

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
Occupancy Rate (%)									
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
Average Census (Patients)									
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
Average Length of Stay (Days)									
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
Surgical Operations									
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
Outpatient Visits									
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
Full-Time Equivalents (FTEs)									
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	123.9	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
FTEs per 100 Patient Census (Adjusted)									
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

Total Hospital:
 Beds Set Up & Staffed 76
 Discharges 3,537
 Inpatient Days 11,803

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 543
 Newborn Days 1,201

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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)
General Medical-Surgical							
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
Pediatric, acute	2	5	45	63	3.5%	0.2	1.4
Obstetrics	2	18	906	1,944	29.6%	5.3	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	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
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	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	Total	228	329	371.0

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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	
Gross Revenue as % of Total Gross Patient Revenue										
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
Deductions as % of Total Gross Patient Revenue										
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
Other Revenue & Net Gains or Losses										
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
Expenses as % of Total Expenses										
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
Fiscal Statistics										
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
Net Revenue Statistics										
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		