

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 2008	All GSM Hospitals		Analysis Area 2A		Volume Group 1		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	60.5%	N/A	68.4%	N/A	18.2%	N/A	0.0%	N/A
Obstetrics	32.6%	42.5%	0.77	41.3%	0.79	21.6%	1.51	17.9%	1.83
Pediatrics	0.0%	57.0%	N/A	18.1%	N/A	19.9%	N/A	0.0%	N/A
Total Hospital	32.6%	58.4%	0.56	59.0%	0.55	21.8%	1.50	17.9%	1.83
Average Census (Patients)									
Adult Medical-Surgical	0.0	31.3	N/A	49.1	N/A	3.2	N/A	0.0	N/A
Obstetrics	5.5	5.7	0.97	7.0	0.80	1.1	5.15	4.1	1.35
Pediatrics	0.0	2.4	N/A	0.8	N/A	0.7	N/A	0.0	N/A
Total Hospital	5.5	54.6	0.10	70.5	0.08	4.5	1.23	4.1	1.35
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.7	N/A	3.7	N/A	3.3	N/A	0.0	N/A
Obstetrics	2.5	2.4	1.06	2.4	1.05	2.5	1.01	2.7	0.94
Pediatrics	0.0	2.2	N/A	1.5	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.59	4.1	0.60	3.7	0.68	2.7	0.94
Surgical Operations									
Inpatient	213	1,970	0.11	1,769	0.12	74	2.90	139	1.53
Outpatient	302	4,151	0.07	4,471	0.07	593	0.51	372	0.81
Inpatient as % of All Surgeries	41.4%	32.2%	1.29	28.3%	1.46	11.0%	3.75	27.2%	1.52
Outpatient Visits									
Non-Emergency Visits	313	94,816	0.00	125,391	0.00	15,604	0.02	384	0.82
Emergency Visits	0	16,124	N/A	21,466	N/A	2,688	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	1.0	18.7	0.05	27.1	0.04	3.0	0.33	1.0	1.00
Nurses, Licensed	30.5	197.1	0.15	233.7	0.13	23.2	1.31	33.4	0.91
Ancillary Nursing Personnel	0.0	37.6	N/A	39.9	N/A	6.0	N/A	12.3	0.00
All Other Personnel	14.6	452.4	0.03	529.4	0.03	57.6	0.25	7.5	1.95
Total FTEs	46.1	705.8	0.07	830.2	0.06	89.8	0.51	54.2	0.85
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.7	17.2	0.91	16.0	0.98	23.3	0.67	19.9	0.79
Nurses, Licensed	477.0	181.8	2.62	137.5	3.47	180.6	2.64	665.1	0.72
Ancillary Nursing Personnel	0.0	34.6	N/A	23.5	N/A	47.0	N/A	245.9	0.00
All Other Personnel	229.0	417.2	0.55	311.6	0.73	448.9	0.51	149.3	1.53
Total FTEs	721.7	650.8	1.11	488.6	1.48	700.0	1.03	1,080.3	0.67

Total Hospital:
 Beds Set Up & Staffed 17
 Discharges 813
 Inpatient Days 2,030

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 800
 Newborn Days 1,886

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2008	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	17	813	2,030	32.6%	5.5	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	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	16	18	26.5	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	3	2	4.0	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	4	7	8.3
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	5	3	6.3
				Total	29	30	46.1

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$44,663	0.4%	41.5%	0.01	43.8%	0.01	39.6%	0.01	0.4%	1.00
Medical Assistance	\$2,178,640	17.5%	10.8%	1.62	7.4%	2.36	11.4%	1.53	17.5%	1.00
Commercial	\$9,950,346	79.9%	40.7%	1.96	43.3%	1.85	42.3%	1.89	79.9%	1.00
All Other	\$279,912	2.2%	7.0%	0.32	5.6%	0.40	6.7%	0.34	2.2%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$16,979	0.1%	26.5%	0.01	29.6%	0.00	16.2%	0.01	0.2%	0.89
Medical Assistance	\$1,226,223	9.8%	8.4%	1.17	6.0%	1.65	6.3%	1.56	11.0%	0.89
Commercial	\$3,927,543	31.5%	11.4%	2.75	13.6%	2.31	10.0%	3.16	35.1%	0.90
Charity Care	\$3,605	0.0%	1.6%	0.02	1.3%	0.02	0.8%	0.04	0.2%	0.16
All Other	\$0	0.0%	1.9%	N/A	1.3%	N/A	1.4%	N/A	0.1%	0.00
Total Deductions	\$5,174,350	41.5%	49.8%	0.83	51.7%	0.80	34.7%	1.20	46.5%	0.89
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	4.5%	0.61	3.6%	0.76	3.3%	0.82	2.8%	0.96
Net Gains/Losses as % of Net Income		17.9%	N/A	N/A	N/A	N/A	4.1%	4.38	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$3,903,803	53.8%	47.4%	1.13	45.4%	1.19	54.4%	0.99	42.4%	1.27
Supplies & Services	\$2,737,276	37.7%	39.6%	0.95	40.6%	0.93	34.1%	1.11	44.4%	0.85
Capital Component	\$416,968	5.7%	8.8%	0.66	8.7%	0.66	7.4%	0.78	8.7%	0.66
Bad Debt	\$196,437	2.7%	4.2%	0.64	5.3%	0.51	4.1%	0.67	4.5%	0.60
Fiscal Statistics										
Operating Margin (%)		3.1%	5.6%	0.55	8.0%	0.38	5.2%	0.58	-11.6%	N/A
Total Hospital Net Income (%)		3.7%	3.5%	1.05	4.5%	0.83	5.5%	0.68	-10.4%	N/A
Return on Equity (%)		1.7%	2.8%	0.60	3.4%	0.50	8.5%	0.20	-9.6%	N/A
Current Ratio		4.1	2.9	1.42	4.1	1.02	2.0	2.06	4.5	0.92
Days in Net Patient Accounts Receivable		59.2	50.2	1.18	46.4	1.27	58.2	1.02	53.0	1.12
Average Payment Period		40.7	54.8	0.74	46.8	0.87	48.8	0.83	34.8	1.17
Equity Financing (%)		94.3%	58.1%	1.62	68.9%	1.37	50.4%	1.87	88.1%	1.07
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.2	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		0.0	3.3	N/A	4.3	N/A	6.5	N/A	0.0	N/A
Total Asset Turnover		0.5	0.8	0.56	0.8	0.58	1.6	0.29	0.9	0.49
Average Age of Plant (Years)		3.9	9.5	0.41	10.1	0.38	11.2	0.34	12.4	0.31
Increase (Decrease) Total Net Patient Revenue		47.2%	6.3%	7.46	6.8%	6.90	9.7%	4.86	-13.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		13.1%	49.7%	0.26	55.8%	0.24	64.9%	0.20	18.1%	0.73
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,817		\$11,228	0.70	\$9,416	0.83	\$9,384	0.83	\$6,975	1.12
Inpatient Net Revenue per Day	\$3,131		\$2,612	1.20	\$2,280	1.37	\$1,833	1.71	\$2,623	1.19
Outpatient Net Revenue per Visit	\$2,952		\$497	5.94	\$528	5.59	\$442	6.68	\$2,631	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$12,453,561	Cash & Cash Equivalents	\$1,785,662	Current Liabilities	\$761,092
Less Deductions	\$5,174,350	Net Patient Receivables	\$1,176,633	Long-Term Debt	\$0
Net Patient Revenue	\$7,279,211	Other Receivables	\$152,061	Other Liabilities	\$179,877
Plus Other Revenue	\$204,201			Subtotal	\$940,969
Total Revenue	\$7,483,412	Land, Buildings & Equipment (Net)	\$13,429,348	Unrestricted Fund Balance	\$15,627,901
Less Expenses	\$7,254,484	Other Assets	\$25,166	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$49,832			Total Liabilities & Fund Balance	\$16,568,870
Net Income	\$278,760	Total Assets	\$16,568,870		