

**313 Midwest Orthopedic Specialty Hospital**  
 10101 South 27th Street  
 Franklin, WI 53132  
 414-817-5800

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Partnership

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	56.1%	N/A	67.2%	N/A	12.3%	N/A	0.0%	N/A
Obstetrics	0.0%	39.1%	N/A	45.5%	N/A	25.2%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	18.9%	N/A	0.0%	N/A
Total Hospital	52.1%	55.8%	0.93	62.9%	0.83	18.7%	2.78	0.0%	N/A
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	28.4	N/A	105.6	N/A	2.3	N/A	0.0	N/A
Obstetrics	0.0	5.1	N/A	21.8	N/A	1.2	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	19.2	N/A	0.5	N/A	0.0	N/A
Total Hospital	8.3	51.6	0.16	144.2	0.06	3.9	2.13	0.0	N/A
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.8	N/A	4.4	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.8	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.63	5.1	0.53	3.6	0.75	0.0	N/A
<b>Surgical Operations</b>									
Inpatient	1,124	1,814	0.62	5,783	0.19	98	11.41	0	N/A
Outpatient	2,630	4,285	0.61	9,073	0.29	355	7.41	0	N/A
Inpatient as % of All Surgeries	29.9%	29.7%	1.01	38.9%	0.77	21.7%	1.38	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	6,316	99,026	0.06	172,594	0.04	16,872	0.37	0	N/A
Emergency Visits	0	16,365	N/A	36,242	N/A	2,456	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.3	0.16	41.0	0.07	4.4	0.68	0.0	N/A
Nurses, Licensed	37.2	199.5	0.19	473.1	0.08	31.3	1.19	0.0	N/A
Ancillary Nursing Personnel	18.6	37.1	0.50	102.3	0.18	9.3	2.00	0.0	N/A
All Other Personnel	30.3	439.3	0.07	849.7	0.04	72.5	0.42	0.0	N/A
Total FTEs	89.1	694.4	0.13	1,466.1	0.06	117.6	0.76	0.0	N/A
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	17.5	16.6	1.06	13.8	1.27	40.2	0.44	0.0	N/A
Nurses, Licensed	217.1	181.2	1.20	158.9	1.37	285.7	0.76	0.0	N/A
Ancillary Nursing Personnel	108.9	33.7	3.23	34.3	3.17	85.0	1.28	0.0	N/A
All Other Personnel	177.1	399.0	0.44	285.3	0.62	661.6	0.27	0.0	N/A
Total FTEs	520.7	630.6	0.83	492.3	1.06	1,072.5	0.49	0.0	N/A

**Total Hospital:**  
 Beds Set Up & Staffed 16  
 Discharges 1,126  
 Inpatient Days 3,045

**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 0  
 Total Births 0  
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	16	1,119	3,044	52.1%	8.3	2.7
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	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
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	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	3	0	3.0	Surgical Personnel	11	3	13.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	26	17	37.2	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	6	20	18.6	Physical Therapy Assistants/Aides	0	0	0.0
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
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	0	0	0.0	All Other Health Professionals	10	1	10.8
Pharmacy Personnel	0	0	0.0	All Other Personnel	2	6	5.9
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>58</b>	<b>47</b>	<b>89.1</b>

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Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 1		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$26,559,111	25.8%	41.7%	0.62	37.7%	0.68	38.2%	0.68	0.0%	N/A
Medical Assistance	\$6,319,651	6.1%	14.0%	0.44	19.7%	0.31	11.8%	0.52	0.0%	N/A
Commercial	\$68,362,066	66.5%	38.1%	1.74	35.4%	1.88	43.8%	1.52	0.0%	N/A
All Other	\$1,583,313	1.5%	6.2%	0.25	7.1%	0.22	6.2%	0.25	0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$19,613,649	19.1%	27.4%	0.70	26.8%	0.71	16.3%	1.17	0.0%	N/A
Medical Assistance	\$5,646,146	5.5%	9.6%	0.57	14.1%	0.39	7.5%	0.73	0.0%	N/A
Commercial	\$24,271,232	23.6%	11.6%	2.04	12.3%	1.92	12.3%	1.92	0.0%	N/A
Charity Care	\$86,843	0.1%	1.5%	0.06	1.0%	0.08	0.9%	0.09	0.0%	N/A
All Other	\$1,225,344	1.2%	2.1%	0.56	2.8%	0.42	1.8%	0.66	0.0%	N/A
Total Deductions	\$50,843,214	49.4%	52.1%	0.95	57.0%	0.87	38.8%	1.27	0.0%	N/A
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.6%	3.7%	0.17	2.8%	0.23	2.8%	0.22	0.0%	N/A
Net Gains/Losses as % of Net Income		0.1%	10.6%	0.01	3.8%	0.03	1.0%	0.11	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$5,792,585	19.8%	45.3%	0.44	37.8%	0.52	52.1%	0.38	0.0%	N/A
Supplies & Services	\$19,310,045	66.0%	42.1%	1.57	48.9%	1.35	36.7%	1.80	0.0%	N/A
Capital Component	\$2,092,683	7.1%	8.5%	0.84	8.1%	0.88	6.9%	1.03	0.0%	N/A
Bad Debt	\$2,079,928	7.1%	4.0%	1.76	5.3%	1.35	4.3%	1.67	0.0%	N/A
<b>Fiscal Statistics</b>										
Operating Margin (%)		44.0%	7.7%	5.73	7.2%	6.14	9.6%	4.60	0.0%	N/A
Total Hospital Net Income (%)		44.1%	8.5%	5.17	7.4%	5.93	9.7%	4.56	0.0%	N/A
Return on Equity (%)		50.2%	6.6%	7.58	5.4%	9.24	12.4%	4.06	0.0%	N/A
Current Ratio		5.5	3.4	1.62	3.1	1.79	2.3	2.43	0.0	N/A
Days in Net Patient Accounts Receivable		45.1	46.5	0.97	43.9	1.03	54.6	0.83	0.0	N/A
Average Payment Period		52.1	53.3	0.98	63.4	0.82	53.9	0.97	0.0	N/A
Equity Financing (%)		91.5%	60.7%	1.51	58.2%	1.57	59.0%	1.55	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	117,063.6		7.4	15,924.1	6.7	17,505.7	12.5	9,365.7	0.0	N/A
Total Asset Turnover		1.1	0.8	1.48	0.7	1.56	1.3	0.89	0.0	N/A
Average Age of Plant (Years)		1.4	10.2	0.14	10.6	0.13	11.0	0.13	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		367.2%	9.4%	39.11	0.4%	N/A	18.0%	20.41	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		51.3%	53.2%	0.96	44.8%	1.14	64.3%	0.80	N/A	N/A
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$20,381		\$12,710	1.60	\$16,410	1.24	\$12,736	1.60	\$0	N/A
Inpatient Net Revenue per Day	\$7,537		\$2,917	2.58	\$3,221	2.34	\$2,480	3.04	\$0	N/A
Outpatient Net Revenue per Visit	\$4,597		\$555	8.28	\$655	7.02	\$489	9.39	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$102,824,141	Cash & Cash Equivalents	\$12,447,300	Current Liabilities	\$3,901,383
Less Deductions	\$50,843,214	Net Patient Receivables	\$6,418,377	Long-Term Debt	\$0
Net Patient Revenue	\$51,980,927	Other Receivables	\$9,650	Other Liabilities	\$0
Plus Other Revenue	\$331,710			Subtotal	\$3,901,383
Total Revenue	\$52,312,637	Land, Buildings & Equipment (Net)	\$24,462,002	Unrestricted Fund Balance	\$41,992,037
Less Expenses	\$29,275,241	Other Assets	\$2,556,091	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$23,934			Total Liabilities & Fund Balance	\$45,893,420
Net Income	\$23,061,330	Total Assets	\$45,893,420		