

**079 Froedtert Hospital**  
 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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	82.9%	52.4%	1.58	66.4%	1.25	64.6%	1.28	85.9%	0.96
Obstetrics	50.0%	36.2%	1.38	43.0%	0.59	49.9%	1.00	56.5%	0.89
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	76.3%	53.9%	1.42	66.2%	1.15	63.5%	1.20	82.5%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	309.2	25.5	12.11	111.5	2.77	106.5	2.90	292.9	1.06
Obstetrics	25.5	4.7	5.42	16.3	1.57	14.6	1.75	28.8	0.89
Pediatrics	0.0	1.1	N/A	7.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	525.9	47.4	11.11	162.1	3.24	204.5	2.57	509.0	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.9	4.3	1.15	5.4	0.92	4.8	1.04	5.1	0.98
Obstetrics	2.7	2.4	1.12	2.4	1.14	2.6	1.01	2.9	0.92
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.9	4.7	1.28	5.8	1.01	5.2	1.14	6.0	0.99
<b>Surgical Operations</b>									
Inpatient	10,298	1,280	8.04	2,762	3.73	5,196	1.98	10,276	1.00
Outpatient	9,377	4,115	2.28	4,604	2.04	15,397	0.61	9,859	0.95
Inpatient as % of All Surgeries	52.3%	23.7%	2.21	37.5%	1.40	25.2%	2.07	51.0%	1.03
<b>Outpatient Visits</b>									
Non-Emergency Visits	724,967	127,898	5.67	235,708	3.08	396,336	1.83	817,134	0.89
Emergency Visits	49,445	15,799	3.13	39,022	1.27	41,684	1.19	56,784	0.87
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	275.5	20.3	13.59	58.5	4.71	64.4	4.28	257.8	1.07
Nurses, Licensed	2,292.7	255.1	8.99	773.0	2.97	945.5	2.42	2,343.2	0.98
Ancillary Nursing Personnel	393.2	42.6	9.22	167.4	2.35	159.2	2.47	429.5	0.92
All Other Personnel	3,319.4	501.2	6.62	1,237.1	2.68	1,851.4	1.79	3,285.9	1.01
Total FTEs	6,280.8	819.2	7.67	2,235.9	2.81	3,020.5	2.08	6,316.3	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	26.2	15.7	1.67	17.2	1.52	13.4	1.95	24.5	1.07
Nurses, Licensed	217.7	197.1	1.10	226.9	0.96	197.1	1.10	222.3	0.98
Ancillary Nursing Personnel	37.3	33.0	1.13	49.1	0.76	33.2	1.12	40.7	0.92
All Other Personnel	315.1	387.2	0.81	363.1	0.87	386.0	0.82	311.8	1.01
Total FTEs	596.3	633.0	0.94	656.3	0.91	629.7	0.95	599.3	1.00

**Total Hospital:**  
 Beds Set Up & Staffed 689  
 Discharges 32,455  
 Inpatient Days 192,486

**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 3,288  
 Newborn Days 5,911

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	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	373	22,896	113,154	82.9%	309.2	4.9
Orthopedic	1	32	1,469	8,405	71.8%	23.0	5.7
Rehabilitation & Physical Medicine	1	26	567	7,325	77.0%	20.0	12.9
Hospice	4	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	94	2,397	21,619	0.0%	59.1	9.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	51	3,486	9,342	50.0%	25.5	2.7
<b>Psychiatric</b>	2	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	53	760	14,242	73.4%	38.9	18.7
Cardiac Intensive Unit	1	20	217	6,060	82.8%	16.6	27.9
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	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	40	663	12,339	84.3%	33.7	18.6
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	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	272	6	275.5	Surgical Personnel	93	17	99.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	242	163	321.4
Medical & Dental Residents	0	0	0.0	Sonographers	22	23	36.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	83	25	94.9
Registered Nurses	1,717	910	2,202.7	Occupational Therapists	39	57	67.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	2	1	2.7	Physical Therapists	61	66	91.1
Ancillary Nursing Personnel	193	489	393.2	Physical Therapy Assistants/Aides	6	7	9.7
Medical Assistants	125	27	141.9	Recreational Therapists	1	0	1.0
Physician Assistants	0	4	2.2	Dietitians & Nutritionists	24	18	35.4
Nurse Practitioners	5	9	10.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	57	7	57.9	Social Workers	63	21	70.7
Clinical Nurse Specialists	17	4	19.5	All Other Health Professionals	765	457	982.4
Health Info Mgmt-Administrators/Technicians	7	1	7.8	All Other Personnel	918	278	1,062.5
Pharmacy Personnel	242	96	275.3				
Clinical Laboratory Personnel	15	4	17.6				
				<b>Total</b>	<b>4,971</b>	<b>2,691</b>	<b>6,280.8</b>

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$2,413,445,558	44.9%	46.6%	0.96	44.2%	1.02	46.9%	0.96	44.7%	1.01
Medical Assistance	\$816,357,590	15.2%	13.8%	1.10	20.8%	0.73	12.7%	1.19	15.1%	1.01
Commercial	\$1,785,879,224	33.3%	34.5%	0.97	31.0%	1.07	34.7%	0.96	33.4%	0.99
All Other	\$353,530,590	6.6%	5.1%	1.28	4.0%	1.63	5.7%	1.17	6.8%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$1,857,015,911	34.6%	35.0%	0.99	35.0%	0.99	36.0%	0.96	34.2%	1.01
Medical Assistance	\$649,589,106	12.1%	10.4%	1.16	15.7%	0.77	9.8%	1.23	11.9%	1.02
Commercial	\$841,177,844	15.7%	14.5%	1.08	13.8%	1.13	15.7%	1.00	15.8%	0.99
Charity Care	\$50,814,162	0.9%	1.0%	0.99	1.3%	0.72	1.0%	0.98	0.6%	1.68
Bad Debt	\$50,814,162	0.9%	1.2%	0.81	1.0%	0.93	1.0%	0.93	1.0%	0.92
All Other	\$91,995,032	1.7%	2.6%	0.67	1.2%	1.41	2.7%	0.64	1.7%	1.01
Total Deductions	\$3,541,406,217	66.0%	64.6%	1.02	68.0%	0.97	66.2%	1.00	65.2%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.2%	8.4%	0.50	8.2%	0.51	8.0%	0.53	1.5%	2.80
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	N/A	N/A	13.7%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$551,921,916	31.9%	43.5%	0.73	35.4%	0.90	42.2%	0.76	31.5%	1.01
Supplies & Services	\$1,080,239,118	62.5%	49.9%	1.25	58.6%	1.07	52.0%	1.20	62.5%	1.00
Capital Component	\$96,709,728	5.6%	6.6%	0.85	6.0%	0.93	5.8%	0.96	6.0%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		9.4%	7.5%	1.25	10.3%	0.91	8.5%	1.11	8.4%	1.12
Total Hospital Net Income (%)		7.4%	8.6%	0.85	9.9%	0.75	9.7%	0.76	6.1%	1.20
Return on Equity (%)		11.4%	4.1%	2.75	6.2%	1.83	6.1%	1.85	10.1%	1.12
Current Ratio		1.2	3.9	0.31	6.7	0.18	4.7	0.26	2.8	0.43
Days in Net Patient Accounts Receivable		45.8	71.5	0.64	49.7	0.92	56.5	0.81	43.4	1.05
Average Payment Period		51.9	90.1	0.58	51.9	1.00	66.2	0.78	19.9	2.60
Equity Financing (%)		75.7%	63.6%	1.19	81.7%	0.93	67.7%	1.12	90.0%	0.84
Long-Term Debt to Equity Ratio		0.0	0.3	0.15	0.1	0.58	0.2	0.24	0.0	204.62
Times Interest Earned		8.5	12.2	0.70	14.2	0.60	16.4	0.52	7.5	1.14
Total Asset Turnover		1.6	0.5	3.34	0.6	2.49	0.6	2.53	1.7	0.94
Average Age of Plant (Years)		9.8	14.1	0.70	11.0	0.89	12.4	0.79	10.1	0.97
Increase (Decrease) Total Net Patient Revenue		2.4%	-2.2%	N/A	-1.8%	N/A	-0.7%	N/A	8.2%	0.29
Outpatient Gross Revenue (% of Total GPR)		49.9%	63.0%	0.79	51.0%	0.98	57.1%	0.87	52.0%	0.96
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$30,109	\$17,652	1.71	\$24,215	1.24	\$20,210	1.49	\$28,493	1.06	
Inpatient Net Revenue per Day	\$5,060	\$3,704	1.37	\$4,018	1.26	\$3,871	1.31	\$4,784	1.06	
Outpatient Net Revenue per Visit	\$1,164	\$780	1.49	\$850	1.37	\$898	1.30	\$1,092	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,369,212,964	Cash & Cash Equivalents	\$2,740,338	Current Liabilities	\$234,952,996
Less Deductions	\$3,541,406,217	Net Patient Receivables	\$228,578,906	Long-Term Debt	\$41,756,765
Net Patient Revenue	\$1,827,806,747	Other Receivables	\$5,992,669	Other Liabilities	\$17,005,239
Plus Other Revenue	\$80,821,282			Subtotal	\$293,715,000
Total Revenue	\$1,908,628,027	Land, Buildings & Equipment (Net)	\$919,903,647	Unrestricted Fund Balance	\$917,323,000
Less Expenses	\$1,728,870,762	Other Assets	\$53,822,440	Restricted Fund Balance	\$25,514,000
Non-Operating Gains/Losses	-\$42,257,130			Total Liabilities & Fund Balance	\$1,211,038,000
Net Income	\$137,500,135	Total Assets	\$1,211,038,000		