

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 2008	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	60.5%	N/A	70.3%	N/A	30.3%	N/A	0.0%	N/A
Obstetrics	0.0%	42.5%	N/A	54.6%	N/A	12.3%	N/A	0.0%	N/A
Pediatrics	0.0%	57.0%	N/A	84.0%	N/A	3.3%	N/A	0.0%	N/A
Total Hospital	22.8%	58.4%	0.39	67.7%	0.34	33.3%	0.68	20.2%	1.12
Average Census (Patients)									
Adult Medical-Surgical	0.0	31.3	N/A	124.8	N/A	4.7	N/A	0.0	N/A
Obstetrics	0.0	5.7	N/A	24.4	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	2.4	N/A	21.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.6	54.6	0.03	176.8	0.01	6.5	0.24	1.4	1.12
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.7	N/A	4.3	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.4	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	1.2	4.3	0.27	5.0	0.23	3.1	0.37	1.1	1.01
Surgical Operations									
Inpatient	506	1,970	0.26	7,244	0.07	156	3.25	454	1.11
Outpatient	6,791	4,151	1.64	9,876	0.69	1,057	6.42	6,269	1.08
Inpatient as % of All Surgeries	6.9%	32.2%	0.22	42.3%	0.16	12.9%	0.54	6.8%	1.03
Outpatient Visits									
Non-Emergency Visits	35,783	94,816	0.38	231,107	0.15	31,563	1.13	31,186	1.15
Emergency Visits	0	16,124	N/A	41,720	N/A	5,389	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	5.0	18.7	0.27	44.1	0.11	6.5	0.77	5.0	1.00
Nurses, Licensed	32.4	197.1	0.16	546.5	0.06	40.9	0.79	29.5	1.10
Ancillary Nursing Personnel	0.0	37.6	N/A	101.1	N/A	14.5	N/A	0.0	N/A
All Other Personnel	69.6	452.4	0.15	1,080.2	0.06	98.7	0.70	65.3	1.06
Total FTEs	107.0	705.8	0.15	1,771.8	0.06	160.5	0.67	99.8	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	44.9	17.2	2.61	13.0	3.46	33.0	1.36	46.7	0.96
Nurses, Licensed	291.5	181.8	1.60	161.1	1.81	206.9	1.41	275.3	1.06
Ancillary Nursing Personnel	0.0	34.6	N/A	29.8	N/A	73.2	N/A	0.0	N/A
All Other Personnel	625.2	417.2	1.50	318.5	1.96	499.6	1.25	609.5	1.03
Total FTEs	961.6	650.8	1.48	522.4	1.84	812.7	1.18	931.5	1.03

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	506	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	583			Inpatient Days	0	Newborn Days	0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2008	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	506	583	22.8%	1.6	1.2
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	Surgical Personnel	10	9	16.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	2	6.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	12	43	32.4	Occupational Therapists	1	2	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	10	2	11.2
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	2	2	3.2	Social Workers	0	0	0.0
Pharmacy Personnel	0	0	0.0	All Other Health Professionals	16	4	18.4
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	8	2	9.3
				Total	72	66	107.0

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$8,343,170	14.3%	41.5%	0.34	38.6%	0.37	46.6%	0.31	14.6%	0.97
Medical Assistance	\$2,347,564	4.0%	10.8%	0.37	16.5%	0.24	7.4%	0.54	2.9%	1.38
Commercial	\$46,908,241	80.1%	40.7%	1.97	36.7%	2.19	39.7%	2.02	81.1%	0.99
All Other	\$934,545	1.6%	7.0%	0.23	8.2%	0.19	6.3%	0.25	1.4%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,948,530	10.2%	26.5%	0.38	26.6%	0.38	23.5%	0.43	10.6%	0.96
Medical Assistance	\$1,752,060	3.0%	8.4%	0.36	12.7%	0.24	5.0%	0.60	2.3%	1.31
Commercial	\$15,719,968	26.9%	11.4%	2.35	12.5%	2.14	10.1%	2.66	25.9%	1.04
Charity Care	\$239,682	0.4%	1.6%	0.26	1.3%	0.32	1.1%	0.37	0.6%	0.65
All Other	\$359,070	0.6%	1.9%	0.33	2.8%	0.22	1.4%	0.43	0.5%	1.31
Total Deductions	\$24,019,310	41.0%	49.8%	0.82	56.0%	0.73	41.1%	1.00	39.8%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.1%	4.5%	0.03	4.4%	0.03	5.6%	0.02	0.1%	1.68
Net Gains/Losses as % of Net Income		2.0%	N/A	N/A	N/A	N/A	5.0%	0.39	3.1%	0.64
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,875,486	46.5%	47.4%	0.98	42.5%	1.10	47.8%	0.97	47.5%	0.98
Supplies & Services	\$6,621,283	39.1%	39.6%	0.99	44.3%	0.88	38.8%	1.01	38.6%	1.01
Capital Component	\$1,557,460	9.2%	8.8%	1.05	8.3%	1.11	9.0%	1.02	10.2%	0.90
Bad Debt	\$871,083	5.1%	4.2%	1.22	4.9%	1.04	4.3%	1.19	3.7%	1.39
Fiscal Statistics										
Operating Margin (%)		51.0%	5.6%	9.10	4.9%	10.35	7.5%	6.85	48.2%	1.06
Total Hospital Net Income (%)		51.5%	3.5%	14.62	0.0%	1,481.88	7.8%	6.59	49.0%	1.05
Return on Equity (%)		71.9%	2.8%	25.67	0.0%	2,745.93	8.4%	8.61	85.1%	0.84
Current Ratio		3.4	2.9	1.16	3.0	1.12	3.3	1.02	10.9	0.31
Days in Net Patient Accounts Receivable		57.4	50.2	1.14	45.4	1.26	55.0	1.04	49.4	1.16
Average Payment Period		89.0	54.8	1.63	57.3	1.55	42.2	2.11	34.9	2.55
Equity Financing (%)		82.8%	58.1%	1.43	53.8%	1.54	52.9%	1.57	91.6%	0.90
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.7	N/A	0.0	N/A
Times Interest Earned		0.0	3.3	N/A	1.0	N/A	5.5	N/A	0.0	N/A
Total Asset Turnover		1.4	0.8	1.70	0.8	1.74	1.1	1.30	1.7	0.81
Average Age of Plant (Years)		6.3	9.5	0.67	10.7	0.59	7.2	0.88	5.2	1.21
Increase (Decrease) Total Net Patient Revenue		17.0%	6.3%	2.68	4.2%	4.07	5.0%	3.41	6.2%	2.74
Outpatient Gross Revenue (% of Total GPR)		85.7%	49.7%	1.72	40.2%	2.13	66.9%	1.28	86.8%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,589		\$11,228	0.85	\$14,137	0.68	\$8,569	1.12	\$8,651	1.11
Inpatient Net Revenue per Day	\$8,322		\$2,612	3.19	\$2,856	2.91	\$2,327	3.58	\$7,614	1.09
Outpatient Net Revenue per Visit	\$829		\$497	1.67	\$476	1.74	\$390	2.13	\$820	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$58,533,520	Cash & Cash Equivalents	\$7,561,273	Current Liabilities	\$4,030,737
Less Deductions	\$24,019,310	Net Patient Receivables	\$5,409,265	Long-Term Debt	\$0
Net Patient Revenue	\$34,514,210	Other Receivables	\$0	Other Liabilities	\$259,360
Plus Other Revenue	\$44,590			Subtotal	\$4,290,097
Total Revenue	\$34,558,800	Land, Buildings & Equipment (Net)	\$11,425,658	Unrestricted Fund Balance	\$20,716,706
Less Expenses	\$16,925,312	Other Assets	\$610,607	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$352,147			Total Liabilities & Fund Balance	\$25,006,803
Net Income	\$17,985,635	Total Assets	\$25,006,803		