

**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 2019	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	40.8%	55.2%	0.74	59.0%	0.69	50.7%	0.80	41.1%	0.99
Obstetrics	34.7%	38.0%	0.91	44.3%	0.06	34.4%	1.01	40.4%	0.86
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	39.0%	57.4%	0.68	61.2%	0.64	54.8%	0.71	40.1%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	17.9	26.0	0.69	24.6	0.73	27.5	0.65	18.1	0.99
Obstetrics	2.8	4.9	0.56	4.8	0.58	6.2	0.45	3.2	0.86
Pediatrics	0.0	1.3	N/A	2.2	N/A	4.2	N/A	0.0	N/A
Total Hospital	22.6	49.0	0.46	52.3	0.43	63.1	0.36	23.3	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	4.1	0.83	4.0	0.84	3.6	0.93	3.2	1.06
Obstetrics	2.4	2.6	0.95	2.7	0.91	2.5	0.97	3.2	0.75
Pediatrics	0.0	3.3	N/A	3.5	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.3	4.5	0.73	4.4	0.74	4.3	0.76	3.2	1.03
<b>Surgical Operations</b>									
Inpatient	680	1,426	0.48	2,131	0.32	1,501	0.45	704	0.97
Outpatient	2,982	4,581	0.65	7,954	0.37	5,596	0.53	2,981	1.00
Inpatient as % of All Surgeries	18.6%	23.7%	0.78	21.1%	0.88	21.2%	0.88	19.1%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	255,807	144,376	1.77	179,501	1.43	193,333	1.32	261,122	0.98
Emergency Visits	16,720	17,768	0.94	17,324	0.97	29,751	0.56	13,461	1.24
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	37.1	23.0	1.61	23.4	1.58	31.4	1.18	30.5	1.22
Nurses, Licensed	226.8	251.3	0.90	255.4	0.89	357.1	0.64	240.6	0.94
Ancillary Nursing Personnel	20.4	39.7	0.51	45.5	0.45	53.7	0.38	30.0	0.68
All Other Personnel	767.1	509.3	1.51	652.5	1.18	692.3	1.11	750.2	1.02
Total FTEs	1,051.4	823.3	1.28	976.8	1.08	1,134.4	0.93	1,051.2	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	27.4	17.0	1.61	17.6	1.56	16.1	1.70	22.0	1.24
Nurses, Licensed	167.5	185.7	0.90	191.8	0.87	183.4	0.91	174.0	0.96
Ancillary Nursing Personnel	15.1	29.3	0.51	34.1	0.44	27.6	0.55	21.7	0.70
All Other Personnel	566.7	376.3	1.51	490.1	1.16	355.6	1.59	542.7	1.04
Total FTEs	776.7	608.3	1.28	733.6	1.06	582.6	1.33	760.5	1.02

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	58	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	2,532	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	436
Inpatient Days	8,263			Inpatient Days	0	Newborn Days	769

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	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	1,941	6,547	40.8%	17.9	3.4
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	416	1,013	34.7%	2.8	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	2	6	165	703	32.1%	1.9	4.3
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.

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

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

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	34	5	37.1	Surgical Personnel	3	0	3.0
Physicians & Dentists	47	22	61.3	Radiological Services Personnel	26	13	35.8
Medical & Dental Residents	9	0	9.0	Sonographers	3	3	5.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	3	9.0
Registered Nurses	142	82	192.0	Occupational Therapists	3	2	4.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	7	3	9.3	Physical Therapists	11	4	13.6
Ancillary Nursing Personnel	14	14	20.4	Physical Therapy Assistants/Aides	3	1	3.6
Medical Assistants	59	11	66.1	Recreational Therapists	0	0	0.0
Physician Assistants	15	6	18.1	Dietitians & Nutritionists	2	1	3.0
Nurse Practitioners	15	8	20.7	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	3	3.9
Clinical Nurse Specialists	1	1	1.8	All Other Health Professionals	42	23	54.2
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	364	100	421.9
Pharmacy Personnel	27	4	29.0				
Clinical Laboratory Personnel	21	1	21.8				
				<b>Total</b>	<b>864</b>	<b>310</b>	<b>1,051.4</b>

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$264,631,255	49.2%	46.3%	1.06	42.2%	1.17	41.9%	1.17	47.2%	1.04
Medical Assistance	\$59,736,956	11.1%	13.6%	0.81	11.5%	0.97	19.2%	0.58	10.6%	1.05
Commercial	\$200,272,246	37.2%	35.3%	1.05	38.6%	0.96	35.7%	1.04	38.1%	0.98
All Other	\$13,383,051	2.5%	4.8%	0.52	7.8%	0.32	3.3%	0.76	4.1%	0.60
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$202,762,114	37.7%	34.9%	1.08	31.6%	1.19	32.2%	1.17	35.5%	1.06
Medical Assistance	\$50,503,293	9.4%	10.4%	0.91	8.7%	1.07	14.2%	0.66	8.8%	1.07
Commercial	\$88,151,881	16.4%	14.7%	1.12	18.2%	0.90	13.6%	1.20	16.8%	0.98
Charity Care	\$4,227,432	0.8%	1.0%	0.81	0.8%	1.00	1.0%	0.77	0.7%	1.21
Bad Debt	\$7,322,060	1.4%	1.1%	1.28	1.1%	1.24	1.2%	1.17	1.7%	0.80
All Other	\$11,937,742	2.2%	2.2%	1.03	3.5%	0.64	1.5%	1.45	2.6%	0.86
Total Deductions	\$364,904,522	67.8%	64.2%	1.06	63.9%	1.06	63.7%	1.06	65.9%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	6.9%	5.5%	1.25	6.4%	1.08	3.9%	1.76	7.3%	0.94	
Net Gains/Losses as % of Net Income	75.6%	13.2%	5.74	39.0%	1.94	14.4%	5.26	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$110,790,132	61.1%	44.0%	1.39	47.0%	1.30	44.1%	1.39	61.5%	0.99
Supplies & Services	\$58,340,297	32.2%	49.2%	0.65	45.7%	0.70	48.5%	0.66	32.7%	0.99
Capital Component	\$12,107,396	6.7%	6.8%	0.98	7.3%	0.92	7.4%	0.90	5.8%	1.15
<b>Fiscal Statistics</b>										
Operating Margin (%)	2.5%	9.1%	0.28	6.3%	0.40	9.4%	0.27	4.9%	0.52	
Total Hospital Net Income (%)	9.6%	10.3%	0.93	10.0%	0.96	10.8%	0.89	4.7%	2.05	
Return on Equity (%)	6.2%	6.0%	1.03	7.5%	0.83	4.3%	1.44	3.0%	2.08	
Current Ratio	2.6	4.7	0.55	2.4	1.10	4.3	0.61	3.8	0.68	
Days in Net Patient Accounts Receivable	53.5	64.0	0.84	50.8	1.05	85.1	0.63	53.5	1.00	
Average Payment Period	42.9	56.5	0.76	52.7	0.81	80.6	0.53	46.3	0.93	
Equity Financing (%)	68.8%	69.2%	0.99	59.1%	1.16	65.0%	1.06	67.0%	1.03	
Long-Term Debt to Equity Ratio	0.3	0.3	1.17	0.3	0.93	0.4	0.84	0.3	0.91	
Times Interest Earned	10.3	13.4	0.76	9.5	1.08	11.7	0.88	5.3	1.94	
Total Asset Turnover	0.6	0.6	1.04	0.7	0.83	0.4	1.53	0.6	0.94	
Average Age of Plant (Years)	1.8	12.6	0.14	10.8	0.17	14.3	0.13	1.0	1.80	
Increase (Decrease) Total Net Patient Revenue	1.3%	7.3%	0.17	5.8%	0.22	7.2%	0.17	6.7%	0.19	
Outpatient Gross Revenue (% of Total GPR)	83.3%	63.3%	1.32	60.4%	1.38	66.6%	1.25	82.6%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,738	\$16,906	0.81	\$18,736	0.73	\$15,576	0.88	\$12,957	1.06	
Inpatient Net Revenue per Day	\$4,210	\$3,675	1.15	\$4,176	1.01	\$3,515	1.20	\$3,972	1.06	
Outpatient Net Revenue per Visit	\$534	\$703	0.76	\$623	0.86	\$685	0.78	\$527	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$538,023,506	Cash & Cash Equivalents	\$17,908,354	Current Liabilities	\$20,224,599
Less Deductions	\$364,904,522	Net Patient Receivables	\$25,362,876	Long-Term Debt	\$64,193,805
Net Patient Revenue	\$173,118,984	Other Receivables	\$3,895,163	Other Liabilities	\$12,500,526
Plus Other Revenue	\$12,821,754			Subtotal	\$96,918,930
Total Revenue	\$185,940,738	Land, Buildings & Equipment (Net)	\$133,862,996	Unrestricted Fund Balance	\$214,063,431
Less Expenses	\$181,237,825	Other Assets	\$129,952,972	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$14,551,069			Total Liabilities & Fund Balance	\$310,982,361
Net Income	\$19,253,982	Total Assets	\$310,982,361		