

**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

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	4	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	0
Discharges	15	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	37			Inpatient Days	0	Newborn Days	0

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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)
<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>

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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		