

**178 Holy Family Memorial Inc**  
 2300 Western Ave, PO Box 1450  
 Manitowoc, WI 54221  
 920-320-2011

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Manitowoc  
 Analysis Area: Northeastern (4)  
 Volume Group: 5

		All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2017 vs. 2016	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.3%	55.4%	1.03	49.3%	1.16	42.3%	1.35	48.5%	1.18
Obstetrics	10.1%	38.4%	0.26	36.0%	0.04	26.5%	0.38	10.2%	0.98
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.5%	56.3%	0.79	48.0%	0.93	42.3%	1.05	38.4%	1.16
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	20.0	26.5	0.76	23.1	0.87	16.0	1.25	17.4	1.15
Obstetrics	1.3	5.0	0.26	4.4	0.30	2.3	0.58	1.4	0.91
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	25.8	48.3	0.53	40.6	0.64	27.2	0.95	23.0	1.12
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.88	3.5	0.98	3.3	1.03	3.2	1.06
Obstetrics	2.2	2.6	0.86	2.5	0.89	2.2	0.99	2.2	1.02
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.82	3.6	0.98	3.6	0.99	3.3	1.08
<b>Surgical Operations</b>									
Inpatient	1,031	1,408	0.73	1,238	0.83	726	1.42	1,009	1.02
Outpatient	2,119	4,098	0.52	4,498	0.47	2,865	0.74	2,340	0.91
Inpatient as % of All Surgeries	32.7%	25.6%	1.28	21.6%	1.52	20.2%	1.62	30.1%	1.09
<b>Outpatient Visits</b>									
Non-Emergency Visits	206,581	132,001	1.56	188,046	1.10	120,134	1.72	210,398	0.98
Emergency Visits	11,805	17,964	0.66	19,336	0.61	14,406	0.82	13,309	0.89
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.7	18.9	0.62	17.5	0.67	14.0	0.83	12.0	0.97
Nurses, Licensed	171.7	244.4	0.70	253.8	0.68	144.3	1.19	170.3	1.01
Ancillary Nursing Personnel	23.3	40.0	0.58	33.6	0.69	19.5	1.19	21.7	1.07
All Other Personnel	584.5	484.8	1.21	503.6	1.16	331.1	1.77	590.7	0.99
Total FTEs	791.1	788.1	1.00	808.6	0.98	508.9	1.55	794.8	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.4	15.1	0.69	12.8	0.81	14.4	0.72	12.1	0.85
Nurses, Licensed	152.5	195.2	0.78	186.1	0.82	148.1	1.03	172.3	0.89
Ancillary Nursing Personnel	20.7	32.0	0.65	24.7	0.84	20.1	1.03	22.0	0.94
All Other Personnel	519.4	387.3	1.34	369.2	1.41	340.0	1.53	597.6	0.87
Total FTEs	703.0	629.5	1.12	592.8	1.19	522.5	1.35	804.1	0.87

**Total Hospital:**

Beds Set Up & Staffed 58  
 Discharges 2,662  
 Inpatient Days 9,421

**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:**

Bassinets 12  
 Total Births 173  
 Newborn Days 366

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	35	2,139	7,316	57.3%	20.0	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	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	2	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	13	216	477	10.1%	1.3	2.2
<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	1	10	307	1,628	44.6%	4.5	5.3
Cardiac Intensive Unit	5	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	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	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	11	1	11.7	Surgical Personnel	0	6	4.3
Physicians & Dentists	28	18	42.4	Radiological Services Personnel	7	33	29.8
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	4.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	5	6.4
Registered Nurses	59	132	148.1	Occupational Therapists	1	9	7.5
Certified Nurse Midwives	2	1	3.0	Occupational Therapy Assistants/Aides	0	2	1.1
Licensed Practical Nurses	1	3	3.9	Physical Therapists	3	10	10.5
Ancillary Nursing Personnel	7	28	23.3	Physical Therapy Assistants/Aides	1	9	7.6
Medical Assistants	29	44	60.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	4	4.4	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	7	10	14.3	Psychologists	1	1	1.9
Certified Registered Nurse Anesthetists	1	2	2.4	Social Workers	1	4	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	75	61	109.3
Health Info Mgmt-Administrators/Technicians	19	19	32.3	All Other Personnel	104	177	224.2
Pharmacy Personnel	5	8	10.5				
Clinical Laboratory Personnel	9	20	22.4				
				<b>Total</b>	<b>379</b>	<b>611</b>	<b>791.1</b>

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
FY 2017										
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$196,112,342	53.2%	44.8%	1.19	46.0%	1.16	47.9%	1.11	50.7%	1.05
Medical Assistance	\$37,638,782	10.2%	14.4%	0.71	12.0%	0.85	12.0%	0.85	10.8%	0.95
Commercial	\$120,096,113	32.6%	36.6%	0.89	38.7%	0.84	36.4%	0.90	35.0%	0.93
All Other	\$14,466,255	3.9%	4.2%	0.93	3.2%	1.23	3.7%	1.05	3.5%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$151,876,818	41.2%	32.9%	1.25	33.6%	1.23	33.3%	1.24	36.7%	1.12
Medical Assistance	\$29,611,171	8.0%	10.7%	0.75	9.0%	0.89	8.7%	0.92	8.9%	0.91
Commercial	\$56,888,717	15.4%	14.8%	1.04	15.8%	0.98	14.8%	1.05	14.8%	1.04
Charity Care	\$1,282,440	0.3%	1.0%	0.35	0.9%	0.38	0.9%	0.40	0.2%	1.71
Bad Debt	\$2,839,784	0.8%	1.1%	0.73	0.8%	0.91	1.0%	0.78	1.0%	0.77
All Other	\$5,796,062	1.6%	1.9%	0.82	1.9%	0.82	1.9%	0.82	1.7%	0.93
Total Deductions	\$248,294,992	67.4%	62.4%	1.08	62.1%	1.09	60.6%	1.11	63.3%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.0%	6.3%	0.31	3.8%	0.52	4.1%	0.48	2.5%	0.78
Net Gains/Losses as % of Net Income		388.6%	12.7%	30.66	20.8%	18.70	11.9%	32.59	55.2%	7.03
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$76,286,106	59.0%	44.7%	1.32	46.9%	1.26	46.3%	1.27	61.5%	0.96
Supplies & Services	\$45,310,834	35.0%	47.9%	0.73	45.3%	0.77	46.1%	0.76	33.3%	1.05
Capital Component	\$7,722,387	6.0%	7.4%	0.81	7.7%	0.77	7.6%	0.79	5.3%	1.14
<b>Fiscal Statistics</b>										
Operating Margin (%)		-5.6%	8.9%	N/A	11.6%	N/A	8.9%	N/A	2.7%	N/A
Total Hospital Net Income (%)		1.8%	10.1%	0.18	14.2%	0.13	10.0%	0.18	5.8%	0.32
Return on Equity (%)		1.2%	7.6%	0.16	9.8%	0.12	6.7%	0.18	4.1%	0.30
Current Ratio		2.1	5.6	0.38	4.5	0.47	6.0	0.35	2.4	0.90
Days in Net Patient Accounts Receivable		87.9	51.4	1.71	51.4	1.71	54.8	1.61	51.7	1.70
Average Payment Period		58.8	41.5	1.42	55.6	1.06	42.8	1.37	51.0	1.15
Equity Financing (%)		64.2%	73.6%	0.87	73.0%	0.88	78.1%	0.82	65.2%	0.98
Long-Term Debt to Equity Ratio		0.4	0.2	2.40	0.2	1.99	0.1	2.66	0.4	1.02
Times Interest Earned		2.3	14.1	0.16	59.3	0.04	18.4	0.12	5.1	0.45
Total Asset Turnover		0.6	0.7	0.83	0.7	0.92	0.7	0.94	0.7	0.91
Average Age of Plant (Years)		22.5	9.3	2.43	10.2	2.22	9.0	2.52	28.0	0.81
Increase (Decrease) Total Net Patient Revenue		-5.0%	3.6%	N/A	4.9%	N/A	2.6%	N/A	1.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		77.2%	60.9%	1.27	69.2%	1.11	71.9%	1.07	77.0%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,252	\$15,675	0.65	\$13,057	0.79	\$11,179	0.92	\$10,584	0.97
Inpatient Net Revenue per Day		\$2,909	\$3,540	0.82	\$3,477	0.84	\$3,101	0.94	\$3,259	0.89
Outpatient Net Revenue per Visit		\$438	\$654	0.67	\$534	0.82	\$561	0.78	\$458	0.95
<b>Income Statement</b>			<b>Assets</b>			<b>Liabilities &amp; Fund Balances</b>				
Gross Patient Revenue (GPR)	\$368,313,492		Cash & Cash Equivalents		\$4,801,202	Current Liabilities		\$19,947,264		
Less Deductions	\$248,294,992		Net Patient Receivables		\$28,909,687	Long-Term Debt		\$50,460,853		
Net Patient Revenue	\$120,018,500		Other Receivables		\$1,506,631	Other Liabilities		\$427,487		
Plus Other Revenue	\$2,389,236					Subtotal		\$70,835,604		
Total Revenue	\$122,407,736		Land, Buildings & Equipment (Net)		\$81,960,645					
Less Expenses	\$129,319,327		Other Assets		\$80,443,972	Unrestricted Fund Balance		\$126,786,533		
Non-Operating Gains/Losses	\$9,306,642					Restricted Fund Balance		\$3,160,849		
Net Income	\$2,395,051		Total Assets		\$197,622,137	Total Liabilities & Fund Balance		\$197,622,137		