

079 Froedtert Memorial Lutheran Hospital
 9200 W Wisconsin Ave
 Milwaukee, WI 53226
 414-805-3000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	80.2%	59.1%	1.36	70.3%	1.14	69.2%	1.16	78.7%	1.02
Obstetrics	81.0%	41.6%	1.95	47.8%	1.69	51.9%	1.56	71.2%	1.14
Pediatrics	0.0%	54.2%	N/A	92.7%	N/A	46.8%	N/A	0.0%	N/A
Total Hospital	78.3%	57.7%	1.36	37.4%	2.09	66.9%	1.17	75.7%	1.03
Average Census (Patients)									
Adult Medical-Surgical	226.3	31.3	7.23	84.6	2.67	113.3	2.00	222.7	1.02
Obstetrics	15.4	5.4	2.85	20.6	0.75	17.3	0.89	13.5	1.14
Pediatrics	0.0	2.2	N/A	17.6	N/A	5.0	N/A	0.0	N/A
Total Hospital	339.1	54.6	6.21	123.4	2.75	210.3	1.61	328.6	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	3.7	1.20	4.2	1.06	3.9	1.14	4.5	0.99
Obstetrics	3.2	2.4	1.35	2.9	1.12	2.4	1.35	3.2	1.02
Pediatrics	0.0	2.5	N/A	2.5	N/A	3.1	N/A	0.0	N/A
Total Hospital	5.2	4.3	1.21	5.0	1.04	4.7	1.11	5.3	0.99
Surgical Operations									
Inpatient	9,034	1,644	5.50	3,104	2.91	5,445	1.66	8,903	1.01
Outpatient	5,711	3,777	1.51	4,364	1.31	9,971	0.57	5,861	0.97
Inpatient as % of All Surgeries	61.3%	30.3%	2.02	41.6%	1.47	35.3%	1.74	60.3%	1.02
Outpatient Visits									
Non-Emergency Visits	404,973	84,436	4.80	132,317	3.06	233,626	1.73	389,397	1.04
Emergency Visits	49,807	15,777	3.16	26,748	1.86	38,661	1.29	45,886	1.09
Full-Time Equivalents (FTEs)									
Administrators	211.8	17.4	12.17	40.4	5.24	59.8	3.54	264.7	0.80
Nurses, Licensed	1,096.6	173.6	6.32	332.6	3.30	615.9	1.78	941.4	1.16
Ancillary Nursing Personnel	187.7	34.8	5.39	79.3	2.37	127.9	1.47	184.2	1.02
All Other Personnel	1,847.7	410.2	4.50	715.2	2.58	1,349.4	1.37	1,651.8	1.12
Total FTEs	3,343.8	636.0	5.26	1,167.5	2.86	2,153.0	1.55	3,042.1	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.2	17.1	2.18	18.9	1.97	17.3	2.15	48.5	0.77
Nurses, Licensed	192.8	170.3	1.13	155.9	1.24	178.0	1.08	172.5	1.12
Ancillary Nursing Personnel	33.0	34.1	0.97	37.2	0.89	37.0	0.89	33.7	0.98
All Other Personnel	324.8	402.4	0.81	335.2	0.97	390.0	0.83	302.6	1.07
Total FTEs	587.8	623.8	0.94	547.2	1.07	622.2	0.94	557.4	1.05

Total Hospital:
 Beds Set Up & Staffed 433
 Discharges 23,697
 Inpatient Days 123,785

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 32
 Total Births 1,558
 Newborn Days 3,990

079 Froedtert Memorial Lutheran Hospital
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2005	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	282	18,585	82,595	80.2%	226.3	4.4
Orthopedic	1	32	1,919	8,382	71.8%	23.0	4.4
Rehabilitation & Physical Medicine	1	37	587	9,087	67.3%	24.9	15.5
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	1	12	260	3,983	0.0%	10.9	15.3
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	1,731	5,617	81.0%	15.4	3.2
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	1	31	323	8,984	79.4%	24.6	27.8
Cardiac Intensive Unit	1	8	132	2,181	74.7%	6.0	16.5
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	1	12	160	3,396	77.5%	9.3	21.2
Subacute care	4	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	204	13	211.8	Radiological Services Personnel	153	122	201.5
Physicians & Dentists	0	0	0.0	Respiratory Therapists	36	12	45.5
Medical & Dental Residents	0	0	0.0	Occupational Therapists	21	30	33.3
Registered Nurses	826	498	1,083.6	Occupational Therapy Assistants/Aides	10	21	14.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	27	27	35.2
Licensed Practical Nurses	10	0	10.0	Physical Therapy Assistants/Aides	5	4	7.4
Ancillary Nursing Personnel	136	150	187.7	Recreational Therapists	8	5	8.9
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	7	8	10.9
Nurse Practitioners	3	1	3.0	Psychologists	2	0	2.0
Medical Records Personnel	23	14	30.2	Social Workers	23	17	30.5
Pharmacy Personnel	88	48	108.0	All Other Health Professionals	684	226	799.3
Clinical Laboratory Personnel	6	0	6.0	All Other Personnel	371	138	454.9
Surgical Personnel	52	17	58.2	Total	2,697	1,351	3,343.8

079 Froedtert Memorial Lutheran Hospital
Milwaukee, WI 53226

Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area		Volume Group		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$342,750,000	34.3%	41.4%	0.83	39.4%	0.87	42.3%	0.81	33.9%	1.01
Medical Assistance	\$115,489,000	11.6%	10.2%	1.13	15.1%	0.77	9.3%	1.24	11.5%	1.01
Commercial	\$430,321,000	43.1%	41.7%	1.03	37.4%	1.15	41.1%	1.05	44.2%	0.97
All Other	\$110,337,000	11.0%	6.8%	1.62	8.1%	1.36	7.3%	1.51	10.4%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$179,674,000	18.0%	25.3%	0.71	26.2%	0.69	26.1%	0.69	18.3%	0.98
Medical Assistance	\$88,947,000	8.9%	7.7%	1.16	11.7%	0.76	7.2%	1.24	8.4%	1.06
Commercial	\$103,895,000	10.4%	9.7%	1.07	10.0%	1.04	10.0%	1.04	10.8%	0.96
Charity Care	\$27,711,000	2.8%	1.5%	1.85	1.9%	1.46	1.8%	1.54	1.3%	2.18
All Other	\$21,649,000	2.2%	1.5%	1.44	2.1%	1.03	1.6%	1.35	3.7%	0.59
Total Deductions	\$421,876,000	42.2%	45.7%	0.92	51.9%	0.81	46.7%	0.90	42.5%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.7%	4.4%	1.06	4.0%	1.17	3.1%	1.50	4.4%	1.06
Net Gains/Losses as % of Net Income		16.6%	12.3%	1.35	9.1%	1.83	13.1%	1.27	23.3%	0.71
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$208,498,000	37.3%	47.5%	0.79	42.1%	0.89	45.8%	0.81	39.2%	0.95
Supplies & Services	\$282,256,000	50.5%	40.2%	1.26	45.8%	1.10	42.1%	1.20	49.2%	1.03
Capital Component	\$40,275,000	7.2%	8.7%	0.83	8.4%	0.86	8.3%	0.87	7.8%	0.92
Bad Debt	\$27,550,000	4.9%	3.6%	1.37	3.7%	1.33	3.8%	1.30	3.8%	1.30
Fiscal Statistics										
Operating Margin (%)		7.7%	7.6%	1.01	6.0%	1.29	7.5%	1.03	9.1%	0.85
Total Hospital Net Income (%)		9.1%	8.6%	1.06	6.5%	1.40	8.5%	1.07	11.5%	0.79
Return on Equity (%)		6.2%	7.2%	0.87	5.5%	1.14	7.3%	0.86	9.9%	0.63
Current Ratio		1.3	2.8	0.45	2.4	0.52	2.9	0.43	1.2	1.06
Days in Net Patient Accounts Receivable		41.1	51.2	0.80	43.4	0.95	46.8	0.88	35.8	1.15
Average Payment Period		112.2	53.8	2.09	62.7	1.79	51.8	2.17	107.2	1.05
Equity Financing (%)		53.7%	58.5%	0.92	58.4%	0.92	61.3%	0.88	65.4%	0.82
Long-Term Debt to Equity Ratio		0.5	0.4	1.29	0.4	1.29	0.4	1.29	0.2	2.55
Times Interest Earned		11.7	6.9	1.70	5.9	1.99	8.4	1.40	16.5	0.71
Total Asset Turnover		0.7	0.8	0.84	0.8	0.84	0.8	0.84	0.8	0.81
Average Age of Plant (Years)		5.9	9.1	0.65	9.0	0.65	9.6	0.61	4.7	1.26
Increase (Decrease) Total Net Patient Revenue		10.0%	9.1%	1.10	7.5%	1.34	9.1%	1.10	8.7%	1.16
Outpatient Gross Revenue (% of Total GPR)		40.5%	46.6%	0.87	37.1%	1.09	39.4%	1.03	39.8%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$14,774	\$9,724	1.52	\$12,721	1.16	\$11,591	1.27	\$14,092	1.05
Inpatient Net Revenue per Day		\$2,828	\$2,239	1.26	\$2,545	1.11	\$2,458	1.15	\$2,663	1.06
Outpatient Net Revenue per Visit		\$499	\$430	1.16	\$444	1.12	\$462	1.08	\$469	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$998,897,000	Cash & Cash Equivalents	\$12,940,000	Current Liabilities	\$165,393,000
Less Deductions	\$421,876,000	Net Patient Receivables	\$64,948,000	Long-Term Debt	\$249,183,000
Net Patient Revenue	\$577,021,000	Other Receivables	\$13,957,000	Other Liabilities	\$0
Plus Other Revenue	\$28,230,000			Subtotal	\$414,576,000
Total Revenue	\$605,251,000	Land, Buildings & Equipment (Net)	\$231,078,000	Unrestricted Fund Balance	\$481,057,000
Less Expenses	\$558,579,000	Other Assets	\$572,710,000	Restricted Fund Balance	\$9,988,000
Non-Operating Gains/Losses	\$9,296,000			Total Liabilities & Fund Balance	\$895,633,000
Net Income	\$55,968,000	Total Assets	\$895,633,000		