

079 Froedtert Memorial Lutheran Hospital, Inc
 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

		All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2017 vs. 2016	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	77.0%	55.4%	1.39	70.7%	1.09	68.9%	1.12	73.4%	1.05
Obstetrics	45.3%	38.4%	1.18	47.2%	0.49	47.9%	0.95	105.3%	0.43
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	76.6%	56.3%	1.36	69.7%	1.10	66.1%	1.16	76.0%	1.01
Average Census (Patients)									
Adult Medical-Surgical	254.9	26.5	9.61	114.3	2.23	101.6	2.51	231.8	1.10
Obstetrics	23.1	5.0	4.60	20.4	1.13	14.7	1.57	20.0	1.15
Pediatrics	0.0	1.4	N/A	14.2	N/A	3.6	N/A	0.0	N/A
Total Hospital	447.9	48.3	9.27	169.0	2.65	193.9	2.31	407.4	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	3.9	1.19	4.6	1.00	4.3	1.07	4.4	1.05
Obstetrics	2.9	2.6	1.15	2.8	1.05	2.7	1.07	3.1	0.96
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.6	4.3	1.29	5.3	1.04	4.8	1.17	5.5	1.02
Surgical Operations									
Inpatient	9,587	1,408	6.81	3,217	2.98	5,364	1.79	8,530	1.12
Outpatient	9,385	4,098	2.29	5,734	1.64	13,857	0.68	9,005	1.04
Inpatient as % of All Surgeries	50.5%	25.6%	1.98	35.9%	1.41	27.9%	1.81	48.6%	1.04
Outpatient Visits									
Non-Emergency Visits	751,923	132,001	5.70	280,833	2.68	422,002	1.78	670,032	1.12
Emergency Visits	57,268	17,964	3.19	47,284	1.21	48,744	1.17	53,196	1.08
Full-Time Equivalents (FTEs)									
Administrators	242.0	18.9	12.81	41.5	5.83	55.0	4.40	217.8	1.11
Nurses, Licensed	1,983.2	244.4	8.12	715.7	2.77	909.8	2.18	1,862.0	1.07
Ancillary Nursing Personnel	340.7	40.0	8.51	132.0	2.58	148.5	2.29	324.5	1.05
All Other Personnel	2,795.5	484.8	5.77	1,177.1	2.37	1,773.6	1.58	2,654.8	1.05
Total FTEs	5,361.4	788.1	6.80	2,066.3	2.59	2,886.8	1.86	5,059.0	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.1	15.1	1.73	11.9	2.20	12.1	2.16	25.1	1.04
Nurses, Licensed	213.6	195.2	1.09	204.4	1.05	199.8	1.07	214.6	1.00
Ancillary Nursing Personnel	36.7	32.0	1.15	37.7	0.97	32.6	1.12	37.4	0.98
All Other Personnel	301.0	387.3	0.78	336.1	0.90	389.6	0.77	306.0	0.98
Total FTEs	577.3	629.5	0.92	590.0	0.98	634.1	0.91	583.1	0.99

Total Hospital:

Beds Set Up & Staffed 585
 Discharges 29,332
 Inpatient Days 163,479

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 32
 Total Births 2,736
 Newborn Days 5,501

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	331	20,131	93,028	77.0%	254.9	4.6
Orthopedic	1	27	1,766	7,978	81.0%	21.9	4.5
Rehabilitation & Physical Medicine	1	28	576	7,818	76.5%	21.4	13.6
Hospice	3	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	62	2,503	20,267	0.0%	55.5	8.1
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	51	2,858	8,426	45.3%	23.1	2.9
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	1	47	774	14,227	82.9%	39.0	18.4
Cardiac Intensive Unit	1	20	358	5,540	75.9%	15.2	15.5
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	3	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	19	300	6,195	89.3%	17.0	20.7
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	235	11	242.0	Surgical Personnel	92	19	102.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	222	141	287.5
Medical & Dental Residents	0	0	0.0	Sonographers	21	17	31.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	62	24	73.8
Registered Nurses	1,538	713	1,916.6	Occupational Therapists	29	43	47.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.9
Licensed Practical Nurses	2	0	2.0	Physical Therapists	48	54	72.2
Ancillary Nursing Personnel	182	364	340.7	Physical Therapy Assistants/Aides	5	7	9.5
Medical Assistants	95	24	109.5	Recreational Therapists	1	0	1.0
Physician Assistants	0	3	1.9	Dietitians & Nutritionists	22	18	32.4
Nurse Practitioners	3	5	4.7	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	43	1	43.0	Social Workers	46	16	52.3
Clinical Nurse Specialists	15	4	17.0	All Other Health Professionals	734	308	872.5
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	704	188	805.2
Pharmacy Personnel	237	124	273.8				
Clinical Laboratory Personnel	11	3	13.0				
				Total	4,355	2,089	5,361.4

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Milwaukee, WI 53226			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$1,690,088,176	42.5%	44.8%	0.95	41.7%	1.02	45.3%	0.94	40.4%	1.05	
Medical Assistance	\$622,132,997	15.6%	14.4%	1.09	21.7%	0.72	13.1%	1.19	15.9%	0.98	
Commercial	\$1,416,542,914	35.6%	36.6%	0.97	33.0%	1.08	37.0%	0.96	37.5%	0.95	
All Other	\$250,944,226	6.3%	4.2%	1.49	3.6%	1.77	4.5%	1.40	6.2%	1.02	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$1,250,116,060	31.4%	32.9%	0.95	32.1%	0.98	34.5%	0.91	29.4%	1.07	
Medical Assistance	\$468,519,529	11.8%	10.7%	1.10	16.1%	0.73	10.2%	1.16	12.0%	0.98	
Commercial	\$622,216,191	15.6%	14.8%	1.06	14.5%	1.08	16.0%	0.98	15.7%	1.00	
Charity Care	\$25,290,948	0.6%	1.0%	0.64	1.3%	0.51	1.0%	0.66	0.6%	0.99	
Bad Debt	\$36,946,966	0.9%	1.1%	0.88	0.9%	1.02	1.0%	0.94	0.4%	2.18	
All Other	\$59,549,722	1.5%	1.9%	0.78	1.1%	1.37	1.9%	0.79	1.4%	1.05	
Total Deductions	\$2,462,639,416	61.9%	62.4%	0.99	65.9%	0.94	64.5%	0.96	59.6%	1.04	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.9%	6.3%	0.30	3.5%	0.55	5.9%	0.33	2.2%	0.88	
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	N/A	N/A	17.3%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$437,823,382	31.2%	44.7%	0.70	37.1%	0.84	44.0%	0.71	30.9%	1.01	
Supplies & Services	\$877,516,357	62.5%	47.9%	1.31	56.6%	1.11	49.6%	1.26	62.8%	1.00	
Capital Component	\$88,241,920	6.3%	7.4%	0.85	6.4%	0.98	6.4%	0.98	6.3%	1.00	
Fiscal Statistics											
Operating Margin (%)		9.3%	8.9%	1.04	9.7%	0.95	7.7%	1.21	11.1%	0.83	
Total Hospital Net Income (%)		7.9%	10.1%	0.78	9.0%	0.88	9.1%	0.87	9.8%	0.81	
Return on Equity (%)		13.1%	7.6%	1.72	6.2%	2.10	6.9%	1.88	17.3%	0.76	
Current Ratio		3.7	5.6	0.66	11.0	0.34	5.6	0.66	3.3	1.12	
Days in Net Patient Accounts Receivable		45.3	51.4	0.88	50.4	0.90	52.1	0.87	43.5	1.04	
Average Payment Period		17.5	41.5	0.42	28.5	0.61	43.2	0.40	17.7	0.99	
Equity Financing (%)		89.8%	73.6%	1.22	78.6%	1.14	76.9%	1.17	90.0%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.2	0.00	0.1	0.00	0.1	0.00	0.0	0.70	
Times Interest Earned		7.8	14.1	0.55	13.4	0.58	17.0	0.46	9.7	0.81	
Total Asset Turnover		1.7	0.7	2.26	0.7	2.39	0.8	2.23	1.8	0.94	
Average Age of Plant (Years)		10.1	9.3	1.08	9.8	1.03	10.4	0.97	10.3	0.98	
Increase (Decrease) Total Net Patient Revenue		8.2%	3.6%	2.25	4.0%	2.02	4.9%	1.66	7.7%	1.06	
Outpatient Gross Revenue (% of Total GPR)		51.8%	60.9%	0.85	51.1%	1.01	56.8%	0.91	53.4%	0.97	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$26,460		\$15,675	1.69	\$19,662	1.35	\$17,864	1.48	\$24,849	1.06	
Inpatient Net Revenue per Day	\$4,747		\$3,540	1.34	\$3,637	1.31	\$3,709	1.28	\$4,570	1.04	
Outpatient Net Revenue per Visit	\$961		\$654	1.47	\$707	1.36	\$733	1.31	\$1,024	0.94	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$3,979,708,313	Cash & Cash Equivalents	\$24,571,921	Current Liabilities	\$64,578,895
Less Deductions	\$2,462,639,416	Net Patient Receivables	\$188,116,613	Long-Term Debt	\$294,796
Net Patient Revenue	\$1,517,068,897	Other Receivables	\$4,258,518	Other Liabilities	\$29,759,309
Plus Other Revenue	\$29,795,150			Subtotal	\$94,633,000
Total Revenue	\$1,546,864,047	Land, Buildings & Equipment (Net)	\$674,093,422		
Less Expenses	\$1,403,581,659	Other Assets	\$32,587,526	Unrestricted Fund Balance	\$828,995,000
Non-Operating Gains/Losses	-\$22,482,389			Restricted Fund Balance	\$29,979,000
Net Income	\$120,799,999	Total Assets	\$923,628,000	Total Liabilities & Fund Balance	\$923,628,000