

**076 Columbia St Mary's Inc. - Columbia Campus**  
 2025 E Newport Ave  
 Milwaukee, WI 53211  
 414-961-3300

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 6

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	46.3%	59.1%	0.78	70.3%	0.66	59.5%	0.78	37.3%	1.24
Obstetrics	0.0%	41.6%	N/A	47.8%	N/A	42.0%	N/A	0.0%	N/A
Pediatrics	0.0%	54.2%	N/A	92.7%	N/A	85.7%	N/A	0.0%	N/A
Total Hospital	44.0%	57.7%	0.76	37.4%	1.18	56.1%	0.78	34.4%	1.28
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	55.1	31.3	1.76	84.6	0.65	47.6	1.16	49.3	1.12
Obstetrics	0.0	5.4	N/A	20.6	N/A	8.4	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	17.6	N/A	8.4	N/A	0.0	N/A
Total Hospital	109.1	54.6	2.00	123.4	0.88	93.0	1.17	98.7	1.11
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	3.7	1.19	4.2	1.05	3.7	1.19	4.0	1.10
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.6	N/A	0.0	N/A
Pediatrics	0.0	2.5	N/A	2.5	N/A	2.4	N/A	0.0	N/A
Total Hospital	4.9	4.3	1.14	5.0	0.98	4.2	1.17	4.4	1.12
<b>Surgical Operations</b>									
Inpatient	3,232	1,644	1.97	3,104	1.04	3,329	0.97	3,599	0.90
Outpatient	8,484	3,777	2.25	4,364	1.94	7,486	1.13	8,545	0.99
Inpatient as % of All Surgeries	27.6%	30.3%	0.91	41.6%	0.66	30.8%	0.90	29.6%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	250,636	84,436	2.97	132,317	1.89	164,395	1.52	228,316	1.10
Emergency Visits	18,169	15,777	1.15	26,748	0.68	25,464	0.71	17,787	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	75.5	17.4	4.34	40.4	1.87	29.5	2.56	75.0	1.01
Nurses, Licensed	293.4	173.6	1.69	332.6	0.88	311.5	0.94	243.7	1.20
Ancillary Nursing Personnel	87.1	34.8	2.50	79.3	1.10	55.1	1.58	100.5	0.87
All Other Personnel	1,118.5	410.2	2.73	715.2	1.56	765.1	1.46	1,006.0	1.11
Total FTEs	1,574.4	636.0	2.48	1,167.5	1.35	1,161.3	1.36	1,425.2	1.10
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	34.9	17.1	2.04	18.9	1.85	16.6	2.10	38.3	0.91
Nurses, Licensed	135.6	170.3	0.80	155.9	0.87	175.3	0.77	124.3	1.09
Ancillary Nursing Personnel	40.2	34.1	1.18	37.2	1.08	31.0	1.30	51.3	0.78
All Other Personnel	517.1	402.4	1.28	335.2	1.54	430.6	1.20	513.2	1.01
Total FTEs	727.9	623.8	1.17	547.2	1.33	653.6	1.11	727.1	1.00

**Total Hospital:**

Beds Set Up & Staffed 248  
 Discharges 8,126  
 Inpatient Days 39,806

**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 0  
 Total Births 0  
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2005	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	1	119	4,549	20,111	46.3%	55.1	4.4
Orthopedic	1	46	1,724	5,953	35.5%	16.3	3.5
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	1	11	409	2,230	55.5%	6.1	5.5
Acute Long-Term Care	1	10	6	2,716	74.4%	7.4	452.7
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>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	28	710	3,093	30.3%	8.5	4.4
<b>Alcoholism/chemical dependency</b>	3	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	1	34	728	5,703	46.0%	15.6	7.8
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	3	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)	2	0	0	0	0.0%	0.0	0.0
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
<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	75	1	75.5	Radiological Services Personnel	45	16	60.6
Physicians & Dentists	30	9	32.0	Respiratory Therapists	26	20	31.1
Medical & Dental Residents	0	0	0.0	Occupational Therapists	4	16	6.2
Registered Nurses	176	154	289.2	Occupational Therapy Assistants/Aides	2	4	2.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	16	16	19.5
Licensed Practical Nurses	1	1	1.7	Physical Therapy Assistants/Aides	6	2	6.1
Ancillary Nursing Personnel	41	66	87.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	3.0
Nurse Practitioners	2	1	2.6	Psychologists	4	2	5.0
Medical Records Personnel	22	12	23.5	Social Workers	12	9	13.3
Pharmacy Personnel	23	16	28.1	All Other Health Professionals	171	186	273.6
Clinical Laboratory Personnel	30	25	43.5	All Other Personnel	400	210	530.9
Surgical Personnel	33	11	40.2	<b>Total</b>	<b>1,121</b>	<b>778</b>	<b>1,574.4</b>

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$166,927,397	46.7%	41.4%	1.13	39.4%	1.19	37.1%	1.26	46.0%	1.01
Medical Assistance	\$18,011,983	5.0%	10.2%	0.49	15.1%	0.33	12.4%	0.41	3.9%	1.30
Commercial	\$162,285,262	45.4%	41.7%	1.09	37.4%	1.21	45.1%	1.01	48.3%	0.94
All Other	\$10,175,858	2.8%	6.8%	0.42	8.1%	0.35	5.4%	0.53	1.8%	1.57
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$112,878,003	31.6%	25.3%	1.25	26.2%	1.21	23.7%	1.33	29.5%	1.07
Medical Assistance	\$13,903,286	3.9%	7.7%	0.51	11.7%	0.33	9.1%	0.43	2.5%	1.56
Commercial	\$49,055,388	13.7%	9.7%	1.42	10.0%	1.37	11.0%	1.25	14.8%	0.93
Charity Care	\$4,713,899	1.3%	1.5%	0.88	1.9%	0.69	1.4%	0.94	0.6%	2.16
All Other	\$1,720,886	0.5%	1.5%	0.32	2.1%	0.23	1.1%	0.44	0.7%	0.71
Total Deductions	\$182,271,463	51.0%	45.7%	1.12	51.9%	0.98	46.4%	1.10	48.1%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		7.2%	4.4%	1.63	4.0%	1.80	7.4%	0.97	5.7%	1.27
Net Gains/Losses as % of Net Income		17.3%	12.3%	1.40	9.1%	1.90	12.2%	1.42	7.4%	2.34
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$95,323,152	53.3%	47.5%	1.12	42.1%	1.27	47.2%	1.13	53.7%	0.99
Supplies & Services	\$66,067,881	36.9%	40.2%	0.92	45.8%	0.81	41.3%	0.89	36.1%	1.02
Capital Component	\$13,198,613	7.4%	8.7%	0.85	8.4%	0.88	8.7%	0.85	8.1%	0.91
Bad Debt	\$4,332,557	2.4%	3.6%	0.67	3.7%	0.65	2.8%	0.86	2.1%	1.13
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.2%	7.6%	0.68	6.0%	0.86	8.2%	0.63	8.1%	0.64
Total Hospital Net Income (%)		6.2%	8.6%	0.72	6.5%	0.95	9.2%	0.67	8.7%	0.71
Return on Equity (%)		6.6%	7.2%	0.91	5.5%	1.20	7.8%	0.84	9.4%	0.70
Current Ratio		5.6	2.8	2.02	2.4	2.35	2.3	2.46	4.0	1.42
Days in Net Patient Accounts Receivable		58.9	51.2	1.15	43.4	1.36	54.1	1.09	53.1	1.11
Average Payment Period		43.0	53.8	0.80	62.7	0.69	55.7	0.77	42.6	1.01
Equity Financing (%)		48.8%	58.5%	0.83	58.4%	0.84	55.2%	0.88	49.9%	0.98
Long-Term Debt to Equity Ratio		0.7	0.4	1.78	0.4	1.78	0.5	1.43	0.5	1.30
Times Interest Earned		6.9	6.9	0.99	5.9	1.16	6.5	1.06	9.8	0.70
Total Asset Turnover		1.1	0.8	1.32	0.8	1.32	0.8	1.32	1.1	0.98
Average Age of Plant (Years)		4.5	9.1	0.49	9.0	0.50	8.5	0.53	13.0	0.34
Increase (Decrease) Total Net Patient Revenue		3.1%	9.1%	0.34	7.5%	0.41	8.8%	0.35	6.9%	0.45
Outpatient Gross Revenue (% of Total GPR)		49.7%	46.6%	1.07	37.1%	1.34	47.8%	1.04	49.6%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,262	\$9,724	1.06	\$12,721	0.81	\$9,588	1.07	\$10,428	0.98
Inpatient Net Revenue per Day		\$2,095	\$2,239	0.94	\$2,545	0.82	\$2,298	0.91	\$2,379	0.88
Outpatient Net Revenue per Visit		\$341	\$430	0.79	\$444	0.77	\$409	0.83	\$341	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$357,400,500	Cash & Cash Equivalents	\$20,111,548	Current Liabilities	\$20,000,881
Less Deductions	\$182,271,463	Net Patient Receivables	\$28,252,952	Long-Term Debt	\$62,340,634
Net Patient Revenue	\$175,129,037	Other Receivables	\$486,350	Other Liabilities	\$9,527,881
Plus Other Revenue	\$13,565,184			Subtotal	\$91,869,396
Total Revenue	\$188,694,221	Land, Buildings & Equipment (Net)	\$18,050,886	Unrestricted Fund Balance	\$87,494,905
Less Expenses	\$178,922,203	Other Assets	\$112,462,565	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,041,133			Total Liabilities & Fund Balance	\$179,364,301
Net Income	\$11,813,151	Total Assets	\$179,364,301		