

**195 Orthopaedic Hospital of Wisconsin - Glendale**  
 575 W River Woods Pkwy  
 Glendale, WI 53212  
 414-961-6800

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Partnership

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 3

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 2B		Volume Group 3		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	59.1%	N/A	70.3%	N/A	44.2%	N/A	0.0%	N/A
Obstetrics	0.0%	41.6%	N/A	47.8%	N/A	22.9%	N/A	0.0%	N/A
Pediatrics	0.0%	54.2%	N/A	92.7%	N/A	10.9%	N/A	0.0%	N/A
Total Hospital	15.7%	57.7%	0.27	37.4%	0.42	39.8%	0.39	14.5%	1.08
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	31.3	N/A	84.6	N/A	7.7	N/A	0.0	N/A
Obstetrics	0.0	5.4	N/A	20.6	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	17.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	1.1	54.6	0.02	123.4	0.01	9.6	0.11	1.0	1.08
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.7	N/A	4.2	N/A	3.0	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	2.5	N/A	2.5	N/A	1.5	N/A	0.0	N/A
Total Hospital	1.1	4.3	0.25	5.0	0.22	3.1	0.35	1.1	1.01
<b>Surgical Operations</b>									
Inpatient	372	1,644	0.23	3,104	0.12	233	1.60	347	1.07
Outpatient	4,165	3,777	1.10	4,364	0.95	1,178	3.54	4,110	1.01
Inpatient as % of All Surgeries	8.2%	30.3%	0.27	41.6%	0.20	16.5%	0.50	7.8%	1.05
<b>Outpatient Visits</b>									
Non-Emergency Visits	30,874	84,436	0.37	132,317	0.23	24,992	1.24	29,373	1.05
Emergency Visits	0	15,777	N/A	26,748	N/A	6,438	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	17.4	0.29	40.4	0.12	5.6	0.89	5.0	1.00
Nurses, Licensed	27.6	173.6	0.16	332.6	0.08	45.1	0.61	22.1	1.25
Ancillary Nursing Personnel	0.0	34.8	N/A	79.3	N/A	9.6	N/A	0.0	N/A
All Other Personnel	57.8	410.2	0.14	715.2	0.08	106.2	0.54	56.0	1.03
Total FTEs	90.4	636.0	0.14	1,167.5	0.08	166.6	0.54	83.1	1.09
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	50.9	17.1	2.98	18.9	2.69	19.9	2.56	53.9	0.94
Nurses, Licensed	280.6	170.3	1.65	155.9	1.80	159.7	1.76	238.5	1.18
Ancillary Nursing Personnel	0.0	34.1	N/A	37.2	N/A	33.8	N/A	0.0	N/A
All Other Personnel	588.1	402.4	1.46	335.2	1.75	375.8	1.57	603.6	0.97
Total FTEs	919.6	623.8	1.47	547.2	1.68	589.1	1.56	896.0	1.03

**Total Hospital:**

Beds Set Up & Staffed 7  
 Discharges 372  
 Inpatient Days 401

**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

**195 Orthopaedic Hospital of Wisconsin - Glendale**  
Glendale, WI 53212

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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	7	372	401	15.7%	1.1	1.1
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	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	5	0	5.0	Radiological Services Personnel	5	0	5.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	1	2.6
Registered Nurses	11	35	27.6	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	2	6.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	3	0	3.0	Social Workers	0	0	0.0
Pharmacy Personnel	0	0	0.0	All Other Health Professionals	13	5	15.3
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	7	2	8.4
Surgical Personnel	10	5	13.4	<b>Total</b>	<b>65</b>	<b>50</b>	<b>90.4</b>

**195 Orthopaedic Hospital of Wisconsin - Glendale**

Glendale, WI 53212

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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$5,573,299	13.4%	41.4%	0.32	39.4%	0.34	41.9%	0.32	13.1%	1.02
Medical Assistance	\$1,386,546	3.3%	10.2%	0.33	15.1%	0.22	8.5%	0.39	3.8%	0.89
Commercial	\$34,321,458	82.4%	41.7%	1.98	37.4%	2.20	43.9%	1.88	82.5%	1.00
All Other	\$351,568	0.8%	6.8%	0.12	8.1%	0.10	5.7%	0.15	0.7%	1.29
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,991,571	9.6%	25.3%	0.38	26.2%	0.37	21.1%	0.45	9.5%	1.01
Medical Assistance	\$715,162	1.7%	7.7%	0.22	11.7%	0.15	5.3%	0.32	2.8%	0.62
Commercial	\$9,488,441	22.8%	9.7%	2.35	10.0%	2.28	8.5%	2.68	21.6%	1.05
Charity Care	\$125,634	0.3%	1.5%	0.20	1.9%	0.16	0.7%	0.43	0.3%	0.95
All Other	\$92,765	0.2%	1.5%	0.15	2.1%	0.11	0.6%	0.37	0.0%	4.46
Total Deductions	\$14,413,573	34.6%	45.7%	0.76	51.9%	0.67	36.2%	0.96	34.3%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.1%	4.4%	0.26	4.0%	0.29	3.9%	0.29	0.9%	1.22
Net Gains/Losses as % of Net Income		1.2%	12.3%	0.10	9.1%	0.14	13.2%	0.09	0.3%	3.66
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$5,891,828	43.6%	47.5%	0.92	42.1%	1.04	51.1%	0.85	42.5%	1.03
Supplies & Services	\$5,236,282	38.8%	40.2%	0.96	45.8%	0.85	35.6%	1.09	39.4%	0.98
Capital Component	\$1,722,966	12.8%	8.7%	1.47	8.4%	1.52	9.3%	1.37	13.2%	0.97
Bad Debt	\$661,841	4.9%	3.6%	1.36	3.7%	1.32	4.1%	1.19	4.9%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)		50.9%	7.6%	6.70	6.0%	8.49	12.7%	4.01	48.2%	1.06
Total Hospital Net Income (%)		51.2%	8.6%	5.96	6.5%	7.88	14.4%	3.56	48.3%	1.06
Return on Equity (%)		95.5%	7.2%	13.27	5.5%	17.37	10.9%	8.76	99.4%	0.96
Current Ratio		15.5	2.8	5.54	2.4	6.47	4.0	3.88	7.8	1.98
Days in Net Patient Accounts Receivable		56.5	51.2	1.10	43.4	1.30	58.9	0.96	65.5	0.86
Average Payment Period		22.7	53.8	0.42	62.7	0.36	51.0	0.45	36.7	0.62
Equity Financing (%)		86.6%	58.5%	1.48	58.4%	1.48	57.9%	1.50	87.8%	0.99
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		0.0	6.9	N/A	5.9	N/A	8.9	N/A	0.0	N/A
Total Asset Turnover		1.9	0.8	2.32	0.8	2.32	0.7	2.65	2.1	0.90
Average Age of Plant (Years)		3.3	9.1	0.36	9.0	0.37	8.2	0.40	2.6	1.26
Increase (Decrease) Total Net Patient Revenue		12.4%	9.1%	1.36	7.5%	1.65	14.9%	0.83	17.1%	0.72
Outpatient Gross Revenue (% of Total GPR)		88.9%	46.6%	1.91	37.1%	2.39	66.0%	1.35	89.0%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,982	\$9,724	0.82	\$12,721	0.63	\$5,903	1.35	\$7,476	1.07
Inpatient Net Revenue per Day		\$7,405	\$2,239	3.31	\$2,545	2.91	\$1,702	4.35	\$6,973	1.06
Outpatient Net Revenue per Visit		\$785	\$430	1.83	\$444	1.77	\$434	1.81	\$736	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$41,632,871	Cash & Cash Equivalents	\$7,835,102	Current Liabilities	\$817,031
Less Deductions	\$14,413,573	Net Patient Receivables	\$4,216,241	Long-Term Debt	\$0
Net Patient Revenue	\$27,219,298	Other Receivables	\$0	Other Liabilities	\$1,174,467
Plus Other Revenue	\$315,504			Subtotal	\$1,991,498
Total Revenue	\$27,534,802	Land, Buildings & Equipment (Net)	\$2,179,410		
Less Expenses	\$13,512,917	Other Assets	\$630,282	Unrestricted Fund Balance	\$12,869,537
Non-Operating Gains/Losses	\$174,733			Restricted Fund Balance	\$0
Net Income	\$14,196,618	Total Assets	\$14,861,035	Total Liabilities & Fund Balance	\$14,861,035