

178 Holy Family Memorial Medical Center
 2300 Western Ave
 Manitowoc, WI 54221
 920-320-2011

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Manitowoc
 Analysis Area: Northeastern (4)
 Volume Group: 6

Selected Utilization Statistics	FY 2006	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	77.6%	59.2%	1.31	57.2%	1.36	58.1%	1.34	47.9%	1.62
Obstetrics	17.1%	41.5%	0.41	41.6%	0.41	37.7%	0.45	21.1%	0.81
Pediatrics	10.1%	52.2%	0.19	24.1%	0.42	84.0%	0.12	8.9%	1.14
Total Hospital	61.0%	57.2%	1.07	52.2%	1.17	55.7%	1.10	31.8%	1.92
Average Census (Patients)									
Adult Medical-Surgical	27.9	31.4	0.89	30.2	0.92	40.6	0.69	28.7	0.97
Obstetrics	2.6	5.3	0.48	5.1	0.50	6.4	0.40	3.2	0.81
Pediatrics	0.6	2.2	0.28	1.3	0.47	8.0	0.08	0.5	1.14
Total Hospital	40.9	53.6	0.76	52.5	0.78	81.4	0.50	45.5	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	3.6	0.95	3.6	0.95	3.7	0.92	3.4	1.00
Obstetrics	2.5	2.4	1.03	2.6	0.95	2.5	0.99	2.5	0.98
Pediatrics	2.6	2.2	1.17	2.6	0.99	2.1	1.23	2.1	1.24
Total Hospital	3.4	4.3	0.80	3.9	0.88	4.2	0.82	3.5	0.98
Surgical Operations									
Inpatient	1,093	1,903	0.57	1,724	0.63	2,574	0.42	1,070	1.02
Outpatient	2,557	4,240	0.60	5,823	0.44	6,209	0.41	2,678	0.95
Inpatient as % of All Surgeries	29.9%	31.0%	0.97	22.8%	1.31	29.3%	1.02	28.5%	1.05
Outpatient Visits									
Non-Emergency Visits	133,865	89,386	1.50	96,447	1.39	112,584	1.19	128,730	1.04
Emergency Visits	14,363	15,537	0.92	20,252	0.71	22,560	0.64	16,333	0.88
Full-Time Equivalents (FTEs)									
Administrators	10.6	17.1	0.62	9.7	1.09	29.5	0.36	7.7	1.38
Nurses, Licensed	207.2	180.9	1.15	222.1	0.93	273.4	0.76	198.5	1.04
Ancillary Nursing Personnel	25.1	35.0	0.72	36.9	0.68	46.3	0.54	31.1	0.81
All Other Personnel	713.8	419.6	1.70	523.8	1.36	614.8	1.16	744.7	0.96
Total FTEs	956.7	652.6	1.47	792.6	1.21	964.1	0.99	981.9	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.7	16.6	0.52	7.8	1.11	18.4	0.47	5.7	1.51
Nurses, Licensed	170.1	175.7	0.97	177.8	0.96	170.6	1.00	148.3	1.15
Ancillary Nursing Personnel	20.6	34.0	0.61	29.6	0.70	28.9	0.71	23.2	0.89
All Other Personnel	585.9	407.4	1.44	419.3	1.40	383.7	1.53	556.3	1.05
Total FTEs	785.3	633.7	1.24	634.5	1.24	601.6	1.31	733.6	1.07

Total Hospital:

Beds Set Up & Staffed 67
 Discharges 4,330
 Inpatient Days 14,916

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 26
 Total Births 331
 Newborn Days 742

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2006	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	2,985	10,192	77.6%	27.9	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	56	501	0.0%	1.4	8.9
Hospice	3	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	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	6	86	222	10.1%	0.6	2.6
Obstetrics	1	15	378	934	17.1%	2.6	2.5
Psychiatric	1	0	261	964	0.0%	2.6	3.7
Alcoholism/chemical dependency	2	0	167	451	0.0%	1.2	2.7
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	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	1	10	397	1,652	45.3%	4.5	4.2
Step-Down (Special Care)	5	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	9	2	10.6	Radiological Services Personnel	22	30	41.1
Physicians & Dentists	41	21	54.2	Respiratory Therapists	5	8	9.7
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	6	4.9
Registered Nurses	54	171	160.4	Occupational Therapy Assistants/Aides	0	3	1.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	7	8.2
Licensed Practical Nurses	15	33	38.2	Physical Therapy Assistants/Aides	6	11	12.3
Ancillary Nursing Personnel	6	39	25.1	Recreational Therapists	0	1	0.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.3
Nurse Practitioners	5	5	8.6	Psychologists	0	1	0.8
Medical Records Personnel	15	26	30.7	Social Workers	1	2	2.3
Pharmacy Personnel	18	17	27.4	All Other Health Professionals	86	38	109.5
Clinical Laboratory Personnel	14	18	26.7	All Other Personnel	168	335	376.7
Surgical Personnel	2	4	4.5	Total	474	779	956.7

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$113,840,088	49.1%	41.4%	1.19	41.7%	1.18	39.2%	1.25	46.4%	1.06
Medical Assistance	\$17,854,439	7.7%	10.3%	0.75	7.6%	1.01	10.7%	0.72	8.2%	0.94
Commercial	\$86,519,628	37.3%	41.8%	0.89	43.6%	0.86	45.3%	0.82	39.1%	0.95
All Other	\$13,803,633	5.9%	6.5%	0.92	7.0%	0.85	4.8%	1.24	6.3%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$81,330,155	35.1%	25.6%	1.37	26.7%	1.31	25.7%	1.36	32.6%	1.08
Medical Assistance	\$15,114,778	6.5%	7.7%	0.85	6.0%	1.09	8.0%	0.81	6.7%	0.97
Commercial	\$18,706,550	8.1%	10.6%	0.76	9.7%	0.83	11.2%	0.72	6.7%	1.20
Charity Care	\$4,070,714	1.8%	1.6%	1.10	1.7%	1.03	1.2%	1.46	1.4%	1.29
All Other	\$1,750,092	0.8%	1.4%	0.54	1.1%	0.69	1.2%	0.63	0.9%	0.82
Total Deductions	\$120,972,288	52.1%	47.0%	1.11	45.3%	1.15	47.3%	1.10	48.3%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	4.5%	0.61	3.3%	0.83	3.9%	0.70	2.4%	1.14
Net Gains/Losses as % of Net Income		163.3%	20.7%	7.89	23.3%	7.01	19.1%	8.55	59.7%	2.73
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$70,068,319	60.4%	47.5%	1.27	52.3%	1.15	48.7%	1.24	61.7%	0.98
Supplies & Services	\$30,722,133	26.5%	40.1%	0.66	33.9%	0.78	38.8%	0.68	27.2%	0.97
Capital Component	\$11,317,358	9.8%	9.0%	1.08	10.3%	0.95	9.6%	1.02	7.6%	1.28
Bad Debt	\$3,964,149	3.4%	3.5%	0.98	3.5%	0.98	2.8%	1.22	3.5%	0.98
Fiscal Statistics										
Operating Margin (%)		-1.7%	5.9%	N/A	5.1%	N/A	8.8%	N/A	2.2%	N/A
Total Hospital Net Income (%)		2.5%	7.3%	0.35	6.5%	0.39	10.7%	0.24	5.3%	0.47
Return on Equity (%)		1.9%	6.1%	0.32	5.1%	0.38	8.1%	0.24	4.1%	0.48
Current Ratio		2.0	3.0	0.67	2.8	0.71	3.3	0.61	1.7	1.15
Days in Net Patient Accounts Receivable		49.5	51.6	0.96	59.0	0.84	55.1	0.90	44.3	1.12
Average Payment Period		52.7	51.3	1.03	54.3	0.97	49.9	1.06	58.8	0.90
Equity Financing (%)		52.4%	60.2%	0.87	59.5%	0.88	64.0%	0.82	51.3%	1.02
Long-Term Debt to Equity Ratio		0.7	0.4	1.76	0.5	1.41	0.4	1.76	0.7	0.96
Times Interest Earned		2.0	6.1	0.32	3.9	0.51	7.1	0.28	4.3	0.46
Total Asset Turnover		0.7	0.8	0.92	0.8	0.92	0.7	1.05	0.7	1.00
Average Age of Plant (Years)		9.4	8.6	1.09	8.5	1.11	8.3	1.13	11.2	0.84
Increase (Decrease) Total Net Patient Revenue		1.3%	6.2%	0.21	5.6%	0.23	5.0%	0.26	2.6%	0.51
Outpatient Gross Revenue (% of Total GPR)		66.5%	48.0%	1.38	55.2%	1.20	49.2%	1.35	66.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,802		\$10,323	0.76	\$9,032	0.86	\$9,923	0.79	\$7,247	1.08
Inpatient Net Revenue per Day	\$2,265		\$2,382	0.95	\$2,285	0.99	\$2,387	0.95	\$2,068	1.10
Outpatient Net Revenue per Visit	\$521		\$450	1.16	\$496	1.05	\$531	0.98	\$519	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$232,017,788	Cash & Cash Equivalents	\$3,421,752	Current Liabilities	\$15,633,924
Less Deductions	\$120,972,288	Net Patient Receivables	\$15,045,659	Long-Term Debt	\$56,918,769
Net Patient Revenue	\$111,045,500	Other Receivables	\$2,285,439	Other Liabilities	\$1,033,505
Plus Other Revenue	\$3,120,022			Subtotal	\$73,586,198
Total Revenue	\$114,165,522	Land, Buildings & Equipment (Net)	\$79,868,430	Unrestricted Fund Balance	\$81,011,250
Less Expenses	\$116,071,959	Other Assets	\$53,976,168	Restricted Fund Balance	\$1,269,679
Non-Operating Gains/Losses	\$4,918,712			Total Liabilities & Fund Balance	\$154,597,448
Net Income	\$3,012,275	Total Assets	\$154,597,448		