

**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

		All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	41.1%	55.7%	0.74	57.3%	0.72	57.4%	0.72	41.4%	0.99
Obstetrics	40.4%	41.5%	0.97	43.6%	0.07	40.0%	1.01	36.9%	1.09
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	40.1%	57.5%	0.70	60.2%	0.67	59.0%	0.68	39.8%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	18.1	26.4	0.69	24.4	0.74	36.9	0.49	18.2	0.99
Obstetrics	3.2	5.6	0.57	5.1	0.64	7.9	0.41	3.0	1.09
Pediatrics	0.0	1.4	N/A	2.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	23.3	49.4	0.47	51.9	0.45	78.6	0.30	23.1	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.9	0.81	3.9	0.82	3.8	0.84	3.5	0.91
Obstetrics	3.2	2.5	1.27	2.7	1.20	2.6	1.26	2.2	1.46
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.72	4.3	0.73	4.4	0.71	3.3	0.95
<b>Surgical Operations</b>									
Inpatient	704	1,396	0.50	2,117	0.33	1,842	0.38	740	0.95
Outpatient	2,981	4,206	0.71	7,457	0.40	4,876	0.61	3,128	0.95
Inpatient as % of All Surgeries	19.1%	24.9%	0.77	22.1%	0.86	27.4%	0.70	19.1%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	261,122	136,074	1.92	174,723	1.49	168,131	1.55	257,451	1.01
Emergency Visits	13,461	18,688	0.72	17,254	0.78	31,181	0.43	12,940	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	30.5	19.3	1.57	26.0	1.17	25.9	1.18	40.2	0.76
Nurses, Licensed	240.6	239.2	1.01	251.5	0.96	358.4	0.67	244.2	0.99
Ancillary Nursing Personnel	30.0	40.0	0.75	43.3	0.69	57.2	0.52	9.5	3.17
All Other Personnel	750.2	480.4	1.56	653.1	1.15	660.2	1.14	747.4	1.00
Total FTEs	1,051.2	779.0	1.35	973.9	1.08	1,101.6	0.95	1,041.2	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	22.0	14.9	1.48	20.1	1.10	12.9	1.71	30.0	0.74
Nurses, Licensed	174.0	183.7	0.95	194.3	0.90	178.3	0.98	182.2	0.95
Ancillary Nursing Personnel	21.7	30.8	0.70	33.4	0.65	28.5	0.76	7.1	3.07
All Other Personnel	542.7	369.0	1.47	504.4	1.08	328.4	1.65	557.8	0.97
Total FTEs	760.5	598.3	1.27	752.2	1.01	548.0	1.39	777.0	0.98

**Total Hospital:**

Beds Set Up & Staffed 58  
Discharges 2,692  
Inpatient Days 8,495

**Contract with:**

Health Maintenance  
Organization (HMO) Yes  
Preferred Provider  
Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 0  
Discharges 0  
Inpatient Days 0

**Newborn Nursery:**

Bassinet 10  
Total Births 517  
Newborn Days 959

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	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	2,072	6,598	41.1%	18.1	3.2
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	5	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>	1	8	365	1,180	40.4%	3.2	3.2
<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	2	6	210	717	32.7%	2.0	3.4
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>	5	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.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	2	30.5	Surgical Personnel	4	0	4.0
Physicians & Dentists	48	21	61.5	Radiological Services Personnel	15	15	24.6
Medical & Dental Residents	13	0	13.0	Sonographers	3	3	5.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	4	9.2
Registered Nurses	152	92	201.6	Occupational Therapists	3	3	4.5
Certified Nurse Midwives	0	1	0.8	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	10	7	13.6	Physical Therapists	11	4	13.0
Ancillary Nursing Personnel	18	33	30.0	Physical Therapy Assistants/Aides	3	1	3.6
Medical Assistants	53	7	56.7	Recreational Therapists	0	0	0.0
Physician Assistants	8	5	9.8	Dietitians & Nutritionists	2	2	3.0
Nurse Practitioners	16	11	21.6	Psychologists	7	1	7.6
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	1	3	2.9
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	102	43	121.9
Health Info Mgmt-Administrators/Technicians	10	1	10.7	All Other Personnel	321	87	359.5
Pharmacy Personnel	20	7	23.0				
Clinical Laboratory Personnel	15	0	15.0				
				<b>Total</b>	<b>876</b>	<b>353</b>	<b>1,051.2</b>

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Monroe, WI 53566			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$236,626,834	47.2%	45.7%	1.03	41.6%	1.13	41.9%	1.13	46.4%	1.02	
Medical Assistance	\$53,066,166	10.6%	14.0%	0.76	11.5%	0.92	19.9%	0.53	7.8%	1.35	
Commercial	\$191,414,951	38.1%	35.8%	1.06	39.3%	0.97	35.1%	1.09	37.8%	1.01	
All Other	\$20,655,186	4.1%	4.5%	0.91	7.5%	0.55	3.2%	1.29	7.9%	0.52	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$177,958,498	35.5%	34.1%	1.04	30.8%	1.15	31.8%	1.12	35.0%	1.01	
Medical Assistance	\$44,031,048	8.8%	10.6%	0.83	8.7%	1.01	14.5%	0.60	6.4%	1.38	
Commercial	\$84,148,294	16.8%	14.7%	1.14	18.2%	0.92	12.7%	1.32	16.4%	1.02	
Charity Care	\$3,265,083	0.7%	1.0%	0.67	0.9%	0.76	1.0%	0.66	0.8%	0.83	
Bad Debt	\$8,494,622	1.7%	1.1%	1.58	1.1%	1.59	1.1%	1.50	1.2%	1.36	
All Other	\$12,888,071	2.6%	2.0%	1.31	3.4%	0.77	1.4%	1.80	5.7%	0.45	
Total Deductions	\$330,785,616	65.9%	63.3%	1.04	62.8%	1.05	62.6%	1.05	65.5%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		7.3%	5.5%	1.33	6.4%	1.14	3.7%	1.96	7.6%	0.96	
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	1.9%	N/A	5.1%	N/A	69.6%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$107,949,176	61.5%	44.1%	1.40	47.5%	1.30	43.3%	1.42	58.8%	1.05	
Supplies & Services	\$57,323,468	32.7%	49.0%	0.67	45.0%	0.73	49.6%	0.66	33.4%	0.98	
Capital Component	\$10,236,636	5.8%	6.9%	0.85	7.5%	0.77	7.1%	0.82	7.8%	0.74	
Fiscal Statistics											
Operating Margin (%)		4.9%	8.4%	0.58	5.0%	0.98	10.1%	0.48	2.3%	2.11	
Total Hospital Net Income (%)		4.7%	8.6%	0.55	5.0%	0.93	10.6%	0.44	7.2%	0.65	
Return on Equity (%)		3.0%	6.3%	0.47	3.8%	0.79	6.8%	0.44	4.7%	0.63	
Current Ratio		3.8	5.9	0.65	2.3	1.70	7.2	0.53	4.4	0.87	
Days in Net Patient Accounts Receivable		53.5	51.6	1.04	47.8	1.12	53.7	1.00	52.5	1.02	
Average Payment Period		46.3	38.5	1.20	55.0	0.84	35.4	1.31	42.8	1.08	
Equity Financing (%)		67.0%	75.1%	0.89	59.3%	1.13	73.3%	0.91	65.6%	1.02	
Long-Term Debt to Equity Ratio		0.3	0.2	2.07	0.3	1.12	0.2	1.48	0.4	0.92	
Times Interest Earned		5.3	13.4	0.40	5.0	1.06	19.0	0.28	7.0	0.75	
Total Asset Turnover		0.6	0.7	0.86	0.7	0.85	0.6	0.99	0.6	1.03	
Average Age of Plant (Years)		1.0	9.9	0.10	10.5	0.10	8.4	0.12	12.5	0.08	
Increase (Decrease) Total Net Patient Revenue		6.7%	5.4%	1.23	6.7%	1.00	5.3%	1.25	1.3%	5.24	
Outpatient Gross Revenue (% of Total GPR)		82.6%	61.9%	1.33	59.8%	1.38	60.4%	1.37	82.8%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$12,957		\$15,830	0.82	\$17,803	0.73	\$15,632	0.83	\$12,137	1.07	
Inpatient Net Revenue per Day	\$3,972		\$3,538	1.12	\$4,047	0.98	\$3,480	1.14	\$3,663	1.08	
Outpatient Net Revenue per Visit	\$527		\$686	0.77	\$595	0.88	\$697	0.76	\$500	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$501,763,137	Cash & Cash Equivalents	\$43,461,198	Current Liabilities	\$21,332,129
Less Deductions	\$330,785,616	Net Patient Receivables	\$25,081,190	Long-Term Debt	\$64,193,805
Net Patient Revenue	\$170,977,521	Other Receivables	\$6,826,263	Other Liabilities	\$10,405,577
Plus Other Revenue	\$13,520,475			Subtotal	\$95,931,511
Total Revenue	\$184,497,996	Land, Buildings & Equipment (Net)	\$111,613,665		
Less Expenses	\$175,509,280	Other Assets	\$103,661,419	Unrestricted Fund Balance	\$194,712,224
Non-Operating Gains/Losses	-\$349,972			Restricted Fund Balance	\$0
Net Income	\$8,638,744	Total Assets	\$290,643,735	Total Liabilities & Fund Balance	\$290,643,735