

**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 2008	All GSM Hospitals		Analysis Area 3		Volume Group 6		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	51.8%	60.5%	0.86	51.0%	1.01	60.5%	0.86	56.0%	0.92
Obstetrics	41.0%	42.5%	0.97	36.3%	1.13	41.7%	0.98	47.7%	0.86
Pediatrics	0.0%	57.0%	N/A	19.2%	N/A	82.0%	N/A	0.0%	N/A
Total Hospital	58.7%	58.4%	1.01	51.7%	1.14	57.7%	1.02	55.7%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	48.1	31.3	1.54	24.3	1.98	51.1	0.94	52.1	0.92
Obstetrics	11.9	5.7	2.09	5.4	2.22	9.1	1.31	11.0	1.08
Pediatrics	0.0	2.4	N/A	0.4	N/A	10.4	N/A	0.0	N/A
Total Hospital	101.5	54.6	1.86	44.1	2.30	100.7	1.01	93.0	1.09
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.7	0.91	3.4	1.00	3.7	0.91	3.7	0.92
Obstetrics	2.9	2.4	1.23	2.4	1.22	2.6	1.13	2.9	1.00
Pediatrics	0.0	2.2	N/A	1.6	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.88	3.9	0.96	4.4	0.86	4.1	0.91
<b>Surgical Operations</b>									
Inpatient	3,540	1,970	1.80	1,302	2.72	3,267	1.08	3,588	0.99
Outpatient	10,451	4,151	2.52	4,873	2.14	6,433	1.62	10,372	1.01
Inpatient as % of All Surgeries	25.3%	32.2%	0.79	21.1%	1.20	33.7%	0.75	25.7%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	67,889	94,816	0.72	66,707	1.02	204,311	0.33	67,047	1.01
Emergency Visits	21,440	16,124	1.33	14,045	1.53	28,164	0.76	21,164	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	48.0	18.7	2.57	23.3	2.06	26.0	1.84	47.0	1.02
Nurses, Licensed	345.9	197.1	1.75	159.6	2.17	359.1	0.96	334.1	1.04
Ancillary Nursing Personnel	53.2	37.6	1.41	27.8	1.91	59.3	0.90	39.8	1.34
All Other Personnel	592.8	452.4	1.31	311.3	1.90	840.6	0.71	577.4	1.03
Total FTEs	1,039.8	705.8	1.47	522.0	1.99	1,284.9	0.81	998.3	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	23.9	17.2	1.39	16.0	1.50	13.4	1.78	26.3	0.91
Nurses, Licensed	172.1	181.8	0.95	109.3	1.58	185.0	0.93	186.9	0.92
Ancillary Nursing Personnel	26.5	34.6	0.76	19.1	1.39	30.5	0.87	22.3	1.19
All Other Personnel	295.0	417.2	0.71	213.2	1.38	433.1	0.68	323.1	0.91
Total FTEs	517.5	650.8	0.80	357.5	1.45	662.1	0.78	558.5	0.93

**Total Hospital:**  
 Beds Set Up & Staffed 173  
 Discharges 9,920  
 Inpatient Days 37,153

**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 25  
 Total Births 1,417  
 Newborn Days 2,897

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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	93	5,177	17,622	51.8%	48.1	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	16	218	2,735	46.7%	7.5	12.5
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	29	1,493	4,355	41.0%	11.9	2.9
<b>Psychiatric</b>	1	14	1,002	3,972	77.5%	10.9	4.0
<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	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	641	2,654	48.3%	7.3	4.1
Step-Down (Special Care)	2	6	615	1,239	56.4%	3.4	2.0
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	48	0	48.0	Surgical Personnel	16	21	28.5
Physicians & Dentists	6	2	7.3	Radiological Services Personnel	42	11	47.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	18	15.7
Registered Nurses	176	266	324.0	Occupational Therapists	7	23	15.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	7	4.9
Licensed Practical Nurses	7	31	21.9	Physical Therapists	9	12	15.7
Ancillary Nursing Personnel	20	82	53.2	Physical Therapy Assistants/Aides	1	6	2.3
Physician Assistants	0	0	0.0	Recreational Therapists	0	2	1.2
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	5	4.6
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	1	1.1
Medical Records Personnel	21	13	28.3	Social Workers	1	12	5.4
Pharmacy Personnel	25	5	27.7	All Other Health Professionals	36	84	76.0
Clinical Laboratory Personnel	33	34	51.8	All Other Personnel	164	179	259.3
				<b>Total</b>	<b>623</b>	<b>814</b>	<b>1,039.8</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	\$90,934,949	32.6%	41.5%	0.79	41.8%	0.78	38.0%	0.86	33.7%	0.97
Medical Assistance	\$23,753,069	8.5%	10.8%	0.79	7.6%	1.12	13.9%	0.61	7.5%	1.13
Commercial	\$147,212,221	52.8%	40.7%	1.30	45.4%	1.16	41.7%	1.27	52.8%	1.00
All Other	\$16,881,927	6.1%	7.0%	0.87	5.2%	1.16	6.4%	0.94	6.0%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$53,083,337	19.0%	26.5%	0.72	25.0%	0.76	24.7%	0.77	19.3%	0.99
Medical Assistance	\$16,815,599	6.0%	8.4%	0.72	5.9%	1.03	10.9%	0.55	5.5%	1.09
Commercial	\$36,815,120	13.2%	11.4%	1.15	12.5%	1.06	11.4%	1.15	13.8%	0.95
Charity Care	\$4,884,500	1.8%	1.6%	1.10	1.3%	1.31	1.4%	1.27	1.4%	1.24
All Other	\$2,960,465	1.1%	1.9%	0.56	0.7%	1.59	1.9%	0.56	0.9%	1.14
Total Deductions	\$114,559,021	41.1%	49.8%	0.83	45.4%	0.91	50.3%	0.82	41.0%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.0%	4.5%	0.45	2.3%	0.90	7.8%	0.26	2.4%	0.84	
Net Gains/Losses as % of Net Income	N/A	N/A	N/A	26.0%	N/A	N/A	0.37	38.7%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$73,535,266	46.2%	47.4%	0.97	46.1%	1.00	46.4%	1.00	47.8%	0.97
Supplies & Services	\$62,218,751	39.1%	39.6%	0.99	39.7%	0.98	41.3%	0.95	37.6%	1.04
Capital Component	\$18,485,970	11.6%	8.8%	1.33	10.2%	1.14	8.7%	1.33	11.7%	0.99
Bad Debt	\$4,845,275	3.0%	4.2%	0.72	4.0%	0.77	3.6%	0.86	2.9%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)	5.1%	5.6%	0.91	5.1%	1.00	7.5%	0.67	5.4%	0.95	
Total Hospital Net Income (%)	4.3%	3.5%	1.21	6.8%	0.63	5.0%	0.85	8.5%	0.50	
Return on Equity (%)	3.3%	2.8%	1.19	5.7%	0.59	3.7%	0.91	6.3%	0.53	
Current Ratio	36.9	2.9	12.73	3.5	10.61	2.4	15.32	37.9	0.97	
Days in Net Patient Accounts Receivable	42.9	50.2	0.85	46.4	0.93	54.0	0.79	53.3	0.81	
Average Payment Period	8.4	54.8	0.15	43.9	0.19	67.0	0.13	8.8	0.95	
Equity Financing (%)	56.9%	58.1%	0.98	57.8%	0.98	55.3%	1.03	57.4%	0.99	
Long-Term Debt to Equity Ratio	0.7	0.4	1.80	0.5	1.59	0.4	1.67	0.7	1.02	
Times Interest Earned	3.0	3.3	0.91	4.2	0.71	4.2	0.72	4.8	0.63	
Total Asset Turnover	0.8	0.8	0.97	0.8	0.96	0.8	1.04	0.7	1.10	
Average Age of Plant (Years)	7.5	9.5	0.79	9.2	0.81	9.2	0.82	7.3	1.02	
Increase (Decrease) Total Net Patient Revenue	7.2%	6.3%	1.14	8.5%	0.84	7.0%	1.03	9.3%	0.78	
Outpatient Gross Revenue (% of Total GPR)	49.5%	49.7%	1.00	58.9%	0.84	48.1%	1.03	48.0%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,669	\$11,228	0.77	\$8,500	1.02	\$11,467	0.76	\$9,970	0.87	
Inpatient Net Revenue per Day	\$2,315	\$2,612	0.89	\$2,145	1.08	\$2,626	0.88	\$2,430	0.95	
Outpatient Net Revenue per Visit	\$876	\$497	1.76	\$620	1.41	\$406	2.16	\$802	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$278,782,165	Cash & Cash Equivalents	\$103,984,080	Current Liabilities	\$3,381,565
Less Deductions	\$114,559,021	Net Patient Receivables	\$19,261,004	Long-Term Debt	\$88,018,000
Net Patient Revenue	\$164,223,144	Other Receivables	\$900,747	Other Liabilities	\$0
Plus Other Revenue	\$3,394,902			Subtotal	\$91,399,565
Total Revenue	\$167,618,047	Land, Buildings & Equipment (Net)	\$87,152,565	Unrestricted Fund Balance	\$120,607,143
Less Expenses	\$159,085,262	Other Assets	\$708,312	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,454,507			Total Liabilities & Fund Balance	\$212,006,708
Net Income	\$7,078,278	Total Assets	\$212,006,708		