

091 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 2007	All GSM Hospitals		Analysis Area 1		Volume Group 5		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.4%	60.0%	0.76	62.0%	0.73	52.4%	0.87	47.0%	0.97
Obstetrics	47.7%	42.5%	1.12	43.9%	1.09	35.0%	1.36	49.9%	0.96
Pediatrics	0.0%	55.1%	N/A	50.2%	N/A	13.6%	N/A	0.0%	N/A
Total Hospital	46.4%	57.1%	0.81	60.0%	0.77	50.6%	0.92	47.3%	0.98
Average Census (Patients)									
Adult Medical-Surgical	20.0	32.2	0.62	31.3	0.64	23.4	0.85	20.7	0.97
Obstetrics	3.8	5.5	0.69	5.3	0.71	3.8	1.01	4.0	0.96
Pediatrics	0.0	2.3	N/A	1.9	N/A	0.3	N/A	0.0	N/A
Total Hospital	28.3	53.3	0.53	55.8	0.51	38.4	0.74	28.8	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.7	0.89	3.6	0.92	3.5	0.95	3.2	1.03
Obstetrics	2.5	2.3	1.05	1.9	1.31	2.3	1.09	2.5	1.00
Pediatrics	0.0	2.2	N/A	3.2	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.2	4.2	0.77	4.4	0.75	3.6	0.89	3.2	1.02
Surgical Operations									
Inpatient	1,155	1,939	0.60	2,050	0.56	1,121	1.03	1,171	0.99
Outpatient	2,674	4,175	0.64	5,144	0.52	3,072	0.87	2,533	1.06
Inpatient as % of All Surgeries	30.2%	31.7%	0.95	28.5%	1.06	26.7%	1.13	31.6%	0.95
Outpatient Visits									
Non-Emergency Visits	203,142	90,979	2.23	127,971	1.59	81,094	2.51	194,684	1.04
Emergency Visits	11,992	15,916	0.75	15,741	0.76	17,884	0.67	12,052	1.00
Full-Time Equivalents (FTEs)									
Administrators	20.0	16.4	1.22	18.8	1.06	15.5	1.29	23.0	0.87
Nurses, Licensed	189.3	187.1	1.01	204.8	0.92	156.7	1.21	188.8	1.00
Ancillary Nursing Personnel	12.9	37.2	0.35	39.4	0.33	25.3	0.51	11.6	1.11
All Other Personnel	588.7	437.1	1.35	551.7	1.07	418.7	1.41	584.0	1.01
Total FTEs	810.8	677.8	1.20	814.6	1.00	616.1	1.32	807.4	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	17.4	15.7	1.11	14.7	1.18	14.8	1.18	21.3	0.82
Nurses, Licensed	164.7	179.0	0.92	160.3	1.03	149.7	1.10	175.1	0.94
Ancillary Nursing Personnel	11.2	35.6	0.31	30.8	0.36	24.2	0.46	10.7	1.04
All Other Personnel	512.0	418.1	1.22	431.9	1.19	399.9	1.28	541.8	0.94
Total FTEs	705.3	648.4	1.09	637.6	1.11	588.6	1.20	749.1	0.94

Total Hospital:
 Beds Set Up & Staffed 61
 Discharges 3,182
 Inpatient Days 10,332

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 404
 Newborn Days 895

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2007	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	44	2,217	7,297	45.4%	20.0	3.3
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	8	563	1,392	47.7%	3.8	2.5
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	9	570	1,643	50.0%	4.5	2.9
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	2	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	20	0	20.0	Radiological Services Personnel	20	22	26.6
Physicians & Dentists	54	16	61.7	Respiratory Therapists	9	4	9.8
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	4	3.1
Registered Nurses	98	110	156.3	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	1	0.5	Physical Therapists	4	7	7.6
Licensed Practical Nurses	20	13	23.0	Physical Therapy Assistants/Aides	1	1	1.6
Ancillary Nursing Personnel	5	14	12.9	Recreational Therapists	0	0	0.0
Physician Assistants	5	3	5.0	Dietitians & Nutritionists	2	2	2.4
Nurse Practitioners	8	2	9.5	Psychologists	3	2	4.2
Medical Records Personnel	19	5	21.8	Social Workers	1	6	4.0
Pharmacy Personnel	15	17	19.5	All Other Health Professionals	80	32	95.3
Clinical Laboratory Personnel	21	5	23.8	All Other Personnel	253	120	296.7
Surgical Personnel	2	3	3.6	Total	643	389	810.8

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$108,386,648	44.7%	41.3%	1.08	38.7%	1.16	44.2%	1.01	43.8%	1.02
Medical Assistance	\$13,972,079	5.8%	10.5%	0.55	8.4%	0.69	8.3%	0.70	5.6%	1.02
Commercial	\$101,045,644	41.7%	41.4%	1.01	45.6%	0.91	41.7%	1.00	43.3%	0.96
All Other	\$18,887,872	7.8%	6.6%	1.18	7.3%	1.07	5.9%	1.33	7.3%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$70,206,717	29.0%	25.8%	1.12	23.5%	1.23	28.9%	1.00	28.6%	1.01
Medical Assistance	\$11,468,272	4.7%	7.9%	0.60	6.4%	0.74	6.6%	0.72	4.3%	1.09
Commercial	\$25,199,121	10.4%	11.0%	0.95	12.9%	0.80	9.9%	1.05	10.9%	0.96
Charity Care	\$2,935,767	1.2%	1.6%	0.76	2.1%	0.59	1.5%	0.81	1.1%	1.15
All Other	\$7,668,594	3.2%	1.6%	1.95	1.8%	1.72	1.1%	2.98	3.0%	1.07
Total Deductions	\$117,478,471	48.5%	48.1%	1.01	46.9%	1.03	48.1%	1.01	47.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.9%	4.7%	1.05	8.5%	0.58	3.8%	1.32	5.5%	0.90
Net Gains/Losses as % of Net Income		23.4%	25.2%	0.93	35.9%	0.65	32.4%	0.72	34.1%	0.69
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$69,956,596	58.5%	47.6%	1.23	50.1%	1.17	51.0%	1.15	58.4%	1.00
Supplies & Services	\$35,947,905	30.1%	40.1%	0.75	38.9%	0.77	34.8%	0.86	30.4%	0.99
Capital Component	\$9,132,851	7.6%	8.8%	0.87	8.2%	0.93	9.8%	0.78	8.0%	0.96
Bad Debt	\$4,540,870	3.8%	3.6%	1.05	2.8%	1.34	4.5%	0.84	3.3%	1.16
Fiscal Statistics										
Operating Margin (%)		8.9%	7.0%	1.28	6.4%	1.40	5.2%	1.73	8.5%	1.05
Total Hospital Net Income (%)		11.4%	9.2%	1.24	9.6%	1.18	7.5%	1.52	12.4%	0.92
Return on Equity (%)		11.5%	7.4%	1.55	8.0%	1.43	5.5%	2.11	12.9%	0.89
Current Ratio		3.9	3.1	1.25	2.2	1.78	2.8	1.40	3.3	1.18
Days in Net Patient Accounts Receivable		53.0	52.5	1.01	50.4	1.05	54.2	0.98	56.5	0.94
Average Payment Period		45.7	50.4	0.91	50.3	0.91	50.3	0.91	46.2	0.99
Equity Financing (%)		72.0%	60.8%	1.18	53.3%	1.35	59.0%	1.22	69.1%	1.04
Long-Term Debt to Equity Ratio		0.2	0.4	0.55	0.6	0.38	0.4	0.52	0.3	0.81
Times Interest Earned		14.4	7.3	1.97	7.8	1.83	4.9	2.95	13.7	1.05
Total Asset Turnover		1.0	0.8	1.25	0.8	1.22	0.7	1.38	1.0	0.99
Average Age of Plant (Years)		11.2	9.2	1.23	9.3	1.21	8.6	1.30	11.2	1.00
Increase (Decrease) Total Net Patient Revenue		13.4%	7.5%	1.79	7.3%	1.84	9.6%	1.39	13.2%	1.02
Outpatient Gross Revenue (% of Total GPR)		75.4%	49.0%	1.54	47.9%	1.57	63.4%	1.19	73.2%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,696		\$11,671	0.75	\$12,759	0.68	\$8,162	1.07	\$7,551	1.15
Inpatient Net Revenue per Day	\$2,678		\$2,752	0.97	\$2,919	0.92	\$2,243	1.19	\$2,382	1.12
Outpatient Net Revenue per Visit	\$452		\$516	0.87	\$402	1.12	\$636	0.71	\$411	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$242,292,243	Cash & Cash Equivalents	\$33,648,711	Current Liabilities	\$14,140,850
Less Deductions	\$117,478,471	Net Patient Receivables	\$18,112,526	Long-Term Debt	\$21,074,780
Net Patient Revenue	\$124,813,772	Other Receivables	\$347,901	Other Liabilities	\$2,147,494
Plus Other Revenue	\$6,497,959			Subtotal	\$37,363,124
Total Revenue	\$131,311,731	Land, Buildings & Equipment (Net)	\$33,195,476	Unrestricted Fund Balance	\$96,069,845
Less Expenses	\$119,578,222	Other Assets	\$48,128,355	Restricted Fund Balance	\$502,440
Non-Operating Gains/Losses	\$3,586,986			Total Liabilities & Fund Balance	\$133,432,969
Net Income	\$15,320,495	Total Assets	\$133,432,969		