

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

| | | All GMS Hospitals | | Analysis Area 2B | | Volume Group 2 | | FY 2017 vs. 2016 | |
|---|--------|-------------------|-------|---------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2016 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 0.0% | 55.4% | N/A | 70.7% | N/A | 19.8% | N/A | 0.0% | N/A |
| Obstetrics | 0.0% | 38.4% | N/A | 47.2% | N/A | 18.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 55.4% | N/A | 99.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 29.0% | 56.3% | 0.52 | 69.7% | 0.42 | 23.2% | 1.25 | 28.2% | 1.03 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 26.5 | N/A | 114.3 | N/A | 3.3 | N/A | 0.0 | N/A |
| Obstetrics | 0.0 | 5.0 | N/A | 20.4 | N/A | 0.5 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.4 | N/A | 14.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 8.7 | 48.3 | 0.18 | 169.0 | 0.05 | 4.7 | 1.85 | 8.5 | 1.03 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 3.9 | N/A | 4.6 | N/A | 3.0 | 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 | 3.5 | N/A | 3.8 | N/A | 3.1 | N/A | 0.0 | N/A |
| Total Hospital | 2.3 | 4.3 | 0.53 | 5.3 | 0.43 | 2.9 | 0.78 | 2.4 | 0.96 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,371 | 1,408 | 0.97 | 3,217 | 0.43 | 249 | 5.50 | 1,295 | 1.06 |
| Outpatient | 6,920 | 4,098 | 1.69 | 5,734 | 1.21 | 1,286 | 5.38 | 6,918 | 1.00 |
| Inpatient as % of All Surgeries | 16.5% | 25.6% | 0.65 | 35.9% | 0.46 | 16.2% | 1.02 | 15.8% | 1.05 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 36,158 | 132,001 | 0.27 | 280,833 | 0.13 | 24,580 | 1.47 | 28,954 | 1.25 |
| Emergency Visits | 0 | 17,964 | N/A | 47,284 | N/A | 4,890 | N/A | 0 | N/A |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 7.0 | 18.9 | 0.37 | 41.5 | 0.17 | 5.9 | 1.19 | 6.0 | 1.17 |
| Nurses, Licensed | 56.2 | 244.4 | 0.23 | 715.7 | 0.08 | 42.0 | 1.34 | 55.9 | 1.00 |
| Ancillary Nursing Personnel | 11.7 | 40.0 | 0.29 | 132.0 | 0.09 | 8.1 | 1.45 | 12.0 | 0.98 |
| All Other Personnel | 122.8 | 484.8 | 0.25 | 1,177.1 | 0.10 | 98.5 | 1.25 | 115.2 | 1.07 |
| Total FTEs | 197.6 | 788.1 | 0.25 | 2,066.3 | 0.10 | 154.4 | 1.28 | 189.1 | 1.05 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 34.7 | 15.1 | 2.30 | 11.9 | 2.92 | 32.0 | 1.08 | 30.4 | 1.14 |
| Nurses, Licensed | 278.1 | 195.2 | 1.42 | 204.4 | 1.36 | 227.6 | 1.22 | 283.6 | 0.98 |
| Ancillary Nursing Personnel | 58.1 | 32.0 | 1.82 | 37.7 | 1.54 | 43.9 | 1.32 | 60.9 | 0.95 |
| All Other Personnel | 608.0 | 387.3 | 1.57 | 336.1 | 1.81 | 534.3 | 1.14 | 584.0 | 1.04 |
| Total FTEs | 978.9 | 629.5 | 1.55 | 590.0 | 1.66 | 837.8 | 1.17 | 959.0 | 1.02 |

Total Hospital:

Beds Set Up & Staffed 30
 Discharges 1,392
 Inpatient Days 3,178

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 12/31/2017 | 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 | 1,392 | 3,178 | 29.0% | 8.7 | 2.3 |
| 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 | 7 | 0 | 7.0 | Surgical Personnel | 21 | 5 | 23.7 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 6 | 4 | 8.7 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Sonographers | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 34 | 41 | 54.6 | Occupational Therapists | 2 | 6 | 5.1 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapists | 13 | 13 | 20.0 |
| Ancillary Nursing Personnel | 8 | 11 | 11.7 | 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 | 0 | 0.0 |
| Nurse Practitioners | 1 | 1 | 1.6 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 4 | 2.3 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 18 | 9 | 23.4 |
| Health Info Mgmt-Administrators/Technicians | 10 | 1 | 10.5 | All Other Personnel | 14 | 4 | 15.9 |
| Pharmacy Personnel | 3 | 5 | 3.9 | | | | |
| Clinical Laboratory Personnel | 3 | 6 | 5.3 | | | | |
| | | | | Total | 144 | 110 | 197.6 |

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| | | | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2017 vs. 2016 | |
|--|--------------|-------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|
| Selected Financial Statistics | | | Value | Ratio | 2B Value | Ratio | 2 Value | Ratio | FY 2016 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$54,883,151 | 36.6% | 44.8% | 0.82 | 41.7% | 0.88 | 45.4% | 0.81 | 32.8% | 1.11 |
| Medical Assistance | \$11,953,802 | 8.0% | 14.4% | 0.55 | 21.7% | 0.37 | 11.2% | 0.71 | 8.5% | 0.94 |
| Commercial | \$82,809,315 | 55.2% | 36.6% | 1.51 | 33.0% | 1.67 | 40.6% | 1.36 | 58.2% | 0.95 |
| All Other | \$500,090 | 0.3% | 4.2% | 0.08 | 3.6% | 0.09 | 2.8% | 0.12 | 0.4% | 0.78 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$40,307,110 | 26.8% | 32.9% | 0.82 | 32.1% | 0.84 | 26.7% | 1.00 | 24.0% | 1.12 |
| Medical Assistance | \$10,167,512 | 6.8% | 10.7% | 0.63 | 16.1% | 0.42 | 7.8% | 0.86 | 7.5% | 0.90 |
| Commercial | \$32,080,279 | 21.4% | 14.8% | 1.44 | 14.5% | 1.48 | 13.1% | 1.63 | 22.5% | 0.95 |
| Charity Care | \$230,210 | 0.2% | 1.0% | 0.16 | 1.3% | 0.12 | 0.5% | 0.30 | 0.4% | 0.35 |
| Bad Debt | \$916,797 | 0.6% | 1.1% | 0.58 | 0.9% | 0.67 | 1.6% | 0.39 | 0.9% | 0.66 |
| All Other | \$492,386 | 0.3% | 1.9% | 0.17 | 1.1% | 0.30 | 1.0% | 0.32 | 0.3% | 1.16 |
| Total Deductions | \$84,194,294 | 56.1% | 62.4% | 0.90 | 65.9% | 0.85 | 50.8% | 1.10 | 55.7% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 1.2% | 6.3% | 0.20 | 3.5% | 0.36 | 3.0% | 0.42 | 0.7% | 1.87 |
| Net Gains/Losses as % of Net Income | | N/A | 12.7% | N/A | N/A | N/A | 4.4% | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$16,962,787 | 42.7% | 44.7% | 0.95 | 37.1% | 1.15 | 48.1% | 0.89 | 41.2% | 1.04 |
| Supplies & Services | \$20,481,376 | 51.6% | 47.9% | 1.08 | 56.6% | 0.91 | 43.6% | 1.18 | 53.6% | 0.96 |
| Capital Component | \$2,263,156 | 5.7% | 7.4% | 0.77 | 6.4% | 0.89 | 8.2% | 0.69 | 5.2% | 1.09 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 40.5% | 8.9% | 4.53 | 9.7% | 4.17 | 14.0% | 2.91 | 40.8% | 0.99 |
| Total Hospital Net Income (%) | | 40.5% | 10.1% | 4.01 | 9.0% | 4.51 | 14.5% | 2.79 | 40.8% | 0.99 |
| Return on Equity (%) | | 48.9% | 7.6% | 6.44 | 6.2% | 7.85 | 12.9% | 3.79 | 49.9% | 0.98 |
| Current Ratio | | 4.9 | 5.6 | 0.86 | 11.0 | 0.44 | 3.6 | 1.35 | 5.2 | 0.93 |
| Days in Net Patient Accounts Receivable | | 60.9 | 51.4 | 1.18 | 50.4 | 1.21 | 54.9 | 1.11 | 58.8 | 1.04 |
| Average Payment Period | | 44.1 | 41.5 | 1.06 | 28.5 | 1.55 | 53.8 | 0.82 | 40.1 | 1.10 |
| Equity Financing (%) | | 74.5% | 73.6% | 1.01 | 78.6% | 0.95 | 59.1% | 1.26 | 73.5% | 1.01 |
| Long-Term Debt to Equity Ratio | | 0.2 | 0.2 | 1.33 | 0.1 | 2.61 | 0.5 | 0.48 | 0.2 | 0.90 |
| Times Interest Earned | | 242.6 | 14.1 | 17.23 | 13.4 | 18.15 | 14.4 | 16.80 | 349.2 | 0.69 |
| Total Asset Turnover | | 1.2 | 0.7 | 1.63 | 0.7 | 1.72 | 0.9 | 1.37 | 1.2 | 0.99 |
| Average Age of Plant (Years) | | 9.2 | 9.3 | 0.99 | 9.8 | 0.94 | 9.3 | 0.98 | 9.0 | 1.01 |
| Increase (Decrease) Total Net Patient Revenue | | 3.9% | 3.6% | 1.09 | 4.0% | 0.97 | 4.3% | 0.92 | 3.5% | 1.13 |
| Outpatient Gross Revenue (% of Total GPR) | | 56.7% | 60.9% | 0.93 | 51.1% | 1.11 | 74.3% | 0.76 | 57.1% | 0.99 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$21,213 | | \$15,675 | 1.35 | \$19,662 | 1.08 | \$14,111 | 1.50 | \$21,233 | 1.00 |
| Inpatient Net Revenue per Day | \$9,245 | | \$3,540 | 2.61 | \$3,637 | 2.54 | \$4,070 | 2.27 | \$8,961 | 1.03 |
| Outpatient Net Revenue per Visit | \$1,033 | | \$654 | 1.58 | \$707 | 1.46 | \$801 | 1.29 | \$1,279 | 0.81 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$150,146,358 | Cash & Cash Equivalents | \$10,066,091 | Current Liabilities | \$4,568,054 |
| Less Deductions | \$84,194,294 | Net Patient Receivables | \$10,997,619 | Long-Term Debt | \$9,055,116 |
| Net Patient Revenue | \$65,952,064 | Other Receivables | \$0 | Other Liabilities | \$475,658 |
| Plus Other Revenue | \$832,372 | | | Subtotal | \$14,098,828 |
| Total Revenue | \$66,784,436 | Land, Buildings & Equipment (Net) | \$33,170,783 | Unrestricted Fund Balance | \$41,230,456 |
| Less Expenses | \$39,707,319 | Other Assets | \$1,094,791 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$5,993 | | | Total Liabilities & Fund Balance | \$55,329,284 |
| Net Income | \$27,071,124 | Total Assets | \$55,329,284 | | |