

**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 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	82.2%	55.7%	1.48	69.6%	1.18	69.4%	1.18	77.0%	1.07
Obstetrics	50.0%	41.5%	1.20	56.7%	0.45	52.7%	0.95	45.3%	1.10
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	79.6%	57.5%	1.39	72.0%	1.11	67.8%	1.18	76.6%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	278.0	26.4	10.54	111.4	2.49	101.2	2.75	254.9	1.09
Obstetrics	25.5	5.6	4.53	25.1	1.01	15.7	1.63	23.1	1.10
Pediatrics	0.0	1.4	N/A	16.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	481.1	49.4	9.75	172.5	2.79	195.9	2.46	447.9	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.7	3.9	1.20	4.8	0.98	4.4	1.08	4.6	1.02
Obstetrics	2.9	2.5	1.14	2.7	1.08	2.6	1.11	2.9	0.99
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	5.6	4.4	1.28	5.6	1.01	4.8	1.17	5.6	1.01
<b>Surgical Operations</b>									
Inpatient	9,849	1,396	7.05	3,208	3.07	5,208	1.89	9,587	1.03
Outpatient	9,823	4,206	2.34	5,759	1.71	14,763	0.67	9,385	1.05
Inpatient as % of All Surgeries	50.1%	24.9%	2.01	35.8%	1.40	26.1%	1.92	50.5%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	799,127	136,074	5.87	268,757	2.97	473,499	1.69	751,923	1.06
Emergency Visits	56,754	18,688	3.04	47,390	1.20	53,629	1.06	57,268	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	246.8	19.3	12.76	44.4	5.55	64.0	3.85	242.0	1.02
Nurses, Licensed	2,120.3	239.2	8.87	740.7	2.86	866.8	2.45	1,983.2	1.07
Ancillary Nursing Personnel	354.6	40.0	8.85	137.5	2.58	141.9	2.50	340.7	1.04
All Other Personnel	2,965.5	480.4	6.17	1,202.9	2.47	1,693.5	1.75	2,795.5	1.06
Total FTEs	5,687.2	779.0	7.30	2,125.5	2.68	2,766.3	2.06	5,361.4	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	24.7	14.9	1.66	12.3	2.01	13.7	1.80	26.1	0.95
Nurses, Licensed	212.1	183.7	1.15	205.0	1.03	186.0	1.14	213.6	0.99
Ancillary Nursing Personnel	35.5	30.8	1.15	38.0	0.93	30.4	1.17	36.7	0.97
All Other Personnel	296.6	369.0	0.80	332.9	0.89	363.3	0.82	301.0	0.99
Total FTEs	568.8	598.3	0.95	588.2	0.97	593.5	0.96	577.3	0.99

**Total Hospital:**

Beds Set Up & Staffed 604  
 Discharges 31,170  
 Inpatient Days 175,586

**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:**

Bassinet 32  
 Total Births 3,023  
 Newborn Days 6,048

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	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	1	338	21,464	101,453	82.2%	278.0	4.7
Orthopedic	1	20	1,276	5,954	81.6%	16.3	4.7
Rehabilitation & Physical Medicine	1	28	584	7,621	74.6%	20.9	13.0
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	2,402	20,859	0.0%	57.1	8.7
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	51	3,201	9,303	50.0%	25.5	2.9
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	45	884	13,839	84.3%	37.9	15.7
Cardiac Intensive Unit	1	20	359	6,177	84.6%	16.9	17.2
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)	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	1	40	919	10,380	71.1%	28.4	11.3
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	3	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	242	8	246.8	Surgical Personnel	98	20	110.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	229	146	300.2
Medical & Dental Residents	0	0	0.0	Sonographers	24	15	34.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	65	23	77.3
Registered Nurses	1,628	756	2,040.2	Occupational Therapists	32	42	49.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	50	55	77.0
Ancillary Nursing Personnel	192	389	354.6	Physical Therapy Assistants/Aides	6	6	9.7
Medical Assistants	117	18	127.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	3	1.7	Dietitians & Nutritionists	22	19	33.0
Nurse Practitioners	6	8	11.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	52	2	52.1	Social Workers	49	18	57.1
Clinical Nurse Specialists	14	2	15.0	All Other Health Professionals	727	386	912.7
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	749	218	860.3
Pharmacy Personnel	253	146	292.2				
Clinical Laboratory Personnel	11	5	13.2				
				<b>Total</b>	<b>4,577</b>	<b>2,285</b>	<b>5,687.2</b>

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Milwaukee, WI 53226			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$2,036,955,191	44.2%	45.7%	0.97	42.9%	1.03	46.0%	0.96	42.5%	1.04	
Medical Assistance	\$705,233,010	15.3%	14.0%	1.09	20.9%	0.73	12.8%	1.20	15.6%	0.98	
Commercial	\$1,570,593,923	34.0%	35.8%	0.95	32.3%	1.05	36.0%	0.95	35.6%	0.96	
All Other	\$300,559,359	6.5%	4.5%	1.45	3.8%	1.69	5.3%	1.24	6.3%	1.03	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$1,543,263,562	33.5%	34.1%	0.98	33.8%	0.99	35.3%	0.95	31.4%	1.06	
Medical Assistance	\$548,725,671	11.9%	10.6%	1.13	15.9%	0.75	10.0%	1.19	11.8%	1.01	
Commercial	\$719,564,141	15.6%	14.7%	1.06	14.3%	1.09	16.0%	0.97	15.6%	1.00	
Charity Care	\$26,391,298	0.6%	1.0%	0.59	1.1%	0.51	1.0%	0.60	0.6%	0.90	
Bad Debt	\$44,233,951	1.0%	1.1%	0.90	1.0%	0.93	0.9%	1.02	0.9%	1.03	
All Other	\$80,658,942	1.7%	2.0%	0.89	1.2%	1.46	2.2%	0.78	1.5%	1.17	
Total Deductions	\$2,962,837,565	64.2%	63.3%	1.01	67.4%	0.95	65.5%	0.98	61.9%	1.04	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.8%	5.5%	0.33	4.0%	0.45	6.8%	0.27	1.9%	0.94	
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	N/A	N/A	1.9%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$472,247,368	31.2%	44.1%	0.71	36.9%	0.85	43.1%	0.72	31.2%	1.00	
Supplies & Services	\$945,393,635	62.5%	49.0%	1.27	56.8%	1.10	50.4%	1.24	62.5%	1.00	
Capital Component	\$94,899,212	6.3%	6.9%	0.91	6.2%	1.01	6.4%	0.98	6.3%	1.00	
Fiscal Statistics											
Operating Margin (%)		10.0%	8.4%	1.20	10.0%	1.00	8.5%	1.18	9.3%	1.08	
Total Hospital Net Income (%)		8.1%	8.6%	0.95	9.5%	0.86	8.7%	0.94	7.9%	1.03	
Return on Equity (%)		13.6%	6.3%	2.15	6.8%	2.01	6.7%	2.04	13.1%	1.04	
Current Ratio		3.4	5.9	0.57	10.4	0.33	6.2	0.55	3.7	0.91	
Days in Net Patient Accounts Receivable		45.3	51.6	0.88	48.9	0.93	50.7	0.89	45.3	1.00	
Average Payment Period		17.6	38.5	0.46	29.1	0.61	38.6	0.46	17.5	1.01	
Equity Financing (%)		91.4%	75.1%	1.22	86.6%	1.06	76.2%	1.20	89.8%	1.02	
Long-Term Debt to Equity Ratio		0.0	0.2	0.00	0.1	0.00	0.1	0.00	0.0	0.80	
Times Interest Earned		8.7	13.4	0.65	17.3	0.50	13.7	0.64	7.8	1.12	
Total Asset Turnover		1.7	0.7	2.31	0.7	2.37	0.8	2.21	1.7	1.02	
Average Age of Plant (Years)		10.0	9.9	1.01	10.0	1.00	10.8	0.93	10.1	0.99	
Increase (Decrease) Total Net Patient Revenue		8.8%	5.4%	1.62	4.2%	2.08	6.1%	1.44	8.2%	1.08	
Outpatient Gross Revenue (% of Total GPR)		51.7%	61.9%	0.83	52.1%	0.99	58.0%	0.89	51.8%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$26,590		\$15,830	1.68	\$20,637	1.29	\$17,621	1.51	\$26,460	1.00	
Inpatient Net Revenue per Day	\$4,701		\$3,538	1.33	\$3,697	1.27	\$3,654	1.29	\$4,747	0.99	
Outpatient Net Revenue per Visit	\$1,012		\$686	1.47	\$783	1.29	\$698	1.45	\$961	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,613,341,483	Cash & Cash Equivalents	\$2,312,118	Current Liabilities	\$69,960,279
Less Deductions	\$2,962,837,565	Net Patient Receivables	\$204,731,244	Long-Term Debt	\$256,919
Net Patient Revenue	\$1,650,503,918	Other Receivables	\$4,450,169	Other Liabilities	\$14,362,802
Plus Other Revenue	\$30,549,875			Subtotal	\$84,580,000
Total Revenue	\$1,681,053,793	Land, Buildings & Equipment (Net)	\$749,908,811	Unrestricted Fund Balance	\$900,715,000
Less Expenses	\$1,512,540,215	Other Assets	\$23,892,658	Restricted Fund Balance	\$28,882,000
Non-Operating Gains/Losses	-\$34,374,661			Total Liabilities & Fund Balance	\$985,295,000
Net Income	\$134,138,917	Total Assets	\$985,295,000		