
Guide to Wisconsin Hospitals

Fiscal Year 2019

October 2020

The ***Guide to Wisconsin Hospitals, Fiscal Year 2019***, presents information on hospital finances, services, utilization and staffing. The data for this report was taken from the FY 2018 and FY 2019 Hospital Fiscal Surveys and the FY 2018 and FY 2019 Annual Survey of Hospitals. Under State law (Chapter 153, Wisconsin Statutes), WHA Information Center is responsible for collecting and disseminating Wisconsin hospital and freestanding ambulatory surgery center data.

This publication is not an exhaustive compilation of all data collected through the surveys. Readers desiring additional financial, service, utilization, or staffing information on a specific hospital should contact the WHA Information Center regarding the availability and cost of specific data requests.

WHA Information Center, LLC, staff involved in creating this report:

Jennifer Mueller, Vice President, Information Center
Steve Trinkner, Data Analyst, Information Center

Questions about this report should be directed to:

Jennifer Mueller
WHA Information Center, LLC
5510 Research Park Drive
PO Box 259038
Madison, WI 53725-9038
(608) 274-1820
whainfocenter@wha.org
www.whainfocenter.com

Suggested citation:

WHA Information Center, LLC. ***Guide to Wisconsin Hospitals, Fiscal Year 2019.***
October 2020

CONTENTS

- Introduction1
- Summary Data: Fiscal Year 2019.....4
- Section I. Financial Information7
- Section II. Utilization and Staffing23
- Section III. Quality of Services/Patient Safety29
- Section IV. Comparative Data31
- Section V. How to Read the Tables49
- Section VI. Averages for Selected Measures of Utilization and Finance
 - Statewide Averages – GMS, Psychiatric, and AODA Hospitals57
 - Group Comparisons – GMS Hospitals63
- Section VII. Individual Hospital Tables
 - General Medical-Surgical Hospitals73
 - Long-Term Acute Care Hospitals458
 - Psychiatric Hospitals471
 - Alcohol and Other Drug Abuse Hospitals508
 - Rehabilitation Hospitals512
 - State-Operated Mental Health Institutes522
- Section VIII. Appendices
 - Appendix 1: Glossary of Terms531
 - Appendix 2: Caveats, Data Limitations, and Technical Notes539
 - Caveats and Data Limitations.....541
 - Technical Notes.....542
 - Appendix 3: Survey Instruments549
 - 2019 Annual Survey of Hospitals551
 - 2019 Hospital Fiscal Survey570
 - Appendix 4: Selected Wisconsin Maps579
 - Location of Wisconsin Hospitals580
 - Wisconsin Analysis Areas581
 - Appendix 5: Hospital Index582

INTRODUCTION

The ***Guide to Wisconsin Hospitals, Fiscal Year 2019***, presents selected descriptive financial, services, utilization, and staffing data about individual Wisconsin hospitals. It also provides summary and trend information for selected aggregate data.

The report is based on data submitted to the WHA Information Center on the Fiscal Year (FY) 2018 Hospital Fiscal Survey, the Fiscal Year (FY) 2019 Hospital Fiscal Survey, the FY 2018 Annual Survey of Hospitals and the FY 2019 Annual Survey of Hospitals by general medical-surgical (GMS) hospitals, long-term acute care hospitals (LTAC), psychiatric (psych) hospitals, alcohol and other drug abuse (AODA) hospitals, state-operated mental health (state) institutes, and rehabilitation (rehab) hospitals. Data from Veterans Affairs hospitals are collected on a voluntary basis but are not included in this report, nor are data from hospitals that submitted partial-year data.

Types of Hospitals

General medical-surgical (GMS) hospitals (128 in FY 2019) provide diagnostic and therapeutic services to patients for a variety of medical and surgical conditions.

Critical Access Hospitals (CAHs) (58 in FY 2019) are GMS facilities that provide 24-hour emergency care, inpatient, outpatient, and swing-bed services. Many also provide obstetric services. Under the Wisconsin Rural Hospital Flexibility Program – a Medicare program – hospitals located in rural counties, or rural areas of urban counties, may be certified as CAHs if they meet eligibility conditions. Rural CAH applicants must be 35 miles from another hospital; if closer, they must be declared a “necessary provider of health care services” according to state plan criteria. They are limited to 25 acute-care beds. Length of stay for acute-care patients is limited to an annual 96-hour average per patient. If further inpatient care is needed, patients are generally transferred to contractually established referral hospitals. CAHs provide first-line emergency and community-integrated health care. Hospitals certified as CAHs are noted as such in Section VII (Individual Hospital Tables), and in Appendix 5 (Hospital Index).

Specialty hospitals provide services to specific categories of patients. In Wisconsin, specialty hospitals include the following:

- Long-Term Acute Care (LTAC) hospitals (4 in FY 2019) focus on patients who, on average, stay more than 25 days. They specialize in treating patients who may have more than one serious condition, but who may improve with time and care, and return home.
- Psychiatric hospitals (12 in FY 2019) provide diagnostic and therapeutic services to patients with mental or emotional disorders.
- Alcohol and Other Drug Abuse (AODA) hospitals (1 in FY 2019) provide diagnostic and therapeutic services to patients with alcohol, drug abuse or addiction problems.

- State-operated mental health institutes (2 in FY 2019) provide comprehensive and intensive diagnostic, therapeutic, and support services to patients with unusually complex or difficult mental, emotional, or developmental disorders.
- Rehabilitation hospitals (3 in FY 2019) provide a comprehensive array of restoration services for the physically disabled and all support services necessary to help them attain their maximum level of functioning.
- Veterans Affairs hospitals provide diagnostic and therapeutic services to armed forces veterans only. Because they are exempt from state data collection mandates, these facilities are not included in this report.

Control of Hospitals

Different types of organizations own and control the policies and operations of Wisconsin hospitals. Of the 150 non-federal hospitals that provided full-year data to the FY 2019 Annual Survey of Hospitals, 128 are nongovernmental, not-for-profit entities, owned either by a religious organization (37) or by some other not-for-profit corporation (91). Two hospitals are state-operated and seven are county-operated. Thirteen hospitals (six GMS, four LTAC, two rehabilitation, and one psychiatric) are investor-owned, for-profit facilities.

Location of Hospitals

Sixty-three of the state's 72 counties have at least one GMS hospital. Thirty-five counties have two or more GMS hospitals. Milwaukee County has the most, with 11. Waukesha County has five GMS hospitals. Brown County, Dane County, Eau Claire, Rock County, St. Croix County, and Winnebago County have four GMS hospitals each.

LTAC hospitals are located in three counties, psychiatric hospitals are located in six counties, rehabilitation hospitals are located in three counties, state hospitals are found in two counties, and the sole AODA hospital is in Brown County.

Data Sources

The data in this report are drawn from two surveys conducted annually: The Hospital Fiscal Survey and the Annual Survey of Hospitals.

Completion of the Hospital Fiscal Survey, which collects financial data from hospitals, has been mandatory since its inception in 1989. Completion of the Annual Survey of Hospitals, which collects utilization and staffing information, was made mandatory beginning April 1, 1992.

The financial, utilization and staffing figures in this report are based on each hospital's fiscal year. Fiscal years vary from hospital to hospital, according to individual accounting practices. The most common fiscal year is a calendar fiscal year beginning January 1 and ending December 31. Seventy-eight of the 150 reporting hospitals (52 percent) had a fiscal year ending December 31, 2019.

All data used in this report are based on each hospital's 2019 fiscal year. Only hospitals that reported a full fiscal year's data are included.

The hospital financial information in this report is fiscal-year data based on actual revenue received from payers. In contrast, the hospital information in the annual Health Care Data Report is calendar-year information on billed charges (not actual reimbursement) from expected payers.

Fiscal Year Ending Date, Wisconsin Hospitals, FY 2019

<u>Fiscal Year End</u>	<u>Number of Hospitals</u>
03/31/2019	2
06/30/2019	47
07/31/2019	3
09/30/2019	20
12/31/2019	78

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Volume Groups and Analysis Areas

Volume groups and analysis areas are discussed in Section IV (Comparative Data) and are defined in Appendix 1 (Glossary Terms). The hospital index (Appendix 5) at the end of this publication shows the volume group and analysis area to which each hospital belongs.

SUMMARY DATA: FISCAL YEAR 2019

- One hundred and fifty hospitals submitted full-year data to the WHA Information Center for FY 2019. Of this total, 128 were general medical-surgical (GMS) hospitals, four were long-term acute care (LTAC) hospitals, twelve were psychiatric (psych) hospitals, three were rehabilitation (rehab) hospitals, and one was an alcohol and other drug abuse (AODA) hospital. Two were state-owned (state) hospitals.
- Of the 150 hospitals that submitted full-year data, 137 were not-for-profit. Thirteen hospitals (six GMS, four LTAC, and two rehab) were for-profit facilities owned by partnerships or corporations.
- Of the 137 not-for-profit hospitals, two were state-operated hospitals, seven were county-operated hospitals, 37 were religious hospitals, and 91 were other not-for-profit hospitals.
- In FY 2019, there were 58 Critical Access Hospitals (CAHs).
- WHA surveyed 19 of the state's largest health care systems, which represent 104 hospitals. Each system provides crucial nonhospital services that are not reported in the hospital-only fiscal survey. According to WHA, hospitals within the 19 systems had an average operating margin of 9.5%, but the systems as a whole had operating margins averaging only 3.9%.
- The overall average occupancy rate for Wisconsin hospitals was 59 percent in FY 2019. GMS hospitals had an average occupancy rate of 58 percent, LTAC hospitals, 71 percent, psychiatric hospitals, 70 percent, the AODA hospital, 18 percent, state hospitals, 51 percent, and rehabilitation hospitals, 73 percent.
- On average, there were 7,214 patients hospitalized on any given day: 6,360 at GMS hospitals, 114 at LTAC hospitals, 416 at psychiatric hospitals, 4 at the AODA hospital, 242 at state hospitals, and 76 at rehabilitation hospitals.
- There were 541,032 hospital discharges in FY 2019: 509,876 from GMS hospitals, 1,213 from LTAC hospitals, 23,750 from psychiatric hospitals, 96 from the AODA hospital, 3,918 from state hospitals, and 2,179 from the rehabilitation hospitals.
- There were 2,632,937 inpatient days reported by Wisconsin hospitals, of which 2,321,439 were for GMS hospitals, 41,738 were for LTAC hospitals, 151,973 were for psychiatric hospitals, 1,427 were for the AODA hospital, 88,445 were for the state hospitals, and 27,915 were for the rehabilitation hospitals.
- Outpatient visits totaled 21,199,943 at the 140 Wisconsin hospitals that provided outpatient services. GMS hospitals had 20,754,411 outpatient visits, LTAC hospitals had 3,835, psychiatric hospitals had 413,836, the AODA hospital had 6,506, and the rehabilitation hospitals had 21,355.
- Medicare accounted for 45.8 percent of total gross patient revenue (billed charges), Medicaid for 14.1 percent, and other public sources for 1.5 percent. Commercial insurance accounted for 35.3 percent of total gross patient revenue, and self-pay/other accounted for 3.3 percent.
- Total hospital revenue was \$24,757.1 million, \$23,919.4 million at GMS hospitals and \$837.7 million at specialty hospitals.

- Wisconsin hospitals collected 36 percent of total gross patient revenue (billed charges). GMS hospitals collected 36 percent of patient charges, LTAC hospitals collected 32 percent, psychiatric hospitals collected 51 percent, the AODA hospital collected 30 percent, the state hospitals collected 93 percent, and the rehabilitation hospitals collected 57 percent.
- The average net revenue (charges minus deductions, before expenses) received per inpatient day in a Wisconsin hospital in FY 2019 was \$3,385; the average length of stay was 4.9 days. Net revenue received per inpatient day (and average length of stay) was \$3,675 for GMS hospitals (4.6 days), \$1,780 for LTAC hospitals (34.4 days), \$1,179 for psychiatric hospitals (6.4 days), \$524 for the AODA hospital (14.9 days), \$669 for the state hospitals (22.6 days), and \$2,055 for the rehabilitation hospitals (12.8 days).
- The average net revenue (charges minus deductions, before expenses) received per outpatient visit in a Wisconsin hospital in FY 2019 was \$701. GMS hospitals received \$703, the LTAC hospitals received \$41, psychiatric hospitals received \$624, the AODA hospital received \$92, and rehabilitation hospitals received \$143.
- Salaries and fringe benefits represented 44.4 percent of total expenses for Wisconsin hospitals. For GMS hospitals, salaries and fringe benefits represented 44.0 percent of total expenses, for LTAC hospitals 44.2 percent, for psychiatric hospitals 50.9 percent, for the AODA hospital 70.4 percent, for state hospitals 71.0 percent, and for rehabilitation hospitals 56.8 percent.
- The net-income percentage across all Wisconsin hospitals was 10.0 percent in FY 2019. The rehabilitation hospitals had the highest net income percentage (24.2 percent) followed by the GMS hospitals (10.3 percent), psychiatric hospitals (4.4 percent), LTAC hospitals reported a net loss of 2.0 percent, state hospitals reported a net loss of 13.6 percent, and the AODA hospital reported a net loss of 89.8 percent.
- Wisconsin hospitals reported net income of \$2.52 billion in FY 2019. GMS hospitals reported net income of \$2.50 billion, and specialty hospitals together reported net income of \$15.4 million.
- Thirty-six hospitals lost money in FY 2019, compared to forty in FY 2018.
- There were 12,286 beds set up and staffed in FY 2019 at the 150 reporting hospitals. Of these, 10,925 were at GMS hospitals, 160 were at LTAC hospitals, 597 were at psychiatric hospitals, 22 were at the AODA hospital, 477 were at the state hospitals, and 105 were at the rehabilitation hospitals.
- GMS hospitals averaged the highest ratio of full-time equivalent (FTE) personnel per patient (6.1). The state hospitals were next (5.6), followed by the psychiatric hospitals (3.9), LTAC hospitals (3.8), the AODA hospital (3.2), and rehabilitation hospitals (3.1). Statewide, for all hospitals, the average was 5.7 FTEs per patient.
- GMS hospitals employed 183 full-time licensed nurses per 100 patients. the AODA hospital employed 117 per 100 patients, LTAC hospitals employed 106, state hospitals employed 77, psychiatric hospitals employed 71, and rehabilitation hospitals employed 68.

SECTION I. Financial Information

The following financial terms appear in this report:

Deductions: The portion of charges incurred by patients but not reimbursed by third-party payers, government, and private payers. Deductions include charity care and bad debt.

Expenses: Costs of operations charged to a hospital during the fiscal year.

Gross Patient Revenue: The total charges billed by a hospital for inpatient and outpatient services. Gross patient revenue consists of charges to Medicare, Medical Assistance, BadgerCare, other public programs, commercial insurance, and other self/non-public payers. [“Other public programs” includes county unified services boards, general relief, and the federal TRICARE program for military personnel and dependents. “Commercial insurance” includes group and individual accident and health insurance, self-funded plans, Health Maintenance Organizations (HMOs), other alternative health care plans, and workers’ compensation.]

Net Income: Revenue and gains in excess of expenses and losses.

Net Patient Revenue: Gross patient revenue minus all deductions, the actual payments received from patient charges, before expenses.

Non-Operating Gains: Gifts, donations, endowments, investments, and any other gains not related to patient care or hospital-related patient services.

Non-Operating Losses: State and federal corporate income and real estate taxes and other losses not directly related to patient care or hospital-related patient services.

Other Revenue: Revenue from services provided to patients, other than health care, as well as sales and services to non-patients (e.g., parking, gift shops, and cafeterias).

Total Revenue: The sum of net patient revenue and other revenue.

Note: For ease of presentation, dollar amounts are generally reported in millions or billions. For example, \$5,396,832,249 is the same as \$5,396.8 million or \$5.4 billion.

Health Systems

Many of Wisconsin hospitals are part of health systems that provide a continuum of care in communities around the state. Hospitals frequently provide the operating margin to allow health systems to support unprofitable but necessary integrated services, including hospice centers, physician clinics, nursing homes, home health, assisted living, dialysis and other services that would not exist in many communities if not for the financial stability of the local hospital or regional hospital system.

Below is a summary of revenue and expenses for 19 Wisconsin health systems comprising 104 hospitals. The operating margin for these 19 systems was 3.9% in 2019. The total margin was 7.5%.

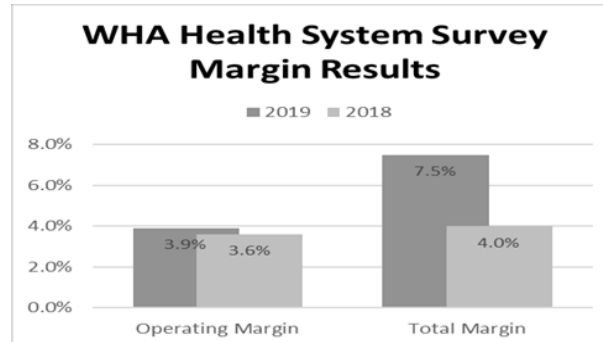


Table 1a	Total System Operations	Fiscal Survey Data on System Hospitals Only
Operating Revenue	\$31,157,947,386	\$22,275,229,509
Operating Expense	\$29,955,792,761	\$20,157,527,030
Operating Margin	\$1,202,154,625	\$2,117,702,489
Operating Margin %	3.9%	9.5%
Nonoperating Income & Investments	\$1,266,540,804	\$414,140,578
Nonoperating Expenses	\$33,875,831	\$130,869,423
Total Revenue	\$32,424,488,190	\$22,689,370,087
Total Expenses	\$29,989,668,592	\$20,288,396,453
Total Margin	\$2,434,819,598	\$2,400,973,634
Total Margin %	7.5%	10.6%

Table 1b	Number of Systems Providing
Non-Hospital Services	
Physician Clinics	18
Lab	17
Pharmacy	16
Home Health	13
Dialysis	11
Hospice	11
Assisted Living	7
Nursing Home	5
Other services noted:	
Durable medical equipment, behavioral health, rehabilitation, social services, health plans, etc.	

Source: FY 2019 Health System Survey, WHA Information Center, LLC.

Hospitals

In FY 2019, Wisconsin hospitals generated \$24.8 billion in total revenue (see Table 2). After expenses and non-operating gains and losses, hospitals were left with total net income of \$2.5 billion.

	All Hospitals	GMS	Specialty
Gross Patient Revenue	\$64,284.6	\$63,041.5	\$1,243.0
Net Patient Revenue	\$23,215.7	\$22,594.8	\$620.9
Total Revenue	\$24,757.1	\$23,919.4	\$837.7
Expenses	\$22,575.2	\$21,747.1	\$828.1
Nonoperating Gains/Losses	\$335.5	\$329.6	\$5.8
Net Income	\$2,517.4	\$2,501.9	\$15.4

Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Between fiscal years 1993 and 2019, total gross patient revenue (charges) at Wisconsin hospitals increased from \$6.8 billion to \$64.3 billion. Net patient revenue increased from \$5.0 billion to \$23.2 billion, and expenses increased from \$5.2 billion to \$22.6 billion. Net income increased from \$241.7 million to \$2.5 billion. In FY 1993, hospitals collected 74 percent of their charges. In FY 2019, they collected 36 percent.

During the same period, total gross patient revenue at GMS hospitals increased from \$5.3 billion to \$63.0 billion. Net patient revenue rose from \$3.9 billion to \$22.6 billion. Net income increased from \$217.4 million to \$2.5 billion.

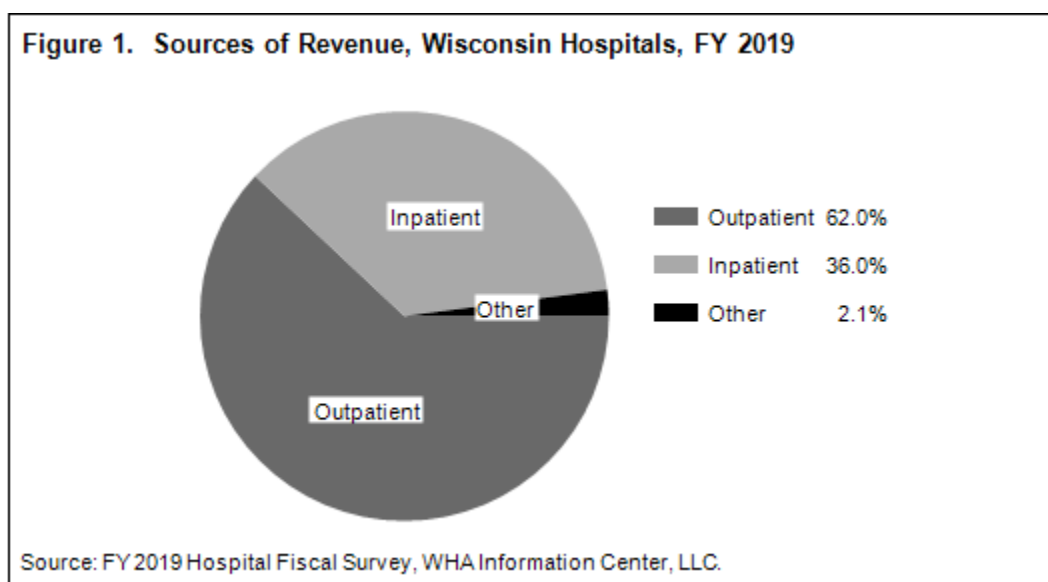
Net income at specialty hospitals went from \$24.3 million in 1993 to \$15.4 million in 2019. The number of specialty hospitals was 22 in 1993 and also in 2019.

Outpatient Revenue Continues to Increase as a Proportion of All Revenue

Hospital revenue comes from several sources:

- Charges billed to inpatients
- Charges billed to outpatients
- Other revenue, such as tax appropriations, cafeteria and gift-shop sales, and parking fees

The movement of patient care from an inpatient to an outpatient setting continued in FY 2019. From 1993 to 2019, inpatient revenue as a proportion of total gross patient and other revenue at GMS hospitals decreased from 66.8 percent to 36.0 percent. This corresponds to an increase in outpatient gross revenue as a proportion of total gross patient and other revenue, from 30.3 percent to 62.0 percent (see Figure 1).



Generally, small, rural GMS hospitals rely to a great degree on outpatient services as a source of income than do larger, urban hospitals. Larger hospitals serve large population bases and are more often affiliated with health care systems or networks that have separate outpatient care facilities.

The GMS hospitals with the highest percentages of gross outpatient revenue as a proportion of total gross patient and other revenue were: Bellin Health Oconto Hospital with 97.7 percent, Gundersen Moundview Hospital and Clinics, Friendship, with 94.7 percent, St. Mary's Hospital of Superior with 93.5 percent, Ascension Good Samaritan Hospital, Merrill, with 90.3 percent, Gundersen Boscobel Area Hospital and Clinics with 92.0 percent, and Burnett Medical Center, Grantsburg, with 90.7 percent.

In FY 2019, Wisconsin hospitals reported \$1.5 billion in other (non-patient) revenue. State hospitals relied most on other revenue, with 58.4 percent of hospital revenue from this source, compared with 12.9 percent at psychiatric hospitals, 2.1 percent at GMS

hospitals, 0.5 percent at the LTAC hospitals, 0.1 percent at the rehabilitation hospitals, and 0.0 percent at the AODA hospital (see Table 3).

Type	Hospitals	Inpatient Revenue (%)	Outpatient Revenue (%)	Other Revenue (%)
AODA	1	63.3	36.7	0.0
GMS	128	36.0	62.0	2.1
LTAC	4	99.3	0.1	0.5
PSYCH	12	45.0	42.1	12.9
REHAB	3	88.3	11.6	0.1
STATE	2	40.7	0.9	58.4
TOTAL	150	36.4	61.3	2.3

Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Public Payment Sources as a Percentage of Gross Patient Revenue

In FY 2019, Medicare and commercial insurance were the major sources of payment for all Wisconsin hospitals combined, with Medicare constituting 45.8 percent of gross patient revenue and commercial insurance 35.3 percent (see Table 4). Government payer sources combined (Medicare, Medical Assistance and other public programs), however, accounted for a higher proportion of gross patient revenue (61.4 percent) than did private sources (38.6 percent). Medicare gross patient revenue as a proportion of total gross patient revenue for each type of hospital ranged from a high of 57.8 percent at rehabilitation hospitals to a low of 0.0 percent at the sole AODA hospital.

Medical Assistance gross patient revenue as a proportion of total gross patient revenue was highest at the AODA hospital, at 66.7 percent. Psychiatric, LTAC, State, and Rehabilitation hospitals reported 43.1 percent, 25.2 percent, 18.9 and 13.5 percent of total gross patient revenue, respectively. The GMS hospitals reported the percentage of Medical Assistance gross revenue at 13.6 percent.

Revenue from commercial insurance as a proportion of total gross patient revenue was highest for the psychiatric hospitals (39.4 percent) and lowest at state hospitals (15.6 percent).

Table 4. Payment Sources as a Percent of Total Gross Patient Revenue, Wisconsin Hospitals, FY 2019

Type	Hospitals	Public Source (%)			Private Source(%)	
		Medicare	Medical Assistance	Other Public	Commercial	Self/Other
AODA	1	0.0	66.7	0.1	30.1	3.2
GMS	128	46.3	13.6	1.4	35.3	3.3
LTAC	4	51.9	25.2	0.0	22.9	0.0
PSYCH	12	11.3	43.1	3.0	39.4	3.2
REHAB	3	57.8	13.5	0.1	28.0	0.7
STATE	2	22.2	18.9	43.3	15.6	0.0
TOTAL	150	45.8	14.1	1.5	35.3	3.3

Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Percent of Charges Collected by Hospitals

Overall, Wisconsin hospitals collected 36.1 cents for each dollar they charged in FY 2019 (see Table 5), less than the proportion they received in 2018 (36.9 cents). GMS hospitals received 36 percent of their charges. The state-operated mental health institutes, rehabilitation hospitals, psychiatric hospitals, LTAC hospitals, and the AODA hospital received 93 percent, 57 percent, 51 percent, 32 percent, and 30 percent of their charges, respectively.

The GMS hospital with the highest percentage of gross patient revenue collected was Children's Hospital of Wisconsin - Fox Valley, Neenah, at 68.6 percent. Aurora Sinai Medical Center, Milwaukee, collected the lowest percentage of gross patient revenue at 24.5 percent.

Two types of deductions from gross patient revenue are used to arrive at net patient revenue: contractual adjustments and non-contractual adjustments. Contractual adjustments refer to discounts on hospital charges that are contracted between hospitals and payers or are mandated by government programs. Non-contractual deductions include such items as courtesy discounts, employee discounts, administrative adjustments, research grants, charity care, and bad debt. Charity care involves full or partial waiver by a hospital of patient charges due to the patient's inability to pay.

Deductions from revenue for all Wisconsin hospitals in FY 2019 totaled \$41.1 billion (see Table 6). Deductions from revenue have increased dramatically for GMS hospitals since FY 1993, from 27 percent of gross billings (or \$1.8 billion) in FY 1993 to 64 percent of billed charges (or \$40.4 billion) in FY 2019.

For all Wisconsin hospitals, contractual adjustments constituted 96.0 percent of unpaid charges in 2019, slightly higher than the 95.9 percent in FY 2018 (see Tables 6 and

7A). The largest adjustment (\$22.2 billion, or 54 percent of total deductions) came from Medicare, followed by \$9.4 billion (23 percent) from commercial sources and \$6.8 billion (17 percent) from Medical Assistance.

For all Wisconsin hospitals, the highest percentage of gross revenue collected by payer source for FY 2019 was from commercial payers, with 58.4 percent collected (see Table 7B). The lowest percentage of gross revenue collected by payer source was from Medicare with 24.7 percent collected.

At GMS hospitals, the highest percentage of gross revenue collected by payer source for FY 2019 was from commercial payers, with 58.4 percent collected. The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 24.0 percent collected.

At specialty hospitals, the highest percentage of gross revenue collected by payer source for FY 2019 was from other public sources, which include County Relief, county programs under 51.42 & 51.437, Wisconsin Statutes, and all other public programs, with 83.5 percent collected.

Type	Hospitals	Gross Patient Revenue (in millions)	Deductions from Revenue (in millions)	Net Patient Revenue (in millions)	Percentage of Gross Patient Revenue Collected
AODA	1	\$4.2	\$2.9	\$1.2	29.8
GMS	128	\$63,041.5	\$40,446.8	\$22,594.8	35.8
LTAC	4	\$227.6	\$154.5	\$73.1	32.1
PSYCH	12	\$840.5	\$414.9	\$425.5	50.6
REHAB	3	\$105.8	\$45.3	\$60.5	57.2
STATE	2	\$65.1	\$4.5	\$60.6	93.1
TOTAL	150	\$64,284.6	\$41,068.9	\$23,215.7	36.1

Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 6. Summary of Hospital Revenue (in millions), Wisconsin, FY 2019			
	All Hospitals	GMS	Specialty
Gross Patient Revenue (Patient Charges)	\$64,284.6	\$63,041.5	\$1,243.0
Contractual Adjustments:			
Medicare	\$22,186.2	\$22,013.3	\$172.9
Medical Assistance	\$6,762.3	\$6,532.0	\$230.3
Other Public Sources	\$637.1	\$628.3	\$8.9
Commercial Sources	\$9,428.3	\$9,261.0	\$167.2
Other Contractual Adjustments	\$366.0	\$365.2	\$0.7
Charity Care	\$630.5	\$608.3	\$22.3
Bad Debt	\$682.9	\$669.5	\$13.4
Other Noncontractual Deductions	\$375.6	\$369.1	\$6.5
Total Deductions	\$41,068.9	\$40,446.8	\$622.1
Net Patient Revenue	\$23,215.7	\$22,594.8	\$620.9
Other Revenue	\$1,541.4	\$1,324.6	\$216.8
Total Revenue	\$24,757.1	\$23,919.4	\$837.7
Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.			

At GMS hospitals, from FY 1993 to FY 2019, Medicare adjustments, as a proportion of all unpaid charges, decreased from 60.0 percent to 54.4 percent, the proportion of Medical Assistance adjustments increased from 15.7 percent to 16.1 and adjustments from other public sources decreased from 2.0 percent to 1.6 percent. From FY 1993 to FY 2019, charity care at GMS hospitals dropped from 4.6 to 1.5 percent of all unpaid charges, although the dollar value of billed charges for charity care increased dramatically to \$608.3 million.

At GMS hospitals, from FY 1993 to FY 2019, adjustments from commercial sources, as a proportion of all unpaid charges, increased from 16.5 percent to 22.9 percent.

Table 7A. Deductions from Revenue as a Percent of Total Deductions from Revenue, Wisconsin Hospitals, FY 2019

	All Hospitals (%)	GMS (%)	Specialty (%)
Contractual Adjustments:			
Medicare	54.0	54.4	27.8
Medical Assistance	16.5	16.1	37.0
Other Public Sources	1.6	1.6	1.4
Commercial Sources	23.0	22.9	26.9
Other Contractual Adjustments	0.9	0.9	0.1
Charity Care	1.5	1.5	3.6
Bad Debt	1.7	1.7	2.1
Other Noncontractual Deductions	0.2	0.9	1.0

Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 7B. Percentage of Gross Revenue Collected by Payer Source, Wisconsin Hospitals, FY 2019

	All Hospitals (%)	GMS (%)	Specialty (%)
Revenue Collected:			
Medicare	24.7	24.5	40.2
Medical Assistance	25.2	24.0	48.6
Other Public Sources	33.8	30.8	83.5
Commercial Sources	58.4	58.4	60.6

Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Average Net Revenue per Inpatient Day

In FY 2019, the average net revenue received (charges minus deductions, before expenses) per inpatient day in a Wisconsin hospital was \$3,385 with an average length of stay of 4.9 days (see Table 8A). Among all hospital types, GMS hospitals reported the highest average net revenue per inpatient day at \$3,675 but kept inpatients for fewer days (an average 4.6 days) than psychiatric (6.4 days), rehabilitation (12.8 days), AODA (14.9 days), LTAC (34.4), or state hospitals (22.6 days). GMS hospitals had the highest average net revenue per outpatient visit, at \$703.

In FY 2019, the average inpatient net revenue received per inpatient stay for all hospitals was \$16,618. GMS hospitals received an average of \$16,906. Average inpatient net revenue for the specialty hospitals ranged from \$7,547 per hospitalization for the psychiatric hospitals to \$61,235 per hospitalization for LTAC hospitals.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
AODA	\$7,783	\$524	14.9	\$92
GMS	\$16,906	\$3,675	4.6	\$703
LTAC	\$61,235	\$1,780	34.4	\$41
PSYCH	\$7,547	\$1,179	6.4	\$624
REHAB	\$26,324	\$2,055	12.8	\$143
STATE	\$15,113	\$669	22.6	N/A
TOTAL	\$16,618	\$3,385	4.9	\$701

Note: Excludes data on newborns.

Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
AODA	\$7,783	\$524	14.9	\$92
GMS	\$17,018	\$3,738	4.6	\$703
LTAC	\$61,235	\$1,780	34.4	\$41
PSYCH	\$7,547	\$1,179	6.4	\$624
REHAB	\$26,324	\$2,055	12.8	\$143
STATE	\$15,113	\$669	22.6	N/A
TOTAL	\$16,721	\$3,436	4.9	\$701

Note: Excludes data on newborns.

Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

The two GMS hospitals with the highest net revenue per patient were Children's Hospital of Wisconsin, Milwaukee, (\$44,178) and Children's Hospital of Wisconsin - Fox Valley in Neenah (\$34,386).

Thirty-nine GMS hospitals had net revenue per patient greater than \$15,000. They were:

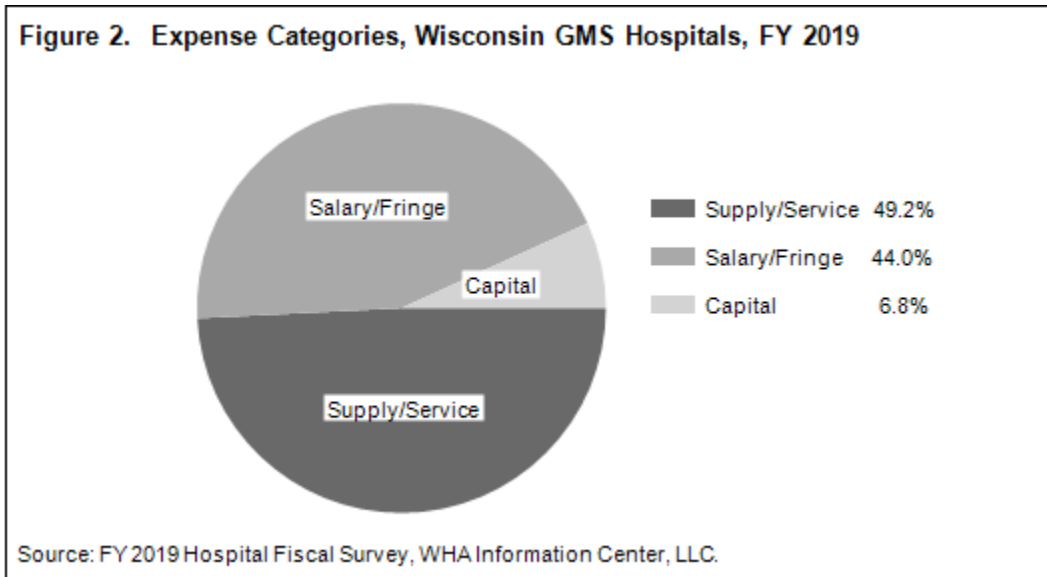
Hospital	City	Net revenue per patient
• Children's Wisconsin-Milwaukee Hospital	Milwaukee	\$44,178
• Children's Wisconsin-Fox Valley Hospital	Neenah	\$34,386
• OakLeaf Surgical Hospital	Altoona	\$33,543
• Mayo Clinic Health System - Chippewa Valley in Bloomer	Bloomer	\$30,139
• UW Hospital and Clinics Authority	Madison	\$28,941
• Froedtert Hospital	Milwaukee	\$28,906
• Mayo Clinic Health System - Oakridge in Osseo	Osseo	\$24,772
• Black River Memorial Hospital	Black River Falls	\$24,090
• Aurora St. Luke's Medical Center / South Shore	Milwaukee	\$23,640
• Orthopaedic Hospital of Wisconsin	Glendale	\$22,387
• Ripon Medical Center	Ripon	\$21,527
• Midwest Orthopedic Specialty Hospital	Franklin	\$21,270
• St Agnes Hospital – Fond du Lac	Fond du Lac	\$20,472
• Marshfield Medical Center	Marshfield	\$20,383
• Mayo Clinic Health System - Eau Claire	Eau Claire	\$18,774
• Ascension SE Wisconsin - Elmbrook Campus	Brookfield	\$18,526
• Southwest Health	Platteville	\$17,985

Hospital	City	Net revenue per patient
• Hayward Area Memorial Hospital	Hayward	\$17,879
• Mile Bluff Medical Center	Mauston	\$17,803
• AdventHealth Durand	Durand	\$17,758
• St Mary's Hospital	Madison	\$17,514
• Prairie Ridge Health	Columbus	\$17,325
• Mayo Clinic Health System - Red Cedar in Menomonie	Menomonie	\$17,159
• Crossing Rivers Health	Prairie du Chien	\$17,004
• Aurora BayCare Medical Center in Green Bay	Green Bay	\$16,792
• The Richland Hospital Inc	Richland Center	\$16,614
• Osceola Medical Center	Osceola	\$16,211
• Aspirus Wausau Hospital	Wausau	\$16,207
• Ascension Columbia St. Mary's Hospital Milwaukee	Milwaukee	\$16,197
• Marshfield Medical Center - Neillsville	Neillsville	\$15,981
• Mercy Health Hospital and Trauma Center - Janesville	Janesville	\$15,941
• Vernon Memorial Healthcare	Viroqua	\$15,871
• Memorial Hospital of Lafayette Co.	Darlington	\$15,801
• St Vincent Hospital	Green Bay	\$15,739
• Ascension SE Wisconsin Hospital - Franklin Campus	Franklin	\$15,726
• Waupun Memorial Hospital	Waupun	\$15,599
• Gundersen Lutheran Medical Center	La Crosse	\$15,514
• Mayo Clinic Health System - Franciscan Healthcare in La Crosse	La Crosse	\$15,276
• Mayo Clinic Health System - Northland in Barron	Barron	\$15,219

Salaries and Fringe Benefits as a Proportion of Hospital Expenses

Hospital expenses fall into three major categories:

- Salaries and fringe benefits (personnel costs)
- Supplies and services
- Capital (cost of refinancing, renovation, expansion, or equipment purchases)



As a proportion of total expenses, overall salaries and fringe benefits for Wisconsin GMS hospitals have decreased over time, from 52.4 percent in FY 1993 to 44.0 percent in FY 2019. The supplies and services proportion has increased from 36.8 percent to 49.2 percent (see Table 9).

The GMS hospitals had the largest supplies and services component of hospital expenses (49.2 percent). LTAC hospitals had the next largest supplies and services component (46.6 percent).

Table 9. Percent of Expenses Allocated to Each Component, Wisconsin Hospitals, FY 2019

Type	Hospitals	Salary / Fringe Benefits (%)	Supplies / Services (%)	Capital (%)
AODA	1	70.4	18.8	10.7
GMS	128	44.0	49.2	6.8
LTAC	4	44.2	46.6	9.2
PSYCH	12	50.9	45.5	3.6
REHAB	3	56.8	34.3	8.9
STATE	2	71.0	26.7	2.3
TOTAL	150	44.4	48.9	6.7

Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 10. Revenue, Expense, Gain/Loss, Net Income (in millions), and Net Income Percentage, Wisconsin Hospitals, FY 2019

Type	Hospitals	Total Revenue	Total Expenses	Nonoperating Gains/Losses	Net Income	Net Income (%)
AODA	1	\$1.24	\$2.35	\$0.00	-\$1.11	-89.82
GMS	128	\$23,919.39	\$21,747.11	\$329.65	\$2,501.93	10.32
LTAC	4	\$74.26	\$76.04	\$0.28	-\$1.51	-2.02
PSYCH	12	\$549.69	\$530.28	\$4.73	\$24.14	4.35
REHAB	3	\$60.54	\$45.89	\$0.00	\$14.65	24.20
STATE	2	\$151.93	\$173.50	\$0.82	-\$20.75	-13.58
TOTAL	150	\$24,757.05	\$22,575.17	\$335.47	\$2,517.35	10.03

Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Net-Income Percentage for Wisconsin Hospitals

Even though most Wisconsin hospitals are not-for-profit facilities, hospital revenue and gains, can and do exceed expenses and losses at many facilities. The term “net income” is used to identify the difference between revenue and gains on one hand and expenses and losses on the other. Table 10 presents hospital revenue, expense, gain/loss, net income, and net-income percentage by hospital type.

The six GMS hospitals with the highest net incomes were Aurora St. Luke's Medical Center / South Shore, Milwaukee, at \$166.0 million, Froedtert Memorial Lutheran Hospital, Inc, Milwaukee, at 134.1 million, UW Hospital and Clinics Authority, Madison, at 102.7 million, Aurora BayCare Medical Center in Green Bay at \$100.4 million,

Gundersen Lutheran Medical Center, La Crosse, at 91.5 million, and Children's Hospital of Wisconsin in Milwaukee at 89.0 million.

The GMS hospital with the highest net-income percentage was Orthopaedic Hospital of Wisconsin, Glendale, at 43.4 percent. The next top five were Midwest Orthopedic Specialty Hospital, Franklin, at 42.8 percent, Aurora Medical Center in Kenosha at 35.0 percent, OakLeaf Surgical Hospital, Altoona, at 31.4 percent, Aurora Medical Center of Manitowoc County, Two Rivers, at 27.2 percent, and ThedaCare Medical Center - Waupaca at 26.7 percent.

Thirty-six Wisconsin hospitals reported net losses, totaling \$197.50 million, in FY 2019 (see Table 11). In FY 2018, forty-one hospitals operated at a loss, with a combined loss of \$201.97 million.

Type	Hospitals	Net Income
AODA	1	-1.11
GMS	25	-160.62
LTAC	2	-2.01
PSYCH	5	-10.68
REHAB	1	-2.33
STATE	2	-20.75
TOTAL	36	-197.50

Other Revenue and Non-Operating Gains

Other revenue and non-operating gains, which include cafeteria and gift-shop sales, charitable bequests, investment income, and extraordinary gains and losses, become critically important income sources for facilities striving to remain financially healthy. For Wisconsin hospitals losing money on patient care, other revenue and non-operating gains can mean the difference between a positive and negative net income or can ease the degree of loss.

In FY 2019, Wisconsin hospitals reported \$1.5 billion in other (non-patient) revenue (1.3 billion for GMS hospitals). Wisconsin hospitals reported \$335.5 million in non-operating gains (\$329.6 million in gains for GMS hospitals).

Balance Sheet Information: Assets, Liabilities, and Fund Balances

Assets include cash and cash equivalents, accounts receivable, plant, equipment, and other unrestricted assets. Liabilities include current liabilities, long-term debt, other liabilities, and unrestricted fund balances.

Table 12 shows a composite balance sheet by hospital type. State-operated mental health institutes are not required to submit balance sheet information and therefore are not included. Total assets do not equal total liabilities and fund balances for some hospitals because some combination facilities are unable to separate hospital and nursing home data.

	AODA	GMS	LTAC	PSYCH	REHAB
Hospitals	1	128	4	12	3
Assets (in millions)					
Cash & cash equivalents	\$0.00	\$7,137.54	\$0.28	\$36.00	\$5.60
Net patient accounts receivable	\$0.75	\$3,964.24	\$17.35	\$60.66	\$9.63
Other accounts receivable	\$0.00	\$819.53	\$0.06	-\$11.87	-\$1.10
Land, buildings, and equipment (net)	\$0.72	\$15,171.82	\$5.56	\$226.67	\$3.04
Other assets	\$0.00	\$14,614.21	\$26.91	\$197.26	\$12.91
Total unrestricted assets	\$1.47	\$41,707.34	\$50.16	\$508.72	\$30.08
Liabilities (in millions)					
Current liabilities	\$0.00	\$3,193.99	\$10.29	\$66.07	\$5.32
Long-term debt	\$0.00	\$7,402.67	\$3.77	\$97.73	\$0.00
Other liabilities	\$0.00	\$2,195.38	\$31.56	\$232.86	\$9.52
Unrestricted fund balances	\$1.47	\$28,876.85	\$4.53	\$112.06	\$15.23
Total liabilities and unrestricted funds	\$1.47	\$41,668.88	\$50.16	\$508.72	\$30.08
NOTE: State-operated Mental Health Institutes (STATE) are not included.					
Source: FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.					

SECTION II. UTILIZATION AND STAFFING

Services Provided by GMS Hospitals

Most GMS hospitals provide basic medical-surgical services. For instance, 97 percent of GMS hospitals provided adult medical-surgical acute services in FY 2019; 97 percent operated an emergency department; 82 percent provided orthopedic services, and 77 percent provided pediatric services.

Some GMS hospitals also offer more specialized kinds of medical and surgical care that are not widely available. For example, five hospitals in FY 2019 offered bone-marrow transplant services, six performed tissue transplants, four performed kidney transplants, and four performed heart/lung transplants. Four hospitals performed in-vitro fertilization services. Forty-two hospitals offered positron emission tomography (PET) scans. The hospitals providing specialized surgeries or relatively rare treatments such as these were generally located in large urban areas or served as regional referral centers.

GMS hospitals also provide most of the inpatient psychiatric and AODA care offered in the state. One percent of GMS hospitals (1 hospital) provided inpatient alcoholism and chemical dependency services in separate and distinct units, and 19 percent (24 hospitals) offered inpatient psychiatric care services in such units.

Nine of the twelve psychiatric hospitals provided inpatient alcohol and chemical dependency services in FY 2019.

In addition to the three rehabilitation hospitals in Wisconsin, 46 GMS hospitals had inpatient rehabilitation units, and 81 GMS hospitals offered outpatient rehabilitative services.

Hospital Occupancy Rates

A common measure of a hospital's inpatient capacity utilization is its occupancy rate, defined as the average proportion of occupied beds at the hospital. Bed counts are based on the number of beds set up and staffed on the last day of the hospital's fiscal year. The occupancy rate for all Wisconsin hospitals in FY 2019 was 58.7 percent (see Table 13), up slightly from 58.3 percent in FY 2018.

Occupancy rates among GMS hospitals varied widely. While the overall occupancy rate for GMS hospitals in 2019 was 58.2 percent, eighteen hospitals had occupancy rates in excess of 70 percent. They were:

Ascension St. Michael's Hospital, Stevens Point, (113 percent), Children's Wisconsin-Milwaukee Hospital (103 percent), Children's Wisconsin-Fox Valley Hospital, Neenah, (97 percent), Marshfield Medical Center-Weston (96 percent), UnityPoint Health - Meriter, Madison, (94 percent), Marshfield Medical Center (94 percent), Mile Bluff

Medical Center, Mauston, (89 percent), Ascension Good Samaritan Hospital, Merrill, (86 percent), Ascension SE Wisconsin - Elmbrook Campus, Brookfield, (84 percent), Froedtert Hospital, Milwaukee, (82 percent), Mercy Health Hospital and Trauma Center – Janesville (79 percent), UW Hospital and Clinics Authority, Madison, (77 percent), Aurora St. Luke's Medical Center / South Shore, Milwaukee, (77 percent), Ascension SE Wisconsin Hospital - Franklin Campus (75 percent), Amery Regional Medical Center (75 percent), Aurora BayCare Medical Center in Green Bay (74 percent), St Mary's Hospital, Madison, (72 percent), Aurora Medical Center in Kenosha (71 percent).

At the other extreme, twelve GMS hospitals had occupancy rates of less than 10 percent. They were: Bellin Health Oconto Hospital, Oconto, (9.7 percent), Marshfield Medical Center - Ladysmith, (9.2 percent), Mayo Clinic Health System - Oakridge in Osseo (9.1 percent), Gundersen Boscobel Area Hospital and Clinics (9 percent), Mayo Clinic Health System - Chippewa Valley in Bloomer (8.8 percent), Ascension Calumet Hospital, Chilton, (8.6 percent), Edgerton Hospital and Health Services (7.6 percent), Burnett Medical Center, Grantsburg, (6.7 percent), Memorial Hospital of Lafayette Co., Darlington, (6.1 percent), AdventHealth Durand (4 percent), ThedaCare Medical Center - Wild Rose (4 percent), Gundersen Moundview Hospital and Clinics, Friendship, (3.3 percent).

Eighty-one of all GMS hospitals (63 percent) had occupancy rates of less than 50 percent during FY 2019. Thirty-two GMS hospitals (25 percent) had occupancy rates of less than 25 percent.

The differences in bed-counting methods make comparisons of occupancy rates problematic and can result in hospitals reporting occupancy rates of greater than 100 percent. Occupancy rates in this publication use the number of beds set up and staffed as of the end of the hospital's fiscal year.

One reason for the differences in occupancy rates is that hospitals routinely change the number of beds set up and staffed throughout the year to reflect the expected inpatient census at the hospital at any given time. The occupancy-rate formula can therefore produce deceiving results if the number of set up and staffed beds at the end of a hospital's fiscal year is substantially different than it was earlier in the year. When the last day of a hospital's fiscal year occurs during a period of temporarily low patient activity, the number of set up and staffed beds may be lower at that time and therefore occupancy rates of more than 100 percent for the year can result. On the other end of the spectrum, misleadingly low occupancy rates can result if the end of the hospital's fiscal year occurs during a time of temporarily high patient census, when additional beds are being staffed.

It is also important to note that these occupancy rates measure occupancy for acute-care beds only. Some smaller hospitals with low acute-care occupancy rates nevertheless may have high swing-bed occupancy rates. (A swing-bed stay involves an intermediate level of care that is less intensive than acute hospital care but more intensive than nursing home care.)

Type	Hospitals	Beds Set Up & Staffed	Discharges	Inpatient Days	Occupancy Rate (%)	Average Census (patients)	Length of Stay (days)
AODA	1	22	96	1,427	17.8	3.9	14.9
GMS	128	10,925	509,876	2,321,439	58.2	6,360.1	4.6
LTAC	4	160	1,213	41,738	71.5	114.4	34.4
PSYCH	12	597	23,750	151,973	69.7	416.4	6.4
REHAB	3	105	2,179	27,915	72.8	76.5	12.8
STATE	2	477	3,918	88,445	50.8	242.3	22.6
TOTAL	150	12,286	541,032	2,632,937	58.7	7,213.5	4.9

Note: Excludes data on newborns.

Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Hospitals Provide Many Outpatient Services

In addition to the basic medical-surgical and specialized services provided to inpatients, hospitals offer a great variety of outpatient services, including:

- Outpatient or day surgery
- Fertility testing/counseling
- Alcoholism/chemical dependency and psychiatric outpatient services
- Physical/rehabilitation therapy
- Renal dialysis
- Genetic counseling/screening
- Geriatric clinics
- Radiation therapy
- Sports medicine
- Emergency care

Overall, hospitals continue to expand the types of outpatient services they provide. See Table 19 for more detail.

Type	Hospitals	Outpatient Visits
AODA	1	6,506
GMS	128	20,754,411
LTAC	1	3,835
PSYCH	8	413,836
REHAB	2	21,355
TOTAL	140	21,199,943

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

All GMS hospitals provided outpatient care on a nonemergency basis. Four GMS hospitals did not provide emergency outpatient care in FY 2019. GMS hospitals reported that most of their outpatient visits (88 percent) were for nonemergency care. No emergency outpatient visits were reported by nine of the twelve psychiatric hospitals, by the sole AODA hospital, by either of the two state hospitals, the rehabilitation hospitals, or the LTAC hospitals.

One hundred twenty-five of the 128 reporting GMS hospitals offered outpatient surgical services in FY 2019. These hospitals performed 572,646 outpatient surgeries, or 78 percent of total GMS hospital surgeries. By comparison, these GMS hospitals performed 165,394 inpatient surgeries (22 percent of all GMS hospital surgeries) in FY 2019.

Average Staff-to-Patient Ratio

Wisconsin hospitals employed 111,619 full-time equivalent (FTE) personnel in FY 2019. This number includes both full and part-time personnel. Ninety-five percent of all hospital personnel worked for GMS hospitals in FY 2019, the same percent as in FY 2018.

The overall average number of hospital staff FTEs per patient was 5.77 (see Table 15).

Type	FTEs	FTEs per Patient
AODA	20.1	3.25
GMS	105,383.2	6.08
LTAC	437.8	3.82
PSYCH	3,182.3	3.95
REHAB	271.9	3.14
STATE	1,391.2	5.62
TOTAL	111,619.3	5.77

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

The staff-to-patient ratio for personnel classifications varies by hospital type (see Table 16). For example, GMS hospitals had 183 licensed nurses per 100 patients, compared to 106 for LTAC hospitals, 117 for the sole AODA hospital, 77 for the state-operated mental-health institutes, 71 for the psychiatric hospitals, and 68 for rehabilitation hospitals.

Smaller GMS hospitals generally had a larger proportion of staff not involved in direct patient care, such as administrators and medical records personnel, since basic

administrative and record-keeping functions must be performed regardless of patient volume.

Hospitals report that 96 percent of the 26,245 medical staff members granted admitting privileges in Wisconsin hospitals were board-certified (i.e., had passed an examination given by a medical specialty board and were certified by that board as specialists). See Section IV: Comparative Data, Tables 22-24, for more detail.

	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Administrators	16.2	17.0	13.1	15.5	29.6	17.4
Physicians	0.0	15.7	0.6	12.8	3.5	14.5
Residents	0.0	5.8	0.0	1.0	0.0	0.0
Licensed Nurses	117.0	182.8	105.9	71.0	67.8	76.8
Other Nursing Personnel	0.0	29.3	69.2	27.5	46.9	213.1
Medical Records	0.0	8.5	6.8	2.2	4.2	4.4
Pharmacy	0.0	17.7	15.9	2.9	3.8	4.8
Clinical Lab	0.0	18.2	0.9	0.1	0.0	2.2
Radiology	0.0	23.3	2.1	0.0	0.0	0.0
Therapeutic Services	16.2	29.1	47.3	4.8	76.0	27.8
Psychology/Social Work	142.9	5.4	4.9	58.6	0.0	36.6
Other	32.4	232.0	115.6	196.0	82.3	164.3
Total	324.8	608.3	382.3	394.8	314.1	561.9

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION III. QUALITY OF SERVICES/PATIENT SAFETY

Quality Improvement Activities

Many hospitals participate in ongoing quality improvement, quality assurance and patient safety projects, programs and activities. A section of the FY 2019 Annual Survey of Hospitals asked hospitals to identify the amount of full-time equivalent positions that are dedicated to these functions.

Of the 150 hospitals reporting data, there were 523 FTEs dedicated to quality management & improvement; 122 FTEs to clinical safety; 1,188 FTEs to case management; 79 FTEs to accreditation; 169 FTEs to infection control, and 125 FTEs to risk management.

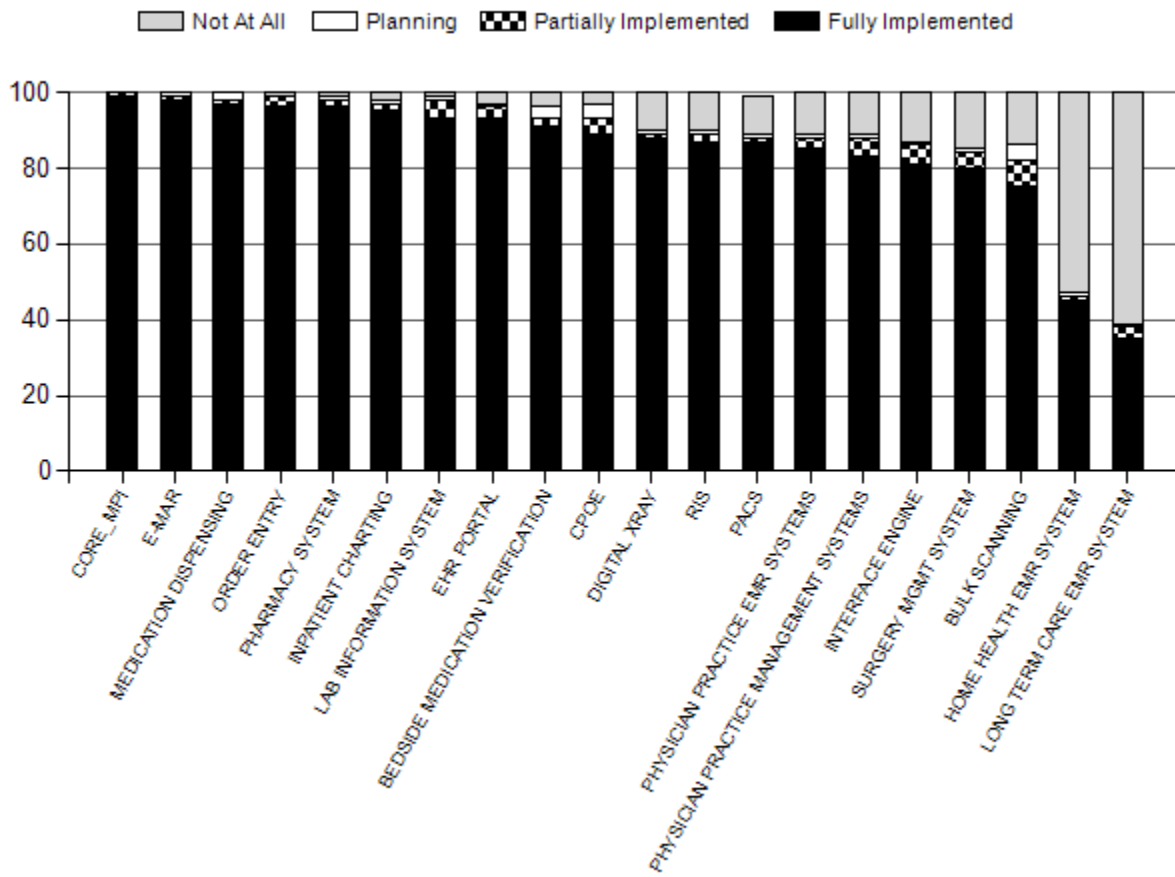
Patient Safety

The possibility of medication errors is a concern for all hospitals. The FY 2019 Annual Survey of Hospitals asked hospitals to provide information on pharmacy services.

One-hundred two of the 150 reporting hospitals (68 percent) reported they provide 24-hour pharmacy services.

The FY 2019 Annual Survey of Hospitals asked hospitals to provide information on eHealth initiatives. Hospitals were requested to indicate whether various eHealth features were 'Fully Implemented,' 'Partially Implemented,' in 'Planning,' or 'Not at All.' 99% percent of Wisconsin hospitals reported that they had fully implemented a core master patient index and 93% had a fully implemented lab information system. See Figure 3.

Figure 3: Implementation status of eHealth Features, Wisconsin Hospitals, 2019



Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION IV. COMPARATIVE DATA

WHA Information Center uses volume groups and analysis areas to perform comparative analyses among hospitals.

Volume groups are constructed annually to enable comparisons among hospitals with similar numbers of patients. Volume groups are defined according to total hospital patient volume (discharges adjusted to include both inpatients and outpatients). GMS hospitals have been divided into seven volume groups ranging from the lowest (volume group 1) to the highest (volume group 7). Specialty hospitals are not assigned a volume group.

Volume group 1 includes hospitals with up to 2,500 adjusted discharges; volume group 2, from 2,501 to 4,000; volume group 3, from 4,001 to 7,000; volume group 4, from 7,501 to 10,000; volume group 5, from 10,001 to 15,000; volume group 6, from 15,001 to 25,000, and volume group 7, 25,001 or more. Refer to Appendix 1, Glossary of Terms, for a definition of volume groups and to Appendix 5 for the volume group assigned to each hospital.

Note: The volume groups used in this report differ from the inpatient volume groups used in the **Health Care Data Report**. There are seven GMS volume groups used in the **Guide to Wisconsin Hospitals** versus six in the **Health Care Data Report**. Inpatient volume groups used in the **Health Care Data Report** are weighted by APR-DRG and based only on inpatient data. The volume groups in the **Guide**, however, take into account both outpatient and inpatient volume.

Analysis areas are based on groups of counties originally established as health planning districts for the federal and state governments. The Wisconsin Bureau of Health Information subsequently modified the original seven analysis areas to create two additional sub areas, totaling nine hospital market areas. Analysis areas are used to compare hospitals within a particular geographic area. See Appendix 4 for a map that shows the analysis areas.

Tables 17 and 18 provide comparative data on inpatient services at GMS hospitals, by volume group and analysis area.

Tables 19 through 21 provide comparative data on selected ancillary and other services for all hospital types, and by volume group and analysis area for GMS hospitals.

Tables 22 and 23 list the number of medical staff members by selected specialty for GMS hospitals, by volume group and analysis area. Table 24 lists the number of medical staff members by selected specialty for the AODA, LTAC, psychiatric, rehabilitation, and state-operated mental health facilities. Since physicians may practice in several areas, the same physician may be counted in more than one category. The notation "Number of Staff" includes both non-certified and board-certified staff members.

Note: Definitions for terms used in the following tables are found in either the Glossary of Terms (Appendix 1), or the Instructions and Definitions sections of the FY 2019 Annual Survey of Hospitals survey instrument (Appendix 3).

Wisconsin Counties by Analysis Area

Analysis Area 1

Columbia
Dane
Dodge
Grant
Green
Iowa
Jefferson
Lafayette
Richland
Rock
Sauk

Analysis Area 2A

Kenosha
Ozaukee
Racine
Walworth
Washington
Waukesha

Analysis Area 2B

Milwaukee

Analysis Area 3

Calumet
Fond du Lac
Green Lake
Marquette
Outagamie
Waupaca
Waushara
Winnebago

Analysis Area 4

Brown
Door
Kewaunee
Manitowoc
Marinette
Menominee
Oconto
Shawano
Sheboygan

Analysis Area 5A

Barron
Chippewa
Clark
Dunn
Eau Claire
Pepin
Pierce
Polk
Rusk
St. Croix

Analysis Area 5B

Buffalo
Crawford
Jackson
La Crosse
Monroe
Trempealeau
Vernon

Analysis Area 6

Adams
Florence
Forest
Juneau
Langlade
Lincoln
Marathon
Oneida
Portage
Taylor
Vilas
Wood

Analysis Area 7

Ashland
Bayfield
Burnett
Douglas
Iron
Price
Sawyer
Washburn

Table 17. GMS Hospitals Providing Selected Inpatient Service, by Volume Group, Wisconsin, FY 2019

	Total	Volume Group						
		1	2	3	4	5	6	7
Hospitals	128	15	18	17	18	21	20	19
General Medical-Surgical:								
Adult Medical-Surgical, Acute	124	14	16	17	18	21	19	19
Orthopedics	105	10	10	14	16	19	17	19
Rehabilitation & Physical Medicine	61	6	6	6	9	13	8	13
Hospice	58	8	7	9	10	8	8	8
Acute Long-Term Care	4	1	0	0	1	0	0	2
Other Acute Care	19	2	3	1	2	3	4	4
Pediatrics	99	10	10	14	17	14	16	18
Obstetrics	91	0	5	15	16	19	19	17
Psychiatric	29	0	1	2	0	6	8	12
AODA	23	0	1	0	1	3	7	11
Intensive Care:								
Medical-Surgical ICU	76	2	5	5	14	17	17	16
Cardiac ICU	54	1	1	2	10	10	14	16
Pediatric ICU	19	1	1	2	4	1	3	7
Burn Care	5	0	1	0	0	0	0	4
Mixed ICU	61	2	2	5	11	14	17	10
Step-Down Care	47	1	1	3	8	10	13	11
Neonatal Intensive/Intermediate	29	1	0	0	0	3	10	15
Other ICU	11	0	0	0	2	1	3	5
Other Inpatient	5	0	1	0	0	1	1	2
Subacute Care	9	3	0	0	2	2	0	2
Newborn Nursery	91	1	5	14	16	20	18	17

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 18. GMS Hospitals Providing Selected Inpatient Service, by Analysis Area, Wisconsin, FY 2019

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	15	11	13	13	21	10	14	7
General Medical-Surgical:										
Adult Medical-Surgical, Acute	124	24	15	8	12	13	21	10	14	7
Orthopedics	105	21	14	10	11	13	14	6	10	6
Rehabilitation & Physical Medicine	61	13	8	2	7	8	8	5	5	5
Hospice	58	9	7	2	7	7	9	7	8	2
Acute Long-Term Care	4	1	1	1	0	0	1	0	0	0
Other Acute Care	19	5	4	3	3	1	2	0	1	0
Pediatrics	99	17	14	7	9	11	17	6	13	5
Obstetrics	91	19	13	6	9	11	15	6	10	2
Psychiatric	29	7	4	4	4	1	3	1	4	1
AODA	23	17	14	7	9	11	17	6	13	5
Intensive Care:										
Medical-Surgical ICU	76	18	12	8	8	9	8	1	8	4
Cardiac ICU	54	10	12	6	8	8	5	0	5	0
Pediatric ICU	19	5	0	1	5	1	2	1	4	0
Burn Care	5	2	0	1	0	0	0	0	2	0
Mixed ICU	61	9	14	5	9	9	5	1	7	2
Step-Down Care	47	8	10	4	5	6	7	0	6	1
Neonatal Intensive/Intermediate	29	3	8	6	3	3	2	1	3	0
Other ICU	11	2	2	4	2	0	0	0	1	0
Other Inpatient	5	1	0	1	0	1	0	0	1	1
Subacute Care	9	1	1	0	0	0	4	2	1	0
Newborn Nursery	91	19	13	6	9	11	15	5	9	4

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2019, (Page 1 of 3)

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	150	1	128	4	12	3	2
AIDS/ARC - Special Program	8	0	8	0	0	0	0
Alcoholism/Chemical Dependency	35	1	28	0	6	0	0
Ambulance/Transportation Services:							
Nonemergency Ground Transfer	8	0	8	0	0	0	0
Nonemergency Air Transfer	1	0	1	0	0	0	0
Arthritis Treatment Center	21	0	20	0	0	1	0
Assisted Living	8	0	8	0	0	0	0
Auxiliary	80	0	79	0	1	0	0
Bariatric Services	30	0	30	0	0	0	0
Birth Room/LDRP	91	0	91	0	0	0	0
Cardiac Services:							
Angioplasty	42	0	42	0	0	0	0
Cardiac Catheter Laboratory	43	0	43	0	0	0	0
Cardiac Rehabilitation Program	113	0	112	0	0	1	0
Noninvasive Cardiac Assessment	110	0	109	1	0	0	0
Open-Heart Surgery	30	0	30	0	0	0	0
Case Management	134	0	118	4	7	3	2
Crisis Prevention	43	0	34	1	7	0	1
Complementary Medicine	51	0	49	0	2	0	0
Dialysis Services:							
Hemodialysis	34	0	33	1	0	0	0
Peritoneal Dialysis	36	0	34	2	0	0	0
Emergency/Urgent Care:							
Emergency Department	124	0	124	0	0	0	0
Trauma Center	107	0	107	0	0	0	0
Urgent Care Center	75	0	75	0	0	0	0
Ethics Committee	124	0	110	4	7	2	1
Extracorporeal Shock Wave							
Lithotripter (ESWL)	45	0	45	0	0	0	0
Fitness Center	65	0	62	1	2	0	0
Food Service:							
Meals on Wheels	22	0	21	0	1	0	0
Nutrition Programs	117	0	104	2	7	2	2
Genetic Counseling/Screening	26	0	26	0	0	0	0

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2019, (Page 2 of 3)

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	150	1	128	4	12	3	2
Geriatric Services:							
Adult Day Care Program	4	0	4	0	0	0	0
Alzheimer's Diagnosis/Assessment	27	0	25	0	1	0	1
Comprehensive Assessment	33	0	31	0	1	0	1
Emergency Response System	37	0	35	0	0	1	1
Acute Care Unit	33	0	33	0	0	0	0
Clinics	13	0	13	0	0	0	0
Respite Care	39	0	38	0	1	0	0
Retirement Housing	5	0	5	0	0	0	0
Senior Membership Program	12	0	12	0	0	0	0
Health Promotion:							
Community Health Promotion	121	0	113	2	4	2	0
Patient Education	132	0	120	2	5	3	2
Worksite Health Promotion	99	0	91	1	4	2	1
Home Health Service	21	0	21	0	0	0	0
Home Hospice Program	16	0	16	0	0	0	0
Mammography Services:							
Diagnostic Mammography	107	0	107	0	0	0	0
Mammography Screening	112	0	112	0	0	0	0
Occupational Health Services	79	0	78	0	0	1	0
Occupational/Physical & Rehabilitation:							
Audiology	57	0	56	0	0	1	0
Occupational Therapy	131	0	119	4	3	3	2
Physical Therapy	127	0	119	4	0	3	1
Recreational Therapy	49	0	43	1	1	2	2
Rehabilitation - Inpatient	113	0	109	2	0	2	0
Rehabilitation - Outpatient	112	0	109	1	0	2	0
Respiratory Therapy	127	0	121	4	0	2	0
Speech Pathology	120	0	112	4	0	3	1
Oncology Services	79	0	79	0	0	0	0
Outpatient Services:							
Within the Hospital	113	0	108	1	2	2	0
On Campus Freestanding Center	25	0	23	0	2	0	0
Off Campus Freestanding Center	39	0	36	0	3	0	0

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2019, (Page 3 of 3)

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	150	1	128	4	12	3	2
Pain Management Program	97	0	94	1	0	0	2
Patient Representative	110	0	102	1	5	0	2
Psychiatric Services:							
Child/Adolescent Services	37	0	26	0	10	0	1
Consultation-Liaison Services	60	0	50	0	7	2	1
Education Services	40	0	32	0	7	0	1
Emergency Services	51	0	41	0	9	1	0
Geriatric Services	49	0	36	0	10	1	2
Outpatient Services	49	0	39	0	9	0	1
Partial Hospitalization Program	26	0	16	0	9	0	1
Radiation Therapy	44	0	44	0	0	0	0
Radiology, Diagnostic:							
CT Scanner	124	0	123	1	0	0	0
Diagnostic Radioisotope Facility	81	0	81	0	0	0	0
Magnetic Resonance Imaging (MRI)	105	0	105	0	0	0	0
Positron Emission Tomography (PET)	42	0	42	0	0	0	0
SPECT	71	0	71	0	0	0	0
Ultrasound	114	0	113	1	0	0	0
Reproductive Health:							
Fertility Counseling	21	0	21	0	0	0	0
In Vitro Fertilization	4	0	4	0	0	0	0
Social Work Services	141	0	123	4	10	2	2
Sports Medicine Clinic/Services	80	0	79	0	0	1	0
Surgery, Ambulatory or Outpatient	122	0	122	0	0	0	0
Transplant Services:							
Bone Marrow Transplant	5	0	5	0	0	0	0
Heart/Lung Transplant	4	0	4	0	0	0	0
Kidney Transplant	4	0	4	0	0	0	0
Tissue Transplant	6	0	6	0	0	0	0
Women's Health Center/Services	72	0	72	0	0	0	0

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2019, (Page 1 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	128	15	18	17	18	21	20	19
AIDS/ARC - Special Program	8	0	0	0	0	2	1	5
Alcoholism/Chemical Dependency	28	1	1	1	3	5	8	9
Ambulance/Transportation Services:								
Nonemergency Ground Transfer	8	1	1	2	0	2	1	1
Nonemergency Air Transfer	1	0	0	0	0	0	0	1
Arthritis Treatment Center	20	0	0	1	0	4	5	10
Assisted Living	8	2	0	2	2	1	1	0
Auxiliary	79	6	12	13	13	13	12	10
Bariatric Services	30	0	0	2	1	4	7	16
Birthing Room/LDRP	91	0	5	15	16	19	19	17
Cardiac Services:								
Angioplasty	42	0	0	0	4	8	13	17
Cardiac Catheter Laboratory	43	0	0	0	5	8	13	17
Cardiac Rehabilitation Program	112	12	15	14	15	20	18	18
Noninvasive Cardiac Assessment	109	10	12	11	16	21	20	19
Open-Heart Surgery	30	0	0	1	1	3	8	17
Case Management	118	10	18	15	18	19	19	19
Crisis Prevention	34	2	3	3	7	4	6	9
Complementary Medicine	49	0	6	6	8	9	9	11
Dialysis Services:								
Hemodialysis	33	0	0	3	4	5	12	9
Peritoneal Dialysis	34	0	0	1	4	5	13	11
Emergency/Urgent Care:								
Emergency Department	124	13	16	17	18	21	20	19
Trauma Center	107	10	13	14	16	17	19	18
Urgent Care Center	75	11	12	10	10	13	9	10
Ethics Committee	110	13	15	12	18	20	16	16
Extracorporeal Shock Wave								
Lithotripter (ESWL)	45	2	1	5	4	9	11	13
Fitness Center	62	4	11	8	10	10	9	10
Food Service:								
Meals on Wheels	21	1	3	3	4	4	3	3
Nutrition Programs	104	12	14	15	15	17	17	14
Genetic Counseling/Screening	26	0	1	1	3	3	7	11

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2019, (Page 2 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	128	15	18	17	18	21	20	19
Geriatric Services:								
Adult Day Care Program	4	1	0	1	0	0	1	1
Alzheimer's Diagnosis/Assessment	25	1	3	3	1	3	7	7
Comprehensive Assessment	31	1	2	5	2	5	8	8
Emergency Response System	35	3	2	6	7	8	6	3
Acute Care Unit	33	1	4	5	3	6	7	7
Clinics	13	1	2	4	0	0	3	3
Respite Care	38	8	9	6	6	4	3	2
Retirement Housing	5	0	1	2	1	1	0	0
Senior Membership Program	12	0	0	1	2	2	1	6
Health Promotion:								
Community Health Promotion	113	12	16	15	17	20	18	15
Patient Education	120	14	17	16	17	20	19	17
Worksite Health Promotion	91	9	12	14	12	18	13	13
Home Health Service	21	1	3	2	4	3	5	3
Home Hospice Program	16	0	3	3	4	1	4	1
Mammography Services:								
Diagnostic Mammography	107	12	14	13	13	20	18	17
Mammography Screening	112	13	16	15	14	20	18	16
Occupational Health Services	78	7	12	10	10	14	14	11
Occupational/Physical & Rehabilitation:								
Audiology	56	2	5	8	9	9	9	14
Occupational Therapy	119	12	17	17	17	20	19	17
Physical Therapy	119	13	17	16	17	20	19	17
Recreational Therapy	43	4	5	2	5	5	10	12
Rehabilitation - Inpatient	109	12	15	15	14	18	18	17
Rehabilitation - Outpatient	109	13	16	17	14	16	18	15
Respiratory Therapy	121	13	16	17	18	20	19	18
Speech Pathology	112	11	15	17	14	20	18	17
Oncology Services	79	2	6	8	10	18	16	19
Outpatient Services:								
Within the Hospital	108	13	16	13	15	18	16	17
On Campus Freestanding Center	23	1	2	1	3	2	7	7
Off Campus Freestanding Center	36	4	4	2	2	8	8	8

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2019, (Page 3 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	128	15	18	17	18	21	20	19
Pain Management Program	94	5	14	13	14	19	14	15
Patient Representative	102	9	13	14	15	18	16	17
Psychiatric Services:								
Child/Adolescent Services	26	2	3	3	0	7	7	4
Consultation-Liaison Services	50	2	4	5	5	9	11	14
Education Services	32	1	2	3	2	7	8	9
Emergency Services	41	2	2	2	3	9	11	12
Geriatric Services	36	2	4	5	0	7	8	10
Outpatient Services	39	3	3	5	2	8	10	8
Partial Hospitalization Program	16	1	0	1	0	1	6	7
Radiation Therapy	44	0	0	0	3	12	12	17
Radiology, Diagnostic:								
CT Scanner	123	14	16	17	17	21	19	19
Diagnostic Radioisotope Facility	81	3	7	7	8	19	19	18
Magnetic Resonance Imaging (MRI)	105	6	11	14	16	20	20	18
Positron Emission Tomography (PET)	42	1	1	4	5	9	8	14
SPECT	71	1	3	8	8	15	17	19
Ultrasound	113	8	14	17	14	21	20	19
Reproductive Health:								
Fertility Counseling	21	0	2	1	4	4	3	7
In Vitro Fertilization	4	0	1	0	0	0	0	3
Social Work Services	123	14	17	15	18	20	20	19
Sports Medicine Clinic/Services	79	7	11	12	11	12	16	10
Surgery, Ambulatory or Outpatient	122	13	17	16	18	20	19	19
Transplant Services:								
Bone Marrow Transplant	5	0	0	0	0	0	1	4
Heart/Lung Transplant	4	0	0	0	0	0	1	3
Kidney Transplant	4	0	0	0	0	0	1	3
Tissue Transplant	6	0	0	1	0	1	1	3
Women's Health Center/Services	72	5	5	7	11	13	16	15

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2019, (Page 1 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	15	11	13	13	21	10	14	7
AIDS/ARC - Special Program	8	2	1	2	0	1	1	1	0	0
Alcoholism/Chemical Dependency	28	5	4	2	5	3	3	2	3	1
Ambulance/Transportation Services:										
Nonemergency Ground Transfer	8	2	0	0	2	1	1	1	1	0
Nonemergency Air Transfer	1	0	0	0	0	0	0	0	1	0
Arthritis Treatment Center	20	6	4	2	4	1	1	1	1	0
Assisted Living	8	3	0	0	0	0	1	1	2	1
Auxiliary	79	17	11	5	7	8	12	5	10	4
Bariatric Services	30	6	6	6	2	3	3	2	2	0
Birthing Room/LDRP	91	19	13	6	9	11	15	6	10	2
Cardiac Services:										
Angioplasty	42	6	10	7	4	7	3	2	3	0
Cardiac Catheter Laboratory	43	6	11	7	4	7	3	2	3	0
Cardiac Rehabilitation Program	112	24	13	7	12	11	20	9	12	4
Noninvasive Cardiac Assessment	109	23	15	9	13	12	16	6	10	5
Open-Heart Surgery	30	4	7	5	4	3	3	1	3	0
Case Management	118	21	15	11	12	13	20	8	13	5
Crisis Prevention	34	5	6	8	1	1	10	3	0	0
Complementary Medicine	49	13	8	5	2	8	3	5	5	0
Dialysis Services:										
Hemodialysis	33	5	9	4	4	3	3	2	3	0
Peritoneal Dialysis	34	4	9	5	5	4	4	1	2	0
Emergency/Urgent Care:										
Emergency Department	124	24	15	9	12	13	20	10	14	7
Trauma Center	107	19	14	9	10	12	18	9	10	6
Urgent Care Center	75	19	4	2	8	6	14	9	9	4
Ethics Committee	110	22	13	11	10	11	15	7	14	7
Extracorporeal Shock Wave										
Lithotripter (ESWL)	45	6	10	5	5	6	5	2	5	1
Fitness Center	62	13	7	3	7	7	14	5	4	2
Food Service:										
Meals on Wheels	21	8	0	0	2	0	2	3	5	1
Nutrition Programs	104	22	12	5	13	12	16	7	11	6
Genetic Counseling/Screening	26	5	4	5	4	2	3	2	1	0

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2019, (Page 2 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	15	11	13	13	21	10	14	7
Geriatric Services:										
Adult Day Care Program	4	2	0	0	1	0	0	0	0	1
Alzheimer's Diagnosis/Assessment	25	6	1	3	1	1	6	4	3	0
Comprehensive Assessment	31	6	6	5	1	1	5	5	2	0
Emergency Response System	35	12	3	0	2	4	7	1	5	1
Acute Care Unit	33	6	6	5	4	3	6	0	2	1
Clinics	13	3	1	2	1	1	2	1	1	1
Respite Care	38	9	0	1	4	1	8	8	2	5
Retirement Housing	5	2	0	0	0	0	0	0	2	1
Senior Membership Program	12	4	2	3	1	1	1	0	0	0
Health Promotion:										
Community Health Promotion	113	22	12	9	12	12	19	7	14	6
Patient Education	120	23	12	11	13	12	20	8	14	7
Worksite Health Promotion	91	19	11	6	11	9	12	6	11	6
Home Health Service	21	7	1	0	1	5	2	2	0	3
Home Hospice Program	16	5	0	0	1	2	2	5	0	1
Mammography Services:										
Diagnostic Mammography	107	21	13	8	11	11	19	7	10	7
Mammography Screening	112	23	12	8	10	11	20	8	13	7
Occupational Health Services	78	20	7	7	3	9	13	9	7	3
Occupational/Physical & Rehabilitation:										
Audiology	56	17	8	6	3	4	6	6	5	1
Occupational Therapy	119	24	15	10	10	11	19	10	13	7
Physical Therapy	119	23	15	10	11	11	19	10	13	7
Recreational Therapy	43	10	5	7	1	2	6	5	4	3
Rehabilitation - Inpatient	109	22	13	10	12	9	17	10	11	5
Rehabilitation - Outpatient	109	22	14	10	10	7	17	9	13	7
Respiratory Therapy	121	24	15	9	11	12	20	10	14	6
Speech Pathology	112	22	15	9	10	11	16	10	13	6
Oncology Services	79	12	9	8	9	10	14	3	9	5
Outpatient Services:										
Within the Hospital	108	18	13	9	11	12	18	9	13	5
On Campus Freestanding Center	23	4	4	7	1	2	1	2	2	0
Off Campus Freestanding Center	36	9	7	6	3	3	5	2	1	0

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2019, (Page 3 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	15	11	13	13	21	10	14	7
Pain Management Program	94	17	12	9	10	10	13	8	11	4
Patient Representative	102	15	13	9	10	11	18	8	13	5
Psychiatric Services:										
Child/Adolescent Services	26	4	1	1	3	2	7	4	2	2
Consultation-Liaison Services	50	9	11	6	4	2	9	4	4	1
Education Services	32	7	6	1	6	1	6	2	2	1
Emergency Services	41	10	7	5	4	3	5	3	3	1
Geriatric Services	36	9	4	3	4	1	6	4	3	2
Outpatient Services	39	7	4	5	4	2	9	4	2	2
Partial Hospitalization Program	16	4	2	3	2	1	1	1	1	1
Radiation Therapy	44	5	10	6	5	8	3	1	5	1
Radiology, Diagnostic:										
CT Scanner	123	22	15	10	12	13	21	10	13	7
Diagnostic Radioisotope Facility	81	15	14	9	10	12	6	4	9	2
Magnetic Resonance Imaging (MRI)	105	18	15	10	12	13	17	5	12	3
Positron Emission Tomography (PET)	42	6	9	5	4	5	6	3	4	0
SPECT	71	14	15	7	9	9	6	3	7	1
Ultrasound	113	22	14	10	12	13	16	7	13	6
Reproductive Health:										
Fertility Counseling	21	6	0	2	1	1	7	1	3	0
In Vitro Fertilization	4	1	0	2	0	0	0	1	0	0
Social Work Services	123	24	15	11	11	12	19	10	14	7
Sports Medicine Clinic/Services	79	18	10	8	9	7	12	5	8	2
Surgery, Ambulatory or Outpatient	122	24	15	11	12	12	21	6	14	7
Transplant Services:										
Bone Marrow Transplant	5	1	0	3	0	0	0	0	1	0
Heart/Lung Transplant	4	1	0	3	0	0	0	0	0	0
Kidney Transplant	4	1	0	3	0	0	0	0	0	0
Tissue Transplant	6	2	0	2	1	0	1	0	0	0
Women's Health Center/Services	72	16	11	7	8	7	13	3	6	1

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2019, (Page 1 of 2)

	Total		Volume Group 1		Volume Group 2		Volume Group 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	24,879	23,979	991	945	864	821	1,136	1,119
Medical Specialty:								
General & Family Practice	2,392	2,334	189	177	76	74	206	201
Internal Medicine (General)	2,063	1,972	27	27	68	64	94	93
Internal Medicine Subspecialties	4,233	4,169	71	69	65	63	110	110
Pediatrics	824	795	46	42	2	2	20	18
Pediatric Subspecialties	952	945	51	51	0	0	5	5
Surgical Specialties:								
General Surgery	753	739	39	37	37	35	55	54
Obstetrics/Gynecology	960	904	24	23	9	9	32	32
All Other Surgical Specialties	3,541	3,366	155	148	122	118	106	103
Other Specialty:								
Anesthesiology	1,537	1,487	57	56	28	28	46	46
Emergency Medicine	1,708	1,635	112	107	136	132	143	142
Pathology	724	720	22	22	44	44	32	32
Radiology	3,141	3,026	123	123	217	204	235	231
All Other Specialties	1,466	1,326	72	62	52	41	35	35

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2019, (Page 2 of 2)

	Volume Group 4		Volume Group 5		Volume Group 6		Volume Group 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	2,428	2,378	3,431	3,343	5,134	4,971	10,895	10,402
Medical Specialty:								
General & Family Practice	268	262	383	378	374	366	896	876
Internal Medicine (General)	298	290	306	292	420	411	850	795
Internal Medicine Subspecialties	335	333	525	520	904	897	2223	2177
Pediatrics	52	50	108	102	184	178	412	403
Pediatric Subspecialties	12	12	62	61	327	323	495	493
Surgical Specialties:								
General Surgery	97	96	111	109	139	139	275	269
Obstetrics/Gynecology	75	69	138	132	224	213	458	426
All Other Surgical Specialties	273	267	530	512	759	732	1596	1486
Other Specialty:								
Anesthesiology	98	98	179	173	378	370	751	716
Emergency Medicine	232	223	220	211	339	323	526	497
Pathology	69	69	99	99	134	133	324	321
Radiology	486	477	437	431	542	519	1101	1041
All Other Specialties	126	125	262	254	269	232	650	577

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2019, (Page 1 of 2)

	Total		Analysis Area 1		Analysis Area 2A		Analysis Area 2B		Analysis Area 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	24,879	23,979	4,263	4,041	4,480	4,393	6,275	5,992	1,883	1,844
Medical Specialty:										
General & Family Practice	2,392	2,334	475	464	302	298	230	221	226	223
Internal Medicine (General)	2,063	1,972	266	250	432	421	578	538	143	142
Internal Medicine Subspecialties	4,233	4,169	767	751	780	778	1410	1387	258	256
Pediatrics	824	795	178	175	140	138	152	144	93	87
Pediatric Subspecialties	952	945	219	217	114	114	355	352	107	105
Surgical Specialties:										
General Surgery	753	739	131	127	108	107	135	132	68	67
Obstetrics/Gynecology	960	904	196	178	160	151	236	222	70	65
All Other Surgical Specialties	3,541	3,366	623	575	586	564	924	869	317	312
Other Specialty:										
Anesthesiology	1,537	1,487	192	186	319	311	582	556	135	134
Emergency Medicine	1,708	1,635	330	312	262	260	231	221	110	106
Pathology	724	720	110	110	133	133	254	251	31	31
Radiology	3,141	3,026	499	470	709	684	749	713	193	187
All Other Specialties	1,466	1,326	148	102	366	365	219	176	86	85

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2019, (Page 2 of 2)

	Analysis Area 4		Analysis Area 5A		Analysis Area 5B		Analysis Area 6		Analysis Area 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	2,201	2,129	2,785	2,722	1,133	1,064	1,431	1,383	428	411
Medical Specialty:										
General & Family Practice	223	223	440	430	277	259	143	141	76	75
Internal Medicine (General)	245	229	195	192	56	55	133	130	15	15
Internal Medicine Subspecialties	281	279	388	378	158	155	139	136	52	49
Pediatrics	101	99	60	56	29	28	69	66	2	2
Pediatric Subspecialties	76	76	12	12	15	15	54	54	0	0
Surgical Specialties:										
General Surgery	77	76	109	107	50	49	55	54	20	20
Obstetrics/Gynecology	108	107	103	100	25	20	56	55	6	6
All Other Surgical Specialties	347	330	366	357	117	109	217	209	44	41
Other Specialty:										
Anesthesiology	92	90	97	97	38	38	57	52	25	23
Emergency Medicine	167	157	334	323	109	98	102	95	63	63
Pathology	43	43	74	74	27	27	34	33	18	18
Radiology	216	207	410	408	93	91	201	196	71	70
All Other Specialties	196	185	163	156	114	97	148	140	26	20

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 24. Specialty Hospital Medical Staff by Selected Specialty, Wisconsin Hospitals, FY 2019

	AODA		LTAC		PSYCH		REHAB		STATE	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	10	10	665	611	276	206	376	368	39	38
Medical Specialty:										
General & Family Practice	5	5	6	4	25	10	0	0	4	4
Internal Medicine (General)	0	0	107	98	9	9	21	21	5	5
Internal Medicine Subspecialties	0	0	190	180	0	0	85	85	0	0
Pediatrics	4	4	0	0	1	1	0	0	1	1
Pediatric Subspecialties	0	0	1	1	0	0	0	0	0	0
Surgical Specialties:										
General Surgery	0	0	18	18	0	0	15	15	0	0
Obstetrics/Gynecology	0	0	6	2	0	0	0	0	0	0
All Other Surgical Specialties	0	0	20	16	0	0	29	29	0	0
Other Specialty:										
Anesthesiology	0	0	6	6	0	0	1	1	0	0
Emergency Medicine	0	0	81	75	1	1	0	0	0	0
Pathology	0	0	2	2	0	0	2	2	0	0
Radiology	0	0	59	55	0	0	85	84	0	0
All Other Specialties	0	0	163	148	1	1	135	128	1	0

Source: 2019 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION V. HOW TO READ THE TABLES

Statewide Averages and Comparison Group Tables

Tables 26 through 29 in Section V provide statewide averages for utilization and financial measures at GMS, psychiatric and AODA hospitals. The measures listed are the same as those used on the individual hospital tables (Section VII). This allows comparison of individual hospital statistics to statewide averages. For GMS hospitals, the summary tables provide data for FY 2018 and FY 2019. For psychiatric and AODA hospitals, the tables contain FY 2019 data for “all psychiatric hospitals” and “all AODA hospitals” as separate categories. Refer to Appendix 1 for the definition of the measures used in these tables.

Tables 30 through 33 present utilization and financial statistics for GMS hospitals by volume group and analysis area. These tables provide the group averages that form the basis of the ratios listed in the individual hospital tables in Section VII.

Individual Hospital Tables

Section VII consists of tables that profile each individual hospital. These tables are grouped by hospital type. Within each type, hospitals are listed in alphabetical order by city and by hospital name.

Each hospital table contains three pages of information. The first two pages list facility utilization and staffing information that has been drawn primarily from each hospital’s completed FY 2019 Annual Survey of Hospitals. The third page contains financial data extracted from each hospital’s FY 2019 Hospital Fiscal Survey.

Special Note on the Hospital Tables

If the calculation of ratios is not mathematically possible or relevant, N/A has been entered in the tables. N/A is also used to designate missing data. Zeros have been used to record service counts and percentages that are actually zero. Averages for surgical operations and outpatient visits are rounded to the nearest whole number. Monetary values are rounded to the nearest dollar. Ratios are rounded to the nearest hundredth. Percentages and other values are rounded to the nearest tenth. In some cases, rounding causes slight discrepancies between a “total” value and the sum of the value’s individual components.

A comparative ratio is calculated by dividing the individual hospital’s statistic by the comparison group average. If the hospital’s statistic is greater than the comparison group average, the ratio will be greater than 1.00; if it is equal, the ratio will be 1.00; if it is less than the comparison group average, the ratio will be less than 1.00.

For example, if the total occupancy rate for a facility is 65.4 percent and the GMS hospital average is 54.5 percent, the ratio would be 1.20. This means the total occupancy rate at the facility is 20 percent greater than the average for all GMS hospitals.

Table 25. Hospitals not Included in the Guide to Wisconsin Hospitals, Fiscal Year 2019

Action	Hospital Name	City	FY 2019 Hospital Fiscal Survey	2019 Annual Survey of Hospitals
Facility Exclusion	Veterans Affairs Medical Center	Tomah	Did not report	Did not report
Facility Exclusion	Clement J. Zablocki VA Medical Center	Milwaukee	Did not report	Did not report
Facility Exclusion	William. S. Middleton VA Hospital	Madison	Did not report	Did not report

First Page of the Hospital Tables

Header: The top of the first page of each hospital table identifies basic facility information including the following: name and address of the hospital, hospital type, type of control (i.e., proprietary, religious organization, municipal, and other nonprofit), hospital reporting period, and the applicable county, analysis area, and volume group.

Selected Utilization Statistics: These columns consist of selected utilization and operational statistics. These data include measures of occupancy, average census, and average length of stay by selected service area; the volume of inpatient and outpatient surgeries; the volume of outpatient visits (nonemergency and emergency); the number of full-time equivalent personnel in selected categories, and the number of full-time equivalent personnel per 100 adjusted daily patients. Adjusted patients are a hospital's average daily census plus an outpatient equivalent of patient days based on total gross outpatient revenue.

The total hospital measure for occupancy rate, average census and average length of stay may not equal the sum of the components of those measures. The components of these measures use the number of beds, number of discharges and inpatient days from the annual survey. The total hospital measure uses the number of inpatient discharges and number of discharge days from the fiscal survey. The total number of discharges from the annual survey may not equal the number of inpatient discharges from the fiscal survey. The total inpatient days from the annual survey may not equal the total discharge days from the fiscal survey. This could result in a discrepancy between the total hospital measure and the sum of the components of those measures.

Utilization for Total Hospital: At the bottom of the first page are descriptive data indicating the following:

- Number of acute-care beds set up and staffed
- Number of acute-care patients discharged
- Total acute-care inpatient days
- Existence of contracts with prepaid health plans
- Utilization of Medicare-certified swing beds (GMS hospitals only)
- Number of bassinets, and utilization data for newborns (GMS hospitals only)

The utilization for total hospital discharges and inpatient days are from the fiscal survey. The discharges and transfers and the patient days of care on the second page of the hospital tables are from the annual survey. This could result in a discrepancy between the discharges and inpatient days reported on the first page and the total discharges and total patient days of care reported on the second page. See the paragraph above.

Note: Definitions of terms used in the utilization section of the tables appear in the Glossary (Appendix 1).

Second Page of the Hospital Tables

Inpatient Service Areas: The top of the second page of each hospital table presents detailed information on inpatient services provided at that hospital. Broad service categories, such as general medical-surgical and ICU/CCU, are further categorized into component units. For example, general medical-surgical is subdivided into adult medical-surgical, orthopedic, rehabilitation and physical medicine, hospice, long-term acute care and other acute. Within each service category, the following information is provided:

- Level of service, which describes how the service is provided (e.g., distinct unit, by contract)
- Number of beds set up and staffed as of the last day of the hospital's fiscal year
- Number of discharges and transfers of patients treated
- Number of inpatient days of care
- Occupancy rate
- Average census, number of patients
- Average length of stay in days

The categories "other acute," "other intensive care," and "other" include specialized programs that do not fit into the survey's major categories. Examples include eating-disorder units, long-term respiratory care units, adolescent treatment facilities, and non-ICU beds with monitoring equipment.

Note: The "Inpatient Service Area" columns do not include a line for totals. This is because the numbers are only to be used across rows for calculations within a specific service area. Total hospital figures are available on the first page of each hospital's table.

Personnel on Hospital Payroll as of September 30, 2019: The bottom half of the second page lists the number of all full- and part-time hourly and salaried personnel on a hospital's payroll as of September 30, 2019. It excludes nursing home personnel and employees who do not provide direct hospital services.

The table also indicates the number of full-time equivalent (FTE) personnel in each staff category. FTEs are calculated by adding the number of full-time staff in a hospital to the figure obtained by dividing the total number of part-time hours worked per week by the length of the individual hospital's workweek (usually 35-40 hours).

Third Page of the Hospital Tables

Selected Financial Statistics: The bulk of the third page consists of a set of 32 financial statistics grouped into six major analytical categories:

- Gross revenue as a percent of total gross patient revenue

- Deductions from revenue as a percent of total gross patient revenue
- Other revenue as a percent of total revenue and net gains or losses as a percent of net income
- Expenses as a percent of total expenses
- Fiscal statistics
- Net revenue (Inpatient net revenue per day and per discharge includes swing-bed utilization)

Summary Data from Financial Statements: The section at the bottom of the third page provides summary income statement (revenue and expenses) and balance sheet information (assets, liabilities, and fund balances) for each hospital's 2019 fiscal year. The income statement provides an overview of a hospital's financial status and the extent to which the facility is funded by sources other than patient revenue (income from unrestricted gifts, donation endowments, and investments).

Special Financial Information for Combination Facilities

Some hospitals operate in combination with a nursing home. The following modifications in data may have occurred at combination facilities:

1. If a hospital is jointly operated in connection with a nursing home, home health agency, or other organization, and the asset, liability, and fund balance data are not available from the hospital's final audited financial statements for the hospital unit alone, the hospital used data from its most recent Medicare Cost Report to derive the required data for the hospital unit for the following:
 - Net patient accounts receivable
 - Property, plant and equipment
 - Long-term debt
2. If the information is combined on both the hospital financial statement and the Medicare Cost Report, the hospital reported these data based on the total facility.
3. If the assets and funds under the following relate directly to the hospital unit, a hospital reported these data for the hospital unit only, otherwise a hospital reported these data based on the total facility:
 - Other unrestricted assets
 - Specific-purpose funds
4. If the hospital-unit data could not be separated from the total facility data for the following categories, then a hospital reported these data based on the total facility:
 - Current cash and short-term investments
 - Inter-corporate account(s)

- Other current assets
- Long-term investments (at lower of cost or market)
- Current liabilities
- Other noncurrent liabilities
- Unrestricted fund balances
- Plant replacement and expansion funds
- Endowment funds

To find what combination of data was used for a particular hospital, a copy of the individual hospital's survey form can be obtained. Copies of individual hospital surveys are available from WHA Information Center for those who wish to review responses in more detail.

Differences in Tables by Type of Hospital

General Medical-Surgical Hospital Tables: The columns of data on the first and third pages of individual hospital tables for GMS hospitals compare a hospital's statistics to data for selected comparison groups. The numbers that appear in these columns indicate both the absolute figures and the ratios of the individual hospital's statistics to the averages for each comparison group. In addition, each hospital's data are compared to its FY 2018 data in terms of absolute amounts and a ratio.

Specialty Hospital Tables: The first page of the tables for psychiatric, AODA and state-operated mental health facilities differs from the first page of the GMS hospital tables in the following ways:

- The occupancy rates, average census, and average length of stay under the selected utilization statistics section are calculated only for psychiatric and AODA services.
- The staffing section includes psychologists and social workers instead of ancillary nursing personnel.
- The psychiatric hospital's data are compared only to data from similar hospitals (not to analysis areas or volume groups). Data from state-operated mental health institutes and the single AODA facility are compared only to data from their previous fiscal year.
- On the bottom of the first page, there are no data on swing-bed usage and newborn nursery because these services are not offered in specialty hospitals.

The first page of the rehabilitation hospital tables differs from the first page of the GMS hospital tables in the following ways:

- The occupancy rates, average census, and average length of stay are calculated only for rehabilitation and physical medicine.
- The staffing section includes physical and occupational therapists instead of ancillary nursing personnel.
- The hospital's data are compared only to data from the previous fiscal year.

The first page of the LTAC hospital tables differs from the first page of the GMS hospital tables in that the hospital's data are compared only to data from similar hospitals (not to analysis areas or volume groups).

For all specialty hospitals, the second page is identical to that used for GMS hospitals.

The third page includes the same kind of financial data as for GMS hospitals, however, comparisons are made only to data from similar hospitals for the psychiatric and LTAC facilities (not to analysis areas or volume groups) and data from the previous fiscal year. The third page for each of the state-operated mental health institutes, the AODA facility, and the rehabilitation hospitals compares data only from the previous fiscal year.

**SECTION VI. STATEWIDE AVERAGES FOR SELECTED MEASURES OF
UTILIZATION AND FINANCE**

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS
TABLES 26-27**

**PSYCHIATRIC AND ALCOHOL AND OTHER DRUG ABUSE (AODA) HOSPITALS
TABLES 28-29**

Table 26. GMS Hospital Averages for Selected Utilization Statistics Wisconsin, FY 2019 & 2018			
	2019	2018	Ratio
Occupancy Rate (%)			
Adult Medical-Surgical	55.2	55.7	0.99
Obstetrical	38.0	41.5	0.92
Pediatrics	51.3	52.8	0.97
Total Hospital	57.4	57.5	1.00
Average Census (Patients)			
Adult Medical-Surgical	26.0	26.4	0.98
Obstetrical	4.9	5.6	0.88
Pediatrics	1.3	1.4	0.93
Total Hospital	49.0	49.4	0.99
Average Length of Stay (Days)			
Adult Medical-Surgical	4.1	3.9	1.05
Obstetrical	2.6	2.5	1.04
Pediatrics	3.3	3.5	0.94
Total Hospital	4.5	4.4	1.02
Surgical Operations:			
Inpatient	1,426	1,396	1.02
Outpatient	4,581	4,206	1.09
Inpatient as % of All Surgeries	23.7	24.9	0.95
Outpatient Visits			
Non-Emergency Visits	144,376	136,074	1.06
Emergency Visits	17,768	18,688	0.95
Full Time Equivalent (FTEs)			
Administrators	23.0	19.3	1.19
Nurses, Licensed	251.3	239.2	1.05
Ancillary Nursing Personnel	39.7	40.0	0.99
All Other Personnel	509.3	480.4	1.06
Total FTEs	823.3	779.0	1.06
FTEs Per 100 Patient Census (Adjusted)			
Administrators	17.0	14.9	1.14
Nurses, Licensed	185.7	183.7	1.01
Ancillary Nursing Personnel	29.3	30.8	0.95
All Other Personnel	376.3	369.0	1.02
Total FTEs	608.3	598.3	1.02
Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2018, WHA Information Center, LLC.			

**Table 27. GMS Hospital Averages for Selected Utilization Statistics
Wisconsin, FY 2019 & 2018**

	2019	2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue			
Medicare	46.3	45.7	1.01
Medical Assistance	13.6	14.0	0.97
Commercial	35.3	35.8	0.99
All Other	4.8	4.5	1.07
Deductions as % of Total Gross Patient Revenue			
Medicare	34.9	34.1	1.02
Medical Assistance	10.4	10.6	0.98
Commercial	14.7	14.7	1.00
Charity Care	1.0	1.0	1.00
Bad Debt	1.1	1.1	1.00
All Other	2.2	2.0	1.10
Total Deductions	64.2	63.3	1.01
Other Revenue and Net Gains or Losses			
Other Revenue as % of Total Revenue	5.5	5.5	1.00
Net Gains/Losses as % of Net Income	13.2	2.6	5.08
Expenses as % of Total Expenses			
Salary/Fringe Benefits	44.0	44.0	1.00
Supplies and Services	49.2	49.1	1.00
Capital Component	6.8	6.9	0.99
Fiscal Statistics			
Operating Margin (%)	9.1	8.2	1.11
Total Hospital Net Income (%)	10.3	8.4	1.23
Return on Equity (%)	6.0	6.2	0.97
Current Ratio	4.7	5.9	0.80
Days in Net Patient Accounts Receivable	64.0	51.6	1.24
Average Payment Period	56.5	38.5	1.47
Equity Financing (%)	69.2	75.1	0.92
Long-Term Debt to Equity Ratio	0.3	0.2	1.50
Times Interest Earned	13.4	13.2	1.02
Total Asset Turnover	0.6	0.7	0.86
Average Age of Plant (Years)	12.6	9.9	1.27
Increase (Decrease) Total Net Patient Revenue (%)	7.3	5.4	1.35
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	63.3	61.9	1.02
Patient Statistics - excludes newborns, includes swing-bed stays			
Inpatient Net Revenue Per Discharge	\$16,906	\$15,830	1.07
Inpatient Net Revenue Per Day	\$3,675	\$3,538	1.04
Outpatient Net Revenue Per Visit	\$703	\$686	1.02
Patient Statistics - excludes newborns and swing-bed stays			
Inpatient Net Revenue Per Discharge	\$17,018	\$15,935	1.07
Inpatient Net Revenue Per Day	\$3,738	\$3,602	1.04
Outpatient Net Revenue Per Visit	\$703	\$686	1.02
Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2018, WHA Information Center, LLC.			

Table 28. Averages for Selected Utilization Statistics at Psychiatric and AODA Hospitals Wisconsin, FY 2019		
	PSYCH	AODA
Occupancy Rate (%)		
Psychiatric	74.2	0.0
Alcoholism/Chemical Dependency	46.9	17.9
Total Hospital	73.4	17.9
Average Census (Patients)		
Psychiatric	33.7	0.0
Alcoholism/Chemical Dependency	1.4	3.9
Total Hospital	36.5	3.9
Average Length of Stay (Days)		
Psychiatric	6.6	0.0
Alcoholism/Chemical Dependency	3.1	14.9
Total Hospital	6.7	14.9
Outpatient Visits		
Non-Emergency Visits	50,351	6,506
Emergency Visits	1,378	0
Full Time Equivalents (FTEs)		
Administrators	10.4	1.0
Nurses, Licensed	47.8	7.2
Psychologists	12.6	0.0
Social Workers	26.8	8.8
All Other Personnel	167.6	3.0
Total FTEs	265.2	20.1
FTEs Per 100 Patient Census (Adjusted)		
Administrators	15.5	16.2
Nurses, Licensed	71.2	117.0
Psychologists	18.7	0.0
Social Workers	39.9	142.9
All Other Personnel	249.6	48.6
Total FTEs	394.8	324.8
Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.		

Table 29. Averages for Selected Utilization Statistics at Psychiatric and AODA Hospitals Wisconsin Hospitals, FY 2019

	PSYCH	AODA
Gross Revenue as % of Total Gross Patient Revenue		
Medicare	11.3	0.0
Medical Assistance	43.1	66.7
Commercial	39.4	30.1
All Other	6.2	3.2
Deductions as % of Total Gross Patient Revenue		
Medicare	7.0	0.0
Medical Assistance	20.8	44.2
Commercial	15.8	12.3
Charity Care	2.6	9.2
Bad Debt	1.4	2.5
All Other	1.7	1.9
Total Deductions	49.4	70.2
Other Revenue and Net Gains or Losses		
Other Revenue as % of Total Revenue	22.6	0.0
Net Gains/Losses as % of Net Income	19.6	0.0
Expenses as % of Total Expenses		
Salary/Fringe Benefits	50.9	70.4
Supplies and Services	45.5	18.8
Capital Component	3.6	10.7
Fiscal Statistics		
Operating Margin (%)	3.5	-89.8
Total Hospital Net Income (%)	4.4	-89.8
Return on Equity (%)	4.7	-75.8
Current Ratio	2.3	
Days in Net Patient Accounts Receivable	52.0	219.7
Average Payment Period	46.8	0.0
Equity Financing (%)	22.0	100.0
Long-Term Debt to Equity Ratio	0.9	0.0
Times Interest Earned	8.3	0.0
Total Asset Turnover	1.1	0.8
Average Age of Plant (Years)	10.7	1.8
Increase (Decrease) Total Net Patient Revenue (%)	8.6	-37.1
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	48.3	36.7
Patient Statistics - excludes newborns, includes swing-bed stays		
Inpatient Net Revenue Per Discharge	\$7,547	\$7,783
Inpatient Net Revenue Per Day	\$1,179	\$524
Outpatient Net Revenue Per Visit	\$624	\$92
Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.		

GROUP AVERAGES FOR SELECTED MEASURES OF UTILIZATION

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS
TABLES 30-31**

GROUP AVERAGES FOR SELECTED MEASURES OF FINANCE

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS
TABLES 32-33**

Table 30. GMS Hospital Averages for Selected Utilization Statistics, by Volume Group, Wisconsin, FY 2019							
	Volume Group						
	1	2	3	4	5	6	7
Occupancy Rate (%)							
Adult Medical-Surgical	11.3	18.2	35.3	40.9	43.3	50.7	71.0
Obstetrical	0.0	14.5	22.7	25.8	23.8	34.4	50.6
Pediatrics	44.2	0.0	0.0	1.1	0.0	78.2	38.2
Total Hospital	16.5	22.2	35.5	41.6	44.0	54.8	69.3
Average Census (Patients)							
Adult Medical-Surgical	1.8	2.8	6.5	10.2	15.3	27.5	106.3
Obstetrical	0.0	0.6	0.9	1.8	2.1	6.2	14.5
Pediatrics	0.2	0.0	0.0	0.0	0.0	4.2	3.2
Total Hospital	2.7	4.1	8.7	17.6	27.3	63.1	202.8
Average Length of Stay (Days)							
Adult Medical-Surgical	2.9	3.1	3.0	3.1	3.4	3.6	4.6
Obstetrical	0.0	2.2	2.2	2.2	2.3	2.5	2.7
Pediatrics	3.0	1.0	1.4	2.2	0.0	3.4	3.3
Total Hospital	4.2	2.9	3.2	3.3	3.7	4.3	5.0
Surgical Operations:							
Inpatient	127	305	302	479	657	1,501	5,403
Outpatient	1,225	1,106	1,419	1,923	2,872	5,596	16,162
Inpatient as % of All Surgeries	9.4	21.6	17.6	19.9	18.6	21.2	25.1
Outpatient Visits							
Non-Emergency Visits	22,925	28,429	63,228	67,442	115,084	193,333	476,432
Emergency Visits	2,741	4,284	8,308	12,660	13,821	29,751	47,460
Full Time Equivalents (FTEs)							
Administrators	3.1	5.9	11.1	12.7	18.2	31.4	71.8
Nurses, Licensed	36.6	43.5	78.4	102.4	150.6	357.1	913.4
Ancillary Nursing Personnel	7.5	6.3	13.7	17.0	19.7	53.7	148.8
All Other Personnel	77.2	106.9	191.7	220.5	320.3	692.3	1,805.9
Total FTEs	124.4	162.6	294.9	352.5	508.8	1,134.4	2,940.0
FTEs Per 100 Patient Census (Adjusted)							
Administrators	23.8	33.7	28.7	19.4	18.2	16.1	14.7
Nurses, Licensed	281.2	250.2	202.2	155.7	151.1	183.4	186.4
Ancillary Nursing Personnel	57.4	36.4	35.2	25.8	19.8	27.6	30.4
All Other Personnel	592.9	615.3	494.1	335.3	321.5	355.6	368.6
Total FTEs	955.3	935.7	760.1	536.2	510.6	582.6	600.1

Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 31. GMS Hospital Averages for Selected Utilization Statistics, by Analysis Area, Wisconsin, FY 2019									
	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Occupancy Rate (%)									
Adult Medical-Surgical	59.0	58.8	67.1	46.6	48.2	42.1	45.6	59.6	22.3
Obstetrical	44.3	30.5	48.2	30.9	34.9	26.3	53.1	37.4	25.3
Pediatrics	46.2	6.9	100.5	14.5	22.1	0.0	31.9	109.4	0.0
Total Hospital	61.2	54.8	70.0	47.3	47.8	43.5	50.4	63.9	24.4
Average Census (Patients)									
Adult Medical-Surgical	24.6	31.7	108.6	22.2	22.4	11.3	16.7	21.4	4.2
Obstetrical	4.8	5.2	19.5	4.4	4.2	1.9	3.6	3.6	1.1
Pediatrics	2.2	0.1	9.3	0.3	0.6	0.0	0.6	0.8	0.0
Total Hospital	52.3	61.6	166.8	36.8	40.5	18.5	27.5	39.1	5.7
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	3.7	5.2	3.5	3.6	3.6	4.0	3.8	2.7
Obstetrical	2.7	2.3	2.8	2.4	2.4	2.3	2.5	2.6	2.6
Pediatrics	3.5	2.7	3.4	2.8	3.4	0.0	2.8	2.9	0.0
Total Hospital	4.4	4.0	5.7	4.2	3.7	3.9	4.7	4.2	3.2
Surgical Operations:									
Inpatient	2,131	1,468	3,115	1,211	1,109	509	857	1,304	137
Outpatient	7,954	4,147	5,527	6,106	5,157	2,269	2,753	3,131	759
Inpatient as % of All Surgeries	21.1	26.1	36.0	16.6	17.7	18.3	23.7	29.4	15.3
Outpatient Visits									
Non-Emergency Visits	179,501	165,725	275,295	97,819	219,705	78,013	121,727	109,429	20,365
Emergency Visits	17,324	24,778	46,822	15,674	18,012	8,412	13,192	12,684	6,830
Full Time Equivalents (FTEs)									
Administrators	23.4	24.0	58.1	19.5	16.0	13.4	14.1	33.8	3.7
Nurses, Licensed	255.4	290.2	763.8	188.9	277.3	124.0	157.2	182.8	69.4
Ancillary Nursing Personnel	45.5	45.9	137.7	19.4	36.2	18.7	21.0	28.6	8.5
All Other Personnel	652.5	567.1	1,250.1	317.9	540.2	265.3	425.8	375.9	147.1
Total FTEs	976.8	927.1	2,209.8	545.6	869.6	421.4	618.1	621.2	228.6
FTEs Per 100 Patient Census (Adjusted)									
Administrators	17.6	13.1	16.3	16.9	10.4	20.2	12.2	29.6	10.1
Nurses, Licensed	191.8	158.4	213.6	164.2	180.1	186.6	135.8	160.0	187.9
Ancillary Nursing Personnel	34.1	25.0	38.5	16.8	23.5	28.1	18.1	25.1	22.9
All Other Personnel	490.1	309.5	349.6	276.3	350.8	399.1	367.9	329.2	398.4
Total FTEs	733.6	506.1	618.0	474.3	564.7	633.9	533.9	543.8	619.3

Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2019 (Page 1 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	45.9	47.3	45.9	49.1	51.1	41.9	46.7
Medical Assistance	11.5	10.4	12.4	10.9	11.3	19.2	12.6
Commercial	39.4	38.9	36.6	36.4	33.7	35.7	35.1
All Other	3.3	3.4	5.1	3.5	3.9	3.3	5.6
Deductions as % of Total Gross Patient Revenue							
Medicare	23.7	28.0	28.9	35.9	36.8	32.2	36.2
Medical Assistance	7.7	7.2	8.3	8.3	8.5	14.2	9.8
Commercial	10.4	13.6	13.0	14.2	12.8	13.6	15.6
Charity Care	0.8	0.7	1.1	1.3	0.9	1.0	0.9
Bad Debt	1.5	1.3	1.9	1.2	1.4	1.2	0.9
All Other	1.4	2.1	2.5	1.3	2.1	1.5	2.5
Total Deductions	45.5	52.9	55.7	62.3	62.4	63.7	66.0
Other Revenue and Net Gains or Losses							
Other Revenue as % of Total Revenue	3.1	4.8	6.0	3.2	3.4	3.9	6.8
Net Gains/Losses as % of Net Income	1.4	10.4	15.2	29.1	4.5	14.4	13.1
Expenses as % of Total Expenses							
Salary/Fringe Benefits	51.0	46.3	51.6	44.1	46.0	44.1	42.7
Supplies and Services	41.5	46.3	40.7	47.4	46.6	48.5	51.1
Capital Component	7.5	7.4	7.7	8.5	7.4	7.4	6.2

Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2019 (Page 2 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Fiscal Statistics							
Operating Margin (%)	9.5	12.2	7.0	5.4	8.2	9.4	9.5
Total Hospital Net Income (%)	9.7	13.5	8.2	7.4	8.6	10.8	10.8
Return on Equity (%)	13.7	12.4	2.2	4.7	5.8	4.3	7.7
Current Ratio	3.6	3.1	3.1	4.8	4.4	4.3	5.5
Days in Net Patient Accounts Receivable	55.7	56.0	140.0	49.3	49.0	85.1	55.7
Average Payment Period	35.7	54.4	146.6	48.1	41.1	80.6	45.6
Equity Financing (%)	50.2	61.0	56.4	74.4	81.8	65.0	72.1
Long-Term Debt to Equity Ratio	0.6	0.4	0.6	0.2	0.1	0.4	0.2
Times Interest Earned	10.9	16.6	9.0	7.5	14.1	11.7	15.5
Total Asset Turnover	1.4	0.9	0.3	0.6	0.7	0.4	0.7
Average Age of Plant (Years)	9.3	9.2	23.9	10.2	9.6	14.3	12.1
Increase (Decrease) Total Net Patient Revenue (%)	1.0	3.3	7.2	4.2	2.8	7.2	8.9
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	79.1	76.2	77.9	72.8	71.9	66.6	58.2
Patient Statistics - excludes newborns, includes swing-bed stays							
Inpatient Net Revenue Per Discharge	\$20,479	\$15,352	\$13,622	\$11,314	\$12,065	\$15,576	\$19,324
Inpatient Net Revenue Per Day	\$3,042	\$4,244	\$4,079	\$3,281	\$3,161	\$3,515	\$3,829
Outpatient Net Revenue Per Visit	\$730	\$803	\$592	\$705	\$614	\$685	\$741
Patient Statistics - excludes newborns and swing-bed stays							
Inpatient Net Revenue Per Discharge	\$27,110	\$16,826	\$14,075	\$11,453	\$12,133	\$15,576	\$19,324
Inpatient Net Revenue Per Day	\$6,418	\$5,756	\$4,500	\$3,395	\$3,215	\$3,515	\$3,829
Outpatient Net Revenue Per Visit	\$730	\$803	\$592	\$705	\$614	\$685	\$741

Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2019 (Page 1 of 2)

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Gross Revenue as % of Total Gross Patient Revenue									
Medicare	42.2	50.9	43.7	47.7	47.5	50.4	45.4	50.7	49.8
Medical Assistance	11.5	10.1	20.7	10.5	11.3	11.5	9.5	13.1	17.6
Commercial	38.6	36.0	31.5	39.1	37.0	34.7	37.9	32.1	27.8
All Other	7.8	3.0	4.1	2.7	4.2	3.4	7.2	4.1	4.7
Deductions as % of Total Gross Patient Revenue									
Medicare	31.6	40.8	34.8	33.3	35.6	33.8	32.9	36.8	26.0
Medical Assistance	8.7	8.0	15.6	7.8	8.9	8.0	7.4	10.1	11.5
Commercial	18.2	15.9	14.2	13.9	15.3	10.5	15.7	8.8	5.1
Charity Care	0.8	1.1	1.2	0.6	1.0	0.9	0.8	0.8	1.1
Bad Debt	1.1	1.1	1.0	1.4	1.1	1.0	1.0	1.0	2.1
All Other	3.5	1.4	1.2	2.0	2.1	1.5	4.8	2.0	2.2
Total Deductions	63.9	68.2	67.9	59.1	64.1	55.8	62.7	59.3	47.9
Other Revenue and Net Gains or Losses									
Other Revenue as % of Total Revenue	6.4	4.9	4.2	1.9	3.5	3.2	20.1	3.1	1.7
Net Gains/Losses as % of Net Income	39.0	N/A	N/A	11.5	N/A	52.1	47.1	18.4	14.8
Expenses as % of Total Expenses									
Salary/Fringe Benefits	47.0	39.6	35.6	41.9	47.1	51.5	56.2	42.1	52.4
Supplies and Services	45.7	51.8	57.8	50.8	45.7	43.3	38.9	52.0	40.0
Capital Component	7.3	8.7	6.6	7.3	7.2	5.2	4.9	5.9	7.5

Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2019 (Page 2 of 2)

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Fiscal Statistics									
Operating Margin (%)	6.3	14.3	11.0	16.8	10.6	1.7	6.1	5.2	8.1
Total Hospital Net Income (%)	10.0	12.8	10.6	18.6	10.5	3.5	10.9	6.3	9.4
Return on Equity (%)	7.5	8.8	7.3	15.9	7.1	0.7	8.9	3.2	6.6
Current Ratio	2.4	9.4	10.4	7.1	4.5	2.3	25.9	2.6	5.7
Days in Net Patient Accounts Receivable	50.8	48.9	48.4	58.8	51.1	168.6	63.0	77.6	51.1
Average Payment Period	52.7	33.2	30.5	30.8	60.2	192.0	13.4	74.6	44.6
Equity Financing (%)	59.1	82.0	87.0	86.8	74.2	52.0	87.1	55.8	81.9
Long-Term Debt to Equity Ratio	0.3	0.1	0.1	0.1	0.2	0.6	0.1	0.5	0.1
Times Interest Earned	9.5	13.0	11.9	37.1	13.3	12.2	31.0	15.9	17.2
Total Asset Turnover	0.7	0.7	0.7	0.8	0.7	0.2	0.8	0.5	0.7
Average Age of Plant (Years)	10.8	9.5	10.5	8.9	10.6	38.0	9.2	13.7	9.0
Increase (Decrease) Total Net Patient Revenue (%)	5.8	4.1	4.6	0.5	6.6	16.1	3.8	25.3	12.3
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	60.4	64.9	52.2	67.6	72.4	72.3	79.1	65.8	84.3
Patient Statistics - excludes newborns, includes swing-bed stays									
Inpatient Net Revenue Per Discharge	\$18,736	\$13,299	\$22,775	\$13,409	\$13,311	\$14,502	\$15,344	\$14,935	\$12,554
Inpatient Net Revenue Per Day	\$4,176	\$3,202	\$3,908	\$3,142	\$3,405	\$3,502	\$3,493	\$3,551	\$3,387
Outpatient Net Revenue Per Visit	\$623	\$685	\$755	\$724	\$549	\$807	\$855	\$810	\$1,287
Patient Statistics - excludes newborns and swing-bed stays									
Inpatient Net Revenue Per Discharge	\$18,860	\$13,300	\$22,775	\$13,495	\$13,347	\$14,947	\$15,872	\$14,973	\$13,288
Inpatient Net Revenue Per Day	\$4,233	\$3,202	\$3,908	\$3,210	\$3,431	\$3,839	\$3,869	\$3,575	\$4,128
Outpatient Net Revenue Per Visit	\$623	\$685	\$755	\$724	\$549	\$807	\$855	\$810	\$1,287
Source: 2019 Annual Survey of Hospitals, FY 2019 Hospital Fiscal Survey, WHA Information Center, LLC.									