

079 Froedtert Memorial Lutheran Hospital
 9200 W Wisconsin Ave, PO Box 26099
 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 2007	All GSM Hospitals		Analysis Area 2B		Volume Group 7		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	78.7%	60.0%	1.31	68.8%	1.14	71.6%	1.10	79.7%	0.99
Obstetrics	91.7%	42.5%	2.16	48.2%	1.90	52.8%	1.74	81.7%	1.12
Pediatrics	0.0%	55.1%	N/A	90.0%	N/A	45.6%	N/A	0.0%	N/A
Total Hospital	78.9%	57.1%	1.38	65.6%	1.20	65.5%	1.20	78.1%	1.01
Average Census (Patients)									
Adult Medical-Surgical	240.9	32.2	7.47	123.6	1.95	118.3	2.04	239.0	1.01
Obstetrics	17.4	5.5	3.14	20.7	0.84	18.4	0.95	15.5	1.12
Pediatrics	0.0	2.3	N/A	21.1	N/A	4.6	N/A	0.0	N/A
Total Hospital	355.8	53.3	6.68	160.1	2.22	209.6	1.70	352.4	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	3.7	1.17	4.2	1.03	3.9	1.12	4.4	0.99
Obstetrics	3.3	2.3	1.42	2.8	1.19	2.3	1.43	3.3	1.02
Pediatrics	0.0	2.2	N/A	2.1	N/A	3.0	N/A	0.0	N/A
Total Hospital	5.1	4.2	1.21	4.8	1.05	4.6	1.11	5.1	1.00
Surgical Operations									
Inpatient	8,792	1,939	4.53	6,730	1.31	7,935	1.11	9,375	0.94
Outpatient	6,381	4,175	1.53	9,168	0.70	13,459	0.47	5,486	1.16
Inpatient as % of All Surgeries	57.9%	31.7%	1.83	42.3%	1.37	37.1%	1.56	63.1%	0.92
Outpatient Visits									
Non-Emergency Visits	472,419	90,979	5.19	204,153	2.31	269,500	1.75	431,826	1.09
Emergency Visits	52,569	15,916	3.30	37,830	1.39	41,234	1.27	52,181	1.01
Full-Time Equivalents (FTEs)									
Administrators	223.2	16.4	13.58	37.4	5.96	46.9	4.76	217.6	1.03
Nurses, Licensed	1,275.5	187.1	6.82	473.3	2.69	662.2	1.93	1,261.6	1.01
Ancillary Nursing Personnel	203.3	37.2	5.47	91.3	2.23	134.1	1.52	214.8	0.95
All Other Personnel	2,032.4	437.1	4.65	972.2	2.09	1,442.8	1.41	1,981.0	1.03
Total FTEs	3,734.3	677.8	5.51	1,574.3	2.37	2,286.1	1.63	3,674.9	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	35.6	15.7	2.27	12.4	2.88	12.9	2.76	36.5	0.98
Nurses, Licensed	203.6	179.0	1.14	156.6	1.30	182.1	1.12	211.5	0.96
Ancillary Nursing Personnel	32.4	35.6	0.91	30.2	1.07	36.9	0.88	36.0	0.90
All Other Personnel	324.4	418.1	0.78	321.6	1.01	396.7	0.82	332.0	0.98
Total FTEs	596.0	648.4	0.92	520.7	1.14	628.6	0.95	616.0	0.97

Total Hospital:
 Beds Set Up & Staffed 451
 Discharges 25,568
 Inpatient Days 129,853

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 1,770
 Newborn Days 4,477

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2007	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	306	20,378	87,929	78.7%	240.9	4.3
Orthopedic	1	32	1,875	8,345	71.4%	22.9	4.5
Rehabilitation & Physical Medicine	1	31	559	8,241	72.8%	22.6	14.7
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	263	3,900	0.0%	10.7	14.8
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	1,912	6,360	91.7%	17.4	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	280	9,141	80.8%	25.0	32.6
Cardiac Intensive Unit	1	8	98	2,208	75.6%	6.0	22.5
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	203	3,765	86.0%	10.3	18.5
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	213	15	223.2	Radiological Services Personnel	172	118	218.3
Physicians & Dentists	0	0	0.0	Respiratory Therapists	46	15	54.8
Medical & Dental Residents	0	0	0.0	Occupational Therapists	18	35	32.4
Registered Nurses	991	532	1,261.9	Occupational Therapy Assistants/Aides	6	21	10.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	31	34	42.6
Licensed Practical Nurses	6	5	8.6	Physical Therapy Assistants/Aides	6	3	8.2
Ancillary Nursing Personnel	147	137	203.3	Recreational Therapists	11	5	11.8
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	11	7	13.8
Nurse Practitioners	5	0	5.0	Psychologists	2	0	2.0
Medical Records Personnel	17	12	21.7	Social Workers	22	21	31.3
Pharmacy Personnel	112	66	134.8	All Other Health Professionals	796	243	917.2
Clinical Laboratory Personnel	7	0	7.0	All Other Personnel	402	117	462.7
Surgical Personnel	55	19	61.8	Total	3,078	1,405	3,734.3

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$439,448,000	34.6%	41.3%	0.84	38.5%	0.90	41.8%	0.83	34.3%	1.01
Medical Assistance	\$166,486,000	13.1%	10.5%	1.25	16.1%	0.82	10.0%	1.32	12.9%	1.01
Commercial	\$533,858,000	42.0%	41.4%	1.01	37.9%	1.11	40.8%	1.03	41.9%	1.00
All Other	\$130,930,000	10.3%	6.6%	1.56	7.5%	1.37	7.4%	1.38	10.8%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$251,998,000	19.8%	25.8%	0.77	26.0%	0.76	26.8%	0.74	18.3%	1.08
Medical Assistance	\$119,815,000	9.4%	7.9%	1.19	11.9%	0.79	7.6%	1.24	8.0%	1.18
Commercial	\$144,702,000	11.4%	11.0%	1.04	12.1%	0.94	11.7%	0.98	12.7%	0.90
Charity Care	\$28,447,000	2.2%	1.6%	1.41	1.4%	1.56	1.8%	1.23	2.7%	0.83
All Other	\$40,127,000	3.2%	1.6%	1.95	2.6%	1.21	2.2%	1.46	2.5%	1.25
Total Deductions	\$585,089,000	46.0%	48.1%	0.96	54.0%	0.85	50.0%	0.92	44.2%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.6%	4.7%	0.98	4.4%	1.06	3.1%	1.50	5.1%	0.90
Net Gains/Losses as % of Net Income		47.1%	25.2%	1.87	18.0%	2.62	26.5%	1.78	57.8%	0.82
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$260,541,000	39.0%	47.6%	0.82	42.8%	0.91	46.3%	0.84	38.1%	1.02
Supplies & Services	\$328,722,000	49.1%	40.1%	1.23	45.1%	1.09	42.1%	1.17	50.7%	0.97
Capital Component	\$49,216,000	7.4%	8.8%	0.84	8.6%	0.86	8.2%	0.89	6.1%	1.20
Bad Debt	\$30,400,000	4.5%	3.6%	1.26	3.5%	1.30	3.4%	1.35	5.1%	0.90
Fiscal Statistics										
Operating Margin (%)		6.9%	7.0%	0.99	6.8%	1.02	7.2%	0.96	2.5%	2.82
Total Hospital Net Income (%)		12.4%	9.2%	1.35	8.2%	1.50	9.5%	1.30	5.6%	2.19
Return on Equity (%)		9.2%	7.4%	1.24	6.4%	1.43	8.1%	1.14	4.0%	2.32
Current Ratio		0.6	3.1	0.21	2.9	0.22	3.2	0.20	1.3	0.51
Days in Net Patient Accounts Receivable		45.7	52.5	0.87	47.3	0.97	49.4	0.92	43.4	1.05
Average Payment Period		112.6	50.4	2.24	56.5	1.99	49.6	2.27	109.8	1.03
Equity Financing (%)		55.9%	60.8%	0.92	60.1%	0.93	63.2%	0.88	55.1%	1.02
Long-Term Debt to Equity Ratio		0.4	0.4	1.03	0.4	1.09	0.3	1.27	0.5	0.88
Times Interest Earned		19.8	7.3	2.71	7.5	2.64	10.5	1.88	8.4	2.37
Total Asset Turnover		0.7	0.8	0.89	0.8	0.91	0.8	0.85	0.7	1.03
Average Age of Plant (Years)		6.2	9.2	0.67	9.0	0.68	9.7	0.64	6.6	0.94
Increase (Decrease) Total Net Patient Revenue		10.8%	7.5%	1.44	6.2%	1.74	6.6%	1.62	7.3%	1.48
Outpatient Gross Revenue (% of Total GPR)		43.2%	49.0%	0.88	38.8%	1.11	42.4%	1.02	40.9%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,959		\$11,671	1.37	\$14,023	1.14	\$13,291	1.20	\$14,824	1.08
Inpatient Net Revenue per Day	\$3,142		\$2,752	1.14	\$2,899	1.08	\$2,909	1.08	\$2,904	1.08
Outpatient Net Revenue per Visit	\$529		\$516	1.02	\$446	1.19	\$522	1.01	\$507	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,270,722,000	Cash & Cash Equivalents	\$31,655,000	Current Liabilities	\$197,620,000
Less Deductions	\$585,089,000	Net Patient Receivables	\$85,849,000	Long-Term Debt	\$236,667,000
Net Patient Revenue	\$685,633,000	Other Receivables	\$10,084,000	Other Liabilities	\$19,569,000
Plus Other Revenue	\$33,198,000			Subtotal	\$453,856,000
Total Revenue	\$718,831,000	Land, Buildings & Equipment (Net)	\$300,578,000	Unrestricted Fund Balance	\$576,144,000
Less Expenses	\$668,879,000	Other Assets	\$601,834,000	Restricted Fund Balance	\$13,960,000
Non-Operating Gains/Losses	\$44,508,000			Total Liabilities & Fund Balance	\$1,030,000,000
Net Income	\$94,460,000	Total Assets	\$1,030,000,000		