

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

		All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	86.3%	57.9%	1.49	68.4%	1.26	72.0%	1.20	82.9%	1.04
Obstetrics	45.7%	36.8%	1.24	42.5%	0.55	46.8%	0.97	50.0%	0.91
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	80.2%	58.7%	1.37	68.1%	1.18	68.8%	1.17	76.3%	1.05
Average Census (Patients)									
Adult Medical-Surgical	341.6	26.8	12.73	106.2	3.22	108.1	3.16	309.2	1.10
Obstetrics	23.3	4.8	4.81	17.1	1.36	14.4	1.62	25.5	0.91
Pediatrics	0.0	1.5	N/A	7.5	N/A	5.0	N/A	0.0	N/A
Total Hospital	574.9	49.8	11.55	158.1	3.64	209.1	2.75	525.9	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	5.0	4.6	1.09	5.5	0.90	5.0	0.99	4.9	1.01
Obstetrics	2.5	2.4	1.04	2.6	0.97	2.6	0.98	2.7	0.95
Pediatrics	0.0	3.8	N/A	3.5	N/A	4.1	N/A	0.0	N/A
Total Hospital	5.9	4.9	1.21	6.0	0.98	5.3	1.11	5.9	0.99
Surgical Operations									
Inpatient	11,388	1,037	10.98	2,696	4.22	3,842	2.96	10,298	1.11
Outpatient	10,301	3,865	2.67	4,901	2.10	11,153	0.92	9,377	1.10
Inpatient as % of All Surgeries	52.5%	21.2%	2.48	35.5%	1.48	25.6%	2.05	52.3%	1.00
Outpatient Visits									
Non-Emergency Visits	840,897	145,246	5.79	244,552	3.44	450,554	1.87	724,967	1.16
Emergency Visits	50,083	16,058	3.12	36,633	1.37	40,709	1.23	49,445	1.01
Full-Time Equivalents (FTEs)									
Administrators	279.9	19.0	14.69	50.6	5.54	63.3	4.42	275.5	1.02
Nurses, Licensed	2,259.8	247.5	9.13	682.1	3.31	921.1	2.45	2,292.7	0.99
Ancillary Nursing Personnel	396.1	40.3	9.83	143.1	2.77	153.6	2.58	393.2	1.01
All Other Personnel	3,364.7	496.2	6.78	1,134.1	2.97	1,865.1	1.80	3,319.4	1.01
Total FTEs	6,300.5	803.0	7.85	2,009.8	3.13	3,003.0	2.10	6,280.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.2	13.0	1.79	14.7	1.57	11.7	1.97	26.2	0.89
Nurses, Licensed	187.0	168.4	1.11	198.5	0.94	170.7	1.10	217.7	0.86
Ancillary Nursing Personnel	32.8	27.4	1.20	41.6	0.79	28.5	1.15	37.3	0.88
All Other Personnel	278.4	337.6	0.82	330.0	0.84	345.6	0.81	315.1	0.88
Total FTEs	521.3	546.4	0.95	584.8	0.89	556.5	0.94	596.3	0.87

Total Hospital:

Beds Set Up & Staffed 717
 Discharges 35,717
 Inpatient Days 209,821

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 3,205
 Newborn Days 4,887

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	396	25,000	124,692	86.3%	341.6	5.0
Orthopedic	1	32	1,775	9,699	83.0%	26.6	5.5
Rehabilitation & Physical Medicine	1	26	639	8,113	85.5%	22.2	12.7
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	3,618	28,643	0.0%	78.5	7.9
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	51	3,351	8,501	45.7%	23.3	2.5
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	59	542	11,491	53.4%	31.5	21.2
Cardiac Intensive Unit	1	19	153	6,451	93.0%	17.7	42.2
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	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	40	639	12,231	83.8%	33.5	19.1
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	276	6	279.9	Surgical Personnel	86	19	96.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	256	168	329.3
Medical & Dental Residents	0	0	0.0	Sonographers	22	23	36.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	61	28	72.3
Registered Nurses	1,621	957	2,173.6	Occupational Therapists	39	56	68.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	4	5	5.7	Physical Therapists	57	63	88.2
Ancillary Nursing Personnel	180	505	396.1	Physical Therapy Assistants/Aides	5	8	9.3
Medical Assistants	122	34	144.5	Recreational Therapists	1	0	1.0
Physician Assistants	0	3	1.8	Dietitians & Nutritionists	25	19	37.2
Nurse Practitioners	3	7	5.8	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	51	10	53.4	Social Workers	74	20	81.9
Clinical Nurse Specialists	18	5	21.4	All Other Health Professionals	765	475	1,000.4
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	955	294	1,095.5
Pharmacy Personnel	240	105	276.6				
Clinical Laboratory Personnel	15	3	16.3				
				Total	4,886	2,814	6,300.5

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Milwaukee, WI 53226			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$2,841,127,275	45.0%	46.6%	0.96	44.6%	1.01	46.9%	0.96	44.9%	1.00	
Medical Assistance	\$1,025,504,474	16.2%	14.4%	1.13	21.6%	0.75	13.3%	1.23	15.2%	1.07	
Commercial	\$2,076,396,809	32.9%	33.9%	0.97	30.1%	1.09	34.1%	0.96	33.3%	0.99	
All Other	\$370,377,482	5.9%	5.1%	1.16	3.7%	1.60	5.7%	1.02	6.6%	0.89	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$2,190,118,789	34.7%	35.2%	0.99	35.8%	0.97	36.2%	0.96	34.6%	1.00	
Medical Assistance	\$812,318,349	12.9%	11.1%	1.16	16.4%	0.78	10.3%	1.25	12.1%	1.06	
Commercial	\$1,039,424,535	16.5%	14.9%	1.10	14.1%	1.17	16.2%	1.01	15.7%	1.05	
Charity Care	\$30,042,781	0.5%	0.7%	0.67	0.9%	0.54	0.7%	0.68	0.9%	0.50	
Bad Debt	\$60,367,244	1.0%	1.0%	0.94	0.9%	1.02	0.8%	1.15	0.9%	1.01	
All Other	\$117,913,166	1.9%	2.8%	0.67	1.3%	1.46	3.0%	0.61	1.7%	1.09	
Total Deductions	\$4,250,184,864	67.3%	65.8%	1.02	69.4%	0.97	67.3%	1.00	66.0%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.3%	6.5%	0.36	5.3%	0.44	6.7%	0.35	4.2%	0.55	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	N/A	N/A	30.5%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$599,656,495	31.7%	42.4%	0.75	34.5%	0.92	41.3%	0.77	31.9%	0.99	
Supplies & Services	\$1,191,566,299	63.0%	51.3%	1.23	59.5%	1.06	53.3%	1.18	62.5%	1.01	
Capital Component	\$100,993,784	5.3%	6.2%	0.86	6.0%	0.89	5.4%	0.98	5.6%	0.95	
Fiscal Statistics											
Operating Margin (%)		10.4%	10.4%	1.00	11.2%	0.93	9.3%	1.12	9.4%	1.11	
Total Hospital Net Income (%)		8.7%	14.1%	0.62	10.9%	0.80	12.9%	0.68	7.4%	1.18	
Return on Equity (%)		15.0%	6.3%	2.37	7.1%	2.11	8.9%	1.68	11.4%	1.32	
Current Ratio		1.4	4.1	0.35	6.9	0.21	4.8	0.30	1.2	1.18	
Days in Net Patient Accounts Receivable		51.0	87.5	0.58	56.9	0.90	61.8	0.83	45.8	1.12	
Average Payment Period		43.4	89.9	0.48	51.3	0.84	62.8	0.69	51.9	0.84	
Equity Financing (%)		78.5%	64.7%	1.21	83.8%	0.94	69.5%	1.13	75.7%	1.04	
Long-Term Debt to Equity Ratio		0.0	0.3	0.12	0.1	0.62	0.2	0.22	0.0	0.90	
Times Interest Earned		10.5	21.0	0.50	14.2	0.74	24.3	0.43	8.5	1.23	
Total Asset Turnover		1.8	0.4	4.08	0.7	2.67	0.7	2.64	1.6	1.11	
Average Age of Plant (Years)		11.3	17.1	0.66	11.7	0.97	13.3	0.85	9.8	1.15	
Increase (Decrease) Total Net Patient Revenue		12.9%	12.7%	1.01	11.5%	1.12	11.2%	1.15	2.4%	5.46	
Outpatient Gross Revenue (% of Total GPR)		52.0%	64.9%	0.80	52.8%	0.99	59.3%	0.88	49.9%	1.04	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$30,015		\$18,658	1.61	\$25,873	1.16	\$21,058	1.43	\$30,109	1.00	
Inpatient Net Revenue per Day	\$5,065		\$3,656	1.39	\$4,216	1.20	\$3,785	1.34	\$5,060	1.00	
Outpatient Net Revenue per Visit	\$1,180		\$781	1.51	\$852	1.38	\$881	1.34	\$1,164	1.01	

Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$6,313,406,040		Cash & Cash Equivalents	\$2,461,721	Current Liabilities	\$216,239,923	
Less Deductions	\$4,250,184,864		Net Patient Receivables	\$288,539,264	Long-Term Debt	\$38,714,851	
Net Patient Revenue	\$2,063,221,176		Other Receivables	\$5,402,127	Other Liabilities	\$4,844,226	
Plus Other Revenue	\$49,600,090				Subtotal	\$259,799,000	
Total Revenue	\$2,112,821,268		Land, Buildings & Equipment (Net)	\$893,396,218	Unrestricted Fund Balance	\$947,015,000	
Less Expenses	\$1,892,216,578		Other Assets	\$17,014,670	Restricted Fund Balance	\$32,513,000	
Non-Operating Gains/Losses	-\$40,126,690				Total Liabilities & Fund Balance	\$1,206,814,000	
Net Income	\$180,478,000		Total Assets	\$1,206,814,000			