

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 2006	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	79.7%	59.2%	1.35	69.8%	1.14	69.4%	1.15	80.2%	0.99
Obstetrics	81.7%	41.5%	1.97	47.3%	1.73	51.3%	1.59	81.0%	1.01
Pediatrics	0.0%	52.2%	N/A	87.1%	N/A	40.6%	N/A	0.0%	N/A
Total Hospital	78.1%	57.2%	1.37	65.7%	1.19	65.1%	1.20	78.3%	1.00
Average Census (Patients)									
Adult Medical-Surgical	239.0	31.4	7.61	86.2	2.77	105.1	2.27	226.3	1.06
Obstetrics	15.5	5.3	2.93	20.3	0.77	16.7	0.93	15.4	1.01
Pediatrics	0.0	2.2	N/A	17.9	N/A	4.0	N/A	0.0	N/A
Total Hospital	352.4	53.6	6.57	122.4	2.88	194.0	1.82	339.1	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	3.6	1.21	4.1	1.07	3.8	1.15	4.4	0.98
Obstetrics	3.3	2.4	1.36	2.8	1.16	2.4	1.36	3.2	1.00
Pediatrics	0.0	2.2	N/A	2.1	N/A	2.9	N/A	0.0	N/A
Total Hospital	5.1	4.3	1.19	5.0	1.02	4.7	1.09	5.2	0.98
Surgical Operations									
Inpatient	9,375	1,903	4.93	4,942	1.90	7,008	1.34	9,034	1.04
Outpatient	5,486	4,240	1.29	7,148	0.77	12,695	0.43	5,711	0.96
Inpatient as % of All Surgeries	63.1%	31.0%	2.03	40.9%	1.54	35.6%	1.77	61.3%	1.03
Outpatient Visits									
Non-Emergency Visits	431,826	89,386	4.83	145,312	2.97	291,470	1.48	404,973	1.07
Emergency Visits	52,181	15,537	3.36	27,305	1.91	38,407	1.36	49,807	1.05
Full-Time Equivalents (FTEs)									
Administrators	217.6	17.1	12.72	36.5	5.96	44.5	4.89	211.8	1.03
Nurses, Licensed	1,261.6	180.9	6.97	356.0	3.54	623.4	2.02	1,096.6	1.15
Ancillary Nursing Personnel	214.8	35.0	6.14	75.9	2.83	122.5	1.75	187.7	1.14
All Other Personnel	1,981.0	419.6	4.72	709.0	2.79	1,378.7	1.44	1,847.7	1.07
Total FTEs	3,674.9	652.6	5.63	1,177.4	3.12	2,169.1	1.69	3,343.8	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	36.5	16.6	2.20	16.9	2.16	13.3	2.74	37.1	0.98
Nurses, Licensed	211.5	175.7	1.20	164.5	1.29	185.8	1.14	192.2	1.10
Ancillary Nursing Personnel	36.0	34.0	1.06	35.1	1.03	36.5	0.99	32.9	1.09
All Other Personnel	332.0	407.4	0.82	327.4	1.01	410.9	0.81	323.9	1.03
Total FTEs	616.0	633.7	0.97	543.8	1.13	646.4	0.95	586.2	1.05

Total Hospital:
 Beds Set Up & Staffed 451
 Discharges 25,201
 Inpatient Days 128,622

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 32
 Total Births 1,600
 Newborn Days 4,018

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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	1	300	19,959	87,253	79.7%	239.0	4.4
Orthopedic	1	32	1,951	8,877	76.0%	24.3	4.5
Rehabilitation & Physical Medicine	1	37	542	8,270	61.2%	22.7	15.3
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	353	3,635	0.0%	10.0	10.3
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	1,743	5,669	81.7%	15.5	3.3
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	340	9,462	83.6%	25.9	27.8
Cardiac Intensive Unit	1	8	126	2,346	80.3%	6.4	18.6
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	187	3,705	84.6%	10.2	19.8
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	211	13	217.6	Radiological Services Personnel	167	121	213.7
Physicians & Dentists	0	0	0.0	Respiratory Therapists	40	12	47.7
Medical & Dental Residents	0	0	0.0	Occupational Therapists	20	38	34.5
Registered Nurses	971	530	1,247.8	Occupational Therapy Assistants/Aides	9	21	13.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	33	33	42.0
Licensed Practical Nurses	6	5	8.8	Physical Therapy Assistants/Aides	6	4	8.2
Ancillary Nursing Personnel	150	180	214.8	Recreational Therapists	10	7	10.7
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	11	7	14.2
Nurse Practitioners	5	0	5.0	Psychologists	2	0	2.0
Medical Records Personnel	20	14	27.5	Social Workers	23	18	31.2
Pharmacy Personnel	94	56	114.8	All Other Health Professionals	760	252	887.4
Clinical Laboratory Personnel	7	0	7.0	All Other Personnel	401	118	467.1
Surgical Personnel	51	19	58.3	Total	2,999	1,448	3,674.9

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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	\$380,602,000	34.3%	41.4%	0.83	39.1%	0.88	41.2%	0.83	34.3%	1.00
Medical Assistance	\$143,667,000	12.9%	10.3%	1.26	15.6%	0.83	10.4%	1.25	11.6%	1.12
Commercial	\$465,267,000	41.9%	41.8%	1.00	38.0%	1.10	41.2%	1.02	43.1%	0.97
All Other	\$119,865,000	10.8%	6.5%	1.66	7.3%	1.48	7.1%	1.52	11.0%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$202,886,000	18.3%	25.6%	0.71	26.2%	0.70	25.9%	0.71	18.0%	1.02
Medical Assistance	\$88,429,000	8.0%	7.7%	1.04	11.5%	0.69	7.8%	1.02	8.9%	0.90
Commercial	\$140,946,000	12.7%	10.6%	1.20	11.9%	1.07	11.3%	1.12	10.4%	1.22
Charity Care	\$29,945,000	2.7%	1.6%	1.69	1.6%	1.69	1.8%	1.50	2.8%	0.97
All Other	\$28,134,000	2.5%	1.4%	1.81	2.0%	1.27	1.6%	1.58	2.2%	1.17
Total Deductions	\$490,340,000	44.2%	47.0%	0.94	53.2%	0.83	48.5%	0.91	42.2%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.1%	4.5%	1.14	4.2%	1.22	5.3%	0.97	4.7%	1.10
Net Gains/Losses as % of Net Income		57.8%	20.7%	2.79	27.9%	2.07	18.3%	3.16	16.6%	3.48
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$242,447,000	38.1%	47.5%	0.80	42.2%	0.90	45.7%	0.83	37.3%	1.02
Supplies & Services	\$322,646,000	50.7%	40.1%	1.26	44.4%	1.14	42.9%	1.18	50.5%	1.00
Capital Component	\$39,093,000	6.1%	9.0%	0.68	9.9%	0.62	7.9%	0.78	7.2%	0.85
Bad Debt	\$32,200,000	5.1%	3.5%	1.45	3.5%	1.45	3.5%	1.45	4.9%	1.03
Fiscal Statistics										
Operating Margin (%)		2.5%	5.9%	0.42	2.5%	0.98	5.7%	0.43	7.7%	0.32
Total Hospital Net Income (%)		5.6%	7.3%	0.77	3.5%	1.61	6.9%	0.82	9.1%	0.62
Return on Equity (%)		4.0%	6.1%	0.65	3.0%	1.32	6.1%	0.65	6.2%	0.63
Current Ratio		1.3	3.0	0.43	2.6	0.49	2.9	0.44	1.3	1.02
Days in Net Patient Accounts Receivable		43.4	51.6	0.84	43.1	1.01	46.7	0.93	41.2	1.05
Average Payment Period		109.8	51.3	2.14	58.5	1.88	51.3	2.14	112.5	0.98
Equity Financing (%)		55.1%	60.2%	0.91	59.0%	0.93	60.4%	0.91	53.7%	1.03
Long-Term Debt to Equity Ratio		0.5	0.4	1.17	0.4	1.17	0.4	1.17	0.5	0.90
Times Interest Earned		8.4	6.1	1.37	3.5	2.39	7.0	1.19	11.7	0.71
Total Asset Turnover		0.7	0.8	0.85	0.8	0.85	0.9	0.75	0.7	1.00
Average Age of Plant (Years)		6.6	8.6	0.76	7.2	0.91	9.9	0.66	5.9	1.12
Increase (Decrease) Total Net Patient Revenue		7.3%	6.2%	1.18	3.7%	1.97	5.7%	1.28	10.0%	0.73
Outpatient Gross Revenue (% of Total GPR)		40.9%	48.0%	0.85	37.3%	1.10	42.2%	0.97	40.5%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,824		\$10,323	1.44	\$13,329	1.11	\$11,980	1.24	\$14,774	1.00
Inpatient Net Revenue per Day	\$2,904		\$2,382	1.22	\$2,670	1.09	\$2,574	1.13	\$2,828	1.03
Outpatient Net Revenue per Visit	\$507		\$450	1.13	\$422	1.20	\$413	1.23	\$499	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,109,401,000	Cash & Cash Equivalents	\$17,808,000	Current Liabilities	\$184,769,000
Less Deductions	\$490,340,000	Net Patient Receivables	\$73,679,000	Long-Term Debt	\$247,178,000
Net Patient Revenue	\$619,061,000	Other Receivables	\$20,197,000	Other Liabilities	\$0
Plus Other Revenue	\$33,389,000			Subtotal	\$431,947,000
Total Revenue	\$652,450,000	Land, Buildings & Equipment (Net)	\$256,348,000	Unrestricted Fund Balance	\$529,528,000
Less Expenses	\$636,386,000	Other Assets	\$593,443,000	Restricted Fund Balance	\$12,455,000
Non-Operating Gains/Losses	\$21,994,000			Total Liabilities & Fund Balance	\$961,475,000
Net Income	\$38,058,000	Total Assets	\$961,475,000		