

195 Orthopaedic Hospital of Wisconsin
 475 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 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.2%	N/A	67.1%	N/A	18.2%	N/A	0.0%	N/A
Obstetrics	0.0%	38.0%	N/A	48.2%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.3%	57.4%	0.53	70.0%	0.43	22.2%	1.36	29.1%	1.04
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.0	N/A	108.6	N/A	2.8	N/A	0.0	N/A
Obstetrics	0.0	4.9	N/A	19.5	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	9.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.1	49.0	0.19	166.8	0.05	4.1	2.20	8.7	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.1	N/A	5.2	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.4	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.1	4.5	0.47	5.7	0.37	2.9	0.72	2.1	0.98
Surgical Operations									
Inpatient	1,573	1,426	1.10	3,115	0.50	305	5.16	1,470	1.07
Outpatient	7,512	4,581	1.64	5,527	1.36	1,106	6.79	7,493	1.00
Inpatient as % of All Surgeries	17.3%	23.7%	0.73	36.0%	0.48	21.6%	0.80	16.4%	1.06
Outpatient Visits									
Non-Emergency Visits	42,672	144,376	0.30	275,295	0.16	28,429	1.50	39,586	1.08
Emergency Visits	0	17,768	N/A	46,822	N/A	4,284	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	10.5	23.0	0.46	58.1	0.18	5.9	1.79	7.0	1.50
Nurses, Licensed	57.6	251.3	0.23	763.8	0.08	43.5	1.32	56.9	1.01
Ancillary Nursing Personnel	6.8	39.7	0.17	137.7	0.05	6.3	1.07	11.0	0.62
All Other Personnel	140.1	509.3	0.28	1,250.1	0.11	106.9	1.31	127.0	1.10
Total FTEs	215.0	823.3	0.26	2,209.8	0.10	162.6	1.32	201.9	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	49.0	17.0	2.88	16.3	3.01	33.7	1.45	33.5	1.46
Nurses, Licensed	268.6	185.7	1.45	213.6	1.26	250.2	1.07	272.4	0.99
Ancillary Nursing Personnel	31.7	29.3	1.08	38.5	0.82	36.4	0.87	52.4	0.60
All Other Personnel	653.4	376.3	1.74	349.6	1.87	615.3	1.06	608.0	1.07
Total FTEs	1,002.7	608.3	1.65	618.0	1.62	935.7	1.07	966.3	1.04

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 1,579
 Inpatient Days 3,318

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

195 Orthopaedic Hospital of Wisconsin
Glendale, WI 53212

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	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	30	1,579	3,318	30.3%	9.1	2.1
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
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.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	1	10.5	Surgical Personnel	29	5	31.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	4	7.5
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	1.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	40	53	57.1	Occupational Therapists	1	6	2.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	22	14	27.0
Ancillary Nursing Personnel	5	12	6.8	Physical Therapy Assistants/Aides	4	0	4.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.0
Nurse Practitioners	0	1	0.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	0.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	4	11.1
Health Info Mgmt-Administrators/Technicians	11	0	11.0	All Other Personnel	35	6	37.6
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	2	2	3.3				
				Total	180	114	215.0

195 Orthopaedic Hospital of Wisconsin

Glendale, WI 53212

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$72,812,959	38.8%	46.3%	0.84	43.7%	0.89	47.3%	0.82	38.3%	1.01
Medical Assistance	\$14,303,956	7.6%	13.6%	0.56	20.7%	0.37	10.4%	0.73	7.5%	1.02
Commercial	\$99,462,063	53.0%	35.3%	1.50	31.5%	1.68	38.9%	1.37	53.9%	0.98
All Other	\$914,217	0.5%	4.8%	0.10	4.1%	0.12	3.4%	0.14	0.3%	1.45
Deductions as % of Total Gross Patient Revenue										
Medicare	\$54,342,747	29.0%	34.9%	0.83	34.8%	0.83	28.0%	1.04	28.6%	1.01
Medical Assistance	\$12,149,074	6.5%	10.4%	0.63	15.6%	0.41	7.2%	0.89	6.6%	0.98
Commercial	\$37,476,353	20.0%	14.7%	1.36	14.2%	1.41	13.6%	1.47	21.3%	0.94
Charity Care	\$448,674	0.2%	1.0%	0.25	1.2%	0.20	0.7%	0.34	0.1%	3.29
Bad Debt	\$474,245	0.3%	1.1%	0.24	1.0%	0.27	1.3%	0.20	0.4%	0.68
All Other	\$531,724	0.3%	2.2%	0.13	1.2%	0.24	2.1%	0.13	0.3%	0.90
Total Deductions	\$105,422,817	56.2%	64.2%	0.88	67.9%	0.83	52.9%	1.06	57.2%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.1%	5.5%	0.20	4.2%	0.26	4.8%	0.23	1.4%	0.77	
Net Gains/Losses as % of Net Income	0.0%	13.2%	N/A	N/A	N/A	10.4%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,749,026	42.1%	44.0%	0.96	35.6%	1.18	46.3%	0.91	42.2%	1.00
Supplies & Services	\$24,626,303	52.5%	49.2%	1.07	57.8%	0.91	46.3%	1.13	52.3%	1.00
Capital Component	\$2,566,416	5.5%	6.8%	0.80	6.6%	0.82	7.4%	0.74	5.6%	0.98
Fiscal Statistics										
Operating Margin (%)	43.4%	9.1%	4.78	11.0%	3.95	12.2%	3.55	42.5%	1.02	
Total Hospital Net Income (%)	43.4%	10.3%	4.21	10.6%	4.08	13.5%	3.23	42.4%	1.02	
Return on Equity (%)	53.3%	6.0%	8.88	7.3%	7.29	12.4%	4.30	49.9%	1.07	
Current Ratio	6.5	4.7	1.38	10.4	0.63	3.1	2.13	6.6	0.98	
Days in Net Patient Accounts Receivable	59.8	64.0	0.93	48.4	1.24	56.0	1.07	61.2	0.98	
Average Payment Period	42.5	56.5	0.75	30.5	1.39	54.4	0.78	41.1	1.03	
Equity Financing (%)	78.7%	69.2%	1.14	87.0%	0.91	61.0%	1.29	77.9%	1.01	
Long-Term Debt to Equity Ratio	0.1	0.3	0.49	0.1	2.15	0.4	0.34	0.2	0.70	
Times Interest Earned	211.2	13.4	15.72	11.9	17.70	16.6	12.75	174.1	1.21	
Total Asset Turnover	1.2	0.6	2.14	0.7	1.78	0.9	1.35	1.2	1.04	
Average Age of Plant (Years)	10.3	12.6	0.82	10.5	0.98	9.2	1.12	10.1	1.03	
Increase (Decrease) Total Net Patient Revenue	12.6%	7.3%	1.73	4.6%	2.71	3.3%	3.81	10.5%	1.20	
Outpatient Gross Revenue (% of Total GPR)	58.0%	63.3%	0.92	52.2%	1.11	76.2%	0.76	58.0%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$22,387	\$16,906	1.32	\$22,775	0.98	\$15,352	1.46	\$20,895	1.07	
Inpatient Net Revenue per Day	\$10,751	\$3,675	2.93	\$3,908	2.75	\$4,244	2.53	\$9,694	1.11	
Outpatient Net Revenue per Visit	\$1,106	\$703	1.57	\$755	1.46	\$803	1.38	\$1,073	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$187,493,195	Cash & Cash Equivalents	\$18,952,388	Current Liabilities	\$5,232,813
Less Deductions	\$105,422,817	Net Patient Receivables	\$13,438,423	Long-Term Debt	\$6,631,452
Net Patient Revenue	\$82,070,378	Other Receivables	\$0	Other Liabilities	\$2,544,783
Plus Other Revenue	\$904,736			Subtotal	\$14,409,048
Total Revenue	\$82,975,115	Land, Buildings & Equipment (Net)	\$31,340,129	Unrestricted Fund Balance	\$53,243,491
Less Expenses	\$46,941,745	Other Assets	\$3,921,599	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$67,652,539	Total Liabilities & Fund Balance	\$67,652,539
Net Income	\$36,033,370				