

196 Columbia Center LLC
 2025 E Newport Ave Ste 3000
 Milwaukee, WI 53211
 414-961-3590

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: 2

Selected Utilization Statistics	FY 2006	All GMS Hospitals		Analysis Area 2B		Volume Group 2		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	24.0%	N/A	0.0%	N/A
Obstetrics	20.9%	41.5%	0.50	47.3%	0.44	16.9%	1.24	22.5%	0.93
Pediatrics	0.0%	52.2%	N/A	87.1%	N/A	2.4%	N/A	0.0%	N/A
Total Hospital	39.8%	57.2%	0.70	65.7%	0.61	28.6%	1.39	43.0%	0.93
Average Census (Patients)									
Adult Medical-Surgical	0.0	31.4	N/A	86.2	N/A	4.7	N/A	0.0	N/A
Obstetrics	4.8	5.3	0.91	20.3	0.24	0.9	5.35	5.2	0.93
Pediatrics	0.0	2.2	N/A	17.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.1	53.6	0.17	122.4	0.07	6.8	1.35	9.9	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.6	N/A	4.1	N/A	3.2	N/A	0.0	N/A
Obstetrics	2.6	2.4	1.10	2.8	0.94	2.4	1.10	2.6	0.99
Pediatrics	0.0	2.2	N/A	2.1	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.58	5.0	0.50	3.1	0.81	2.6	0.98
Surgical Operations									
Inpatient	177	1,903	0.09	4,942	0.04	150	1.18	184	0.96
Outpatient	446	4,240	0.11	7,148	0.06	886	0.50	503	0.89
Inpatient as % of All Surgeries	28.4%	31.0%	0.92	40.9%	0.69	14.4%	1.97	26.8%	1.06
Outpatient Visits									
Non-Emergency Visits	526	89,386	0.01	145,312	0.00	18,933	0.03	516	1.02
Emergency Visits	0	15,537	N/A	27,305	N/A	4,488	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	2.0	17.1	0.12	36.5	0.05	3.6	0.56	2.0	1.00
Nurses, Licensed	12.3	180.9	0.07	356.0	0.03	30.9	0.40	20.8	0.59
Ancillary Nursing Personnel	4.0	35.0	0.11	75.9	0.05	10.3	0.39	5.4	0.74
All Other Personnel	5.4	419.6	0.01	709.0	0.01	81.4	0.07	5.9	0.90
Total FTEs	23.7	652.6	0.04	1,177.4	0.02	126.2	0.19	34.1	0.69
FTEs per 100 Patient Census (Adjusted)									
Administrators	17.7	16.6	1.06	16.9	1.05	21.2	0.83	16.3	1.09
Nurses, Licensed	108.7	175.7	0.62	164.5	0.66	183.7	0.59	169.1	0.64
Ancillary Nursing Personnel	35.4	34.0	1.04	35.1	1.01	61.4	0.58	44.0	0.80
All Other Personnel	47.3	407.4	0.12	327.4	0.14	483.0	0.10	48.2	0.98
Total FTEs	209.0	633.7	0.33	543.8	0.38	749.3	0.28	277.6	0.75

Total Hospital:
 Beds Set Up & Staffed 23
 Discharges 1,331
 Inpatient Days 3,339

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 22
 Total Births 663
 Newborn Days 1,591

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2006	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
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	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	668	1,758	20.9%	4.8	2.6
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	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
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	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	2	0	2.0	Radiological Services Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	0	0	0.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	12	26	12.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	3	4.0	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	0	0	0.0	Social Workers	0	0	0.0
Pharmacy Personnel	0	0	0.0	All Other Health Professionals	2	13	3.8
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	1	1	1.2
Surgical Personnel	0	10	0.4	Total	21	53	23.7

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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	\$35,953	0.4%	41.4%	0.01	39.1%	0.01	48.8%	0.01	0.1%	3.07
Medical Assistance	\$1,549,114	15.1%	10.3%	1.47	15.6%	0.97	8.1%	1.87	17.1%	0.89
Commercial	\$8,385,087	81.9%	41.8%	1.96	38.0%	2.16	36.0%	2.28	80.4%	1.02
All Other	\$266,574	2.6%	6.5%	0.40	7.3%	0.36	7.2%	0.36	2.4%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,353	0.1%	25.6%	0.00	26.2%	0.00	24.5%	0.00	0.0%	7.70
Medical Assistance	\$724,102	7.1%	7.7%	0.92	11.5%	0.62	4.8%	1.47	10.4%	0.68
Commercial	\$3,774,405	36.9%	10.6%	3.48	11.9%	3.10	8.1%	4.55	31.9%	1.16
Charity Care	\$12,256	0.1%	1.6%	0.07	1.6%	0.07	1.0%	0.12	0.0%	4.49
All Other	\$16,315	0.2%	1.4%	0.11	2.0%	0.08	1.5%	0.11	0.7%	0.24
Total Deductions	\$4,536,431	44.3%	47.0%	0.94	53.2%	0.83	39.9%	1.11	43.0%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.6%	4.5%	0.35	4.2%	0.37	2.2%	0.71	0.7%	2.32
Net Gains/Losses as % of Net Income		-11.7%	20.7%	N/A	27.9%	N/A	1.0%	N/A	-31.2%	0.38
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$2,685,335	44.1%	47.5%	0.93	42.2%	1.05	50.0%	0.88	44.1%	1.00
Supplies & Services	\$2,610,364	42.9%	40.1%	1.07	44.4%	0.97	36.2%	1.18	43.3%	0.99
Capital Component	\$571,996	9.4%	9.0%	1.04	9.9%	0.95	10.0%	0.94	10.2%	0.93
Bad Debt	\$217,769	3.6%	3.5%	1.02	3.5%	1.02	3.8%	0.94	2.4%	1.51
Fiscal Statistics										
Operating Margin (%)		-5.1%	5.9%	N/A	2.5%	N/A	8.7%	N/A	-0.4%	13.24
Total Hospital Net Income (%)		-4.5%	7.3%	N/A	3.5%	N/A	8.7%	N/A	-0.3%	15.48
Return on Equity (%)		0.0%	6.1%	N/A	3.0%	N/A	10.7%	N/A	-0.3%	0.00
Current Ratio		6.8	3.0	2.28	2.6	2.63	2.1	3.26	6.3	1.09
Days in Net Patient Accounts Receivable		66.3	51.6	1.29	43.1	1.54	55.7	1.19	74.8	0.89
Average Payment Period		21.5	51.3	0.42	58.5	0.37	58.1	0.37	20.5	1.05
Equity Financing (%)		89.8%	60.2%	1.49	59.0%	1.52	37.8%	2.37	92.8%	0.97
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	1.1	N/A	0.0	N/A
Times Interest Earned		0.0	6.1	N/A	3.5	N/A	4.8	N/A	0.0	N/A
Total Asset Turnover		1.0	0.8	1.20	0.8	1.20	1.2	0.80	0.9	1.02
Average Age of Plant (Years)		9.8	8.6	1.14	7.2	1.36	9.4	1.04	8.5	1.15
Increase (Decrease) Total Net Patient Revenue		-1.9%	6.2%	N/A	3.7%	N/A	10.8%	N/A	-2.6%	0.73
Outpatient Gross Revenue (% of Total GPR)		19.2%	48.0%	0.40	37.3%	0.51	59.5%	0.32	19.6%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$3,582		\$10,323	0.35	\$13,329	0.27	\$7,850	0.46	\$3,251	1.10
Inpatient Net Revenue per Day	\$1,428		\$2,382	0.60	\$2,670	0.53	\$2,060	0.69	\$1,273	1.12
Outpatient Net Revenue per Visit	\$1,773		\$450	3.94	\$422	4.20	\$446	3.97	\$2,365	0.75

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$10,236,728	Cash & Cash Equivalents	\$1,164,827	Current Liabilities	\$325,113
Less Deductions	\$4,536,431	Net Patient Receivables	\$1,035,777	Long-Term Debt	\$0
Net Patient Revenue	\$5,700,297	Other Receivables	\$0	Other Liabilities	\$290,999
Plus Other Revenue	\$91,042			Subtotal	\$616,112
Total Revenue	\$5,791,339	Land, Buildings & Equipment (Net)	\$3,798,905	Unrestricted Fund Balance	\$5,406,930
Less Expenses	\$6,085,464	Other Assets	\$23,533	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$30,871			Total Liabilities & Fund Balance	\$6,023,042
Net Income	-\$263,254	Total Assets	\$6,023,042		