

**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 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	76.6%	56.1%	1.36	67.2%	1.14	68.8%	1.11	74.5%	1.03
Obstetrics	100.0%	39.1%	2.56	45.5%	0.42	49.6%	2.01	99.1%	1.01
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	35.5%	N/A	0.0%	N/A
Total Hospital	76.6%	55.8%	1.37	62.9%	1.22	65.5%	1.17	73.4%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	259.0	28.4	9.12	105.6	2.45	104.2	2.49	241.3	1.07
Obstetrics	19.0	5.1	3.70	21.8	0.87	16.5	1.15	18.8	1.01
Pediatrics	0.0	2.1	N/A	19.2	N/A	4.1	N/A	0.0	N/A
Total Hospital	382.8	51.6	7.42	144.2	2.65	204.9	1.87	356.9	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	3.8	1.17	4.4	1.00	4.1	1.07	4.3	1.01
Obstetrics	3.4	2.4	1.41	2.9	1.20	2.5	1.39	3.2	1.06
Pediatrics	0.0	2.0	N/A	1.8	N/A	3.1	N/A	0.0	N/A
Total Hospital	5.2	4.3	1.20	5.1	1.01	4.8	1.08	5.2	1.00
<b>Surgical Operations</b>									
Inpatient	8,552	1,814	4.71	5,783	1.48	7,205	1.19	8,648	0.99
Outpatient	6,457	4,285	1.51	9,073	0.71	13,979	0.46	6,121	1.05
Inpatient as % of All Surgeries	57.0%	29.7%	1.92	38.9%	1.46	34.0%	1.68	58.6%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	533,196	99,026	5.38	172,594	3.09	311,290	1.71	510,015	1.05
Emergency Visits	48,212	16,365	2.95	36,242	1.33	40,915	1.18	45,611	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	293.1	18.3	16.04	41.0	7.14	53.8	5.45	275.7	1.06
Nurses, Licensed	1,461.7	199.5	7.33	473.1	3.09	734.0	1.99	1,561.9	0.94
Ancillary Nursing Personnel	245.8	37.1	6.63	102.3	2.40	146.6	1.68	241.5	1.02
All Other Personnel	2,441.4	439.3	5.56	849.7	2.87	1,446.3	1.69	2,315.0	1.05
Total FTEs	4,441.9	694.4	6.40	1,466.1	3.03	2,380.8	1.87	4,394.0	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	41.1	16.6	2.48	13.8	2.98	13.9	2.96	42.0	0.98
Nurses, Licensed	205.0	181.2	1.13	158.9	1.29	189.6	1.08	238.1	0.86
Ancillary Nursing Personnel	34.5	33.7	1.02	34.3	1.00	37.9	0.91	36.8	0.94
All Other Personnel	342.4	399.0	0.86	285.3	1.20	373.7	0.92	352.9	0.97
Total FTEs	622.9	630.6	0.99	492.3	1.27	615.1	1.01	669.9	0.93

**Total Hospital:**  
 Beds Set Up & Staffed 500  
 Discharges 27,081  
 Inpatient Days 139,712

**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 1,957  
 Newborn Days 4,902

**079 Froedtert Memorial Lutheran Hospital**  
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	338	21,560	94,553	76.6%	259.0	4.4
Orthopedic	1	31	1,867	7,995	70.7%	21.9	4.3
Rehabilitation & Physical Medicine	1	31	558	8,085	71.5%	22.2	14.5
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	264	3,871	0.0%	10.6	14.7
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	19	2,019	6,933	100.0%	19.0	3.4
<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	47	492	12,365	72.1%	33.9	25.1
Cardiac Intensive Unit	1	10	104	2,331	63.9%	6.4	22.4
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	217	3,496	79.8%	9.6	16.1
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	4	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	284	16	293.1	Surgical Personnel	51	18	60.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	218	125	253.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	55	20	64.4
Registered Nurses	1,142	526	1,411.9	Occupational Therapists	14	39	29.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	5	26	13.0
Licensed Practical Nurses	5	3	7.2	Physical Therapists	30	43	45.4
Ancillary Nursing Personnel	156	203	245.8	Physical Therapy Assistants/Aides	6	4	9.0
Physician Assistants	1	0	1.0	Recreational Therapists	10	6	11.3
Nurse Practitioners	7	1	7.3	Dietitians & Nutritionists	12	12	19.8
Certified Registered Nurse Anesthetists	20	1	20.8	Psychologists	2	0	2.0
Clinical Nurse Specialists	13	3	14.6	Social Workers	27	17	33.9
Medical Records Personnel	15	7	18.9	All Other Health Professionals	1,165	319	1,181.2
Pharmacy Personnel	139	77	167.8	All Other Personnel	462	117	521.6
Clinical Laboratory Personnel	8	2	8.9	<b>Total</b>	<b>3,847</b>	<b>1,585</b>	<b>4,441.9</b>

**079 Froedtert Memorial Lutheran Hospital**

Milwaukee, WI 53226

Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$607,573,349	36.9%	41.7%	0.89	37.7%	0.98	42.2%	0.87	35.2%	1.05
Medical Assistance	\$245,880,431	14.9%	14.0%	1.07	19.7%	0.76	12.9%	1.16	13.9%	1.08
Commercial	\$655,906,775	39.8%	38.1%	1.05	35.4%	1.12	38.1%	1.04	40.9%	0.97
All Other	\$137,373,423	8.3%	6.2%	1.34	7.1%	1.17	6.8%	1.23	10.0%	0.83
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$379,351,488	23.0%	27.4%	0.84	26.8%	0.86	28.5%	0.81	20.3%	1.13
Medical Assistance	\$165,594,564	10.1%	9.6%	1.05	14.1%	0.71	9.0%	1.11	7.9%	1.27
Commercial	\$206,508,358	12.5%	11.6%	1.08	12.3%	1.02	12.3%	1.02	11.9%	1.05
Charity Care	\$15,820,065	1.0%	1.5%	0.66	1.0%	0.95	1.6%	0.61	2.1%	0.46
All Other	\$34,073,247	2.1%	2.1%	0.98	2.8%	0.73	2.2%	0.92	2.4%	0.86
Total Deductions	\$801,347,722	48.7%	52.1%	0.93	57.0%	0.85	53.6%	0.91	44.7%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.4%	3.7%	0.92	2.8%	1.22	2.3%	1.46	4.2%	0.81
Net Gains/Losses as % of Net Income		20.8%	10.6%	1.97	3.8%	5.43	4.9%	4.21	19.4%	1.07
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$240,804,305	29.0%	45.3%	0.64	37.8%	0.77	44.0%	0.66	37.0%	0.78
Supplies & Services	\$487,668,826	58.6%	42.1%	1.39	48.9%	1.20	43.9%	1.34	51.4%	1.14
Capital Component	\$59,032,753	7.1%	8.5%	0.83	8.1%	0.88	7.8%	0.90	6.9%	1.03
Bad Debt	\$44,100,000	5.3%	4.0%	1.32	5.3%	1.01	4.2%	1.25	4.8%	1.10
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.0%	7.7%	0.65	7.2%	0.69	7.4%	0.67	6.2%	0.81
Total Hospital Net Income (%)		6.2%	8.5%	0.73	7.4%	0.83	7.8%	0.80	7.5%	0.83
Return on Equity (%)		4.4%	6.6%	0.67	5.4%	0.81	6.4%	0.70	5.8%	0.77
Current Ratio		0.6	3.4	0.18	3.1	0.20	3.6	0.17	0.8	0.80
Days in Net Patient Accounts Receivable		46.6	46.5	1.00	43.9	1.06	45.0	1.03	48.0	0.97
Average Payment Period		109.8	53.3	2.06	63.4	1.73	48.2	2.28	110.4	0.99
Equity Financing (%)		50.1%	60.7%	0.83	58.2%	0.86	61.3%	0.82	54.5%	0.92
Long-Term Debt to Equity Ratio		0.5	0.3	1.57	0.3	2.09	0.3	1.94	0.4	1.27
Times Interest Earned		6.1	7.4	0.83	6.7	0.91	9.3	0.66	6.4	0.95
Total Asset Turnover		0.7	0.8	0.91	0.7	0.96	0.8	0.87	0.8	0.93
Average Age of Plant (Years)		9.2	10.2	0.90	10.6	0.86	11.4	0.81	8.7	1.06
Increase (Decrease) Total Net Patient Revenue		4.3%	9.4%	0.46	0.4%	32.28	18.7%	0.23	12.5%	0.34
Outpatient Gross Revenue (% of Total GPR)		46.3%	53.2%	0.87	44.8%	1.03	47.1%	0.98	45.6%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$17,882	\$12,710	1.41	\$16,410	1.09	\$14,659	1.22	\$18,781	0.95
Inpatient Net Revenue per Day		\$3,466	\$2,917	1.19	\$3,221	1.08	\$3,060	1.13	\$3,643	0.95
Outpatient Net Revenue per Visit		\$621	\$555	1.12	\$655	0.95	\$582	1.07	\$604	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,646,733,978	Cash & Cash Equivalents	\$32,856,410	Current Liabilities	\$240,131,526
Less Deductions	\$801,347,722	Net Patient Receivables	\$107,860,926	Long-Term Debt	\$329,167,556
Net Patient Revenue	\$845,386,256	Other Receivables	\$3,298,900	Other Liabilities	\$52,961,274
Plus Other Revenue	\$29,820,159			Subtotal	\$622,260,356
Total Revenue	\$875,206,415	Land, Buildings & Equipment (Net)	\$330,091,915	Unrestricted Fund Balance	\$623,683,742
Less Expenses	\$831,605,884	Other Assets	\$771,835,947	Restricted Fund Balance	\$15,335,104
Non-Operating Gains/Losses	\$11,436,751			Total Liabilities & Fund Balance	\$1,245,944,098
Net Income	\$55,037,282	Total Assets	\$1,245,944,098		