

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 2008 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 7 | | FY 2008 vs. 2007 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2007 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 43.3% | 60.5% | 0.72 | 70.3% | 0.61 | 73.2% | 0.59 | 57.0% | 0.76 |
| Obstetrics | 66.6% | 42.5% | 1.57 | 54.6% | 1.22 | 53.3% | 1.25 | 49.5% | 1.34 |
| Pediatrics | 11.7% | 57.0% | 0.21 | 84.0% | 0.14 | 47.6% | 0.25 | 23.5% | 0.50 |
| Total Hospital | 56.5% | 58.4% | 0.97 | 67.7% | 0.84 | 68.4% | 0.83 | 57.6% | 0.98 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 37.2 | 31.3 | 1.19 | 124.8 | 0.30 | 113.8 | 0.33 | 36.5 | 1.02 |
| Obstetrics | 27.3 | 5.7 | 4.79 | 24.4 | 1.12 | 17.6 | 1.55 | 25.3 | 1.08 |
| Pediatrics | 3.0 | 2.4 | 1.29 | 21.0 | 0.14 | 4.5 | 0.68 | 3.5 | 0.86 |
| Total Hospital | 132.3 | 54.6 | 2.43 | 176.8 | 0.75 | 211.5 | 0.63 | 130.1 | 1.02 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.7 | 3.7 | 1.26 | 4.3 | 1.08 | 3.9 | 1.19 | 4.3 | 1.09 |
| Obstetrics | 2.8 | 2.4 | 1.20 | 2.8 | 1.02 | 2.3 | 1.21 | 2.9 | 0.96 |
| Pediatrics | 21.4 | 2.2 | 9.69 | 2.1 | 10.39 | 3.0 | 7.20 | 4.6 | 4.69 |
| Total Hospital | 4.8 | 4.3 | 1.14 | 5.0 | 0.98 | 4.7 | 1.04 | 4.8 | 1.00 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,181 | 1,970 | 1.11 | 7,244 | 0.30 | 7,562 | 0.29 | 2,242 | 0.97 |
| Outpatient | 4,188 | 4,151 | 1.01 | 9,876 | 0.42 | 13,160 | 0.32 | 3,825 | 1.09 |
| Inpatient as % of All Surgeries | 34.2% | 32.2% | 1.06 | 42.3% | 0.81 | 36.5% | 0.94 | 37.0% | 0.93 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 443,562 | 94,816 | 4.68 | 231,107 | 1.92 | 267,104 | 1.66 | 388,226 | 1.14 |
| Emergency Visits | 38,949 | 16,124 | 2.42 | 41,720 | 0.93 | 41,334 | 0.94 | 39,733 | 0.98 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.5 | 18.7 | 0.08 | 44.1 | 0.03 | 53.7 | 0.03 | 1.0 | 1.51 |
| Nurses, Licensed | 508.0 | 197.1 | 2.58 | 546.5 | 0.93 | 688.9 | 0.74 | 406.5 | 1.25 |
| Ancillary Nursing Personnel | 1.2 | 37.6 | 0.03 | 101.1 | 0.01 | 128.1 | 0.01 | 27.4 | 0.04 |
| All Other Personnel | 1,498.1 | 452.4 | 3.31 | 1,080.2 | 1.39 | 1,471.0 | 1.02 | 1,528.8 | 0.98 |
| Total FTEs | 2,008.9 | 705.8 | 2.85 | 1,771.8 | 1.13 | 2,341.8 | 0.86 | 1,963.8 | 1.02 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.5 | 17.2 | 0.03 | 13.0 | 0.04 | 14.4 | 0.03 | 0.3 | 1.36 |
| Nurses, Licensed | 157.9 | 181.8 | 0.87 | 161.1 | 0.98 | 185.1 | 0.85 | 140.9 | 1.12 |
| Ancillary Nursing Personnel | 0.4 | 34.6 | 0.01 | 29.8 | 0.01 | 34.4 | 0.01 | 9.5 | 0.04 |
| All Other Personnel | 465.7 | 417.2 | 1.12 | 318.5 | 1.46 | 395.2 | 1.18 | 530.0 | 0.88 |
| Total FTEs | 624.4 | 650.8 | 0.96 | 522.4 | 1.20 | 629.1 | 0.99 | 680.8 | 0.92 |

Total Hospital:
 Beds Set Up & Staffed 234
 Discharges 10,004
 Inpatient Days 48,423

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 3,374
 Newborn Days 6,847

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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) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 86 | 2,910 | 13,615 | 43.3% | 37.2 | 4.7 |
| Orthopedic | 1 | 14 | 710 | 2,830 | 55.2% | 7.7 | 4.0 |
| 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 | 1 | 26 | 52 | 1,112 | 11.7% | 3.0 | 21.4 |
| Obstetrics | 1 | 41 | 3,533 | 9,987 | 66.6% | 27.3 | 2.8 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| 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 | 177 | 3,035 | 69.1% | 8.3 | 17.1 |
| Mixed Intensive Care | 1 | 22 | 487 | 6,038 | 75.0% | 16.5 | 12.4 |
| Step-Down (Special Care) | 1 | 16 | 1,826 | 7,083 | 121.0% | 19.4 | 3.9 |
| Neonatal Intensive/Intermediate Care | 1 | 17 | 309 | 4,723 | 75.9% | 12.9 | 15.3 |
| 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 | 1 | 1 | 1.5 | Surgical Personnel | 21 | 5 | 23.9 |
| Physicians & Dentists | 109 | 7 | 112.1 | Radiological Services Personnel | 73 | 14 | 80.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 9 | 13 | 17.6 |
| Registered Nurses | 336 | 231 | 477.1 | Occupational Therapists | 6 | 2 | 7.2 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 13 | 9 | 18.8 | Physical Therapists | 8 | 6 | 12.1 |
| Ancillary Nursing Personnel | 0 | 3 | 1.2 | Physical Therapy Assistants/Aides | 2 | 3 | 3.4 |
| Physician Assistants | 3 | 1 | 3.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Nurse Practitioners | 9 | 5 | 12.1 | Dietitians & Nutritionists | 4 | 4 | 8.7 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Medical Records Personnel | 40 | 10 | 45.3 | Social Workers | 6 | 0 | 6.0 |
| Pharmacy Personnel | 27 | 6 | 30.7 | All Other Health Professionals | 215 | 71 | 257.3 |
| Clinical Laboratory Personnel | 19 | 16 | 27.0 | All Other Personnel | 761 | 179 | 862.2 |
| | | | | Total | 1,662 | 586 | 2,008.9 |

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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 | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$179,380,933 | 28.8% | 41.5% | 0.69 | 38.6% | 0.75 | 41.9% | 0.69 | 29.5% | 0.98 |
| Medical Assistance | \$107,793,844 | 17.3% | 10.8% | 1.60 | 16.5% | 1.05 | 10.2% | 1.70 | 16.5% | 1.05 |
| Commercial | \$294,277,902 | 47.2% | 40.7% | 1.16 | 36.7% | 1.29 | 40.4% | 1.17 | 47.3% | 1.00 |
| All Other | \$41,713,856 | 6.7% | 7.0% | 0.96 | 8.2% | 0.82 | 7.5% | 0.89 | 6.7% | 1.00 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$113,551,839 | 18.2% | 26.5% | 0.69 | 26.6% | 0.68 | 27.5% | 0.66 | 18.0% | 1.01 |
| Medical Assistance | \$86,988,376 | 14.0% | 8.4% | 1.66 | 12.7% | 1.10 | 7.8% | 1.78 | 13.0% | 1.07 |
| Commercial | \$129,645,422 | 20.8% | 11.4% | 1.82 | 12.5% | 1.66 | 12.2% | 1.70 | 17.3% | 1.20 |
| Charity Care | \$20,353,449 | 3.3% | 1.6% | 2.04 | 1.3% | 2.55 | 1.8% | 1.83 | 2.4% | 1.38 |
| All Other | \$0 | 0.0% | 1.9% | N/A | 2.8% | N/A | 2.2% | N/A | 1.6% | 0.00 |
| Total Deductions | \$350,539,086 | 56.3% | 49.8% | 1.13 | 56.0% | 1.01 | 51.6% | 1.09 | 52.2% | 1.08 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 4.0% | 4.5% | 0.88 | 4.4% | 0.90 | 2.9% | 1.38 | 3.8% | 1.05 |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | N/A | N/A | N/A | 0.02 | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$169,413,301 | 53.6% | 47.4% | 1.13 | 42.5% | 1.26 | 46.1% | 1.16 | 56.3% | 0.95 |
| Supplies & Services | \$97,201,498 | 30.8% | 39.6% | 0.78 | 44.3% | 0.69 | 41.2% | 0.75 | 28.4% | 1.08 |
| Capital Component | \$30,725,920 | 9.7% | 8.8% | 1.11 | 8.3% | 1.17 | 8.3% | 1.17 | 10.5% | 0.92 |
| Bad Debt | \$18,518,003 | 5.9% | 4.2% | 1.39 | 4.9% | 1.19 | 4.4% | 1.35 | 4.8% | 1.22 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | -11.3% | 5.6% | N/A | 4.9% | N/A | 5.1% | N/A | -3.2% | 3.53 |
| Total Hospital Net Income (%) | | -11.0% | 3.5% | N/A | 0.0% | N/A | 2.2% | N/A | -2.2% | 4.99 |
| Return on Equity (%) | | 0.0% | 2.8% | N/A | 0.0% | N/A | 1.8% | N/A | -1.8% | 0.00 |
| Current Ratio | | 3.4 | 2.9 | 1.16 | 3.0 | 1.12 | 3.2 | 1.04 | 3.5 | 0.96 |
| Days in Net Patient Accounts Receivable | | 51.9 | 50.2 | 1.03 | 45.4 | 1.14 | 46.7 | 1.11 | 49.6 | 1.05 |
| Average Payment Period | | 35.0 | 54.8 | 0.64 | 57.3 | 0.61 | 48.0 | 0.73 | 33.0 | 1.06 |
| Equity Financing (%) | | 19.5% | 58.1% | 0.34 | 53.8% | 0.36 | 60.5% | 0.32 | 31.3% | 0.62 |
| Long-Term Debt to Equity Ratio | | 0.7 | 0.4 | 1.67 | 0.4 | 1.59 | 0.3 | 2.00 | 0.6 | 1.19 |
| Times Interest Earned | | -22.5 | 3.3 | N/A | 1.0 | N/A | 2.8 | N/A | -15.2 | 1.49 |
| Total Asset Turnover | | 0.7 | 0.8 | 0.85 | 0.8 | 0.87 | 0.9 | 0.80 | 0.8 | 0.84 |
| Average Age of Plant (Years) | | 7.9 | 9.5 | 0.83 | 10.7 | 0.74 | 10.3 | 0.77 | 7.5 | 1.05 |
| Increase (Decrease) Total Net Patient Revenue | | 10.6% | 6.3% | 1.68 | 4.2% | 2.55 | 5.9% | 1.81 | 11.9% | 0.89 |
| Outpatient Gross Revenue (% of Total GPR) | | 58.9% | 49.7% | 1.18 | 40.2% | 1.47 | 43.2% | 1.36 | 54.9% | 1.07 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$10,448 | \$11,228 | 0.93 | \$14,137 | 0.74 | \$12,990 | 0.80 | \$10,518 | 0.99 |
| Inpatient Net Revenue per Day | | \$2,158 | \$2,612 | 0.83 | \$2,856 | 0.76 | \$2,788 | 0.77 | \$2,181 | 0.99 |
| Outpatient Net Revenue per Visit | | \$348 | \$497 | 0.70 | \$476 | 0.73 | \$542 | 0.64 | \$334 | 1.04 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$623,166,535 | Cash & Cash Equivalents | \$20,028,594 | Current Liabilities | \$28,125,179 |
| Less Deductions | \$350,539,086 | Net Patient Receivables | \$38,640,757 | Long-Term Debt | \$54,406,873 |
| Net Patient Revenue | \$272,627,449 | Other Receivables | \$10,520,451 | Other Liabilities | \$247,366,329 |
| Plus Other Revenue | \$11,233,096 | | | Subtotal | \$329,898,381 |
| Total Revenue | \$283,860,545 | Land, Buildings & Equipment (Net) | \$283,829,311 | Unrestricted Fund Balance | \$80,116,394 |
| Less Expenses | \$315,858,722 | Other Assets | \$56,995,662 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$822,762 | | | Total Liabilities & Fund Balance | \$410,014,775 |
| Net Income | -\$31,175,415 | Total Assets | \$410,014,775 | | |