

**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 2007	All GSM Hospitals		Analysis Area 2A		Volume Group 5		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	59.3%	60.0%	0.99	66.7%	0.89	52.4%	1.13	60.2%	0.98
Obstetrics	39.3%	42.5%	0.93	43.4%	0.91	35.0%	1.13	47.6%	0.83
Pediatrics	23.6%	55.1%	0.43	19.7%	1.19	13.6%	1.73	20.5%	1.15
Total Hospital	52.7%	57.1%	0.92	55.2%	0.95	50.6%	1.04	55.1%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	27.3	32.2	0.85	46.1	0.59	23.4	1.16	26.5	1.03
Obstetrics	6.3	5.5	1.14	7.1	0.89	3.8	1.67	6.2	1.02
Pediatrics	1.2	2.3	0.51	0.8	1.46	0.3	3.73	1.0	1.15
Total Hospital	41.6	53.3	0.78	67.7	0.61	38.4	1.08	40.8	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.7	0.81	3.8	0.78	3.5	0.86	2.9	1.03
Obstetrics	1.9	2.3	0.80	2.4	0.79	2.3	0.83	1.9	1.01
Pediatrics	1.7	2.2	0.77	1.6	1.04	2.1	0.81	1.6	1.07
Total Hospital	3.2	4.2	0.76	3.8	0.83	3.6	0.87	3.1	1.02
<b>Surgical Operations</b>									
Inpatient	1,438	1,939	0.74	1,923	0.75	1,121	1.28	1,369	1.05
Outpatient	1,918	4,175	0.46	4,862	0.39	3,072	0.62	2,061	0.93
Inpatient as % of All Surgeries	42.8%	31.7%	1.35	28.3%	1.51	26.7%	1.60	39.9%	1.07
<b>Outpatient Visits</b>									
Non-Emergency Visits	74,321	90,979	0.82	127,076	0.58	81,094	0.92	72,287	1.03
Emergency Visits	22,925	15,916	1.44	22,628	1.01	17,884	1.28	22,904	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	16.4	N/A	23.3	N/A	15.5	N/A	22.8	0.00
Nurses, Licensed	138.7	187.1	0.74	215.9	0.64	156.7	0.89	115.8	1.20
Ancillary Nursing Personnel	20.5	37.2	0.55	49.7	0.41	25.3	0.81	18.3	1.12
All Other Personnel	271.9	437.1	0.62	518.8	0.52	418.7	0.65	277.4	0.98
Total FTEs	431.1	677.8	0.64	807.7	0.53	616.1	0.70	434.3	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	15.7	N/A	14.2	N/A	14.8	N/A	23.0	0.00
Nurses, Licensed	137.1	179.0	0.77	131.0	1.05	149.7	0.92	116.8	1.17
Ancillary Nursing Personnel	20.2	35.6	0.57	30.2	0.67	24.2	0.84	18.4	1.10
All Other Personnel	268.7	418.1	0.64	314.7	0.85	399.9	0.67	279.7	0.96
Total FTEs	426.1	648.4	0.66	490.0	0.87	588.6	0.72	438.0	0.97

**Total Hospital:**  
 Beds Set Up & Staffed 79  
 Discharges 4,782  
 Inpatient Days 15,191

**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 830  
 Newborn Days 1,841

**098 Oconomowoc Memorial Hospital**  
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2007	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	46	3,339	9,954	59.3%	27.3	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	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	5	251	430	23.6%	1.2	1.7
<b>Obstetrics</b>	1	16	1,216	2,298	39.3%	6.3	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	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	757	1,301	44.6%	3.6	1.7
Step-Down (Special Care)	1	4	1,203	1,304	89.3%	3.6	1.1
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	0	0	0.0	Radiological Services Personnel	7	5	9.3
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	2	2.4
Registered Nurses	74	199	135.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	2	6.1
Licensed Practical Nurses	0	3	1.3	Physical Therapy Assistants/Aides	1	3	1.1
Ancillary Nursing Personnel	11	18	20.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.5
Nurse Practitioners	1	3	2.1	Psychologists	0	0	0.0
Medical Records Personnel	0	0	0.0	Social Workers	1	1	1.6
Pharmacy Personnel	16	6	18.7	All Other Health Professionals	20	41	35.1
Clinical Laboratory Personnel	21	36	36.8	All Other Personnel	114	82	152.9
Surgical Personnel	2	9	6.4	<b>Total</b>	<b>276</b>	<b>411</b>	<b>431.1</b>

**098 Oconomowoc Memorial Hospital**

Oconomowoc, WI 53066

Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$58,114,240	37.7%	41.3%	0.91	43.0%	0.88	44.2%	0.85	35.0%	1.08
Medical Assistance	\$7,544,673	4.9%	10.5%	0.47	7.0%	0.70	8.3%	0.59	4.7%	1.05
Commercial	\$80,206,426	52.1%	41.4%	1.26	44.5%	1.17	41.7%	1.25	56.2%	0.93
All Other	\$8,181,160	5.3%	6.6%	0.80	5.0%	1.06	5.9%	0.91	4.2%	1.26
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$36,380,205	23.6%	25.8%	0.91	28.2%	0.84	28.9%	0.82	22.1%	1.07
Medical Assistance	\$5,750,381	3.7%	7.9%	0.47	5.6%	0.66	6.6%	0.56	2.8%	1.32
Commercial	\$21,848,540	14.2%	11.0%	1.29	13.1%	1.08	9.9%	1.43	13.4%	1.06
Charity Care	\$1,241,088	0.8%	1.6%	0.51	1.4%	0.57	1.5%	0.54	0.6%	1.32
All Other	\$235,395	0.2%	1.6%	0.09	1.2%	0.13	1.1%	0.14	0.2%	0.88
Total Deductions	\$65,455,609	42.5%	48.1%	0.88	49.5%	0.86	48.1%	0.88	39.0%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.8%	4.7%	0.60	3.7%	0.75	3.8%	0.75	4.1%	0.69
Net Gains/Losses as % of Net Income		15.2%	25.2%	0.60	20.8%	0.73	32.4%	0.47	14.9%	1.02
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$34,736,397	41.3%	47.6%	0.87	46.8%	0.88	51.0%	0.81	43.0%	0.96
Supplies & Services	\$36,661,053	43.6%	40.1%	1.09	39.3%	1.11	34.8%	1.25	43.4%	1.00
Capital Component	\$8,557,947	10.2%	8.8%	1.16	8.9%	1.14	9.8%	1.04	10.5%	0.97
Bad Debt	\$4,158,384	4.9%	3.6%	1.37	5.0%	0.99	4.5%	1.10	3.0%	1.63
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.7%	7.0%	1.10	8.9%	0.87	5.2%	1.49	5.3%	1.46
Total Hospital Net Income (%)		9.0%	9.2%	0.98	11.0%	0.82	7.5%	1.20	6.2%	1.46
Return on Equity (%)		8.9%	7.4%	1.20	8.6%	1.03	5.5%	1.63	5.9%	1.50
Current Ratio		1.8	3.1	0.57	5.8	0.31	2.8	0.64	2.1	0.86
Days in Net Patient Accounts Receivable		41.9	52.5	0.80	51.0	0.82	54.2	0.77	44.5	0.94
Average Payment Period		39.4	50.4	0.78	33.5	1.18	50.3	0.78	34.1	1.16
Equity Financing (%)		55.3%	60.8%	0.91	71.3%	0.78	59.0%	0.94	57.5%	0.96
Long-Term Debt to Equity Ratio		0.5	0.4	1.26	0.3	2.00	0.4	1.20	0.5	0.97
Times Interest Earned		8.0	7.3	1.09	9.7	0.82	4.9	1.64	6.5	1.22
Total Asset Turnover		1.0	0.8	1.24	0.8	1.27	0.7	1.37	1.0	1.02
Average Age of Plant (Years)		10.7	9.2	1.17	9.6	1.11	8.6	1.24	9.7	1.10
Increase (Decrease) Total Net Patient Revenue		5.9%	7.5%	0.79	6.7%	0.87	9.6%	0.61	-3.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		58.9%	49.0%	1.20	56.4%	1.04	63.4%	0.93	58.9%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,714		\$11,671	0.66	\$9,113	0.85	\$8,162	0.95	\$7,429	1.04
Inpatient Net Revenue per Day	\$2,428		\$2,752	0.88	\$2,392	1.02	\$2,243	1.08	\$2,379	1.02
Outpatient Net Revenue per Visit	\$532		\$516	1.03	\$517	1.03	\$636	0.84	\$507	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$154,046,501	Cash & Cash Equivalents	\$453,980	Current Liabilities	\$8,434,241
Less Deductions	\$65,455,609	Net Patient Receivables	\$10,165,010	Long-Term Debt	\$26,015,519
Net Patient Revenue	\$88,590,892	Other Receivables	\$543,953	Other Liabilities	\$7,380,789
Plus Other Revenue	\$2,569,731			Subtotal	\$41,830,549
Total Revenue	\$91,160,623	Land, Buildings & Equipment (Net)	\$55,108,983	Unrestricted Fund Balance	\$51,715,212
Less Expenses	\$84,113,781	Other Assets	\$27,273,835	Restricted Fund Balance	\$7,517,545
Non-Operating Gains/Losses	\$1,261,413			Total Liabilities & Fund Balance	\$93,545,761
Net Income	\$8,308,255	Total Assets	\$93,545,761		