

**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: **Milwaukee County (2B)**  
 Volume Group: **1**

Selected Utilization Statistics	FY 2007	All GSM Hospitals		Analysis Area 2B		Volume Group 1		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	60.0%	N/A	68.8%	N/A	17.2%	N/A	0.0%	N/A
Obstetrics	17.9%	42.5%	0.42	48.2%	0.37	16.0%	1.12	20.9%	0.85
Pediatrics	0.0%	55.1%	N/A	90.0%	N/A	21.4%	N/A	0.0%	N/A
Total Hospital	17.9%	57.1%	0.31	65.6%	0.27	19.2%	0.93	39.8%	0.45
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	32.2	N/A	123.6	N/A	3.0	N/A	0.0	N/A
Obstetrics	4.1	5.5	0.74	20.7	0.20	0.9	4.54	4.8	0.85
Pediatrics	0.0	2.3	N/A	21.1	N/A	0.9	N/A	0.0	N/A
Total Hospital	4.1	53.3	0.08	160.1	0.03	4.0	1.04	9.1	0.45
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.7	N/A	4.2	N/A	2.9	N/A	0.0	N/A
Obstetrics	2.7	2.3	1.13	2.8	0.95	2.4	1.09	2.6	1.01
Pediatrics	0.0	2.2	N/A	2.1	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.7	4.2	0.63	4.8	0.55	3.3	0.81	2.5	1.06
<b>Surgical Operations</b>									
Inpatient	139	1,939	0.07	6,730	0.02	68	2.05	177	0.79
Outpatient	372	4,175	0.09	9,168	0.04	613	0.61	446	0.83
Inpatient as % of All Surgeries	27.2%	31.7%	0.86	42.3%	0.64	10.0%	2.73	28.4%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	384	90,979	0.00	204,153	0.00	14,049	0.03	526	0.73
Emergency Visits	0	15,916	N/A	37,830	N/A	2,079	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	16.4	0.06	37.4	0.03	3.4	0.29	2.0	0.50
Nurses, Licensed	33.4	187.1	0.18	473.3	0.07	23.8	1.40	12.3	2.71
Ancillary Nursing Personnel	12.3	37.2	0.33	91.3	0.14	7.3	1.69	4.0	3.08
All Other Personnel	7.5	437.1	0.02	972.2	0.01	55.3	0.14	5.4	1.40
Total FTEs	54.2	677.8	0.08	1,574.3	0.03	89.8	0.60	23.7	2.29
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	19.9	15.7	1.27	12.4	1.61	29.9	0.67	17.7	1.13
Nurses, Licensed	665.1	179.0	3.72	156.6	4.25	208.8	3.19	108.7	6.12
Ancillary Nursing Personnel	245.9	35.6	6.92	30.2	8.14	64.0	3.84	35.4	6.96
All Other Personnel	149.3	418.1	0.36	321.6	0.46	484.5	0.31	47.3	3.16
Total FTEs	1,080.3	648.4	1.67	520.7	2.07	787.1	1.37	209.0	5.17

**Total Hospital:**  
 Beds Set Up & Staffed 23  
 Discharges 564  
 Inpatient Days 1,500

**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 562  
 Newborn Days 1,356

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2007	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	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	23	564	1,500	17.9%	4.1	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	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	Radiological Services Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	17	30	33.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	8	8	12.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	0	0	0.0	Social Workers	0	0	0.0
Pharmacy Personnel	0	0	0.0	All Other Health Professionals	0	0	0.0
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	5	1	6.3
Surgical Personnel	0	2	1.2	<b>Total</b>	<b>31</b>	<b>41</b>	<b>54.2</b>

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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	\$33,171	0.4%	41.3%	0.01	38.5%	0.01	41.6%	0.01	0.4%	1.02
Medical Assistance	\$1,618,059	17.5%	10.5%	1.66	16.1%	1.09	10.7%	1.64	15.1%	1.16
Commercial	\$7,390,042	79.9%	41.4%	1.93	37.9%	2.11	42.5%	1.88	81.9%	0.98
All Other	\$207,889	2.2%	6.6%	0.34	7.5%	0.30	5.2%	0.43	2.6%	0.86
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,126	0.2%	25.8%	0.01	26.0%	0.01	17.9%	0.01	0.1%	1.67
Medical Assistance	\$1,020,182	11.0%	7.9%	1.39	11.9%	0.93	5.9%	1.86	7.1%	1.56
Commercial	\$3,242,985	35.1%	11.0%	3.20	12.1%	2.91	7.8%	4.52	36.9%	0.95
Charity Care	\$16,673	0.2%	1.6%	0.11	1.4%	0.13	0.6%	0.29	0.1%	1.51
All Other	\$10,944	0.1%	1.6%	0.07	2.6%	0.05	0.8%	0.14	0.2%	0.74
Total Deductions	\$4,304,909	46.5%	48.1%	0.97	54.0%	0.86	33.0%	1.41	44.3%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.8%	4.7%	0.60	4.4%	0.65	3.3%	0.87	1.6%	1.80	
Net Gains/Losses as % of Net Income	N/A	25.2%	N/A	18.0%	N/A	2.5%	N/A	-11.7%	0.89	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$2,409,891	42.4%	47.6%	0.89	42.8%	0.99	51.0%	0.83	44.1%	0.96
Supplies & Services	\$2,519,389	44.4%	40.1%	1.11	45.1%	0.98	37.5%	1.18	42.9%	1.03
Capital Component	\$491,169	8.7%	8.8%	0.99	8.6%	1.01	7.9%	1.10	9.4%	0.92
Bad Debt	\$257,259	4.5%	3.6%	1.25	3.5%	1.30	3.6%	1.25	3.6%	1.27
<b>Fiscal Statistics</b>										
Operating Margin (%)	-11.6%	7.0%	N/A	6.8%	N/A	8.6%	N/A	-5.1%	2.28	
Total Hospital Net Income (%)	-10.4%	9.2%	N/A	8.2%	N/A	8.8%	N/A	-4.5%	2.29	
Return on Equity (%)	0.0%	7.4%	N/A	6.4%	N/A	13.5%	N/A	-4.4%	0.00	
Current Ratio	4.5	3.1	1.42	2.9	1.56	2.1	2.18	6.8	0.65	
Days in Net Patient Accounts Receivable	53.0	52.5	1.01	47.3	1.12	62.9	0.84	66.3	0.80	
Average Payment Period	34.8	50.4	0.69	56.5	0.62	55.5	0.63	21.5	1.62	
Equity Financing (%)	88.1%	60.8%	1.45	60.1%	1.47	46.4%	1.90	89.8%	0.98	
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	0.4	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	0.0	7.3	N/A	7.5	N/A	9.0	N/A	0.0	N/A	
Total Asset Turnover	0.9	0.8	1.17	0.8	1.20	1.5	0.60	1.0	0.96	
Average Age of Plant (Years)	12.4	9.2	1.35	9.0	1.37	11.4	1.08	9.8	1.27	
Increase (Decrease) Total Net Patient Revenue	-13.3%	7.5%	N/A	6.2%	N/A	6.4%	N/A	-1.9%	6.95	
Outpatient Gross Revenue (% of Total GPR)	18.1%	49.0%	0.37	38.8%	0.47	65.3%	0.28	19.2%	0.94	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,975	\$11,671	0.60	\$14,023	0.50	\$9,237	0.76	\$3,582	1.95	
Inpatient Net Revenue per Day	\$2,623	\$2,752	0.95	\$2,899	0.90	\$1,957	1.34	\$1,428	1.84	
Outpatient Net Revenue per Visit	\$2,631	\$516	5.09	\$446	5.90	\$480	5.48	\$1,773	1.48	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$9,249,161	Cash & Cash Equivalents	\$1,471,699	Current Liabilities	\$494,010
Less Deductions	\$4,304,909	Net Patient Receivables	\$718,261	Long-Term Debt	\$0
Net Patient Revenue	\$4,944,252	Other Receivables	\$0	Other Liabilities	\$164,608
Plus Other Revenue	\$144,158			Subtotal	\$658,618
Total Revenue	\$5,088,412	Land, Buildings & Equipment (Net)	\$3,319,604	Unrestricted Fund Balance	\$4,873,267
Less Expenses	\$5,677,708	Other Assets	\$22,321	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$55,637	Total Assets	\$5,531,885	Total Liabilities & Fund Balance	\$5,531,885
Net Income	-\$533,659				