

**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: **6**

Selected Utilization Statistics	FY 2008	All GSM Hospitals		Analysis Area 1		Volume Group 6		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	43.0%	60.5%	0.71	58.9%	0.73	60.5%	0.71	45.4%	0.95
Obstetrics	44.8%	42.5%	1.05	40.9%	1.09	41.7%	1.07	47.7%	0.94
Pediatrics	0.0%	57.0%	N/A	56.9%	N/A	82.0%	N/A	0.0%	N/A
Total Hospital	43.7%	58.4%	0.75	59.5%	0.73	57.7%	0.76	46.4%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	18.9	31.3	0.60	27.6	0.68	51.1	0.37	20.0	0.95
Obstetrics	3.6	5.7	0.63	5.8	0.61	9.1	0.39	3.8	0.94
Pediatrics	0.0	2.4	N/A	2.3	N/A	10.4	N/A	0.0	N/A
Total Hospital	26.7	54.6	0.49	56.5	0.47	100.7	0.26	28.3	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.7	0.88	3.8	0.87	3.7	0.88	3.3	1.00
Obstetrics	2.4	2.4	1.03	2.0	1.24	2.6	0.94	2.5	0.99
Pediatrics	0.0	2.2	N/A	3.4	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	4.3	0.75	4.4	0.73	3.2	0.99
<b>Surgical Operations</b>									
Inpatient	1,059	1,970	0.54	2,062	0.51	3,267	0.32	1,155	0.92
Outpatient	2,702	4,151	0.65	4,893	0.55	6,433	0.42	2,674	1.01
Inpatient as % of All Surgeries	28.2%	32.2%	0.87	29.6%	0.95	33.7%	0.84	30.2%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	207,738	94,816	2.19	132,264	1.57	204,311	1.02	203,142	1.02
Emergency Visits	11,558	16,124	0.72	16,117	0.72	28,164	0.41	11,992	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	24.0	18.7	1.29	20.2	1.19	26.0	0.92	20.0	1.20
Nurses, Licensed	218.9	197.1	1.11	217.6	1.01	359.1	0.61	189.3	1.16
Ancillary Nursing Personnel	13.7	37.6	0.36	40.7	0.34	59.3	0.23	12.9	1.06
All Other Personnel	615.2	452.4	1.36	579.9	1.06	840.6	0.73	588.7	1.05
Total FTEs	871.8	705.8	1.24	858.3	1.02	1,284.9	0.68	810.8	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	19.9	17.2	1.16	15.5	1.29	13.4	1.48	17.4	1.14
Nurses, Licensed	181.5	181.8	1.00	167.0	1.09	185.0	0.98	164.7	1.10
Ancillary Nursing Personnel	11.3	34.6	0.33	31.2	0.36	30.5	0.37	11.2	1.01
All Other Personnel	510.2	417.2	1.22	445.3	1.15	433.1	1.18	512.0	1.00
Total FTEs	722.9	650.8	1.11	659.0	1.10	662.1	1.09	705.3	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 61  
 Discharges 3,043  
 Inpatient Days 9,758

**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 393  
 Newborn Days 865

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2008	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	2,103	6,917	43.0%	18.9	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	8	538	1,311	44.8%	3.6	2.4
<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	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	9	617	1,530	46.4%	4.2	2.5
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	24	0	24.0	Surgical Personnel	2	2	3.6
Physicians & Dentists	55	15	63.9	Radiological Services Personnel	21	13	27.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	2	9.0
Registered Nurses	119	122	184.4	Occupational Therapists	2	3	3.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	2.0
Licensed Practical Nurses	15	14	22.7	Physical Therapists	6	7	9.5
Ancillary Nursing Personnel	6	16	13.7	Physical Therapy Assistants/Aides	2	2	3.1
Physician Assistants	5	4	6.3	Recreational Therapists	0	0	0.0
Nurse Practitioners	9	4	11.9	Dietitians & Nutritionists	2	2	2.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	4	2	4.8
Medical Records Personnel	21	5	23.8	Social Workers	1	5	3.2
Pharmacy Personnel	19	17	24.0	All Other Health Professionals	79	36	93.4
Clinical Laboratory Personnel	17	8	21.8	All Other Personnel	269	131	313.5
				<b>Total</b>	<b>689</b>	<b>411</b>	<b>871.8</b>

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area		Volume Group		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$116,676,011	44.0%	41.5%	1.06	38.5%	1.14	38.0%	1.16	44.7%	0.98
Medical Assistance	\$16,444,340	6.2%	10.8%	0.57	8.5%	0.73	13.9%	0.45	5.8%	1.08
Commercial	\$108,865,267	41.1%	40.7%	1.01	45.7%	0.90	41.7%	0.99	41.7%	0.98
All Other	\$23,051,659	8.7%	7.0%	1.25	7.2%	1.20	6.4%	1.35	7.8%	1.12
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$74,568,663	28.1%	26.5%	1.06	23.8%	1.18	24.7%	1.14	29.0%	0.97
Medical Assistance	\$13,302,768	5.0%	8.4%	0.60	6.6%	0.76	10.9%	0.46	4.7%	1.06
Commercial	\$31,562,582	11.9%	11.4%	1.04	13.7%	0.87	11.4%	1.04	10.4%	1.15
Charity Care	\$4,378,383	1.7%	1.6%	1.03	2.3%	0.71	1.4%	1.20	1.2%	1.36
All Other	\$9,875,537	3.7%	1.9%	1.98	1.9%	1.93	1.9%	1.96	3.2%	1.18
Total Deductions	\$133,687,934	50.4%	49.8%	1.01	48.5%	1.04	50.3%	1.00	48.5%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	4.8%	4.5%	1.06	8.4%	0.57	7.8%	0.61	4.9%	0.96	
Net Gains/Losses as % of Net Income	N/A	N/A	N/A	N/A	N/A	N/A	7.81	23.4%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$79,058,273	60.7%	47.4%	1.28	50.0%	1.21	46.4%	1.31	58.5%	1.04
Supplies & Services	\$37,673,531	28.9%	39.6%	0.73	38.1%	0.76	41.3%	0.70	30.1%	0.96
Capital Component	\$9,791,073	7.5%	8.8%	0.86	8.8%	0.86	8.7%	0.86	7.6%	0.98
Bad Debt	\$3,665,611	2.8%	4.2%	0.67	3.1%	0.91	3.6%	0.79	3.8%	0.74
<b>Fiscal Statistics</b>										
Operating Margin (%)	5.6%	5.6%	1.00	3.6%	1.54	7.5%	0.74	8.9%	0.63	
Total Hospital Net Income (%)	1.1%	3.5%	0.31	1.7%	0.67	5.0%	0.22	11.4%	0.10	
Return on Equity (%)	1.1%	2.8%	0.38	1.4%	0.77	3.7%	0.29	11.5%	0.09	
Current Ratio	3.9	2.9	1.36	2.2	1.78	2.4	1.63	3.9	1.00	
Days in Net Patient Accounts Receivable	48.2	50.2	0.96	47.7	1.01	54.0	0.89	53.0	0.91	
Average Payment Period	44.2	54.8	0.81	45.8	0.97	67.0	0.66	45.7	0.97	
Equity Financing (%)	72.1%	58.1%	1.24	52.5%	1.37	55.3%	1.30	72.0%	1.00	
Long-Term Debt to Equity Ratio	0.2	0.4	0.54	0.6	0.39	0.4	0.50	0.2	0.99	
Times Interest Earned	2.3	3.3	0.69	2.0	1.13	4.2	0.54	14.4	0.16	
Total Asset Turnover	1.0	0.8	1.25	0.9	1.19	0.8	1.35	1.0	1.04	
Average Age of Plant (Years)	11.4	9.5	1.20	8.7	1.31	9.2	1.24	11.2	1.02	
Increase (Decrease) Total Net Patient Revenue	5.2%	6.3%	0.83	7.0%	0.75	7.0%	0.75	13.4%	0.39	
Outpatient Gross Revenue (% of Total GPR)	77.9%	49.7%	1.57	48.1%	1.62	48.1%	1.62	75.4%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,124	\$11,228	0.81	\$12,206	0.75	\$11,467	0.80	\$8,696	1.05	
Inpatient Net Revenue per Day	\$2,845	\$2,612	1.09	\$2,824	1.01	\$2,626	1.08	\$2,678	1.06	
Outpatient Net Revenue per Visit	\$472	\$497	0.95	\$371	1.27	\$406	1.16	\$452	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$265,037,277	Cash & Cash Equivalents	\$36,120,134	Current Liabilities	\$14,870,276
Less Deductions	\$133,687,934	Net Patient Receivables	\$17,301,028	Long-Term Debt	\$21,208,357
Net Patient Revenue	\$131,349,343	Other Receivables	\$610,688	Other Liabilities	\$1,725,612
Plus Other Revenue	\$6,572,028			Subtotal	\$37,804,245
Total Revenue	\$137,921,371	Land, Buildings & Equipment (Net)	\$38,081,587	Unrestricted Fund Balance	\$97,528,604
Less Expenses	\$130,188,488	Other Assets	\$43,219,412	Restricted Fund Balance	\$505,050
Non-Operating Gains/Losses	-\$6,274,125	Total Assets	\$135,332,849	Total Liabilities & Fund Balance	\$135,332,849
Net Income	\$1,458,758				