

**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 2006	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	53.1%	59.2%	0.90	47.5%	1.12	58.1%	0.91	52.2%	1.02
Obstetrics	47.8%	41.5%	1.15	36.8%	1.30	37.7%	1.27	59.0%	0.81
Pediatrics	0.0%	52.2%	N/A	22.2%	N/A	84.0%	N/A	0.0%	N/A
Total Hospital	51.5%	57.2%	0.90	47.9%	1.07	55.7%	0.92	52.2%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	49.4	31.4	1.57	22.9	2.16	40.6	1.22	48.5	1.02
Obstetrics	11.5	5.3	2.16	5.3	2.16	6.4	1.79	11.2	1.02
Pediatrics	0.0	2.2	N/A	0.5	N/A	8.0	N/A	0.0	N/A
Total Hospital	86.5	53.6	1.61	40.7	2.12	81.4	1.06	84.0	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.6	0.98	3.4	1.04	3.7	0.95	3.2	1.10
Obstetrics	2.9	2.4	1.22	2.5	1.17	2.5	1.17	3.0	0.99
Pediatrics	0.0	2.2	N/A	1.6	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.9	4.3	0.90	4.0	0.97	4.2	0.93	3.7	1.04
<b>Surgical Operations</b>									
Inpatient	3,661	1,903	1.92	1,278	2.86	2,574	1.42	3,809	0.96
Outpatient	10,394	4,240	2.45	4,836	2.15	6,209	1.67	10,144	1.02
Inpatient as % of All Surgeries	26.0%	31.0%	0.84	20.9%	1.25	29.3%	0.89	27.3%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	67,332	89,386	0.75	58,165	1.16	112,584	0.60	50,523	1.33
Emergency Visits	20,404	15,537	1.31	13,251	1.54	22,560	0.90	20,411	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	43.0	17.1	2.51	15.5	2.77	29.5	1.46	36.3	1.18
Nurses, Licensed	318.4	180.9	1.76	151.9	2.10	273.4	1.16	305.6	1.04
Ancillary Nursing Personnel	44.3	35.0	1.27	22.6	1.96	46.3	0.96	36.7	1.21
All Other Personnel	555.5	419.6	1.32	297.3	1.87	614.8	0.90	555.5	1.00
Total FTEs	961.3	652.6	1.47	487.3	1.97	964.1	1.00	934.1	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	25.0	16.6	1.51	11.2	2.23	18.4	1.36	21.3	1.17
Nurses, Licensed	185.2	175.7	1.05	109.5	1.69	170.6	1.09	179.5	1.03
Ancillary Nursing Personnel	25.8	34.0	0.76	16.3	1.58	28.9	0.89	21.6	1.20
All Other Personnel	323.2	407.4	0.79	214.4	1.51	383.7	0.84	326.3	0.99
Total FTEs	559.3	633.7	0.88	351.4	1.59	601.6	0.93	548.7	1.02

**Total Hospital:**

Beds Set Up & Staffed 168  
 Discharges 8,122  
 Inpatient Days 31,563

**Contract with:**

Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Beds Set Up & Staffed 0  
 Discharges 0  
 Inpatient Days 0

**Newborn Nursery:**

Bassinets 21  
 Total Births 1,348  
 Newborn Days 2,796

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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	93	5,106	18,021	53.1%	49.4	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	16	214	3,064	52.5%	8.4	14.3
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	24	1,430	4,183	47.8%	11.5	2.9
<b>Psychiatric</b>	1	14	799	2,754	53.9%	7.5	3.4
<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	747	2,564	46.8%	7.0	3.4
Step-Down (Special Care)	2	6	458	977	44.6%	2.7	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	43	0	43.0	Radiological Services Personnel	36	9	41.9
Physicians & Dentists	9	0	9.0	Respiratory Therapists	10	20	18.6
Medical & Dental Residents	0	0	0.0	Occupational Therapists	10	14	16.7
Registered Nurses	178	240	302.3	Occupational Therapy Assistants/Aides	3	3	4.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	11	11.2
Licensed Practical Nurses	5	23	16.1	Physical Therapy Assistants/Aides	2	2	3.3
Ancillary Nursing Personnel	23	51	44.3	Recreational Therapists	0	2	1.1
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	6	4.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	18	16	28.4	Social Workers	2	8	4.6
Pharmacy Personnel	22	5	24.5	All Other Health Professionals	35	56	56.0
Clinical Laboratory Personnel	36	32	56.5	All Other Personnel	173	156	249.7
Surgical Personnel	18	13	25.3				
				<b>Total</b>	<b>628</b>	<b>667</b>	<b>961.3</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	\$78,859,531	33.7%	41.4%	0.81	42.4%	0.79	39.2%	0.86	32.5%	1.04
Medical Assistance	\$15,691,492	6.7%	10.3%	0.65	6.7%	1.00	10.7%	0.63	8.5%	0.79
Commercial	\$125,264,458	53.5%	41.8%	1.28	46.3%	1.16	45.3%	1.18	53.6%	1.00
All Other	\$14,247,338	6.1%	6.5%	0.94	4.7%	1.30	4.8%	1.27	5.4%	1.12
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$44,662,265	19.1%	25.6%	0.75	24.3%	0.79	25.7%	0.74	17.2%	1.11
Medical Assistance	\$10,505,386	4.5%	7.7%	0.58	4.9%	0.92	8.0%	0.56	4.4%	1.03
Commercial	\$32,786,797	14.0%	10.6%	1.32	11.8%	1.19	11.2%	1.25	15.0%	0.93
Charity Care	\$3,655,800	1.6%	1.6%	0.98	1.5%	1.04	1.2%	1.30	1.5%	1.06
All Other	\$2,263,425	1.0%	1.4%	0.69	0.4%	2.42	1.2%	0.81	1.2%	0.80
Total Deductions	\$93,873,673	40.1%	47.0%	0.85	43.0%	0.93	47.3%	0.85	39.3%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	4.5%	0.52	2.8%	0.84	3.9%	0.60	2.4%	0.97
Net Gains/Losses as % of Net Income		45.5%	20.7%	2.20	42.9%	1.06	19.1%	2.38	17.7%	2.57
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$67,229,503	48.7%	47.5%	1.03	47.2%	1.03	48.7%	1.00	52.3%	0.93
Supplies & Services	\$49,471,194	35.8%	40.1%	0.89	38.5%	0.93	38.8%	0.92	32.1%	1.12
Capital Component	\$16,376,933	11.9%	9.0%	1.32	11.1%	1.07	9.6%	1.24	11.6%	1.02
Bad Debt	\$4,943,231	3.6%	3.5%	1.02	3.2%	1.12	2.8%	1.28	4.0%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.9%	5.9%	0.65	3.4%	1.13	8.8%	0.44	7.0%	0.55
Total Hospital Net Income (%)		6.9%	7.3%	0.94	5.8%	1.18	10.7%	0.64	8.4%	0.81
Return on Equity (%)		5.4%	6.1%	0.88	4.7%	1.15	8.1%	0.66	6.8%	0.79
Current Ratio		29.3	3.0	9.77	3.1	9.45	3.3	8.88	28.1	1.04
Days in Net Patient Accounts Receivable		49.2	51.6	0.95	56.8	0.87	55.1	0.89	41.8	1.18
Average Payment Period		9.4	51.3	0.18	47.9	0.20	49.9	0.19	10.9	0.86
Equity Financing (%)		53.2%	60.2%	0.88	53.9%	0.99	64.0%	0.83	43.6%	1.22
Long-Term Debt to Equity Ratio		0.8	0.4	2.12	0.5	1.69	0.4	2.12	1.2	0.68
Times Interest Earned		3.6	6.1	0.60	3.3	1.10	7.1	0.51	5.2	0.70
Total Asset Turnover		0.8	0.8	0.95	0.8	0.95	0.7	1.09	0.8	0.96
Average Age of Plant (Years)		7.6	8.6	0.88	8.3	0.91	8.3	0.91	7.0	1.08
Increase (Decrease) Total Net Patient Revenue		5.2%	6.2%	0.83	5.4%	0.95	5.0%	1.03	7.8%	0.66
Outpatient Gross Revenue (% of Total GPR)		49.7%	48.0%	1.04	57.7%	0.86	49.2%	1.01	50.7%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,043	\$10,323	0.88	\$8,059	1.12	\$9,923	0.91	\$8,154	1.11	
Inpatient Net Revenue per Day	\$2,327	\$2,382	0.98	\$1,996	1.17	\$2,387	0.97	\$2,189	1.06	
Outpatient Net Revenue per Visit	\$761	\$450	1.69	\$585	1.30	\$531	1.43	\$933	0.82	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$234,062,819	Cash & Cash Equivalents	\$76,297,930	Current Liabilities	\$3,288,105
Less Deductions	\$93,873,673	Net Patient Receivables	\$18,883,115	Long-Term Debt	\$85,044,000
Net Patient Revenue	\$140,189,146	Other Receivables	\$768,257	Other Liabilities	\$0
Plus Other Revenue	\$3,368,010			Subtotal	\$88,332,105
Total Revenue	\$143,557,154	Land, Buildings & Equipment (Net)	\$92,380,555	Unrestricted Fund Balance	\$100,405,315
Less Expenses	\$138,020,861	Other Assets	\$407,563	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,628,134			Total Liabilities & Fund Balance	\$188,737,420
Net Income	\$10,164,427	Total Assets	\$188,737,420		