpatient Days 169

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 248  
 Newborn Days 605

**122 River Falls Area Hospital**  
River Falls, WI 54022

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	17	848	2,164	34.9%	5.9	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	1	309	730	200.0%	2.0	2.4
<b>Obstetrics</b>	1	5	224	636	34.8%	1.7	2.8
<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	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)	1	2	80	325	44.5%	0.9	4.1
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	1	0	1.0	Surgical Personnel	3	3	5.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	4	10.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	2.4
Registered Nurses	8	53	46.8	Occupational Therapists	0	3	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	4	3	5.4
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.8
Physician Assistants	0	0	0.0	Recreational Therapists	3	4	4.2
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	0	0	0.0	All Other Health Professionals	0	0	0.0
Pharmacy Personnel	3	4	6.6	All Other Personnel	40	52	75.0
Clinical Laboratory Personnel	2	6	5.2	<b>Total</b>	<b>75</b>	<b>136</b>	<b>166.9</b>

**122 River Falls Area Hospital**

River Falls, WI 54022

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$25,483,181	33.0%	41.7%	0.79	44.3%	0.75	42.1%	0.78	34.5%	0.96
Medical Assistance	\$6,524,687	8.5%	14.0%	0.60	13.4%	0.63	13.2%	0.64	6.5%	1.29
Commercial	\$43,392,861	56.2%	38.1%	1.48	37.0%	1.52	39.8%	1.41	55.0%	1.02
All Other	\$1,781,450	2.3%	6.2%	0.37	5.3%	0.43	4.9%	0.47	4.0%	0.58
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$15,950,877	20.7%	27.4%	0.75	26.0%	0.80	22.9%	0.90	20.3%	1.02
Medical Assistance	\$4,134,654	5.4%	9.6%	0.56	8.7%	0.61	8.4%	0.64	4.3%	1.24
Commercial	\$11,638,784	15.1%	11.6%	1.30	7.0%	2.16	10.2%	1.47	12.7%	1.19
Charity Care	\$656,662	0.9%	1.5%	0.58	1.5%	0.55	1.1%	0.80	1.6%	0.55
All Other	\$1,126,815	1.5%	2.1%	0.69	1.7%	0.88	1.5%	0.99	2.4%	0.60
Total Deductions	\$33,507,792	43.4%	52.1%	0.83	44.9%	0.97	44.0%	0.99	41.3%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.9%	3.7%	0.78	3.5%	0.84	3.0%	0.98	3.0%	0.96
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	19.2%	N/A	14.3%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$15,065,755	43.7%	45.3%	0.96	51.2%	0.85	49.3%	0.89	45.3%	0.96
Supplies & Services	\$15,756,167	45.7%	42.1%	1.08	37.4%	1.22	36.2%	1.26	43.1%	1.06
Capital Component	\$2,766,027	8.0%	8.5%	0.94	8.2%	0.98	10.2%	0.79	8.2%	0.97
Bad Debt	\$914,584	2.7%	4.0%	0.66	3.1%	0.84	4.3%	0.62	3.3%	0.80
<b>Fiscal Statistics</b>										
Operating Margin (%)		23.3%	7.7%	3.03	10.8%	2.16	7.2%	3.22	22.8%	1.02
Total Hospital Net Income (%)		23.3%	8.5%	2.73	13.0%	1.79	8.3%	2.79	22.8%	1.02
Return on Equity (%)		69.6%	6.6%	10.50	10.0%	6.96	6.7%	10.38	61.8%	1.13
Current Ratio		3.4	3.4	1.00	2.2	1.51	1.9	1.77	3.0	1.14
Days in Net Patient Accounts Receivable		48.2	46.5	1.04	49.4	0.97	50.0	0.96	53.6	0.90
Average Payment Period		23.8	53.3	0.45	58.7	0.41	102.3	0.23	27.8	0.86
Equity Financing (%)		390.3%	60.7%	6.44	66.5%	5.87	59.2%	6.59	312.8%	1.25
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.3	0.00	0.4	0.00	0.0	0.50
Times Interest Earned		20.8	7.4	2.82	17.1	1.21	4.6	4.52	20.7	1.00
Total Asset Turnover		3.0	0.8	3.88	0.7	3.99	0.8	3.76	2.7	1.10
Average Age of Plant (Years)		7.6	10.2	0.74	8.2	0.93	7.9	0.96	7.0	1.09
Increase (Decrease) Total Net Patient Revenue		7.8%	9.4%	0.83	3.5%	4.71	2.3%	3.34	16.6%	0.47
Outpatient Gross Revenue (% of Total GPR)		66.6%	53.2%	1.25	59.4%	1.12	69.4%	0.96	63.7%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,777	\$12,710	0.85	\$10,381	1.04	\$9,239	1.17	\$9,753	1.10
Inpatient Net Revenue per Day		\$3,966	\$2,917	1.36	\$2,632	1.51	\$2,581	1.54	\$3,725	1.06
Outpatient Net Revenue per Visit		\$1,376	\$555	2.48	\$594	2.32	\$551	2.50	\$1,288	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$77,182,179	Cash & Cash Equivalents	\$216,161	Current Liabilities	\$2,106,768
Less Deductions	\$33,507,792	Net Patient Receivables	\$5,764,935	Long-Term Debt	\$64,752
Net Patient Revenue	\$43,674,387	Other Receivables	\$563,769	Other Liabilities	-\$45,900,689
Plus Other Revenue	\$1,310,734			Subtotal	-\$43,729,169
Total Revenue	\$44,985,121	Land, Buildings & Equipment (Net)	\$7,734,972	Unrestricted Fund Balance	\$58,791,564
Less Expenses	\$34,502,533	Other Assets	\$782,558	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$3,000			Total Liabilities & Fund Balance	\$15,062,395
Net Income	\$10,479,588	Total Assets	\$15,062,395		

123 Shawano Medical Center  
 309 North Bartlette Street  
 Shawano, WI 54166  
 715-526-2111

Fiscal Year: 05/01 to 04/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Shawano  
 Analysis Area: Northeastern (4)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	69.4%	56.1%	1.24	47.4%	1.46	46.1%	1.50	71.7%	0.97
Obstetrics	38.9%	39.1%	0.99	34.4%	0.07	30.9%	1.26	37.6%	1.03
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	63.4%	55.8%	1.14	46.8%	1.35	45.0%	1.41	65.5%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.6	28.4	0.27	26.2	0.29	11.3	0.68	7.9	0.97
Obstetrics	2.3	5.1	0.45	4.1	0.57	2.0	1.17	2.3	1.03
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	15.8	51.6	0.31	44.5	0.36	16.8	0.94	16.4	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.8	0.76	3.3	0.85	3.2	0.88	3.0	0.95
Obstetrics	2.5	2.4	1.01	2.5	0.99	2.3	1.08	2.4	1.03
Pediatrics	0.0	2.0	N/A	2.8	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.65	3.9	0.72	3.2	0.87	2.8	1.00
<b>Surgical Operations</b>									
Inpatient	405	1,814	0.22	1,471	0.28	575	0.70	361	1.12
Outpatient	1,222	4,285	0.29	5,506	0.22	2,021	0.60	1,477	0.83
Inpatient as % of All Surgeries	24.9%	29.7%	0.84	21.1%	1.18	22.2%	1.12	19.6%	1.27
<b>Outpatient Visits</b>									
Non-Emergency Visits	47,190	99,026	0.48	115,237	0.41	53,250	0.89	40,106	1.18
Emergency Visits	20,383	16,365	1.25	18,558	1.10	12,301	1.66	18,988	1.07
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.8	18.3	0.21	18.9	0.20	15.7	0.24	3.0	1.27
Nurses, Licensed	86.2	199.5	0.43	197.7	0.44	89.7	0.96	88.1	0.98
Ancillary Nursing Personnel	10.0	37.1	0.27	22.8	0.44	14.4	0.69	10.9	0.92
All Other Personnel	190.4	439.3	0.43	476.4	0.40	237.9	0.80	185.9	1.02
Total FTEs	290.3	694.4	0.42	718.0	0.40	357.7	0.81	287.8	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.6	16.6	0.40	15.5	0.43	29.0	0.23	5.3	1.24
Nurses, Licensed	150.2	181.2	0.83	162.1	0.93	166.2	0.90	156.9	0.96
Ancillary Nursing Personnel	17.4	33.7	0.52	18.7	0.93	26.7	0.65	19.3	0.90
All Other Personnel	332.0	399.0	0.83	390.5	0.85	440.9	0.75	331.4	1.00
Total FTEs	506.3	630.6	0.80	588.6	0.86	662.9	0.76	513.0	0.99

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 2,066  
 Inpatient Days 5,785

**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 8  
 Total Births 363  
 Newborn Days 777

**123 Shawano Medical Center**  
Shawano, WI 54166

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 04/30/2010	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	11	980	2,787	69.4%	7.6	2.8
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	2	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	346	852	38.9%	2.3	2.5
<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	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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	282	845	77.2%	2.3	3.0
Step-Down (Special Care)	1	5	458	1,301	71.3%	3.6	2.8
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	3	1	3.8	Surgical Personnel	3	2	4.5
Physicians & Dentists	6	0	6.0	Radiological Services Personnel	11	9	17.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	7	6.3
Registered Nurses	47	50	80.6	Occupational Therapists	1	1	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	1	5.6	Physical Therapists	2	3	3.3
Ancillary Nursing Personnel	4	10	10.0	Physical Therapy Assistants/Aides	3	1	3.4
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	3	2.1
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	1	0.6
Medical Records Personnel	12	7	16.8	All Other Health Professionals	6	7	10.1
Pharmacy Personnel	4	2	5.6	All Other Personnel	56	62	97.6
Clinical Laboratory Personnel	8	10	14.9	<b>Total</b>	<b>175</b>	<b>177</b>	<b>290.3</b>

**123 Shawano Medical Center**

Shawano, WI 54166

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$29,614,126	43.5%	41.7%	1.04	42.4%	1.02	45.6%	0.95	45.1%	0.96
Medical Assistance	\$13,380,043	19.7%	14.0%	1.41	11.4%	1.73	12.9%	1.53	17.1%	1.15
Commercial	\$21,134,413	31.0%	38.1%	0.81	39.0%	0.80	34.7%	0.89	31.7%	0.98
All Other	\$3,956,489	5.8%	6.2%	0.93	7.2%	0.81	6.9%	0.85	6.1%	0.95
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,135,068	20.8%	27.4%	0.76	28.2%	0.74	27.4%	0.76	19.6%	1.06
Medical Assistance	\$7,384,928	10.8%	9.6%	1.13	8.1%	1.33	8.6%	1.27	11.3%	0.96
Commercial	\$5,818,140	8.5%	11.6%	0.74	11.7%	0.73	9.2%	0.93	8.1%	1.05
Charity Care	\$877,597	1.3%	1.5%	0.88	1.6%	0.81	1.4%	0.93	1.5%	0.84
All Other	\$128,799	0.2%	2.1%	0.09	2.7%	0.07	1.8%	0.11	0.2%	0.98
Total Deductions	\$28,344,532	41.6%	52.1%	0.80	52.3%	0.80	48.3%	0.86	40.8%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.0%	3.7%	0.55	2.9%	0.71	3.9%	0.53	2.1%	0.99
Net Gains/Losses as % of Net Income		90.4%	10.6%	8.57	16.6%	5.45	24.1%	3.75	91.9%	0.98
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$20,523,037	50.9%	45.3%	1.12	48.5%	1.05	50.7%	1.00	51.0%	1.00
Supplies & Services	\$12,604,563	31.2%	42.1%	0.74	38.0%	0.82	34.2%	0.91	31.7%	0.99
Capital Component	\$4,285,782	10.6%	8.5%	1.25	9.8%	1.09	10.7%	0.99	11.3%	0.94
Bad Debt	\$2,927,259	7.3%	4.0%	1.80	3.7%	1.94	4.3%	1.68	6.0%	1.21
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.6%	7.7%	0.07	9.3%	0.06	4.7%	0.12	0.0%	14.27
Total Hospital Net Income (%)		5.6%	8.5%	0.66	10.9%	0.52	6.2%	0.92	0.5%	11.54
Return on Equity (%)		4.2%	6.6%	0.64	8.5%	0.50	4.4%	0.96	0.3%	13.09
Current Ratio		3.2	3.4	0.94	3.1	1.04	3.6	0.88	2.9	1.11
Days in Net Patient Accounts Receivable		42.4	46.5	0.91	47.3	0.90	48.8	0.87	39.1	1.08
Average Payment Period		45.3	53.3	0.85	66.5	0.68	57.5	0.79	52.6	0.86
Equity Financing (%)		72.4%	60.7%	1.19	58.7%	1.23	55.0%	1.32	69.0%	1.05
Long-Term Debt to Equity Ratio		0.3	0.3	0.80	0.4	0.67	0.6	0.45	0.3	0.84
Times Interest Earned		4.8	7.4	0.65	7.8	0.61	3.5	1.36	1.3	3.79
Total Asset Turnover		0.7	0.8	0.93	0.8	0.94	0.7	1.01	0.7	1.08
Average Age of Plant (Years)		8.6	10.2	0.84	10.2	0.84	8.4	1.03	8.9	0.97
Increase (Decrease) Total Net Patient Revenue		10.1%	9.4%	1.07	4.1%	0.62	3.6%	2.81	2.6%	3.89
Outpatient Gross Revenue (% of Total GPR)		72.4%	53.2%	1.36	60.7%	1.19	68.8%	1.05	70.8%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,960	\$12,710	0.47	\$11,067	0.54	\$8,567	0.70	\$5,594	1.07	
Inpatient Net Revenue per Day	\$2,128	\$2,917	0.73	\$2,824	0.75	\$2,570	0.83	\$1,998	1.07	
Outpatient Net Revenue per Visit	\$406	\$555	0.73	\$547	0.74	\$563	0.72	\$409	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,085,071	Cash & Cash Equivalents	\$8,532,685	Current Liabilities	\$4,596,749
Less Deductions	\$28,344,532	Net Patient Receivables	\$4,617,710	Long-Term Debt	\$11,114,152
Net Patient Revenue	\$39,740,539	Other Receivables	\$76,540	Other Liabilities	\$0
Plus Other Revenue	\$830,871			Subtotal	\$15,710,901
Total Revenue	\$40,571,410	Land, Buildings & Equipment (Net)	\$30,945,135	Unrestricted Fund Balance	\$41,133,572
Less Expenses	\$40,340,641	Other Assets	\$12,672,403	Restricted Fund Balance	\$611,444
Non-Operating Gains/Losses	\$2,183,763			Total Liabilities & Fund Balance	\$56,844,473
Net Income	\$2,414,532	Total Assets	\$56,844,473		

**124 Aurora Sheboygan Memorial Medical Center**  
 2629 North Seventh Street  
 Sheboygan, WI 53083  
 920-451-5000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Sheboygan  
 Analysis Area: Northeastern (4)  
 Volume Group: 6

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2010 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	33.2%	56.1%	0.59	47.4%	0.70	57.4%	0.58	0.0%	N/A
Obstetrics	29.5%	39.1%	0.75	34.4%	0.17	36.2%	0.81	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	72.7%	N/A	0.0%	N/A
Total Hospital	36.0%	55.8%	0.64	46.8%	0.77	56.5%	0.64	0.0%	N/A
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.6	28.4	0.58	26.2	0.63	44.8	0.37	0.0	N/A
Obstetrics	5.9	5.1	1.15	4.1	1.43	7.9	0.75	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.6	N/A	7.6	N/A	0.0	N/A
Total Hospital	47.2	51.6	0.91	44.5	1.06	93.3	0.51	0.0	N/A
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.89	3.3	1.00	3.6	0.93	0.0	N/A
Obstetrics	2.1	2.4	0.85	2.5	0.83	2.5	0.82	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.8	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.78	3.9	0.86	4.3	0.78	0.0	N/A
<b>Surgical Operations</b>									
Inpatient	1,928	1,814	1.06	1,471	1.31	2,986	0.65	0	N/A
Outpatient	11,670	4,285	2.72	5,506	2.12	7,509	1.55	0	N/A
Inpatient as % of All Surgeries	14.2%	29.7%	0.48	21.1%	0.67	28.5%	0.50	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	41,159	99,026	0.42	115,237	0.36	180,410	0.23	0	N/A
Emergency Visits	16,851	16,365	1.03	18,558	0.91	28,916	0.58	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	18.9	0.11	27.9	0.07	0.0	N/A
Nurses, Licensed	147.7	199.5	0.74	197.7	0.75	340.4	0.43	0.0	N/A
Ancillary Nursing Personnel	44.5	37.1	1.20	22.8	1.95	53.1	0.84	0.0	N/A
All Other Personnel	404.2	439.3	0.92	476.4	0.85	767.4	0.53	0.0	N/A
Total FTEs	598.4	694.4	0.86	718.0	0.83	1,190.2	0.50	0.0	N/A
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.7	16.6	0.10	15.5	0.11	14.4	0.12	0.0	N/A
Nurses, Licensed	126.6	181.2	0.70	162.1	0.78	176.2	0.72	0.0	N/A
Ancillary Nursing Personnel	38.1	33.7	1.13	18.7	2.04	27.5	1.39	0.0	N/A
All Other Personnel	346.4	399.0	0.87	390.5	0.89	397.2	0.87	0.0	N/A
Total FTEs	512.8	630.6	0.81	588.6	0.87	616.1	0.83	0.0	N/A

**Total Hospital:**  
 Beds Set Up & Staffed 131  
 Discharges 5,148  
 Inpatient Days 17,216

**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 20  
 Total Births 1,034  
 Newborn Days 2,028

**124 Aurora Sheboygan Memorial Medical Center**  
 Sheboygan, WI 53083

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	50	1,807	6,054	33.2%	16.6	3.4
Orthopedic	1	24	965	2,703	30.9%	7.4	2.8
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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	20	1,041	2,151	29.5%	5.9	2.1
<b>Psychiatric</b>	1	30	1,257	5,655	51.6%	15.5	4.5
<b>Alcoholism/chemical dependency</b>	2	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	1	7	78	653	25.6%	1.8	8.4
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	8	2	9.5
Physicians & Dentists	31	0	31.0	Radiological Services Personnel	20	14	29.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	7	9.0
Registered Nurses	99	78	141.6	Occupational Therapists	4	6	5.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	6	4.1	Physical Therapists	6	3	7.1
Ancillary Nursing Personnel	33	30	44.5	Physical Therapy Assistants/Aides	1	1	1.7
Physician Assistants	0	0	0.0	Recreational Therapists	2	0	2.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	1	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	2	0	2.0	Social Workers	2	2	2.0
Medical Records Personnel	42	9	47.9	All Other Health Professionals	70	46	85.4
Pharmacy Personnel	14	3	14.6	All Other Personnel	123	69	158.4
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>466</b>	<b>277</b>	<b>598.4</b>

**124 Aurora Sheboygan Memorial Medical Center**  
Sheboygan, WI 53083

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area <sup>4</sup>		Volume Group <sup>6</sup>		FY 2010 vs.		
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$99,403,142	38.1%	41.7%	0.91	42.4%	0.90	38.1%	1.00	0.0%	N/A
Medical Assistance	\$30,896,127	11.8%	14.0%	0.85	11.4%	1.04	17.9%	0.66	0.0%	N/A
Commercial	\$107,740,316	41.3%	38.1%	1.08	39.0%	1.06	38.1%	1.08	0.0%	N/A
All Other	\$22,840,101	8.8%	6.2%	1.40	7.2%	1.22	5.9%	1.50	0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$71,112,909	27.3%	27.4%	1.00	28.2%	0.97	25.6%	1.06	0.0%	N/A
Medical Assistance	\$23,957,623	9.2%	9.6%	0.96	8.1%	1.13	12.1%	0.76	0.0%	N/A
Commercial	\$41,703,117	16.0%	11.6%	1.38	11.7%	1.36	11.2%	1.42	0.0%	N/A
Charity Care	\$3,311,831	1.3%	1.5%	0.87	1.6%	0.80	1.5%	0.85	0.0%	N/A
All Other	\$6,834,699	2.6%	2.1%	1.23	2.7%	0.98	2.4%	1.11	0.0%	N/A
Total Deductions	\$146,920,179	56.3%	52.1%	1.08	52.3%	1.08	52.8%	1.07	0.0%	N/A
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.5%	3.7%	0.13	2.9%	0.16	6.6%	0.07	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	10.6%	0.00	16.6%	0.00	14.8%	0.00	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$37,153,361	40.6%	45.3%	0.89	48.5%	0.84	43.8%	0.93	0.0%	N/A
Supplies & Services	\$43,915,957	47.9%	42.1%	1.14	38.0%	1.26	44.1%	1.09	0.0%	N/A
Capital Component	\$5,311,210	5.8%	8.5%	0.68	9.8%	0.59	8.6%	0.67	0.0%	N/A
Bad Debt	\$5,241,757	5.7%	4.0%	1.42	3.7%	1.53	3.5%	1.65	0.0%	N/A
<b>Fiscal Statistics</b>										
Operating Margin (%)		20.0%	7.7%	2.60	9.3%	2.16	8.9%	2.24	0.0%	N/A
Total Hospital Net Income (%)		20.0%	8.5%	2.35	10.9%	1.83	10.3%	1.94	0.0%	N/A
Return on Equity (%)		13.2%	6.6%	1.99	8.5%	1.56	7.5%	1.77	0.0%	N/A
Current Ratio		12.3	3.4	3.64	3.1	4.03	3.3	3.72	0.0	N/A
Days in Net Patient Accounts Receivable		42.5	46.5	0.91	47.3	0.90	46.9	0.91	0.0	N/A
Average Payment Period		48.8	53.3	0.92	66.5	0.74	55.5	0.88	0.0	N/A
Equity Financing (%)		84.1%	60.7%	1.39	58.7%	1.43	60.9%	1.38	0.0%	N/A
Long-Term Debt to Equity Ratio		0.1	0.3	0.32	0.4	0.26	0.4	0.30	0.0	N/A
Times Interest Earned		28.6	7.4	3.89	7.8	3.66	8.5	3.38	0.0	N/A
Total Asset Turnover		0.7	0.8	0.86	0.8	0.87	0.7	0.93	0.0	N/A
Average Age of Plant (Years)		20.8	10.2	2.03	10.2	2.03	9.4	2.21	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		1.1%	9.4%	0.11	4.1%	N/A	1.9%	0.58	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		59.6%	53.2%	1.12	60.7%	0.98	51.7%	1.15	N/A	N/A
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,528	\$12,710	0.67	\$11,067	0.77	\$12,409	0.69	\$0	N/A
Inpatient Net Revenue per Day		\$2,550	\$2,917	0.87	\$2,824	0.90	\$2,910	0.88	\$0	N/A
Outpatient Net Revenue per Visit		\$1,208	\$555	2.18	\$547	2.21	\$491	2.46	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$260,879,686	Cash & Cash Equivalents	\$131,398,435	Current Liabilities	\$11,806,865
Less Deductions	\$146,920,179	Net Patient Receivables	\$13,255,824	Long-Term Debt	\$15,562,482
Net Patient Revenue	\$113,959,507	Other Receivables	\$50,765	Other Liabilities	\$117,197
Plus Other Revenue	\$544,434			Subtotal	\$27,486,544
Total Revenue	\$114,503,941	Land, Buildings & Equipment (Net)	\$21,862,572	Unrestricted Fund Balance	\$145,727,601
Less Expenses	\$91,622,285	Other Assets	\$6,646,549	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,082			Total Liabilities & Fund Balance	\$173,214,145
Net Income	\$22,882,738	Total Assets	\$173,214,145		

**125 St Nicholas Hospital**  
 3100 Superior Avenue  
 Sheboygan, WI 53081  
 920-459-8300

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Sheboygan  
 Analysis Area: Northeastern (4)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	31.4%	56.1%	0.56	47.4%	0.66	46.1%	0.68	50.7%	0.62
Obstetrics	29.4%	39.1%	0.75	34.4%	0.07	30.9%	0.95	30.3%	0.97
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	40.1%	55.8%	0.72	46.8%	0.86	45.0%	0.89	42.3%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	18.5	28.4	0.65	26.2	0.71	11.3	1.64	18.2	1.02
Obstetrics	2.4	5.1	0.46	4.1	0.57	2.0	1.17	2.4	0.97
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	31.2	51.6	0.61	44.5	0.70	16.8	1.86	33.0	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.3	3.8	1.15	3.3	1.29	3.2	1.34	4.2	1.02
Obstetrics	2.1	2.4	0.85	2.5	0.83	2.3	0.91	2.2	0.95
Pediatrics	0.0	2.0	N/A	2.8	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.8	4.3	0.89	3.9	0.98	3.2	1.18	3.8	1.01
<b>Surgical Operations</b>									
Inpatient	1,088	1,814	0.60	1,471	0.74	575	1.89	1,092	1.00
Outpatient	1,367	4,285	0.32	5,506	0.25	2,021	0.68	1,781	0.77
Inpatient as % of All Surgeries	44.3%	29.7%	1.49	21.1%	2.10	22.2%	2.00	38.0%	1.17
<b>Outpatient Visits</b>									
Non-Emergency Visits	77,940	99,026	0.79	115,237	0.68	53,250	1.46	85,154	0.92
Emergency Visits	12,893	16,365	0.79	18,558	0.69	12,301	1.05	12,444	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	28.0	18.3	1.53	18.9	1.48	15.7	1.79	16.0	1.75
Nurses, Licensed	98.3	199.5	0.49	197.7	0.50	89.7	1.10	103.9	0.95
Ancillary Nursing Personnel	18.4	37.1	0.50	22.8	0.81	14.4	1.28	12.7	1.45
All Other Personnel	208.4	439.3	0.47	476.4	0.44	237.9	0.88	213.9	0.97
Total FTEs	353.0	694.4	0.51	718.0	0.49	357.7	0.99	346.5	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	35.5	16.6	2.14	15.5	2.29	29.0	1.22	20.0	1.78
Nurses, Licensed	124.5	181.2	0.69	162.1	0.77	166.2	0.75	129.7	0.96
Ancillary Nursing Personnel	23.3	33.7	0.69	18.7	1.25	26.7	0.87	15.8	1.47
All Other Personnel	264.1	399.0	0.66	390.5	0.68	440.9	0.60	267.1	0.99
Total FTEs	447.3	630.6	0.71	588.6	0.76	662.9	0.67	432.6	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 78  
 Discharges 2,990  
 Inpatient Days 11,406

**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 8  
 Total Births 318  
 Newborn Days 687

**125 St Nicholas Hospital**  
Sheboygan, WI 53081

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	59	1,569	6,762	31.4%	18.5	4.3
Orthopedic	2	0	657	2,217	0.0%	6.1	3.4
Rehabilitation & Physical Medicine	2	0	26	229	0.0%	0.6	8.8
Hospice	2	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	8	415	858	29.4%	2.4	2.1
<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	1	11	394	1,340	33.4%	3.7	3.4
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	28	0	28.0	Surgical Personnel	2	3	4.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	19	12	37.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	4	5.8
Registered Nurses	0	139	93.8	Occupational Therapists	1	6	5.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.0
Licensed Practical Nurses	0	2	0.4	Physical Therapists	5	2	5.5
Ancillary Nursing Personnel	5	27	18.4	Physical Therapy Assistants/Aides	1	2	1.5
Physician Assistants	0	0	0.0	Recreational Therapists	0	1	0.1
Nurse Practitioners	2	7	4.1	Dietitians & Nutritionists	1	2	2.2
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	2	2.6
Medical Records Personnel	3	1	3.3	All Other Health Professionals	24	28	38.3
Pharmacy Personnel	2	8	5.7	All Other Personnel	60	61	82.5
Clinical Laboratory Personnel	10	7	13.6	<b>Total</b>	<b>167</b>	<b>315</b>	<b>353.0</b>

**125 St Nicholas Hospital**  
Sheboygan, WI 53081

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$77,782,096	50.4%	41.7%	1.21	42.4%	1.19	45.6%	1.11	52.0%	0.97
Medical Assistance	\$12,418,777	8.0%	14.0%	0.58	11.4%	0.71	12.9%	0.62	6.2%	1.30
Commercial	\$44,522,561	28.8%	38.1%	0.76	39.0%	0.74	34.7%	0.83	31.6%	0.91
All Other	\$19,671,685	12.7%	6.2%	2.04	7.2%	1.78	6.9%	1.85	10.3%	1.24
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$54,964,140	35.6%	27.4%	1.30	28.2%	1.26	27.4%	1.30	34.8%	1.02
Medical Assistance	\$9,674,953	6.3%	9.6%	0.66	8.1%	0.77	8.6%	0.73	3.6%	1.73
Commercial	\$17,598,311	11.4%	11.6%	0.99	11.7%	0.97	9.2%	1.24	12.7%	0.89
Charity Care	\$2,455,953	1.6%	1.5%	1.09	1.6%	1.00	1.4%	1.15	1.6%	0.98
All Other	\$5,464,254	3.5%	2.1%	1.67	2.7%	1.32	1.8%	1.99	1.7%	2.05
Total Deductions	\$90,157,611	58.4%	52.1%	1.12	52.3%	1.12	48.3%	1.21	54.5%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		6.2%	3.7%	1.67	2.9%	2.15	3.9%	1.61	6.6%	0.94
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	16.6%	N/A	24.1%	N/A	66.4%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$29,077,396	40.5%	45.3%	0.89	48.5%	0.84	50.7%	0.80	43.1%	0.94
Supplies & Services	\$34,537,722	48.2%	42.1%	1.14	38.0%	1.27	34.2%	1.41	44.9%	1.07
Capital Component	\$6,175,608	8.6%	8.5%	1.01	9.8%	0.88	10.7%	0.80	8.1%	1.06
Bad Debt	\$1,925,000	2.7%	4.0%	0.67	3.7%	0.72	4.3%	0.62	4.0%	0.67
<b>Fiscal Statistics</b>										
Operating Margin (%)		-4.7%	7.7%	N/A	9.3%	N/A	4.7%	N/A	-3.1%	1.52
Total Hospital Net Income (%)		-1.2%	8.5%	N/A	10.9%	N/A	6.2%	N/A	-9.8%	0.13
Return on Equity (%)		-0.8%	6.6%	N/A	8.5%	N/A	4.4%	N/A	-5.7%	0.14
Current Ratio		1.7	3.4	0.50	3.1	0.55	3.6	0.46	1.6	1.07
Days in Net Patient Accounts Receivable		55.0	46.5	1.18	47.3	1.16	48.8	1.13	55.1	1.00
Average Payment Period		92.2	53.3	1.73	66.5	1.39	57.5	1.60	100.8	0.91
Equity Financing (%)		66.4%	60.7%	1.09	58.7%	1.13	55.0%	1.21	72.6%	0.91
Long-Term Debt to Equity Ratio		0.1	0.3	0.22	0.4	0.18	0.6	0.12	0.1	1.08
Times Interest Earned		-31.7	7.4	N/A	7.8	N/A	3.5	N/A	-32.3	0.98
Total Asset Turnover		0.6	0.8	0.82	0.8	0.83	0.7	0.89	0.6	1.02
Average Age of Plant (Years)		11.6	10.2	1.13	10.2	1.13	8.4	1.38	11.6	1.00
Increase (Decrease) Total Net Patient Revenue		1.5%	9.4%	0.16	4.1%	N/A	3.6%	0.43	-2.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		60.4%	53.2%	1.14	60.7%	1.00	68.8%	0.88	58.9%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,235		\$12,710	0.65	\$11,067	0.74	\$8,567	0.96	\$8,581	0.96
Inpatient Net Revenue per Day	\$2,159		\$2,917	0.74	\$2,824	0.76	\$2,570	0.84	\$2,271	0.95
Outpatient Net Revenue per Visit	\$436		\$555	0.79	\$547	0.80	\$563	0.77	\$368	1.18

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$154,395,119	Cash & Cash Equivalents	\$2,140,703	Current Liabilities	\$16,797,075
Less Deductions	\$90,157,611	Net Patient Receivables	\$9,681,117	Long-Term Debt	\$5,221,605
Net Patient Revenue	\$64,237,508	Other Receivables	\$1,823,722	Other Liabilities	\$14,394,416
Plus Other Revenue	\$4,263,269			Subtotal	\$36,413,096
Total Revenue	\$68,500,777	Land, Buildings & Equipment (Net)	\$44,465,929	Unrestricted Fund Balance	\$71,856,672
Less Expenses	\$71,715,726	Other Assets	\$50,158,297	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,329,911			Total Liabilities & Fund Balance	\$108,269,768
Net Income	-\$885,038	Total Assets	\$108,269,768		

**179 Indianhead Medical Center/Shell Lake**  
 113 Fourth Avenue, PO Box 300  
 Shell Lake, WI 54871  
 715-468-7833

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Corporation

County: Washburn  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	22.3%	56.1%	0.40	28.8%	0.77	12.3%	1.82	20.9%	1.07
Obstetrics	2.6%	39.1%	0.07	18.1%	0.00	25.2%	0.11	2.2%	1.21
Pediatrics	1.5%	48.6%	0.03	1.3%	1.18	18.9%	0.08	2.2%	0.69
Total Hospital	14.5%	55.8%	0.26	27.9%	0.52	18.7%	0.77	14.2%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.6	28.4	0.13	5.5	0.65	2.3	1.56	3.3	1.07
Obstetrics	0.1	5.1	0.02	0.7	0.12	1.2	0.07	0.1	1.21
Pediatrics	0.0	2.1	0.01	0.0	2.36	0.5	0.01	0.0	0.69
Total Hospital	3.6	51.6	0.07	7.0	0.52	3.9	0.93	3.6	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.8	0.78	3.0	0.97	3.1	0.94	3.2	0.92
Obstetrics	2.6	2.4	1.08	2.2	1.18	2.5	1.06	2.0	1.32
Pediatrics	1.6	2.0	0.77	1.5	1.07	1.5	1.04	1.8	0.88
Total Hospital	2.8	4.3	0.65	2.9	0.97	3.6	0.78	3.0	0.92
<b>Surgical Operations</b>									
Inpatient	32	1,814	0.02	101	0.32	98	0.32	26	1.23
Outpatient	278	4,285	0.06	937	0.30	355	0.78	218	1.28
Inpatient as % of All Surgeries	10.3%	29.7%	0.35	9.8%	1.06	21.7%	0.48	10.7%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	8,516	99,026	0.09	20,099	0.42	16,872	0.50	8,986	0.95
Emergency Visits	1,021	16,365	0.06	7,479	0.14	2,456	0.42	1,146	0.89
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.3	N/A	2.9	N/A	4.4	N/A	0.0	N/A
Nurses, Licensed	22.9	199.5	0.11	48.4	0.47	31.3	0.73	21.4	1.07
Ancillary Nursing Personnel	4.8	37.1	0.13	7.8	0.62	9.3	0.51	3.7	1.30
All Other Personnel	39.2	439.3	0.09	119.8	0.33	72.5	0.54	38.6	1.02
Total FTEs	66.9	694.4	0.10	178.7	0.37	117.6	0.57	63.6	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	16.6	N/A	9.8	N/A	40.2	N/A	0.0	N/A
Nurses, Licensed	218.0	181.2	1.20	166.7	1.31	285.7	0.76	203.2	1.07
Ancillary Nursing Personnel	45.5	33.7	1.35	26.7	1.70	85.0	0.53	34.9	1.30
All Other Personnel	373.2	399.0	0.94	412.7	0.90	661.6	0.56	366.8	1.02
Total FTEs	636.7	630.6	1.01	616.0	1.03	1,072.5	0.59	604.9	1.05

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 473  
 Inpatient Days 1,324

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 6  
 Discharges 40  
 Inpatient Days 362

**Newborn Nursery:**  
 Bassinets 3  
 Total Births 11  
 Newborn Days 25

**179 Indianhead Medical Center/Shell Lake**  
Shell Lake, WI 54871

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	16	445	1,303	22.3%	3.6	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	2	7	11	1.5%	0.0	1.6
<b>Obstetrics</b>	1	3	11	29	2.6%	0.1	2.6
<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	1	4	10	10	0.7%	0.0	1.0
Step-Down (Special Care)	5	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	0	0	0.0	Surgical Personnel	0	1	0.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	1	2.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	17	1	17.9	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	0	5.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	3	3	4.8	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	3	0	3.0	All Other Health Professionals	2	0	2.0
Pharmacy Personnel	0	0	0.0	All Other Personnel	15	12	20.9
Clinical Laboratory Personnel	6	1	6.3	<b>Total</b>	<b>57</b>	<b>20</b>	<b>66.9</b>

**179 Indianhead Medical Center/Shell Lake**  
Shell Lake, WI 54871

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$4,921,589	60.4%	41.7%	1.45	44.0%	1.37	38.2%	1.58	61.0%	0.99
Medical Assistance	\$772,975	9.5%	14.0%	0.68	20.2%	0.47	11.8%	0.80	7.9%	1.19
Commercial	\$2,241,523	27.5%	38.1%	0.72	28.4%	0.97	43.8%	0.63	27.7%	0.99
All Other	\$213,785	2.6%	6.2%	0.42	7.4%	0.35	6.2%	0.43	3.3%	0.79
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$702,838	8.6%	27.4%	0.31	17.9%	0.48	16.3%	0.53	7.2%	1.20
Medical Assistance	\$540,384	6.6%	9.6%	0.69	11.9%	0.56	7.5%	0.88	5.8%	1.14
Commercial	\$272,684	3.3%	11.6%	0.29	4.2%	0.79	12.3%	0.27	3.2%	1.04
Charity Care	\$0	0.0%	1.5%	N/A	0.6%	N/A	0.9%	N/A	0.0%	N/A
All Other	\$103,269	1.3%	2.1%	0.60	2.3%	0.56	1.8%	0.70	1.3%	1.01
Total Deductions	\$1,619,175	19.9%	52.1%	0.38	36.8%	0.54	38.8%	0.51	17.5%	1.14
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.6%	3.7%	0.70	2.0%	1.31	2.8%	0.91	2.6%	0.98
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	9.0%	N/A	1.0%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$3,427,806	51.4%	45.3%	1.13	55.9%	0.92	52.1%	0.99	49.5%	1.04
Supplies & Services	\$2,857,721	42.9%	42.1%	1.02	29.5%	1.45	36.7%	1.17	44.0%	0.97
Capital Component	\$255,888	3.8%	8.5%	0.45	8.6%	0.45	6.9%	0.55	4.4%	0.88
Bad Debt	\$125,021	1.9%	4.0%	0.47	6.0%	0.31	4.3%	0.44	2.2%	0.87
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.6%	7.7%	0.07	8.9%	0.06	9.6%	0.06	0.9%	0.61
Total Hospital Net Income (%)		0.6%	8.5%	0.07	9.7%	0.06	9.7%	0.06	0.9%	0.61
Return on Equity (%)		1.6%	6.6%	0.24	9.2%	0.17	12.4%	0.13	2.6%	0.62
Current Ratio		1.4	3.4	0.41	3.9	0.35	2.3	0.62	1.3	1.04
Days in Net Patient Accounts Receivable		38.7	46.5	0.83	56.0	0.69	54.6	0.71	37.4	1.03
Average Payment Period		49.4	53.3	0.93	61.2	0.81	53.9	0.92	55.5	0.89
Equity Financing (%)		0.0%	60.7%	N/A	54.8%	N/A	59.0%	N/A	0.0%	1.04
Long-Term Debt to Equity Ratio		-6.1	0.3	N/A	0.3	N/A	0.4	N/A	-6.0	1.02
Times Interest Earned		1.4	7.4	0.20	8.8	0.16	12.5	0.12	1.5	0.93
Total Asset Turnover		2.8	0.8	3.58	0.9	2.91	1.3	2.16	2.7	1.02
Average Age of Plant (Years)		23.6	10.2	2.31	10.6	2.22	11.0	2.15	21.3	1.11
Increase (Decrease) Total Net Patient Revenue		-1.3%	9.4%	N/A	3.4%	2.30	18.0%	N/A	7.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		65.5%	53.2%	1.23	75.7%	0.86	64.3%	1.02	66.2%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,407		\$12,710	0.50	\$8,317	0.77	\$12,736	0.50	\$5,286	1.21
Inpatient Net Revenue per Day	\$1,908		\$2,917	0.65	\$2,169	0.88	\$2,480	0.77	\$1,495	1.28
Outpatient Net Revenue per Visit	\$335		\$555	0.60	\$653	0.51	\$489	0.69	\$408	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$8,149,872	Cash & Cash Equivalents	\$22,914	Current Liabilities	\$890,564
Less Deductions	\$1,619,175	Net Patient Receivables	\$692,679	Long-Term Debt	\$1,843,838
Net Patient Revenue	\$6,530,697	Other Receivables	\$214,139	Other Liabilities	\$0
Plus Other Revenue	\$174,341			Subtotal	\$2,734,402
Total Revenue	\$6,705,038	Land, Buildings & Equipment (Net)	\$346,425	Unrestricted Fund Balance	-\$303,944
Less Expenses	\$6,666,436	Other Assets	\$1,154,301	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$170	Total Assets	\$2,430,458	Total Liabilities & Fund Balance	\$2,430,458
Net Income	\$38,432				

**127 Mayo Clinic Health System - Franciscan Healthcare in Sparta**  
 310 West Main Street  
 Sparta, WI 54656  
 608-269-2132

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Monroe  
 Analysis Area: Southwestern (5B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	9.1%	56.1%	0.16	43.7%	0.21	12.3%	0.74	10.8%	0.84
Obstetrics	0.0%	39.1%	N/A	42.9%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	32.4%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	9.1%	55.8%	0.16	44.7%	0.20	18.7%	0.49	10.8%	0.84
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.3	28.4	0.08	13.7	0.17	2.3	1.00	2.7	0.84
Obstetrics	0.0	5.1	N/A	3.0	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.5	N/A	0.0	N/A
Total Hospital	2.3	51.6	0.04	24.0	0.09	3.9	0.58	2.7	0.84
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.85	3.0	1.06	3.1	1.03	3.6	0.90
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.5	N/A	1.5	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	3.5	0.92	3.6	0.90	3.2	1.01
<b>Surgical Operations</b>									
Inpatient	4	1,814	0.00	730	0.01	98	0.04	7	0.57
Outpatient	171	4,285	0.04	1,989	0.09	355	0.48	357	0.48
Inpatient as % of All Surgeries	2.3%	29.7%	0.08	26.9%	0.09	21.7%	0.11	1.9%	1.19
<b>Outpatient Visits</b>									
Non-Emergency Visits	13,357	99,026	0.13	45,548	0.29	16,872	0.79	23,479	0.57
Emergency Visits	8,274	16,365	0.51	7,561	1.09	2,456	3.37	8,751	0.95
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.3	0.05	3.8	0.26	4.4	0.23	2.0	0.50
Nurses, Licensed	29.7	199.5	0.15	136.9	0.22	31.3	0.95	28.6	1.04
Ancillary Nursing Personnel	2.0	37.1	0.05	23.8	0.08	9.3	0.21	16.2	0.12
All Other Personnel	125.6	439.3	0.29	261.1	0.48	72.5	1.73	81.5	1.54
Total FTEs	158.3	694.4	0.23	425.5	0.37	117.6	1.35	128.4	1.23
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	7.7	16.6	0.47	7.0	1.11	40.2	0.19	14.7	0.53
Nurses, Licensed	229.9	181.2	1.27	251.8	0.91	285.7	0.80	210.5	1.09
Ancillary Nursing Personnel	15.5	33.7	0.46	43.7	0.35	85.0	0.18	119.5	0.13
All Other Personnel	972.3	399.0	2.44	480.2	2.02	661.6	1.47	599.9	1.62
Total FTEs	1,225.5	630.6	1.94	782.7	1.57	1,072.5	1.14	944.5	1.30

**Total Hospital:**

Beds Set Up & Staffed 25  
 Discharges 257  
 Inpatient Days 830

**Contract with:**

Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Beds Set Up & Staffed 6  
 Discharges 103  
 Inpatient Days 1,534

**Newborn Nursery:**

Bassinets 0  
 Total Births 1  
 Newborn Days 0

**127 Mayo Clinic Health System - Franciscan Healthcare in Sparta**  
Sparta, WI 54656

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	25	260	830	9.1%	2.3	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	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	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)	5	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	1	0	1.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	14	0	14.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	22	6	25.2	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	0	1.0	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	2	0	2.0	Physical Therapy Assistants/Aides	3	0	3.0
Physician Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	1	1.5	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	2	0	2.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	7	0	7.0	All Other Health Professionals	53	7	56.9
Pharmacy Personnel	0	0	0.0	All Other Personnel	27	2	27.8
Clinical Laboratory Personnel	9	0	9.0	<b>Total</b>	<b>150</b>	<b>16</b>	<b>158.3</b>

**127 Mayo Clinic Health System - Franciscan Healthcare in Sparta**  
Sparta, WI 54656

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$7,641,332	34.3%	41.7%	0.82	45.0%	0.76	38.2%	0.90	43.9%	0.78
Medical Assistance	\$3,821,022	17.1%	14.0%	1.23	11.3%	1.51	11.8%	1.45	12.5%	1.37
Commercial	\$6,005,394	26.9%	38.1%	0.71	36.1%	0.75	43.8%	0.62	24.4%	1.10
All Other	\$4,817,892	21.6%	6.2%	3.46	7.5%	2.87	6.2%	3.51	19.2%	1.13
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,326,038	14.9%	27.4%	0.54	27.2%	0.55	16.3%	0.92	14.2%	1.05
Medical Assistance	\$2,917,433	13.1%	9.6%	1.37	7.1%	1.85	7.5%	1.74	10.3%	1.27
Commercial	\$1,003,067	4.5%	11.6%	0.39	5.9%	0.77	12.3%	0.37	3.2%	1.43
Charity Care	\$356,181	1.6%	1.5%	1.09	0.9%	1.80	0.9%	1.73	2.2%	0.73
All Other	\$1,877,657	8.4%	2.1%	3.97	2.8%	2.97	1.8%	4.64	7.7%	1.09
Total Deductions	\$9,480,376	42.5%	52.1%	0.82	43.9%	0.97	38.8%	1.10	37.6%	1.13
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.8%	3.7%	0.21		2.2%	0.35	2.8%	0.27	0.5%	1.42
Net Gains/Losses as % of Net Income	0.0%	10.6%	N/A		N/A	N/A	1.0%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,534,168	69.5%	45.3%	1.53	50.3%	1.38	52.1%	1.33	72.1%	0.96
Supplies & Services	\$2,350,658	19.1%	42.1%	0.45	39.8%	0.48	36.7%	0.52	16.6%	1.15
Capital Component	\$543,469	4.4%	8.5%	0.52	5.5%	0.81	6.9%	0.64	4.2%	1.06
Bad Debt	\$849,969	6.9%	4.0%	1.72	4.5%	1.55	4.3%	1.62	7.0%	0.98
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.9%	7.7%	0.63	10.9%	0.45	9.6%	0.51	3.4%	1.41
Total Hospital Net Income (%)		4.9%	8.5%	0.57	3.8%	1.28	9.7%	0.50	3.4%	1.41
Return on Equity (%)		6.7%	6.6%	1.02	2.6%	2.64	12.4%	0.54	8.7%	0.77
Current Ratio		30.9	3.4	9.13	10.0	3.08	2.3	13.68	37.3	0.83
Days in Net Patient Accounts Receivable		66.2	46.5	1.42	62.4	1.06	54.6	1.21	71.1	0.93
Average Payment Period		2.3	53.3	0.04	39.9	0.06	53.9	0.04	2.2	1.07
Equity Financing (%)		99.2%	60.7%	1.64	76.5%	1.30	59.0%	1.68	98.6%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	7.4	N/A	10.2	N/A	12.5	N/A	0.0	N/A
Total Asset Turnover		1.4	0.8	1.80	0.7	1.91	1.3	1.08	2.5	0.55
Average Age of Plant (Years)		15.5	10.2	1.51	13.8	1.12	11.0	1.41	16.4	0.94
Increase (Decrease) Total Net Patient Revenue		-4.6%	9.4%	N/A	4.0%	1.00	18.0%	N/A	4.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.4%	53.2%	1.55	55.9%	1.48	64.3%	1.28	80.1%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,212	\$12,710	0.49		\$12,145	0.51	\$12,736	0.49	\$6,728	0.92
Inpatient Net Revenue per Day	\$946	\$2,917	0.32		\$3,275	0.29	\$2,480	0.38	\$1,061	0.89
Outpatient Net Revenue per Visit	\$489	\$555	0.88		\$730	0.67	\$489	1.00	\$330	1.48

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$22,285,640	Cash & Cash Equivalents	\$0	Current Liabilities	\$75,000
Less Deductions	\$9,480,376	Net Patient Receivables	\$2,321,222	Long-Term Debt	\$0
Net Patient Revenue	\$12,805,264	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$99,829			Subtotal	\$75,000
Total Revenue	\$12,905,093	Land, Buildings & Equipment (Net)	\$6,987,802	Unrestricted Fund Balance	\$9,234,024
Less Expenses	\$12,278,264	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$9,309,024
Net Income	\$626,829	Total Assets	\$9,309,024		

**128 Spooner Health System**  
 819 Ash Street  
 Spooner, WI 54801  
 715-635-2111

Fiscal Year: 04/01 to 03/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Washburn  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	28.1%	56.1%	0.50	28.8%	0.97	29.0%	0.97	27.7%	1.01
Obstetrics	7.2%	39.1%	0.18	18.1%	0.02	14.8%	0.49	7.8%	0.93
Pediatrics	1.2%	48.6%	0.02	1.3%	0.91	1.8%	0.64	0.3%	3.40
Total Hospital	19.3%	55.8%	0.35	27.9%	0.69	30.6%	0.63	19.2%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.2	28.4	0.15	5.5	0.77	4.5	0.94	4.2	1.01
Obstetrics	0.4	5.1	0.08	0.7	0.66	0.5	0.87	0.5	0.93
Pediatrics	0.0	2.1	0.02	0.0	3.64	0.0	0.02	0.0	3.40
Total Hospital	4.8	51.6	0.09	7.0	0.68	6.4	0.75	4.8	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.80	3.0	0.99	3.1	0.95	2.9	1.03
Obstetrics	2.2	2.4	0.90	2.2	0.98	2.3	0.95	2.4	0.92
Pediatrics	1.4	2.0	0.69	1.5	0.96	1.7	0.82	1.0	1.42
Total Hospital	2.3	4.3	0.54	2.9	0.80	3.4	0.68	2.8	0.84
<b>Surgical Operations</b>									
Inpatient	50	1,814	0.03	101	0.49	196	0.26	55	0.91
Outpatient	423	4,285	0.10	937	0.45	1,479	0.29	461	0.92
Inpatient as % of All Surgeries	10.6%	29.7%	0.36	9.8%	1.08	11.7%	0.90	10.7%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	9,901	99,026	0.10	20,099	0.49	24,233	0.41	9,658	1.03
Emergency Visits	6,063	16,365	0.37	7,479	0.81	6,105	0.99	5,611	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.3	N/A	2.9	N/A	6.4	N/A	1.0	0.00
Nurses, Licensed	35.5	199.5	0.18	48.4	0.73	41.4	0.86	29.3	1.21
Ancillary Nursing Personnel	1.6	37.1	0.04	7.8	0.21	7.6	0.21	3.1	0.52
All Other Personnel	101.6	439.3	0.23	119.8	0.85	93.6	1.09	100.9	1.01
Total FTEs	138.8	694.4	0.20	178.7	0.78	149.0	0.93	134.3	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	16.6	N/A	9.8	N/A	30.0	N/A	5.9	0.00
Nurses, Licensed	200.2	181.2	1.10	166.7	1.20	193.4	1.04	173.1	1.16
Ancillary Nursing Personnel	9.0	33.7	0.27	26.7	0.34	35.4	0.25	18.3	0.49
All Other Personnel	572.8	399.0	1.44	412.7	1.39	437.6	1.31	596.6	0.96
Total FTEs	782.1	630.6	1.24	616.0	1.27	696.5	1.12	793.9	0.99

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 757  
 Inpatient Days 1,758

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 4  
 Discharges 118  
 Inpatient Days 1,416

**Newborn Nursery:**  
 Bassinets 8  
 Total Births 63  
 Newborn Days 120

**128 Spooner Health System**  
Spooner, WI 54801

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2010	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	514	1,537	28.1%	4.2	3.0
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	6	35	0.0%	0.1	5.8
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>	1	4	12	17	1.2%	0.0	1.4
<b>Obstetrics</b>	1	6	72	158	7.2%	0.4	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	14	18	0.0%	0.0	1.3
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)	5	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>	2	0	2	5	0.0%	0.0	2.5

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	0	0	0.0	Surgical Personnel	0	1	0.1
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	3	3	5.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	22	19	33.5	Occupational Therapists	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	0	3	1.0	Physical Therapists	1	2	2.4
Ancillary Nursing Personnel	0	2	1.6	Physical Therapy Assistants/Aides	4	1	4.8
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	1	0.8
Certified Registered Nurse Anesthetists	0	2	1.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	6	2	7.2	All Other Health Professionals	10	4	11.8
Pharmacy Personnel	6	0	6.0	All Other Personnel	33	30	52.7
Clinical Laboratory Personnel	6	1	6.8	<b>Total</b>	<b>94</b>	<b>73</b>	<b>138.8</b>

**128 Spooner Health System**

Spooner, WI 54801

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$12,505,093	44.0%	41.7%	1.06	44.0%	1.00	44.4%	0.99	42.0%	1.05
Medical Assistance	\$4,394,023	15.5%	14.0%	1.11	20.2%	0.77	11.0%	1.40	14.7%	1.05
Commercial	\$8,192,224	28.8%	38.1%	0.76	28.4%	1.02	40.2%	0.72	30.5%	0.95
All Other	\$3,304,920	11.6%	6.2%	1.86	7.4%	1.56	4.4%	2.64	12.8%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,555,328	26.6%	27.4%	0.97	17.9%	1.49	24.1%	1.10	25.3%	1.05
Medical Assistance	\$3,343,081	11.8%	9.6%	1.23	11.9%	0.99	7.5%	1.58	9.8%	1.20
Commercial	\$1,135,765	4.0%	11.6%	0.35	4.2%	0.94	11.0%	0.36	4.9%	0.82
Charity Care	\$268,813	0.9%	1.5%	0.65	0.6%	1.68	1.0%	0.98	1.8%	0.51
All Other	\$360,507	1.3%	2.1%	0.60	2.3%	0.56	1.0%	1.21	0.8%	1.52
Total Deductions	\$12,663,494	44.6%	52.1%	0.86	36.8%	1.21	44.7%	1.00	42.7%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.0%	3.7%	0.01	2.0%	0.02	5.0%	0.01	0.1%	0.79
Net Gains/Losses as % of Net Income		46.1%	10.6%	4.37	9.0%	5.14	8.8%	5.26	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,431,810	58.2%	45.3%	1.28	55.9%	1.04	48.6%	1.20	56.3%	1.03
Supplies & Services	\$4,129,204	28.5%	42.1%	0.68	29.5%	0.97	39.8%	0.72	30.2%	0.94
Capital Component	\$903,753	6.2%	8.5%	0.73	8.6%	0.72	8.2%	0.76	7.0%	0.90
Bad Debt	\$1,014,197	7.0%	4.0%	1.74	6.0%	1.17	3.4%	2.08	6.5%	1.08
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.0%	7.7%	1.04	8.9%	0.90	10.0%	0.80	6.8%	1.18
Total Hospital Net Income (%)		13.9%	8.5%	1.63	9.7%	1.44	10.9%	1.28	5.0%	2.76
Return on Equity (%)		14.1%	6.6%	2.13	9.2%	1.53	11.4%	1.23	5.2%	2.74
Current Ratio		2.4	3.4	0.70	3.9	0.60	3.9	0.61	2.6	0.91
Days in Net Patient Accounts Receivable		52.9	46.5	1.14	56.0	0.94	47.7	1.11	55.2	0.96
Average Payment Period		70.5	53.3	1.32	61.2	1.15	36.9	1.91	66.2	1.07
Equity Financing (%)		75.8%	60.7%	1.25	54.8%	1.38	63.7%	1.19	74.6%	1.02
Long-Term Debt to Equity Ratio		0.1	0.3	0.32	0.3	0.33	0.5	0.23	0.1	0.91
Times Interest Earned		28.6	7.4	3.89	8.8	3.27	8.2	3.50	8.8	3.23
Total Asset Turnover		0.9	0.8	1.23	0.9	1.00	1.0	0.91	1.0	0.91
Average Age of Plant (Years)		12.4	10.2	1.22	10.6	1.17	8.8	1.42	10.4	1.20
Increase (Decrease) Total Net Patient Revenue		4.6%	9.4%	0.48	3.4%	0.89	6.6%	0.69	3.1%	1.48
Outpatient Gross Revenue (% of Total GPR)		72.9%	53.2%	1.37	75.7%	0.96	70.1%	1.04	71.7%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$5,743	\$12,710	0.45	\$8,317	0.69	\$10,635	0.54	\$6,884	0.83
Inpatient Net Revenue per Day		\$1,525	\$2,917	0.52	\$2,169	0.70	\$2,744	0.56	\$1,571	0.97
Outpatient Net Revenue per Visit		\$664	\$555	1.20	\$653	1.02	\$566	1.17	\$651	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,396,260	Cash & Cash Equivalents	\$3,652,741	Current Liabilities	\$2,661,606
Less Deductions	\$12,663,494	Net Patient Receivables	\$2,278,178	Long-Term Debt	\$1,346,474
Net Patient Revenue	\$15,732,766	Other Receivables	\$54,710	Other Liabilities	\$0
Plus Other Revenue	\$6,929			Subtotal	\$4,008,080
Total Revenue	\$15,739,695	Land, Buildings & Equipment (Net)	\$4,324,503	Unrestricted Fund Balance	\$12,587,636
Less Expenses	\$14,478,964	Other Assets	\$6,285,584	Restricted Fund Balance	\$13,625
Non-Operating Gains/Losses	\$1,077,394			Total Liabilities & Fund Balance	\$16,595,716
Net Income	\$2,338,125	Total Assets	\$16,595,716		

**129 St Croix Regional Medical Center**  
 235 State Street  
 St Croix Falls, WI 54024  
 715-483-3261

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Polk  
 Analysis Area: West Central (5A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	71.7%	56.1%	1.28	46.4%	1.55	48.7%	1.47	90.7%	0.79
Obstetrics	31.0%	39.1%	0.79	28.9%	0.06	30.4%	1.02	75.5%	0.41
Pediatrics	0.0%	48.6%	N/A	68.7%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	67.4%	55.8%	1.21	45.8%	1.47	45.2%	1.49	99.3%	0.68
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	12.9	28.4	0.45	13.3	0.97	21.2	0.61	11.8	1.09
Obstetrics	1.9	5.1	0.36	2.0	0.92	3.1	0.60	2.3	0.82
Pediatrics	0.0	2.1	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	16.9	51.6	0.33	21.1	0.80	35.3	0.48	17.9	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.81	3.5	0.87	3.5	0.88	2.9	1.06
Obstetrics	2.2	2.4	0.92	2.4	0.94	2.3	0.98	2.3	0.96
Pediatrics	0.0	2.0	N/A	2.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.65	3.8	0.74	3.7	0.76	2.8	0.99
<b>Surgical Operations</b>									
Inpatient	262	1,814	0.14	577	0.45	1,018	0.26	0	N/A
Outpatient	1,222	4,285	0.29	1,775	0.69	2,892	0.42	1,228	1.00
Inpatient as % of All Surgeries	17.7%	29.7%	0.59	24.5%	0.72	26.0%	0.68	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	92,933	99,026	0.94	46,705	1.99	80,704	1.15	90,123	1.03
Emergency Visits	6,792	16,365	0.42	8,047	0.84	16,917	0.40	6,464	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	7.8	0.26	14.8	0.14	2.0	1.00
Nurses, Licensed	72.5	199.5	0.36	97.2	0.75	134.4	0.54	71.7	1.01
Ancillary Nursing Personnel	28.6	37.1	0.77	19.2	1.49	23.3	1.23	29.8	0.96
All Other Personnel	260.1	439.3	0.59	235.5	1.10	356.2	0.73	258.2	1.01
Total FTEs	363.2	694.4	0.52	359.7	1.01	528.7	0.69	361.7	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.6	16.6	0.16	15.1	0.17	15.1	0.18	2.9	0.91
Nurses, Licensed	95.7	181.2	0.53	187.3	0.51	137.3	0.70	104.1	0.92
Ancillary Nursing Personnel	37.9	33.7	1.12	37.0	1.02	23.8	1.59	43.2	0.88
All Other Personnel	343.7	399.0	0.86	454.0	0.76	363.9	0.94	374.5	0.92
Total FTEs	480.0	630.6	0.76	693.4	0.69	540.2	0.89	524.7	0.91

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	1	Bassinets	6
Discharges	2,202	Preferred Provider Organization (PPO)	No	Discharges	144	Total Births	302
Inpatient Days	6,153			Inpatient Days	748	Newborn Days	634

**129 St Croix Regional Medical Center**  
St Croix Falls, WI 54024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	18	1,543	4,710	71.7%	12.9	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	3	16	0.0%	0.0	5.3
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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	304	679	31.0%	1.9	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	1	1	52	88	24.1%	0.2	1.7
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	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)	5	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	4	4	6.6
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	9	10	14.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.2
Registered Nurses	41	37	56.4	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	12	7	16.1	Physical Therapists	5	3	6.7
Ancillary Nursing Personnel	21	14	28.6	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	1	0.9
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	5	5	8.9	All Other Health Professionals	33	57	72.0
Pharmacy Personnel	3	2	4.7	All Other Personnel	64	67	112.0
Clinical Laboratory Personnel	18	14	27.9	<b>Total</b>	<b>222</b>	<b>223</b>	<b>363.2</b>

**129 St Croix Regional Medical Center**

St Croix Falls, WI 54024

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$40,992,447	41.0%	41.7%	0.99	44.3%	0.93	45.1%	0.91	41.0%	1.00
Medical Assistance	\$10,320,449	10.3%	14.0%	0.74	13.4%	0.77	11.7%	0.88	10.3%	1.00
Commercial	\$44,995,693	45.1%	38.1%	1.18	37.0%	1.22	37.9%	1.19	45.1%	1.00
All Other	\$3,560,917	3.6%	6.2%	0.57	5.3%	0.67	5.3%	0.68	3.6%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$21,682,794	21.7%	27.4%	0.79	26.0%	0.84	30.2%	0.72	20.1%	1.08
Medical Assistance	\$7,315,191	7.3%	9.6%	0.77	8.7%	0.84	7.9%	0.93	7.3%	1.00
Commercial	\$15,399,480	15.4%	11.6%	1.33	7.0%	2.21	11.1%	1.39	15.4%	1.00
Charity Care	\$1,594,365	1.6%	1.5%	1.09	1.5%	1.04	1.2%	1.28	1.6%	1.00
All Other	\$0	0.0%	2.1%	N/A	1.7%	N/A	1.7%	N/A	0.0%	N/A
Total Deductions	\$45,991,830	46.1%	52.1%	0.88	44.9%	1.03	52.1%	0.88	44.4%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.8%	3.7%	0.22	3.5%	0.24	2.9%	0.29	0.8%	0.98
Net Gains/Losses as % of Net Income		76.1%	10.6%	7.21	19.2%	3.95	15.7%	4.84	45.2%	1.69
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$21,416,819	39.7%	45.3%	0.87	51.2%	0.77	47.5%	0.83	40.5%	0.98
Supplies & Services	\$27,752,019	51.4%	42.1%	1.22	37.4%	1.37	38.9%	1.32	50.3%	1.02
Capital Component	\$3,430,022	6.4%	8.5%	0.75	8.2%	0.78	9.3%	0.68	6.7%	0.95
Bad Debt	\$1,401,850	2.6%	4.0%	0.64	3.1%	0.83	4.2%	0.61	2.6%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.6%	7.7%	0.08	10.8%	0.06	6.9%	0.09	1.1%	0.54
Total Hospital Net Income (%)		2.5%	8.5%	0.29	13.0%	0.19	8.1%	0.31	2.0%	1.23
Return on Equity (%)		3.4%	6.6%	0.51	10.0%	0.34	5.6%	0.61	2.9%	1.15
Current Ratio		1.3	3.4	0.39	2.2	0.58	3.8	0.35	1.3	1.02
Days in Net Patient Accounts Receivable		58.1	46.5	1.25	49.4	1.18	48.1	1.21	50.8	1.14
Average Payment Period		83.9	53.3	1.57	58.7	1.43	51.8	1.62	77.0	1.09
Equity Financing (%)		39.8%	60.7%	0.66	66.5%	0.60	61.0%	0.65	35.4%	1.12
Long-Term Debt to Equity Ratio		0.8	0.3	2.26	0.3	2.58	0.4	2.17	1.0	0.76
Times Interest Earned		3.2	7.4	0.44	17.1	0.19	5.2	0.62	2.6	1.23
Total Asset Turnover		1.4	0.8	1.75	0.7	1.81	0.7	1.97	1.5	0.92
Average Age of Plant (Years)		8.9	10.2	0.87	8.2	1.08	10.2	0.87	7.9	1.12
Increase (Decrease) Total Net Patient Revenue		1.8%	9.4%	0.19	3.5%	2.51	-2.0%	N/A	8.8%	0.20
Outpatient Gross Revenue (% of Total GPR)		77.7%	53.2%	1.46	59.4%	1.31	64.0%	1.22	74.1%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,234		\$12,710	0.41	\$10,381	0.50	\$9,421	0.56	\$6,062	0.86
Inpatient Net Revenue per Day	\$1,779		\$2,917	0.61	\$2,632	0.68	\$2,572	0.69	\$2,027	0.88
Outpatient Net Revenue per Visit	\$417		\$555	0.75	\$594	0.70	\$613	0.68	\$397	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$99,869,506	Cash & Cash Equivalents	\$2,902,570	Current Liabilities	\$11,801,475
Less Deductions	\$45,991,830	Net Patient Receivables	\$8,580,474	Long-Term Debt	\$12,170,510
Net Patient Revenue	\$53,877,676	Other Receivables	\$0	Other Liabilities	\$250,000
Plus Other Revenue	\$449,373			Subtotal	\$24,221,985
Total Revenue	\$54,327,049	Land, Buildings & Equipment (Net)	\$22,308,166	Unrestricted Fund Balance	\$15,989,519
Less Expenses	\$54,000,710	Other Assets	\$6,420,294	Restricted Fund Balance	\$250,000
Non-Operating Gains/Losses	\$1,038,499			Total Liabilities & Fund Balance	\$40,211,504
Net Income	\$1,364,838	Total Assets	\$40,211,504		

**130 Ministry Our Lady of Victory Hospital**  
 1120 Pine Street  
 Stanley, WI 54768  
 715-644-5571

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Clark  
 Analysis Area: West Central (5A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	65.6%	56.1%	1.17	46.4%	1.42	12.3%	5.34	40.5%	1.62
Obstetrics	0.0%	39.1%	N/A	28.9%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	1.9%	48.6%	0.04	68.7%	0.03	18.9%	0.10	5.2%	0.37
Total Hospital	48.0%	55.8%	0.86	45.8%	1.05	18.7%	2.56	32.5%	1.48
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.3	28.4	0.12	13.3	0.25	2.3	1.44	4.1	0.81
Obstetrics	0.0	5.1	N/A	2.0	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	0.01	0.1	0.14	0.5	0.01	0.1	0.37
Total Hospital	3.4	51.6	0.07	21.1	0.16	3.9	0.86	4.2	0.80
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.8	0.97	3.5	1.04	3.1	1.17	3.6	1.01
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.5	N/A	0.0	N/A
Pediatrics	2.3	2.0	1.14	2.3	1.02	1.5	1.54	2.1	1.11
Total Hospital	3.6	4.3	0.84	3.8	0.96	3.6	1.00	3.6	1.00
<b>Surgical Operations</b>									
Inpatient	31	1,814	0.02	577	0.05	98	0.31	37	0.84
Outpatient	338	4,285	0.08	1,775	0.19	355	0.95	398	0.85
Inpatient as % of All Surgeries	8.4%	29.7%	0.28	24.5%	0.34	21.7%	0.39	8.5%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	20,467	99,026	0.21	46,705	0.44	16,872	1.21	19,921	1.03
Emergency Visits	6,345	16,365	0.39	8,047	0.79	2,456	2.58	5,819	1.09
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	13.0	18.3	0.71	7.8	1.66	4.4	2.95	13.0	1.00
Nurses, Licensed	31.9	199.5	0.16	97.2	0.33	31.3	1.02	32.3	0.99
Ancillary Nursing Personnel	5.9	37.1	0.16	19.2	0.31	9.3	0.63	4.3	1.37
All Other Personnel	95.7	439.3	0.22	235.5	0.41	72.5	1.32	89.1	1.07
Total FTEs	146.5	694.4	0.21	359.7	0.41	117.6	1.25	138.7	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	93.0	16.6	5.60	15.1	6.16	40.2	2.32	82.9	1.12
Nurses, Licensed	227.9	181.2	1.26	187.3	1.22	285.7	0.80	206.0	1.11
Ancillary Nursing Personnel	42.0	33.7	1.25	37.0	1.14	85.0	0.49	27.3	1.54
All Other Personnel	684.9	399.0	1.72	454.0	1.51	661.6	1.04	567.9	1.21
Total FTEs	1,047.9	630.6	1.66	693.4	1.51	1,072.5	0.98	884.2	1.19

**Total Hospital:**  
 Beds Set Up & Staffed 7  
 Discharges 340  
 Inpatient Days 1,226

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 4  
 Discharges 85  
 Inpatient Days 1,399

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

**130 Ministry Our Lady of Victory Hospital**  
Stanley, WI 54768

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	5	330	1,198	65.6%	3.3	3.6
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	5	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	1	3	7	1.9%	0.0	2.3
<b>Obstetrics</b>	5	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	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	1	1	7	18	4.9%	0.0	2.6
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	13	0	13.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	3	1	3.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	4	1.7
Registered Nurses	19	9	24.2	Occupational Therapists	1	1	1.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	3	4	5.7	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	5	3	5.9	Physical Therapy Assistants/Aides	3	0	3.0
Physician Assistants	2	1	2.5	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	1	0	1.0	All Other Health Professionals	25	11	30.9
Pharmacy Personnel	5	4	7.3	All Other Personnel	19	22	30.7
Clinical Laboratory Personnel	6	2	7.7	<b>Total</b>	<b>113</b>	<b>62</b>	<b>146.5</b>

**130 Ministry Our Lady of Victory Hospital**  
Stanley, WI 54768

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$15,284,139	55.4%	41.7%	1.33	44.3%	1.25	38.2%	1.45	57.1%	0.97
Medical Assistance	\$3,930,071	14.3%	14.0%	1.02	13.4%	1.06	11.8%	1.21	11.0%	1.30
Commercial	\$7,281,324	26.4%	38.1%	0.69	37.0%	0.71	43.8%	0.60	27.0%	0.98
All Other	\$1,073,350	3.9%	6.2%	0.62	5.3%	0.73	6.2%	0.63	4.9%	0.79
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,402,393	23.2%	27.4%	0.85	26.0%	0.89	16.3%	1.43	23.7%	0.98
Medical Assistance	\$2,314,744	8.4%	9.6%	0.88	8.7%	0.96	7.5%	1.11	7.3%	1.15
Commercial	\$1,123,656	4.1%	11.6%	0.35	7.0%	0.58	12.3%	0.33	3.7%	1.10
Charity Care	\$493,158	1.8%	1.5%	1.22	1.5%	1.16	0.9%	1.94	2.4%	0.75
All Other	\$93,770	0.3%	2.1%	0.16	1.7%	0.20	1.8%	0.19	0.4%	0.81
Total Deductions	\$10,427,721	37.8%	52.1%	0.73	44.9%	0.84	38.8%	0.97	37.5%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		14.1%	3.7%	3.80	3.5%	4.09	2.8%	4.97	15.0%	0.94
Net Gains/Losses as % of Net Income		3,674.4%	10.6%	348.19	19.2%	190.89	1.0%	3,816.41	318.4%	11.54
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$10,815,884	54.2%	45.3%	1.20	51.2%	1.06	52.1%	1.04	52.1%	1.04
Supplies & Services	\$6,862,590	34.4%	42.1%	0.82	37.4%	0.92	36.7%	0.94	35.6%	0.97
Capital Component	\$1,888,645	9.5%	8.5%	1.11	8.2%	1.16	6.9%	1.36	10.3%	0.92
Bad Debt	\$372,082	1.9%	4.0%	0.46	3.1%	0.59	4.3%	0.44	2.0%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.1%	7.7%	0.02	10.8%	0.01	9.6%	0.01	0.1%	1.31
Total Hospital Net Income (%)		0.0%	8.5%	N/A	13.0%	N/A	9.7%	N/A	0.0%	0.08
Return on Equity (%)		0.0%	6.6%	N/A	10.0%	N/A	12.4%	N/A	0.0%	0.08
Current Ratio		1.6	3.4	0.47	2.2	0.71	2.3	0.70	1.6	1.00
Days in Net Patient Accounts Receivable		45.7	46.5	0.98	49.4	0.92	54.6	0.84	40.1	1.14
Average Payment Period		57.2	53.3	1.07	58.7	0.97	53.9	1.06	53.8	1.06
Equity Financing (%)		8.1%	60.7%	0.13	66.5%	0.12	59.0%	0.14	7.9%	1.02
Long-Term Debt to Equity Ratio		9.3	0.3	27.66	0.3	31.52	0.4	24.25	9.8	0.95
Times Interest Earned		1.0	7.4	0.14	17.1	0.06	12.5	0.08	1.0	1.01
Total Asset Turnover		1.1	0.8	1.46	0.7	1.51	1.3	0.88	1.1	1.04
Average Age of Plant (Years)		8.4	10.2	0.82	8.2	1.03	11.0	0.77	7.3	1.16
Increase (Decrease) Total Net Patient Revenue		3.0%	9.4%	0.32	3.5%	N/A	18.0%	0.16	-4.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.0%	53.2%	1.43	59.4%	1.28	64.3%	1.18	73.1%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,499	\$12,710	0.83	\$10,381	1.01	\$12,736	0.82	\$9,015	1.16
Inpatient Net Revenue per Day		\$1,670	\$2,917	0.57	\$2,632	0.63	\$2,480	0.67	\$1,691	0.99
Outpatient Net Revenue per Visit		\$471	\$555	0.85	\$594	0.79	\$489	0.96	\$454	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$27,568,884	Cash & Cash Equivalents	\$1,694,097	Current Liabilities	\$2,976,678
Less Deductions	\$10,427,721	Net Patient Receivables	\$2,144,775	Long-Term Debt	\$13,314,187
Net Patient Revenue	\$17,141,163	Other Receivables	\$358,390	Other Liabilities	\$0
Plus Other Revenue	\$2,822,237			Subtotal	\$16,290,865
Total Revenue	\$19,963,400	Land, Buildings & Equipment (Net)	\$12,881,721	Unrestricted Fund Balance	\$1,430,487
Less Expenses	\$19,939,201	Other Assets	\$642,369	Restricted Fund Balance	\$2,000
Non-Operating Gains/Losses	-\$24,876			Total Liabilities & Fund Balance	\$17,721,352
Net Income	-\$677	Total Assets	\$17,721,352		

**131 Ministry Saint Michael's Hospital**  
 900 Illinois Avenue  
 Stevens Point, WI 54481  
 715-346-5000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Portage  
 Analysis Area: North Central (6)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	85.1%	56.1%	1.52	59.8%	1.42	68.8%	1.24	76.8%	1.11
Obstetrics	72.9%	39.1%	1.86	45.6%	0.08	49.6%	1.47	133.2%	0.55
Pediatrics	20.1%	48.6%	0.41	53.3%	0.38	35.5%	0.57	15.8%	1.27
Total Hospital	84.1%	55.8%	1.51	60.2%	1.40	65.5%	1.28	78.1%	1.08
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	26.4	28.4	0.93	23.6	1.12	104.2	0.25	26.1	1.01
Obstetrics	3.6	5.1	0.71	3.8	0.95	16.5	0.22	4.0	0.91
Pediatrics	0.8	2.1	0.39	1.3	0.63	4.1	0.39	0.6	1.27
Total Hospital	42.0	51.6	0.82	44.3	0.95	204.9	0.21	40.6	1.04
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.86	3.7	0.87	4.1	0.79	3.4	0.94
Obstetrics	2.3	2.4	0.96	2.5	0.92	2.5	0.95	2.4	0.99
Pediatrics	2.3	2.0	1.14	2.9	0.80	3.1	0.76	2.1	1.10
Total Hospital	3.3	4.3	0.76	4.1	0.81	4.8	0.69	3.4	0.96
<b>Surgical Operations</b>									
Inpatient	1,455	1,814	0.80	1,372	1.06	7,205	0.20	1,577	0.92
Outpatient	3,592	4,285	0.84	1,829	1.96	13,979	0.26	3,421	1.05
Inpatient as % of All Surgeries	28.8%	29.7%	0.97	42.9%	0.67	34.0%	0.85	31.6%	0.91
<b>Outpatient Visits</b>									
Non-Emergency Visits	359,883	99,026	3.63	65,846	5.47	311,290	1.16	367,029	0.98
Emergency Visits	17,559	16,365	1.07	14,168	1.24	40,915	0.43	16,460	1.07
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	21.5	18.3	1.18	15.0	1.43	53.8	0.40	21.0	1.03
Nurses, Licensed	176.7	199.5	0.89	147.5	1.20	734.0	0.24	179.8	0.98
Ancillary Nursing Personnel	33.8	37.1	0.91	27.7	1.22	146.6	0.23	37.7	0.90
All Other Personnel	576.4	439.3	1.31	375.8	1.53	1,446.3	0.40	647.0	0.89
Total FTEs	808.4	694.4	1.16	566.1	1.43	2,380.8	0.34	885.6	0.91
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.7	16.6	0.64	15.8	0.67	13.9	0.77	10.8	0.99
Nurses, Licensed	87.5	181.2	0.48	155.2	0.56	189.6	0.46	92.6	0.95
Ancillary Nursing Personnel	16.7	33.7	0.50	29.2	0.57	37.9	0.44	19.4	0.86
All Other Personnel	285.6	399.0	0.72	395.4	0.72	373.7	0.76	333.2	0.86
Total FTEs	400.5	630.6	0.64	595.5	0.67	615.1	0.65	456.0	0.88

**Total Hospital:**  
 Beds Set Up & Staffed 50  
 Discharges 4,661  
 Inpatient Days 15,346

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) No

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

**Newborn Nursery:**  
 Bassinets 15  
 Total Births 541  
 Newborn Days 1,197

**131 Ministry Saint Michael's Hospital**  
Stevens Point, WI 54481

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	31	2,980	9,628	85.1%	26.4	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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>	1	4	126	294	20.1%	0.8	2.3
<b>Obstetrics</b>	1	5	568	1,330	72.9%	3.6	2.3
<b>Psychiatric</b>	1	5	682	2,258	123.7%	6.2	3.3
<b>Alcoholism/chemical dependency</b>	2	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	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	2	1	39	414	113.4%	1.1	10.6
Step-Down (Special Care)	1	4	269	1,379	94.5%	3.8	5.1
Neonatal Intensive/Intermediate Care	1	0	5	18	0.0%	0.0	3.6
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	21	1	21.5	Surgical Personnel	7	6	10.6
Physicians & Dentists	2	3	3.3	Radiological Services Personnel	36	20	46.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	11	9.5
Registered Nurses	99	77	139.9	Occupational Therapists	1	2	2.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.4
Licensed Practical Nurses	7	3	7.7	Physical Therapists	11	7	13.9
Ancillary Nursing Personnel	23	27	33.8	Physical Therapy Assistants/Aides	4	3	5.3
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	5	5.8
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	2	0	2.0
Clinical Nurse Specialists	21	22	29.1	Social Workers	2	0	2.0
Medical Records Personnel	72	32	92.0	All Other Health Professionals	60	33	74.8
Pharmacy Personnel	13	6	14.1	All Other Personnel	184	87	226.6
Clinical Laboratory Personnel	52	23	65.9	<b>Total</b>	<b>624</b>	<b>369</b>	<b>808.4</b>

**131 Ministry Saint Michael's Hospital**

Stevens Point, WI 54481

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$121,194,718	39.6%	41.7%	0.95	48.9%	0.81	42.2%	0.94	39.0%	1.01
Medical Assistance	\$41,169,915	13.4%	14.0%	0.96	13.7%	0.98	12.9%	1.04	11.3%	1.19
Commercial	\$126,794,295	41.4%	38.1%	1.09	32.5%	1.27	38.1%	1.08	43.4%	0.95
All Other	\$17,194,742	5.6%	6.2%	0.90	4.8%	1.17	6.8%	0.83	6.2%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$76,874,475	25.1%	27.4%	0.92	30.2%	0.83	28.5%	0.88	24.9%	1.01
Medical Assistance	\$24,182,918	7.9%	9.6%	0.83	8.9%	0.88	9.0%	0.88	6.2%	1.28
Commercial	\$25,204,412	8.2%	11.6%	0.71	5.4%	1.53	12.3%	0.67	7.7%	1.07
Charity Care	\$6,613,120	2.2%	1.5%	1.48	1.7%	1.27	1.6%	1.37	2.4%	0.91
All Other	\$1,233,097	0.4%	2.1%	0.19	0.7%	0.60	2.2%	0.18	0.4%	1.04
Total Deductions	\$134,108,022	43.8%	52.1%	0.84	46.9%	0.93	53.6%	0.82	41.5%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.9%	3.7%	0.52	2.4%	0.80	2.3%	0.83	1.6%	1.18
Net Gains/Losses as % of Net Income		3.2%	10.6%	0.30	14.2%	0.23	4.9%	0.65	3.7%	0.86
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$103,385,930	63.6%	45.3%	1.40	50.3%	1.27	44.0%	1.44	64.2%	0.99
Supplies & Services	\$40,892,566	25.2%	42.1%	0.60	37.8%	0.67	43.9%	0.57	25.8%	0.97
Capital Component	\$9,036,644	5.6%	8.5%	0.65	8.6%	0.65	7.8%	0.71	6.0%	0.93
Bad Debt	\$9,165,008	5.6%	4.0%	1.40	3.3%	1.69	4.2%	1.33	4.0%	1.40
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.5%	7.7%	0.97	6.4%	1.16	7.4%	1.01	4.6%	1.64
Total Hospital Net Income (%)		7.7%	8.5%	0.91	7.4%	1.04	7.8%	0.99	4.7%	1.63
Return on Equity (%)		11.0%	6.6%	1.66	7.1%	1.56	6.4%	1.73	6.9%	1.59
Current Ratio		5.8	3.4	1.71	2.8	2.06	3.6	1.60	4.4	1.33
Days in Net Patient Accounts Receivable		44.1	46.5	0.95	50.3	0.88	45.0	0.98	59.3	0.74
Average Payment Period		25.3	53.3	0.48	52.0	0.49	48.2	0.53	29.2	0.87
Equity Financing (%)		78.2%	60.7%	1.29	59.6%	1.31	61.3%	1.28	75.8%	1.03
Long-Term Debt to Equity Ratio		0.1	0.3	0.21	0.5	0.15	0.3	0.26	0.1	0.76
Times Interest Earned		27.9	7.4	3.79	5.7	4.88	9.3	3.01	17.0	1.64
Total Asset Turnover		1.4	0.8	1.85	0.9	1.51	0.8	1.75	1.5	0.98
Average Age of Plant (Years)		14.1	10.2	1.38	10.3	1.37	11.4	1.24	11.8	1.19
Increase (Decrease) Total Net Patient Revenue		1.4%	9.4%	0.15	3.4%	1.45	18.7%	0.07	5.0%	0.28
Outpatient Gross Revenue (% of Total GPR)		79.2%	53.2%	1.49	51.8%	1.53	47.1%	1.68	79.1%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,600	\$12,710	0.68	\$12,011	0.72	\$14,659	0.59	\$8,502	1.01
Inpatient Net Revenue per Day		\$2,612	\$2,917	0.90	\$2,932	0.89	\$3,060	0.85	\$2,490	1.05
Outpatient Net Revenue per Visit		\$350	\$555	0.63	\$628	0.56	\$582	0.60	\$347	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$306,353,670	Cash & Cash Equivalents	\$36,174,188	Current Liabilities	\$10,764,022
Less Deductions	\$134,108,022	Net Patient Receivables	\$20,834,397	Long-Term Debt	\$6,713,814
Net Patient Revenue	\$172,245,648	Other Receivables	\$994,039	Other Liabilities	\$9,410,748
Plus Other Revenue	\$3,384,655			Subtotal	\$26,888,584
Total Revenue	\$175,630,303	Land, Buildings & Equipment (Net)	\$42,532,480	Unrestricted Fund Balance	\$96,404,878
Less Expenses	\$162,480,148	Other Assets	\$22,758,358	Restricted Fund Balance	\$3,553,936
Non-Operating Gains/Losses	\$433,944			Total Liabilities & Fund Balance	\$123,293,462
Net Income	\$13,584,099	Total Assets	\$123,293,462		

**132 Stoughton Hospital Association**  
 900 Ridge Street  
 Stoughton, WI 53589  
 608-873-6611

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Dane  
 Analysis Area: Southern (1)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	47.1%	56.1%	0.84	58.4%	0.81	29.0%	1.62	56.6%	0.83
Obstetrics	0.0%	39.1%	N/A	39.2%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	52.9%	55.8%	0.95	58.2%	0.91	30.6%	1.73	58.4%	0.91
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.5	28.4	0.30	24.9	0.34	4.5	1.90	10.2	0.83
Obstetrics	0.0	5.1	N/A	4.9	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	16.9	51.6	0.33	53.4	0.32	6.4	2.65	18.7	0.91
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.90	3.7	0.92	3.1	1.08	3.6	0.94
Obstetrics	0.0	2.4	N/A	2.0	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	3.3	N/A	1.7	N/A	0.0	N/A
Total Hospital	6.0	4.3	1.39	4.3	1.39	3.4	1.76	5.5	1.08
<b>Surgical Operations</b>									
Inpatient	164	1,814	0.09	1,934	0.08	196	0.84	354	0.46
Outpatient	1,772	4,285	0.41	5,295	0.33	1,479	1.20	1,212	1.46
Inpatient as % of All Surgeries	8.5%	29.7%	0.28	26.8%	0.32	11.7%	0.72	22.6%	0.37
<b>Outpatient Visits</b>									
Non-Emergency Visits	22,802	99,026	0.23	151,770	0.15	24,233	0.94	27,721	0.82
Emergency Visits	18,179	16,365	1.11	17,348	1.05	6,105	2.98	22,302	0.82
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	20.5	18.3	1.12	20.1	1.02	6.4	3.19	17.8	1.15
Nurses, Licensed	51.3	199.5	0.26	238.2	0.22	41.4	1.24	39.8	1.29
Ancillary Nursing Personnel	12.7	37.1	0.34	40.0	0.32	7.6	1.68	11.0	1.16
All Other Personnel	143.5	439.3	0.33	622.2	0.23	93.6	1.53	109.6	1.31
Total FTEs	228.1	694.4	0.33	920.4	0.25	149.0	1.53	178.3	1.28
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	37.0	16.6	2.23	14.7	2.52	30.0	1.23	30.3	1.22
Nurses, Licensed	92.5	181.2	0.51	174.1	0.53	193.4	0.48	67.6	1.37
Ancillary Nursing Personnel	22.9	33.7	0.68	29.2	0.79	35.4	0.65	18.7	1.23
All Other Personnel	258.8	399.0	0.65	454.6	0.57	437.6	0.59	186.2	1.39
Total FTEs	411.2	630.6	0.65	672.6	0.61	696.5	0.59	302.7	1.36

**Total Hospital:**  
 Beds Set Up & Staffed 32  
 Discharges 1,036  
 Inpatient Days 6,184

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 51  
 Inpatient Days 355

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

**132 Stoughton Hospital Association**  
Stoughton, WI 53589

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	18	911	3,093	47.1%	8.5	3.4
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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	10	189	3,118	85.4%	8.5	16.5
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	4	31	71	4.9%	0.2	2.3
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)	5	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	17	5	20.5	Surgical Personnel	0	4	2.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	11	10.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	6	3.1
Registered Nurses	10	64	45.8	Occupational Therapists	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	2.1	Physical Therapists	9	5	10.4
Ancillary Nursing Personnel	5	14	12.7	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	2	0.9
Certified Registered Nurse Anesthetists	1	4	3.4	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	4	2.4
Medical Records Personnel	7	6	10.9	All Other Health Professionals	18	17	26.1
Pharmacy Personnel	3	1	3.9	All Other Personnel	21	85	65.1
Clinical Laboratory Personnel	2	12	8.1	<b>Total</b>	<b>97</b>	<b>245</b>	<b>228.1</b>

**132 Stoughton Hospital Association**

Stoughton, WI 53589

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>2</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$32,335,447	49.2%	41.7%	1.18	39.2%	1.25	44.4%	1.11	51.1%	0.96
Medical Assistance	\$6,769,159	10.3%	14.0%	0.74	11.4%	0.90	11.0%	0.93	7.7%	1.34
Commercial	\$24,489,543	37.2%	38.1%	0.98	42.7%	0.87	40.2%	0.93	37.7%	0.99
All Other	\$2,180,498	3.3%	6.2%	0.53	6.7%	0.49	4.4%	0.75	3.5%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$16,752,738	25.5%	27.4%	0.93	25.3%	1.01	24.1%	1.06	24.8%	1.03
Medical Assistance	\$4,179,372	6.4%	9.6%	0.66	7.6%	0.84	7.5%	0.85	4.8%	1.33
Commercial	\$8,574,549	13.0%	11.6%	1.13	13.8%	0.94	11.0%	1.18	12.7%	1.03
Charity Care	\$382,644	0.6%	1.5%	0.40	2.4%	0.25	1.0%	0.60	0.6%	0.93
All Other	\$613,690	0.9%	2.1%	0.44	2.1%	0.44	1.0%	0.89	1.1%	0.86
Total Deductions	\$30,502,993	46.4%	52.1%	0.89	51.2%	0.91	44.7%	1.04	44.0%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		6.4%	3.7%	1.72	7.7%	0.83	5.0%	1.28	5.2%	1.22
Net Gains/Losses as % of Net Income		7.6%	10.6%	0.72	27.4%	0.28	8.8%	0.87	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$19,569,873	54.3%	45.3%	1.20	49.9%	1.09	48.6%	1.12	53.7%	1.01
Supplies & Services	\$12,127,820	33.7%	42.1%	0.80	39.1%	0.86	39.8%	0.85	32.7%	1.03
Capital Component	\$3,097,208	8.6%	8.5%	1.01	8.5%	1.02	8.2%	1.05	8.7%	0.99
Bad Debt	\$1,240,000	3.4%	4.0%	0.85	2.6%	1.33	3.4%	1.02	4.9%	0.70
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.4%	7.7%	0.57	5.4%	0.81	10.0%	0.44	4.1%	1.07
Total Hospital Net Income (%)		4.7%	8.5%	0.55	7.2%	0.65	10.9%	0.43	4.1%	1.15
Return on Equity (%)		4.4%	6.6%	0.67	6.3%	0.71	11.4%	0.39	4.3%	1.04
Current Ratio		3.3	3.4	0.97	2.2	1.51	3.9	0.84	3.0	1.08
Days in Net Patient Accounts Receivable		53.0	46.5	1.14	46.5	1.14	47.7	1.11	54.3	0.98
Average Payment Period		43.8	53.3	0.82	48.0	0.91	36.9	1.19	41.9	1.04
Equity Financing (%)		61.7%	60.7%	1.02	53.7%	1.15	63.7%	0.97	63.4%	0.97
Long-Term Debt to Equity Ratio		0.4	0.3	1.21	0.5	0.76	0.5	0.87	0.4	1.16
Times Interest Earned		4.3	7.4	0.59	6.6	0.66	8.2	0.53	3.6	1.22
Total Asset Turnover		0.9	0.8	1.21	0.8	1.10	1.0	0.90	1.0	0.89
Average Age of Plant (Years)		12.1	10.2	1.18	9.4	1.28	8.8	1.37	11.1	1.09
Increase (Decrease) Total Net Patient Revenue		-0.6%	9.4%	N/A	54.9%	0.10	6.6%	N/A	5.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		69.5%	53.2%	1.31	52.5%	1.32	70.1%	0.99	68.2%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,079		\$12,710	0.79	\$13,814	0.73	\$10,635	0.95	\$8,911	1.13
Inpatient Net Revenue per Day	\$1,676		\$2,917	0.57	\$3,205	0.52	\$2,744	0.61	\$1,606	1.04
Outpatient Net Revenue per Visit	\$593		\$555	1.07	\$410	1.45	\$566	1.05	\$482	1.23

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$65,774,647	Cash & Cash Equivalents	\$6,540,767	Current Liabilities	\$4,103,697
Less Deductions	\$30,502,993	Net Patient Receivables	\$5,121,251	Long-Term Debt	\$10,138,278
Net Patient Revenue	\$35,271,654	Other Receivables	\$269,498	Other Liabilities	\$1,177,230
Plus Other Revenue	\$2,406,872			Subtotal	\$15,419,205
Total Revenue	\$37,678,526	Land, Buildings & Equipment (Net)	\$21,275,670	Unrestricted Fund Balance	\$24,826,936
Less Expenses	\$36,034,901	Other Assets	\$7,038,955	Restricted Fund Balance	\$1,276,472
Non-Operating Gains/Losses	\$135,243			Total Liabilities & Fund Balance	\$40,246,141
Net Income	\$1,778,868	Total Assets	\$40,246,141		

**133 Ministry Door County Medical Center**  
 323 South 18th Avenue  
 Sturgeon Bay, WI 54235  
 920-743-5566

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Door  
 Analysis Area: Northeastern (4)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	68.5%	56.1%	1.22	47.4%	1.44	46.1%	1.48	72.6%	0.94
Obstetrics	22.7%	39.1%	0.58	34.4%	0.03	30.9%	0.73	26.2%	0.87
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	58.0%	55.8%	1.04	46.8%	1.24	45.0%	1.29	62.5%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	11.0	28.4	0.39	26.2	0.42	11.3	0.97	11.6	0.94
Obstetrics	1.1	5.1	0.22	4.1	0.28	2.0	0.57	1.3	0.87
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	14.5	51.6	0.28	44.5	0.33	16.8	0.86	15.6	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.84	3.3	0.95	3.2	0.98	3.2	0.99
Obstetrics	3.2	2.4	1.32	2.5	1.30	2.3	1.41	2.4	1.36
Pediatrics	0.0	2.0	N/A	2.8	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.4	4.3	0.78	3.9	0.86	3.2	1.04	3.4	0.97
<b>Surgical Operations</b>									
Inpatient	220	1,814	0.12	1,471	0.15	575	0.38	231	0.95
Outpatient	3,188	4,285	0.74	5,506	0.58	2,021	1.58	2,880	1.11
Inpatient as % of All Surgeries	6.5%	29.7%	0.22	21.1%	0.31	22.2%	0.29	7.4%	0.87
<b>Outpatient Visits</b>									
Non-Emergency Visits	67,370	99,026	0.68	115,237	0.58	53,250	1.27	66,590	1.01
Emergency Visits	9,835	16,365	0.60	18,558	0.53	12,301	0.80	9,599	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	27.2	18.3	1.49	18.9	1.44	15.7	1.74	23.4	1.16
Nurses, Licensed	98.9	199.5	0.50	197.7	0.50	89.7	1.10	83.3	1.19
Ancillary Nursing Personnel	9.4	37.1	0.25	22.8	0.41	14.4	0.65	9.4	1.00
All Other Personnel	344.9	439.3	0.79	476.4	0.72	237.9	1.45	356.2	0.97
Total FTEs	480.4	694.4	0.69	718.0	0.67	357.7	1.34	472.3	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	49.6	16.6	2.99	15.5	3.20	29.0	1.71	41.0	1.21
Nurses, Licensed	180.2	181.2	0.99	162.1	1.11	166.2	1.08	145.9	1.23
Ancillary Nursing Personnel	17.1	33.7	0.51	18.7	0.92	26.7	0.64	16.5	1.04
All Other Personnel	628.3	399.0	1.57	390.5	1.61	440.9	1.42	623.9	1.01
Total FTEs	875.2	630.6	1.39	588.6	1.49	662.9	1.32	827.3	1.06

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,576  
 Inpatient Days 5,290

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 57  
 Inpatient Days 182

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 157  
 Newborn Days 357

**133 Ministry Door County Medical Center**  
Sturgeon Bay, WI 54235

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	16	1,262	3,998	68.5%	11.0	3.2
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	2	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	5	129	415	22.7%	1.1	3.2
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	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	1	4	314	870	59.6%	2.4	2.8
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	24	4	27.2	Surgical Personnel	3	2	3.8
Physicians & Dentists	24	4	25.3	Radiological Services Personnel	16	10	19.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	8	5.7
Registered Nurses	56	55	83.6	Occupational Therapists	2	6	5.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	7	9	11.3	Physical Therapists	7	7	9.8
Ancillary Nursing Personnel	7	7	9.4	Physical Therapy Assistants/Aides	5	7	8.5
Physician Assistants	3	0	3.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	4	1	4.0	Dietitians & Nutritionists	0	4	2.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	20	14	25.1	All Other Health Professionals	24	24	36.3
Pharmacy Personnel	3	6	5.1	All Other Personnel	120	61	178.6
Clinical Laboratory Personnel	7	16	14.8	<b>Total</b>	<b>336</b>	<b>245</b>	<b>480.4</b>

**133 Ministry Door County Medical Center**  
Sturgeon Bay, WI 54235

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$53,460,513	52.0%	41.7%	1.25	42.4%	1.23	45.6%	1.14	52.5%	0.99
Medical Assistance	\$10,910,642	10.6%	14.0%	0.76	11.4%	0.93	12.9%	0.82	9.5%	1.12
Commercial	\$32,218,038	31.3%	38.1%	0.82	39.0%	0.80	34.7%	0.90	32.0%	0.98
All Other	\$6,215,959	6.0%	6.2%	0.97	7.2%	0.84	6.9%	0.88	6.0%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$26,147,902	25.4%	27.4%	0.93	28.2%	0.90	27.4%	0.93	26.3%	0.97
Medical Assistance	\$6,607,115	6.4%	9.6%	0.67	8.1%	0.79	8.6%	0.75	5.4%	1.19
Commercial	\$3,776,533	3.7%	11.6%	0.32	11.7%	0.31	9.2%	0.40	3.4%	1.08
Charity Care	\$2,547,210	2.5%	1.5%	1.69	1.6%	1.56	1.4%	1.79	2.6%	0.94
All Other	\$809,342	0.8%	2.1%	0.37	2.7%	0.29	1.8%	0.44	1.1%	0.75
Total Deductions	\$39,888,102	38.8%	52.1%	0.74	52.3%	0.74	48.3%	0.80	38.8%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.8%	3.7%	0.47	2.9%	0.61	3.9%	0.45	1.7%	1.04
Net Gains/Losses as % of Net Income		6.8%	10.6%	0.64	16.6%	0.41	24.1%	0.28	12.6%	0.54
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$38,638,510	63.9%	45.3%	1.41	48.5%	1.32	50.7%	1.26	63.9%	1.00
Supplies & Services	\$16,331,383	27.0%	42.1%	0.64	38.0%	0.71	34.2%	0.79	26.0%	1.04
Capital Component	\$3,953,591	6.5%	8.5%	0.77	9.8%	0.67	10.7%	0.61	7.1%	0.93
Bad Debt	\$1,501,836	2.5%	4.0%	0.62	3.7%	0.66	4.3%	0.57	3.0%	0.83
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.6%	7.7%	0.73	9.3%	0.61	4.7%	1.19	6.2%	0.92
Total Hospital Net Income (%)		6.0%	8.5%	0.71	10.9%	0.55	6.2%	0.98	7.0%	0.86
Return on Equity (%)		5.2%	6.6%	0.78	8.5%	0.61	4.4%	1.18	7.1%	0.73
Current Ratio		3.2	3.4	0.93	3.1	1.03	3.6	0.87	4.4	0.72
Days in Net Patient Accounts Receivable		50.5	46.5	1.09	47.3	1.07	48.8	1.04	50.6	1.00
Average Payment Period		49.6	53.3	0.93	66.5	0.75	57.5	0.86	42.7	1.16
Equity Financing (%)		69.4%	60.7%	1.14	58.7%	1.18	55.0%	1.26	77.8%	0.89
Long-Term Debt to Equity Ratio		0.3	0.3	0.86	0.4	0.72	0.6	0.48	0.2	1.94
Times Interest Earned		13.1	7.4	1.78	7.8	1.67	3.5	3.73	14.2	0.93
Total Asset Turnover		0.9	0.8	1.11	0.8	1.13	0.7	1.21	1.0	0.85
Average Age of Plant (Years)		9.3	10.2	0.91	10.2	0.91	8.4	1.10	8.7	1.06
Increase (Decrease) Total Net Patient Revenue		7.7%	9.4%	0.82	4.1%	0.61	3.6%	2.15	2.5%	3.04
Outpatient Gross Revenue (% of Total GPR)		73.6%	53.2%	1.38	60.7%	1.21	68.8%	1.07	72.6%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,996		\$12,710	0.87	\$11,067	0.99	\$8,567	1.28	\$9,058	1.21
Inpatient Net Revenue per Day	\$3,283		\$2,917	1.13	\$2,824	1.16	\$2,570	1.28	\$2,611	1.26
Outpatient Net Revenue per Visit	\$582		\$555	1.05	\$547	1.06	\$563	1.03	\$560	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$102,805,152	Cash & Cash Equivalents	\$7,183,448	Current Liabilities	\$7,773,624
Less Deductions	\$39,888,102	Net Patient Receivables	\$8,713,522	Long-Term Debt	\$15,066,703
Net Patient Revenue	\$62,917,050	Other Receivables	\$4,054,330	Other Liabilities	\$0
Plus Other Revenue	\$1,123,450			Subtotal	\$22,840,327
Total Revenue	\$64,040,500	Land, Buildings & Equipment (Net)	\$37,716,532	Unrestricted Fund Balance	\$51,786,723
Less Expenses	\$60,425,320	Other Assets	\$16,959,218	Restricted Fund Balance	\$233,370
Non-Operating Gains/Losses	\$263,349			Total Liabilities & Fund Balance	\$74,627,050
Net Income	\$3,878,529	Total Assets	\$74,627,050		

**134 St Mary's Hospital of Superior**  
 3500 Tower Avenue  
 Superior, WI 54880  
 715-392-8281

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Douglas  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	9.6%	56.1%	0.17	28.8%	0.33	41.6%	0.23	11.7%	0.82
Obstetrics	0.0%	39.1%	N/A	18.1%	N/A	23.9%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	1.3%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	10.1%	55.8%	0.18	27.9%	0.36	40.7%	0.25	13.6%	0.74
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.4	28.4	0.08	5.5	0.44	8.1	0.30	2.9	0.82
Obstetrics	0.0	5.1	N/A	0.7	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.5	51.6	0.05	7.0	0.36	10.7	0.24	3.4	0.74
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.84	3.0	1.04	3.1	1.02	3.3	0.97
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.5	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	2.9	1.11	3.2	0.99	3.6	0.90
<b>Surgical Operations</b>									
Inpatient	5	1,814	0.00	101	0.05	392	0.01	3	1.67
Outpatient	2,194	4,285	0.51	937	2.34	1,613	1.36	1,798	1.22
Inpatient as % of All Surgeries	0.2%	29.7%	0.01	9.8%	0.02	19.5%	0.01	0.2%	1.37
<b>Outpatient Visits</b>									
Non-Emergency Visits	32,038	99,026	0.32	20,099	1.59	39,154	0.82	31,149	1.03
Emergency Visits	14,427	16,365	0.88	7,479	1.93	8,094	1.78	13,577	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.3	0.05	2.9	0.35	7.1	0.14	1.0	1.00
Nurses, Licensed	59.5	199.5	0.30	48.4	1.23	60.7	0.98	56.1	1.06
Ancillary Nursing Personnel	15.3	37.1	0.41	7.8	1.97	13.1	1.17	15.7	0.97
All Other Personnel	125.9	439.3	0.29	119.8	1.05	163.9	0.77	122.4	1.03
Total FTEs	201.7	694.4	0.29	178.7	1.13	244.7	0.82	195.2	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.3	16.6	0.26	9.8	0.44	20.4	0.21	3.7	1.17
Nurses, Licensed	257.2	181.2	1.42	166.7	1.54	174.0	1.48	207.6	1.24
Ancillary Nursing Personnel	66.0	33.7	1.96	26.7	2.47	37.5	1.76	58.0	1.14
All Other Personnel	543.9	399.0	1.36	412.7	1.32	470.2	1.16	453.1	1.20
Total FTEs	871.5	630.6	1.38	616.0	1.41	702.0	1.24	722.4	1.21

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 287  
 Inpatient Days 920

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 16  
 Discharges 216  
 Inpatient Days 3,293

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

**134 St Mary's Hospital of Superior**  
Superior, WI 54880

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	25	278	880	9.6%	2.4	3.2
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	9	45	0.0%	0.1	5.0
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>	5	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	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)	5	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	1	0	1.0	Surgical Personnel	1	3	3.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	12	11.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.5
Registered Nurses	19	36	42.8	Occupational Therapists	0	3	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	5	8	10.2	Physical Therapists	4	6	7.0
Ancillary Nursing Personnel	9	10	15.3	Physical Therapy Assistants/Aides	2	1	2.4
Physician Assistants	2	0	2.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	5	4	6.6	Dietitians & Nutritionists	1	2	2.2
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	2	1.0
Medical Records Personnel	0	1	0.8	All Other Health Professionals	7	8	11.6
Pharmacy Personnel	1	3	2.6	All Other Personnel	39	49	65.4
Clinical Laboratory Personnel	6	9	12.0	<b>Total</b>	<b>109</b>	<b>160</b>	<b>201.7</b>

**134 St Mary's Hospital of Superior**  
Superior, WI 54880

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$24,775,120	39.3%	41.7%	0.94	44.0%	0.89	42.1%	0.93	39.9%	0.98
Medical Assistance	\$12,599,453	20.0%	14.0%	1.43	20.2%	0.99	13.2%	1.51	16.7%	1.19
Commercial	\$21,905,497	34.7%	38.1%	0.91	28.4%	1.22	39.8%	0.87	35.9%	0.97
All Other	\$3,823,553	6.1%	6.2%	0.97	7.4%	0.81	4.9%	1.25	7.5%	0.81
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,447,012	11.8%	27.4%	0.43	17.9%	0.66	22.9%	0.52	12.1%	0.97
Medical Assistance	\$7,826,995	12.4%	9.6%	1.30	11.9%	1.04	8.4%	1.48	10.5%	1.18
Commercial	\$5,259,300	8.3%	11.6%	0.72	4.2%	1.96	10.2%	0.81	10.3%	0.81
Charity Care	\$509,139	0.8%	1.5%	0.55	0.6%	1.43	1.1%	0.76	0.9%	0.86
All Other	\$1,303,085	2.1%	2.1%	0.97	2.3%	0.91	1.5%	1.40	-1.5%	N/A
Total Deductions	\$22,345,531	35.4%	52.1%	0.68	36.8%	0.96	44.0%	0.80	32.3%	1.10
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.6%	3.7%	1.24	2.0%	2.33	3.0%	1.55	5.7%	0.81
Net Gains/Losses as % of Net Income		3.4%	10.6%	0.32	9.0%	0.38	14.3%	0.24	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$20,713,154	60.4%	45.3%	1.33	55.9%	1.08	49.3%	1.22	60.4%	1.00
Supplies & Services	\$8,054,902	23.5%	42.1%	0.56	29.5%	0.80	36.2%	0.65	20.9%	1.13
Capital Component	\$3,267,090	9.5%	8.5%	1.12	8.6%	1.11	10.2%	0.94	9.2%	1.04
Bad Debt	\$2,257,575	6.6%	4.0%	1.64	6.0%	1.10	4.3%	1.54	9.5%	0.69
<b>Fiscal Statistics</b>										
Operating Margin (%)		19.7%	7.7%	2.57	8.9%	2.23	7.2%	2.73	13.8%	1.43
Total Hospital Net Income (%)		20.3%	8.5%	2.38	9.7%	2.10	8.3%	2.43	5.9%	3.41
Return on Equity (%)		20.1%	6.6%	3.03	9.2%	2.18	6.7%	3.00	7.7%	2.60
Current Ratio		5.5	3.4	1.62	3.9	1.39	1.9	2.85	3.5	1.58
Days in Net Patient Accounts Receivable		65.0	46.5	1.40	56.0	1.16	50.0	1.30	39.4	1.65
Average Payment Period		65.7	53.3	1.23	61.2	1.07	102.3	0.64	56.7	1.16
Equity Financing (%)		24.3%	60.7%	0.40	54.8%	0.44	59.2%	0.41	7.2%	3.38
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		15.5	7.4	2.11	8.8	1.77	4.6	3.38	6.7	2.33
Total Asset Turnover		1.0	0.8	1.28	0.9	1.04	0.8	1.24	1.4	0.69
Average Age of Plant (Years)		8.9	10.2	0.87	10.6	0.83	7.9	1.12	8.7	1.02
Increase (Decrease) Total Net Patient Revenue		6.5%	9.4%	0.69	3.4%	1.79	2.3%	2.77	6.2%	1.05
Outpatient Gross Revenue (% of Total GPR)		89.1%	53.2%	1.68	75.7%	1.18	69.4%	1.28	87.4%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$14,447	\$12,710	1.14	\$8,317	1.74	\$9,239	1.56	\$12,262	1.18
Inpatient Net Revenue per Day		\$1,528	\$2,917	0.52	\$2,169	0.70	\$2,581	0.59	\$1,461	1.05
Outpatient Net Revenue per Visit		\$710	\$555	1.28	\$653	1.09	\$551	1.29	\$690	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,103,623	Cash & Cash Equivalents	\$1,948,217	Current Liabilities	\$5,931,702
Less Deductions	\$22,345,531	Net Patient Receivables	\$7,255,367	Long-Term Debt	\$0
Net Patient Revenue	\$40,758,092	Other Receivables	\$119,766	Other Liabilities	\$26,971,023
Plus Other Revenue	\$1,971,887			Subtotal	\$32,902,725
Total Revenue	\$42,729,979	Land, Buildings & Equipment (Net)	\$7,331,510	Unrestricted Fund Balance	\$10,551,290
Less Expenses	\$34,292,721	Other Assets	\$26,799,155	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$297,253			Total Liabilities & Fund Balance	\$43,454,015
Net Income	\$8,734,511	Total Assets	\$43,454,015		

**135 Tomah Memorial Hospital**  
 321 Butts Avenue  
 Tomah, WI 54660  
 608-372-2181

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Monroe  
 Analysis Area: Southwestern (5B)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	36.1%	56.1%	0.64	43.7%	0.83	46.1%	0.78	41.3%	0.87
Obstetrics	41.2%	39.1%	1.05	42.9%	0.05	30.9%	1.33	37.9%	1.09
Pediatrics	0.0%	48.6%	N/A	32.4%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	35.9%	55.8%	0.64	44.7%	0.80	45.0%	0.80	39.0%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.4	28.4	0.19	13.7	0.39	11.3	0.48	6.2	0.87
Obstetrics	2.1	5.1	0.40	3.0	0.69	2.0	1.03	1.9	1.09
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	7.2	51.6	0.14	24.0	0.30	16.8	0.43	7.8	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.8	0.85	3.0	1.06	3.2	0.99	3.1	1.05
Obstetrics	2.0	2.4	0.84	2.5	0.81	2.3	0.89	2.0	1.01
Pediatrics	0.0	2.0	N/A	2.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.63	3.5	0.78	3.2	0.84	2.7	1.01
<b>Surgical Operations</b>									
Inpatient	157	1,814	0.09	730	0.22	575	0.27	136	1.15
Outpatient	679	4,285	0.16	1,989	0.34	2,021	0.34	658	1.03
Inpatient as % of All Surgeries	18.8%	29.7%	0.63	26.9%	0.70	22.2%	0.85	17.1%	1.10
<b>Outpatient Visits</b>									
Non-Emergency Visits	16,667	99,026	0.17	45,548	0.37	53,250	0.31	15,307	1.09
Emergency Visits	6,743	16,365	0.41	7,561	0.89	12,301	0.55	6,703	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.3	N/A	3.8	N/A	15.7	N/A	0.0	N/A
Nurses, Licensed	77.4	199.5	0.39	136.9	0.57	89.7	0.86	77.7	1.00
Ancillary Nursing Personnel	14.9	37.1	0.40	23.8	0.63	14.4	1.03	18.3	0.81
All Other Personnel	129.8	439.3	0.30	261.1	0.50	237.9	0.55	124.7	1.04
Total FTEs	222.1	694.4	0.32	425.5	0.52	357.7	0.62	220.7	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	16.6	N/A	7.0	N/A	29.0	N/A	0.0	N/A
Nurses, Licensed	217.6	181.2	1.20	251.8	0.86	166.2	1.31	204.4	1.07
Ancillary Nursing Personnel	41.9	33.7	1.24	43.7	0.96	26.7	1.57	48.1	0.87
All Other Personnel	365.0	399.0	0.91	480.2	0.76	440.9	0.83	327.9	1.11
Total FTEs	624.6	630.6	0.99	782.7	0.80	662.9	0.94	580.3	1.08

**Total Hospital:**  
 Beds Set Up & Staffed 20  
 Discharges 965  
 Inpatient Days 2,624

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 5  
 Discharges 84  
 Inpatient Days 639

**Newborn Nursery:**  
 Bassinets 5  
 Total Births 364  
 Newborn Days 639

**135 Tomah Memorial Hospital**  
Tomah, WI 54660

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	616	1,974	36.1%	5.4	3.2
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	2	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	5	369	752	41.2%	2.1	2.0
<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	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)	5	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	0	0	0.0	Surgical Personnel	3	1	3.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	3	10.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.2
Registered Nurses	42	26	61.8	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	10	4	11.1	Physical Therapists	7	3	9.1
Ancillary Nursing Personnel	7	20	14.9	Physical Therapy Assistants/Aides	2	0	2.0
Physician Assistants	2	1	2.3	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	3	4.5	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	3	3.6
Medical Records Personnel	9	0	9.0	All Other Health Professionals	3	6	5.5
Pharmacy Personnel	3	0	3.0	All Other Personnel	58	29	67.7
Clinical Laboratory Personnel	7	3	8.4	<b>Total</b>	<b>172</b>	<b>103</b>	<b>222.1</b>

**135 Tomah Memorial Hospital**

Tomah, WI 54660

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	4 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$19,225,869	36.2%	41.7%	0.87	45.0%	0.80	45.6%	0.79	38.0%	0.95
Medical Assistance	\$7,926,201	14.9%	14.0%	1.07	11.3%	1.32	12.9%	1.16	12.6%	1.18
Commercial	\$17,098,123	32.2%	38.1%	0.84	36.1%	0.89	34.7%	0.93	34.2%	0.94
All Other	\$8,919,561	16.8%	6.2%	2.69	7.5%	2.22	6.9%	2.44	15.2%	1.10
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$8,695,594	16.4%	27.4%	0.60	27.2%	0.60	27.4%	0.60	16.5%	0.99
Medical Assistance	\$4,286,868	8.1%	9.6%	0.84	7.1%	1.14	8.6%	0.94	8.4%	0.96
Commercial	\$3,290,858	6.2%	11.6%	0.54	5.9%	1.06	9.2%	0.67	4.9%	1.26
Charity Care	\$954,894	1.8%	1.5%	1.23	0.9%	2.02	1.4%	1.30	1.6%	1.11
All Other	\$3,213,491	6.0%	2.1%	2.85	2.8%	2.13	1.8%	3.40	6.3%	0.96
Total Deductions	\$20,441,705	38.4%	52.1%	0.74	43.9%	0.88	48.3%	0.80	37.7%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.7%	3.7%	0.20	2.2%	0.33	3.9%	0.19	0.7%	1.06
Net Gains/Losses as % of Net Income		25.7%	10.6%	2.44	N/A	N/A	24.1%	1.07	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,058,026	51.5%	45.3%	1.14	50.3%	1.02	50.7%	1.02	48.9%	1.05
Supplies & Services	\$10,474,250	33.6%	42.1%	0.80	39.8%	0.85	34.2%	0.98	33.7%	1.00
Capital Component	\$2,997,593	9.6%	8.5%	1.13	5.5%	1.76	10.7%	0.90	10.2%	0.94
Bad Debt	\$1,638,922	5.3%	4.0%	1.31	4.5%	1.18	4.3%	1.22	7.3%	0.72
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.5%	7.7%	0.71	10.9%	0.50	4.7%	1.15	3.1%	1.76
Total Hospital Net Income (%)		7.2%	8.5%	0.85	3.8%	1.91	6.2%	1.17	2.0%	3.69
Return on Equity (%)		6.2%	6.6%	0.94	2.6%	2.43	4.4%	1.41	1.6%	3.77
Current Ratio		2.6	3.4	0.76	10.0	0.26	3.6	0.70	3.0	0.84
Days in Net Patient Accounts Receivable		51.0	46.5	1.10	62.4	0.82	48.8	1.05	56.7	0.90
Average Payment Period		39.2	53.3	0.74	39.9	0.98	57.5	0.68	44.5	0.88
Equity Financing (%)		70.2%	60.7%	1.16	76.5%	0.92	55.0%	1.28	66.1%	1.06
Long-Term Debt to Equity Ratio		0.3	0.3	0.92	0.1	3.88	0.6	0.51	0.4	0.84
Times Interest Earned		4.9	7.4	0.67	10.2	0.48	3.5	1.39	1.9	2.56
Total Asset Turnover		0.8	0.8	1.10	0.7	1.16	0.7	1.19	0.9	0.99
Average Age of Plant (Years)		8.7	10.2	0.85	13.8	0.63	8.4	1.03	7.6	1.14
Increase (Decrease) Total Net Patient Revenue		4.6%	9.4%	0.49	4.0%	1.76	3.6%	1.30	7.0%	0.66
Outpatient Gross Revenue (% of Total GPR)		79.8%	53.2%	1.50	55.9%	1.43	68.8%	1.16	79.5%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,792		\$12,710	0.61	\$12,145	0.64	\$8,567	0.91	\$6,934	1.12
Inpatient Net Revenue per Day	\$2,502		\$2,917	0.86	\$3,275	0.76	\$2,570	0.97	\$2,286	1.09
Outpatient Net Revenue per Visit	\$1,049		\$555	1.89	\$730	1.44	\$563	1.86	\$1,056	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$53,169,754	Cash & Cash Equivalents	\$2,538,784	Current Liabilities	\$3,150,114
Less Deductions	\$20,441,705	Net Patient Receivables	\$4,575,955	Long-Term Debt	\$8,468,935
Net Patient Revenue	\$32,728,049	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$241,319			Subtotal	\$11,619,049
Total Revenue	\$32,969,368	Land, Buildings & Equipment (Net)	\$12,924,562	Unrestricted Fund Balance	\$27,421,030
Less Expenses	\$31,168,791	Other Assets	\$19,000,778	Restricted Fund Balance	\$690,141
Non-Operating Gains/Losses	\$624,299			Total Liabilities & Fund Balance	\$39,040,079
Net Income	\$2,424,876	Total Assets	\$39,040,079		

**136 Ministry Sacred Heart Hospital**  
 401 West Mohawk Drive  
 Tomahawk, WI 54487  
 715-453-7700

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Lincoln  
 Analysis Area: North Central (6)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.6%	56.1%	1.03	59.8%	0.96	29.0%	1.99	23.9%	2.41
Obstetrics	0.0%	39.1%	N/A	45.6%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	64.9%	55.8%	1.16	60.2%	1.08	30.6%	2.12	26.0%	2.49
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.9	28.4	0.10	23.6	0.12	4.5	0.64	3.1	0.93
Obstetrics	0.0	5.1	N/A	3.8	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	1.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.5	51.6	0.09	44.3	0.10	6.4	0.71	3.6	1.25
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.8	0.78	3.7	0.79	3.1	0.93	2.7	1.07
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.9	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.82	4.1	0.87	3.4	1.03	2.8	1.27
<b>Surgical Operations</b>									
Inpatient	0	1,814	N/A	1,372	N/A	196	N/A	0	N/A
Outpatient	142	4,285	0.03	1,829	0.08	1,479	0.10	108	1.31
Inpatient as % of All Surgeries	0.0%	29.7%	N/A	42.9%	N/A	11.7%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	6,719	99,026	0.07	65,846	0.10	24,233	0.28	9,108	0.74
Emergency Visits	5,010	16,365	0.31	14,168	0.35	6,105	0.82	4,899	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.6	18.3	0.09	15.0	0.11	6.4	0.25	2.5	0.66
Nurses, Licensed	18.1	199.5	0.09	147.5	0.12	41.4	0.44	18.1	1.00
Ancillary Nursing Personnel	0.8	37.1	0.02	27.7	0.03	7.6	0.10	1.5	0.52
All Other Personnel	56.1	439.3	0.13	375.8	0.15	93.6	0.60	64.4	0.87
Total FTEs	76.6	694.4	0.11	566.1	0.14	149.0	0.51	86.4	0.89
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	7.3	16.6	0.44	15.8	0.46	30.0	0.24	14.1	0.51
Nurses, Licensed	80.6	181.2	0.44	155.2	0.52	193.4	0.42	103.7	0.78
Ancillary Nursing Personnel	3.4	33.7	0.10	29.2	0.12	35.4	0.10	8.4	0.40
All Other Personnel	249.2	399.0	0.62	395.4	0.63	437.6	0.57	368.1	0.68
Total FTEs	340.4	630.6	0.54	595.5	0.57	696.5	0.49	494.4	0.69

**Total Hospital:**  
 Beds Set Up & Staffed 7  
 Discharges 472  
 Inpatient Days 1,659

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 7  
 Discharges 40  
 Inpatient Days 377

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

**136 Ministry Sacred Heart Hospital**  
Tomahawk, WI 54487

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	5	358	1,051	57.6%	2.9	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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>	5	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	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	1	2	74	241	33.0%	0.7	3.3
Step-Down (Special Care)	5	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	0	4	1.6	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	6	4.6	Radiological Services Personnel	2	7	5.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	15	10	18.1	Occupational Therapists	0	3	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	0	2	0.8	Physical Therapy Assistants/Aides	0	1	0.4
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	3	0.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	3	0.6
Medical Records Personnel	0	2	1.1	All Other Health Professionals	12	21	22.2
Pharmacy Personnel	0	0	0.0	All Other Personnel	8	16	12.3
Clinical Laboratory Personnel	2	4	5.1	<b>Total</b>	<b>43</b>	<b>82</b>	<b>76.6</b>

**136 Ministry Sacred Heart Hospital**

Tomahawk, WI 54487

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$12,552,000	51.4%	41.7%	1.23	48.9%	1.05	44.4%	1.16	51.4%	1.00
Medical Assistance	\$2,738,836	11.2%	14.0%	0.80	13.7%	0.82	11.0%	1.02	9.0%	1.24
Commercial	\$7,883,075	32.3%	38.1%	0.85	32.5%	0.99	40.2%	0.80	33.8%	0.96
All Other	\$1,260,088	5.2%	6.2%	0.83	4.8%	1.07	4.4%	1.17	5.8%	0.89
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,840,936	19.8%	27.4%	0.72	30.2%	0.66	24.1%	0.82	23.6%	0.84
Medical Assistance	\$1,985,238	8.1%	9.6%	0.85	8.9%	0.91	7.5%	1.09	8.2%	0.99
Commercial	\$1,702,267	7.0%	11.6%	0.60	5.4%	1.29	11.0%	0.63	4.7%	1.49
Charity Care	\$641,231	2.6%	1.5%	1.79	1.7%	1.54	1.0%	2.71	2.5%	1.07
All Other	\$125,499	0.5%	2.1%	0.24	0.7%	0.76	1.0%	0.49	1.4%	0.37
Total Deductions	\$9,295,171	38.0%	52.1%	0.73	46.9%	0.81	44.7%	0.85	40.3%	0.94
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.1%	3.7%	1.11	2.4%	1.72	5.0%	0.83	5.7%	0.73
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	14.2%	0.01	8.8%	0.02	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,961,538	70.5%	45.3%	1.56	50.3%	1.40	48.6%	1.45	67.4%	1.05
Supplies & Services	\$1,997,514	15.7%	42.1%	0.37	37.8%	0.42	39.8%	0.40	17.4%	0.91
Capital Component	\$1,164,156	9.2%	8.5%	1.08	8.6%	1.07	8.2%	1.12	8.3%	1.10
Bad Debt	\$582,894	4.6%	4.0%	1.14	3.3%	1.37	3.4%	1.36	6.9%	0.66
<b>Fiscal Statistics</b>										
Operating Margin (%)		19.5%	7.7%	2.54	6.4%	3.04	10.0%	1.95	13.6%	1.44
Total Hospital Net Income (%)		19.6%	8.5%	2.29	7.4%	2.64	10.9%	1.80	13.5%	1.45
Return on Equity (%)		29.7%	6.6%	4.49	7.1%	4.21	11.4%	2.60	6.5%	4.59
Current Ratio		2.9	3.4	0.85	2.8	1.03	3.9	0.74	47.4	0.06
Days in Net Patient Accounts Receivable		44.6	46.5	0.96	50.3	0.89	47.7	0.93	50.3	0.89
Average Payment Period		19.2	53.3	0.36	52.0	0.37	36.9	0.52	14.2	1.36
Equity Financing (%)		262.0%	60.7%	4.32	59.6%	4.40	63.7%	4.11	71.7%	3.65
Long-Term Debt to Equity Ratio		0.3	0.3	0.80	0.5	0.60	0.5	0.57	0.3	0.80
Times Interest Earned		6.5	7.4	0.89	5.7	1.14	8.2	0.80	4.6	1.43
Total Asset Turnover		1.5	0.8	1.97	0.9	1.61	1.0	1.46	0.5	3.17
Average Age of Plant (Years)		8.8	10.2	0.86	10.3	0.85	8.8	1.00	12.3	0.71
Increase (Decrease) Total Net Patient Revenue		3.9%	9.4%	0.41	3.4%	N/A	6.6%	0.59	-2.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		79.8%	53.2%	1.50	51.8%	1.54	70.1%	1.14	79.2%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$6,740	\$12,710	0.53	\$12,011	0.56	\$10,635	0.63	\$5,730	1.18
Inpatient Net Revenue per Day		\$1,695	\$2,917	0.58	\$2,932	0.58	\$2,744	0.62	\$1,750	0.97
Outpatient Net Revenue per Visit		\$996	\$555	1.80	\$628	1.59	\$566	1.76	\$822	1.21

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$24,433,999	Cash & Cash Equivalents	\$300	Current Liabilities	\$640,941
Less Deductions	\$9,295,171	Net Patient Receivables	\$1,848,053	Long-Term Debt	\$7,369,295
Net Patient Revenue	\$15,138,828	Other Receivables	\$0	Other Liabilities	-\$24,845,678
Plus Other Revenue	\$651,270			Subtotal	-\$16,835,442
Total Revenue	\$15,790,098	Land, Buildings & Equipment (Net)	\$8,542,240		
Less Expenses	\$12,706,102	Other Assets	\$0	Unrestricted Fund Balance	\$27,226,035
Non-Operating Gains/Losses	\$4,621			Restricted Fund Balance	\$0
Net Income	\$3,088,617	Total Assets	\$10,390,593	Total Liabilities & Fund Balance	\$10,390,593

**137 Aurora Medical Center of Manitowoc County**  
 5000 Memorial Drive  
 Two Rivers, WI 54241  
 920-794-5000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Manitowoc  
 Analysis Area: Northeastern (4)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	24.4%	56.1%	0.43	47.4%	0.51	46.1%	0.53	29.5%	0.83
Obstetrics	38.3%	39.1%	0.98	34.4%	0.07	30.9%	1.24	35.9%	1.06
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	32.7%	55.8%	0.58	46.8%	0.70	45.0%	0.73	38.9%	0.84
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	10.2	28.4	0.36	26.2	0.39	11.3	0.91	12.4	0.83
Obstetrics	2.3	5.1	0.45	4.1	0.56	2.0	1.15	2.2	1.06
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	21.6	51.6	0.42	44.5	0.48	16.8	1.28	25.7	0.84
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.82	3.3	0.92	3.2	0.96	3.7	0.83
Obstetrics	2.0	2.4	0.81	2.5	0.80	2.3	0.87	2.0	0.97
Pediatrics	0.0	2.0	N/A	2.8	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.73	3.9	0.80	3.2	0.97	3.6	0.86
<b>Surgical Operations</b>									
Inpatient	943	1,814	0.52	1,471	0.64	575	1.64	969	0.97
Outpatient	4,804	4,285	1.12	5,506	0.87	2,021	2.38	5,058	0.95
Inpatient as % of All Surgeries	16.4%	29.7%	0.55	21.1%	0.78	22.2%	0.74	16.1%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	40,809	99,026	0.41	115,237	0.35	53,250	0.77	37,922	1.08
Emergency Visits	10,311	16,365	0.63	18,558	0.56	12,301	0.84	11,273	0.91
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	18.9	0.16	15.7	0.19	3.0	1.00
Nurses, Licensed	91.4	199.5	0.46	197.7	0.46	89.7	1.02	97.4	0.94
Ancillary Nursing Personnel	9.7	37.1	0.26	22.8	0.42	14.4	0.67	11.6	0.84
All Other Personnel	258.4	439.3	0.59	476.4	0.54	237.9	1.09	216.0	1.20
Total FTEs	362.4	694.4	0.52	718.0	0.50	357.7	1.01	327.9	1.11
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.0	16.6	0.30	15.5	0.32	29.0	0.17	4.4	1.13
Nurses, Licensed	151.3	181.2	0.83	162.1	0.93	166.2	0.91	143.0	1.06
Ancillary Nursing Personnel	16.0	33.7	0.47	18.7	0.85	26.7	0.60	17.0	0.94
All Other Personnel	427.7	399.0	1.07	390.5	1.10	440.9	0.97	317.2	1.35
Total FTEs	599.9	630.6	0.95	588.6	1.02	662.9	0.90	481.5	1.25

**Total Hospital:**  
 Beds Set Up & Staffed 66  
 Discharges 2,510  
 Inpatient Days 7,868

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 40  
 Inpatient Days 189

**Newborn Nursery:**  
 Bassinets 8  
 Total Births 423  
 Newborn Days 763

**137 Aurora Medical Center of Manitowoc County**  
Two Rivers, WI 54241

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	42	1,210	3,735	24.4%	10.2	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	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	422	838	38.3%	2.3	2.0
<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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	138	801	36.6%	2.2	5.8
Step-Down (Special Care)	1	12	692	2,238	51.1%	6.1	3.2
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	3	0	3.0	Surgical Personnel	5	1	5.8
Physicians & Dentists	38	0	38.0	Radiological Services Personnel	15	8	18.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	1	6.3
Registered Nurses	73	36	90.8	Occupational Therapists	4	2	4.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	3.0
Licensed Practical Nurses	0	1	0.6	Physical Therapists	7	1	7.7
Ancillary Nursing Personnel	6	12	9.7	Physical Therapy Assistants/Aides	2	2	3.6
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	4	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.5
Medical Records Personnel	7	2	8.4	All Other Health Professionals	45	21	56.9
Pharmacy Personnel	6	0	6.0	All Other Personnel	68	49	97.1
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>289</b>	<b>142</b>	<b>362.4</b>

**137 Aurora Medical Center of Manitowoc County**

Two Rivers, WI 54241

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$55,294,879	42.7%	41.7%	1.02	42.4%	1.00	45.6%	0.94	44.3%	0.96
Medical Assistance	\$13,930,254	10.7%	14.0%	0.77	11.4%	0.95	12.9%	0.83	8.9%	1.21
Commercial	\$50,154,932	38.7%	38.1%	1.02	39.0%	0.99	34.7%	1.12	38.9%	0.99
All Other	\$10,263,012	7.9%	6.2%	1.27	7.2%	1.11	6.9%	1.15	7.9%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$37,029,967	28.6%	27.4%	1.04	28.2%	1.01	27.4%	1.04	29.5%	0.97
Medical Assistance	\$9,993,693	7.7%	9.6%	0.81	8.1%	0.95	8.6%	0.90	6.0%	1.29
Commercial	\$16,264,277	12.5%	11.6%	1.08	11.7%	1.07	9.2%	1.37	12.3%	1.02
Charity Care	\$1,481,185	1.1%	1.5%	0.78	1.6%	0.72	1.4%	0.82	1.2%	0.93
All Other	\$3,891,316	3.0%	2.1%	1.41	2.7%	1.12	1.8%	1.69	3.0%	1.00
Total Deductions	\$68,660,438	53.0%	52.1%	1.02	52.3%	1.01	48.3%	1.10	52.0%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.7%	3.7%	0.19	2.9%	0.25	3.9%	0.19	0.8%	0.96
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	16.6%	0.01	24.1%	0.01	0.2%	0.70
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$21,285,859	42.5%	45.3%	0.94	48.5%	0.88	50.7%	0.84	45.3%	0.94
Supplies & Services	\$19,845,848	39.6%	42.1%	0.94	38.0%	1.04	34.2%	1.16	35.8%	1.11
Capital Component	\$6,682,622	13.3%	8.5%	1.57	9.8%	1.36	10.7%	1.24	14.6%	0.92
Bad Debt	\$2,290,523	4.6%	4.0%	1.14	3.7%	1.22	4.3%	1.06	4.3%	1.06
<b>Fiscal Statistics</b>										
Operating Margin (%)		18.4%	7.7%	2.40	9.3%	1.99	4.7%	3.89	15.3%	1.20
Total Hospital Net Income (%)		18.4%	8.5%	2.16	10.9%	1.69	6.2%	3.00	15.4%	1.20
Return on Equity (%)		10.5%	6.6%	1.58	8.5%	1.24	4.4%	2.38	9.5%	1.11
Current Ratio		11.3	3.4	3.34	3.1	3.69	3.6	3.11	10.0	1.13
Days in Net Patient Accounts Receivable		39.7	46.5	0.85	47.3	0.84	48.8	0.81	38.2	1.04
Average Payment Period		51.7	53.3	0.97	66.5	0.78	57.5	0.90	48.1	1.08
Equity Financing (%)		46.7%	60.7%	0.77	58.7%	0.79	55.0%	0.85	40.5%	1.15
Long-Term Debt to Equity Ratio		1.0	0.3	3.00	0.4	2.49	0.6	1.67	1.3	0.77
Times Interest Earned		4.7	7.4	0.64	7.8	0.60	3.5	1.33	4.0	1.18
Total Asset Turnover		0.6	0.8	0.74	0.8	0.75	0.7	0.81	0.6	0.92
Average Age of Plant (Years)		11.0	10.2	1.07	10.2	1.07	8.4	1.30	9.9	1.10
Increase (Decrease) Total Net Patient Revenue		3.8%	9.4%	0.41	4.1%	1.71	3.6%	1.07	7.1%	0.54
Outpatient Gross Revenue (% of Total GPR)		64.3%	53.2%	1.21	60.7%	1.06	68.8%	0.93	62.3%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,687	\$12,710	0.60	\$11,067	0.69	\$8,567	0.90	\$7,413	1.04
Inpatient Net Revenue per Day		\$2,420	\$2,917	0.83	\$2,824	0.86	\$2,570	0.94	\$1,999	1.21
Outpatient Net Revenue per Visit		\$808	\$555	1.46	\$547	1.48	\$563	1.44	\$791	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$129,643,077	Cash & Cash Equivalents	\$68,673,841	Current Liabilities	\$6,694,146
Less Deductions	\$68,660,438	Net Patient Receivables	\$6,637,761	Long-Term Debt	\$50,868,646
Net Patient Revenue	\$60,982,639	Other Receivables	\$2,978	Other Liabilities	\$0
Plus Other Revenue	\$440,940			Subtotal	\$57,562,792
Total Revenue	\$61,423,579	Land, Buildings & Equipment (Net)	\$31,812,702	Unrestricted Fund Balance	\$50,341,349
Less Expenses	\$50,104,852	Other Assets	\$776,859	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$13,793			Total Liabilities & Fund Balance	\$107,904,141
Net Income	\$11,332,520	Total Assets	\$107,904,141		

**138 Vernon Memorial Healthcare**  
 507 S Main Street  
 Viroqua, WI 54665  
 608-637-2101

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Vernon  
 Analysis Area: Southwestern (5B)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	108.8%	56.1%	1.94	43.7%	2.49	41.6%	2.62	114.4%	0.95
Obstetrics	0.0%	39.1%	N/A	42.9%	0.03	23.9%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	32.4%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	117.5%	55.8%	2.10	44.7%	2.63	40.7%	2.89	124.5%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	10.9	28.4	0.38	13.7	0.79	8.1	1.34	11.4	0.95
Obstetrics	1.1	5.1	0.21	3.0	0.36	1.0	1.05	1.3	0.83
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	11.8	51.6	0.23	24.0	0.49	10.7	1.10	12.5	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.79	3.0	0.98	3.1	0.95	3.1	0.95
Obstetrics	2.3	2.4	0.94	2.5	0.91	2.3	0.98	2.2	1.04
Pediatrics	0.0	2.0	N/A	2.5	N/A	2.3	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.66	3.5	0.82	3.2	0.88	2.9	0.97
<b>Surgical Operations</b>									
Inpatient	730	1,814	0.40	730	1.00	392	1.86	729	1.00
Outpatient	825	4,285	0.19	1,989	0.41	1,613	0.51	870	0.95
Inpatient as % of All Surgeries	46.9%	29.7%	1.58	26.9%	1.75	19.5%	2.40	45.6%	1.03
<b>Outpatient Visits</b>									
Non-Emergency Visits	79,433	99,026	0.80	45,548	1.74	39,154	2.03	75,326	1.05
Emergency Visits	6,334	16,365	0.39	7,561	0.84	8,094	0.78	6,589	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	3.8	0.79	7.1	0.42	3.0	1.00
Nurses, Licensed	78.6	199.5	0.39	136.9	0.57	60.7	1.30	71.8	1.09
Ancillary Nursing Personnel	27.2	37.1	0.73	23.8	1.15	13.1	2.09	21.8	1.25
All Other Personnel	219.6	439.3	0.50	261.1	0.84	163.9	1.34	208.8	1.05
Total FTEs	328.4	694.4	0.47	425.5	0.77	244.7	1.34	305.4	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.7	16.6	0.53	7.0	1.25	20.4	0.43	8.3	1.05
Nurses, Licensed	228.5	181.2	1.26	251.8	0.91	174.0	1.31	198.7	1.15
Ancillary Nursing Personnel	79.2	33.7	2.35	43.7	1.81	37.5	2.11	60.5	1.31
All Other Personnel	638.5	399.0	1.60	480.2	1.33	470.2	1.36	577.9	1.10
Total FTEs	955.0	630.6	1.51	782.7	1.22	702.0	1.36	845.4	1.13

**Total Hospital:**  
 Beds Set Up & Staffed 10  
 Discharges 1,499  
 Inpatient Days 4,289

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 13  
 Inpatient Days 46

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 167  
 Newborn Days 358

**138 Vernon Memorial Healthcare**  
Viroqua, WI 54665

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	10	1,342	3,971	108.8%	10.9	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	11	37	0.0%	0.1	3.4
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	0	171	393	0.0%	1.1	2.3
<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	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)	5	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	3	0	3.0	Surgical Personnel	4	5	7.7
Physicians & Dentists	1	2	2.8	Radiological Services Personnel	9	1	9.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	3	2.9
Registered Nurses	27	61	72.6	Occupational Therapists	2	6	6.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	4	1	4.2
Licensed Practical Nurses	1	7	5.0	Physical Therapists	11	1	11.3
Ancillary Nursing Personnel	10	26	27.2	Physical Therapy Assistants/Aides	6	2	7.2
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	1	2.4
Certified Registered Nurse Anesthetists	1	0	1.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	1	2.9
Medical Records Personnel	10	4	12.2	All Other Health Professionals	38	26	55.3
Pharmacy Personnel	8	0	8.0	All Other Personnel	49	39	78.7
Clinical Laboratory Personnel	6	2	7.7	<b>Total</b>	<b>196</b>	<b>188</b>	<b>328.4</b>

**138 Vernon Memorial Healthcare**

Viroqua, WI 54665

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$46,741,817	45.4%	41.7%	1.09	45.0%	1.01	42.1%	1.08	45.3%	1.00
Medical Assistance	\$12,517,286	12.2%	14.0%	0.87	11.3%	1.07	13.2%	0.92	10.2%	1.20
Commercial	\$38,118,053	37.0%	38.1%	0.97	36.1%	1.03	39.8%	0.93	38.0%	0.98
All Other	\$5,557,897	5.4%	6.2%	0.87	7.5%	0.72	4.9%	1.11	6.6%	0.82
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$25,621,900	24.9%	27.4%	0.91	27.2%	0.91	22.9%	1.09	25.7%	0.97
Medical Assistance	\$7,482,777	7.3%	9.6%	0.76	7.1%	1.03	8.4%	0.87	7.1%	1.02
Commercial	\$4,047,518	3.9%	11.6%	0.34	5.9%	0.67	10.2%	0.38	4.7%	0.83
Charity Care	\$858,943	0.8%	1.5%	0.57	0.9%	0.94	1.1%	0.78	1.2%	0.68
All Other	\$757,176	0.7%	2.1%	0.35	2.8%	0.26	1.5%	0.50	1.1%	0.66
Total Deductions	\$38,768,314	37.7%	52.1%	0.72	43.9%	0.86	44.0%	0.86	39.9%	0.94
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.7%	3.7%	0.19	2.2%	0.33	3.0%	0.24	0.8%	0.95
Net Gains/Losses as % of Net Income		13.0%	10.6%	1.23	N/A	N/A	14.3%	0.91	10.5%	1.24
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$30,980,518	51.2%	45.3%	1.13	50.3%	1.02	49.3%	1.04	48.3%	1.06
Supplies & Services	\$22,711,823	37.6%	42.1%	0.89	39.8%	0.94	36.2%	1.04	39.4%	0.95
Capital Component	\$4,954,597	8.2%	8.5%	0.96	5.5%	1.50	10.2%	0.80	8.2%	1.00
Bad Debt	\$1,814,227	3.0%	4.0%	0.75	4.5%	0.67	4.3%	0.70	4.1%	0.72
<b>Fiscal Statistics</b>										
Operating Margin (%)		6.5%	7.7%	0.84	10.9%	0.59	7.2%	0.89	6.3%	1.02
Total Hospital Net Income (%)		7.3%	8.5%	0.86	3.8%	1.94	8.3%	0.88	7.0%	1.05
Return on Equity (%)		6.6%	6.6%	1.00	2.6%	2.60	6.7%	0.99	6.5%	1.02
Current Ratio		3.6	3.4	1.06	10.0	0.36	1.9	1.88	2.6	1.37
Days in Net Patient Accounts Receivable		38.0	46.5	0.82	62.4	0.61	50.0	0.76	36.3	1.05
Average Payment Period		36.6	53.3	0.69	39.9	0.92	102.3	0.36	44.5	0.82
Equity Financing (%)		56.4%	60.7%	0.93	76.5%	0.74	59.2%	0.95	53.3%	1.06
Long-Term Debt to Equity Ratio		0.6	0.3	1.72	0.1	7.27	0.4	1.56	0.7	0.86
Times Interest Earned		4.9	7.4	0.67	10.2	0.48	4.6	1.07	4.5	1.09
Total Asset Turnover		0.9	0.8	1.16	0.7	1.23	0.8	1.12	0.9	0.97
Average Age of Plant (Years)		8.7	10.2	0.85	13.8	0.63	7.9	1.10	7.6	1.14
Increase (Decrease) Total Net Patient Revenue		3.1%	9.4%	0.33	4.0%	3.03	2.3%	1.34	12.1%	0.26
Outpatient Gross Revenue (% of Total GPR)		65.8%	53.2%	1.24	55.9%	1.18	69.4%	0.95	65.5%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,303		\$12,710	1.13	\$12,145	1.18	\$9,239	1.55	\$13,641	1.05
Inpatient Net Revenue per Day	\$4,985		\$2,917	1.71	\$3,275	1.52	\$2,581	1.93	\$4,635	1.08
Outpatient Net Revenue per Visit	\$496		\$555	0.89	\$730	0.68	\$551	0.90	\$499	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$102,935,053	Cash & Cash Equivalents	\$9,796,170	Current Liabilities	\$5,819,594
Less Deductions	\$38,768,314	Net Patient Receivables	\$6,681,155	Long-Term Debt	\$23,607,041
Net Patient Revenue	\$64,166,739	Other Receivables	\$2,032,107	Other Liabilities	\$2,122,027
Plus Other Revenue	\$464,699			Subtotal	\$31,548,662
Total Revenue	\$64,631,438	Land, Buildings & Equipment (Net)	\$35,112,024	Unrestricted Fund Balance	\$40,847,589
Less Expenses	\$60,461,165	Other Assets	\$18,774,795	Restricted Fund Balance	\$116,703
Non-Operating Gains/Losses	\$623,182			Total Liabilities & Fund Balance	\$72,396,251
Net Income	\$4,793,455	Total Assets	\$72,396,251		

**139 UW Health Partners Watertown Regional Medical Center**  
 125 Hospital Drive  
 Watertown, WI 53098  
 920-261-4210

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Dodge  
 Analysis Area: Southern (1)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	44.8%	56.1%	0.80	58.4%	0.77	48.7%	0.92	63.0%	0.71
Obstetrics	21.2%	39.1%	0.54	39.2%	0.04	30.4%	0.70	21.7%	0.97
Pediatrics	1.8%	48.6%	0.04	46.9%	0.04	4.2%	0.43	2.3%	0.80
Total Hospital	35.8%	55.8%	0.64	58.2%	0.62	45.2%	0.79	48.7%	0.74
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	15.2	28.4	0.54	24.9	0.61	21.2	0.72	20.8	0.73
Obstetrics	1.7	5.1	0.33	4.9	0.34	3.1	0.54	1.7	0.97
Pediatrics	0.1	2.1	0.05	2.1	0.05	0.1	0.05	0.1	0.80
Total Hospital	18.6	51.6	0.36	53.4	0.35	35.3	0.53	24.8	0.75
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.8	0.98	3.7	1.00	3.5	1.06	3.5	1.04
Obstetrics	2.2	2.4	0.92	2.0	1.12	2.3	0.98	2.0	1.09
Pediatrics	2.1	2.0	1.03	3.3	0.64	1.8	1.15	1.9	1.14
Total Hospital	3.5	4.3	0.82	4.3	0.82	3.7	0.96	3.5	1.01
<b>Surgical Operations</b>									
Inpatient	671	1,814	0.37	1,934	0.35	1,018	0.66	845	0.79
Outpatient	3,503	4,285	0.82	5,295	0.66	2,892	1.21	3,341	1.05
Inpatient as % of All Surgeries	16.1%	29.7%	0.54	26.8%	0.60	26.0%	0.62	20.2%	0.80
<b>Outpatient Visits</b>									
Non-Emergency Visits	174,013	99,026	1.76	151,770	1.15	80,704	2.16	158,705	1.10
Emergency Visits	17,203	16,365	1.05	17,348	0.99	16,917	1.02	17,214	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.6	18.3	0.31	20.1	0.28	14.8	0.38	5.6	1.00
Nurses, Licensed	110.6	199.5	0.55	238.2	0.46	134.4	0.82	96.0	1.15
Ancillary Nursing Personnel	73.6	37.1	1.99	40.0	1.84	23.3	3.15	56.0	1.31
All Other Personnel	377.1	439.3	0.86	622.2	0.61	356.2	1.06	342.4	1.10
Total FTEs	566.9	694.4	0.82	920.4	0.62	528.7	1.07	500.1	1.13
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.8	16.6	0.41	14.7	0.46	15.1	0.45	6.7	1.02
Nurses, Licensed	134.3	181.2	0.74	174.1	0.77	137.3	0.98	114.1	1.18
Ancillary Nursing Personnel	89.4	33.7	2.65	29.2	3.06	23.8	3.75	66.6	1.34
All Other Personnel	457.9	399.0	1.15	454.6	1.01	363.9	1.26	406.8	1.13
Total FTEs	688.3	630.6	1.09	672.6	1.02	540.2	1.27	594.1	1.16

**Total Hospital:**  
 Beds Set Up & Staffed 52  
 Discharges 1,930  
 Inpatient Days 6,798

**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 10  
 Total Births 289  
 Newborn Days 584

**139 UW Health Partners Watertown Regional Medical Center**  
 Watertown, WI 53098

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	34	1,511	5,559	44.8%	15.2	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	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	6	19	40	1.8%	0.1	2.1
<b>Obstetrics</b>	1	8	277	619	21.2%	1.7	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	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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	123	580	39.7%	1.6	4.7
Step-Down (Special Care)	5	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
<b>Subacute care</b>	4	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	5	1	5.6	Surgical Personnel	3	3	5.2
Physicians & Dentists	17	4	19.2	Radiological Services Personnel	18	12	23.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	6.6
Registered Nurses	46	84	107.2	Occupational Therapists	1	5	3.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	11	4	12.2
Ancillary Nursing Personnel	29	79	73.6	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	6	1	6.4	Recreational Therapists	2	0	2.0
Nurse Practitioners	2	2	3.4	Dietitians & Nutritionists	2	4	2.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	5	1	5.3
Medical Records Personnel	16	4	18.3	All Other Health Professionals	0	0	0.0
Pharmacy Personnel	5	9	9.7	All Other Personnel	196	103	245.4
Clinical Laboratory Personnel	11	10	16.3	<b>Total</b>	<b>382</b>	<b>329</b>	<b>566.9</b>

**139 UW Health Partners Watertown Regional Medical Center**

Watertown, WI 53098

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>5</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$59,204,967	37.7%	41.7%	0.91	39.2%	0.96	45.1%	0.84	39.3%	0.96
Medical Assistance	\$18,968,270	12.1%	14.0%	0.86	11.4%	1.06	11.7%	1.03	9.5%	1.27
Commercial	\$63,867,121	40.7%	38.1%	1.07	42.7%	0.95	37.9%	1.07	39.9%	1.02
All Other	\$14,818,689	9.4%	6.2%	1.51	6.7%	1.41	5.3%	1.80	11.3%	0.83
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$36,491,870	23.3%	27.4%	0.85	25.3%	0.92	30.2%	0.77	25.0%	0.93
Medical Assistance	\$13,240,555	8.4%	9.6%	0.88	7.6%	1.11	7.9%	1.07	5.4%	1.56
Commercial	\$14,366,667	9.2%	11.6%	0.79	13.8%	0.66	11.1%	0.83	7.9%	1.16
Charity Care	\$1,123,685	0.7%	1.5%	0.49	2.4%	0.30	1.2%	0.57	0.9%	0.76
All Other	\$6,245,356	4.0%	2.1%	1.88	2.1%	1.89	1.7%	2.31	4.1%	0.98
Total Deductions	\$71,468,133	45.6%	52.1%	0.87	51.2%	0.89	52.1%	0.87	43.2%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.9%	3.7%	0.52	7.7%	0.25	2.9%	0.67	2.1%	0.93
Net Gains/Losses as % of Net Income		52.2%	10.6%	4.95	27.4%	1.91	15.7%	3.32	42.4%	1.23
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$42,633,448	50.5%	45.3%	1.11	49.9%	1.01	47.5%	1.06	51.9%	0.97
Supplies & Services	\$27,689,832	32.8%	42.1%	0.78	39.1%	0.84	38.9%	0.84	31.2%	1.05
Capital Component	\$10,081,688	11.9%	8.5%	1.40	8.5%	1.41	9.3%	1.28	12.1%	0.99
Bad Debt	\$3,970,946	4.7%	4.0%	1.17	2.6%	1.82	4.2%	1.11	4.8%	0.98
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.1%	7.7%	0.40	5.4%	0.58	6.9%	0.45	4.3%	0.72
Total Hospital Net Income (%)		6.2%	8.5%	0.73	7.2%	0.86	8.1%	0.78	7.2%	0.86
Return on Equity (%)		4.6%	6.6%	0.70	6.3%	0.74	5.6%	0.82	5.3%	0.86
Current Ratio		2.8	3.4	0.83	2.2	1.30	3.8	0.75	3.1	0.92
Days in Net Patient Accounts Receivable		49.1	46.5	1.06	46.5	1.06	48.1	1.02	44.5	1.10
Average Payment Period		40.8	53.3	0.76	48.0	0.85	51.8	0.79	40.5	1.01
Equity Financing (%)		61.9%	60.7%	1.02	53.7%	1.15	61.0%	1.01	59.9%	1.03
Long-Term Debt to Equity Ratio		0.4	0.3	1.15	0.5	0.72	0.4	1.10	0.4	0.90
Times Interest Earned		3.7	7.4	0.50	6.6	0.56	5.2	0.71	4.4	0.85
Total Asset Turnover		0.7	0.8	0.93	0.8	0.84	0.7	1.04	0.7	1.00
Average Age of Plant (Years)		9.2	10.2	0.90	9.4	0.98	10.2	0.90	8.3	1.11
Increase (Decrease) Total Net Patient Revenue		4.8%	9.4%	0.51	54.9%	0.18	-2.0%	N/A	10.0%	0.48
Outpatient Gross Revenue (% of Total GPR)		77.4%	53.2%	1.46	52.5%	1.48	64.0%	1.21	70.5%	1.10
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,204		\$12,710	0.80	\$13,814	0.74	\$9,421	1.08	\$9,296	1.10
Inpatient Net Revenue per Day	\$2,897		\$2,917	0.99	\$3,205	0.90	\$2,572	1.13	\$2,658	1.09
Outpatient Net Revenue per Visit	\$344		\$555	0.62	\$410	0.84	\$613	0.56	\$326	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$156,859,047	Cash & Cash Equivalents	\$8,916,531	Current Liabilities	\$8,804,815
Less Deductions	\$71,468,133	Net Patient Receivables	\$11,489,345	Long-Term Debt	\$29,137,830
Net Patient Revenue	\$85,390,914	Other Receivables	\$111,053	Other Liabilities	\$8,538,250
Plus Other Revenue	\$1,670,235			Subtotal	\$46,480,895
Total Revenue	\$87,061,149	Land, Buildings & Equipment (Net)	\$50,359,985	Unrestricted Fund Balance	\$75,535,521
Less Expenses	\$84,375,914	Other Assets	\$51,139,502	Restricted Fund Balance	\$128,083
Non-Operating Gains/Losses	\$2,937,735			Total Liabilities & Fund Balance	\$122,016,416
Net Income	\$5,622,970	Total Assets	\$122,016,416		

**141 Waukesha Memorial Hospital**  
 725 American Avenue  
 Waukesha, WI 53188  
 262-928-1000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Waukesha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	73.6%	56.1%	1.31	63.0%	1.17	68.8%	1.07	75.3%	0.98
Obstetrics	48.2%	39.1%	1.23	37.9%	0.42	49.6%	0.97	49.9%	0.97
Pediatrics	8.5%	48.6%	0.17	8.5%	0.99	35.5%	0.24	13.9%	0.61
Total Hospital	66.8%	55.8%	1.20	61.0%	1.09	65.5%	1.02	63.7%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	100.1	28.4	3.53	42.6	2.35	104.2	0.96	102.4	0.98
Obstetrics	15.9	5.1	3.10	6.4	2.48	16.5	0.96	16.5	0.97
Pediatrics	0.9	2.1	0.45	0.3	3.19	4.1	0.45	1.5	0.61
Total Hospital	211.7	51.6	4.10	74.1	2.86	204.9	1.03	201.8	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.9	3.8	1.03	3.8	1.00	4.1	0.94	3.4	1.13
Obstetrics	2.6	2.4	1.06	2.4	1.08	2.5	1.05	2.6	1.02
Pediatrics	2.1	2.0	1.03	2.0	1.03	3.1	0.68	2.1	1.01
Total Hospital	4.3	4.3	1.01	4.4	0.99	4.8	0.91	4.4	0.99
<b>Surgical Operations</b>									
Inpatient	4,879	1,814	2.69	1,934	2.52	7,205	0.68	4,968	0.98
Outpatient	5,802	4,285	1.35	5,226	1.11	13,979	0.42	8,618	0.67
Inpatient as % of All Surgeries	45.7%	29.7%	1.54	27.0%	1.69	34.0%	1.34	36.6%	1.25
<b>Outpatient Visits</b>									
Non-Emergency Visits	254,576	99,026	2.57	126,187	2.02	311,290	0.82	253,002	1.01
Emergency Visits	40,829	16,365	2.49	21,693	1.88	40,915	1.00	40,433	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	26.0	18.3	1.42	29.0	0.90	53.8	0.48	9.0	2.89
Nurses, Licensed	751.4	199.5	3.77	239.9	3.13	734.0	1.02	621.1	1.21
Ancillary Nursing Personnel	237.7	37.1	6.41	54.4	4.37	146.6	1.62	167.8	1.42
All Other Personnel	1,181.8	439.3	2.69	492.6	2.40	1,446.3	0.82	1,146.4	1.03
Total FTEs	2,196.9	694.4	3.16	816.0	2.69	2,380.8	0.92	1,944.2	1.13
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.9	16.6	0.36	15.7	0.38	13.9	0.43	2.2	2.67
Nurses, Licensed	170.8	181.2	0.94	129.8	1.32	189.6	0.90	152.6	1.12
Ancillary Nursing Personnel	54.0	33.7	1.60	29.4	1.84	37.9	1.43	41.2	1.31
All Other Personnel	268.6	399.0	0.67	266.6	1.01	373.7	0.72	281.8	0.95
Total FTEs	499.4	630.6	0.79	441.5	1.13	615.1	0.81	477.8	1.05

**Total Hospital:**  
 Beds Set Up & Staffed 317  
 Discharges 17,819  
 Inpatient Days 77,259

**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 24  
 Total Births 2,023  
 Newborn Days 3,797

**141 Waukesha Memorial Hospital**  
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	2	136	9,476	36,552	73.6%	100.1	3.9
Orthopedic	2	31	2,225	7,502	66.3%	20.6	3.4
Rehabilitation & Physical Medicine	4	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	11	162	340	8.5%	0.9	2.1
<b>Obstetrics</b>	2	33	2,236	5,806	48.2%	15.9	2.6
<b>Psychiatric</b>	2	22	1,089	3,897	48.5%	10.7	3.6
<b>Alcoholism/chemical dependency</b>	2	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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	24	2,166	5,905	67.4%	16.2	2.7
Step-Down (Special Care)	2	38	2,750	9,517	68.6%	26.1	3.5
Neonatal Intensive/Intermediate Care	2	22	829	3,716	46.3%	10.2	4.5
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	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	26	0	26.0	Surgical Personnel	43	34	56.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	38	71	64.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	16	15	23.5
Registered Nurses	385	671	682.4	Occupational Therapists	2	20	8.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.8
Licensed Practical Nurses	29	46	54.4	Physical Therapists	14	29	25.5
Ancillary Nursing Personnel	118	266	237.7	Physical Therapy Assistants/Aides	1	5	4.1
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	6	16	9.1	Dietitians & Nutritionists	6	14	9.9
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	3	4	5.5	Social Workers	4	14	9.5
Medical Records Personnel	4	8	7.0	All Other Health Professionals	186	128	235.9
Pharmacy Personnel	54	45	63.8	All Other Personnel	408	446	592.0
Clinical Laboratory Personnel	56	63	79.6	<b>Total</b>	<b>1,400</b>	<b>1,897</b>	<b>2,196.9</b>

**141 Waukesha Memorial Hospital**

Waukesha, WI 53188

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$450,031,805	46.5%	41.7%	1.12	45.2%	1.03	42.2%	1.10	46.6%	1.00
Medical Assistance	\$70,939,227	7.3%	14.0%	0.52	10.2%	0.72	12.9%	0.57	5.5%	1.32
Commercial	\$417,695,437	43.2%	38.1%	1.13	39.9%	1.08	38.1%	1.13	44.6%	0.97
All Other	\$28,351,773	2.9%	6.2%	0.47	4.7%	0.62	6.8%	0.43	3.2%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$317,205,145	32.8%	27.4%	1.20	31.1%	1.06	28.5%	1.15	31.8%	1.03
Medical Assistance	\$50,278,114	5.2%	9.6%	0.54	6.9%	0.75	9.0%	0.58	3.2%	1.63
Commercial	\$139,882,025	14.5%	11.6%	1.25	13.7%	1.06	12.3%	1.18	13.3%	1.08
Charity Care	\$10,525,807	1.1%	1.5%	0.74	1.3%	0.81	1.6%	0.69	0.8%	1.33
All Other	\$3,015,944	0.3%	2.1%	0.15	1.8%	0.17	2.2%	0.14	0.3%	0.98
Total Deductions	\$520,907,035	53.9%	52.1%	1.03	54.8%	0.98	53.6%	1.00	49.5%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.0%	3.7%	0.55	2.7%	0.75	2.3%	0.88	1.8%	1.11
Net Gains/Losses as % of Net Income		23.7%	10.6%	2.25	9.2%	2.57	4.9%	4.80	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$150,765,864	37.3%	45.3%	0.82	40.7%	0.92	44.0%	0.85	37.2%	1.00
Supplies & Services	\$185,902,908	46.0%	42.1%	1.09	45.7%	1.01	43.9%	1.05	47.0%	0.98
Capital Component	\$48,800,603	12.1%	8.5%	1.42	8.6%	1.40	7.8%	1.54	11.0%	1.10
Bad Debt	\$18,304,695	4.5%	4.0%	1.13	4.9%	0.92	4.2%	1.07	4.8%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.3%	7.7%	1.47	9.9%	1.15	7.4%	1.53	10.7%	1.06
Total Hospital Net Income (%)		14.4%	8.5%	1.69	10.8%	1.33	7.8%	1.84	10.5%	1.37
Return on Equity (%)		10.0%	6.6%	1.51	7.6%	1.31	6.4%	1.57	7.6%	1.31
Current Ratio		2.5	3.4	0.74	5.4	0.46	3.6	0.69	2.3	1.09
Days in Net Patient Accounts Receivable		42.5	46.5	0.91	41.6	1.02	45.0	0.94	41.4	1.02
Average Payment Period		34.2	53.3	0.64	40.6	0.84	48.2	0.71	37.2	0.92
Equity Financing (%)		49.5%	60.7%	0.82	68.1%	0.73	61.3%	0.81	46.0%	1.08
Long-Term Debt to Equity Ratio		0.7	0.3	2.17	0.3	2.89	0.3	2.68	0.8	0.87
Times Interest Earned		6.7	7.4	0.91	9.1	0.73	9.3	0.72	5.1	1.29
Total Asset Turnover		0.7	0.8	0.87	0.7	0.96	0.8	0.83	0.7	0.92
Average Age of Plant (Years)		10.9	10.2	1.06	10.9	1.00	11.4	0.95	11.1	0.98
Increase (Decrease) Total Net Patient Revenue		1.6%	9.4%	0.17	2.0%	3.86	18.7%	0.09	7.7%	0.21
Outpatient Gross Revenue (% of Total GPR)		51.9%	53.2%	0.98	56.7%	0.91	47.1%	1.10	50.4%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,413		\$12,710	0.98	\$10,604	1.17	\$14,659	0.85	\$13,200	0.94
Inpatient Net Revenue per Day	\$2,863		\$2,917	0.98	\$2,427	1.18	\$3,060	0.94	\$3,014	0.95
Outpatient Net Revenue per Visit	\$761		\$555	1.37	\$603	1.26	\$582	1.31	\$739	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$967,018,242	Cash & Cash Equivalents	\$4,397,557	Current Liabilities	\$34,789,000
Less Deductions	\$520,907,035	Net Patient Receivables	\$51,911,201	Long-Term Debt	\$244,018,000
Net Patient Revenue	\$446,111,207	Other Receivables	\$1,778,806	Other Liabilities	\$63,276,000
Plus Other Revenue	\$9,330,202			Subtotal	\$342,083,000
Total Revenue	\$455,441,409	Land, Buildings & Equipment (Net)	\$255,136,142	Unrestricted Fund Balance	\$334,660,142
Less Expenses	\$403,774,070	Other Assets	\$363,519,436	Restricted Fund Balance	\$13,534,000
Non-Operating Gains/Losses	\$16,046,913			Total Liabilities & Fund Balance	\$676,743,142
Net Income	\$67,714,252	Total Assets	\$676,743,142		

**142 Riverside Medical Center**  
 800 Riverside Drive  
 Waupaca, WI 54981  
 715-258-1000

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

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

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	46.6%	56.1%	0.83	45.4%	1.03	46.1%	1.01	51.5%	0.91
Obstetrics	41.2%	39.1%	1.05	35.5%	0.02	30.9%	1.33	44.4%	0.93
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	43.0%	55.8%	0.77	48.9%	0.88	45.0%	0.96	47.9%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.9	28.4	0.31	21.2	0.42	11.3	0.79	9.8	0.91
Obstetrics	0.8	5.1	0.16	5.2	0.16	2.0	0.41	0.9	0.93
Pediatrics	0.0	2.1	N/A	0.4	N/A	0.1	N/A	0.0	N/A
Total Hospital	10.7	51.6	0.21	40.8	0.26	16.8	0.64	12.0	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.8	0.72	3.4	0.81	3.2	0.84	2.6	1.03
Obstetrics	1.9	2.4	0.78	2.5	0.77	2.3	0.84	1.9	0.99
Pediatrics	0.0	2.0	N/A	1.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.70	3.9	0.76	3.2	0.93	3.1	0.98
<b>Surgical Operations</b>									
Inpatient	322	1,814	0.18	1,226	0.26	575	0.56	281	1.15
Outpatient	2,393	4,285	0.56	4,737	0.51	2,021	1.18	2,250	1.06
Inpatient as % of All Surgeries	11.9%	29.7%	0.40	20.6%	0.58	22.2%	0.54	11.1%	1.07
<b>Outpatient Visits</b>									
Non-Emergency Visits	37,567	99,026	0.38	90,655	0.41	53,250	0.71	39,032	0.96
Emergency Visits	11,844	16,365	0.72	14,214	0.83	12,301	0.96	11,731	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	20.4	18.3	1.12	20.2	1.01	15.7	1.30	23.2	0.88
Nurses, Licensed	79.2	199.5	0.40	163.8	0.48	89.7	0.88	79.5	1.00
Ancillary Nursing Personnel	8.7	37.1	0.23	26.9	0.32	14.4	0.60	9.1	0.95
All Other Personnel	159.3	439.3	0.36	315.4	0.50	237.9	0.67	155.9	1.02
Total FTEs	267.5	694.4	0.39	526.3	0.51	357.7	0.75	267.8	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	40.4	16.6	2.43	14.3	2.82	29.0	1.39	44.1	0.91
Nurses, Licensed	156.8	181.2	0.87	115.7	1.36	166.2	0.94	151.3	1.04
Ancillary Nursing Personnel	17.2	33.7	0.51	19.0	0.91	26.7	0.65	17.4	0.99
All Other Personnel	315.5	399.0	0.79	222.8	1.42	440.9	0.72	296.6	1.06
Total FTEs	529.9	630.6	0.84	371.8	1.43	662.9	0.80	509.4	1.04

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,307  
 Inpatient Days 3,920

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 43  
 Inpatient Days 382

**Newborn Nursery:**  
 Bassinets 3  
 Total Births 160  
 Newborn Days 311

**142 Riverside Medical Center**  
 Waupaca, WI 54981

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	1,193	3,235	46.6%	8.9	2.7
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	2	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	2	158	301	41.2%	0.8	1.9
<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	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	228	384	26.3%	1.1	1.7
Step-Down (Special Care)	5	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	20	2	20.4	Surgical Personnel	1	3	3.6
Physicians & Dentists	4	1	5.1	Radiological Services Personnel	13	12	20.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	0	5.0
Registered Nurses	43	45	72.6	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	3	1	3.6	Physical Therapists	6	1	6.5
Ancillary Nursing Personnel	3	10	8.7	Physical Therapy Assistants/Aides	2	6	6.5
Physician Assistants	0	0	0.0	Recreational Therapists	1	0	1.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	2	0.9
Certified Registered Nurse Anesthetists	3	0	3.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	6	1	6.0	All Other Health Professionals	3	7	7.6
Pharmacy Personnel	2	1	2.4	All Other Personnel	49	41	72.2
Clinical Laboratory Personnel	15	12	21.9	<b>Total</b>	<b>179</b>	<b>145</b>	<b>267.5</b>

**142 Riverside Medical Center**  
 Waupaca, WI 54981

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$27,826,901	48.7%	41.7%	1.17	43.1%	1.13	45.6%	1.07	49.8%	0.98
Medical Assistance	\$6,992,731	12.2%	14.0%	0.87	10.9%	1.12	12.9%	0.95	11.2%	1.09
Commercial	\$18,096,343	31.6%	38.1%	0.83	41.2%	0.77	34.7%	0.91	31.8%	0.99
All Other	\$4,264,004	7.5%	6.2%	1.19	4.7%	1.59	6.9%	1.08	7.1%	1.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$13,154,161	23.0%	27.4%	0.84	26.0%	0.88	27.4%	0.84	19.5%	1.18
Medical Assistance	\$4,120,484	7.2%	9.6%	0.75	6.8%	1.06	8.6%	0.84	7.5%	0.97
Commercial	\$4,005,467	7.0%	11.6%	0.61	13.2%	0.53	9.2%	0.76	7.2%	0.98
Charity Care	\$345,350	0.6%	1.5%	0.41	1.1%	0.58	1.4%	0.44	0.5%	1.17
All Other	\$282,927	0.5%	2.1%	0.23	0.7%	0.66	1.8%	0.28	0.6%	0.84
Total Deductions	\$21,908,389	38.3%	52.1%	0.74	47.7%	0.80	48.3%	0.79	35.2%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.5%	3.7%	0.14	1.9%	0.27	3.9%	0.13	0.5%	0.98
Net Gains/Losses as % of Net Income		22.6%	10.6%	2.14	26.7%	0.85	24.1%	0.94	26.0%	0.87
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$19,317,533	59.5%	45.3%	1.31	46.7%	1.27	50.7%	1.17	54.1%	1.10
Supplies & Services	\$8,501,867	26.2%	42.1%	0.62	39.4%	0.66	34.2%	0.76	31.3%	0.84
Capital Component	\$2,893,099	8.9%	8.5%	1.05	10.3%	0.87	10.7%	0.83	9.0%	0.99
Bad Debt	\$1,774,735	5.5%	4.0%	1.36	3.6%	1.51	4.3%	1.26	5.6%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.4%	7.7%	1.09	6.1%	1.38	4.7%	1.77	8.7%	0.96
Total Hospital Net Income (%)		10.6%	8.5%	1.24	8.1%	1.30	6.2%	1.72	11.4%	0.92
Return on Equity (%)		6.4%	6.6%	0.97	6.1%	1.05	4.4%	1.46	7.3%	0.89
Current Ratio		15.4	3.4	4.55	4.2	3.71	3.6	4.24	8.7	1.78
Days in Net Patient Accounts Receivable		39.9	46.5	0.86	44.6	0.89	48.8	0.82	44.2	0.90
Average Payment Period		12.9	53.3	0.24	43.8	0.30	57.5	0.23	19.3	0.67
Equity Financing (%)		86.7%	60.7%	1.43	59.5%	1.46	55.0%	1.58	82.8%	1.05
Long-Term Debt to Equity Ratio		0.1	0.3	0.37	0.4	0.28	0.6	0.21	0.2	0.81
Times Interest Earned		12.3	7.4	1.67	4.9	2.50	3.5	3.49	13.0	0.94
Total Asset Turnover		0.6	0.8	0.77	0.7	0.80	0.7	0.84	0.6	0.97
Average Age of Plant (Years)		8.7	10.2	0.85	10.3	0.84	8.4	1.04	7.9	1.10
Increase (Decrease) Total Net Patient Revenue		-0.4%	9.4%	N/A	0.0%	183.87	3.6%	N/A	6.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.7%	53.2%	1.48	62.4%	1.26	68.8%	1.14	77.2%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,006		\$12,710	0.55	\$9,546	0.73	\$8,567	0.82	\$6,757	1.04
Inpatient Net Revenue per Day	\$2,194		\$2,917	0.75	\$2,385	0.92	\$2,570	0.85	\$2,125	1.03
Outpatient Net Revenue per Visit	\$522		\$555	0.94	\$526	0.99	\$563	0.93	\$504	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$57,179,979	Cash & Cash Equivalents	\$12,188,291	Current Liabilities	\$1,066,700
Less Deductions	\$21,908,389	Net Patient Receivables	\$3,853,896	Long-Term Debt	\$6,454,102
Net Patient Revenue	\$35,271,590	Other Receivables	\$85,457	Other Liabilities	\$406,453
Plus Other Revenue	\$184,064			Subtotal	\$7,927,255
Total Revenue	\$35,455,654	Land, Buildings & Equipment (Net)	\$33,012,723	Unrestricted Fund Balance	\$51,656,142
Less Expenses	\$32,487,234	Other Assets	\$10,443,030	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$867,346			Total Liabilities & Fund Balance	\$59,583,397
Net Income	\$3,835,766	Total Assets	\$59,583,397		

**143 Waupun Memorial Hospital**  
 620 W Brown Street  
 Waupun, WI 53963  
 920-324-5581

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Dodge  
 Analysis Area: Southern (1)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	47.0%	56.1%	0.84	58.4%	0.81	41.6%	1.13	51.0%	0.92
Obstetrics	19.7%	39.1%	0.50	39.2%	0.03	23.9%	0.82	17.0%	1.15
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	36.2%	55.8%	0.65	58.2%	0.62	40.7%	0.89	38.5%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.1	28.4	0.25	24.9	0.28	8.1	0.87	7.6	0.92
Obstetrics	1.0	5.1	0.19	4.9	0.20	1.0	0.96	0.9	1.15
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.2	N/A	0.0	N/A
Total Hospital	9.1	51.6	0.18	53.4	0.17	10.7	0.85	9.6	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.8	0.94	3.7	0.95	3.1	1.13	3.4	1.02
Obstetrics	2.2	2.4	0.92	2.0	1.12	2.3	0.96	2.2	1.00
Pediatrics	0.0	2.0	N/A	3.3	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	4.3	0.75	3.2	0.99	3.2	1.01
<b>Surgical Operations</b>									
Inpatient	224	1,814	0.12	1,934	0.12	392	0.57	232	0.97
Outpatient	1,013	4,285	0.24	5,295	0.19	1,613	0.63	1,002	1.01
Inpatient as % of All Surgeries	18.1%	29.7%	0.61	26.8%	0.68	19.5%	0.93	18.8%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	40,670	99,026	0.41	151,770	0.27	39,154	1.04	36,002	1.13
Emergency Visits	9,394	16,365	0.57	17,348	0.54	8,094	1.16	9,423	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.5	18.3	0.57	20.1	0.52	7.1	1.48	7.3	1.43
Nurses, Licensed	60.6	199.5	0.30	238.2	0.25	60.7	1.00	68.3	0.89
Ancillary Nursing Personnel	2.7	37.1	0.07	40.0	0.07	13.1	0.21	0.1	47.56
All Other Personnel	91.0	439.3	0.21	622.2	0.15	163.9	0.56	100.4	0.91
Total FTEs	164.7	694.4	0.24	920.4	0.18	244.7	0.67	176.0	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	33.4	16.6	2.01	14.7	2.28	20.4	1.64	24.0	1.39
Nurses, Licensed	193.0	181.2	1.06	174.1	1.11	174.0	1.11	223.0	0.87
Ancillary Nursing Personnel	8.7	33.7	0.26	29.2	0.30	37.5	0.23	0.2	46.39
All Other Personnel	289.9	399.0	0.73	454.6	0.64	470.2	0.62	327.9	0.88
Total FTEs	524.9	630.6	0.83	672.6	0.78	702.0	0.75	575.1	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,024  
 Inpatient Days 3,305

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 33  
 Inpatient Days 166

**Newborn Nursery:**  
 Bassinets 3  
 Total Births 154  
 Newborn Days 311

**143 Waupun Memorial Hospital**  
 Waupun, WI 53963

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	733	2,575	47.0%	7.1	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	160	359	19.7%	1.0	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	1	5	131	371	20.3%	1.0	2.8
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	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)	5	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	9	2	10.5	Surgical Personnel	2	1	2.8
Physicians & Dentists	1	1	1.8	Radiological Services Personnel	7	14	15.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.0
Registered Nurses	31	41	52.6	Occupational Therapists	0	2	1.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	5	3.1	Physical Therapists	2	1	2.8
Ancillary Nursing Personnel	1	5	2.7	Physical Therapy Assistants/Aides	1	3	2.1
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	1	1.8	Dietitians & Nutritionists	1	2	2.4
Certified Registered Nurse Anesthetists	3	0	3.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	0	2.0
Medical Records Personnel	1	3	2.6	All Other Health Professionals	6	23	18.1
Pharmacy Personnel	2	3	3.5	All Other Personnel	16	30	34.0
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>88</b>	<b>139</b>	<b>164.7</b>

**143 Waupun Memorial Hospital**

Waupun, WI 53963

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>3</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$24,828,044	42.0%	41.7%	1.01	39.2%	1.07	42.1%	1.00	42.6%	0.99
Medical Assistance	\$5,446,743	9.2%	14.0%	0.66	11.4%	0.81	13.2%	0.69	7.0%	1.32
Commercial	\$27,507,800	46.5%	38.1%	1.22	42.7%	1.09	39.8%	1.17	47.9%	0.97
All Other	\$1,373,797	2.3%	6.2%	0.37	6.7%	0.35	4.9%	0.48	2.5%	0.92
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,735,124	24.9%	27.4%	0.91	25.3%	0.98	22.9%	1.09	21.4%	1.17
Medical Assistance	\$3,756,455	6.4%	9.6%	0.66	7.6%	0.84	8.4%	0.76	4.7%	1.34
Commercial	\$8,057,327	13.6%	11.6%	1.18	13.8%	0.99	10.2%	1.33	14.7%	0.93
Charity Care	\$373,304	0.6%	1.5%	0.43	2.4%	0.27	1.1%	0.59	0.7%	0.86
All Other	-\$37,992	-0.1%	2.1%	N/A	2.1%	N/A	1.5%	N/A	0.2%	N/A
Total Deductions	\$26,884,218	45.4%	52.1%	0.87	51.2%	0.89	44.0%	1.03	41.7%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.5%	3.7%	0.66	7.7%	0.32	3.0%	0.83	2.8%	0.89
Net Gains/Losses as % of Net Income		0.4%	10.6%	0.03	27.4%	0.01	14.3%	0.02	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,465,516	46.4%	45.3%	1.02	49.9%	0.93	49.3%	0.94	46.4%	1.00
Supplies & Services	\$12,221,024	42.1%	42.1%	1.00	39.1%	1.08	36.2%	1.16	40.4%	1.04
Capital Component	\$2,215,050	7.6%	8.5%	0.90	8.5%	0.90	10.2%	0.75	8.3%	0.92
Bad Debt	\$1,137,679	3.9%	4.0%	0.97	2.6%	1.52	4.3%	0.92	4.9%	0.79
<b>Fiscal Statistics</b>										
Operating Margin (%)		12.2%	7.7%	1.59	5.4%	2.29	7.2%	1.69	11.5%	1.07
Total Hospital Net Income (%)		12.3%	8.5%	1.44	7.2%	1.70	8.3%	1.47	7.8%	1.57
Return on Equity (%)		18.3%	6.6%	2.77	6.3%	2.93	6.7%	2.73	5.2%	3.52
Current Ratio		2.9	3.4	0.84	2.2	1.31	1.9	1.49	4.9	0.59
Days in Net Patient Accounts Receivable		45.8	46.5	0.98	46.5	0.98	50.0	0.92	39.0	1.17
Average Payment Period		38.0	53.3	0.71	48.0	0.79	102.3	0.37	32.6	1.16
Equity Financing (%)		87.2%	60.7%	1.44	53.7%	1.62	59.2%	1.47	82.3%	1.06
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.5	N/A	0.4	N/A	0.2	N/A
Times Interest Earned		26.7	7.4	3.63	6.6	4.05	4.6	5.81	8.6	3.11
Total Asset Turnover		1.5	0.8	1.94	0.8	1.76	0.8	1.88	0.7	2.14
Average Age of Plant (Years)		10.4	10.2	1.02	9.4	1.11	7.9	1.32	9.8	1.07
Increase (Decrease) Total Net Patient Revenue		4.2%	9.4%	0.45	54.9%	0.04	2.3%	1.79	2.4%	1.72
Outpatient Gross Revenue (% of Total GPR)		71.1%	53.2%	1.34	52.5%	1.36	69.4%	1.03	68.5%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,892	\$12,710	0.78	\$13,814	0.72	\$9,239	1.07	\$8,717	1.13
Inpatient Net Revenue per Day		\$3,012	\$2,917	1.03	\$3,205	0.94	\$2,581	1.17	\$2,666	1.13
Outpatient Net Revenue per Visit		\$436	\$555	0.79	\$410	1.06	\$551	0.79	\$462	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$59,156,384	Cash & Cash Equivalents	\$523,533	Current Liabilities	\$2,847,245
Less Deductions	\$26,884,218	Net Patient Receivables	\$4,049,845	Long-Term Debt	\$0
Net Patient Revenue	\$32,272,166	Other Receivables	\$3,379,947	Other Liabilities	\$0
Plus Other Revenue	\$817,513			Subtotal	\$2,847,245
Total Revenue	\$33,089,679	Land, Buildings & Equipment (Net)	\$14,034,347	Unrestricted Fund Balance	\$19,327,469
Less Expenses	\$29,039,269	Other Assets	\$187,042	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$14,374			Total Liabilities & Fund Balance	\$22,174,714
Net Income	\$4,064,784	Total Assets	\$22,174,714		

**145 Aspirus Wausau Hospital**  
 333 Pine Ridge Boulevard  
 Wausau, WI 54401  
 715-847-2121

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Marathon  
 Analysis Area: North Central (6)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	64.7%	56.1%	1.15	59.8%	1.08	68.8%	0.94	69.3%	0.93
Obstetrics	52.1%	39.1%	1.33	45.6%	0.19	49.6%	1.05	49.0%	1.06
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	35.5%	N/A	0.0%	N/A
Total Hospital	57.3%	55.8%	1.03	60.2%	0.95	65.5%	0.87	63.3%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	52.4	28.4	1.84	23.6	2.22	104.2	0.50	56.1	0.93
Obstetrics	8.9	5.1	1.72	3.8	2.31	16.5	0.54	8.3	1.06
Pediatrics	0.0	2.1	N/A	1.3	N/A	4.1	N/A	0.0	N/A
Total Hospital	150.0	51.6	2.91	44.3	3.39	204.9	0.73	159.6	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.8	1.08	3.7	1.10	4.1	0.99	4.2	0.97
Obstetrics	2.6	2.4	1.06	2.5	1.02	2.5	1.05	2.6	1.01
Pediatrics	0.0	2.0	N/A	2.9	N/A	3.1	N/A	0.0	N/A
Total Hospital	4.2	4.3	0.97	4.1	1.03	4.8	0.87	4.4	0.95
<b>Surgical Operations</b>									
Inpatient	4,832	1,814	2.66	1,372	3.52	7,205	0.67	5,055	0.96
Outpatient	4,957	4,285	1.16	1,829	2.71	13,979	0.35	5,302	0.93
Inpatient as % of All Surgeries	49.4%	29.7%	1.66	42.9%	1.15	34.0%	1.45	48.8%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	78,231	99,026	0.79	65,846	1.19	311,290	0.25	73,711	1.06
Emergency Visits	26,734	16,365	1.63	14,168	1.89	40,915	0.65	26,065	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.0	18.3	0.82	15.0	1.00	53.8	0.28	11.8	1.27
Nurses, Licensed	487.4	199.5	2.44	147.5	3.30	734.0	0.66	416.2	1.17
Ancillary Nursing Personnel	124.4	37.1	3.36	27.7	4.48	146.6	0.85	104.7	1.19
All Other Personnel	1,332.8	439.3	3.03	375.8	3.55	1,446.3	0.92	1,117.8	1.19
Total FTEs	1,959.6	694.4	2.82	566.1	3.46	2,380.8	0.82	1,650.5	1.19
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.3	16.6	0.32	15.8	0.34	13.9	0.38	4.5	1.19
Nurses, Licensed	173.4	181.2	0.96	155.2	1.12	189.6	0.91	158.3	1.10
Ancillary Nursing Personnel	44.3	33.7	1.31	29.2	1.52	37.9	1.17	39.8	1.11
All Other Personnel	474.2	399.0	1.19	395.4	1.20	373.7	1.27	425.3	1.12
Total FTEs	697.3	630.6	1.11	595.5	1.17	615.1	1.13	627.9	1.11

**Total Hospital:**  
 Beds Set Up & Staffed 262  
 Discharges 13,121  
 Inpatient Days 54,750

**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 17  
 Total Births 1,228  
 Newborn Days 3,596

**145 Aspirus Wausau Hospital**  
Wausau, WI 54401

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	81	4,718	19,115	64.7%	52.4	4.1
Orthopedic	1	34	2,202	7,391	59.6%	20.2	3.4
Rehabilitation & Physical Medicine	1	16	234	2,671	45.7%	7.3	11.4
Hospice	1	14	667	2,383	46.6%	6.5	3.6
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	17	1,253	3,231	52.1%	8.9	2.6
<b>Psychiatric</b>	1	11	498	2,381	59.3%	6.5	4.8
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	18	176	3,706	56.4%	10.2	21.1
Cardiac Intensive Unit	1	8	262	2,056	70.4%	5.6	7.8
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)	1	48	3,045	11,507	65.7%	31.5	3.8
Neonatal Intensive/Intermediate Care	1	15	225	1,577	28.8%	4.3	7.0
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	15	0	15.0	Surgical Personnel	18	29	31.7
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	53	77	87.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	42	37.7
Registered Nurses	247	511	473.3	Occupational Therapists	8	14	11.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	4	4.5
Licensed Practical Nurses	4	25	14.1	Physical Therapists	12	23	19.9
Ancillary Nursing Personnel	61	133	124.4	Physical Therapy Assistants/Aides	6	2	6.5
Physician Assistants	0	0	0.0	Recreational Therapists	1	0	1.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	8	5.6
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	9	6	12.1
Medical Records Personnel	19	7	23.8	All Other Health Professionals	178	190	269.1
Pharmacy Personnel	33	19	43.7	All Other Personnel	606	258	745.0
Clinical Laboratory Personnel	23	20	32.0	<b>Total</b>	<b>1,313</b>	<b>1,368</b>	<b>1,959.6</b>

**145 Aspirus Wausau Hospital**  
Wausau, WI 54401

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$304,582,185	50.0%	41.7%	1.20	48.9%	1.02	42.2%	1.19	51.4%	0.97
Medical Assistance	\$58,933,264	9.7%	14.0%	0.69	13.7%	0.71	12.9%	0.75	6.9%	1.40
Commercial	\$215,922,789	35.5%	38.1%	0.93	32.5%	1.09	38.1%	0.93	36.3%	0.98
All Other	\$29,416,614	4.8%	6.2%	0.77	4.8%	1.00	6.8%	0.71	5.4%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$193,297,889	31.7%	27.4%	1.16	30.2%	1.05	28.5%	1.11	32.9%	0.96
Medical Assistance	\$41,252,758	6.8%	9.6%	0.71	8.9%	0.76	9.0%	0.75	4.2%	1.60
Commercial	\$44,554,296	7.3%	11.6%	0.63	5.4%	1.36	12.3%	0.60	7.1%	1.03
Charity Care	\$13,065,305	2.1%	1.5%	1.47	1.7%	1.26	1.6%	1.36	1.9%	1.12
All Other	\$7,057,284	1.2%	2.1%	0.55	0.7%	1.72	2.2%	0.52	1.2%	0.93
Total Deductions	\$299,227,532	49.1%	52.1%	0.94	46.9%	1.05	53.6%	0.92	47.4%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.2%	3.7%	0.86	2.4%	1.33	2.3%	1.37	4.5%	0.71
Net Gains/Losses as % of Net Income		27.2%	10.6%	2.58	14.2%	1.92	4.9%	5.51	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$127,567,119	43.2%	45.3%	0.95	50.3%	0.86	44.0%	0.98	43.4%	1.00
Supplies & Services	\$142,684,140	48.3%	42.1%	1.15	37.8%	1.28	43.9%	1.10	43.8%	1.10
Capital Component	\$22,167,240	7.5%	8.5%	0.88	8.6%	0.88	7.8%	0.96	11.0%	0.68
Bad Debt	\$3,125,730	1.1%	4.0%	0.26	3.3%	0.32	4.2%	0.25	1.8%	0.57
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.6%	7.7%	0.99	6.4%	1.18	7.4%	1.02	7.3%	1.04
Total Hospital Net Income (%)		10.1%	8.5%	1.19	7.4%	1.37	7.8%	1.30	1.8%	5.74
Return on Equity (%)		9.7%	6.6%	1.46	7.1%	1.37	6.4%	1.52	1.5%	6.34
Current Ratio		2.8	3.4	0.81	2.8	0.98	3.6	0.76	2.7	1.02
Days in Net Patient Accounts Receivable		51.5	46.5	1.11	50.3	1.02	45.0	1.14	47.6	1.08
Average Payment Period		46.4	53.3	0.87	52.0	0.89	48.2	0.96	44.4	1.04
Equity Financing (%)		56.6%	60.7%	0.93	59.6%	0.95	61.3%	0.92	54.4%	1.04
Long-Term Debt to Equity Ratio		0.5	0.3	1.60	0.5	1.18	0.3	1.98	0.6	0.86
Times Interest Earned		10.9	7.4	1.48	5.7	1.91	9.3	1.18	2.0	5.43
Total Asset Turnover		0.9	0.8	1.20	0.9	0.98	0.8	1.14	0.9	1.01
Average Age of Plant (Years)		9.2	10.2	0.90	10.3	0.89	11.4	0.80	7.2	1.27
Increase (Decrease) Total Net Patient Revenue		17.0%	9.4%	1.81	3.4%	1.90	18.7%	0.91	6.6%	2.59
Outpatient Gross Revenue (% of Total GPR)		46.6%	53.2%	0.88	51.8%	0.90	47.1%	0.99	39.3%	1.19
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,441		\$12,710	0.98	\$12,011	1.04	\$14,659	0.85	\$12,804	0.97
Inpatient Net Revenue per Day	\$2,982		\$2,917	1.02	\$2,932	1.02	\$3,060	0.97	\$2,920	1.02
Outpatient Net Revenue per Visit	\$1,395		\$555	2.51	\$628	2.22	\$582	2.40	\$1,121	1.24

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$608,854,852	Cash & Cash Equivalents	\$41,139,903	Current Liabilities	\$35,465,354
Less Deductions	\$299,227,532	Net Patient Receivables	\$43,696,865	Long-Term Debt	\$104,985,000
Net Patient Revenue	\$309,627,320	Other Receivables	\$3,013,196	Other Liabilities	\$9,465,661
Plus Other Revenue	\$10,182,755			Subtotal	\$149,916,015
Total Revenue	\$319,810,075	Land, Buildings & Equipment (Net)	\$126,434,866	Unrestricted Fund Balance	\$195,290,414
Less Expenses	\$295,544,229	Other Assets	\$130,921,599	Restricted Fund Balance	\$5,845,698
Non-Operating Gains/Losses	\$9,060,462			Total Liabilities & Fund Balance	\$345,206,429
Net Income	\$33,326,308	Total Assets	\$345,206,429		

**304 Wheaton Franciscan - The Wisconsin Heart Hospital**  
 10000 W Bluemound Road  
 Wauwatosa, WI 53226  
 414-778-7800

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 2

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	56.1%	N/A	67.2%	N/A	29.0%	N/A	0.0%	N/A
Obstetrics	0.0%	39.1%	N/A	45.5%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	1.8%	N/A	0.0%	N/A
Total Hospital	47.7%	55.8%	0.85	62.9%	0.76	30.6%	1.56	58.8%	0.81
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	28.4	N/A	105.6	N/A	4.5	N/A	0.0	N/A
Obstetrics	0.0	5.1	N/A	21.8	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	19.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	14.3	51.6	0.28	144.2	0.10	6.4	2.23	17.6	0.81
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.8	N/A	4.4	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.8	N/A	1.7	N/A	0.0	N/A
Total Hospital	3.8	4.3	0.87	5.1	0.74	3.4	1.11	3.0	1.24
<b>Surgical Operations</b>									
Inpatient	369	1,814	0.20	5,783	0.06	196	1.88	395	0.93
Outpatient	82	4,285	0.02	9,073	0.01	1,479	0.06	103	0.80
Inpatient as % of All Surgeries	81.8%	29.7%	2.75	38.9%	2.10	11.7%	6.99	79.3%	1.03
<b>Outpatient Visits</b>									
Non-Emergency Visits	5,689	99,026	0.06	172,594	0.03	24,233	0.23	5,754	0.99
Emergency Visits	3,563	16,365	0.22	36,242	0.10	6,105	0.58	3,864	0.92
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.3	0.22	41.0	0.10	6.4	0.62	5.0	0.80
Nurses, Licensed	51.8	199.5	0.26	473.1	0.11	41.4	1.25	68.2	0.76
Ancillary Nursing Personnel	13.9	37.1	0.37	102.3	0.14	7.6	1.83	14.3	0.97
All Other Personnel	61.9	439.3	0.14	849.7	0.07	93.6	0.66	71.6	0.86
Total FTEs	131.6	694.4	0.19	1,466.1	0.09	149.0	0.88	159.1	0.83
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.9	16.6	0.90	13.8	1.08	30.0	0.50	18.5	0.80
Nurses, Licensed	192.9	181.2	1.06	158.9	1.21	193.4	1.00	252.8	0.76
Ancillary Nursing Personnel	51.6	33.7	1.53	34.3	1.50	35.4	1.46	52.9	0.97
All Other Personnel	230.2	399.0	0.58	285.3	0.81	437.6	0.53	265.6	0.87
Total FTEs	489.6	630.6	0.78	492.3	0.99	696.5	0.70	589.8	0.83

**Total Hospital:**  
 Beds Set Up & Staffed 30  
 Discharges 1,388  
 Inpatient Days 5,221

**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 0  
 Total Births 0  
 Newborn Days 0

**304 Wheaton Franciscan - The Wisconsin Heart Hospital**  
Wauwatosa, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	3	0	0	0	0.0%	0.0	0.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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
<b>Pediatric, acute</b>	3	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>	3	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	1	30	1,388	5,221	47.7%	14.3	3.8
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	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>	3	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	4	0	4.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	8	9.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	6	5.5
Registered Nurses	25	44	48.8	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	7	15	13.9	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	1	0.0
Nurse Practitioners	3	1	3.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	2	1.5
Medical Records Personnel	0	0	0.0	All Other Health Professionals	7	8	8.6
Pharmacy Personnel	7	4	7.7	All Other Personnel	16	18	24.7
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>84</b>	<b>107</b>	<b>131.6</b>

**304 Wheaton Franciscan - The Wisconsin Heart Hospital**

Wauwatosa, WI 53226

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$73,688,839	59.2%	41.7%	1.42	37.7%	1.57	44.4%	1.33	58.8%	1.01
Medical Assistance	\$4,444,676	3.6%	14.0%	0.26	19.7%	0.18	11.0%	0.32	2.7%	1.34
Commercial	\$42,898,700	34.5%	38.1%	0.90	35.4%	0.97	40.2%	0.86	36.0%	0.96
All Other	\$3,412,160	2.7%	6.2%	0.44	7.1%	0.38	4.4%	0.62	2.5%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$48,643,545	39.1%	27.4%	1.43	26.8%	1.46	24.1%	1.62	39.9%	0.98
Medical Assistance	\$3,367,049	2.7%	9.6%	0.28	14.1%	0.19	7.5%	0.36	1.8%	1.49
Commercial	\$17,074,916	13.7%	11.6%	1.19	12.3%	1.12	11.0%	1.24	13.7%	1.00
Charity Care	\$1,230,881	1.0%	1.5%	0.68	1.0%	0.98	1.0%	1.02	1.1%	0.90
All Other	\$2,201,777	1.8%	2.1%	0.83	2.8%	0.63	1.0%	1.69	1.4%	1.26
Total Deductions	\$72,518,168	58.3%	52.1%	1.12	57.0%	1.02	44.7%	1.30	58.0%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.7%	3.7%	0.45	2.8%	0.60	5.0%	0.34	2.1%	0.80
Net Gains/Losses as % of Net Income		0.0%	10.6%	N/A	3.8%	N/A	8.8%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,806,044	28.3%	45.3%	0.62	37.8%	0.75	48.6%	0.58	30.0%	0.94
Supplies & Services	\$29,398,483	56.2%	42.1%	1.33	48.9%	1.15	39.8%	1.41	50.4%	1.12
Capital Component	\$7,470,118	14.3%	8.5%	1.68	8.1%	1.77	8.2%	1.74	16.6%	0.86
Bad Debt	\$611,608	1.2%	4.0%	0.29	5.3%	0.22	3.4%	0.35	3.0%	0.39
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.0%	7.7%	0.13	7.2%	0.14	10.0%	0.10	0.5%	2.01
Total Hospital Net Income (%)		1.0%	8.5%	0.12	7.4%	0.13	10.9%	0.09	0.5%	2.01
Return on Equity (%)		0.9%	6.6%	0.14	5.4%	0.17	11.4%	0.08	0.5%	1.94
Current Ratio		3.8	3.4	1.12	3.1	1.24	3.9	0.97	1.7	2.17
Days in Net Patient Accounts Receivable		46.4	46.5	1.00	43.9	1.06	47.7	0.97	40.8	1.14
Average Payment Period		19.2	53.3	0.36	63.4	0.30	36.9	0.52	37.6	0.51
Equity Financing (%)		2.3%	60.7%	0.04	58.2%	0.04	63.7%	0.04	1.4%	1.69
Long-Term Debt to Equity Ratio		35.3	0.3	104.75	0.3	139.52	0.5	74.74	59.6	0.59
Times Interest Earned		1.2	7.4	0.17	6.7	0.18	8.2	0.15	1.1	1.09
Total Asset Turnover		0.9	0.8	1.18	0.7	1.25	1.0	0.87	0.9	0.96
Average Age of Plant (Years)		6.0	10.2	0.58	10.6	0.56	8.8	0.68	4.3	1.40
Increase (Decrease) Total Net Patient Revenue		-5.6%	9.4%	N/A	0.4%	22.76	6.6%	N/A	8.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		46.8%	53.2%	0.88	44.8%	1.04	70.1%	0.67	34.6%	1.35
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$20,856		\$12,710	1.64	\$16,410	1.27	\$10,635	1.96	\$17,071	1.22
Inpatient Net Revenue per Day	\$5,544		\$2,917	1.90	\$3,221	1.72	\$2,744	2.02	\$5,645	0.98
Outpatient Net Revenue per Visit	\$2,484		\$555	4.48	\$655	3.79	\$566	4.39	\$1,940	1.28

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$124,444,375	Cash & Cash Equivalents	\$50,787	Current Liabilities	\$2,504,622
Less Deductions	\$72,518,168	Net Patient Receivables	\$6,600,682	Long-Term Debt	\$46,843,319
Net Patient Revenue	\$51,926,207	Other Receivables	\$115,550	Other Liabilities	\$7,435,261
Plus Other Revenue	\$884,859			Subtotal	\$56,783,202
Total Revenue	\$52,811,066	Land, Buildings & Equipment (Net)	\$38,769,240	Unrestricted Fund Balance	\$1,328,815
Less Expenses	\$52,286,253	Other Assets	\$12,575,758	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$58,112,017	Total Liabilities & Fund Balance	\$58,112,017
Net Income	\$524,813				

**150 Aurora West Allis Medical Center**  
 8901 W Lincoln Avenue  
 West Allis, WI 53227  
 414-328-6000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	74.7%	56.1%	1.33	67.2%	1.11	68.8%	1.09	79.0%	0.95
Obstetrics	46.0%	39.1%	1.18	45.5%	0.56	49.6%	0.93	46.8%	0.98
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	35.5%	N/A	0.0%	N/A
Total Hospital	65.3%	55.8%	1.17	62.9%	1.04	65.5%	1.00	77.7%	0.84
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	94.2	28.4	3.32	105.6	0.89	104.2	0.90	99.6	0.95
Obstetrics	25.3	5.1	4.93	21.8	1.16	16.5	1.53	25.8	0.98
Pediatrics	0.0	2.1	N/A	19.2	N/A	4.1	N/A	0.0	N/A
Total Hospital	150.2	51.6	2.91	144.2	1.04	204.9	0.73	178.8	0.84
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.8	1.10	4.4	0.94	4.1	1.00	4.1	1.00
Obstetrics	2.7	2.4	1.11	2.9	0.95	2.5	1.10	2.8	0.96
Pediatrics	0.0	2.0	N/A	1.8	N/A	3.1	N/A	0.0	N/A
Total Hospital	4.4	4.3	1.01	5.1	0.86	4.8	0.91	4.1	1.08
<b>Surgical Operations</b>									
Inpatient	11,963	1,814	6.59	5,783	2.07	7,205	1.66	12,117	0.99
Outpatient	16,692	4,285	3.90	9,073	1.84	13,979	1.19	16,189	1.03
Inpatient as % of All Surgeries	41.7%	29.7%	1.40	38.9%	1.07	34.0%	1.23	42.8%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	128,539	99,026	1.30	172,594	0.74	311,290	0.41	139,495	0.92
Emergency Visits	33,322	16,365	2.04	36,242	0.92	40,915	0.81	33,663	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.3	0.22	41.0	0.10	53.8	0.07	3.0	1.33
Nurses, Licensed	392.0	199.5	1.96	473.1	0.83	734.0	0.53	388.9	1.01
Ancillary Nursing Personnel	89.3	37.1	2.41	102.3	0.87	146.6	0.61	87.2	1.02
All Other Personnel	720.3	439.3	1.64	849.7	0.85	1,446.3	0.50	656.5	1.10
Total FTEs	1,205.6	694.4	1.74	1,466.1	0.82	2,380.8	0.51	1,135.5	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.4	16.6	0.09	13.8	0.10	13.9	0.10	0.9	1.52
Nurses, Licensed	141.3	181.2	0.78	158.9	0.89	189.6	0.75	123.1	1.15
Ancillary Nursing Personnel	32.2	33.7	0.96	34.3	0.94	37.9	0.85	27.6	1.17
All Other Personnel	259.6	399.0	0.65	285.3	0.91	373.7	0.69	207.9	1.25
Total FTEs	434.6	630.6	0.69	492.3	0.88	615.1	0.71	359.5	1.21

**Total Hospital:**  
 Beds Set Up & Staffed 230  
 Discharges 12,561  
 Inpatient Days 54,838

**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 37  
 Total Births 3,400  
 Newborn Days 6,960

**150 Aurora West Allis Medical Center**  
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	126	8,329	34,370	74.7%	94.2	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	231	2,910	79.7%	8.0	12.6
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	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	55	3,400	9,234	46.0%	25.3	2.7
<b>Psychiatric</b>	3	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	1	16	305	3,041	52.1%	8.3	10.0
Cardiac Intensive Unit	3	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	3	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	1	23	296	5,283	62.9%	14.5	17.8
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	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	4	0	4.0	Surgical Personnel	29	14	37.7
Physicians & Dentists	58	0	58.0	Radiological Services Personnel	53	51	78.4
Medical & Dental Residents	1	0	1.0	Respiratory Therapists	12	11	15.4
Registered Nurses	232	236	376.5	Occupational Therapists	8	19	15.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.4
Licensed Practical Nurses	6	4	8.5	Physical Therapists	12	16	17.4
Ancillary Nursing Personnel	50	79	89.3	Physical Therapy Assistants/Aides	3	1	3.8
Physician Assistants	0	0	0.0	Recreational Therapists	0	2	1.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	3	4	4.1
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	7	0	7.0	Social Workers	8	4	8.4
Medical Records Personnel	10	13	16.1	All Other Health Professionals	113	64	137.7
Pharmacy Personnel	25	9	31.6	All Other Personnel	224	121	292.9
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>859</b>	<b>649</b>	<b>1,205.6</b>

**150 Aurora West Allis Medical Center**

West Allis, WI 53227

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$262,658,973	39.9%	41.7%	0.96	37.7%	1.06	42.2%	0.95	40.6%	0.98
Medical Assistance	\$85,629,820	13.0%	14.0%	0.93	19.7%	0.66	12.9%	1.01	11.2%	1.16
Commercial	\$245,444,152	37.3%	38.1%	0.98	35.4%	1.05	38.1%	0.98	38.3%	0.97
All Other	\$64,493,584	9.8%	6.2%	1.57	7.1%	1.37	6.8%	1.44	9.9%	0.99
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$197,941,120	30.1%	27.4%	1.10	26.8%	1.12	28.5%	1.05	30.9%	0.97
Medical Assistance	\$69,005,530	10.5%	9.6%	1.10	14.1%	0.74	9.0%	1.16	8.3%	1.26
Commercial	\$100,414,050	15.3%	11.6%	1.32	12.3%	1.24	12.3%	1.24	14.9%	1.02
Charity Care	\$5,585,379	0.8%	1.5%	0.58	1.0%	0.84	1.6%	0.54	0.5%	1.61
All Other	\$31,322,554	4.8%	2.1%	2.24	2.8%	1.69	2.2%	2.12	3.6%	1.32
Total Deductions	\$404,268,633	61.4%	52.1%	1.18	57.0%	1.08	53.6%	1.15	58.2%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.2%	3.7%	0.60	2.8%	0.79	2.3%	0.95	4.1%	0.54
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	3.8%	N/A	4.9%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$85,567,796	39.2%	45.3%	0.87	37.8%	1.04	44.0%	0.89	36.2%	1.08
Supplies & Services	\$106,811,636	49.0%	42.1%	1.16	48.9%	1.00	43.9%	1.12	52.3%	0.94
Capital Component	\$13,534,305	6.2%	8.5%	0.73	8.1%	0.77	7.8%	0.79	6.0%	1.04
Bad Debt	\$12,224,664	5.6%	4.0%	1.39	5.3%	1.07	4.2%	1.32	5.6%	1.01
<b>Fiscal Statistics</b>										
Operating Margin (%)		16.0%	7.7%	2.08	7.2%	2.23	7.4%	2.15	14.9%	1.07
Total Hospital Net Income (%)		16.0%	8.5%	1.88	7.4%	2.15	7.8%	2.05	14.9%	1.07
Return on Equity (%)		11.0%	6.6%	1.65	5.4%	2.01	6.4%	1.72	12.0%	0.92
Current Ratio		12.2	3.4	3.60	3.1	3.98	3.6	3.37	13.0	0.94
Days in Net Patient Accounts Receivable		39.6	46.5	0.85	43.9	0.90	45.0	0.88	30.2	1.31
Average Payment Period		39.2	53.3	0.74	63.4	0.62	48.2	0.81	29.0	1.35
Equity Financing (%)		84.2%	60.7%	1.39	58.2%	1.45	61.3%	1.37	82.6%	1.02
Long-Term Debt to Equity Ratio		0.0	0.3	0.04	0.3	0.05	0.3	0.04	0.0	0.54
Times Interest Earned		23.6	7.4	3.21	6.7	3.53	9.3	2.55	22.4	1.05
Total Asset Turnover		0.7	0.8	0.89	0.7	0.94	0.8	0.84	0.8	0.85
Average Age of Plant (Years)		16.3	10.2	1.59	10.6	1.53	11.4	1.43	15.4	1.06
Increase (Decrease) Total Net Patient Revenue		-1.9%	9.4%	N/A	0.4%	31.40	18.7%	N/A	12.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		45.8%	53.2%	0.86	44.8%	1.02	47.1%	0.97	43.4%	1.06
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,360		\$12,710	0.82	\$16,410	0.63	\$14,659	0.71	\$8,555	1.21
Inpatient Net Revenue per Day	\$2,373		\$2,917	0.81	\$3,221	0.74	\$3,060	0.78	\$2,112	1.12
Outpatient Net Revenue per Visit	\$765		\$555	1.38	\$655	1.17	\$582	1.31	\$700	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$658,226,529	Cash & Cash Equivalents	\$242,581,146	Current Liabilities	\$22,461,613
Less Deductions	\$404,268,633	Net Patient Receivables	\$27,560,642	Long-Term Debt	\$3,877,386
Net Patient Revenue	\$253,957,896	Other Receivables	\$345,689	Other Liabilities	\$33,620,819
Plus Other Revenue	\$5,757,414			Subtotal	\$59,959,818
Total Revenue	\$259,715,310	Land, Buildings & Equipment (Net)	\$101,795,549	Unrestricted Fund Balance	\$319,704,800
Less Expenses	\$218,138,401	Other Assets	\$7,381,592	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,317			Total Liabilities & Fund Balance	\$379,664,618
Net Income	\$41,574,592	Total Assets	\$379,664,618		

**151 Froedtert Health St Joseph's Hospital**  
 3200 Pleasant Valley Road  
 West Bend, WI 53095  
 262-334-5533

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Washington  
 Analysis Area: Southeastern (2A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	46.2%	56.1%	0.82	63.0%	0.73	48.7%	0.95	47.5%	0.97
Obstetrics	41.7%	39.1%	1.07	37.9%	0.13	30.4%	1.37	47.7%	0.87
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	51.4%	55.8%	0.92	61.0%	0.84	45.2%	1.14	55.8%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	24.0	28.4	0.85	42.6	0.56	21.2	1.13	24.7	0.97
Obstetrics	5.0	5.1	0.98	6.4	0.78	3.1	1.60	5.7	0.87
Pediatrics	0.0	2.1	N/A	0.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	40.1	51.6	0.78	74.1	0.54	35.3	1.14	43.6	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.84	3.8	0.82	3.5	0.90	3.4	0.94
Obstetrics	2.6	2.4	1.06	2.4	1.08	2.3	1.14	2.5	1.03
Pediatrics	0.0	2.0	N/A	2.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.8	4.3	0.88	4.4	0.87	3.7	1.04	4.0	0.95
<b>Surgical Operations</b>									
Inpatient	908	1,814	0.50	1,934	0.47	1,018	0.89	888	1.02
Outpatient	2,225	4,285	0.52	5,226	0.43	2,892	0.77	2,109	1.06
Inpatient as % of All Surgeries	29.0%	29.7%	0.97	27.0%	1.07	26.0%	1.11	29.6%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	60,189	99,026	0.61	126,187	0.48	80,704	0.75	59,390	1.01
Emergency Visits	16,418	16,365	1.00	21,693	0.76	16,917	0.97	15,846	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	32.2	18.3	1.76	29.0	1.11	14.8	2.18	38.0	0.85
Nurses, Licensed	123.1	199.5	0.62	239.9	0.51	134.4	0.92	119.6	1.03
Ancillary Nursing Personnel	2.7	37.1	0.07	54.4	0.05	23.3	0.12	3.7	0.73
All Other Personnel	223.9	439.3	0.51	492.6	0.45	356.2	0.63	235.7	0.95
Total FTEs	381.9	694.4	0.55	816.0	0.47	528.7	0.72	397.0	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	33.8	16.6	2.04	15.7	2.16	15.1	2.24	38.2	0.89
Nurses, Licensed	129.4	181.2	0.71	129.8	1.00	137.3	0.94	120.3	1.08
Ancillary Nursing Personnel	2.8	33.7	0.08	29.4	0.10	23.8	0.12	3.7	0.76
All Other Personnel	235.3	399.0	0.59	266.6	0.88	363.9	0.65	237.1	0.99
Total FTEs	401.3	630.6	0.64	441.5	0.91	540.2	0.74	399.3	1.00

**Total Hospital:**  
 Beds Set Up & Staffed 78  
 Discharges 3,852  
 Inpatient Days 14,632

**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 21  
 Total Births 721  
 Newborn Days 1,873

**151 Froedtert Health St Joseph's Hospital**  
West Bend, WI 53095

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	52	2,794	8,777	46.2%	24.0	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	1	8	171	2,437	83.5%	6.7	14.3
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	12	705	1,828	41.7%	5.0	2.6
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	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	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	6	182	1,344	61.4%	3.7	7.4
Step-Down (Special Care)	5	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>	4	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	28	6	32.2	Surgical Personnel	6	2	6.8
Physicians & Dentists	1	1	1.2	Radiological Services Personnel	9	24	17.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	8	7.5
Registered Nurses	39	143	116.9	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	4	4.2	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	1	10	2.7	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	0	2.0	Dietitians & Nutritionists	1	2	1.9
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	4	3.1
Medical Records Personnel	8	2	9.4	All Other Health Professionals	29	68	63.7
Pharmacy Personnel	7	6	9.7	All Other Personnel	41	72	82.8
Clinical Laboratory Personnel	14	16	20.5	<b>Total</b>	<b>192</b>	<b>368</b>	<b>381.9</b>

**151 Froedtert Health St Joseph's Hospital**

West Bend, WI 53095

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$70,623,521	47.8%	41.7%	1.15	45.2%	1.06	45.1%	1.06	46.8%	1.02
Medical Assistance	\$17,771,287	12.0%	14.0%	0.86	10.2%	1.18	11.7%	1.02	10.3%	1.17
Commercial	\$54,206,957	36.7%	38.1%	0.96	39.9%	0.92	37.9%	0.97	38.9%	0.94
All Other	\$5,077,990	3.4%	6.2%	0.55	4.7%	0.72	5.3%	0.65	4.0%	0.86
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$46,384,581	31.4%	27.4%	1.15	31.1%	1.01	30.2%	1.04	30.5%	1.03
Medical Assistance	\$8,289,731	5.6%	9.6%	0.59	6.9%	0.81	7.9%	0.71	5.5%	1.03
Commercial	\$14,941,813	10.1%	11.6%	0.87	13.7%	0.74	11.1%	0.91	10.1%	1.01
Charity Care	\$2,196,873	1.5%	1.5%	1.02	1.3%	1.11	1.2%	1.19	1.7%	0.86
All Other	\$713,369	0.5%	2.1%	0.23	1.8%	0.27	1.7%	0.28	0.1%	5.04
Total Deductions	\$72,526,367	49.1%	52.1%	0.94	54.8%	0.90	52.1%	0.94	47.8%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.7%	3.7%	0.98	2.7%	1.34	2.9%	1.29	4.5%	0.82
Net Gains/Losses as % of Net Income		11.9%	10.6%	1.13	9.2%	1.29	15.7%	0.76	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$31,296,180	41.3%	45.3%	0.91	40.7%	1.01	47.5%	0.87	45.9%	0.90
Supplies & Services	\$31,266,090	41.3%	42.1%	0.98	45.7%	0.90	38.9%	1.06	35.6%	1.16
Capital Component	\$10,786,169	14.2%	8.5%	1.67	8.6%	1.65	9.3%	1.52	14.6%	0.97
Bad Debt	\$2,445,881	3.2%	4.0%	0.80	4.9%	0.65	4.2%	0.76	3.8%	0.84
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.8%	7.7%	0.37	9.9%	0.29	6.9%	0.41	-2.5%	N/A
Total Hospital Net Income (%)		3.2%	8.5%	0.38	10.8%	0.30	8.1%	0.40	-1.8%	N/A
Return on Equity (%)		2.2%	6.6%	0.33	7.6%	0.29	5.6%	0.39	-1.2%	N/A
Current Ratio		2.4	3.4	0.72	5.4	0.45	3.8	0.65	0.9	2.79
Days in Net Patient Accounts Receivable		34.6	46.5	0.74	41.6	0.83	48.1	0.72	39.4	0.88
Average Payment Period		34.7	53.3	0.65	40.6	0.86	51.8	0.67	112.4	0.31
Equity Financing (%)		41.9%	60.7%	0.69	68.1%	0.61	61.0%	0.69	29.0%	1.45
Long-Term Debt to Equity Ratio		1.2	0.3	3.49	0.3	4.66	0.4	3.35	1.7	0.69
Times Interest Earned		1.8	7.4	0.24	9.1	0.19	5.2	0.33	0.6	2.82
Total Asset Turnover		0.7	0.8	0.88	0.7	0.97	0.7	0.99	0.7	1.01
Average Age of Plant (Years)		7.8	10.2	0.76	10.9	0.72	10.2	0.76	6.7	1.17
Increase (Decrease) Total Net Patient Revenue		3.3%	9.4%	0.35	2.0%	N/A	-2.0%	N/A	-2.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		57.9%	53.2%	1.09	56.7%	1.02	64.0%	0.90	56.2%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,392	\$12,710	0.66	\$10,604	0.79	\$9,421	0.89	\$7,633	1.10
Inpatient Net Revenue per Day		\$2,209	\$2,917	0.76	\$2,427	0.91	\$2,572	0.86	\$1,913	1.15
Outpatient Net Revenue per Visit		\$559	\$555	1.01	\$603	0.93	\$613	0.91	\$563	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$147,679,755	Cash & Cash Equivalents	\$1,489,455	Current Liabilities	\$6,666,407
Less Deductions	\$72,526,367	Net Patient Receivables	\$7,130,395	Long-Term Debt	\$56,479,526
Net Patient Revenue	\$75,153,388	Other Receivables	\$26,744	Other Liabilities	\$3,516,798
Plus Other Revenue	\$2,859,373			Subtotal	\$66,662,731
Total Revenue	\$78,012,761	Land, Buildings & Equipment (Net)	\$68,946,397	Unrestricted Fund Balance	\$48,019,917
Less Expenses	\$75,794,320	Other Assets	\$37,089,657	Restricted Fund Balance	\$167,754
Non-Operating Gains/Losses	\$300,205			Total Liabilities & Fund Balance	\$114,682,648
Net Income	\$2,518,646	Total Assets	\$114,682,648		

**308 Ministry Saint Clare's Hospital**  
 3400 Ministry Parkway  
 Weston, WI 54476  
 715-393-3000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Marathon  
 Analysis Area: North Central (6)  
 Volume Group: 4

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	53.5%	56.1%	0.95	59.8%	0.90	46.1%	1.16	60.0%	0.89
Obstetrics	52.1%	39.1%	1.33	45.6%	0.10	30.9%	1.68	63.3%	0.82
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	9.6%	N/A	0.0%	N/A
Total Hospital	62.5%	55.8%	1.12	60.2%	1.04	45.0%	1.39	71.0%	0.88
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	17.7	28.4	0.62	23.6	0.75	11.3	1.57	21.6	0.82
Obstetrics	4.7	5.1	0.91	3.8	1.22	2.0	2.34	5.1	0.93
Pediatrics	1.1	2.1	0.55	1.3	0.88	0.1	0.55	1.1	1.04
Total Hospital	41.3	51.6	0.80	44.3	0.93	16.8	2.45	42.6	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.8	0.82	3.7	0.83	3.2	0.96	3.9	0.79
Obstetrics	2.3	2.4	0.95	2.5	0.91	2.3	1.02	2.4	0.97
Pediatrics	2.6	2.0	1.28	2.9	0.89	2.6	0.99	2.4	1.07
Total Hospital	3.2	4.3	0.74	4.1	0.79	3.2	0.99	3.3	0.96
<b>Surgical Operations</b>									
Inpatient	1,753	1,814	0.97	1,372	1.28	575	3.05	1,732	1.01
Outpatient	1,139	4,285	0.27	1,829	0.62	2,021	0.56	1,179	0.97
Inpatient as % of All Surgeries	60.6%	29.7%	2.04	42.9%	1.41	22.2%	2.74	59.5%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	3,495	99,026	0.04	65,846	0.05	53,250	0.07	3,336	1.05
Emergency Visits	14,008	16,365	0.86	14,168	0.99	12,301	1.14	13,176	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	22.9	18.3	1.25	15.0	1.52	15.7	1.46	28.9	0.79
Nurses, Licensed	145.8	199.5	0.73	147.5	0.99	89.7	1.62	140.7	1.04
Ancillary Nursing Personnel	31.8	37.1	0.86	27.7	1.15	14.4	2.21	22.3	1.43
All Other Personnel	173.3	439.3	0.39	375.8	0.46	237.9	0.73	205.9	0.84
Total FTEs	373.7	694.4	0.54	566.1	0.66	357.7	1.04	397.7	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	35.5	16.6	2.14	15.8	2.24	29.0	1.22	47.9	0.74
Nurses, Licensed	226.1	181.2	1.25	155.2	1.46	166.2	1.36	233.3	0.97
Ancillary Nursing Personnel	49.3	33.7	1.47	29.2	1.69	26.7	1.85	36.9	1.34
All Other Personnel	268.8	399.0	0.67	395.4	0.68	440.9	0.61	341.3	0.79
Total FTEs	579.7	630.6	0.92	595.5	0.97	662.9	0.87	659.4	0.88

**Total Hospital:**  
 Beds Set Up & Staffed 66  
 Discharges 4,736  
 Inpatient Days 15,068

**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 8  
 Total Births 729  
 Newborn Days 1,391

**308 Ministry Saint Clare's Hospital**  
Weston, WI 54476

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	33	2,091	6,449	53.5%	17.7	3.1
Orthopedic	2	0	527	1,674	0.0%	4.6	3.2
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	158	412	0.0%	1.1	2.6
<b>Obstetrics</b>	1	9	739	1,712	52.1%	4.7	2.3
<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	1	6	451	1,053	48.1%	2.9	2.3
Step-Down (Special Care)	1	16	771	3,742	64.1%	10.3	4.9
Neonatal Intensive/Intermediate Care	1	2	95	266	36.4%	0.7	2.8
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	22	1	22.9	Surgical Personnel	11	3	11.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	4	14.6
Registered Nurses	118	65	145.8	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	17	49	31.8	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	2	2.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	3	0	3.0	All Other Health Professionals	18	3	19.2
Pharmacy Personnel	15	4	16.6	All Other Personnel	76	66	105.4
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>295</b>	<b>197</b>	<b>373.7</b>

**308 Ministry Saint Clare's Hospital**

Weston, WI 54476

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$81,639,032	52.9%	41.7%	1.27	48.9%	1.08	45.6%	1.16	52.0%	1.02
Medical Assistance	\$20,470,924	13.3%	14.0%	0.95	13.7%	0.97	12.9%	1.03	9.4%	1.41
Commercial	\$38,284,342	24.8%	38.1%	0.65	32.5%	0.76	34.7%	0.72	34.1%	0.73
All Other	\$13,860,517	9.0%	6.2%	1.44	4.8%	1.87	6.9%	1.31	4.5%	2.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$50,142,471	32.5%	27.4%	1.19	30.2%	1.07	27.4%	1.19	29.6%	1.10
Medical Assistance	\$7,557,218	4.9%	9.6%	0.51	8.9%	0.55	8.6%	0.57	2.3%	2.10
Commercial	\$7,060,763	4.6%	11.6%	0.40	5.4%	0.85	9.2%	0.50	5.7%	0.80
Charity Care	\$1,654,576	1.1%	1.5%	0.73	1.7%	0.63	1.4%	0.77	2.1%	0.52
All Other	\$794,611	0.5%	2.1%	0.24	0.7%	0.76	1.8%	0.29	0.4%	1.38
Total Deductions	\$67,209,639	43.6%	52.1%	0.84	46.9%	0.93	48.3%	0.90	40.1%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.3%	3.7%	1.43	2.4%	2.22	3.9%	1.38	4.6%	1.15
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	14.2%	N/A	24.1%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$36,761,827	37.9%	45.3%	0.84	50.3%	0.75	50.7%	0.75	37.4%	1.01
Supplies & Services	\$36,084,923	37.2%	42.1%	0.88	37.8%	0.98	34.2%	1.09	37.6%	0.99
Capital Component	\$20,204,710	20.8%	8.5%	2.45	8.6%	2.43	10.7%	1.94	21.1%	0.99
Bad Debt	\$3,973,950	4.1%	4.0%	1.02	3.3%	1.23	4.3%	0.95	3.9%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)		-5.5%	7.7%	N/A	6.4%	N/A	4.7%	N/A	-6.8%	0.81
Total Hospital Net Income (%)		-5.4%	8.5%	N/A	7.4%	N/A	6.2%	N/A	-6.5%	0.84
Return on Equity (%)		-3.7%	6.6%	N/A	7.1%	N/A	4.4%	N/A	-4.1%	0.90
Current Ratio		0.8	3.4	0.22	2.8	0.27	3.6	0.21	0.9	0.83
Days in Net Patient Accounts Receivable		40.1	46.5	0.86	50.3	0.80	48.8	0.82	32.6	1.23
Average Payment Period		119.4	53.3	2.24	52.0	2.30	57.5	2.08	116.9	1.02
Equity Financing (%)		0.0%	60.7%	N/A	59.6%	N/A	55.0%	N/A	0.0%	1.25
Long-Term Debt to Equity Ratio		-3.2	0.3	N/A	0.5	N/A	0.6	N/A	-3.8	0.85
Times Interest Earned		0.5	7.4	0.07	5.7	0.09	3.5	0.15	0.5	1.18
Total Asset Turnover		0.7	0.8	0.89	0.9	0.73	0.7	0.97	0.6	1.07
Average Age of Plant (Years)		4.6	10.2	0.45	10.3	0.44	8.4	0.55	3.7	1.23
Increase (Decrease) Total Net Patient Revenue		1.4%	9.4%	0.15	3.4%	5.12	3.6%	0.39	17.6%	0.08
Outpatient Gross Revenue (% of Total GPR)		36.0%	53.2%	0.68	51.8%	0.69	68.8%	0.52	29.3%	1.23
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,005		\$12,710	0.94	\$12,011	1.00	\$8,567	1.40	\$13,028	0.92
Inpatient Net Revenue per Day	\$3,773		\$2,917	1.29	\$2,932	1.29	\$2,570	1.47	\$3,925	0.96
Outpatient Net Revenue per Visit	\$1,725		\$555	3.11	\$628	2.75	\$563	3.06	\$1,502	1.15

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$154,254,815	Cash & Cash Equivalents	\$4,602,107	Current Liabilities	\$28,856,842
Less Deductions	\$67,209,639	Net Patient Receivables	\$9,570,377	Long-Term Debt	\$152,139,637
Net Patient Revenue	\$87,045,176	Other Receivables	\$3,442,350	Other Liabilities	\$508,201
Plus Other Revenue	\$4,907,295			Subtotal	\$181,504,680
Total Revenue	\$91,952,471	Land, Buildings & Equipment (Net)	\$81,059,393	Unrestricted Fund Balance	-\$47,309,310
Less Expenses	\$97,025,410	Other Assets	\$35,521,143	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$72,342			Total Liabilities & Fund Balance	\$134,195,370
Net Income	-\$5,000,597	Total Assets	\$134,195,370		

**152 Tri-County Memorial Hospital**  
 18601 Lincoln Street  
 Whitehall, WI 54773  
 715-538-4361

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Trempealeau  
 Analysis Area: Southwestern (5B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	12.6%	56.1%	0.22	43.7%	0.29	12.3%	1.03	10.1%	1.25
Obstetrics	0.0%	39.1%	N/A	42.9%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	32.4%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	12.6%	55.8%	0.23	44.7%	0.28	18.7%	0.67	10.2%	1.23
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.2	28.4	0.11	13.7	0.23	2.3	1.38	2.5	1.25
Obstetrics	0.0	5.1	N/A	3.0	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.5	N/A	0.0	N/A
Total Hospital	3.2	51.6	0.06	24.0	0.13	3.9	0.81	2.6	1.23
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.9	3.8	1.04	3.0	1.29	3.1	1.26	3.3	1.18
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	2.5	N/A	1.5	N/A	0.0	N/A
Total Hospital	3.9	4.3	0.91	3.5	1.12	3.6	1.08	3.3	1.17
<b>Surgical Operations</b>									
Inpatient	0	1,814	N/A	730	N/A	98	N/A	0	N/A
Outpatient	103	4,285	0.02	1,989	0.05	355	0.29	93	1.11
Inpatient as % of All Surgeries	0.0%	29.7%	N/A	26.9%	N/A	21.7%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	6,390	99,026	0.06	45,548	0.14	16,872	0.38	1,382	4.62
Emergency Visits	3,107	16,365	0.19	7,561	0.41	2,456	1.27	3,199	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	3.8	0.53	4.4	0.45	2.0	1.00
Nurses, Licensed	24.2	199.5	0.12	136.9	0.18	31.3	0.77	25.0	0.97
Ancillary Nursing Personnel	3.9	37.1	0.11	23.8	0.16	9.3	0.42	5.1	0.76
All Other Personnel	56.7	439.3	0.13	261.1	0.22	72.5	0.78	71.6	0.79
Total FTEs	86.8	694.4	0.13	425.5	0.20	117.6	0.74	103.8	0.84
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	16.5	16.6	0.99	7.0	2.36	40.2	0.41	18.1	0.91
Nurses, Licensed	199.7	181.2	1.10	251.8	0.79	285.7	0.70	225.9	0.88
Ancillary Nursing Personnel	32.2	33.7	0.96	43.7	0.74	85.0	0.38	46.3	0.70
All Other Personnel	467.9	399.0	1.17	480.2	0.97	661.6	0.71	646.2	0.72
Total FTEs	716.3	630.6	1.14	782.7	0.92	1,072.5	0.67	936.4	0.76

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 295  
 Inpatient Days 1,151

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 2  
 Discharges 67  
 Inpatient Days 619

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

**152 Tri-County Memorial Hospital**  
Whitehall, WI 54773

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	25	295	1,150	12.6%	3.2	3.9
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	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	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)	5	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	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	10	16	18.1	Occupational Therapists	1	1	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	3	6	6.0	Physical Therapists	2	1	2.3
Ancillary Nursing Personnel	1	9	3.9	Physical Therapy Assistants/Aides	3	4	4.0
Physician Assistants	0	2	0.7	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	0	1	0.2	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	4	1	4.6	All Other Health Professionals	4	3	5.6
Pharmacy Personnel	2	2	2.8	All Other Personnel	0	80	25.0
Clinical Laboratory Personnel	2	5	5.0	<b>Total</b>	<b>39</b>	<b>131</b>	<b>86.8</b>

**152 Tri-County Memorial Hospital**

Whitehall, WI 54773

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$10,345,138	63.5%	41.7%	1.52	45.0%	1.41	38.2%	1.66	56.7%	1.12
Medical Assistance	\$1,647,237	10.1%	14.0%	0.72	11.3%	0.89	11.8%	0.86	13.4%	0.76
Commercial	\$3,197,649	19.6%	38.1%	0.52	36.1%	0.54	43.8%	0.45	19.6%	1.00
All Other	\$1,092,791	6.7%	6.2%	1.08	7.5%	0.89	6.2%	1.09	10.3%	0.65
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,189,049	25.7%	27.4%	0.94	27.2%	0.95	16.3%	1.58	23.9%	1.08
Medical Assistance	\$889,651	5.5%	9.6%	0.57	7.1%	0.77	7.5%	0.73	4.6%	1.18
Commercial	\$419,798	2.6%	11.6%	0.22	5.9%	0.44	12.3%	0.21	1.9%	1.32
Charity Care	\$134,460	0.8%	1.5%	0.56	0.9%	0.93	0.9%	0.89	1.5%	0.56
All Other	\$423,233	2.6%	2.1%	1.22	2.8%	0.92	1.8%	1.43	1.5%	1.78
Total Deductions	\$6,056,191	37.2%	52.1%	0.71	43.9%	0.85	38.8%	0.96	33.4%	1.11
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.4%	3.7%	1.44	2.2%	2.44	2.8%	1.88	2.5%	2.14
Net Gains/Losses as % of Net Income		40.9%	10.6%	3.87	N/A	N/A	1.0%	42.45	9.2%	4.43
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$5,637,854	52.9%	45.3%	1.17	50.3%	1.05	52.1%	1.02	55.1%	0.96
Supplies & Services	\$3,816,607	35.8%	42.1%	0.85	39.8%	0.90	36.7%	0.97	32.3%	1.11
Capital Component	\$716,848	6.7%	8.5%	0.79	5.5%	1.23	6.9%	0.97	6.5%	1.03
Bad Debt	\$492,793	4.6%	4.0%	1.15	4.5%	1.03	4.3%	1.08	6.1%	0.76
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.3%	7.7%	0.17	10.9%	0.12	9.6%	0.14	5.8%	0.23
Total Hospital Net Income (%)		2.2%	8.5%	0.26	3.8%	0.58	9.7%	0.23	6.3%	0.34
Return on Equity (%)		2.3%	6.6%	0.34	2.6%	0.89	12.4%	0.18	6.0%	0.38
Current Ratio		2.2	3.4	0.66	10.0	0.22	2.3	0.99	3.0	0.74
Days in Net Patient Accounts Receivable		69.2	46.5	1.49	62.4	1.11	54.6	1.27	92.5	0.75
Average Payment Period		61.6	53.3	1.16	39.9	1.54	53.9	1.14	54.8	1.12
Equity Financing (%)		42.5%	60.7%	0.70	76.5%	0.56	59.0%	0.72	47.1%	0.90
Long-Term Debt to Equity Ratio		1.0	0.3	2.88	0.1	12.17	0.4	2.52	0.9	1.14
Times Interest Earned		3.0	7.4	0.40	10.2	0.29	12.5	0.24	6.3	0.47
Total Asset Turnover		1.0	0.8	1.34	0.7	1.42	1.3	0.81	0.9	1.10
Average Age of Plant (Years)		14.7	10.2	1.44	13.8	1.07	11.0	1.34	14.2	1.04
Increase (Decrease) Total Net Patient Revenue		-2.6%	9.4%	N/A	4.0%	3.89	18.0%	N/A	15.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		74.0%	53.2%	1.39	55.9%	1.32	64.3%	1.15	76.9%	0.96
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,232	\$12,710	0.73	\$12,145	0.76	\$12,736	0.72	\$11,063	0.83	
Inpatient Net Revenue per Day	\$1,884	\$2,917	0.65	\$3,275	0.58	\$2,480	0.76	\$2,144	0.88	
Outpatient Net Revenue per Visit	\$725	\$555	1.31	\$730	0.99	\$489	1.48	\$1,444	0.50	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$16,282,815	Cash & Cash Equivalents	\$1,467,742	Current Liabilities	\$1,714,515
Less Deductions	\$6,056,191	Net Patient Receivables	\$1,939,870	Long-Term Debt	\$4,300,977
Net Patient Revenue	\$10,226,624	Other Receivables	\$192,000	Other Liabilities	\$0
Plus Other Revenue	\$578,474			Subtotal	\$6,015,492
Total Revenue	\$10,805,098	Land, Buildings & Equipment (Net)	\$6,485,460	Unrestricted Fund Balance	\$4,444,901
Less Expenses	\$10,664,102	Other Assets	\$375,123	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$97,472			Total Liabilities & Fund Balance	\$10,460,393
Net Income	\$238,468	Total Assets	\$10,460,195		

**153 Wild Rose Community Memorial Hospital**  
 Box 243, 601 Grove Avenue  
 Wild Rose, WI 54984  
 920-622-3257

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Waushara  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	9.7%	56.1%	0.17	45.4%	0.21	12.3%	0.79	10.2%	0.95
Obstetrics	0.0%	39.1%	N/A	35.5%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	19.3%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	9.7%	55.8%	0.17	48.9%	0.20	18.7%	0.52	10.2%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.4	28.4	0.09	21.2	0.11	2.3	1.06	2.6	0.95
Obstetrics	0.0	5.1	N/A	5.2	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	0.4	N/A	0.5	N/A	0.0	N/A
Total Hospital	2.4	51.6	0.05	40.8	0.06	3.9	0.62	2.6	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.8	0.75	3.4	0.83	3.1	0.90	2.9	0.96
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.5	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.65	3.9	0.71	3.6	0.78	2.9	0.96
<b>Surgical Operations</b>									
Inpatient	0	1,814	N/A	1,226	N/A	98	N/A	1	0.00
Outpatient	81	4,285	0.02	4,737	0.02	355	0.23	142	0.57
Inpatient as % of All Surgeries	0.0%	29.7%	N/A	20.6%	N/A	21.7%	N/A	0.7%	0.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	10,997	99,026	0.11	90,655	0.12	16,872	0.65	13,133	0.84
Emergency Visits	3,109	16,365	0.19	14,214	0.22	2,456	1.27	4,084	0.76
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.8	18.3	0.70	20.2	0.63	4.4	2.92	12.7	1.01
Nurses, Licensed	19.9	199.5	0.10	163.8	0.12	31.3	0.64	14.9	1.33
Ancillary Nursing Personnel	10.4	37.1	0.28	26.9	0.39	9.3	1.12	10.0	1.04
All Other Personnel	72.1	439.3	0.16	315.4	0.23	72.5	0.99	73.2	0.98
Total FTEs	115.3	694.4	0.17	526.3	0.22	117.6	0.98	110.9	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	115.0	16.6	6.93	14.3	8.04	40.2	2.86	105.3	1.09
Nurses, Licensed	178.2	181.2	0.98	115.7	1.54	285.7	0.62	123.3	1.44
Ancillary Nursing Personnel	93.6	33.7	2.78	19.0	4.91	85.0	1.10	82.9	1.13
All Other Personnel	645.7	399.0	1.62	222.8	2.90	661.6	0.98	605.3	1.07
Total FTEs	1,032.4	630.6	1.64	371.8	2.78	1,072.5	0.96	916.8	1.13

**Total Hospital:**

Beds Set Up & Staffed 25  
 Discharges 316  
 Inpatient Days 885

**Contract with:**

Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Beds Set Up & Staffed 5  
 Discharges 98  
 Inpatient Days 1,769

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**153 Wild Rose Community Memorial Hospital**

Wild Rose, WI 54984

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	25	316	885	9.7%	2.4	2.8
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	2	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	2	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>	5	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>	3	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)	5	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	2	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	2	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	12	1	12.8	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	0	6.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.2
Registered Nurses	15	5	16.9	Occupational Therapists	1	1	1.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	2	2	2.5
Ancillary Nursing Personnel	8	6	10.4	Physical Therapy Assistants/Aides	1	1	1.2
Physician Assistants	0	1	0.3	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	6	4	7.8	All Other Health Professionals	10	1	10.6
Pharmacy Personnel	2	1	2.8	All Other Personnel	25	10	29.6
Clinical Laboratory Personnel	7	3	8.1	<b>Total</b>	<b>100</b>	<b>37</b>	<b>115.3</b>

**153 Wild Rose Community Memorial Hospital**

Wild Rose, WI 54984

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$9,963,852	54.1%	41.7%	1.30	43.1%	1.25	38.2%	1.42	56.8%	0.95
Medical Assistance	\$2,793,308	15.2%	14.0%	1.08	10.9%	1.39	11.8%	1.28	12.3%	1.23
Commercial	\$4,265,681	23.2%	38.1%	0.61	41.2%	0.56	43.8%	0.53	24.5%	0.94
All Other	\$1,403,192	7.6%	6.2%	1.22	4.7%	1.62	6.2%	1.24	6.4%	1.19
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,351,581	23.6%	27.4%	0.86	26.0%	0.91	16.3%	1.45	21.0%	1.12
Medical Assistance	\$2,056,779	11.2%	9.6%	1.17	6.8%	1.65	7.5%	1.48	9.3%	1.20
Commercial	\$1,631,516	8.9%	11.6%	0.77	13.2%	0.67	12.3%	0.72	9.0%	0.99
Charity Care	\$362,409	2.0%	1.5%	1.34	1.1%	1.87	0.9%	2.13	1.1%	1.82
All Other	\$48,469	0.3%	2.1%	0.12	0.7%	0.35	1.8%	0.14	0.5%	0.53
Total Deductions	\$8,450,754	45.9%	52.1%	0.88	47.7%	0.96	38.8%	1.18	40.8%	1.12
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.7%	3.7%	0.47	1.9%	0.90	2.8%	0.61	1.0%	1.81
Net Gains/Losses as % of Net Income		243.6%	10.6%	23.08	26.7%	9.13	1.0%	253.03	286.8%	0.85
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$4,451,698	43.8%	45.3%	0.97	46.7%	0.94	52.1%	0.84	47.0%	0.93
Supplies & Services	\$4,304,123	42.3%	42.1%	1.00	39.4%	1.07	36.7%	1.15	40.5%	1.04
Capital Component	\$570,777	5.6%	8.5%	0.66	10.3%	0.55	6.9%	0.81	5.6%	1.01
Bad Debt	\$839,080	8.3%	4.0%	2.05	3.6%	2.28	4.3%	1.94	6.9%	1.20
<b>Fiscal Statistics</b>										
Operating Margin (%)		-0.1%	7.7%	N/A	6.1%	N/A	9.6%	N/A	-0.2%	0.52
Total Hospital Net Income (%)		0.1%	8.5%	0.01	8.1%	0.01	9.7%	0.01	0.1%	0.68
Return on Equity (%)		0.2%	6.6%	0.03	6.1%	0.03	12.4%	0.01	0.4%	0.41
Current Ratio		1.5	3.4	0.45	4.2	0.37	2.3	0.68	2.4	0.65
Days in Net Patient Accounts Receivable		93.3	46.5	2.00	44.6	2.09	54.6	1.71	73.6	1.27
Average Payment Period		81.1	53.3	1.52	43.8	1.85	53.9	1.50	36.6	2.21
Equity Financing (%)		0.0%	60.7%	N/A	59.5%	N/A	59.0%	N/A	0.0%	0.73
Long-Term Debt to Equity Ratio		-2.8	0.3	N/A	0.4	N/A	0.4	N/A	-2.5	1.11
Times Interest Earned		1.1	7.4	0.14	4.9	0.21	12.5	0.08	1.1	0.97
Total Asset Turnover		2.0	0.8	2.56	0.7	2.66	1.3	1.54	3.3	0.60
Average Age of Plant (Years)		37.7	10.2	3.68	10.3	3.66	11.0	3.44	25.4	1.49
Increase (Decrease) Total Net Patient Revenue		-18.3%	9.4%	N/A	0.0%	132.77	18.0%	N/A	4.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.3%	53.2%	1.47	62.4%	1.25	64.3%	1.22	78.8%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,448	\$12,710	0.59	\$9,546	0.78	\$12,736	0.58	\$8,808	0.85
Inpatient Net Revenue per Day		\$1,143	\$2,917	0.39	\$2,385	0.48	\$2,480	0.46	\$1,118	1.02
Outpatient Net Revenue per Visit		\$484	\$555	0.87	\$526	0.92	\$489	0.99	\$477	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$18,426,033	Cash & Cash Equivalents	\$657,941	Current Liabilities	\$2,240,969
Less Deductions	\$8,450,754	Net Patient Receivables	\$2,549,212	Long-Term Debt	\$4,536,024
Net Patient Revenue	\$9,975,279	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$177,514			Subtotal	\$6,776,993
Total Revenue	\$10,152,793	Land, Buildings & Equipment (Net)	\$1,649,262	Unrestricted Fund Balance	-\$1,621,625
Less Expenses	\$10,165,678	Other Assets	\$298,953	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$21,857			Total Liabilities & Fund Balance	\$5,155,368
Net Income	\$8,972	Total Assets	\$5,155,368		

**155 Riverview Hospital Association**  
 410 Dewey Street, PO Box 8080  
 Wisconsin Rapids, WI 54495  
 715-423-6060

Fiscal Year: 09/01 to 08/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Wood  
 Analysis Area: North Central (6)  
 Volume Group: 5

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	41.6%	56.1%	0.74	59.8%	0.70	48.7%	0.85	45.9%	0.91
Obstetrics	22.7%	39.1%	0.58	45.6%	0.06	30.4%	0.75	26.9%	0.84
Pediatrics	4.4%	48.6%	0.09	53.3%	0.08	4.2%	1.05	3.5%	1.26
Total Hospital	31.4%	55.8%	0.56	60.2%	0.52	45.2%	0.70	33.9%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.2	28.4	0.57	23.6	0.69	21.2	0.77	17.9	0.91
Obstetrics	2.9	5.1	0.57	3.8	0.77	3.1	0.94	3.5	0.84
Pediatrics	0.4	2.1	0.19	1.3	0.31	0.1	0.19	0.3	1.26
Total Hospital	21.7	51.6	0.42	44.3	0.49	35.3	0.61	23.4	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.8	0.80	3.7	0.81	3.5	0.86	3.4	0.89
Obstetrics	2.3	2.4	0.94	2.5	0.90	2.3	1.00	2.4	0.95
Pediatrics	1.9	2.0	0.93	2.9	0.65	1.8	1.03	2.0	0.93
Total Hospital	3.0	4.3	0.69	4.1	0.73	3.7	0.81	3.1	0.95
<b>Surgical Operations</b>									
Inpatient	1,108	1,814	0.61	1,372	0.81	1,018	1.09	1,084	1.02
Outpatient	2,031	4,285	0.47	1,829	1.11	2,892	0.70	1,982	1.02
Inpatient as % of All Surgeries	35.3%	29.7%	1.19	42.9%	0.82	26.0%	1.36	35.4%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	32,921	99,026	0.33	65,846	0.50	80,704	0.41	32,045	1.03
Emergency Visits	23,436	16,365	1.43	14,168	1.65	16,917	1.39	13,896	1.69
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	25.0	18.3	1.37	15.0	1.66	14.8	1.69	27.0	0.93
Nurses, Licensed	120.8	199.5	0.61	147.5	0.82	134.4	0.90	118.5	1.02
Ancillary Nursing Personnel	16.1	37.1	0.43	27.7	0.58	23.3	0.69	16.6	0.97
All Other Personnel	339.5	439.3	0.77	375.8	0.90	356.2	0.95	353.2	0.96
Total FTEs	501.5	694.4	0.72	566.1	0.89	528.7	0.95	515.3	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	31.9	16.6	1.92	15.8	2.01	15.1	2.12	34.9	0.91
Nurses, Licensed	154.2	181.2	0.85	155.2	0.99	137.3	1.12	153.2	1.01
Ancillary Nursing Personnel	20.6	33.7	0.61	29.2	0.71	23.8	0.86	21.4	0.96
All Other Personnel	433.1	399.0	1.09	395.4	1.10	363.9	1.19	456.6	0.95
Total FTEs	639.8	630.6	1.01	595.5	1.07	540.2	1.18	666.1	0.96

**Total Hospital:**  
 Beds Set Up & Staffed 69  
 Discharges 2,672  
 Inpatient Days 7,913

**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 15  
 Total Births 440  
 Newborn Days 913

**155 Riverview Hospital Association**  
 Wisconsin Rapids, WI 54495

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 08/31/2010	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	39	1,965	5,924	41.6%	16.2	3.0
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	9	77	146	4.4%	0.4	1.9
<b>Obstetrics</b>	1	13	471	1,076	22.7%	2.9	2.3
<b>Psychiatric</b>	2	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	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	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	8	158	781	26.7%	2.1	4.9
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	4	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	25	0	25.0	Surgical Personnel	8	1	8.8
Physicians & Dentists	8	2	9.0	Radiological Services Personnel	20	3	22.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	4	6.6
Registered Nurses	69	59	110.8	Occupational Therapists	1	2	2.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.7
Licensed Practical Nurses	1	6	5.5	Physical Therapists	1	5	4.9
Ancillary Nursing Personnel	2	19	16.1	Physical Therapy Assistants/Aides	1	5	1.1
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	2	4.5	Dietitians & Nutritionists	6	1	6.7
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	0	1.0
Medical Records Personnel	20	2	21.3	All Other Health Professionals	33	37	59.2
Pharmacy Personnel	7	0	7.0	All Other Personnel	132	56	170.1
Clinical Laboratory Personnel	12	7	17.5	<b>Total</b>	<b>354</b>	<b>213</b>	<b>501.5</b>

**155 Riverview Hospital Association**

Wisconsin Rapids, WI 54495

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$64,389,051	47.6%	41.7%	1.14	48.9%	0.97	45.1%	1.06	45.9%	1.04
Medical Assistance	\$20,625,912	15.2%	14.0%	1.09	13.7%	1.11	11.7%	1.30	13.5%	1.13
Commercial	\$46,394,125	34.3%	38.1%	0.90	32.5%	1.05	37.9%	0.90	37.1%	0.93
All Other	\$3,882,644	2.9%	6.2%	0.46	4.8%	0.60	5.3%	0.55	3.5%	0.82
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$40,373,216	29.8%	27.4%	1.09	30.2%	0.99	30.2%	0.99	29.3%	1.02
Medical Assistance	\$11,311,876	8.4%	9.6%	0.87	8.9%	0.94	7.9%	1.06	6.6%	1.27
Commercial	\$6,496,399	4.8%	11.6%	0.42	5.4%	0.89	11.1%	0.43	5.5%	0.88
Charity Care	\$1,209,474	0.9%	1.5%	0.61	1.7%	0.53	1.2%	0.72	1.1%	0.83
All Other	\$98,536	0.1%	2.1%	0.03	0.7%	0.11	1.7%	0.04	0.1%	0.89
Total Deductions	\$59,489,501	44.0%	52.1%	0.84	46.9%	0.94	52.1%	0.84	42.5%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	3.7%	0.62	2.4%	0.96	2.9%	0.80	2.6%	0.90
Net Gains/Losses as % of Net Income		0.5%	10.6%	0.05	14.2%	0.04	15.7%	0.03	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$34,485,708	49.6%	45.3%	1.09	50.3%	0.99	47.5%	1.04	53.9%	0.92
Supplies & Services	\$23,866,746	34.4%	42.1%	0.82	37.8%	0.91	38.9%	0.88	33.7%	1.02
Capital Component	\$8,879,309	12.8%	8.5%	1.50	8.6%	1.49	9.3%	1.37	8.4%	1.52
Bad Debt	\$2,245,492	3.2%	4.0%	0.80	3.3%	0.97	4.2%	0.76	4.0%	0.80
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.4%	7.7%	1.36	6.4%	1.62	6.9%	1.52	10.6%	0.99
Total Hospital Net Income (%)		10.5%	8.5%	1.23	7.4%	1.42	8.1%	1.30	9.2%	1.14
Return on Equity (%)		4.7%	6.6%	0.71	7.1%	0.67	5.6%	0.84	4.2%	1.13
Current Ratio		2.7	3.4	0.80	2.8	0.96	3.8	0.72	2.3	1.20
Days in Net Patient Accounts Receivable		62.9	46.5	1.35	50.3	1.25	48.1	1.31	70.4	0.89
Average Payment Period		59.9	53.3	1.12	52.0	1.15	51.8	1.16	60.7	0.99
Equity Financing (%)		67.3%	60.7%	1.11	59.6%	1.13	61.0%	1.10	64.2%	1.05
Long-Term Debt to Equity Ratio		0.4	0.3	1.18	0.5	0.87	0.4	1.13	0.4	0.89
Times Interest Earned		4.7	7.4	0.63	5.7	0.82	5.2	0.89	10.9	0.43
Total Asset Turnover		0.4	0.8	0.58	0.9	0.48	0.7	0.65	0.5	0.97
Average Age of Plant (Years)		9.9	10.2	0.97	10.3	0.96	10.2	0.97	12.3	0.81
Increase (Decrease) Total Net Patient Revenue		3.3%	9.4%	0.35	3.4%	0.72	-2.0%	N/A	2.5%	1.33
Outpatient Gross Revenue (% of Total GPR)		72.3%	53.2%	1.36	51.8%	1.40	64.0%	1.13	69.8%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,746		\$12,710	0.69	\$12,011	0.73	\$9,421	0.93	\$7,455	1.17
Inpatient Net Revenue per Day	\$2,953		\$2,917	1.01	\$2,932	1.01	\$2,572	1.15	\$2,403	1.23
Outpatient Net Revenue per Visit	\$930		\$555	1.68	\$628	1.48	\$613	1.52	\$1,151	0.81

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$135,291,732	Cash & Cash Equivalents	\$10,514,926	Current Liabilities	\$10,385,520
Less Deductions	\$59,489,501	Net Patient Receivables	\$13,071,618	Long-Term Debt	\$46,057,196
Net Patient Revenue	\$75,802,231	Other Receivables	\$1,067,228	Other Liabilities	\$0
Plus Other Revenue	\$1,779,393			Subtotal	\$56,442,716
Total Revenue	\$77,581,624	Land, Buildings & Equipment (Net)	\$65,839,336	Unrestricted Fund Balance	\$116,152,745
Less Expenses	\$69,477,255	Other Assets	\$82,102,353	Restricted Fund Balance	\$517,277
Non-Operating Gains/Losses	\$41,741			Total Liabilities & Fund Balance	\$172,595,461
Net Income	\$8,146,110	Total Assets	\$172,595,461		

**156 Ministry Health Care's Howard Young Medical Center**  
 240 Maple Street, PO Box 470  
 Woodruff, WI 54568  
 715-356-8000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Oneida  
 Analysis Area: North Central (6)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	64.2%	56.1%	1.14	59.8%	1.07	41.6%	1.54	75.9%	0.85
Obstetrics	33.2%	39.1%	0.85	45.6%	0.04	23.9%	1.39	75.2%	0.44
Pediatrics	0.0%	48.6%	N/A	53.3%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	60.8%	55.8%	1.09	60.2%	1.01	40.7%	1.50	80.7%	0.75
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	23.1	28.4	0.81	23.6	0.98	8.1	2.84	26.6	0.87
Obstetrics	2.0	5.1	0.39	3.8	0.52	1.0	1.95	2.3	0.88
Pediatrics	0.0	2.1	N/A	1.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	28.6	51.6	0.55	44.3	0.65	10.7	2.68	33.9	0.84
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.8	0.93	3.7	0.95	3.1	1.13	3.9	0.89
Obstetrics	2.4	2.4	0.96	2.5	0.93	2.3	1.00	2.3	1.03
Pediatrics	0.0	2.0	N/A	2.9	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.81	4.1	0.86	3.2	1.08	3.5	0.99
<b>Surgical Operations</b>									
Inpatient	1,265	1,814	0.70	1,372	0.92	392	3.23	1,298	0.97
Outpatient	1,045	4,285	0.24	1,829	0.57	1,613	0.65	1,088	0.96
Inpatient as % of All Surgeries	54.8%	29.7%	1.84	42.9%	1.28	19.5%	2.80	54.4%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	45,216	99,026	0.46	65,846	0.69	39,154	1.15	51,742	0.87
Emergency Visits	11,523	16,365	0.70	14,168	0.81	8,094	1.42	9,125	1.26
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.8	18.3	0.86	15.0	1.05	7.1	2.22	28.9	0.55
Nurses, Licensed	114.1	199.5	0.57	147.5	0.77	60.7	1.88	115.7	0.99
Ancillary Nursing Personnel	11.6	37.1	0.31	27.7	0.42	13.1	0.89	20.7	0.56
All Other Personnel	293.3	439.3	0.67	375.8	0.78	163.9	1.79	284.0	1.03
Total FTEs	434.7	694.4	0.63	566.1	0.77	244.7	1.78	449.3	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	29.3	16.6	1.77	15.8	1.85	20.4	1.44	46.5	0.63
Nurses, Licensed	211.8	181.2	1.17	155.2	1.37	174.0	1.22	186.1	1.14
Ancillary Nursing Personnel	21.5	33.7	0.64	29.2	0.74	37.5	0.57	33.4	0.64
All Other Personnel	544.5	399.0	1.36	395.4	1.38	470.2	1.16	457.0	1.19
Total FTEs	807.1	630.6	1.28	595.5	1.36	702.0	1.15	723.0	1.12

**Total Hospital:**  
 Beds Set Up & Staffed 47  
 Discharges 2,988  
 Inpatient Days 10,435

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 79  
 Inpatient Days 382

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 313  
 Newborn Days 665

**156 Ministry Health Care's Howard Young Medical Center**  
Woodruff, WI 54568

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2010	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	36	2,412	8,435	64.2%	23.1	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	309	727	33.2%	2.0	2.4
<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	5	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	5	267	1,273	69.8%	3.5	4.8
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	10	9	15.8	Surgical Personnel	5	4	7.8
Physicians & Dentists	6	4	9.9	Radiological Services Personnel	7	18	17.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	6	7.4
Registered Nurses	67	62	104.1	Occupational Therapists	2	5	3.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	3	2.5
Licensed Practical Nurses	4	0	4.0	Physical Therapists	4	6	5.8
Ancillary Nursing Personnel	5	10	11.6	Physical Therapy Assistants/Aides	4	6	6.2
Physician Assistants	1	1	1.9	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	0	1.0	Dietitians & Nutritionists	1	3	3.3
Certified Registered Nurse Anesthetists	5	0	5.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	5	2	5.9
Medical Records Personnel	4	7	6.6	All Other Health Professionals	31	27	45.5
Pharmacy Personnel	9	4	10.8	All Other Personnel	109	73	146.1
Clinical Laboratory Personnel	12	2	12.6	<b>Total</b>	<b>298</b>	<b>252</b>	<b>434.7</b>

**156 Ministry Health Care's Howard Young Medical Center**  
Woodruff, WI 54568

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$70,227,184	58.0%	41.7%	1.39	48.9%	1.19	42.1%	1.38	54.3%	1.07
Medical Assistance	\$14,800,890	12.2%	14.0%	0.87	13.7%	0.89	13.2%	0.92	10.7%	1.14
Commercial	\$29,362,625	24.3%	38.1%	0.64	32.5%	0.75	39.8%	0.61	29.0%	0.84
All Other	\$6,682,026	5.5%	6.2%	0.88	4.8%	1.15	4.9%	1.13	6.0%	0.92
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$46,582,473	38.5%	27.4%	1.40	30.2%	1.27	22.9%	1.68	33.4%	1.15
Medical Assistance	\$9,534,643	7.9%	9.6%	0.82	8.9%	0.88	8.4%	0.94	6.3%	1.24
Commercial	\$3,924,767	3.2%	11.6%	0.28	5.4%	0.60	10.2%	0.32	2.8%	1.16
Charity Care	\$1,109,911	0.9%	1.5%	0.63	1.7%	0.54	1.1%	0.86	1.9%	0.48
All Other	\$1,833,793	1.5%	2.1%	0.71	0.7%	2.25	1.5%	1.03	2.3%	0.66
Total Deductions	\$62,985,587	52.0%	52.1%	1.00	46.9%	1.11	44.0%	1.18	46.8%	1.11
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.4%	3.7%	0.92	2.4%	1.43	3.0%	1.16	3.5%	1.00
Net Gains/Losses as % of Net Income		35.5%	10.6%	3.36	14.2%	2.50	14.3%	2.48	37.2%	0.95
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$27,709,461	49.2%	45.3%	1.08	50.3%	0.98	49.3%	1.00	50.0%	0.98
Supplies & Services	\$22,478,829	39.9%	42.1%	0.95	37.8%	1.05	36.2%	1.10	38.5%	1.03
Capital Component	\$3,871,978	6.9%	8.5%	0.81	8.6%	0.80	10.2%	0.67	6.8%	1.00
Bad Debt	\$2,301,212	4.1%	4.0%	1.01	3.3%	1.22	4.3%	0.96	4.6%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		6.3%	7.7%	0.82	6.4%	0.98	7.2%	0.87	6.1%	1.03
Total Hospital Net Income (%)		9.5%	8.5%	1.11	7.4%	1.28	8.3%	1.13	9.4%	1.00
Return on Equity (%)		7.7%	6.6%	1.16	7.1%	1.08	6.7%	1.14	5.8%	1.31
Current Ratio		1.1	3.4	0.33	2.8	0.40	1.9	0.59	0.5	2.09
Days in Net Patient Accounts Receivable		54.4	46.5	1.17	50.3	1.08	50.0	1.09	47.2	1.15
Average Payment Period		64.2	53.3	1.20	52.0	1.23	102.3	0.63	51.5	1.25
Equity Financing (%)		64.8%	60.7%	1.07	59.6%	1.09	59.2%	1.09	75.2%	0.86
Long-Term Debt to Equity Ratio		0.3	0.3	0.94	0.5	0.70	0.4	0.86	0.2	1.49
Times Interest Earned		7.3	7.4	1.00	5.7	1.29	4.6	1.60	7.3	1.01
Total Asset Turnover		0.8	0.8	1.02	0.9	0.83	0.8	0.99	0.6	1.31
Average Age of Plant (Years)		15.1	10.2	1.48	10.3	1.46	7.9	1.91	15.3	0.99
Increase (Decrease) Total Net Patient Revenue		-4.2%	9.4%	N/A	3.4%	4.34	2.3%	N/A	14.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		46.9%	53.2%	0.88	51.8%	0.91	69.4%	0.68	45.4%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,949		\$12,710	0.86	\$12,011	0.91	\$9,239	1.19	\$9,856	1.11
Inpatient Net Revenue per Day	\$3,086		\$2,917	1.06	\$2,932	1.05	\$2,581	1.20	\$2,757	1.12
Outpatient Net Revenue per Visit	\$431		\$555	0.78	\$628	0.69	\$551	0.78	\$411	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$121,072,725	Cash & Cash Equivalents		Current Liabilities	\$9,462,328
Less Deductions	\$62,985,587	Net Patient Receivables	\$-1,681,764	Long-Term Debt	\$15,784,780
Net Patient Revenue	\$58,087,138	Other Receivables	\$8,659,813	Other Liabilities	\$1,826,084
Plus Other Revenue	\$2,071,284		\$1,616,717	Subtotal	\$27,073,192
Total Revenue	\$60,158,422	Land, Buildings & Equipment (Net)	\$28,187,716	Unrestricted Fund Balance	\$49,752,353
Less Expenses	\$56,361,480	Other Assets	\$40,043,063	Restricted Fund Balance	\$37,659,304
Non-Operating Gains/Losses	\$2,087,404			Total Liabilities & Fund Balance	\$76,825,545
Net Income	\$5,884,346	Total Assets	\$76,825,545		