

**079 Froedtert Memorial Lutheran Hospital**  
 9200 W Wisconsin Ave, PO Box 26099  
 Milwaukee, WI 53226  
 414-805-3000

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: **7**

Selected Utilization Statistics	FY 2008	All GSM Hospitals		Analysis Area 2B		Volume Group 7		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	79.3%	60.5%	1.31	70.3%	1.13	73.2%	1.08	78.7%	1.01
Obstetrics	92.7%	42.5%	2.18	54.6%	1.70	53.3%	1.74	91.7%	1.01
Pediatrics	0.0%	57.0%	N/A	84.0%	N/A	47.6%	N/A	0.0%	N/A
Total Hospital	78.4%	58.4%	1.34	67.7%	1.16	68.4%	1.15	78.9%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	239.4	31.3	7.65	124.8	1.92	113.8	2.10	240.9	0.99
Obstetrics	17.6	5.7	3.09	24.4	0.72	17.6	1.00	17.4	1.01
Pediatrics	0.0	2.4	N/A	21.0	N/A	4.5	N/A	0.0	N/A
Total Hospital	355.1	54.6	6.51	176.8	2.01	211.5	1.68	355.8	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	3.7	1.19	4.3	1.02	3.9	1.13	4.3	1.02
Obstetrics	3.2	2.4	1.34	2.8	1.15	2.3	1.36	3.3	0.96
Pediatrics	0.0	2.2	N/A	2.1	N/A	3.0	N/A	0.0	N/A
Total Hospital	5.1	4.3	1.21	5.0	1.04	4.7	1.10	5.1	1.01
<b>Surgical Operations</b>									
Inpatient	8,449	1,970	4.29	7,244	1.17	7,562	1.12	8,792	0.96
Outpatient	6,300	4,151	1.52	9,876	0.64	13,160	0.48	6,381	0.99
Inpatient as % of All Surgeries	57.3%	32.2%	1.78	42.3%	1.35	36.5%	1.57	57.9%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	477,371	94,816	5.03	231,107	2.07	267,104	1.79	472,419	1.01
Emergency Visits	56,607	16,124	3.51	41,720	1.36	41,334	1.37	52,569	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	237.6	18.7	12.73	44.1	5.39	53.7	4.43	223.2	1.06
Nurses, Licensed	1,382.5	197.1	7.01	546.5	2.53	688.9	2.01	1,275.5	1.08
Ancillary Nursing Personnel	209.4	37.6	5.57	101.1	2.07	128.1	1.63	203.3	1.03
All Other Personnel	2,179.5	452.4	4.82	1,080.2	2.02	1,471.0	1.48	2,032.4	1.07
Total FTEs	4,009.0	705.8	5.68	1,771.8	2.26	2,341.8	1.71	3,734.3	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	37.1	17.2	2.15	13.0	2.85	14.4	2.57	35.6	1.04
Nurses, Licensed	215.6	181.8	1.19	161.1	1.34	185.1	1.17	203.6	1.06
Ancillary Nursing Personnel	32.7	34.6	0.94	29.8	1.10	34.4	0.95	32.4	1.01
All Other Personnel	339.9	417.2	0.81	318.5	1.07	395.2	0.86	324.4	1.05
Total FTEs	625.3	650.8	0.96	522.4	1.20	629.1	0.99	596.0	1.05

**Total Hospital:**  
 Beds Set Up & Staffed 453  
 Discharges 25,333  
 Inpatient Days 129,952

**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 24  
 Total Births 1,915  
 Newborn Days 4,843

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2008	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	302	19,813	87,611	79.3%	239.4	4.4
Orthopedic	1	31	2,059	9,208	81.2%	25.2	4.5
Rehabilitation & Physical Medicine	1	31	540	7,584	66.8%	20.7	14.0
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	1	12	276	3,864	0.0%	10.6	14.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	19	2,028	6,448	92.7%	17.6	3.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	45	311	9,008	54.7%	24.6	29.0
Cardiac Intensive Unit	1	1	111	2,157	589.3%	5.9	19.4
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	195	3,820	87.0%	10.4	19.6
<b>Subacute care</b>	4	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	229	14	237.6	Surgical Personnel	54	15	62.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	175	118	224.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	44	16	52.0
Registered Nurses	1,077	547	1,359.1	Occupational Therapists	17	33	31.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	7	20	11.6
Licensed Practical Nurses	5	4	6.7	Physical Therapists	29	34	41.6
Ancillary Nursing Personnel	150	156	209.4	Physical Therapy Assistants/Aides	6	3	8.2
Physician Assistants	2	0	2.0	Recreational Therapists	11	3	11.2
Nurse Practitioners	5	0	5.0	Dietitians & Nutritionists	10	10	14.7
Certified Registered Nurse Anesthetists	11	1	11.8	Psychologists	2	0	2.0
Medical Records Personnel	16	10	19.8	Social Workers	24	17	32.5
Pharmacy Personnel	123	60	145.2	All Other Health Professionals	871	262	1,005.7
Clinical Laboratory Personnel	6	0	6.0	All Other Personnel	450	122	509.5
				<b>Total</b>	<b>3,324</b>	<b>1,445</b>	<b>4,009.0</b>

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$489,366,079	35.7%	41.5%	0.86	38.6%	0.93	41.9%	0.85	34.6%	1.03
Medical Assistance	\$173,678,629	12.7%	10.8%	1.17	16.5%	0.77	10.2%	1.25	13.1%	0.97
Commercial	\$571,451,789	41.7%	40.7%	1.02	36.7%	1.14	40.4%	1.03	42.0%	0.99
All Other	\$135,979,809	9.9%	7.0%	1.43	8.2%	1.21	7.5%	1.32	10.3%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$282,936,633	20.6%	26.5%	0.78	26.6%	0.78	27.5%	0.75	19.8%	1.04
Medical Assistance	\$129,317,679	9.4%	8.4%	1.12	12.7%	0.74	7.8%	1.20	9.4%	1.00
Commercial	\$164,658,675	12.0%	11.4%	1.05	12.5%	0.96	12.2%	0.98	11.4%	1.06
Charity Care	\$25,001,583	1.8%	1.6%	1.14	1.3%	1.43	1.8%	1.02	2.2%	0.81
All Other	\$48,539,935	3.5%	1.9%	1.88	2.8%	1.25	2.2%	1.59	3.2%	1.12
Total Deductions	\$650,454,505	47.5%	49.8%	0.95	56.0%	0.85	51.6%	0.92	46.0%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	4.8%	4.5%	1.07	4.4%	1.09	2.9%	1.67	4.6%	1.04	
Net Gains/Losses as % of Net Income	115.5%	N/A	N/A	N/A	N/A	N/A	N/A	47.1%	2.45	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$280,610,210	38.0%	47.4%	0.80	42.5%	0.90	46.1%	0.82	39.0%	0.98
Supplies & Services	\$369,297,368	50.1%	39.6%	1.26	44.3%	1.13	41.2%	1.22	49.1%	1.02
Capital Component	\$52,793,887	7.2%	8.8%	0.82	8.3%	0.86	8.3%	0.86	7.4%	0.97
Bad Debt	\$34,850,000	4.7%	4.2%	1.12	4.9%	0.96	4.4%	1.09	4.5%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)	2.5%	5.6%	0.44	4.9%	0.50	5.1%	0.48	6.9%	0.36	
Total Hospital Net Income (%)	-19.7%	3.5%	N/A	0.0%	N/A	2.2%	N/A	12.4%	N/A	
Return on Equity (%)	0.0%	2.8%	N/A	0.0%	N/A	1.8%	N/A	9.2%	0.00	
Current Ratio	0.5	2.9	0.18	3.0	0.18	3.2	0.17	0.6	0.83	
Days in Net Patient Accounts Receivable	44.9	50.2	0.89	45.4	0.99	46.7	0.96	45.7	0.98	
Average Payment Period	121.1	54.8	2.21	57.3	2.11	48.0	2.52	112.6	1.08	
Equity Financing (%)	47.9%	58.1%	0.82	53.8%	0.89	60.5%	0.79	55.9%	0.86	
Long-Term Debt to Equity Ratio	0.6	0.4	1.38	0.4	1.32	0.3	1.66	0.4	1.37	
Times Interest Earned	-9.1	3.3	N/A	1.0	N/A	2.8	N/A	19.8	N/A	
Total Asset Turnover	0.7	0.8	0.90	0.8	0.93	0.9	0.85	0.7	1.05	
Average Age of Plant (Years)	13.8	9.5	1.45	10.7	1.29	10.3	1.34	6.2	2.24	
Increase (Decrease) Total Net Patient Revenue	5.0%	6.3%	0.79	4.2%	1.20	5.9%	0.85	10.8%	0.47	
Outpatient Gross Revenue (% of Total GPR)	44.6%	49.7%	0.90	40.2%	1.11	43.2%	1.03	43.2%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$16,631	\$11,228	1.48	\$14,137	1.18	\$12,990	1.28	\$15,959	1.04	
Inpatient Net Revenue per Day	\$3,242	\$2,612	1.24	\$2,856	1.14	\$2,788	1.16	\$3,142	1.03	
Outpatient Net Revenue per Visit	\$559	\$497	1.13	\$476	1.18	\$542	1.03	\$529	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,370,476,306	Cash & Cash Equivalents	\$15,724,364	Current Liabilities	\$237,926,744
Less Deductions	\$650,454,505	Net Patient Receivables	\$88,233,361	Long-Term Debt	\$277,228,934
Net Patient Revenue	\$720,021,801	Other Receivables	\$10,195,493	Other Liabilities	\$21,524,842
Plus Other Revenue	\$36,333,665			Subtotal	\$536,680,520
Total Revenue	\$756,355,466	Land, Buildings & Equipment (Net)	\$342,357,089	Unrestricted Fund Balance	\$493,150,009
Less Expenses	\$737,551,465	Other Assets	\$573,320,222	Restricted Fund Balance	\$745,047
Non-Operating Gains/Losses	-\$139,957,980			Total Liabilities & Fund Balance	\$1,029,830,529
Net Income	-\$121,153,979	Total Assets	\$1,029,830,529		