

**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: 6

Selected Utilization Statistics	FY 2006	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	47.0%	59.2%	0.79	58.1%	0.81	58.1%	0.81	27.3%	1.72
Obstetrics	49.9%	41.5%	1.20	43.1%	1.16	37.7%	1.32	25.1%	1.99
Pediatrics	0.0%	52.2%	N/A	48.9%	N/A	84.0%	N/A	0.0%	N/A
Total Hospital	47.3%	57.2%	0.83	57.8%	0.82	55.7%	0.85	28.4%	1.67
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	20.7	31.4	0.66	31.9	0.65	40.6	0.51	20.5	1.01
Obstetrics	4.0	5.3	0.75	5.0	0.80	6.4	0.62	3.8	1.06
Pediatrics	0.0	2.2	N/A	1.8	N/A	8.0	N/A	0.0	N/A
Total Hospital	28.8	53.6	0.54	55.2	0.52	81.4	0.35	28.4	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.6	0.89	3.5	0.91	3.7	0.87	3.1	1.03
Obstetrics	2.5	2.4	1.03	1.9	1.30	2.5	0.98	2.3	1.06
Pediatrics	0.0	2.2	N/A	3.1	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	4.3	0.74	4.2	0.75	3.2	1.01
<b>Surgical Operations</b>									
Inpatient	1,171	1,903	0.62	1,703	0.69	2,574	0.45	1,046	1.12
Outpatient	2,533	4,240	0.60	5,219	0.49	6,209	0.41	2,375	1.07
Inpatient as % of All Surgeries	31.6%	31.0%	1.02	24.6%	1.29	29.3%	1.08	30.6%	1.03
<b>Outpatient Visits</b>									
Non-Emergency Visits	194,684	89,386	2.18	124,955	1.56	112,584	1.73	193,048	1.01
Emergency Visits	12,052	15,537	0.78	15,019	0.80	22,560	0.53	12,042	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	23.0	17.1	1.35	15.6	1.47	29.5	0.78	23.0	1.00
Nurses, Licensed	188.8	180.9	1.04	193.9	0.97	273.4	0.69	191.9	0.98
Ancillary Nursing Personnel	11.6	35.0	0.33	33.7	0.34	46.3	0.25	13.9	0.84
All Other Personnel	584.0	419.6	1.39	519.4	1.12	614.8	0.95	583.9	1.00
Total FTEs	807.4	652.6	1.24	762.7	1.06	964.1	0.84	812.7	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	21.3	16.6	1.29	12.7	1.68	18.4	1.16	22.2	0.96
Nurses, Licensed	175.1	175.7	1.00	157.8	1.11	170.6	1.03	185.0	0.95
Ancillary Nursing Personnel	10.7	34.0	0.32	27.4	0.39	28.9	0.37	13.4	0.80
All Other Personnel	541.8	407.4	1.33	422.8	1.28	383.7	1.41	562.9	0.96
Total FTEs	749.1	633.7	1.18	620.7	1.21	601.6	1.25	783.5	0.96

**Total Hospital:**  
 Beds Set Up & Staffed 61  
 Discharges 3,321  
 Inpatient Days 10,529

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

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

**Newborn Nursery:**  
 Bassinets 10  
 Total Births 390  
 Newborn Days 867

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	44	2,356	7,542	47.0%	20.7	3.2
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	592	1,457	49.9%	4.0	2.5
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	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	9	587	1,530	46.6%	4.2	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
<b>Subacute care</b>	2	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	23	0	23.0	Radiological Services Personnel	28	13	34.3
Physicians & Dentists	48	15	57.3	Respiratory Therapists	8	0	8.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	2	3.4
Registered Nurses	112	67	154.1	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	1	0.5	Physical Therapists	6	5	9.3
Licensed Practical Nurses	22	7	26.7	Physical Therapy Assistants/Aides	2	1	2.2
Ancillary Nursing Personnel	8	8	11.6	Recreational Therapists	0	0	0.0
Physician Assistants	4	2	5.0	Dietitians & Nutritionists	2	1	2.9
Nurse Practitioners	7	1	7.5	Psychologists	4	2	5.3
Medical Records Personnel	22	2	23.0	Social Workers	1	4	3.7
Pharmacy Personnel	14	7	18.2	All Other Health Professionals	58	20	68.1
Clinical Laboratory Personnel	21	3	23.0	All Other Personnel	265	112	314.5
Surgical Personnel	5	0	5.0	<b>Total</b>	<b>663</b>	<b>273</b>	<b>807.4</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$92,374,176	43.8%	41.4%	1.06	38.5%	1.14	39.2%	1.12	43.0%	1.02
Medical Assistance	\$11,909,663	5.6%	10.3%	0.55	8.2%	0.69	10.7%	0.53	6.3%	0.90
Commercial	\$91,319,639	43.3%	41.8%	1.04	46.1%	0.94	45.3%	0.96	43.6%	0.99
All Other	\$15,466,789	7.3%	6.5%	1.13	7.2%	1.02	4.8%	1.53	7.2%	1.01
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$60,403,554	28.6%	25.6%	1.12	22.5%	1.27	25.7%	1.11	27.5%	1.04
Medical Assistance	\$9,135,668	4.3%	7.7%	0.56	6.2%	0.70	8.0%	0.54	4.9%	0.88
Commercial	\$22,968,214	10.9%	10.6%	1.03	12.5%	0.87	11.2%	0.97	9.7%	1.12
Charity Care	\$2,230,335	1.1%	1.6%	0.66	1.8%	0.59	1.2%	0.88	1.5%	0.70
All Other	\$6,248,523	3.0%	1.4%	2.11	1.9%	1.56	1.2%	2.47	2.9%	1.01
Total Deductions	\$100,986,294	47.8%	47.0%	1.02	45.0%	1.06	47.3%	1.01	46.5%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.5%	4.5%	1.22	8.5%	0.64	3.9%	1.41	6.2%	0.88
Net Gains/Losses as % of Net Income		34.1%	20.7%	1.65	26.0%	1.31	19.1%	1.79	25.9%	1.32
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$62,207,458	58.4%	47.5%	1.23	49.7%	1.17	48.7%	1.20	59.6%	0.98
Supplies & Services	\$32,342,993	30.4%	40.1%	0.76	39.5%	0.77	38.8%	0.78	29.9%	1.02
Capital Component	\$8,490,925	8.0%	9.0%	0.89	8.0%	1.00	9.6%	0.83	8.5%	0.94
Bad Debt	\$3,497,695	3.3%	3.5%	0.94	2.8%	1.17	2.8%	1.17	2.1%	1.60
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.5%	5.9%	1.44	7.0%	1.22	8.8%	0.97	6.7%	1.27
Total Hospital Net Income (%)		12.4%	7.3%	1.70	9.2%	1.35	10.7%	1.16	8.8%	1.40
Return on Equity (%)		12.9%	6.1%	2.12	7.8%	1.65	8.1%	1.59	9.2%	1.41
Current Ratio		3.3	3.0	1.11	2.5	1.33	3.3	1.01	2.6	1.27
Days in Net Patient Accounts Receivable		56.5	51.6	1.09	46.9	1.20	55.1	1.03	55.3	1.02
Average Payment Period		46.2	51.3	0.90	50.3	0.92	49.9	0.93	51.5	0.90
Equity Financing (%)		69.1%	60.2%	1.15	51.0%	1.36	64.0%	1.08	64.2%	1.08
Long-Term Debt to Equity Ratio		0.3	0.4	0.67	0.7	0.39	0.4	0.67	0.3	0.78
Times Interest Earned		13.7	6.1	2.24	7.5	1.82	7.1	1.93	8.6	1.59
Total Asset Turnover		1.0	0.8	1.25	0.8	1.25	0.7	1.42	1.0	0.98
Average Age of Plant (Years)		11.2	8.6	1.30	9.4	1.19	8.3	1.35	10.9	1.03
Increase (Decrease) Total Net Patient Revenue		13.2%	6.2%	2.12	9.2%	1.43	5.0%	2.63	10.1%	1.30
Outpatient Gross Revenue (% of Total GPR)		73.2%	48.0%	1.53	47.1%	1.55	49.2%	1.49	72.7%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,551	\$10,323	0.73	\$11,083	0.68	\$9,923	0.76	\$7,101	1.06	
Inpatient Net Revenue per Day	\$2,382	\$2,382	1.00	\$2,562	0.93	\$2,387	1.00	\$2,254	1.06	
Outpatient Net Revenue per Visit	\$411	\$450	0.91	\$335	1.23	\$531	0.77	\$361	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$211,070,267	Cash & Cash Equivalents	\$21,491,437	Current Liabilities	\$12,714,587
Less Deductions	\$100,986,294	Net Patient Receivables	\$17,039,630	Long-Term Debt	\$21,770,355
Net Patient Revenue	\$110,083,973	Other Receivables	\$419,884	Other Liabilities	\$1,588,347
Plus Other Revenue	\$6,383,492			Subtotal	\$36,073,289
Total Revenue	\$116,467,465	Land, Buildings & Equipment (Net)	\$33,067,325	Unrestricted Fund Balance	\$80,749,350
Less Expenses	\$106,539,071	Other Assets	\$44,804,363	Restricted Fund Balance	\$211,502
Non-Operating Gains/Losses	\$5,144,312			Total Liabilities & Fund Balance	\$116,822,639
Net Income	\$15,072,706	Total Assets	\$116,822,639		