

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 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	52.4%	N/A	66.4%	N/A	17.7%	N/A	0.0%	N/A
Obstetrics	0.0%	36.2%	N/A	43.0%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	22.5%	53.9%	0.42	66.2%	0.34	19.6%	1.15	30.3%	0.74
Average Census (Patients)									
Adult Medical-Surgical	0.0	25.5	N/A	111.5	N/A	2.7	N/A	0.0	N/A
Obstetrics	0.0	4.7	N/A	16.3	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	7.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.7	47.4	0.14	162.1	0.04	3.6	1.89	9.1	0.74
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.3	N/A	5.4	N/A	3.3	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.4	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	1.9	4.7	0.41	5.8	0.33	3.0	0.65	2.1	0.92
Surgical Operations									
Inpatient	1,282	1,280	1.00	2,762	0.46	228	5.63	1,573	0.82
Outpatient	6,404	4,115	1.56	4,604	1.39	1,022	6.27	7,512	0.85
Inpatient as % of All Surgeries	16.7%	23.7%	0.70	37.5%	0.44	18.2%	0.92	17.3%	0.96
Outpatient Visits									
Non-Emergency Visits	51,659	127,898	0.40	235,708	0.22	29,970	1.72	42,672	1.21
Emergency Visits	0	15,799	N/A	39,022	N/A	3,972	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	10.0	20.3	0.49	58.5	0.17	5.2	1.93	10.5	0.95
Nurses, Licensed	61.3	255.1	0.24	773.0	0.08	42.2	1.45	57.6	1.06
Ancillary Nursing Personnel	6.8	42.6	0.16	167.4	0.04	6.8	1.00	6.8	1.00
All Other Personnel	139.6	501.2	0.28	1,237.1	0.11	106.2	1.31	140.1	1.00
Total FTEs	217.7	819.2	0.27	2,235.9	0.10	160.3	1.36	215.0	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	56.8	15.7	3.63	17.2	3.31	30.2	1.88	49.0	1.16
Nurses, Licensed	348.5	197.1	1.77	226.9	1.54	246.1	1.42	268.6	1.30
Ancillary Nursing Personnel	38.5	33.0	1.17	49.1	0.78	39.6	0.97	31.7	1.21
All Other Personnel	793.4	387.2	2.05	363.1	2.18	618.8	1.28	653.4	1.21
Total FTEs	1,237.2	633.0	1.95	656.3	1.89	934.7	1.32	1,002.7	1.23

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 1,282
 Inpatient Days 2,468

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 12/31/2020	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	1,282	2,468	22.5%	6.7	1.9
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.

* 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	10	0	10.0	Surgical Personnel	28	5	29.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	4	8.5
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	1.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	45	50	60.8	Occupational Therapists	0	8	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	24	16	29.0
Ancillary Nursing Personnel	4	19	6.8	Physical Therapy Assistants/Aides	4	0	4.0
Medical Assistants	0	1	0.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	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	9	4	10.1
Health Info Mgmt-Administrators/Technicians	11	0	11.0	All Other Personnel	34	8	37.9
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	1	1	1.5				
				Total	182	123	217.7

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$61,934,059	36.6%	46.6%	0.79	44.2%	0.83	47.7%	0.77	38.8%	0.94
Medical Assistance	\$12,698,389	7.5%	13.8%	0.55	20.8%	0.36	11.0%	0.68	7.6%	0.98
Commercial	\$93,591,224	55.3%	34.5%	1.61	31.0%	1.79	37.9%	1.46	53.0%	1.04
All Other	\$919,449	0.5%	5.1%	0.11	4.0%	0.13	3.4%	0.16	0.5%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$46,493,658	27.5%	35.0%	0.78	35.0%	0.79	26.3%	1.04	29.0%	0.95
Medical Assistance	\$10,864,321	6.4%	10.4%	0.62	15.7%	0.41	7.6%	0.84	6.5%	0.99
Commercial	\$36,920,207	21.8%	14.5%	1.50	13.8%	1.58	13.5%	1.62	20.0%	1.09
Charity Care	\$289,625	0.2%	1.0%	0.18	1.3%	0.13	0.7%	0.26	0.2%	0.72
Bad Debt	\$431,195	0.3%	1.2%	0.22	1.0%	0.25	1.3%	0.20	0.3%	1.01
All Other	\$635,816	0.4%	2.6%	0.15	1.2%	0.31	2.2%	0.17	0.3%	1.33
Total Deductions	\$95,634,822	56.5%	64.6%	0.87	68.0%	0.83	51.6%	1.10	56.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.3%	8.4%	0.40	8.2%	0.40	8.0%	0.42	1.1%	3.06
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	N/A	N/A	14.0%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,092,057	44.0%	43.5%	1.01	35.4%	1.24	45.5%	0.97	42.1%	1.05
Supplies & Services	\$22,897,361	50.2%	49.9%	1.01	58.6%	0.86	47.2%	1.06	52.5%	0.96
Capital Component	\$2,627,549	5.8%	6.6%	0.88	6.0%	0.96	7.3%	0.79	5.5%	1.05
Fiscal Statistics										
Operating Margin (%)		40.0%	7.5%	5.31	10.3%	3.87	10.9%	3.67	43.4%	0.92
Total Hospital Net Income (%)		40.0%	8.6%	4.63	9.9%	4.06	12.4%	3.21	43.4%	0.92
Return on Equity (%)		45.6%	4.1%	11.05	6.2%	7.35	1.2%	38.15	53.3%	0.86
Current Ratio		7.3	3.9	1.88	6.7	1.09	2.4	3.03	6.5	1.12
Days in Net Patient Accounts Receivable		65.0	71.5	0.91	49.7	1.31	397.6	0.16	59.8	1.09
Average Payment Period		38.5	90.1	0.43	51.9	0.74	577.7	0.07	42.5	0.91
Equity Financing (%)		81.3%	63.6%	1.28	81.7%	1.00	46.0%	1.77	78.7%	1.03
Long-Term Debt to Equity Ratio		0.1	0.3	0.28	0.1	1.06	0.8	0.10	0.1	0.67
Times Interest Earned		458.1	12.2	37.41	14.2	32.28	17.3	26.52	211.2	2.17
Total Asset Turnover		1.1	0.5	2.42	0.6	1.80	0.1	12.08	1.2	0.93
Average Age of Plant (Years)		11.3	14.1	0.80	11.0	1.03	60.0	0.19	10.3	1.09
Increase (Decrease) Total Net Patient Revenue		-10.4%	-2.2%	4.70	-1.8%	5.92	-3.0%	3.45	12.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		61.7%	63.0%	0.98	51.0%	1.21	79.2%	0.78	58.0%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$23,095	\$17,652	1.31	\$24,215	0.95	\$16,342	1.41	\$22,387	1.03
Inpatient Net Revenue per Day		\$12,011	\$3,704	3.24	\$4,018	2.99	\$4,448	2.70	\$10,751	1.12
Outpatient Net Revenue per Visit		\$858	\$780	1.10	\$850	1.01	\$767	1.12	\$1,106	0.78

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$169,143,122	Cash & Cash Equivalents	\$17,816,409	Current Liabilities	\$4,583,617
Less Deductions	\$95,634,822	Net Patient Receivables	\$13,058,132	Long-Term Debt	\$4,494,697
Net Patient Revenue	\$73,508,300	Other Receivables	\$0	Other Liabilities	\$3,387,620
Plus Other Revenue	\$2,535,228			Subtotal	\$12,465,934
Total Revenue	\$76,043,527	Land, Buildings & Equipment (Net)	\$30,075,188	Unrestricted Fund Balance	\$54,227,420
Less Expenses	\$45,616,967	Other Assets	\$5,743,625	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$8,631			Total Liabilities & Fund Balance	\$66,693,354
Net Income	\$30,417,929	Total Assets	\$66,693,354		