

091 The Monroe Clinic
 515 22nd Ave
 Monroe, WI 53566
 608-324-1000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Green
 Analysis Area: Southern (1)
 Volume Group: 5

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.3%	59.1%	0.46	56.2%	0.49	52.4%	0.52	27.4%	1.00
Obstetrics	25.1%	41.6%	0.60	43.2%	0.58	32.6%	0.77	22.1%	1.13
Pediatrics	0.0%	54.2%	N/A	50.0%	N/A	14.9%	N/A	0.0%	N/A
Total Hospital	28.4%	57.7%	0.49	56.1%	0.51	50.8%	0.56	27.7%	1.02
Average Census (Patients)									
Adult Medical-Surgical	20.5	31.3	0.65	30.5	0.67	24.2	0.85	20.6	1.00
Obstetrics	3.8	5.4	0.70	5.3	0.71	3.5	1.08	3.3	1.13
Pediatrics	0.0	2.2	N/A	1.8	N/A	0.3	N/A	0.0	N/A
Total Hospital	28.4	54.6	0.52	54.7	0.52	39.9	0.71	27.7	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.7	0.84	3.5	0.89	3.5	0.89	3.2	0.97
Obstetrics	2.3	2.4	0.97	1.9	1.22	2.3	1.01	2.2	1.05
Pediatrics	0.0	2.5	N/A	3.2	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.73	4.2	0.75	3.7	0.85	3.1	1.01
Surgical Operations									
Inpatient	1,046	1,644	0.64	1,676	0.62	1,115	0.94	960	1.09
Outpatient	2,375	3,777	0.63	5,339	0.44	3,173	0.75	2,174	1.09
Inpatient as % of All Surgeries	30.6%	30.3%	1.01	23.9%	1.28	26.0%	1.18	30.6%	1.00
Outpatient Visits									
Non-Emergency Visits	193,048	84,436	2.29	127,197	1.52	72,860	2.65	190,768	1.01
Emergency Visits	12,042	15,777	0.76	15,798	0.76	18,144	0.66	10,822	1.11
Full-Time Equivalents (FTEs)									
Administrators	23.0	17.4	1.32	14.0	1.64	14.7	1.56	20.0	1.15
Nurses, Licensed	191.9	173.6	1.11	191.2	1.00	132.6	1.45	196.2	0.98
Ancillary Nursing Personnel	13.9	34.8	0.40	30.6	0.45	23.1	0.60	12.2	1.14
All Other Personnel	583.9	410.2	1.42	521.0	1.12	345.3	1.69	582.0	1.00
Total FTEs	812.7	636.0	1.28	757.3	1.07	516.3	1.57	810.4	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.2	17.1	1.30	11.8	1.88	15.1	1.47	19.9	1.12
Nurses, Licensed	185.5	170.3	1.09	161.3	1.15	136.6	1.36	194.8	0.95
Ancillary Nursing Personnel	13.4	34.1	0.39	25.8	0.52	23.8	0.56	12.1	1.10
All Other Personnel	564.5	402.4	1.40	440.0	1.28	355.6	1.59	578.0	0.98
Total FTEs	785.6	623.8	1.26	638.9	1.23	531.6	1.48	804.8	0.98

Total Hospital:
 Beds Set Up & Staffed 100
 Discharges 3,285
 Inpatient Days 10,349

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 10
 Total Births 408
 Newborn Days 906

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2005	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	2,409	7,475	27.3%	20.5	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	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	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	15	591	1,374	25.1%	3.8	2.3
Psychiatric	5	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	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	573	1,500	41.1%	4.1	2.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	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
 4 = Contracted, 5 = Service Not Provided

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	23	0	23.0	Radiological Services Personnel	20	16	33.9
Physicians & Dentists	38	19	48.9	Respiratory Therapists	7	1	7.2
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	3	3.0
Registered Nurses	76	107	159.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	1	0.5	Physical Therapists	3	6	7.9
Licensed Practical Nurses	14	13	24.6	Physical Therapy Assistants/Aides	3	3	4.5
Ancillary Nursing Personnel	4	12	13.9	Recreational Therapists	0	0	0.0
Physician Assistants	5	1	5.2	Dietitians & Nutritionists	2	1	2.8
Nurse Practitioners	7	1	7.8	Psychologists	4	2	5.7
Medical Records Personnel	20	4	23.0	Social Workers	1	4	4.0
Pharmacy Personnel	13	10	18.5	All Other Health Professionals	61	20	73.8
Clinical Laboratory Personnel	24	1	24.9	All Other Personnel	265	98	319.7
Surgical Personnel	0	0	0.0				
				Total	592	323	812.7

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area		Volume Group		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$78,203,445	43.0%	41.4%	1.04	38.4%	1.12	42.6%	1.01	43.6%	0.99
Medical Assistance	\$11,394,975	6.3%	10.2%	0.61	7.9%	0.79	10.3%	0.61	6.3%	0.99
Commercial	\$79,271,149	43.6%	41.7%	1.04	46.3%	0.94	39.0%	1.12	43.1%	1.01
All Other	\$13,146,524	7.2%	6.8%	1.06	7.5%	0.96	8.1%	0.89	7.0%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$49,989,199	27.5%	25.3%	1.09	22.1%	1.24	26.7%	1.03	27.4%	1.00
Medical Assistance	\$8,992,278	4.9%	7.7%	0.64	5.9%	0.84	8.0%	0.62	5.3%	0.94
Commercial	\$17,651,393	9.7%	9.7%	1.00	12.2%	0.79	7.7%	1.26	9.0%	1.08
Charity Care	\$2,755,350	1.5%	1.5%	1.01	1.5%	1.01	1.5%	1.01	0.8%	2.00
All Other	\$5,339,079	2.9%	1.5%	1.96	2.0%	1.47	2.0%	1.47	2.3%	1.30
Total Deductions	\$84,727,299	46.5%	45.7%	1.02	43.7%	1.07	46.0%	1.01	44.7%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.2%	4.4%	1.41	8.8%	0.71	4.2%	1.48	6.9%	0.90
Net Gains/Losses as % of Net Income		25.9%	12.3%	2.11	25.6%	1.01	13.3%	1.95	40.7%	0.64
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$57,695,309	59.6%	47.5%	1.25	49.5%	1.20	50.5%	1.18	60.1%	0.99
Supplies & Services	\$28,917,791	29.9%	40.2%	0.74	39.3%	0.76	35.3%	0.85	27.7%	1.08
Capital Component	\$8,184,681	8.5%	8.7%	0.97	8.0%	1.06	9.9%	0.85	8.4%	1.00
Bad Debt	\$1,987,908	2.1%	3.6%	0.57	3.1%	0.66	4.2%	0.49	3.8%	0.55
Fiscal Statistics										
Operating Margin (%)		6.7%	7.6%	0.88	6.6%	1.02	6.1%	1.10	2.9%	2.30
Total Hospital Net Income (%)		8.8%	8.6%	1.03	8.6%	1.03	6.9%	1.28	4.8%	1.84
Return on Equity (%)		9.2%	7.2%	1.27	7.6%	1.21	5.5%	1.67	5.1%	1.80
Current Ratio		2.6	2.8	0.94	2.2	1.19	3.0	0.88	2.4	1.11
Days in Net Patient Accounts Receivable		55.1	51.2	1.08	51.8	1.06	54.4	1.01	56.3	0.98
Average Payment Period		51.4	53.8	0.95	52.3	0.98	51.2	1.00	45.7	1.12
Equity Financing (%)		64.2%	58.5%	1.10	48.5%	1.32	58.6%	1.09	61.5%	1.04
Long-Term Debt to Equity Ratio		0.3	0.4	0.87	0.7	0.49	0.4	0.87	0.4	0.80
Times Interest Earned		8.6	6.9	1.25	7.0	1.23	5.1	1.69	4.7	1.85
Total Asset Turnover		1.0	0.8	1.27	0.9	1.13	0.8	1.27	1.0	0.98
Average Age of Plant (Years)		10.9	9.1	1.19	9.3	1.17	8.9	1.22	11.1	0.98
Increase (Decrease) Total Net Patient Revenue		10.1%	9.1%	1.11	11.1%	0.91	7.0%	1.45	8.9%	1.14
Outpatient Gross Revenue (% of Total GPR)		72.7%	46.6%	1.56	46.2%	1.57	59.0%	1.23	72.5%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$7,101	\$9,724	0.73	\$10,202	0.70	\$6,453	1.10	\$6,888	1.03
Inpatient Net Revenue per Day		\$2,254	\$2,239	1.01	\$2,400	0.94	\$1,721	1.31	\$2,214	1.02
Outpatient Net Revenue per Visit		\$361	\$430	0.84	\$298	1.21	\$445	0.81	\$327	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$182,016,093	Cash & Cash Equivalents	\$15,156,421	Current Liabilities	\$12,817,529
Less Deductions	\$84,727,299	Net Patient Receivables	\$14,693,975	Long-Term Debt	\$22,730,240
Net Patient Revenue	\$97,288,794	Other Receivables	\$646,531	Other Liabilities	\$1,146,277
Plus Other Revenue	\$6,446,639			Subtotal	\$36,694,046
Total Revenue	\$103,735,433	Land, Buildings & Equipment (Net)	\$34,744,330	Unrestricted Fund Balance	\$65,676,644
Less Expenses	\$96,785,689	Other Assets	\$37,129,433	Restricted Fund Balance	\$202,745
Non-Operating Gains/Losses	\$2,435,064			Total Liabilities & Fund Balance	\$102,370,690
Net Income	\$9,384,808	Total Assets	\$102,370,690		