

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 2006	All GMS Hospitals		Analysis Area 2B		Volume Group 3		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	59.2%	N/A	69.8%	N/A	47.0%	N/A	0.0%	N/A
Obstetrics	0.0%	41.5%	N/A	47.3%	N/A	26.1%	N/A	0.0%	N/A
Pediatrics	0.0%	52.2%	N/A	87.1%	N/A	11.5%	N/A	0.0%	N/A
Total Hospital	16.4%	57.2%	0.29	65.7%	0.25	40.9%	0.40	15.7%	1.04
Average Census (Patients)									
Adult Medical-Surgical	0.0	31.4	N/A	86.2	N/A	7.3	N/A	0.0	N/A
Obstetrics	0.0	5.3	N/A	20.3	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	17.9	N/A	0.1	N/A	0.0	N/A
Total Hospital	1.1	53.6	0.02	122.4	0.01	8.6	0.13	1.1	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.6	N/A	4.1	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.8	N/A	2.4	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	2.1	N/A	1.7	N/A	0.0	N/A
Total Hospital	1.1	4.3	0.26	5.0	0.23	3.0	0.38	1.1	1.05
Surgical Operations									
Inpatient	371	1,903	0.19	4,942	0.08	256	1.45	372	1.00
Outpatient	6,026	4,240	1.42	7,148	0.84	1,251	4.82	4,165	1.45
Inpatient as % of All Surgeries	5.8%	31.0%	0.19	40.9%	0.14	17.0%	0.34	8.2%	0.71
Outpatient Visits									
Non-Emergency Visits	31,380	89,386	0.35	145,312	0.22	28,175	1.11	30,874	1.02
Emergency Visits	0	15,537	N/A	27,305	N/A	5,846	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	5.0	17.1	0.29	36.5	0.14	4.9	1.02	5.0	1.00
Nurses, Licensed	29.8	180.9	0.16	356.0	0.08	45.2	0.66	27.6	1.08
Ancillary Nursing Personnel	0.0	35.0	N/A	75.9	N/A	10.2	N/A	0.0	N/A
All Other Personnel	57.1	419.6	0.14	709.0	0.08	117.7	0.48	57.8	0.99
Total FTEs	91.9	652.6	0.14	1,177.4	0.08	178.0	0.52	90.4	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	49.9	16.6	3.00	16.9	2.95	17.6	2.83	50.7	0.98
Nurses, Licensed	297.1	175.7	1.69	164.5	1.81	164.0	1.81	279.8	1.06
Ancillary Nursing Personnel	0.0	34.0	N/A	35.1	N/A	37.0	N/A	0.0	N/A
All Other Personnel	569.1	407.4	1.40	327.4	1.74	427.0	1.33	586.5	0.97
Total FTEs	916.0	633.7	1.45	543.8	1.68	645.6	1.42	917.1	1.00

Total Hospital:
 Beds Set Up & Staffed 7
 Discharges 371
 Inpatient Days 419

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Beds Set Up & Staffed
 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 12/31/2006	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	7	371	419	16.4%	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
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	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	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
Subacute care	5	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	5	0	5.0	Radiological Services Personnel	5	1	5.2
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	2	2.1
Registered Nurses	11	37	29.8	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	2	8.2
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	2	1	2.5	Social Workers	0	0	0.0
Pharmacy Personnel	0	0	0.0	All Other Health Professionals	14	4	15.7
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	6	2	7.2
Surgical Personnel	8	7	12.2	Total	63	56	91.9

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$6,221,189	14.0%	41.4%	0.34	39.1%	0.36	40.9%	0.34	13.4%	1.05
Medical Assistance	\$1,738,777	3.9%	10.3%	0.38	15.6%	0.25	9.6%	0.41	3.3%	1.17
Commercial	\$35,969,575	80.9%	41.8%	1.94	38.0%	2.13	44.6%	1.81	82.4%	0.98
All Other	\$536,962	1.2%	6.5%	0.19	7.3%	0.17	4.9%	0.25	0.8%	1.43
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,478,670	10.1%	25.6%	0.39	26.2%	0.38	17.1%	0.59	9.6%	1.05
Medical Assistance	\$1,429,607	3.2%	7.7%	0.42	11.5%	0.28	5.5%	0.58	1.7%	1.87
Commercial	\$10,435,201	23.5%	10.6%	2.21	11.9%	1.97	9.5%	2.47	22.8%	1.03
Charity Care	\$194,047	0.4%	1.6%	0.27	1.6%	0.27	0.9%	0.48	0.3%	1.45
All Other	\$146,666	0.3%	1.4%	0.24	2.0%	0.16	0.7%	0.47	0.2%	1.48
Total Deductions	\$16,684,191	37.5%	47.0%	0.80	53.2%	0.71	33.6%	1.12	34.6%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.6%	4.5%	0.13	4.2%	0.13	3.4%	0.17	1.1%	0.49
Net Gains/Losses as % of Net Income		2.5%	20.7%	0.12	27.9%	0.09	15.2%	0.16	1.2%	2.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,825,431	46.5%	47.5%	0.98	42.2%	1.10	50.5%	0.92	43.6%	1.07
Supplies & Services	\$5,377,211	36.6%	40.1%	0.91	44.4%	0.82	36.6%	1.00	38.8%	0.94
Capital Component	\$1,677,531	11.4%	9.0%	1.27	9.9%	1.15	8.4%	1.36	12.8%	0.90
Bad Debt	\$807,657	5.5%	3.5%	1.57	3.5%	1.57	4.6%	1.20	4.9%	1.12
Fiscal Statistics										
Operating Margin (%)		47.4%	5.9%	8.04	2.5%	18.97	10.3%	4.60	50.9%	0.93
Total Hospital Net Income (%)		48.1%	7.3%	6.58	3.5%	13.73	11.9%	4.04	51.2%	0.94
Return on Equity (%)		91.6%	6.1%	15.01	3.0%	30.52	9.4%	9.74	95.5%	0.96
Current Ratio		9.3	3.0	3.10	2.6	3.58	4.7	1.98	15.5	0.60
Days in Net Patient Accounts Receivable		54.3	51.6	1.05	43.1	1.26	60.8	0.89	56.7	0.96
Average Payment Period		35.2	51.3	0.69	58.5	0.60	45.1	0.78	22.8	1.55
Equity Financing (%)		90.0%	60.2%	1.50	59.0%	1.53	58.0%	1.55	86.6%	1.04
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	6.1	N/A	3.5	N/A	7.7	N/A	0.0	N/A
Total Asset Turnover		1.9	0.8	2.35	0.8	2.35	0.8	2.35	1.9	1.02
Average Age of Plant (Years)		4.1	8.6	0.47	7.2	0.57	8.4	0.49	3.3	1.24
Increase (Decrease) Total Net Patient Revenue		2.1%	6.2%	0.33	3.7%	0.56	13.3%	0.16	12.4%	0.17
Outpatient Gross Revenue (% of Total GPR)		88.6%	48.0%	1.84	37.3%	2.37	69.0%	1.28	88.9%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$8,829	\$10,323	0.86	\$13,329	0.66	\$6,776	1.30	\$7,982	1.11
Inpatient Net Revenue per Day		\$7,818	\$2,382	3.28	\$2,670	2.93	\$2,010	3.89	\$7,405	1.06
Outpatient Net Revenue per Visit		\$781	\$450	1.74	\$422	1.85	\$442	1.77	\$785	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,466,503	Cash & Cash Equivalents	\$7,955,593	Current Liabilities	\$1,379,137
Less Deductions	\$16,684,191	Net Patient Receivables	\$4,136,571	Long-Term Debt	\$0
Net Patient Revenue	\$27,782,312	Other Receivables	\$0	Other Liabilities	\$104,491
Plus Other Revenue	\$157,403			Subtotal	\$1,483,628
Total Revenue	\$27,939,715	Land, Buildings & Equipment (Net)	\$2,014,359		
Less Expenses	\$14,687,830	Other Assets	\$731,116	Unrestricted Fund Balance	\$13,354,011
Non-Operating Gains/Losses	\$334,189			Restricted Fund Balance	\$0
Net Income	\$13,586,074	Total Assets	\$14,837,639	Total Liabilities & Fund Balance	\$14,837,639