

195 Orthopaedic Hospital of Wisconsin
 575 West River Woods Parkway
 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: 2

Selected Utilization Statistics	FY 2007	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	60.0%	N/A	68.8%	N/A	28.7%	N/A	0.0%	N/A
Obstetrics	0.0%	42.5%	N/A	48.2%	N/A	14.8%	N/A	0.0%	N/A
Pediatrics	0.0%	55.1%	N/A	90.0%	N/A	8.9%	N/A	0.0%	N/A
Total Hospital	20.2%	57.1%	0.35	65.6%	0.31	33.8%	0.60	16.4%	1.23
Average Census (Patients)									
Adult Medical-Surgical	0.0	32.2	N/A	123.6	N/A	4.6	N/A	0.0	N/A
Obstetrics	0.0	5.5	N/A	20.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.3	N/A	21.1	N/A	0.1	N/A	0.0	N/A
Total Hospital	1.4	53.3	0.03	160.1	0.01	6.9	0.21	1.1	1.23
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.7	N/A	4.2	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.3	N/A	2.8	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	2.1	N/A	1.6	N/A	0.0	N/A
Total Hospital	1.1	4.2	0.27	4.8	0.23	3.2	0.35	1.1	1.01
Surgical Operations									
Inpatient	454	1,939	0.23	6,730	0.07	148	3.06	371	1.22
Outpatient	6,269	4,175	1.50	9,168	0.68	1,006	6.23	6,026	1.04
Inpatient as % of All Surgeries	6.8%	31.7%	0.21	42.3%	0.16	12.8%	0.53	5.8%	1.16
Outpatient Visits									
Non-Emergency Visits	31,186	90,979	0.34	204,153	0.15	23,696	1.32	31,380	0.99
Emergency Visits	0	15,916	N/A	37,830	N/A	5,229	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	5.0	16.4	0.30	37.4	0.13	4.3	1.15	5.0	1.00
Nurses, Licensed	29.5	187.1	0.16	473.3	0.06	34.4	0.86	29.8	0.99
Ancillary Nursing Personnel	0.0	37.2	N/A	91.3	N/A	8.1	N/A	0.0	N/A
All Other Personnel	65.3	437.1	0.15	972.2	0.07	85.8	0.76	57.1	1.14
Total FTEs	99.8	677.8	0.15	1,574.3	0.06	132.6	0.75	91.9	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	46.7	15.7	2.97	12.4	3.77	21.4	2.18	49.9	0.94
Nurses, Licensed	275.3	179.0	1.54	156.6	1.76	169.9	1.62	297.1	0.93
Ancillary Nursing Personnel	0.0	35.6	N/A	30.2	N/A	40.1	N/A	0.0	N/A
All Other Personnel	609.5	418.1	1.46	321.6	1.90	424.1	1.44	569.1	1.07
Total FTEs	931.5	648.4	1.44	520.7	1.79	655.5	1.42	916.0	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	7	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	0
Discharges	455	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	517			Inpatient Days	0	Newborn Days	0

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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	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	7	455	517	20.2%	1.4	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	5.3
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	13	36	29.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	2	9.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	1	2.6
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	3	1	3.5	Social Workers	0	0	0.0
Pharmacy Personnel	0	0	0.0	All Other Health Professionals	15	3	16.3
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	7	3	8.9
Surgical Personnel	11	8	16.5	Total	71	57	99.8

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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	\$7,166,127	14.6%	41.3%	0.35	38.5%	0.38	45.5%	0.32	14.0%	1.05
Medical Assistance	\$1,427,004	2.9%	10.5%	0.28	16.1%	0.18	7.7%	0.38	3.9%	0.74
Commercial	\$39,732,889	81.1%	41.4%	1.96	37.9%	2.14	40.7%	1.99	80.9%	1.00
All Other	\$688,680	1.4%	6.6%	0.21	7.5%	0.19	6.1%	0.23	1.2%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,172,669	10.6%	25.8%	0.41	26.0%	0.41	22.1%	0.48	10.1%	1.05
Medical Assistance	\$1,120,326	2.3%	7.9%	0.29	11.9%	0.19	4.9%	0.47	3.2%	0.71
Commercial	\$12,679,371	25.9%	11.0%	2.36	12.1%	2.15	10.5%	2.46	23.5%	1.10
Charity Care	\$311,067	0.6%	1.6%	0.40	1.4%	0.44	1.0%	0.67	0.4%	1.45
All Other	\$229,145	0.5%	1.6%	0.29	2.6%	0.18	1.3%	0.36	0.3%	1.42
Total Deductions	\$19,512,578	39.8%	48.1%	0.83	54.0%	0.74	39.8%	1.00	37.5%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.1%	4.7%	0.02	4.4%	0.02	5.1%	0.02	0.6%	0.14
Net Gains/Losses as % of Net Income		3.1%	25.2%	0.12	18.0%	0.17	9.4%	0.33	2.5%	1.25
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,255,730	47.5%	47.6%	1.00	42.8%	1.11	47.7%	1.00	46.5%	1.02
Supplies & Services	\$5,896,602	38.6%	40.1%	0.96	45.1%	0.85	38.6%	1.00	36.6%	1.05
Capital Component	\$1,564,258	10.2%	8.8%	1.17	8.6%	1.19	9.6%	1.07	11.4%	0.90
Bad Debt	\$565,137	3.7%	3.6%	1.02	3.5%	1.06	4.1%	0.90	5.5%	0.67
Fiscal Statistics										
Operating Margin (%)		48.2%	7.0%	6.88	6.8%	7.05	9.0%	5.34	47.4%	1.02
Total Hospital Net Income (%)		49.0%	9.2%	5.35	8.2%	5.96	9.9%	4.96	48.1%	1.02
Return on Equity (%)		85.1%	7.4%	11.52	6.4%	13.28	10.3%	8.28	91.6%	0.93
Current Ratio		10.9	3.1	3.46	2.9	3.79	2.9	3.76	9.3	1.17
Days in Net Patient Accounts Receivable		49.4	52.5	0.94	47.3	1.04	54.3	0.91	54.3	0.91
Average Payment Period		34.9	50.4	0.69	56.5	0.62	50.9	0.68	35.2	0.99
Equity Financing (%)		91.6%	60.8%	1.51	60.1%	1.52	48.0%	1.91	90.0%	1.02
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.8	N/A	0.0	N/A
Times Interest Earned		0.0	7.3	N/A	7.5	N/A	5.1	N/A	0.0	N/A
Total Asset Turnover		1.7	0.8	2.17	0.8	2.23	1.0	1.66	1.9	0.91
Average Age of Plant (Years)		5.2	9.2	0.57	9.0	0.58	8.0	0.66	4.1	1.28
Increase (Decrease) Total Net Patient Revenue		6.2%	7.5%	0.83	6.2%	1.00	9.0%	0.69	2.1%	2.99
Outpatient Gross Revenue (% of Total GPR)		86.8%	49.0%	1.77	38.8%	2.24	65.9%	1.32	88.6%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,651		\$11,671	0.74	\$14,023	0.62	\$8,316	1.04	\$8,829	0.98
Inpatient Net Revenue per Day	\$7,614		\$2,752	2.77	\$2,899	2.63	\$2,233	3.41	\$7,818	0.97
Outpatient Net Revenue per Visit	\$820		\$516	1.59	\$446	1.84	\$493	1.66	\$781	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$49,014,700	Cash & Cash Equivalents	\$10,926,732	Current Liabilities	\$1,424,126
Less Deductions	\$19,512,578	Net Patient Receivables	\$3,993,465	Long-Term Debt	\$0
Net Patient Revenue	\$29,502,122	Other Receivables	\$0	Other Liabilities	\$31,215
Plus Other Revenue	\$22,723			Subtotal	\$1,455,341
Total Revenue	\$29,524,845	Land, Buildings & Equipment (Net)	\$1,758,334		
Less Expenses	\$15,281,727	Other Assets	\$581,881	Unrestricted Fund Balance	\$15,805,071
Non-Operating Gains/Losses	\$451,942			Restricted Fund Balance	\$0
Net Income	\$14,695,060	Total Assets	\$17,260,412	Total Liabilities & Fund Balance	\$17,260,412