

**092 Theda Clark Medical Center**  
 130 2nd St  
 Neenah, WI 54956  
 920-729-3100

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

County: Winnebago  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 6

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	52.2%	59.1%	0.88	47.5%	1.10	59.5%	0.88	56.0%	0.93
Obstetrics	59.0%	41.6%	1.42	37.1%	1.59	42.0%	1.40	48.4%	1.22
Pediatrics	0.0%	54.2%	N/A	22.7%	N/A	85.7%	N/A	0.0%	N/A
Total Hospital	52.2%	57.7%	0.90	46.8%	1.11	56.1%	0.93	51.7%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	48.5	31.3	1.55	23.2	2.09	47.6	1.02	52.1	0.93
Obstetrics	11.2	5.4	2.07	5.2	2.15	8.4	1.33	10.2	1.10
Pediatrics	0.0	2.2	N/A	0.4	N/A	8.4	N/A	0.0	N/A
Total Hospital	84.0	54.6	1.54	39.8	2.11	93.0	0.90	84.2	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.7	0.87	3.4	0.95	3.7	0.87	3.6	0.90
Obstetrics	3.0	2.4	1.23	2.4	1.23	2.6	1.14	2.8	1.06
Pediatrics	0.0	2.5	N/A	2.0	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.87	3.9	0.96	4.2	0.89	4.0	0.94
<b>Surgical Operations</b>									
Inpatient	3,809	1,644	2.32	1,281	2.97	3,329	1.14	3,879	0.98
Outpatient	10,144	3,777	2.69	4,797	2.11	7,486	1.36	10,204	0.99
Inpatient as % of All Surgeries	27.3%	30.3%	0.90	21.1%	1.29	30.8%	0.89	27.5%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	50,523	84,436	0.60	52,804	0.96	164,395	0.31	49,893	1.01
Emergency Visits	20,411	15,777	1.29	13,426	1.52	25,464	0.80	18,904	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	36.3	17.4	2.09	21.1	1.72	29.5	1.23	35.1	1.03
Nurses, Licensed	305.6	173.6	1.76	135.6	2.25	311.5	0.98	277.7	1.10
Ancillary Nursing Personnel	36.7	34.8	1.05	21.0	1.75	55.1	0.67	44.3	0.83
All Other Personnel	555.5	410.2	1.35	287.3	1.93	765.1	0.73	542.8	1.02
Total FTEs	934.1	636.0	1.47	465.0	2.01	1,161.3	0.80	899.9	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	21.4	17.1	1.25	15.3	1.40	16.6	1.29	20.9	1.02
Nurses, Licensed	180.0	170.3	1.06	98.4	1.83	175.3	1.03	165.5	1.09
Ancillary Nursing Personnel	21.6	34.1	0.63	15.2	1.42	31.0	0.70	26.4	0.82
All Other Personnel	327.2	402.4	0.81	208.5	1.57	430.6	0.76	323.7	1.01
Total FTEs	550.2	623.8	0.88	337.4	1.63	653.6	0.84	536.6	1.03

**Total Hospital:**

Beds Set Up & Staffed 161  
 Discharges 8,231  
 Inpatient Days 30,657

**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 25  
 Total Births 1,319  
 Newborn Days 2,699

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	93	5,507	17,713	52.2%	48.5	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	16	217	3,050	52.2%	8.4	14.1
Hospice	2	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	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	19	1,382	4,089	59.0%	11.2	3.0
<b>Psychiatric</b>	1	12	850	2,277	52.0%	6.2	2.7
<b>Alcoholism/chemical dependency</b>	1	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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	4	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	15	677	2,522	46.1%	6.9	3.7
Step-Down (Special Care)	2	6	468	1,006	45.9%	2.8	2.1
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	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.

\* 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	34	3	36.3	Radiological Services Personnel	35	7	39.2
Physicians & Dentists	4	0	4.0	Respiratory Therapists	12	16	18.3
Medical & Dental Residents	0	0	0.0	Occupational Therapists	9	16	16.2
Registered Nurses	185	232	291.1	Occupational Therapy Assistants/Aides	3	3	4.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	10	11.3
Licensed Practical Nurses	6	25	14.5	Physical Therapy Assistants/Aides	2	2	3.6
Ancillary Nursing Personnel	19	39	36.7	Recreational Therapists	0	3	1.9
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	5	5.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	19	14	34.2	Social Workers	1	8	6.7
Pharmacy Personnel	22	7	24.6	All Other Health Professionals	41	52	72.2
Clinical Laboratory Personnel	30	27	44.6	All Other Personnel	170	160	241.4
Surgical Personnel	19	14	28.4	<b>Total</b>	<b>616</b>	<b>643</b>	<b>934.1</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$71,305,854	32.5%	41.4%	0.78	41.9%	0.78	37.1%	0.88	32.9%	0.99
Medical Assistance	\$18,648,411	8.5%	10.2%	0.83	6.8%	1.25	12.4%	0.68	7.9%	1.08
Commercial	\$117,671,544	53.6%	41.7%	1.29	46.5%	1.15	45.1%	1.19	54.1%	0.99
All Other	\$11,936,089	5.4%	6.8%	0.80	4.8%	1.13	5.4%	1.01	5.2%	1.05
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$37,766,342	17.2%	25.3%	0.68	23.9%	0.72	23.7%	0.73	17.6%	0.98
Medical Assistance	\$9,596,987	4.4%	7.7%	0.57	4.8%	0.91	9.1%	0.48	4.9%	0.90
Commercial	\$32,994,613	15.0%	9.7%	1.55	11.3%	1.33	11.0%	1.37	13.0%	1.16
Charity Care	\$3,225,000	1.5%	1.5%	0.98	1.3%	1.13	1.4%	1.05	1.2%	1.21
All Other	\$2,663,652	1.2%	1.5%	0.81	0.5%	2.43	1.1%	1.10	1.4%	0.84
Total Deductions	\$86,246,594	39.3%	45.7%	0.86	41.7%	0.94	46.4%	0.85	38.1%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.4%	4.4%	0.55	2.7%	0.90	7.4%	0.33	2.5%	0.97
Net Gains/Losses as % of Net Income		17.7%	12.3%	1.44	31.4%	0.56	12.2%	1.45	17.2%	1.03
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$66,433,407	52.3%	47.5%	1.10	48.9%	1.07	47.2%	1.11	53.4%	0.98
Supplies & Services	\$40,741,490	32.1%	40.2%	0.80	36.8%	0.87	41.3%	0.78	30.4%	1.06
Capital Component	\$14,739,144	11.6%	8.7%	1.33	11.0%	1.05	8.7%	1.33	12.2%	0.95
Bad Debt	\$5,108,000	4.0%	3.6%	1.12	3.2%	1.26	2.8%	1.44	4.0%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.0%	7.6%	0.93	4.8%	1.46	8.2%	0.86	6.6%	1.06
Total Hospital Net Income (%)		8.4%	8.6%	0.98	6.9%	1.22	9.2%	0.92	7.9%	1.07
Return on Equity (%)		6.8%	7.2%	0.94	5.5%	1.23	7.8%	0.87	6.1%	1.12
Current Ratio		28.1	2.8	10.03	3.4	8.26	2.3	12.21	26.0	1.08
Days in Net Patient Accounts Receivable		41.6	51.2	0.81	51.4	0.81	54.1	0.77	49.3	0.84
Average Payment Period		10.9	53.8	0.20	43.6	0.25	55.7	0.20	11.3	0.96
Equity Financing (%)		43.6%	58.5%	0.75	52.2%	0.84	55.2%	0.79	58.2%	0.75
Long-Term Debt to Equity Ratio		1.2	0.4	3.12	0.6	2.08	0.5	2.50	0.7	1.83
Times Interest Earned		5.2	6.9	0.75	3.9	1.33	6.5	0.80	4.6	1.13
Total Asset Turnover		0.8	0.8	0.99	0.8	0.99	0.8	0.99	0.8	1.04
Average Age of Plant (Years)		7.0	9.1	0.77	7.8	0.90	8.5	0.83	6.5	1.07
Increase (Decrease) Total Net Patient Revenue		7.8%	9.1%	0.86	7.4%	1.06	8.8%	0.89	8.9%	0.88
Outpatient Gross Revenue (% of Total GPR)		50.7%	46.6%	1.09	57.9%	0.87	47.8%	1.06	49.8%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,154	\$9,724	0.84	\$7,753	1.05	\$9,588	0.85	\$8,211	0.99
Inpatient Net Revenue per Day		\$2,189	\$2,239	0.98	\$1,911	1.15	\$2,298	0.95	\$2,070	1.06
Outpatient Net Revenue per Visit		\$933	\$430	2.17	\$595	1.57	\$409	2.28	\$870	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$219,561,898	Cash & Cash Equivalents	\$81,062,400	Current Liabilities	\$3,471,944
Less Deductions	\$86,246,594	Net Patient Receivables	\$15,209,457	Long-Term Debt	\$93,608,000
Net Patient Revenue	\$133,315,304	Other Receivables	\$731,862	Other Liabilities	\$0
Plus Other Revenue	\$3,313,057			Subtotal	\$97,079,944
Total Revenue	\$136,628,360	Land, Buildings & Equipment (Net)	\$74,601,208	Unrestricted Fund Balance	\$75,023,617
Less Expenses	\$127,022,041	Other Assets	\$498,634	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,071,214			Total Liabilities & Fund Balance	\$172,103,561
Net Income	\$11,677,533	Total Assets	\$172,103,561		