

092 Theda Clark Medical Center
 130 Second Street, PO Box 2021
 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 2007	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	56.0%	60.0%	0.93	50.5%	1.11	61.4%	0.91	53.1%	1.05
Obstetrics	47.7%	42.5%	1.12	39.0%	1.22	42.2%	1.13	47.8%	1.00
Pediatrics	0.0%	55.1%	N/A	20.3%	N/A	82.3%	N/A	0.0%	N/A
Total Hospital	55.7%	57.1%	0.97	50.2%	1.11	57.5%	0.97	51.5%	1.08
Average Census (Patients)									
Adult Medical-Surgical	52.1	32.2	1.62	24.3	2.15	49.4	1.05	49.4	1.05
Obstetrics	11.0	5.5	1.98	5.5	2.00	8.6	1.28	11.5	0.96
Pediatrics	0.0	2.3	N/A	0.5	N/A	9.9	N/A	0.0	N/A
Total Hospital	93.0	53.3	1.75	42.6	2.18	103.2	0.90	86.5	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.7	1.00	3.6	1.04	3.8	0.98	3.5	1.04
Obstetrics	2.9	2.3	1.24	2.4	1.21	2.5	1.16	2.9	1.00
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	4.1	4.2	0.98	4.0	1.02	4.3	0.94	3.9	1.06
Surgical Operations									
Inpatient	3,588	1,939	1.85	1,328	2.70	3,476	1.03	3,661	0.98
Outpatient	10,372	4,175	2.48	4,690	2.21	7,518	1.38	10,394	1.00
Inpatient as % of All Surgeries	25.7%	31.7%	0.81	22.1%	1.16	31.6%	0.81	26.0%	0.99
Outpatient Visits									
Non-Emergency Visits	67,047	90,979	0.74	64,388	1.04	187,282	0.36	67,332	1.00
Emergency Visits	21,164	15,916	1.33	13,618	1.55	28,547	0.74	20,404	1.04
Full-Time Equivalents (FTEs)									
Administrators	47.0	16.4	2.86	20.7	2.27	30.3	1.55	43.0	1.09
Nurses, Licensed	334.1	187.1	1.79	166.1	2.01	354.1	0.94	318.4	1.05
Ancillary Nursing Personnel	39.8	37.2	1.07	26.3	1.51	68.4	0.58	44.3	0.90
All Other Personnel	577.4	437.1	1.32	312.8	1.85	799.4	0.72	555.5	1.04
Total FTEs	998.3	677.8	1.47	525.9	1.90	1,252.3	0.80	961.3	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.3	15.7	1.67	14.7	1.79	15.9	1.65	25.0	1.05
Nurses, Licensed	186.9	179.0	1.04	117.8	1.59	186.0	1.01	185.2	1.01
Ancillary Nursing Personnel	22.3	35.6	0.63	18.7	1.19	35.9	0.62	25.8	0.86
All Other Personnel	323.1	418.1	0.77	221.9	1.46	419.8	0.77	323.2	1.00
Total FTEs	558.5	648.4	0.86	373.0	1.50	657.6	0.85	559.3	1.00

Total Hospital:
 Beds Set Up & Staffed 167
 Discharges 8,272
 Inpatient Days 33,938

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 30
 Total Births 1,305
 Newborn Days 2,641

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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	93	5,163	19,004	56.0%	52.1	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	16	179	2,676	45.8%	7.3	14.9
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
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,373	4,008	47.7%	11.0	2.9
Psychiatric	1	14	921	3,665	71.7%	10.0	4.0
Alcoholism/chemical dependency	1	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	15	704	2,927	53.5%	8.0	4.2
Step-Down (Special Care)	2	6	594	1,415	64.6%	3.9	2.4
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
Subacute care	3	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	47	0	47.0	Radiological Services Personnel	36	11	44.0
Physicians & Dentists	5	1	5.8	Respiratory Therapists	6	18	14.4
Medical & Dental Residents	0	0	0.0	Occupational Therapists	9	19	18.0
Registered Nurses	176	258	319.2	Occupational Therapy Assistants/Aides	3	7	5.4
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	15	14.2
Licensed Practical Nurses	3	20	14.9	Physical Therapy Assistants/Aides	3	5	5.1
Ancillary Nursing Personnel	17	69	39.8	Recreational Therapists	0	2	1.1
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	5	4.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	21	15	31.6	Social Workers	2	8	5.9
Pharmacy Personnel	24	5	25.8	All Other Health Professionals	35	71	64.5
Clinical Laboratory Personnel	36	28	53.8	All Other Personnel	160	171	254.1
Surgical Personnel	17	17	29.4	Total	607	745	998.3

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value ³	Ratio	Value ⁶	Ratio	FY 2006	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$87,534,152	33.7%	41.3%	0.82	42.2%	0.80	37.5%	0.90	33.7%	1.00
Medical Assistance	\$19,526,702	7.5%	10.5%	0.71	6.9%	1.09	13.5%	0.56	6.7%	1.12
Commercial	\$137,220,745	52.8%	41.4%	1.27	45.6%	1.16	42.9%	1.23	53.5%	0.99
All Other	\$15,458,759	6.0%	6.6%	0.90	5.3%	1.13	6.1%	0.98	6.1%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$50,192,932	19.3%	25.8%	0.75	24.8%	0.78	23.9%	0.81	19.1%	1.01
Medical Assistance	\$14,334,427	5.5%	7.9%	0.70	5.4%	1.03	10.2%	0.54	4.5%	1.23
Commercial	\$35,921,852	13.8%	11.0%	1.26	12.4%	1.11	11.2%	1.23	14.0%	0.99
Charity Care	\$3,676,500	1.4%	1.6%	0.89	1.5%	0.91	1.4%	1.00	1.6%	0.91
All Other	\$2,423,161	0.9%	1.6%	0.58	0.6%	1.53	1.3%	0.74	1.0%	0.96
Total Deductions	\$106,548,872	41.0%	48.1%	0.85	44.7%	0.92	48.3%	0.85	40.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.4%	4.7%	0.51	2.7%	0.89	7.9%	0.30	2.3%	1.03	
Net Gains/Losses as % of Net Income	38.7%	25.2%	1.54	43.3%	0.89	21.3%	1.82	45.5%	0.85	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$70,960,615	47.8%	47.6%	1.00	47.0%	1.02	46.3%	1.03	48.7%	0.98
Supplies & Services	\$55,845,867	37.6%	40.1%	0.94	38.8%	0.97	41.8%	0.90	35.8%	1.05
Capital Component	\$17,404,668	11.7%	8.8%	1.34	10.6%	1.10	8.7%	1.34	11.9%	0.99
Bad Debt	\$4,360,693	2.9%	3.6%	0.81	3.6%	0.82	3.2%	0.92	3.6%	0.82
Fiscal Statistics										
Operating Margin (%)	5.4%	7.0%	0.76	4.3%	1.25	8.1%	0.66	3.9%	1.39	
Total Hospital Net Income (%)	8.5%	9.2%	0.92	7.3%	1.16	10.1%	0.84	6.9%	1.23	
Return on Equity (%)	6.3%	7.4%	0.85	5.9%	1.07	7.8%	0.80	5.4%	1.16	
Current Ratio	37.9	3.1	12.06	2.8	13.69	3.3	11.32	29.3	1.29	
Days in Net Patient Accounts Receivable	53.3	52.5	1.02	52.6	1.01	54.8	0.97	49.2	1.08	
Average Payment Period	8.8	50.4	0.18	58.7	0.15	48.1	0.18	9.4	0.94	
Equity Financing (%)	57.4%	60.8%	0.94	56.0%	1.02	60.9%	0.94	53.2%	1.08	
Long-Term Debt to Equity Ratio	0.7	0.4	1.80	0.5	1.57	0.4	1.73	0.8	0.85	
Times Interest Earned	4.8	7.3	0.65	4.2	1.14	7.4	0.64	3.6	1.31	
Total Asset Turnover	0.7	0.8	0.91	0.8	0.92	0.8	0.94	0.8	0.94	
Average Age of Plant (Years)	7.3	9.2	0.80	8.7	0.84	9.0	0.81	7.6	0.97	
Increase (Decrease) Total Net Patient Revenue	9.3%	7.5%	1.24	9.5%	0.98	6.8%	1.36	5.2%	1.80	
Outpatient Gross Revenue (% of Total GPR)	48.0%	49.0%	0.98	57.6%	0.83	45.8%	1.05	49.7%	0.97	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,970	\$11,671	0.85	\$8,852	1.13	\$12,402	0.80	\$9,043	1.10	
Inpatient Net Revenue per Day	\$2,430	\$2,752	0.88	\$2,166	1.12	\$2,855	0.85	\$2,327	1.04	
Outpatient Net Revenue per Visit	\$802	\$516	1.55	\$569	1.41	\$433	1.85	\$761	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$259,740,358	Cash & Cash Equivalents	\$101,461,980	Current Liabilities	\$3,305,538
Less Deductions	\$106,548,872	Net Patient Receivables	\$22,370,506	Long-Term Debt	\$90,248,000
Net Patient Revenue	\$153,191,486	Other Receivables	\$975,691	Other Liabilities	\$0
Plus Other Revenue	\$3,787,597			Subtotal	\$93,553,538
Total Revenue	\$156,979,083	Land, Buildings & Equipment (Net)	\$94,130,008	Unrestricted Fund Balance	\$125,833,487
Less Expenses	\$148,571,843	Other Assets	\$448,840	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,315,406			Total Liabilities & Fund Balance	\$219,387,025
Net Income	\$13,722,646	Total Assets	\$219,387,025		