

**089 Columbia St Mary's Inc - Milwaukee Campus**  
 2323 North Lake Drive, PO Box 503  
 Milwaukee, WI 53201  
 414-291-1000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2007	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.0%	60.0%	0.95	68.8%	0.83	71.6%	0.80	66.5%	0.86
Obstetrics	49.5%	42.5%	1.17	48.2%	1.03	52.8%	0.94	43.7%	1.13
Pediatrics	23.5%	55.1%	0.43	90.0%	0.26	45.6%	0.52	30.3%	0.78
Total Hospital	57.6%	57.1%	1.01	65.6%	0.88	65.5%	0.88	59.7%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	36.5	32.2	1.13	123.6	0.29	118.3	0.31	37.3	0.98
Obstetrics	25.3	5.5	4.56	20.7	1.22	18.4	1.37	22.3	1.13
Pediatrics	3.5	2.3	1.54	21.1	0.17	4.6	0.76	4.5	0.78
Total Hospital	130.1	53.3	2.44	160.1	0.81	209.6	0.62	130.1	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.3	3.7	1.16	4.2	1.02	3.9	1.11	4.5	0.96
Obstetrics	2.9	2.3	1.25	2.8	1.05	2.3	1.26	2.8	1.06
Pediatrics	4.6	2.2	2.05	2.1	2.18	3.0	1.54	4.7	0.97
Total Hospital	4.8	4.2	1.15	4.8	1.00	4.6	1.06	4.8	1.00
<b>Surgical Operations</b>									
Inpatient	2,242	1,939	1.16	6,730	0.33	7,935	0.28	2,367	0.95
Outpatient	3,825	4,175	0.92	9,168	0.42	13,459	0.28	3,841	1.00
Inpatient as % of All Surgeries	37.0%	31.7%	1.17	42.3%	0.87	37.1%	1.00	38.1%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	388,226	90,979	4.27	204,153	1.90	269,500	1.44	352,928	1.10
Emergency Visits	39,733	15,916	2.50	37,830	1.05	41,234	0.96	37,565	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	16.4	0.06	37.4	0.03	46.9	0.02	99.0	0.01
Nurses, Licensed	406.5	187.1	2.17	473.3	0.86	662.2	0.61	500.8	0.81
Ancillary Nursing Personnel	27.4	37.2	0.74	91.3	0.30	134.1	0.20	64.7	0.42
All Other Personnel	1,528.8	437.1	3.50	972.2	1.57	1,442.8	1.06	1,402.7	1.09
Total FTEs	1,963.8	677.8	2.90	1,574.3	1.25	2,286.1	0.86	2,067.1	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.3	15.7	0.02	12.4	0.03	12.9	0.03	36.9	0.01
Nurses, Licensed	140.9	179.0	0.79	156.6	0.90	182.1	0.77	186.6	0.76
Ancillary Nursing Personnel	9.5	35.6	0.27	30.2	0.31	36.9	0.26	24.1	0.39
All Other Personnel	530.0	418.1	1.27	321.6	1.65	396.7	1.34	522.6	1.01
Total FTEs	680.8	648.4	1.05	520.7	1.31	628.6	1.08	770.1	0.88

**Total Hospital:**  
 Beds Set Up & Staffed 226  
 Discharges 9,844  
 Inpatient Days 47,477

**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 30  
 Total Births 2,953  
 Newborn Days 5,885

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2007	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	1	64	3,112	13,307	57.0%	36.5	4.3
Orthopedic	1	13	672	2,546	53.7%	7.0	3.8
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>	1	15	283	1,289	23.5%	3.5	4.6
<b>Obstetrics</b>	1	51	3,138	9,221	49.5%	25.3	2.9
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	1	12	194	3,371	77.0%	9.2	17.4
Mixed Intensive Care	1	26	472	5,889	62.1%	16.1	12.5
Step-Down (Special Care)	1	28	1,840	7,548	73.9%	20.7	4.1
Neonatal Intensive/Intermediate Care	1	17	133	4,306	69.4%	11.8	32.4
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	1	0	1.0	Radiological Services Personnel	46	21	56.9
Physicians & Dentists	103	4	104.9	Respiratory Therapists	8	16	18.6
Medical & Dental Residents	0	0	0.0	Occupational Therapists	7	2	8.1
Registered Nurses	250	204	376.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	5	16.0
Licensed Practical Nurses	13	9	18.1	Physical Therapy Assistants/Aides	2	3	3.4
Ancillary Nursing Personnel	18	14	27.4	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.8	Dietitians & Nutritionists	3	4	5.2
Nurse Practitioners	9	4	11.8	Psychologists	0	0	0.0
Medical Records Personnel	13	8	17.2	Social Workers	0	1	0.5
Pharmacy Personnel	28	3	30.1	All Other Health Professionals	349	98	408.8
Clinical Laboratory Personnel	11	17	20.8	All Other Personnel	710	180	813.9
Surgical Personnel	18	6	21.6	<b>Total</b>	<b>1,604</b>	<b>600</b>	<b>1,963.8</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$152,010,955	29.5%	41.3%	0.71	38.5%	0.77	41.8%	0.71	29.7%	0.99
Medical Assistance	\$85,234,609	16.5%	10.5%	1.57	16.1%	1.03	10.0%	1.66	17.0%	0.97
Commercial	\$243,736,036	47.3%	41.4%	1.14	37.9%	1.25	40.8%	1.16	47.1%	1.00
All Other	\$34,524,168	6.7%	6.6%	1.01	7.5%	0.89	7.4%	0.90	6.1%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$92,872,386	18.0%	25.8%	0.70	26.0%	0.69	26.8%	0.67	19.1%	0.94
Medical Assistance	\$66,959,843	13.0%	7.9%	1.64	11.9%	1.09	7.6%	1.71	13.1%	0.99
Commercial	\$89,040,457	17.3%	11.0%	1.57	12.1%	1.43	11.7%	1.48	15.1%	1.14
Charity Care	\$12,191,643	2.4%	1.6%	1.49	1.4%	1.65	1.8%	1.30	1.9%	1.21
All Other	\$7,994,772	1.6%	1.6%	0.96	2.6%	0.60	2.2%	0.72	1.1%	1.45
Total Deductions	\$269,059,101	52.2%	48.1%	1.09	54.0%	0.97	50.0%	1.04	50.3%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.8%	4.7%	0.80	4.4%	0.86	3.1%	1.23	3.6%	1.05
Net Gains/Losses as % of Net Income		N/A	25.2%	N/A	18.0%	N/A	26.5%	N/A	-333.8%	0.13
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$148,693,758	56.3%	47.6%	1.18	42.8%	1.32	46.3%	1.22	58.0%	0.97
Supplies & Services	\$75,096,605	28.4%	40.1%	0.71	45.1%	0.63	42.1%	0.67	27.0%	1.05
Capital Component	\$27,818,071	10.5%	8.8%	1.20	8.6%	1.22	8.2%	1.28	9.7%	1.09
Bad Debt	\$12,689,618	4.8%	3.6%	1.33	3.5%	1.38	3.4%	1.43	5.3%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)		-3.2%	7.0%	N/A	6.8%	N/A	7.2%	N/A	-0.7%	4.44
Total Hospital Net Income (%)		-2.2%	9.2%	N/A	8.2%	N/A	9.5%	N/A	-0.2%	13.28
Return on Equity (%)		0.0%	7.4%	N/A	6.4%	N/A	8.1%	N/A	-0.2%	0.00
Current Ratio		3.5	3.1	1.11	2.9	1.22	3.2	1.10	2.3	1.53
Days in Net Patient Accounts Receivable		49.6	52.5	0.95	47.3	1.05	49.4	1.00	61.5	0.81
Average Payment Period		33.0	50.4	0.66	56.5	0.58	49.6	0.66	46.2	0.71
Equity Financing (%)		31.3%	60.8%	0.51	60.1%	0.52	63.2%	0.50	55.1%	0.57
Long-Term Debt to Equity Ratio		0.6	0.4	1.43	0.4	1.51	0.3	1.75	0.5	1.22
Times Interest Earned		-15.2	7.3	N/A	7.5	N/A	10.5	N/A	0.8	N/A
Total Asset Turnover		0.8	0.8	1.05	0.8	1.08	0.8	1.01	1.0	0.79
Average Age of Plant (Years)		7.5	9.2	0.82	9.0	0.83	9.7	0.78	10.4	0.72
Increase (Decrease) Total Net Patient Revenue		11.9%	7.5%	1.60	6.2%	1.93	6.6%	1.80	1.7%	7.16
Outpatient Gross Revenue (% of Total GPR)		54.9%	49.0%	1.12	38.8%	1.41	42.4%	1.30	51.5%	1.07
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,518		\$11,671	0.90	\$14,023	0.75	\$13,291	0.79	\$10,026	1.05
Inpatient Net Revenue per Day	\$2,181		\$2,752	0.79	\$2,899	0.75	\$2,909	0.75	\$2,082	1.05
Outpatient Net Revenue per Visit	\$334		\$516	0.65	\$446	0.75	\$522	0.64	\$311	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$515,505,768	Cash & Cash Equivalents	\$33,453,803	Current Liabilities	\$22,060,874
Less Deductions	\$269,059,101	Net Patient Receivables	\$33,494,513	Long-Term Debt	\$55,090,156
Net Patient Revenue	\$246,446,667	Other Receivables	\$985,786	Other Liabilities	\$135,338,298
Plus Other Revenue	\$9,663,867			Subtotal	\$212,489,328
Total Revenue	\$256,110,535	Land, Buildings & Equipment (Net)	\$212,466,307	Unrestricted Fund Balance	\$96,819,641
Less Expenses	\$264,298,052	Other Assets	\$28,908,560	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,515,623			Total Liabilities & Fund Balance	\$309,308,969
Net Income	-\$5,671,894	Total Assets	\$309,308,969		