

**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 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	57.9%	N/A	68.4%	N/A	19.3%	N/A	0.0%	N/A
Obstetrics	0.0%	36.8%	N/A	42.5%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	23.0%	58.7%	0.39	68.1%	0.34	20.9%	1.10	22.5%	1.03
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	26.8	N/A	106.2	N/A	3.3	N/A	0.0	N/A
Obstetrics	0.0	4.8	N/A	17.1	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	7.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.9	49.8	0.14	158.1	0.04	4.2	1.64	6.7	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	4.6	N/A	5.5	N/A	3.6	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.9	4.9	0.38	6.0	0.31	3.1	0.60	1.9	0.96
<b>Surgical Operations</b>									
Inpatient	1,363	1,037	1.31	2,696	0.51	202	6.75	1,282	1.06
Outpatient	7,415	3,865	1.92	4,901	1.51	1,213	6.11	6,404	1.16
Inpatient as % of All Surgeries	15.5%	21.2%	0.73	35.5%	0.44	14.3%	1.09	16.7%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	60,078	145,246	0.41	244,552	0.25	37,326	1.61	51,659	1.16
Emergency Visits	0	16,058	N/A	36,633	N/A	4,868	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	8.0	19.0	0.42	50.6	0.16	5.6	1.43	10.0	0.80
Nurses, Licensed	63.4	247.5	0.26	682.1	0.09	48.0	1.32	61.3	1.03
Ancillary Nursing Personnel	0.5	40.3	0.01	143.1	0.00	5.7	0.09	6.8	0.08
All Other Personnel	154.1	496.2	0.31	1,134.1	0.14	98.5	1.56	139.6	1.10
Total FTEs	226.1	803.0	0.28	2,009.8	0.11	157.8	1.43	217.7	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	45.5	13.0	3.51	14.7	3.09	26.2	1.73	56.8	0.80
Nurses, Licensed	360.9	168.4	2.14	198.5	1.82	225.1	1.60	348.5	1.04
Ancillary Nursing Personnel	2.9	27.4	0.11	41.6	0.07	26.6	0.11	38.5	0.08
All Other Personnel	876.8	337.6	2.60	330.0	2.66	461.9	1.90	793.4	1.11
Total FTEs	1,286.1	546.4	2.35	584.8	2.20	739.8	1.74	1,237.2	1.04

**Total Hospital:**  
 Beds Set Up & Staffed 30  
 Discharges 1,363  
 Inpatient Days 2,523

**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

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	30	1,567	2,523	23.0%	6.9	1.6
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>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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
<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

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

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	8	1	8.0	Surgical Personnel	31	3	31.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	4	7.5
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	44	51	62.9	Occupational Therapists	0	6	2.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	27	14	31.2
Ancillary Nursing Personnel	0	1	0.5	Physical Therapy Assistants/Aides	4	0	4.0
Medical Assistants	0	1	0.7	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	2	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	17	22	19.2
Health Info Mgmt-Administrators/Technicians	10	1	10.5	All Other Personnel	33	9	37.3
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	2	1	2.5	<b>Total</b>	<b>189</b>	<b>121</b>	<b>226.1</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$84,981,872	42.8%	46.6%	0.92	44.6%	0.96	47.7%	0.90	36.6%	1.17
Medical Assistance	\$16,677,351	8.4%	14.4%	0.58	21.6%	0.39	12.6%	0.67	7.5%	1.12
Commercial	\$96,164,619	48.4%	33.9%	1.43	30.1%	1.61	35.5%	1.36	55.3%	0.87
All Other	\$845,137	0.4%	5.1%	0.08	3.7%	0.12	4.2%	0.10	0.5%	0.78
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$64,797,079	32.6%	35.2%	0.93	35.8%	0.91	27.4%	1.19	27.5%	1.19
Medical Assistance	\$14,612,798	7.4%	11.1%	0.66	16.4%	0.45	8.8%	0.83	6.4%	1.15
Commercial	\$39,670,977	20.0%	14.9%	1.34	14.1%	1.42	12.2%	1.64	21.8%	0.91
Charity Care	\$203,852	0.1%	0.7%	0.14	0.9%	0.12	0.7%	0.15	0.2%	0.60
Bad Debt	\$1,290,444	0.6%	1.0%	0.64	0.9%	0.69	1.3%	0.52	0.3%	2.55
All Other	\$496,532	0.2%	2.8%	0.09	1.3%	0.20	2.4%	0.10	0.4%	0.66
Total Deductions	\$121,071,682	60.9%	65.8%	0.93	69.4%	0.88	52.8%	1.15	56.5%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.2%	6.5%	0.18		5.3%	0.22	4.2%	0.28	3.3%	0.35
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A		N/A	N/A	27.5%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$21,253,852	44.6%	42.4%	1.05	34.5%	1.29	46.9%	0.95	44.0%	1.01
Supplies & Services	\$23,779,214	49.9%	51.3%	0.97	59.5%	0.84	45.9%	1.09	50.2%	0.99
Capital Component	\$2,643,910	5.5%	6.2%	0.89	6.0%	0.93	7.1%	0.78	5.8%	0.96
<b>Fiscal Statistics</b>										
Operating Margin (%)	39.3%	10.4%	3.77		11.2%	3.51	14.1%	2.79	40.0%	0.98
Total Hospital Net Income (%)	39.3%	14.1%	2.78		10.9%	3.61	18.4%	2.13	40.0%	0.98
Return on Equity (%)	44.2%	6.3%	7.00		7.1%	6.23	1.6%	27.72	45.6%	0.97
Current Ratio	7.5	4.1	1.82		6.9	1.09	2.8	2.68	7.3	1.03
Days in Net Patient Accounts Receivable	73.1	87.5	0.84		56.9	1.29	469.6	0.16	65.0	1.12
Average Payment Period	40.0	89.9	0.44		51.3	0.78	503.0	0.08	38.5	1.04
Equity Financing (%)	81.8%	64.7%	1.26		83.8%	0.98	50.7%	1.61	81.3%	1.01
Long-Term Debt to Equity Ratio	0.1	0.3	0.22		0.1	1.09	0.7	0.10	0.1	0.87
Times Interest Earned	3,991.5	21.0	189.83		14.2	281.22	28.6	139.61	458.1	8.71
Total Asset Turnover	1.1	0.4	2.63		0.7	1.72	0.1	13.69	1.1	0.99
Average Age of Plant (Years)	12.3	17.1	0.72		11.7	1.06	72.9	0.17	11.3	1.09
Increase (Decrease) Total Net Patient Revenue	5.6%	12.7%	0.44		11.5%	0.48	13.5%	0.41	-10.4%	N/A
Outpatient Gross Revenue (% of Total GPR)	61.0%	64.9%	0.94		52.8%	1.16	80.3%	0.76	61.7%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$22,508	\$18,658	1.21		\$25,873	0.87	\$17,504	1.29	\$23,095	0.97
Inpatient Net Revenue per Day	\$12,257	\$3,656	3.35		\$4,216	2.91	\$4,490	2.73	\$12,011	1.02
Outpatient Net Revenue per Visit	\$802	\$781	1.03		\$852	0.94	\$784	1.02	\$858	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$198,668,978	Cash & Cash Equivalents	\$18,694,295	Current Liabilities	\$4,998,757
Less Deductions	\$121,071,682	Net Patient Receivables	\$15,548,803	Long-Term Debt	\$4,111,177
Net Patient Revenue	\$77,597,296	Other Receivables	\$0	Other Liabilities	\$3,585,819
Plus Other Revenue	\$919,901			Subtotal	\$12,695,753
Total Revenue	\$78,517,198	Land, Buildings & Equipment (Net)	\$28,967,313	Unrestricted Fund Balance	\$57,051,097
Less Expenses	\$47,676,976	Other Assets	\$6,536,439	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,545			Total Liabilities & Fund Balance	\$69,746,850
Net Income	\$30,838,677	Total Assets	\$69,746,850		