

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 2018 vs. 2017	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.7%	N/A	69.6%	N/A	20.1%	N/A	0.0%	N/A
Obstetrics	0.0%	41.5%	N/A	56.7%	N/A	16.5%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.1%	57.5%	0.51	72.0%	0.40	24.5%	1.19	29.0%	1.00
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.4	N/A	111.4	N/A	3.2	N/A	0.0	N/A
Obstetrics	0.0	5.6	N/A	25.1	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	16.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.7	49.4	0.18	172.5	0.05	4.6	1.88	8.7	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.9	N/A	4.8	N/A	3.0	N/A	0.0	N/A
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.1	4.4	0.49	5.6	0.39	2.9	0.75	2.3	0.94
Surgical Operations									
Inpatient	1,470	1,396	1.05	3,208	0.46	350	4.20	1,371	1.07
Outpatient	7,493	4,206	1.78	5,759	1.30	1,888	3.97	6,920	1.08
Inpatient as % of All Surgeries	16.4%	24.9%	0.66	35.8%	0.46	15.6%	1.05	16.5%	0.99
Outpatient Visits									
Non-Emergency Visits	39,586	136,074	0.29	268,757	0.15	24,234	1.63	36,158	1.09
Emergency Visits	0	18,688	N/A	47,390	N/A	3,778	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	7.0	19.3	0.36	44.4	0.16	5.4	1.29	7.0	1.00
Nurses, Licensed	56.9	239.2	0.24	740.7	0.08	46.6	1.22	56.2	1.01
Ancillary Nursing Personnel	11.0	40.0	0.27	137.5	0.08	8.1	1.35	11.7	0.93
All Other Personnel	127.0	480.4	0.26	1,202.9	0.11	107.7	1.18	122.8	1.03
Total FTEs	201.9	779.0	0.26	2,125.5	0.09	167.8	1.20	197.6	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	33.5	14.9	2.26	12.3	2.72	30.5	1.10	34.7	0.97
Nurses, Licensed	272.4	183.7	1.48	205.0	1.33	261.4	1.04	278.1	0.98
Ancillary Nursing Personnel	52.4	30.8	1.70	38.0	1.38	45.4	1.15	58.1	0.90
All Other Personnel	608.0	369.0	1.65	332.9	1.83	604.7	1.01	608.0	1.00
Total FTEs	966.3	598.3	1.62	588.2	1.64	941.9	1.03	978.9	0.99

Total Hospital:

Beds Set Up & Staffed 30
 Discharges 1,486
 Inpatient Days 3,189

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:

Bassinetts 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	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	1,486	3,189	29.1%	8.7	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	7	0	7.0	Surgical Personnel	24	4	26.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	5	8.2
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	35	40	55.3	Occupational Therapists	1	5	3.3
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	15	22.2
Ancillary Nursing Personnel	6	8	11.0	Physical Therapy Assistants/Aides	3	2	4.1
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	5	2.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	20	9	26.2
Health Info Mgmt-Administrators/Technicians	10	1	10.5	All Other Personnel	15	2	15.7
Pharmacy Personnel	3	1	3.1				
Clinical Laboratory Personnel	2	7	4.8				
				Total	146	105	201.9

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$65,250,979	38.3%	45.7%	0.84	42.9%	0.89	45.3%	0.85	36.6%	1.05
Medical Assistance	\$12,769,190	7.5%	14.0%	0.54	20.9%	0.36	9.6%	0.78	8.0%	0.94
Commercial	\$91,835,935	53.9%	35.8%	1.50	32.3%	1.67	42.0%	1.28	55.2%	0.98
All Other	\$574,947	0.3%	4.5%	0.07	3.8%	0.09	3.1%	0.11	0.3%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$48,700,834	28.6%	34.1%	0.84	33.8%	0.84	27.2%	1.05	26.8%	1.06
Medical Assistance	\$11,236,053	6.6%	10.6%	0.62	15.9%	0.41	7.0%	0.94	6.8%	0.97
Commercial	\$36,306,352	21.3%	14.7%	1.45	14.3%	1.49	13.4%	1.59	21.4%	1.00
Charity Care	\$123,829	0.1%	1.0%	0.07	1.1%	0.06	0.6%	0.12	0.2%	0.47
Bad Debt	\$634,436	0.4%	1.1%	0.35	1.0%	0.36	1.3%	0.28	0.6%	0.61
All Other	\$538,701	0.3%	2.0%	0.16	1.2%	0.26	1.4%	0.22	0.3%	0.96
Total Deductions	\$97,540,205	57.2%	63.3%	0.90	67.4%	0.85	50.9%	1.12	56.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.4%	5.5%	0.26	4.0%	0.35	3.0%	0.46	1.2%	1.13
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	N/A	N/A	2.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,914,460	42.2%	44.1%	0.96	36.9%	1.14	45.2%	0.93	42.7%	0.99
Supplies & Services	\$22,211,917	52.3%	49.0%	1.07	56.8%	0.92	46.7%	1.12	51.6%	1.01
Capital Component	\$2,373,202	5.6%	6.9%	0.81	6.2%	0.90	8.1%	0.69	5.7%	0.98
Fiscal Statistics										
Operating Margin (%)		42.5%	8.4%	5.08	10.0%	4.25	14.9%	2.85	40.5%	1.05
Total Hospital Net Income (%)		42.4%	8.6%	4.95	9.5%	4.48	15.3%	2.78	40.5%	1.05
Return on Equity (%)		49.9%	6.3%	7.88	6.8%	7.37	14.6%	3.43	48.9%	1.02
Current Ratio		6.6	5.9	1.12	10.4	0.64	3.0	2.22	4.9	1.37
Days in Net Patient Accounts Receivable		61.2	51.6	1.19	48.9	1.25	58.4	1.05	60.9	1.00
Average Payment Period		41.1	38.5	1.07	29.1	1.41	56.8	0.72	44.1	0.93
Equity Financing (%)		77.9%	75.1%	1.04	86.6%	0.90	61.3%	1.27	74.5%	1.05
Long-Term Debt to Equity Ratio		0.2	0.2	1.12	0.1	3.12	0.4	0.47	0.2	0.81
Times Interest Earned		174.1	13.4	13.02	17.3	10.06	18.7	9.32	242.6	0.72
Total Asset Turnover		1.2	0.7	1.60	0.7	1.64	1.0	1.24	1.2	0.98
Average Age of Plant (Years)		10.1	9.9	1.02	10.0	1.01	8.5	1.19	9.2	1.10
Increase (Decrease) Total Net Patient Revenue		10.5%	5.4%	1.93	4.2%	2.48	2.5%	4.22	3.9%	2.67
Outpatient Gross Revenue (% of Total GPR)		58.0%	61.9%	0.94	52.1%	1.11	73.7%	0.79	56.7%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,895		\$15,830	1.32	\$20,637	1.01	\$15,847	1.32	\$21,213	0.98
Inpatient Net Revenue per Day	\$9,694		\$3,538	2.74	\$3,697	2.62	\$4,787	2.02	\$9,245	1.05
Outpatient Net Revenue per Visit	\$1,073		\$686	1.56	\$783	1.37	\$991	1.08	\$1,033	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$170,431,051	Cash & Cash Equivalents	\$17,121,735	Current Liabilities	\$4,572,238
Less Deductions	\$97,540,205	Net Patient Receivables	\$12,211,892	Long-Term Debt	\$8,738,284
Net Patient Revenue	\$72,890,846	Other Receivables	\$0	Other Liabilities	\$529,473
Plus Other Revenue	\$1,040,394			Subtotal	\$13,839,995
Total Revenue	\$73,931,240	Land, Buildings & Equipment (Net)	\$32,470,951	Unrestricted Fund Balance	\$48,926,121
Less Expenses	\$42,499,579	Other Assets	\$961,538	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$121,996			Total Liabilities & Fund Balance	\$62,766,116
Net Income	\$31,309,665	Total Assets	\$62,766,116		