THE BUSINESS NEWSPAPER FOR HOME MEDICAL FOUIPMENT PROVIDERS

DECEMBER 200

State Industry

The HME Market By The Numbers





1979

2009

Invacare Celebrates 30 Years

Thirty years ago, Invacare was an obscure U.S. player. Today, we've grown to become the global leader in the home medical equipment industry. Invacare has been your partner over the last three decades, with a proven history of innovation and mutual success. Invacare has the right team, the right products and the right services to help you thrive while meeting the needs of patients and clinicians.

Invacare was there.

We know your past. We know your present. We are your future.

Data shows a changing marketplace

s I look through this year's State of the Industry data, one thing strikes me: The state of the industry is shrinking. Check out the graph at the bottom of this page.

Specifically, look at the number of HME providers who billed Medicare for \$300,000 a year or less in 2008. This number declined a little in 2007, but not so much that it raised a red flag. This year the red flag is flying high.

Something is going on, and that something is consolidation fueled by Medicare's 2009 reimbursement cuts, mandatory accreditation, surety bond requirement, and other regula-



tory hurdles too high for many small HMEs to clear. National competitive bidding, if not repealed, will raise the bar even higher. (Interestingly, the very thought of these changes, which took effect this year, convinced many providers to call it quits in 2008.)

You'll find a story on this consolidation in the December 2009 issue of HME News, but the bottom line is this: Medium-sized and large-sized companies have the economies of scale needed to maneuver in the current HME market; small companies, for the most part, do not. The chart on this page says

as much, and many industry analysts agree.

If you're a provider and wonder if you have what it takes to survive in this changing marketplace, turn to pages 8, 9 and 10. That's where you'll find some valuable benchmarks to measure your company against.

Finally, this year's State of the Industry report is a little different than in years past. We've still got a ton of Medicare data, but you won't find the top HME providers in various product categories, such as oxygen concentrators, power wheelchairs and blood glucose strips.

That's always been a fun feature, but the Pricing, Data Analysis and Coding Contractor (PDAC) has been slow to process this data for us. The PDAC (Noridian Administrative Services) replaced the Statistical Analysis DME Regional Carrier (SADMERC) in August 2008 as the official repository of Medicare data. The SADMERC (Palmetto GBA) processed our annual data requests, which we file in early May, in about three months. The PDAC has processed and delivered some of our data, but as of today (Nov. 10), there's still a bunch outstanding.

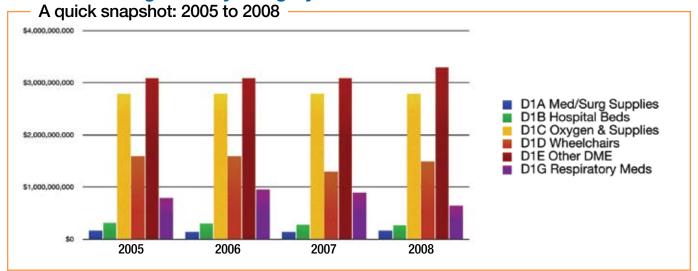
As soon as we receive that data—I've got my fingers crossed that it will arrive before Christmas—we'll post it to the HME DataBank (www.hmedatabank.com). HME

- Mike Moran, Executive Editor, HME News

Most DMEPOS suppliers bill Medicare less than \$300,000 per year \$300K \$1M \$3M <\$300,000 to \$3M to \$10M to \$1M >\$10M 107.632 2006 **DMEPOS** 1.343 172 41 5,485 2007 103.227 1,322 5,386 194 43 2008 95,584 5,720 1,451 235 46 SOURCE: CMS. VIA FREEDOM OF INFORMATION ACT



Medicare: DME growth by category

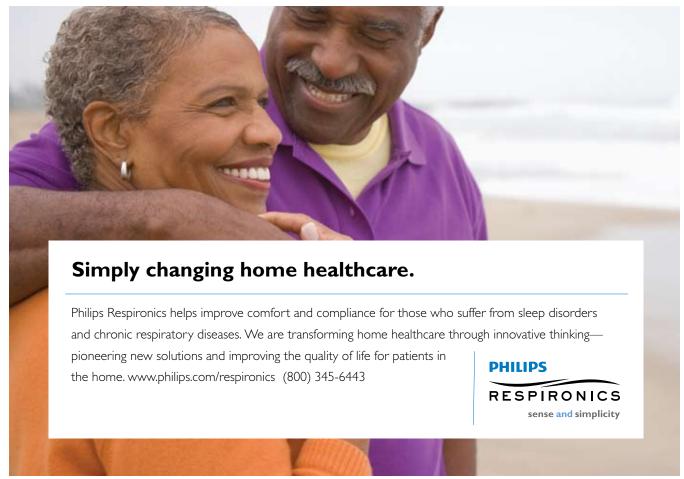


BETOS	Product	2005	2006	2007	2008
D1A	Med/surg supplies	177M	145M	152M	176M
D1B	Hospital beds	319M	306M	287M	276M
D1C	Oxygen and supplies	2.8B	2.8B	2.8B	2.8B
D1D	Wheelchairs	1.6B	1.6B	1.3B	1.5B
D1E	Other DME	3.1B	3.1B	3.1B	3.3B
D1G	Respiratory meds	799M	957M	900M	657M
	Total	8.8B	8.9B	8.5B	8.7B
				Allowe	d Charges

What is a BETOS bucket?

BETOS STANDS FOR BERENSON-EGGERS
TYPE OF SERVICE, and it's the name of a coding
system developed to analyze the growth in Medicare expenditures. The coding system covers all HCPCS codes; assigns
a HCPCS code to only one BETOS bucket; consists of readily
understood clinical categories that permit objective assignment; is stable over time; and is relatively immune to minor
changes in technology or practice patterns.

SOURCE: CMS



Medicare: Number of beneficiaries, suppliers, 2008

✓ E1390 O₂ Concentrator

Jurisdiction	Beneficiaries	Suppliers
A	223,253	2,259
В	302,623	3,069
C	658,204	6,580
D	342,149	3,075
Nation*	·	9.584

LUUUI		
Jurisdiction	Beneficiaries	Suppliers
A	90,716	1,666
В	131,435	2,487
C	269,191	5,756
D	136,425	2,508
Nation*		8,796

✓ E0260 Hospital Beds

Jurisdiction	Beneficiaries	Suppliers
A	105,643	2,365
В	91,845	2,633
C	224,454	6,660
D	102,255	3,089
Nation*		11,946

✓ K0738 Portable Gas O₂

✓ EOGO1 CDAD

Jurisdiction	Beneficiaries	Suppliers
A	18,598	477
В	20,947	746
C	26,487	1,274
D	16,634	780
Nation*		2,772

✓ K0823 Power Chair

Jurisdiction	Beneficiaries	Suppliers
A	13,955	647
В	22,974	827
C	69,639	2,680
D	46,345	1,504
Nation*	······································	5,094

✓ K0001 Standard Chair

Jurisdiction	Beneficiaries	Suppliers
Α	80,951	2,552
В	77,629	2,905
C	154,282	6,488
D	86,440	3,085
Nation*		12,236

SOURCE: CMS, VIA FREEDOM OF INFORMATION ACT

*EDITOR'S NOTE: Why doesn't the number of suppliers from each category equal the total number of suppliers in the nation? Some suppliers work in more than one jurisdiction.

ADVERTISEMENT

Leading HME/DME Business Management Software Products



THIS CHART DEPICTS MARKET SHARE GAINS AND LOSSES for each of the major business management software solutions designed for the HME/DME market. Results are based on an independent survey of a statistically valid sample of providers for each of the years 2006-2009. Each year the survey was sent to a sample of 1,000 providers who were chosen at random from all *HME News* magazine subscribers. The results were tabulated and interpreted by Anservitz & Associates.

Projected change in # of customers based on actual survey resurts (Jan-Jun 2009). Complete survey resurts at www. origintee.com. HimE news name and logo are the property of United Publications int. Product names may be registered trademarks of their owners.



Medicare: Utilization for 2008

	Kespii	ratorv ————			
Rank	HCPCS	Product	Allowed Charges	Allowed Services	2008 Growth
1	E1390	Oxygen Concentrator	. \$2,519,605,965	12,627,424	5.56%
17	J7626	Budesonide	\$298,307,950	58,206,765	10.32%
21	E0601	CPAP Device	\$253,380,910	2,838,356	2.11%
26	E0431	Portable Gaseous Oxygen	\$221,819,216	6,980,149	0.50%
38	J7620	Albuterol Ipratropium	\$157,572,568	240,614,799	37.35%
43	E0439	Stationary Liquid Oxygen	\$133,575,631	666,393	2.53%
46	Q0513	Dispensing Fee Inhalation	\$121,568,864	3,686,281	15.14%
50	E0470	Bi-Level CPAP	\$106,859,463	515,800	7.37%
54	A7034	Nasal CPAP Mask	\$104,326,007	891,539	17.97%
		Albuterol Inhalation			
		CPAP Humidifier			
79	A7030	CPAP Full Face Mask	\$65,033,742	346,661	41.62%
89	E0570	Nebulizer, With Compressor	\$57,587,189	4,221,217	2.71%
112	A7037	Pos Airway Pressure Tubing	\$40,971,165	1,023,050	10.74%
117	E0471	NPPV	\$40,049,348	81,050	29.24%
126	A7035	CPAP Headgear	\$36,174,420	961,867	22.83%
149	K0738	Portable Gas Oxygen	\$28,668,952	556,082	65.21%
		Portable Liquid Oxygen			
		Press Support Ventilator w/ Vol Cont			
195	A7032	Cushion Nasal Mask Interface Replacement	\$20,331,395	512,985	n/a
				SOURCE: CMS, VIA F	REEDOM OF INFORMATION ACT

	Mobil	itv			
Rank	HCPCS	Product	Allowed Charges	Allowed Services	2008 Growth
		Power Wheelchair	. •		
1		High Strength, Ltwt Wheelchair	. , ,		
70	K0001	Standard Wheelchair	\$73,574,511	1,700,510	3.73%
78	K0003	Lightweight Wheelchair	\$65,579,400	928,350	0.71%
82	K0822	Power Wheelchair Gp 2 Std Seat/Back	\$61,942,712	17,035	4.55%
105	K0825	Power Wheelchair Gr 2 Heavy Duty	\$44,648,190	10,391	40.69%
110	E2365	U-1 Sealed Lead Acid Battery	\$41,680,223	374,438	20.67%
135	E1007	Power Seating System Comb Tilt/Recline	\$33,370,307	3,851	80.13%
166	E0973	Wheelchair Access Adj Det Armrest	\$24,604,065	305,839	31.55%
181	K0861	Power Wheelchair Gp 3 Std Multiple Power	\$22,897,966	4,113	n/a
183	E1002	Power Seating System Tilt Only	\$22,398,663	5,577	32.28%
189	K0856	Power Wheelchair Gp 3 Std Single Power	\$20,858,593	3,730	n/a
197	K0108	Other Component/Accessory	\$20,123,113	168,723	n/a
				SOURCE: CMS, VIA	A FREEDOM OF INFORMATION ACT

	Durah	le Medical Equipment			
Rank	HCPCS	• •	Allowed Charges	Allowed Services	2008 Growth
19	E0260	Hospital Bed Semi-Electr w/Matt	•	2,188,544	0.11%
57	E0277	Powered Pres-Redu Air Mattress	. \$99,555,125	169,875	3.44%
58	E0143	Walker Folding Wheeled	. \$90,971,988	809,199	3.57%
83	G0283	Electrical Stim Other Than Wound	. \$61,535,861	5,421,419	6.93%
107	E0163	Commode Chair With Fixed Arms	. \$42,934,122	410,346	3.04%
131	L8030	Breast Prosthesis Silicone Or Equal	. \$34,994,482	121,340	2.27%
		Male Vacuum Erection System			
155	E0730	TENS Device	. \$27,211,169	196,806	n/a
159	L5981	Lower Extremity Prostheses Flex-Walk	. \$26,493,143	9,798	n/a
162	E0630	Patient Lift Hydraulic Or Mechanical	. \$25,366,310	308,291	1.68%
187	L8000	Breast Prosthesis Mastectomy Bra	. \$21,603,821	610,319	4.72%
198	L5980	Lower Extremity Prostheses Flex Foot	. \$20,111,683	5,850	n/a
199	L1960	Ankle Foot Orthosis Custom	. \$20,062,450	39,226	n/a
200	L5987	Lower Extremity Prosthesis Shank Foot	. \$19,995,223	3,249	n/a
				SOURCE: CMS, VIA	FREEDOM OF INFORMATION ACT



Medicare: Utilization for 2008

Diabetes, Infusion & Supplies

Diabetes, irrusion	a Supplies		
Rank HCPCS Product	Allowed Charges	Allowed Services	2008 Growth
3 A4253Blood Glucose Strips	\$1,408,091,978	39,214,036	24.89%
31 B4035Enteral Feeding Supply Pu	mp\$187,448,840	15,139,488	4.34%
34 E2402Neg Press Wound Therapy	Pump \$170,621,407	101,715	16.31%
39 A4259Lancets Per Box	\$150,309,734	12,935,247	29.26%
45 B4154Enteral Feeding Nutri Com	olete Special Metabolic \$125,273,420	100,024,923	n/a
49 B4150Enteral Feeding Nutri Com	olete W/Intact Nutrients \$115,290,239	166,742,005	n/a
51 A5500 Diabetic Shoe Insert	\$106,420,227	1,680,800	12.81%
73 A5512 Diabetic Shoe Insert Direct			
75 A5513Diabetic Shoe Insert Custo	m Formed \$70,319,451	1,827,415	n/a
81 B4197Parenteral Solution 74-100		220,510	16.08%
87 B4152Enteral Feeding Calorically	Dense	101,522,331	18.74%
94 A4353Intermittent Urinary Cathete	er \$53,847,027	7,875,324	36.51%
118 A6021Collagen Dressing			
124 A6550Neg Press Wound Therapy	Drsg Setmp \$36,646,733	1,335,857	19.91%
132 B4193Parenteral Solution 52-73.			
133 A4258Sprlng-Powered Device Fo	r Lancet \$33,643,242	1,888,615	9.68%
134 B4034Enteral Feeding Supply Kit	Syringe Fed Per Day \$33,584,751	5,246,963	8.79%
140 E0784External Ambulatory Infusion	on Pump Insulin \$31,987,231	92,991	n/a
141 B9002Enteral Nutrition Infusion P	ump W/Alarm \$31,749,442	252,738	11.30%
146 A4221Infusion Supplies For Maint			
150 A4222Infusion Supplies w/Pump	\$28,667,037	647,178	6.85%
154 E0607Home Blood Glucose Mon	itor \$27,932,095	436,457	8.07%
160 A4414Ostomy Skin Barrier	\$26,409,750	5,418,432	n/a
165 B4199Parenteral Solution	,	,	
174 A4351Intermittent Urinary Cath S	traight Tip \$23,643,414	14,336,750	n/a
180 A4407Ostomy Skin Barrier Ext W			
184 A6212Foam Dressing Wound Co			
192 E0781Ambulatory Infusion Pump	\$20,689,069	94,283 source: cms, vi	





Performance benchmarks for HME providers

Management Efficiency - Employee Resources

- Revenue per employee is a good measure of productivity and use of labor resources.
 - Target should be \$165,000 or greater.
 - Lincare leads HME publicly traded companies with a revenue per employee of \$156,650 (3Q 2009).
 - American HomePatient lags behind at \$112,362 revenue per employee (3Q 2009).

Management Efficiency - Inventory Management

- Gross Margin is another important measure as it represents the cost of goods sold relative to net revenue.
 - Gross margin results will depend heavily on rental to sales ratio (the higher the percentage of rentals, the higher the gross margin will likely be) and procurement efficiency/volume will also drive down COGS (gross margin target: 68%-72%).
 - Lincare had the highest gross margin among publicly traded companies at 75.9% and American HomePatient was significantly lower at 65.8%.

Management Efficiency – Accounts Receivable Resources

- Revenue Per Billing Employee According to 2004/2005 industry surveys, on average one A/R staff member was required for every \$717,000 of revenue.
- Due to performance improvement measures implemented to counter the decreases in reimbursement this number has significantly increased.
- In many cases, revenue per billing employee has improved by as much as 30% compared to previous financial surveys with larger companies enjoying a higher level due to economies of scale.
- Best practice goal \$1 million or greater of revenue per billing employee.

Accounts Performance

- Days Sales Outstanding/Receivable Turnover.
- AAHomecare 2005 Financial Performance Survey indicated the average DSO was 86 days and an A/R turnover of 4.3. Lincare reported a billed DSO of 41 and an A/R turnover of 8.9 for year-end 2008. Held DSO should run between 5 to 8 days.
- Percentage of A/R over 120 days Best practice 15% or lower. The 2005 AAHomecare Financial Performance Survey reported that the percentage of accounts receivable over 120 days was 25%. The percentage of A/R over 120 days remains a challenge for many companies.
- Denial rate 5% commonly considered acceptable but goal should be to get denial rate down to 2% to 3%. Denials use labor resources and extend the time it takes to receive payment.
- ◆ Bad Debt Best Practice is 2% to 3%.

Editor's note: These benchmarks come from Karen Moore, vice president of AnCor Healthcare Consulting. Moore is an expert in revenue cycle and operations management and business software optimization. She spoke at the 2009 HME News Business Summit.



Watch for details on the 2010 event: www.hmesummit.com





To Our 2009
HME News Business Summit Sponsors

Gold Sponsor



Bronze Sponsors

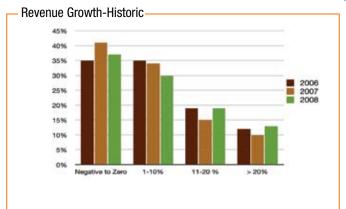


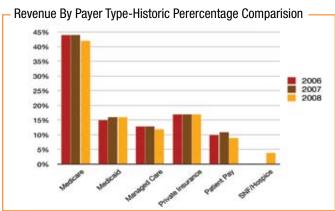


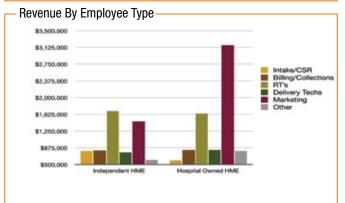


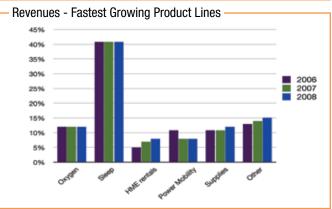


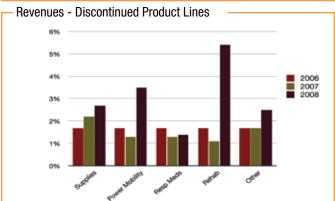
2009 HME News/SRA Financial Survey

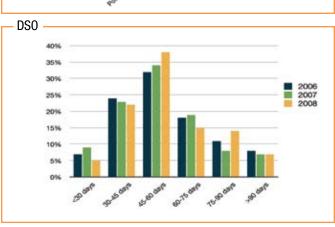












EDITOR'S NOTE: The 2009 HME News/Steven Richards & Associates financial survey includes 2008 data gathered from 173 HME companies. The entire report can be found at www.hmenews.com.



Business benchmarks

BY DON DAVIS

here are three publicly traded providers in the HME industry: Lincare, $Rotech \ and \ American \ Home Patient. \ Their \ varying \ performance \ reflects$ the business dynamics in the HME industry, where cost containment, cash efficiency and judicious debt management are

key ingredients for surviving.

Of the three, Lincare is the unquestioned market leader. Like AHP and Rotech, it has been significantly impacted by lower reimbursement rates. Even in this environment, however, Lincare has continued to pay down debt and slightly reduce capital expenditures (CAPEX) as a percentage of sales. Lincare's margins, cash efficiency and DSO far exceed those of its publicly traded peers.



For American HomePatient, the impact of reimbursement cuts and a heavy debt load have negatively impacted

its profit margins. On the plus side, increased attention to DSO and lower bad debt costs have helped improve overall cash efficiency.

Rotech has seen some margin improvement from prior periods despite lower revenues, but its cash efficiency, DSO and percentage of bad debts, all trail its rivals.

When using this information to assess your own business, the success of Lincare, despite its size, establishes a worthy benchmark. Whereas all three publicly traded companies were impacted by reimbursement changes, Lincare has maintained a steady focus on the cash aspects of its business to ensure maximum financial flexibility. Despite profit margin declines, Lincare has been able to maintain a very steady cash efficiency percentage by focusing on industry-best levels of DSO and bad debt charges while cutting CAPEX to match its revenue. ons hold true: Managing for cash regardless of

American Home Patient Financial Summary							
Through Through In \$ millions 6/30/09 6/30/08 2008 2007							
116.0	133.4	266.9	293.0				
1.1	9.1	21.4	12.6				
3.1	11.2	25.5	16.0				
(9.2)	(1.6)	0.5	(5.5)				
21.7	24.2	35.4	32.5				
30.3	38.1	39.1	45.1				
228.8	239.8	234.3	244.4				
1%	7%	8%	4%				
3%	8%	10%	5%				
-8%	-1%	0%	-2%				
19%	18%	13%	11%				
	rican Ho nancial S Through 6/30/09 116.0 1.1 3.1 (9.2) 21.7 30.3 228.8 1% 3% -8%	Prican Home Patienancial Summary Through 6/30/09 Through 6/30/08 Through 6/30/08 Through 6/30/08 116.0 133.4 1.1 9.1 3.1 11.2 (9.2) (1.6) 21.7 24.2 30.3 38.1 228.8 239.8 1% 7% 3% 8% -8% -1%	Through 6/30/09 Through 6/30/08 2008 116.0 133.4 266.9 1.1 9.1 21.4 3.1 11.2 25.5 (9.2) (1.6) 0.5 21.7 24.2 35.4 30.3 38.1 39.1 228.8 239.8 234.3 1% 7% 8% 3% 8% 10% -8% -1% 0%				

8%

1.8%

7%

2.1%

53

8%

1.7%

6%

3.2%

57

Lincare Financial Summary						
In \$ millions	Through 6/30/09	Through 6/30/08	2008	2007		
Sales	752.0	843.8	1,664.6	1,596.0		
EBIT	114.5	208.7	398.7	383.1		
EBITDA	173.6	268.3	516.2	499.4		
Net Income	59.5	118.4	237.2	226.1		
Cash from Operations	149.1	193.9	439.1	406.2		
AR	178.7	227.2	176.8	198.9		
Debt	474.9	717.0	556.9	838.0		
EBIT Margin	15%	25%	24%	24%		
EBITDA Margin	23%	32%	31%	31%		
Net Margin	8%	14%	14%	14%		
Sales Converted to Operating Cash	20%	23%	26%	25%		
CAPEX to Sales	8%	7%	9%	9%		
Bad Debt Expense	1.5%	1.5%	1.5%	1.5%		
Days Sales Outstanding	43	38	39	45		

Rotech Financial Summary						
In \$ millions	Through 6/30/09	Through 6/30/08	2008	2007		
Sales	234.2	282.7	544.5	559.4		
EBIT*	9.9	0.3	12.4	(4.2)		
EBITDA*	15.0	7.0	25.0	10.4		
Net Income	(11.9)	(24.1)	(246.9)	(46.1)		
Cash from Operations	11.8	17.9	68.4	47.7		
AR	67.3	80.2	61.8	77.1		
Debt	510.9	491.0	500.1	481.0		
EBIT Margin	4%	0%	2%	-1%		
EBITDA Margin	6%	2%	5%	2%		
Net Margin	-5%	-9%	-45%	-8%		
Sales Converted to Operating Cash	5%	6%	13%	9%		
CAPEX to Sales	7%	9%	9%	9%		
Bad Debt Expense	3.4%	3.5%	3.5%	3.3%		
Days Sales Outstanding	52	50	43	51		



CAPEX to Sales

Bad Debt Expense

What distinguishes your DMEPOS health organization from others?

Joint Commission Accreditation.



Achieve The Gold Seal of Approval™

To remain competitive and continue to grow in today's marketplace, it's critical for DME businesses to differentiate the quality of services they provide.

Achieving accreditation with The Joint Commission, the industry's most comprehensive and rigorous review of patient safety and quality efforts can help your organization clearly stand out from the rest.

From our proactive patient safety requirements to the detailed patient "tracer" activities that guide our on-site survey, our accreditation experience is uniquely designed to help DME managers more reliably predict future operational performance and safeguard the patients they serve.



Learn more about the benefits your business can gain by becoming Joint Commission accredited.



for immediate access to our online informational toolkit. Or call us at 630.792.5070 to speak to a member of our accreditation team.





Tough times. Smart choices.

Home oxygen providers must look for innovative ways to combat tightening reimbursements and a weakening economy.

The current climate calls for forward-thinking approaches offering the most cost-effective and reliable oxygen systems available. One of the biggest movements among homecare providers has been toward more advanced oxygen-generating devices that eliminate recurrent oxygen delivery costs and give users the ability to make oxygen in the home.

Freedom Series to the rescue

The Freedom Series could be the oxygengenerating solution homecare providers have been seeking. Kevin Strong, Director of Operations, Kohll's Pharmacy and Homecare, Omaha, Nebraska, says, "With the reduction in reimbursements, we had to find ways to be more efficient. For us, one approach was to reduce delivery and maintenance costs. Freedom Series fit these criteria and helped us remain competitive." "Freedom Series does not have the inventory control problems associated with cylinders — maintenance

costs and labor. We didn't need a driver solely dedicated to delivering oxygen and the costs associated with that: gas, insurance, upkeep on the vehicles and salary," explains James Aldridge, Director of Ochsner DME, New Orleans, Louisiana.

The Freedom Series gives patients an ideal solution at home and on the go. It consists of EverFlo, a stationary oxygen concentrator and EverGo, a lightweight portable concentrator. Both units offer patients and providers a host of benefits.

EverFlo is a small, sleek, stationary concentrator that is field-proven to be low-maintenance. In terms of quality and reliability, a majority of providers believes EverFlo is the best stationary oxygen concentrator. "As a provider, one of the biggest benefits is how lightweight the units are, which makes them a cinch to transport and deliver," says James Weber, Operations Manager, Ochsner DME.

EverGo is a portable concentrator that's ideal for patient mobility. With an 8-hour battery life, it is lightweight, simple to use, and FAA approved for use on planes.*
Also, an AC-adapter allows EverGo to make oxygen anywhere.

Freedom Series is backed with a comprehensive offering of value-added tools. From financing options to training and support, providers can be sure they are getting everything they need to succeed. "I would absolutely recommend Freedom Series to anyone," says Weber. "Fuel is going back up, labor costs are rising, and reimbursements are going down. The long-term cost savings of Freedom Series just make sense." Strong adds, "We're always looking for products that will grow our business. Freedom Series was one of those. The start-up costs were significantly less than home oxygen refilling systems, and the maintenance costs over the first year have been practically non-existent."



Learn how Freedom Series can help

Download our Freedom Series
Calculator today to quickly and easily
compare delivered oxygen systems to
Freedom Series. Simply go to http://
FreedomCalculator.Respironics.com
to download or to request a CD copy of
the Freedom Series Calculator.

Reference: 1. HME Home Oxygen Survey. 2008. Data on file. Philips Respironics.

